



COUNTY OF SAN LUIS OBISPO FISCAL YEAR 2015-16 FINAL BUDGET

Prepared by the County Administrative Office

Table of Contents

	<u>Page</u>
Budget Message.....	A-1
Budget Development Policies.....	A-21
Budget Goals and Policies and Budget Balancing Strategies and Approaches.....	A-28
General Budget Information.....	A-34
County Organizational Chart.....	A-34
About San Luis Obispo County.....	A-35
County Geography.....	A-35
County Government.....	A-36
County Demographic Profile.....	A-37
Budget Summary Information.....	A-41
County Budget Development & Management Process.....	A-49
Personnel Information	B-1
Fixed Assets.....	B-37
Departmental Budgets By Functional Area.....	C-1
<u>Land Based</u>	
Agricultural Commissioner.....	C-2
Planning and Building.....	C-11
Community Development.....	C-25
Public Works.....	C-31
Los Osos Wasterwater System.....	C-39
Public Works Special Services.....	C-43
Roads.....	C-49
Road Impact Fees.....	C-60
<u>Public Protection</u>	
Animal Services.....	C-63
Child Support Services.....	C-69
Contribution to Court Operations.....	C-74
County Fire.....	C-77
District Attorney.....	C-87
Emergency Services.....	C-98
Grand Jury.....	C-104
Probation.....	C-107
Public Defender.....	C-116
Sheriff-Coroner.....	C-120
Waste Management.....	C-132
<u>Health & Human Services</u>	
Contributions to Other Agencies.....	C-136
Health Agency	
Behavioral Health.....	C-144
Driving Under The Influence.....	C-158
Emergency Medical Services.....	C-163
Law Enforcement Medical Care.....	C-166
Medical Indigent Services Program.....	C-171
Public Health.....	C-176
Social Services.....	C-189
CalWORKs.....	C-200
Foster Care.....	C-203
General Assistance.....	C-207
Veterans Services.....	C-210

Table of Contents

<u>Community Services</u>	<u>Page</u>
Airports.....	C-216
Farm Advisor.....	C-225
Fish and Game.....	C-232
Golf Courses.....	C-235
Library.....	C-242
Parks and Recreation.....	C-250
Wildlife and Grazing.....	C-258
<u>Fiscal and Administrative</u>	
Administrative Office.....	C-261
Organizational Development.....	C-268
Assessor.....	C-272
Auditor-Controller.....	C-279
Board of Supervisors.....	C-286
Clerk-Recorder.....	C-289
Treasurer-Tax Collector - Public Administrator.....	C-296
<u>Support to County Departments</u>	
County Counsel.....	C-303
General Services.....	C-309
Fleet Services.....	C-317
Human Resources.....	C-322
Information Technology.....	C-331
Risk Management.....	C-341
Self-Insurance.....	C-348
<u>Financing</u>	
Countywide Automation Replacement.....	C-352
Debt Service.....	C-357
General Government Building Replacement.....	C-360
Non-Departmental – Other Expenditures.....	C-362
Non-Departmental - Other Financing Use.....	C-365
Non-Departmental Revenues.....	C-369
Other Post-Employment Benefits.....	C-372
Pension Obligation Bonds.....	C-374
Public Facility Fees.....	C-376
Tax Reduction Reserve.....	C-378
<u>Capital and Maintenance Projects</u>	
Capital Projects.....	C-379
Maintenance Projects.....	C-398
Budget Augmentation Requests 2011-12.....	D-1
Budget Augmentation Requests 2012-13.....	D-5
Budget Augmentation Requests 2012-13 (Mid-Year).....	D-12
Budget Augmentation Requests 2013-14.....	D-13
Budget Augmentation Requests 2013-14 (Mid-Year).....	D-29
Summary Schedules.....	E-1
<u>Appendix</u>	
Resolution Adopting the FY 2015-16 County Budget	F-1
Budgetary Basis of Accounting.....	F-5
Glossary.....	F-6
Acronym Glossary.....	F-12
Index	F-15



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, 2014. 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	Lynn Compton
Fifth District.....	Debbie Arnold

County Administrative Officer- Dan Buckshi

Department Heads

Agricultural Commissioner/Sealer of Weights & Measures.....	Marty Settevendemie
Airports Director.....	Kevin Bumen
Auditor-Controller/Treasurer/Tax Collector/Public Administrator	James P. Erb
Chief Probation Officer	Jim Salio
Child Support Services Director.....	Julie Paik
Clerk-Recorder	Tommy Gong
County Assessor	Tom Bordonaro
County Counsel.....	Rita L. Neal
County Fire Chief.....	Robert Lewin
District Attorney	Dan Dow
Farm Advisor	Mary Bianchi
General Services Director	Vacant
Health Agency Director.....	Jeff Hamm
Human Resources Director	Tami Douglas-Schatz
Information Technology Director.....	Daniel Milei
Library Director	Chris Barnickel
Parks and Recreation Director.....	Nick Franco
Planning and Building Director	James Bergman
Public Works Director	Wade Horton
Sheriff-Coroner	Ian Parkinson
Social Services Director.....	Lee Collins
Veterans Service Officer.....	Vacant



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 12, 2015

Honorable Board,

From June 8-10 2015, the Board held a public hearing to discuss the County's proposed spending plan for Fiscal Year (FY) 2015-16. The Board adopted the Proposed Budget on June 16, 2015 and subsequently made adjustments to fund balances available, reserves, designations, and contingencies (based upon the year-end balances) on September 15, 2015 (agenda item #5 from the Auditor-Controller-Treasurer-Tax Collector-Public Administrator's Office).

The May 12, 2015 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.

The FY 2015-16 Final Budget (General Fund and all other funds) authorizes a spending level of \$572,648,722. The General Fund is budgeted at \$469,201,155.

Changes to the Proposed Budget:

The following technical changes were made via the Supplemental Budget document. Note that a copy of the Supplemental Budget document is available [here](#).

- General Services: Delete 1.00 FTE Architectural Supervisor and add 2.00 FTE Capital Planning/Facilities Managers to support organizational restructuring of the newly formed General Services Department. These changes were approved by the Board on April 21, 2015.
- Information Technology:
 - Add 1.00 FTE Geographic Information Systems Analyst I/II/III to support the County's Geographic Information System program. This change was approved by the Board on April 21, 2015.

- Delete 1.00 FTE Software Engineer III and add 1.00 FTE Senior Software Engineer to reflect the results of a classification study conducted by Human Resources.
- Public Health: Add 1.00 FTE Health Education Specialist to provide services for the Nutrition Education Obesity Prevention grant.
- Capital/Maintenance Projects: Correct the miscategorization of two projects between the Capital Projects and Maintenance Projects fund centers. These included: the Reprographics Remodel at a cost of \$523,700 and the Government Center Repairs at a cost of \$2,400,000.
- Public Works:
 - Add 1.00 FTE Division Manager to manage both existing and anticipated water resource planning responsibilities in the Water Resources division. This change was approved by the Board on April 14, 2015.
 - Delete 1.00 FTE Chief Wastewater Treatment Plant Operator which had been added as a placeholder classification.
 - Amend the Fixed Asset List by adding a Service Crane for use by the Cayucos Water Treatment Plant.
 - Increase the budget for the purchase of a 1-ton Truck with a crane for use at the Los Osos Wastewater facility.
- Airports: Delete 1.00 FTE Airport Operations Supervisor and 0.25 FTE Senior Account Clerk and add 1.00 FTE Senior Account Clerk to support the department's needs with respect to business development and administrative responsibilities.

In addition to the technical changes noted above, the Board also approved an 'at-issue' item contained in the Supplemental Budget document, at the close of budget hearings on June 16, 2015:

- Veterans Services: Add 1.00 FTE Assistance Veterans Service Officer II to provide case management and processing of claims for veterans.

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

- \$200,000 was allocated to the Cal Poly HotHouse. The source for this allocation was General Fund Contingencies.
- An additional \$26,439 was allocated to the San Luis Obispo History Center. The source for this allocation was General Fund Contingencies.
- \$250,000 was allocated to the Performing Arts Center. The source for this allocation was the General Government Building Replacement Reserve.

- The following changes were made to Contributions to Other Agencies (Fund Center 106). Note that these changes were funded by previously unallocated Fund Center 106 appropriations (\$50,000) and use of General Fund Contingencies (\$60,000):
 - Increased the allocation to the 5Cities Homeless Coalition by \$8,000 for a total of \$15,000
 - Increased the allocation to Cambria Connection by \$15,000 for a total of \$35,000
 - Increased the allocation to People’s Self Help Housing by \$7,000 for a total of \$25,000
 - Increased the allocation to North County Connection by \$10,000 for a total of \$30,000
 - Increased the allocation to the SLO Noor Foundation by \$25,000 for a total of \$175,000
 - Increased the allocation to the Coastal San Luis Resources Conservation District by \$5,000 for a total of \$20,000
 - Increased the allocation to the Upper Salinas-Las Tablas Resources Conservation District by \$5,000 for a total of \$20,000
 - Allocated \$35,000 to the El Camino Homeless Organization (ECHO)

Position Allocation Changes

The total number of positions approved during budget hearings was 2,638.25 Full Time Equivalent (FTE), which is a net 83.50 FTE more than the FY 2014-15 Adopted Budget. The increase in positions includes the addition of 24.50 FTE mid-year in FY 2014-15 to reflect changes to various Health and Human Services programs, as well as the addition of 59.00 FTE positions approved by the Board during budget hearings.

Changes Made after Budget Hearings

Once the fiscal year ended on June 30, 2015, 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 15, 2015 (agenda item #5), the Board approved an agenda item from the Auditor-Controller-Treasurer-Tax Collector-Public Administrator, which adopted the final appropriations, reserves, designations, and contingencies. The General Fund Fund Balance Available (FBA) was \$4.2 million higher than the \$35.5 million used in calculating the FY 2015-16 proposed General Fund budget. As part of the Board’s approval of the Final Budget, the additional FBA was allocated as follows:

- \$2,049,223 to the Prop 172 Solar Designation from one-time Proposition 172 (1/2 cent sales tax for public safety) revenue. This represents the estimated amount of revenue received by the County in FY 2014-15 that exceeds the historical norm as a result of the short term spike effect on the County's pro rata share of statewide Prop 172 revenue caused by the sales tax payments made to the State by the major solar projects in California Valley;
- \$340,459 to a trust account to pay down an expected Medi-Cal Administrative Activities (MAA) liability owed by the Probation Department to the State. This liability is the result of a retroactive revision to rules for claiming and eligibility made by the California

Department of Health Care Services. The changes are being retroactively applied to Fiscal Years 2010-11, 2011-12, and FY 2012-13, in a practice known as "backcasting." The State has applied this change to all California counties and the resulting liability owed by the Probation Department is not due to any misunderstanding or inappropriate methodology on the part of the Probation Department.

- \$694,154 to a Behavioral Health trust account to help pay down amounts owed to the State for Medi-Cal reimbursements. As previously reported, Behavioral Health projects a shortfall of this amount in the existing contingent liability trust accounts to cover potential State audit findings of Federal overpayment of Medi-Cal for services provided in 2011. Such overpayments were made due to the reimbursement claiming system that was in place up until FY 2012-13, whereby the County could claim one rate up to a State maximum for services provided, despite the fact the actual cost for those services varied by service provider (i.e the County and community based organizations).
- \$500,000 to Maintenance Projects to help fund:
 - an Americans with Disabilities Act (ADA) Transition Plan
 - anticipated countywide department relocation needs;
- \$150,000 to the Human Resources operating budget for FY 2015-16 to help fund the County's labor relations contract with Renne Sloan Holtzman and Sakai;
- \$441,655 to General Government Building Replacement – Building Replacement designation to be used as a funding source for future projects.

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

Fiscal Year 2015-16 Final Budget

COUNTY OF SAN LUIS OBISPO
 June 30, 2015
 Proposed versus Actual Fund Balance Available

County Funds	Fund #	Estimated Fund Balance Unreserved/ Undesignated June 20, 2015	Actual Fund Balance Unreserved/ Undesignated June 30, 2015	Difference Over/ (Under)	Appropriation to Contingencies	Designation	General Reserve	Revenue Adjustment Inc/(Decr)	Object Level Appropriation Adjustment
General Fund	10000	35,509,729	39,685,220	4,175,491		2,049,223			2,126,268
Capital Projects	11000	0	897,920	897,920					897,920
Road Fund	12000	0	1,764,500	1,764,500		1,764,500			
Community Development	12005	0	40,148	40,148	40,148				
Parks	12015	399,497	1,313,551	914,054		914,054			
Co-Wide Automation Repl	12020	0	500,064	500,064		458,064			42,000
Road Impact Fees	12035	0	735,497	735,497		735,497			
Wildlife & Grazing	12040	0	1,987	1,987			1,987		
Driving Under Influence	12045	(68,538)	(17,752)	50,786		50,786			
Library	12050	622,618	993,357	370,739	220,015	150,724			
Fish & Game	12055	2,593	(2,626)	(5,219)		(5,219)			
Organization Development	12060	137,866	134,328	(3,538)		(3,538)			
Emergency Medical Services	12070	0	23,274	23,274					23,274
COP Loans DSF	12080		0	0					
Pension Obligation Bonds	18010	0	487,332	487,332		487,332			

TOTAL 36,603,765 46,556,800 9,953,035 260,163 6,601,423 1,987 0 3,089,462

County of San Luis Obispo

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



DAN BUCKSHI
COUNTY ADMINISTRATOR

May 12, 2015

Honorable Board of Supervisors,

I am pleased to present the FY 2015-16 Proposed Budget to your Board and the community. The budget reflects the County's disciplined approach to fiscal management and is consistent with our goal to provide a Safe, Healthy, Livable, Prosperous and Well-Governed Community.

The budget is one of the most important documents that the County produces each year. As a financial plan, operations guide, policy document and communication device, the proposed budget is intended to communicate and implement Board policy related to County operations. Consistent with prior years, the format and content of the document is driven by an effort to strike an appropriate balance between financial detail, and discussion of 'big picture' issues. The intent is that the document will inform meaningful discussion about resource allocation decisions. Your Board will review the budget in detail at public budget hearings, scheduled for June 8th-10th, during which time you may add, delete, or modify the proposal as you deem appropriate.

Approach to FY 2015-16 Budget Development

The process for developing the budget began in the Fall of 2014, when staff presented the FY 2015-16 financial forecast and the Board reviewed its Priorities and Budget Goals and Policies for the year. This budget proposal is consistent with Board direction provided via identified priorities, Budget Goals and Policies, Budget Balancing Strategies and Approaches, and complies with all aspects of the State Budget Act (Government Code §29000). Community input provided through participation in open meetings, public involvement on the County's many advisory boards and commissions, and as conveyed in reports that are intended to measure community needs, is also a significant factor in budget development. The 'General Budget Information' section of this document provides a comprehensive overview of the County's budget development and management process.

The FY 2015-16 budget represents a significant milestone for the County. FY 2014-15 represented the final year of a multi-year strategy to bring the budget into structural balance, and FY 2015-16 will be the first year that the County is able to return to fully funding its contingencies, while making significant investments in the many programs and services that we provide to the community.

The recent recession was the longest in the United States since World War II and represented the most significant economic downturn since the Great Depression. The Board and staff worked together to meet the challenges of the recent economic downturn by making difficult, but necessary, decisions to ensure the County's financial stability. Because of the disciplined approach used, we are able to move forward with confidence that we are on sound financial ground.

Despite improvement in the County's budget, we are very mindful of the work that it took to get to this point. Over the course of the downturn, the County incrementally and methodically reduced its budget by over \$80 million. The proposed budget reflects a balanced approach to addressing spending priorities while remaining sustainable in the long term. However, growth in the budget should not be viewed as "adding back" to those programs and services that were reduced. County operations have changed over the past seven years in response to policy changes at the State and Federal levels, as well as changing community needs. The proposed budget reflects a focus on ensuring that the County is able to meet current needs in FY 2015-16 and into the future.

Factors Impacting the FY 2015-16 Budget

As noted above, there are many factors which impact budget development—not the least of which are the current trends and issues that the County is facing. The most notable are:

- The current drought, which is affecting all areas of California, but is particularly severe in San Luis Obispo County. The increased severity in our area is due to a reliance on groundwater in many areas of the County, as well as the fact that the agricultural industry is a major contributor to our local economy. It is estimated that several hundred agricultural jobs have been lost as a result of drought conditions. In addition, overall local crop values in 2014 decreased by nearly 2% compared to the prior year.
- The continued implementation of the Patient Protection and Affordable Care Act (ACA), which has changed the County's role in providing health services to indigent residents. The ACA has resulted in considerable savings to the County, as Medi-Cal eligibility has greatly expanded and now provides health coverage to individuals previously covered through County programs.
- The decline in State Gas Tax revenue to fund road infrastructure maintenance, due to declining gasoline prices.
- The completion of the two large-scale, solar projects in the Carrizo Plains, which contributed to increased sales tax revenues the last several years. Sales tax revenue from these projects will not continue into FY 2015-16. In anticipation of this, solar plant sales tax receipts have been treated as a one-time revenue source, so this decrease will not impact the operating budget.
- The completion and impending start of several major capital projects, including:
 - The women's jail expansion, which is expected to be complete mid-year in FY 2015-16. The budget includes expense to increase staffing levels at the jail when it becomes operational.
 - The potential development of a new airport terminal at the San Luis Obispo County Regional Airport.
 - The replacement of the County's animal shelter.

- The development of a co-located dispatch center for the Sheriff-Coroner and Fire departments.

In addition to these local issues, the impact that the State's budget has on us locally cannot be understated. The Governor's FY 2015-16 proposed budget totals \$158.8 billion, which represents a 1% increase compared to the current year. Though the State's budget continues to improve, some risks remain. Proposition 30, which was approved by voters in 2012 to raise sales and the personal income tax is set to expire in 2016 and 2018, respectively. State revenues from Proposition 30 are projected to be \$8 billion in State FY 2015-16. In addition, the State continues to struggle with budgetary debt and significant liabilities that have been accumulated in prior years. The most notable is \$72 billion in unfunded liability for retirement benefits for State employees.

The Governor's FY 2015-16 budget proposal includes investments in education, health and human services, and corrections and rehabilitation. Beyond those, noteworthy factors at the State level that are likely to have an impact on the County's budget include:

- FY 2015-16 will mark the first year of distributions from the 2014 Water Bond (Proposition 1) which was approved by voters in 2014. A total of \$532 million will be made available statewide for projects that are intended to increase water supplies, protect and restore watersheds, improve water quality and increase flood protection.
- AB 109 Public Safety Realignment will continue into FY 2015-16, with a continued focus on treatment as a means to reduce crime levels. Similar to prior years, a significant emphasis is placed on outcomes which demonstrate reduced crime levels year over year.
- As noted above, the decline in State Gas Tax revenue will place pressure on local governments' ability to fund road maintenance projects.
- The Governor's proposal includes a total of \$533 million to reimburse local governments for pre-2004 mandate expenses which were not previously funded. The County's share of this will be approximately \$3.4 million.
- As noted above, implementation of ACA will continue to be a major focus. Allocations made to counties in the current year are expected to continue into FY 2015-16, which means that the County will continue to not have any share of costs related to ACA administration.
- Finally, cap and trade distributions resulting from the Global Warming Solutions Act of 2006 which established a goal of reducing greenhouse gas emissions statewide to 1990 levels by 2020, will continue. As a result, the County may receive allocations to assist in the planning and development of infrastructure aimed at reducing the amount of time that people spend in their cars.

FY 2015-16 Budget Summary

The proposed budget authorizes a total spending level of \$564.3 million, with the General Fund budget proposed at \$464.6 million. The overall budget represents an increase of just under 4% compared to the current year. This growth is due to a strengthening housing market, increased development activity, as well as increased sales tax, property tax and Transient Occupancy Tax (TOT) revenue, all of which are reflective of an improving economy.

Continued implementation of the ACA also contributes to the increase in the overall budget (though this is funded with State and Federal allocations, at no cost to the County).

The table to the right provides an overview of authorized funding levels by individual fund. Each fund serves a distinct purpose, as outlined in the ‘General Budget Information’ section of this document. Changes in funding levels are explained throughout the document.

The proposed budget for FY 2015-16 represents a balance between the County’s three identified spending priorities, which include:

1. financial security
2. programs and services
3. employee salaries and benefits

Authorized Funding Levels by Fund			
Fund	FY 2014-15 Adopted	FY 2015-16 Proposed	% Inc/Dec
General Fund	\$439,810,183	\$464,625,664	6%
Automation Replacement	\$3,996,738	\$4,884,099	22%
Building Replacement	\$5,850,498	\$6,169,222	5%
Capital Projects	\$5,285,576	\$7,245,000	37%
Community Development	\$3,957,209	\$3,895,341	-2%
Medically Indigent Services Program	\$2,531,938	\$1,493,222	-41%
Debt Service	\$2,080,057	\$2,090,151	0%
Driving Under the Influence	\$1,634,352	\$1,371,002	-16%
Emergency Medical Services	\$801,000	\$846,000	6%
Fish and Game	\$35,768	\$46,222	29%
Library	\$9,256,100	\$9,416,425	2%
Organizational Development	\$1,116,151	\$911,317	-18%
Parks & Recreation	\$9,582,259	\$9,121,898	-5%
Pension Obligation Bonds	\$10,096,445	\$10,037,420	-1%
Public Facilities Fees	\$1,670,500	\$1,984,049	19%
Road Fund	\$42,220,081	\$39,099,112	-7%
Tax Reduction Reserves	\$4,550,000	\$0	-100%
Traffic Impact Fees	\$1,141,503	\$1,079,283	-5%
Wildlife and Grazing	\$5,807	\$3,548	-39%
TOTAL	\$545,622,165	\$564,318,975	4%

Increases in each of these areas are as follows:

Financial Security

During the downturn, the County drew from its reserves and reduced contingencies as a short-term budget balancing solution. Notable recommendations for FY 2015-16 include full restoration of General Fund contingencies from 4.5%, to the historical target of 5%; limiting the use of reserves to special circumstances, such as the need to use Roads reserves to mitigate the impact of the decline in State Gas Tax revenues; and several one-time allocations to reserves, including:

- \$3.5 million to the Capital Improvement Project Reserve to fund future capital projects;
- \$3.5 million to the Building Replacement Reserve to fund the necessary replacement of County facilities in the future;
- \$1 million to the Automation Replacement Reserve to fund future automation projects; and
- \$1 million to the designation to assist in paying down a portion of the County’s Pension Obligation Bond debt.

Programs and Services

Based on a thorough evaluation of need and expected results, the proposed budget includes augmentations of \$12.2 million (\$4.1 million of General Fund) to various programs and services. These augmentations increase staffing levels by 77.25 Full-

Time Equivalent (FTE) positions, which will enable the County to provide a higher level of service in many areas. The most significant increases are to public safety and health and human services. Specific augmentations and their intended results are described in the 'Departmental Budgets by Functional Area' section of this document.

In addition to the above, the proposed budget increases Roads funding with a one-time General Fund allocation of \$3 million and an ongoing General Fund increase of 10% (approximately \$740,555) to increase funding to the pavement management program. The additional funds will bring the total General Fund contributions to \$11.1 million in FY 2015-16.

The budget also provides full funding for all capital projects (\$3.7 million), maintenance projects (\$3.7 million), and automation projects that are planned to begin in FY 2015-16.

Salaries and Benefits

The proposed budget reflects salary increases that were granted to County employees in the current year, after holding wages flat for most employees for five years. Although these wage increases represent a significant cost to the County, it is important to note that the County's approach to managing salary and benefit expense is much more strategic than it had been prior to the recession. Several years ago, the County implemented a 'three-point plan' to control labor expenses by eliminating formulaic wages increases, sharing the cost of pension cost increases 50/50 with employees, and implementing pension reform, which created second and third tier pension plans.

Detailed information about budget changes can be found in the narrative information provided for each fund center in the 'Departmental Budgets by Functional Area' section of this document. The detailed information for each fund center includes a departmental narrative as well as a County Administrative Office (CAO) narrative. The departmental narrative provides an overview of departmental programs and services and key issues facing each department. The CAO narrative provides context to the proposed budget 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 service levels.

The following table provides 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.

Summary of General Fund Dollars Allocated to Departments				
Fund Center	Department Name	FY 2014-15 Adopted	FY 2015-16 Proposed	% Inc/Dec
104	Administrative Office	\$1,695,646	\$1,821,806	7%
141	Ag Commissioner	\$2,101,775	\$2,217,572	6%
109	Assessor	\$8,772,539	\$9,125,380	4%
107	Auditor-Controller	\$4,039,587	\$4,128,467	2%
100	Board of Supervisors	\$1,632,673	\$1,687,445	3%
134	Child Support Services	\$0	\$0	0%
110	Clerk-Recorder	\$420,599	\$808,373	92%
290	Community Development	\$391,436	\$391,436	0%
143	Contributions to Court Operations	(\$453,986)	(\$553,986)	22%
106	Contributions to Other Agencies	\$1,284,994	\$1,230,405	-4%
111	County Counsel	\$3,298,287	\$3,415,154	4%
140	County Fire	\$12,855,699	\$13,601,756	6%
132	District Attorney (includes Victim Witness)	\$8,907,804	\$9,270,028	4%
138	Emergency Services	\$167,973	\$157,550	-6%
215	Farm Advisor	\$470,201	\$526,999	12%
113	General Services	\$6,164,420	\$6,804,408	10%
131	Grand Jury	\$138,850	\$136,436	-2%
137	Health Agency- Animal Services	\$686,143	\$788,867	15%
166	Health Agency- Behavioral Health	\$7,269,932	\$9,420,582	30%
184	Health Agency- Law Enforcement Medical Care	\$1,529,849	\$2,080,844	36%
350	Health Agency- Medically Indigent Services Program	\$1,676,400	\$507,692	-70%
160	Health Agency- Public Health	\$4,325,838	\$5,180,767	20%
112	Human Resources	\$2,331,416	\$2,824,034	21%
105	Human Resources- Risk Management	\$542,826	\$615,787	13%
114	Information Technology	\$9,071,759	\$9,149,924	1%
377	Library	\$607,139	\$633,683	4%
103	Non-Departmental Other Expenditures	\$318,500	\$318,000	0%
275	Organizational Development	\$900,000	\$604,839	-33%
305	Parks	\$3,528,177	\$3,616,907	3%
142	Planning and Building	\$5,862,271	\$5,896,897	1%
139	Probation	\$9,154,323	\$9,932,402	8%
135	Public Defender	\$5,108,414	\$5,370,016	5%
245	Public Works- Roads	\$8,414,100	\$11,146,107	32%
201	Public Works- Special Services	\$1,431,394	\$1,546,423	8%
130	Public Works- Waste Management	\$880,264	\$939,179	7%
136	Sheriff-Coroner	\$37,981,530	\$38,253,703	1%
180	Social Services- Administration	\$5,040,164	\$4,307,550	-15%
182	Social Services- CalWORKs	\$331,248	\$324,808	-2%
181	Social Services- Foster Care	\$558,758	\$1,114,152	99%
185	Social Services- General Assistance	\$688,146	\$866,378	26%
108	Treasurer/Tax Collector	\$1,616,251	\$1,626,612	1%
186	Veterans Services	\$459,813	\$473,584	3%
	TOTAL	\$168,947,282	\$183,057,866	8%

The proposed FY 2015-16 budget recommends 2,633.50 Full-Time Equivalent (FTE) permanent and limited term positions. This represents a net increase of 54.25 positions as compared to current allocations and a net increase of 78.75 FTE compared to FY 2014-15 adopted levels. A net of 24.50 FTE were added mid-year in FY 2014-15. Mid-year changes were due to minor departmental reorganizations, the addition of limited term positions due to the availability for grant funding, and various programmatic changes.

The table to the right provides a summary of Position Allocation net changes by department, compared to current staffing levels. Position additions are generally related to recommended augmentations to various programs and services, and net deletions are generally related to the elimination of limited term staff, due to the expiration of grant funding or minor reorganizations due to changing needs.

Summary of Position Allocation Changes by Department	
FY 2014-15 Adopted Budget Allocation	2,554.75
FY 2014-15 Current Allocation	2,579.25
FY 2015-16 Proposed Allocation	2,633.50
Net Change (from Adopted)	78.75
Net Change (from Current)	54.25
% Change (from Current)	2.10%
Department	Net Change
Ag Commissioner	-1.00
Assessor	1.00
Auditor-Controller- Treasurer-Tax Collector	-2.00
Child Support Services	-1.00
District Attorney	1.50
Farm Advisor	0.50
General Services	1.00
Human Resources	1.00
Health Agency	19.75
Information Technology	1.00
Library	1.50
Organizational Development	1.00
Planning & Building	7.00
Public Works	9.00
Sheriff/Coroner	8.00
Social Services	6.00
TOTAL	54.25

All County departments are grouped together by functional areas, which categorize the types of services that individual departments provide. Following is a summary of major changes within each functional area. Not all departments are identified in this summary. Detailed information for each department can be found in the 'Departmental Budgets by Functional Area' section of this document.

Land Based Functional Area	
Change to General Fund support from FY 2014-15 adopted levels: \$3 million (16%)	Net change to staffing, compared to current levels: +15.00 FTE
Fund Centers: Agricultural Commissioner, Planning and Building, Community Development, Public Works Internal Service Fund (ISF), Public Works Special Services, Los Osos Wastewater System, Roads, Road Impact Fees.	

Agricultural Commissioner

The proposed level of General Fund support is increasing by \$115,797 or 5% compared to the FY 2014-15 adopted budget. The increase includes the proposed addition of an Agricultural Inspector/Biologist position to the department's Position Allocation List (PAL) which will partially restore efforts dedicated to the Pesticide Use Enforcement (PUE) program and the Invasive Weed Management program closer to historic levels.

Planning and Building

The proposed level of General Fund support is increasing by \$34,626 or less than 1% compared to the FY 2014-15 adopted budget. The increase includes the proposed addition of a Planner position to the department's PAL to expand services at the department's North County Service Center. Although not reflected in the level of General Fund support, the department's overall budget is increasing due to the planned replacement of the department's permit tracking system (Tidemark) in FY 2015-16, which will include the addition of 6.00 FTE limited term positions to help address the department's workload associated with the system replacement.

Public Works Internal Service Fund

The proposed budget of \$34.3 million is an increase of \$614,093 or approximately 2% compared to FY 2014-15 estimated amounts. The increase is largely due to the proposed addition of 9.00 FTE positions to the department's PAL to support Roads and the new Los Osos Wastewater System. The proposed staffing increase for Roads (3.00 FTE) will help to reduce a backlog of maintenance work orders, and support new Federal/State mandates for the monitoring of sign reflectivity and vehicle miles traveled. The proposed staffing increase for the Los Osos Wastewater System (6.00 FTE) are required to operate the Los Osos Wastewater System when it comes on-line during the latter half of FY 2015-16.

Roads

The proposed budget includes General Fund contributions in the amount of \$11.1 million, which represents a 32% increase compared FY 2014-15 adopted amounts. This increase is driven by an ongoing 10% (\$740,555) contribution and one-time allocation of \$3 million to the pavement management program to improve road conditions. The department estimates that total pavement management program funding will improve the Pavement Condition Index (PCI) from 61 to 62 by the end of FY 2015-16.

Los Osos Wastewater System

The proposed budget includes the addition of a new Enterprise Fund for the operation and maintenance of the Los Osos Wastewater System. Revenues are generated from users of the system; therefore, a bridge loan will be required in order to cover cash flow needs until the system is fully operational. Revenues and expenses are budgeted at \$1.2 million in FY 2015-16.

Public Protection Functional Area	
Change to General Fund support from FY 2014-15 adopted levels: \$2.4 million (3%)	Net change to staffing, compared to current levels: +9.50 FTE
Fund Centers: Animal Services, Child Support Services, Contribution to Court Operations, County Fire, District Attorney, Emergency Services, Grand Jury, Probation, Public Defender, Sheriff-Coroner, Waste Management.	

Animal Services

The proposed level of General Fund support is increasing by \$102,724 or 14% compared to the FY 2014-15 adopted budget. The increase includes the proposed addition of an Administrative Services Officer position to serve as a Volunteer Coordinator to strengthen the

volunteer position at the shelter. The position is being added due to an evaluation of Animal Services provided by the Humane Society of the United States in 2008 which recommended adding a Volunteer Coordinator position. The position was not added at that time due to financial constraints brought on by the recession.

Child Support Services

The proposed budget of \$4.6 million is an increase of less than 1% compared to FY 2014-15 adopted amounts. No General Fund support is proposed, due to the fact that the department operates on revenue from State and Federal sources. The County's Child Support Services Department was ranked as the number one performing county in the State during the 2014 Fiscal Year.

County Fire

The proposed General Fund support is increasing \$746,057 or 5% compared to the FY 2014-15 adopted budget. The increase in General Fund support is largely due to an increase in the County's contract with CAL FIRE, of which the General Fund portion is increasing \$1.3 million or 11% due to State collective bargaining decisions and CalPERS benefit rate increases.

District Attorney

The proposed level of General Fund support is increasing by \$362,224 or 4% compared to the FY 2014-15 adopted budget. This increase is due to a combination of revenue decreases and expenditure increases. Revenue is declining due mainly to shrinking availability of settlement revenues which are declining approximately \$400,000 which is mostly offset by an increase in State Prop 172 revenue, the ½ cent sales tax for public safety. Expenditures increases include the addition of 1.50 FTE to the department's PAL. These new positions are intended to ensure compliance with the California Office of Emergency Services and Victims Crime Act fund guidelines, provide prompt intervention and support with crime victims after a crime occurs, and assist with property crime caseload.

Probation

The proposed level of General Fund support is increasing by \$778,079 or 8% compared to the FY 2014-15 adopted budget. The increase is due to a combination of revenue decreases and expenditure increases. Revenue is declining due to changes in State and Federal claiming rules. Expenditures are increasing due to a minor reorganization in the department's administrative section, as well as in the Juvenile Hall. The proposed budget includes the addition of an Assistant Chief Probation Officer.

Public Defender

The proposed level of General Fund support is increasing by \$261,602 or 5% compared to the FY 2014-15 adopted budget. This increase is primarily driven by an additional \$200,000 that is budgeted in FY 2015-16 in recognition of the fact that it has become commonplace to add expense during the budget year to cover unanticipated expense for complex, multi-defendant or capital cases represented by court appointed attorneys.

Sheriff-Coroner

The proposed level of General Fund support is increasing by \$272,173 or less than 1% compared to the FY 2014-15 adopted budget. However, after adjusting for short term expense

for staffing in California Valley during construction of two large-scale solar projects that have now been completed, and which were offset by funding sources outside this fund center in FY 2014-15, the Sheriff-Coroner's net increase in General Fund support is greater than it appears in the budget, increasing \$928,173 or 2%.

The increase in General Fund support is due in part to proposed augmentations which increase the department's PAL by 8.00 FTE. The proposed position additions include staffing for the new Women's Jail which will be operational in FY 2015-16, increased capacity in the North Station response area, additional administrative support, and additional capacity to assist jail medical staff with providing required health care and mental health treatment services.

Health and Human Services Functional Area	
Change to General Fund support from FY 2014-15 adopted levels: \$2.4 million (9%)	Net change to staffing, compared to current levels: +24.75 FTE
Fund Centers: Contributions to Outside Agencies, Health Agency (Behavioral Health, Driving Under the Influence, Emergency Medical Services, Law Enforcement Medical Care, Medically Indigent Services Program, Public Health), Social Services (CalWORKs, Foster Care/Adoptions, General Assistance), Veterans Services.	

Health Agency

In addition to those fund centers noted above, Animal Services is also a division of the Health Agency, but is included in the Public Protection functional group. The overall budget information that follows excludes the Animal Services budget.

The proposed level of General Fund support for the Health Agency is increasing by \$2.4 million or 16% compared to the FY 2014-15 adopted budget. The increase includes the proposed net addition of 18.75 FTE to the Agency's PAL. Highlights of the significant changes affecting the General Fund support for the Health Agency fund centers are provided below.

Behavioral Health

General Fund support is proposed to increase approximately \$2.2 million or 29% compared to the FY 2014-15 adopted budget. This increase includes the net addition of 13.00 FTE. Most of these new positions are recommended to improve the response time and/or expand services for youth and adults suffering from mental health, substance use and/or co-occurring disorders in an effort to reduce wait time for clients in order to improve outcomes and reduce the impact these conditions have on their lives. The expansion of Medi-Cal under the ACA has increased demand for Behavioral Health services and the added resources will help the department better meet that demand. In addition, positions are being added to improve documentation services provided in order to increase Medi-Cal reimbursement for eligible services.

Law Enforcement Medical Care

General Fund support is proposed to increase \$550,995 or 36% compared to the FY 2014-15 adopted budget. The increase includes a net addition of 3.75 FTE to the department's PAL. These additional positions will provide additional nursing staff at the

jail to ensure 24/7 coverage by nursing staff to improve the quality and timeliness of medical assessment and care of inmates at the County Jail.

Medically-Indigent Services Program

General Fund support is proposed to decrease approximately \$1.2 million or 70% compared to the FY 2014-15 adopted budget. This decrease is due to a significant reduction in the number of indigent clients expected to receive access to medical care under this program. FY 2014-15 marked the first fiscal year in which the County provided indigent medical care to the remaining individuals that do not qualify for Medi-Cal and meet the requirements for a waiver from the individual mandate for health care coverage under the ACA. Proposed funding levels for FY 2015-16 reflect decreased caseload in this program due to the implementation of the ACA.

Public Health

General Fund support is proposed to increase \$854,929 or 19% compared to the FY 2014-15 adopted budget. The increase includes the addition of 4.00 FTE to the department's PAL to support a variety of needs and initiatives. Augmentations to this budget include: funding to prepare an Environmental Impact Report for a permanent Biosolids Ordinance; the purchase and implementation of a public health electronic health record for use in the Jail, clinics and other public health programs; the addition of a Deputy Health Officer to strengthen medical oversight and department management; the addition of a position to oversee the effort to achieve Public Health Accreditation for the department; and expense for the addition of a Software Engineer in Information Technology to improve automation systems used by the Health Agency and ensure compliance with security regulations.

Social Services

The proposed level of General Fund support for Social Services is decreasing by \$5,428 or less than 1% compared to the FY 2014-15 adopted budget. The proposed 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. Despite the decrease to General Fund support, the department's budget is seeing significant growth compared to the FY 2014-15 adopted budget, due largely to expanded responsibilities in the Child Welfare Services (CWS) and In-Home Support Services (IHSS) programs, increased caseload in the Medi-Cal program, and implementation of the new CalWORKs Housing Supports program (HSP) which are largely funded with allocations from State and Federal sources.

The proposed budget includes the net addition of 6.00 FTE to the department's PAL. The new positions will support a variety of programs, including: ensuring that families considered as Foster Parents are simultaneously qualified as potential Adoptive Parents; and addressing workload associated with caseload growth in the various programs that the department provides.

Community Services Functional Area	
Change to General Fund support from FY 2014-15 adopted levels: \$184,572 (4%)	Net change to staffing, compared to current levels: +2.00 FTE
Fund Centers: Airports, Farm Advisor, Fish and Game, Golf Courses, Library, Parks and Recreation, Wildlife and Grazing.	

Farm Advisor

The proposed General Fund support increasing by \$56,798 or 12% compared to the FY 2014-15 adopted budget. The increase includes the addition of 0.50 FTE to the department's PAL.

The additional staff will enable the Master Food Preserve program, nutrition education programs at elementary school sites, and the family centered physical activity programs to expand.

Library

The proposed General Fund contribution is increasing by \$26,544 or 4% compared to the FY 2014-15 adopted amount. The increase is due to the addition of 1.50 FTE to the department's PALs. The increased staffing supports increased hours of operation in most of the Library's 15 branches, expanding the number of open hours per week by a total of 66 hours across the Library system.

Fiscal and Administrative Functional Area	
Change to General Fund support from FY 2014-15 adopted levels: \$725,627 (4%)	Net change to staffing, compared to current levels: None
Fund Centers: Administrative Office, Organizational Development, Assessor, Auditor-Controller-Treasurer-Tax Collector-Public Administrator, Board of Supervisors, Clerk-Recorder.	

Assessor

The proposed General Fund support is increasing by \$352,841 or 4% compared to the FY 2014-15 adopted budget. This increase includes the addition of 1.00 FTE to the department's PAL in order to address increased workload concerns. It is estimated that \$333,606 in additional property tax revenue will be added to the roll due to the department's ability to address outstanding workload with the addition of this position.

Auditor-Controller Treasurer-Tax Collector Public Administrator

The Auditor-Controller-Treasurer-Tax Collector-Public Administrator is a consolidated department; however, the budgets for the two former, independent departments remain separate.

The proposed General Fund support is increasing by \$99,241 or 2% compared to the FY 2014-15 adopted budget. The budget includes the elimination of 2.00 FTE from the department's PAL, as a result of efficiencies gained through the creation of this consolidated department in FY 2013-14.

Support to County Departments Functional Area	
Change to General Fund support from FY 2014-15 adopted levels: \$1,400,599 (7%)	Net change to staffing, compared to current levels: +3.00 FTE
Fund Centers: County Counsel, General Services, Fleet Services, Human Resources, Risk Management, Self- Insurance.	

General Services

In FY 2014-15, the former General Services Agency was dissolved into four independent separate departments: General Services, Information Technology, Airports, and Parks and Recreation. As indicated at the time when the dissolution of the Agency was considered, the dissolution has remained relatively cost neutral between the four departments. The General Fund support increase in this budget is not due to the dissolution.

The proposed General Fund support is increasing by \$639,988 or 10% compared to the FY 2014-15 adopted budget. This increase includes the addition of 1.00 FTE Facilities Maintenance Mechanic to the department’s PAL in order to provide facility maintenance for the new Women’s Jail which will become operational in FY 2015-16. In addition, the lease costs that the department pays on behalf of the Department of Social Services (DSS) are increasing by approximately \$440,000 due to DSS acquiring additional office space in FY 2014-15 in order to support an increase in staff due to implementation of the ACA.

Information Technology

The proposed General Fund support is increasing by \$78,165 or less than 1% compared to the FY 2014-15 adopted budget. The increase includes the addition of funding for a Geographic Information Systems (GIS) Analyst. This position is not proposed to be added to the department’s PAL in the budget, due to the fact that the classification had not been created at the time of budget development. In addition, the proposed budget includes the addition of 1.00 FTE Software Engineer to the department’s PAL in order to provide support to the Health Agency.

Human Resources

The proposed General Fund support is increasing by \$492,618 or 21% compared to the FY 2014-15 adopted budget. This increase includes expense for new automation systems that the department implemented in FY 2014-15. These automation systems include NEOGOV (a new online job application, on-boarding and performance management system) as well as the CEB Talent Measurement system. The proposed budget also includes the addition of 1.00 FTE to the department’s PAL to support the increase in employee recruitment and selection workload that the department faces due to increased staffing levels among County departments.

Overview of Financing/Revenues

The Financing Functional Area in the ‘Departmental Budgets by Functional Area’ section of this document provides a discussion of revenue sources, as well as additions to the County’s

various reserves and designations. Below is a high-level overview of some of the County's major revenue sources:

State and Federal Revenue

State and Federal revenue is proposed at approximately \$239.4 million and represents 43% of the County's total financing. This is an increase of \$3 million or less than 1% compared to the FY 2014-15 adopted budget. State and Federal revenue is the single largest County revenue source. The majority of these revenues are used to support statutory programs, such as health and human 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 tax revenue are proposed at approximately \$171 million and represents 30% of the County's total financing. This is an increase of \$13.8 million or 9% compared to the FY 2014-15 adopted budget.

Other Revenues and Financing Sources

Other revenues and financing are proposed at approximately \$64.2 million and represent 11% of the County's total financing. This is an increase of \$1.5 million or 2% compared to the FY 2014-15 adopted budget.

Licenses/Permit Fees/Charges for Services

Licenses, permits fees, and charges for services are proposed at approximately \$38.6 million and represent 7% of the County's total financing. This is an increase of \$538,790 or 1% compared to the FY 2014-15 adopted budget.

Fines, Forfeitures and Penalties

Fines, forfeitures and penalties are proposed at approximately \$5.1 million and represent 1% of the County's total financing. This amount is essentially flat with the FY 2014-15 adopted budget.

Interest Earnings

Interest earnings are proposed at approximately \$1.9 million and represent less than 1% of the County's total financing. This amount is increasing by \$83,211 compared to the FY 2014-15 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. Use of FBA is proposed at \$36.6 million (for all County funds, not just the General Fund) and represents approximately 6% of the County's total financing. Use of reserves is proposed at \$7.4 million and represents just over 1% of the County's total financing.

Conclusion and Acknowledgements

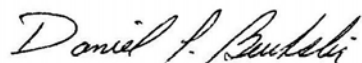
After several years of having to make difficult but necessary choices in order to achieve structural balance, it is rewarding to be able to propose a budget that is fiscally sound and funds augmentations to the programs and services that are so valuable to the community. The improvement in the budget 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 during the economic downturn. Careful planning for the future remains critical to the sustainability of the County's pursuit of providing a high level of service into the future.

The production of this proposed budget and document is a year-round process, which involves ongoing budget administration, financial forecasting, strategic planning, and the identification of priorities and the establishment of sound budget policy. Staff in all departments participate in this on-going process in order to develop a budget that is clear, complete and accurate. They deserve credit for the significant work that goes into developing this budget document.

Finally, I want to recognize and express gratitude to the Board of Supervisors for the leadership and insightful guidance provided in establishing policies and identifying spending priorities for the County's resource allocation decisions.

I look forward to this next year as we are truly able to move forward in pursuit of our vision of a Safe, Healthy, Livable, Prosperous, and Well-Governed Community.

Sincerely,



Dan Buckshi
County Administrative Officer

2015-16 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.

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- 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 1205000000), 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 recent fiscal challenges were first identified. At that time, the budget was balanced and economic conditions were generally good; however, the great recession loomed on the horizon. In order to proactively deal with the difficulties that laid ahead, a seven year "pain management plan" was crafted and utilized to guide the Board and staff in addressing significant budget gaps. FY 2008-09 was the first year of the plan, and FY 2014-15 represented the final year.

Moving into FY 2015-16, the County is in a strong financial position as a result of its adherence to the plan to close the structural budget gap. Despite the fact that the plan is no longer being actively utilized, the underlying budget balancing strategies and approaches are still relevant and represent the Board's preferences for achieving a balanced budget. In the event of a future economic downturn, it is likely that these same strategies and approaches would be utilized to close any future budget gaps.

The Last Seven Years: A Look Back

The foundations of the seven year plan were the County's adopted Budget Goals and Policies, Board priorities and direction, and the detailed budget instructions. The Goals and Policies were reviewed annually by the Board and will continue to be subject to annual review and approval.

The approach was for the Board to provide its priorities and other direction to staff early in the annual budget process. County departments utilized this direction in crafting each of their individual budget proposals and the County Administrative Office utilized these priorities and directions when crafting an overall Proposed Budget. This approach will continue, and in accordance with the State Budget Act (Government Code 29000-29144), the Board will continue to review and set the budget for the fiscal year during budget hearings in June of each year. Along the way, the Board has been, and will continue to be provided regular updates regarding the status of the budget.

One of the overarching objectives of the budget strategies has been to strike a balance between maintaining fiscal health and continuing to provide programs and services to the County's many and varied customers. The recent fiscal challenges have made striking this balance more difficult than ever. In order to maintain the County's fiscal health, this balance will continue to be important, even in an improving economy. Over the years, the County has been 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 was to pare down the amount used as the County worked its way through the seven year pain management plan. To illustrate, during the creation of the pain management plan, the planned use of short-term solutions was 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 served the County well and the underlying strategies and approaches should continue to do so into the future. While the County's recent fiscal challenges were unprecedented in recent times, they paled in comparison to that of many local governments around the state and the country. The County's 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.

Following is an outline of the County's preferred budget balancing strategies and approaches:

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 during the "good times". The rationale is that when times are good, some departments experience significant growth in expenditures and staffing due to increases in demand and revenues. In times when demand and corresponding revenues have slowed, expenditures should be scaled back

accordingly. Conversely, some departments grow very little over time, 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 or action at other levels of government at any particular point in time. 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. Funding provided by the State for these types of programs typically has not kept pace with the corresponding expenditures. During the "good years," the County may utilize 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 limited during times of economic difficulty, and is 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 the total County budget (and almost 60% of the General Fund budget) are labor costs and not surprisingly, salary and benefit costs have 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 tiered pension plan be implemented for all new hires.
 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 is 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. In October 2007, the County instituted a hiring “chill.” All requested exceptions to the “chill” were to be approved by the County Administrative Officer. Early in FY 2013-14, the hiring “chill” was lifted to reflect improving budget conditions.

2. Reduce General Fund Contingency- Budget Policy #26 states that a minimum of 5% of available funds will be placed into contingencies. This policy was adhered to for many years, but as a part of the FY 2009-10 budget balancing strategies, the contingency was reduced to 4%. In FY 2014-15, the contingency was partially restored, to 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 if these types of projects are continuously deferred, County facilities and systems would deteriorate and the cost of repairs would increase over time.
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.
5. Reduce or eliminate the General Fund contribution to the Organizational Development program- The General Fund typically contributes \$450,000 to the Organizational Development fund center annually. This funding has been used to pay for the Learning and Development Center (formerly the Employee University), Citizen’s Opinion Surveys, Employee Opinion Surveys, and departmental organizational assessments and training. In difficult budget years, reserves and designations could be used to fund these operations; however, in the longer term, some or all of these programs would have to be reduced or eliminated if the General Fund contribution were reduced or discontinued.
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.

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.
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.
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.
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 allowed for reserves to remain in place for the latter years of the "pain management plan" and to help mitigate unforeseen future fiscal challenges.

Options not included in the budget balancing strategies and approaches:

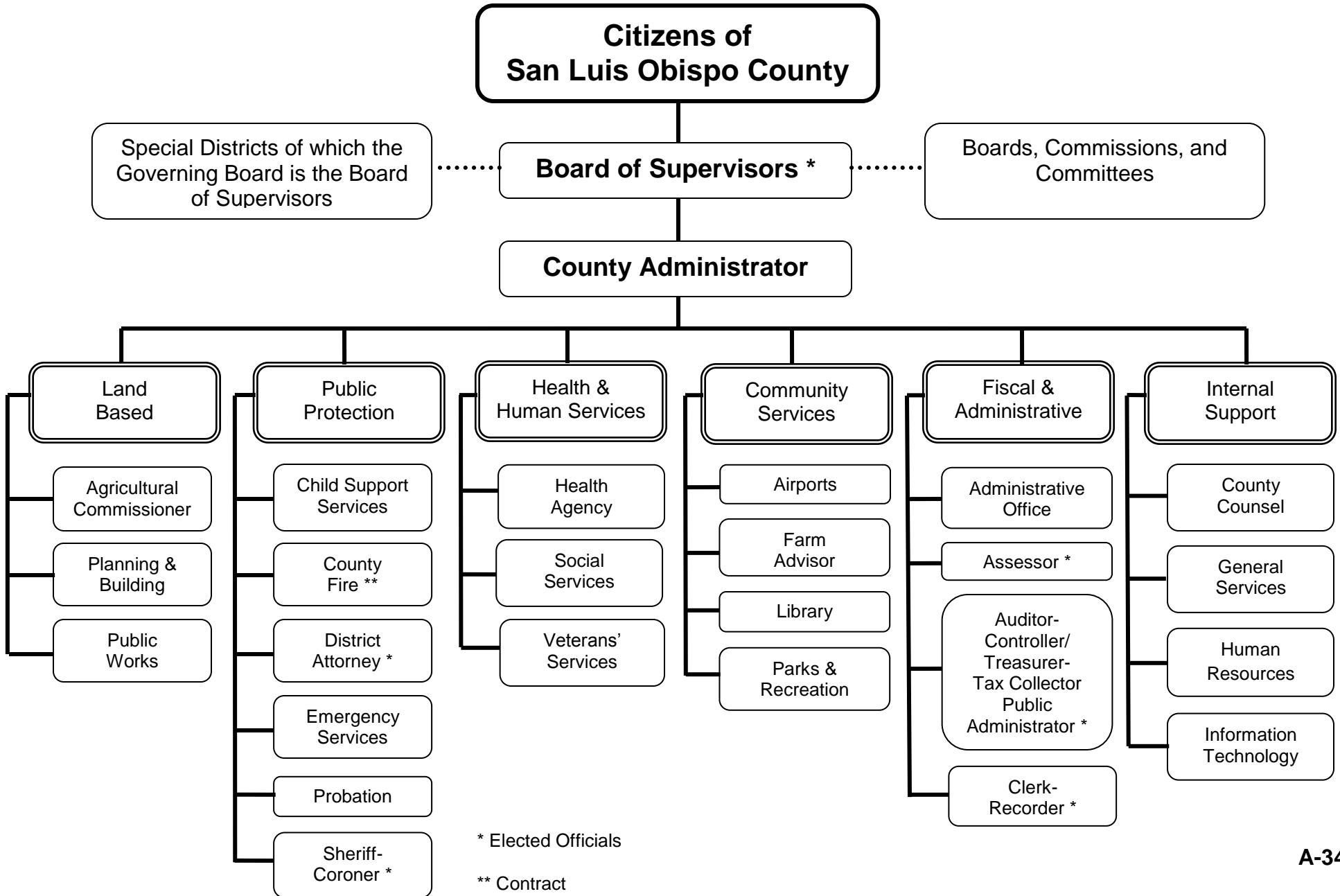
1. Mandatory Time Off (mandatory furloughs)- This approach has not been included in the budget balancing strategies because it is challenging to implement, does not save much more money than the Voluntary furlough program (VTO), and is short-term in nature. Further, feedback from department heads was overwhelmingly against the use of mandatory furloughs. If economic conditions were to worsen in future years, the use of mandatory furloughs 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 was not 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. While training plans and expenditures were cut back considerably as part of the budget balancing process, they were not 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 recent 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. 2014 estimates from the California Department of Finance place the County’s population at 272,357 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’ Markets, Savor the Central Coast Food and Wine Festival, and various holiday 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.

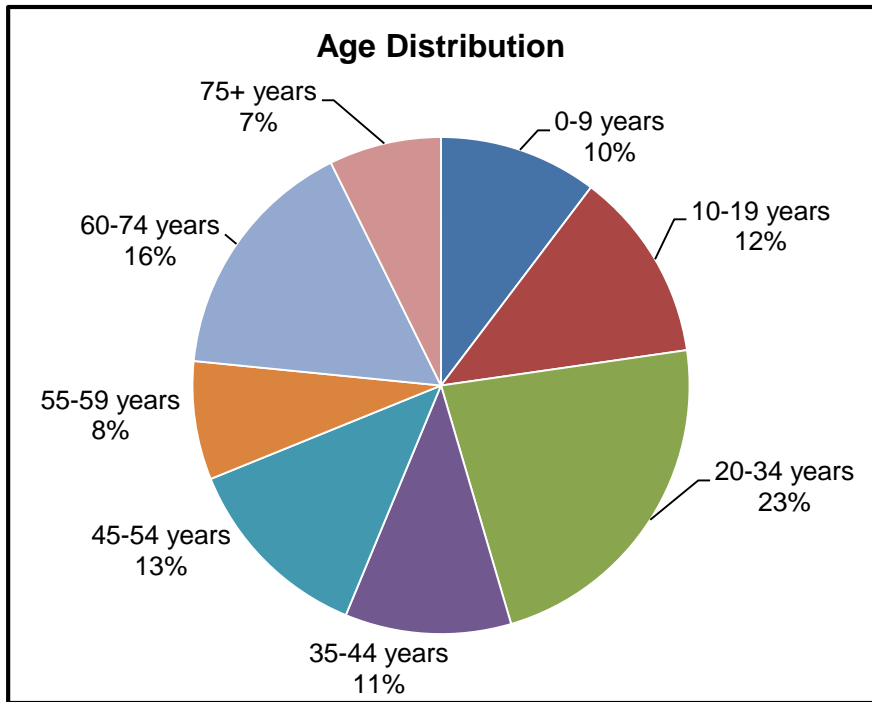
The County Administrative Officer is appointed by the Board of Supervisors and has responsibility for managing the operations of County departments, preparing the County budget and making recommendations to the Board of Supervisors to promote the efficiency and effectiveness of County operations. The 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, 2014, San Luis Obispo County was home to an estimated 272,357 residents, a 0.04 percent increase compared to population estimates in the year 2013. 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 45,473 residents. The smallest is Pismo Beach with 7,705 residents.¹

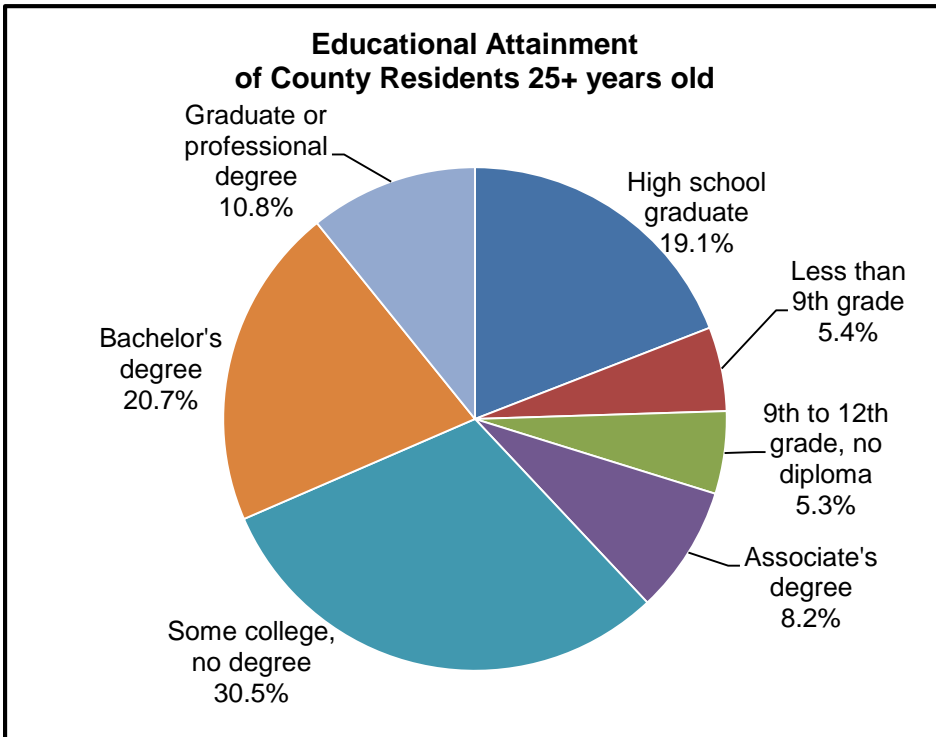
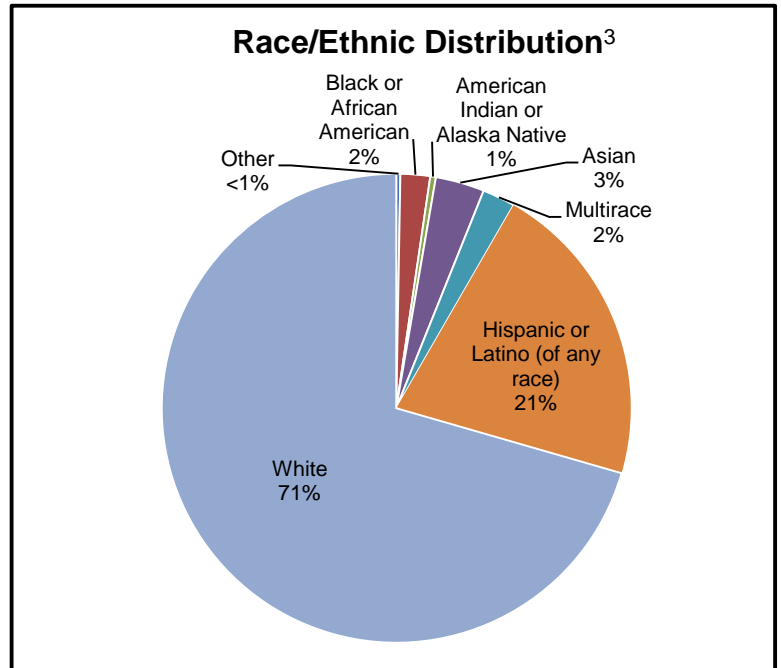
Population by City	
<u>City</u>	<u>Population</u>
Arroyo Grande	17,334
Atascadero	28,675
Grover Beach	13,153
Morro Bay	10,276
Paso Robles	30,469
Pismo Beach	7,705
San Luis Obispo	45,473
<u>Unincorporated</u>	<u>119,272</u>
Total	272,357



The median age of San Luis Obispo County residents was estimated at 40.1 years in 2013. This compares with 35.7 years in California and 37.5 years for the United States.²

¹ CA Department of Finance 2014 Population Estimates
² US Census Bureau 2013 American Community Survey

In 2013, an estimated 10.4 percent of the County's population was born in a foreign country, compared with 27 percent for California and 12.9 percent for the United States.³



As of 2013, an estimated 89.3 percent of County residents over the age of 25 had graduated from high school and 31.5 percent had a bachelor's degree or higher. These percentages are higher than both California where an estimated 81.7 percent of people have at least graduated from high school and 31 percent have a bachelor's degree or higher and the United States where 86.6 percent have at least graduated from high school and 29.6 percent have a bachelor's degree or higher.⁴

³ US Census Bureau 2013 American Community Survey

⁴ US Census Bureau 2013 American Community Survey

Income and Housing

Median Household Income		
	<u>2013</u>	<u>2000</u>
San Luis Obispo County	\$ 58,158	\$ 42,428
California	\$ 60,190	\$ 47,493
United States	\$ 52,250	\$ 41,994

As of 2013, an estimated 8.1 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 the fourth quarter of 2014, the median single-family home price in the County was \$449,800.⁶

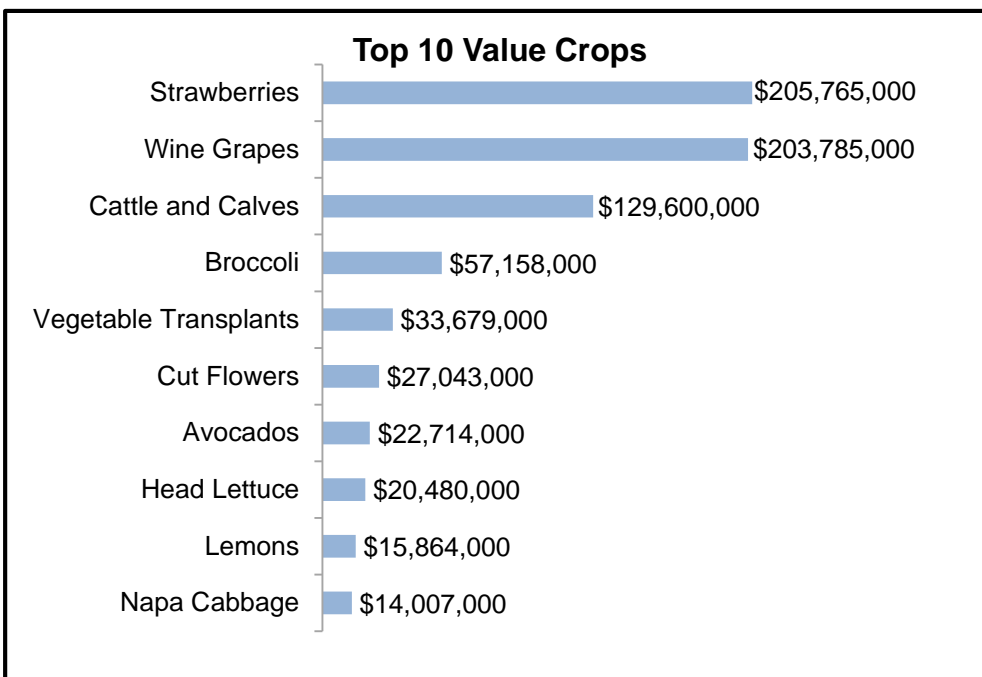
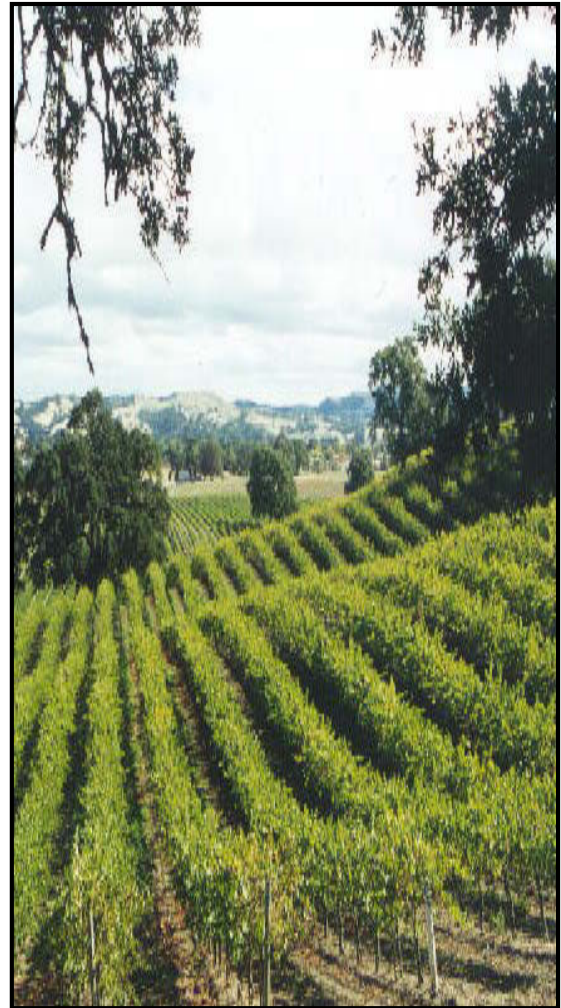
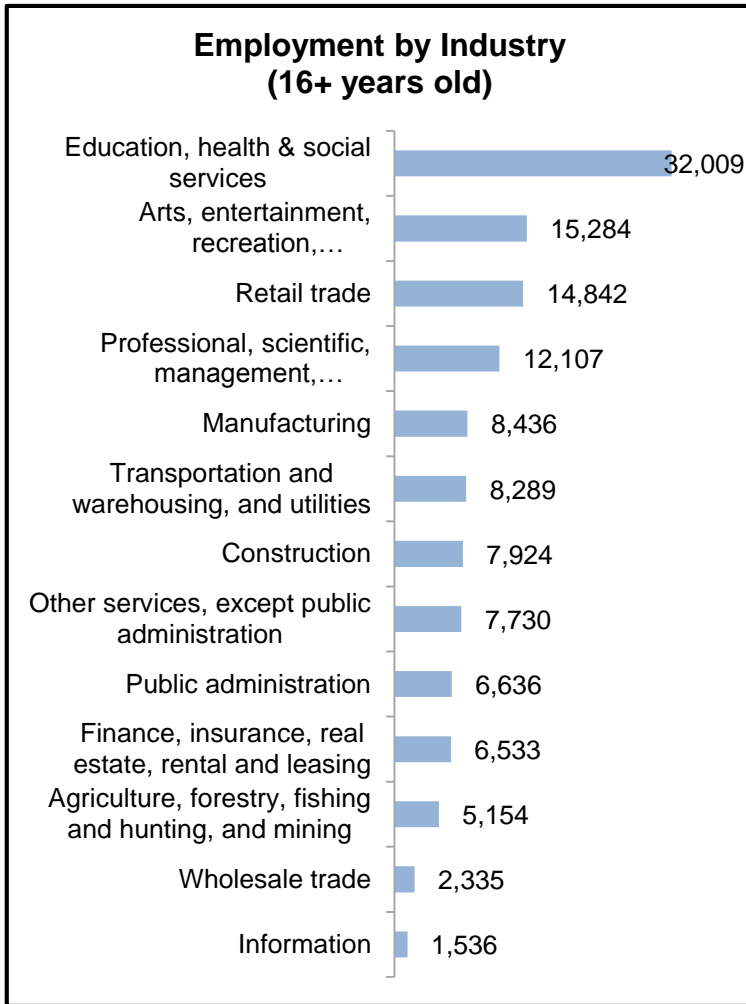
Employment and Industry

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 below 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 2013.⁸

- Top 20 Employers in San Luis Obispo County**

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

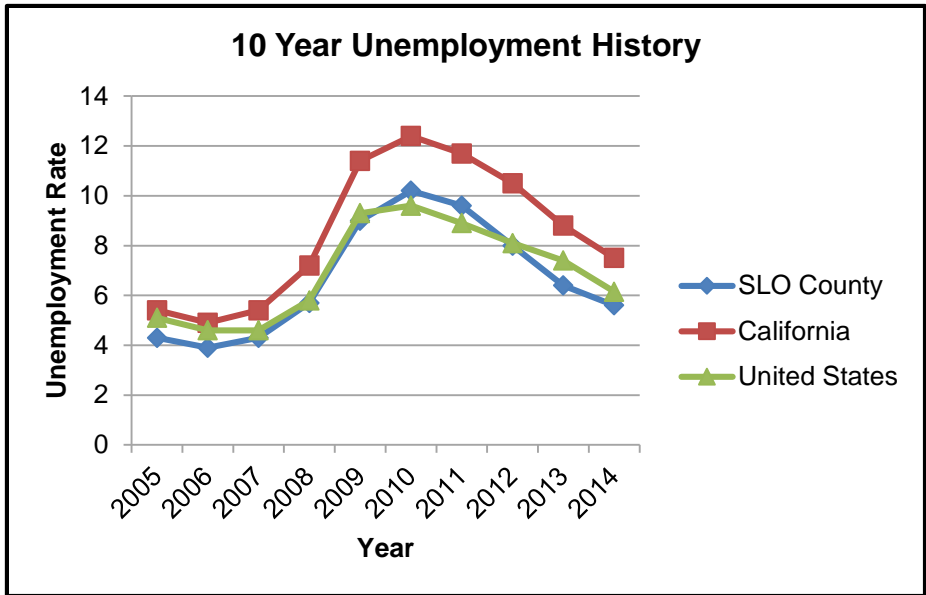
⁵ US Census Bureau 2013 American Community Survey and 2000 US Census
⁶ Central Coast Economic Forecast, San Luis Obispo County (Q1 2015)
⁷ San Luis Obispo Chamber of Commerce 2013 Community Economic Profile
⁸ US Census Bureau 2013 American Community Survey



The County also has a productive agricultural industry. The chart to the left displays the top 10 value crops in the County in 2014.⁹

⁹ San Luis Obispo County Agricultural Commissioner 2014 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 but fell below in 2013 and again in 2014. The County's unemployment rate is still much lower than statewide unemployment rates.¹⁰



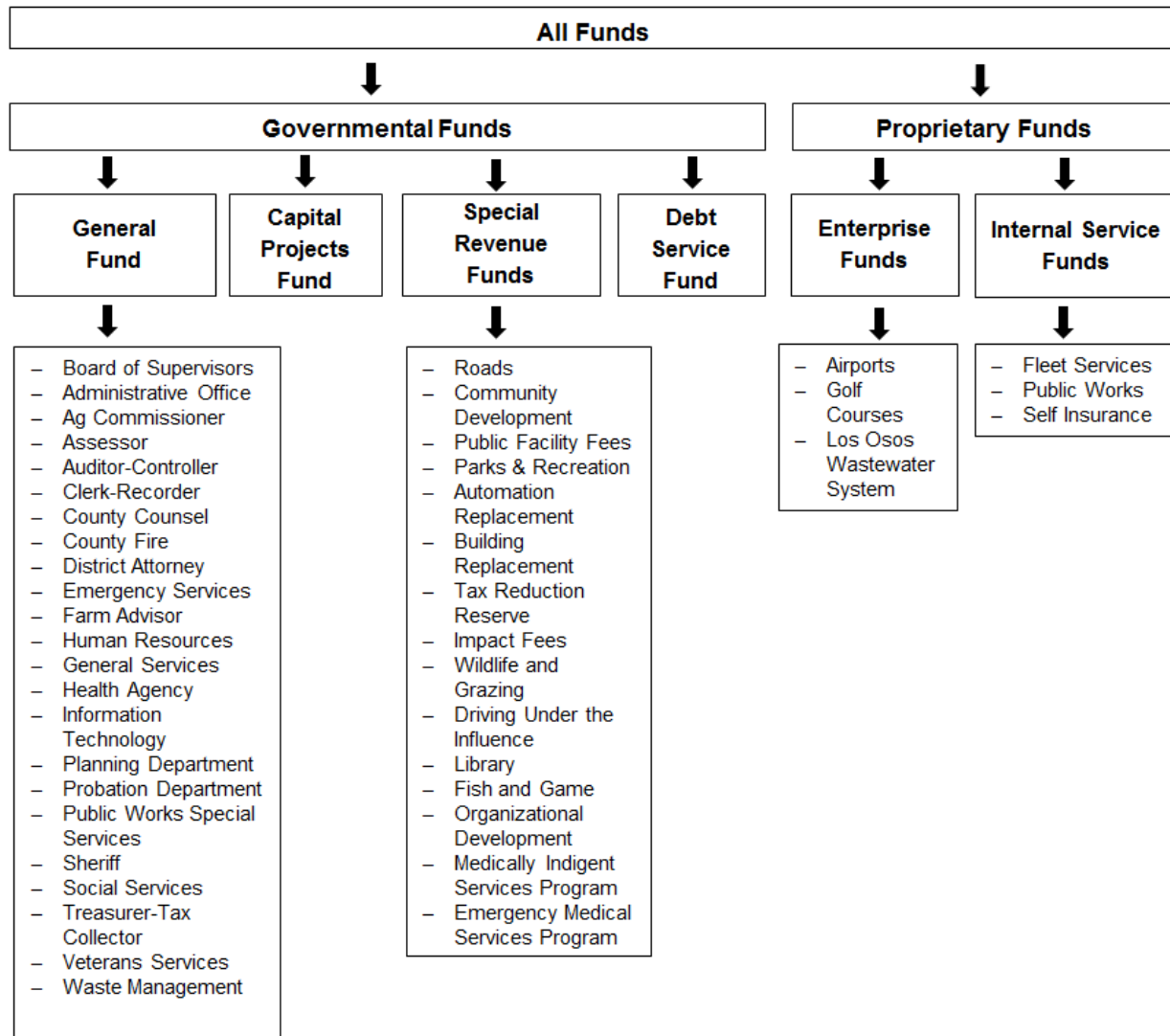
Budget Summary Information

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 are used to 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:

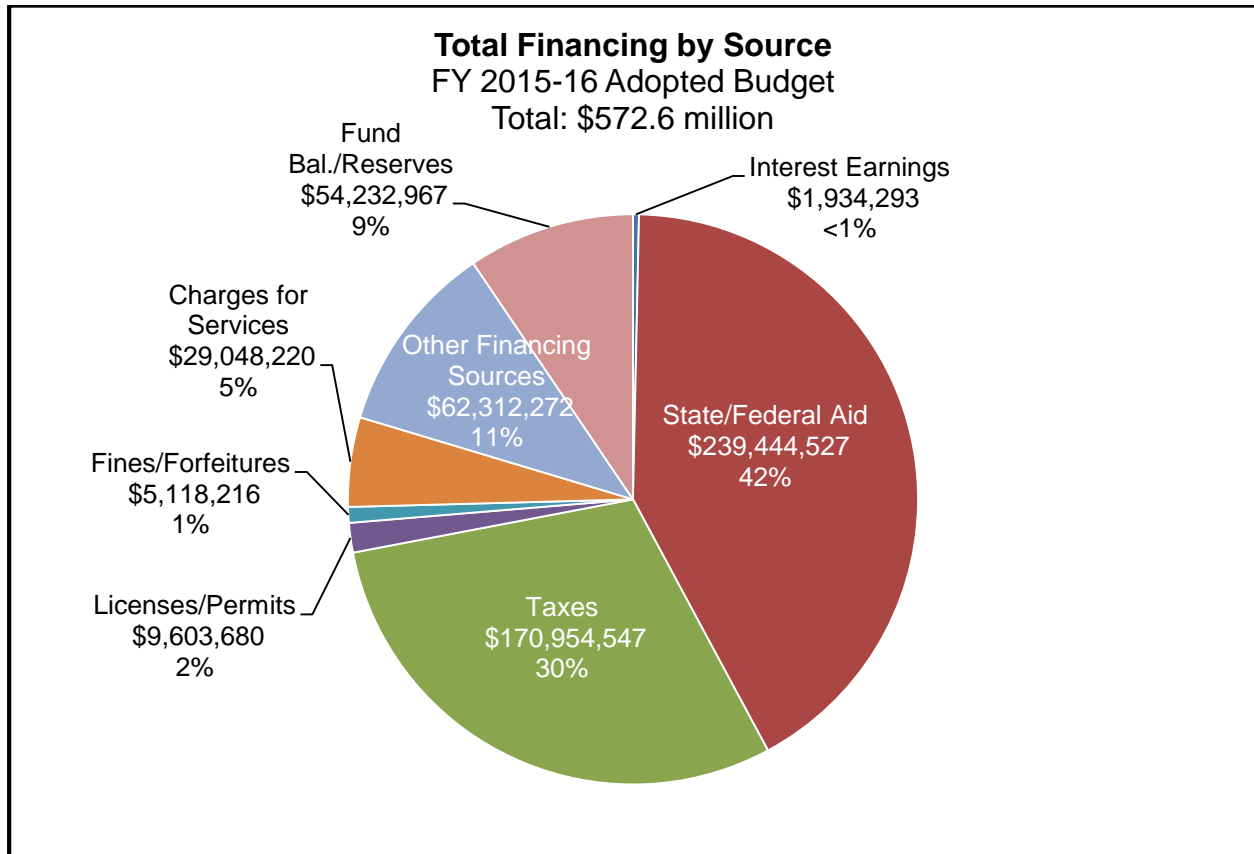
Enterprise Funds- Enterprise funds are established to finance and account for operations that are financed and operated in a manner similar to private business enterprises, where the costs (expenses including depreciation, capital and maintenance) are financed primarily through user charges. In the County,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

Internal Service Funds- Internal service funds including Fleet Services and Self-Insurance are created for the sole purpose of providing specific internal services to County departments. 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:

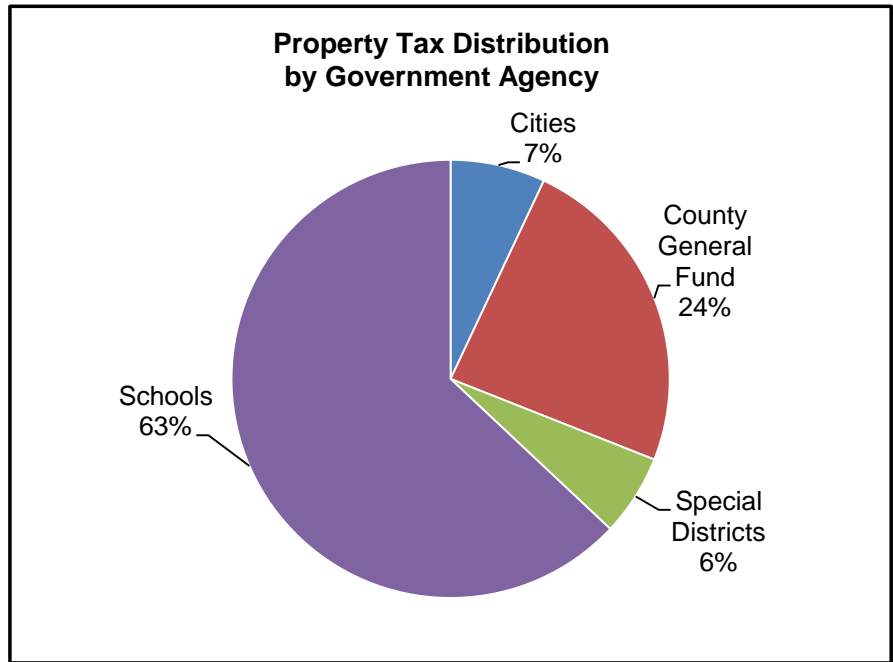


State and Federal Revenue- State and Federal revenue is the County’s single largest revenue source. The majority of these revenues are used to support statutory programs, such as health and welfare services and some criminal justice programs. These funds are generally restricted in use and are not available 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 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 comes from fees that the County charges for a variety of specific services and activities. License revenues are received for activities including the issuance of a business license or franchise fees paid by utilities, cable companies or trash haulers in order to do business within the county. Permit revenues are generated by charges for construction or inspection permits for building, electrical, plumbing, or temporary use permits for holding events. Charges for service revenues are generated by the collection of fees for value added services that are not tax supported or might not otherwise be provided without fees and are used to fund those services. Revenue from licenses, permits, and charges for services is projected based on prior year levels, changes to the County’s fee schedule and other trends such as construction activity or external economic factors which indicate demand for services.

Fines, Forfeitures, and Penalties- Revenue from fines, forfeitures and penalties is generally received from court ordered fees, other types of public safety violations (e.g. tickets) or penalties charged as the result of being late in making payments to the County (e.g. for property taxes or transient occupancy tax). Much like charges for services, revenue from fines, forfeitures and penalties is 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.

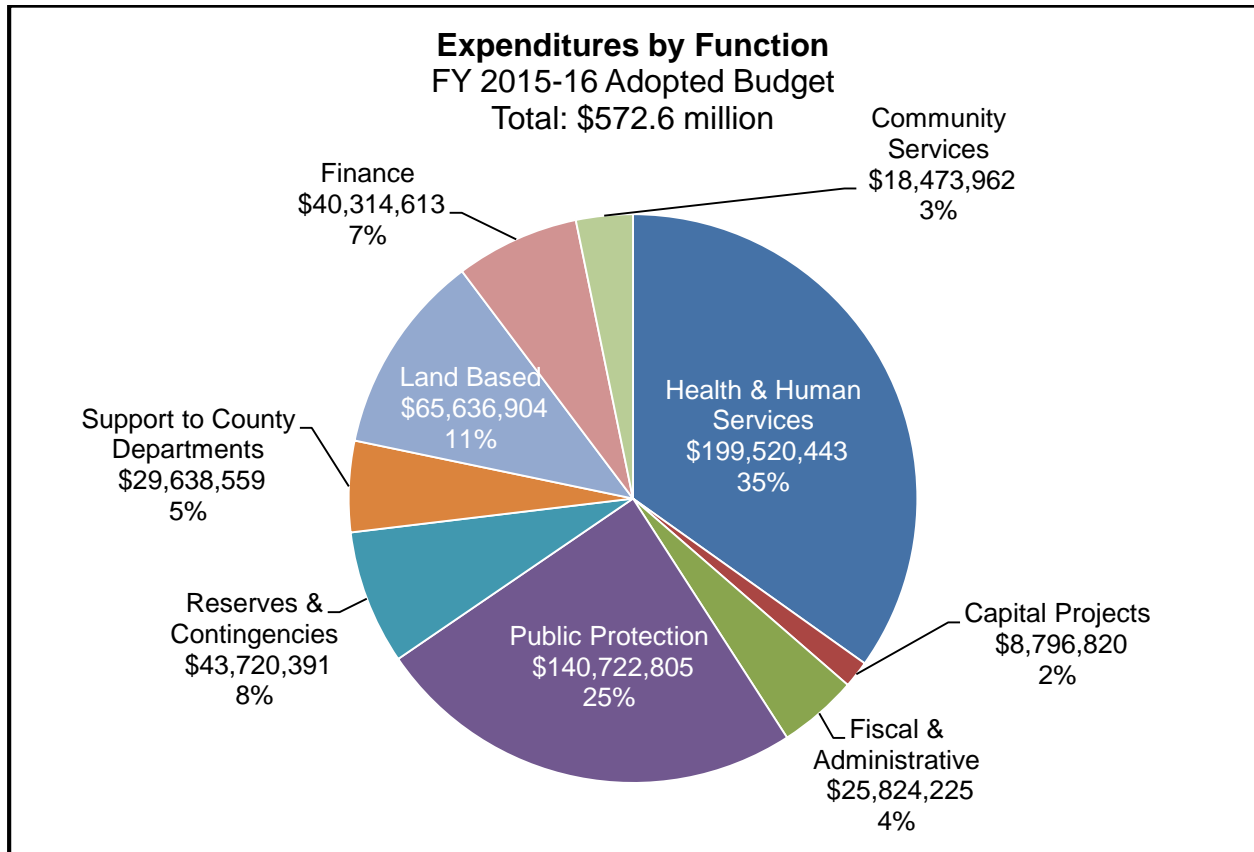
Summary of County Expenditures

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.



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	2013-14 Actual	2014-15 Actual	2015-16 Proposed	2015-16 Adopted
<u>Financing Sources</u>				
Taxes	169,915,882	174,559,229	170,954,547	170,954,547
Licenses and Permits	10,665,396	10,470,889	9,603,680	9,603,680
Fines, Forfeitures and Penalties	7,044,827	5,379,835	5,118,216	5,118,216
Revenue from Use of Money & Property	1,272,672	3,040,878	1,934,293	1,934,293
Intergovernmental Revenues- State	158,487,900	200,863,733	177,742,059	177,742,059
- Federal	51,265,060	53,647,533	58,795,614	58,795,614
- Other	5,699,854	2,730,622	2,906,854	2,906,854
Charges for Services	28,016,029	29,779,020	29,048,220	29,048,220
Other Revenues	35,851,161	30,851,427	26,295,728	26,295,728
Fund Balance	0*	0*	36,603,765	46,556,800
Use of Reserves & Designations	0*	0*	7,417,410	7,676,167
Other Financing Sources	27,283,024	39,310,148	37,898,589	36,016,544
Decreases to Fund Balance	0	0	0	0

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

Total Financing Sources	495,501,805	550,633,314	564,318,975	572,648,722
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Uses of Financing by Function

General Government	74,019,468	88,400,763	72,901,362	75,056,641
Public Protection	146,997,442	152,676,081	159,578,631	159,578,631
Public Ways & Facilities	28,086,028	31,054,255	40,578,395	40,578,395
Health & Sanitation	68,700,953	72,812,851	81,731,409	81,731,409
Public Assistance	104,784,090	110,425,219	116,021,085	116,443,032
Education	12,628,224	12,756,210	110,044,930	11,044,930
Recreation & Cultural Services	8,156,269	10,274,769	8,725,264	8,725,264
Debt Service	10,836,673	11,290,762	11,752,356	11,752,356
Financing Uses	13,118,555	24,981,311	25,115,105	24,017,673
Contingencies	0*	0*	22,617,933	22,414,064
Reserves & Designations	0*	0*	14,252,505	21,306,327
Increases to Fund Balance	28,174,103	35,961,093	0	0

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

Total Financing by Function	495,501,805	550,633,314	564,318,975	572,648,722
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Uses of Financing by Type

Salary & Benefits	235,415,294	247,387,326	265,307,738	265,542,958
Services & Supplies	138,809,197	140,343,748	152,679,101	157,563,061
Other Charges	90,593,448	110,358,508	104,045,323	102,389,717
Fixed Assets	22,168,930	35,518,296	25,650,888	23,667,108
Transfers	(19,659,167)	(18,935,657)	(20,234,513)	(20,234,513)
Increases to Reserves/Designations	0*	0*	14,252,505	21,306,327
Increases/(decreases) to Fund Balance	28,174,103	35,961,093	0	0
Contingencies	0*	0*	22,617,933	22,414,064

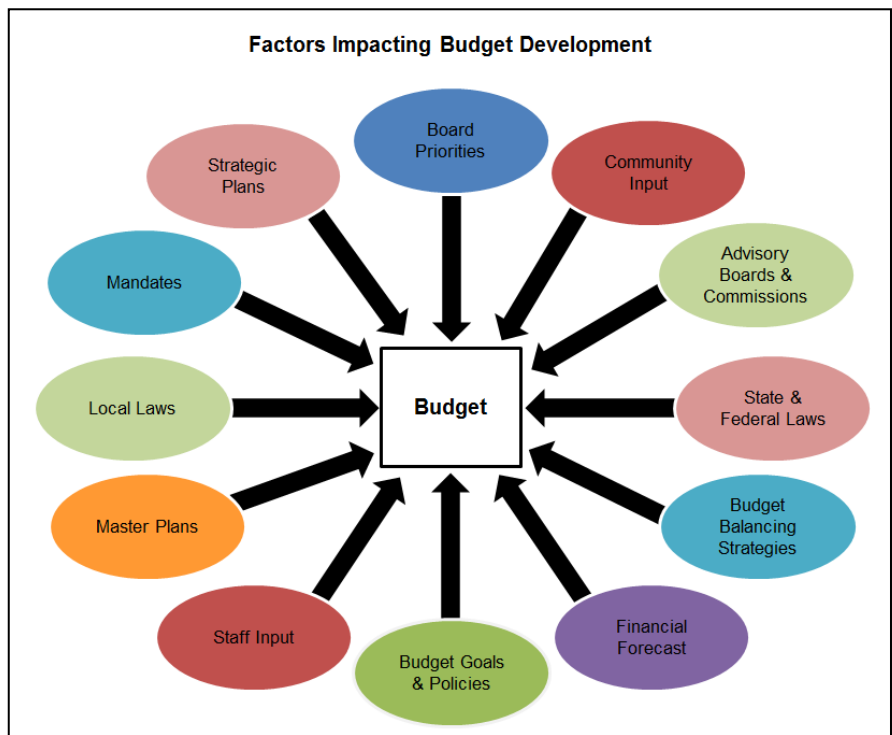
*use of reserves and designations and contingencies are included in individual financing types

Total Financing by Type	495,501,805	550,633,314	564,318,975	572,648,722
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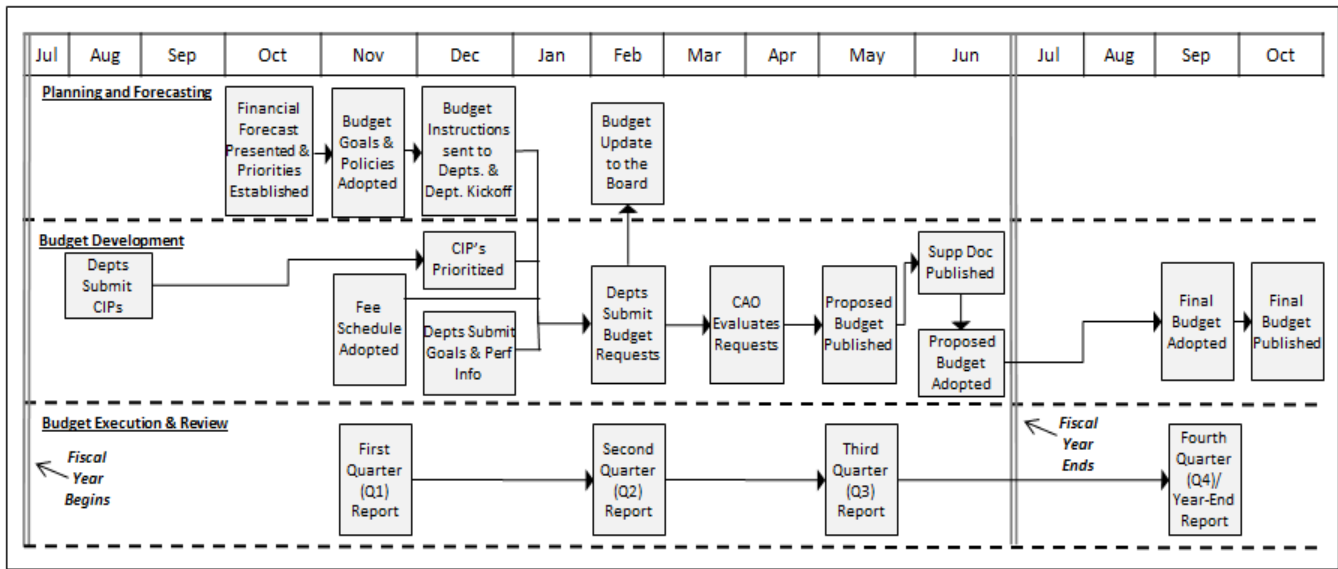
County Budget Development and Management Process

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, 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, 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 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 1, 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.
January	Departments submit Phase 2 budget information, including Status Quo budget requests, General Fund cut lists (if necessary), and budget augmentation requests.
February	A budget update is presented to the Board based on Phase 2 submittals received from departments. Second Quarter (Q2) Financial Report for the current fiscal year is presented to the Board.
March	Administrative Office reviews and analyzes budgets submitted by departments.
April	Administrative Office recommendations are finalized.
May	Proposed Budget is printed and published for review by the Board and the public. Supplemental Budget Document is prepared to capture technical changes that occurred too late to be included in the Proposed Budget. Third Quarter (Q3) Financial Report for the current fiscal year is presented to the Board. The third quarter is typically when departments make adjustments to reflect unbudgeted variances in expenditures or funding sources.
June	Supplemental Budget Document is printed and published for review by the Board and the public. Budget hearings are held and the Board adopts a Proposed Budget, including items in the Supplemental Budget Document. The fiscal year ends June 30.

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

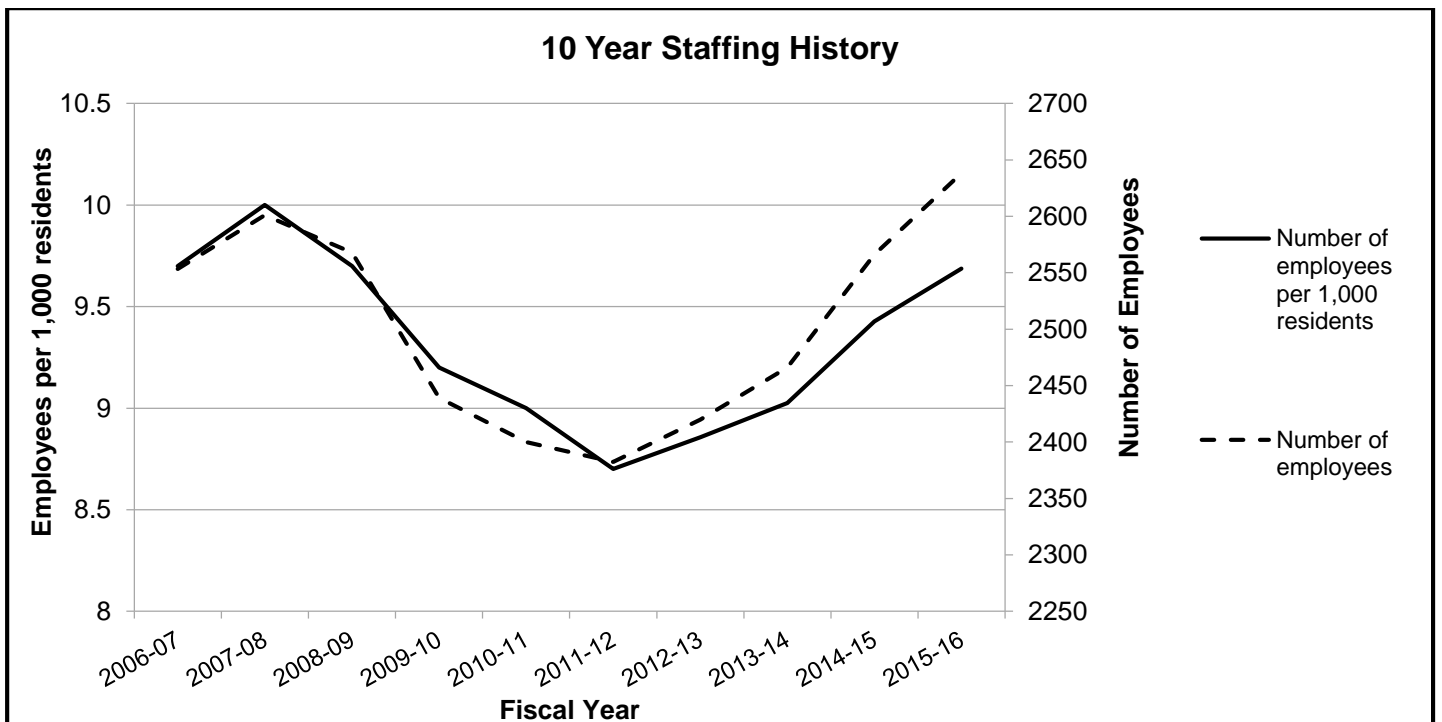
Personnel Information

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

Position Allocation by Functional Area

Functional Area	2013-14 Actual Allocation	2014-15 Actual Allocation	2015-16 Department Request	2015-16 C.A.O. Recommended	2015-16 Board Adopted
Community Services	144.50	148.50	149.50	150.50	150.25
Fiscal & Administrative	189.75 6.50 *	193.75 7.50 *	191.75 7.50 *	193.75 7.50 *	193.75 7.50 *
Health/Human Services	914.50 9.00 *	954.00 13.50 *	939.25 8.50 *	983.75 8.50 *	984.75 9.50 *
Land Based	319.25 4.00 *	323.25 7.00 *	321.25 7.00 *	332.25 13.00 *	333.25 13.00 *
Public Protection	695.25 13.50 *	707.25 10.50 *	705.25 5.50 *	721.75 5.50 *	721.75 5.50 *
Support to County Depts	213.00 1.00 *	213.00 2.00 *	212.00 1.00 *	215.00 2.00 *	217.00 2.00 *
Total Permanent FTE's	2476.25	2,539.75	2,519.00	2,597.00	2,600.75
Total Limited Terms	34.00	40.50	29.50	36.50	37.50
Total Contract FTE's	0.00	0.00	0.00	0.00	0.00
Total FTE's	2,510.25	2,580.25	2,548.50	2,633.50	2,638.25
Permanent Positions					
Full Time	2,409	2,472	2,450	2,525	2,529
3/4 Time	39	37	40	38	38
1/2 Time	75	79	77	86	86
1/4 Time	2	2	2	2	1
Total Permanent	2,525	2,590	2,569	2,651	2,654
Limited Term Positions					
Full Time	28	34	27	32	33
3/4 Time	2	2	0	0	0
1/2 Time	9	10	5	9	9
1/4 Time	0	0	0	0	0
Total Limited Term	39	46	32	41	42

* Indicates Limited Term positions



Position Allocation Summary

Dept	Title	2013-14 Actual Allocation	2014-15 Current Allocation	2015-16 Department Request	2015-16 C.A.O. Recommended	2015-16 Board Adopted	Increase (Decrease)
ADMINISTRATIVE OFFICE							
104	ADMINISTRATIVE OFFICE	11.00	11.00	11.00	11.00	11.00	0.00
		0.00 *	1.00 *	1.00 *	1.00 *	1.00 *	0.00 *
131	GRAND JURY	0.50	0.50	0.50	0.50	0.50	0.00
138	EMERGENCY SERVICES	6.00	6.00	6.00	6.00	6.00	0.00
275	ORGANIZATIONAL DEVELOPMENT	1.00	1.00	1.00	2.00	2.00	1.00
	Total	18.50	19.50	19.50	20.50	20.50	1.00
AGRICULTURAL COMMISSIONER							
141	AGRICULTURAL COMMISSIONER	41.00	43.00	41.00	42.00	42.00	-1.00
AIRPORTS							
425	AIRPORTS	14.00	14.00	15.00	14.00	13.75	-0.25
ASSESSOR							
109	ASSESSOR	80.00	83.00	83.00	84.00	84.00	1.00
		4.50 *	4.50 *	4.50 *	4.50 *	4.50 *	0.00 *
	Total	84.50	87.50	87.50	88.50	88.50	1.00
AUDITOR-CONTROLLER-TREASURER TAX COLLECTOR							
107	AUDITOR-CONTROLLER	37.00	37.50	36.50	36.50	36.50	-1.00
		1.00*	1.00 *	1.00 *	1.00 *	1.00 *	0.00 *
108	TREAS-TAX COLL-PUBLIC ADM	26.00	26.00	25.00	25.00	25.00	-1.00
		1.00 *	1.00 *	1.00 *	1.00 *	1.00 *	0.00 *
	Total	65.00	65.50	63.50	63.50	63.50	-2.00
BOARD OF SUPERVISORS							
100	BOARD OF SUPERVISORS	12.50	13.00	13.00	13.00	13.00	0.00
CHILD SUPPORT SERVICES							
134	CHILD SUPPORT SERVICES	39.75	39.75	38.75	38.75	38.75	-1.00
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	93.00	94.00	93.00	95.50	95.50	1.50
		2.50 *	2.50 *	2.50 *	2.50 *	2.50 *	0.00 *
	Total	95.50	96.50	95.50	98.00	98.00	1.50
FARM ADVISOR							
215	FARM ADVISOR	5.00	5.00	5.00	5.50	5.50	0.50
GENERAL SERVICES							
113	GENERAL SERVICES	83.50	77.50	76.50	77.50	78.50	1.00
		1.00 *	1.00 *	1.00 *	1.00 *	1.00 *	0.00 *
407	FLEET SERVICES ISF	13.00	13.00	13.00	13.00	13.00	0.00
	Total	97.50	91.50	90.50	91.50	92.50	1.00
HEALTH AGENCY							
137	ANIMAL SERVICES	18.50	18.50	18.50	19.50	19.50	1.00
160	PUBLIC HEALTH	158.75	162.25	162.25	165.25	165.25	3.00
		2.00 *	2.00 *	2.00 *	3.00 *	4.00 *	2.00 *
166	BEHAVIORAL HEALTH	239.00	256.75	253.75	275.75	275.75	19.00
		7.00 *	9.50 *	4.50 *	3.50 *	3.50 *	-6.00 *
184	LAW ENFORCEMENT MED CARE	15.00	16.50	16.50	20.25	20.25	3.75
350	Medically Indigent Services Program	10.75	5.75	4.75	4.75	4.75	-1.00
375	DRIVING UNDER THE INFLUENCE	13.00	14.00	14.00	13.00	13.00	-1.00
	Total	464.00	485.25	476.25	505.00	506.00	20.75

* Indicates Limited Term positions

Position Allocation Summary

Dept	Title	2013-14 Actual Allocation	2014-15 Current Allocation	2015-16 Department Request	2015-16 C.A.O. Recommended	2015-16 Board Adopted	Increase (Decrease)
HUMAN RESOURCES							
105	RISK MANAGEMENT	7.00	7.00	7.00	7.00	7.00	0.00
112	HUMAN RESOURCES	16.00	19.00	19.00	20.00	20.00	1.00
		0.00 *	1.00 *	0.00 *	1.00 *	1.00 *	0.00 *
	Total	23.00	27.00	26.00	28.00	28.00	1.00
INFORMATION TECHNOLOGY							
114	INFORMATION TECHNOLOGY DEPARTMENT	72.25	75.25	75.25	76.25	77.25	2.00
LIBRARY							
377	LIBRARY	70.50	70.50	70.50	72.00	72.00	1.50
PARKS AND RECREATION							
305	PARKS and RECREATION	42.00	46.00	46.00	46.00	46.00	0.00
427	GOLF COURSES	13.00	13.00	13.00	13.00	13.00	0.00
	Total	55.00	59.00	59.00	59.00	59.00	0.00
PLANNING & BUILDING DEPARTMENT							
142	PLANNING & BUILDING DEPARTMENT	88.50	89.50	89.50	90.50	90.50	1.00
		4.00 *	7.00 *	7.00 *	13.00 *	13.00 *	6.00 *
	Total	92.50	96.50	96.50	103.50	103.50	7.00
PROBATION DEPARTMENT							
139	PROBATION DEPARTMENT	151.50	151.50	149.50	152.50	152.50	1.00
		3.00 *	3.00 *	2.00 *	2.00 *	2.00 *	-1.00 *
	Total	154.50	154.50	151.50	154.50	154.50	0.00
PUBLIC WORKS							
405	PUBLIC WORKS - ISF	188.75	190.75	190.75	199.75	200.75	10.00
SHERIFF-CORONER							
136	SHERIFF-CORONER	386.00	397.00	399.00	409.00	409.00	12.00
		8.00 *	5.00 *	1.00 *	1.00 *	1.00 *	-4.00 *
	Total	394.00	402.00	400.00	410.00	410.00	8.00
SOCIAL SERVICES ADMINISTRATION							
180	SOCIAL SERVICES ADMINISTRATION	473.00	492.75	482.00	498.75	498.75	6.00
VETERANS SERVICES							
186	VETERANS SERVICES	5.00	6.00	6.00	6.00	7.00	1.00
			2.00 *	2.00 *	2.00 *	2.00 *	0.00 *
	Total		8.00	8.00	8.00	9.00	1.00
	Total Permanent Employees	2,476.26	2,539.75	2,519.00	2,597.00	2,600.75	61.00
	Total Limited Term Employees	34.00	40.50	29.50	36.50	37.50	-3.00
	GRAND TOTAL	2510.25	2,580.25	2,548.50	2,633.50	2,638.25	58.00

* Indicates Limited Term positions

Position Allocation by Department

Class	Title	PT	Current	2015-16 Requested	2015-16 Recommended	2015-16 Adopted	Adopted Changes
100	BOARD OF SUPERVISORS						
02223	Administrative Assistant Confidential Series		2.00	2.00	2.00	2.00	0.00
02223	Administrative Assistant Confidential Series	1/2					
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		13.00	13.00	13.00	13.00	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		1.00	1.00	1.00	1.00	0.00
	Department Totals		12.00	12.00	12.00	12.00	0.00
105	RISK MANAGEMENT						
02203	Administrative Assistant Series		1.00	1.00	0.00	0.00	-1.00
02220	Administrative Asst Aide-Confidential		0.00	0.00	1.00	1.00	1.00
02221	or Administrative Asst I-Confidential						
02222	or Administrative Asst II-Confidential						
02223	or Administrative Assistant Confidential Seri						
02111	Human Resources Analyst Aide		1.00	1.00	0.00	0.00	-1.00
02110	Human Resources Analyst Aide-Confidential		0.00	0.00	1.00	1.00	1.00
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	0.00	0.00	0.00	-1.00
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	0.00	0.00	0.00	-1.00
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		1.00	0.00	0.00	0.00	-1.00
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		15.00	15.00	15.00	15.00	0.00
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
00780	Financial Analyst I						
00781	or Financial Analyst II						
00782	or Financial Analyst III		0.00	1.00	1.00	1.00	1.00
00770	or Principal Financial Analyst						
00911	Account Clerk						
00909	or Senior Account Clerk		0.00	1.00	1.00	1.00	1.00

Position Allocation by Department

Class	Title	PT	Current	2015-16 Requested	2015-16 Recommended	2015-16 Adopted	Adopted Changes
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						
02054	or Auditor-Analyst II						
02055	or Auditor-Analyst III		1.00	1.00	1.00	1.00	0.00
	Department Totals		38.50	37.50	37.50	37.50	-1.00
108	TREAS-TAX COLL-PUBLIC ADM						
00914	Accounting Technician		1.00	1.00	1.00	1.00	0.00
02203	Administrative Assistant Series		0.00	1.00	1.00	1.00	1.00
08891	Administrative Services Officer I						
08892	or Administrative Services Officer II		0.00	1.00	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
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	4.00	4.00	4.00	-1.00
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	10.00	10.00	10.00	-2.00
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
	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	26.00	26.00	26.00	-1.00
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		24.00	24.00	25.00	25.00	1.00
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		6.00	6.00	6.00	6.00	0.00
00671	Cadastral Mapping Systems Specialist I						
00672	or Cadastral Mapping Systems Specialist II						
00673	or Cadastral Mapping Systems Specialist III		4.00	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						

Position Allocation by Department

Class	Title	PT	Current	2015-16 Requested	2015-16 Recommended	2015-16 Adopted	Adopted Changes
00589	or Property Transfer Tech III		9.00	9.00	9.00	9.00	0.00
00695	or Property Transfer Tech IV		2.00	2.00	2.00	2.00	0.00
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						
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	1.00	1.00	1.00	0.00
00894	Assessment Technician I	1/2					
00895	or Assessment Technician II	1/2					
00896	or Assessment Technician III	1/2	0.50	0.50	0.50	0.50	0.00
	Department Totals		87.50	87.50	88.50	88.50	1.00
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
	Department Totals		21.25	21.25	21.25	21.25	0.00

Position Allocation by Department

Class	Title	PT	Current	2015-16 Requested	2015-16 Recommended	2015-16 Adopted	Adopted Changes
112	HUMAN RESOURCES						
02203	Administrative Assistant Series		2.00	2.00	0.00	0.00	-2.00
02223	Administrative Assistant Confidential Series		1.00	1.00	3.00	3.00	2.00
08891	Administrative Services Officer I						
08892	or Administrative Services Officer II		1.00	0.00	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
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	0.00	0.00	-1.00
02110	Human Resources Analyst Aide-Confidential		5.00	5.00	7.00	7.00	2.00
08953	Human Resources Director		1.00	1.00	1.00	1.00	0.00
08952	Principal Human Resources Analyst						
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 Limited Permanent		0.00	1.00	0.00	0.00	0.00
00874	Personnel Analyst I						
00873	or Personnel Analyst II						
00864	or Personnel Analyst III		1.00	0.00	1.00	1.00	0.00
00875	or Principal Personnel Analyst						
	Department Totals		20.00	19.00	21.00	21.00	1.00
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						
00914	Accounting Technician		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		1.00	1.00	1.00	1.00	0.00
00620	Architectural Supervisor		0.00	1.00	1.00	0.00	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 Superintendant		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
01353	Capital Planning/Facilities Mgr		2.00	0.00	0.00	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
00261	Deputy Director - General Services		1.00	1.00	1.00	1.00	0.00
00238	Director of 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	14.00	14.00	1.00
01312	Locksmith I						
01311	or Locksmith II						
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
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	0.00	1.00	1.00	0.00
00615	or Associate Capital Projects Coordinator		4.00	5.00	4.00	4.00	0.00
00619	or Senior Capital Projects Coordinator		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		1.00	1.00	1.00	1.00	0.00

Position Allocation by Department

Class	Title	PT	Current	2015-16 Requested	2015-16 Recommended	2015-16 Adopted	Adopted Changes
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
	Limited Permanent						
00613	Assistant Capital Projects Coordinator						
00615	or Associate Capital Projects Coordinator		1.00	1.00	1.00	1.00	0.00
00619	or Senior Capital Projects Coordinator						
	Department Totals		78.50	77.50	78.50	79.50	1.00
114	INFORMATION TECHNOLOGY DEPARTMENT						
00914	Accounting Technician						
00913	or 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		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		1.00	1.00	1.00	1.00	0.00
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		2.00	3.00	2.00	2.00	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		1.00	0.00	1.00	1.00	0.00
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						
00241	Director of Information Technology		1.00	1.00	1.00	1.00	0.00
00146	Geographic Info Systems Analyst I						
00147	or Geographic Info Systems Analyst II						
00148	or Geographic Info Systems Analyst III		0.00	0.00	0.00	1.00	1.00
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	4.00	1.00
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		17.00	17.00	18.00	17.00	0.00
02264	Software Engineer I	1/2					
02265	or Software Engineer II	1/2					
02266	or Software Engineer III	1/2	0.50	0.50	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		75.25	75.25	76.25	77.25	2.00

Position Allocation by Department

Class	Title	PT	Current	2015-16 Requested	2015-16 Recommended	2015-16 Adopted	Adopted Changes
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	1.00	1.00	-1.00
02203	Administrative Assistant Series						
02230	or Legal Clerk		13.00	11.00	15.00	15.00	2.00
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		1.00	2.00	1.00	1.00	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	2.00	2.00	1.00
09637	or Victim/Witness Assistance Coordinator II		6.00	6.00	6.00	6.00	0.00
09614	Victim/Witness Assistance Coordinator Aide	1/2					
09634	or Victim/Witness Assistance Coordinator I	1/2					
09637	or Victim/Witness Assistance Coordinator II	1/2	1.50	1.50	1.00	1.00	-0.50
	Limited Permanent						
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		96.50	95.50	98.00	98.00	1.50

Position Allocation by Department

Class	Title	PT	Current	2015-16 Requested	2015-16 Recommended	2015-16 Adopted	Adopted Changes
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	14.00	14.00	14.00	-1.00
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	38.75	38.75	38.75	-1.00
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		2.00	2.00	3.00	3.00	1.00
00341	CAL-ID Program Coordinator						
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		3.00	3.00	3.00	3.00	0.00
02010	Department Personnel Technician		1.00	1.00	1.00	1.00	0.00
02011	Department Personnel Technician - Conf.						
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
00339	Sheriff's Cadet						
00338	or Deputy Sheriff		96.00	96.00	99.00	99.00	3.00
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		23.00	23.00	23.00	23.00	0.00
01583	Program Manager I		1.00	1.00	1.00	1.00	0.00
01584	Program Manager II		1.00	1.00	1.00	1.00	0.00
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		16.00	16.00	16.00	16.00	0.00
00331	Sheriff's Chief Deputy		2.00	2.00	2.00	2.00	0.00
02593	Sheriff's Commander		7.00	7.00	7.00	7.00	0.00
00378	Sheriff's Correctional Captain		1.00	1.00	1.00	1.00	0.00
00375	Sheriff's Correctional Deputy		104.00	106.00	111.00	111.00	7.00
00357	Sheriff's Correctional Lieutenant		2.00	2.00	2.00	2.00	0.00
00335	Sheriff's Correctional Sergeant		13.00	13.00	14.00	14.00	1.00
00342	Sheriff's Dispatcher		17.00	17.00	17.00	17.00	0.00
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
00343	Sheriff's Senior Dispatcher		3.00	3.00	3.00	3.00	0.00

Position Allocation by Department

Class	Title	PT	Current	2015-16 Requested	2015-16 Recommended	2015-16 Adopted	Adopted Changes
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
00338	Limited Permanent Deputy Sheriff		5.00	1.00	1.00	1.00	-4.00
	Department Totals		402.00	400.00	410.00	410.00	8.00
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	2.00	2.00	1.00
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	19.50	19.50	1.00
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	0.00	0.00	-1.00
00907	or Accountant III						
00914	Accounting Technician		0.00	0.00	1.00	1.00	1.00
00913	or Accounting Technician - Confidential						
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
00329	Assistant Chief Probation Officer		0.00	0.00	1.00	1.00	1.00
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	0.00	0.00	0.00	-5.00
02010	Department Personnel Technician		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		2.00	2.00	2.00	2.00	0.00
00324	Deputy Probation Officer I						
00323	or Deputy Probation Officer II		53.00	53.00	54.00	54.00	1.00

Position Allocation by Department

Class	Title	PT	Current	2015-16 Requested	2015-16 Recommended	2015-16 Adopted	Adopted Changes
00321	Deputy Probation Officer III		6.00	6.00	6.00	6.00	0.00
00370	Juvenile Services Officer I		0.00	3.00	3.00	3.00	3.00
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	9.00	9.00	1.00
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	2.00	2.00	-1.00
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	2.00	2.00	2.00	0.00
00321	Deputy Probation Officer III		1.00	0.00	0.00	0.00	-1.00
	Department Totals		154.50	151.50	154.50	154.50	0.00
141	AGRICULTURAL COMMISSIONER						
00914	Accounting Technician		1.00	1.00	1.00	1.00	0.00
00913	or Accounting Technician - Confidential						
02203	Administrative Assistant Series		2.00	2.00	2.00	2.00	0.00
08795	Administrative Services Manager		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
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	15.00	15.00	1.00
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					
00800	Deputy Agricultural Commissioner/Sealer		1.00	1.00	1.00	1.00	0.00
01620	Mapping/Graphics Systems Specialist I						
01621	or Mapping/Graphics Systems Specialist II						
01622	or Mapping/Graphics Systems Specialist III		1.00	1.00	1.00	1.00	0.00
00826	Weights & Measures Inspector Trainee						
00824	or Weights & Measures Inspector I						
00821	or Weights & Measures Inspector II						
00825	or Weights & Measures Inspector III		3.00	3.00	3.00	3.00	0.00
	Department Totals		41.00	41.00	42.00	42.00	1.00

Position Allocation by Department

Class	Title	PT	Current	2015-16 Requested	2015-16 Recommended	2015-16 Adopted	Adopted Changes
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
00391	Assistant Director-Planning and Building		0.00	1.00	0.00	0.00	0.00
01606	Building Division Supervisor		5.00	5.00	5.00	5.00	0.00
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
08980	Deputy Director - Planning & Building		2.00	0.00	2.00	2.00	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		1.00	2.00	1.00	1.00	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		4.00	4.00	4.00	4.00	0.00
01620	Mapping/Graphics Systems Specialist I						
01621	or Mapping/Graphics Systems Specialist II						
01622	or Mapping/Graphics Systems Specialist III		2.00	2.00	2.00	2.00	0.00
02800	Planner I						
02801	or Planner II						
02802	or Planner III		17.00	17.00	18.00	18.00	1.00
02803	or Environmental Resource Specialist		1.00	1.00	1.00	1.00	0.00
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
01707	Supervising Planner		6.00	6.00	6.00	6.00	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						
02203	Administrative Assistant Series		1.00	1.00	1.00	1.00	0.00
01701	Building Plans Examiner I						
01702	or Building Plans Examiner II						
01703	or Building Plans Examiner III		0.00	0.00	2.00	2.00	2.00
08903	Departmental Automation Specialist I	1/2					
08904	or Departmental Automation Specialist II	1/2					
08906	or Departmental Automation Specialist III	1/2	0.00	0.00	0.50	0.50	0.50
02806	Land Use Technician	1/2	0.00	0.00	0.50	0.50	0.50
02800	Planner I						
02801	or Planner II						
02802	or Planner III		6.00	6.00	8.00	8.00	2.00
02803	or Environmental Resource Specialist						
02804	or Principal Environmental Specialist						
02800	Planner I	1/2					

Position Allocation by Department

Class	Title	PT	Current	2015-16 Requested	2015-16 Recommended	2015-16 Adopted	Adopted Changes
02801	or Planner II	1/2					
02802	or Planner III	1/2	0.00	0.00	0.50	0.50	0.50
02803	or Environmental Resource Specialist	1/2					
02804	or Principal Environmental Specialist	1/2					
01708	Resource Protection Specialist I	1/2					
01709	or Resource Protection Specialist II	1/2					
01710	or Resource Protection Specialist III	1/2	0.00	0.00	0.50	0.50	0.50
00603	Senior Planner						
01707	Supervising Planner						
	Department Totals		96.50	96.50	103.50	103.50	7.00
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	17.00	17.00	1.00
02203	Administrative Assistant Series	3/4	0.75	0.75	0.75	0.75	0.00
02203	Administrative Assistant Series	1/2	1.50	1.50	1.50	1.50	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		8.00	8.00	8.00	8.00	0.00
08891	Administrative Services Officer I	3/4					
08892	or Administrative Services Officer II	3/4					
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		6.00	6.00	6.00	6.00	0.00
03005	Deputy Director-Health Agency		1.00	1.00	1.00	1.00	0.00
03002	Deputy Health Officer		0.00	0.00	1.00	1.00	1.00
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		25.00	25.00	25.00	25.00	0.00
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	0.50	0.50	0.50	0.50	0.00
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

Position Allocation by Department

Class	Title	PT	Current	2015-16 Requested	2015-16 Recommended	2015-16 Adopted	Adopted Changes
00571	Physical or Occupational Therapist I	3/4					
00572	or Physical or Occupational Therapist II	3/4	0.75	0.75	0.75	0.75	0.00
01583	Program Manager I						
01584	or Program Manager II		4.00	4.00	5.00	5.00	1.00
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		5.00	5.00	5.00	5.00	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
	Limited Permanent						
08891	Administrative Services Officer I						
08892	or Administrative Services Officer II		0.00	0.00	1.00	1.00	1.00
00221	Health Education Specialist		1.00	1.00	1.00	2.00	1.00
01583	Program Manager I						
01584	or Program Manager II		1.00	1.00	1.00	1.00	0.00
	Department Totals		164.25	164.25	168.25	169.25	5.00
	Limited Permanent Expirations						
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		18.00	18.00	18.00	18.00	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		10.00	10.00	10.00	10.00	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		4.00	4.00	4.00	4.00	0.00
08620	Drug & Alcohol Services Specialist I						

Position Allocation by Department

Class	Title	PT	Current	2015-16 Requested	2015-16 Recommended	2015-16 Adopted	Adopted Changes
08621	or Drug & Alcohol Services Specialist II						
08622	or Drug & Alcohol Services Specialist III						
08623	or Drug & Alcohol Services Specialist IV		47.00	45.00	49.00	49.00	2.00
08620	Drug & Alcohol Services Specialist I	3/4					
08621	or Drug & Alcohol Services Specialist II	3/4					
08622	or Drug & Alcohol Services Specialist III	3/4					
08623	or Drug & Alcohol Services Specialist IV	3/4	0.75	0.75	0.75	0.75	0.00
08620	Drug & Alcohol Services Specialist I	1/2					
08621	or Drug & Alcohol Services Specialist II	1/2					
08622	or Drug & Alcohol Services Specialist III	1/2					
08623	or Drug & Alcohol Services Specialist IV	1/2	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	5.00	5.00	1.00
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	1.00	1.00	1.00	-1.00
00560	Health Information Technician I						
00561	or Health Information Technician II		7.00	7.00	9.00	9.00	2.00
00562	or Health Information Technician III		3.00	3.00	3.00	3.00	0.00
00560	Health Information Technician I	1/2					
00561	or Health Information Technician II	1/2	1.00	1.00	2.00	2.00	1.00
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	2.00	2.00	1.50
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	0.50	0.50	0.50	0.50	0.00
08525	Mental Health Program Supervisor		12.00	12.00	13.00	13.00	1.00
08529	Mental Health Therapist I						
08527	or Mental Health Therapist III						
08526	or Mental Health Therapist IV		99.00	99.00	108.00	108.00	9.00
08529	Mental Health Therapist I	3/4					
08527	or Mental Health Therapist III	3/4					
08526	or Mental Health Therapist IV	3/4	1.50	1.50	1.50	1.50	0.00
08529	Mental Health Therapist I	1/2					
08527	or Mental Health Therapist III	1/2					
08526	or Mental Health Therapist IV	1/2	7.50	7.50	9.00	9.00	1.50
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	2.50	2.50	2.50	2.50	0.00
08575	or Mental Health Worker I	1/2					
08574	or Mental Health Worker II	1/2					
01583	Program Manager I						
01584	or Program Manager II		0.00	0.00	1.00	1.00	1.00
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
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						

Position Allocation by Department

Class	Title	PT	Current	2015-16 Requested	2015-16 Recommended	2015-16 Adopted	Adopted Changes
Limited Permanent							
02203	Administrative Assistant Series	1/2	1.50	0.50	0.50	0.50	-1.00
08795	Administrative Services Manager		1.00	1.00	1.00	1.00	0.00
08621	Drug & Alcohol Services Specialist II		2.00	1.00	1.00	1.00	-1.00
08529	Mental Health Therapist I						
08527	or Mental Health Therapist III		0.00	1.00	0.00	0.00	0.00
08526	or Mental Health Therapist IV		1.00	1.00	1.00	1.00	0.00
Department Totals			262.25	258.25	279.25	279.25	17.00
180	SOCIAL SERVICES ADMINISTRATION						
00905	Accountant I						
00906	or Accountant II						
00907	or Accountant III		1.00	0.00	1.00	1.00	0.00
00914	Accounting Technician		3.00	3.00	3.00	3.00	0.00
02203	Administrative Assistant Series		77.00	76.00	78.00	78.00	1.00
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		0.00	1.00	0.00	0.00	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	1.00	1.00	-1.00
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		129.00	129.00	129.00	129.00	0.00
01547	Employment/Resource Specialist IV		31.00	31.00	31.00	31.00	0.00
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	5.00	5.00	1.00
01560	Personal Care Aide		4.00	1.00	4.00	4.00	0.00
01560	Personal Care Aide	3/4	0.00	2.25	0.00	0.00	0.00
01583	Program Manager I						
01584	or Program Manager II		17.00	17.00	17.00	17.00	0.00
00884	Secretary II		1.00	1.00	1.00	1.00	0.00
00909	Senior Account Clerk		8.00	8.00	9.00	9.00	1.00
03200	Senior Division Manager-Social Services		0.00	0.00	1.00	1.00	1.00
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		39.00	39.00	39.00	39.00	0.00
01536	Social Worker I						
01532	or Social Worker II						
01524	or Social Worker III						
01519	or Social Worker IV		79.00	70.00	82.00	82.00	3.00
01536	Social Worker I	3/4					
01532	or Social Worker II	3/4					
01524	or Social Worker III	3/4					
01519	or Social Worker IV	3/4	0.75	0.75	0.75	0.75	0.00
01536	Social Worker I	1/2					
01532	or Social Worker II	1/2					
01524	or Social Worker III	1/2					
01519	or Social Worker IV	1/2	1.00	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

Position Allocation by Department

Class	Title	PT	Current	2015-16 Requested	2015-16 Recommended	2015-16 Adopted	Adopted Changes
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		492.75	482.00	498.75	498.75	6.00
184	LAW ENFORCEMENT MED CARE						
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
00500	Pre-Licensed Correctional Nurse						
00527	or Correctional Nurse I						
00528	or Correctional Nurse II		7.00	7.00	10.00	10.00	3.00
00524	Correctional Nurse Supervisor	3/4	0.75	0.75	1.50	1.50	0.75
00524	Correctional Nurse Supervisor	1/2	0.50	0.50	0.00	0.00	-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	1.00	1.00	0.50
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		16.50	16.50	20.25	20.25	3.75
186	VETERANS SERVICES						
02203	Administrative Assistant Series		2.00	2.00	2.00	2.00	0.00
00868	Assistant Veterans Service Officer I		2.00	0.00	0.00	0.00	-2.00
00866	or Assistant Veterans Service Officer II		1.00	3.00	3.00	4.00	3.00
00252	Veterans Service Officer		1.00	1.00	1.00	1.00	0.00
	Limited Permanent						
00868	Assistant Veterans Service Officer I						
00866	or Assistant Veterans Service Officer II		2.00	2.00	2.00	2.00	0.00
	Department Totals		8.00	8.00	8.00	9.00	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		1.00	1.00	1.00	1.00	0.00
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		0.00	0.00	1.00	1.00	1.00
00221	Health Education Specialist	1/2	0.50	0.50	0.00	0.00	-0.50
	Department Totals		5.00	5.00	5.50	5.50	0.50
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						
00874	Personnel Analyst I						
00873	or Personnel Analyst II						
00864	or Personnel Analyst III		0.00	0.00	1.00	1.00	1.00

Position Allocation by Department

Class	Title	PT	Current	2015-16 Requested	2015-16 Recommended	2015-16 Adopted	Adopted Changes
00875	or Principal Personnel Analyst						
	Department Totals		1.00	1.00	2.00	2.00	1.00
305	PARKS and RECREATION						
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
00913	or Accounting Technician - Confidential						
02203	Administrative Assistant Series		2.00	2.00	2.00	2.00	0.00
08795	Administrative Services Manager		1.00	1.00	1.00	1.00	0.00
08965	Deputy Director-County Parks						
00242	Director of Parks and Recreation		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						
00884	Secretary II		1.00	1.00	1.00	1.00	0.00
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		46.00	46.00	46.00	46.00	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
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						
08538	Patient Services Representative		1.00	1.00	1.00	1.00	0.00
00911	Account Clerk						
00909	or Senior Account Clerk		1.00	0.00	0.00	0.00	-1.00
00911	Account Clerk	3/4					
00909	or Senior Account Clerk	3/4	0.75	0.75	0.75	0.75	0.00
	Department Totals		5.75	4.75	4.75	4.75	-1.00
375	DRIVING UNDER THE INFLUENCE						
02203	Administrative Assistant Series		4.00	4.00	4.00	4.00	0.00
08610	Drug & Alcohol Program Supervisor		1.00	1.00	1.00	1.00	0.00
08620	Drug & Alcohol Services Specialist I		9.00	9.00	8.00	8.00	-1.00
08621	or Drug & Alcohol Services Specialist II						
08622	or Drug & Alcohol Services Specialist III						
08623	or Drug & Alcohol Services Specialist IV						
	Department Totals		14.00	14.00	13.00	13.00	-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		30.00	30.00	30.00	30.00	0.00
02203	Administrative Assistant Series	3/4	1.50	1.50	1.50	1.50	0.00

Position Allocation by Department

Class	Title	PT	Current	2015-16 Requested	2015-16 Recommended	2015-16 Adopted	Adopted Changes
02203	Administrative Assistant Series	1/2	2.00	2.00	3.50	3.50	1.50
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	1.50	1.50	1.50	1.50	0.00
01013	Library Assistant	1/2	2.50	2.50	2.50	2.50	0.00
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
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	3/4					
00909	or Senior Account Clerk	3/4	0.75	0.75	0.75	0.75	0.00
01007	Supervising Library Assistant		8.00	8.00	8.00	8.00	0.00
	Department Totals		70.50	70.50	72.00	72.00	1.50
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	7.00	7.00	1.00
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
09687	Assistant Wastewater Systems Superintendent		0.00	0.00	1.00	1.00	1.00
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
02900	Chief Wastewater Treatment Plant Operator		1.00	1.00	1.00	1.00	0.00
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						
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
00692	Division Manager - Water Resources		0.00	0.00	0.00	1.00	1.00
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	23.00	23.00	1.00
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						

Position Allocation by Department

Class	Title	PT	Current	2015-16 Requested	2015-16 Recommended	2015-16 Adopted	Adopted Changes
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	30.00	30.00	2.00
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
09686	Wastewater Systems Worker Trainee		0.00	0.00	4.00	4.00	4.00
09688	or Wastewater Systems Worker I						
09689	or Wastewater Systems Worker II						
09690	or Wastewater Systems Worker III						
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		190.75	190.75	199.75	200.75	10.00
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
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	4.00	4.00	4.00	-1.00
01402	Airport Operation Specialist		1.00	2.00	2.00	2.00	1.00
01403	Airport Operations Supervisor		2.00	2.00	2.00	1.00	-1.00
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						
00239	Director of Airports		1.00	1.00	1.00	1.00	0.00
00911	Account Clerk		0.00	1.00	0.00	0.00	0.00

Position Allocation by Department

<u>Class</u>	<u>Title</u>	<u>PT</u>	<u>Current</u>	<u>2015-16 Requested</u>	<u>2015-16 Recommended</u>	<u>2015-16 Adopted</u>	<u>Adopted Changes</u>
00909	or Senior Account Clerk		0.00	0.00	0.00	1.00	1.00
00909	Senior Account Clerk	1/4	0.25	0.25	0.25	0.00	-0.25
	Department Totals		<u>14.00</u>	<u>15.00</u>	<u>14.00</u>	<u>13.75</u>	<u>-0.25</u>
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		<u>13.00</u>	<u>13.00</u>	<u>13.00</u>	<u>13.00</u>	<u>0.00</u>
	County Totals		2,574.25	2,548.50	2,633.50	2,638.25	64.00

MAJOR COUNTY PAID EMPLOYEE BENEFITS FOR FISCAL YEAR 2015-16

**COUNTY OFFICERS AND DEPARTMENT HEADS
FY 2015-16 SALARY SCHEDULE**

<u>Elected Officials</u>	<u>Annual Salary</u>
Supervisor	\$ 86,115
Assessor	163,622
Auditor-Controller-Treasurer-Tax Collector-Public Administrator	163,622
County Clerk-Recorder	142,248
District Attorney	200,241
Sheriff-Coroner	190,950

<u>Appointed Department Heads</u>	<u>Annual Salary</u>		
	<u>Minimum</u>	-	<u>Maximum</u>
Ag Commissioner/Sealer of Weights & Measures	\$ 113,065	-	137,427
Director of General Services	131,239	-	159,964
Director of Parks and Recreation	107,154	-	130,244
Director of Information Technology	131,608	-	159,964
Director of Airports	104,404	-	126,897
Chief Probation Officer	127,417	-	154,876
County Administrative Officer	190,404	-	231,430
County Counsel	164,733	-	200,241
County Social Services Director	139,978	-	170,165
Director of Child Support Services	137,361	-	166,980
Director of Planning/Building	131,604	-	159,979
Director of Public Works and Transportation	146,719	-	178,322
Health Agency Director	146,915	-	178,583
Library Director	110,819	-	134,701
Human Resources Director	127,591	-	155,116
Veterans Service Officer	72,257	-	87,852

*These salaries, and the salary schedule on the following pages, are the FY 2015-16 rates known as of April 2015. Actual rates may change during FY 2015-16. For the most current salary information, contact the County Human Resources Department.

MAJOR COUNTY PAID EMPLOYEE BENEFITS FOR FISCAL YEAR 2015-16

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 FY 2004-05. The County's share of the budgeted retirement contribution based upon salaries for FY 2015-16 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 year per employee and is in addition to the numbers noted in the table below.

<u>Employee Group</u>	<u>County</u>		<u>POBs</u>		<u>Total</u>
	<u>2015-16</u>		<u>2015-16</u>		
Attorneys	18.89	%	6.03	%	24.92 %
Management and Confidential	19.04		6.03		25.07
Public Services, Clerical and Supervisory	17.73		6.03		23.76
Trades, Crafts and Services	18.30		6.03		24.33
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

MAJOR COUNTY PAID EMPLOYEE BENEFITS FOR FISCAL YEAR 2015-16

Law Enforcement Safety	24.74	4.74	29.48
Law Enforcement Non-safety	14.68	6.03	20.71

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

<u>Employee Group</u>	<u>2014-15</u>	<u>2015-16</u>
Elected Officials	13.55 %	13.55 %
Attorneys	9.29	9.29
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 FY 2015-16 based on \$100.00 of payroll for each department:

RISK EXPOSURE:

<u>Code</u>	<u>Classification</u>	<u>Exposure Rate</u>
2	Police	\$ 2.11
3	Clerical	.22
5	Institutional	.92
7	County-Other	.82
8	County-Manual	3.78
9	Roads	2.17

LOSS EXPOSURE:

<u>Department</u>	<u>Experience Factor</u>	<u>Department</u>	<u>Experience Factor</u>
Administrative Office	2.21	Agricultural Comm.	1.33
Auditor-Controller	1.06	Planning & Building	1.05
Treasurer-Tax Collector	2.93	Animal Services	6.13
Assessor	1.19	Public Works	2.75
County Counsel	1.41	Public Health	2.65
Personnel	3.36	Mental Health	7.06
Pension Trust	1.00	Drug & Alcohol Services	7.06
General Services	5.03	Air Pollution Control	1.08
Information Technology	1.06	Law Library	1.00
Clerk-Recorder	1.45	Social Services	3.02
Board of Supervisors	1.00	Veterans Services	1.00
District Attorney	1.30	Library	6.88
Child Support Services	4.27	Farm Advisor	1.00
Victim Witness	1.30	Sheriff-Coroner	3.26
Probation	3.72		

3. Social Security. The County contribution to Social Security for the 2015 calendar year is 6.20% of wages up to \$118,500. The County also matches the employee's contribution to Medicare. The 2015 calendar year rate is

MAJOR COUNTY PAID EMPLOYEE BENEFITS FOR FISCAL YEAR 2015-16

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 FY 2015-16 will be .298% of gross salary to a maximum monthly gross of \$13,500.
- 5. Unemployment. The County's unemployment insurance program is self-insured and is funded by charging departments to maintain adequate reserves. The rate for 2015 calendar year is .075% 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 \$3.87 per month. General management and department heads receive \$50,000 coverage at a cost of \$6.45 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	\$ 1,146.00
Management and Confidential	975.00
Public Services, Clerical and Supervisory	750.58
Probation Officers	1,041.00
Trades, Crafts, and Services	695.95
District Attorney Investigators	816.07
Deputy Sheriffs Association	700.00
Management Law Enforcement	1,300.00
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.

MAJOR COUNTY PAID EMPLOYEE BENEFITS FOR FISCAL YEAR 2015-16

12. Administrative Leave. General and Sheriff's management employees are allowed six (6) days of administrative leave each fiscal year. Attorneys, operations and staff management are allowed four (4) days each fiscal year. Confidential employees are allowed three (3) 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 twelve (12) days.

Job Class Listing by Title

Job Class	Title	Range	BU	Monthly Salary	
				Step 1	Step 5
00813	4-H Program Assistant	01828	13	3,169	3,851
03097	APCD Administrative Assistant Aide	01350	13	2,340	2,844
03098	APCD Administrative Assistant I	01486	13	2,576	3,130
03099	APCD Administrative Assistant II	01636	13	2,836	3,448
03100	APCD Administrative Assistant III	01799	13	3,118	3,789
03096	APCD Division Manager	04368	07	7,571	9,202
03094	APCD Fiscal/Admin Svcs Mgr	03945	07	6,838	8,310
03095	APCD Supervising Administrative Clerk II	02419	13	4,193	5,096
03101	APCD System Administrator I	02839	07	4,921	5,982
03102	APCD System Administrator II	03408	07	5,907	7,179
03103	APCD System Administrator III	03783	07	6,557	7,972
00911	Account Clerk	01575	13	2,730	3,319
00905	Accountant I	02374	07	4,115	5,002
00906	Accountant II	02776	07	4,812	5,850
00907	Accountant III	03228	07	5,595	6,800
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	02315	11	4,013	4,879
00914	Accounting Technician	02010	13	3,484	4,236
00913	Accounting Technician - Confidential	02013	11	3,489	4,243
00518	Acute Care Supervising Nurse	03605	05	6,249	7,595
08885	Administrative Analyst Aide	02313	01	4,009	4,874
08887	Administrative Analyst Aide - Confidential	02317	11	4,016	4,883
08884	Administrative Analyst I	02844	07	4,930	5,992
08883	Administrative Analyst II	03295	07	5,711	6,944
08882	Administrative Analyst III	03857	07	6,685	8,128
02204	Administrative Assistant Aide	01311	13	2,272	2,763
02201	Administrative Assistant I	01443	13	2,501	3,042
02202	Administrative Assistant II	01589	13	2,754	3,347
02203	Administrative Assistant III	01748	13	3,030	3,682
02220	Administrative Asst Aide-Confidential	01326	11	2,298	2,794
02221	Administrative Asst I-Confidential	01458	11	2,527	3,071
02222	Administrative Asst II-Confidential	01604	11	2,780	3,378
02223	Administrative Asst III-Confidential	01766	11	3,061	3,720
08795	Administrative Services Manager	03857	07	6,685	8,128
08891	Administrative Services Officer I	02374	07	4,115	5,002
08892	Administrative Services Officer II	02847	07	4,935	5,997
00201	Ag Commissioner/Sealer of Weights & Measures	05474	09	9,488	11,534
02731	Agr/Weights & Measures Tech I	02097	01	3,635	4,418
02732	Agr/Weights & Measures Tech II	02288	01	3,966	4,819
00817	Agricultural Inspector/Biologist I	02288	01	3,966	4,819
00818	Agricultural Inspector/Biologist II	02528	01	4,382	5,325
00819	Agricultural Inspector/Biologist III	02860	01	4,957	6,027
00816	Agricultural Inspector/Biologist Trainee	02097	01	3,635	4,418
02730	Agricultural Resource Specialist	03276	01	5,678	6,904
00791	Agricultural/Masurement Standards Tech I	01762	01	3,054	3,713
00792	Agricultural/Masurement 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	03148	01	5,457	6,632
00829	Air Pollution Control Engineer II	03530	01	6,119	7,438
00841	Air Pollution Control Engineer III	03835	01	6,647	8,079
03093	Air Pollution Control Officer	06055	09	10,495	12,759
00835	Air Quality Specialist I	02760	01	4,784	5,815
00836	Air Quality Specialist II	03113	01	5,396	6,559
00839	Air Quality Specialist III	03585	01	6,214	7,554
00834	Air Quality Specialist Trainee	02524	01	4,375	5,318
01406	Airport Maintenance Worker	02015	02	3,493	4,247
01402	Airport Operation Specialist	02319	01	4,020	4,886
01403	Airport Operations Supervisor	02739	05	4,748	5,772
00852	Airports Manager	04044	07	7,010	8,519
01422	Animal Control Lead Officer	02194	05	3,803	4,623
01417	Animal Control Officer	01871	01	3,243	3,942
01424	Animal Control Supervising Officer	02633	05	4,564	5,547
00219	Animal Services Humane Educator	01760	01	3,051	3,708
01410	Animal Services Manager (Non-Vet)	03624	07	6,282	7,635

Job Class Listing by Title

Job Class	Title	Range	BU	Monthly Salary	
				Step 1	Step 5
01411	Animal Services Manager (Vet)	04352	07	7,543	9,171
08956	Animal Shelter Coordinator	01963	01	3,403	4,136
01423	Animal Shelter Registered Veterinary Tech	01961	01	3,399	4,132
01425	Animal Shelter Supervisor	02633	05	4,564	5,547
00711	Appraiser I	02380	01	4,125	5,015
00709	Appraiser II	02755	01	4,775	5,807
00707	Appraiser III	03006	01	5,210	6,334
00718	Appraiser Trainee	02061	01	3,572	4,342
01238	Aquatics Coordinator	01552	00	2,690	3,273
00620	Architectural Supervisor	03908	05	6,774	8,232
00624	Architectural Technician	02138	01	3,706	4,505
00941	Assessment Analyst I	02881	07	4,994	6,070
00942	Assessment Analyst II	03303	07	5,725	6,958
00943	Assessment Analyst III	03857	07	6,685	8,128
08894	Assessment Analyst Trainee	01847	01	3,201	3,891
08948	Assessment Manager	03864	07	6,698	8,141
00894	Assessment Technician I	01764	01	3,058	3,716
00895	Assessment Technician II	01934	01	3,352	4,077
00896	Assessment Technician III	02118	01	3,671	4,463
00897	Assessment Technician IV	02205	01	3,822	4,647
00658	Assessment Technician Supervisor	02554	05	4,427	5,382
00101	Assessor	07866	10	13,634	13,634
01401	Assistant Airports Manager	03857	07	6,685	8,128
00701	Assistant Assessor	05295	08	9,178	11,157
00900	Assistant Auditor-Controller	05325	08	9,230	11,220
01699	Assistant Building Official	03904	07	6,767	8,225
00613	Assistant Capital Projects Coordinator	02723	01	4,720	5,737
02253	Assistant Chief Information Officer	04846	08	8,400	10,208
00329	Assistant Chief Probation Officer	05281	08	9,154	11,126
08958	Assistant County Administrative Officer	07535	08	13,061	15,876
00250	Assistant County Clerk-Recorder	04575	08	7,930	9,639
00303	Assistant County Counsel	06768	08	11,731	14,258
00391	Assistant Director-Planning and Building	05059	08	8,769	10,660
00392	Assistant District Attorney	06604	08	11,447	13,913
01001	Assistant Library Director	03994	08	6,923	8,415
08534	Assistant Mental Health Administrator	03459	07	5,996	7,289
00622	Assistant Real Property Agent	02627	01	4,553	5,535
01502	Assistant Social Services Director	05697	08	9,875	12,003
00393	Assistant Treasurer/Tax Collector/Public Admn	05045	08	8,745	10,629
00868	Assistant Veterans Service Officer I	01973	01	3,420	4,158
00866	Assistant Veterans Service Officer II	02259	01	3,916	4,761
09687	Assistant Wastewater Systems Superintendent	00000	05	0	0
09624	Assistant Water Systems Superintendent	03781	05	6,554	7,966
00615	Associate Capital Projects Coordinator	03277	01	5,680	6,906
00623	Associate Real Property Agent	03045	01	5,278	6,415
00394	Asst Director of Child Support Services	04623	08	8,013	9,741
02053	Auditor-Analyst I	02374	07	4,115	5,002
02054	Auditor-Analyst II	02847	07	4,935	5,997
02055	Auditor-Analyst III	03857	07	6,685	8,128
02056	Auditor-Analyst Trainee	02132	07	3,695	4,493
00712	Auditor-Appraiser I	02374	07	4,115	5,002
00710	Auditor-Appraiser II	02810	07	4,871	5,923
00708	Auditor-Appraiser III	03536	07	6,129	7,452
00109	Auditor-Controller-Treasurer-Tx Coll-Pub Admn	07957	10	13,792	13,792
09653	Automotive Mechanic I	02237	02	3,877	4,711
09654	Automotive Mechanic II	02351	02	4,075	4,954
03071	Behavioral Health Administrator	06394	09	11,083	13,473
00265	Board of Construction Appeals	00000	00	0	0
01606	Building Division Supervisor	03737	05	6,477	7,873
01601	Building Inspector I	02429	01	4,210	5,119
01602	Building Inspector II	02786	01	4,829	5,869
01603	Building Inspector III	03082	01	5,342	6,493
01301	Building Maintenance Superintendent	03510	07	6,084	7,396
01701	Building Plans Examiner I	02989	01	5,181	6,297
01702	Building Plans Examiner II	03277	01	5,680	6,906
01703	Building Plans Examiner III	03542	01	6,139	7,462
01304	Buildings Facilities Manager	04257	07	7,379	8,970

Job Class Listing by Title

Job Class	Title	Range	BU	Monthly Salary	
				Step 1	Step 5
01327	Bus Driver	01432	02	2,482	3,018
02181	Buyer I	02107	01	3,652	4,439
02182	Buyer II	02427	01	4,207	5,112
00341	CAL-ID Program Coordinator	03883	07	6,731	8,181
00672	Cadastral Mapping Systems Specialis II	02593	01	4,495	5,463
00671	Cadastral Mapping Systems Specialist I	02191	01	3,798	4,618
00673	Cadastral Mapping Systems Specialist III	03107	01	5,385	6,545
00675	Cadastral Mapping Systems Supervisor	03600	05	6,240	7,583
01353	Capital Planning/Facilities Mgr	04257	07	7,379	8,970
00635	Capital Projects Inspector	03277	01	5,680	6,906
00281	Central Services Director	05091	09	8,824	10,728
00891	Chief Accountant	04037	07	6,997	8,507
00704	Chief Appraiser	04037	07	6,997	8,507
00310	Chief Deputy County Counsel	06155	07	10,669	12,967
00270	Chief Deputy District Attorney	06029	07	10,450	12,702
09783	Chief Deputy Probation Officer	04715	08	8,173	9,935
00802	Chief Deputy-Agricultural Commissioner	04423	08	7,667	9,318
00823	Chief Deputy-Sealer Weights & Measures	04185	08	7,254	8,817
09648	Chief District Attorney Investigator	05870	07	10,175	12,369
02250	Chief Information Officer	06116	09	10,601	12,886
00213	Chief Probation Officer	06213	09	10,769	13,092
02900	Chief Wastewater Treatment Plant Operator	03876	05	6,718	8,167
09996	Chief Wastewater Treatment Plant Operator	00000	00	0	0
02901	Chief Water Treatment Plant Operator-Grade 3	03394	05	5,883	7,150
02902	Chief Water Treatment Plant Operator-Grade 4	03781	05	6,554	7,966
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	02634	01	4,566	5,548
00650	Civil Engineer Technician II	03016	01	5,228	6,354
00652	Civil Engineer Technician III	03462	01	6,001	7,294
02903	Civil Engineering Technician Aide	02114	01	3,664	4,455
02552	Clerk-Recorder Assistant II	01884	13	3,266	3,969
02553	Clerk-Recorder Assistant III	01997	13	3,461	4,209
02554	Clerk-Recorder Assistant IV	02203	05	3,819	4,642
00596	Clinical Lab Technologist - Temp Licensed	01902	01	3,297	4,007
00576	Clinical Laboratory Assistant I	01434	01	2,486	3,021
00577	Clinical Laboratory Assistant II	01640	01	2,843	3,455
00550	Clinical Laboratory Manager	03052	07	5,290	6,431
00552	Clinical Laboratory Technologist	02499	01	4,332	5,266
03501	Collections Officer I	02141	01	3,711	4,510
03502	Collections Officer II	02249	01	3,898	4,737
00260	Commissioner - Civil Service	00000	00	0	0
00255	Commissioner - Planning	00000	00	0	0
09632	Communicable Disease Investigator	02188	01	3,793	4,611
09679	Communications Aide	01782	01	3,089	3,754
09677	Communications Manager	04068	07	7,051	8,570
00959	Communications Technician I	02555	01	4,429	5,384
00958	Communications Technician II	02872	01	4,978	6,051
03030	Community Health Liaison	00900	00	1,560	1,896
00420	Community Health Nurse	03028	01	5,249	6,379
00427	Community Service Aide	01317	01	2,283	2,775
01715	Computer Oper Supervisor - Confidential	03523	11	6,107	7,422
00970	Computer Systems Tech Aide - Confidential	01677	11	2,907	3,533
00987	Computer Systems Tech I - Confidential	02008	11	3,481	4,229
00988	Computer Systems Tech II - Confidential	02231	11	3,867	4,701
01989	Computer Systems Tech III - Confidential	02568	11	4,451	5,411
08967	Computer Systems Technician Aide	01677	01	2,907	3,533
08968	Computer Systems Technician I	02008	01	3,481	4,229
08969	Computer Systems Technician II	02231	01	3,867	4,701
08970	Computer Systems Technician III	02568	01	4,451	5,411
09999	Contract Employee	00000	00	0	0
01341	Cook I	01553	01	2,692	3,274
01340	Cook II	01867	01	3,236	3,933
01350	Cook III	02008	01	3,481	4,229
00527	Correctional Nurse I	02967	01	5,143	6,252
00528	Correctional Nurse II	03435	01	5,954	7,237
00524	Correctional Nurse Supervisor	04017	05	6,963	8,464

Job Class Listing by Title

Job Class	Title	Range	BU	Monthly Salary	
				Step 1	Step 5
00346	Correctional Technician	01939	13	3,361	4,085
00205	County Administrative Officer	09154	09	15,867	19,289
00108	County Clerk-Recorder	06839	10	11,854	11,854
00302	County Counsel	08075	09	13,997	17,013
00512	County Physician	00000	00	0	0
01501	County Social Services Director	06800	09	11,787	14,328
00350	Crime Prevention Specialist	03088	21	5,353	6,505
00410	Cross Connection Inspector	02783	01	4,824	5,862
01335	Custodian	01638	02	2,839	3,451
00983	Data Entry Operator III	01835	13	3,181	3,865
00982	Data Entry Operator III - Confidential	01838	11	3,186	3,872
00280	Department Administrator	04502	07	7,803	9,485
02010	Department Personnel Technician	01884	13	3,266	3,969
02011	Department Personnel Technician - Conf.	01885	11	3,267	3,971
08903	Departmental Automation Specialist I	02593	01	4,495	5,463
08904	Departmental Automation Specialist II	03107	01	5,385	6,545
08906	Departmental Automation Specialist III	03604	01	6,247	7,594
00804	Deputy Agricultural Commissioner	03477	07	6,027	7,327
00800	Deputy Agricultural Commissioner/Sealer	03821	07	6,623	8,051
00313	Deputy County Counsel I	03263	12	5,656	6,874
00317	Deputy County Counsel II	03778	12	6,549	7,959
00318	Deputy County Counsel III	04370	12	7,575	9,207
00312	Deputy County Counsel IV	05471	12	9,483	11,528
00261	Deputy Director - General Services	05143	08	8,915	10,837
08980	Deputy Director - Planning & Building	04849	08	8,405	10,216
08957	Deputy Director of Human Resources	05333	08	9,244	11,237
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	04563	08	7,909	9,615
08965	Deputy Director-County Parks	04683	08	8,117	9,866
00663	Deputy Director-Eng Svcs-Dept of Public Wks/T	05481	08	9,500	11,547
03005	Deputy Director-Health Agency	05083	08	8,811	10,709
08962	Deputy Director-Information Technology	05746	08	9,960	12,107
00666	Deputy Director-Public Works	05747	08	9,961	12,109
00308	Deputy District Attorney I	03263	04	5,656	6,874
00309	Deputy District Attorney II	03778	04	6,549	7,959
00311	Deputy District Attorney III	04370	04	7,575	9,207
00314	Deputy District Attorney IV	05471	04	9,483	11,528
03002	Deputy Health Officer	06787	08	11,764	14,298
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	03602	27	6,243	7,590
00239	Director of Airports	05019	09	8,700	10,577
00256	Director of Child Support Services	06604	09	11,447	13,913
08596	Director of Drug & Alcohol Services	04722	07	8,185	9,948
08401	Director of Environmental Health	04722	07	8,185	9,948
00238	Director of General Services	06327	09	10,967	13,329
00509	Director of Health Promotion Services	02956	07	5,124	6,228
00241	Director of Information Technology	06327	09	10,967	13,329
00242	Director of Parks and Recreation	05152	09	8,930	10,856
00237	Director of Planning/Building	06467	09	11,209	13,626
00412	Director of Public Health Nursing	04006	07	6,944	8,440
00245	Director of Public Works and Transportation	07265	09	12,593	15,304
00105	District Attorney	09627	10	16,687	16,687
09645	District Attorney Investigator I	03670	06	6,361	7,732
09646	District Attorney Investigator II	04198	06	7,277	8,843
09647	District Attorney Investigator III	04588	06	7,953	9,667
00692	Division Manager - Water Resources	04692	07	8,133	9,887
02052	Division Manager-Auditor-Controller	04964	08	8,604	10,459
00681	Division Manager-Building (Chief Bldg Offcl)	04481	08	7,767	9,440
00682	Division Manager-Child Support Services	03678	07	6,375	7,750
00684	Division Manager-District Attorney	03701	07	6,415	7,797
08949	Division Manager-Drug & Alcohol Services	04286	07	7,429	9,029
08954	Division Manager-Environmental Health	05290	07	9,169	11,147
08950	Division Manager-Health Agency	04286	07	7,429	9,029
08951	Division Manager-Mental Health Services	04286	07	7,429	9,029

Job Class Listing by Title

Job Class	Title	Range	BU	Monthly Salary	
				Step 1	Step 5
00690	Division Manager-Planning	04123	07	7,147	8,686
00691	Division Manager-Probation	03893	07	6,748	8,202
08955	Division Manager-Public Health Nursing Serv	04544	07	7,876	9,575
00664	Division Manager-Road Maintenance	04195	07	7,271	8,838
00693	Division Manager-Social Services	04321	07	7,490	9,103
00694	Division Manager-Utilities	04692	07	8,133	9,887
02558	Division Supervisor-Clerk-Recorder	02739	05	4,748	5,772
08610	Drug & Alcohol Program Supervisor	03155	05	5,469	6,649
08620	Drug & Alcohol Services Specialist I	02072	01	3,591	4,366
08621	Drug & Alcohol Services Specialist II	02403	01	4,165	5,061
08622	Drug & Alcohol Services Specialist III	02646	01	4,586	5,574
08623	Drug & Alcohol Services Specialist IV	02921	01	5,063	6,153
08615	Drug & Alcohol Svcs Clinical Programs Mgr	03607	07	6,252	7,599
08606	Drug & Alcohol Worker Aide	01406	01	2,437	2,962
08607	Drug & Alcohol Worker I	01794	01	3,110	3,780
08608	Drug & Alcohol Worker II	01969	01	3,413	4,148
00380	Economic Crime Officer I	01993	01	3,455	4,200
00381	Economic Crime Officer II	02194	01	3,803	4,623
00382	Economic Crime Officer III	02303	01	3,992	4,852
00383	Economic Crime Technician I	02019	01	3,500	4,254
00384	Economic Crime Technician II	02123	01	3,680	4,472
01539	Eligibility Technician I	01781	01	3,087	3,753
01540	Eligibility Technician II	01938	01	3,359	4,084
01541	Eligibility Technician III	02146	01	3,720	4,521
00844	Emergency Services Coordinator I	02844	07	4,930	5,992
00845	Emergency Services Coordinator II	03130	07	5,425	6,595
00846	Emergency Services Coordinator III	03857	07	6,685	8,128
01544	Employment/Resource Specialist I	01781	01	3,087	3,753
01545	Employment/Resource Specialist II	01938	01	3,359	4,084
01546	Employment/Resource Specialist III	02146	01	3,720	4,521
01547	Employment/Resource Specialist IV	02448	01	4,243	5,158
01550	Employment/Services Supervisor	02703	05	4,685	5,694
00641	Engineer I	02985	01	5,174	6,290
00640	Engineer II	03419	01	5,926	7,205
00634	Engineer III	03894	01	6,750	8,204
00633	Engineer IV	04465	05	7,739	9,405
00632	Engineer V	04692	07	8,133	9,887
01124	Engineering Equipment Manager	03114	07	5,398	6,562
00877	Environmental Coordinator	04533	07	7,857	9,551
02904	Environmental Division Manager	04533	07	7,857	9,551
08406	Environmental Health Aide	01955	01	3,389	4,120
08413	Environmental Health Specialist I	02551	01	4,422	5,377
08414	Environmental Health Specialist II	02927	01	5,073	6,165
08415	Environmental Health Specialist III	03230	01	5,599	6,807
02803	Environmental Resource Specialist	03276	01	5,678	6,904
00437	Epidemiologist	03574	07	6,195	7,531
01121	Equipment Mechanic I	02293	02	3,975	4,831
01120	Equipment Mechanic II	02500	02	4,333	5,268
01123	Equipment Service Worker	01628	02	2,822	3,429
01314	Facilities Maintenance Mechanic I	01858	02	3,221	3,916
01316	Facilities Maintenance Mechanic II	02015	02	3,493	4,247
01315	Facilities Maintenance Mechanic III	02420	02	4,195	5,098
01313	Facility Maintenance Mechanic Leadworker	02423	02	4,200	5,105
09621	Family Support Officer I	01993	01	3,455	4,200
09622	Family Support Officer II	02194	01	3,803	4,623
09682	Family Support Officer III	02303	01	3,992	4,852
00780	Financial Analyst I	02374	07	4,115	5,002
00781	Financial Analyst II	02847	07	4,935	5,997
00782	Financial Analyst III	03857	07	6,685	8,128
02300	Fleet Manager	04043	07	7,008	8,518
02303	Fleet Service Writer	01751	02	3,035	3,690
02301	Fleet Shop Supervisor	02946	05	5,106	6,207
00354	Food Service Supervisor - Corrections	02487	05	4,311	5,240
00146	Geographic Info Systems Analyst I	02433	01	4,217	5,127
00147	Geographic Info Systems Analyst II	02776	01	4,812	5,850
00148	Geographic Info Systems Analyst III	03165	01	5,486	6,666
08972	Geographic Information Systems Program Mgr	04272	07	7,405	9,001

Job Class Listing by Title

Job Class	Title	Range	BU	Monthly Salary	
				Step 1	Step 5
01135	Golf Aide I	00952	00	1,650	2,007
01136	Golf Aide II	01117	00	1,936	2,356
01212	Golf Course Superintendent	03458	07	5,994	7,287
01217	Golf Course Supervisor	02930	05	5,079	6,176
01234	Greenskeeper	02012	02	3,487	4,241
01242	Greenskeeper Aide	01471	02	2,550	3,099
01243	Greenskeeper I	01842	02	3,193	3,883
01244	Greenskeeper II	02131	02	3,694	4,491
01245	Greenskeeper III	02421	02	4,196	5,099
01106	Grounds Restoration Specialist	02421	02	4,196	5,099
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	07290	09	12,636	15,361
00872	Health Care Analyst	02956	07	5,124	6,228
00221	Health Education Specialist	02018	01	3,498	4,252
00560	Health Information Technician I	01864	13	3,231	3,928
00561	Health Information Technician II	02054	13	3,560	4,328
00562	Health Information Technician III	02261	13	3,919	4,765
02111	Human Resources Analyst Aide	02313	01	4,009	4,874
02110	Human Resources Analyst Aide-Confidential	02317	11	4,016	4,883
08953	Human Resources Director	06171	09	10,696	13,002
09680	Hydraulic Operations Administrator III	03294	05	5,710	6,942
02252	Information Technology Manager	04534	07	7,859	9,552
02268	Information Technology Project Manager I	02776	07	4,812	5,850
02269	Information Technology Project Manager II	03331	07	5,774	7,020
02270	Information Technology Project Manager III	03699	07	6,412	7,793
02267	Information Technology Supervisor	04272	07	7,405	9,001
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	Kenel Worker	01629	02	2,824	3,432
00447	Laboratory Assistant I	01561	01	2,706	3,288
00446	Laboratory Assistant II	01781	01	3,087	3,753
02806	Land Use Technician	02073	01	3,593	4,368
00869	Law Librarian - Contract	00000	00	0	0
01334	Lead Custodian	01722	02	2,985	3,628
02302	Lead Fleet Mechanic	02625	02	4,550	5,531
01233	Lead Greenskeeper	02286	02	3,962	4,815
08974	Lead Health Education Specialist	02321	01	4,023	4,890
02230	Legal Clerk	01961	13	3,399	4,132
02235	Legal Clerk-Confidential	01964	11	3,404	4,137
08799	Legislative Assistant	03473	07	6,020	6,020
01003	Librarian I	02242	01	3,886	4,725
01004	Librarian II	02481	05	4,300	5,228
01011	Librarian III	02733	05	4,737	5,760
01013	Library Assistant	01821	01	3,156	3,836
00210	Library Director	05352	09	9,277	11,277
01009	Library Driver Clerk I	01530	01	2,652	3,224
01010	Library Driver Clerk II	01821	01	3,156	3,836
04000	Library Manager	03549	07	6,152	7,476
01018	Library Support Services Manager	03577	07	6,200	7,537
00543	Licensed Vocational Nurse	02009	01	3,482	4,231
01237	Lifeguard I	00977	00	1,693	2,059
01236	Lifeguard II	01178	00	2,042	2,482
01312	Locksmith I	02015	02	3,493	4,247
01311	Locksmith II	02420	02	4,195	5,098
01317	Locksmith-Maintenance Worker	02420	02	4,195	5,098
01307	Maintenance Painter I	02183	02	3,784	4,599
01308	Maintenance Painter II	02420	02	4,195	5,098
01620	Mapping/Graphics Systems Specialist I	02191	01	3,798	4,618
01621	Mapping/Graphics Systems Specialist II	02593	01	4,495	5,463
01622	Mapping/Graphics Systems Specialist III	03107	01	5,385	6,545
00582	Medical Records Technician	01864	13	3,231	3,928

Job Class Listing by Title

Job Class	Title	Range	BU	Monthly Salary	
				Step 1	Step 5
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	10619	07	18,406	22,374
08535	Mental Health Medical Records Supervisor	02493	05	4,321	5,252
08573	Mental Health Nurse I	03055	01	5,295	6,436
08572	Mental Health Nurse II	03435	01	5,954	7,237
08571	Mental Health Nurse III	03724	01	6,455	7,847
09785	Mental Health Nurse Practitioner	03915	01	6,786	8,251
00458	Mental Health Nurse Practitioner	04154	01	7,200	8,752
08570	Mental Health Nurse Trainee	02902	01	5,030	6,113
08568	Mental Health Pre-Licensed Nurse	02673	01	4,633	5,632
08525	Mental Health Program Supervisor	03434	05	5,952	7,235
08569	Mental Health Supervising Nurse	03992	05	6,919	8,412
08529	Mental Health Therapist I	02198	01	3,810	4,630
08528	Mental Health Therapist II	02545	01	4,411	5,361
08527	Mental Health Therapist III	02802	01	4,857	5,902
08526	Mental Health Therapist IV	03099	01	5,372	6,529
08576	Mental Health Worker Aide	01369	01	2,373	2,883
08575	Mental Health Worker I	01746	01	3,026	3,678
08574	Mental Health Worker II	01915	01	3,319	4,037
00979	Microcomputer Technician I	02330	01	4,039	4,909
00980	Microcomputer Technician II	02618	01	4,538	5,515
02905	Nacimiento Project Manager	07184	07	12,452	15,135
02257	Network Engineer I	02958	07	5,127	6,231
02258	Network Engineer II	03513	07	6,089	7,401
02259	Network Engineer III	03883	07	6,731	8,181
01711	Network Hardware Specialist I	02452	01	4,250	5,167
01712	Network Hardware Specialist II	02755	01	4,775	5,807
00457	Nurse Practitioner/Physician's Assistant	03776	01	6,545	7,956
08966	Nutrition Services Program Manager	03295	07	5,711	6,944
09784	Oral Health Program Manager	02995	07	5,191	6,309
02238	Paralegal	02274	01	3,942	4,791
09781	Park Aide I	00952	00	1,650	2,007
09782	Park Aide II	01117	00	1,936	2,356
00968	Park Gate Attendant	01098	00	1,903	2,316
01203	Park Operations Coordinator	02915	01	5,053	6,143
01223	Park Ranger Aide	01543	02	2,675	3,250
01222	Park Ranger I	01842	02	3,193	3,883
01221	Park Ranger II	02131	02	3,694	4,491
01220	Park Ranger III	02421	02	4,196	5,099
01210	Park Ranger Specialist	02661	02	4,612	5,607
01250	Parks Manager	04060	07	7,037	8,554
01251	Parks Superintendent	03458	07	5,994	7,287
08538	Patient Services Representative	01875	01	3,250	3,950
02805	Permit Technician	01954	01	3,387	4,118
01560	Personal Care Aide	01650	01	2,860	3,479
00874	Personnel Analyst I	02844	07	4,930	5,992
00873	Personnel Analyst II	03212	07	5,567	6,769
00864	Personnel Analyst III	03857	07	6,685	8,128
00820	Pest Detection Trapper	01307	00	2,265	2,754
00575	Physical or Occupational Therapist Aide	01858	01	3,221	3,916
00571	Physical or Occupational Therapist I	02811	01	4,872	5,925
00572	Physical or Occupational Therapist II	03099	01	5,372	6,529
02800	Planner I	02482	01	4,302	5,229
02801	Planner II	02796	01	4,846	5,892
02802	Planner III	03114	01	5,398	6,562
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	04502	07	7,803	9,485
00722	Principal Auditor-Analyst	04213	07	7,303	8,876
02804	Principal Environmental Specialist	03857	07	6,685	8,128
00770	Principal Financial Analyst	04213	07	7,303	8,876
08952	Principal Human Resources Analyst	04502	07	7,803	9,485
00326	Probation Assistant	02049	01	3,552	4,318
00374	Probation Community Liason	00900	00	1,560	1,896
01581	Program Coordinator I	02686	07	4,656	5,658

Job Class Listing by Title

Job Class	Title	Range	BU	Monthly Salary	
				Step 1	Step 5
01582	Program Coordinator II	02956	07	5,124	6,228
01583	Program Manager I	02995	07	5,191	6,309
01584	Program Manager II	03295	07	5,711	6,944
00614	Property Manager	04135	07	7,167	8,712
00587	Property Transfer Tech I	01764	01	3,058	3,716
00588	Property Transfer Tech II	01934	01	3,352	4,077
00589	Property Transfer Tech III	02118	01	3,671	4,463
00695	Property Transfer Tech IV	02205	01	3,822	4,647
00525	Psychologist	03759	01	6,516	7,920
03004	Public Health Admin/Health Officer	07983	09	13,837	16,819
00422	Public Health Aide I	01465	01	2,539	3,087
00423	Public Health Aide II	01546	01	2,680	3,255
00424	Public Health Aide III	01760	01	3,051	3,708
08959	Public Health Laboratory Manager	04627	07	8,020	9,748
00442	Public Health Microbiologist I	02914	01	5,051	6,141
00441	Public Health Microbiologist II	03222	01	5,585	6,789
00417	Public Health Nurse	03210	01	5,564	6,765
01347	Public Health Nutritionist I	02634	01	4,566	5,548
01348	Public Health Nutritionist II	02902	01	5,030	6,113
01115	Public Works Leadworker	02469	02	4,280	5,202
01112	Public Works Section Supervisor	02954	05	5,120	6,224
01105	Public Works Worker I	01739	02	3,014	3,664
01117	Public Works Worker II	01928	02	3,342	4,061
01119	Public Works Worker III	02032	02	3,522	4,283
01103	Public Works Worker IV	02264	02	3,924	4,770
01125	Purchasing Technician	01645	01	2,851	3,465
01019	Regional Librarian	02973	07	5,153	6,264
00540	Registered Nurse I	02616	01	4,534	5,510
00537	Registered Nurse II	03122	01	5,411	6,578
01000	Reprographics Leadworker	02128	01	3,689	4,482
00996	Reprographics Technician I	01407	01	2,439	2,964
00992	Reprographics Technician II	01765	01	3,059	3,718
00994	Reprographics Technician III	02030	01	3,519	4,280
00337	Reserve Deputy Sheriff	02811	00	4,872	5,925
01708	Resource Protection Specialist I	02381	01	4,127	5,016
01709	Resource Protection Specialist II	02985	01	5,174	6,290
01710	Resource Protection Specialist III	03294	01	5,710	6,942
00642	Right-of-Way Agent	04062	07	7,041	8,557
09657	Risk Management Analyst I	02844	07	4,930	5,992
09658	Risk Management Analyst II	03295	07	5,711	6,944
09663	Risk Management Analyst III	03857	07	6,685	8,128
00661	Road Maintenance Superintendent	03385	07	5,867	7,133
03281	SART Clinical Coordinator	03299	01	5,718	6,951
00925	Secretary - Confidential	01853	11	3,212	3,903
00883	Secretary I	01828	13	3,169	3,851
00886	Secretary I - Confidential	01853	11	3,212	3,903
00884	Secretary II	01891	13	3,278	3,983
00909	Senior Account Clerk	01841	13	3,191	3,881
00929	Senior Account Clerk - Confidential	01843	11	3,195	3,884
02183	Senior Buyer	02791	01	4,838	5,883
00619	Senior Capital Projects Coordinator	03551	05	6,155	7,483
00551	Senior Clinical Laboratory Technologist	02641	01	4,578	5,566
00969	Senior Communications Technician	03160	01	5,477	6,658
00415	Senior Community Health Nurse	02923	01	5,067	6,157
01714	Senior Computer Sys Tech - Confidential	02974	11	5,155	6,266
03200	Senior Division Manager-Social Services	04502	07	7,803	9,485
00593	Senior Medical Records Technician	02054	13	3,560	4,328
00972	Senior Microcomputer Technician	02880	01	4,992	6,068
02260	Senior Network Engineer	04165	07	7,219	8,776
09515	Senior Park Gate Attendant	01272	00	2,205	2,681
00603	Senior Planner	03434	05	5,952	7,235
00421	Senior Public Health Nurse	03441	01	5,964	7,251
02255	Senior Software Engineer	04072	07	7,058	8,582
01321	Senior Storekeeper	01930	02	3,345	4,066
02256	Senior Systems Administrator	04072	07	7,058	8,582
00978	Senior Systems Software Specialist	03349	07	5,805	7,056
09620	Senior Victim/Witness Coordinator	02528	05	4,382	5,325

Job Class Listing by Title

Job Class	Title	Range	BU	Monthly Salary	
				Step 1	Step 5
09613	Senior Water Systems Chemist	03647	01	6,321	7,682
00336	Sergeant	04374	28	7,582	9,216
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
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	03295	07	5,711	6,944
00376	Sheriff's Senior Correctional Deputy	03409	03	5,909	7,181
00340	Sheriff's Senior Deputy	03974	27	6,888	8,374
00343	Sheriff's Senior Dispatcher	03166	22	5,488	6,670
00107	Sheriff-Coroner	09402	10	16,297	16,297
01518	Social Services In-Home Counselor	01845	01	3,198	3,888
01531	Social Services Investigator	02640	01	4,576	5,564
09507	Social Services Principal Fiscal Manager	03620	07	6,275	7,628
01555	Social Svcs Program Review Specialist	02448	01	4,243	5,158
01536	Social Worker I	02084	01	3,612	4,391
01532	Social Worker II	02274	01	3,942	4,791
01524	Social Worker III	02511	01	4,352	5,290
01519	Social Worker IV	02899	01	5,025	6,108
01512	Social Worker Supervisor I	02784	05	4,826	5,864
01516	Social Worker Supervisor II	03197	05	5,541	6,736
02264	Software Engineer I	02776	07	4,812	5,850
02265	Software Engineer II	03331	07	5,774	7,020
02266	Software Engineer III	03699	07	6,412	7,793
00610	Solid Waste Coordinator I	02477	01	4,293	5,219
00611	Solid Waste Coordinator II	03106	01	5,384	6,543
00612	Solid Waste Coordinator III	03430	01	5,945	7,228
08971	Sr Computer Systems Technician	02836	01	4,916	5,975
08960	Sr Correctional Technician	02061	13	3,572	4,342
00149	Sr Geographic Info Systems Analyst	03699	05	6,412	7,793
03001	Sr Physical or Occupational Therapist	03309	01	5,736	6,971
00522	Staff Psychiatrist	09653	07	16,732	20,339
01338	Stock Clerk	01421	02	2,463	2,993
01336	Storekeeper I	01591	02	2,758	3,354
01331	Storekeeper II	01752	02	3,037	3,692
09673	Student Intern Trainee	00000	00	0	0
00898	Supervising Accounting Tech - Confidential	02338	11	4,053	4,926
00899	Supervising Accounting Technician	02335	05	4,047	4,921
00927	Supervising Admin Clerk I	02096	05	3,633	4,417
00938	Supervising Admin Clerk I - Confidential	02097	11	3,635	4,418
00928	Supervising Admin Clerk II	02347	05	4,068	4,943
00939	Supervising Admin Clerk II - Confidential	02350	11	4,073	4,952
00842	Supervising Air Pollution Control Engineer	04216	05	7,308	8,882
00724	Supervising Appraiser	03551	05	6,155	7,483
00725	Supervising Auditor-Appraiser	03713	07	6,436	7,824
01600	Supervising Building Inspector	03366	05	5,834	7,093
01700	Supervising Building Plans Examiner	03897	05	6,755	8,213
09644	Supervising Buyer	02528	05	4,382	5,325
00597	Supervising Clinical Lab Technologist	03081	05	5,340	6,491
03503	Supervising Collections Officer	02588	05	4,486	5,453
01323	Supervising Custodial Leadworker	01849	05	3,205	3,895
01352	Supervising Custodian	01961	05	3,399	4,132
00373	Supervising Deputy Probation Officer	03378	32	5,855	7,117
09675	Supervising District Attorney Investigator	04986	06	8,642	10,506
08416	Supervising Environmental Health Specialist	03744	05	6,490	7,888
01318	Supervising Facility Maintenance Mechanic	02920	05	5,061	6,152
09683	Supervising Family Support Officer	02648	05	4,590	5,578
00893	Supervising Financial Technician	02335	05	4,047	4,921
02660	Supervising Juvenile Services Officer	02748	32	4,763	5,788

Job Class Listing by Title

Job Class	Title	Range	BU	Monthly Salary	
				Step 1	Step 5
02231	Supervising Legal Clerk I	02106	05	3,650	4,437
02236	Supervising Legal Clerk I-Confidential	02110	11	3,657	4,446
02232	Supervising Legal Clerk II	02284	05	3,959	4,812
02237	Supervising Legal Clerk II-Confidential	02285	11	3,961	4,813
01002	Supervising Librarian	03007	05	5,212	6,335
01007	Supervising Library Assistant	01922	05	3,331	4,049
01204	Supervising Park Ranger	02930	05	5,079	6,176
00573	Supervising Physical or Occupational Therapist	03779	05	6,550	7,961
01707	Supervising Planner	03737	05	6,477	7,873
00579	Supervising Property Transfer Technician	02554	05	4,427	5,382
00444	Supervising Public Health Microbiologist	03604	05	6,247	7,594
00414	Supervising Public Health Nurse	03777	05	6,547	7,958
01537	Supervising Social Services Investigator	03131	05	5,427	6,597
00103	Supervisor	04140	17	7,176	7,176
00840	Supv Air Quality Specialist-Engineering	03945	05	6,838	8,310
00843	Supv Air Quality Specialist-Planning/Monitor	03945	05	6,838	8,310
01623	Supv Mapping/Graphics Systems Specialist	03600	05	6,240	7,583
02261	Systems Administrator I	02776	07	4,812	5,850
02262	Systems Administrator II	03331	07	5,774	7,020
02263	Systems Administrator III	03699	07	6,412	7,793
02254	Technology Supervisor	04272	07	7,405	9,001
00961	Telephone Systems Coordinator	01903	01	3,299	4,009
00726	Temporary Election Assistant	00900	00	1,560	1,896
09678	Transit Systems Supervisor	01849	13	3,205	3,895
00811	UC/Farm Advisor Assistant	00952	00	1,650	2,007
02592	Undersheriff	07165	16	12,419	15,096
00665	Utilities Division Manager	04208	07	7,294	8,866
02180	Utility Coordinator	03499	05	6,065	7,374
00252	Veterans Service Officer	03474	09	6,022	7,320
09614	Victim/Witness Assistance Coordinator Aide	01833	01	3,177	3,862
09634	Victim/Witness Assistance Coordinator I	01967	01	3,409	4,143
09637	Victim/Witness Assistance Coordinator II	02289	01	3,968	4,820
09688	Wastewater Systems Worker I	02085	02	3,614	4,392
09689	Wastewater Systems Worker II	02608	02	4,521	5,495
09690	Wastewater Systems Worker III	02868	02	4,971	6,042
09691	Wastewater Systems Worker IV	03056	02	5,297	6,438
09686	Wastewater Systems Worker Trainee	01669	02	2,893	3,517
09619	Water Quality Manager	04062	05	7,041	8,557
09617	Water Systems Chemist I	03141	01	5,444	6,618
09618	Water Systems Chemist II	03470	01	6,015	7,311
09615	Water Systems Lab Tech I	02101	01	3,642	4,427
09616	Water Systems Lab Tech II	02437	01	4,224	5,134
09623	Water Systems Superintendent	03944	05	6,836	8,308
09628	Water Systems Worker I	02416	02	4,188	5,091
09627	Water Systems Worker II	02897	02	5,021	6,105
09626	Water Systems Worker III	03219	02	5,580	6,781
09625	Water Systems Worker IV	03394	05	5,883	7,150
09629	Water Systems Worker Trainee	01931	02	3,347	4,068
00824	Weights & Measures Inspector I	02288	01	3,966	4,819
00821	Weights & Measures Inspector II	02528	01	4,382	5,325
00825	Weights & Measures Inspector III	02860	01	4,957	6,027
00826	Weights & Measures Inspector Trainee	02097	01	3,635	4,418

Fixed Assets

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

Fixed Assets by Department

Code	Description	Qty	2015-16 Board Approved	
			Per Unit	Cost
109	ASSESSOR			
R	Copier (Replacement)	1	\$ 10,000	\$ 10,000
	Department Totals			\$ 10,000
110	CLERK/RECORDER			
R	Copier	1	\$ 5,100	\$ 5,100
	Department Totals			\$ 5,100
113	GENERAL SERVICES			
A	Aerial lift	1	\$ 14,000	\$ 14,000
A	Aerial lift trailer	1	18,400	18,400
R	SeeSnake Digital Camera System	1	9,000	9,000
	Department Totals			\$ 41,400
131	GRAND JURY			
A	Photo Copier	1	\$ 6,000	\$ 6,000
	Department Totals			\$ 6,000
132	DISTRICT ATTORNEY			
R	Kyocera Taskalfa 6501i Imaging System	1	\$ 9,850	\$ 9,850
	Department Totals			\$ 9,850
136	SHERIFF-CORONER			
A	Compressor and Purification System	1	\$ 21,225	\$ 21,225
A	Convection Oven - Jail Kitchen	1	8,500	8,500
R	Copier - Field Ops (Detectives)	1	10,500	10,500
A	Crime Lite Search Kit	2	16,000	32,000
A	Fujinon Stabiscope Binocular	1	6,547	6,547
A	Graphic Arts & Engraving Equipment	1	65,000	65,000
R	Mobile Data Systems	3	8,333	24,999
A	Polaris vehicle with trailer	1	31,000	31,000
A	Surveillance System Video Camera	2	30,000	60,000
R	Virtual Server Replacement Ph 1	1	135,500	135,500
	Department Totals			\$ 395,271
138	EMERGENCY SERVICES			
A	Inflatable/related tent for alt EOC/ICP	2	\$ 12,000	\$ 24,000
	Department Totals			\$ 24,000
140	COUNTY FIRE			
R	ALS Monitor	2	\$ 35,000	\$ 70,000
R	Command Vehicle	1	33,133	33,133
R	Fire Engine Type 1	1	566,393	566,393
R	Inflatable Rescue Boat	1	26,715	26,715
R	Inventory software system	1	16,000	16,000
R	Patrol Vehicle	1	57,602	57,602
R	Trailer	1	17,209	17,209
	Department Totals			\$ 787,052
141	AGRICULTURAL COMMISSIONER			
R	Replacement Copier	1	\$ 7,000	\$ 7,000
	Department Totals			\$ 7,000
160	PUBLIC HEALTH			
A	Document Scanner	1	\$ 6,575	\$ 6,575
A	Public Health Electronic Health System	1	112,200	112,200
	Department Totals			\$ 118,775
180	SOCIAL SERVICES ADMINISTRATION			
R	Photocopiers	4	\$ 7,000	\$ 28,000
A	Photocopiers for Morro Bay office	3	7,000	21,000
A	Photocopiers for new Paso Robles bldg	3	7,000	21,000
A	Pitney Bowes OfficeRight D1200 System	1	5,700	5,700
A	Server - ADS Test Environment	1	14,000	14,000
	Department Totals			\$ 89,700

Fixed Assets by Department

Code	Description	Qty	2015-16 Board Approved	
			Per Unit	Cost
266	COUNTYWIDE AUTOMATION REPLACEM			
R	BOS Chambers Modernization	1	\$ 300,000	\$ 300,000
R	EOC Servers	2	25,000	50,000
R	HVAC - Comm Shop	1	15,000	15,000
A	La Panza- Microwave Radio site expansion	1	112,000	112,000
R	Local Area Network	1	291,984	291,984
R	Network Critical Spares	1	165,282	165,282
R	Network Edge and Security	1	20,226	20,226
A	Tait Brown Receiver - Courthouse	1	7,000	7,000
A	Tait Search & Rescue Receiver	1	7,000	7,000
A	Tidemark Replacement software	1	472,478	472,478
R	Warrants System Replacement Project	1	42,000	42,000
	Department Totals			\$ 1,482,970
305	PARKS and RECREATION			
R	Airp Compressor	1	\$ 18,000	\$ 18,000
R	Heavy Duty Utility Vehicle	2	10,000	20,000
R	Mower	1	28,000	28,000
R	Septic Wagon	1	8,500	8,500
R	Stump Grider	1	9,000	9,000
	Department Totals			\$ 83,500
405	PUBLIC WORKS - ISF			
A	CRACK SEAL MACHINE	1	\$ 50,000	\$ 50,000
R	CRANE	1	16,200	16,200
R	FORKLIFT, INDOOR	1	34,000	34,000
R	FORKLIFT, OUTDOOR	1	55,000	55,000
R	HYDRAULIC TRUCK CONVEYOR	1	10,000	10,000
R	LARGE COPIER	1	20,000	20,000
R	LOADER	2	110,000	220,000
R	PAVEMENT SAW	1	10,000	10,000
R	REAR MOWER	2	10,000	20,000
R	SUV	4	23,000	92,000
A	TRAILER, LOW BED	1	95,000	95,000
A	TRUCK, 1 TON WITH CRANE	1	58,000	58,000
A	TRUCK, 1/2 TON	2	25,000	50,000
R	TRUCK, 3/4 TON	4	32,000	128,000
A	TRUCK, 3/4 TON UTILITY	3	39,000	117,000
R	TRUCK, AERIAL	1	180,000	180,000
R	TRUCK, DUMP 12 YARD	1	150,000	150,000
R	TRUCK, FLATBED/DUMP 1 TON	1	50,000	50,000
R	TRUCK, WATER	1	150,000	150,000
	Department Totals			\$ 1,505,200
407	FLEET SERVICES ISF			
R	ALUMINUM MIG WELDER	1	\$ 8,000	\$ 8,000
R	BAND SAW	1	5,000	5,000
R	GENERIC	5	35,000	175,000
R	SEDAN, COMPACT	5	26,500	132,500
R	SEDAN, COMPACT ELECTRIC	3	35,000	105,000
R	SEDAN, FULL SIZE	3	24,100	72,300
R	SEDAN, HYBRID, PATROL	1	26,500	26,500
R	SEDAN, MID SIZE HYBRID	3	26,500	79,500
R	STEEL MIG WELDER	1	6,000	6,000
R	SUV, COMPACT	2	24,000	48,000
R	SUV, FULL SIZE	1	38,500	38,500
R	SUV, FULL SIZE, PATROL E-85	11	35,000	385,000
R	SUV, FULL SIZE PATROL 4X4	1	38,500	38,500
R	TIG WELDER	1	5,000	5,000
R	TRACTOR/MOWER	1	23,800	23,800
A	TRUCK 3/4 TON	1	33,000	33,000
R	TRUCK, 1 TON	2	27,000	54,000
R	TRUCK, 1/2 TON	2	21,000	42,000
R	TRUCK, 1/2 TON CREW CAB	1	25,000	25,000

Fixed Assets by Department

<u>Code</u>	<u>Description</u>	<u>Qty</u>	2015-16 Board Approved	
			<u>Per Unit</u>	<u>Cost</u>
R	TRUCK, 1/2 TON EXTENDED CAB	2	24,200	48,400
R	VAN, SM PASSENGER	5	23,900	119,500
R	VAN,BUS CAGED E-85	1	72,000	72,000
	Department Totals			\$ 1,542,500
427	GOLF COURSES			
A	Amazone Attachement	1	\$ 30,000	\$ 30,000
	Department Totals			\$ 30,000
	County Totals			\$ 6,138,318

N = 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 430- Los Osos Wastewater System (in the Land Based functional area), 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

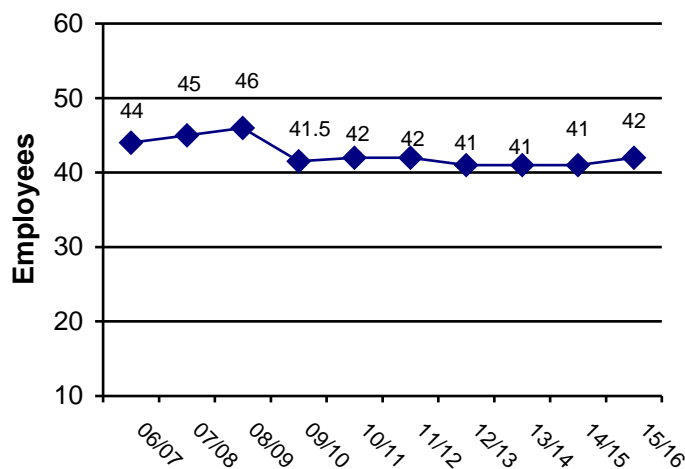
Public Works
Los Osos Wastewater System
Public Works Special Services
Roads
Road Impact Fees

MISSION STATEMENT

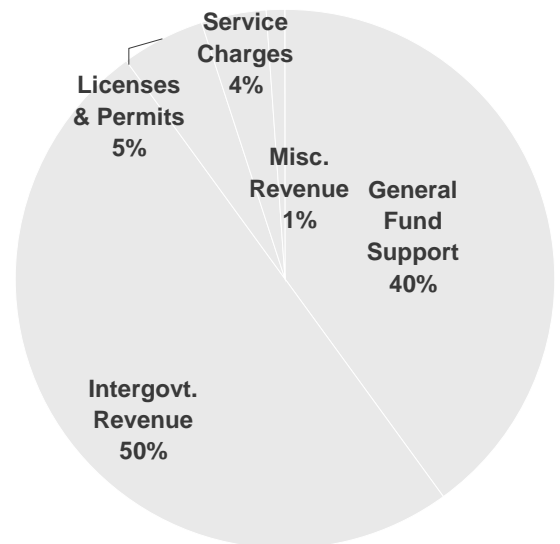
Through the effective and efficient use of resources, the Department of Agriculture/Weights and Measures is committed to serving the community by protecting agriculture, the environment, and the health and safety of its citizens, and by ensuring equity in the marketplace.

	2013-14	2014-15	2015-16	2015-16	2015-16
<u>Financial Summary</u>	<u>Actual</u>	<u>Actual</u>	<u>Requested</u>	<u>Recommended</u>	<u>Adopted</u>
Licenses and Permits	\$ 270,688	\$ 277,532	\$ 284,558	\$ 284,558	\$ 284,558
Fines, Forfeitures and Penalties	16,000	14,850	0	0	0
Intergovernmental Revenue	2,884,819	2,783,856	2,721,945	2,721,945	2,721,945
Charges for Current Services	216,743	282,852	247,250	247,250	247,250
Other Revenues	7,542	15,582	500	500	500
Interfund	1,750	0	1,750	1,750	1,750
**Total Revenue	\$ 3,397,542	\$ 3,374,672	\$ 3,256,003	\$ 3,256,003	\$ 3,256,003
Salary and Benefits	4,508,390	4,689,020	4,635,382	4,665,003	4,665,003
Services and Supplies	681,576	730,779	791,415	801,572	801,572
Fixed Assets	0	12,886	7,000	7,000	7,000
**Gross Expenditures	\$ 5,189,966	\$ 5,432,685	\$ 5,433,797	\$ 5,473,575	\$ 5,473,575
Less Intrafund Transfers	3,868	5,003	0	0	0
**Net Expenditures	\$ 5,186,098	\$ 5,427,682	\$ 5,433,797	\$ 5,473,575	\$ 5,473,575
General Fund Support (G.F.S.)	<u>\$ 1,788,556</u>	<u>\$ 2,053,010</u>	<u>\$ 2,177,794</u>	<u>\$ 2,217,572</u>	<u>\$ 2,217,572</u>

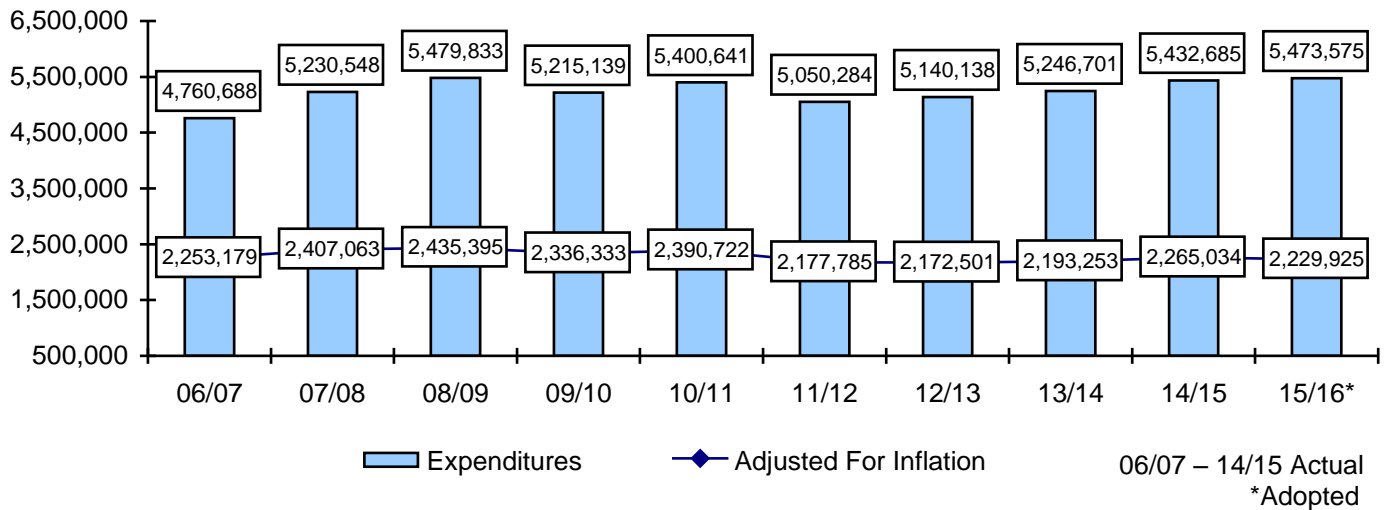
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

The Department of Agriculture/Weights and Measures has a total expenditure level of \$5,473,575 and a total staffing level of 42.00 FTE to provide the following services:

Pesticide Use Enforcement

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

Total Expenditures: \$1,337,688 Total Staffing (FTE): 10.79

Agricultural Resources Management

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

Total Expenditures: \$285,191 Total Staffing (FTE): 2.30

Pest Management

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

Total Expenditures: \$295,894 Total Staffing (FTE): 1.18

Pest Prevention

Conduct mandated pest 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: \$2,812,340 Total Staffing (FTE): 21.93

Product Quality

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

Total Expenditures: \$296,151 Total Staffing (FTE): 2.41

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: \$446,311 Total Staffing (FTE): 3.39

DEPARTMENT COMMENTS

The 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.

During FY 2014-15 the department successfully initiated the first phase of a multi-year reorganization of the management and support services teams. With the implementation of this restructuring, the span of control for managers will be balanced, greater financial accountability and consistency will be achieved and the immediate and future succession planning objectives of the department will be enhanced.

Following are some of the department's notable accomplishments for FY 2014-15 and specific objectives for FY 2015-16:

FY 2014-15 Accomplishments

- Collaborated with the University of California Cooperative Extension, California Department of Food and Agriculture and a local agricultural retail business to provide rodent control workshops to 125 attendees. Information was provided by statewide experts on the most effective and safe use of available control techniques. In addition to general control techniques, commercial agricultural producers were informed of sources of rodenticide baits for purchase. The department will provide the training again in FY 2015-16.
- Focused surveillance of pesticide use at agricultural production sites within one-quarter mile of schools and licensed day care facilities. Of the inspections performed from July through December 2014, applicators achieved 100% compliance with laws and regulations. Staff will continue to target surveillance of pesticide applications within one-quarter mile of schools and licensed day care facilities.
- Received training in new weighmaster inspection procedures pursuant to Senate Bill 485, designed to help deter metal theft. Of the six junk dealer/recycler businesses that renewed

FY 2015-16 Objectives

- To further assist producers that export agricultural commodities, staff will educate producers in the use of on-line certification resources. Staff will also explore means to streamline the certification process through the use of compliance agreements for qualified shippers.
- To prepare qualified staff for opportunities to promote into future vacancies in supervisory and management positions, staff members will complete training courses such as the Management Academy, Supervisor Academy and S.T.A.R.T. offered through the County's Learning and Development Center.
- The department will launch a regionalized approach for routine weights and measures inspections. There are approximately 650 business locations in the County that use weighing and measuring devices that fall into the routine inspection category, i.e. service station gas pumps, grocery and deli scales, water vending machines, and wire and cordage meters. These devices are inspected using test standards and equipment secured in fully

weighmaster licenses during the first half of FY 2014-15, all were inspected and found in compliance with statutory requirements.

Additionally, all timeline and reporting aspects required of the department by the California Department of Food and Agriculture were met.

- Program manuals were created for staff and managers assigned to the Diablo Canyon Nuclear Power Plant emergency response program and the Weights and Measures program. Both manuals serve as training tools and help to preserve institutional knowledge, resulting in well trained staff and the continued delivery of high quality customer service.

equipped vehicles. As an alternative to housing equipment at a centralized location, inspectors and equipment staged at each of the three office locations will provide improved efficiencies and more responsive service to businesses and consumers countywide.

- Staff will provide outreach and education for newly implemented statewide pesticide use conditions pertaining to soil fumigants containing chloropicrin. These more stringent conditions will be added to each user's pesticide use permit and applications will be closely monitored for compliance with these new conditions. This further ensures the protection of residents, workers and bystanders in proximity to chloropicrin fumigant applications.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

General Fund support is recommended to increase \$115,797 or 5% compared to FY 2014-15 adopted levels. Revenues are recommended to decrease by \$7,305 or less than 1% and expenditures are recommended to increase by \$108,492 or 2% as compared to the FY 2014-15 adopted levels.

The decrease in revenue is due to four main factors: (1) a \$15,901 or 2% increase in State Aid for agriculture due to contract increases for High Risk Pest Exclusion and pesticide use enforcement data entry; (2) an anticipated \$39,914 or 3% decrease in Unclaimed Gas Tax based on the reduction of General Fund support for qualifying agricultural programs in FY 2014-15; (3) a \$19,000 or 2% reduction in Federal Aid due to the recent eradication of the Glassy-Winged Sharpshooter and the anticipated reduction of Light Brown Apple Moth regulatory work; and (4) a \$30,050 or 14% increase in agricultural services revenue due to an increased demand for export certificates for local plant products.

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 five fiscal years, the 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 2015-16.

Salaries and benefits are increasing by \$105,641 or 2% due to a wage and benefit contribution increase for staff positions, an increase in pest detection trapper help, and the recommended addition of an Agricultural Inspector/Biologist position to the department's Position Allocation List (PAL). Services and supplies are increasing by \$8,851 or 1% primarily due to an increase in expenditures for the recommended addition of a Weights and Measures Vehicle. The addition of an Agricultural Inspector/Biologist position and the Weights and Measures Vehicle are described in more detail under the budget augmentation requests recommended section below.

Fixed assets are recommended to decrease by \$6,000. Included in the FY 2014-15 budget were replacement copiers for the San Luis Obispo and Arroyo Grande offices. The FY 2015-16 recommended budget includes a replacement copier for the Templeton field office.

The recommended amount of General Fund support will increase service levels. The addition of 1.0 FTE Agricultural Inspector/Biologist position will partially restore efforts dedicated to the Pesticide Use Enforcement (PUE) program and the Invasive Weed Management program closer to historic levels. The addition of a ¾-ton truck will allow inspectors to be staged in both North and South County areas and will begin a regional approach

to customer service. In addition, the recommended General Fund support increase will improve the department's unclaimed gas tax distribution the following year.

As discussed in the FY 2014-15 budget, the department is facing a multitude of retirements in the next four years, including key management positions. In order to proactively address these events and create improvements, the department has begun 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 first step of this restructure was approved with the FY 2014-15 budget. On October 21, 2014, the Board approved the second step of the multi-year departmental restructure. The Board approved a new classification of Deputy Agricultural Commissioner and Sealer of Weights and Measures and amended the PAL by adding 1.0 FTE Deputy Agricultural Commissioner and Sealer of Weights and Measures and 1.0 FTE Administrative Service Manager. The Board item stated that subsequent to the appointments of the two new positions, the Department would request removal of the Chief Deputy Sealer and Administrative Services Officer position from the PAL. Due to timing, the removal of the two positions from the PAL is being recommended as part of the budget process (see below).

The FY 2015-16 recommended PAL for the department includes a net increase of 1.0 FTE compared to the FY 2014-15 adopted PAL.

FY 2014-15 Mid-Year PAL Changes

- +1.0 FTE Administrative Services Manager position as part of the departmental restructure (Board approved 8/21/2014)
- +1.0 FTE Deputy Agricultural Commissioner/Sealer position as part of the departmental restructure (Board approved 8/21/2014)

FY 2015-16 Recommended PAL Changes

- -1.0 FTE Administrative Services Officer position as part of the departmental restructure
- -1.0 FTE Chief Deputy-Sealer Weights and Measures position as part of the departmental restructure
- +1.0 FTE Agricultural Inspector Biologist position to partially restore efforts dedicated to the Pesticide Use Enforcement (PUE) program and the Invasive Weed Management program closer to historic levels.

BOARD ADOPTED CHANGES

None.

BUDGET AUGMENTATION REQUESTS ADOPTED

Unit Amount	Description	Results
Gross: \$61,822 General Fund support: \$61,822	Addition of 1.0 FTE Agricultural Inspector/Biologist	Allow the department to partially restore the staffing to two core agricultural programs: <u>Pesticide Use Enforcement (PUE) program</u> 1. Staff will increase the percentage of time dedicated to field surveillance of pesticide use to 9% restoring approximately 330 hours of time to field surveillance and increase our pesticide use monitoring opportunities. 2. The total number of field inspections will increase by 40 inspections per year, for a total of 584 field inspections per year countywide. <u>Invasive Weeds Program</u> 1. Staff will increase the number of net acres treated for invasive weed pests by over 100% (efforts will increase to over 50 net acres treated). 2. Staff will increase the number of sites surveyed for potential invasive weeds by 50% (surveys will be increased to 110 distinct properties). 3. Staff will have greater opportunity to submit grant applications that can be utilized to augment the

		Invasive Weeds program at minimal cost to the County.
Gross: \$42,120 General Fund support: \$42,120	Purchase of one ¾-ton truck, equipped with a service body and securable storage compartments, to be used by weights and measures inspectors	<ol style="list-style-type: none"> 1. Inspectors and all-purpose equipment will be staged at locations in North and South County. 2. Shared equipment used for non-routine devices will be equally distributed between North and South County during respective inspection seasons. 3. During Fiscal Year 2013-14, the department responded to 8 out of 20 complaints within one business day for a response rate of 40%. With the addition of this new vehicle, the department expects to improve that response rate to 80%.

GOALS AND PERFORMANCE MEASURES

<p>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.</p>						
<p>Communitywide Result Link: <input checked="" type="checkbox"/> Safe <input checked="" type="checkbox"/> Healthy <input type="checkbox"/> Livable <input checked="" type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community</p>						
<p>1. Performance Measure: Percentage of clients that indicate they are satisfied with departmental services. (Quality measure)</p>						
10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
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	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	97.8% overall satisfaction with inspection and certification services provided to local businesses that use commercial weighing and measuring devices	95% overall satisfaction with service provided to customers obtaining Restricted Materials Permits and/or Operator Identification Numbers for pesticide use.
<p>What: The department solicits feedback including ideas for improvement from its clients each fiscal year. Each year we choose a different program within our department to survey for customer satisfaction. Survey methods vary depending on clientele, and include direct mailings, person-to-person handouts, and through www.slocounty.gov/agcomm. Surveys are solicited at various times during the year and the format is standardized to maintain comparative results.</p>						
<p>Why: The department is committed to providing excellent customer service. Customer feedback and suggestions help us achieve that goal.</p>						
<p>How are we doing? California statute requires the county sealer to inspect most commercial weighing and measuring devices on an annual basis such as, grocery store scales, gas pumps, taximeters, livestock and vehicle scales. Periodic inspections ensure that when commodities are sold or purchased on the basis of weight or measure, that the measurements used for these transactions are accurate and reliable. Business compliance with weights and measures standards assures consumer confidence and fair competition in the marketplace.</p>						
<p>Feedback was solicited from the approximately 866 county businesses that use commercial weighing and measuring devices to determine their level of satisfaction with the inspection and certification services provided by the department. Survey forms were enclosed with the April 2015 annual device registration invoices. Of the approximate 866 surveys, 93 were returned by mail indicating their level of satisfaction. Ninety-one responders, or 97.8%, indicated an overall satisfaction with services provided.</p>						
<p>During FY 2015-16, feedback will be solicited from customers obtaining Restricted Materials Permits and/or Operator Identification Numbers for the agricultural use of pesticides to determine their level of satisfaction with the services provided during issuance. Survey forms will be provided to customers throughout FY 2015-16.</p>						

2. Performance Measure: The number of packages denied entry into San Luis Obispo County due to violations of quarantine laws per 1,000 packages inspected at Federal Express. (Outcome measure)						
10-11 Actual Results	10-11 Actual Results	10-11 Actual Results	10-11 Actual Results	10-11 Actual Results	10-11 Actual Results	10-11 Actual Results
7.4	7.4	7.4	7.4	7.4	7.4	7.4
<p>What: San Luis Obispo County enjoys a relatively pristine environment, mostly free from quarantine agricultural pests and diseases. The Agricultural Commissioner/Sealer's staff intercepts and inspects incoming packages containing plant material at freight and package shipping terminals for the presence of detrimental pests. Shipments in violation of quarantine laws are denied delivery to the receiver, and the shipment must be treated, returned to the sender or destroyed, thereby protecting the county from potential pest infestations or disease outbreaks. This measure tracks the number of Notices of Rejection issued per one thousand packages inspected at the San Luis Obispo County Federal Express terminal and reflects our effectiveness in protecting the agricultural and environmental resources of the county. Although we inspect shipments passing through other shipping terminals, such as UPS and OnTrac, we consider Federal Express to be the highest risk pathway due to the volume of shipments originating from areas with high populations of significant agricultural pests. Thorough inspections also serve as a deterrent for shippers to avoid sending infested shipments to San Luis Obispo County.</p> <p>Why: To protect agriculture and the urban and natural ecosystems in San Luis Obispo County. Each pest found is one new infestation prevented, which eliminates eradication costs and the negative effects on the county.</p> <p>How are we doing: Staff inspected 1,589 packages at Federal Express and 15 were denied entry into the county for an overall rejection rate of 9.4 packages per 1,000 inspected. Of the 15 packages rejected, 10 were rejected for the presence of live pests and/or quarantine violations thus preventing a potential pest infestation. The remaining 5 were rejected due to problems with package markings and labeling. Although the overall rejection rate was lower than anticipated and down from the previous year, the detection of live pests entering the county increased over the previous year. Due to continuous inspection efforts and regulatory action taken by departmental staff, businesses that frequently ship plant material into San Luis Obispo County are trending toward a higher regulatory compliance rate overall.</p> <p>The target for FY 2015-16 remains the same.</p>						
3. Performance Measure: The overall rate of insect specimen interceptions by pest detection staff. (Quality measure)						
10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
89.7%	95.7%	92.6%	92.9%	90.0%	92.6%	90.0%
<p>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, Pest Detection Emergency Projects program periodically, and unannounced, place target insect specimens in traps. The detection rate measures 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 Pest Detection Trappers. The department has determined that successfully trained Pest Detection Trappers should achieve an individual, and collective, score of at least 90%.</p> <p>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.</p> <p>How are we doing? The Pest Detection program continues to effectively monitor for exotic and invasive insect pests. Pest Detection Trappers intercepted 25 of 27 planted quality control insect specimens for an interception rate of 92.6%. In order to maintain an interception rate of 90.0% or greater, training for all Pest Detection Trappers will continue to focus on target insect identification.</p> <p>The target for FY 2015-16 remains at 90%.</p>						

4. Performance Measure: Percentage of overall compliance by all regulated pesticide users (agricultural, structural and governmental). (Outcome measure)						
10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
96.9%	97.8%	97.8%	97.5%	98.0%	98.9%	98.0%
<p>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.</p> <p>Why: To protect workers, the public's health and safety, the health of the environment, and to ensure safe food.</p> <p>How are we doing? The Pesticide Use Enforcement Program continues to provide a high level of protection for the community. In FY 2014-15, staff inspected 9,193 requirements and found 9,023 to be in compliance for a 98.9% compliance rate, which is slightly above the statewide average of 98.5%. 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.</p> <p>The target for FY 2015-16 remains at 98.0% and takes into consideration current pesticide use trends and newly introduced regulations. The department will continue to focus surveillance on field fumigant use while maintaining oversight of traditional agricultural and structural pesticide use.</p>						
5. Performance Measure: Number of pesticide use report records processed per hour. (Efficiency measure) (This measure is being deleted in FY 2015-16)						
10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
79.2	68.2	54.1	71.6	70.0	90.7	Deleted
<p>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.</p> <p>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.</p> <p>How are we doing? The number of pesticide use report records processed increased to 90.7 records per hour. This improvement is primarily due to progress made after a transitional period of pesticide users learning and utilizing the CalAgPermits system and web based use reporting. The CalAgPermits system will be fully implemented in FY 2015-16. The percentage of customers using web-based use reporting increased from 66% in FY 2012-13 to 86% in FY 2014-15. There is no statewide or comparable county data available for this measure.</p> <p>This measure has been eliminated in FY 2015-16 due to the full implementation of the CalAgPermits system.</p>						
6. Performance Measure: Percentage of all weighing and measuring devices found to be in compliance with California laws. (Outcome measure)						
10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
SLO County 90.9%	SLO County 91.9%	SLO County 89.4%	SLO County 90.5%	To equal or exceed the statewide compliance average	SLO County 89.4%	To equal or exceed the statewide compliance average
Statewide 93.1%	Statewide 93.7%	Statewide 93.4%	Statewide 93.0%		Statewide data not currently available	
<p>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.</p>						

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

How are we doing? Staff inspected 3,810 weighing and measuring devices and found 3,408 in compliance, for an 89.4% overall compliance rate. Changes to staffing in the Weights & Measures program throughout FY 2014-15 increased the department's ability to complete regularly scheduled annual inspections by 34% or 971 devices. As a result of more devices inspected, a slightly lower rate of compliance was observed as compared to the prior year. The statewide compliance data for FY 2014-15 will be published in Spring 2016 for comparison.

The standard target for FY 2015-16 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)

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
SLO County 98.7%	SLO County 99.3%	SLO County 98.6%	SLO County 99.1%	To equal or exceed the statewide compliance average	SLO County 98.2%	To equal or exceed the statewide compliance average
Statewide 98.1%	Statewide 97.9%	Statewide 98.3%	Statewide 98.6%		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? Staff inspected 2,634 items and found 2,587 items in compliance for a 98.2% compliance rate. Statewide compliance data for FY 2014-15 will be published in Spring 2016 for comparison.

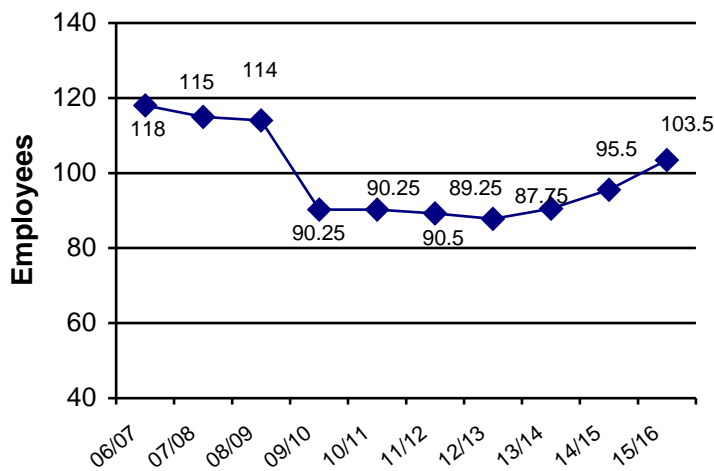
The standard target for FY 2015-16 to equal or exceed the statewide compliance average is retained.

MISSION STATEMENT

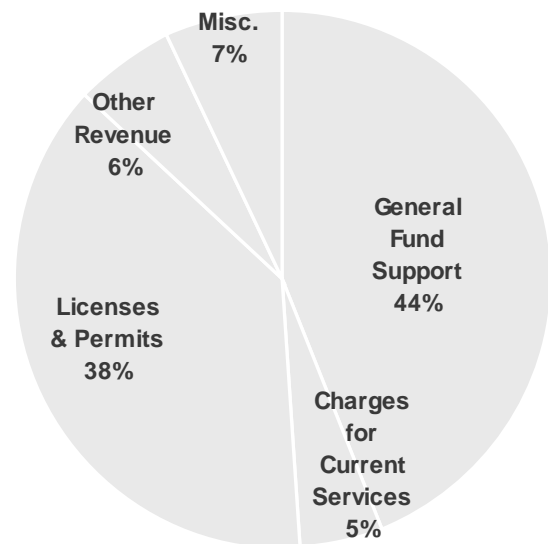
Promoting the wise use of land. Helping to build great communities.

	2013-14	2014-15	2015-16	2015-16	2015-16
<u>Financial Summary</u>	<u>Actual</u>	<u>Actual</u>	<u>Requested</u>	<u>Recommended</u>	<u>Adopted</u>
Licenses and Permits	\$ 5,972,447	\$ 5,539,675	\$ 5,092,621	\$ 5,092,621	\$ 5,092,621
Fines, Forfeitures and Penalties	46,706	41,286	56,081	56,081	56,081
Intergovernmental Revenue	447,178	464,283	7,371	7,371	7,371
Charges for Current Services	724,261	621,289	635,084	635,084	635,084
Other Revenues	482,912	687,256	852,702	852,702	852,702
Other Financing Sources	19,341	0	86,621	399,427	399,427
Interfund	411,074	395,410	262,350	392,298	392,298
**Total Revenue	\$ 8,103,919	\$ 7,749,199	\$ 6,992,830	\$ 7,435,584	\$ 7,435,584
Salary and Benefits	9,727,462	10,278,393	11,020,198	11,362,902	11,362,902
Services and Supplies	2,313,821	2,222,848	1,892,182	1,969,579	1,969,579
Fixed Assets	6,750	6,750	0	0	0
**Gross Expenditures	\$ 12,048,033	\$ 12,507,991	\$ 12,912,380	\$ 13,332,481	\$ 13,332,481
General Fund Support (G.F.S.)	<u>\$ 3,944,114</u>	<u>\$ 4,758,792</u>	<u>\$ 5,919,550</u>	<u>\$ 5,896,897</u>	<u>\$ 5,896,897</u>

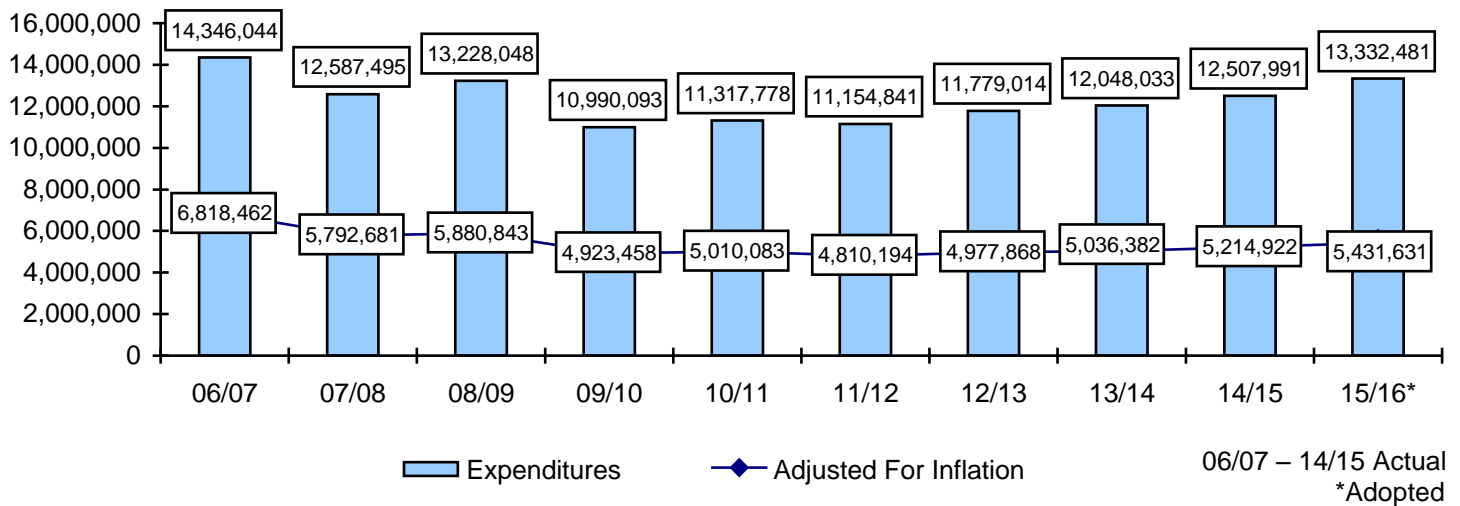
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Planning and Building has a total expenditure level of \$13,332,481 and a total staffing level of 103.50 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: \$3,710,463 Total Staffing (FTE): 32.00

Development and Permit Review

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

- Guiding applicants and the public through the permit review process by explaining relevant policies, ordinances and regulations and applying these in a consistent and fair manner.
- Reviewing 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: \$5,050,898 Total Staffing (FTE): 42.00

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: \$1,222,175 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: \$3,348,945 Total Staffing (FTE): 19.50*

* Included are 6.0 (FTE) Limited Term positions who are staff to assist in the implementation/installation of the Department's Land Based Fee Permit System.

Staffing for Fund Center 290 – Community Development is reflected in Fund Center 142 – Planning and Building.

DEPARTMENT COMMENTS

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

The department is continuing efforts to increase efficiency in order to meet customer expectations and needs arising from economic pressures to reduce land-holding costs and to quickly deliver products in an ever changing construction market. In order to increase efficiency, the management team has been focusing on project and time management efforts including reorganizing the department to mimic the two main functions of our services - "Permitting" and "Policy and Programs." The need for better tools to help manage projects and staff resources is paramount and is seen in the request to replace our aging and soon to be obsolete project tracking software. The department also faces the challenge of managing recent retirements of long serving management and supervisorial staff members.

Following are some of the department's notable accomplishments for FY 2014-15 and objectives for FY 2015-16 reflecting the department's Strategic Plan key priorities of: Balance, Education, Leadership and Service.

FY 2014-15 Accomplishments

- **Balance**
Developed and implemented the residential water offset program for Urgency Ordinance 3246, an ordinance covering new development overlying the Paso Robles Groundwater Basin.

Completed constraints mapping and drafted an ordinance to allow new renewable energy projects to be processed in a streamlined and cost efficient fashion.
- **Education**
Expanded the use of the department's YouTube channel to educate the public on department services and programs.

Provided training to the County's Community Advisory Councils.
- **Leadership**
Developed electronic desk manuals to capture institutional knowledge to address succession planning and employee retirement.

Worked with Federal resource agencies to further the completion of the Habitat Conservation Plan for the community of Los Osos.
- **Service**
Expanded the types of permits that can be obtained through an "e-permit" to include roof mounted solar Photovoltaic. Additionally, we now have a program for Electronic Submittal of applications and plans for large PV projects and pre-authorized commercial and residential projects.

Opened the North County Service Center on a limited schedule.

FY 2015-16 Objectives

- **Balance**
Complete amendments that improve readability and understanding of the Land Use Ordinance.

Continue to work with Federal resource agencies to further the completion of the Habitat Conservation Plan for the community of Los Osos.
- **Education**
Conduct outreach to the community for the emPower energy efficiency financing program.

Support staff training opportunities through the Learning and Development Center.
- **Leadership**
Complete a department restructure that balances resources with service demands.

Develop an annual report that identifies how we help to build better communities.
- **Service**
Provide permit processing/inspections for 2,000 sewer connections to Los Osos Wastewater Treatment Plant.

Deliver full Planning services at the North County Service Center.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The level of General Fund support for Planning and Building is recommended to increase \$34,626 or less than 1% compared to the FY 2014-15 adopted budget. Revenues are recommended to increase \$394,712 or 5% and expenditures are recommended to increase \$429,338 or 3% compared to FY 2014-15 adopted levels.

The increase in revenue is primarily due to a \$312,806 increase in reimbursement revenue from Fund Center 266 – Countywide Automation Replacement for the recommended budget augmentation request to replace the department's permit tracking system (outlined below). Government and non-governmental grant funded revenue is increasing by \$81,068 or 1% due to a \$68,495 increase in energy grants, a \$122,729 increase in U.S. Department of Housing and Urban Development (HUD) grant funding available to offset administrative costs, and a \$110,156 decrease due to the California Energy Commission grant ending. Large project revenue is

decreasing by \$274,251 or 31% due primarily to a decrease in plan check fee revenue generated from the completion of the two solar projects on the Carrizo Plain. This decrease in revenue is offset by the increase in revenue from the department's traditional customer base (i.e. more typical projects processed) reflecting some growth in development in the County. The department's traditional customer base revenue is increasing by \$275,081 or 5% from the FY 2014-15 adopted budget.

Overall, Building revenue is budgeted to increase by \$161,144 or 5%. The most significant increase in building revenue is the increase in revenue for work beginning on the Los Osos Sewer project. As noted above, the most significant decrease in building revenue is the decrease of Plan Check Fees by \$315,237 or 18%, driven by the completion of the two solar projects. In addition, the department is recognizing a substantial increase in photovoltaic systems, which is contributing to the increase in building revenue. Land use application revenue is decreasing by \$130,278 or 6% primarily due to a decrease in large value Conditional Use Permits partially offset by increased activity within plot plans, subdivision permits, and agriculture preserves. Additionally, code enforcement investigation revenue is decreasing by \$36,681 (33%) due to a decrease in caseload and activity.

As noted above, recommended expenditures are decreasing \$429,339 or 3% compared to the FY 2014-15 adopted budget. Salaries and benefits are increasing \$672,591 (6%) due to a wage and benefit contribution increase for staff positions, the recommended budget augmentation request to add 1.0 FTE Planner position to the PAL to expand services at the North County Service Center, and the recommended budget augmentation request to add 6.0 FTE limited term positions for the replacement of the department's permit tracking system (see budget augmentation requests recommended below).

Services and supplies are decreasing by \$243,253 or 10% from FY 2014-15 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. The professional services account is decreasing by \$276,572 or 34% primarily due to the elimination of \$375,000 for inspection services for the completed solar projects. In addition, the Professional Services account includes the recommended budget augmentation requests of \$25,000 for consultant services for a Fair Housing Plan and \$30,000 to retain hydrogeological services (see budget augmentation requests recommended below). Other services and supplies accounts are increasing and decreasing by smaller amounts as compared to the FY 2014-15 adopted budget.

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 Planner will allow the department to increase service levels to North County residents by expanding services at the North County Service Center. The recommended budget augmentation request to add a vehicle for the will increase the number of annual inspections completed by the Building Inspection section.

The FY 2015-16 recommended PAL for Planning & Building includes a net increase of 8.0 FTE compared to the FY 2014-15 adopted PAL.

FY 2014-15 Mid-Year PAL Changes

Departmental Reorganization (Approved 7/15/2014)

- -2.00 FTE Supervising Building Inspector
- -1.00 FTE Assistant Building Official
- -1.00 FTE Supervising Plans Examiner
- -1.00 FTE Supervising Planner
- +5.00 FTE Building Division Supervisor

Department Reorganization (Approved 4/7/2015)

- -1.0 FTE Assistant Director – Planning and Building
- -1.0 FTE Division Manager – Planning
- +2.0 FTE Deputy Director – Planning and Building

Contract change orders to the Energy Watch Partnership Contracts (Approved 12/2/2014)

- -2.0 FTE Land Use Technician – Limited Term
- +2.0 FTE Planner – Limited Term

Contract change order to the emPower Program Contract (Approved 12/9/2014)

- +1.0 FTE administrative Assistant I, III, III – Limited Term

FY 2015-16 Recommended PAL Changes

North County Service Center

- +1.0 FTE Planner to provide services at the North County Service Center

Back-fill during implementation of new permit tracking system

- +2.0 FTE Plans Examiner II – Limited Term
- +0.5 FTE Resource Protection Specialist II – Limited Term
- +2.5 FTE Planner – Limited Term
- +0.5 FTE Department Automation Specialist– Limited Term
- +0.5 FTE Land Use Technician – Limited Term

BOARD ADOPTED CHANGES

None.

BUDGET AUGMENTATION REQUESTS ADOPTED

Unit Amount	Description	Results
Gross: \$67,835 General Fund support: \$67,835	Add 1.0 FTE Planner I – III for the North County Service Center	The following services would be available at the North County Service Center: <ol style="list-style-type: none"> 1. Discretionary Permit Application Submittal 2. Zoning Clearance for Construction Permits 3. Review Site Plans 4. Calculate Planning Application Fees 5. Review Code Enforcement Case History 6. Provide Due Diligence research 7. Increase reliability of being open three days per week
Gross: \$25,000 General Fund support:\$25,000	Fair Housing Plan: Consultant to provide fair housing services to the public pursuant to Federal law and the requirements of the Federal HUD funding programs	The Fair Housing Plan will comply with Federal civil rights and fair housing laws, and allow the County to continue receiving an annual allotment of HUD grant funds.
Gross: \$30,000 General Fund support:\$30,000	Retain Hydrogeological Services: One-time consultant to provide assistance for water program issues and implementation of water-offset cases	A consultant would be available to provide on call assistance for water program issues, including program development, studies, and specific water-offset cases. The Department will receive 200 consultant hours of expertise necessary to implement the water program.
Gross: \$32,191 General Fund support: \$32,191	Purchase of one 2-Wheel Drive Sport Utility Vehicle for the Building Inspection section	The department will meet its performance measure goal of completing 99% of building inspections by the next day, while annual inspection requests have increased in excess of 25% from FY 2012-13 to FY 2014-15.

**Planning and Building
Fiscal Year 2015-16 Final Budget**

Fund Center 142

		At least 2,000 building inspections will be made annually with this vehicle.
Gross: \$1,513,605, funded through FC 266- Countywide Automation Replacement General Fund support: \$0	Permit Tracking System Replacement Project: replace the Planning and Building Department's permit tracking system (Tidemark), which no longer meets the department's business needs with a modern enterprise permit tracking system. The following 6.0 FTE Limited Term positions will be added for one year: <ul style="list-style-type: none"> • 2.0 FTE Plans Examiner II • 0.5 FTE Resource Protection Specialist II • 2.5 FTE Planner • 0.5 FTE Department Automation Specialist • 0.5 FTE Land Use Technician 	The Tidemark Replacement project will provide the department with a modern enterprise permit tracking system that: <ol style="list-style-type: none"> 1. Is actively supported and maintained 2. Runs on current operating systems and database platforms 3. Allows data to be more fully integrated with other systems and applications across departments 4. Will include a publicly-accessible Internet portal 5. Will improve counter services once the system is implemented by allowing new processes to be developed that are based on the new system's more efficient interface and access to more accurate and detailed information.

BUDGET AUGMENTATION REQUESTS NOT ADOPTED

Unit Amount	Description	Results
Gross: \$32,191 General Fund support: \$32,191	Purchase of one 2-Wheel Drive Sport Utility Vehicle for the Code Enforcement section	<ol style="list-style-type: none"> 1. The department will meet its internal performance measure for 48 hour response to health and safety violation complaints. 2. The department will avoid future increases in motor pool rental expense. 3. At least 1,000 code enforcement inspections will be made annually with this vehicle.

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.						
10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
794,248 acres protected	795,328 acres protected	796,907 acres protected	785,609 acres protected	787,320 acres protected	784,882 acres protected	786,288 acres protected
What: The objective of the Agricultural Preserve Program (Williamson Act) is to protect agricultural lands for continued production of food & fiber. The land is reassessed on the basis of the agricultural income producing capability of the land. 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. This assures the landowners that property valuations and taxes will remain at generally lower levels.						

Why: To protect agricultural land, strengthen the county's agricultural economy and preserve natural resources, consistent with County policy.

How are we doing? There has been a decrease in the acres protected for FY 2014-15 due to an unusually high number of land owner initiated contract non-renewals in 2006 (non-renewals severed in 2006 expired 9 years later in 2015). These non-renewal requests were presumably driven by the real estate market and the desire to subdivide, develop, and sell property restricted by Williamson Act contracts. We anticipate that these unusual acreage decreases will level off next year and we will begin to see increases to the program. Based on these changes, the target for FY 2015-16 has been slightly increased based on earlier upward trends.

Department Goal: Protect public health and safety by effective and timely administration of development regulations and by fostering clean and safe communities through responsive code enforcement and preparation and implementation of the County General Plan.

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

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

	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
<u>Building Permit applications</u> Goal: Single-family dwelling permits - 20 days to complete plan check.	94%	94%	98%	45%	95%	55%	95%
Goal: Commercial project permits - 30 days to complete plan check	95%	95%	99%	76%	95%	76%	95%
<u>Building Inspection</u> Goal: All building inspections requested completed by the next day	100%	99%	99%	98%	99%	99%	99%
<u>Land Use Permit & Subdivision applications</u> Goal: Exemptions from CEQA - 60 days from acceptance	60%	70%	55%	48%	75%	46%	75%
Goal: Negative Declaration - 180 days from acceptance	71%	76%	71%	71%	75%	63%	75%

Code

Enforcement

Goal: All complaints reviewed within 10 working days. --- 100% 100% 100% 100% 100% 100%

Goal: Voluntary compliance resolved within 45 days of initial inspection. --- 47% 60% 40% 75% 60% 70%

Long Range Planning

Goal: Complete annual reports and public review drafts within the timeframes set by their respective work programs. 60% 82% 42% 87% 75% 79% 85%

What: Timely processing of applications/permits and complaints and the timely completion of long range planning initiatives.

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

How are we doing?

Building Permits & Permit Center

We monitor our workload weekly to try to achieve our adopted goal of completing 95% of the initial plan review for new dwellings within 20 working days. Our FY 2014-15 year-end review percentage was 55%. This is up from our FY 2013-14 rate of 45%. We experienced a 17% increase in application submittal from FY 2013-14 (which was an increase of over 40% in the number of applications submitted as compared to FY 2012-13) and a 20% increase in the number of issued permits as compared to FY 2013-14. Annual application totals were as follows: FY 2012-13: 2341, FY 2013-14: 1915, and FY 2014-15: 3405. 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, State Green Code, new Energy Code, Regional Water Quality Control Board (RWQCB) storm water regulations and a Local Green Building Ordinance) that must now be incorporated into the plan review process. With these additional code elements and the rebounding economy, we acknowledge that the 95% review goal will be difficult to achieve, but still remains our target for customer service. We are achieving 92% review within 40 days. As implementation of these code changes continues to increase plan review time, the department will evaluate the feasibility of 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. For now, the department is keeping this goal as our gold standard to achieve.

The percentage of plan check reviews of commercial project permits completed within 30 days remained the same from FY 2013-14 to FY 2014-15 at 76%. We are achieving 92% review within 40 days. Annual commercial plan check application totals as follows: FY 2012-13: 216, FY 2013-14: 327, and FY 2014-15: 319. Although the department's goal remains at 95%, achieving this goal faces the same increasing code challenges are our residential plan review standard. 100% of all the Business Assistance Team (BAT) projects initial plan reviews were completed within 10 working days. In addition, we were able to develop an in-house electronic application and electronic plan submittal system for photovoltaic projects and pre-approved residential and commercial projects. Getting this electronic application and plan review process up and running has consumed a large amount time for two plans examiners. We processed 279 e-applications, 281 e-permits and 1058 photovoltaic permits.

The department is currently evaluating the responses to our Request For Proposal (RFP) for consultant assistance with plan review to facilitate surges in applications.

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 improving economy, (d) preparing a waste water management program as required by the RWQCB and (e) administering the National Storm Water Pollution Program.

Building Inspections

Our goal is to complete 99% of construction inspections on the day after they are requested. For FY 2014-15 we completed more than 99% of the inspections within this timeline (13,886 inspections out of 13,891). This was a slight decrease (5%) in the number of requested inspections compared to FY 2013-14. For FY 2015-16 our target is to meet 99% while accommodating the approximately 4,000 inspections necessary for the sewer hook-ups in Los Osos.

Land Use Permits/Subdivisions

The number of land use and subdivision applications processed in FY 2014-15 was 128 (as compared to 127 in FY 2013-14). The percentages of projects processed within the processing time goals decreased by 4% in FY 2014-15 due to the combined effect of staff vacancies, appeals, and significant staff time required for large controversial projects. As positions are filled it is expected that permit processing times will improve. The department foresees that appeals and controversial projects will continue to require significant staff time. In FY 2014-15, 44 out of 96 categorical exempt projects were processed within 60 days with an average processing time of 79 days. 20 of 32 Negative Declarations were processed within 180 days. The average processing time for Negative Declaration projects was 170 days, which is within the goal of 180 days. The FY 2015-16 target for processing projects within the established timeframes is 75%.

Code Enforcement

For FY 2014-15, code enforcement conducted initial inspections on 100% of complaints within 10 days, and achieved 60% voluntary compliance within 45 days. The voluntary compliance target for FY 2014-15 was 75%. All cases are reviewed within 10 working days of initiation with the majority viewed the same week they are brought to our attention. Life/Safety issues and environmental damage cases are a priority and are field inspected within 48 hours. Due to staffing priorities being shifted (e.g.; Stormwater Audit) our voluntary compliance target of 75% within 45 days was not met. In the last two quarters of FY 2014-15 we have caught up fully with the backlog of cases in this program. The FY 2015-16 targets remain unchanged as 100% of initial inspections being completed within 10 days of receipt and achieving 60% of voluntary compliance within 45 days.

Long Range Planning

79% of the reports and public review drafts of long range plans within FY 2014-15, have been completed within the timeframes set by their work programs. Of the 14 plans or studies either completed or in process, 11 are on schedule, or completed, 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 14 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) “Clean Up” Amendments, (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 and (13) Housing and Economic Element Programs, and (14) Workforce Housing Amendments. 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. For FY 2015-16, our target is 85%.

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 2013-14 was presented to the Planning Commission on November 6, 2014 and to the Board on December 2, 2014, which meets expectations. The report contains the necessary information to fulfill state requirements to measure progress in implementing the General Plan.

(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. As of April 2015, the grant project has been completed. A series of proposed amendments that focus on permit streamlining are pending public outreach, Board authorization, and public hearings.

- a) *Infill Subdivision – Development Standards study to revise standards and remove barriers in order to encourage in-town development.* The project started in December 2011 and was largely completed in July 2014, about 12 months behind schedule. The major work products include ordinance revisions and a “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, but this added some time to the work schedule. The ordinance revisions recommended by this study are expected to be presented to decision makers in the future in a phased manner. The first such amendment processed included an exclusion of mini-storage warehouses in the Residential Multi-Family land use category. The Toolkit is scheduled to be considered by the Planning Commission in Winter 2015.

(4) Clean up Amendments. On December 16, 2014, the Board approved the first set of "clean up" amendments to Titles 21 and 22. The department will continue to bring amendments forward in small packages from time to time in order to keep the department's ordinances up to date and current, as well as reflect any changes in state law. The initial package was completed within the time frames established in the work program.

(5) RMS and GMO revisions. The Planning Commission recommended approval of the RMS amendments in September 2014. The Board approved these revisions on December 16, 2014. On May 19, 2015 the Board of Supervisors adopted amendments to the GMO to update the fiscal year references for the maximum number of new dwelling units allowed for the Nipomo Mesa area for Fiscal Year 2015-2016 and maintain the 0% Cambria growth rate per fiscal year for the period from July 1, 2015 through June 30, 2018. The Board also approved to maintain the 2.3% County wide and 1.8% Nipomo Mesa growth rates for FY 2015-16.

(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, consultant assistance was sought to complete the EIR using the draft chapters that had been prepared in-house. This has resulted in a delay in releasing the Draft EIR and the Public Hearing Draft Plan. Rincon Consultants, Inc. has been selected to prepare the Administrative Draft EIR, which will feature programmatic mitigation measures in order to streamline the environmental review process for future projects. The Draft EIR and Public Hearing Draft Plan are now expected to be released in Winter 2015.

(7) Resource Management System Biennial Report. On May 5, 2015, the Board approved the 2012-2014 Biennial Resource Summary Report of the RMS. A public draft of the 2014-2016 report is anticipated to be completed by the end of FY 2015-16 so that it can be considered by the Water Resources Advisory Committee in Fall 2016 and by the Board in winter of FY 2016-17. This is expected to be completed within the established time frames.

(8) Paso Robles Groundwater Basin (PRGWB) Urgency Ordinance Implementation. The Board of Supervisors adopted an urgency ordinance on August 27, 2013, and on October 8, 2013 extended the ordinance through August 2015. 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 draft water conservation program was prepared on schedule and was considered by the Board in October 2014 per the expected time line. On February 24, 2015, the Board directed staff to begin drafting a revised agricultural water conservation program for the PRGWB, which would take effect after the expiration of the Urgency Ordinance. The new program will require that all new plantings in the PRGWB be water neutral, no new vested rights will be granted, and it will expire when a sustainable groundwater management plan for the basin has been adopted. On March 31, 2015, staff released drafts of the proposed ordinance amendments that would be necessary to implement the revised program. On July 30, 2015, the Planning Commission considered the proposed ordinance amendments and is scheduled to consider the items again on August 13th and August 27th. After consideration, the Planning Commission will make a recommendation to the Board regarding their adoption.

(9) Los Osos Community Plan Update. The Board authorized preparation of this update on December 11, 2012. The update is being closely coordinated with the Basin Management Plan (draft released on August 1, 2013) and the Habitat Conservation Plan (administrative draft submitted to the U.S. Fish and Wildlife Service in June, 2014). Biweekly meetings with a subcommittee of the Los Osos Community Advisory Council began in June 2013 and continued through July 2015. The Public Review Draft Community Plan was released on January 20, 2015. Due to extensive comments received by the resource agencies on the Habitat Conservation Plan, the time frame for the Community Plan update has been delayed. The Draft EIR is anticipated to be released in Spring 2016. The project is expected to be completed within the revised timeframes.

(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. The Planning Commission approved the program in February 2015 and the Board of Supervisors approved the program in March 2015. This project was completed within the revised time frames.

(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 development and water waste and directed staff to bring those items to the Board for final action before August 27, 2015 (expiration of the Paso Robles Groundwater Basin Urgency Ordinance). Public review drafts of the water neutral new development and water waste prevention ordinances and policy amendments, together with the Final EIR, have been completed. On July 21, 2015, the Board directed staff to defer the introduction of ordinances associated with the Countywide Water Conservation Program and direct the Clerk to set said ordinances for public hearing and action after the Planning Commission had completed its review and had made a recommendation to the Board regarding all of the associated ordinances and General Plan amendments. On August 13, 2015, the Planning Commission made a recommendation that the Board implement the proposed Countywide Water Conservation Program. The Countywide Water Conservation Program, as recommended by the Planning Commission will be brought to the Board on October 6, 2015 and October 27, 2015.

(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. Public review draft amendments were released ahead of schedule in October 2014. The amendments were then introduced at the Board on November 4, 2014, heard by the Board on November 25, 2014, and continued to February 10, 2015 for final action. On February 10, 2015, the Board approved changes to Title 8 and Title 19. The Title 8 Retrofit on Sale program was amended with only minor changes to plumbing fixture requirements. The Title 19 Retrofit to Build Program was amended for various changes, including no longer allowing retrofit work in the Prohibition Zone to count as credits for new development and allowing for a one time transfer of water conservation certificates when certain conditions are met

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.

(13) Workforce Housing Amendments. In July 2014, the Board authorized amendments to the Land Use Ordinance and General Plan to facilitate workforce housing. County staff has since been working with the Building Design and Construction cluster of the Economic Vitality Corporation to scope proposed amendments. A public review draft of the amendments is on track for release in Fall 2015, and will likely include two components: (1) revisions to various ordinance standards for new subdivisions providing workforce housing; and (2) increased flexibility for allowing residential development in commercial mixed use projects. Additionally, a companion guidance document will be developed, providing guidelines for the design of new workforce housing subdivisions. Staff will conduct outreach to advisory groups in Summer 2015. The timing of this project has been delayed due to staff workload matters. The amendments are expected to be considered by the Planning Commission in December 2015, with Board action following shortly thereafter. The project is expected to meet revised time frames.

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.

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
95%	97%	95%	82%	95%	82%	90%

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? The department's feedback from our customers continues to be positive. Through June of FY 2014-15, 82% of the individuals who completed surveys, sent e-mails or letters rated the department as above satisfactory or higher for our overall services (320 of 388). 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 that has led to less positive survey responses. Included in these survey responses are community group outreach and engagements such as the Los Osos Community Plan, public information outreach workshops on water-related amendments, and our attendance to all the Community Advisory Councils. The Department dialogued with citizens and collected responses to concerns and needs regarding their community's future. These meetings were well-attended and were for the most part positive and exhibited hope for the community in creating "community driven plans".

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 have tracked 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 improved the accessibility of our Permit Center and reduced Vehicle Miles Traveled by the opening of our North County Service Center in early FY 2014-15 and with our e-Permit process. We track customer service phone calls through our "Call Guru" software - a 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. Through June 2015, the Permit Center has assisted 16,001 walk-ins for general questions, 504 code enforcement and pre-application appointments, and returned 7,608 general information phone calls, issued 281 e-Permits and accepted 279 e-Applications for Building permits.

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.

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
80 housing units	39 housing units	44 housing units	13 housing units	135 housing units	151 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 department uses federal funds (from the United States Department of Housing and Urban Development) and the County's Title 29 funds (in-lieu fees) to help nonprofit developers construct affordable housing units. In addition, a small number of affordable units are constructed privately (farm support quarters and secondary dwellings). The actual number of housing units produced in FY 2014-15 was 151. Federal HUD funds were used to construct the following: 35 units in Arroyo Grande (Courtland Street Apartments), and 80 units in Paso Robles (Oak Park 1). Title 29 funds were used to assist with construction of 18 units in Atascadero (El Camino Oaks) and 6 units in Oceano (PSHHC-Oceano townhomes). Three units were acquired through the First Time Home Buyer program funded with state CalHome program. In addition, 7 affordable secondary dwelling units (4 for moderate income households and 3 for very low and low income households), and 2 farm support quarters were built in the unincorporated county.

The projected number of affordable housing units to be constructed or rehabilitated in FY 2015-16 is 100 units. Federal HUD funds will be used to construct the following: 42 units in San Luis Obispo (South Street Apartments), and 20 units in Morro Bay (Morro del Mar). Title 29 funds were used to assist with construction of 18 units in Atascadero (El Camino Oaks). At least three units will be acquired through the First Time Home Buyer program funded by state CalHome program. In addition, it is anticipated that 2 affordable secondary dwelling units (1 for moderate income households and 1 for very low and low income households), and 2 farm support quarters will be built in the unincorporated county. A total of 13 mobile homes will be repaired through the County's minor home repair program.

Although the department coordinates funding, the number of housing units constructed is difficult to estimate because the department does not construct the housing. However, each year, we poll our nonprofit partners to determine the projected completion date of the projects they are building and use this information to develop the target for the upcoming fiscal year.

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.

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
465*	93%	93%	100%	93%	100%	100%

*Note: this measure was revised in FY 2011-12 to report the percentage of planned outreach and education efforts rather than the actual number of outreach and education events.

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

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

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

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 YouTube.

To continue our successful collaboration with agencies, organizations and residents, our goal for FY 2014-15 was to complete certain outreach and public education efforts. The department is proposing to continue many of the outreach and education initiatives from FY 2014-15 to FY 2015-16. The number shown in parentheses below represents the number of meetings from FY 2014-15 within the respective effort. Where a program's specific outreach was completed in FY 2014-15, it will be removed from the list for FY 2015-16. Where a measurement is noted, the department will provide a report on that measure. In FY 2013-14 the department completed 100% of planned public outreach and for FY 2014-15 the department has completed 100% as well. For FY 2015-16, the department projects a similar number of efforts for public outreach.

Completed in FY 2014-15 and continuing to FY 2015-16

- CDBG / HOME (and other housing grant) Outreach & Public Workshops (10 meetings in FY 2014-15 reduced from 20 meetings in FY 2013-14 per the decrease noted in the revised Community Participation Plan for CDBG)
- Homeless Services Oversight Council Meetings (20 meetings)
- Energy Retrofit Training (4-events and 1 (one) 5 -week Home Performance Building Course for Contractors,
- National Pollutant Discharge Elimination System (NPDES) Training & Outreach (3 meetings) (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 meetings)
- Resource Education (Water, Oak Woodlands, Mining, GIS, etc.) (2 meetings)
- Mobilehome Park Rent Stabilization Ordinance Education (10 meetings)
- Stakeholder Outreach (Building Industry, Environmental Interests, Professional Organizations, Service Organizations, etc.) (10 meetings)
- Workforce Housing Coalition (15 meetings)
- Economic Vitality Corporation Board of Directors meetings (10 meetings)
- SLO County Housing Trust Fund Commission (10 meetings)
- User Group Outreach (2 meetings)
- Energy Efficiency Financing Outreach (47 events held throughout the county)
- Paso Robles Groundwater Basin Urgency Ordinance Implementation Outreach (2 meetings)

Identified to begin in FY 2015-16

- Proposed Countywide Water Conservation Program (25 meetings)
- Supportive Housing Consortium (11 meetings)
- HMIS User Group Outreach (2 Meetings)

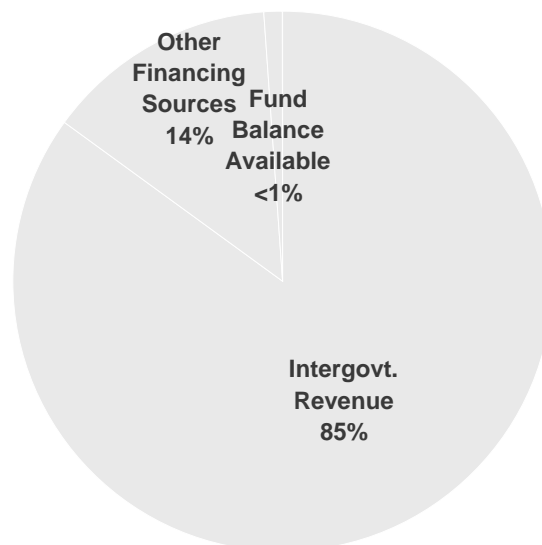
For FY 2015-16 the department is anticipating meeting all of the outreach and public education efforts as identified as continuing or new above.

MISSION STATEMENT

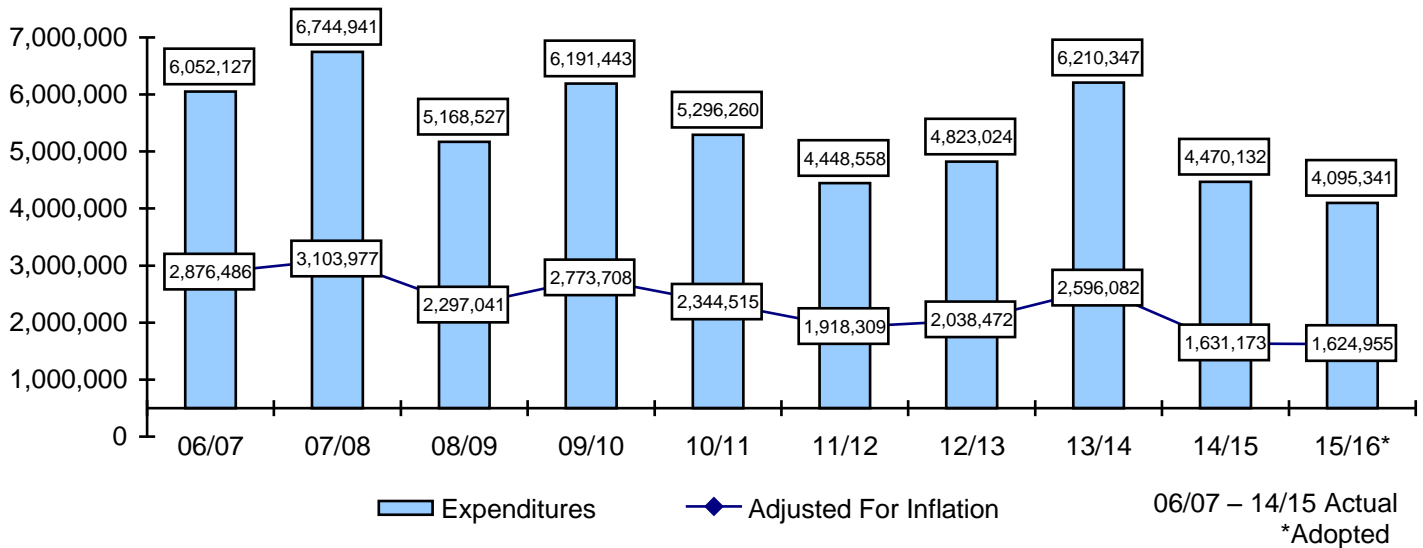
The mission of Community Development is to enhance the quality of life for San Luis Obispo County through programs that provide affordable housing, shelter and services for the homeless, economic development opportunities, and public improvements to benefit the communities that we serve.

	2013-14	2014-15	2015-16	2015-16	2015-16
<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	\$ 625	\$ 1,608	\$ 0	\$ 0	\$ 0
Intergovernmental Revenue	5,804,929	4,070,252	3,396,467	3,503,905	3,503,905
Other Revenues	0	2,143	0	0	0
Other Financing Sources	412,464	391,436	391,436	391,436	591,436
Total Revenue	\$ 6,218,018	\$ 4,465,439	\$ 3,787,903	\$ 3,895,341	\$ 4,095,341
Fund Balance Available	\$ 37,167	\$ 44,840	\$ 0	\$ 0	\$ 40,148
Cancelled Reserves	0	0	0	0	0
Total Financing Sources	\$ 6,255,185	\$ 4,510,279	\$ 3,787,903	\$ 3,895,341	\$ 4,135,489
Salary and Benefits	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Services and Supplies	746,242	823,128	650,786	780,734	780,734
Other Charges	5,464,105	3,647,004	3,137,117	3,114,607	3,314,607
Fixed Assets	0	0	0	0	0
Gross Expenditures	\$ 6,210,347	\$ 4,470,132	\$ 3,787,903	\$ 3,895,341	\$ 4,095,341
Contingencies	0	0	0	0	40,148
New Reserves	0	0	0	0	0
Total Financing Requirements	\$ 6,210,347	\$ 4,470,132	\$ 3,787,903	\$ 3,895,341	\$ 4,135,489

Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Community Development functions under the Planning and Building Department. Community Development has a total expenditure level of \$4,095,341 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: \$1,645,012 Total Staffing (FTE): *

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: \$637,847 Total Staffing (FTE): *

Federal Emergency Shelter Grants (ESG)

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

Total Expenditures: \$145,085 Total Staffing (FTE): *

Continuum of Care (CoC) Funds

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

Total Expenditures: \$1,075,961 Total Staffing (FTE): *

General Fund Support for Programs Benefiting the Homeless

Provides funding for emergency shelter services for homeless persons.

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

General Fund Support for Economic Development Services

Provides \$148,775 in funding for economic development services provided through the nonprofit Economic Vitality Corporation (EVC), such as business surveys, international trade classes, assistance to businesses, and collaboration on County economic strategies and \$200,000 in funding to support the economic development activities and job creation priorities through the SLO HotHouse.

Total Expenditures: \$348,775 Total Staffing (FTE): *

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): *

*Staff is budgeted in FC 142 – Planning and Building

DEPARTMENT COMMENTS

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

During and after four onsite monitoring visits by staff of the U.S. Department of Housing and Urban Development (HUD) during FY 2012-13, FY 2013-14 and FY 2014-15, 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. In response to this HUD direction, the Planning and Building Department shifted its staffing assignments in order to enable staff trained in HUD grants to implement the additional work. Overall, this resulted in an increase in staff commitment for Fund Center 290.

In addition, HUD strongly encouraged the County to assume grant administration responsibilities for the Community Development Block Grant (CDBG) funds which are allocated for use by the participating cities since those cities did not have staff fully trained to ensure compliance with numerous Federal requirements of the grant. The County and six cities approved three-year cooperation agreements, which assign grant administration responsibilities to the County along with CDBG revenue to cover the County's increased cost to administer the cities' CDBG funds. In order to provide the staffing needed to meet HUD requirements and administer the cities' CDBG funds for FY 2015-16, the Planning and Building Department has allocated one additional position in support of Fund Center 290.

Following are some of the Fund Center's notable accomplishments for FY 2014-15 and objectives for FY 2015-16:

FY 2014-15 Accomplishments

- 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 of Atascadero and Paso Robles.
- Property acquisition on 313 South St with San Luis Obispo City CDBG for 40 units of affordable rental housing.
- Provided approximately \$1.6 million dollars in 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 2015-16 Objectives

- Distribute approximately \$3.5 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.
- Use General Fund support to provide shelter and other services for the homeless persons and families.
- Provide funding for the Americans with Disabilities Act (ADA) improvements to Cities of Morro Bay, Paso Robles, and Atascadero.
- Provide \$150,000 to San Lawrence Terrace well blending pipeline in San Miguel so that the water supply will meet Federal drinking water standards.
- Provide \$700,000 to acquire 20 affordable rental housing units on Humbert Ave. in San Luis Obispo through the Housing Authority of the City of San Luis Obispo. 10 of the 20 units will serve homeless veterans.

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 \$61,868 or 1% compared to the FY 2014-15 adopted budget. Contingencies in the amount of \$44,840 were included in the FY 2014-15 adopted budget due to a Fund Balance Available (FBA) of this amount at year end. The recommended FY 2015-16 budget does not include the use of any Contingencies or FBA.

Approximately \$3.5 million of the total \$3.9 million in revenue budgeted in FY 2015-16 represents grant funding from the U.S. Department of Housing and Urban Development (HUD) and includes the following:

Community Development Block Grant (CDBG)	\$1,645,012
HOME grant	\$637,847
Emergency Shelter Grant (ESG)	\$145,085
Continuum of Care grants (CoC)	\$1,075,961

The amounts reflect a \$17,339 (1%) increase in CDBG, a \$88,316 (12%) decrease in HOME, a \$9,589 (7%) increase to ESG, and a \$44,360 (4%) increase in CoC funding compared to the FY 2014-15 adopted budget.

The reduction in expenditures reflects the reduced grant funding total noted above. More than \$863,000 in CDBG funds will be distributed to six incorporated cities, with the largest shares going to the City of San Luis Obispo (\$405,515) and the City of Paso Robles (\$166,575). In addition, approximately \$2.2 million in grant funds from CDBG, HOME, ESG and CoC programs will be distributed to various non-profit organizations.

The level of General Fund support is recommended to remain flat at \$391,436 compared to the FY 2014-15 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 based on a competitive application process. After receiving applications for the County's General Fund support funds, a five-person ad-hoc subcommittee of the Homeless Services Oversight Council (HSOC) met to discuss and recommend funding allocations using the County CDBG Public Services funds, ESG funds, and General Fund support funds. The full HSOC advisory body made the final funding recommendations at its January 21, 2015 meeting. The HSOC recommendation for County General Fund support allocation is shown below.

Homeless Services Programs	2015 General Fund support Allocations
Prado Day Center by CAPSLO	\$18,825
Maxine Lewis Shelter by CAPSLO	\$56,025
ECHO Shelter Services	\$29,000
Women's Shelter SLO Emergency Shelter	\$22,097
Women's Shelter Prevention/Re-Housing	\$6,978
RISE	\$36,650
Transitional Food and Shelter	\$10,425
Total 2015 General Fund support funds	\$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 programs (i.e. safe parking, warming centers, and other unforeseen services). The funds have yet to be allocated.

Staffing to administer the HUD grant programs and contracts funded with General Fund support is included in Fund Center 142 - Planning and Building. In FY 2015-16, \$392,298 in funding will be transferred to Planning and Building to support the cost of administering these programs. 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. After four onsite monitoring visits, HUD strongly encouraged the County to assume grant administration responsibilities for the CDBG funds, which are allocated for use by the participating cities. In FY 2014-15, the County and six cities approved three-year cooperation agreements assigning CDBG grant administration responsibilities to the County along with increased CDBG revenue to help cover the administration costs. For FY 2015-16, the County will retain \$198,540 of the cities' share of general administration funds to administer the cities' CDBG funds.

HUD also directed the County to implement additional administrative tasks making 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 \$254,518 in FY 2015-16. This is down from \$335,000 in FY 2014-15. In addition, in response to a compliance review by the HUD-Civil Rights Compliance Division the County has agreed to implement a fair housing strategy. Included in Fund Center 142 – Planning and Building's budget is the recommended budget augmentation request of \$25,000 to implement a Fair Housing Plan. Staff continues to pursue options to reduce administrative workload in order to reduce the impact to the General Fund.

BOARD ADOPTED CHANGES

During the budget hearings, the Board approved an annual contribution in the amount of \$200,000 to the SLO HotHouse to support the economic development activities and job creation priorities of the HotHouse. The County's financial contribution was funded from General Fund Contingencies and will go directly towards supporting the payment of rent and utilities, staff costs, and programs.

On September 15, 2015, the Board approved an increase in the appropriation to Contingencies for FC 290 in the amount of \$40,148 due to actual Fund Balance Available from FY 2014-15 coming in higher than assumed in the FY 2015-16 Proposed Budget.

BUDGET AUGMENTATION REQUESTS ADOPTED

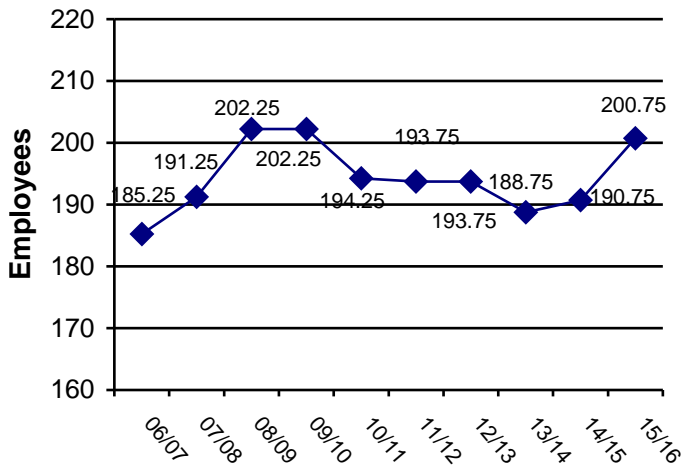
None requested.

MISSION STATEMENT

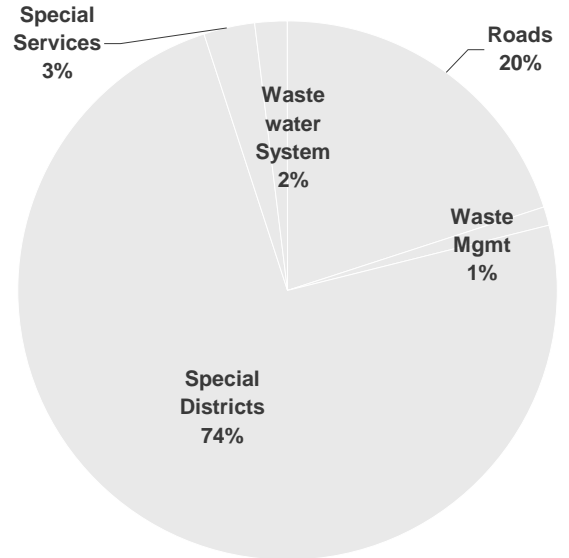
Provide public services related to the safe and efficient movement of traffic on County maintained roadways; engineering and surveying review of proposed land development; administration and operation of various water and waste water wholesale and retail facilities; long term master water planning; and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

OPERATING DETAIL (1)	2013-14 ACTUAL (2)	2014-15 ACTUAL (3)	2015-16 RECOMMENDED (4)	2015-16 ADOPTED BY THE BOS (5)
OPERATING REVENUES				
Charges for Services	28,496,602	30,913,226	34,265,943	34,486,043
Other Revenues	411,033	106,303	0	0
TOTAL OPERATING REVENUES	<u>28,907,635</u>	<u>31,019,529</u>	<u>34,265,943</u>	<u>34,486,043</u>
OPERATING EXPENSES				
Salaries and Benefits	19,903,925	20,824,624	23,430,171	23,618,071
Services and Supplies	7,323,582	9,199,938	9,638,912	9,638,912
Insurance Benefit Payment	0	0	255,317	255,317
Depreciation	764,705	807,759	825,881	825,881
Countywide Overhead Allocation	60,862	10,217	115,662	115,662
TOTAL OPERATING EXPENSES	<u>28,053,074</u>	<u>30,842,538</u>	<u>34,265,943</u>	<u>34,453,843</u>
OPERATING INCOME (LOSS)	854,561	176,991	0	32,200
NON-OPERATING REVENUES (EXPENSES)				
Interest	24,862	40,495	50,000	50,000
Gain (Loss) on sale of Asset	39,912	62,616	0	0
Other	0	0	150,000	150,000
TOTAL NON-OPERATING REVENUES (EXPENSES)	<u>64,774</u>	<u>103,111</u>	<u>200,000</u>	<u>200,000</u>
INCOME BEF. CAPITAL CONTRBS. & TRANSFERS	919,335	280,102	200,000	232,200
Contributions in (Out)	<u>(789,018)</u>	<u>(808,769)</u>	<u>(150,000)</u>	<u>(150,000)</u>
CHANGE IN NET ASSETS	130,317	(528,667)	50,000	82,200
Net assets - beginning	17,883,151	18,013,462	18,063,462	17,484,795
Net assets - ending	18,013,462	17,484,795	18,113,462	17,566,995
FIXED ASSET EXPENDITURES				
Equipment	<u>1,836,552</u>	<u>888,023</u>	<u>1,473,000</u>	<u>1,505,200</u>
TOTAL FIXED ASSET EXPENDITURES	<u>1,836,552</u>	<u>888,023</u>	<u>1,473,000</u>	<u>1,505,200</u>

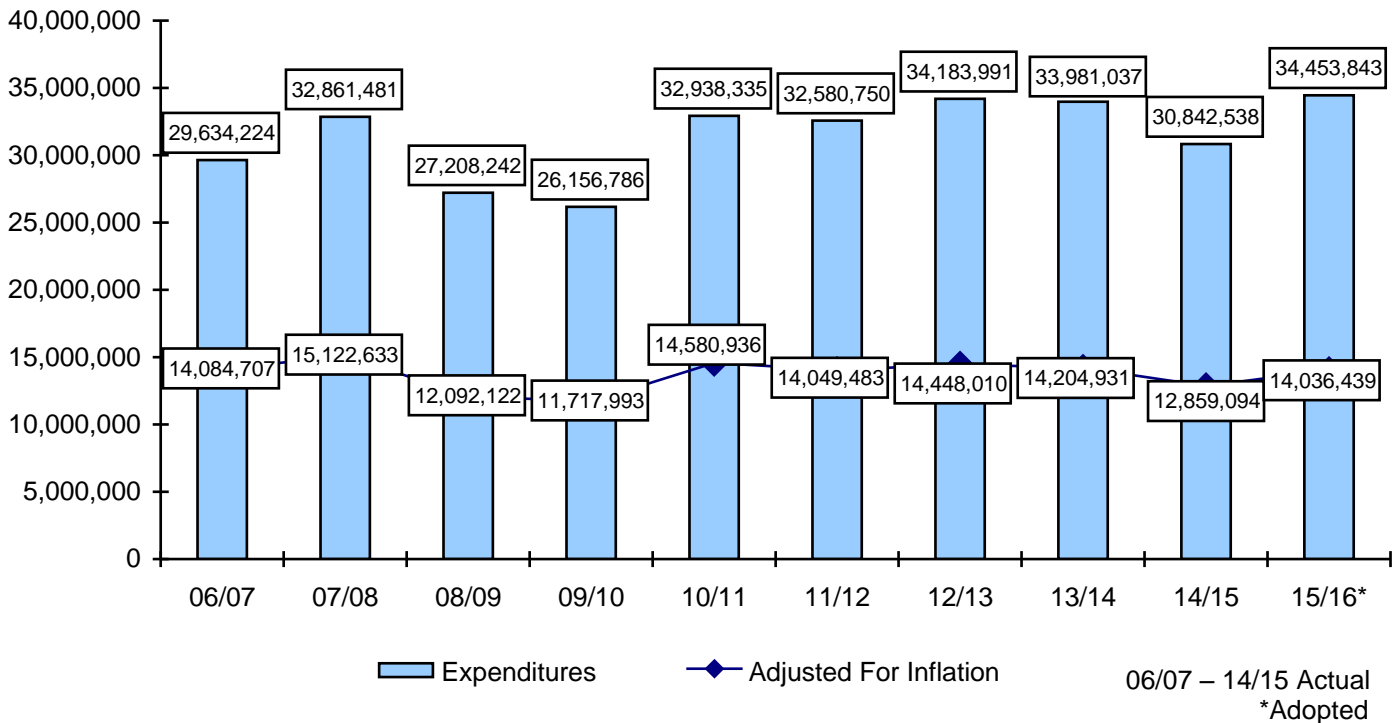
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

The Public Works Internal Service Fund has a total expenditure level of \$34,453,843 and a total staffing level of 200.75 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: \$666,537 Total Staffing (FTE): 4.60

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: \$109,842 Total Staffing (FTE): 0.80

Roads

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

Total Expenditures: \$6,794,249 Total Staffing (FTE): 90.00

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: \$269,512 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: \$25,469,884 Total Staffing (FTE): 92.86

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: \$370,889 Total Staffing (FTE): 2.88

Work for Outside Departments

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

Total Expenditures: \$22,016 Total Staffing (FTE): 1.00

Los Osos Wastewater System

Provide wastewater collection, treatment, and recycling service to the community of Los Osos.

Total Expenditures: \$750,914 Total Staffing (FTE): 7.00

* Staffing for the activities of Fund Center 430 – Los Osos Wastewater System, Fund Center 201 –Special Services, Fund Center 245 – Roads, and Fund Center 130 – Waste Management are reflected in Fund Center 405.

DEPARTMENT COMMENTS

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

Following are notable accomplishments for FY 2014-2015 and some specific objectives for FY 2015-2016.

FY 2014-15 Accomplishments

- Achieved accreditation from the American Public Works Association, indicating that departmental policies and procedures go above and beyond nationally established management practice requirements. The department is only the 4th California county and 96th agency nationwide to receive this honor.
- Initiated efforts to form a separate Paso Robles Groundwater Basin Water Management District. This included an application to the Local Area Formation Commission (LAFCO) along with a plan for services, proposed boundary, and recommended funding plan.
- Created a new water resources division within the department to provide focused planning related to County water resources.
- Continued construction of the Los Osos Water Recycling Facility and completed construction of the collection system pump stations.
- Delivered over \$35 million in Public Works infrastructure projects.

FY 2015-16 Objectives

- Complete the Paso Robles Groundwater Basin Water Management District formation process.
- Continue to coordinate work efforts to meet the requirements of the newly passed Sustainable Groundwater Management Act.
- Begin startup and commissioning period for the Los Osos Wastewater System.
- Continue to meet regularly with advisory committees, the public, the Board of Supervisors, and numerous Federal and State agencies to understand customer needs and be a valued partner enhancing the quality of life for our fellow county residents.

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 – Special Services, Fund Center 130 – Waste Management, Fund Center 430 – Los Osos Wastewater System, 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 most of the 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 2015-16 recommended estimated numbers to FY 2014-15 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 2015-16 budget of \$34,265,943 is an increase of \$614,093 or 1.8% compared to FY 2014-15 estimated amounts. Salaries and benefits are increasing by \$1,518,104 or 7% when compared to FY 2014-15 partially due to negotiated salary and benefit increases as well as routine promotion and step increases. The majority of this increase (\$847,262), is from the recommended addition of 9.00 FTE positions. Of these, 6.00 FTE positions are recommended to be added to operate the Los Osos Wastewater System when it comes on-line in the latter half of FY 2015-16. This includes 4.00 FTE Wastewater Systems Workers, 1.00 FTE Assistant Wastewater Systems Superintendent, and 1.00 FTE Administrative Assistant. The first two types of positions will be new classifications, and as of the writing of this narrative, the job specifications for these positions are being developed for hearing and consideration by the Civil Service Commission, anticipated around June of 2015. The new classifications are needed in order to recruit and retain employees with skills, qualifications, and certifications specific to wastewater operations. For the purposes of the FY 2015-16 budget, the salary cost for the Wastewater Systems Workers is based on the Water Systems Workers classification, and the Assistant Wastewater Systems Superintendent cost is based on the Assistant Water Systems Superintendent classification. As noted, the Los Osos Wastewater System is scheduled to be operational in the latter half of FY 2015-16. These positions, along with the Chief Wastewater Treatment Plant Operator that was approved in FY 2014-15 budget, will be funded through the Special Districts budget and no General Fund dollars will be used.

In addition to the positions for the Los Osos Wastewater System, the recommended budget also includes funding for 2.00 FTE Public Works Workers and 1.00 FTE Engineer. The department will be offsetting the cost of the Engineer position in the next fiscal year by postponing some equipment replacements.

The increases and 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. Services and supplies are decreasing by \$1,047,099 or almost 10%, compared to FY 2014-15 estimates.

The Public Works ISF includes budgeted amounts for Special Districts, including 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 (\$25,304,000 or 74%) is comprised of charges to Special Districts, which is a decline of 4% when compared to FY 2014-15 estimated amounts. Although the total expense and revenue for Special Districts is included in 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 Districts budget document prepared by Public Works and approved by the Board of Supervisors during the County’s annual budget hearings in June. The other four functional areas in the ISF (Roads, Special Services, Waste Management, and the Los Osos Wastewater System) account for the balance of the ISF operating revenues and expenditures. Specific details about these budgets can be found in the individual fund center budget pages. When compared to the FY 2014-15 estimated amounts, Roads is increasing by \$840,485 or 14%, Special Services is increasing by \$48,651 or 5%, and Waste Management is increasing by \$7,467 or 2%.

**Public Works – Internal Service Fund
Fiscal Year 2015-16 Final Budget**

Fund Center 405

Fixed assets are recommended in the amount of \$1,473,000, which is a decrease of \$108,000 or 7%, from FY 2014-15 budgeted levels. Public Works has a program that ranks the replacement of equipment on several criteria such as useful life, maintenance cost, usage, overall condition, importance to the department, and funding available. No General Fund support will be required in the purchase of this equipment, as the majority will come from the ISF equipment replacement program as well as contributions from the Road Fund and the Los Osos Wastewater Project. 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 this budget book.

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 include those for roads (including new construction, reconstruction, repair, pavement management, and traffic light replacements), drainage improvement projects, and bridge upgrades, as well as other Special Districts projects. A listing of roads projects 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 book printed under separate cover.

Project No.	Project Description	Phase Completion at 6/30/16	Funding Requirements for 15/16	Previous Years Balance to be Encumbered	New Funding to be Appropriated 15/16
County Operations Center					
320072	County Operations Center - Kansas and Oklahoma Avenue waterline improvements	Final Plans, Specs, Est	764,396	764,396	0
Total County Operations Center			764,396	764,396	0
Development Services					
300451	Oak Shores Track 2162 - Phase 1 Bond Claim Work	30% Construction	288,635	288,635	0
Total Development Services			288,635	288,635	0
Los Osos Wastewater Project					
300448	Los Osos Wastewater Project	Construction Complete	34,833,461	34,833,461	0
Total Los Osos Wastewater Project			34,833,461	34,833,461	0
Waste Management					
320071	Los Osos Landfill - Groundwater Contamination Corrective Action, Pump and Treat Remediation Project	30% Plans, Specs, Est	408,977	108,977	300,000
Total Waste Management			408,977	108,977	300,000
TOTAL			36,295,469	35,995,469	300,000

BOARD ADOPTED CHANGES

As part of the Supplemental Budget document, the Board adopted a number of changes for this fund center. The first request was a technical item for retroactive approval to delete 1.00 FTE Chief Wastewater Treatment Plant Operator (classification code 09996), which was established as a place-holder classification in the FY 2014-15 budget until the new job specification was approved by the Civil Service Commission. This deletion had been made previously without the necessary Board authorization. The second request added 1.00 FTE Division Manager to the new Water Resources Division, which had been approved by the Board on April 14, 2015. This addition created a net expenditure increase of \$187,900. The third and fourth requests are additions to the Fixed Asset List for one replacement service crane (\$16,200) and a \$16,000 increase in cost for a replacement 1-ton truck with a crane, for a total cost of \$58,000. These funding increases were inadvertently omitted from the department's budget request. There are no General Fund impacts related to any of these changes.

BUDGET AUGMENTATION REQUESTS ADOPTED

Amount	Description	Results
Gross amount: \$446,936 General Fund: \$0	Add 4.00 FTE Wastewater Systems Worker Trainee, I, II, III *	Adequately operate the new Los Osos Wastewater System (Fund Center 430), in accordance with the State Water Resources Control Board regulations and permits.
Gross amount: \$52,586 General Fund: \$0	Add 1.00 FTE Administrative Assistant	Adequately staff and provide administrative support for the new Los Osos Wastewater System (Fund Center 430), in accordance with State-mandated training and reporting requirements.
Gross amount: \$122,495 General Fund: \$0	Add 1.00 FTE Assistant Wastewater Systems Superintendent	Adequately operate and provide supervisory and technically skilled expertise for the new Los Osos Wastewater System (Fund Center 430), in accordance with the State Water Resources Control Board regulations and permits.
Gross amount: \$126,382 General Fund: \$0	Add 2.00 FTE Public Works Worker I, II, III	Reduce backlog of maintenance work orders from 8 to 12 weeks down to 6 to 8 weeks and ensure more timely response to service requests.
Gross amount: \$98,863 General Fund: \$0	Add 1.00 FTE Engineer I, II, III	Fulfill new Federal and State mandates related to monitoring vehicle miles travelled (per Senate Bill 743) and implement a roadway sign reflectivity monitoring program which will help ensure adequate level of night-time visibility of the County's 30,000 roadway signs.

*Note: This new classification was approved by the Board of Supervisors on August 8, 2015.

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).

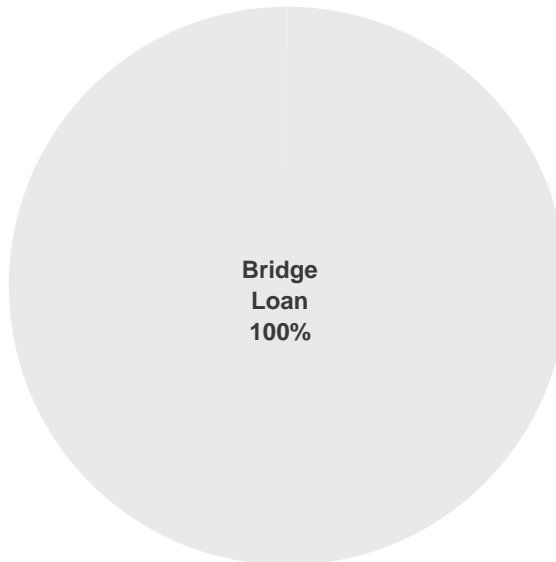
Department Goal: Deliver Capital Projects on time and on budget.							
Communitywide Result Link: <input checked="" type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community							
1. Performance Measure: Percentage of capital projects that are completed on time.							
10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target	
78%	78%	84%	80%	90%	71%	85%	
<p>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.</p> <p>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.</p> <p>How are we doing? The department ended 2014-15 with a result of 71% for this performance measure. During this fiscal year, Public Works delivered approximately \$52 million in infrastructure improvements. Delivery rate decline is due to a combination of redirecting staff to respond to Water Resources issues and in additional resource agency requirements for permits on projects. In order to improve milestone delivery, staff have been working with a refined project milestone list that was implemented this year. Overall, 41 of 58 approved milestones were completed on schedule. There were seventeen projects that were delayed for the following reasons:</p> <ul style="list-style-type: none"> • Five projects required additional design time • Five projects had a change in scope • Three projects were delayed by regulatory agencies • Two project were reassigned a lower priority • One project was delayed due to actual construction phase being rescheduled • One project had bid irregularities that led to rebidding <p>Due to regulatory requirements for the department's current set of projects, the 15-16 target has been revised from 90% as it was included in the proposed budget to 85%. There is no standardized comparable data available.</p>							
2. Performance Measure: Percentage of capital projects that are completed at or under budget.							
10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target	
89%	87%	91%	93%	90%	90%	90%	
<p>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.</p> <p>Why: To determine how accurately project costs are estimated so that funds are allocated and projects are prioritized properly.</p> <p>How are we doing? The department ended the year on target with 90%. Of the 41 project milestones that were completed on schedule, 37 were completed within the allocated budget. Four projects exceeded their allocated budget for the following reasons:</p> <ul style="list-style-type: none"> • One project had a design cost error • One project did not have funding allocated for mitigation • One project had a regulatory agency delay which resulted in additional staff and consultant costs • One project had a funding delay which required in a mid-year budget adjustment <p>There is no standardized comparable data available.</p>							

MISSION STATEMENT

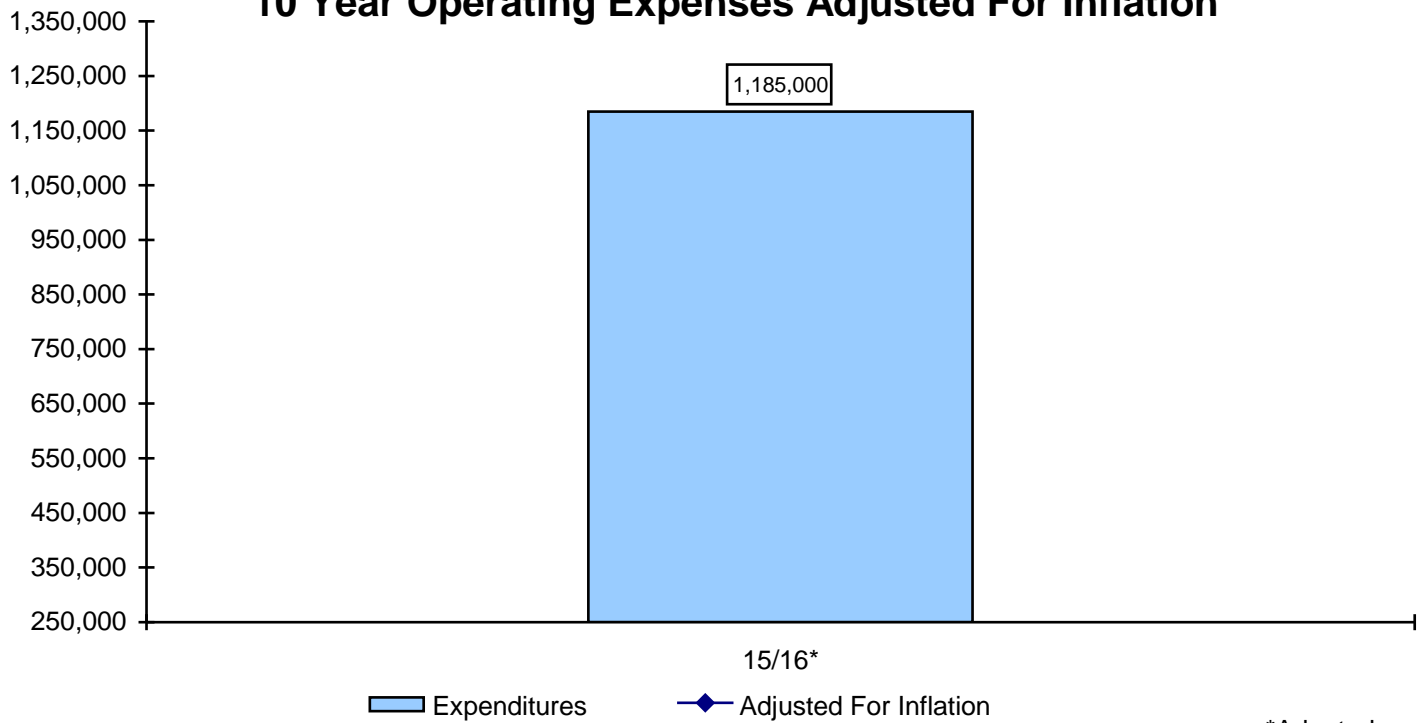
Provide the community of Los Osos the highest level of health and safety, water quality and environmental protection through effective administration and operation of wastewater and recycled water services.

OPERATING DETAIL (1)	2013-14 ACTUAL (2)	2014-15 ACTUAL (3)	2015-16 RECOMMENDED (4)	2015-16 ADOPTED BY THE BOS (5)
OPERATING REVENUES				
Charges for Current Services	0	0	0	0
Other Revenue	<u>2,665</u>	<u>1,459,049</u>	<u>0</u>	<u>0</u>
TOTAL OPERATING REVENUES	2,665	1,459,049	0	0
OPERATING EXPENSES				
Salaries and Benefits	743	697	0	0
Services and Supplies	<u>232,760</u>	<u>233,031</u>	<u>1,185,000</u>	<u>1,185,000</u>
TOTAL OPERATING EXPENSES	<u>233,503</u>	<u>233,728</u>	<u>1,185,000</u>	<u>1,185,000</u>
OPERATING INCOME (LOSS)	(230,838)	1,225,321	(1,185,000)	(1,185,000)
NON-OPERATING REVENUES (EXPENSES)				
Interest Income	<u>10,200</u>	<u>12,830</u>	<u>0</u>	<u>0</u>
TOTAL NON-OPERATING REVENUES (EXPENSES)	<u>10,200</u>	<u>12,830</u>	<u>0</u>	<u>0</u>
INCOME BEF. CAPITAL CONTRBS. & TRANSFERS	(220,638)	1,238,151	(1,185,000)	(1,185,000)
Capital Contributions	57,506,961	24,913,648	51,000,000	51,000,000
Transfers In	638,679	2,966,203	1,185,000	0
Transfers Out	(3,447)	(382)	0	0
Bond Issue Costs	<u>(251,784)</u>	<u>0</u>	<u>0</u>	<u>0</u>
CHANGE IN NET ASSETS	57,669,771	29,117,620	51,000,000	49,815,000
Net Assets-Beginning	46,986,452	104,656,221	134,483,837	133,773,843
Net Assets-Ending	104,656,223	133,773,843	185,483,837	183,588,843
FIXED ASSET EXPENDITURES				
Capital Projects	<u>55,175,963</u>	<u>39,357,783</u>	<u>51,000,000</u>	<u>51,000,000</u>
TOTAL FIXED ASSET EXPENDITURES	<u>55,175,963</u>	<u>39,357,783</u>	<u>51,000,000</u>	<u>51,000,000</u>

Source of Funds



10 Year Operating Expenses Adjusted For Inflation



*Adopted

SERVICE PROGRAMS

The Los Osos Wastewater System functions under the Department of Public Works. It has a total operating expenditure level of \$1,185,000 to provide the following services.

Los Osos Wastewater System

Provide wastewater collection, treatment, and recycling service to the community of Los Osos.

Total Expenditures: \$1,185,000 Total Staffing (FTE): *

*Staffing is reflected in Fund Center 405 – Department of Public Works

DEPARTMENT COMMENTS

The Los Osos Wastewater System, once completed, will be comprised of 49 miles of pipeline, 21 pump stations, and a water recycling facility to provide 100% wastewater reuse for the community of Los Osos. Revenues will be generated from the users of the system to cover the operations and maintenance costs. The system is expected to begin operations during the latter half of FY 2015-16.

Following are some specific objectives for FY 2015-16. (There are no previous year’s accomplishments, as this fund center is included for the first time in this year’s budget.)

FY 2014-15 Accomplishments

- None – Fund Center 430 is new for the FY 2015-16 budget.

FY 2015-16 Objectives

- Secure bridge funding to cover operations for approximately six months to a year until sufficient operating revenues are available from system users.
- Hire and train staff to operate and maintain the system.
- Transition from the construction phase to the startup phase of operations.
- Begin the process of connecting the approximately 4,700 customers according to the phased connection plan.
- Identify financial grant assistance available to low income households for connecting to the system.
- Develop a low income rate assistance program for ongoing user charges.

COUNTY ADMINISTRATOR’S COMMENTS AND RECOMMENDATIONS

The Los Osos Wastewater System is operated as an Enterprise Fund. Enterprise funds charge user fees for services. The State Controller’s Office requires enterprise funds to be reported using an Operation of Enterprise Fund Schedule 11. The format of the Schedule 11, and some of the data it contains, is different from how most other County department budgets are reported. For consistency purposes, the data provided in the narrative, service programs, and 10-year expenditure chart are derived from the Schedule 11.

The system's ongoing operations are expected to begin in the latter part of FY 2015-16, using a bridge loan to cover initial operating expenses. Staffing is expected to begin in summer of 2015, with ongoing facility operations coming on-line in the summer of 2016. It is important to note that the project activities and associated costs prior to ongoing facility operations are borne by the project costs, as reflected above in the capital contributions line of the Schedule 11. As project costs wind down, this budget will account for the ongoing operations and maintenance costs once the system is operational and generating revenue. In general, the staff time and equipment used to bring the system up to an operational capacity are reflected in project costs.

Operating expenses are budgeted at \$1,185,000 for FY 2015-16. All expenses are budgeted for in services and supplies, since all services are "bought" from Fund Center 405, the Public Works Internal Service Fund. Of this amount, labor is budgeted at approximately 51% of expenses, professional services at 26%, and departmental overhead at 15%.

As referred to above under FY 2015-16 Objectives, the department will need to secure bridge loan funding to cover cash flow needs until the system is fully operational, which could take from six to twelve months. The funds that are budgeted as a "transfer in" would cover six months of expenses until the end of FY 2015-16. Therefore, bridge loan funding may also be necessary for FY 2016-17. At the time of this writing, the department is preparing an item on this matter for consideration by the Debt Advisory Committee.

BOARD ADOPTED CHANGES

As part of the Supplemental Budget document, the Board approved a request to amend the Schedule 11 for this fund center in order to remove the bridge loan amount (\$1,185,000) listed as a "transfer in." This change of a technical nature was made to ensure that the Schedule 11 meets the standards of the General Accepted Accounting Principles (GAAP). The bridge loan amount will consist of an "operating transfer in" for budgeting purposes and is reflected at the Form A account level detail.

BUDGET AUGMENTATION REQUESTS ADOPTED

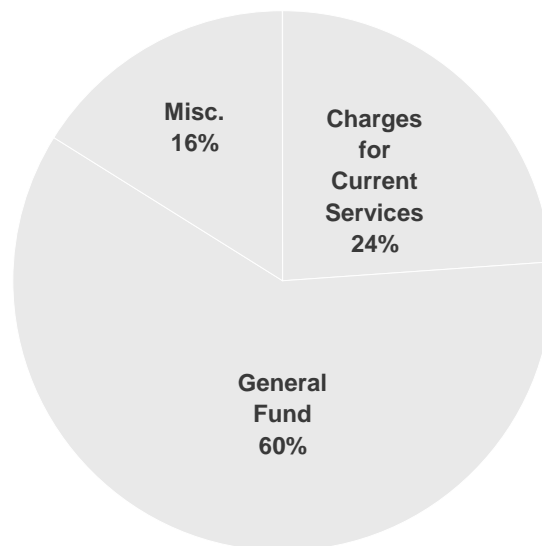
The budget augmentation requests related to this fund center are included in Fund Center 405 – Public Works Internal Service Fund.

MISSION STATEMENT

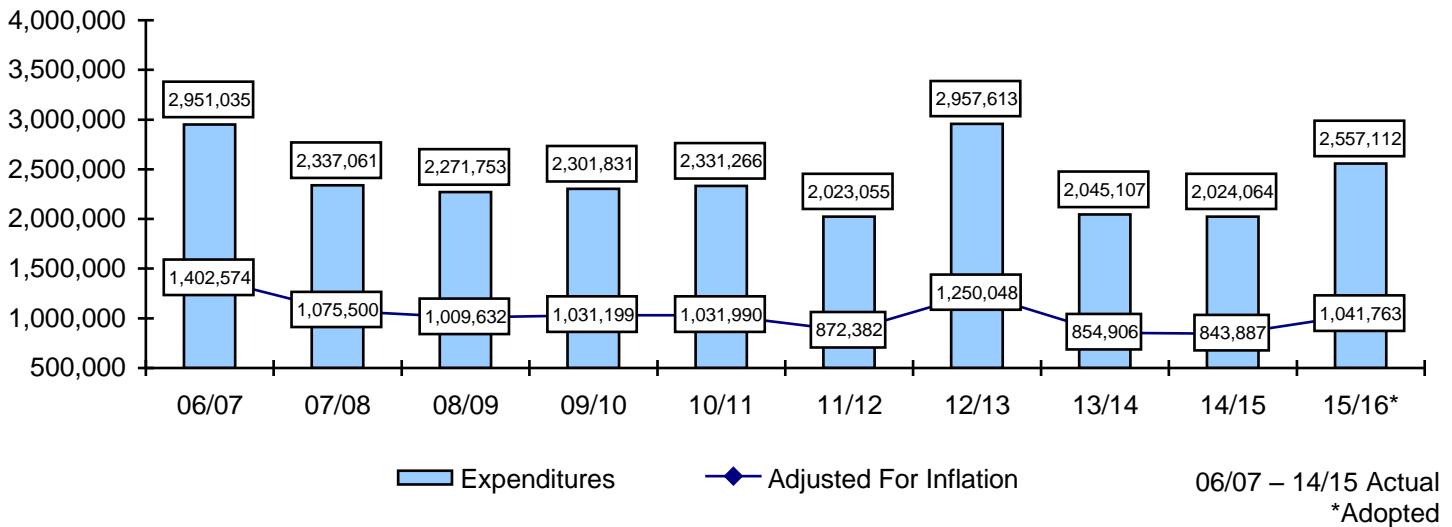
Provide public services related to engineering and surveying review of proposed land development; provide public facilities and services that ensure health and safety in the administration and operation of water and waste water service at the County Operations Center; engineering support to special districts;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

	2013-14	2014-15	2015-16	2015-16	2015-16
<u>Financial Summary</u>	<u>Actual</u>	<u>Actual</u>	<u>Requested</u>	<u>Recommended</u>	<u>Adopted</u>
Licenses and Permits	\$ 94,003	\$ 75,938	\$ 73,556	\$ 73,556	\$ 73,556
Intergovernmental Revenue	25,573	24,073	11,984	11,984	11,984
Charges for Current Services	509,109	611,521	616,952	616,952	616,952
Other Revenues	110,751	19,958	1,907	1,907	1,907
Other Financing Sources	0	0	250,000	250,000	250,000
Interfund	36,827	46,871	56,290	56,290	56,290
**Total Revenue	\$ 776,263	\$ 778,361	\$ 1,010,689	\$ 1,010,689	\$ 1,010,689
Services and Supplies	2,045,041	2,024,064	2,557,112	2,557,112	2,557,112
Fixed Assets	66	0	0	0	0
**Gross Expenditures	\$ 2,045,107	\$ 2,024,064	\$ 2,557,112	\$ 2,557,112	\$ 2,557,112
General Fund Support (G.F.S.)	<u>\$ 1,268,844</u>	<u>\$ 1,245,703</u>	<u>\$ 1,546,423</u>	<u>\$ 1,546,423</u>	<u>\$ 1,546,423</u>

Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Special Services functions under the Department of Public Works. Special Services has a total expenditure level of \$2,557,112 to provide the following 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: \$932,095 Total Staffing (FTE): *

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: \$1,025,364 Total Staffing (FTE): *

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: \$599,653 Total Staffing (FTE): *

* Staffing is reflected in Fund Center 405 – Department of Public Works

DEPARTMENT COMMENTS

As a Public Works fund center, the primary programs of Special Services 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 notable accomplishments for FY 2014-15 and some specific objectives for FY 2015-16.

FY 2014-15 Accomplishments

- Successfully obtained \$2 million in State and Federal grants to construct an emergency water intertie with Atascadero Mutual Water Company to serve Garden Farms and Santa Margarita.
- Achieved an average 1.3 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 4.75 out of 5 which is in the “very good” category.
- Developed a new County Code Section for State cable franchise regulations.
- Transferred the Charter cable franchise to a State franchise and added a second education channel.
- Continued to meet all water quality regulations for the Operations Center system.

FY 2015-16 Objectives

- Complete water and sewer master plan updates for the County Operations Center.
- Design of a water line loop to provide necessary fire flow to the Juvenile Hall expansion and new Sheriff Dispatch Center.
- Complete infrastructure improvements required for the Oak Shores (Lake Nacimiento) development including road repair.
- Complete the franchise renewal with Phillips 66 Petroleum.
- Work to renew or transfer the San Simeon cable franchises to a State franchise.

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.

The recommended FY 2015-16 General Fund support, at \$1,546,423, is increasing by \$115,029 or 8% when compared to FY 2014-15 adopted amounts. Revenue for fee based services, such as parcel or tract map review, is 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 \$319,301, or 46%. The bulk of the increase is from an influx of funds from the prior sale of PG&E allocations for utility undergrounding projects. These allocations can either be used or sold to other jurisdictions. Sales of these allocations in 2013 produced \$250,000, which was then set aside to help cover future undergrounding projects. These revenues are budgeted so that funds are readily available for continued efforts on the four projects in progress, and if any additional undergrounding projects are approved by PG&E. The increase in revenues would be 10% without this item. Other significant changes in revenue are due to an increase in development fees (\$61,045) and a decrease in water charges from water conservation (\$7,706).

Overall, expenses are increasing by \$434,330, or 20% compared to FY 2014-15. Over half this increase is from the \$250,000 for utility undergrounding projects, discussed above. The increase in expenses would be 8.7% without this item.

Labor charges are allocated for water, sewer, water quality, hydraulic operations, and planning efforts for the upcoming year. To accommodate this, the ISF redistributes job classifications to match the skills and expertise needed. The result, in conjunction with prevailing wage adjustments approved in FY 2014-15, is an increase of \$256,151 in labor charges from the ISF. However, the majority of this includes approximately \$176,000 in division overhead that is being separated out from department overhead and included with labor.

Other significant variances include an increase in State water costs (\$23,884) and an increase in countywide overhead (\$46,691). There are no significant service level changes.

BOARD ADOPTED CHANGES

None.

BUDGET AUGMENTATION REQUESTS ADOPTED

None requested.

GOALS AND PERFORMANCE MEASURES

Department Goal: Administer, operate and maintain the water distribution and wastewater collection systems at the County Operations Center efficiently and effectively to deliver a reliable supply of safe and regulatory compliant drinking water, maintain and provide a reliable reserve for irrigation and firefighting, and provide for collection, conveyance and monitoring of the wastewater system to protect the public, ensure safety and environmental health, and maintain regulatory compliance. Customers of the County Operations Center are other County departments, Woods Humane Society, and one private property.

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

1. Performance Measure: Percentage of days per year that the water system meets mandated water quality standards.

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
100%	100%	100%	100%	100%	100%	100%

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

Why: Provision of regulatory compliant safe and quality drinking water is mandatory to ensure constituent's health and safety

How are we doing? Public Works continues to meet this performance measure. Our State certified water quality laboratory located at the Operations Center performs water quality testing of the system's water. Our State Certified Water Systems Workers (Operators) perform scheduled maintenance and periodically operate system components to assure they are in working order. We coordinate with the California Mens Colony as they provide water through their system to the Operations center. This facilitates ongoing system observation before water quality or reliability is impacted. Public Works Utility Division staff engineers evaluate and model segments of the system as requested by the funding agency to assure adequate capacity and flows are met for all Federal, State and local safe drinking water requirements and State fire flow requirements.

Public Works continues to refine drought condition impact in conjunction with the General Services Department to establish contingency plans for provision of adequate potable water plans. Public Works is planning for a possible future reduction of State Water deliveries to the Operations Center. This includes State funds for drought projects for intertie pipelines in the Chorro Valley. We continue to communicate and partner with the California Men's Colony and City of San Luis Obispo's water treatment plant to supply Chorro Valley Agencies which rely solely on State Water.

2. Performance Measure: Number of wastewater collection system and water system failures per year.						
10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
0	0	0	0	0	1	0

What: Occurrences of all unscheduled wastewater service failures, i.e. blockages, spills and water system failure/interruptions during the year.

Why: The number of failures per year is a reflection of a water or wastewater system's integrity, maintenance and/or operational condition. Closely monitoring the location and frequency of failures can help to identify areas where additional resources may need to be provided for in order to assure continued system integrity and to protect the environment.

How are we doing? We had one unplanned water system shutdown for about 2 hours during FY 14-15, due to a closed CMC water valve that we were not aware of when we closed a valve to perform water line service. No other water line or sewer line failures, blockages, spills or interruptions were experienced. We are increasing and enhancing our frequency of communications with the CMC operators to ensure that no repeat interruptions occur. Sewer line upgrades at the Operation Center system have improved the system's reliability and reduced maintenance efforts. Routinely scheduled pipeline jetting plays a significant role in avoiding and preventing sewer system blockages and spills.

3. Performance Measure: Annual number of improvement plan reviews per Full Time Equivalent (FTE) employee.						
10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
90	84	88	78	95	87	95

What: Total number of Improvement Plan reviews by the Plan Check Unit divided by the number of Full Time Equivalent (FTE) employees.

Why: Measures the efficiency of the Plan Check Unit in reviewing improvement plans.

How are we doing? The current amount of activity and staff assigned is expected to remain fairly constant for FY 15-16. Because one of the two plan check staff is in training we did not meet our 14-15 goal.

4. Performance Measure: Number of weeks to review improvement plans.						
10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
1.1 weeks 1st submittals	1.3 weeks 1st submittals	3.7 weeks 1st submittals	5.4 weeks 1st submittals	3.0 weeks 1st submittals	2.3 weeks	3.0 weeks
1.0 weeks re-submittals	1.1 weeks re-submittals	2.1 weeks re-submittals	3.2 weeks re-submittals	2.0 weeks re-submittals		

What: Average time it takes to review public improvement construction plans associated with development after receipt from engineers.

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.

How are we doing? As the new staff assigned to the division in the third quarter of 14-15 becomes more comfortable with their assignments we are seeing a continued decrease in the number of weeks to review improvement plans. (Note: The procedures used for the 14-15 actual results and 15-16 target have been changed to treat new submittals and resubmittals in the same manner.)

5. Performance Measure: Annual number of survey map reviews per Full Time Equivalent (FTE) employee.						
10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
1,178	1,212	1,086	1,298	1,200	1,780	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? The county surveyor's office processed over 334 records of surveys and 339 corner records during 14-15, compared to the more difficult 48 subdivision map checks processed. The large number of easier map check applications contributed to the excellent efficiency results in 14-15 (1,780).

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

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
1.3 weeks	1.3 weeks	1.1 weeks	1.4 weeks	1.5 weeks	1.2 weeks	1.4 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 gradually increase. Our experienced survey staff performed well within State requirements and better than our 14-15 adopted goal.

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

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
85%	89%	100%	100%	90%	81%	95%

What: Measures customer satisfaction with Development Services.

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

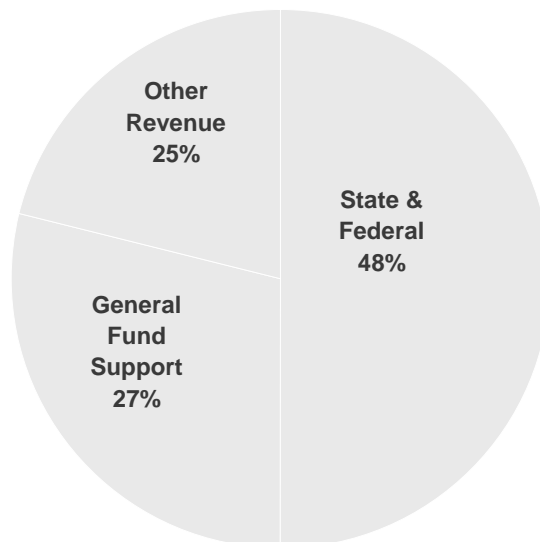
How are we doing? To increase feedback we used a web-based survey during the last quarter of 14-15 surveys to poll local engineering, surveying, planning and architectural firms. The polling questions include Surveying Services, Plan Check Services, Inspection Services, Permit Services and response to Public Inquiries. The web survey resulted in 18 responses, or more than double the number received in past years. Of those respondents, we achieved an 81% satisfaction rate with favorable comments on our staff's excellent customer service, map checking and permit checking services. We received average comments on our plan check and inspection services, possibly due to our less experienced staff. Over the next year we will be providing additional training of our plan check staff to improve future results.

MISSION STATEMENT

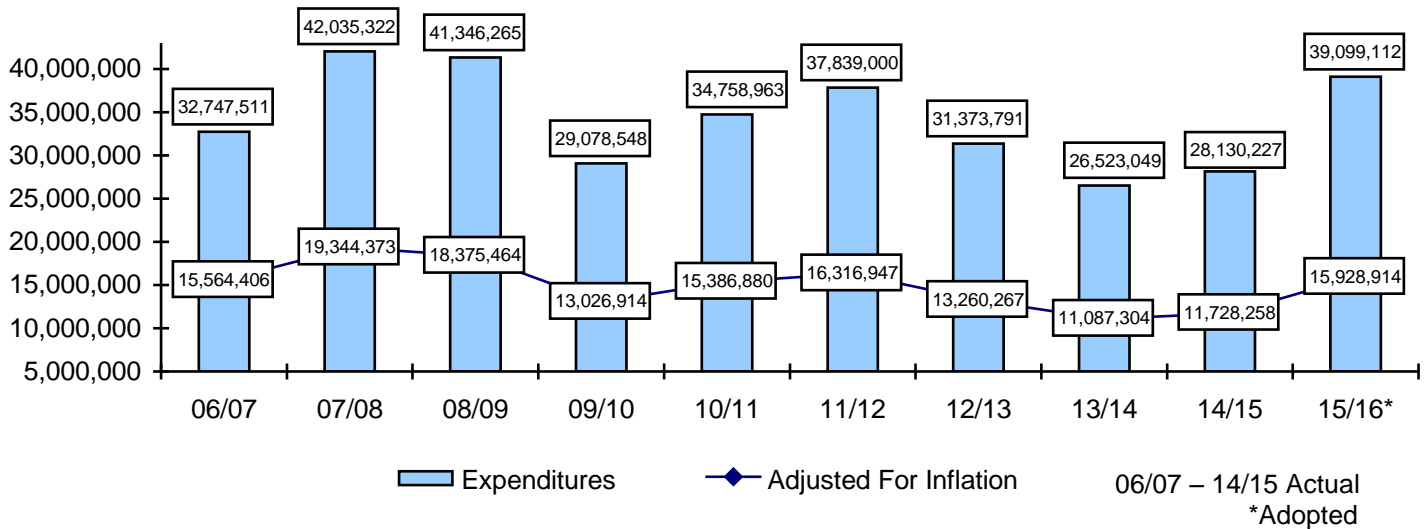
Provide public services related to the safe and efficient movement of traffic on the County maintained roadways.

<u>Financial Summary</u>	<u>2013-14 Actual</u>	<u>2014-15 Actual</u>	<u>2015-16 Requested</u>	<u>2015-16 Recommended</u>	<u>2015-16 Adopted</u>
Taxes	\$ 1,500,826	\$ 1,592,407	\$ 1,578,162	\$ 1,578,162	\$ 1,578,162
Revenue from Use of Money & Property	13,861	38,646	20,000	20,000	20,000
Intergovernmental Revenue	20,254,775	20,519,931	19,656,386	19,656,386	19,656,386
Charges for Current Services	211,597	160,195	140,500	140,500	140,500
Other Revenues	167,691	52,052	8,204	8,204	8,204
Other Financing Sources	6,472,862	8,830,840	8,032,835	11,773,390	11,773,390
Interfund	143,473	74,387	0	0	0
Total Revenue	\$ 28,765,085	\$ 31,268,458	\$ 29,436,087	\$ 33,176,642	\$ 33,176,642
Fund Balance Available	\$ 416,539	\$ 3,249,984	\$ 0	\$ 0	\$ 1,764,500
Cancelled Reserves	944,564	541,202	5,922,470	5,922,470	5,922,470
Total Financing Sources	\$ 30,126,188	\$ 35,059,644	\$ 35,358,557	\$ 39,099,112	\$ 40,863,612
Salary and Benefits	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Services and Supplies	17,170,436	19,223,877	19,500,428	19,650,428	19,650,428
Other Charges	370,461	750,474	711,414	561,414	561,414
Fixed Assets	8,982,152	8,155,876	15,146,715	18,887,270	18,887,270
Gross Expenditures	\$ 26,523,049	\$ 28,130,227	\$ 35,358,557	\$ 39,099,112	\$ 39,099,112
Contingencies	0	0	0	0	0
New Reserves	416,539	3,249,984	0	0	1,764,500
Total Financing Requirements	\$ 26,939,588	\$ 31,380,211	\$ 35,358,557	\$ 39,099,112	\$ 40,863,612

Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Roads functions under the Department of Public Works. Roads has a total expenditure level of \$39,099,112 to provide the following services.

Roads Construction

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

Total Expenditures: \$18,887,270 Total Staffing (FTE): *

Roads Maintenance

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

Total Expenditures: \$20,211,842 Total Staffing (FTE): *

* Staffing is reflected in Fund Center 405 – Department of Public Works

DEPARTMENT COMMENTS

The primary goals of the Public Works Road Fund, in priority order, 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 nearly 200 bridges. 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 2014-15 and some specific objectives for FY 2015-16.

FY 2014-15 Accomplishments

- Completed 70 miles of chip seal and surface treatments on arterial, collector, and local roads to improve pavement preservation with additional one-time funding from the General Fund.
- Completed seven miles of asphalt overlay on arterial roads to improve pavement preservation with additional one time funding from the General Fund.
- Delivered over \$10 million in capital projects to address safety, capacity and drainage concerns including:
 1. La Panza Road widening project in Creston
 2. Rehabilitation of South Higuera Street near San Luis Obispo
 3. Overlay of South Bay Boulevard in Los Osos
 4. Park and Ride lots in Nipomo and San Miguel
 5. Main Street Bridge Replacement in Cambria
- Awarded Project of the Year for the Main Street Bridge Replacement project in Cambria from the Central Coast Chapter of the American Public Works Association.
- Completed Federally funded bridge painting project on seven bridges throughout the county.

FY 2015-16 Objectives

- Chip seal or surface treat approximately 60 miles of roadway to improve pavement preservation.
- Asphalt overlay approximately 12 miles of high use arterial roadway to improve pavement preservation.
- Complete Los Osos road rehabilitation.
- Complete construction of San Miguel Gateway.
- Complete Price Canyon Road Widening Phase II construction.
- Complete Federally funded bridge maintenance projects on eight bridges throughout the county.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The Road Fund 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 2015-16 budget for Roads provides for General Fund support in the amount of \$11,146,107 or 32% increase when compared to FY 2014-15 adopted amounts. The FY 2014-15 adopted budget included a one-time \$2,000,000 allocation for the pavement management program. The FY 2015-16 recommended budget includes a one-time allocation to the pavement management program in the amount of \$3,000,000. The program will also benefit from an ongoing increase of \$740,555 or 10% in General Fund support, added to the department's initial budget request. The total additional General Fund amount of \$3,740,555 for FY 2015-16 will go toward improving countywide road conditions and will not be used for overhead, new positions, equipment, etc. This additional amount will be added to the portion of General Fund support already allocated to the pavement management program of \$4,012,610, for a total of \$7,753,165 in General Fund support going to the program. This is in addition to other funds the department will be directing toward the program including \$3,500,000 in Road Fund reserves, for a grand total of pavement management program funding in the amount of \$11,253,165.

The department uses a pavement condition index (PCI) as a measure to gauge the overall condition of the County's paved roads. As discussed in the goals and performance measures section of this Fund Center, the Board of Supervisors' goal is to maintain a PCI of 65 or better. With the recommended pavement management

program funding in FY 2015-16 of \$11,253,165 (of which \$7,753,165 is supported by the General Fund, as mentioned above), the department estimates that the current PCI score of 61 will increase to 63 by the end of FY 2015-16. Assuming that neither the one-time \$3,000,000 General Fund contribution nor the \$3,500,000 from Road Fund reserves is repeated, the PCI would dip from 63 at the end of FY 2015-16 to 59 in five years. In order for the PCI to achieve a score of 65, the program would require a total of \$10.8 million each year for ten years.

The overall Roads budget (both financing sources and financing requirements) is recommended to decrease by \$3,120,969, or 7%. This includes an influx of \$3,500,000 in cancelled reserves and the increase in General Fund support, discussed above. The majority of the revenue in the Roads budget is derived from State or Federal funding sources; this causes revenues to fluctuate from year to year depending on the multi-year projects being carried out. Accordingly, intergovernmental revenue (State and Federal) is decreasing by \$7,995,499 or 28%, compared to FY 2014-15 levels. In the previous fiscal year, a few large capital projects were budgeted (Price Canyon Road widening, Tar Springs Creek bridge replacement, etc.); therefore, planned capital project expense will be less for FY 2015-16. Also part of the decline in intergovernmental revenue is a decrease (\$1,300,000) in the Highway Users Tax (HUTA), also known as the fuel tax. Each year, the State Board of Equalization (BOE) adjusts the excise tax on fuel, based on demand forecasts and sales tax estimates. In the past couple of years, demand for fuel has declined, and this has affected the amount of tax revenue brought in from the State's excise tax. All other revenue (primarily General Fund support, property taxes, and road impact fees) is projected to increase by \$2,743,246 or 25% compared to FY 2014-15 adopted levels.

Services and supplies accounts are increasing by \$2,381,133 or 13% compared to FY 2014-15 adopted levels. Several factors contribute to this increase:

- Increase in construction contract payments for major maintenance projects by \$973,784, including microsurfacing and bridge work;
- Increase in labor and equipment ordered from the Internal Service Fund (Fund Center 405) for general labor by \$302,001, and labor billed to specific work orders by \$900,790;
- Increase in countywide overhead by \$592,248. (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);
- Increase in insurance charges by \$181,921.

The Road Fund has budgeted \$557,400 for the purchase and replacement of equipment and vehicles in FY 2015-16. This requested funding represents a \$20,600 or 3% decrease from FY 2014-15. A list of the specific equipment and vehicles to be replaced can be found in the Fixed Asset section of this budget book.

The work program statement and listing of major projects being carried out by the Road Fund, below, is required by the State Budget Act.

BOARD ADOPTED CHANGES

At year end, the final fund balance available was \$1,764,500. These funds were allocated to Roads' Future Road Project designation as part of the Board's final budget action on September 15, 2015.

BUDGET AUGMENTATION REQUESTS ADOPTED

The budget requests related to this fund center are included in Fund Center 405 – Public Works Internal Service Fund.

FY 2015-16 - Road Fund Work Program Statement		
1	Administration	\$ 3,979,987
2	Construction	\$ 18,887,270
3	Maintenance	\$ 15,674,455
4	Aid to Other Governmental Agencies	\$ -
5	Acquisition of Equipment	\$ 557,400
6	Plant Acquisition	\$ -
7	Reimbursable Work	\$ -
8	Cost Transfers and Reimbursements	\$ -
	Total	\$ 39,099,112

Road Fund Major Projects					
Project No.	Project Description	Phase Completion at 6/30/16	Funding Requirements for FY 2015-16	Previous Years Balance to be Encumbered	New Funding to be Appropriated FY 2015-16
New Road Construction					
300129.09.04	Thompson Avenue near Rancho Road - Oak Habitat Mitigation (Willow Road Project)	2nd Yr Mitigation Complete	(27,484)	(27,484)	0
300140	South Oakglen Operations Study - Operational Improvements	Project Footprint Defined	67,590	67,590	0
300142	Willow Road Interchange - Operational Improvements	2nd Yr Mitigation Complete	2,102,157	1,800,170	301,987
300348	Nacimiento Lake Drive at Adelaida Road - Left Turn Lanes	Ready to Advertise	455,406	430,406	25,000
300372	Halcyon Road at Route 1, Phase 1 - Intersection Realignment	Field Studies Complete	75,000	75,000	0
300520	El Camino Real at Santa Clara Road - Left Turn Lane	Construction Complete	695,972	495,972	200,000
Total New Road Construction			3,368,641	2,841,654	526,987
Road Reconstruction					
300147	Tefft Street and US 101 - Ramp Relocation	Project Footprint Defined	54,770	39,770	15,000
300150	Main Street Interchange, Templeton - Operational Improvements	Project Execution Plan Complete	483,514	483,514	0

**Public Works - Roads
Fiscal Year 2015-16 Final Budget**

Fund Center 245

Road Fund Major Projects					
Project No.	Project Description	Phase Completion at 6/30/16	Funding Requirements for FY 2015-16	Previous Years Balance to be Encumbered	New Funding to be Appropriated FY 2015-16
300273	Small Safety Betterments	N/A	150,000	0	150,000
300321	Los Berros/Thompson Avenue Interchange - Operational Improvements	Project Footprint Defined	242,365	242,365	0
300364	San Luis Bay Drive Interchange - Operational Improvements	Scope Defined	84,414	49,414	35,000
300384	Los Berros Road at Dale Avenue - Left Turn Lane	Final Env Doc	37,822	(2,178)	40,000
300386	Templeton Road from Highway 41 to South El Pomar Road - Road Widening	2nd Yr Mitigation Complete	0	0	0
300397	La Panza Road south of Ryan Road - Road Widening	1st Yr Mitigation Complete	0	0	0
300464	Price Canyon Road Phase II - Road Widening	30% Construction	5,745,071	5,745,071	0
300489	River Road from Magdalena to Mission Lane - Road Widening	30% Construction	1,075,492	1,075,492	0
300490	Buckley Road from Thread Lane to Buttonwood - Two Way Left Turn Lane	30% Construction	969,468	607,468	362,000
300506	Avila Beach Drive Interchange - Operational Improvements	Project Execution Plan Complete	328,098	328,098	0
300508	Countywide Centerline Rumble Strips - Safety Improvements	30% Construction	1,521,479	1,521,479	0
300521	Nacimiento Lake Drive at Chimney Rock Road - Intersection Realignment	Scope Defined	20,000	20,000	0
300522	K Street Park-n-Ride Expansion, San Miguel - Facility Expansion	Construction Complete	17,112	17,112	0
300523	Ontario Road Park-n-Ride Expansion, San Luis Obispo - Facility Expansion	On Hold	116,600	116,600	0
300551	Various Road Reconstruction, Los Osos - Operational Improvements	Construction Complete	891,000	0	891,000
300552	Santa Rosa Creek slope stabilization - Slope Failure	Project Footprint Defined	175,000	0	175,000
300553	See Canyon Road slipout #2 - Slope Failure	90% Plans, Specs, Est	300,000	0	300,000
Total Road Reconstruction			12,212,205	10,244,205	1,968,000

**Public Works - Roads
Fiscal Year 2015-16 Final Budget**

Fund Center 245

Road Fund Major Projects					
Project No.	Project Description	Phase Completion at 6/30/16	Funding Requirements for FY 2015-16	Previous Years Balance to be Encumbered	New Funding to be Appropriated FY 2015-16
New Road Lights, Traffic Signals					
300510	Willow Road Intersection at Pomeroy Road - Traffic Signal	60% Construction	365,075	355,075	10,000
300524	Thompson Avenue Intersection at Titan Way - Traffic Signal	60% Construction	390,661	(26,339)	417,000
300554	Avila Beach Drive at San Miguel Street - Traffic Signal	Project Execution Plan Complete	60,000	0	60,000
Total New Road Lights, Traffic Signals			815,736	328,736	487,000
Drainage Improvements					
300393	Main Street North of 1st Street, Templeton - Drainage Improvements	Construction Complete	125,011	75,011	50,000
300465	Highway 1 and 13th Street, Oceano - Drainage Improvements	Ready to Advertise	2,044,289	1,144,289	900,000
Total Drainage Improvements			2,169,300	1,219,300	950,000
Pedestrian Ways & Bike Paths					
300470	Mission Street, San Miguel Gateway and Pedestrian Improvements - Community Enhancement	Construction Complete	312,977	312,977	0
300485	San Juan Creek Pedestrian Bridge, East Centre Street east of 5th Street - Pedestrian Improvements	Acquisitions Complete	1,656,264	6,264	1,650,000
300525	ADA Ramp Construction 2014-15	Construction Complete	131,730	131,730	0
300526	Front Street between 4th and 19th, Oceano - Community Enhancement/Safety Improvement	Draft Env Document	200,749	200,749	0
300527	Eton Road, Cambria - Pedestrian Improvements	Construction Complete	77,281	47,281	30,000
300555	ADA Ramp Construction 2015-16	Construction Complete	60,000	0	60,000
Total Pedestrian Ways & Bike Paths			2,439,001	699,001	1,740,000
Pavement Management System					
300519	Los Osos - Asphalt Concrete Overlay 2014-15	Construction Complete	3,283,204	3,283,204	0
300550	Nipomo - Asphalt Concrete Overlay 2015-16	Construction Complete	9,350,983	0	9,350,983
Total Pavement Management System			12,634,187	3,283,204	9,350,983

**Public Works - Roads
Fiscal Year 2015-16 Final Budget**

Fund Center 245

Road Fund Major Projects					
Project No.	Project Description	Phase Completion at 6/30/16	Funding Requirements for FY 2015-16	Previous Years Balance to be Encumbered	New Funding to be Appropriated FY 2015-16
Bridges					
300180	Main Street Bridge at Santa Rosa Creek - Bridge Replacement	1st Yr Mitigation Complete	591,221	591,221	0
300382	River Grover Drive at Estrella River - Bridge Rehabilitation	30% Plans, Specs, Est	515,605	515,605	0
300385	Tar Spring Creek Bridge on Branch Mill Road - Bridge Replacement	Construction Complete	2,672,884	2,672,884	0
300387	Geneseo Road at Huerhuero Creek - Bridge Replacement	90% Plans, Specs, Est	548,820	548,820	0
300430	Air Park Drive at Oceano Lagoon - Bridge Replacement	60% Plans, Specs, Est	439,755	439,755	0
300432	Klau Creek Bridge on Cypress Mountain Drive - Bridge Replacement	Contract Award	1,799,880	121,580	1,678,300
300434	Huasna Road at Huasna River - Bridge Replacement	Scope Defined	(329)	(329)	0
300439	El Camino Real at Santa Margarita Creek - Bridge Replacement	60% Plans, Specs, Est	466,975	466,975	0
300452	Lopez Drive Bridge No. 2 at Lake Lopez - Bridge Seismic Retrofit	30% Plans, Specs, Est	1,003,466	303,466	700,000
300455	South Bay Boulevard Bridge over Los Osos Creek - Bridge Replacement	30% Plans, Specs, Est	536,340	536,340	0
300456	Avila Beach Drive at San Luis Obispo Creek - Bridge Seismic Retrofit	60% Plans, Specs, Est	548,347	548,347	0
300514	Jack Creek Road Bridge on Dover Canyon Road - Bridge Replacement	30% Plans, Specs, Est	659,285	659,285	0
300556	Jack Creek Road at Paso Robles Creek - Bridge Replacement	Project Execution Plan Complete	1,000,000	0	1,000,000
300557	Toro Creek Road at Toro Creek - Bridge Replacement	Project Execution Plan Complete	486,000	0	486,000
Total Bridges			11,268,249	7,403,949	3,864,300
Total Road Fund Major Projects			44,907,319	26,020,049	18,887,270

GOALS AND PERFORMANCE MEASURES

Department Goal: Maintain a good quality county-road system.

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

1. Performance Measure: Pavement Condition Index (PCI) for ALL county roads.

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
60	58	60	61	62	61	63

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.

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 (arterial, collector, local) falling below a PCI of 60.

How are we doing? In 2012 the Public Works Department implemented a new pavement maintenance strategy focused on a variety of surface treatments. In past years emphasis was on more expensive major pavement rehabilitation on primary roads 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.

For FY 2014-15 completed pavement management work includes two overlay projects, at various locations in Los Osos, totaling 6.75 miles and chip or micro surface treatments to numerous local and collector roads in Los Osos and other countywide locations, totaling 67 miles. At fiscal year end, the average PCI for 2014-15 per road category shows our Arterials at 72, Collectors at 61, and Locals at 58. The result is a system wide PCI average of 61.

Based on the expected level of annual pavement management funding budget of about \$4.7 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 would yield an overall system at a PCI level of 59. For FY 2015-16 pavement management efforts will be directed to the communities of Nipomo, Oceano, San Miguel and several rural collector roads in the North County, with work scheduled at various times throughout the year. This effort reflects a one-time investment of over \$11 million which is expected to result in a PCI of 63. Because of funding limits a PCI level of 63 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.

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.

2. Performance Measure: Collisions per 100 million entering vehicles at non-signalized intersection.

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
26	27	22	22	24	20	24

What: Five year average of the number of collisions per 100 million vehicles entering a non-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 and determine which improvements are warranted.

How are we doing? The collision rate at non-signalized intersections decreased in FY 14-15 over previous years and continues to be below the statewide average of 29 per 100 million vehicles entering the intersection. Public Works monitors over a 100 intersections and continues to improve intersection geometrics, capacity, signage and markings at locations identified. The non-signalized intersection collision rate is expected to continue to decrease or remain constant.

Near term funded non-signalized intersection improvement projects include the 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. Public Works is also working through Caltrans on the Avila Beach Drive Interchange near the community of Avila and the Main Street Interchange in Templeton to address operational improvements at the ramp intersections. These projects await funding.

3. Performance Measure: Collisions per 100 million entering vehicles at signalized intersections.

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
25	27	28	31	27	34	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? The collision rate at signalized intersections increased in FY 2014-15 over previous years. During FY 2015-16, Public Works will be updating the signal timing at signalized intersections for compliance with current standards. In addition, time of day plans will be implemented where beneficial. With timing changes, the collision rate is expected to decrease to previous levels. Although the rate has been increasing, the rate continues to remain well below the statewide average of 53 per 100 million vehicles entering the intersection. Staff projects that we will return to previous year's collision rates in FY 2015-16 by implementing the aforementioned timing revisions and with implementation of work identified in the Road Improvement Fee programs. Statistically intersections and roadways experience higher collision rates as they reach their design capacity limits.

Near term funded 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. The Public Works Department also continues to work in conjunction with Caltrans to collaboratively optimize traffic signal progression through the Tefft Street corridor in the community of Nipomo.

4. Performance Measure: Collisions per 100 million miles on rural roads.

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
172	164	148	145	145	104	140

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 rural road collision rate methodology was updated during FY 2014-15 to use a weighted average versus normal average of the various road segments. The revised methodology had been previously applied to suburban roads starting in FY 2012-13; however, rural roads are more complex and the methodology will continue to evolve. The collision rate continues to be below the statewide average of 200 per 100 million vehicle miles traveled. Nonetheless, we have seen an upswing in the number of fatalities on County roadways after several years of a decline in fatal collisions.

As rural roads are identified as areas of concern, the Public Works Department develops interim low cost solutions to address locations immediately while looking for means to program funding for future capital improvement projects at targeted locations. With improvements to the department's collision database coupled with our continually improving Geographic Information System (GIS) abilities, it is now possible to more rapidly identify collision patterns throughout the rural areas of the County.

Near term funded rural road improvement projects include constructing centerline rumble strips on various inter-regional rural roadways to minimize crossover collisions involving head on or run off road accidents; widening of River Road to install shoulders near the community of San Miguel; widening of Buckley Road to install a continuous center left turn lane south of the City of San Luis Obispo; and widening of Price Canyon Road northeast of the community of Pismo Beach.

5. Performance Measure: Collisions per 100 million miles on suburban roads.						
10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
289	263	172	159	200	156	170

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 decreased in FY 2014-15 over previous years and continues to be below the statewide average of 272 per 100 million vehicle miles traveled. The Public Works Department 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; specifically along Safe Routes to School. Many of the County's suburban roads are included in Road Improvement Fee program and operational and safety improvements are incorporated into those individual projects. Keeping level of service in acceptable ranges limits conflicts between motorists and decreases aggressive driving behavior.

6. Performance Measure: Bridge sufficiency rating.						
10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
90%	92%	93%	93%	93%	95%	93%

What: Percentage of bridges with State assigned sufficiency rating (SR) over 50.0 (bridges below 50 are eligible for Federal grant replacement funding)

Why: To review maintenance and funding needs in order to keep the structures in a good state of repair.

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, bridge rehabilitation, and replacement. Construction on the Main Street Bridge at Santa Rosa Creek in Cambria and a project to paint seven bridges were both completed in FY 2014-15. Construction of the Branch Mill Road at Tar Springs Creek Bridge, near Arroyo Grande, will be to be completed in 2015. New bridge project construction is scheduled to begin in 2016 on Cypress Mountain Road at Klau Creek near Adelaida along with improvements on several existing weight restricted bridges on low volume rural roads.

Future bridge construction projects include: Air Park Drive at Ocean Beach Lagoon (2017); Geneseo Road low water crossing (2017); El Camino Real at Santa Margarita Creek (2018); River Grove Drive at Estrella River (2018); ; South Bay Boulevard over Los Osos Creek (2020). In addition, seismic retrofit design is underway on two bridges, Lopez Drive over Lopez Lake and Avila Beach Drive over San Luis Obispo Creek. Funding is primarily through the Federal Highway Bridge Program and Regional State Highway Funds directed to the County.

PURPOSE STATEMENT

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.

<u>Financial Summary</u>	2013-14 <u>Actual</u>	2014-15 <u>Actual</u>	2015-16 <u>Requested</u>	2015-16 <u>Recommended</u>	2015-16 <u>Adopted</u>
Revenue from Use of Money & Property	\$ 14,287	\$ 25,722	\$ 0	\$ 0	\$ 0
Charges for Current Services	1,309,205	1,205,879	0	0	0
Other Financing Sources	88,646	322,000	0	0	0
Total Revenue	\$ 1,412,138	\$ 1,553,601	\$ 0	\$ 0	\$ 0
Fund Balance Available	\$ 358,418	\$ 0	\$ 0	\$ 0	\$ 735,497
Cancelled Reserves	8,048	0	1,079,283	1,079,283	1,079,283
Total Financing Sources	<u>\$ 1,778,604</u>	<u>\$ 1,553,601</u>	<u>\$ 1,079,283</u>	<u>\$ 1,079,283</u>	<u>\$ 1,814,780</u>
Salary and Benefits	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Services and Supplies	0	0	0	0	0
Other Charges	1,092,674	866,362	1,079,283	1,079,283	1,079,283
Fixed Assets	0	0	0	0	0
Gross Expenditures	\$ 1,092,674	\$ 866,362	\$ 1,079,283	\$ 1,079,283	\$ 1,079,283
Contingencies	0	0	0	0	0
New Reserves	0	0	0	0	735,497
Total Financing Requirements	\$ 1,092,674	\$ 866,362	\$ 1,079,283	\$ 1,079,283	\$ 1,814,780

Source of Funds



DEPARTMENT COMMENTS

This fund center 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 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 \$1,079,283 represent 11 projects (reflected in the department's FY 2015-16 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. Templeton Traffic Study	\$140,000
2. North Coast Traffic Study	\$15,000
3. Nacimiento Traffic Study	\$1,000
4. San Miguel Traffic Study	\$1,500
5. Los Osos Traffic Study	\$1,000
6. Willow Road Interchange	\$301,987
7. Nacimiento Lake Drive @ Adelaide Left Turn Lane	\$16,796
8. Tefft Street Hwy 101 Operational Improvements	\$15,000
9. San Luis Bay Drive Interchange Improvements	\$35,000
10. Los Berros @ Dale Left Turn Lane	\$40,000
11. Signal @ Avila Beach Drive & San Miguel	\$60,000
Debt Service Payment Due from Templeton Area for Vineyard Drive	\$452,000
Total Fees Allocated	\$1,079,283

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The recommended budget for FY 2015-16 represents a decrease of \$62,220 or 5%, as compared to adopted FY 2014-15 levels.

This budget is funded through road impact fees and, due to the fluctuation in building permits issued, it is difficult to project actual revenues from year to year. In previous years, road impact fee revenue for this fund center was based on actual revenues received in the first six months of the current fiscal year. Starting in FY 2015-16, the department will be funding expenses by cancelling impact fee reserves. This fund center's revenue stream used to be more stable, based on a specific development agreement (the Woodlands Project), which included a fixed payment schedule. However, in FY 2014-15 the department was unable to budget expenses for a number of multi-year projects, since impact fee revenues did not meet project requirements. Therefore, in order to ensure an adequate amount and continuity of funding for multi-year projects, the department will fund traffic and capital

projects out of impact fee reserves. The result is that the department will be able to guarantee fulfillment of multi-year phased projects regardless of shortfalls in fees for a given Road Fee Area.

The debt service payment for the Vineyard Drive interchange project has been budgeted at \$452,000, the same as in FY 2014-15. As was the case last year, it is not known if road impact fees will be sufficient to pay the FY 2014-15 debt service payments. Using reserves to make this payment would not be permitted unless the monies had been collected from the Templeton fee area. Therefore, a loan from the Road Fund – Pavement Management Program may be necessary (previously authorized by the Board of Supervisors). Once the impact fee revenue from the Templeton Fee Area exceeds the debt service in a given year, the excess funds will be used to repay the loaned funds, with interest.

BOARD ADOPTED CHANGES

At year end, final Fund Balance Available was \$735,497. These funds were allocated to Roads Reserves as part of the Board's final budget action on September 15, 2015.

BUDGET AUGMENTATION REQUESTS ADOPTED

None requested.

Public Protection

Animal Services

Child Support Services

Contribution to Court Operations

County Fire

District Attorney

Emergency Services

Grand Jury

Probation

Public Defender

Sheriff-Coroner

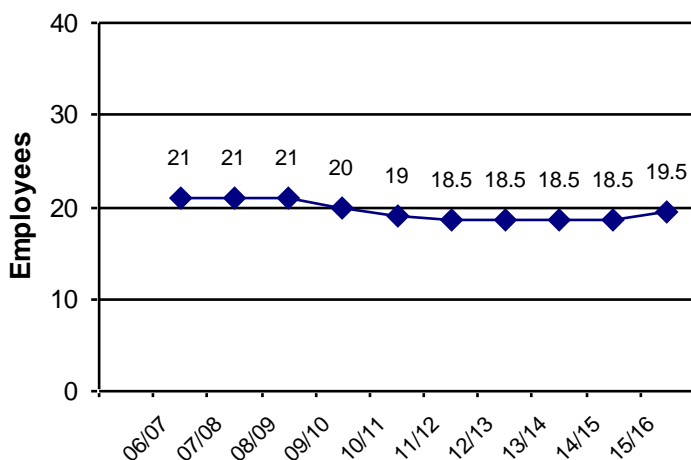
Waste Management

MISSION STATEMENT

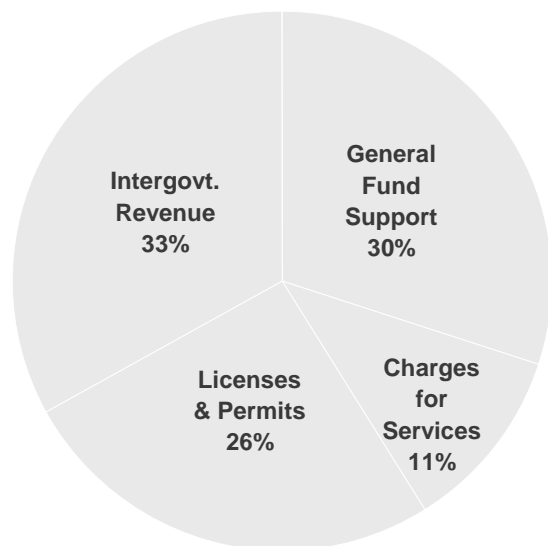
The mission of the San Luis Obispo County Division of Animal Services is to ensure the health, safety, and welfare of domestic animals and the people we serve through public education, enforcement of applicable laws, and the humane care and rehoming of impounded and sheltered animals.

	2013-14	2014-15	2015-16	2015-16	2015-16
<u>Financial Summary</u>	<u>Actual</u>	<u>Actual</u>	<u>Requested</u>	<u>Recommended</u>	<u>Adopted</u>
Licenses and Permits	\$ 808,329	\$ 840,111	\$ 714,204	\$ 714,204	\$ 714,204
Intergovernmental Revenue	830,311	875,490	886,508	886,508	886,508
Charges for Current Services	233,473	228,729	291,159	291,159	291,159
Other Revenues	40,889	37,558	35,856	35,856	35,856
Other Financing Sources	27,324	0	0	0	0
**Total Revenue	\$ 1,940,326	\$ 1,981,888	\$ 1,927,727	\$ 1,927,727	\$ 1,927,727
Salary and Benefits	1,509,533	1,463,384	1,668,351	1,733,374	1,733,374
Services and Supplies	884,901	875,527	977,834	983,220	983,220
Fixed Assets	0	13,675	0	0	0
**Gross Expenditures	\$ 2,394,434	\$ 2,352,586	\$ 2,646,185	\$ 2,716,594	\$ 2,716,594
General Fund Support (G.F.S.)	<u>\$ 454,108</u>	<u>\$ 370,698</u>	<u>\$ 718,458</u>	<u>\$ 788,867</u>	<u>\$ 788,867</u>

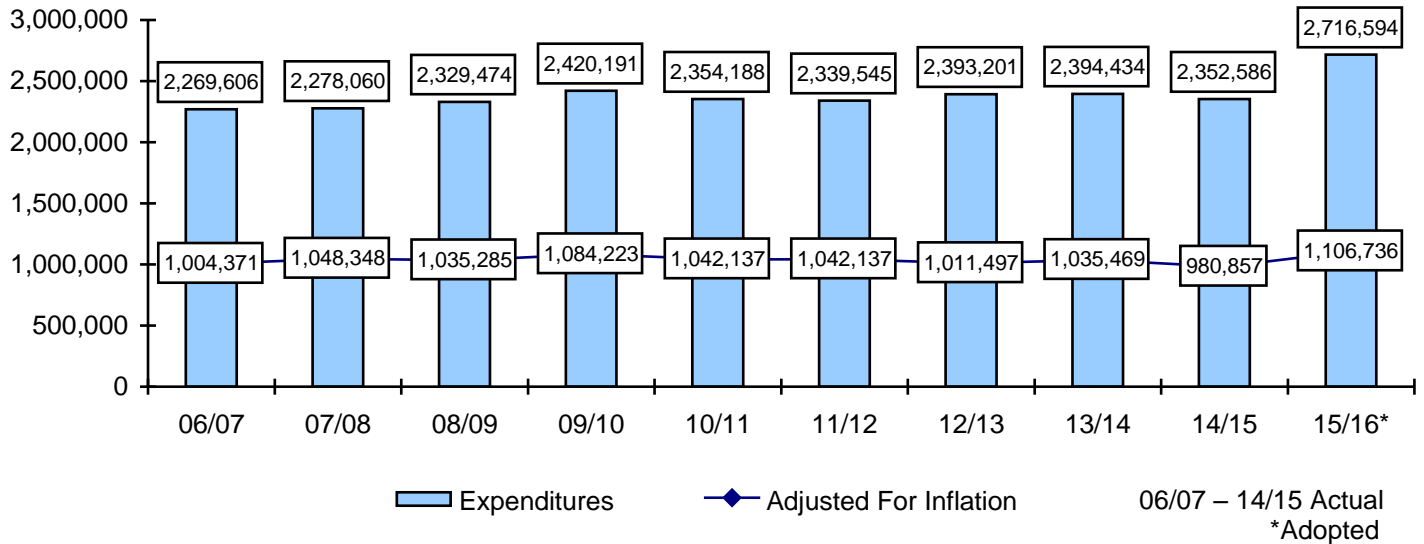
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Animal Services is a division of the Health Agency and has a total expenditure level of \$2,716,594 and a total staffing level of 19.50 FTE to provide the following services:

Field Services

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

Total Expenditures: \$1,331,131 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: \$27,166 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: \$1,358,297 Total Staffing (FTE): 12.50

DEPARTMENT COMMENTS

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

During FY 2014-15, Animal Services experienced favorable trends in both the rate of animal intakes and positive shelter outcomes. Specifically, overall shelter intake decreased by 18% while live-animal outcomes increased from 84% to 88%. The primary driver for improvements in the live-animal outcome rate was the implementation of a Shelter-Neuter-Return program in cooperation with local animal welfare organizations which resulted in a 61% decrease in the total number of cats euthanized at the shelter.

Despite favorable trends in population dynamics, Animal Services continues to face challenges in providing an optimal shelter environment for those animals which do find their way into the Division's custody. These challenges are the result of an aging facility and an antiquated shelter design which is inconsistent with the demands and expectation of current animal sheltering practices. Animal Services is working collaboratively with General Services and other entities to try and identify meaningful options to resolve this issue.

Following are some of the division's notable accomplishments for FY 2014-15 and specific objectives for FY 2015-16.

FY 2014-15 Accomplishments

- Maintained a high live-animal outcome rate for animals impounded at the County Animal Shelter (dogs = 89%, cats=88 %).
- Collaborated with local animal welfare organizations to implement a Shelter-Neuter-Return program, resulting in a 61% decline in cat euthanasia.

FY 2015-16 Objectives

- Maintain high customer service satisfaction ratings (at least 96%).
- Maintain a high live-animal outcome rate (at least 89% for dogs and 88% for cats).
- Explore and identify feasible options for improvement of animal sheltering environment; establish a plan for their implementation.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Overall, expenditures are recommended to increase \$156,273 or 6%, revenues are recommended to increase \$53,549 or 2% and the level of General Fund support for Animal Services is recommended to increase \$102,724 or 14%, compared to the FY 2014-15 adopted budget.

The increase in revenue is primarily from animal licensing fees, recommended to increase \$42,347 or 6% based on renewals anticipated in the next fiscal year as well as improved compliance with the dog licensing requirements in Title 9. In addition, there is an almost \$17,000 or 89% increase in revenue from donations for animal care, based on an average of donations received over the past four years. These increases, along with a slight increase of \$11,581 or 1% in the charges paid by the cities, help offset a reduction in revenue from animal boarding fees of \$25,138 or 26%. Revenue from other sources are increasing or decreasing by smaller dollar amounts.

The increase in expenditures is largely driven by a \$123,160 or 7% increase in salary and benefits, due primarily to the addition of a new volunteer coordinator position for Animal Services. While a budget augmentation request had not been submitted by the Health Agency – Animal Services Division for this new position, the County Administrative Office is recommending this position be added to the Position Allocation List (PAL) as an Administrative Services Officer I/II in order to strengthen the volunteer program at the shelter. The addition of a volunteer coordinator was one of the recommendations made by the Humane Society of the United States in their evaluation of Animal Services conducted in 2008. Unfortunately, the economic downturn made addition of this position financially difficult to do at that time. Funding in the amount of \$72,120 is included in the recommended budget for this new position.

Also driving the increase in salaries and benefits is an increase in worker's compensation charges of approximately \$48,000 or 50%. The balance of the increase is due to compensation increases approved by the Board in FY 2014-15.

There is a recommended overall increase in expenditures in the services and supplies accounts of \$33,113 or 3%. The most significant variances include an increase of \$20,365 or 50% in food for the animals due to purchase of different varieties of food dependent on age (e.g. puppy, regular and senior food) rather than one food for all ages, an increase of \$17,659 in the Professional Services account which is associated with the increase in donations for veterinary care and spay/neutering of animals, a decrease of approximately \$18,000 or 11% in fleet-related charges and a decrease of almost \$7,000 or 41% due to a reduced need to replace computers for the staff. Other expenditure accounts are increasing or decreasing by smaller amounts.

With the addition of the volunteer coordinator, service levels are expected to improve in FY 2015-16.

BOARD ADOPTED CHANGES

None.

BUDGET AUGMENTATION REQUESTS ADOPTED

Unit Amount	Description	Results
Gross: \$72,120 General Fund support: \$72,120* *In FY 2015-16, the County will cover the full cost of this position. When new charges are calculated for the cities for FY 2016-17, revenue from these charges is expected to offset approximately 60% of the cost of this position.	Add 1.0 FTE Administrative Services Officer I/II to serve as a volunteer coordinator for the animal shelter to enhance and oversee a structured volunteer program.	<ol style="list-style-type: none"> 1. Improve supervision and oversight of shelter staff as well as volunteers by substantially reducing the span of control for the Shelter Supervisor (from an estimated 1:50 to 1:5 (plus Honor Farm trustees). 2. Increase the number of volunteer training and orientation offerings from one per month to a minimum of two per month. 3. Establish and maintain a more structured volunteer program within one year of hire, to ensure essential tasks needed for a quality shelter operation are performed when required.

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.						
10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
23 minutes	20 minutes	22 minutes	18 minutes	20 minutes	17 minutes	19 minutes

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).

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.

How are we doing? The average response time of 17 minutes for 37 high priority calls from July 1, 2014 through June 30, 2015 favorably exceeded the adopted average response time of 20 minutes. The targeted priority call response time for FY 2015-16 is based upon an average of the past three fiscal years.

2. Performance Measure: Percentage of countywide dog population that is licensed.

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
33%	34%	37%	39%	36%	39%	38%

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 (AVMA) pet ownership calculator. (<https://www.avma.org/KB/Resources/Statistics/Pages/US-pet-ownership-calculator.aspx?PF=1>)

Why: Dog licensing is required by ordinance, protects the public by ensuring all licensed dogs are vaccinated for rabies, and helps reunite animals with their owners when lost. Revenue generated through licensing fees also helps offset costs incurred by the County and contracting cities as a result of having to provide services related to community-wide impacts of pet ownership.

How are we doing? The percentage of dogs licensed throughout the county in FY 2014-15 compared to the projected total dog population for the County was 39%. There were 24,275 licenses issued through FY 2014-15 versus a calculated dog population of 62,686 (calculated using the AVMA pet ownership calculator based on our county population of 279,083). The FY 2015-16 Target reflects an increase in the estimated number of dogs licensed within the County based on a three year average of actuals.

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.

3. Performance Measure: Live animal outcome rate.

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
80%	81%	80%	89%	83%	91%	87%

What: The percentage of animals discharged from Animal Services' shelter alive. The 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? Through FY 2014-15, the live outcome rate was 91% and was based on a total of 3,286 animals brought into the shelter, of which 3,004 animals were reunited with their owners, adopted to new homes, or placed with rescue agencies. More specifically, dogs experienced a live outcome rate of 94%, cats 90%, and other animals 79% during FY 2014-15. This favorable trend is attributed to the combined impact of a generally lower animal intake rate coupled with the positive effects of the division's recently implemented Shelter-Neuter-Return (SNR) program for community cats and kittens. The updated projected target of 89% for FY 2015-16 is based upon an average of the past three fiscal years.

For reference, the last live animal outcome rates published by the State of California Rabies Control reflect results for the following California counties during calendar year 2013: Contra Costa – 62%, Santa Barbara -75%, Santa Clara – did not report%, Ventura –did not report%, Kern -31%, and Monterey – did not report%. <http://www.cdph.ca.gov/HealthInfo/discond/Pages/LocalRabiesControlActivities.aspx>

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

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
93%	88%	96%	96%	100%	Data not available	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? Surveys were not mailed out during FY 2014-15 due to IT staff not producing the requested report necessary to gather the list of customers and address’ for the survey. The projected FY 2015-16 target of 100% will continue to reflect the division’s commitment to providing quality animal services to the customers they come in contact with.

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

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
\$8.57	\$9.10	\$10.63	\$13.67	\$8.41	\$11.16	\$17.81

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? During FY 2014-15, the kennel operations incurred expenditures per animal kennel day of \$11.16 (\$713,809.98 / 63,972 days). The variance is primarily due to a drop in the number of live animals brought into the shelter (overall drop of 5%) along with a drop in the amount of time animals spend in shelter (overall drop of 22%) before being adopted, rescued, redeemed, or other outcome.

The division has projected the target for FY 2015-16 to reflect the updated budget amount of \$934,215 (includes the addition of a volunteer coordinator and associated supplies) for kennel operation costs against a projection of 52,457 kennel days (based on a three-year average of continuing decline in kennel stays).

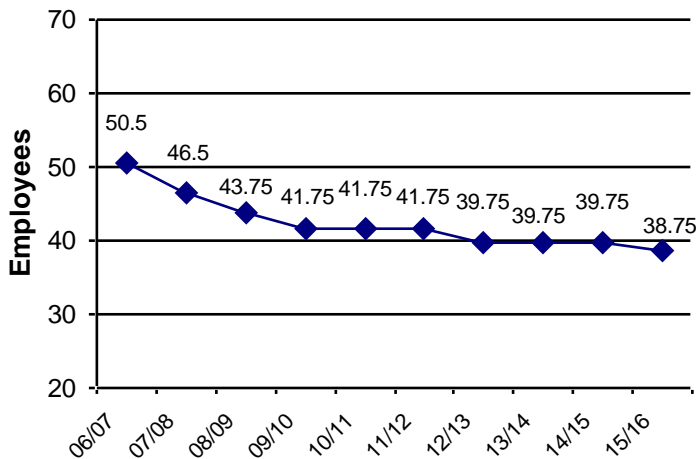
No comparison data is available.

MISSION STATEMENT

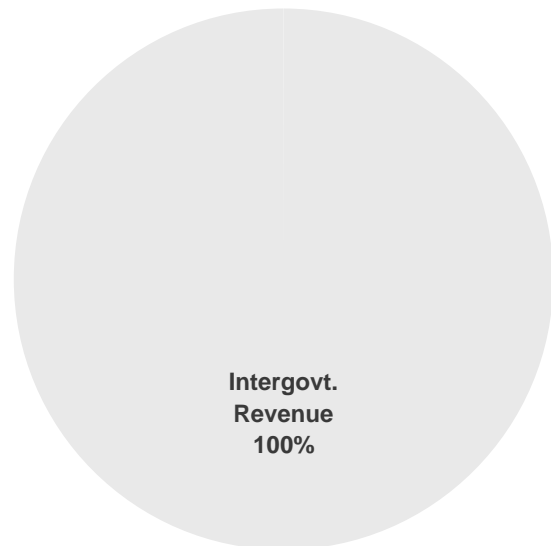
Enhance the well-being of children and the self-sufficiency of families by delivering professional child support establishment and enforcement services.

	2013-14	2014-15	2015-16	2015-16	2015-16
<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	\$ 0	\$ 1,628	\$ 3,000	\$ 3,000	\$ 3,000
Intergovernmental Revenue	4,330,252	4,381,574	4,640,632	4,640,632	4,640,632
Other Revenues	1,703	786	0	0	0
**Total Revenue	\$ 4,331,955	\$ 4,383,988	\$ 4,643,632	\$ 4,643,632	\$ 4,643,632
Salary and Benefits	3,381,439	3,485,747	3,664,420	3,664,420	3,664,420
Services and Supplies	950,513	898,243	979,212	979,212	979,212
**Gross Expenditures	\$ 4,331,952	\$ 4,383,990	\$ 4,643,632	\$ 4,643,632	\$ 4,643,632
General Fund Support (G.F.S.)	\$ (3)	\$ 2	\$ 0	\$ 0	\$ 0

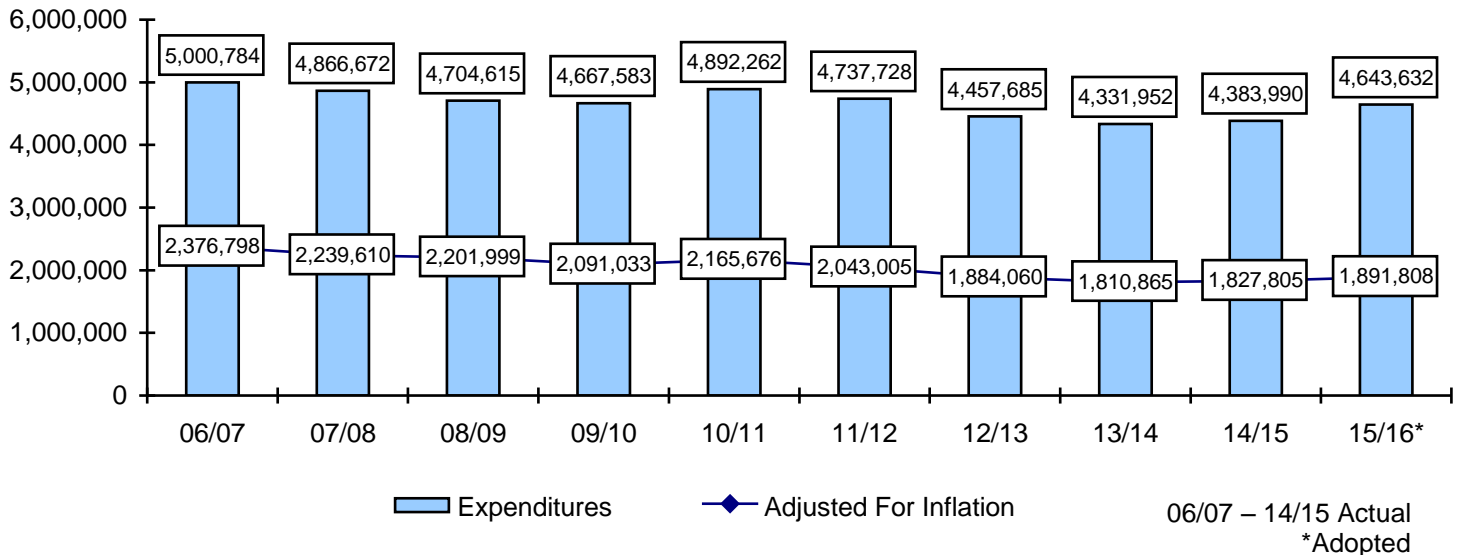
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Child Support Services has a total expenditure level of \$4,643,632 and a total staffing level of 38.75 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: \$4,643,632 Total Staffing (FTE): 38.75

DEPARTMENT COMMENTS

The primary function of Child Support Services is to ensure that children receive the support to which they are entitled. The department establishes paternity and court orders for child and medical support, and enforces court orders by collecting support from non-custodial parents. We primarily deal with civil legal matters involving child support establishment and enforcement functions. We also have a criminal enforcement unit, which prosecutes the most egregious offenders with criminal sanctions. We believe in a shared commitment to children, and that they need to be able to rely on their parents for support. Our goal is to manage our program efficiently and effectively. We encourage both parents to be involved in the lives of their children, and network with many intrastate and interstate agencies to ensure family strengthening networks are in place. We were the number one performing county Child Support Department in the State as of the most recent Federal Fiscal Year (FFY), ending September 30, 2014.

Challenges the department may face in FY 2015-16 include the ability to maintain cost effectiveness with the rising cost of salary and benefits, coupled with our caseload remaining at historically low levels. We anticipate losing a few long term employees this year, due to retirement, so retaining their knowledge and skillset will be another challenge.

Following are some of the department's notable accomplishments for FY 2014-15, and some specific objectives for FY 2015-16.

FY 2014-15 Accomplishments

- Established court orders for child and medical support for 96.9% of cases, to create a legal basis for enforcing child and medical support obligations, so that families were able to be more self-sufficient.
- Collected 78.9% of all current child support owed (a record high for the department). Support is primarily used for basic needs of food, clothing and shelter. Basic needs are essential for creating healthier and successful families and community.
- Collected past due child support for 81.9% 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 \$3.35. 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 2015-16 Objectives

- Establish court orders for child and medical support for 96.9% of cases, to create a legal basis for enforcing child and medical support obligations, so that families are able to be more self-sufficient.
- Collect 78.9% of all current child support owed, so that children receive the support that they are entitled to.
- Collect past due child support for 81.9% 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.
- Maintain performance by continued focus on collection of current and past due support, and court order establishment.
- Implement a plan to measure customer service satisfaction and make service improvements based on the results.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The budget submittal for Child Support Services requires no General Fund support in FY 2015-16. The fund center operates entirely on revenue from State and Federal sources. Revenue is increasing slightly (\$49,205 or 1%) when compared to FY 2014-15 adopted levels. Due to a combination of salary and benefit increases approved in FY 2014-15, the elimination of vacant Family Support Officer I/II/III position, and a decrease in temporary help hours (\$13,000), salary and benefit accounts are increasing by \$20,118, or less than 1%. The department has indicated that the elimination of the position will not affect their service levels.

Services and supplies are increasing by 3% or \$29,087 primarily due to increases in 1) electricity cost, \$17,000 or 54%; 2) a 16% or \$6,252 increase in Information Technology Department (ITD) Enterprise Service charges; and 3) a 13% or \$16,349 increase in countywide overhead costs.

BOARD ADOPTED CHANGES

None.

BUDGET AUGMENTATION REQUESTS ADOPTED

None requested.

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 current status and comparison, from June 30, 2014, of each performance measure has been noted, however, the actual published results for FFY 14-15 will not be made available until after February 2016.

Department Goal: To ensure that children receive the support benefits they are entitled to as quickly as possible.

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

1. Performance Measure: Percentage of child support cases with a court order for child support.

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
94.7%	95.3%	97.4%	96.9%	97.4%	Not Available until early 2016	96.9%

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 2013-14, 96.9% (3,696 of 3,814) of our cases had a court order for support. San Luis Obispo County ranked 1st in percent of child support cases with court orders when compared to other local child support agencies. The statewide average is 89.2%. In comparison to the percentage of established court orders by June 30, 2014 at 95%, there were 96.1% established by June 30, 2015, a 1.1% increase from the previous year. Actual published results for FFY 14-15 will not be made available until after February 2016.

Department Goal: To improve the standard of living for families we serve by ensuring a high percentage of current child support collections.

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

2. Performance Measure: Percentage of current support collected.

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
71.3%	75.2%	77.8%	78.9%	77.8%	Not Available until early 2016	78.9%

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 2013-14, the department collected 78.9% (\$11,006,407 of \$13,951,417) of current support owed. This performance represents a record high for the department. San Luis Obispo County ranked 2nd in percentage of current support collected when compared to other local child support agencies. The statewide average is 64.9%. Distributed collections for FFY 2013-14 increased when compared to the prior year by \$232,164. The total percentage of current support collected as of June 30, 2014 was 78.5%, compared to this year on June 30, 2015, collections of current support were at 78.2%, down by 3/10 of a percent. Actual published results for FFY 14-15 will not be made available until after February 2016.

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

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
74%	77.1%	79.5%	81.9%	79.5%	Not Available until early 2016	81.9%

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 2013-14, payment of past due support was collected in 81.9% (3,124 of 3,814) 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 65.8%. 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. The total percentage of payments received on past due support on June 30, 2014 was 79.3%, compared to 78.9% this year on June 30, 2015, down by 4/10 of a percent. Actual published results for FFY 14-15 will not be made available until after February 2016.

4. Performance Measure: Total child support dollars collected per \$1.00 of total expenditure.						
10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
\$2.84	\$3.01	\$3.24	\$3.35	\$3.25	Not Available until early 2016	\$3.35

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.

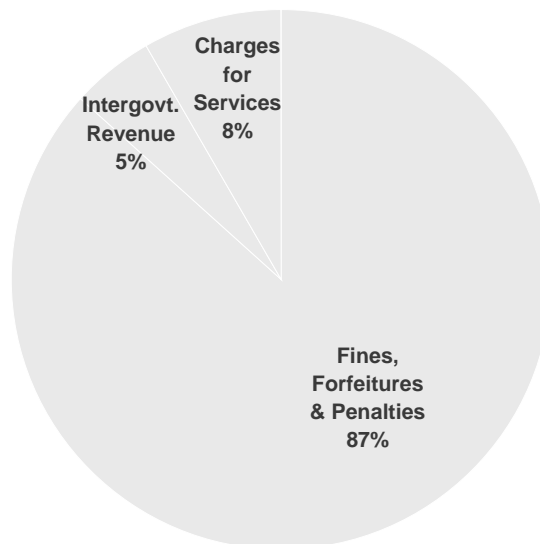
How are we doing? Our cost effectiveness improved in FFY 2013-14 as compared to FY 2012-13, with actual results increasing from \$3.24 collected per \$1.00 of total expenditure to \$3.35, a 3% improvement. The statewide average for FFY 2013-14 was \$2.43. We believe that our FFY 2013-14 target was exceeded due to our collections increasing more than expected, while our expenditures decreased. The total child support dollars collected per \$1.00 of total expenditure was \$3.28 on June 30, 2014, compared to \$3.30 this year on June 30, 2015, increased collection by .02c per \$1.00 spent. Actual published results for FFY 14-15 will not be made available until after February 2016.

PURPOSE STATEMENT

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.

	2013-14	2014-15	2015-16	2015-16	2015-16
<u>Financial Summary</u>	<u>Actual</u>	<u>Actual</u>	<u>Requested</u>	<u>Recommended</u>	<u>Adopted</u>
Fines, Forfeitures and Penalties	\$ 2,034,446	\$ 3,075,868	\$ 2,586,000	\$ 2,586,000	\$ 2,586,000
Intergovernmental Revenue	61,321	112,510	142,959	142,959	142,959
Charges for Current Services	185,855	215,849	252,000	252,000	252,000
Other Revenues	508	1,162	0	0	0
**Total Revenue	\$ 2,282,130	\$ 3,405,389	\$ 2,980,959	\$ 2,980,959	\$ 2,980,959
Other Charges	2,411,401	2,396,524	2,426,973	2,426,973	2,426,973
**Gross Expenditures	\$ 2,411,401	\$ 2,396,524	\$ 2,426,973	\$ 2,426,973	\$ 2,426,973
General Fund Support (G.F.S.)	\$ 129,271	\$ (1,008,865)	\$ (553,986)	\$ (553,986)	\$ (553,986)

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 usually exceeds expenditures each year, resulting in a net contribution to the General Fund. The estimated contribution for FY 2015-16 is \$553,986, an increase of \$100,000 or 22% over the amount in the FY 2014-15 adopted budget. Services and supplies are budgeted to remain unchanged in FY 2015-16.

Revenues from fees, fines and penalties are estimated based on prior year actuals and are set at conservative levels. The amount of revenue actually received each year is dependent on the mix of cases heard by the Courts and judicial decisions to waive any or all fees, fines and penalties. The revenue sources that make the most significant contribution to this fund center each year are traffic school fees (44%), motor vehicle/criminal fines (26%), and state penalty assessments (15%).

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.

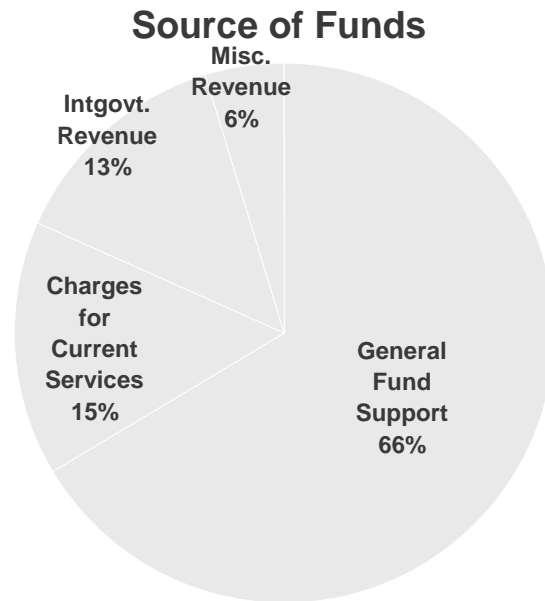
BUDGET AUGMENTATION REQUESTS ADOPTED

None requested.

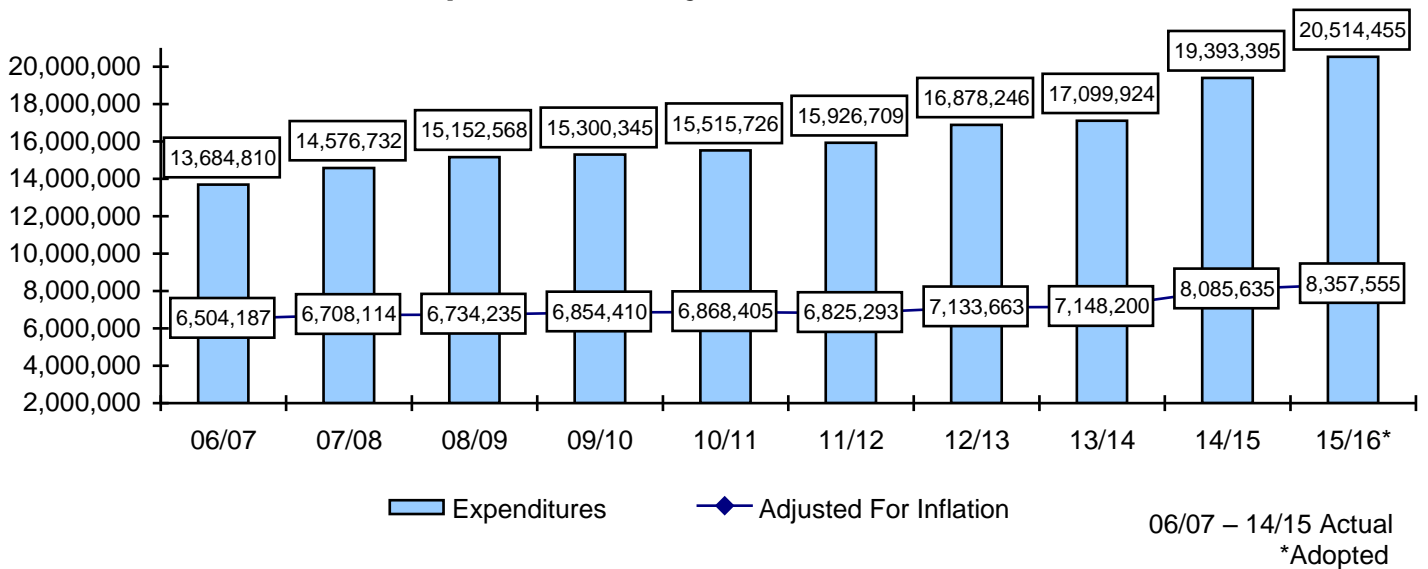
MISSION STATEMENT

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.

	2013-14	2014-15	2015-16	2015-16	2015-16
<u>Financial Summary</u>	<u>Actual</u>	<u>Actual</u>	<u>Requested</u>	<u>Recommended</u>	<u>Adopted</u>
Licenses and Permits	\$ 341,087	\$ 327,854	\$ 269,270	\$ 269,270	\$ 269,270
Intergovernmental Revenue	2,794,457	2,726,562	2,817,555	2,817,555	2,817,555
Charges for Current Services	2,642,137	2,776,031	2,456,308	3,124,340	3,124,340
Other Revenues	151,062	78,404	91,350	91,350	91,350
Interfund	506,642	531,991	561,912	610,184	610,184
**Total Revenue	\$ 6,435,385	\$ 6,440,842	\$ 6,196,395	\$ 6,912,699	\$ 6,912,699
Services and Supplies	16,540,549	17,929,965	18,306,556	19,727,403	19,727,403
Fixed Assets	559,375	1,463,430	771,052	787,052	787,052
**Gross Expenditures	\$ 17,099,924	\$ 19,393,395	\$ 19,077,608	\$ 20,514,455	\$ 20,514,455
General Fund Support (G.F.S.)	<u>\$ 10,664,539</u>	<u>\$ 12,952,553</u>	<u>\$ 12,881,213</u>	<u>\$ 13,601,756</u>	<u>\$ 13,601,756</u>



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

County Fire has a total expenditure level of \$20,514,455 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: \$16,234,608 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: \$1,381,943 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: \$1,133,639 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: \$1,764,265 Total Staffing (FTE): 0.00

DEPARTMENT COMMENTS

The County Fire Department provides emergency services to County residents and visitors, including medical aid, firefighting, 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.

The following are some of the department's notable accomplishments for FY 2014-15, and some specific objectives for FY 2015-16:

FY 2014-15 Accomplishments

- Increased percentage of completed commercial building pre-fire plans.
- Increased County areas covered by pre-fire 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.
- Installed and tested CAD to CAD Mobile Data Computing (MDC) system with rollout of two-way data communications capabilities.
- Improved response capabilities throughout the County, utilizing 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 to work with the County Sheriff to advance the co-located Emergency Dispatch Center project to the design phase.

FY 2015-16 Objectives

- Continue efforts to improve the tracking of completed commercial building pre-fire plans.
- Complete linking of 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.
- Began installation of GPS transponders in emergency vehicles that do not have MDCs.
- Continue site improvements at the new Fire Training Drill Grounds at Camp San Luis Obispo.
- Work with the County Sheriff to advance the co-located Emergency Dispatch Center to begin site selection and construction.

- Continued efforts to improve vehicle maintenance tracking and record-keeping.
- Improve inventory management processes through automation.
- Continue to explore automation of vehicle maintenance tracking and record-keeping.

COUNTY ADMINISTRATOR’S COMMENTS AND RECOMMENDATIONS

General Fund support for County Fire is budgeted to increase \$746,057 or 5% compared to the FY 2014-15 adopted budget. The actual change in General Fund expense is greater than it appears, however. This is due to prior year expenses that were budgeted in this fund center, but were offset by revenue budgeted outside this fund center. Vehicle replacement expense is budgeted in this fund center, but is offset by General Fund dollars cancelled from a designation established for this purpose. In FY 2014-15 \$1.2 million was budgeted for this expense. In FY 2015-16 \$918,865 is budgeted, a decrease of 24%. In FY 2014-15 \$601,901 of staffing expense was budgeted in this fund center to provide temporary staffing at Station 42 in California Valley during construction of two large-scale solar projects that have now been completed. This expense was offset by revenue budgeted in FC 101 – Non-Departmental Revenue. Adjusting for these two expenses in both the prior year and budget year County Fire’s FY 2015-16 General Fund supported expense is actually increasing \$1,644,457 or 15%, as shown in Table 1.

Table 1. Adjustment to General Fund Total

	Adopted	Recommended	Increase/Decrease	
	FY 2014-15	FY 2015-16	Dollar	Pct
A) Revenue Total	(6,320,611)	(6,912,699)	(592,088)	9%
B) Expense Total	19,176,310	20,514,455	1,338,145	7%
C) Expense Adjustment:				
Cal Valley Staffing	(601,901)	0	601,901	
Vehicle Replacement	(1,215,064)	(918,865)	296,199	
D) Adjusted Expense Total	17,359,345	19,595,590	2,236,245	13%
E) Adjusted GF Total	11,038,734	12,682,891	1,644,157	15%

The increase in General Fund support for FY 2015-16 shown in line “E” 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 budgeted to increase \$1,348,415 or 11% over the prior year. Roughly two-thirds of this increase is due to a combination of CalPERS rate increases and collective bargaining increases granted to CAL FIRE firefighters by the State in FY 2014-15. The CalPERS rate increase was estimated to total approximately \$405,000 in FY 2014-15. The collective bargaining increase was estimated to be approximately \$358,000 in FY 2014-15. These prior increases to the cost of the contract with CAL FIRE FY 2014-15, the prior year, and FY 2015-16. The remainder of the FY 2015-16 increase is due to an additional CalPERS increase that adds approximately \$470,000 of expense on top of the increases in FY 2014-15.

An additional \$180,174 of General Fund expense is recommended to be added to the contract resulting from a recommended budget augmentation to maintain full time staffing at Station 42 in California Valley in conjunction with a generous annual donation from Topaz Solar Farms, LLC. (See Budget Augmentation Requests Recommended, below.) The total recommended contract cost for FY 2015-16 is \$16,296,760. Of this amount, \$2.6 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, and fire service at the County Airport. These expenses are offset by revenue received in this budget.

Revenue is recommended to increase \$592,088 or 9%. Three quarters of the increase is made up of increases reimbursement revenue from the County Airport and outside agencies for fire services provided through the County’s contract with CAL FIRE. The remainder 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 \$170,443 or 6% over the FY 2014-15 adopted amount.

As noted above, the recommended budget includes expense for the replacement of fire vehicles totaling \$918,865. This includes one fire engine, a patrol vehicle, a trailer, and a command vehicle totaling \$701,052, and \$147,813 for associated equipment. Funding for these purchases is provided by General Fund dollars canceled from the County Fire Equipment Replacement designation. Funding for the Fire Vehicle Replacement designation is added each year based on a 30-year replacement schedule. The Fire Vehicle Replacement Schedule was established to enable smoothing of the annual General Fund contribution to the replacement of County Fire vehicles. The goal is to avoid wide fluctuations in the amount of General Fund contributed for fire vehicle replacement, which in past years 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.

BOARD ADOPTED CHANGES

None.

BUDGET AUGMENTATION REQUESTS ADOPTED

Unit Amount	Description	Results
Gross: \$720,174 General Fund support: \$180,174	Add General Fund expense to an amount to be provided by Topaz Solar Farms, LLC, in order to continue 24/7 staffing at Station 42 Carrizo Plain Station in California Valley now that construction of the solar plants has been completed.	Ensure the ability of firefighters to respond to fires and medical calls timely. Prior to temporary staffing during construction of the solar plants, Station 42 was only staffed three days per week. Without the funding provided by Topaz Solar Farms, LLC and this augmentation from the General Fund, staffing would revert to this level.

BUDGET AUGMENTATION REQUESTS NOT ADOPTED

Unit Amount	Description	Results
Gross: \$116,908 General Fund support: \$54,457	Add 1.00 FTE Department Automation Specialist	Utilize employees for their primary fire-related duties; save \$62,451 in overtime costs during FY 2015-16 and in future years; reduce fire activity and increase public safety through continued rollout of Mobile Data Computing and other essential IT programs.
Gross: \$194,029 General Fund support: \$194,029	Augment Winter Staffing at Station 10 Cambria (1.50 FTE CAL FIRE personnel)	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: \$103,680 General Fund support: \$81,147 Other funding: \$22,533 expense savings	Create a reserve firefighter pilot program at Station 33 Heritage Ranch to offset the number of dwindling Paid Call Firefighters (PCFs).	Twelve reserve firefighters would be hired and work an estimated 9,216 hours per year as compared to 286 hours of Paid Call Firefighter (PCF) responses. This will improve the department's ability to respond to emergencies, protecting lives and property.

<p>Gross: \$828,911</p> <p>General Fund support: \$828,911</p>	<p>Add full-time staffing at Station 34 Oak Shores (5.00 FTE CAL FIRE personnel).</p>	<p>Provide minimum full-time staffing at the Oak Shores fire station. 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 reducing the dependence on responses from distant fire stations.</p>
<p>Gross: \$983,242</p> <p>General Fund support: \$983,242</p>	<p>Add full-time staffing at Station 14 Morro Toro (6.00 FTE CAL FIRE personnel).</p>	<p>Provide minimum full-time staffing at the Morro Toro fire station. 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 reducing the dependence on response from distant fire stations.</p>
<p>Gross: \$249,277</p> <p>General Fund support: \$1,143,187</p> <p>Other funding: \$106,000 of other possible sources, including Federal emergency planning grants and State nuclear power plant planning funds.</p>	<p>Add Emergency Planning Division Chief.</p>	<p>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.</p>

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: Safe Healthy Livable Prosperous Well-Governed Community

1. Performance Measure: Average time elapsed from receiving a request for assistance until the first unit arrives on scene:

- (a) To calls in areas designated Urban.
- (b) To calls in areas designated Suburban.
- (c) To calls in areas designated Rural.
- (d) To calls in areas designated Remote.
- (e) To calls in areas designated Undeveloped.

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
New Performance Measure FY 13-14	New Performance Measure FY 13-14	New Performance Measure FY 13-14	(a) 7 min/84% (b) 8 min/92% (c) 15 min/98% (d) 20 min/100% (e) 30 min/100%	(a) 7 min/90% (b) 8 min/90% (c) 15 min/85% (d) 20 min/80% (e) 30 min/75%	(a) 7 min/84% (b) 8 min/89% (c) 15 min/97% (d) 20 min/98% (e) Not Available	(a) 7 min/82% (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 time frames.

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 is 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 2014-15 actual results, therefore, are from CY 2014.

Since the adoption of this performance measure, we have worked closely with our Emergency Command Center and Pre-Fire Planning staff to develop the methodology needed to accurately report the data. While the process for this has largely been implemented, there are still some fine tuning steps to be taken, including a redesign of the data collection for calls in areas designated as Undeveloped. Consequently, we are unable to report actual results in this category for FY 2014.

In CY 2013 and again in CY 2014, we exceeded our target in almost all areas, and we were very close in meeting those targets as well. We will continue to review our performance with an emphasis on response times in all areas, in an effort to identify any deficiencies and determine if they are performance-based or a result of misinterpretation of data.

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 which is available at www.calfireslo.org.

2. Performance Measure: Average time elapsed from receiving a request for assistance until the second unit on scene arrives on scene:

- (a) To calls in areas designated Urban.
- (b) To calls in areas designated Suburban.
- (c) To calls in areas designated Rural.
- (d) To calls in areas designated Remote.
- (e) To calls in areas designated Undeveloped.

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
New Performance Measure FY 13-14	New Performance Measure FY 13-14	New Performance Measure FY 13-14	(a) 11 min/92% (b) 13 min/89% (c) 18 min/97% (d) 28 min/99% (e) 45 min/100%	(a) 11 min/90% (b) 13 min/90% (c) 18 min/85% (d) 28 min/80% (e) 45 min/75%	(a) 11 min/94% (b) 13 min/78% (c) 18 min/99% (d) 28 min/100% (e) 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 time frames.

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 is 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 second unit on scene) 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 2014-15 projected results, therefore, are from CY 2014.

Since the adoption of this performance measure, we have worked closely with our Emergency Command Center and Pre-Fire Planning staff to develop the methodology needed to accurately report the data. While the process for this has largely been implemented, there are still some fine tuning steps to be taken, including a redesign of the data collection for calls in areas designated as Undeveloped. Consequently, we are unable to report actual results in this category for FY 2014.

In CY 2013 and CY 2014, we exceeded our target in almost all areas, and we were very close to meeting those targets as well. We will continue to review our performance with an emphasis on response times in all areas, in an effort to identify any deficiencies and determine if they are performance-based or a result of misinterpretation of data.

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 Strategic Plan/Service Level Analysis (Chapter 7), 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.

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
\$30,968	\$30,930	\$28,845	\$28,901	No more than \$30,000	\$30,340	No more than \$30,000

What: This measure evaluates the Department's ability to protect property, one of its primary missions, based on a five year rolling average.

Why: Reducing property losses from fires enhances the safety and health of the community.

How are we doing? The rate of property loss in FY 2014-15 increased slightly compared to the two prior year, as a result of an unusually large structure fire, which resulted in \$500,000 in property losses. While this increase is regrettable, it only amounts to approximately 1% over the adopted target. 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.

Total dollar value, per thousand population, of all property damaged or destroyed by fire in the area protected by the department for FY 2014-15, was \$30,340. Property losses are tracked and reported on a calendar year (CY) basis, for the calendar year ending during the fiscal year (FY) reported. FY 2014-15 results, therefore, are from CY 2014. 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 2014-15 is \$30,340. Since this only slightly exceeded our goal, the target for FY 2015-16 remains the same.

This number represents an increase of 5% compared to FY 2013-14. Fire loss details for the year included: vehicle fires \$539,300; structure fires \$2,198,050; total fire losses \$2,737,550. Nationwide fire-related property losses totaled \$11.5 billion in 2013, or \$35,667 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.

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
0.129	0.840	0.065	0.044	0	0.027	0

What: This measure evaluates the Department's ability to protect lives, one of its primary missions, based on a rolling five year average.

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 2014-15 results, therefore, are from CY 2014. 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 ten thousand population for FY 2014-15 was 0.027. This number represents a decrease of 38% compared to FY 2013-14. While this performance measure utilizes a five-year rolling average, it is worth noting that there has not been a single fire-related death in County Fire jurisdictions since 2010.

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 2,855 in 2013 (the last year with data available), or 0.089 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.

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
0.80	0.80	0.90	0.88	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 2014-15, the Department utilized 81 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 2014, the National Fire Protection Association estimated that nationally there were 1.07 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 2014-15 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.

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
\$159.16	\$161.85	\$163.65	\$165.49	No more than \$175.00	\$170.54	No more than \$178.00

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's operating costs have steadily increased every year since FY 2009-10, with a jump in costs in our FY 2014-15 actual and FY 2015-16 target amounts. For FY 2014-15, the target was increased to \$175.00 per capita, based on the expectation of minor cost increases. Actual expenses for the current year were \$170.54 per capita, an increase of 4.4% over the FY 2013-14 actual amount. This increase is the result of recent changes to the compensation rates charged by Cal Fire, the State agency that provides fire service to the county under contract.

Two changes to Cal Fire staffing costs were made in September, after the Board had adopted the County's FY 2014-15 budget: 1) the cost of employee benefits was increased by California Public Employees' Retirement System (CalPERS), and 2) Firefighter wages were increased as a result of collective bargaining spurred by the increase to the State minimum wage. The impact of these salary increases was partially offset by a long fire season, which shifts costs from the County to the State, and resulted in actual results for this measure being well below the projected amount. An additional salary increase is possible in FY 2015-16, when the state minimum wage is set to increase again. In anticipation of that increase, the target for FY 2015-16 to \$178.00 per capita.

7. Performance Measure: Portion of the cost of Department operations which is paid for with non-General Fund dollars.

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
31%	33%	34%	33%	No less than 35%	30%	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.

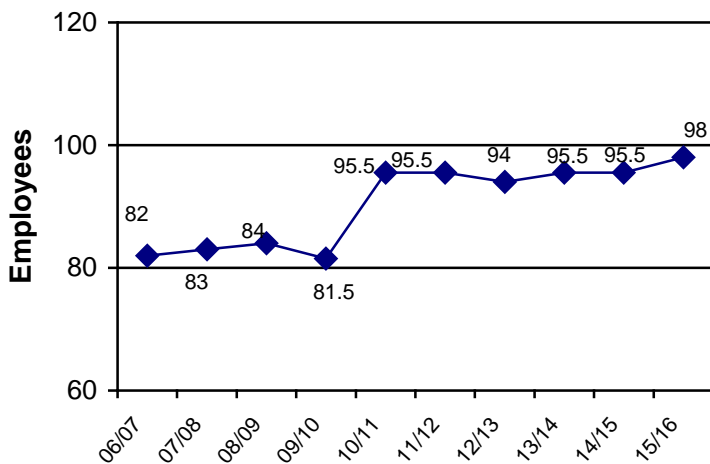
How are we doing? The department consistently brings in revenues that offset 30% to 35% of its expenditure budget, which would otherwise be funded by the General Fund. For FY 2014-15, the department revenue totaled \$6,440,842, resulting in a rate of 30%. Revenues and expenditures from specially-funded 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 General Fund budget. Revenues which have been included are from many sources, but primarily from grants and reimbursements for firefighting 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

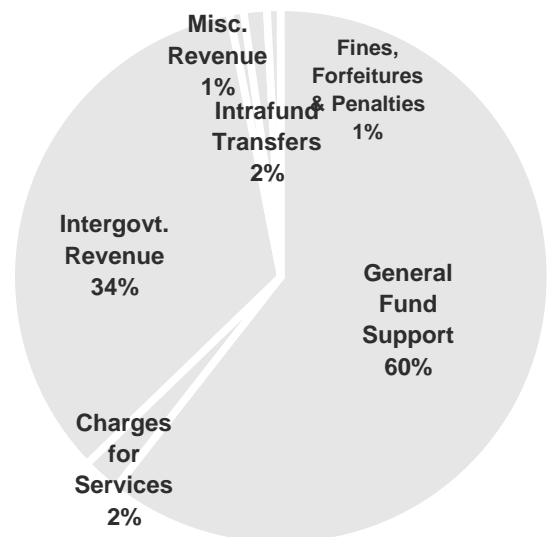
Our mission is to bring justice and safety to our community by aggressively and fairly prosecuting crime and protecting the rights of victims.

	2013-14	2014-15	2015-16	2015-16	2015-16
	Actual	Actual	Requested	Recommended	Adopted
Financial Summary					
Licenses and Permits	\$ 61,084	\$ 64,280	\$ 65,000	\$ 65,000	\$ 65,000
Fines, Forfeitures and Penalties	185,734	73,470	123,800	123,800	123,800
Intergovernmental Revenue	4,588,184	4,955,683	4,922,821	5,222,821	5,222,821
Charges for Current Services	341,436	343,535	370,450	370,450	370,450
Other Revenues	365,722	61,055	3,000	3,000	3,000
Other Financing Sources	1,960	0	0	0	0
**Total Revenue	\$ 5,544,120	\$ 5,498,023	\$ 5,485,071	\$ 5,785,071	\$ 5,785,071
Salary and Benefits	12,749,037	12,922,212	13,704,933	13,758,816	13,758,816
Services and Supplies	1,614,804	1,429,693	1,513,603	1,517,558	1,517,558
Fixed Assets	5,399	9,841	9,850	9,850	9,850
**Gross Expenditures	\$ 14,369,240	\$ 14,361,746	\$ 15,228,386	\$ 15,286,224	\$ 15,286,224
Less Intrafund Transfers	259,969	209,800	231,125	231,125	231,125
**Net Expenditures	\$ 14,109,271	\$ 14,151,946	\$ 14,997,261	\$ 15,055,099	\$ 15,055,099
General Fund Support (G.F.S.)	<u>\$ 8,565,151</u>	<u>\$ 8,653,923</u>	<u>\$ 9,512,190</u>	<u>\$ 9,270,028</u>	<u>\$ 9,270,028</u>

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

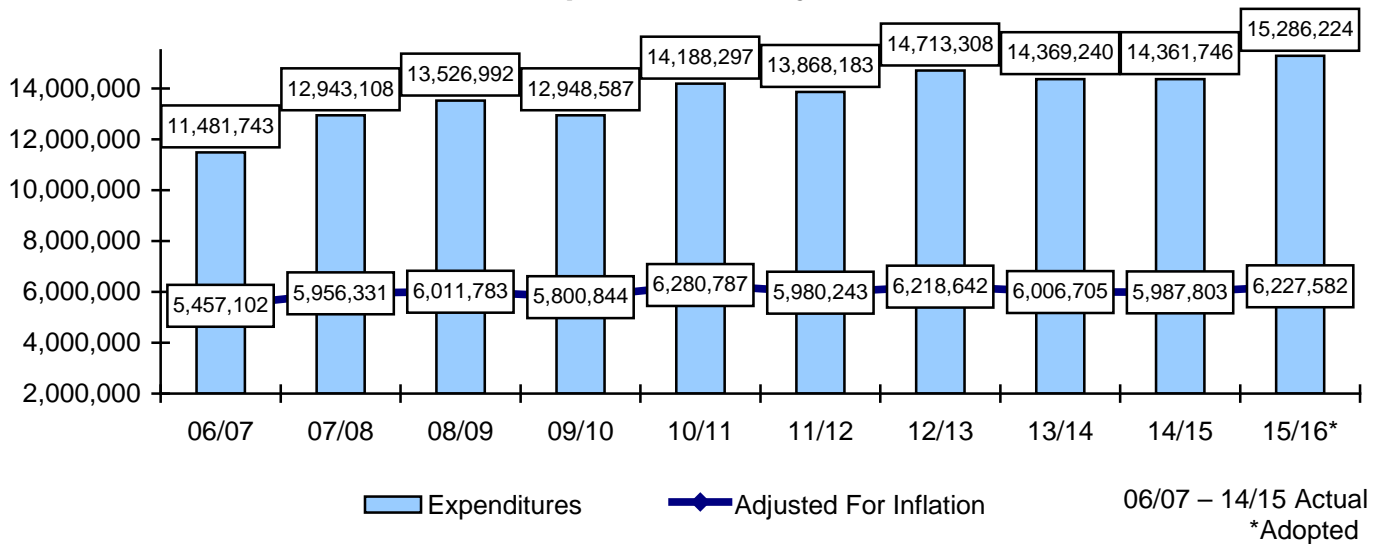


Source of Funds



* The increase in FY 2010-11 General Fund support and number of employees is solely due to the consolidation of Victim Witness and District Attorney budgets into a single fund center.

10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

The District Attorney has a total expenditure level of \$15,286,224 and a total staffing level of 98.00 FTE to provide the following services.

Administration

To provide overall policy development, program supervision, fiscal and personnel administration, automation management and community relations.

Total Expenditures: \$1,091,873 Total Staffing (FTE): 7.00

Consumer/Environmental

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

Total Expenditures: \$779,910 Total Staffing (FTE): 5.00

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: \$2,495,710 Total Staffing (FTE): 16.00

Prosecutions

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

Total Expenditures: \$10,918,731 Total Staffing (FTE): 70.00

DEPARTMENT COMMENTS

The District Attorney has the mandated responsibility under California Government Code Section 26500 to investigate, evaluate and prosecute criminal violations committed within the County, to provide legal assistance to criminal investigations conducted by law enforcement agencies operating within the County, and to advise the Grand Jury.

Change is the New Normal

Last year's report accentuated both the external and internal factors experienced throughout the year and the department's effective ability to respond. FY 2014-15 has provided the department with further changes and significant challenges, that while many unperceived, have not waived a strong and dedicated organization that is intent on upholding justice and effectively protecting the citizens of our valued community.

Though implemented in November 2013, the department-wide customized electronic case management system specific to handling the thousands of criminal complaints filed annually and maintaining each case's statutorily required records has necessitated various on-going fixes to functionality and reporting features. This single integrated system has also experienced partnered data exchange difficulties resulting in vital information that has been, at times, problematic to retrieve. Significant progress by our office's implementation team this past year has moved even closer toward full system integration to allow for immediate access to court and law enforcement information and ensuring the safety of our community through a more well-informed public protection unit.

In November 2014, the San Luis Obispo Superior Court announced a significant reorganization of court calendars. This was, in part, a response to the unequal distribution of caseloads created by the existing alphabetical system, as well as an effort to streamline the process by which a case goes through the system by separating first appearances into designated arraignment/early disposition courts. While maintaining a vertical court for all purposes, this significant change had a substantial impact on how our department is organized and required a new structure for our court teams, support staff, and victim/witness unit that fostered an efficient and effective distribution of duties within our office.

Coinciding with the court's reorganization, the office was tasked with responding to the broad change in our legislative landscape brought about by the passage of Proposition 47, entitled "The Safe Neighborhoods and Schools Act." Approved by the voters, specified drug, fraud and theft offenses were reclassified as misdemeanors. Proposition 47 not only changed the charging options for future crimes, but it also applied retroactively. With the inclusion of Penal Code section 1170.18, offenders currently serving felony sentences may apply, prior to November 2017, for resentencing under the measure's provisions in an attempt to have their conviction changed to a misdemeanor.

This Proposition had a sweeping impact to prosecutors handling pending cases at the time of passage, as well as a significant effect on staff managing the additional workload brought about by felons petitioning for resentencing to the jail, outright release, or reduction of a conviction for which a sentence was already completed.

June's General Election brought a new District Attorney to lead this County's public protection unit. Retirement of the outgoing District Attorney after 37 years of County service, as well as the retirement and departure of various long-term key employees, led to the reorganization of management duties and the hiring of several replacement personnel. Staffing changes have required addressing related coverage issues and training, while providing new opportunities for those seeking additional responsibilities, job advancement and development.

The department's ability to remain resilient and persevere has enabled us to manage the many changes that have occurred over the past year and continue to reshape our practices.

The following are some of the department's notable accomplishments for FY 2014-15, and some specific objectives for FY 2015-16:

FY 2014-15 Accomplishments

- As the new Prosecutor by Karpel case management system becomes fully operational, wireless electronic devices in the courtroom have enabled prosecutors' immediate access to case documents, including testing results and reports, thus greatly reducing the need for continued court appearances and related staffing costs.
- Cross-training of legal clerk staff to sustain production levels during leaves and absences, as well as improve employee proficiency levels.
- The effective and successful prosecution of several notable white collar crime cases, to include *People v. Albert Moriarty* which resulted in a sentence of prison custody and restitution of over \$10 million dollars.
- Victim/Witness Advocates improved victim contact response time from eight business days to 24 to 72 hours upon notification of the crime. This responsiveness exhibits the advocates' dedication to minimizing the trauma and negative impacts of crime.

FY 2015-16 Objectives

- Implementation of a Misdemeanor Diversion Program as a solution to increased caseloads, jail overcrowding and challenges imposed by Assembly Bill 109 and Proposition 47. Expected result is significant cost savings due to reduced low-level misdemeanor cases, reductions in recidivism, and positive outcomes for those convicted of misdemeanor crimes.
- Implement Collaborative Courts, such as a Transient Court, that addresses addiction, mental health, and other social service needs. Referred programs are demonstrated evidence based and appropriate for the target population.
- Incoming Deputy District Attorney assignment rotation beginning with Early Disposition Program (attempts to bring criminal cases to resolution with the fewest possible court appearances) and Juvenile caseloads to provide a general training ground for office practices and case handling and disposition standards.
- Review current juvenile truancy protocol to address youth developing poor attendance patterns and adult responsibility for compliance with compulsory education laws.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

General Fund support for the District Attorney's Office in FY 2015-16 increases \$362,224 or 4% from the FY 2014-15 adopted level due to rising expenses and declining revenues. Revenues are decreasing due to shrinking availability of settlement revenues which are declining approximately \$400,000. This is offset by an increase in State Prop 172 revenue (the ½ cent sales tax for public safety), which is increasing \$509,559. However, a mix of reductions and increases in other revenue accounts, including a decline in real estate fraud fees totaling \$155,000, results in a net decrease of \$93,616 or 1% overall.

Expenditures are budgeted to increase \$268,608 or 1% compared to the FY 2014-15 adopted amount. The increase is due almost entirely to growth in salary and benefit expense, which is increasing \$228,921 or 1%. The increase is due mainly to a prevailing wage adjustment approved in FY 2014-15, and the addition of 0.50 FTE recommended as budget augmentations. (See Budget Augmentation Requests Recommended, below.) Services and supplies expense is essentially flat, increasing only \$9,706. Transfers in (expense offsets) from other departments are declining \$35,131 or 13% due to the loss of a State grant that supported the County's gang task force in prior years.

The FY 2015-16 recommended Position Allocation List (PAL) for the District Attorney includes a net increase of 2.50 FTE positions compared to the FY 2014-15 adopted PAL:

FY 2014-15 Mid-Year PAL Changes:

- -1.00 FTE vacant Social Worker III, per Board action at DA's request on February 24, 2015.
- +1.00 FTE Legal Clerk position to support case management data entry, per Board action on February 24, 2015.

- +1.00 FTE Legal Clerk position to support the Misdemeanor Diversion Program, per Board action on March 24, 2015.

FY 2015-16 PAL Changes:

- -1.00 FTE Economic Crimes Technician position to add a Legal Clerk position.
- +1.00 FTE Legal Clerk position.
- +1.00 FTE Legal Clerk position per budget augmentation described below.
- -0.50 FTE Victim Witness Coordinator Aide position to add Victim Witness Coordinator position, per budget augmentation described below.
- +1.00 FTE Victim Witness Coordinator I position dedicated to property crime caseload, per budget augmentation described below.

BOARD ADOPTED CHANGES

None.

BUDGET AUGMENTATION REQUESTS ADOPTED

Unit Amount	Description	Results
Gross: \$58,136 General Fund support: \$58,136	Add 1.00 FTE Legal Clerk position to ensure compliance with the California Office of Emergency Services (Cal OES) and Victims of Crime Act (VOCA) fund guidelines and provide prompt intervention and support with crime victims after a crime occurs.	<ol style="list-style-type: none"> 1. Victim contact time will improve on average from 6 days to 3 days. During FY 2013-14 victims were contacted on average within 6 days. With implementation of our new case management system, for the first half of FY 2014-15 victims have been contacted within 3 days. 2. Victim contact will improve on average from within 72 hours to within 24 hours. 3. Legal clerks handling witness coordination will ensure compliance with Cal OES and VOCA guidelines, thus ensuring the State grant will continue without interruption.
Gross: \$37,773 General Fund support: \$37,773	Delete 0.50 FTE Victim Witness Coordinator Aide position and add 1.00 FTE Victim Witness Coordinator I position dedicated to property crime caseload.	Ensure victims are contacted within 24 hours, services are provided in a timely and efficient manner, and a victim's constitutional right to restitution will be ordered by the court.

BUDGET AUGMENTATION REQUESTS NOT ADOPTED

Unit Amount	Description	Results
Gross: \$157,247 General Fund support: \$157,247	Add 1.00 FTE Deputy District Attorney IV to review and file additional misdemeanor criminal cases.	Review and make criminal charging/filing decisions for an additional 5,000 to 7,000 misdemeanor cases annually, formerly filed directly by local law enforcement agencies.

<p>Gross: \$110,416 General Fund support: \$110,416</p>	<p>Add 1.00 FTE Systems Administrator to support DA's case management system.</p>	<ol style="list-style-type: none"> 1. Support testing and rolling out twice-yearly software releases, as well as partner agency and CJIS Portal releases, including testing of bug fixes and enhancements; 2. Configure DA's case management system to accommodate new processes, documents, and changes in the law; 3. Create and maintain statistical reports. 4. Reduce non-IT staff time devoted to case management support by over 40 hours per week.
<p>Gross: \$72,145 General Fund support: \$72,145</p>	<p>Add 1.00 FTE Secretary I position.</p>	<ol style="list-style-type: none"> 1. Free Administrative Services Officer (ASO) to focus on primary duties and responsibilities including departmental financial and budget processes. 2. Provide executive support to the District Attorney while dealing with complex legal matters and maintaining strict confidentiality as required per the sensitive nature of law enforcement matters.

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

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
<p>Crime rate lower than 100% of comparable counties (2010)* - Crime rate lower than 80% of counties statewide serving populations of 100,000 or more</p>	<p>Crime rate lower than 80% of counties statewide serving populations of 100,000 or more (2011)</p>	<p>Crime rate lower than 74% of counties statewide serving populations of 100,000 or more (2012)</p>	<p>Crime rate lower than 69% of counties statewide serving populations of 100,000 or more (2013)</p>	<p>Crime rate lower than 75% of counties statewide serving populations of 100,000 or more (2014)</p>	<p>Crime rate lower than 69% of counties statewide serving populations of 100,000 or more (2014)</p>	<p>Crime rate lower than 73% of counties statewide serving populations of 100,000 or more (2015)</p>

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? Calendar year 2014 statistical crime data was released by the State of California Department of Justice Office of the Attorney General in July 2015. Recent DOJ statistics reported for calendar year 2014 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 eleventh with a total of 1,098.10 serious violent, property, and arson offenses per 100,000 population, a figure lower than the statewide rate (1,332.40) for all 58 counties. As a point of reference, San Luis Obispo County ranked seventh among 35 counties in years 2010 and 2011, ninth in 2012, eleventh in 2013, and has consistently ranked below the statewide average in years 2008 through 2014.

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.

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
94.8%	93.5%	94.5%	Data Unavailable	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.

Following the District Attorney's Office's implementation of the Karpel case management system (CMS) in November 2013, the capturing and reporting of case handling data has been difficult to achieve. While new reports have been developed, several issues remain with San Luis Obispo County Superior Court's warrant and court case update interfaces which are both necessary to establishing verifiable case aging data.

Superior Court's much anticipated warrant interface, installed in March 2015, now captures aged cases in which warrants have been issued, whereas the Judgment order interface, currently in the testing phase, is intended to automatically update the status of charge dispositions in the District Attorney's Office Karpel case management system. Full implementation of the warrant and judgment order functions are critical to establishing verifiable case aging data, yet both interfaces are unable to provide retroactive, pre-implementation performance statistics for this reporting period. Capturing this information by manually updating aged cases in the DA's case management system would be prohibitive due to the number of cases, time and manpower required for entering the backlog of data.

Next fiscal year's performance projections are believed to be positively impacted by the San Luis Obispo County Superior Court's reorganization in late 2014 and the implementation of designated arraignment/early disposition program court. Whether Court measures will accomplish their goal of streamlining the process by which a case goes through the system will be reflected in monitoring performance once full interface implementation is complete and verifiable data becomes available in FY 15-16.

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.

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
16	19	23	26	25	31	28

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 Scam and Fraud Exposure (RESAFE)
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) Board
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. Human Trafficking Task Force
24. School Resource Officer Team
25. Child Abuse Interview Team (CAIT)
26. California Men's Colony Citizens' Advisory Committee
27. Commercial Sexual Exploitation of Children (CSEC)
28. Community Safety Team
29. Central Coast Fraud Association
30. Batterers Intervention Program Policy Committee
31. California Crime Victims Assistance Association Board

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.

While contacts were made with Butte, Marin, Merced, Santa Cruz and Yolo counties, only Marin provided comparable results indicating that they participate in approximately 15 to 20 collaborative efforts, however that number varies from year to year.

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.

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
702	658	726	Data Unavailable	750	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 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, issues related to the direct filing exchange with Superior Court have resulted in incomplete juvenile petition information for FY 2014-15. Without this current performance data, FY 2014-15 Projected and FY 2015-16 Target estimations were based on an anticipated slight increase in petitions reviewed and filed annually from last reported actual results available in FY 2012-13. Even though implementation of the direct filing interface was originally scheduled for early December 2014, corrections to case creation and logging of data must further be refined to track juvenile probation violation statistics. Only future case data, however, will be available upon implementation as retroactive data is not retrievable for reporting year-end FY 2014-15 results. 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.

In reaching out to Butte, Marin, Merced, Santa Cruz and Yolo counties for comparable data, Marin County was the only one in which to respond indicating that in FY 2013-14, 209 new juvenile petitions were filed. It should be noted that this figure differs from San Luis Obispo County's reporting in that it does not include the additional number of subsequent petitions or probation violations filed on existing juvenile probationers.

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.

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
80%	69%	114%	88%	100%	91%	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%. This is reflected in FY 2014-15 results in which 748 cases were submitted for payment and the majority, or 580, experienced restitution recovery. The disparity is attributable to check complaints that were rejected and returned to victims due to civil disputes, direct payment having been received by the victim, or forgery requiring law enforcement investigation. While fewer checks are being used by consumers and correspondingly fewer checks submitted to the program for collection, the Bad Check Unit continues to focus resources toward collection efforts of non-prosecutable checks and checks in which the statute has expired, assisting prosecution efforts by targeting outstanding warrant cases of bad check defendants, as well as providing continued public assistance through their small claims and consumer issues advisory.

Comparable performance data has previously been requested from Ventura, Humboldt, Kern, Butte, Kings, and Solano counties, all of which operate Bad Check Units. Ventura, the only county which provided comparable data, now provides reporting only on the number of checks submitted to their program, not on the effectiveness of their collection recovery efforts. In FY 2014-15, Ventura's Bad Check Program reported having received approximately 50 checks per month, or 600 checks per year. Additionally since the last reporting period, Butte County has discontinued their Bad Check Unit. 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.

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
38 Days	57 Days	52 Days	53 Days	52 Days	49 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? 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. Consistency in proven recovery practices reflects FY 2014-15 actual results with an average restitution recovery period of 49 days. Reflecting a slight improvement from FY 2013-14 results, the Bad Check Unit anticipates continued recovery performance while providing public advisement services on small claims and consumer issues.

While comparable performance data had previously been requested from Ventura, Humboldt, Kern, Butte, Kings, and Solano counties, all of which operate Bad Check Units, Butte County has since discontinued their program. Ventura, the only county which provided comparable data, no longer gathers rates for collection recovery reporting. 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.

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
84%	85%	86%	85%	86%	87%	100%

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 2014-15, Victim/Witness advocates assisted 2,957 victims in crimes against persons cases charged by our office, and 87% of those victims were contacted for services within the 8 day target for outreach. While no legal response time mandate has been issued or is available by the California Governor's Office of Emergency Services (Cal OES), Victim/Witness advocates are committed to improving their responsiveness to victims. To that end, beginning in FY 2014-15 every effort was made to make victim contact within 24 to 72 hours upon notification of the crime. Victim/Witness advocates were markedly successful as 81% of victims were contacted within 72 hours (3 business days).

Comparative response time inquiries to other members of the California Crime Victims Assistance Association (CCVAA), such as Santa Barbara, Ventura and Napa Counties, indicates that they, too, attempt to respond to their victims within 72 hours of notification that a crime has occurred. This standard is a significant improvement for the division and exhibits the advocates' continued dedication to minimizing the trauma and negative impacts of crime.

8. Performance Measure: Percentage of local crime victim compensation claims verified and recommended for approval by the Victim/Witness Claims Unit that are also approved by the State for payment to victims and service providers.

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
100%	100%	100%	96%	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. With statistics now released, FY 2013-14 annual performance reporting from the State of California Victim Compensation and Government Claims Board (VCGCB) for San Luis Obispo County reflects a claims verified and approved rate of 96%. During FY 13-14, 373 applications were processed of which 14 were denied by VCGCB. Justifications for denials ranged from no eligible crime being committed to the claimant being complicit in the crime. None, however, were due to the Victim/Witness Claims Unit's processing errors or incomplete submissions. The San Luis Obispo County Victim/Witness Division continues to reach out to victims and service providers to inform eligible victims of the program and local assistance available to them. With FY 2014-15 results unavailable at this time, projections reflect an error rate of 3% which is just marginally short of the 100% accuracy rate for the hundreds of claims that are submitted for review and payment by the Victim/Witness claims staff for approval by the State.

Contacted for comparative data information, the California Victim Compensation Program (CalVCP), which is administered by VCGCB, indicated that they were unwilling to share performance statistics of other claims units.

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.

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
93%	94%	96%	96%	96%	97%	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 3,045 civilian subpoenas that were mailed and then confirmed by telephone rather than personally served, the estimated savings to the County in FY 2014-15 was over \$300,000. 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? FY 14-15 results indicate that 97% (2,940 of 3,045) of civilian witnesses who received subpoenas were contacted by Victim/Witness and receipt of their subpoenas confirmed. 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.

Comparable performance data was requested from the similarly sized counties of Marin, Butte and Santa Cruz, all of which indicated that confirmation of mailed subpoenas statistics are neither accumulated nor measured.

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

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
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	4,489 victims; 12,711 subpoenaed witness court appearances	3,870 victims; 10,449 subpoenaed witness court appearances	6,236 victims; 8,400 subpoenaed witness court appearances	4,000 victims; 10,750 subpoenaed witness court appearances

What: The number of crime victims assisted by the Victim/Witness Division and the number of subpoenaed witnesses notified.

Why: The California Constitution was amended in November of 2008 granting California crime victims a substantial number of Constitutional and statutory rights that are provided by Victim/Witness personnel. That same amendment defined more broadly the definition of victim, increasing the number of victims per case. For that reason, we saw an increased demand for victim services in FY 2010-11 that has held steady 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.

How are we doing? FY 2014-15 results indicate a substantial decrease in subpoenaed witnesses for court appearances, due largely in part to recent sentencing and incarceration changes brought about by the passage of Proposition 47 (2014). This legislation has impacted the department by reducing the felony caseload by approximately 3,000 cases per year while increasing the misdemeanor caseload in a similar manner. Unlike felony cases in which a larger number of subpoenas are typically issued at or near the initial filing date, subpoenas in misdemeanor cases are prepared near the trial phase, which by their very nature occur less frequently and, thusly, result in fewer subpoenas to be issued. The decrease in subpoenas is also a reflection of the implementation of the felony and misdemeanor Early Disposition Program (EDP), the Misdemeanor Diversion Program (MDP), and elimination of direct filing by local law enforcement. The coordination of subpoenaed witnesses continues to be an essential responsibility of the District Attorney's Victim/Witness Division as it promotes efficient criminal court operations and increases citizens' satisfaction with their experiences with the criminal justice system.

FY 2014-15 results also reflect a noticeable increase in the number of victims assisted by the Victim/Witness Division. Factors most likely responsible for this increase are attributable to the manner in which data is now input and counted by the new Karpel case management system, as well as victims of property crime cases now being included in this statistics collection. As future data is derived from Karpel and new reporting is brought into use, continued review and comparisons of data will provide for verified results and ensure consistency for future reporting periods.

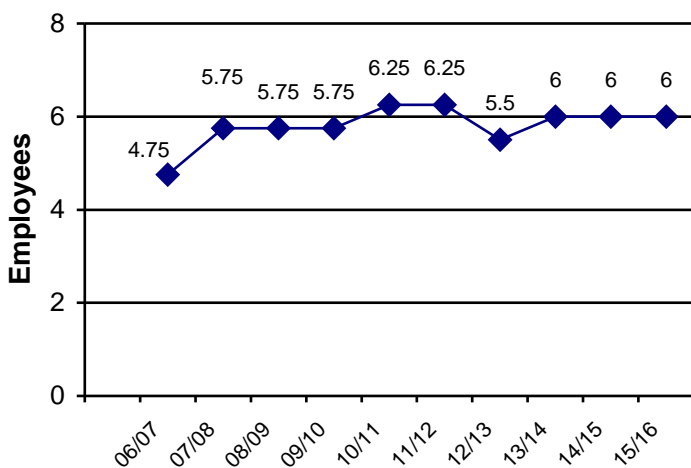
Comparable performance data was requested from the similarly sized counties of Marin, Butte and Santa Cruz, all of which indicated that confirmation of mailed subpoenas statistics are neither accumulated nor measured.

MISSION STATEMENT

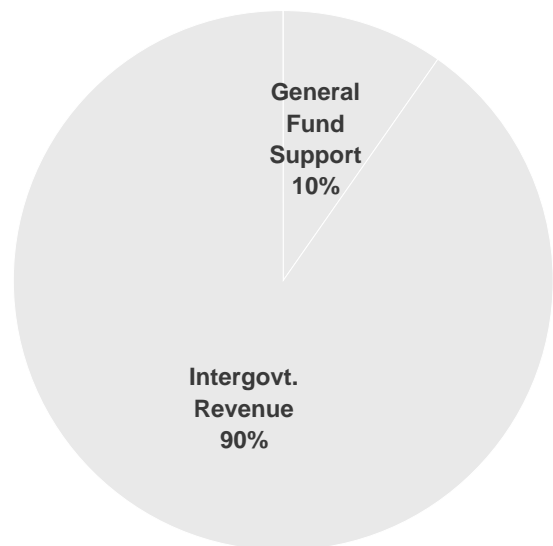
The County Office of Emergency Services is committed to serving the public before, during and after times of emergency and disaster by promoting effective coordination between agencies and encouraging emergency preparedness of the public and organizations involved in emergency response.

	2013-14	2014-15	2015-16	2015-16	2015-16
<u>Financial Summary</u>	<u>Actual</u>	<u>Actual</u>	<u>Requested</u>	<u>Recommended</u>	<u>Adopted</u>
Intergovernmental Revenue	\$ 1,143,119	\$ 1,051,553	\$ 1,557,626	\$ 1,545,602	\$ 1,545,602
Other Revenues	0	0	250	250	250
**Total Revenue	\$ 1,143,119	\$ 1,051,553	\$ 1,557,876	\$ 1,545,852	\$ 1,545,852
Salary and Benefits	719,404	750,479	850,294	834,452	834,452
Services and Supplies	348,486	297,221	411,344	409,950	409,950
Other Charges	164,133	90,745	435,000	435,000	435,000
Fixed Assets	0	51,669	24,000	24,000	24,000
**Gross Expenditures	\$ 1,232,023	\$ 1,190,114	\$ 1,720,638	\$ 1,703,402	\$ 1,703,402
General Fund Support (G.F.S.)	<u>\$ 88,904</u>	<u>\$ 138,561</u>	<u>\$ 162,762</u>	<u>\$ 157,550</u>	<u>\$ 157,550</u>

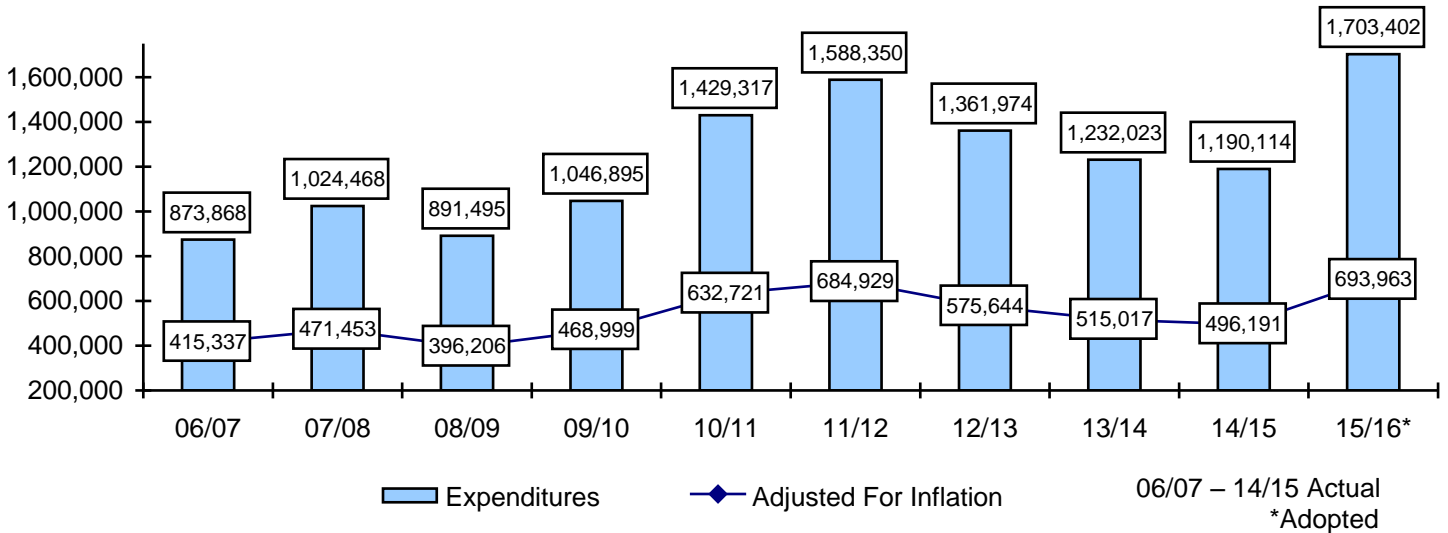
Number of Employees
(Full Time Equivalent)



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

The Office of Emergency Services has a total expenditure level of \$1,703,402 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: \$298,350 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 Federally funded programs.

Total Expenditures: \$820,171 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 Countywide emergency organization and plans. Develop and coordinate emergency response exercises and drills which provide effective training experiences, test emergency response plans, and comply with appropriate State and Federal requirements.

Total Expenditures: \$323,646 Total Staffing (FTE): 1.40

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: \$187,375 Total Staffing (FTE): .90

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: \$35,295 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: \$38,565 Total Staffing (FTE): .30

DEPARTMENT COMMENTS

The Office of Emergency Services (OES) coordinates emergency management and planning efforts between various local government agencies, including public safety and other entities throughout the county. This includes coordination between agencies who may not work together on a day-to-day basis to help ensure a coordinated and effective response to disasters and other large scale emergencies. OES in turn represents local agencies with the Governor's OES and other State and Federal agencies. An example for FY 2014-15 is that OES coordinated drought status and related information with Cal OES and the State's Drought Task Force.

FY 2014-15 Accomplishments

- In partnership with PG&E, completed the upgrade of all 131 Early Warning System sirens within the Diablo Canyon Emergency Planning Zone, including the primary and back-up controls of the system and mountaintop repeaters. This system is a means for alerting the public during an emergency at the Diablo Canyon Power Plant but can be used for any type of emergency.
- Received Federal Emergency Management Agency (FEMA) approval on the completed update of the 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.

FY 2015-16 Objectives

- Complete an update of the County's Earthquake Plan, as approved by the Board.
- Continue updates and revisions of nuclear power plant standard operation procedures (SOPs).
- 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. This includes overseeing and distributing more than 4,900 radiation protection devices countywide to emergency workers and providing related readiness training, as well as coordinating drills with County and locally based state agencies such as the California Highway Patrol (CHP), Caltrans, and State Parks.

- Worked with PG&E and a private contractor on an extensive project to complete an update of the County's back-up route alerting maps. These maps are used by first responders in various jurisdictions to provide back-up alert and/or notification to the public in the case that the Emergency Alert System and/or Early Warning System sirens fail to activate in an emergency.
- Completed an administrative update of the County's Emergency Operations Plan, which is the master plan for emergency management and response.
- Completed the update of the County's Dam and Levee Evacuation Plan, and Tsunami Emergency Response Plan as approved by the Board.
- Prepare for an extensive, large scale multiday Federally evaluated nuclear power plant exercise that will take place in Fall 2016. Such preparedness efforts takes up to a year and thus most of the work for this exercise will be done in FY 2015-16.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The recommended budget includes General Fund support in the amount of \$157,550. This is a decrease of \$10,423 or 6% from FY 2014-15 adopted levels. This decrease is the resulting combination of a reduction in funding for fixed assets, an increase in expenditures for pass-through funding to outside agencies, and an increase in Nuclear Planning & Preparedness (NPP) revenue.

The increase in pass-through funding to outside agencies as well as the increase in NPP revenue is due to the preparation for a large scale, multi day nuclear power plant exercise that will take place in Fall 2016 and is expected to be a significant focus for the Office of Emergency Services, as well as supportive outside agencies throughout FY 2015-16. The focus on this exercise also necessitates a reduction in available capacity for non-nuclear (general emergency) preparedness and contributes to the reduction in General Fund support from FY 2014-15. Total revenue is increasing by \$56,424 or 3%, due to a \$86,060 or 6% increase in NPP funding as mentioned above, and reductions of \$20,000 or 30% in Homeland Security grant funding and \$9,636 or 7% reductions in Emergency Management grant funding, also due to the increased focus on nuclear planning and preparedness. Expenditures are recommended to increase by \$46,001 or 2% from FY 2014-15 adopted levels to \$1,703,402.

The recommended budget includes fixed asset expense of \$24,000 for two inflatable tents (\$12,000 each) to be used in case there is a need to deploy an alternate Emergency Operations Center (EOC), these are being funded by a 50/50 split of Emergency Management grants and NPP revenue.

BOARD ADOPTED CHANGES

None.

BUDGET AUGMENTATION REQUESTS ADOPTED

None requested.

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.

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
0	0	0	0	0	0	0

What: The Federal Emergency Management Agency (FEMA) evaluates various nuclear power plant emergency exercises at least every two years. These evaluations are conducted to ensure local, State and Federal agencies can adequately protect public health and safety and are in 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 for protection of public health and safety.

How are we doing? At the end of FY 2013-14, County OES coordinated a challenging full scale exercise that was one of the largest exercises held to date. FEMA staff evaluated the County as well as other local and state agencies and identified no deficiencies. Emergency response exercises that demonstrate compliance with regulations are conducted at least every two years, with the next exercise to be held in fall of 2016. There was no full size large scale evaluated exercise held in the 2014-15 fiscal year. However there was one small drill evaluated by FEMA and it had no deficiency. The County maintains emergency plans and procedures, training efforts and ongoing coordination with State and local agencies on a year round basis and these efforts were the focus for FY 2014-15.

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.

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
0	1	0	0	0	0	0

What: Areas Requiring Corrective Action (ARCA) are issues that are identified during a FEMA evaluated exercise that require improvements in the County's response, plans or training. Although ARCAs do not indicate a decreased level of public health and safety, they shed light on areas the County can improve upon.

Why: To ensure County plans, procedures, and training continually meet and exceed ever expanding federal regulations.

How are we doing? At the end of FY 2013-14, County OES coordinated a challenging full scale exercise that was one of the largest exercises held to date. FEMA staff evaluated the County as well as other local and State agencies and identified no ARCAs. Emergency response exercises that demonstrate compliance with regulations are conducted at least every two years, with the next exercise to be held in fall of 2016. There was no evaluated full scale large exercise held in the 2014-15 fiscal year. However there was one small drill evaluated by FEMA and it had no ARCAs. The County maintains emergency plans and procedures, training efforts and ongoing coordination with State and local agencies on a year round basis and these efforts were the focus for FY 2014-15.

3. Performance Measure: Percentage of survey respondents rating the overall effectiveness of our emergency management coordination efforts for cities, school districts, public safety, and other local agencies.

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
96%	80%	80%	80%	90%	100%	90%

What: This measures the effectiveness of our coordination efforts with various local agencies.

Why: This feedback is important so that we can continually improve our coordination efforts.

How are we doing? For ratings feedback from FY 2014-15 OES of the ten responses received, 100% reported an overall average of rating of good to excellent. While this is a good rating, additional surveys are being requested and future reports will include a larger feedback baseline response.

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

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
94%	94%	97%	95%	95%	97%	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? To date we have received 40 feedback documents returned to OES, with 97% reported good to excellent results. Regarding the evaluation forms that individuals fill out, there is a rating above “excellent” which is “superior.” For these reporting purposes the higher rating of superior was counted as excellent. We will change the forms to be consistent with our rating system of excellent being the top ranking category. 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).

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
40¢	34¢	56¢	32¢	65¢	52¢	57¢

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.

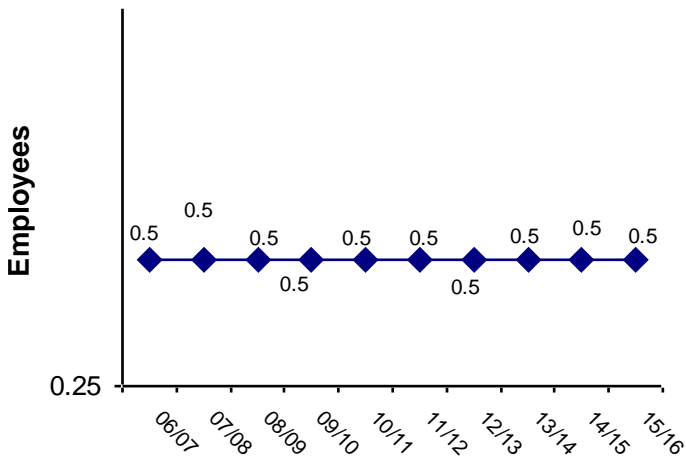
How are we doing? During FY 2014-15, the County Office of Emergency Services came in below projected General Fund support costs. The significant actual versus adopted result for FY 2014-15 is due to salary savings primarily due to a seven month position vacancy and the need to continue to have staff concentrate on nuclear power plant emergency readiness, which is 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 with readiness for a number of other potential emergencies. Comparable counties budgets, on average, were estimated \$1.63 in General Fund support per capita for emergency management services during FY 2014-15. Target costs for OES for FY 2015-16 are based upon the ongoing need for a focus on general emergency planning needs and requirements in order to maintain effective non-nuclear power plant emergency planning and preparedness efforts.

MISSION STATEMENT

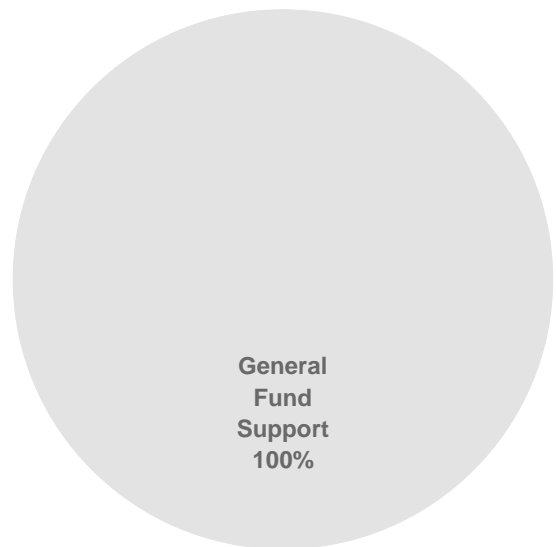
To objectively examine all aspects of local government and recommend corrective action where appropriate to ensure that the County is being governed honestly and efficiently and that county monies are being handled judiciously.

	2013-14	2014-15	2015-16	2015-16	2015-16
<u>Financial Summary</u>	<u>Actual</u>	<u>Actual</u>	<u>Requested</u>	<u>Recommended</u>	<u>Adopted</u>
Salary and Benefits	\$ 40,065	\$ 7,888	\$ 32,022	\$ 32,022	\$ 32,022
Services and Supplies	93,433	100,251	98,624	98,414	98,414
Fixed Assets	0	0	6,000	6,000	6,000
**Gross Expenditures	\$ 133,498	\$ 108,139	\$ 136,646	\$ 136,436	\$ 136,436
Less Intrafund Transfers	0	553	0	0	0
**Net Expenditures	\$ 133,498	\$ 107,586	\$ 136,646	\$ 136,436	\$ 136,436
General Fund Support (G.F.S.)	<u>\$ 133,498</u>	<u>\$ 107,586</u>	<u>\$ 136,646</u>	<u>\$ 136,436</u>	<u>\$ 136,436</u>

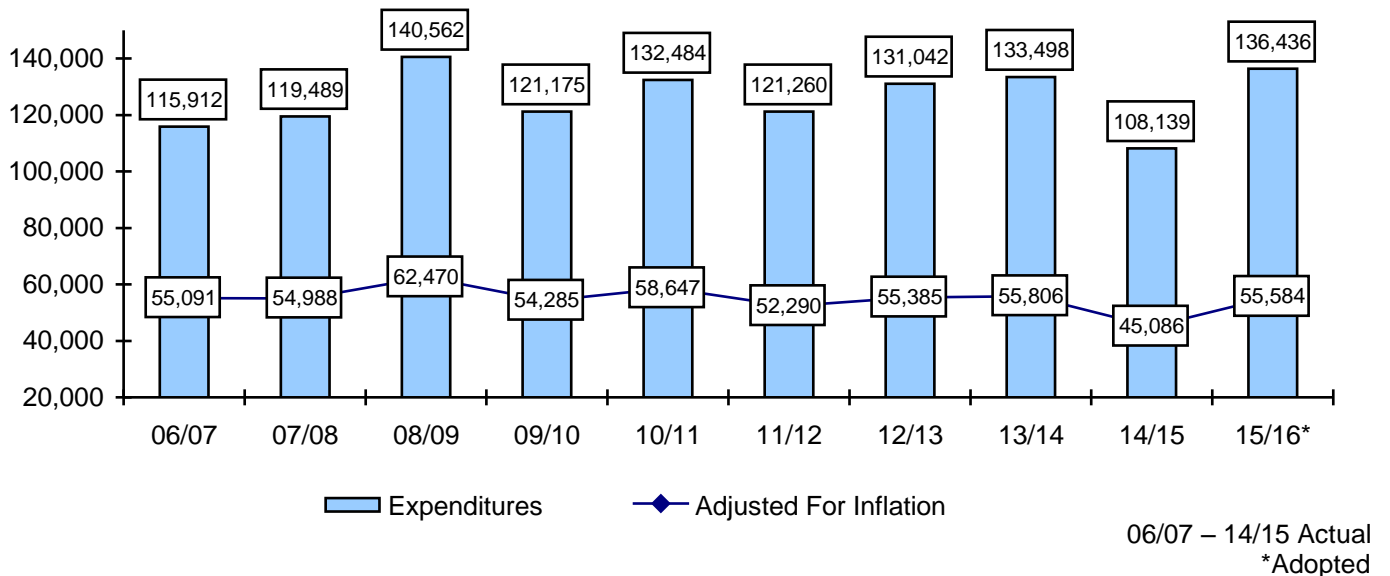
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

The Grand Jury has a total expenditure level of \$136,436 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: \$111,878 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: \$24,558 Total Staffing (FTE): .09

COUNTY ADMINISTRATOR’S COMMENTS AND RECOMMENDATIONS

The Superior Court appoints Grand Jury members and oversees the Jury’s operation. State law requires the County to fund the Grand Jury function. The recommended budget maintains current support and service levels. Overall total expenditures for FY 2015-16 are expected to decrease by \$2,414, or 1% compared to FY 2014-15 adopted levels.

Salary and benefits are recommended to decrease by \$7,850 due to a reduction in administrative support needs at this time.

Service and supplies are decreasing by \$564 from FY 2014-15 adopted levels. The recommended budget will reduce the significant value purchase account by \$1,000 because no computers need to be replaced in FY 2015-16. Fixed asset expenses are increasing by \$6,000 for the purchase of a new color copier which will replace an older one that is no longer under warranty. The new copier will have the secure wipe software which is recommended due to the confidentiality needed for the Grand Jury. The cost of the copier is offset by salary savings.

The recommended FY 2015-16 General Fund support will allow the Grand Jury to continue to perform the duties associated with the various functions of the department and is not expected to pose any service level impacts.

BOARD ADOPTED CHANGES

None.

BUDGET AUGMENTATION REQUESTS ADOPTED

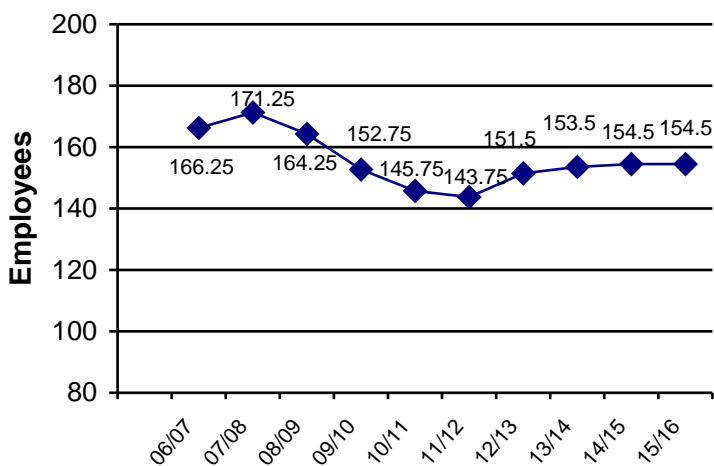
None requested.

MISSION STATEMENT

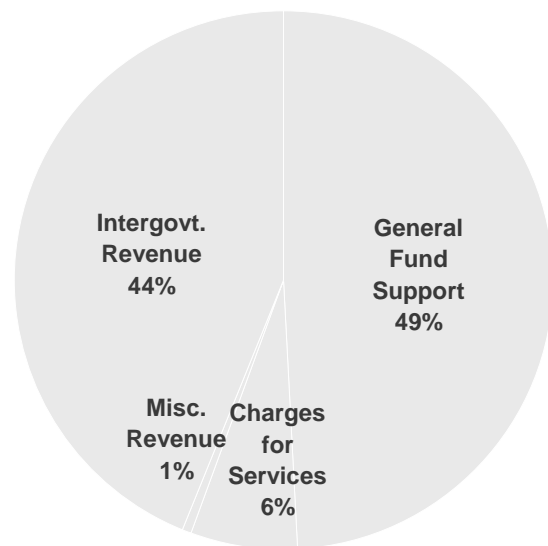
The Probation Department contributes to the safety of the community by conducting investigations for the Court; enforcing orders of the Courts through community supervision; assisting victims; operating a safe and secure juvenile hall; and facilitating the socialization of offenders.

	2013-14	2014-15	2015-16	2015-16	2015-16
<u>Financial Summary</u>	<u>Actual</u>	<u>Actual</u>	<u>Requested</u>	<u>Recommended</u>	<u>Adopted</u>
Fines, Forfeitures and Penalties	\$ 142,515	\$ 168,992	\$ 133,360	\$ 133,360	\$ 133,360
Intergovernmental Revenue	8,307,407	8,896,885	8,781,865	8,851,446	8,851,446
Charges for Current Services	1,110,921	1,175,161	1,285,205	1,285,205	1,285,205
Other Revenues	143,486	6,846	17,575	17,575	17,575
**Total Revenue	\$ 9,704,329	\$ 10,247,884	\$ 10,218,005	\$ 10,287,586	\$ 10,287,586
Salary and Benefits	15,072,430	15,738,509	16,222,238	16,549,793	16,549,793
Services and Supplies	3,546,959	3,428,656	3,924,238	3,935,703	3,935,703
Other Charges	0	46,822	0	0	0
Fixed Assets	116,863	0	0	0	0
**Gross Expenditures	\$ 18,736,252	\$ 19,213,987	\$ 20,146,476	\$ 20,485,496	\$ 20,485,496
Less Intrafund Transfers	297,426	264,898	265,508	265,508	265,508
**Net Expenditures	\$ 18,438,826	\$ 18,949,089	\$ 19,880,968	\$ 20,219,988	\$ 20,219,988
General Fund Support (G.F.S.)	<u>\$ 8,734,497</u>	<u>\$ 8,701,205</u>	<u>\$ 9,662,963</u>	<u>\$ 9,932,402</u>	<u>\$ 9,932,402</u>

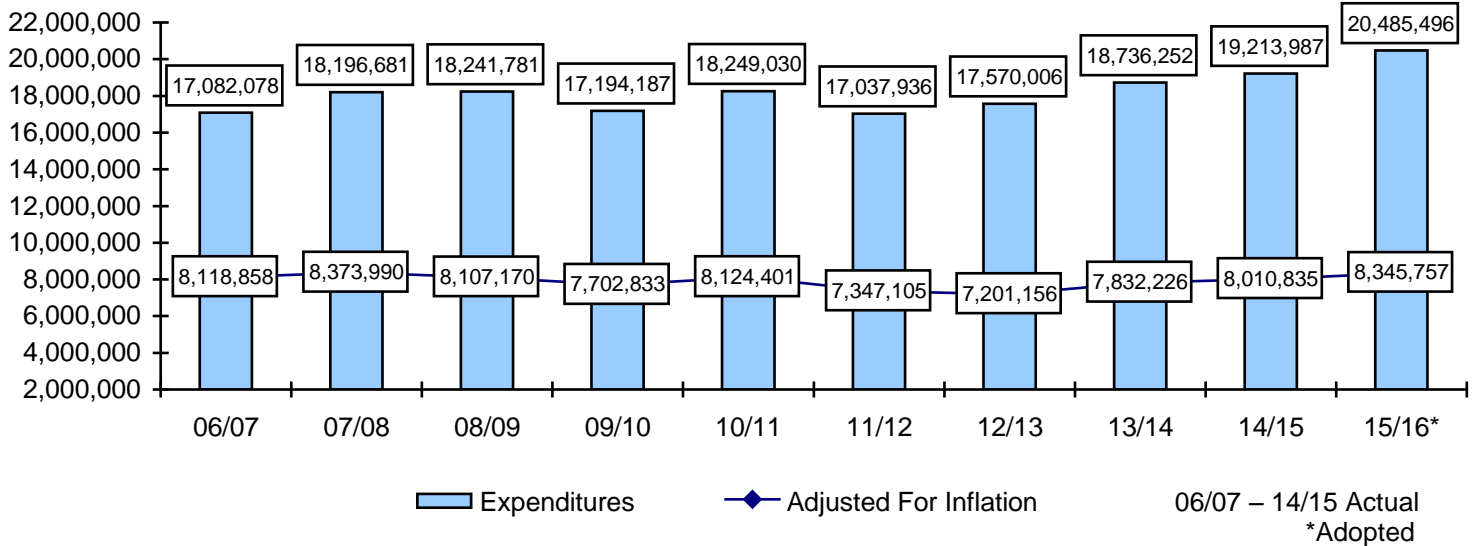
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

The Probation Department has a total expenditure level of \$20,485,496 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: \$1,701,485 Total Staffing (FTE): 4.00

Support Services

Support Services provides for the procurement of services and supplies; human resources administration; information technology support and training; special projects; and provides training as required by the State Standards and Training for Corrections (STC) and Board of Corrections for all peace officers and for other employees as needed.

Total Expenditures: \$1,518,587 Total Staffing (FTE): 11.00

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: \$1,288,438 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: \$5,114,946 Total Staffing (FTE): 36.00

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: \$4,412,898 Total Staffing (FTE): 34.50

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. Adult Services also 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: \$6,449,142 Total Staffing (FTE): 54.00

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 2014-15, and some specific objectives for FY 2015-16.

FY 2014-15 Accomplishments

- On October 29, 2014, the Probation Department broke ground on the Juvenile Hall expansion project. This \$20 million project will provide, among other things, much needed classrooms for the detained minors and a 15 bed in-custody treatment program.
- The Post Release Offender Meeting (PROM) was implemented to help connect offenders leaving jail and prison to rehabilitation services in the community. This approach will help to reduce the likelihood the offender will return to jail in the future.
- Positions from juvenile probation services were reallocated to adult probation services to reduce adult probation caseload sizes to an average of 50 medium and high risk offenders. This caseload size is more closely aligned with American Probation and Parole Association recommended standards.

FY 2015-16 Objectives

- The Probation Department will produce an annual statistical report which will measure the outcomes of Probation's community correction services.
- The Probation Department will go live with E-court collections case management system. This new case management system will increase efficiencies in the collections unit and thus reduce the cost of Probation's collections effort.
- The Probation Department will begin the development of an in-custody treatment program in the Juvenile Hall to reduce the number of minors placed in group homes.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

General Fund support for the Probation Department in FY 2015-16 is increasing \$778,079 or 8% over the FY 2014-15 adopted level. The increase in General Fund support is driven primarily due to declining revenue, driven by changes in State and Federal claiming rules, and the addition of two General Fund support staff positions to Probation's Position Allocation List (PAL).

Revenues are declining \$357,363 or 3%, mainly due to changes in claiming rules for Federal Title IV-E and Medi-Cal Administrative Activities reimbursement revenue, both in the juvenile services division, which are declining a total of \$291,918 or 34%. Title IV-E is declining approximately \$250,000 or 36% due to changes in the State's claiming rules based on 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. Claiming resumed in FY 2014-15, but under more stringent rules, and revenue has declined as a result. Medi-Cal Administrative Activity (MAA) is also declining, projected to shrink approximately \$50,000 or 71% due to changes in the State's claiming rules for this Federal program. Although these reimbursement revenues are decreasing, the juvenile services work this funded is a mandated part of Probation's mission and cannot be curtailed to offset the loss of this revenue.

Expenditures are recommended to increase \$420,716 or 2%, with the increase split between salaries and benefits expense and services and supplies. Salaries and benefits are increasing \$251,521 or 1% primarily due to the addition of an Assistant Chief Probation Officer position and a minor administrative reorganization, an increase totaling \$278,737. This increase is partially offset by savings of approximately \$138,000 resulting from a minor reorganization in the Juvenile Hall, which deletes 5.00 FTE Correctional Technician positions and replaces them with 3.00 FTE Juvenile Services Officers. This organizational change will enhance operations at the Juvenile Hall and provide more flexibility in staffing, training and development.

Services and supplies are budgeted to increase \$220,276 or 5% resulting from increases in various accounts. Expense for computer software is increasing \$65,188 or 60% due to the addition of licensing and support fees for the new collections case management system, expected to go live near the end of FY 2014-15. The remainder of the increase is due to changes in a variety of accounts, including increases in professional services, due to the addition of a contract for the Anti-Gang Employment Coordinator added by the Board of Supervisors on October 21, 2014, as well as increases in uniform allowances negotiated through collective bargaining, and increases in insurance charges. Other Charges are decreasing \$36,000 due to the one-time purchase of a grant funded vehicle in FY 2014-15. Transfers in (expense offsets) are declining \$15,081 due to the loss of a State Anti-Gang Task Force grant formerly administered by the Sheriff's Office.

The FY 2015-16 recommended Position Allocation List (PAL) for the Probation Department includes a number of changes resulting in no net change in FTE compared to the FY 2014-15 adopted PAL.

FY 2014-15 Mid-Year PAL changes:

- -1.00 FTE Deputy Probation Officer II per Board action at department's request on November 25, 2014.
- +1.00 FTE Deputy Probation Officer III per Board action at department's request on November 25, 2014.

FY 2015-16 PAL changes:

- -5.00 FTE Correction Technicians positions due to a change in policy and reorganization at the Juvenile Hall.
- +3.00 FTE Juvenile Service Officer positions due to a change in policy and reorganization at the Juvenile Hall.
- -1.00 FTE vacant limited term Deputy Probation Officer III due to the end of the liaison contract with city chiefs of police.
- +1.00 FTE Assistant Chief Probation Officer position per budget augmentation described below.
- -1.00 FTE Accountant II position per budget augmentation described below.
- +1.00 FTE Personnel Technician position per budget augmentation described below.
- +1.00 FTE Accounting Technician per budget augmentation described below.
- +1.00 FTE Legal Clerk per budget augmentation described below.
- -1.00 FTE Probation Assistant to add a Deputy Probation Officer.
- +1.00 FTE Deputy Probation Officer.

BOARD ADOPTED CHANGES

None.

BUDGET AUGMENTATION REQUESTS ADOPTED

Unit Amount	Description	Results
Gross: \$208,793 General Fund: \$208,793	Add 1.00 FTE Assistant Chief Probation Officer position.	<ol style="list-style-type: none"> 1. Develop and implement a plan to increase Federal Medical Administrative Activities (MAA) reimbursement revenue in FY 2015-16 by \$20,000 or 15%. 2. Develop a written operational manual for the Juvenile Hall in-house treatment program by September of 2016. This will ensure the County is in compliance with the requirements of the SB 81 State grant, which is providing most of the funding for the current expansion of the Hall and which, when completed, will enable the implementation of the treatment program.

		<p>3. Develop a strategic plan by June 2016 that continues and builds on Probation's adoption of evidence based practices, which in turn ensure the best approaches to reduce recidivism are being implemented by the department.</p> <p>4. Coordinate AB 109 outcome data with allied agencies and publish this data in a report presented to the County Board of Supervisors in October 2016.</p>
<p>Gross: \$69,944 General Fund: \$69,944</p>	<p>Delete a vacant 1.00 FTE Accountant II position, add a 1.00 FTE Personnel Technician position, and add a 1.00 FTE Accounting Technician.</p>	<p>1. Consolidate supervision of eight positions, including the new Personnel Technician position, under an existing Supervising Administrative Clerk (SAC).</p> <p>2. Move SAC's current personnel/HR duties to the new Personnel Technician Position, freeing SAC to focus on supervision.</p> <p>3. Reallocate current accounting duties from an Accountant position, to the new Accounting Technician position, a more appropriate staffing level for these duties.</p>
<p>Gross: \$69,581 General Fund: \$0 AB 109 Public Safety Realignment Revenue: \$69,581</p>	<p>Add a 1.00 FTE Legal Clerk position.</p>	<p>Provide support for investigation, supervision and case management activities under AB 109 Public Safety Realignment and allow for more capacity to process court orders, reports and other case file activities and tasks.</p>

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.

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
\$61,147,117	\$64,850,386	\$68,866,197	\$86,661,327	\$94,791,406	\$73,707,854	\$69,203,845

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. Additionally, 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 (compared to \$48,900 in prior years).

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. For example, if 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 Public Safety Realignment (AB 109) in late 2011 caused a slow increase in the use of probation as an alternative to state incarceration. This increasing trend was expected to continue; however, in late 2014, Proposition 47 was enacted, which now allows for the re-classification and re-sentencing of several types of crimes from felonies to misdemeanors. Locally, the number of felony probationers had increased to 1,585 in FY 2013-14, and by end of FY 2014-15 had dropped to 1369. Since Proposition 47 enactment, nearly 300 individuals have dropped from the felony caseload. Approximately 40% of these individuals remain on formal misdemeanor probation, but are not included in the calculation of this measure.

Adult Division operational costs for FY 2014-15 marginally increased due to further shifting of officers from Juvenile Services into the Adult Division per efforts to reduce officer-to-probationer caseload ratios.

The adopted value for FY 2014-15 was based upon the increasing trend of higher felony probation populations seen at that time, without predicting the outcome of the then pending Proposition 47. Thus, our FY 2014-15 actual result, \$73,707,854, is considerably lower than our adopted value of \$94,791,406.

Comparison data with other counties is not available.

2. Performance Measure: Percentage of felons who were sent to state prison.

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
N/A	N/A	11.1%	9.9%	9.0%	10.9%	9.0%

What: The proportion of the felony probation case closures in the time period that were sent to state prison.

Why: 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? The percentage of felony probationers who were sent to prison during FY 2013-14 was 9.9% (64 out of 644); slightly lower than the prior year (11.1%). During FY 2014-15, a similar number of felony probationers were sent to state prison as last year (64 out of 589). However, because the total number of felony probationers is lower due to Proposition 47, the percentage sent to prison is slightly higher than last year, 10.9%.

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 is strengthening its use of 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.

As currently defined, comparison data is not available.

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

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
N/A	N/A	12.1%	8.7%	12.0%	15.7%	15.0%

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 Actual Result for FY 2013-14 was 8.7% (8 out of 92) of PRCS offenders who were sent to state prison. During FY 2014-15, 21 out of 134 offenders – or 15.7% - were sent to prison for new felony convictions, which is higher than the adopted rate for this year. Random variation, or fluctuations, does occur when counting few occurrences in a small population and the Adult Division is still learning how to set appropriate targets.

The majority of PRCS offenders are assessed as high risk to recidivate, which equates to an estimate that 60% will be convicted of new crimes. Thus, compared to risk level, the Division continues to do well with PRCS offenders. The Adult Division provides intensive supervision, with low officer-to-offender caseload ratio, for PRCS offenders and the Division works very closely with partner agencies to provide treatment services, re-entry planning, and individualized, supportive case management.

Comparison data with other counties or the state is not available.

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.

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
68%	60%	71%	83%	60%	78%	70%

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 2007 study analyzing the social return on investment in youth intervention programs by Wilder Research and the University of 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. In FY 2013-14, we achieved an 83% (294 out of 355) rate of diversion from the Juvenile Court System. During FY 2014-15, 78% (240 out of 307) of juveniles referred to Juvenile Services were diverted from the Juvenile Court system, which is better than our adopted rate for this year of 60%.

The number of juveniles referred to Juvenile Services continues to decline: 307 this year compared to 355 last year, due to prevention and early intervention programs, such as the SAFE System of Care, Youth in Action and school-based truancy officers. Once a juvenile is referred to Juvenile Services, the Division uses risk assessment tools to guide the diversion of referred youth, as possible, to informal probation and alternative programs and services, rather than subject youth to the formal Court system. With increasing effective of the early intervention programs, a larger proportion of the referrals received by Juvenile Services are more serious in nature. These youth are less likely to be diverted from the juvenile 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.

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
N/A	90%	86%	88%	80%	87%	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? In FY 2013-14, 87.8% (115 out of 131) of juveniles on probation remained at home, or with relatives. In FY 2014-15, 87.1% (115 out of 132) of juveniles remained in their home; higher than the adopted rate of 80%.

The Probation Department uses a risk and needs assessment tool to support determination of which juveniles are appropriate for probation supervision while remaining in their home. The Division targets supportive, evidence-based programming to help youth remain at home. The Division also continues to refine its evidence based practices, such as it included cognitive-based Forward Thinking Journaling as part of graduated sanctions during this past year.

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.

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
\$.32 for every dollar collected	\$.33 for every dollar collected	\$.38 for every dollar collected	\$.39 for every dollar collected	\$.40 for every dollar collected	\$.43 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 2013-14, we collected \$2,696,700 in fines, fees, and restitution and spent \$1,041,168 to collect this money. This equated to a cost of \$0.39 for every dollar collected in that year. In FY 2014-15, we collected \$2,891,364 at an expense of \$1,237,028. Our year-end actual result was \$.43 expended for every dollar collected; slightly higher than our adopted ratio.

In FY 2014-15, revenues increased 7% over the previous year; possibly demonstrating a stabilization of offenders' ability pay ordered fines, fees and restitution. Over the last five years, revenues had been in decline. Multiple factors contributed to the declining revenues, including lower ability to pay among probationers/offenders due to the economic downturn and changes in some billing structures. Meanwhile operational costs have only marginally increased due to salary increases and continued costs to convert to the new collections data system. The Department expects that the pending new collections data system will help enable greater efficiencies.

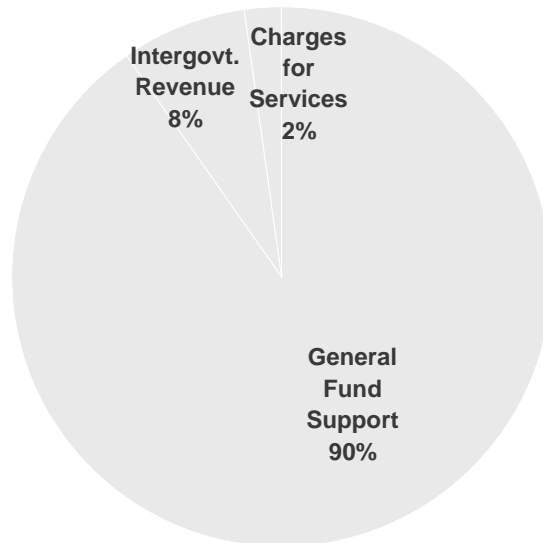
Other counties currently do not track or report this outcome. As a comparison, the average cost of collection for private collectors to collect civil debt is approximately \$.50 for every dollar collected. And, the cost for private collectors to collect delinquent criminal debt is approximately \$.65 for each dollar collected, plus additional expenses.

PURPOSE STATEMENT

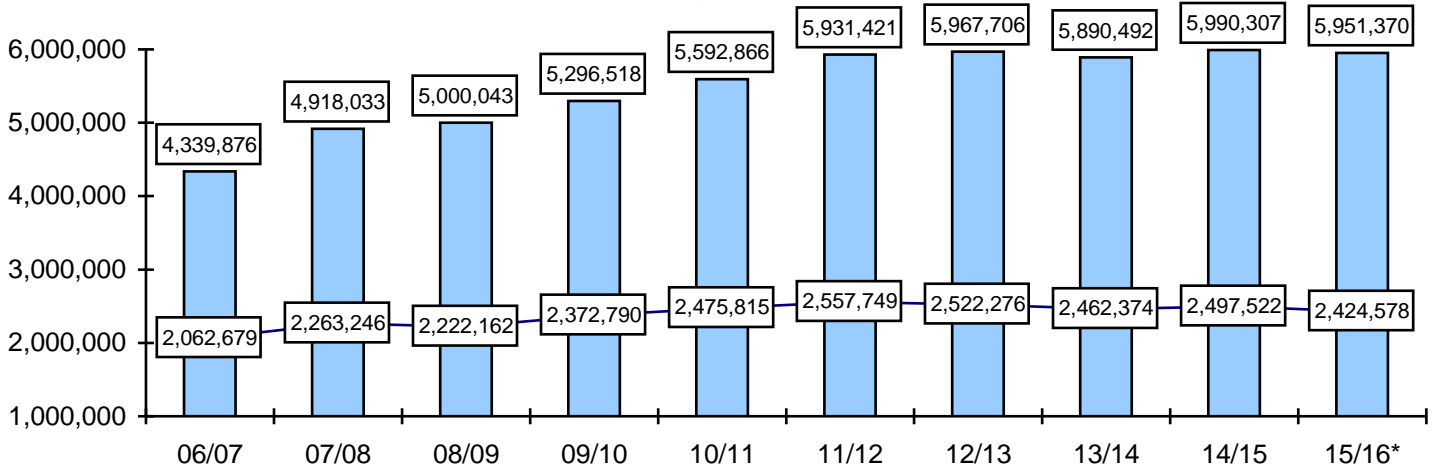
To provide cost-effective mandated legal defense services to defendants unable to afford private attorneys.

<u>Financial Summary</u>	<u>2013-14 Actual</u>	<u>2014-15 Actual</u>	<u>2015-16 Requested</u>	<u>2015-16 Recommended</u>	<u>2015-16 Adopted</u>
Intergovernmental Revenue	\$ 428,187	\$ 500,850	\$ 446,354	\$ 446,354	\$ 446,354
Charges for Current Services	78,650	51,934	135,000	135,000	135,000
**Total Revenue	\$ 506,837	\$ 552,784	\$ 581,354	\$ 581,354	\$ 581,354
Services and Supplies	5,890,492	5,990,307	5,918,096	5,951,370	5,951,370
**Gross Expenditures	\$ 5,890,492	\$ 5,990,307	\$ 5,918,096	\$ 5,951,370	\$ 5,951,370
General Fund Support (G.F.S.)	<u>\$ 5,383,655</u>	<u>\$ 5,437,523</u>	<u>\$ 5,336,742</u>	<u>\$ 5,370,016</u>	<u>\$ 5,370,016</u>

Source of Funds



10 Year Expenditures Adjusted For Inflation



Expenditures Adjusted For Inflation

06/07 – 14/15 Actual
*Adopted

SERVICE PROGRAMS

The Public Defender has a total expenditure level of \$5,951,370 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: \$3,936,467 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: \$663,692 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: \$361,976 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: \$668,327 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: \$320,908 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 2015-16 is recommended to increase \$261,602 or 5% compared to the FY 2014-15 adopted budget. Overall revenues are budgeted to remain essentially flat, increasing only \$7,344. Expenditures are increasing \$268,946 or 5%. The County’s four contracts with the law firms that provide Public Defender services include a consumer price index (CPI) inflator of 0.7% in FY 2015-16, based on the annual CPI for calendar year 2014, for a total increase of \$68,946. 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. An additional \$200,000 is added in FY 2015-16 in recognition of the fact that it has become commonplace to add expense during the budget year to cover unanticipated expense for complex, multi-defendant or capital cases represented by court appointed attorneys.

BOARD ADOPTED CHANGES

None.

BUDGET AUGMENTATION REQUESTS ADOPTED

None requested.

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.						
10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
0	0	0	0	0	0	0
What: Counties are mandated to provide public defender services for people who are unable to afford a private attorney. The number of cases that are overturned based upon an inadequate defense measures the effectiveness of public defender services in terms of the meeting the constitutional right to an adequate defense.						
Why: Providing an adequate defense is a constitutional right and promotes justice. Cases that are overturned because of an inadequate defense ultimately are more costly to taxpayers.						
How are we doing? We continue to meet our target in FY 2014-15 and expect to do so again in FY 2015-16. 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.						

2. Performance Measure: Per capita costs for public defender services.						
10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
\$20.74	\$21.97	\$21.97	\$19.47	\$20.00	\$21.46	\$21.50

What: This measure shows the per capita gross costs to provide public defender services, based on budgeted amounts.

Why: We are measuring per capita gross public defender costs in an effort to capture efficiency data.

How are we doing? Actual costs for public defender services over the last four fiscal years have exceeded \$20 per capita, except for FY 2013-14. 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. However, FY 2014-15 costs have again exceeded \$20 per capital due to the midyear addition of expense to the primary public defender contract due to an increase in felony caseload, totaling approximately \$153,000, and addition expense added at year end to cover costs for court appointed attorneys. Recognizing that the expense added in FY 2014-15 will be annualized in FY 2015-16, and that all four public defender contracts have been increased by CPI, and assuming a 1% increase in countywide population (based on prior year estimates from the U.S. Census Bureau) the FY 2015-16 target has been set at \$21.50 per capita.

The actual result for FY 2014-15 of \$21.46 per capita is based on the actual expense budget for public defender totaling \$5,990,306 and an estimated 2014 calendar year population of 279,083 (Source: U.S. Census Bureau). Although costs per capita have trended higher over the last few years, San Luis Obispo County's costs continue to be lower than our comparison counties, in some cases much lower*: Marin: \$35.83, Monterey: \$23.52, Napa: \$36.00 Santa Barbara: \$23.72, Santa Cruz: \$33.82. It's worth noting that San Luis Obispo County's per capita costs are 9% lower than our neighbors directly to the north and south, Monterey and Santa Barbara.

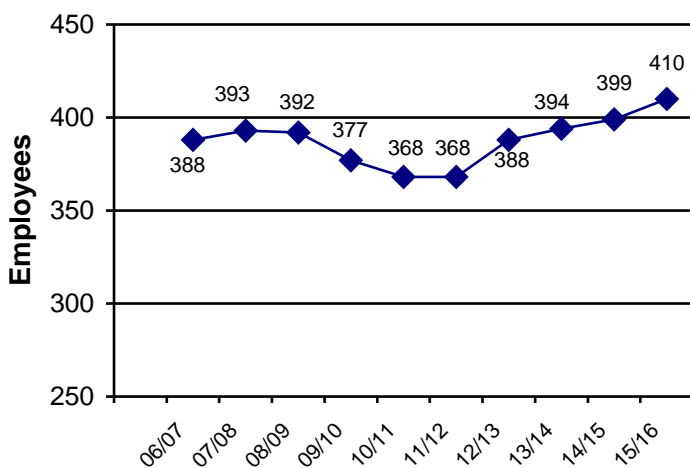
* Note that results for comparable counties are based on FY 2014-15 budgeted or projected expenditures (depending on what was available in published documents from each county), not actual expenditures. These figures are used because, as is the case each year, counties have not completed the process of closing their books for the fiscal year when the survey for this performance measure is taken.

MISSION STATEMENT

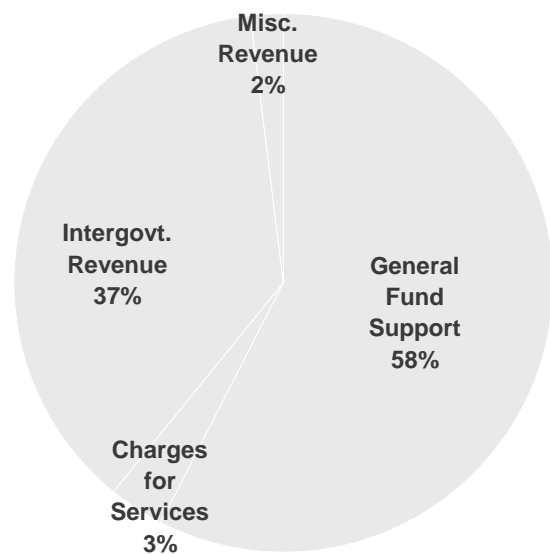
The Mission of the San Luis Obispo County Sheriff-Coroner’s Office is to protect all life and property and to provide service, security and safety to our community.

	2013-14	2014-15	2015-16	2015-16	2015-16
Financial Summary	Actual	Actual	Requested	Recommended	Adopted
Licenses and Permits	\$ 28,662	\$ 33,516	\$ 34,400	\$ 34,400	\$ 34,400
Fines, Forfeitures and Penalties	695,740	514,290	533,993	596,993	596,993
Intergovernmental Revenue	22,854,201	24,624,255	24,683,144	24,675,644	24,675,644
Charges for Current Services	1,339,599	1,911,185	2,102,282	2,102,282	2,102,282
Other Revenues	205,750	252,512	122,860	122,860	122,860
Other Financing Sources	203,972	45,190	0	0	0
Interfund	556,073	556,476	602,375	602,375	602,375
**Total Revenue	\$ 25,883,997	\$ 27,937,424	\$ 28,079,054	\$ 28,134,554	\$ 28,134,554
Salary and Benefits	52,483,530	53,597,516	54,038,534	54,948,547	54,948,547
Services and Supplies	10,106,995	10,398,607	11,121,886	11,209,301	11,209,301
Other Charges	303,489	73,405	32,000	0	0
Fixed Assets	427,335	1,326,426	325,725	395,271	395,271
**Gross Expenditures	\$ 63,321,349	\$ 65,395,954	\$ 65,518,145	\$ 66,553,119	\$ 66,553,119
Less Intrafund Transfers	164,650	170,710	164,862	164,862	164,862
**Net Expenditures	\$ 63,156,699	\$ 65,225,244	\$ 65,353,283	\$ 66,388,257	\$ 66,388,257
General Fund Support (G.F.S.)	<u>\$ 37,272,702</u>	<u>\$ 37,287,820</u>	<u>\$ 37,274,229</u>	<u>\$ 38,253,703</u>	<u>\$ 38,253,703</u>

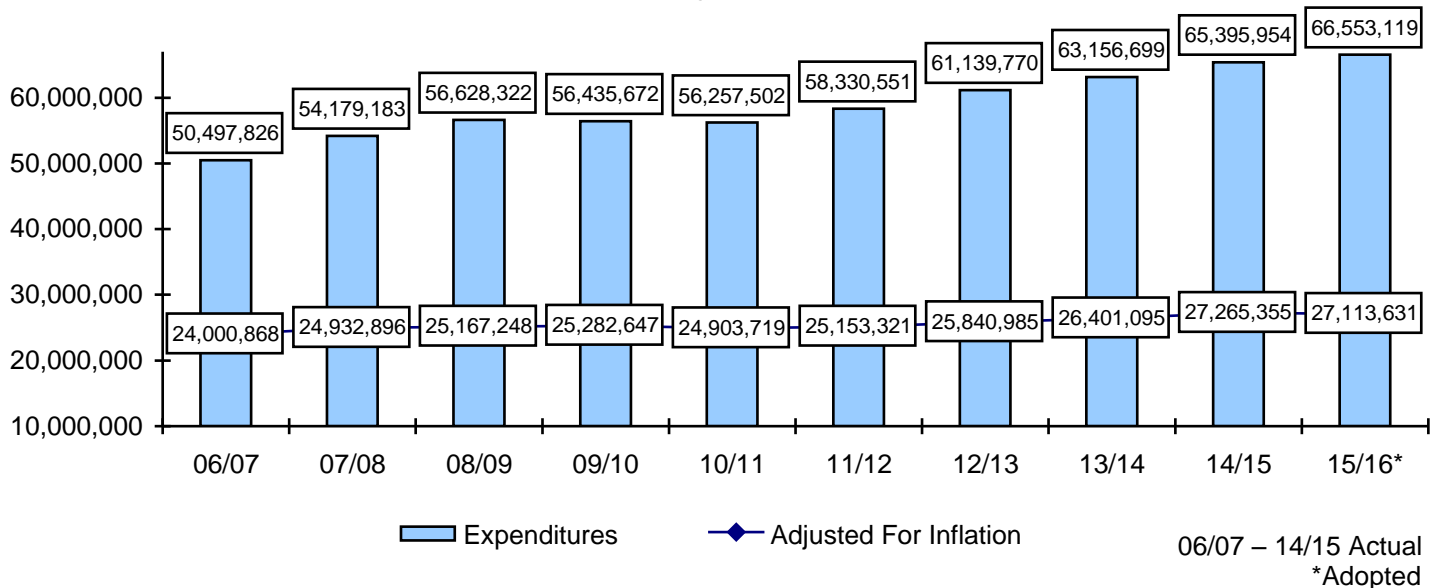
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

The Sheriff-Coroner has a total expenditure level of \$66,553,119 and a total staffing level of 410.00 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. The 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: \$9,028,445 Total Staffing (FTE): 16.00

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: \$26,498,738 Total Staffing (FTE): 168.50

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: \$2,014,344 Total Staffing (FTE): 15.00

Custody/Civil

Custody/Civil includes the Custody Division, which operates the County Jail and provides custodial care, vocational training, rehabilitative services, booking, food services, and inmate work assignments, alternate forms of incarceration, operation of the court holding facilities and transportation of jail inmates to and from court; and the Civil Division, which receives and serves all civil processes and notices, including summons, complaints, attachments, garnishments, and subpoenas, as well as providing bailiff services to the Courts.

Total Expenditures: \$29,011,592 Total Staffing (FTE): 210.50

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 3,200 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. Increases in the jail population, longer lengths of stay and more criminally sophisticated inmates have influenced jail culture. In the past year, the jail population has fluctuated between 500 to 800 inmates. To help ease overcrowding and reduce recidivism the newly established Jail Programs Unit has focused on expanding vocational programs for the inmates and strengthening our collaborations with community agencies and various non-profits to provide more services for inmate reentry.

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 body scanner for the jail, updated 911 phone system, Internet Protocol (IP) based dispatch system and patrol unit map tracking which will help with assigning the closest available unit in an emergency. The department has a strong K-9 program with six dogs and handlers (four patrol, two approached the Sheriff's Office about contracting dispatching services for their Cities. Both cities wanted to improve services and reduce costs associated with maintaining their own separate dispatch center. Both the City of Morro Bay and City of Arroyo Grande entered into three year contracts with the Sheriff's Office to provide dispatch services.

The County had two homicides in the past year and a complicated “bar fight” that resulted in manslaughter charges. Additionally, the County’s first human trafficking investigation led investigators to the Bay Area and resulted in two arrests. These new cases, along with on-going criminal, gang and continuing panga boat investigations, cause a strain on investigative resources for detectives, forensic services and the coroner’s office. Managing these unpredictable events within tight funding constraints continues to be a challenge.

The Sheriff’s Office began teaching the Gang Resistance Education and Training (G.R.E.A.T.) program to our local schools for students in 4th, 5th, 6th, 7th and 8th grades. The program focuses on preventing bullying, respecting others, making good life choices, conflict resolution, anger recognition and management. The program which is taught by our School Resource Officers was such a success that the Sheriff’s Office added a week-long G.R.E.A.T. summer camp. We held three summer camps throughout the County which provided educational field trips, competitive games and activities, all designed to provide life skills to help our youth avoid using violence to solve problems.

The following are some of the department’s notable accomplishments for FY 2014-15, and some specific objectives for FY 2015-16.

FY 2014-15 Accomplishments

FY 2015-16 Objectives

- Completed the construction of the Honor Farm Laundry Building which has solar power and a clean water system.
 - Installed a full body scanner in the jail to detect and deter drugs and contraband.
 - Entered into contracts with the Cities of Arroyo Grande and Morro Bay to provide law enforcement dispatch services.
 - Established a Forensics Alcohol Lab with staffing to provide alcohol breath analysis for allied agencies and prosecution.
 - Secured partial funding and identified location on Kansas Avenue for a new co-located dispatch center with Cal Fire.
 - Continued progress with the Women’s Jail Project, which is expected to be completed in 2016.
 - Contracted with phone provider at jail to install video visitation system for inmates to better communicate with family members and legal services.
 - Established new occupational programming opportunities for inmates including animal care / grooming, sewing, welding and sign making.
 - Continued to monitor impacts from AB 109 / Realignment and research alternatives to reduce rising jail population and recidivism rates. Worked with courts and law enforcement agencies related to immediate impacts of Prop 47.
 - Continued to look at new technology and procedures to improve efficiencies and effectiveness.
- Continue construction on the Woman’s Jail Project with Phase I projected completion in December 2015.
 - Begin Phase II of Women’s Jail project to begin construction of new medical facility in January 2016.
 - Continue to utilize our resources, personnel and continue building on our relationships with allied law enforcement agencies to protect our coastline from being used as an entry point to smuggle drugs and aliens.
 - Continue developing programs for inmates in the jail that will change behavior and treat drug/alcohol dependency to reduce recidivism.
 - Continue with planning and building phase of co-located dispatch center to be shared with Cal Fire.
 - Monitor potential impacts of Prop 47 on jail population and field patrol activities.
 - Develop and coordinate countywide active shooter response training incorporating fire services providing medical assistance. Develop response maps for every school district and work with school districts to coordinate consistent training for school employees.

COUNTY ADMINISTRATOR’S COMMENTS AND RECOMMENDATIONS

General Fund support for the Sheriff-Coroner is budgeted to increase \$272,173 or less than 1% compared to the FY 2014-15 adopted budget. The actual change in General Fund supported expense is greater than it appears, however. This is due to prior year expenditures that were budgeted in this fund center, but were offset by revenue budgeted in FC 101 – Non-Departmental Revenue, and are not included in the Sheriff’s budget in FY 2015-16. This expense, totaling approximately \$656,000, supported 4.00 FTE of limited term Deputy Sheriff positions stationed in California Valley during construction of the two large-scale solar projects that have now been completed. With this amount removed, the Sheriff’s FY 2015-16 General Fund supported expense is actually increasing \$928,173 or 2%.

Total expenditures are budgeted to increase \$2,190,663 or 3% compared to the FY 2014-15 adopted level. Adjusted to remove the discontinued California Valley staffing expense, expenditures are increasing a total of \$2,846,663 or 4%. Salary and benefits expenditures are recommended to increase \$1,371,794 or 2%, or \$2,027,794 or 4% when adjusted for the discontinued California Valley staffing. Most of the increase, a total of \$1,305,220, is the result of recommended budget augmentations that add a net of 8.00 FTE to the Position Allocation List (PAL). (See Budget Augmentation Requests Recommended, below.) Overtime is increasing \$224,054 or 11%, which is offset by Federal Homeland Security grant revenue received to combat smuggling along the County’s coastline. The remainder of the increase in salary and benefits is due to Board approved prevailing wage adjustments and the mid-year addition of three new positions, all revenue offset. (See FY 2014-15 Mid-Year PAL Changes, below.)

Services and supplies expense is increasing \$667,264 or 6% compared to the FY 2014-15 budget. The most substantial portion of the increase is \$308,077 of additional expense for insurance charges. The second largest impact to services and supplies are contract expenses for professional and special services, which are increasing \$111,100 or 12%. Travel expenses related to planned training for Deputies is increasing \$80,252 and is budgeted to be offset by State reimbursement revenue. Countywide overhead is increasing \$68,759 or 3%. The remainder of the increase in services and supplies is mainly driven by increases in maintenance, fuel and safety equipment purchases. A total of \$225,516 is recommended to be transferred to the Health Agency to support the cost of medical care provided in the jail. This is \$62,324 or 21% less than FY 2014-15 due to a decline in Tobacco Settlement revenue dedicated to this expense by the Sheriff.

The Fixed Assets expense category is increasing \$155,271 or 64% resulting from the one time purchases related to a network server replacement and equipment purchases recommended as budget augmentations offset by non-General Fund revenue sources. (See Budget Augmentation Requests Recommended, below.) Transfers in (expense offsets) are declining \$26,334 or 13% due primarily to an agreed upon decrease in the number of meals to be provided to the Juvenile Hall in FY 2015-16, a total decrease in expense of \$17,500 or 16%.

Revenues are budgeted to increase \$1,918,490 or 7% in FY 2015-16. Prop 172 revenue (the State’s ½ cent sales tax for public safety) is budgeted to increase \$944,742 or 6% over the FY 2014-15 budgeted level. 2011 State Public Safety Realignment (AB 109) revenue is budgeted to increase \$337,182 or 11%, due to the addition of 2.00 FTE Correctional Deputy positions recommended to be added as budget augmentation requests. (See Budget Augmentation Requests Recommended, below.) Federal grant revenue is also projected to increase \$308,786 or 188%, due the receipt of a Federal Homeland Security Stonegarden grant. Other significant increases include \$113,298 or 37% in State Fingerprint ID revenue that offsets a position added to the CAL ID program in FY 2014-15 and \$286,704 in billings to outside agencies to offset the expense of 2.00 FTE Dispatcher positions added in FY 2014-15 under a contract to provide dispatch services for the City of Morro Bay.

A net addition of 11.00 FTE is recommended to be added to the Sheriff’s Position Allocation List (PAL) for FY 2015-16:

FY 2014-15 Mid-Year PAL Changes:

- -1.00 FTE CAL ID Program Coordinator position, per Board action on August 12, 2014.
- +1.00 FTE Program Manager II position for the CAL ID program (revenue offset), per Board action on August 12, 2014.

- +2.00 FTE Sheriff's Dispatcher positions for Morro Bay contract (revenue offset), per Board action on September 23, 2014.
- -1.00 FTE Administrative Assistant position, per Board action on November 25, 2014.
- +1.00 FTE Administrative Services Officer II position, per Board action on November 25, 2014.
- +1.00 FTE Department Automation Specialist II position for the CAL ID program (revenue offset), per Board action on January 27, 2015.

FY 2015-16 budget Changes:

- -4.00 FTE limited term Deputy Sheriff positions due to the completion of construction of the two large scale solar power generating plants in California Valley.
- +1.00 FTE Administrative Services Officer position, per Sheriff's budget augmentation request detailed below.
- +3.00 FTE Deputy Sheriff positions, per Sheriff's budget augmentation request detailed below.
- +7.00 FTE Sheriff's Correctional Deputies, per Sheriff's budget augmentation request detailed below.
- +1.00 FTE Sheriff's Correctional Sergeant, per Sheriff's budget augmentation request detailed below.

BOARD ADOPTED CHANGES

None.

BUDGET AUGMENTATION REQUESTS ADOPTED

Unit Amount	Description	Results
Gross: \$74,855 General Fund support: \$74,855	Add 1.00 FTE Administrative Services Officer I/II to support fiscal and administrative responsibilities.	<ol style="list-style-type: none"> 1. Ensure compliance with State grant quality requirements and documentation; review existing grants and generate a report to incorporate results into the planning of future grants and department financial goals. 2. Manage and analyze Fleet Services billings; manage billings to outside agencies; maintaining Sheriff's Asset Forfeiture and Trust Account Funds. 3. Manage annual fee schedule and AB109 statistical and financial data; Manage and track financials for Home Detention Program, Alternative Work Programs, and the Alternative Sentencing Units.
Gross: \$454,716 General Fund support: \$454,716	Add 3.00 FTE Deputy Sheriff Positions in North Station response area.	<ol style="list-style-type: none"> 1. Maintain resident Sheriffs' Deputy in Creston and additional K-9 unit in North County as permanent resource. 2. Add a resident deputy in Heritage Ranch. 3. Improve average response times in the North Station patrol area of the County.

<p>Gross: \$473,940</p> <p>General Fund support: \$456,440</p>	<p>Add 5.00 FTE Sheriff's Correctional Deputies and 1.00 FTE Sheriff's Correctional Sergeant to staff the Women's Jail when construction is completed on the jail expansion project mid-year FY 2015-16.</p>	<p>Upon completion of the current construction project, adequately staff the new women's jail unit in compliance with the terms of the AB 900 State Lease-Revenue Bond funding that is providing \$25 million in funding for construction.</p>
<p>Gross: \$182,182</p> <p>General Fund support: \$0</p> <p>AB 109 Public Safety revenue: \$182,182</p>	<p>Add 2.00 FTE Sheriff's Correctional Deputies to assist jail medical staff with sick call.</p>	<p>Supervise and assist with inmates requiring health care and mental health treatment services.</p>
<p>Gross: \$31,000</p> <p>General Fund support: \$0</p> <p>State OHV revenue: \$31,000</p>	<p>Purchase a Polaris off road vehicle and enclosed trailer to house and transport the vehicle.</p>	<ol style="list-style-type: none"> 1. Provide an off road vehicle that will help Sheriff's Deputies enforce laws and resolve off road issues that would otherwise be difficult or impossible to access with standard vehicles. 2. Provide a resource that will help Sheriff's Deputies protect the Salinas River bed, including providing transport of medical and fire personnel into the riverbed should the need arise.
<p>Gross: \$32,000</p> <p>General Fund support: \$0</p> <p>State Prop 69-DNA revenue: \$32,000</p>	<p>Purchase two Foster & Freeman, Crime-Lite UV-IR-VIS search kits</p>	<ol style="list-style-type: none"> 1. Speed the process of identifying potential sources of blood and DNA and reduce the amount of chemical testing needed to initially locate DNA. 2. Increase the opportunity to discover and document subtle evidence of injury to a deceased person and better identify decedents who are found under circumstances that increase the difficulty in making a positive identification.
<p>Gross: \$21,225</p> <p>General Fund support: \$0</p> <p>Asset Forfeiture revenue: \$21,225</p>	<p>Purchase a Bauer VTC-08-01 air compressor with purification system and related equipment to refill Self Contained Underwater Breathing Apparatus/Self Contained Breathing Apparatus (SCUBA/SCBA) tanks for the Sheriff's Dive Team.</p>	<p>Provide increased safety and ability to deploy to conduct emergency operations both underwater and on surface waters with compromised environment.</p>

Gross: \$60,000 General Fund support: \$0 Stonegarden Federal Homeland Security Grant: \$60,000	Purchase 2 Crimepoint Grab and Go Portable IP Surveillance System kits.	1. Provide a force multiplier to aid in early detection of smuggling and improve the effectiveness of joint operations directed against maritime smuggling. 2. Allow the Sheriff's Office to monitor prospective maritime smuggling offloading sites along Highway 1 in a cost effective and fiscally responsible manner.
Gross: \$65,000 General Fund support: \$0 AB 109 Public Safety revenue: \$65,000	Purchase graphic arts and engraving equipment.	1. Operate a vocational graphic arts and engraving program for the inmates at the County Jail. 2. Partially offset the costs of the program by offering the products and services generated by the program for sale to county and state agencies, Federal government, municipalities, and qualified nonprofit entities.

BUDGET AUGMENTATION REQUESTS NOT ADOPTED

Unit Amount	Description	Results
Gross: \$178,787 General Fund support: \$178,787	Add 1.00 Sheriff's Deputy dedicated to unsolved/cold case homicides.	Provide the Sheriff's Office a valuable position focused on homicides and other high level unsolved crimes that might now be solvable through DNA examination and current investigative techniques.

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: <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: Crime rate compared to California law enforcement agencies serving populations between 250,000 and 499,999.						
10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
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 60% of comparable counties	Crime rate lower than 60% 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 January 2015 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 crimes, property crimes and arsons reported by the San Luis Obispo Sheriff's Office to that of the other identified 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 2014 statistics from the California Department of Justice's (DOJ) Uniform Crime Reporting, the San Luis Obispo County crime rate was lower than 60% of the comparable counties. The 2014 data from DOJ is the most current data available.

The violent crimes and property crimes reported for San Luis Obispo County and comparable counties are: Marin 708; Monterey 1,597; San Luis Obispo 1,491; Placer 1,889; Santa Barbara 1,841 and Santa Cruz 1,987. ⁴

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.

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
65%	71%	68%	65%	69%	71%	70%

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. This area encompasses Patrol Beats 1, 2 and 3 which covers 565 square miles and a population of approximately 44,000.

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 09:10 minutes for July 2014 through June 2015. The Coast Patrol received 124 high priority calls and of those calls 88 or 71% 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 to very remote portions of the county with low populations. 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.

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
38%	66%	69%	62%	66%	79%	70%

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. This area encompasses Patrol Beats 4 and 5 which covers 2,105 square miles and a population of approximately 26,000.

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 11:07 minutes for July 2014 through June 2015. This patrol station has the largest geographical area, but is the least populated area of the three patrol stations. The North Station received 126 high priority calls and of those calls 99 or 79% 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. The response times have continued to improve since FY 2010-11 with the addition of four deputies (1-Resident Deputy/Creston, 1- K9 Deputy, and 2- Deputies North Sub-Station) at the North Station which were funded through temporary/alternative funds which expired this fiscal year. Recognizing the improvement in response times, the Resident Deputy/Creston and the K-9 Deputy were funded by the Board of Supervisors as well as a third Deputy as a Resident Deputy/Heritage Ranch. The fourth Deputy position was eliminated. It is anticipated that the continued funding for the 3 Deputy positions will continue to keep the response times down for the largest geographical area and least populated area of our County.

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.

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
72%	75%	78%	84%	82%	82%	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. This area encompasses Patrol Beats 6 and 7 which covers 620 square miles and a population of approximately 41,000.

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 09:33 minutes in July 2014 through July 2015. This patrol area has a growing population and deputies here respond to more calls for service than the other two stations. The South Station received 204 high priority calls and of those calls 167 or 82% 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. Of the calls for service that units were not able to respond to in the 10 minute response guideline, the calls with the longest response times were to the Nipomo area. The longer response times to the Nipomo area are most likely a result of not having a sub-station in South County that has increased in population and activity over the years.

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

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
100%	100%	50%	100%	100%	100%	100%

What: Using national and state Uniform Crime Reporting (UCR) data collected by the FBI and DOJ, 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 one (1) homicide and one (1) cleared homicide between July 1, 2014 and June 30, 2015, for a clearance rate of 100%.

The most recent FBI UCR data available at this time for percent of offenses cleared by arrest is from 2013. For population groups between 250,000 and 499,999 the clearance rate reported by FBI was 54.5%. The most recent DOJ UCR data available at this time for clearance rate is from 2014 which was reported as 64.3%.

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

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
23%	42%	40%	17%	90%	56%	56%

What: Using national and state Uniform Crime Reporting (UCR) data collected by the FBI and DOJ, 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/Clearance rates are indicative of effectiveness.

How are we doing? Sixteen (16) rapes were reported during the period from July 1, 2014 through June 30, 2015. During that same time frame nine (9) 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 56%. The national clearance rate for the population groups between 250,000 to 499,999 for 2013 is 37.6%. The statewide clearance rate for 2014 is 41.7%. San Luis Obispo County sometimes 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.

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

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
35%	53%	52%	80%	60%	64%	64%

What: Using national and state Uniform Crime Reporting (UCR) data collected by the FBI and DOJ, 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/Clearance rates are indicative of effectiveness.

How are we doing? Fourteen (14) robbery offenses were reported during the period from July 1, 2014 through June 30, 2015. During that same time frame nine (9) robbery cases were cleared. This resulted in a clearance rate of 64%.

The national clearance rate for population groups between 250,000 to 499,999 for 2013 was 23.7%. The statewide clearance rate for 2014 was 30.7%. These percentages reflect the most current UCR data available from FBI and DOJ.

8. Performance Measure: Arrest rate for crimes classified as aggravated assault.

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
77%	77%	80%	74%	83%	82%	82%

What: Using national and state Uniform Crime Reporting (UCR) data collected by the FBI and DOJ, 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/Clearance rates are indicative of effectiveness.

How are we doing? There were a reported 250 aggravated assault offenses that occurred during the period from July 1, 2014 through June 30, 2015 and a reported 206 aggravated assault cases cleared. This resulted in a clearance rate of 82%.

The national clearance rate for population groups between 250,000 to 499,999 for 2013 was 49.3%. The statewide clearance rate for 2014 was 56.1%. These percentages reflect the most current UCR data available from FBI and DOJ.

9. Performance Measure: Average physical altercation by inmates per month at the San Luis Obispo County Jail.

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
8/(558)	10/(604)	13/(753)	9/(701)	8/(781)	6/(596)	6/(646)

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, 2014 through June 30, 2015 the number of altercations was 68 with 76 involved inmates. The average daily population housed inside the Jail for July 1, 2014 through June 30, was 596.

The number of staff assaulted by inmates has fluctuated over the past four years, with six in FY 2011-12, five in FY 2012-13, four in FY 2013-14 and five in FY 2014-15. Staff has an increased awareness of the more criminally sophisticated AB 109 inmates. Policies and equipment are constantly updated with the goal of providing better protection of staff from inmate assaults. 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. Several new programs are provided to the inmates such as "Alternatives to Violence" which provide cognitive behavioral learning focused on seeking peaceful resolutions to conflict.

10. Performance Measure: Overtime as a percentage of the Custody Division's salaries budget.

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
2.6%	4.3%	3.2%	3.4%	2.5%	4.2%	3.0%

What: This measure tracks the amount of overtime expended annually by the Sheriff's Office 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.

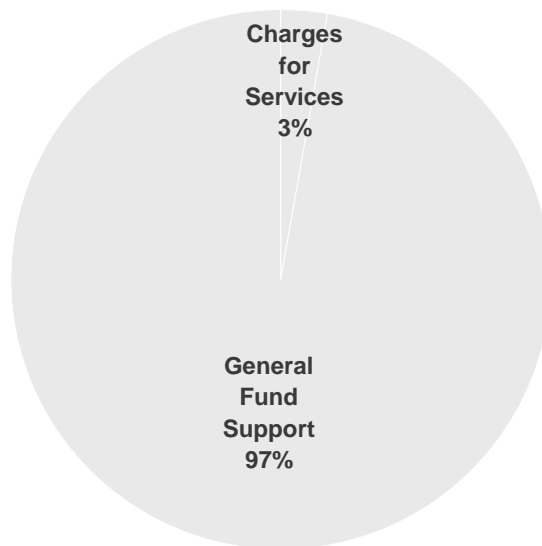
How are we doing? In FY 2014-15 overtime hours were 14,720 and the cost was \$918,157. The total budget for FY 2014-15 including salaries and benefits was \$21,639,264. For FY 2014-15 overtime increased by 24.71%. This increase is attributed to an increase in vacancies in Jail staffing. During this fiscal year there were an average of 6 Correctional Deputy positions, 4 Senior Correctional Deputies, 1 Correctional Sergeant and 6 Correctional Technicians vacant which are in the process of being filled. This is primarily due to several Correctional Technicians promoting within the Sheriff's Office or hired by another Department, along with retirements in Correctional Deputy, Senior Deputy and Correctional Sergeant positions. The equivalent of three full time positions were vacant during the entire FY 2014-15 due to work related injuries or illnesses. These absences require coverage by overtime to insure we meet minimum staffing levels. It is anticipated that overtime will decrease with the vacancies being filled in FY 2015-16. No comparison data is available from other counties.

MISSION STATEMENT

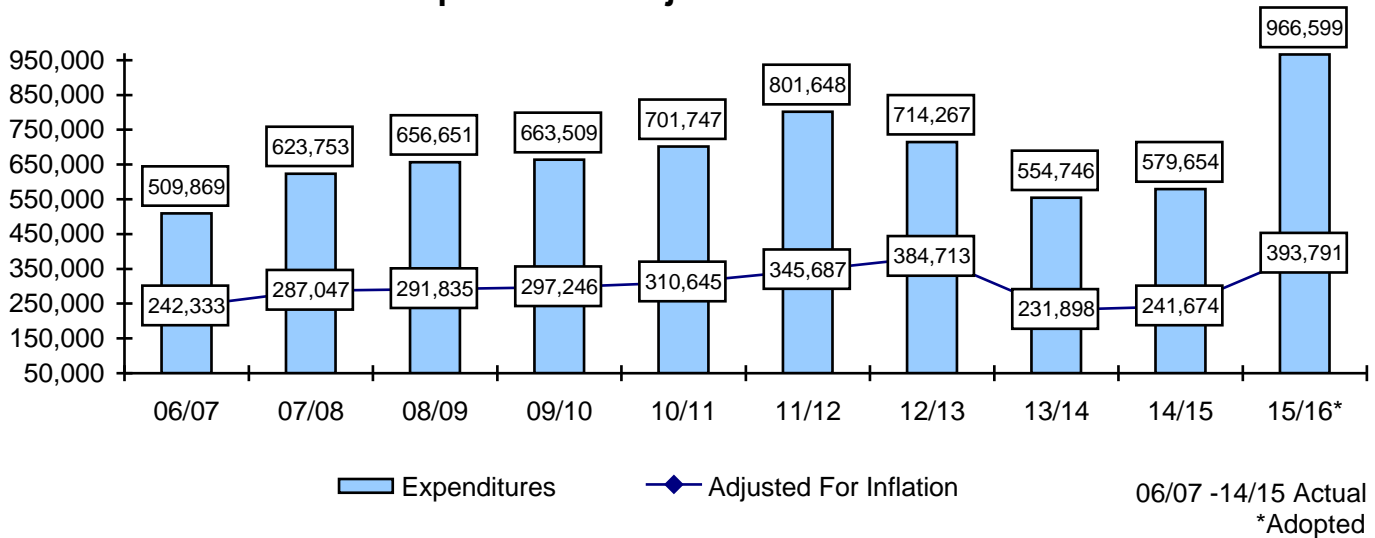
Provide post-closure monitoring and maintenance of the Los Osos Landfill; administration of Countywide National Pollutant Discharge Elimination System (NPDES) programs; and coordination of solid waste programs in the unincorporated areas of the county.

<u>Financial Summary</u>	<u>2013-14 Actual</u>	<u>2014-15 Actual</u>	<u>2015-16 Requested</u>	<u>2015-16 Recommended</u>	<u>2015-16 Adopted</u>
Charges for Current Services	\$ 26,869	\$ 27,420	\$ 27,420	\$ 27,420	\$ 27,420
Other Revenues	201	115	0	0	0
**Total Revenue	\$ 27,070	\$ 27,535	\$ 27,420	\$ 27,420	\$ 27,420
Services and Supplies	554,746	579,654	966,599	966,599	966,599
**Gross Expenditures	\$ 554,746	\$ 579,654	\$ 966,599	\$ 966,599	\$ 966,599
General Fund Support (G.F.S.)	\$ 527,676	\$ 552,119	\$ 939,179	\$ 939,179	\$ 939,179

Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Waste Management functions under the Department of Public Works. It has a total expenditure level of \$966,599 to provide the following services:

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: \$409,605 Total Staffing (FTE): *

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: \$1,147 Total Staffing (FTE): *

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: \$555,847 Total Staffing (FTE): *

* Staffing is reflected in Fund Center 405 – Department of Public Works

DEPARTMENT COMMENTS

Waste Management is a Public Works fund center. The primary programs of Waste Management are 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 notable accomplishments for FY 2014-15 and some specific objectives for FY 2015-16.

FY 2014-15 Accomplishments

- Completed final design of the pump and treat facility at the closed Los Osos Landfill, which will improve groundwater quality under the landfill.
- Continued preventative maintenance program implementation for the gas flare at the closed Los Osos Landfill, resulting in significant reduction of mechanical breakdowns.
- Continued to address 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 throughout the county, including Sammy the Steelhead appearances at events.
- Broadly promoted the County's seventh annual Countywide Creek Day.
- Continued the "Our Water, Our World" pesticide use reduction program in home and garden retail outlets throughout the county.
- Worked with other agencies to develop a regional Community Based Social Media effort for the NPDES program.

FY 2015-16 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.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The Waste Management budget provides funding for mandated County programs involving coordination of storm water compliance and monitoring, landfill management, and solid waste coordination.

This fund center functions under the umbrella 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. Since this fund center "purchases" labor from the ISF, labor costs are accounted for in services and supplies and not salaries and benefits, as in other types of budgets.

The recommended General Fund support for Waste Management is \$939,179, a \$58,915 increase over FY 2014-15 adopted levels. The increase is due to flat revenues and higher labor costs related to promotions and prevailing wage adjustments approved in FY 2014-15. Costs are also increasing to comply with new requirements under the County's storm water discharge permit and to provide new water quality monitoring equipment. Overall, services and supplies are increasing by \$60,299.

BOARD ADOPTED CHANGES

None.

BUDGET AUGMENTATION REQUESTS ADOPTED

None requested.

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.						
10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
69% 4.6 lbs.	69% 4.6lbs	71% 4.3 lbs.	68% 4.7 lbs.	68% 4.4 lbs.	67% 4.9 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 mandate with a base year of 1990 objective.						
How are we doing? The County exceeded the State's mandated diversion goal of 50%. The San Luis Obispo County region has consistently maintained a diversion rate of about 68%, exceeding the State average of 65% and well above the 50% State mandate. The County is in line with the State average pound per capita disposed goal of 4.4 lbs. Until we implement new programs on a wide-spread basis such as food waste collection, we will not see appreciable reductions in disposal. The development of the food waste collection program continues to make progress. In the north county, it is occurring in areas served by Mid-State Solid Waste and is anticipated in unincorporated communities in the south county beginning in January 2016.						

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

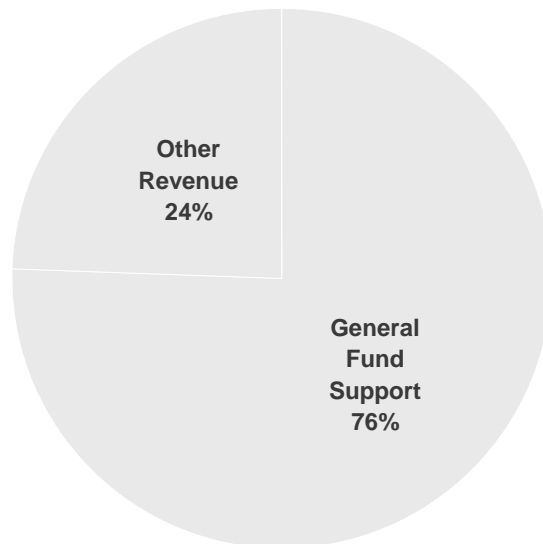
Veterans Services

PURPOSE STATEMENT

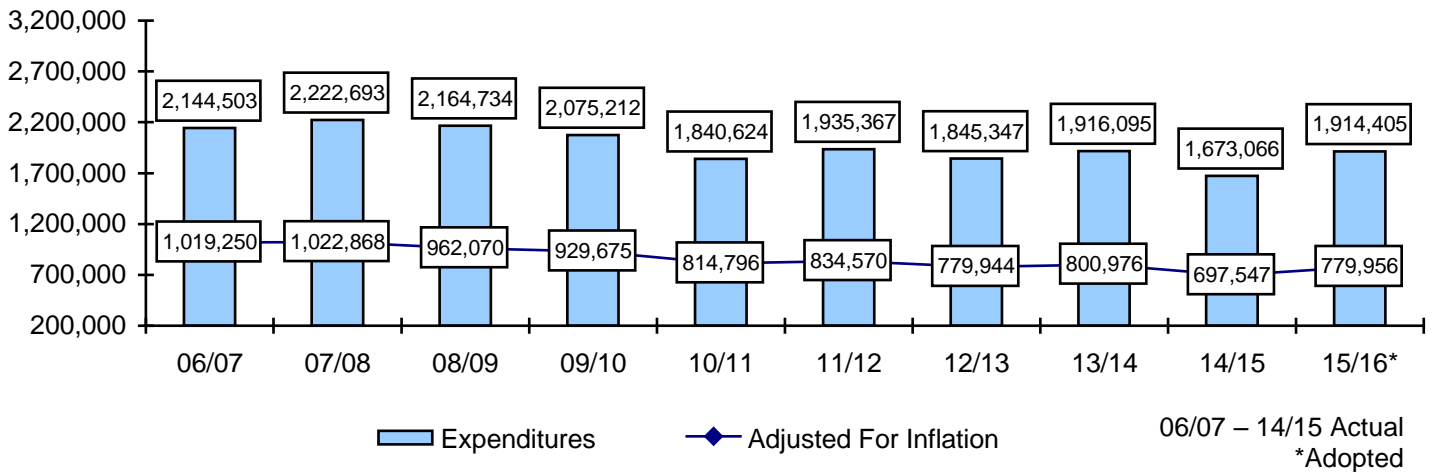
To assist non-profit agencies and organizations by providing financial support for essential services not provided by the County, and to support County recognized advisory committees and councils with their on-going operations.

Financial Summary	2013-14	2014-15	2015-16	2015-16	2015-16
	Actual	Actual	Requested	Recommended	Adopted
Other Revenues	\$ 356,515	\$ 393,232	\$ 355,005	\$ 374,000	\$ 374,000
Other Financing Sources	0	0	0	0	250,000
Interfund	36,000	0	0	0	0
**Total Revenue	\$ 392,515	\$ 393,232	\$ 355,005	\$ 374,000	\$ 624,000
Services and Supplies	1,911,905	1,673,066	1,351,720	1,604,405	1,914,405
Other Charges	4,190	0	0	0	0
**Gross Expenditures	\$ 1,916,095	\$ 1,673,066	\$ 1,351,720	\$ 1,604,405	\$ 1,914,405
 General Fund Support (G.F.S.)	 <u>\$ 1,523,580</u>	 <u>\$ 1,279,834</u>	 <u>\$ 996,715</u>	 <u>\$ 1,230,405</u>	 <u>\$ 1,290,405</u>

Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Contributions to Other Agencies has a total expenditure level of \$1,914,405 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: \$139,505 Total Staffing (FTE): 0.00

Community Based Organizations

Provides funds to non-profit health and human services organizations for programs and services that 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: \$893,900 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: \$407,000 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: \$474,000 Total Staffing (FTE): 0.00

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The recommended FY 2015-16 level of General Fund support for this fund center, at \$1,230,405, is a decrease of \$54,589 or 4% from FY 2014-15 adopted levels. The decrease is primarily due to funding for Visit San Luis Obispo County not recommended to be continued. Overall, the recommended budget provides for \$1,604,405 in grant funds, a decrease of \$79,839 when compared to FY 2014-15. Grants are funded through a combination of the General Fund and tobacco settlement dollars. The recommended budget includes \$50,000 of unallocated funding. The following is a description, by category, of the recommended funding distribution.

District Community Project Grants: For FY 2015-16, it is recommended that funding for District Community grants increase to \$139,505, or \$27,901 per supervisorial district. This represents a less than 1% increase compared to FY 2014-15 levels. As in prior years, any district funds remaining from FY 2014-15 will be carried forward to FY 2015-16. The exact amount of funds to be carried forward will be determined at the end of FY 2014-15.

District Community Projects	2015-16 Request	2015-16 Recommendation	2015-16 Adopted
District 1 Community Projects	\$ 25,938 + carryover	\$ 27,901 + carryover	\$ 27,901 + carryover
District 2 Community Projects	\$ 25,938 + carryover	\$ 27,901 + carryover	\$ 27,901 + carryover
District 3 Community Projects	\$ 25,938 + carryover	\$ 27,901 + carryover	\$ 27,901 + carryover
District 4 Community Projects	\$ 25,938 + carryover	\$ 27,901 + carryover	\$ 27,901 + carryover
District 5 Community Projects	\$ 25,938 + carryover	\$ 27,901 + carryover	\$ 27,901 + carryover
Total	\$129,690	\$139,505	\$139,505

Community Based Organization (CBO) and Preventive Health Grant (PHG):

The CBO/PHG Review Committee, along with Administrative Office staff, formulated the funding recommendations below. The CBO/PHG Review Committee is made up of representatives appointed by the Adult Services Policy Council, the Behavioral Health Advisory Board, the Health Commission and Children's Services Network.

A total of 70 project proposals, requesting \$2 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 62 proposals totaling \$1,200,900 is recommended. Forty (40) proposals will be funded through the CBO grants program. This is an increase of \$58,400 or 8% compared to FY 2014-15 adopted amounts. Twenty-two (22) proposals will be funded through the PHG grants program. This represents a decrease of \$7,675 or 2% from FY 2014-15 levels. PHG grants are funded through tobacco settlement funds which fluctuate from year to year. CBO grants are funded using General Fund dollars. The following organizations are recommended for funding in FY 2015-16.

**Contributions to Other Agencies
Fiscal Year 2015-16 Final Budget**

Fund Center 106

Community Based Organizations / Preventive Health Grant	2015-16 Requested	2015-16 CBO Recommended	2015-16 PHG Recommended	2015-16 Adopted
5 Cities Homeless Organization	23,950		7,000	15,000
AIDS Support Network				
Stable Housing Program	23,000		20,000	20,000
Hep C Project	25,000		23,000	23,000
SLO Syringe Exchange Program	10,000		10,000	10,000
Alpha Pregnancy and Parenting Support	14,000	12,000		12,000
American Red Cross (home fire preparedness campaign)	7,000	0	0	0
Assistance League	10,000	10,000		10,000
Atascadero Loaves & Fishes	20,000	20,000		20,000
Big Brothers Big Sisters	10,000	8,000		8,000
Boys and Girls Club of South San Luis Obispo County	12,500	8,000		8,000
Cal Poly Corporation	33,845	25,000		25,000
Cambria Connection	35,000		20,000	35,000
Center for Family Strengthening (formally known as SLO Child Abuse Prevention Council)				
Kidz Tool Box for Personnel Safety	10,000	5,000		5,000
Dental Treatment for uninsured children	20,000		13,000	13,000
Promotores Collaborative of SLO County	36,000	15,000		15,000
Child Development Center of the Central Coast	39,296	37,000		37,000
Children's Resource Network of Central Coast	17,500	15,000		15,000
Coast Caregiver Resource Center/RISB Foundation	10,000	10,000		10,000
Coast Unified School District	79,237		22,500	22,500
Community Action Partners of SLO County				
Adult Day Service Centers	31,500	31,500		31,500
Adult Wellness and Prevention	15,750	10,000		10,000
Forty Wonderful Program	8,663		6,000	6,000
Liberty Tattoo Removal Program	8,400	8,400		8,400
SAFE South County	18,000		15,000	15,000

**Contributions to Other Agencies
Fiscal Year 2015-16 Final Budget**

Fund Center 106

Community Based Organizations / Preventive Health Grant	2015-16 Requested	2015-16 CBO Recommended	2015-16 PHG Recommended	2015-16 Adopted
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	80,073		22,500	22,500
Court Appointed Special Advocates (CASA)				
Represent abused and neglected children under the jurisdiction of Juvenile Court	20,000	20,000		20,000
CASA services to infants and toddlers ages 0 to 3 years	4,400	4,000		4,000
El Camino Homeless Organization	0	0	0	35,000
Five Cities Meals on Wheels	8,000	8,000		8,000
Food Bank	120,000	100,000		100,000
Forget Me Not, Inc. (subsidizing court ordered supervised child visitations)	2,000	0	0	0
Gryphon Place/Gatehelp, Inc.	30,000	0	0	0
Life Steps Foundation, Inc.	2,500	2,500		2,500
Literacy Program for San Luis Obispo County	50,000	15,000		15,000
Long Term Care Ombudsman Services				
Facility monitoring, complaint investigations and resolutions	15,000	15,000		15,000
Mental health training for care facility staff	9,000		4,500	4,500
Lucia Mar Unified School District	41,400		25,000	25,000
North County Connection	40,000		20,000	30,000
Operation Coaching Our Youth (Operation COY)	75,000	0	0	0
Partnership for Children Pediatric Dental Care	30,000	30,000		30,000
Paso Robles Unified School District				
Girls Circle project	61,410	0	0	
Drug and alcohol prevention program	26,796		20,000	20,000

**Contributions to Other Agencies
Fiscal Year 2015-16 Final Budget**

Fund Center 106

Community Based Organizations / Preventive Health Grant	2015-16 Requested	2015-16 CBO Recommended	2015-16 PHG Recommended	2015-16 Adopted
Positive behavior implementation and strategies Program	26,138	0	0	0
Assessing at-risk students through intervention	60,375	0	0	0
People's Self-Help Housing	25,000	18,000		25,000
RISE				
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	5,000		2,000	2,000
SLO Bike Coalition (ride well program for homeless and at- risk)	10,683	2,500		2,500
SLO Noor Foundation	175,000	150,000		175,000
San Luis Obispo Legal Assistance Foundation (formerly known as San Luis Obispo Legal Alternatives)/Senior Legal Services Project	15,000	15,000		15,000
Senior Nutrition Program	75,000	55,000		55,000
Senior Volunteer Services				
RSVP (senior volunteers)	15,000	15,000		15,000
Central Coast Community Volunteer Program	5,000	5,000		5,000
South County Youth Coalition	99,794		22,500	22,500
The Link				
SAFE Program North County	27,500		15,000	15,000
North County First Contact/Last Resort Program	3,000	3,000		3,000
Transitional Food and Shelter	50,000		40,000	40,000
Transition-Mental Health Association				
Growing Grounds	18,000	18,000		18,000
North County Wellness Center	10,000	10,000		10,000
HOTLINE	30,000	25,000		25,000
United Way – 211	35,000	25,000		25,000
Wilshire Community Services				

**Contributions to Other Agencies
Fiscal Year 2015-16 Final Budget**

Fund Center 106

Community Based Organizations / Preventive Health Grant	2015-16 Requested	2015-16 CBO Recommended	2015-16 PHG Recommended	2015-16 Adopted
Caring Callers	5,000	4,500		4,500
Good Neighbor Program	5,000	5,000		5,000
Senior Peer Counseling Program	5,000	4,500		4,500
Wilshire Hospice (SoulCollage Grief Support Program)	8,760	0	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	10,000		8,000	8,000
Total	\$1,973,470	\$826,900	\$374,000	1,300,900

Other Agency Requests:

General Fund support for this category is recommended to decrease by \$193,379 or 48% from FY 2014-15 adopted levels. This decrease is primarily due to the elimination of funding for Visit San Luis Obispo County. At the writing of this narrative, Visit San Luis Obispo County is in the process of spearheading the formation of a countywide tourism marketing district (TMD). The TMD will provide a sustainable funding mechanism for Visit San Luis Obispo County so funding will no longer be needed.

Funding for the Central Coast Commission for Senior Citizens – Area Agency on Aging (Triple AAA) is a required match of the Older Americans Act. FY 2015-16 will begin the next two-year cycle of the Action for Healthy Communities survey. In the past, funds have been budgeted in each fiscal year of the cycle; however, this year the \$20,000 will be needed in the second half of FY 2015-16 and therefore, the entire amount is being budgeted in FY 2015-16. Funding for the Arts Council/ARTS Obispo is recommended to increase approximately \$2,500 or 13%. The Coastal San Luis and Upper Salinas Resource Conservations Districts are recommended to increase by \$5,000 (\$10,000 to \$15,000).

**Contributions to Other Agencies
Fiscal Year 2015-16 Final Budget**

Fund Center 106

Other Agency Requests	2015-16 Requested	2015-16 Recommended	2015-16 Adopted
Action for Healthy Communities	20,000	20,000	20,000
Central Coast Commission for Senior Citizens- Area Agency on Aging	40,000	40,000	40,000
Central Coast Veterans Memorial Museum	15,000	0	0
Coastal San Luis Resources Conservation District	39,319	15,000	20,000
Pacific Wildlife Care	4,000	3,000	3,000
San Luis Obispo County Arts Council/Arts Obispo	21,007	21,000	21,000
San Luis Obispo Visitors & Conference Bureau dba Visit San Luis Obispo County	325,854	0	0
SCORE	5,000	0	0
Upper Salinas-Las Tablas Resources Conservation District	45,000	15,000	20,000
Tourism Infrastructure Grant program		100,000	100,000
Cal Poly Performing Arts Center			250,000
Total	\$515,180	\$214,000	\$474,000

BOARD ADOPTED CHANGES

During budget hearings, the Board approved using \$50,000 of unallocated funds budgeted in this fund center for FY 2015-16 along with \$60,000 from General Fund Contingencies and \$250,000 from General Government Building Replacement Fund-General Building Designation for a total of \$360,000 for a net budget increase of \$310,000. These additional funds will be used to fund and/or increase the following projects:

- 5 Cities Homeless Coalition was increased by \$8,000 to \$15,000
- Cambria Connection was increased by \$15,000 to \$35,000
- El Camino Homeless Organization was awarded \$35,000
- North County Connection was increased by \$10,000 to \$30,000
- People's Self Help Housing was increased by \$7,000 to \$25,000
- SLO Noor Foundation was increased by \$25,000 to \$175,000
- Cal Poly Performing Arts Center was awarded a one-time grant of \$250,000
- Coastal San Luis Resources Conversation District was increased by \$5,000 to \$20,000
- Upper Salinas Las Tablas Resources Conservation District was increased by \$5,000 to \$20,000

BUDGET AUGMENTATION REQUESTS ADOPTED

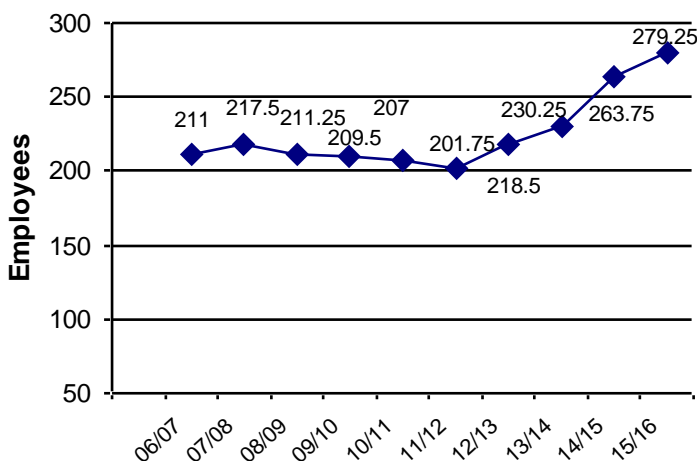
None requested.

MISSION STATEMENT

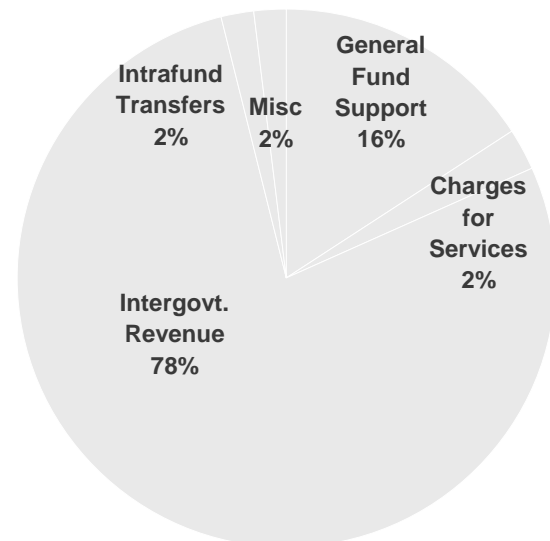
San Luis Obispo County Behavioral Health Department works in collaboration with the community to provide services necessary to improve and maintain the health and safety of individuals and families affected by mental illness and/or substance abuse. Services are designed to assist in the recovery process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

	2013-14	2014-15	2015-16	2015-16	2015-16
<u>Financial Summary</u>	<u>Actual</u>	<u>Actual</u>	<u>Requested</u>	<u>Recommended</u>	<u>Adopted</u>
Fines, Forfeitures and Penalties	\$ 180,000	\$ 91,000	\$ 195,000	\$ 195,000	\$ 195,000
Intergovernmental Revenue	39,076,115	42,750,726	44,715,374	46,070,665	46,070,665
Charges for Current Services	1,186,858	1,167,274	1,322,955	1,443,805	1,443,805
Other Revenues	893,468	1,342,176	881,827	881,827	881,827
Interfund	450,064	187,439	73,641	73,641	73,641
**Total Revenue	\$ 41,786,505	\$ 45,538,615	\$ 47,188,797	\$ 48,664,938	\$ 48,664,938
Salary and Benefits	25,213,929	26,924,697	29,383,397	30,791,035	30,791,035
Services and Supplies	25,078,296	24,736,525	26,827,005	27,379,019	27,379,019
Other Charges	47,519	2,385,555	1,097,221	1,097,221	1,097,221
**Gross Expenditures	\$ 50,339,744	\$ 54,046,777	\$ 57,307,623	\$ 59,267,275	\$ 59,267,275
Less Intrafund Transfers	1,125,856	1,278,669	1,181,755	1,181,755	1,181,755
**Net Expenditures	\$ 49,213,888	\$ 52,768,108	\$ 56,125,868	\$ 58,085,520	\$ 58,085,520
General Fund Support (G.F.S.)	<u>\$ 7,427,383</u>	<u>\$ 7,229,493</u>	<u>\$ 8,937,071</u>	<u>\$ 9,420,582</u>	<u>\$ 9,420,582</u>

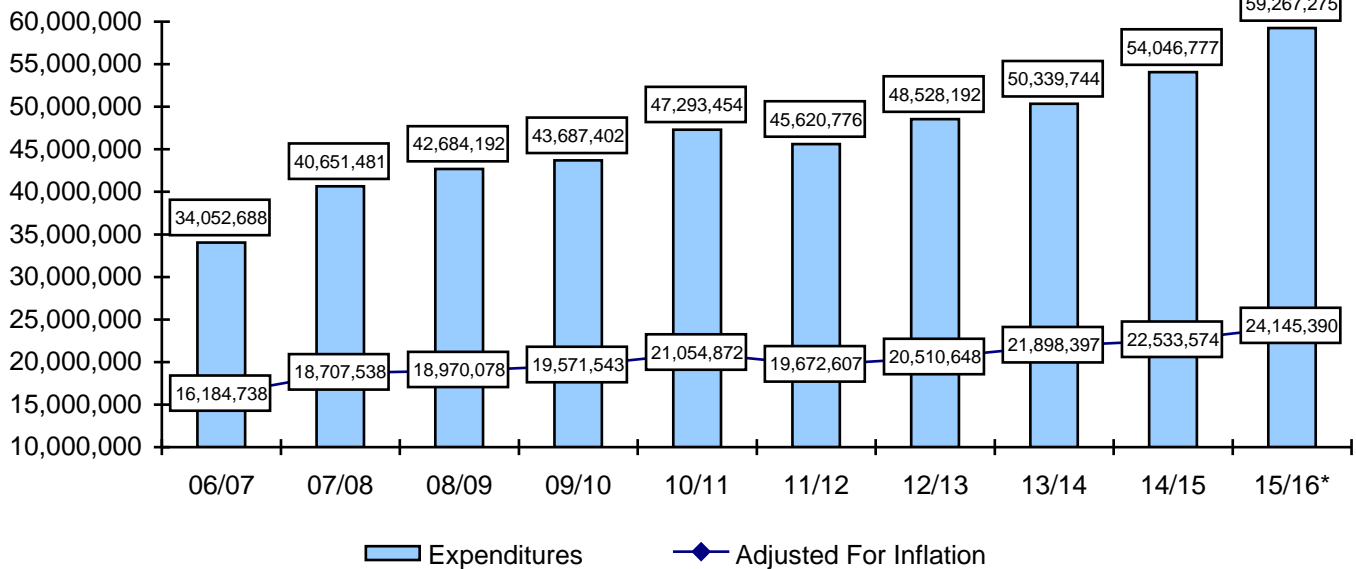
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



06/07 – 14/15 Actual
*Adopted

SERVICE PROGRAMS

Behavioral Health is in the Health Agency and has a total expenditure level of \$59,267,275 and a total staffing level of 279.25 FTE to provide the following services:

Mental Health Services

The San Luis Obispo County Mental Health Services Department offers a full range of specialty mental health services provided by a culturally diverse network of community mental health programs, clinics and private psychiatrists, psychologists, and therapists.

Total Expenditures: \$35,188,918 Total Staffing (FTE): 150.25

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: \$10,657,404 Total Staffing (FTE): 73.50

Mental Health Services Act (MHSA)

The Mental Health Services Act (MHSA) was designed to expand and transform county mental health systems by increasing the taxes of high income individuals. The MHSA initiative provides for developing, through an extensive stakeholder process, a comprehensive approach to providing community based mental health services. MHSA addresses five components of building a better mental health system to guide policies and programs that include; community services and supports, prevention and early intervention, capital facilities and technology, workforce education, and innovation.

Total Expenditures: \$13,420,953 Total Staffing (FTE): 55.50

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 manage their symptoms and improve their lives. Additionally, the department works with the community to inform, educate, and build skills which promote wellness, reduce barriers to care, and increase preventive health outcomes.

Funding for the department comes 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, Drug Courts, 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 2015-16 budget continues to include 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. 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, the data from the first six months of ACA implementation shows a small shift of eligibility for Medi-Cal and subsequent impact to revenues and service delivery needs. This budget reflects the initial projections for revenue and service trends, factoring in staff vacancies and subsequent reduction of both revenue and expense.

Several State and Federal initiatives (including amendments to section 1115b of the Social Security Act "Bridge to Reform" Waiver which impacts Drug Medi-Cal services and finance) and the movement toward integrated Health Homes, will continue to change both the department's service delivery system and financing methodologies. The budget also continues to reflect Mental Health Services Act special revenue funds which aid the department and community in increasing access to underserved populations and providing a focus on wellness and recovery.

The Department has, over the last several fiscal years, tried to sustain service levels with fewer resources. Until the ACA funded additions for drug and alcohol staff in the FY 2014-15 budget, few opportunities to increase the quantity and quality of services had been available outside of MHSA funded programs. This has had a severe impact on mandated mental health services, including access to care and in-house clinical care for adults

Following are some of the department's notable accomplishments for FY 2014-15 and specific objectives for FY 2015-16:

FY 2014-15 Accomplishments

- Completed the implementation of the Electronic Health Record system in all areas of the department except the jail.
- Developed new reporting tools to monitor, analyze, and adapt to changing treatment environment created by new Medi-Cal eligibility and benefits. Increased substance use disorder service capacity through new programs and staff.

FY 2015-16 Objectives

- Evaluate and begin implementation plans for an Electronic Health Record for jail services, in conjunction with Public Health.
- Increase adherence to timeliness and other standards for intake, assessment, and documentation, including required services to Spanish speakers and other underserved populations.

- Continued integration of mental health and substance use disorder services both clinically and operationally. Integrated forensic services under one division. Created additional co-occurring disorder treatment groups.
- Created a multi-agency group including Behavioral Health, Child Welfare Services and our community based organizations, which developed a structured all-day training on Trauma Informed Care for all staff.
- Developed an orientation program for all new staff. Health Agency on-boarding has begun and has been an extremely successful collaboration across internal departments.
- Initiated outpatient detoxification program for opiate and alcohol addictions. Withdrawal management program has begun and expanded to provide up to 30 hours a week of opiate withdrawal services.
- Increased collaboration for children's services with Department of Social Services for Katie A "sub-class". After a slow start, the services for the subclass defined population are fully implemented and referrals continue to increase. As of this time we are serving approximately 93 subclass children/families in the community.
- Continued successful collaboration with schools for children who are eligible for public mental health services. Services ranging from day treatment to Latino Outreach and therapeutic classroom strategies are available in 27 schools countywide.
- Increased early intervention and substance use disorders treatment services for youth, including the introduction of Drug Medi-Cal services on five high school campuses and expansion of contracts with six new school sites countywide.
- Expanded crisis services to better meet the needs of the community. An in-house team was developed to provide a higher level of response to San Luis Obispo hospital emergency rooms. This pilot project will be evaluated for efficacy after six full months of operation.
- Develop a data and performance outcome/quality assurance team to provide an efficient and effective data dashboard with standardized reports and analytics resulting in data driven decision making and management.
- Develop a system for collaborative care with physical health care providers for clients.
- Implement use of standardized assessment tools, CANS – Child and Adolescent Needs and Strengths; ANSA – Adult Needs and Strengths Assessment, for level of care and clinical progress.
- Develop a standardized protocol with emergency departments and law enforcement agencies for psychiatric crisis response.
- Integrate successful MHSA "Innovation" pilot projects into ongoing programming. In FY 2015-16, programs for veterans outreach and student wellness will be continued using MHSA funds.
- Develop a college-based prevention and early intervention program to address growing behavioral health needs of local students. In FY 2015-16, MHSA funds will be directed towards implementing awareness, crisis prevention, and campus wellness initiatives at Cuesta College and Cal Poly.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The recommended budget reflects increases in revenues of approximately \$1.9 million or 4%, in total expenditures of more than \$4 million or 7%, and in General Fund support of almost \$2.2 million or 29% compared to the FY 2014-15 adopted budget.

The most significant variance in the revenue accounts compared to the FY 2014-15 adopted budget is a \$1,253,605 increase in Medi-Cal revenue, due in large part to the expansion of Medi-Cal eligibility under the Affordable Care Act (ACA). Other significant revenue increases include a \$571,479 or 7% increase in 2011 Realignment revenue due to growth, and a \$501,154 or 5% increase in Mental Health Services Act funding primarily associated with a new Mobile Crisis agreement that will be considered by the Board in late June or early July, 2015. The most significant decreases in the revenue accounts include a \$439,419 or 34% decrease in Tobacco Settlement funds due to one-time settlement funds that were included in the FY 2014-15 adopted budget, as well as a \$253,739 or 22% decrease in Federal grant revenue resulting from the elimination of four Federal grants: Drug Free Communities, Adult Treatment Court Collaborative, Children Affected by Methamphetamine, and Family Drug Court.

The more than \$4 million increase in expenditures compared to the FY 2014-15 adopted budget includes an increase of almost \$1.4 million or 4% in the salaries and benefits, to include the positions added mid-year, the net elimination of 9.0 FTE in the department's budget request, and the addition of 22.0 FTE new positions to the Position Allocation List. All of these staffing changes are listed below. Other key factors influencing the overall recommended amount in the salaries and benefits include:

- a reduction of approximately \$1.1 million in salary costs for 3.0 FTE Staff Psychiatrists, to reflect the expectation that these Staff Psychiatrist positions will remain unfilled and Behavioral Health will need to rely on Locum Tenens to provide psychiatry services;
- an increase of approximately \$900,000 due to the compensation increases approved by the Board in FY 2014-15;
- the elimination of several grant funded positions due to the ending of four Federal grants, which reduced the salaries and benefits by approximately \$671,000; and
- an increase of \$136,544 or 41% in contract employee costs due to a combination of contract Psychiatrist hourly costs and the addition of Psychiatrist hours for services at the Psychiatric Health Facility (PHF), jail and the youth services site in San Luis Obispo as well as an increase of Pediatrician hours for medical exams of Martha's Place clients.

Services and supplies are increasing by almost \$2.6 million or 10% overall primarily driven by an almost \$1.8 million or 14% increase in the Professional and Special Services account. A large component of this increase is approximately \$717,000 in additional Locum Tenens costs due to Staff Psychiatrist vacancies as mentioned above. Another significant component of this increase is an approximately \$454,000 increase in costs for a new Mobile Crisis services program and vendor, which is fully offset with Mental Health Services Act funding. The remaining increase is largely associated with increases in Mental Health Services Act programs including new "Innovation" programs that will begin in FY 2015-16.

Other significant variances in services and supplies include:

- an increase of \$533,255 or 63% in countywide overhead;
- an increase of \$225,224 or 4% in the Professional Services - Other account to reflect higher rates for Institutes for Mental Disease as allowed by the State;
- an increase of \$191,502 in internal Health Agency overhead billings due to the allocation of Compliance Program staff costs budgeted in FC 160 – Public Health to other Health Agency budgets (which was not done in FY 2014-15);
- a reduction of \$263,876 in charges for Information Technology support for major system development, due to the completion of the Behavioral Health Electronic Health Records system implementation; and
- a reduction of \$238,332 or 45% in the cost of pharmaceuticals as a result of changes in the formulary with several high cost drugs now being available as lower cost generics.

Other services and supplies accounts are varying by smaller amounts.

Transfers from other fund centers are recommended to decrease by \$85,594 or 6% due to the elimination of one-time Tobacco Settlement funding transferred to Behavioral Health from the Sheriff's department in FY 2014-15, combined with a reduction of about \$48,000 in the amount the Department of Social Services had transferred to Behavioral Health for crisis services for their Adult Protective Services clients. Department of Social Services will now contract with the Hotline provider for these services.

Changes to the Position Allocation List (PAL)

The following is a listing of the PAL amendments approved mid year FY 2014-15, positions eliminated in the Behavioral Health budget request, and positions added in the recommended budget.

Mid-year PAL adjustments approved by the Board in FY 2014-15:

- the elimination of a Supervising Administrative Clerk II and the addition of an Administrative Services Officer I/II for a re-classified position that had been omitted from the requested FY 2014-15 budget; and
- the addition of 2.5 FTE Limited Term positions for the newly awarded Behavioral Health Treatment Court Collaborative grant. The positions added to the PAL include 1.0 FTE Mental Health Therapist IV, 1.0 FTE Drug and Alcohol Specialist II and a 0.50 FTE Administrative Assistant III. The term for all three positions is four years and will end January 27, 2019.

Positions eliminated from the PAL in the FY 2015-16 Status Quo budget (9.0 FTE):

The following positions are being eliminated due to the termination of the Adult Treatment Court Collaborative grant:

- 0.50 FTE Limited Term Administrative Assistant
- 0.75 FTE Limited Term Mental Health Therapist IV
- 0.50 FTE Limited Term Drug and Alcohol Worker II
- 0.75 FTE Limited Term Drug and Alcohol Specialist IV
- 1.0 FTE Drug and Alcohol Specialist IV
- 0.50 FTE Drug and Alcohol Worker II

The following positions are being eliminated due to the termination of the Children Affected by Methamphetamine grant:

- 0.50 FTE Limited Term Administrative Assistant
- 1.0 FTE Limited Term Drug and Alcohol Worker I (two half-time positions)
- 2.0 FTE Limited Term Drug and Alcohol Specialists

In addition, 1.0 FTE Drug and Alcohol Specialist IV is being eliminated due to the termination of the Drug Free Communities grant, and 0.50 FTE Drug and Alcohol Worker II is being eliminated due to the termination of the Family Drug Court grant.

Positions added to the PAL in the recommended FY 2015-16 budget (22.0 FTE) See table below for Budget Augmentation requests recommended:

- 4.0 FTE Drug and Alcohol Specialist I/II/III/IV
- 1.0 FTE Drug and Alcohol Worker I/II
- 3.0 FTE Health Information Technician I/II
- 1.50 FTE Mental Health Nurse II
- 1.0 FTE Mental Health Program Supervisor
- 10.5 FTE Mental Health Therapist I/II/III/IV
- 1.0 FTE Program Manager I/II

Given the significant increase in resources in the FY 2015-16 recommended budget, service levels are expected to be expanded, as described in the table below.

BOARD ADOPTED CHANGES

None.

BUDGET AUGMENTATION REQUESTS ADOPTED

Unit Amount	Description	Results
Gross: \$218,521 General Fund support: \$0	Add 2.0 FTE Drug and Alcohol Specialist I/II/III and 0.50 FTE Health Information Technician to provide intensive outpatient treatment to youth in partnership with County Office of Education.	<ol style="list-style-type: none"> 1. Participants will reduce their self-reported drug and alcohol use in the past 30 days. 2. Participants will report an increase in knowledge of alcohol and other drug use consequences. 3. Participants will report improved grades and class attendance. 4. Participants will report reduced feelings of depression and other behavioral health indicators such as reduced suicidal ideations.
Gross: \$231,946 General Fund support: \$0	Add 2.0 FTE Drug and Alcohol Specialist I/II/III, a 1.0 FTE Health Information Technologist and a 0.50 FTE Mental Health Therapist IV to provide co-occurring disorder treatment services to inmates in the jail, funded with AB 109 Public Safety Realignment money.	<ol style="list-style-type: none"> 1. Provide substance abuse counseling services to approximately 50 – 60 inmates per year. 2. Reduce substance use and other criminogenic factors over the length of treatment as measured by pre and post-tests. 3. Reduce recidivism for treated clients to no more than 15.2%. 4. At least 58% of inmates treated in the jail continue with community-based treatment upon release, for at least six months. 5. Increase medication compliance to 80% for clients with co-occurring disorders.
Gross: \$187,006 General Fund support: \$41,848	Convert 3,600 temporary help hours to permanent staff, adding two 0.50 FTE Mental Health Nurse I/II's and two 0.50 FTE Mental Health Therapist II/III/IV's for the Psychiatric Health Facility (PHF).	<ol style="list-style-type: none"> 1. Comply with the County's temporary help policy by reducing the number of temporary help workers performing work of an on-going nature. 2. Decrease overtime costs by 4% (approximately \$4,300).
Gross: \$64,821 General Fund support: \$31,514	Convert approximately 1,800 temporary help hours to permanent staff, adding 1.0 FTE Drug and Alcohol Worker I/II to conduct drug testing. Temporary help costs will be reduced by \$33,307.	<ol style="list-style-type: none"> 1. Test results will be posted within 48 hours, reduced from the current average time of 72 hours. 2. Comply with the County's temporary help policy by reducing the number of temporary help workers performing work of an on-going nature.

<p>Gross: \$605,764 General Fund support: \$348,178</p>	<p>Add 6.0 FTE Mental Health Therapists and 1.0 FTE Mental Health Program Supervisor to improve capacity to provide adult mental health services, and reduce wait times for clients.</p>	<ol style="list-style-type: none"> 1.Reduce wait time for treatment services from the current 20- 50 days to no more than 14 days, complying with the required timeliness standard 2.Decrease service requests for emergency/crisis mental health services in the county by 5%. 3.Decrease the rate of patient readmission to the PHF within 30 days by 5%. 4.Decrease the suicide rate in San Luis Obispo County by 5%.
<p>Gross: \$48,220 General Fund support: \$23,773</p>	<p>Add 0.50 FTE Mental Health Nurse II to complete utilization review of PHF admissions.</p>	<ol style="list-style-type: none"> 1.Reduce disallowances for reimbursement of inpatient days by 50% (from 50 days/month to 25 days/month). 2.Reduce disallowances for reimbursement of patient medication consent by 90% (from 124 to less than 12).
<p>Gross: \$132,367 General Fund support: \$31,499</p>	<p>Add 1.0 FTE Mental Health Therapist III and 1.0 FTE Health Information Technologist I/II to provide intensive day treatment services to youth.</p>	<p>Using the Child and Adolescent Needs and Strengths assessment instrument:</p> <ol style="list-style-type: none"> 1.80% of clients will show improvement in one or more areas of the "Life Domain Functioning" identified. 2.80% of clients will show improvement in one or more areas of the "Child Strengths" identified. 3.80% of clients will show improvement in one or more areas of the "Behavioral/Emotional Needs" identified.
<p>Gross: \$77,838 General Fund support: \$17,627</p>	<p>Add 1.0 FTE Mental Health Therapist III/IV to provide bilingual mental health services to youth in the north county.</p>	<p>Using the Child and Adolescent Needs and Strengths assessment instrument:</p> <ol style="list-style-type: none"> 1.80% of clients will show improvement in one or more areas of the "Life Domain Functioning" identified. 2.80% of clients will show improvement in one or more areas of the "Child Strengths" identified. 3.80% of clients will show improvement in one or more areas of the "Behavioral/Emotional Needs" identified.

<p>Gross: \$113,940 General Fund support: \$63,576</p>	<p>Add 1.0 FTE Mental Health Therapist III/IV and 0.50 FTE Health Information Technician I/II to provide/document intake assessments for Mental health Managed Care services.</p>	<p>1. The Mental Health Therapist will complete 250 – 300 intake assessments in FY 2015-16. 2. The average wait time for adult assessment will decrease from an average of 33 days to an average of 14 days.</p>
<p>Gross: \$102,053 General Fund support: \$39,801</p>	<p>Add 1.0 FTE Program Manager I/II to manage ongoing support functions for the Health Agency electronic health records systems.</p>	<p>Within two years of starting in the position: 1. Obtain Cerner Behavioral Health Alliance Leadership position; 2. Obtain California Special Interest Group Leadership position; 3. Draft at least three Data Processing Requests (for code-required system improvements); and 4. Develop improved outcome reporting from the Behavioral health electronic health record system.</p>

BUDGET AUGMENTATION REQUESTS NOT ADOPTED

Unit Amount	Description	Results
<p>Gross: \$149,772 General Fund support: \$93,581</p>	<p>Add 2.0 FTE Mental Health Therapist III/IV to perform bilingual psychotherapy and assessment for children ages birth to five years and to provide case management services to the families of these children.</p>	<p>Using the Child and Adolescent Needs and Strengths assessment instrument: 1. 80% of clients will show improvement in one or more areas of the “Life Domain Functioning” identified. 2. 80% of clients will show improvement in one or more areas of the “Child Strengths” identified. 3. 80% of clients will show improvement in one or more areas of the “Behavioral/Emotional Needs” identified.</p>
<p>Gross: \$166,700 General Fund support: \$114,110</p>	<p>Add 1.0 FTE Drug and Alcohol Specialist II position and 1.0 FTE Administrative Assistant III to expand outpatient substance use disorder treatment services in Paso Robles.</p>	<p>1. Increase access and treatment services. 2. Increase education classes specific to job development, substance abuse and life skills. 3. Decrease wait list and wait times for services for individuals living in the Paso Robles Area.</p>

<p>Gross: \$251,879 General Fund support: \$129,250</p>	<p>Add 2.0 FTE Drug and Alcohol Specialist II positions and 1.0 FTE Health Information Technician to expand Drug Medical services to students in county school districts.</p>	<ol style="list-style-type: none"> 1. Participants will reduce their self-reported drug and alcohol use in the past 30 days. 2. Participants will report an increase in knowledge of alcohol and other drug use consequences. 3. Participants will report improved grades and class attendance. 4. Participants will report reduced feelings of depression and other behavioral health indicators such as reduced suicidal ideations.
<p>Gross: \$214,116 General Fund support: \$214,116</p>	<p>Convert 2.0 FTE Limited Term Mental Health Therapist III/IVs to permanent employment status to continue services that have been provided to children and families under the Children Affected by Methamphetamine grant. The services offered under this grant ended April 1, 2015 and the Limited Term positions will be eliminated in FY 2015-16.</p>	<ol style="list-style-type: none"> 1. Reduce out-of-home child placement costs (and duration) by seven months. 2. Reduce recidivism by approximately 10%.
<p>Gross: \$47,000 General Fund support: \$47,000</p>	<p>Funding for laboratory costs and supplies for drug testing of Drug-Medi-Cal clients.</p>	<p>Improve public safety and health of clients, their families and the community.</p>

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>						
<p>10-11 Actual Results</p>	<p>11-12 Actual Results</p>	<p>12-13 Actual Results</p>	<p>13-14 Actual Results</p>	<p>14-15 Adopted</p>	<p>14-15 Actual Results</p>	<p>15-16 Target</p>
<p>**75%</p>	<p>*N/A</p>	<p>85%</p>	<p>85%</p>	<p>86%</p>	<p>85%</p>	<p>87%</p>
<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 offered to all clients receiving mental health services during a one-week period each fiscal year. The survey contains 36 statements to determine the quality of services provided. The survey offers the following five choices based upon each statement: Strongly Agree, Agree, Neutral, Disagree, and Strongly Disagree. The measure of "satisfaction" 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>						

How are we doing? During May 11-15, of 2015 the [Consumer Perception Survey](#) was administered. A total of 321 surveys were collected, reflecting an average aggregate client satisfaction rate of 85% of "Agree" or "Strongly Agree" (273/321).

Comparison data is not available to the department. In May of 2015 California Institute of Behavioral Health Solutions (CiBHS) began coordinating data collection and analysis for the State survey as part of the larger [CiBHS Statewide Evaluation](#) project. CiBHS is developing a framework that supports routine data collection consistency across agencies and providers. A report with comparison data is expected to be provided to Counties by the end of FY 2015-16. As methodology and standards have changed from the prior year, comparing specific data points would not be appropriate until the State report and technical assistance on the results have been provided. Based upon the upcoming guidelines from the State, Behavioral Health is also creating a tool in FY 2015-16 that will allow the data to be utilized locally in a more meaningful way.

*The November 2011 and May 2012 Statewide surveys were cancelled by the State pending a review of their survey requirements; therefore there are no results available to report for FY 2011-12.

**The Actual rates FY 2010-11 were revised to reflect two specific indicators, "agree" & "strongly agree", where before they had included a third indicator of "neutral".

2. Performance Measure: Day treatment days provided to youth in out-of-county group home facilities.

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
2,937	1,588	1,885	1,764	1,920	1,613	1,920

What: The County is responsible for placing youth in residential environments that are safe and foster support for therapeutic interventions when their home is not an option. This measure reflects the number of day treatment days received by youth who are residing in an out-of-county Rate Classification Level (RCL) 14 group home. RCL 14 is the highest service level classification for State residential treatment facilities and group homes. Youths are placed in RCL 14 group homes by the Department of Social Services, Probation and school districts.

Why: Youths placed in out-of-county group homes receive the most expensive form of treatment that is reserved for youths who are severely emotionally disturbed. Youth mental health outpatient services are designed to minimize placements in RCL 14 group homes, whenever possible.

How are we doing? The actual Day Treatment Intensive (DTI) days provided in FY 2014-15 was 1,613 with an average of 9 clients per month over the year.

FY 2014-15 started off with 6 clients placed in RCL 14 group homes, increasing to a high of 12 and ultimately ending the fiscal year with 9 clients. This net increase in client census was due to admitting eight new clients into out-of-county group homes and "graduating" five clients to lower levels of care within the county. 1,613 total DTI days were provided during FY 2014-15, which is 19% below the FY 2014-15 Adopted target level of 1,920. Some youth receive DTI services, while some youth receive only mental health services and medication support but still reside within the RCL-14 facility.

The FY 2015-16 target of 1,920 DTI (8 clients X 240 DTI days per year) remains the same amount adopted for FY 2014-15. With the implementation of the Katie A settlement and associated programs during FY 2013-14, the County has a better idea of potential youth anticipated to be in need of DTI.

A report by APS Healthcare, California's External Quality Review Organization (EQRO), found that for calendar year 2012, San Luis Obispo County provided DTI 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. The EQRO report for calendar year 2013 has not yet been published at the time this performance measure was written. The EQRO report for future years will be published by Behavioral Health Concepts, Inc.

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

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
\$12,140	\$13,940	\$11,955	\$12,727	\$11,200	\$20,117	\$15,952

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, clients more readily accept 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.

Why: This measure is intended to be used to monitor the operating cost per FSP enrollee.

How are we doing? The net MHPA operating cost per FSP enrollee for FY 2014-15 was \$20,117, which was \$8,917 more than the adopted target. The actual was calculated by taking the amount of net FSP revenue spent in FY 2014-15 divided by the number of FSP clients served (\$2,232,936 divided by 111 = \$20,117). As a comparison, in FY 2013-14 the amount per enrollee was calculated at \$2,316,295 divided by 182 = \$12,727 per enrollee. The increased cost of FSP clients was a result of changes that were made to the Child and Transitional Aged Youth (TAY) FSP Lite programs. The Department did a study on the "low-intensity" FSP model and concluded that it is successful, but dissimilar enough to the original FSP model that outcome reporting may be affected. MHPA stakeholders approved and the MHPA Annual Report reflects moving out the FSP Lite programs from Child and TAY FSP and into a newly-named "School and Family Empowerment" program. This change will allow for more accurate data collection and outcome measurement. As a result of the FSP lite program movement to the CSS program "School and Family Empowerment", the total number served during FY 2014-15 was less than what was originally projected, thus increasing the cost per client. Overall caseloads for all FSP programs will begin to normalize to adopted levels for FY 2015-16 to ensure the Department is utilizing staffing resources effectively.

The FY 2015-16 target amount is \$15,952 (\$2,552,319 divided by 160 clients = \$15,952), which is lower than the prior year actual. A request for proposal (RFP) process was conducted during FY 2014-15 on all FSP programs. The Department is anticipating an increase in FSP clients served during the fiscal year as a result of changes in service providers.

The State contracted with the University of California, Los Angeles (UCLA) to evaluate the cost per FSP client in FYs 2008-09 and 2009-10 to make comparisons among counties. However, the method in determining the cost per FSP client varied from county to county, so it has been difficult to draw any substantial or meaningful conclusions based on that report. As a result of that report, the Department of Health Care Services has been working with the California Behavioral Health Director's Association in developing an evaluation tool called Measurements, Outcomes and Quality Assessments (MOQA) that will assist in county to county comparisons in the future.

4. Performance Measure: Average Annual Cost of Services per Unduplicated Medi-Cal Client.

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
\$5,033	\$4,852	\$5,926	\$5,562	\$5,990	\$5,303	\$5,500

What: This measure calculates the annual cost of Medi-Cal services divided by annual Medi-Cal clients served based on Medi-Cal approved claims.

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.

How are we doing? The average annual cost of services per Medi-Cal client for FY 2014-15 was \$5,303 (\$21,979,453 / 4,145 clients). Broken down by age group; the average cost per youth client in FY 2014-15 was \$8,005 (\$13,513,126 / 1,688 clients), while the average cost per adult client was \$3,229 (\$8,466,327 / 2,622 clients). Cost per client for adults has dropped from prior years due to the implementation of the Affordable Care Act. While the adult Medi-Cal population has increased by 36% (1922 to 2622 compared to FY 2013-14), the amount of adult Medi-Cal cost only increased by 15%. Increases in Medi-Cal costs relate to variable staffing costs. Overall, since costs did not increase at the same level as the Medi-Cal client count, the results for FY 2014-15 reflect an overall reduction in cost per Medi-Cal client. Overall increase in the current number of Mental Health clients eligible for Medi-Cal, has a direct effect in the overall cost reduction per client. The Department frequently reviews client Medi-Cal status to maximize revenue for specialty Mental Health Services. 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 significantly higher than cost per adult client. We expect this trend to continue in FY 2015-16.

The percent of Medi-Cal eligible individuals in the county who actually receive services is referred to as the penetration rate. For Calendar Year (CY) 2013, the latest report available, CenCal, our County's Medi-Cal administrator shows San Luis Obispo County's penetration rate was 7.59%, versus 5.78% for all counties statewide.

5. Performance Measure: Percentage of Readmission to the Psychiatric Health Facility (PHF) Within 30 Days of Discharge.

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
*12.8%	*11.6%	*10.6%	12.9%	10%	12.7%	11%

What: The percentage of clients who are readmitted to the (PHF) within 30 days from their prior discharge.

Why: Low readmission rates indicate that clients are being adequately stabilized prior to discharge.

How are we doing In FY 2013-14, the client overall readmission rate was 12.9%. This is higher than our FY 2013-14 adopted rate due to the finding that our data used to establish the target did not include clients that were readmitted 3 or more times to the PHF with a 30 day period. The target for FY 2015-16 had already been set when this was discovered.

In FY 2014-15, 142 re-admissions occurred out of 1,122 total admissions; this is similar to the FY 2013-14 figure.

As a comparison, Monterey County's readmission rate was 10.2% in FY 2012-13 and Orange County's rate from January 2014 through May 2014 was 11.4%.

*Prior year actual results were revised to include clients that had been readmitted 3 or more times to the PHF within 30 days of discharge. The revision of the prior year's results was necessary to maintain consistency with the current and FY 2013-14 calculations.

Division Treatment Goal: To reduce alcohol and other drug-related problems among program participants who access services in regional clinics that provide efficient, high quality, intensive treatment services to community members desiring recovery from the misuse of alcohol and/or other drugs.

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

6. 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".

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
92%	91%	91%	90%	91%	86%	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? In FY 2014-15 the Behavioral Health Department began transitioning client surveys into an electronic format. As a result of this transition, only 126 surveys were collected, as compared to 432 surveys collected in FY 2013-14. As the electronic method has now been implemented, a larger sample size is expected in FY 2015-16.

Of those returned surveys, 86% (108/126) 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 has historically been based on the client's response to the single survey question of "overall satisfaction" with services.

Accordingly the target rate for FY 2015-16 has been set based on historical results. Because satisfaction rates are not part of any statewide database, no comparison data is available.

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

7. Performance Measure: Percentage of the county's population reached through Drug & Alcohol Prevention services.

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
10%	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 2014-15, approximately 10% of county residents (28,900 out of 279,803) were reached through a variety of activities and campaigns including countywide information, education and interventions provided by the Department's Prevention and Intervention Services. 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, revised the system in 2013, and is launching a new system in 2016. Based on that system, the number of individuals reached in FY 2014-15 by all California county substance abuse prevention efforts statewide was 1.5%, but since the system has changed so frequently, comparison data should be interpreted with caution.

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 Sources: California Outcomes Measurement System – Prevention; Web Based Prevention and Outreach data collection tool

8. 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.

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
88%	89%	94%	97.6%	97%	94.8%	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 2014-15, 805 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 94.8%. Of the 805 treatment completions 307 or (38.1%) maintained their sobriety, 440 or (54.7%) achieved abstinence and sobriety, 16 or (2.0%) reduced their alcohol and other drug use, and 42 (5.2%) 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 2014-15 demonstrated eliminated or reduced drug use, including those who maintained their sobriety during treatment according to the California Outcome Measurement System.

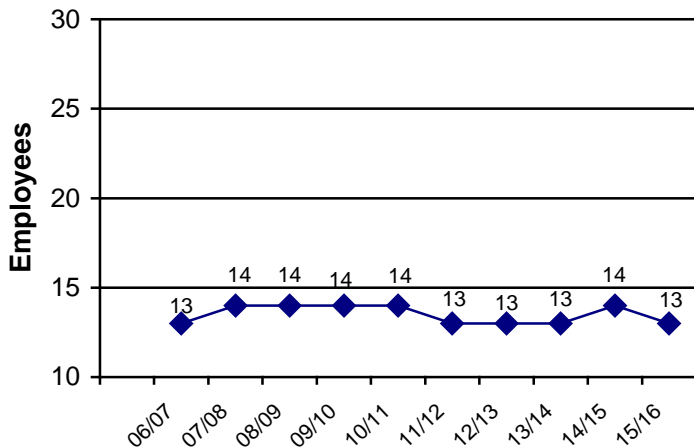
Data Source: California Outcomes Measurement System – Treatment

MISSION STATEMENT

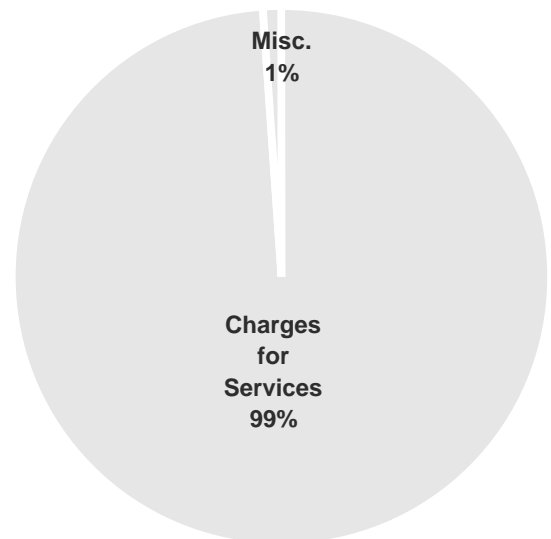
Driving Under the Influence (DUI) Programs promote safe, healthy, responsible, and informed choices concerning alcohol and other drugs through programs responsive to community needs.

	2013-14	2014-15	2015-16	2015-16	2015-16
<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	\$ 1,373	\$ 1,977	\$ 1,000	\$ 1,000	\$ 1,000
Charges for Current Services	1,343,682	1,306,719	1,340,158	1,340,158	1,340,158
Other Revenues	1	7	0	0	0
Interfund	58,300	29,665	0	0	0
Total Revenue	\$ 1,403,356	\$ 1,338,368	\$ 1,341,158	\$ 1,341,158	\$ 1,341,158
Fund Balance Available	\$ 123,502	\$ 72,534	\$ (68,538)	\$ (68,538)	\$ (17,752)
Cancelled Reserves	11,200	78,169	93,382	98,382	98,382
Total Financing Sources	\$ 1,538,058	\$ 1,489,071	\$ 1,366,002	\$ 1,371,002	\$ 1,421,788
Salary and Benefits	\$ 1,039,822	\$ 1,059,723	\$ 967,539	\$ 967,539	\$ 967,539
Services and Supplies	417,411	449,763	378,463	378,463	378,463
Other Charges	0	0	0	0	0
Fixed Assets	0	0	0	0	0
Gross Expenditures	\$ 1,457,233	\$ 1,509,486	\$ 1,346,002	\$ 1,346,002	\$ 1,346,002
Contingencies	0	0	20,000	25,000	25,000
New Reserves	5,600	0	0	0	50,786
Total Financing Requirements	\$ 1,462,833	\$ 1,509,486	\$ 1,366,002	\$ 1,371,002	\$ 1,421,788

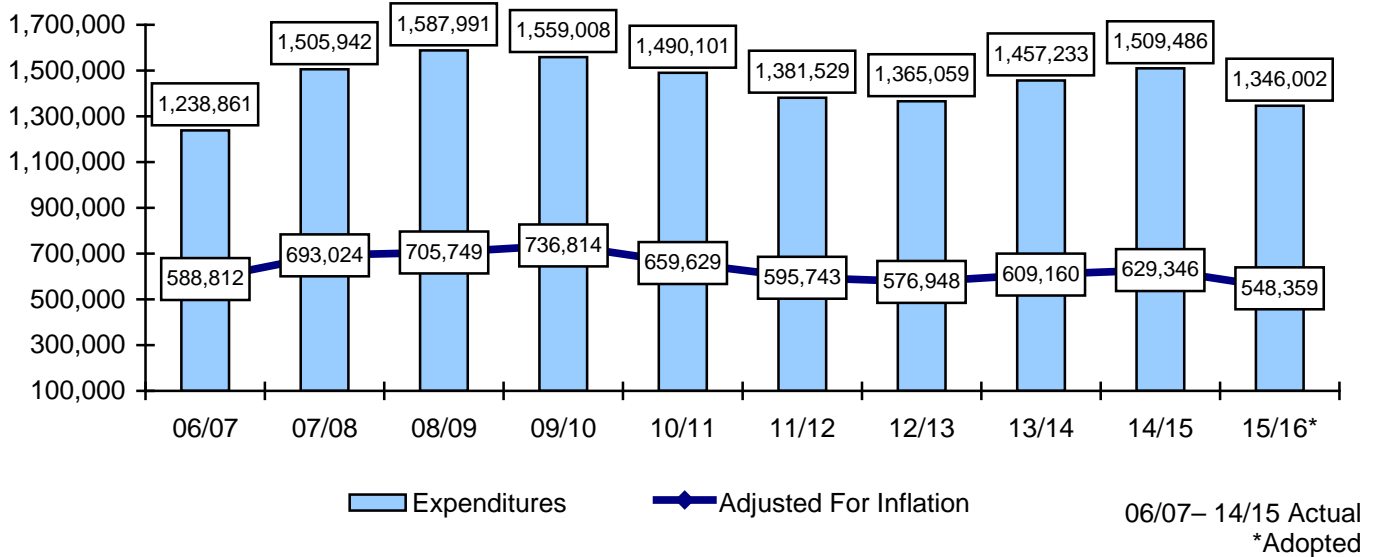
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

The Driving Under the Influence program, operated by the Health Agency - Behavioral Health, has a total expenditure level of \$1,346,002 and a total staffing level of 13.00 FTE to provide the following services:

First Offender Program

The First Offender program is three months long and is a continuing series of education, group and individual sessions that increase the level of awareness regarding problem drinking or alcoholism. The program encourages participants to reduce incidents of driving under the influence and to make safe, healthy, responsible and informed choices concerning alcohol and other drugs. For persons who have been convicted of a first DUI and have a blood alcohol level of .20% or higher, the Extended First Offender Program is nine months long and is a continuing series of education, group, and individual sessions.

Total Expenditures: \$677,156 Total Staffing (FTE): 6.50

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: \$619,550 Total Staffing (FTE): 6.00

Wet Reckless Program

The Wet Reckless Program is for clients with a blood alcohol level of less than .08%. It consists of an abbreviated 12-hour program that includes six education sessions and five Alcoholics Anonymous (AA) or self-help meetings.

Total Expenditures: \$20,126 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: \$29,170 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, San Luis Obispo County has conducted its court-ordered Driving Under the Influence program. This program is expected to enroll 1,200 participants in FY 2015-16 in First Offender, Second Chance, and other DUI programs.

Following are some of the division's notable accomplishments for FY 2014-15 and some specific objectives for FY 2015-16:

FY 2014-15 Accomplishments

- Implemented four Assessment Coordinators for each clinic site to handle DUI referrals to treatment. While the DUI Program is highly structured and regulated, clients may receive additional substance use disorder treatment services based on screening criteria.
- 87% of clients in the DUI program continue to rate their program either "excellent" or "above satisfactory."

FY 2015-16 Objectives

- In light of decreased enrollments, develop an improved process to track DUI convictions, area of residence, and enrollment status in conjunction with the Superior Court in order to maintain appropriate staffing levels.
- Develop a process to file documents electronically with the Superior Court.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Driving Under the Influence (DUI) is a special revenue fund, and does not receive any General Fund support. Total Financing Sources are decreasing \$263,350 or 16% compared to FY 2014-15 adopted levels due to expected decreased program enrollment and fee revenue. Program enrollment levels in FY 2014-15 are projected to come in 8.5% lower than assumed in the budget, resulting in a \$208,871 shortfall of fee revenue needed to cover program expenses.

Fee revenue is the largest source of financing for this budget and is budgeted at approximately \$1.3 million. The most significant decreases in fee revenue, compared to the prior year, are from the First Offender and Second Chance programs, expected to decrease by approximately \$73,000 or 13% and \$53,000 or 7% respectively. The Health Agency is projecting a negative Fund Balance Available of \$68,538 at year end, which will have an impact on overall financing sources for this budget. In order to balance the budget, \$98,382 in reserves will be canceled; an increase of \$20,213 or 25% compared to FY 2014-15 adopted levels. This will leave a balance of \$437,573 in DUI reserves at the end of FY 2015-16.

As a result of this decline in program enrollment, budgeted expenditures in FY 2015-16 are decreasing \$248,350 or 15% compared to the prior year. The most significant decrease is in the salary and benefit accounts, which is declining by \$209,892 or 17% in total. This decrease reflects the elimination of a vacant 1.0 FTE Drug and Alcohol Specialist from the Position Allocation List. In addition, approximately \$92,400 in salary savings is built into the budget based on the assumption that a filled Drug and Alcohol Specialist position will leave the DUI program at the beginning of FY 2015-16 to fill a vacancy in the Drug and Alcohol Services. No expenditures are budgeted for temporary help, given the decrease in program enrollment, resulting in a savings of almost \$41,000 in temporary help costs compared to FY 2014-15 the adopted budget.

Services and supplies accounts are decreasing \$38,458 overall or 9% compared to FY 2014-15 adopted levels. The most significant variances include a decrease of \$70,828 in the Countywide Overhead account, an increase of \$10,917 or 41% in rents and leases due to the new office in Paso Robles, established in FY 2014-15, and an increase of \$9,120 or 21% in Health Agency overhead charged to this budget for administration and information technology services. Other accounts are varying by much smaller amounts

Contingencies are budgeted at \$25,000 (2% of budgeted expenditures) to cover any unanticipated costs. There are no changes in service levels anticipated as a result of the recommended budget.

BOARD ADOPTED CHANGES

At year end, the final Fund Balance Available (FBA) was \$50,786 higher than assumed in the adopted budget. As part of final budget actions, the Board approved an increase in the DUI reserves in the amount of \$50,786.

BUDGET AUGMENTATION REQUESTS ADOPTED

None requested.

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.							
10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target	
2.7%	1.7%	1%	1.3%	2%	1.01%	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 2014-15, the calculated recidivism rate for First Offender DUI Program participants was 1.01%. The recidivism rate was calculated by reviewing each client that graduated from the First Offender DUI Program during the time period from 7/1/2013 through 6/30/2014 and determining how many of these clients were remanded to the Multiple Offender DUI program within 12-months of their First Offender completion. Specifically, 589 First Offender DUI program participants completed their program between 7/1/2013 through 6/30/2014 and 6 re-offended in FY 2014-15 and were remanded to the Multiple Offender DUI Program within 12-months of their completion date, representing the re-offense rate of 1.01% 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".

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
84%	87%	85%	84%	86%	84%	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 2014-15, 807 client surveys or 71% were returned. Based on the results, 84% or 675 of the 807 survey respondents rated their experience with the program as "Very Satisfied" or "Extremely Satisfied." While the survey includes varying aspects of the client's experience with the DUI program, this measure has historically been based on the client's response to the single survey question of "overall satisfaction" with services. During FY 2015-16 the Behavioral Health Department plans to utilize the updated collection method to conduct a more detailed analysis and include more data points in the result.

A preliminary analysis of the FY 2014-15 data indicates that questions related specifically to customer service, treatment, and care indicate a satisfaction rating of 94%, while questions related to costs of services are lower bringing the "overall" result down. The number of clients indicating that they were not satisfied (10), was shown to not be a statistically significant number and comments indicate that those clients were unhappy with the conviction itself and the expense associated with it; two factors beyond the control of Behavioral Health.

The Behavioral Health Department will be reviewing the survey during FY 2015-16 and make improvements where appropriate and conduct more meaningful analysis.

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.

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
94%	92%	102%	102%	100%	90%	100%

What: The annual budgeted revenue for Driving Under the Influence Programs is composed entirely of client fees for DUI services. Actual client fees are tracked monthly and are compared to their budgeted target to predict funding availability.

Why: Client fees are the only source of revenue for the DUI Program and since it does not receive County General Fund support, the client fees and the collection efforts are critical to the success of County's ability to provide this service.

How are we doing?

Budgeted DUI fees for FY 2014-15 were \$1,482,649. The actual fee amount collected for FY 2014-15 was \$1,338,367 which is -10% or \$144,281 less than what was targeted for the year. The revenue reduction is, in part, a result a decline of overall DUI convictions in San Luis Obispo County and the State. There are no statewide data on DUI Program fee collection trends.

As the Behavioral Health Department has no control over the number of clients convicted, who also reside in the County and choose to complete their program in the County, this measure is being changed for FY 2015-16 to reflect fees collected based upon services provided.

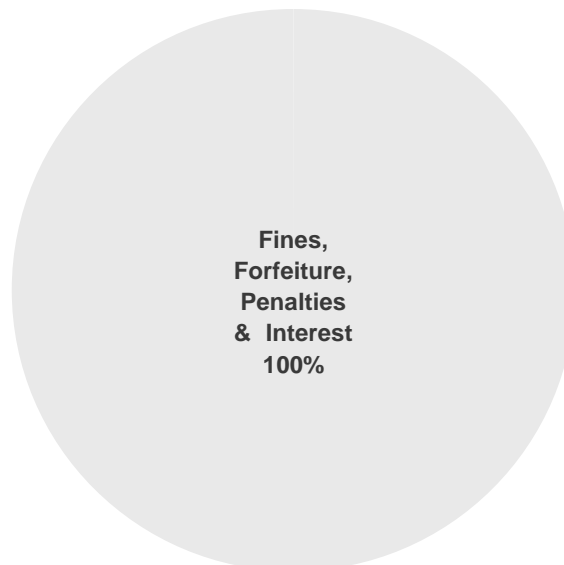
[Data Source: DMV Annual DUI Report](#)

PURPOSE STATEMENT

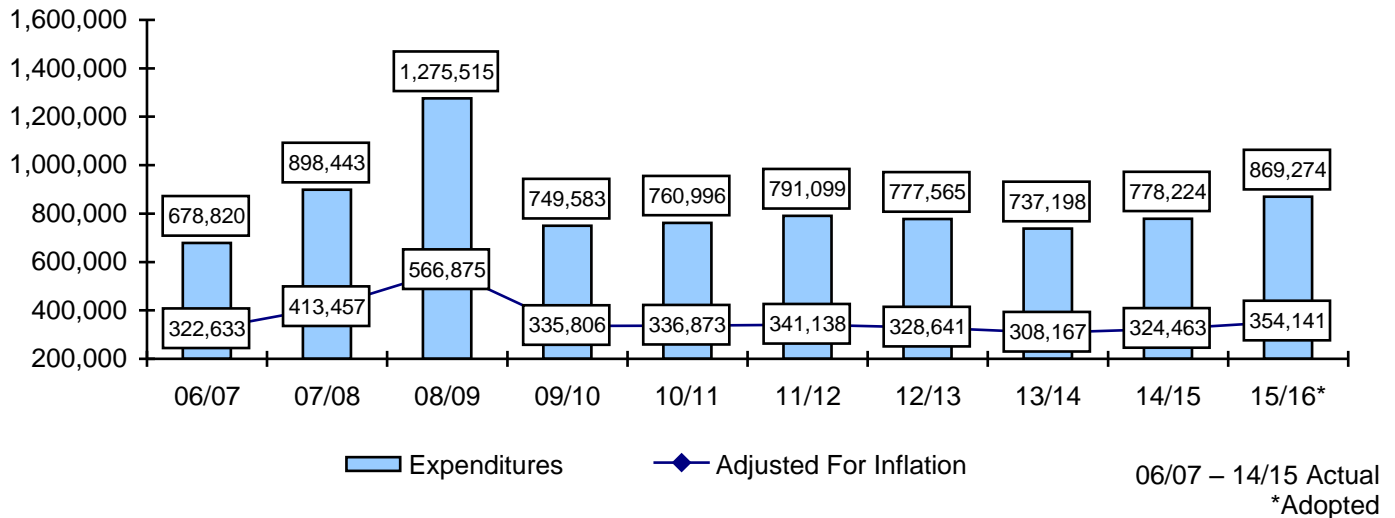
The Emergency Medical Services fund is part of the Health Agency's Health Care Services Division. Assessments on court fines are used to compensate medical providers for uncompensated emergency room care and to offset the cost of the local Emergency Medical Services Agency.

Financial Summary	2013-14 Actual	2014-15 Actual	2015-16 Requested	2015-16 Recommended	2015-16 Adopted
Fines, Forfeitures and Penalties	\$ 679,436	\$ 880,537	\$ 845,500	\$ 845,500	\$ 845,500
Revenue from Use of Money & Property	335	737	500	500	500
Total Revenue	\$ 679,771	\$ 881,274	\$ 846,000	\$ 846,000	\$ 846,000
Fund Balance Available	\$ 0	\$ 0	\$ 0	\$ 0	\$ 23,274
Cancelled Reserves	0	0	0	0	0
Total Financing Sources	\$ 679,771	\$ 881,274	\$ 846,000	\$ 846,000	\$ 869,274
Salary and Benefits	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Services and Supplies	737,198	778,224	846,000	846,000	869,274
Other Charges	0	0	0	0	0
Fixed Assets	0	0	0	0	0
Gross Expenditures	\$ 737,198	\$ 778,224	\$ 846,000	\$ 846,000	\$ 869,274
Contingencies	0	0	0	0	0
New Reserves	0	0	0	0	0
Total Financing Requirements	\$ 737,198	\$ 778,224	\$ 846,000	\$ 846,000	\$ 869,274

Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

The County of San Luis Obispo’s Emergency Medical Services fund is managed by the Health Agency and has a total expenditure level of \$869,274 and no staffing, to provide the following services:

Emergency Medical Services Fund

The Emergency Medical Services (EMS) fund, 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: \$869,274 Total Staffing (FTE): 0.00*

*Staffing is reflected in Fund Center 350 – Medically Indigent 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.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

This budget is essentially recommended as requested. Expenditures in this budget, which are used for the purposes described above, are driven by available funding. In FY 2015-16, available funding is projected to increase \$45,000 or 5% compared to FY 2014-15 adopted levels due to an increase in penalty assessment revenue expected. Assuming the projected revenue is realized, approximately \$126,000 will be allocated to the Emergency Medical Services Agency for emergency medical services, \$185,700 to hospitals, \$430,700 to physicians, \$56,300 to pediatric trauma services and \$47,100 will be used to cover Health Agency administrative costs (including countywide overhead and Information Technology support) associated with this budget. This program does not receive any General Fund support.

BOARD ADOPTED CHANGES

Fund Balance Available at year end was \$23,274 higher than the amount included in the adopted budget. As part of final budget actions, the Board approved an increase in appropriation for FY 2015-16 in the amount of \$23,274.

BUDGET AUGMENTATION REQUESTS ADOPTED

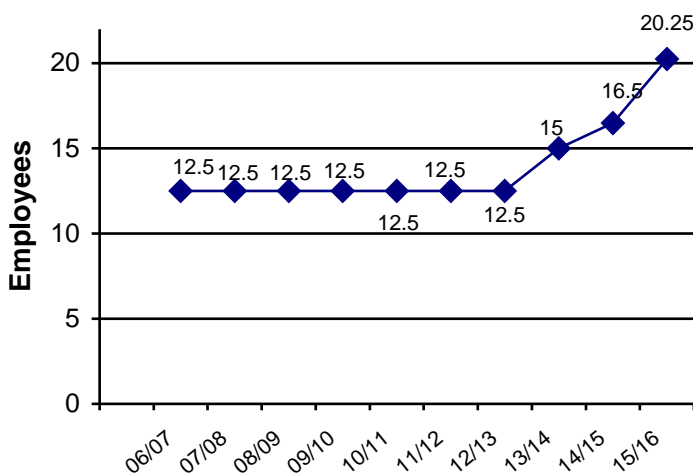
None requested.

MISSION STATEMENT

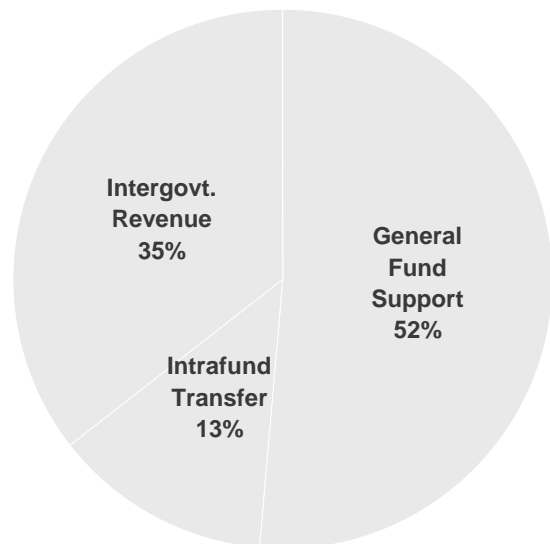
The mission of the Law Enforcement Medical Care (LEMC) Program is to provide cost effective, quality medical care for persons incarcerated at the County Jail and the Juvenile Services Center.

Financial Summary	2013-14	2014-15	2015-16	2015-16	2015-16
	Actual	Actual	Requested	Recommended	Adopted
Intergovernmental Revenue	\$ 1,118,459	\$ 1,124,469	\$ 1,313,671	\$ 1,438,587	\$ 1,438,587
Charges for Current Services	1,018	580	0	0	0
**Total Revenue	\$ 1,119,477	\$ 1,125,049	\$ 1,313,671	\$ 1,438,587	\$ 1,438,587
Salary and Benefits	1,935,330	2,169,764	2,320,963	2,760,281	2,760,281
Services and Supplies	1,242,857	1,128,540	1,284,370	1,299,747	1,299,747
**Gross Expenditures	\$ 3,178,187	\$ 3,298,304	\$ 3,605,333	\$ 4,060,028	\$ 4,060,028
Less Intrafund Transfers	510,592	548,656	540,597	540,597	540,597
**Net Expenditures	\$ 2,667,595	\$ 2,749,648	\$ 3,064,736	\$ 3,519,431	\$ 3,519,431
General Fund Support (G.F.S.)	<u>\$ 1,548,118</u>	<u>\$ 1,624,599</u>	<u>\$ 1,751,065</u>	<u>\$ 2,080,844</u>	<u>\$ 2,080,844</u>

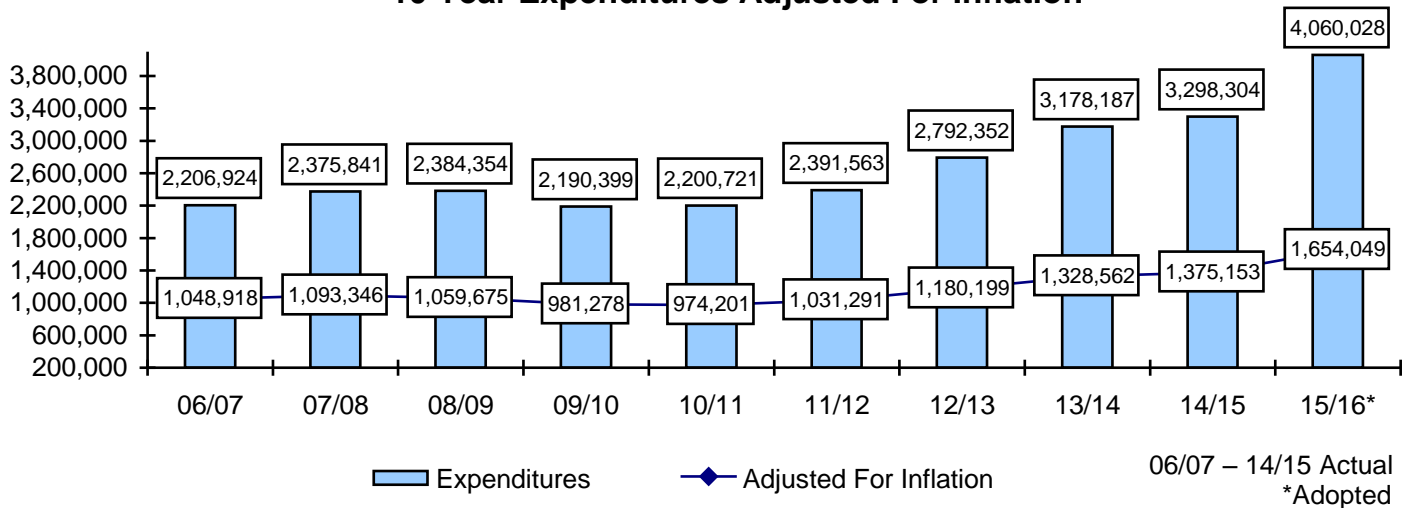
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Law Enforcement Medical Care is operated by the Health Agency – Public Health and has a total expenditure level of \$4,060,028 and a total staffing level of 20.25 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 medical facility.

Total Expenditures: \$3,519,431 Total Staffing (FTE): 17.25

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: \$540,597 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 average daily population (ADP) of inmates at the County Jail has not abated over the last year. It grew steadily in 2011 and 2012, hitting a plateau of 782 in 2013. The ADP has remained steady in calendar year (CY) 2014 at 775. Largely due to AB 109 (2011 Public Safety Realignment), the medical demands of the population have also remained high. At the writing of these comments, the average number of visits conducted with sick inmates in FY 2014-15 is 4,005 per month. Comparing this with CY 2012's average monthly visits of 2,900, LEMC has seen a 38% increase in the average number of visits per month since 2012.

Inmates frequently need specialty care that the medical clinic onsite is not equipped to provide. Emergency care, dialysis, surgery and other types of life-sustaining specialty care that must be provided outside the jail place an extra burden on custody and medical staff and extra cost for coordination and transportation. In FY 2013-14, there were 130 Emergency Room visits for Jail inmates (avg. 11/month) and another 311 hospital inpatient days (avg. 26/month). In an effort to reduce those numbers, the LEMC conducted a pilot project utilizing a nurse to conduct the medical screening of inmates upon booking to determine need and start treatment immediately or ensure urgent medical needs are met before booking. This requires the scheduling of a second nurse during times when inmates are booked into the jail. During the pilot project, in the first half of FY 2014-15, these averages dropped to six emergency room (ER) visits per month and nine inpatient days.

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.

Following are some of the department's notable accomplishments for FY 2014-15 and some specific objectives for FY 2015-16:

FY 2014-15 Accomplishments

- Conducted needs assessment with LEMC supervisors to determine the specifications needed in an electronic health record (EHR) system to be implemented at LEMC. (Target implementation FY 2015-16).
- An ergonomic evaluation of the medication room was completed as well as an assessment of medical record storage systems. As a result, LEMC implemented new methods for distributing medications to inmates, modified work stations used by staff and purchased a new, more efficient medical record filing system.
- LEMC coordinated approximately 500 inmate visits with a dentist on-site at the jail and approximately 50 visits with the volunteer podiatrist.
- Through a short-term pilot project aimed at improving medical screening of inmates upon booking to the jail, Registered Nurses conducted pre-booking screenings on over 220 inmates. During the pilot project, the Jail observed a corresponding 21% decrease in ER visits.
- Added a full-time Administrative Services Officer with clinical background to assist with writing and updating policies and procedures, managing clinic patient flow and coordinating with mental health staff to assure greater coordination of services for inmates.
- Educated 300 juvenile wards at JSC about the importance of safe sexual practices to prevent unwanted pregnancies and sexually transmitted diseases, and about the value of STI testing.

FY 2015-16 Objectives

- Continue to 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.
- Implement optometry care and other preventative care services onsite for long-term inmates.
- Revise, improve and implement new Quality Improvement (QI) protocols to ensure efficiency and quality of inmate care.
- Continue educating minors on safe sex practices; increase the number tested for sexually transmitted infections (STI) using new testing guidelines by 30% or 10 minors.

COUNTY ADMINISTRATOR’S COMMENTS AND RECOMMENDATIONS

Overall, revenue is recommended to increase \$196,236 or 15%, total expenditures are recommended to increase \$747,231 or 26% and the level of General Fund support for Law Enforcement Medical Care (LEMC) is recommended to increase \$550,995 or 36% compared to FY 2014-15 adopted levels.

The most significant increase in revenue is an increase of approximately \$167,000 or 21% in AB 109 Public Safety Realignment to fund additional nursing staff at the jail. In addition, realignment revenue is projected to increase \$29,538 or 8% overall.

The increase in expenditures is primarily due to the addition of staff in the jail. Salary and benefit accounts are increasing \$571,536 or 26% reflecting the recommended addition of the following positions to the Position Allocation List for LEMC:

- 3.0 FTE Correctional Nurse I/II
- 0.50 FTE Licensed Vocational Nurse or Mental Health Therapist II (for medication management), and
- The conversion of a 0.50 FTE Correctional Nurse Supervisor to a 0.75 FTE level

This increased level of staffing results in an increase of \$441,904 in salary and benefits. The remaining increases in the salary and benefits accounts are a result of prevailing wage increases approved by the Board in FY 2014-15 and step increases for various staff. The new positions are further described below.

Recommended expenditures for services and supplies are increasing \$195,030 or 17% compared to the FY 2014-15 adopted budget. The most significant variances include a \$50,000 or 22% increase in the cost of pharmaceuticals based on actual costs in the current year, a \$90,653 or 78% increase in the Health Billings account as a result of increased management oversight and accounting support time provided to jail medical, an increase of \$29,232 in the Countywide Overhead account due to increased expenditures, and an increase of \$20,992 or 4% in the Professional Services account for increased physician hours and costs. Other services and supplies accounts are increasing or decreasing by smaller amounts.

The recommended budget will result in an increase in service levels for Law Enforcement Medical Care, primarily in the Jail as described below.

BOARD ADOPTED CHANGES

None.

BUDGET AUGMENTATION REQUESTS ADOPTED

Unit Amount	Description	Results
Gross: \$415,002 General Fund support: \$290,086	Add 2.0 FTE Correctional Nurses, convert a 0.50 FTE Correctional Nurse Supervisor 0.75 FTE, and add 1,920 hours of temporary help Correctional Nurses to augment jail medical supervision and nursing staff, improve medical care provided to inmates and improve compliance with Title 15 requirements. A portion of the funding for these positions would come from additional AB 109 revenue.	1. There will be no preventable in custody deaths due to delayed medical evaluation/ medical care. 2. At least 99% of all nursing shifts will be covered at all times.
Gross: \$163,872 General Fund support: \$26,821	Convert temporary help hours to permanent staff, adding 1.0 FTE Correctional Nurse II and 0.50 FTE Licensed Vocational Nurse or Mental Health Therapist II.	1. Improve compliance with the County’s Temporary Help policy by reducing reliance on temporary help to carry out “work of an ongoing nature” and adding permanent staff to accomplish this on-going work.

GOALS AND PERFORMANCE MEASURES

Department Goal: Provide cost effective medical care maintaining the health of County jail inmates.

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

1. Performance Measure: Medical cost per inmate day at the County Jail.

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
\$8.41	\$7.66	\$8.24	\$9.37	\$9.50	\$12.62	\$10.75

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 in custody average daily inmate census and the number of days in the year.

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.

How are we doing: The FY 2014-15 medical costs per inmate day of \$12.62 (calculated by \$2.750 million costs ÷ 597 in custody inmates ÷ 365 days) reflects the average cost of medical care per inmate (including labor and medical claims) based on the average daily population of inmates in custody. This performance measure exceeded the historical norm of less than \$9/inmate/day and the FY 2014-15 adopted target by \$3.12 for two reasons. First, in FY 2014-15, labor increased due to the addition of 1.00 FTE administrative and 0.50 FTE nursing supervisor positions. Second, the average daily population is now calculated differently and more accurately to account for only inmates cared for by Law Enforcement Medical Care staff. The number of out of custody inmates is not available to recalculate the prior fiscal years.

Beginning in FY 2014-15, this measure was based on the average daily inmate population of in custody inmates only. In custody inmates includes inmates housed in the jail and honor farm only. 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 (inmates on home detention).

Most California Counties contract for Jail medical services and in FY 2014-15, six of those Counties that contract for services, averaged \$16.26 of medical costs per inmate day (Counties providing data included: Butte, Santa Barbara, Santa Cruz, Stanislaus, Tulare, and Yolo).

(Data Source: Enterprise Financial System – EFS Budget Status Report, Monthly San Luis Obispo County Jail Medical Care Medical Dispensary Visits Report, and County Jail Medical Survey)

2. Performance Measure: The percent of all specialty care visits (including dental) performed on-site at the jail. (This is a new measure for FY 2015-16)

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
N/A	N/A	N/A	N/A	N/A	85%	90%

What: This will demonstrate the proportion of specialty care visits (including dental) inside the jail as compared to total number of specialty care visits both inside and outside the Jail. Existing specialty care provided within the County Jail includes dental screens, dental extractions, OB/GYN, podiatry, x-rays, optometry, fracture casting, and suboxone treatment.

Why: This output measure compares specialty visits at the County Jail to all specialty visits to measure how successfully LEMC meets the specialty care needs of the current inmate population in-house. These results are important for both the Health Agency and Sheriff's Department as services provided within the Jail, as opposed to outside, require less facilitation among Departments and greater cost efficiency. For instance, an average medical visit inside the Jail costs the Health Agency 70% less (or \$62) for labor and the Sheriff's Department 85% less (or \$205) for labor and transportation costs.

How are we doing:

The FY 2014-15 specialty care visits totaled 855 where 730 visits were performed in-house representing 85%. Dental services account for 72%, or 527 of the in-house visits. The FY 2015-16 target was based on the FY 2014-15 first quarter results since this was a new measure and historical information was unavailable. The LEMC will continue to opt for in-house services whenever the option is available and seek in-house preventive clinical screenings in FY 2015-16.

No comparison data is available at this time.

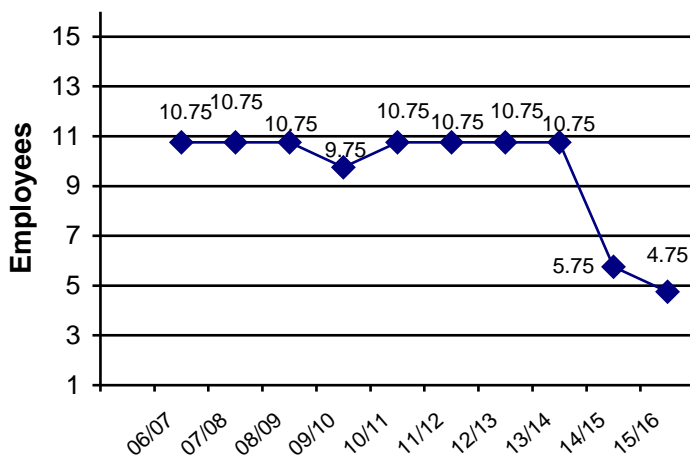
(Data Source: Monthly San Luis Obispo County Jail Medical Care Medical Dispensary Visits Report)

MISSION STATEMENT

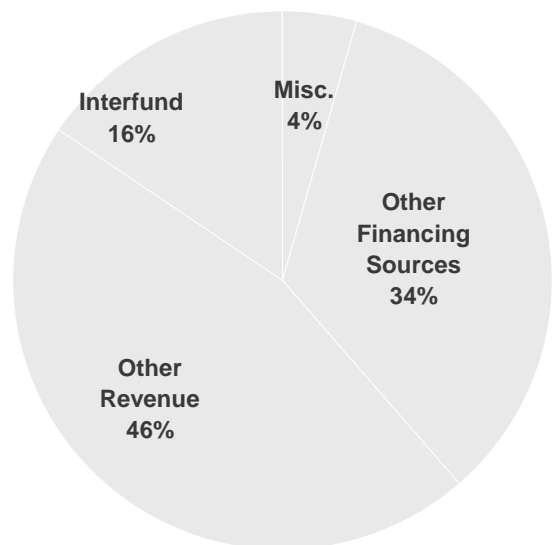
The Medically Indigent Services Program (MISP) is administered in partnership with healthcare providers and other agencies to ensure access to health care for medically indigent adults who lack health insurance.

Financial Summary	2013-14	2014-15	2015-16	2015-16	2015-16
	Actual	Actual	Requested	Recommended	Adopted
Revenue from Use of Money & Property	\$ 2,300	\$ 3,239	\$ 1,000	\$ 1,000	\$ 1,000
Intergovernmental Revenue	1,215,387	118,224	65,807	65,807	65,807
Other Revenues	800,885	681,667	686,342	686,342	686,342
Other Financing Sources	1,892,778	785,281	514,025	507,692	507,692
Interfund	81,667	158,446	232,381	232,381	232,381
Total Revenue	\$ 3,993,017	\$ 1,746,857	\$ 1,499,555	\$ 1,493,222	\$ 1,493,222
Fund Balance Available	\$ 70,000	\$ 0	\$ 0	\$ 0	\$ 0
Cancelled Reserves	0	0	0	0	0
Total Financing Sources	\$ 4,063,017	\$ 1,746,857	\$ 1,499,555	\$ 1,493,222	\$ 1,493,222
Salary and Benefits	\$ 632,033	\$ 556,712	\$ 544,432	\$ 538,099	\$ 538,099
Services and Supplies	3,568,602	1,290,003	955,123	955,123	955,123
Other Charges	0	0	0	0	0
Fixed Assets	0	0	0	0	0
Gross Expenditures	\$ 4,200,635	\$ 1,846,715	\$ 1,499,555	\$ 1,493,222	\$ 1,493,222
Contingencies	0	0	0	0	0
New Reserves	0	0	0	0	0
Total Financing Requirements	\$ 4,200,635	\$ 1,846,715	\$ 1,499,555	\$ 1,493,222	\$ 1,493,222

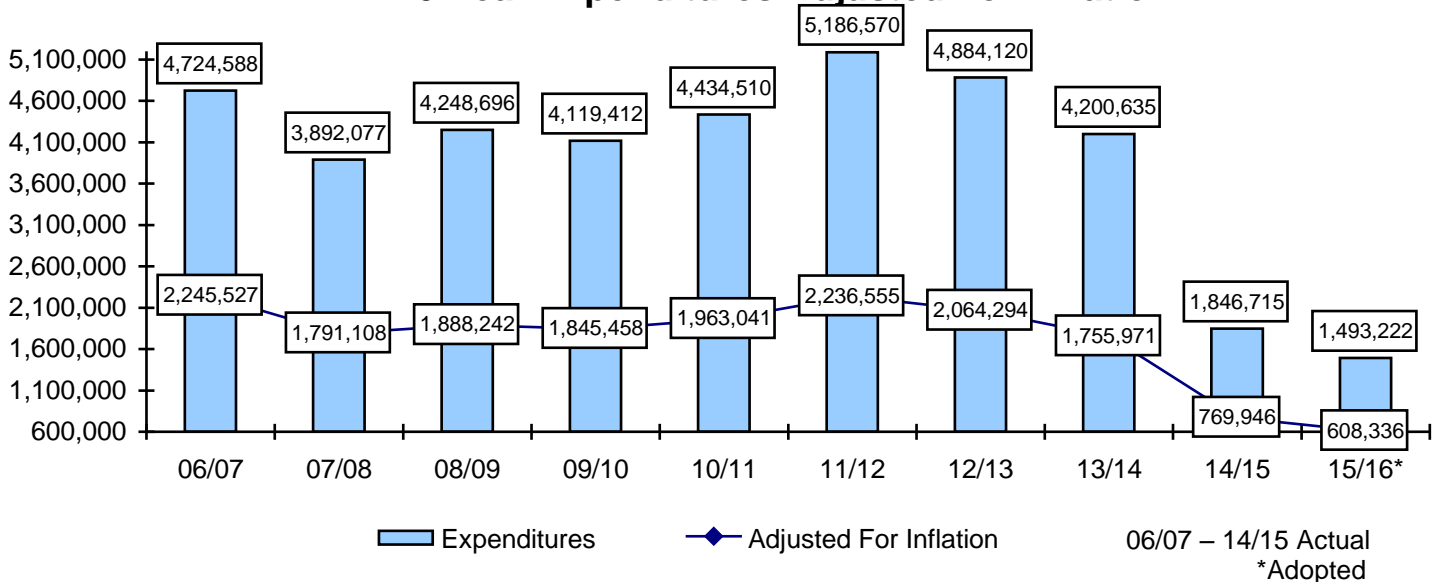
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

The County of San Luis Obispo’s Medically-Indigent Services Program (MISP) is administered by the Health Agency – Public Health and has a total expenditure level of \$1,493,222 and a total staffing level of 4.75 FTE to provide the following services:

Medically-Indigent Services Program (MISP)

This program facilitates access to health care for eligible adults who lack coverage for medical care.

Total Expenditures: \$767,724 Total Staffing (FTE): 4.50

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: \$725,498 Total Staffing (FTE): 0.25

DEPARTMENT COMMENTS

In 2014, the Medically Indigent Services Program (MISP) replaced the County Medical Services Program (CMSP) which served medically indigent adults in San Luis Obispo County since 1982. Notwithstanding multiple changes in Medi-Cal eligibility over the past more than 30 years, the California Welfare and Institutions (W&I) Code 17000 still requires each county to provide medical care of indigent residents with no other payer source.

With the inception of the Medi-Cal expansion under the Affordable Care Act (ACA) on January 1, 2014, when CMSP became MISP, 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 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. The County is obligated to provide for these individuals under W&I 17000. Thus, the MISP provides this “gap” coverage to people meeting the hardship requirements.

Since CMSP closed its doors on January 1, 2014 and MISP became the replacement program for the small population of individuals meeting the new requirements, it is projected that 50-60 MISP applications will be processed by the end of FY 2014-15. However, staff project they will have assisted far more people than they have taken applications from, or approximately 300 encounters that will result in the 50-60 applications. Staff only request a complete MISP application if, upon preliminary assessment, the individual appears to meet the program's stringent criteria. (MISP criteria are posted at: <http://www.slopublichealth.org/MISP>.) At the time the FY 2014-15 budget was approved, it was estimated that 350 people would meet the new MISP requirements. Halfway into the year, this appears to be an overestimate. In FY 2015-16, this estimate is therefore being revised down to 50 individuals.

Although the number of enrolled clients in MISP is thus far considerably lower than originally anticipated, Health Care Services (HCS) Division staff members continue to assist individuals who were familiar with CMSP before its closure or are referred by a variety of other sources. Staff continue the historical role of directing potential enrollees to more appropriate full-benefit resources such as Medi-Cal disability, full-scope Medi-Cal for families with children, or the Veterans Administration. To better serve this function, the Public Health Department became a Certified Enrollment Entity (CEE) for Covered California in FY 2014-15 and HCS Division staff became Certified Enrollment Counselors (CECs). This certification gives HCS staff access to the Covered California web portal so that they can better assist individuals seeking coverage, including private insurance plans or Medi-Cal. The electronic health benefits exchange system can be very difficult to navigate, especially for people with little education, limited English language proficiency, mental illness or substance use disorder. CEE status allows HCS staff to be a "one stop shop" for people that may initially visit MISP, but then are found in-eligible. HCS CECs can help them enroll for other insurance without leaving the building, which is an important factor for the hard-to-engage populations. In addition, through a grant awarded to the Health Agency in FY 2014-15 that will continue into FY 2015-16, HCS staff coordinate with County Behavioral Health and Public Safety departments to provide outreach, education and enrollment assistance for targeted clients.

Finally, in FY 2014-15, the Public Health Department was designated by the County Board of Supervisors as the entity within the County that can apply for Medi-Cal on behalf of incarcerated individuals as part of implementation of State Assembly Bill (AB) 720. AB 720 allows counties to be reimbursed by Medi-Cal for inpatient hospital care provided to those eligible inmates who are unwilling or unable to submit an application. The County estimates Medi-Cal reimbursement of nearly \$100,000 (56% of total estimated inmate hospitalization costs), to offset inmate hospitalization costs.

There remain many unknowns going into FY 2015-16. For instance, MISP enrollment is still unclear – not only the number of clients needing enrollment, but also the cost of care for each enrollee. Also, it remains to be seen if Federal judicial or congressional action may have impacts on the insurance mandate provision of the ACA. Further, it is unknown how many inmates will require HCS staff to enroll them in Medi-Cal in order to receive reimbursement for their hospitalizations. It is unknown how many inmates will be hospitalized each year, how difficult it will be to complete applications, perhaps without inmate consent or assistance, or how complex the State reimbursement process will be.

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. Some staff will also have duties described above, including enrollment of AB 720 inmates in Medi-Cal as well as CEC duties for MISP and other clients who may be eligible for a variety of health coverage options and who need help navigating to the right solution.

Following are some of the department's notable accomplishments for FY 2014-15 and some specific objectives for FY 2015-16:

FY 2014-15 Accomplishments

- Completed and implemented a Memorandum of Understanding with Department of Social Services (DSS) clarifying enrollment of former CMSP clients in Medi-Cal and for referrals of appropriate clients to MISP.

FY 2015-16 Objectives

- Continue to coordinate with DSS to improve processes for bilateral referral of potential MISP clients and Medi-Cal eligible persons.

- Rectified and paid approximately 952 claims totaling over \$295,000 for 115 Medi-Cal pending clients from previous fiscal years.
- Provided care coordination and assistance with MISP, Medi-Cal or other health insurance options for a projected 300 individuals.
- Processed MISP applications, forecasted at 50-60.
- Renewed and replaced contracts to care for MISP patients with all four San Luis Obispo County hospitals and Community Health Centers.
- Continued periodic meetings of the ACA Planning Group of local health care stakeholders to coordinate planning efforts for ongoing implementation of state and Federal health care reforms.
- Developed educational materials for clients and staff to understand the ACA, new Medi-Cal and MISP requirements.
- Obtained CEE status, allowing Health Care Services Division staff to become CECs for Covered California.
- Utilize CEE status to improve the ability of Health Care Services CECs to assist MISP clients (and other targeted uninsured clients) to enroll in appropriate insurance plans.
- Continue to rectify and pay claims, as appropriate, for care rendered to all remaining Medi-Cal pending clients from previous fiscal years.
- Finalize process for HCS Division staff to enroll hospitalized inmates in Medi-Cal when they are not able to act on their own behalf, relieving the burden of cost for hospitalizations currently held by the County.

COUNTY ADMINISTRATOR’S COMMENTS AND RECOMMENDATIONS

Total financing sources and expenditures for the Medically-Indigent Services Program (MISP) are recommended to decrease \$1,038,716 or 41% compared to FY 2014-15 adopted levels due to the implementation of the Affordable Care Act (ACA) 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. This General Fund support is the primary source of funding for the MISP budget and is recommended to decrease \$1,168,708 or 69%, reflecting the Health Agency’s best estimate of the costs to provide medical care to the medically indigent population exempt from the individual health coverage mandate. As noted in the department comments above, the budgeted levels for FY 2014-15 assumed 350 clients would meet eligibility requirements for MISP services. The actual number of clients served in the first half of FY 2014-15 was substantially lower than anticipated. Thus, the Health Agency has prepared the requested budget reflecting the assumption that approximately 50 clients will be served in FY 2015-16. Budget levels will be further refined in future years as the County gains more experience with the implementation of the ACA.

An additional source of significant revenue for this fund center is Tobacco Settlement funds that are passed through to hospitals and physicians to offset the cost of uncompensated emergency medical care, per Measure A, passed by the voters in 2002. The amount of Tobacco Settlement funding for FY 2015-16 is \$686,342, reflecting a reduction of \$8,208 or 1% compared to the FY 2014-15 adopted budget. Other revenue sources are varying by smaller amounts.

The salary and benefits accounts are decreasing \$53,526 or 9% reflecting the elimination of a vacant 1.0 FTE Senior Account Clerk from the Position Allocation List (PAL). While the remaining staffing level of 4.75 FTE is substantial for a program that serves so few clients, staff on the MISP PAL also provide services to other programs operated by the Health Agency including Law Enforcement Medical Care and the California Children’s Services Program. Funding from other Health Agency fund centers offset approximately 43% of staff costs in the MISP budget. In addition, a Medi-Cal Outreach and Enrollment grant of \$38,700 funds half the cost of the full-time Patient Services Representative on the MISP PAL. Staffing levels for the MISP fund center will also be further refined in future years with more experience under the ACA.

The services and supplies accounts are decreasing \$985,190 or 50% primarily due to a reduction of \$908,000 or 85% in budgeted expenditures for medical services provided to eligible clients. Other significant variances include a decrease in countywide overhead in the amount of \$94,197 or 100% and an increase of \$32,964 or 100% in Information Technology (IT) charges to the MISP fund center. These IT charges were omitted in the FY 2014-15 adopted budget. Other accounts are increasing or decreasing by smaller amounts.

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 2014-15.

BOARD ADOPTED CHANGES

None.

BUDGET AUGMENTATION REQUESTS ADOPTED

None requested.

GOALS AND PERFORMANCE MEASURES

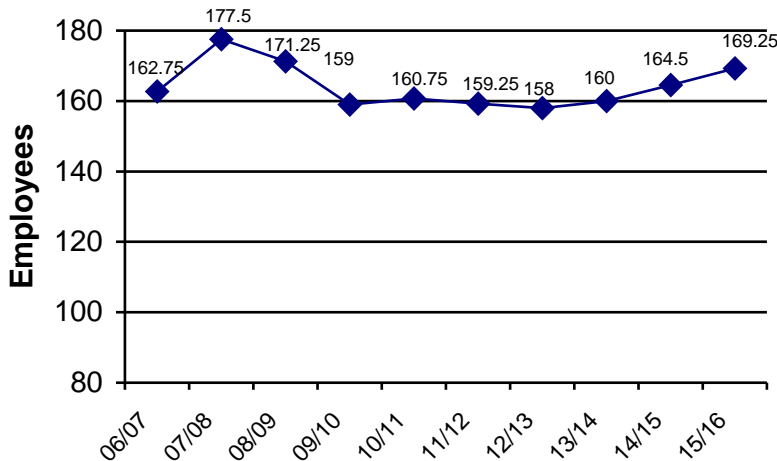
Department Goal: To ensure access to health care for medically indigent adults who lack health insurance.						
Communitywide Result Link: <input type="checkbox"/> Safe <input checked="" type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input type="checkbox"/> Well-Governed Community						
1. Performance Measure: Number of people receiving information to help them obtain coverage for health care costs. (This is a new measure for FY 2015-16)						
10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
N/A	N/A	N/A	N/A	N/A	473	350
<p>What: This measure shows the number of people receiving information on medical care coverage options provided by the Public Health Department's Division of Health Care Services. Staff members receive internal and external referrals from providers and advocacy groups, as well as self-referrals, of uninsured individuals and then assess these persons for enrollment in the Medically-Indigent Services Program (MISP). For individuals who do not meet MISP eligibility criteria, staff provides referrals to other medical care insurance options based on information learned through their MISP assessment. As a Certified Enrollment Entity (CEE) for Covered California (California's Health Insurance Marketplace), Division staff may also assist people in enrolling in Medi-Cal or Covered California plans. This measure includes all encounters with people seeking coverage for medical needs including referrals to other agencies, those enrolled in MISP and those enrolled in other programs and services by Division staff.</p> <p>Why: The County Medical Services Program (CMSP) closed its doors on December 31, 2013. On January 1, 2014, MISP replaced CMSP. However, MISP eligibility is based on more strict criteria due to the implementation of the Affordable Care Act which allows legally-resident medically-indigent adults to enroll in Medi-Cal, or buy subsidized health insurance on Covered California if their income is greater than 138% of Federal Poverty Level (FPL). The Medically Indigent Services Program (MISP) therefore serves only a small portion of San Luis Obispo County's uninsured residents.</p> <p>However in this transition from CMSP to MISP, brought about by the Affordable Care Act, the Division of Health Care Services staff has been able to not only assess people for MISP enrollment, but also increasingly connect people with medical needs to affordable coverage that provides for those needs. To the extent that staff can help navigate uninsured persons to long-term full-benefit insurance, this will help the County limit future health care payments for medically-indigent adults, and will provide the opportunity for preventive and behavioral health care services for some of the highest cost and most medically-fragile users of the larger health care continuum.</p> <p>How are we doing? In July 2014, Division staff began collecting encounter data used in this measure. We anticipate that encounters will increase during Affordable Care Act (Covered California) Open Enrollment period each year. Encounters are also expected to be higher for the duration of a grant (FY 2014-15 through FY2015-16) from the state Department of Health Care Services which is funding MISP staff to do Medi-Cal outreach and education with vulnerable populations. Target groups include clients with mental health disorders, substance use disorders, post-release probationers, homeless, and persons with limited English proficiency, many of whom are from mixed-immigration families. The Health Agency has successfully become a Certified Enrollment Entity (CEE) for Covered California and has established Certified Enrollment Counselor (CEC) status for three MISP staff.</p> <p>No comparison data is available at this time.</p> <p>(Data Source: San Luis Obispo County Medically Indigent Services Program Application and Encounter Log)</p>						

MISSION STATEMENT

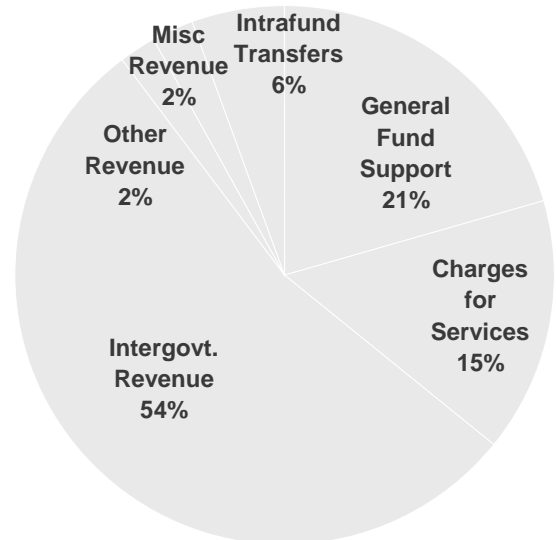
To promote, preserve and protect the health of all San Luis Obispo County residents through disease surveillance, health education, direct services, and health policy development.

	2013-14	2014-15	2015-16	2015-16	2015-16
<u>Financial Summary</u>	<u>Actual</u>	<u>Actual</u>	<u>Requested</u>	<u>Recommended</u>	<u>Adopted</u>
Licenses and Permits	\$ 21,504	\$ 39,351	\$ 23,235	\$ 23,235	\$ 23,235
Fines, Forfeitures and Penalties	52,074	8,377	107,500	126,311	126,311
Intergovernmental Revenue	11,465,199	11,996,294	13,535,037	13,661,692	13,661,692
Charges for Current Services	3,580,979	3,767,360	3,862,320	3,862,320	3,862,320
Other Revenues	589,826	855,104	474,157	574,167	574,167
Other Financing Sources	10,070	0	0	0	0
Interfund	290,545	232,180	217,397	217,397	217,397
**Total Revenue	\$ 16,010,197	\$ 16,898,666	\$ 18,219,646	\$ 18,465,122	\$ 18,465,122
Salary and Benefits	15,970,584	16,207,842	18,053,663	18,351,508	18,409,135
Services and Supplies	4,523,643	4,813,939	4,648,007	5,033,339	4,975,712
Other Charges	72,015	173,952	1,580,000	1,580,000	1,580,000
Fixed Assets	22,279	48,469	0	118,775	118,775
**Gross Expenditures	\$ 20,588,521	\$ 21,244,202	\$ 24,281,670	\$ 25,083,622	\$ 25,083,622
Less Intrafund Transfers	1,101,456	1,199,459	1,435,558	1,437,733	1,437,733
**Net Expenditures	\$ 19,487,065	\$ 20,044,743	\$ 22,846,112	\$ 23,645,889	\$ 23,645,889
General Fund Support (G.F.S.)	<u>\$ 3,476,868</u>	<u>\$ 3,146,077</u>	<u>\$ 4,626,466</u>	<u>\$ 5,180,767</u>	<u>\$ 5,180,767</u>

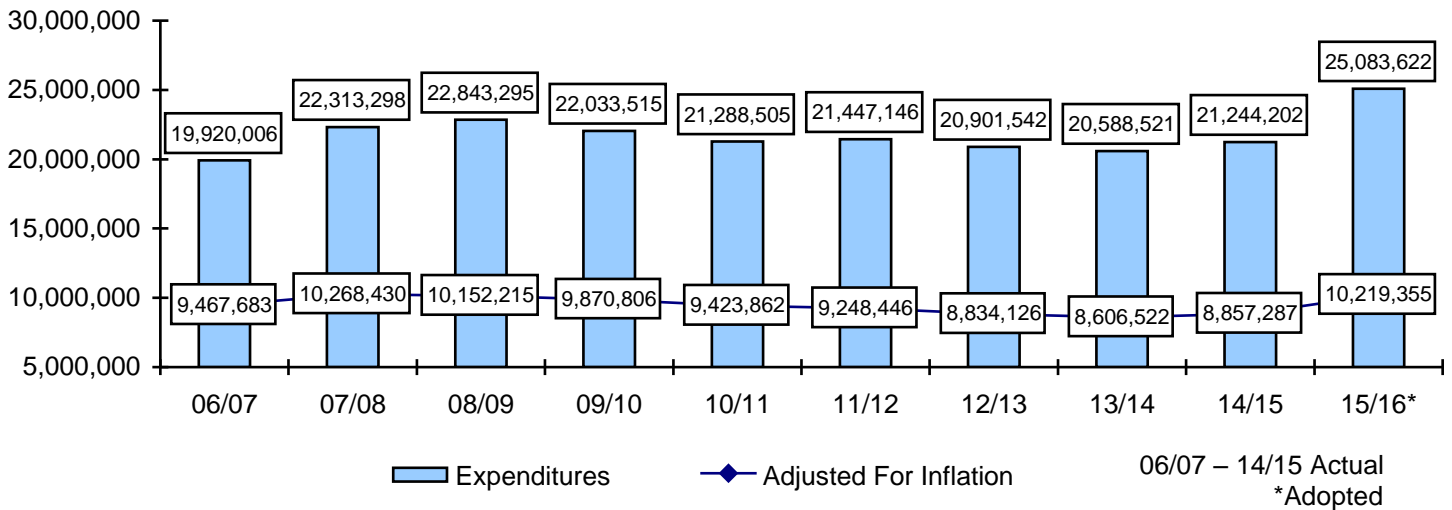
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Public Health is in the Health Agency and has a total expenditure level of \$25,083,622 and a total staffing level of 169.25 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: \$3,788,245 Total Staffing (FTE): 25.75

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: \$9,120,417 Total Staffing (FTE): 69.50

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: \$2,960,749 Total Staffing (FTE): 24.25

Emergency Medical Services

The Emergency Medical Services Division includes the Emergency Medical Services Agency (EMSA) and Public Health Emergency Preparedness (PHEP) programs. The EMSA 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). PHEP oversees planning, training and response for health and medical aspects of disaster events with healthcare partners and the Public Health Department.

Total Expenditures: \$1,077,735 Total Staffing (FTE): 7.00

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: \$1,968,124 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: \$6,168,352 Total Staffing (FTE): 31.50

DEPARTMENT COMMENTS

The Public Health Department has a very broad range of programs which touch county residents in a considerable number of ways, 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 related to 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.

For the last seven years, the department has made difficult resource allocation decisions while also trying to adapt to ever-changing challenges, demands, and opportunities. The department has adapted to its widening scope and reduced resources as staff continue to plan, prepare, and respond to both acute (new and urgent) and chronic (ongoing) threats to the community's health. In FY 2014-15, Public Health addressed health care reform, climate change, emergent infectious diseases like Ebola and Enterovirus D68, public safety realignment, succession planning, and social media communications.

The current severe drought, a priority issue for County leaders, is one such area that has demanded engagement from the Public Health Department. Over the course of FY 2014-15, the Environmental Health Division completed a project to map all water wells, nearly 15,000, constructed in the county since 1990; and worked with County Fire to map and assess the drought status of all community water systems in the County. In addition the Health Officer and Public Health Emergency Preparedness program staff participated in trainings, exercises and other planning efforts. While the response entities within Public Health continue to address the immediate impacts of this drought emergency, these programs and others have taken steps to address the long-term issues related to drought and climate change. Climate change poses a variety of public health risks, including those related to heat, outdoor and indoor air quality, water quality and availability, toxics, extreme weather events, infectious and vector borne diseases, and food safety and food security. Planning, resource allocation and coordination are essential to reduce the risks and impacts of climate change. In FY 2014-15, the State singled out our Health Promotion

Division to pilot a public awareness campaign communicating the health related risks of climate change and ways that residents can not only mitigate climate change, but also receive health benefits at the same time. For example, by reducing miles traveled in single occupancy vehicles and instead bicycling or walking, or by buying fresh produce from local farmer's markets, greenhouse gas emissions are decreased and people are simultaneously living healthier.

The department's public outreach and education activities have expanded, as it must, through our growing presence on social media. The number of followers, or page likes, on our Facebook Page more than doubled this year, from 332 to 672. We also launched Instagram and Twitter channels during our National Public Health Week campaign this year and have since gained over 400 followers. These two additional social media channels expanded our reach into a younger demographic, and Twitter is widely known as an essential crisis communications tool that must be established and maintained in advance of a public health emergency.

Following are some of the department's notable accomplishments for FY 2014-15 and specific objectives for FY 2015-16:

FY 2014-15 Accomplishments

- The Public Health (PH) Laboratory expanded testing capabilities to include influenza B virus sub-typing, and molecular tests for gastrointestinal and respiratory pathogens for rapid response to foodborne or other outbreaks.
- Completed five-year needs assessment for Maternal, Child and Adolescent Health program.
- Nurses began new health initiatives for young children: dental care during home visits - fluoride varnish, assessing decay, hygiene education; and blood lead screening in clinics.
- Two California Children's Services nurses obtained Certified Case Manager accreditation from the Commission for Case Manager Certification and the Case Management Society of America.
- Worked with all seven municipal Parks and Recreation departments to implement sugar-sweetened beverage policies - five adopted YMCA "healthy beverage" standards; local American Youth Soccer Organization (AYSO) adopted similar standards.
- Health Promotion Division Manager received 2014 "Guardian of Health" Award from California Center for Public Health Advocacy, in recognition of division's efforts in building a healthier community.
- Completion of all Health Insurance Portability and Accountability Act (HIPAA) policies to ensure new standards are met and that the County is prepared for any possible Federal audits.

FY 2015-16 Objectives

- Engage in strategic planning - implement PH Laboratory Strategic Plan; update Oral Health Strategic Plan.
- Continue to increase reach of social media, from 1,100 to 1,500 persons.
- Further advance website use; e.g., develop PDF fillable Environmental Health forms and Geographic Information System (GIS) maps for the public to locate former HazMat contaminated sites.
- Increase use of long-acting reversible contraception (LARC) among Reproductive Health clients by 40-50.
- Work with at least three municipalities to revise no-smoking ordinances to include e-cigarettes.
- Provide oral health screenings and fluoride treatment for at least 1,200 children.
- Install and/or check placement of 400 child safety seats.
- Provide 10 school assemblies on bicycle and pedestrian safety reaching more than 3,000 students.
- Implement countywide High Performance CPR program to improve patient outcomes from sudden cardiac arrest. Emphasizes hands-only CPR, early 911 activation, and organized multi-agency response/treatment. (San Luis Obispo EMS responds to ~275 cardiac arrests a year with a survival rate of 5%. Communities that have adopted the program have seen survival rates improve by as much as 50%).

- Community CPR training of 1,750 people in the first six months of fiscal year (FY 2013-14: 1,250 trained). Extraordinary effort resulted in Community Service Award from State Emergency Medical Services (EMS) Authority for one EMS Division staff member and two local paramedics.
- Completed a full-scale multi-agency CHEM PACK drill testing the County's ability to respond to a multi-casualty incident caused by a hazardous chemical release.
- Technology advancements in several areas of the Public Health Department include:
- Lab instituted use of electronic billing clearing house; progress continues on full e-reporting;
 - Environmental Health (EH) implemented system to accept online credit card payments;
 - EH completed electronic data exchange with CalEPA for tracking HazMat and waste facilities;
 - EMS implemented android-based version of the smart phone application for Advanced Life Support (ALS) treatment protocols to make treatment protocols available real-time to paramedics in the field, and Mobile Intensive Care nurses in the base hospitals; and
 - Children's Medical Services attained access to key hospital portals enabling direct download of client medical records; also implemented desktop electronic faxing with built-in Provider Directory.
- Update Multiple-Casualty Incident Plan to include new training material, two table top drills and a full scale drill involving all EMS agencies and hospitals.
- Evaluate and adopt a countywide Emergency Medical Dispatch (EMD) program, a systematic program of handling medical calls for assistance. (Trained dispatchers, using EMD *Guidecards*, can quickly and properly determine the nature and priority of the call, dispatch the appropriate response and then give the caller instructions to help treat the patient until the responding EMS unit arrives.)

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The recommended budget reflects a \$307,000 or 1% increase in revenues, a \$1,161,929 or 5% increase in total expenditures and an increase in General Fund support of \$854,929 or 19% compared to the FY 2014-15 adopted budget.

The overall increase in revenue is primarily due to an increase of almost \$170,000 or 4% in Federal revenue for Targeted Case Management and Medi-Cal Administrative Activities, and increase of \$163,000 in Environmental Health fees, and an decrease of \$181,158 in Other Revenue to cover a portion of the cost of a new Public Health electronic health record system. Significant revenue decreases include a \$197,231 or 34% decrease in Tobacco Settlement revenue due to one-time settlement funds budgeted in FY 2014-15 and a \$160,382 overall decrease in realignment revenue from the Department of Social Services due to accounting adjustments made by the State. Other revenue accounts are increasing or decreasing by various levels.

Total expenditures for Public Health are recommended to be more than \$25 million. This reflects an increase of approximately \$1,366,764 or 6% compared to the requested budget due to the recommended budget augmentations described below. Most of the variance between the requested and recommended budget is in the services and supplies accounts, which increase \$385,332 or 8%.

Salary and benefits costs are increasing \$954,203 or 5% compared to the FY 2014-15 adopted budget. The primary drivers of this increase include the addition of approximately \$417,000 for various new positions requested by the department in budget augmentation requests, and prevailing wage increases approved by the Board in FY 2014-15, totaling approximately \$545,000. New positions added to the department's Position Allocation List (PAL) are described in more detail below and include:

- 1.0 FTE Deputy Health Officer
- 1.0 FTE Administrative Assistant,
- 1.0 FTE Administrative Services Officer I/II, and
- 1.0 FTE Limited Term Administrative Services Officer I/II.

In addition, an existing 1.0 FTE Administrative Services Officer I/II is being re-classified to a Program Manager I/II. The PAL reflects this change and results in no net increase in staffing levels.

The Health Agency also requested the addition of a Software Engineer II to support automation needs. This position is being added to the Information Technology Department PAL and is funded entirely by the Health Agency, adding \$124,238 to the services and supplies accounts.

Services and supplies expenditures are recommended to increase \$293,786 or 6% compared to FY 2014-15 adopted levels. Several accounts are increasing or decreasing by various levels. The most notable variances include:

- an increase of \$100,000 or 65% in the Professional Services - Other account due to an increase in the number of California Children's Services eligible clients with conditions requiring extensive medical treatment. The County is responsible for a 17.5% share of the cost of treatment for these clients;
- a net increase of \$175,342 or 19% in the Professional and Special Services account primarily to fund an Environmental Impact Report for a permanent Biosolids Ordinance;
- a net increase of \$144,348 or 125% primarily due to the cost of the additional Software Engineer position mentioned above; and
- a reduction of \$200,258 or 43% in countywide overhead charges.

A new expense of \$118,775 is recommended in the Fixed Asset account to cover the cost of the Public Health electronic health record automation system software and implementation. This does not cover the full cost of this system as noted in the table below; only those costs that can be capitalized. Costs associated with staff and annual subscription and maintenance fees are included in the services and supplies accounts.

Interfund transfers from other fund centers are recommended to increase \$204,835 or 16%, which helps defray the cost of staff budgeted in this fund center. The primary reason for the allocation of cost for the Program Manager and Department Automation Specialist positions assigned the Health Agency Compliance Program to other Health Agency fund centers. In FY 2014-15, the full cost of these positions was borne by the Public Health budget.

Service levels for Public Health are expected to increase due to the inclusion of the additional resources in the recommended budget that are described in the table below.

BOARD ADOPTED CHANGES

Per the Supplemental Budget document, the Board approved an amendment to the Position Allocation List to add 1.00 FTE Limited Term Health Education Specialist through September 2016 to provide nutrition education services to the community for the Supplemental Nutrition Assistance Program: Nutrition Education Obesity Prevention grant (commonly known as SNAP-Ed). This work had previously been done by subcontractors in the community. To fund this position, the Board approved a shift of \$57,627 from services and supplies to salaries and benefits. There was no overall change in the adopted appropriation for Public Health.

BUDGET AUGMENTATION REQUESTS ADOPTED

Unit Amount	Description	Results
Gross: \$51,046 General Fund support: \$0	Add 1.0 FTE Administrative Assistant III to digitize records for the Environmental Health division, reducing temporary help costs by \$20,000 to partially fund this added position.	<ol style="list-style-type: none"> 1. Eliminate the need for a 160 square foot storage bin. 2. Reduce the need for filing cabinet space freeing up room for approximately four cubicles. 3. Reduce contract shredding costs by \$1,600 (50%).
Gross: \$260,769 General Fund support: \$97,019	Add a Public Health electronic health record system, plus a 1.0 FTE Limited Term Administrative Services Officer I/II for two years to serve as project manager for this system. (Note: this budget augmentation request also included the addition of a Program Manager I/II to the FC 166 - Behavioral Health PAL.)	<p>Within two full years of the electronic health record system:</p> <ol style="list-style-type: none"> 1. remove at least 20 chart storage units across five clinical locations; 2. increase revenue by 20% (approximately \$300,000 per year) in FY 2016-17 and beyond for Public Health clinics due to improved billing procedures; and 3. reduce same day emergency room transport of jail inmates by 25% due to improved coordination of care, and implement a new Laboratory billing component that interfaces with the existing Lab information management system.
Gross: \$187,211 General Fund support: \$152,137	Add 1.0 FTE Deputy Health Officer.	<ol style="list-style-type: none"> 1. Implement a Clinical Quality Assurance process for four of ten clinical programs within the first 12 months of hire. 2. Finalize policies and procedures for the Tuberculosis program. 3. Update the Employee Health Manual to include plans and or standards for various diseases. 4. Hold bi-monthly meetings with Nurse Practitioners for case review. 5. Address 100% of third-step grievance from jail inmates within the mandated 10-business day timeframe.
Gross: \$124,238 General Fund support: \$124,238	Add 1.0 FTE Software Engineer (SE) II to the Information Technology Department PAL to support Health Agency automation needs.	<ol style="list-style-type: none"> 1. Reduce the risk of system outages, data inaccuracies and increase system efficiencies. 2. Increase existing response times on compliance and mandated changes to complex systems by adding a second SE who can free the existing SE to take on more complex projects that are not being done. 3. Complete the backlog of software system enhancement requests by at least 25%.

<p>Gross: \$90,219 General Fund support: \$81,198</p>	<p>Add 1.0 FTE Administrative Services Officer I/II to coordinate the effort to achieve accreditation for the Public Health Department.</p>	<ol style="list-style-type: none"> 1. Complete the pre-application process by December 31, 2016. 2. Submit a completed application for accreditation by December 31, 2017. 3. Accreditation attained by the end of FY 2018-19. 4. Accreditation maintained as a result of re-application every five years.
<p>Gross: \$200,000 General Fund support: \$200,000</p>	<p>Consultant services to complete an Environmental Impact Report for a permanent Biosolids ordinance to replace the existing interim ordinance.</p>	<ol style="list-style-type: none"> 1. If required by the California Environmental Quality Act, the EIR will be completed and certified by the Board prior to Board adoption of a replacement permanent Biosolids ordinance (before March 2018).

BUDGET AUGMENTATION REQUESTS NOT ADOPTED

Unit Amount	Description	Results
<p>Gross: \$90,219 General Fund support: \$81,198</p>	<p>Add 1.0 FTE Administrative Services Officer I/II to serve as a communications coordinator for the Public Health Department.</p>	<ol style="list-style-type: none"> 1. Complete a detailed Communications Plan by the end of FY 2015-16. 2. Handle a minimum of 40 media inquiries per year. 3. Increase social media followers by at least 30% (from 1,100 to 1,430). 4. Ensure all Health Agency Employee Newsletters are distributed by the deadline. 5. Transition 20% of health care providers from fax to e-mail for delivery of Public Health Alerts. 6. Staff at least six large community health fairs per year.
<p>Gross: \$52,846 General Fund support: \$40,321</p>	<p>Add 1.0 FTE Administrative Assistant for the Family Health Services Division's Reproductive Health clinic in Paso Robles.</p>	<ol style="list-style-type: none"> 1. Increase clinic revenue by \$15,000 each year. 2. Increase the number of women patients who opt for long acting reversible contraception by 250 (representing an increase from 19% to 25%). 3. Increase Chlamydia testing of all women younger than 26 from 73% to 80%.

<p>Gross: \$32,261</p> <p>General Fund support: \$32,261</p>	<p>Convert a 0.50 FTE Administrative Assistant position to a full time (1.0 FTE) position to provide increased clerical support at the San Luis Obispo Public Health Clinic.</p>	<ol style="list-style-type: none"> 1. Conduct quarterly phone audits to eliminate unnecessary lines, ensure correct charges and resolve malfunctioning phones within one day. 2. Implement an electronic tracking system for training clinical staff on nursing protocol updates. 3. Enhance quality improvement for the CalRedie system. 4. Develop outreach materials to double the number of high volume users (health care providers) from 15 to 30. 5. Create a centralized spreadsheet for data collection of all Family Health Services programs.
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GOALS AND PERFORMANCE MEASURES

<p>Department Goal: Prevent epidemics and the spread of disease or injury.</p> <p>Communitywide Result Link: <input type="checkbox"/> Safe <input checked="" type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input type="checkbox"/> Well-Governed Community</p>						
<p>1. Performance Measure: Annual rate of reported retail foodborne disease outbreaks per 100,000 county population.</p>						
10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
.37	.37	1.49	.36	.75	.36	.72
<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 1 reported foodborne outbreak during FY 2014-15 based on a population of 276,443. This is consistent with FY 2013-14 data of 1 reported foodborne outbreak out of a population of 279,000. (Census data from American Survey). Historical data supports that 1 to four 4 foodborne outbreaks are consistently reported annually in this County. National data reflects an estimated 48 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 and are not reported. The Centers for Disease Control and Prevention (CDC) estimates there are 128,000 hospitalizations and 3,000 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: Rate of newly diagnosed HIV cases per 100,000 population.						
10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
5.6	5.2	5.6	5.0	5.9	5.8	5.8
<p>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.</p> <p>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.</p> <p>How are we doing? During FY 2014-15, 16 cases of HIV were reported compared to 14 during FY 2013-14, based on a population of 276,443. It should be noted that in low prevalence communities like the County of San Luis Obispo, year-to-year changes may appear to be considerable.</p> <p>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.</p>						
<p>Department Goal: Promote and encourage healthy behaviors.</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>						
3. Performance Measure: Birth rate of adolescent females, ages 15 to 17, per 1,000 population.						
10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
11.6	11.2	10.4	8.2	11.0	8.3	9.0
<p>What: The rate measures the number of live births born to adolescent females who are between the ages of 15 to 17 years old over a three year period.</p> <p>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.</p> <p>How are we doing? In FY 2014-15, 38 out of a population of 4,569 females in the age range of 15-17 years gave birth, compared to 25 out of 4,569 in FY 2013-14, and 46 out of 4,569 in FY 2012-13 per the Automated Vital Statistic System. The 3-year total of live births from FY 2012-13 through 2014-15 is 109. Based on the increase in the number of births in this age category in FY 2014-15, the three year average rate may increase in future years. 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 the Family PACT (Planning, Access, Care and Treatment) Program have increased.</p> <p>The data for FY 2014-15 only reflects births to County of San Luis Obispo residents who gave birth in the county; any San Luis Obispo County residents who gave birth in other counties will not be reconciled in the Automated Vital Statistic System until the end of the calendar year.</p> <p>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.</p>						
4. Performance Measure: Percentage of low birth weight infants.						
10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
5.6%	5.4%	5.5%	5.8%	5.7%	6.2%	5.7%
<p>What: Measures the number 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 over a three year period. The calculation is derived by the total number of infants born who weigh less than 2,500 grams over a three year period divided by the total number of babies born during the same three year period.</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>						

How are we doing? The rate for LBW babies born in FY 2012-13 through FY 2014-15 was 6.2% (482 LBW babies divided by total live births of 7,769). Whereas, FY 2011-12 through FY 2013-14 was 5.8% (455 LBW babies divided by total live births of 7,841), per the Automated Vital Statistic System.

The three-year average rate has remained relatively consistent, but rising slowly 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 *First-Time Mothers/Early Support Program* (nurse home-visiting), *Baby's First Breath* (tobacco cessation), *Women, Infants and Children (WIC) Program* and the *Perinatal Substance Use Program (4 P's program – Past Parents Partner and Pregnancy)*, 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.

Given the historical data and current results, the FY 2015-16 projected rate may be higher than the published target rate.

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 2010-12, San Luis Obispo ranked 7th out of 58 counties with the lowest percentage. Source California Department of Public Health County Health Status Profiles 2014. <http://www.cdph.ca.gov/programs/ohir/Documents/OHIRProfiles2014.pdf>.

5. Performance Measure: Percentage of live born infants whose mothers received prenatal care in the first trimester.

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
78%	82%	80%	79%	80%	79%	80%

What: Percentage of live-born infants, born to this county's residents, whose mothers received prenatal care in the first trimester of pregnancy.

Why: Early, high quality prenatal care reduces the incidence of morbidity and mortality for both mother and infant.

How are we doing? During FY 2014-15, 79% of mothers (2,052 women out of a total of 2,588) sought prenatal care in their first trimester, compared to 79% (2,065 out of a total of 2,628) during FY 2013-14.

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.

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 counties in receiving the most prenatal care in the first trimester. 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>

6. Performance Measure: Percentage of the State allocated caseload enrolled in the Women, Infants & Children (WIC) Program.

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
100%	99%	99%	95%	99%	91%	96%

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 through the WIC program 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.

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 2014-15, the average number of women, infants and children participating in the WIC program was 4,530 per month or 91%, compared to 4,681 per month or 94% in FY 2013-14. The state allocated caseload for both FY 2013-14 and FY 2014-15 was 4,975.

The following restrictions have had a direct impact on the caseload rate, as this rate is determined by the number of food coupons distributed each month. In February 2014, the State WIC program implemented a new policy restricting local agencies from mailing food coupons to families, regardless of transportation barriers. This impacts a rural county such as San Luis Obispo in which reliable transportation is a barrier for many of the WIC clients. Historically the WIC 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. The number of births in San Luis Obispo County in FY 2014-15 was 2,587 compared to 2,628 in FY 2013-14. There is a direct correlation between the number of county births and prenatal WIC enrollments. 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 that local agencies serve 97%-100% of their allocated caseload, however due to below normal caseloads being reported statewide penalties will not be placed on local agencies falling below 97% of their allocated caseload during Federal Fiscal Year (FFY) 2014-15; caseload mandates will resume in FFY 2015-16.

The FY 2015-16 target rate is reduced to 96% based on the number of prenatal enrollees over this past year which is expected to continue into FY 2015-16. The State recently lowered all Counties authorized caseload. San Luis Obispo's authorized caseload was lowered from 4,975 to 4,700.

Benchmark Data: FY 2014-15: Marin – 84.5% (2,810) ; Monterey – 91.9% (19,871); Napa – 78.6% (3,181); Placer – 80.2% (3,614); Santa Barbara – 92% (17,481); Santa Cruz – 85.7% (8,359); Statewide – 85.6% (1,288,118).

7. Performance Measure: Youth smoking rate (proportion of youth in 11th grade who have smoked cigarettes within the past 30 days).

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
Biennial Survey	13%	Biennial Survey	10%	Biennial Survey	Biennial Survey	10%

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 2013 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 (53.9%) than it was among youths who did not smoke cigarettes in the past month (6.1%).

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 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.

The next CHKS will be conducted during the 2015-16 school year. Given the historical data and the continued outreach performed by the County of San Luis Obispo Tobacco Control Program the FY 2015-16 target rate will be 10%.

Benchmark Data: None Available. Due to continued financial restrictions, many school districts no longer participate in the CHKS. Effective 2013, WestEd, who administers the CHKS, no longer publishes county reports making benchmark data no longer available. San Luis Obispo County Office of Education (SLOCOE) historically has received funding through the Tobacco-Use Prevention Education (TUPE) grant to administer the CHKS, but should SLOCOE no longer receive TUPE funding, participation in the CHKS may be terminated.

8. Performance Measure: Adult smoking rates. (This measure will be eliminated in FY 2015-16)

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
10.2% (2009 survey)	Biennial Survey	10.6% (2011 survey)	Biennial Survey	10%	No data available	Eliminate

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? This performance measure relies on results of the CHIS, which is conducted by the University of California Los Angeles (UCLA). Data for this survey continues to become increasingly difficult to obtain in a timely manner. We were unable to report the FY 2012-13 Actual Results at year-end as required nor are the 2014-15 results available. It is unknown when the results will be available. Performance measure will be eliminated in FY 2015-16.

Benchmark Data: None Available.

Department Goal: Protect against environmental hazards.

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

9. Performance Measure: Percentage of Small Water systems in compliance with State or Federal bacteriological drinking water standards.

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
95.7%	95.4%	94.8%	95%	96%	97%	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? During FY 2014-15, 97% (1,849 out of 1,908) of the routine water samples were in compliance with the drinking water standards, compared to 95% (1,923 out of 2,018) during 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, as the State does not require counties to report this information.

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

10. 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.

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
61%	59%	51%*	50%*	60%	66%	63%

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? During FY 2014-15, Public Health Nursing received 116 referrals for pregnant or parenting women with a positive drug and/or alcohol screen or admitted substance abuse. Of those 116 referrals, 76 clients or 66% were enrolled into the program and 2 remain on a wait list. Of the 38 clients not enrolled in services, 17 refused or declined services, 2 children were no longer in the family custody, 1 client has sufficient resources and would not benefit from the services and 16 could not be located. 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.

It is too early to estimate if the FY 2015-16 target rate should change based on the FY 2014-15 actual rate.

* Actual Results have been updated for FY 2012-13 and FY 2013-14 as the number of wait list clients were previously reduced from the total number of referrals, inflating the percentage. The calculation should divide the number of clients with a positive drug and/or alcohol screen or admitted substance abuse enrolled into the program by the total number of referrals for this same demographic.

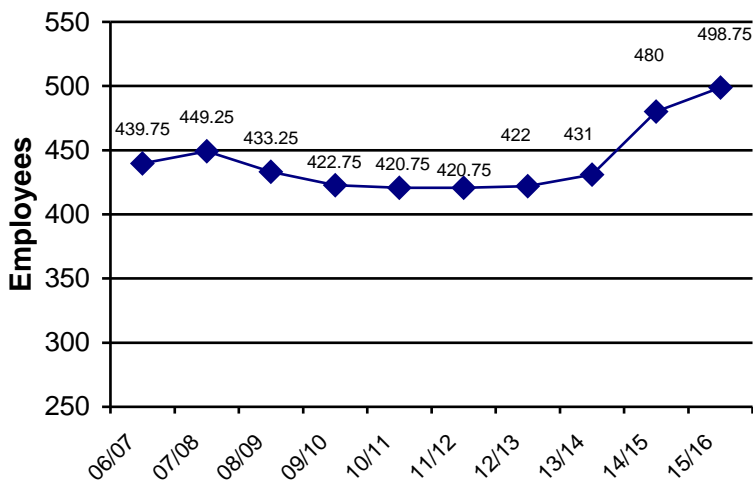
Benchmark Data: None available.

MISSION STATEMENT

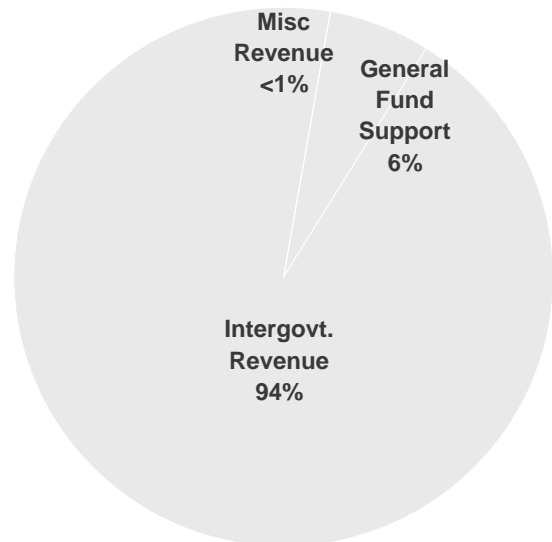
We partner with the community to enhance self-sufficiency while ensuring that safety and basic human needs are met for the people of San Luis Obispo County.

	2013-14	2014-15	2015-16	2015-16	2015-16
Financial Summary	Actual	Actual	Requested	Recommended	Adopted
Intergovernmental Revenue	\$ 54,095,751	\$ 62,497,779	\$ 65,488,768	\$ 66,924,319	\$ 66,924,319
Charges for Current Services	11,770	17,755	6,750	6,750	6,750
Other Revenues	32,181	153,806	6,863	6,863	6,863
Other Financing Sources	30,448	231,829	0	0	0
Interfund	0	0	0	179,210	179,210
**Total Revenue	\$ 54,170,150	\$ 62,901,169	\$ 65,502,381	\$ 67,117,142	\$ 67,117,142
Salary and Benefits	38,096,021	42,290,176	44,166,200	45,610,187	45,610,187
Services and Supplies	15,123,641	15,237,682	16,564,334	16,780,674	16,780,674
Other Charges	6,294,414	10,362,024	8,995,808	8,995,808	8,995,808
Fixed Assets	91,618	54,228	89,700	89,700	89,700
**Gross Expenditures	\$ 59,605,694	\$ 67,944,110	\$ 69,816,042	\$ 71,476,369	\$ 71,476,369
Less Intrafund Transfers	62,268	50,194	51,677	51,677	51,677
**Net Expenditures	\$ 59,543,426	\$ 67,893,916	\$ 69,764,365	\$ 71,424,692	\$ 71,424,692
General Fund Support (G.F.S.)	<u>\$ 5,373,276</u>	<u>\$ 4,992,747</u>	<u>\$ 4,261,984</u>	<u>\$ 4,307,550</u>	<u>\$ 4,307,550</u>

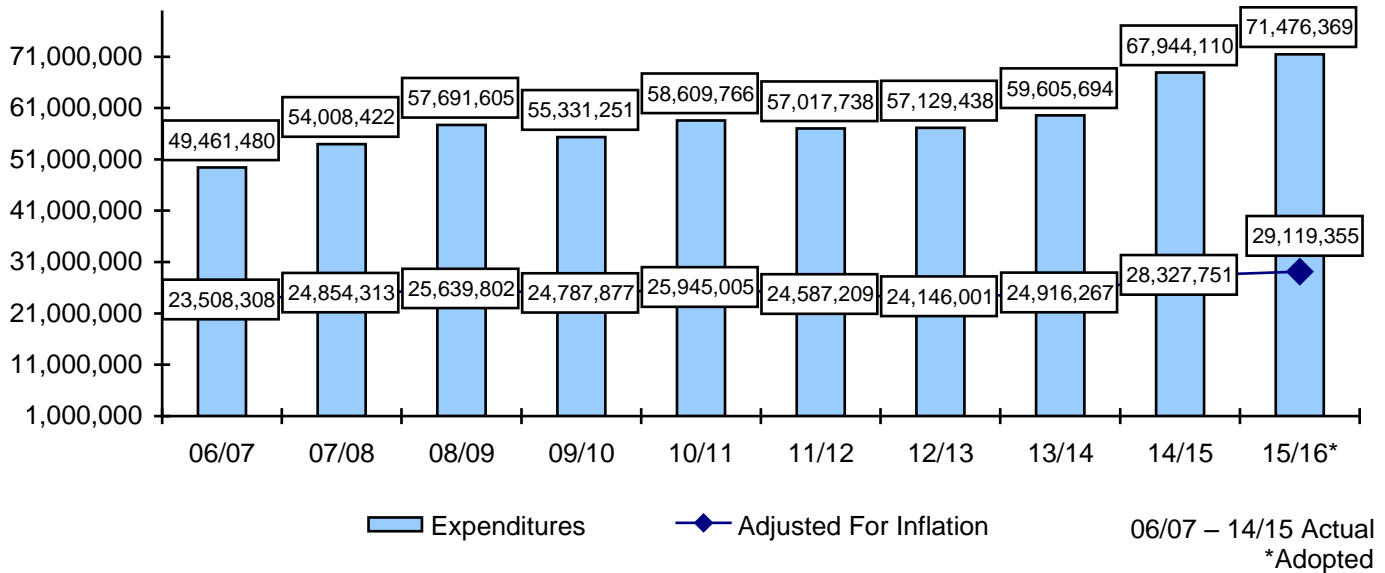
Number of Employees
(Full Time Equivalent)



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

The Department of Social Services has a total expenditure level of \$71,476,369 and a total staffing level of 498.75* FTE to provide the following services:

Adult Services

Adult Services includes two major programs: Adult Protective Services and In-Home Supportive Services. The Adult Protective Services Program protects dependent adults and seniors. It investigates allegations of abuse, intervening when necessary, and provides community education. The In-Home Supportive Services Program provides personal and domestic services that enable dependent adults to remain safely in their home.

Total Expenditures: \$9,258,650 Total Staffing (FTE): 39.00

CalFresh (formerly Food Stamps)

This Federal program provides nutritional assistance to low-income households. The Department of Social Services is actively engaged in promoting outreach in the community to increase participation in the program. The receipt of Food Stamps helps stretch the household’s budget and combat the increasingly expensive cost of living in our county. Food Stamp program eligibility is based upon the application of Federal and State regulations.

Total Expenditures: \$9,680,851 Total Staffing (FTE): 64.00

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: \$15,010,972 Total Staffing (FTE): 124.00

Child Welfare Services

In collaboration with other departments, agencies, and the community, the Child Welfare Services program provides services to strengthen families and reduce the incidence of child abuse and neglect. Staff investigates allegations of abuse or neglect and works with families in developing plans to ensure the safety of children. When necessary, children are removed from the home and placed in foster care while plans for reunification are pursued and implemented. When reunification is not feasible, children are found permanent homes through adoption or guardianship.

Total Expenditures: \$14,129,834 Total Staffing (FTE): 108.00

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: \$13,184,211 Total Staffing (FTE): 118.00

Other Programs

This includes other programs provided by the department primarily for Children's Services, but also for foster care eligibility and services, food stamp employment and training, and family preservation services.

Total Expenditures: \$7,827,580 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: \$2,033,227 Total Staffing (FTE): 5.00

*Staffing for Fund Center 181 – Foster Care, Fund Center 182 – CalWORKs, and Fund Center 185- General Assistance are reflected in Fund Center 180 – Department of Social Services.

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. More information about the department's programs can be found in Fund Center (FC) 181–Foster Care, FC 182–CalWORKs, and FC 185–General Assistance.

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 more than 66% in the last five years and shows no signs of abating.

Following are some of the department's notable accomplishments for FY 2014-15 and specific objectives for FY 2015-16:

FY 2014-15 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:
 - Timely response in immediate response situations is 3.6% higher
 - Timely response in "10-Day" (less immediate) situations is 6.7% higher
 - Placement of foster children with all of their siblings is 12.1% higher
 - Placement with relatives upon entry into foster care is 54.4% higher
 - Placement in group homes upon entry is 48.2% lower
 - Rate of timely health exams for foster children is 14% higher
- The County was awarded a California State Association of Counties Challenge Merit Award for its innovative Transitional Age Youth—Financial Assistance Program (TAY-FAP). The TAY-FAP program is the first of its kind in California and has helped nearly 150 youth leaving foster care to enroll in higher education.
- The County successfully implemented the Affordable Care Act, despite challenges created by the State's systems and processes. The Medically Indigent Service Program was integrated successfully into Medi-Cal, reducing the County's costs and obligations under the Welfare & Institutions Code. Over 750 applications have been taken from inmates in the jail, with the goal of easing transition from custody and reducing County General Fund costs.

FY 2015-16 Objectives

- Continue to surpass State averages in at least 75% of performance measures related to Child Welfare Services.
- The department will meet all of its goals in the 50Now Program, which provides housing and intensive services to 50 of the most vulnerable homeless individuals.
- 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.
- Increase the number of participants in Subsidized Employment by 81% (from 58 to 105 participants).
- Implement the Structured Decision Making tool in the Adult Protective Services program, and assume responsibility for after-hours calls.

- The department acquired additional space in Morro Bay and Paso Robles to accommodate additional workload and better serve clients.
- Based upon figures made available for Federal FY 2013-14, the County's Workforce Investment Act performance exceeds Federal requirements in seven of nine measures.
- The department started implementing the 50Now Program in collaboration with Transitions Mental Health Association, with the goal of housing the 50 most vulnerable homeless individuals in San Luis Obispo County. At least 24 individuals were housed within the first six months of implementation, far exceeding the goal to house 17 individuals in the first nine months.
- The County competed for and was awarded a \$1 million grant to house homeless families in the CalWORKs program. More than 31 families were housed within the first six months of implementation.
- The department continued to collaborate with other County departments and provided a high level of support to the Homeless Services Oversight Council (HSOC).

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

In total, the overall General Fund support for the Department of Social Services (including its Administrative (FC 180), Foster Care/Adoptions (FC 181), CalWORKs (FC 182) and General Assistance (FC 185) budgets) is recommended to decrease \$5,428 or less than 1% compared to FY 2014-15 adopted levels. The level of General Fund support for this fund center is recommended to decrease \$732,614 or 14% compared to FY 2014-15 adopted levels. Revenues are recommended to increase \$6,731,458 or 11% and total expenses are recommended to increase \$5,998,844 or 9% compared to FY 2014-15 adopted levels.

Legislative changes in recent years have significantly impacted the department's budget and operations. The department continued to see changes in FY 2014-15 with the implementation of changes to the Child Welfare Services (CWS) and the In-Home Support Service (IHSS) programs. In February 2015, the Board approved the addition of 2.00 FTE positions to prepare for and implement the new California Child Care and Family Service Review process in CWS and 6.75 FTE positions for the IHSS program and the related Public Authority (PA). The PA performs activities associated with the recruitment, interviewing, hiring and training of new providers, as well as matching providers to program participants. Additionally, the department was awarded new funding to implement a CalWORKs Housing Support Program (HSP), which provides housing to CalWORKs participants. In October 2014, the Board approved 2.00 FTEs to implement the new CalWORKs HSP.

The significant increase in revenue is primarily due largely to increased State allocations that have come to the County in the FY 2014-15 to support the previously mentioned expanded responsibility in the CWS and IHSS programs, as well as an increased caseload in the Medi-Cal program and implementation of the new CalWORKs HSP program. 2011 Realignment funding, which replaces the State's contribution for the Adult Services, Adoptions, Foster Care, Child Abuse Prevention, Child Welfare Services, and Transitional Housing Placement programs, is increasing by \$1.2 million or 15% compared to FY 2014-15 levels based on estimates provided by the State. 1991 Realignment revenue from vehicle license fees to the department is budgeted to increase by \$1.4 million or 515% over FY 2014-15 adopted levels, and Realignment revenue from sales tax is budgeted to decrease by \$450,207 due to AB 85, which swapped Vehicle License Revenue for sales tax revenue between the Social Services and Health subaccounts. Overall, the amount of 1991 Realignment (from sales tax revenue and Vehicle License Fees) in this fund center is increasing 29% and reflects what the department projects that it will actually receive in FY 2015-16, rather than moving a significant excess above budget into a trust account. This

increase helps to decrease the department's level of General Fund support. 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-Foster Care and Adoptions is increasing by less than 1% compared to FY 2014-15 adopted levels. Workforce Investment Act (WIA) funds are decreasing by 7% compared to FY 2014-15 adopted levels, based on current formula allocations.

Salary and benefits are recommended to increase \$3,144,410 or 7% compared to FY 2014-15 adopted levels and includes full funding for all 492.75 FTE currently allocated positions, as well as 6.00 FTE new positions that are being recommended. The increase over FY 2014-15 adopted levels is due to: the mid-year additions of 12.75 FTE in support of legislative changes and added responsibilities to the programs that the department administers, regular pay step increases, prevailing wage adjustments approved in FY 2014-15, and the recommended addition of 6.00 FTEs to the department's Position Allocation List (PAL).

As noted above, there was a net addition of 12.75 FTE positions to the department's PAL in FY 2014-15, which brought the department's number of authorized positions to 492.75 FTE.

On October 7, 2014, the Board approved the following changes to the department's PAL:

- +2.00 FTE Employment Resource Specialist IVs

On February 10, 2015, the Board approved the following changes to the department's PAL:

- +9.00 FTE Social Worker I/II/III
- +1.00 FTE Administrative Assistant I/II/III
- +1.00 FTE Accountant III
- +0.75 FTE Personal Care Aid
- -1.00 FTE Administrative Services Officer II

The addition of 6.00 FTE new positions to the department's PAL is recommended based upon budget augmentation requests submitted by the department in FY 2015-16, which brings the department's total personnel allocation to 498.75 FTE. The details of the recommended PAL changes are as follows:

- +3.00 FTE Social Worker I/II/III
- +1.00 FTE Administrative Assistant
- +1.00 FTE Senior Account Clerk
- +1.00 FTE Legal Clerk

The addition of these new positions has a total cost of \$400,350 but will not have any impact on the department's level of General Fund support. Additional information about these positions is outlined below. As part of the FY 2015-16 budget process, a 1.00 FTE Department Administrator is also recommended to be deleted and replaced with a 1.00 FTE Senior Division Manager.

Services and supplies are recommended to increase by \$831,473 or 5% compared to FY 2014-15 adopted levels. Notable increases include: 1) maintenance expenses to coordinate the department's keyless entry systems, 2) expenses for modular office furniture to purchase and configure furniture, primarily in the new Paso Robles office, 3) office expenses for new case files and headsets, and 4) countywide overhead costs.

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 in FY 2013-14. Health benefits under the Public Authority were also discontinued effective January 2014 due to the implementation of the Affordable Care Act (ACA). In FY 2015-16, the County's share of IHSS costs related to the MOE are increasing by \$72,952, compared to the FY 2014-15 adopted levels. The Public Authority operations costs are decreasing by \$333,760 because health benefits are now accessed through ACA for IHSS caregivers rather than through the Public Authority.

Other charges, which consist mostly of contracted services for clients, are recommended to increase by \$2 million or 29% compared to FY 2014-15 adopted levels. The increase is due largely to \$876,288 budgeted for the CalWORKs HSP, \$633,056 budgeted for the continued implementation of the 50Now program, and \$378,000 for a contract to provide expanded subsidized employment for CalWORKs participants. The 50Now program is a three-year pilot program that is housing 50 of the most vulnerable chronically homeless individuals living in the county.

Fixed assets are recommended to decrease \$39,690 or 30% compared to FY 2014-15 adopted levels and includes funding for replacement copiers, new photocopiers for the two new offices, an inserting/folding system, and computer equipment.

BOARD ADOPTED CHANGES

None.

BUDGET AUGMENTATION REQUESTS ADOPTED

Unit Amount	Description	Results
Gross: \$144,420 General Fund support: \$0	Add 2.00 FTE Social Workers to the Child Welfare Services Emergency Response Division assigned to the North region and South region to respond, investigate, and close child abuse/neglect referrals timely and effectively. Funded with Federal/State allocations and 1991 Realignment funds.	<ol style="list-style-type: none"> 1. Remain in compliance with State mandated requirements. 2. Respond to 100% of referrals within 24 hours for referrals needing immediate response and within 10-days for others, while reducing the use of comp-time and overtime.
Gross: \$72,210 General Fund support: \$0	Add 1.00 FTE Social Worker to implement the Resource Family Approval (RFA) program to certify foster and adoptive families in one comprehensive program. Funded entirely with Federal/State allocations and 1991 Realignment funds.	<ol style="list-style-type: none"> 1. 85% of Resource Family Approval homes will be certified within 90 days. 2. Dependent children will experience fewer placement moves. 3. More foster homes will be approved for placement of dependent children.
Gross: \$56,494 General Fund support: \$0	Add 1.00 FTE Senior Account Clerk to the County Expense Claiming Unit to process expense claims, make contract payments, travel reservations and payments, and process supportive services requests. Funded entirely with Federal/State allocations and 1991 Realignment funds.	Overtime will decrease in the County Expense Claiming Unit of the fiscal division by 50% by June 30, 2016.
Gross: \$78,498 General Fund Support: \$0	Add 1.00 FTE Legal Clerk in the Legal Processing Unit to process court orders. Funded entirely with Federal/State allocations and 1991 Realignment funds.	Late reports filed with the court will be reduced by 20%.

Gross: \$48,728 General Fund support: \$0	Add 1.00 FTE Administrative Assistant to provide clerical support to the Fraud Investigations Unit and Administrative Review Team (ART) unit that handles overpayment and over issuances and State hearings. Funded entirely with Federal/State allocations and 1991 Realignment funds.	1. Reduce the current backlog of referrals in the Special Investigations Unit by an additional 10%. 2. Reduce the current backlog of over issuances and overpayments by 10% at the end of the first year (FY 2015-16) and 15% at the end of the second year (FY 2016-17). 3. Provide customer services to the general public who will be attending a State Hearing by an Administrative Law Judge.
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GOALS AND PERFORMANCE MEASURES

Department Goal: To provide for the safety, permanence and well being of children.						
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: Percentage of children reentering foster care within 12 months of being reunified with their families.						
10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
14%	13.33%	17.3%	18.9%	10%	13.47%	10%
<p>What: This performance measure tracks the percentage of children who must return to foster care after being returned to their families, if the reentry occurs within 12 months of the return.</p> <p>Why: Both safety and stability are important to the well being of children. One of the goals of Child Welfare is to create permanency in the lives of children and the families to which they belong; if children are removed from their parents, later reunified and then removed a subsequent time, they may suffer emotional harm. The goal of Child Welfare is to create stability, and a higher rate suggests instability.</p> <p>How are we doing? The County is above the State average (12.13%) by 1.34% and below the comparable county average (14.4%) by .93%. Due to reporting delays with the State, the available data is through the quarter ending March 31, 2015. Actual results reflect the yearly average. Our goal in the current year is ambitious, and an increasingly challenging caseload in our Child Welfare Services program has put this goal out of our reach. However, the Department has shown marked downward improvement in current year, after a steadily increasing trend in the previous three years.</p>						
2. Performance Measure: Percentage of child abuse/neglect referrals where a response is required within 10 days that were responded to timely.						
10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
96.7%	97.6%	98%	96.1%	98%	97.93%	98%
<p>What: Child Welfare referrals may warrant either an "Immediate" response or a "10-day" response, depending on the severity of the allegation. The Department has performed consistently well on its Immediate Responses, but seeks to improve its responsiveness on 10-day referrals.</p> <p>Why: Delays in responding to an allegation could result in ongoing abuse or neglect. An earlier intervention may reduce the risk of injury or the need to remove a child from the parents' care.</p> <p>How are we doing? The County is above the State average (91.2%) by 6.73% and above the comparable counties (93.3%) by 4.63%. Due to reporting delays from the State, the available data is through the quarter ending March 31, 2015. Actual results reflect the yearly average. The results in this measure are on target (within 0.07%), and the Department's results have improved over FY 2013-14 due to additional training as well as monitoring the response rates of each social worker on a monthly basis.</p>						

3. Performance Measure: Percentage of children in out-of-home care who are placed with all of their siblings.						
10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
67.8%	68.25%	60.6%	56.85%	68.25%	51.3%	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 (50.6%) by 0.7% and above the comparable county average (48.67%) by 2.63%. Due to reporting delays from the State, the figures are from the quarter ending March 31, 2015. The County's results in this measure are below target by 16.95%. 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.

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.

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
45.49%	24.16%	33.22%	42.95%	50%	15.53%	45%

What: General Assistance is a County General Funded cash program of "last resort" for individuals not currently eligible for other programs. To the extent that the SSI program reimbursements or beneficiary repayments result in cost offsets, the burden on local taxpayers is reduced.

Why: The Department engages in an SSI Advocacy program, working to assist individuals who are disabled in applying for SSI and thereby improving their economic situation while reducing the burden on local taxpayers.

How are we doing? We are below the adopted target (50%) by 34.47%. The figures are through the month of June 2015. 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).

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
229.25 cases	223.25 cases	210 cases	216 cases	225 cases	328 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? We are above the adopted target by 103 cases. Available data is through the quarter ending June 30, 2015. Fluctuations in actual results are due to changes in staffing levels during the year, as well as the implementation of the Affordable Care Act. State or comparable county data is not available. DSS is evaluating the possibility of augmenting staff, as the Medi-Cal allocation has increased for FY 2015-16.

6. Performance Measure: The number of cases per Social Worker in Child Welfare Services (CWS).

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
ER-22 FM-10 FR-11 PP-23	ER-31 FM-10 FR-12 PP-24	ER-27 FM-11 FR-12 PP-28	ER-27 FM-10 FR-11 PP-30	ER-15 FM-11 FR-12 PP-25	ER-27.25 FM-8.5 FR-8 PP-27	ER-15 FM-11 FR-12 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 are above the adopted target for ER (15) by 12.25 cases and PP (25) by 2 cases. Cases are below target for FM (11) by 2.5 cases and FR (12) by 4 cases. The available data is through June 30, 2015. State or comparable county data is not available. Caseload and staffing varies from quarter to quarter based on staff vacancies and case activity.

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.

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
29.1%	29.1%	29.1%	29.1%	35%	data not available	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 performance measure previously referred to 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. Data for this measure, including State and comparable county information, has been unavailable from the State since September 2010. It is uncertain when the State will have updated information available regarding this statistic.

8. Performance Measure: Percent of CalWORKs adult participants with earnings.

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
29.7%	29.5%	29.9%	32.5%	30%	33.9%	32.5%

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 (31.75%) by 2.15% and is below the comparable counties average (35.8%) by 1.9%. Data is through the quarter ending December 31, 2014. 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. Actual results reflect the yearly average.

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.

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
163 cases	134.03 cases	149 cases	136.33 cases	150 cases	140.13 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 the 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 2014-15 adopted target by 9.87 cases or 6.5%. Data is through the quarter ending June 30, 2015. Data for State and comparable 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 can threaten the accuracy and efficiency of program operations, however the actual results did not exceed the adopted target for FY 2014-15.

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.

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
90%	91%	87%	83.96%	95%	81.5%	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.

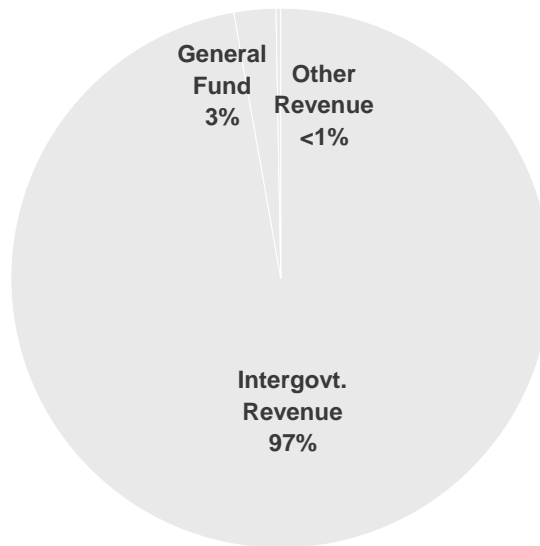
How are we doing? The Department is below the FY 2014-15 adopted target by 13.5%. Available data is through June 30, 2015. The results in this measure may see higher than average fluctuations due to the fact that the denominator for this measure (the number of adults with an initial abuse 12 months ago) is a small number. Actual results reflect the yearly average. State or comparable county data is not available.

MISSION STATEMENT

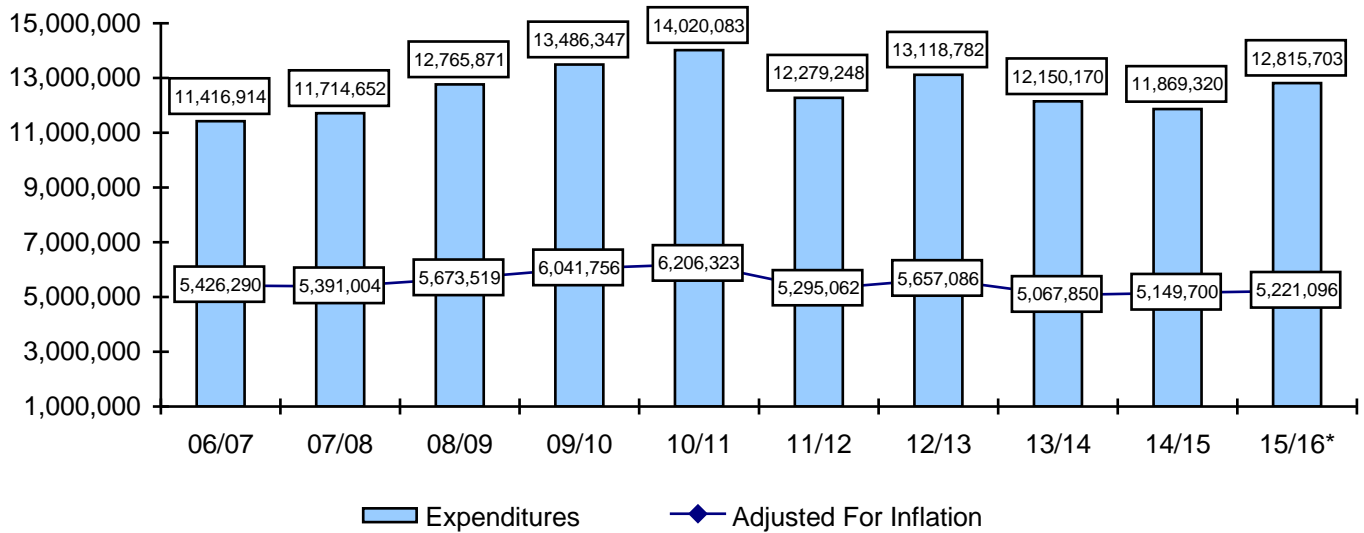
We partner with the community to enhance self-sufficiency while ensuring that safety and basic human needs are met for the people of San Luis Obispo County.

<u>Financial Summary</u>	<u>2013-14 Actual</u>	<u>2014-15 Actual</u>	<u>2015-16 Requested</u>	<u>2015-16 Recommended</u>	<u>2015-16 Adopted</u>
Intergovernmental Revenue	\$ 11,158,125	\$ 11,537,104	\$ 12,463,320	\$ 12,463,320	\$ 12,463,320
Other Revenues	32,930	32,751	27,575	27,575	27,575
**Total Revenue	\$ 11,191,055	\$ 11,569,855	\$ 12,490,895	\$ 12,490,895	\$ 12,490,895
Other Charges	11,492,582	11,869,320	12,815,703	12,815,703	12,815,703
**Gross Expenditures	\$ 11,492,582	\$ 11,869,320	\$ 12,815,703	\$ 12,815,703	\$ 12,815,703
General Fund Support (G.F.S.)	\$ 301,527	\$ 299,465	\$ 324,808	\$ 324,808	\$ 324,808

Source of Funds



10 Year Expenditures Adjusted For Inflation



06/07 – 14/15 Actual
 *Adopted

SERVICE PROGRAMS

CalWORKs functions under the Department of Social Services. CalWORKs has a total expenditure level of \$12,815,703 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: \$12,815,703 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. Success in this area is measured by 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 2014-15 caseload has fallen 2% from last year, and is 6% below FY 2012-13.

Changes in law resulted in a grant increase for participants in this program, effective April 1, 2015. 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 14-year period, the consumer price index has risen by over 37% according to the Labor of Bureau Statistics Consumer Price Inflation Calculator.

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 by \$6,440 or 1% compared to FY 2014-15 adopted levels. Revenues are recommended to increase by \$470,587 or 3%. Expenditures are recommended to increase by \$464,147 or 3%. This budget only includes expenses for benefits paid to program participants. The costs for administering the CalWORKs program are included in Fund Center 180-Social Services Administration.

Revenue for CalWORKs assistance benefits is allocated to the County from State sales tax Realignment and Federal sources, and these amounts vary based on a variety of factors such as increases to program participant benefits and programmatic changes made by the State. Regardless of the source of revenue, the County's share of cost is 2.5% of total CalWORKs assistance payments to clients.

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. Monthly average caseloads are down 16% from a high in FY 2010-11, and are down 2% in the current year compared to FY 2013-14.

Despite the declining caseload, the CalWORKs program has 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 2015-16. This budget is increasing to account for the grant increase, and to cover any potential increase in caseload.

BOARD ADOPTED CHANGES

None.

BUDGET AUGMENTATION REQUESTS ADOPTED

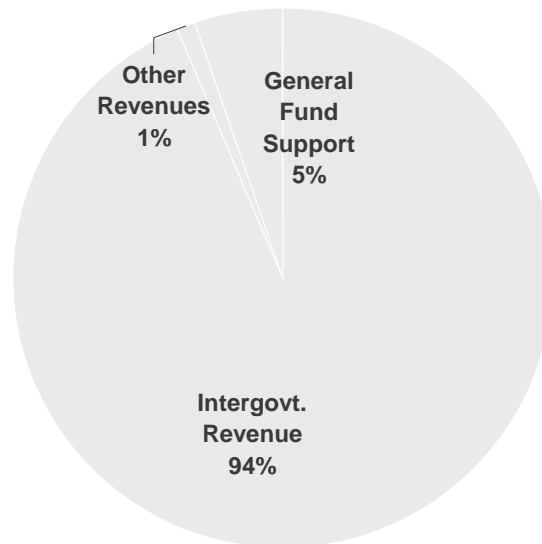
None requested.

MISSION STATEMENT

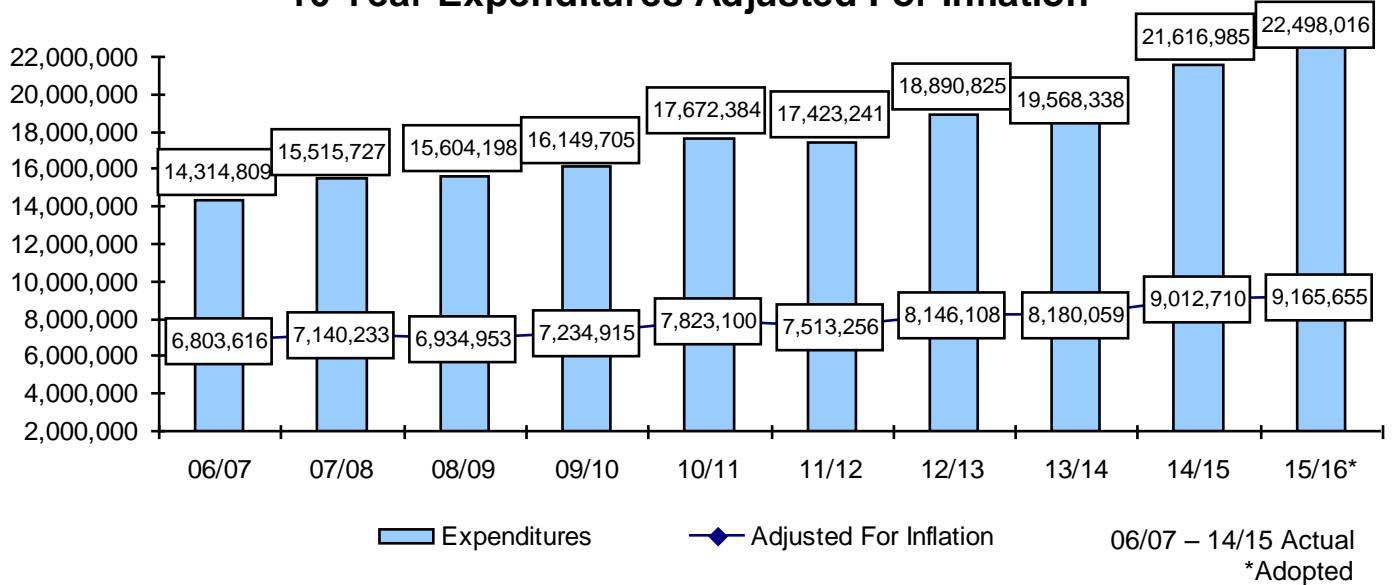
We partner with the community to enhance self-sufficiency while ensuring that safety and basic human needs are met for the people of San Luis Obispo County.

	2013-14	2014-15	2015-16	2015-16	2015-16
<u>Financial Summary</u>	<u>Actual</u>	<u>Actual</u>	<u>Requested</u>	<u>Recommended</u>	<u>Adopted</u>
Intergovernmental Revenue	\$ 18,996,970	\$ 20,936,016	\$ 21,170,265	\$ 21,170,265	\$ 21,170,265
Other Revenues	189,801	186,064	213,599	213,599	213,599
**Total Revenue	\$ 19,186,771	\$ 21,122,080	\$ 21,383,864	\$ 21,383,864	\$ 21,383,864
Services and Supplies	67,873	67,873	67,873	67,873	67,873
Other Charges	19,500,465	21,549,112	22,430,143	22,430,143	22,430,143
**Gross Expenditures	\$ 19,568,338	\$ 21,616,985	\$ 22,498,016	\$ 22,498,016	\$ 22,498,016
General Fund Support (G.F.S.)	<u>\$ 381,567</u>	<u>\$ 494,905</u>	<u>\$ 1,114,152</u>	<u>\$ 1,114,152</u>	<u>\$ 1,114,152</u>

Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Foster Care functions under the Department of Social Services. Foster Care has a total expenditure level of \$22,498,016 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: \$14,528,015 Total Staffing (FTE): *

Adoptions

The Adoptions Assistance Program provides ongoing support to families who have adopted children.

Total Expenditures: \$7,522,115 Total 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: \$447,886 Total 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 transitional 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, a decline that has continued into the current year. The department is currently running about 12% below the FY 2013-14 average caseload, and 24.4% below FY 2012-13 levels. 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 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 \$1.1 million in the requested budget.

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 increase by \$555,394 or 99% compared to FY 2014-15 adopted levels. Revenue is expected to increase by \$296,412 or 1% and expenses are increasing by \$851,806 or 3% compared to FY 2014-15 adopted levels. However, in total, General Fund support for the Department of Social Services (including its Administrative, Foster Care/Adoptions, CalWORKs and General Assistance budgets) is recommended to decrease \$5,428 or less than 1% compared to FY 2014-15 adopted levels. This budget only includes expenses for program participant benefits. The costs for administering the Foster Care and Adoptions programs are included in Fund Center 180-Social Services Administration.

The \$1,114,152 in General Fund support recommended for FY 2015-16 is based on the number and types of cases being administered through this fund center. In FY 2015-16, the recommended level of General Fund support represents 4.9% of total expenditures, compared to 2.6% in FY 2014-15.

Increased expenditures are due to an overall increase within aid types, which are based upon caseload growth in some programs and cost per case. Overall, foster care caseloads are down 12% in the current year, compared to FY 2013-14. Despite this, expenses are increasing and several factors contribute to the recommended increase in expenditures for the 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. In the current year, total EFC caseloads are up 24% compared to FY 2013-14. In anticipation that caseload will continue to grow as people become more aware of this new program, the department is budgeting for a 9.8% 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 \$781,095 (a 122% increase) for this program in FY 2015-16, which is in line with current year expenses for the RFA program.
- State-set rate increases for Foster Care, due to recent lawsuits which guarantee rate increases every year.

The department is expecting to increase its contract with Family Care Network for wraparound services by \$181,412 to account for a 5% rate increase determined by the State and for an increase in wraparound slots from 47 to 55. The increase in slots will allow Family Care Network to serve more children/youth and their families in FY 2015-16 than in FY 2014-15. Wraparound services provide alternatives to out-of-home placement in institutionalized settings by bringing targeted services to families based on an approved service plan.

BOARD ADOPTED CHANGES

None.

BUDGET AUGMENTATION REQUESTS ADOPTED

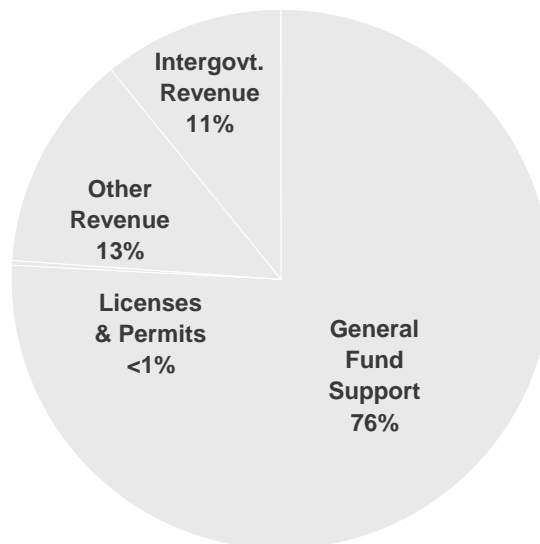
None requested.

MISSION STATEMENT

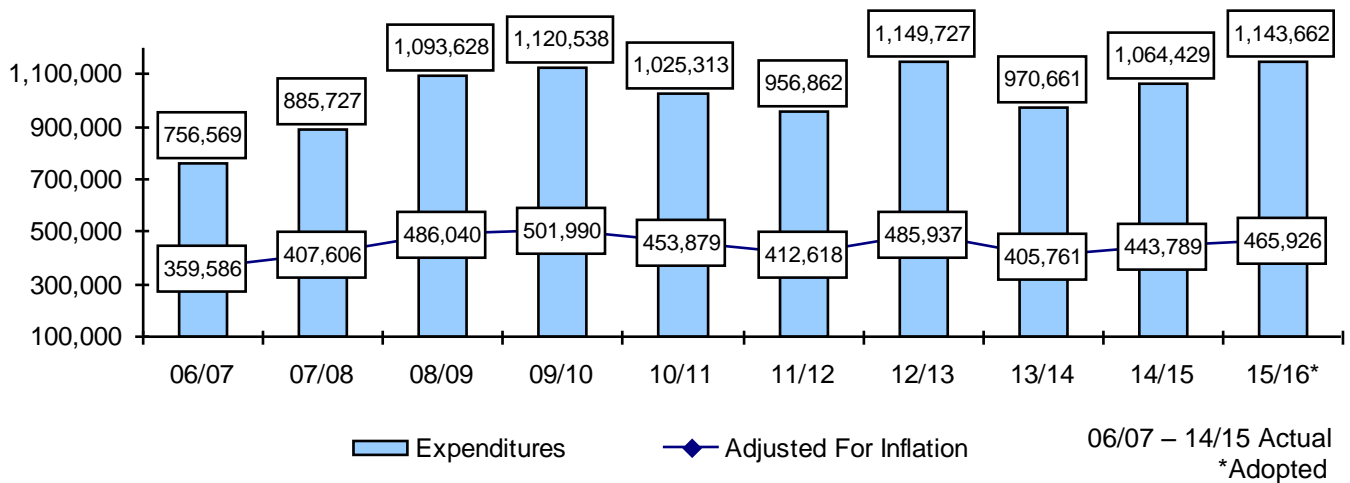
We partner with the community to enhance self-sufficiency while ensuring that safety and basic human needs are met for the people of San Luis Obispo County.

	2013-14	2014-15	2015-16	2015-16	2015-16
<u>Financial Summary</u>	<u>Actual</u>	<u>Actual</u>	<u>Requested</u>	<u>Recommended</u>	<u>Adopted</u>
Licenses and Permits	\$ 5,353	\$ 5,212	\$ 3,998	\$ 3,998	\$ 3,998
Intergovernmental Revenue	120,340	99,025	123,286	123,286	123,286
Other Revenues	366,214	153,422	150,000	150,000	150,000
**Total Revenue	\$ 491,907	\$ 257,659	\$ 277,284	\$ 277,284	\$ 277,284
Other Charges	970,661	1,064,429	1,143,662	1,143,662	1,143,662
**Gross Expenditures	\$ 970,661	\$ 1,064,429	\$ 1,143,662	\$ 1,143,662	\$ 1,143,662
General Fund Support (G.F.S.)	\$ 478,754	\$ 806,770	\$ 866,378	\$ 866,378	\$ 866,378

Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

General Assistance functions under the Department of Social Services. General Assistance has a total expenditure level of \$1,143,662 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: \$1,143,662 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 (FY 2011-12) average. The department has seen this abate in the current year, with caseload numbers declining by 13.3% from FY 2013-14. The average monthly grant to these individuals remains at \$280.

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 increase by \$178,232 or 26% compared to FY 2014-15 adopted levels. However, 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 \$5,428 or less than 1% compared to FY 2014-15 adopted levels. Revenues are recommended to decrease by \$200,163 or 42% and expenditures are recommended to decrease by \$21,931 or less than 1% compared to FY 2014-15 adopted levels. This budget only includes expenses for benefits paid to program participants. The costs for administering the General Assistance program are included in Fund Center 180-Social Services Administration.

Revenue in this fund center consists largely of reimbursements for Cash Assistance Program for Immigrants (CAPI) and Supplemental Security Income/State Supplementary Payment (SSI/SSP) expenditures. SSI/SSP 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/SSP reimbursements are recommended to decrease by \$165,330 compared to FY 2014-15 adopted levels, in line with the revenue realized from SSI/SSP reimbursements in FY 2014-15. The department believes that the decrease may be due to a variety of factors. For example, more expeditious processing of applications could reduce the dollar value of the reimbursement since fewer benefits are accrued during the interim and/or the SSI/SSP benefits specialists may have caught up with a backlog of cases and the lower amounts may constitute a new normal.

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. Even though General Assistance caseloads are down in FY 2014-15 compared to FY 2013-14, they fluctuate from year to year. The department is budgeting a 5% increase over current year estimates to account for any potential increases in FY 2015-16.

BOARD ADOPTED CHANGES

None.

BUDGET AUGMENTATION REQUESTS ADOPTED

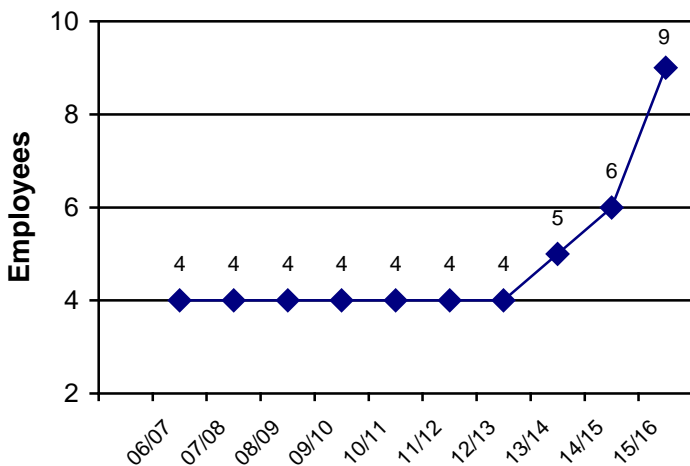
None requested.

MISSION STATEMENT

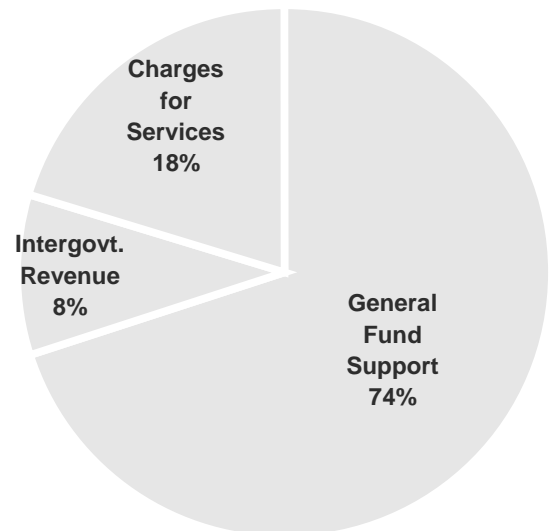
The Veterans Services Department works as an advocate for the men and women who serve or served in the Armed Forces of America, their dependents, and survivors in obtaining benefits and services from the U. S. Department of Veterans Affairs, California Department of Veterans Affairs, San Luis Obispo 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.

	2013-14	2014-15	2015-16	2015-16	2015-16
<u>Financial Summary</u>	<u>Actual</u>	<u>Actual</u>	<u>Requested</u>	<u>Recommended</u>	<u>Adopted</u>
Intergovernmental Revenue	\$ 583,332	\$ 174,462	\$ 65,000	\$ 65,000	\$ 65,000
Charges for Current Services	0	27,726	136,685	137,370	137,370
**Total Revenue	\$ 583,332	\$ 202,188	\$ 201,685	\$ 202,370	\$ 202,370
Salary and Benefits	431,678	506,846	620,144	628,043	716,716
Services and Supplies	113,104	426,070	40,622	47,911	47,911
**Gross Expenditures	\$ 544,782	\$ 932,916	\$ 660,766	\$ 675,954	\$ 764,627
General Fund Support (G.F.S.)	\$ (38,550)	\$ 730,728	\$ 459,081	\$ 473,584	\$ 562,257

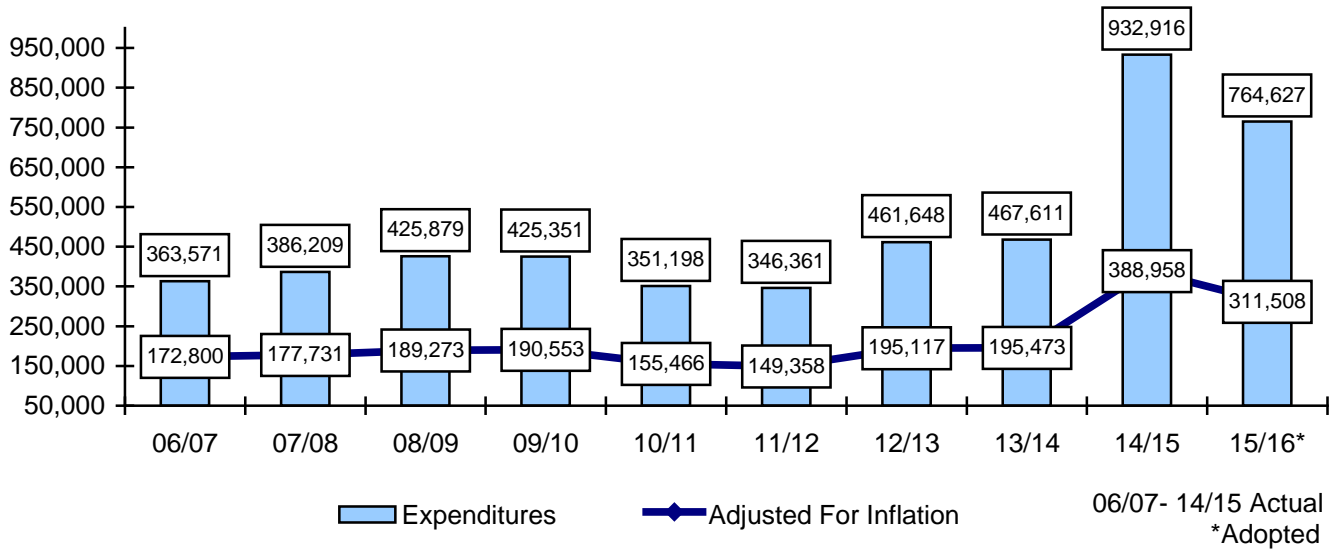
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Veterans Services has a total expenditure level of \$764,627 and a total staffing level of 9.00 FTE 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: \$383,167 Total Staffing (FTE): 4.40

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: \$8,260 Total Staffing (FTE): 0.10

Outreach and Referral

Outreach efforts include presentations to: deploying troops during the Soldier Readiness Process (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: \$162,580 Total Staffing (FTE): 1.95

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: \$28,908 Total Staffing (FTE): 0.35

Veterans Employment

In partnership with Veterans Services Organizations helping veterans improve resumes, interview skills and secure employment.

Total Expenditures: \$8,260 Total Staffing (FTE): 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 such as the Supportive Services for Veterans Families (SSVF) program to help these veterans get into affordable housing.

Total Expenditures: \$ 165,192 Total Staffing (FTE): 2.00

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: \$8,260 Total Staffing (FTE): 0.10

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.

Partnering with the County Behavioral Health, the Veterans Clinic and the Vets Center, we are able to greatly enhance the services for veterans and their dependents. Cooperating with other County, State and Federal agencies allows us to better serve veterans and their families and guide them towards the appropriate care provider. Additionally, we continue to work with local nonprofits to reach veterans in new and innovative ways.

We are continuing to work closely the Community Action Partnership of San Luis Obispo (CAPSLO) and the Department of Veterans Affairs (VA) to assist county veterans and families with housing, through the Supportive Services for Veteran Families (SSVF) and Veterans Affairs Supporting Housing (VASH) programs. The SSVF program, launched in FY 2014-15, allows veterans in need access emergency housing and provides for wrap around services to assist the veterans in becoming self-reliant. The VASH program is a low income program that assists homeless veterans find housing with the VA subsidizing a portion of the costs. Through these programs we also interface with local property owners and landlords, and work with agencies such as San Luis Obispo's Housing Authority (HASLO), Peoples Self Help Housing, Five Cities Homeless Coalition and the Good Samaritan. We will continue these efforts as long as State and Federal grant funding continues to be made available.

Following are some of the department's notable accomplishments for FY 2014-15 and some specific objectives for FY 2015-16:

FY 2014-15 Accomplishments

- The office processed claims for veterans resulting in over 5,000,000 in annualized monthly benefits and the U.S. department of Veterans Affairs spent an accumulative total of over \$88,000,000 in the county during the same period.
- The office helped get the State Legislature to provide an additional \$2.6 million to County Veterans Service Offices (CVSOs) around the state to better reach veterans in the community. This was the second year that the State added this increased funding. Also the department completed a statewide communications program called "You Served, You Earned" to better inform veterans about the benefits and services available to them.
- The office is the lead agency for the County's Veterans Treatment Court; 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 is a collaborative with 9 other agencies from the federal to the local level and celebrated its second graduation this year.
- The office conducted their second 48 hour Stand Down for at risk and homeless veterans this year. We were able to connect 118 veterans to 35+ 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 is obtained its 6th 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 office partnered with the Community Action Partnership of San Luis Obispo (CAPSLO) on a grant from the Department of Veterans Affairs for \$4.8 million over 3 years to provide Supportive Services for Veterans with Families (SSVF).

FY 2015-16 Objectives

- The office will continue advocating and assisting the County's approximately 26,000 veterans in obtaining their benefits and services earned through military service. We will continue to work with agencies at the Federal, State, and local level to make sure our county's veterans are taken care of. We will be continuing to explore new and more efficient ways of processing the veterans' claims to get them their benefits and services as quickly as possible.
- The office 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 County's veterans where they live, work, and play, and to make sure all County veterans are aware of all the benefits and services they have earned by serving our country. We will be looking to expand current outreach programs like the VetSurf program, the SSVF program, participation in local farmers markets and other new innovative ways we can reach our local veterans.
- The office will conduct its third annual 48 hour Stand Down for at risk and homeless veterans living in our community. 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 state 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 2015-16 includes General Fund support in the amount of \$473,584 which is a \$13,771 or 2% increase over FY 2014-15 adopted levels. This increase is the result of a \$143,862 or 29% increase in salaries and benefits, and a \$7,279 or 17% increase in services and supplies driven mainly by an increase of countywide overhead expense.

The majority of the increase in salaries and benefits is due to the addition of 2.0 FTE Limited Term Assistant Veterans Service Officers (AVSO) that were added mid-year FY 2014-15 as part of the Support Services for Veterans Families (SSVF) program and are fully revenue offset. The SSVF contributes \$137,370 to a total revenue of \$202,370 which is an increase of 211% in total revenue from FY 2014-15 adopted levels. The remaining \$65,000 in subvention revenue remains unchanged from prior year.

A 1.00 FTE AVSO was included in a budget augmentation request and is not being recommended at this time. A 1.00 FTE AVSO was added in FY 2013-14, a 1.00 FTE Administrative Assistant Aide was added in FY 2014-15, and as mentioned above, 2.00 FTE Limited Term AVSOs were added to support the SVFF program mid-year FY 2014-15.

BOARD ADOPTED CHANGES

During budget hearings, the Board of Supervisors adopted the budget augmentation request below, adding 1.00 FTE Assistant Veteran Services Officer with a corresponding increase to General Fund support in the amount of \$88,673.

BUDGET AUGMENTATION REQUESTS ADOPTED

Unit Amount	Description	Results
Gross: \$88,673	Add 1.00 FTE Permanent Assistant Veteran Services Officer (AVSO)	Provide better service to veterans applying for benefits by decreasing the time between initial processing of claims and receipt of benefits.
General Fund support: \$88,673		

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: <input type="checkbox"/> Safe <input checked="" type="checkbox"/> Healthy <input checked="" type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input checked="" type="checkbox"/> 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".						
10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
97%	99.8%	100%	98.4%	98%	98%	98.5%
What: A customer satisfaction survey is available to all clients, these are collected throughout the year to evaluate client satisfaction level.						
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 2014-15. 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. 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: <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						
2. Performance Measure: Dollar amount of Compensation and Pension benefits secured for new monetary claims (annualized and cumulative).						
10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
\$1,500,000	\$3,708,374	\$5,692,497	\$4,377,240	\$2,500,000	\$4,258,770	\$2,500,000
\$5,288,921	\$8,997,295	\$18,189,792	\$22,567,032	\$23,189,792	\$27,448,562	\$28,489,792

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 total number of claims to date in FY 2014-15 has risen from FY 2013-14. 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 and work load units 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, and more claims that previously would have been done separately are now being consolidated. This is a benefit to the veteran in that it actually 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 90-125 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.

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
.065%	.070%	.049%	.065%	.097%	.17%	.12%

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 20,000 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 and administrative staff. Veterans are provided services by the Veterans Services Office's 8 Full Time Employee (FTE's) and 2 temporary staff. This includes the department head, 6 Veterans Service Representatives (1 temp), two Administrative Assistants, one Administrative Aide (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 ¾ 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 target for this goal was not reached the services provided by the department have been improved, with the result of all other Performance measures being met or exceeded.

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.

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

4. Performance Measure: Number of veterans reached through outreach efforts in the community.

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
N/A	N/A	2274	2075	1500	1864	1500

What: Outreach efforts are conducted throughout the county to reach veterans where they live, work and play.

Why: To inform veterans of the benefits and services they have earned and to help them access those benefits and services as needed.

How are we doing? The department was able to outreach to more veterans than expected in FY 2014-15. We have expected 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 and the Veterans Stand Down program for at risk and homeless veterans.

Community Services

Airports

Farm Advisor

Fish and Game

Golf Courses

Library

Parks & Recreation

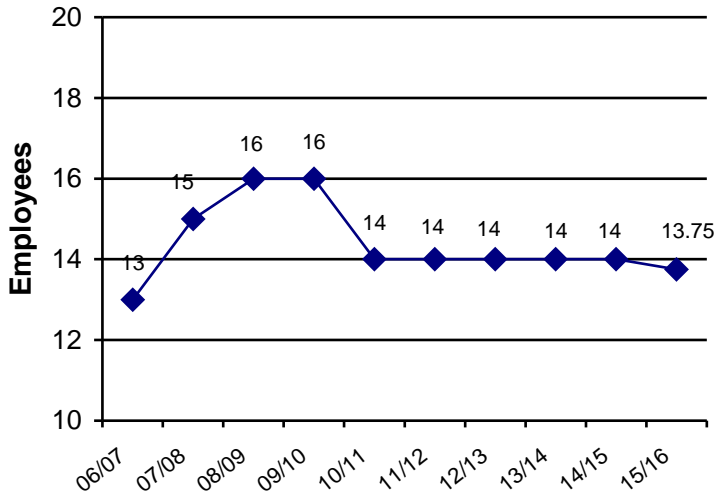
Wildlife and Grazing

MISSION STATEMENT

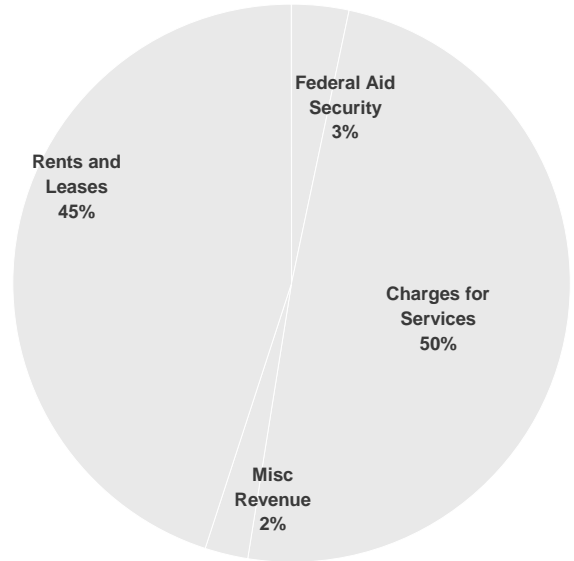
Deliver a safe and convenient airport experience, which exceeds customer expectations and connects our community to the world.

OPERATING DETAIL (1)	2013-14 ACTUAL (2)	2014-15 ACTUAL (3)	2015-16 RECOMMENDED (4)	2015-16 ADOPTED BY THE BOS (5)
OPERATING REVENUES				
Charges for Services	3,848,366	4,048,423	3,766,403	3,766,403
PFC	366,804	58,710	367,000	367,000
CFC	278,180	77,051	260,000	260,000
Other Revenues	33,935	175,902	0	0
TOTAL OPERATING REVENUES	4,527,285	4,360,086	4,393,403	4,393,403
OPERATING EXPENSES				
Salaries and Benefits	1,308,447	1,436,016	1,472,544	1,416,864
Services and Supplies	1,811,905	2,331,727	2,006,321	2,006,321
Countywide Overhead	167,071	76,123	123,709	123,709
Taxes & Assessments	24,822	25,555	25,500	25,500
Depreciation	2,159,851	2,158,719	2,158,720	2,158,720
TOTAL OPERATING EXPENSES	5,472,096	6,028,140	5,786,794	5,731,114
OPERATING INCOME (LOSS)	(944,811)	(1,668,054)	(1,393,391)	(1,337,711)
NON-OPERATING REVENUES (EXPENSES)				
Federal & State Rev	126,800	125,805	234,800	234,800
Grants-Federal/State	0	0	0	0
Interest	4,462	3,466	4,000	4,000
Property Taxes	0	0	0	0
Interest Expense	(198,624)	(101,324)	(137,309)	(137,309)
General Fund Loan Payment	0	0	0	0
Prior Year Adjustment	0	0	0	0
TOTAL NON-OPERATING REVENUES (EXPENSES)	(67,362)	27,947	101,491	101,491
INCOME BEF. CAPITAL CONTRBS. & TRANSFERS	(1,012,173)	(1,640,107)	(1,291,900)	(1,236,220)
Operating Transfers Out	(50,633)	(54,745)	0	0
Operating Transfers In/Out	16,690	176,642	48,500	48,500
Capital Contribution	1,770,257	365,015	0	0
CHANGE IN NET ASSETS	724,141	(1,153,195)	(1,243,400)	(1,187,720)
Net Assets - beginning	80,887,307	81,611,448	80,777,160	80,458,253
Net Assets - ending	81,611,448	80,458,253	79,533,760	79,270,533
FIXED ASSET EXPENDITURES				
Capital Projects	1,630,082	516,556	0	0
Fixed Assets	0	0	0	0
Land	0	0	0	0
TOTAL FIXED ASSET EXPENDITURES	1,630,082	516,556	0	0

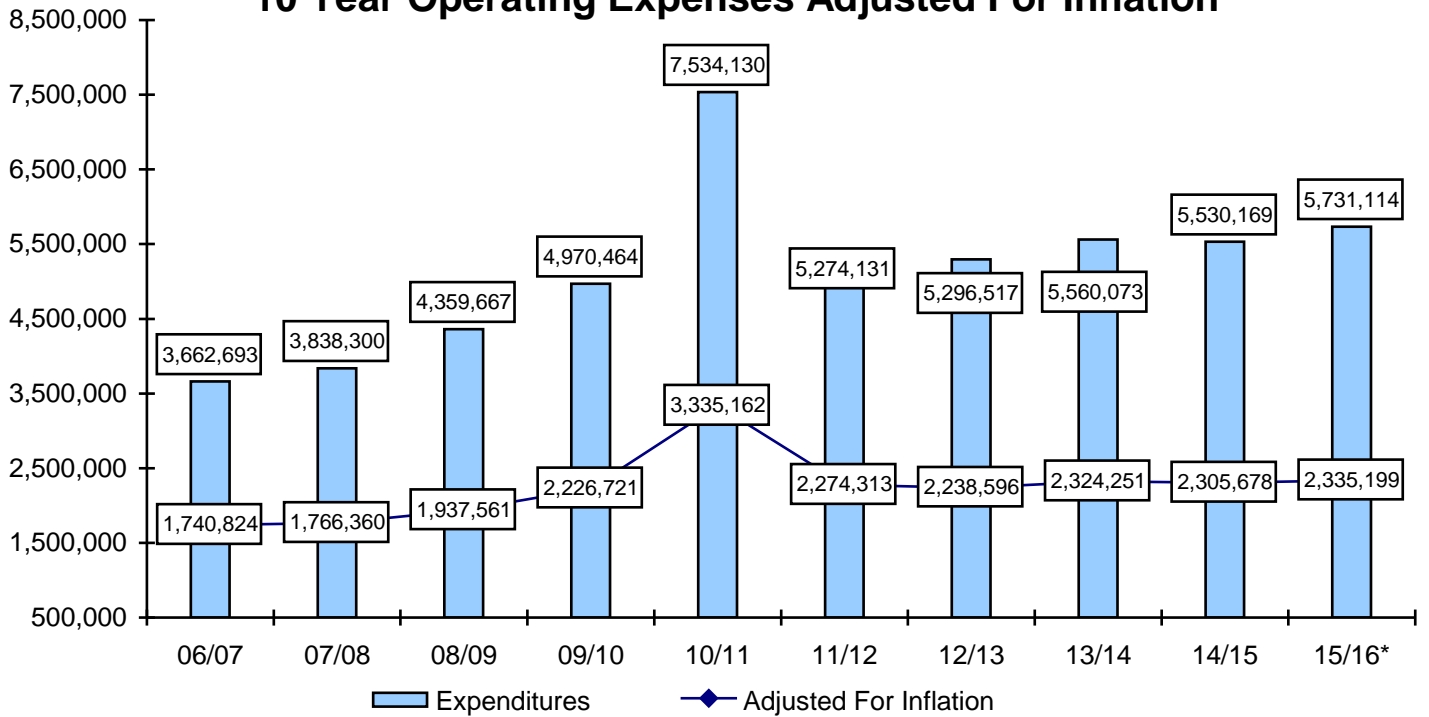
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Operating Expenses Adjusted For Inflation



06/07 – 14/15 Actual
*Adopted

SERVICE PROGRAMS

Airports has a total operating expenditure level of \$5,731,114 and a total staffing level of 13.75 FTE to provide the following services:

San Luis Obispo County Regional Airport Operations

Operate, maintain and develop aviation facilities supporting general aviation and commercial air travel. San Luis Obispo County Regional Airport currently has approximately 70,000 annual flight operations. There are currently two commercial airlines operating at the San Luis Obispo County Regional Airport. United Airlines and US Airways offer multiple daily flights to San Francisco, Phoenix and Los Angeles.

Ensure the safety of airport users, by implementing local, State and Federal aviation regulations and policy.

Supervise the performance of airfield and terminal facility concessionaires to enhance customer service and ensure efficient airport operations. Secure funds from sources through local and federal grants and collect airport user fees to support the airport operations. Support the financial health of the airport through protecting assets, financial planning, and carrying out airport strategic objectives. Provide statistical and financial information to internal and external users of the airports. Attend training to build networking resources and gain industry knowledge, improving the safety and operation efficiencies of the airport. Provide customer service as needed to tenants, airport users, and neighbors.

Maintain and lease 65 County-owned general aviation hangars and one commercial hangar. Lease and manage property to maximize airport revenues and provide aviation services. Retain existing air service and develop new air service in collaboration with community stakeholders. Plan future airport development to ensure anticipated aviation and community needs are met.

Total Expenditures: \$5,564,102 Total Staffing (FTE): 13.75

Oceano Airport Operations

Operate, maintain and develop aviation facilities supporting general aviation. Ensure the safety of airport users, by implementing local and Federal Aviation Policy. Serve as a critical point for air ambulance, California Highway Patrol and Cal Fire activities.

Supervise the performance of airfield and facility concessionaires to enhance customer service and ensure efficient airport operations. Secure funds from sources through local State and Federal grants and collect airport user fees to support the airport operations. Support the financial health of the airport through asset management, financial planning, and implementing airport strategic objectives. Provide statistical and financial information to internal and external users of the airports. Attend training to build networking resources and gain industry knowledge, improving the safety and operation efficiencies of the airport. Provide customer service as needed to tenants, airport users, and neighbors.

Lease and manage property to maximize airport revenues and provide aviation services.

Total Expenditures: \$167,012 Total Staffing (FTE): 0.00

Capital Projects at County Airports

Includes funding of approved capital projects carried out at the San Luis Obispo Regional and Oceano Airports. Staff plans for the maintenance and capital project needs of Airport facilities and secures funds from sources through local and Federal grant programs and collects user fees to support the capital needs of each airport.

Total Expenditures: \$0.00 Total Staffing (FTE): 0.00

DEPARTMENT COMMENTS

The San Luis Obispo County Airports serve county businesses, residents, and visitors. The San Luis Obispo County Airports make air travel accessible to those who live in and visit San Luis Obispo County, including commercial and charter flights. It also facilitates cargo delivery companies, allowing them to provide overnight deliveries to county residents and businesses. Additionally, San Luis Obispo County Airports provide facilities for private pilots to fuel, fly and store their aircraft. 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 CAL FIRE activities.

The San Luis Obispo Regional Airport is currently challenged with competition by other small community airports as well as larger airports in nearby major cities. San Luis Obispo Regional Airport continues to address the issue of competition with active recruitment efforts to add air service and provide quality facilities and services at reasonable rates to tenants and customers. Both the San Luis Obispo Regional Airport and the Oceano 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 2014-15 and some specific objectives for FY 2015-16:

FY 2014-15 Accomplishments

- Submitted grant application to Federal Aviation Administration (FAA) for \$20 million in Federal aid for construction phase of new terminal building. The construction phase will span two fiscal years, beginning in FY 2015-16.
- Repainted runway markings to improve pilot experience, improve safety and meet FAA regulations.
- Installed new baggage scanning equipment in the airport terminal to reduce check in time and improve customer service.
- Reduced energy consumption with the installation of LED lighting in the airport terminal and County owned hangar site.
- Implemented the use of new technology for airport work orders and safety inspections, including software which improved efficiencies related to maintenance repairs and safety inspections of airport facilities.
- Negotiated a short term lease agreement to generate a new source of revenue.

FY 2015-16 Objectives

- Obtain Federal Aviation Administration (FAA) grant and begin new terminal construction to resolve airport compliance issues related to proximity of the current terminal and aircraft parking areas to the runway and taxiways.
- Continue to work with existing and new airlines in effort to increase air service, including additional destinations.
- Complete transition to independent department status following dissolution of County General Service Agency, while maintaining current customer service levels.
- Complete and implement goals and objectives within the Airport Strategic Plan to direct energy and resources towards common goals.
- Continue to expand revenue opportunities outside of commercial air service, utilizing Airport property and facilities.
- Negotiate redevelopment and a long term lease agreement at the former American Eagle Maintenance Facility, to improve building facilities and secure a long term source of lease revenue income.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Airports, formerly 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 2015-16

recommended estimates to FY 2014-15 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.

The Airports' recommended budget fully funds the operational services at current service levels. Recommended operating revenue for FY 2015-16 is \$4,393,403, a \$177,519 or 4% decrease compared to FY 2014-15 estimates. Recommended operating expense for FY 2015-16 is \$5,786,794, a \$277,798 or 5% decrease compared to FY 2014-15 estimates due to one-time professional services expense included in the FY 2014-15 estimate. Depreciation expense, a non-cash expense that identifies the decline in value of capital assets, is \$2,158,720 or 38% of the recommended operating expense. Depreciation is essentially unchanged compared to FY 2014-15 estimates.

Salary and benefits for FY 2015-16 are \$1,472,544, an increase of \$41,817 or 3% compared to FY 2014-15 estimates. The increase is due to negotiated changes to employee salary and benefits, reclassification of the Airport Director's position resulting from the dissolution of the General Services Agency and a small increase in temporary seasonal help. Services and supplies for FY 2015-16 are \$2,006,321, a decrease of \$367,202 or 15% compared to FY 2014-15 estimates. Overhead charges are increasing \$47,586 or 62% compared to FY 2014-15 estimates.

The FY 2015-16 proposed budget includes one change to the Airports' Position Allocation List (PAL), which deletes a 1.00 FTE Airport Maintenance Worker position and adds a 1.00 FTE Airport Operations Specialist. This change will help ensure Airports can carry out its responsibilities related to operations, safety, and regulatory requirements.

Changes to air carrier service that began in 2007 with rising fuel prices were exacerbated by the great recession of 2008. Many airports, including the San Luis Obispo County Regional Airport, experienced reductions in the number of commercial flights and an overall decline in enplanements. Since that time, the annual expenditures for Airports' operations have largely exceeded the amount of annual revenues received by the Airports, with the exception of FY 2012-13 and FY 2013-14, when revenue exceeded operational expenditures by \$139,000 and \$439,256 respectively. As of the end of the third quarter, Airports is projected to end FY 2014-15 with revenue in excess of expense totaling approximately \$128,000.

In difficult years, Airports relied on its cash balance in the Airport Fund to cover expenses. Fortunately, the fiscal condition at the Airport is improving as general economic conditions improve. After several years of decreased enplanements, enplanements increased 11% in FY 2013-14 and continue to increase in FY 2014-15. As a result, revenues are projected to be sufficient to cover budgeted expenditures in FY 2015-16 without the need to fall back on Airports' cash balance. The following table shows enplanement numbers from FY 2007-08 to present, along with annual percentage change in enplanements:

Fiscal Year	Q1	Q2	Q3	Q4	Cumulative	% Change
2007-08	51,343	48,784	38,794	43,364	182,285	
2008-09	42,697	32,566	26,866	30,619	132,748	-27%
2009-10	32,968	30,873	27,645	33,666	125,152	-6%
2010-11	36,301	36,128	30,496	36,984	139,909	11%
2011-12	35,631	34,493	30,185	33,935	134,244	-4%
2012-13	35,457	31,850	30,354	34,654	132,315	-1%
2013-14	36,753	36,224	34,528	39,600	147,105	11.2%
2014-15	40,345	38,356	35,567		114,268	6.3%*

*Compares the third quarter of FY 2014-15 to the third quarter of FY 2013-14.

The number of commercial air service passenger enplanements is a major driver of Airport revenues. As of the end of the third quarter of FY 2014-15, enplanement levels at the San Luis Obispo County Regional Airport had increased by 6,763 or 6.3% compared to the same period in the prior fiscal year, FY 2013-14. The Airport has worked with the community to develop a revenue guarantee program to encourage United Airlines to offer a flight to Denver. No flights have been added at this time, but the Airport continues to pursue opportunities to attract additional flights from United and other airlines.

With the help of grant funding from Federal Aviation Administration (FAA), design of a new terminal in San Luis Obispo has been completed. A new terminal would provide more space for passengers, staff and airlines, a more efficient layout, automated check-in, and an expanded baggage area. The Airport expects to receive word of additional grant funding from the FAA by the end of FY 2014-15. Assuming construction costs are consistent with current estimates, Airports could break ground on the new terminal as soon as Autumn of 2015.

BOARD ADOPTED CHANGES

As part of the Supplemental Budget Document, the Board of Supervisors approved a request from Airports to amend the Position Allocation List (PAL) to delete a 1.00 FTE Airport Operations Supervisor position and a 0.25 FTE Senior Account Clerk position and add a 1.00 FTE Senior Account Clerk position, including an expenditure reduction of \$55,680. This change reduces the Airports' PAL in the adopted budget from 14.00 FTE to 13.75 FTE.

BUDGET AUGMENTATION REQUESTS ADOPTED

None.

BUDGET AUGMENTATION REQUESTS NOT ADOPTED

Unit Amount	Description	Results
Gross: \$46,771 General Fund Support: \$0	Add 1.00 FTE Account Clerk position to provide administrative, clerical and financial support.	<ol style="list-style-type: none"> 1. Deliver high quality financial and administrative work required in order for the Airport to be successful as an independent department. 2. Comply with existing County best practices, policies and procedures. 3. Deliver high quality board items, meet human resource requirements, and maintain a positive working relationship with internal and external users. 4. Provide external customers with quality and timely information regarding Airport statistics and financial measurements. 5. Provide internal customers accurate and timely board reports and financial deliverables. 6. Provide outside agencies with accurate and timely reporting and grant applications, including those required by law.

GOALS AND PERFORMANCE MEASURES

Department Goal: Manage the San Luis Obispo and Oceano Airports in a manner that ensures the safety of the traveling public and complies with Federal, State, and local aviation and airport rules, regulations and advisories.

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

1. Performance Measure: Percentage compliance with annual Federal Aviation Administration (FAA) inspections of appropriate safety and security measures.

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Projected	15-16 Target
100%	90%	100%	98%	100%	100%	100%

What: Tracks Airport compliance with FAA safety and security requirements, as determined during annual inspections.

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.

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%. Airports continues to consider safety a top priority, and is addressing the finding on the most current FAA report. The FY 2015-16 target is 100% on the 2016 FAA inspection. Airports will proactively address repairs and maintenance requirements to achieve the FY 2015-16 target.

Department Goal: Provide timely, reliable and cost effective operations and maintenance of County Airports that meet or exceed customer expectations.

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

2. Performance Measure: Percentage of airport comments or complaints processed in a timely manner. *This measure is being deleted in FY 2015-16.*

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Projected	15-16 Target
80%	90%	96%	91%	80%	80%	Deleted

What: Measures Airports' 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.

Why: This measure demonstrates Airports' commitment to responding to comments and complaints in a timely manner.

How are we doing? 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, Airports responded to 532 of the total 583 customer complaints within a 24 or 48 hour period. At the end of FY 2014-15, Airports is projected to meet the adopted target of 80%; mid-year FY 2014-15 actual results are at 80% and customer service will continue to be a priority.

This measure is being deleted in FY 2015-16, because of the anticipated implementation of an online noise complaint software and tracking system, which will enable Airports to track this measure internally. The new noise complaint system will replace the current, outdated system for tracking daily customer complaints and concerns regarding noise. Airport management will continue to evaluate non-noise related public comments and make necessary improvements, when possible. Customers may offer feedback a daily basis in person or over the phone, during quarterly tenant meetings, and by completing the Airport's annual customer survey. Airports will continue to measure customer satisfaction, using the customer survey mentioned in the performance measure below.

3. Performance Measure: Percentage of airport users that believe Airport Administration communicates effectively with them.

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Projected	15-16 Target
New Measure	71%	82%	91.5%	75%	80%	80%

What: Measures Airports' effectiveness in communications with tenants, as determined based on responses to the yearly Airport survey provided to tenants.

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.

How are we doing? During FY 2013-14, staff sent out 700 surveys with a response rate of 13% (91 surveys completed), with 91.5% of surveys reflecting a satisfied or very satisfied response. Airports is projecting to meet or exceed its goal in FY 2014-15, mainly due to the recent positive feedback informally received from tenants in the current year. Airport management continues to make improvements, and will continue to listen to the tenants' needs and concerns. The FY 2014-15 survey is scheduled to be distributed in May 2015 with an effort placed on increasing the amount of total responses. FY 2015-16 target remains at 80%, because it aligns with the prior three year average of actual results, and it is an obtainable target.

4. Performance Measure: Percentage of Airport work orders processed in a timely manner. This measure is being deleted in FY 2015-16.

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Projected	15-16 Target
New Measure	72%	76%	84.6%	75%	75%	Deleted

What: Measures Airports' response to maintenance issues identified at both County Airports. The goal is to process any work order to completion within 72 hours of it being opened.

Why: This measure demonstrates Airports' priority on responding to maintenance and safety issues in a timely manner.

How are we doing? 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. It is projected that Airports will meet the adopted goal in FY 2014-15, completing 75% of work orders within the expected 72 hour timeframe. Airports 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, Airports also began utilizing General Services' Custodial Services for janitorial work, which allows Airport maintenance staff to focus more time on maintenance work and safety hazards.

This measure is being deleted in FY 2015-16, because it is not an accurate indicator that Airports staff is meeting Airport maintenance and repair needs. Tracking the completion status of work orders now involves other important information (such as the safety issues labeled with the "high priority" indicator as mentioned above), and it requires a supervisor's approval. Due to factors beyond control of the maintenance staff, such as wait time for part orders and supervisor review of work complete, the new system will mark a work order 'complete' in a different manner than the previous work order tracking system. Airports maintenance staff will measure results of maintaining the facility repairs and safety through user surveys and FAA inspections. Airports management will measure results of operational costs with internal financial measurements, such as operating costs per enplanement.

Department Goal: Enhance and maintain infrastructure, and improve long term health and financial stability of the airport.

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

5. Performance Measure: Total Annual Operating Income.

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Projected	15-16 Target
New Measure	New Measure	New Measure	New Measure	New Measure	\$667,000	\$507,000

What: Measures Airports' ability to meet existing debt obligations and plan for future needs related to Airport infrastructure. The goal is to maintain sufficient operating income to meet the Airport's existing and new infrastructure needs, and establish a cash reserve equal to three months of operating expense.

Why: This measure demonstrates Airports' ability to maintain and enhance infrastructure and accommodate unplanned events.

How are we doing? The Airports' annual operating income (operating revenues less operating expenditures, excluding depreciation and debt service expense) is affected by outside circumstances in the economy. Airport fees, which contribute to the operating income, are regulated by the FAA's Rates and Charges Policy. The Airports' strategic objectives include developing a savings plan for existing maintenance and capital needs and improving the overall financial health of the Airport. Airports completed FY 2013-14 with an annual operating income of \$723,200. After debt service payments of \$417,200 were made, the Airport had \$306,000 remaining in operating income. The target for FY 2015-16 is \$507,000 operating income. Airports plans to use \$487,000 of the operating income for planned debt service payments and \$20,000 for future year infrastructure or maintenance projects. The decrease from projected amount FY 2014-15 to targeted amount in FY 2015-16 is due to an increase in planned expenditures in the FY 2015-16 budget related to Countywide Overhead, Fire Department support, and salaries and benefits.

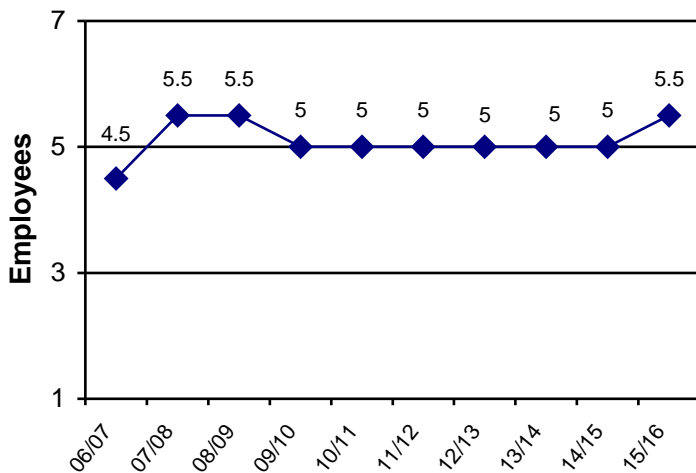
6. Performance Measure: Total Annual Enplaned Passengers.						
10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Projected	15-16 Target
New Measure	New Measure	New Measure	New Measure	New Measure	151,000	144,540
<p>What: Measures Airport's enplaned (boarding) passenger count.</p> <p>Why: This measure demonstrates Airports' ability to maintain and grow airline service and customers.</p> <p>How are we doing? The airline industry is changing their business model by shifting service to larger hub airports, and replacing smaller planes with larger models to increase revenues and reduce costs. Smaller, regional airports in the surrounding area have experienced a decrease or elimination in service from passenger airlines. Despite this trend away from smaller airports, San Luis Obispo Regional Airport has experienced an increase in annual enplanement levels. San Luis Obispo Regional Airport enplanement levels tend to increase as the US Gross Domestic Product (GDP) increases. Airport enplanements in FY 2013-14 were 147,105 which was an 11.2% increase as compared to the prior year fiscal year. Even though Airports has little control over enplanements, it is still considered an important measure for the Airport, given that 65% of Airports' FY 2013-14 operating revenue was related to passenger traffic. Airport management is continuing efforts to obtain additional air service, including a flight to Denver, Seattle, or Portland. The target for FY 2015-16 is 144,540 enplaned passengers, which reflects a slight decrease from the FY 2014-15 projected enplanements of 151,000, which is due to a shift in equipment size and frequency of flights anticipated to take place in Spring 2015.</p>						

MISSION STATEMENT

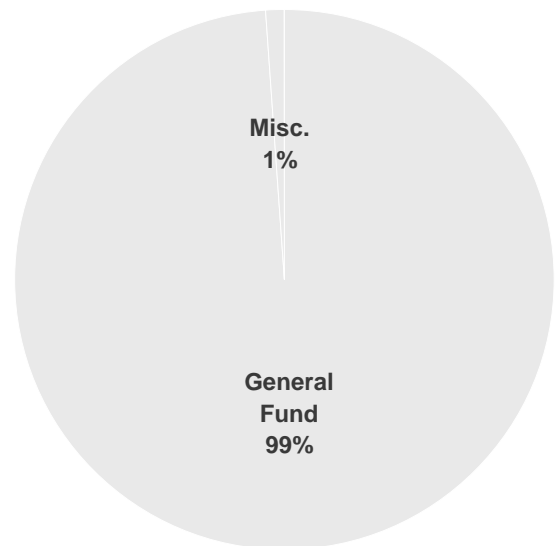
To serve San Luis Obispo County through the development, sharing, and application of research-based knowledge in agricultural sustainability, natural resource conservation, and youth and family development to provide a better quality of life both now and in the future.

Financial Summary	2013-14	2014-15	2015-16	2015-16	2015-16
	Actual	Actual	Requested	Recommended	Adopted
Intergovernmental Revenue	\$ 6,597	\$ 5,644	\$ 6,310	\$ 6,310	\$ 6,310
**Total Revenue	\$ 6,597	\$ 5,644	\$ 6,310	\$ 6,310	\$ 6,310
Salary and Benefits	353,793	378,336	396,677	432,479	432,479
Services and Supplies	100,090	92,489	99,576	100,830	100,830
**Gross Expenditures	\$ 453,883	\$ 470,825	\$ 496,253	\$ 533,309	\$ 533,309
General Fund Support (G.F.S.)	\$ 447,286	\$ 465,181	\$ 489,943	\$ 526,999	\$ 526,999

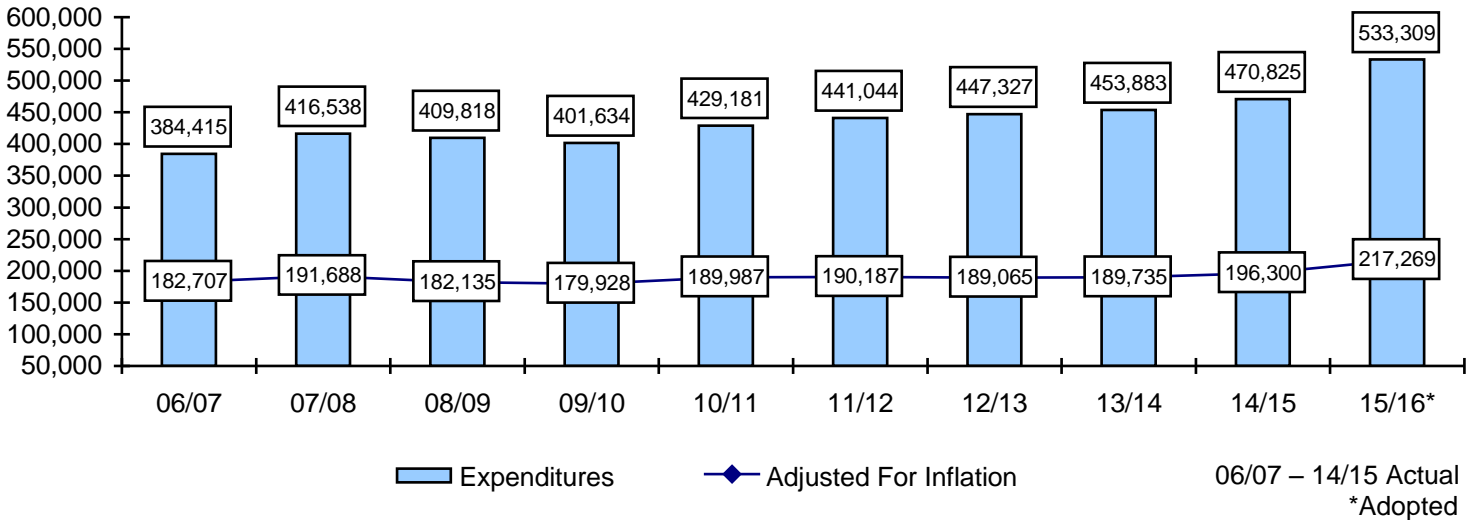
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

The Farm Advisor has a total expenditure level of \$533,309 and a total staffing level of 5.50 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: \$137,120 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: \$153,926 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: \$242,263 Total Staffing (FTE): 3.00

DEPARTMENT COMMENTS

The Farm Advisor Department serves San Luis Obispo County through the development, sharing, and application of knowledge in agricultural sustainability, natural resource conservation, and youth and family development. The department, through its University of California Cooperative Extension Advisors and other academic and paraprofessional staff, brings the significant resources of the University's Division of Agriculture and Natural Resources as well as other land-grant institutions to 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. San Luis Obispo County leverages approximately \$4.00 for every \$1.00 it spends to support the Farm Advisor Department through resources from the University of California, United States Department of Agriculture (USDA), grants and gifts. An overarching goal of the department is to provide the highest quality of service to our clientele in the most efficient and cost-effective manner, as noted in our 2014 Annual Report.

FY 2014-15 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 as of mid-year total \$270,040.
- Advisors worked collaboratively to inform the Board of Supervisors of drought impacts with results of monthly surveys of local producers, through the 2014 Drought Impacts Report and with a presentation at the Board's October Water Summit. Bringing together both UC resources and locally developed research, Advisors provided input to the Agricultural Water Offset Program, the proposed Agricultural Water Waste Ordinance, and the Paso Robles Groundwater Basin Model Update. Advisors collected critical forage production measurements demonstrating drought impacts to county rangelands that supported Agricultural Commissioner and USDA drought disaster declarations.
- Collaborated with San Luis Obispo County Public Health to develop integrated work plans for nutrition education delivery and provided diversity training on issues for the LGBTQ+ (Lesbian, Gay, Bisexual, Transgender, and Queer) community, open to all staff.
- The UC Master Gardener volunteers provided 2,944 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 731 attendees. Their monthly email currently has 1,590 recipients and their blog has had 16,416 direct hits. They provide weekly advice columns in the Tribune.

FY 2015-16 Objectives

- Seek grants for research and extension education programs in all our program areas. Continue to compare San Luis Obispo County's fiscal contributions to our department with benchmark counties.
- Continue to provide information and resources on drought strategies for agricultural and urban clientele, including participation in the County Drought Task Force, development of forage production information for county rangelands, and local applied research on water conservation in vineyards.
- Increase the San Luis Obispo County 4-H Master iThrive Program Training Team to reach the goal of having three pilot iThrive projects in our county.
- Expand the Master Food Preserver program to offer low-cost classes throughout the community; develop local educational publications and provide education for low-income residents on safe food preservation techniques in order to help residents maximize their food budgets and utilize large quantities of produce received at Food Bank distribution sites.
- 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."

- The 4-H Youth Development Program served over 1,600 youth enrolled in local club programs throughout the county, which were supported by 358 volunteers. Members of San Luis Obispo County 4-H participated in community service and service learning activities. During 2014, 4-H youth donated to the local food bank, served meals in retirement communities, collected street-side trash, and made cards of encouragement and appreciation for soldiers serving abroad.
- In partnership with Dignity Health, which oversees a nutrition education program using a Promotora model, staff were able to expand family-centered nutrition programming and train Promotoras to provide youth education using UC CalFresh curricula. Additionally, the UC CalFresh Nutrition Education program partnered with County Public Health to offer a family-centered summer program featuring nutrition and physical activity education in communities throughout the county.
- In FY 2014-15, the University of California Cooperative Extension Master Food Preserver (MFP) program responded to local interest in safe food preservation techniques. Volunteers graduated from an extensive 10-week training program. These Certified Master Food Preservers began offering educational opportunities throughout the county, and hosting a weekly Food Preservation Hotline to answer residents' questions about food safety and food preservation techniques.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

General Fund support is recommended to increase by \$56,798 or 12% when compared to FY 2014-15 adopted amounts. Revenue, which is received on a dollar for dollar reimbursement basis from the University of California, is recommended to increase minimally (\$460) from FY 2014-15 amounts.

Salary and benefit accounts are increasing by \$57,993 or 15% due to salary benefits increases approved in FY 2014-15 and reallocating a 0.5 FTE Health Education Specialist to full time. Details of this action can be found in the Budget Augmentation Request (BAR) below.

Services and supplies are essentially at FY 2014-15 levels, decreasing slightly by \$735. 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.

BUDGET AUGMENTATION REQUESTS ADOPTED

Unit Amount	Description	Results
<p>Cost: \$37,825</p> <p>General Fund: \$37,825</p>	<p>Increase a 0.50 FTE Health Education Specialist to full time.</p>	<p>Increasing the position to full time will achieve the following:</p> <p><u>Master Food Preserver Program Expansion</u></p> <ol style="list-style-type: none"> 1. Recruit, train and certify an additional 10 volunteers to become Certified Master Food Preservers; provide a minimum of two food safety education programs for programming staff and volunteers; hold monthly low-cost food preservation workshops throughout the county and monthly demonstrations at Food Bank distribution sites. 2. Implement a Junior Master Food Preserver Program in coordination with the 4-H Youth Development Program. 3. Develop a monthly newspaper article with safe food preservation information for county residents; educate and outreach through maintenance of the Master Food Preserver helpline and webpage; develop social media sites 4. At least 75% of participants will increase their knowledge of food safety and/or safe food preservation techniques. <p><u>Nutrition and Physical Education Program Maintenance</u></p> <ol style="list-style-type: none"> 1. Provide a minimum of 27 nutrition education programs at elementary school sites in Shandon, Nipomo and Oceano. 2. Provide at least 12 family-centered programs, teaching no-cost activities to increase families' physical activity through the 4-H SLO Hikers and Let's Move programming.

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.

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
97%	93%	95%	97%	98%	98%	98%

What: This measure tells us how many participants gained useful information as a result of participating in our educational programs related to agricultural sustainability, natural resource conservation, quality parenting skills, positive youth development, wise nutritional choices or food safety practices.

Why: Knowledge gain is a key factor for positive behavior change.

How are we doing? In FY 2014-15 we continued capturing responses from 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. In some cases we were not able to separate out participants who were attending from surrounding counties. Program evaluations completed by those 522 individuals participating in programs conducted during FY 2014-15 indicated there was a useful knowledge gain by 513 or 98% of participants, meeting our target of 98%. We are adjusting our written surveys and audience response program to more accurately capture county demographics. Because of the continued high quality of our department's educational programs, we have every expectation that our target goal of 98% for FY 2015-16 is also obtainable.

2. Performance Measure: Percentage of 4-H Club members enrolled in formal 4-H leadership projects.

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
N/A	N/A	N/A	23%	20%	22%	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, iThrive Project Members and County All Stars - are counted to obtain the number of 4-H Club members enrolled in 4-H leadership projects. Since numerous members are enrolled in more than one leadership opportunity, duplicates have been removed so a true percentage of leadership involvement to overall membership is obtained. At the end of FY 2014-15, 1,465 youth members were enrolled in the 4-H Club program and 316 were involved in formal leadership opportunities equaling 22%. Through educational and awareness efforts, we feel that we can maintain this level of young people who are involved in leadership projects in the 4-H Youth Development Program in San Luis Obispo County, so the target for FY 2015-16 is 20%.

Department Goal: To cost-effectively manage the Farm Advisor Department.

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

3. 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.

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
\$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	\$0.40/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	\$0.42/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 our benchmark counties (Marin, Monterey, Napa, Santa Barbara and Placer). We met our goal for FY 2014-15 year, reflecting a consistent spread of cost between San Luis Obispo County and the benchmark counties. We do not know how the current drought conditions will affect our cost per ag acre in FY 2015-16, although we expect contributions per ag acre to be higher because of drought impacts to ag productivity. Because of this uncertainty, our target for FY 2015-16 will remain the same as FY 2014-15.

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

4. 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.”

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
N/A	N/A	N/A	N/A	90%	92%	95%

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 was captured through audience participation software and written survey responses. Evaluations completed by 379 individuals participating in programs conducted during FY 2014-15 indicated that 349 individuals believe that UCCE provides high quality, results-oriented services, or 92% of participants. With the start of the UCCE Master Food Preserver Program in San Luis Obispo County, the Farm Advisor office has reached many new clientele. Many of these new clientele indicated that they were “Not Sure” if UCCE offered high quality, results oriented program that met their needs because the class they were evaluating was the first class that they had taken from UCCE. The projection for FY 2015-16 is that 95% of participants that complete 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

5. Performance Measure: Number of community contacts provided by volunteers with the UCCE Master Gardener Program through community outreach and education programs.

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
N/A	N/A	N/A	N/A	1,710 contacts	2,261 contacts	2,052 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.

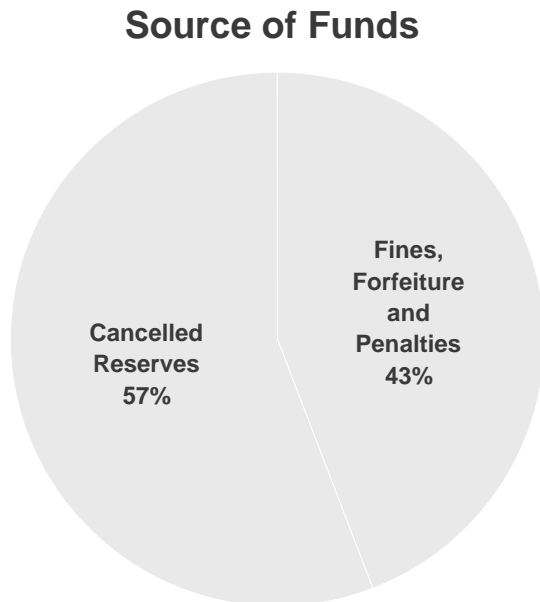
Why: The UCCE provides non-mandated outreach programs to the community at large that promote safe, healthy, and livable communities. This program also increases the efficiency of the Farm Advisor Department in delivering information on sustainable landscape practices that is responsive to community desires. 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. 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, reports recorded through our UCCE Volunteer Management System indicate a total of 2,261 face-to-face contacts, 32% more than our target. Our FY 2015-16 target of 2,052 contacts reflects a 20% increase and we are confident we will meet that target. We do not expect to be able to maintain a yearly 20% increase in contacts, but believe that this FY2015-16 target better reflects the total number of contracts we can continue to achieve in the future.

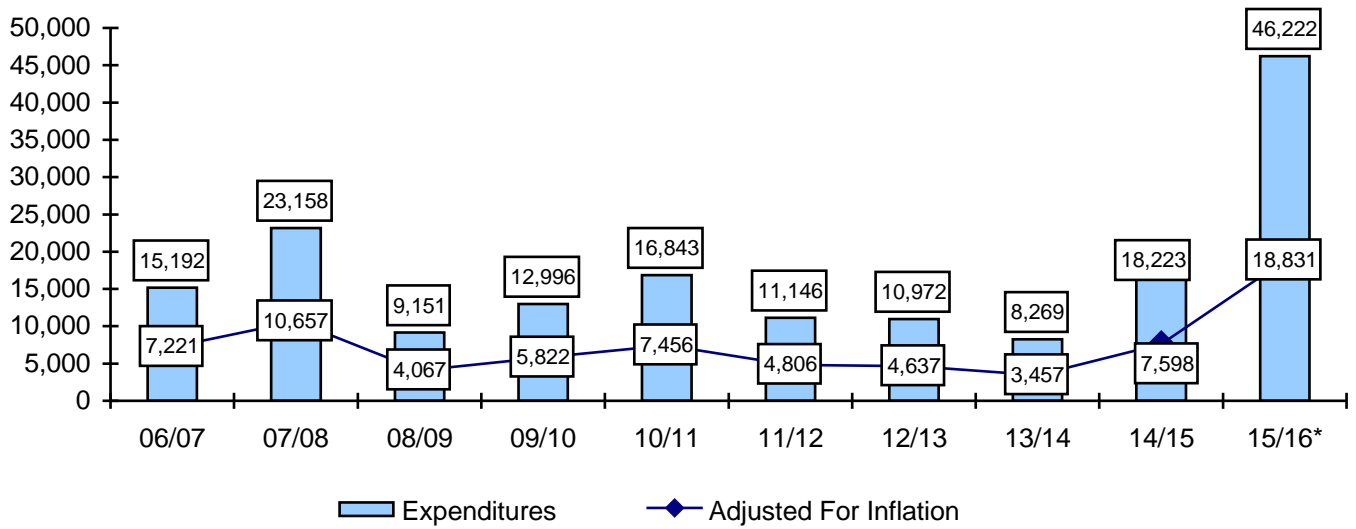
PURPOSE STATEMENT

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.

Financial Summary	2013-14 Actual	2014-15 Actual	2015-16 Requested	2015-16 Recommended	2015-16 Adopted
Fines, Forfeitures and Penalties	\$ 24,037	\$ 15,597	\$ 20,000	\$ 20,000	\$ 20,000
Total Revenue	\$ 24,037	\$ 15,597	\$ 20,000	\$ 20,000	\$ 20,000
Fund Balance Available	\$ 8,241	\$ 15,768	\$ 2,593	\$ 2,593	\$ (2,626)
Cancelled Reserves	0	0	23,629	23,629	28,848
Total Financing Sources	<u>\$ 32,278</u>	<u>\$ 31,365</u>	<u>\$ 46,222</u>	<u>\$ 46,222</u>	<u>\$ 46,222</u>
Salary and Benefits	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Services and Supplies	8,269	18,223	46,222	46,222	46,222
Other Charges	0	0	0	0	0
Fixed Assets	0	0	0	0	0
Gross Expenditures	\$ 8,269	\$ 18,223	\$ 46,222	\$ 46,222	\$ 46,222
Contingencies	0	0	0	0	0
New Reserves	8,241	15,768	0	0	0
Total Financing Requirements	\$ 16,510	\$ 33,991	\$ 46,222	\$ 46,222	\$ 46,222



10 Year Expenditures Adjusted For Inflation



06/07 – 14/15 Actual
 *Adopted

SERVICE PROGRAMS

Fish and Game has a total expenditure level of \$46,222 to provide the following services.

Education and Information

Provides for the development and/or distribution of films, motivational materials, awards, certificates, hunter safety books, pamphlets, news items, fish and game regulation information and signs.

Total Expenditures: \$31,222 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 the 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 2014-15 at \$20,000.

Additionally, the Fish and Game Fines Committee has requested the use of a projected \$2,593 in Fund Balance Available to fund Fish and Game projects in FY 2015-16 and the California Department of Fish and Wildlife has requested use of the \$23,629 remaining in their reserves from a 1996 environmental settlement to help support the enforcement of environmental, wildlife and natural resource laws within San Luis Obispo County.

The Fish and Game Fines Committee requests expenditure levels based upon their needs, with consideration of revenue projections and existing reserves. The 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 educational information and training, purchase of field equipment, habitat improvement projects, and wildlife research.

The proposed FY 2015-16 budget includes \$54,583 in General Reserves and \$116,619 in Fish & Game Project Reserves, with the special designation for the environmental settlement fully expended.

BOARD ADOPTED CHANGES

At year end, the final Fund Balance Available was \$5,219 below estimate. As a result, an equivalent amount was cancelled from reserves.

BUDGET AUGMENTATION REQUESTS ADOPTED

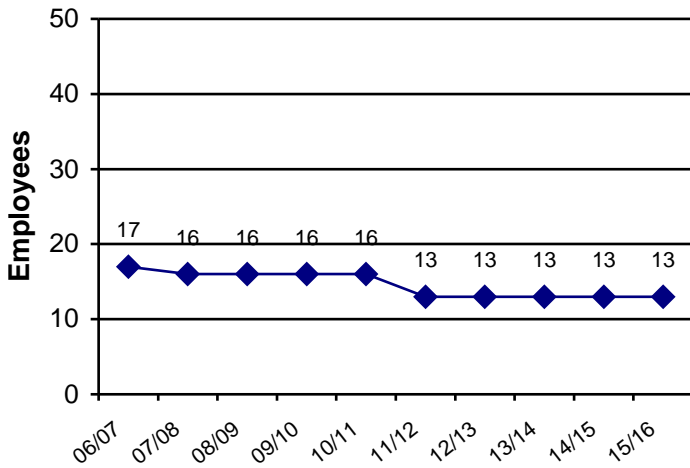
None requested.

MISSION STATEMENT

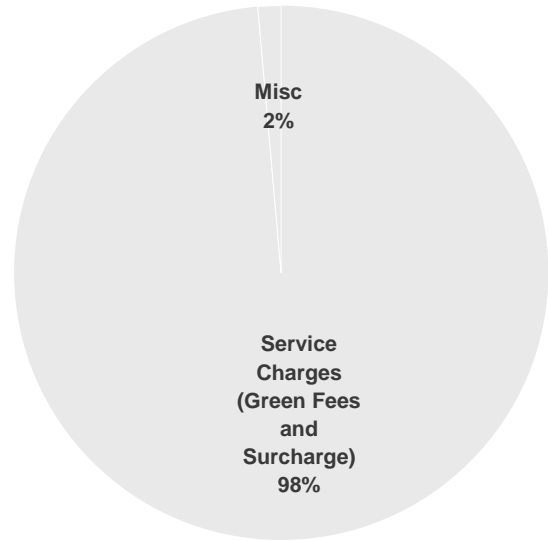
Operate and maintain three 18-hole championship golf courses to enhance opportunities for recreation and personal enrichment of the County's residents and visitors.

OPERATING DETAIL (1)	2013-14 ACTUAL (2)	2014-15 ACTUAL (3)	2015-16 RECOMMENDED (4)	2015-16 ADOPTED BY THE BOS (5)
OPERATING REVENUES				
Charges for Services	2,778,997	3,154,043	2,650,070	2,650,070
Other Revenue - Operating	2,906	1,052	0	0
TOTAL OPERATING REVENUES	2,781,903	3,155,095	2,650,070	2,650,070
OPERATING EXPENSES				
Salaries and Benefits	1,229,385	1,354,926	1,227,186	1,227,186
Services and Supplies	842,368	986,502	746,886	746,886
Countywide Overhead	0	14,000	259,278	259,278
Depreciation	364,001	365,632	400,000	400,000
TOTAL OPERATING EXPENSES	2,435,754	2,721,060	2,633,350	2,633,350
OPERATING INCOME (LOSS)	346,149	434,035	16,720	16,720
NON-OPERATING REVENUES (EXPENSES)				
Aid from Gov Agencies	0	0	0	0
Interest	1,858	3,536	2,209	2,209
Other Revenue - Non Op	0	0	0	0
Transfer in fm GF for Equip	0	0	0	0
Amortize Debt Premium/Discount	32,785	32,785	32,785	32,785
Interest Expense	(207,624)	(204,745)	(198,187)	(198,187)
Transfer to DSF-Interest	0	0	0	0
Transfer to DSF-Principal	0	0	0	0
TOTAL NON-OPERATING REVENUES (EXPENSES)	(172,981)	(168,424)	(163,193)	(163,193)
INCOME BEF. CAPITAL CONTRBS. & TRANSFERS	173,168	265,611	(146,473)	(146,473)
Operating Transfer In	20,686	24,036	12,500	12,500
Operating Transfer Out	(42,162)	(41,746)	(39,200)	(39,200)
CHANGE IN NET ASSETS	151,692	247,901	(173,173)	(173,173)
Net Assets - beginning	6,397,750	6,549,442	6,464,387	6,797,343
Net Assets - ending	6,549,442	6,797,343	6,291,214	6,624,170
FIXED ASSET EXPENDITURES				
Equipment	46,021	49,980	30,000	30,000
Structures, Improvements	18,686	0	0	0
TOTAL FIXED ASSET EXPENDITURES	64,707	49,980	30,000	30,000

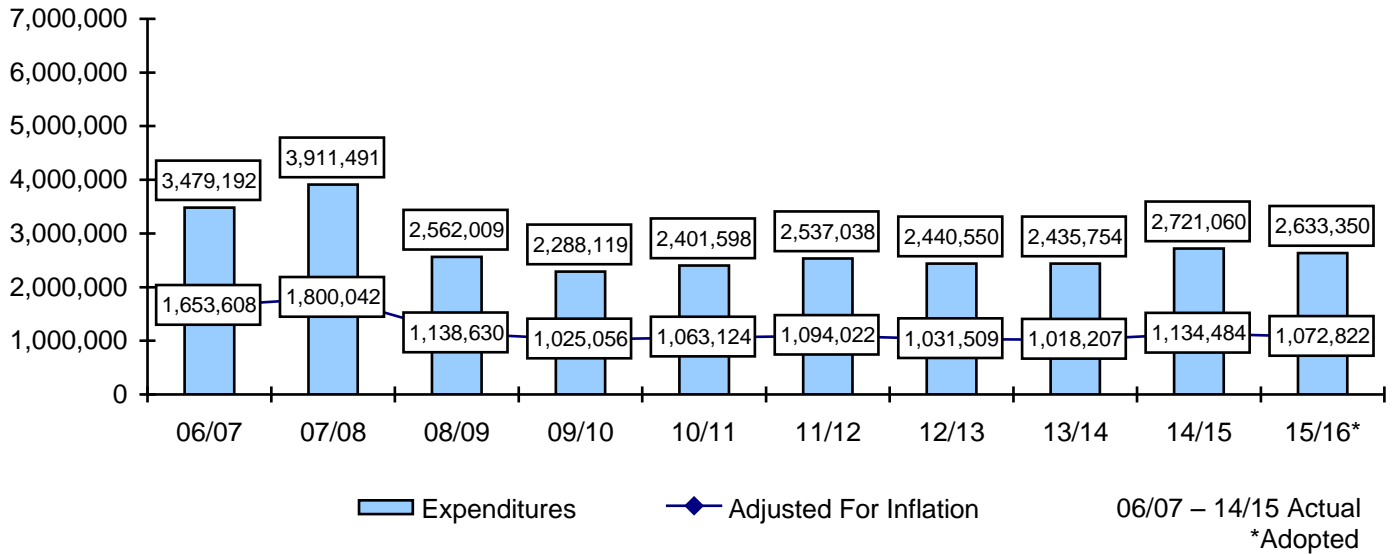
Number of Employees
(Full Time Equivalent)



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Golf has a total expenditure level of \$2,633,350 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 concessionaire to enhance customer satisfaction, maintain quality control, and ensure safe, cost-effective, and efficient operation of the course. Provide affordable golf recreational options for our residents and visitors through market price analysis and customer surveys.

Total Expenditures: \$1,233,263 Total Staffing (FTE): 6.00

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 course. Provide affordable golf recreational options for our residents and visitors through market price analysis and customer surveys.

Total Expenditures: \$27,680 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 concessionaire to enhance customer satisfaction, maintain quality control, and ensure safe, cost-effective, and efficient operation of the course. Provide affordable golf recreational options for our residents and visitors through market price analysis and customer surveys.

Total Expenditures: \$1,372,407 Total Staffing (FTE): 7.00

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 parkland style golf) on the Central Coast.

The local golf market has become stagnant as rounds have remained relatively flat. Local course operators continue their competitive nature, while seeking other revenue opportunities such as concerts, weddings, and non-golf related festivals. The local golfer remains price conscious as agencies and marketing firms compete for the bargain shoppers by offering local golf discount cards which further saturate the local golf market with inexpensive opportunities to play golf. These programs further lower the local golfers' willingness to pay.

The goal for the County's Golf program remains to provide quality affordable golf recreation for our residents and visitors. Marketing strategies are reviewed frequently and promotions are created to attract new local customers and visitors alike. 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. San Luis Obispo County's Golf program continues to push the golf industry through environmental efforts at Dairy Creek Golf Course. This facility is well known for its Zero Waste efforts, which have been featured at many industry seminars and conferences across the United States. The courses' reductions in waste ensure a truly sustainable golf facility by protecting the planet, reducing inputs to improve profitability, and educating people within and beyond our communities.

In FY 2014-15 Dairy Creek experienced the bankruptcy of a concessionaire and a lack of water deliveries from our water purveyor. Both of these items had a significant impact to operations and revenue streams. County staff has been operating the pro shop, carts, and driving range and is currently seeking a new concessionaire for these operations through a Request for Proposals process. Water continues to be an issue during the current drought and will likely have a negative impact to revenues in FY 2015-16.

Following are some of the department's notable accomplishments for FY 2014-15 and some specific objectives for FY 2015-16:

FY 2014-15 Accomplishments

- Dairy Creek hosted the Symposium on Affordable Golf that featured the facility's Zero Waste efforts. Dairy Creek was presented the 2014 Community Environmental Award from the California Golf Course Owners' Association.
- Attained \$1 million in funding through a General Fund loan to replace the Morro Bay Golf Course irrigation mainline.
- Began work with the Golf Course Advisory Committee and concessionaire partners to revise and update golf play policies.
- Chalk Mountain Golf Course hosted their second Community Walk to fight diabetes and raised \$5,000 in donations.
- Began efforts to develop plans for a Monarch Butterfly interpretive trail at Morro Bay Golf Course.
- Dairy Creek's sheep grazed 26+ acres surrounding the golf course. The grasses within the grazed areas have shown remarkable improvement after the first year.
- Morro Bay Golf Course's new concession operator increased revenues by 23% during its first three months of operation.
- County Staff successfully managed the loss of a concessionaire at Dairy Creek Golf Course while retaining customers.

FY 2015-16 Objectives

- Complete the Morro Bay Golf Course irrigation mainline project.
- 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.
- Continue work to 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.
- Manage golf course irrigation use to ensure all of our golf courses remain desirable recreational facilities for residents and visitors.

COUNTY ADMINSTRATOR'S COMMENTS AND RECOMMENDATIONS

Golf, a division of the Parks and Recreation Department, 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, including depreciation. This narrative compares FY 2015-16 recommended estimates to FY 2014-15 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.

Golf Courses
Fiscal Year 2015-16 Final Budget

Fund Center 427

Recommended operating revenue for FY 2015-16 is \$2,650,070, a \$179,834 or 7.3% increase compared to the FY 2014-15 estimates.

Recommended operating expense for FY 2015-16 is \$2,633,350, a \$287,603 or 12.3% increase compared to the FY 2014-15 estimates. The increase is due largely to costs related to Countywide overhead. Depreciation expense, a non-cash expense that identifies the decline in value of capital assets, is \$400,000 or 15.2% of the recommended operating expense.

Salary and benefits for FY 2015-16 are increasing by \$83,477 or 7.3% compared to the FY 2014-15 estimates. Services and supplies are decreasing \$74,935 or 9.1% compared to FY 2014-15 estimates primarily because a rent credit was received from the State for concession payments in FY 2014-15, but this credit is not budgeted in FY 2015-16. Fixed asset expense is recommended to be \$30,000 to fund a multi-purpose tractor attachment.

There have been no changes to Golf's Position Allocation List (PAL) in the current year, and no changes are proposed in FY 2015-16.

Non-operating expenses in the recommended budget total \$163,193, a decrease of \$7,142 compared to the FY 2014-15 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 \$452,420. Debt service for the Golf Course comprises approximately 15% 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 \$297,403, or 65% of the amount needed to cover the debt service. Other operating revenues are providing the balance of funding to cover the debt service expense.

The recommended FY 2015-16 budget for Golf identifies that expenditures are expected to exceed revenue by approximately \$90,191. When expenditures exceed revenue for Enterprise Fund programs, the gap is paid from the department's cash balance.

BOARD ADOPTED CHANGES

None.

BUDGET AUGMENTATION REQUESTS ADOPTED

None requested.

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.						
10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
\$20.59/round	\$21.58/round	\$21.51/round	\$21.69/round	\$21.06/round	\$22.33/round	\$21.17/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 in FY 2014-15 was \$22.33 per round, which is 6% higher than the adopted target of \$21.06 per round and therefore, the adopted measure was not met. Total expenses increased by 26% due to the takeover and renovation of Dairy Creek Golf Course. Expenses were higher than planned as our concessionaire filed for bankruptcy in September 2014 forcing the County to hire additional temporary staff to fulfill the duties within the pro shop, driving range, golf car and outside services positions. Golf rounds finished 4.87% or 5,993 below the FY 2014-15 target. This reduction in utilization was due to the lack of water available to irrigate Dairy Creek Golf Course this past summer during the typically busy summer season. The FY 2015-16 target was based upon rounds returning to normal levels, added golf shop sales and reduced expenses related to pro shop operations.

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 can be difficult to compare with that of other regional golf courses.

2. Performance Measure: Annual operating revenue per golf round played at County-managed golf courses.

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
\$20.86/round	\$20.70/round	\$21.45/round	\$22.67/round	\$21.46/round	\$22.67/round	\$22.00/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 2014-15 is \$22.67 per round, which is 5.63% higher than the adopted target of \$21.46 per round. Therefore, this performance measure was exceeded. Revenue per round of golf played saw a dramatic increase due to increased tourism at Morro Bay as well as fewer specials offered at the three golf courses. The bankruptcy of the Dairy Creek concessionaire allowed the golf program to also experience an increase in revenue due to the renting of golf carts, sale of driving range practice balls, and pro shop merchandise sales. These revenue streams have been controlled by concession operators in the past with a percentage of revenue paid to the County. 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 2015-16 target reflects a moderate increase in revenue per round as compared to our FY 14-15 adopted goal.

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 can be difficult to compare 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.

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
79.4%	91%	91%	97%	87%	90%	89%

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 performance for FY 2014-15 is 90% (out of 642 responses), which is 3% higher than the adopted target of 87% but 7% lower than the results in the previous year. The dry conditions this past summer at Dairy Creek Golf Course combined with negative experiences during the exit of our concessionaire significantly impacted the overall satisfaction of our customers in FY 2014-15. The recent satisfaction surveys reflect a satisfaction level of 98.8% for MBGC, 94.3% at CMGC, and 77.6% at DCGC, which provides an overall program satisfaction level of 90%. The comments for DCGC included concern for the health of the course itself with little water and lack of grass. Additionally, there were many complaints regarding the dining facilities or lack thereof. Customer satisfaction at all three courses was extremely high regarding customer service. The FY 2015-16 target is based upon the three year average of actual results and planned efforts to restore quality playing conditions and services at Dairy Creek Golf Course.

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 can be difficult to compare 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.

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
124,908 rounds	129,242 rounds	123,010 rounds	122,874 rounds	123,000 rounds	117,007 rounds	123,000 rounds

What: This measurement examines the total number of rounds played at County-managed 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 the golf experience on our courses and indicates the numbers of persons taking part in healthy, active recreation.

How are we doing? The actual result for FY 2014-15 is 4.87% or 5,993 rounds below the adopted goal for this year. Dairy Creek Golf Course experienced a difficult summer resulting in the loss of rough and fairway turf due to decreased irrigation water availability. Coupled with the water concern, the concessionaire filed for bankruptcy in 2014 and the facilities required additional maintenance. It has taken time for staff to return facilities and amenities to meet the expectations of our customers. The combined result was a reduction in perceived value and the creation of negative rumors that the Dairy Creek Golf Course may close, affecting the number of golfers willing to place reservations to play the course. The FY 2015-16 target is based upon improved Dairy Creek Golf Course conditions, addressing customer feedback and marketing efforts that are in progress.

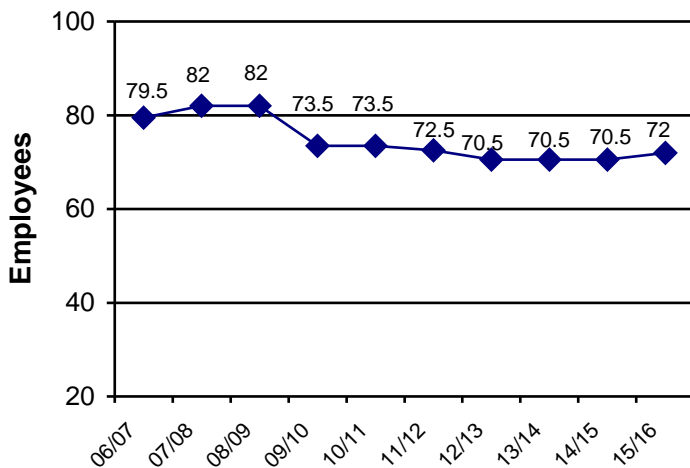
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MISSION STATEMENT

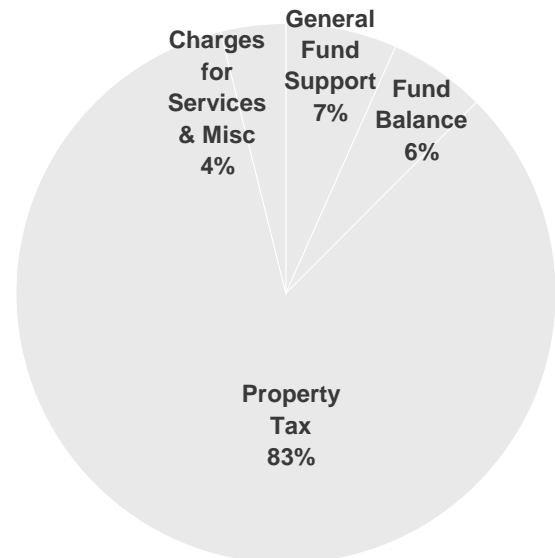
The mission of the San Luis Obispo City/County Library is to provide materials and services to people seeking knowledge, lifelong learning, and recreation, as well as to ensure that all customers of the Library may use those materials and services to the maximum extent possible.

	2013-14	2014-15	2015-16	2015-16	2015-16
<u>Financial Summary</u>	<u>Actual</u>	<u>Actual</u>	<u>Requested</u>	<u>Recommended</u>	<u>Adopted</u>
Taxes	\$ 7,207,386	\$ 7,671,266	\$ 7,802,774	\$ 7,802,774	\$ 7,802,774
Revenue from Use of Money & Property	5,923	9,420	5,000	5,000	5,000
Intergovernmental Revenue	112,770	99,197	98,450	98,450	98,450
Charges for Current Services	358,777	248,686	237,800	237,800	237,800
Other Revenues	2,357,984	1,466,573	16,100	16,100	16,100
Other Financing Sources	781,156	2,477,328	607,139	633,683	633,683
Total Revenue	\$ 10,823,996	\$ 11,972,470	\$ 8,767,263	\$ 8,793,807	\$ 8,793,807
Fund Balance Available	\$ 945,357	\$ 995,941	\$ 622,618	\$ 622,618	\$ 993,357
Cancelled Reserves	110,520	85,274	0	0	0
Total Financing Sources	\$ 11,879,873	\$ 13,053,685	\$ 9,389,881	\$ 9,416,425	\$ 9,787,164
Salary and Benefits	\$ 5,620,417	\$ 5,825,046	\$ 5,990,438	\$ 6,046,176	\$ 6,046,176
Services and Supplies	2,789,125	2,992,955	3,114,443	3,114,443	3,114,443
Other Charges	2,307,566	1,957,898	5,000	5,000	5,000
Fixed Assets	0	0	0	0	0
Gross Expenditures	\$ 10,717,108	\$ 10,775,899	\$ 9,109,881	\$ 9,165,619	\$ 9,165,619
Contingencies	0	0	280,000	250,806	470,821
New Reserves	100,000	1,272,697	0	0	150,724
Total Financing Requirements	\$ 10,817,108	\$ 12,048,596	\$ 9,389,881	\$ 9,416,425	\$ 9,787,164

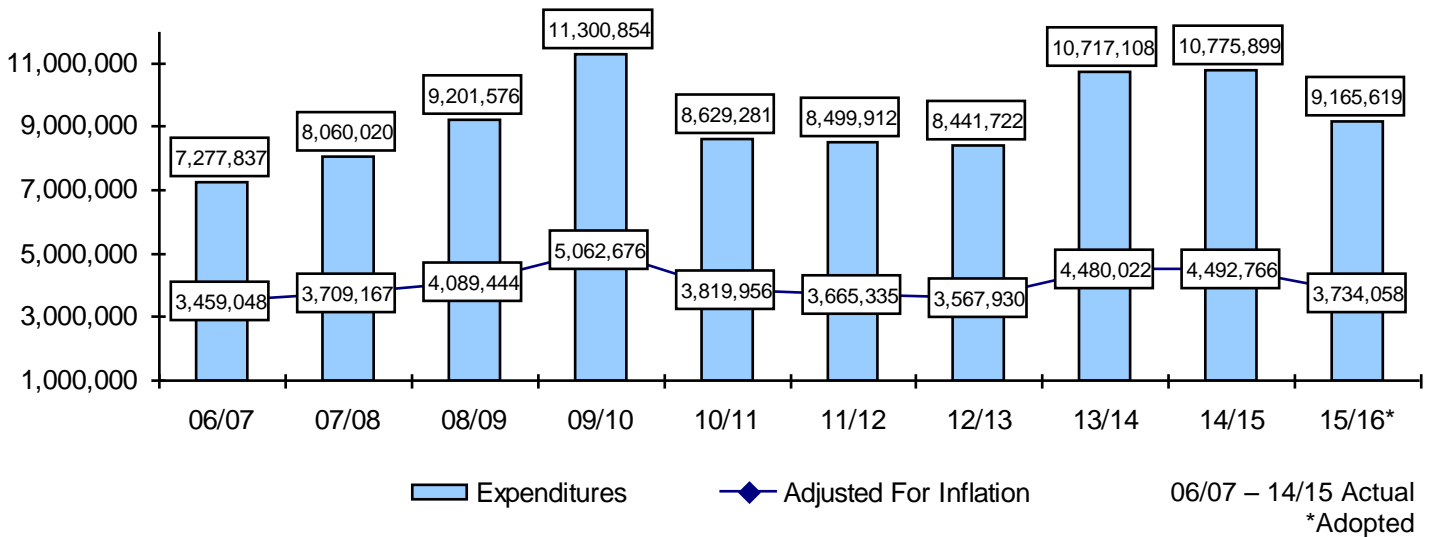
Number of Employees
 (Full Time Equivalent)



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAM

The Library has a total expenditure level of \$9,165,619 and a total staffing level of 72.00 FTE to provide the following services.

Library

Maintain and manage a countywide library system with strong regional libraries, coordinating with smaller branch libraries 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: \$9,165,619 Total Staffing (FTE): 72.00

DEPARTMENT COMMENTS

The San Luis Obispo County Library provides 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 and one main library.

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. Ongoing 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. 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.

Library services are provided in physical buildings and also virtually, via the Internet. All branch libraries offer Internet and/or WiFi access with the exception of one outlying location with limited internet capabilities. Since July 1, 2014, three branch libraries have completed renovations to existing facilities or have opened entirely new buildings in Atascadero, Morro Bay, and Shell Beach, respectively.

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.

Great strides have been made to increase access to library services throughout the County. An additional 66 weekly open hours were added in July, 2014. The hold fee for requesting items was also eliminated at that time. Check-out times for DVDs were increased from one week to three weeks and "Express" collections were increased from one week to two weeks in order to open access to more cardholders. Lastly, the practice at some branches of charging fees for borrowing newer books and DVDs was eliminated in January, 2015 as a way to ensure equity for all Library cardholders.

Following are some of the department's notable accomplishments for FY 2014-15 and some specific objectives for FY 2015-16:

FY 2014-15 Accomplishments

- New library facilities completed and opened in Atascadero, Morro Bay and Shell Beach.
- The Library Foundation was awarded two grants totaling \$11,300 to bring notable writers, including Ann Perry, Max Brooks, and Jane Smiley, to the central coast for an author series.
- Installed Internet filtering to provide a safer, friendlier environment for staff and patrons.
- Updated credit card machines to new Payment Card Industry compliance standards and expanded options for payment of fines/fees at the "big 7" locations.
- Deployed Chromebooks in Arroyo Grande, Atascadero, San Luis Obispo, Morro Bay, Los Osos, Nipomo, Cayucos, and Santa Margarita so patrons have additional means of accessing the Internet.
- Updated the Library's website to include a searchable calendar for patrons to make it easier for patrons to find events.
- Revised hold fulfillment process to give priority to San Luis Obispo County cardholders thereby ensuring local access to County-owned materials.

FY 2015-16 Objectives

- Develop a robust adult programming schedule that brings in speakers who present on topics of interest to adult populations (e.g. local history, adult fiction authors, visual and/or performing artists, etc.)
- Continue process improvement in the areas of access to library materials and services in order to provide patrons with greater access at a lower cost and to improve customer service.
- Build stronger ties with our Foundation and Friends of the Library groups.
- Monthly use of analytical software to improve operational efficiencies so as to better respond to customer needs.
- Increase public awareness of library services to increase usage.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The FY 2015-16 recommended budget for the Library reflects financing sources and total expenditures that are increasing by \$160,325 or 1%. General Fund support for the Library budget is recommended to increase \$26,544 or 4% compared to the FY 2014-15 adopted amount. The recommended General Fund support of \$633,683 represents 7% of the Library's total budget of approximately \$9.4 million.

The Library is primarily dependent on revenue from property taxes to fund its operation. Now that the housing market has begun to turn around, total FY 2015-16 property tax revenues are budgeted to increase by approximately \$534,000 or 7% compared to FY 2014-15 adopted levels. Also available to fund the Library's operating budget is \$622,618 in Fund Balance Available, which is comprised of expected expenditures savings at year end, unanticipated revenue, and unspent contingencies budgeted in FY 2014-15. No reserves will need to be cancelled in FY 2015-16 to balance the budget given this increase in revenue. The total balance in the Library's reserves going into FY2015-16 is \$1,445,708. Approximately \$1.3 million of this amount is in the Facilities Planning reserve, \$77,000 is in the Atascadero Building Expansion reserve and almost \$50,000 is in the general reserve.

The recommended budget for FY 2015-16 includes \$250,806 in contingencies, which represents 2.7% of total expenditures. While this level of contingencies is lower than the 4% budgeted in FY 2014-15, it is more than sufficient to offset the cost of the Board-approved compensation increases that will go into effect in FY 2015-16. It is rare for the Library to draw from contingencies because there is often sufficient salary savings to offset the cost of any compensation increases.

Salary and benefit are recommended to increase \$226,990 or 3% compared to FY 2014-15 adopted budget primarily due to the compensation increase approved by the Board in FY 2014-15 and step increases for staff. In addition, \$79,632 is included in the salary and benefits accounts reflecting the cost of 1.50 FTE Administrative Assistant positions the Library has requested be added to the Position Allocation List (PAL). More information about these three half-time positions is included in the table below.

Services and supplies are recommended to increase \$259,560 or 9%. Significant variances in this set of accounts includes a \$88,863 or 26% increase in charges from the General Services department, an increase of \$69,074 or 19% in countywide overhead, an increase of \$28,350 or 5% in the budget for Library materials, an increase of \$22,000 or 37% in office expense due to the new, expanded Libraries in Atascadero, Cambria and Morro Bay, and a reduction of \$25,196 or 63% in insurance costs. Other services and supplies accounts are increasing or decreasing by smaller amounts.

As noted above, 1.50 FTE (three half-time) Administrative Assistant Series positions are recommended to be added to the PAL. With the addition of these positions, the Library will be able to sustain the new, expanded open hours schedule put into place in FY 2014-15. Hours were expanded in all but the Shandon and Santa Margarita branches, by 12-14 hours in the regional branches and one to five hours in the medium and smaller branches, depending on location. The Library has been relying on temporary help to augment staff in order to avoid any unplanned closures.

In addition, the Board approved a PAL amendment in September 2014 to delete 1.0 FTE Administrative Assistant (AA) and 0.50 FTE Library Assistant, and replace these positions with 0.75 FTE AA and 0.75 FTE Library Assistant to increase staffing levels for direct services to the public.

BOARD ADOPTED CHANGES

At year end, the final Fund Balance Available (FBA) was \$370,739 higher than assumed in the adopted budget. As part of final budget actions, the Board approved an increase in Library contingencies in the amount of \$220,015 and increased reserves in the amount of \$150,724.

BUDGET AUGMENTATION REQUESTS ADOPTED

Unit Amount	Description	Results
Gross: \$79,632 General Fund support: \$26,544	Add three 0.50 FTE (1.50 FTE total) Administrative Assistants to sustain the expanded open hours schedule that had been put into effect in FY 2014-15.	1. Sustain the addition of 66 open hours added to the Library schedule in FY 2014-15. 2. Reduce use of temporary help.

GOALS AND PERFORMANCE MEASURES

Department Goal: Maximize onsite and remote public access to a diverse collection of library materials, services and programs to meet research, educational, and recreational needs of the community.

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

1. Performance Measure: Annual expenditures per capita.

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
\$35.49	\$35.25	\$34.35	\$35.50	\$34.85	\$36.13	\$35.75

What: The average annual expenditure per capita for the total library budget in libraries serving comparable populations is \$38.79. 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 2014*).

Why: Adequate funding is vital to providing excellent library service. Public library funding pays for two services, above all else, 1) public service staff that facilitate instructional opportunities and additional hours of operation and, 2) current books and other library materials—databases, e-resources, audio/visual, and traditional print materials. More funding provides for increased open hours and newer materials for consultation and borrowing. Less funding has the opposite effect.

How are we doing? The total FY 2014-15 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 2014). 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 additional convenient hours of operation. Increased revenues from property taxes and continued fundraising efforts should increase the per capita funding in the future. The Library's FY 2014-15 amount of \$36.13 was calculated using an estimated population of 243,771 and an \$8,807,822 expenditure amount (taking into account donations and savings). *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 are open to the public as compared to an ideal schedule of hours.

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
360=67%	360 = 67%	362=67%	367=68%	368=68%	430=80%	Deleted

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 implementation of expanded hours on July 1, 2014 created 63 additional hours for a total of 430 hours of operation in the weekly schedule. This measure is being deleted and replaced by the Facility Utilization performance measure (#5) as it indicates the importance of 'bricks and mortar' in the community and the correlation of traditional services represented by facility usage.

3. Performance Measure: Annual number of items circulated per capita.

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
10.0	10.1	10.1	9.8	10.5	9.6	10.6

What: The average annual number of items circulated per resident for public libraries serving comparable populations is 8.38. One hundred ninety-eight public libraries serving a population of 100,000 to 249,999 across the nation were used for the statistical sample (*Public Library Data Service 2014*).

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 2014-15 Library circulated items per capita rate exceeds the average annual number of items circulated per resident for public libraries serving comparable populations. The Library's FY 2014-15 rate of 9.6 is based on an estimated population of 243,771 and a total circulation of 2,340,346. *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.

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
\$2.86	\$2.16	\$2.29	\$2.74	\$2.60	\$2.76	\$2.80

What: The average annual expenditure per capita for library materials in libraries serving comparable populations is \$4.18. One hundred ninety-six public libraries serving a population of 100,000 to 249,999 across the nation were used for the statistical sample (*Public Library Data Service 2014*).

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 \$4.18, 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 2014-15 amount of \$2.76 was calculated using an estimated population of 243,771 and an expenditure amount of \$672,099. *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: Facility Utilization.

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
New Measure	New Measure	New Measure	New Measure	New Measure	1,037%	114%

What: This measure captures door counts, program attendance, reference statistics, and meeting room usage. Reported percentages are calculated by dividing the number of visits by the number of cardholders in the service population. Current cardholders are customers who have used their library card within the last three years.

Why: Library facilities are becoming even more essential to the community as a free place to congregate for access to cultural activities, government resources, life-long learning, personal enrichment, entertainment, and dialog. In addition, traditional services such as reference are evolving to meet expectations of the community.

How are we doing? For the FY 2014-15 the Library had 788,171 customers' visits and 75,999 cardholders. This yields a 1,037% facility utilization rate (788,171/75,999). Door counts continue to increase due to new hours of operation and more robust programming/event scheduling. Reference service and statistics continue to transition, reflecting the change in resource formats and the evolving information seeking behavior of customers. With the creation of a new goal for measuring facility utilization, we simply underestimated the frequency of building visits in our initial projections. Now that we have door counters in all of our locations we can report activity within our facilities with accuracy. As this is a new measure, we set our target figure using available partial data from July through November of 2014. The actual results reported represents the average number of times individual cardholders visited our facilities annually—10.37 visits per cardholder per year. We will continue to refine this measure in FY 2016-17.

There is no comparison data available at this time.

6. Performance Measure: Percentage of Cardholders per capita in the County.

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
New Measure	New Measure	New Measure	New Measure	New Measure	31%	35%

What: This measure showcases market penetration of library services within the County based upon the number of library cardholders per capita. Current cardholders are customers who have used their library card within the last three years.

Why: This measure shows to what extent the Library is meeting the needs of the community by reporting out how many people are taking advantage of borrowing privileges. Measurement is defined by taking new registrations and active cardholders and dividing by census population data.

How are we doing? New card registration for FY 2014-15 was 9,578. This brings the total cardholders to 75,999 and yields a 31% (75,999 / 243,771) market share using an estimated population of 243,771. Projections for the coming fiscal year should increase to 35% with the new hours of operation throughout the county. This statistic does not reflect total participation within a household as a single card may be used by multiple household members. *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*

There is no comparison data available at this time.

7. Performance Measure: Percentage of the science, technology, consumer law and consumer health materials, system wide, which are current.

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
88%	84%	85%	85%	86%	85%	87%

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. Reported percentage is calculated by taking the total number of holdings within a Dewey range and dividing it by the number of holdings published within the last the last five years.

Why: These subjects are time critical and may 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. The implementation of collection development software should assist in addressing deficiencies within the collection, keeping it more updated and relevant to the evolving needs of our patrons. There is no comparable Public Library Data Service report available at this time for this performance measure.

8. Performance Measure: Percent of total available Internet hours used by Library patrons.

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
New Measure	New Measure	New Measure	New Measure	N/A	42%	65%

What: Percentages are calculated by dividing the number of hours used by the public internet hours available at the 69 public internet stations currently deployed throughout the County. As percentages near capacity, additional hours of operation and/or additional public internet stations can be added to meet customer needs. WiFi, portable e-devices, website visits, and early literacy stations are also reported in the narrative

Why: This showcases the relevancy of library services in bridging the digital divide. In-house technology access provides avenues to services outside of open hours in addition to providing services to those who would otherwise not have access to technology.

How are we doing? The 42% actual results is the public internet stations calculation; the total stations hours used divided by the total station hours available, (56,391/134,957.) Of note this fiscal year is the impact building closures had on available service hours due to building renovations. For the FY 2014-15, 51,357 library users accessed 13.5 TB of information via WiFi throughout the county. Public Internet stations continue to be heavily utilized. The Simmler branch remains as the only location that continues to serve its patronage without the convenience of internet due to its remote location and lack of available third-party internet service provider infrastructure. The addition of Chromebook devices has increased service options to customers in several branches and will become more commonplace as community needs dictate. Early Literacy AWE stations (branded desktop computers) are available in 10 of the 15 branches for younger patrons.

There is no comparison data available at this time.

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 and portable devices.

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

9. Performance Measure: Percentage of library users who are extremely or very satisfied with library services in the county.						
10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
Biennial Survey	97%	Biennial Survey	TBD - Survey Delayed	TBD – Survey Delayed	TBD - Survey Delayed	90%

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 (FY 2011-12). Due to the retirement of the consultant who administered the survey in the past the scheduled May 2014 exit survey was not taken. However, the library did conduct a community survey on convenient hours of operation and responded to the feedback by adding/changing hours without the benefit of additional staffing. For FY 2015-16 the Library anticipates using the ACTION for Healthy Communities survey to reach out to a greater cross-section of the County.

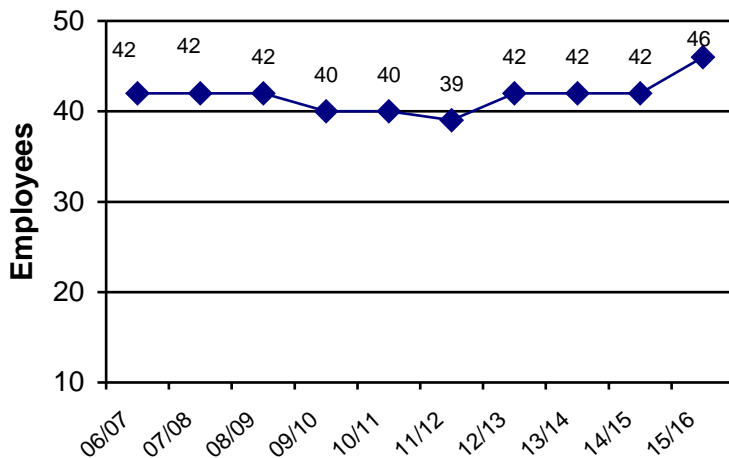
There is no comparison data available at this time.

MISSION STATEMENT

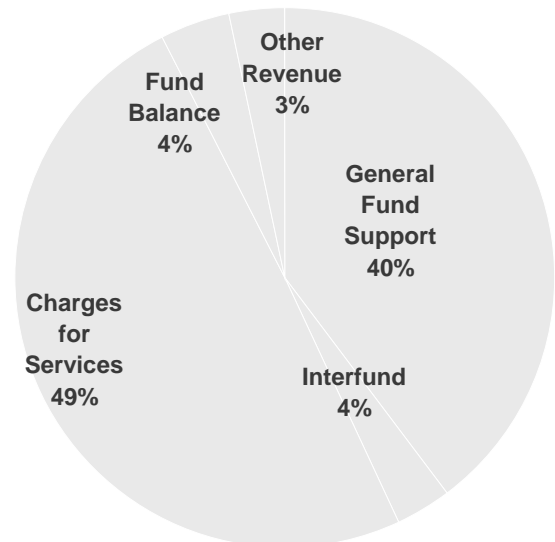
The San Luis Obispo County Department of Parks and Recreation ensures diverse opportunities for recreation and the personal enrichment of the County's residents and visitors while protecting its natural, cultural, and historical resources.

	2013-14	2014-15	2015-16	2015-16	2015-16
<u>Financial Summary</u>	<u>Actual</u>	<u>Actual</u>	<u>Requested</u>	<u>Recommended</u>	<u>Adopted</u>
Licenses and Permits	\$ 0	\$ 3,252	\$ 0	\$ 0	\$ 0
Fines, Forfeitures and Penalties	100,304	77,135	93,558	98,153	98,153
Revenue from Use of Money & Property	117,603	147,176	120,025	120,025	120,025
Intergovernmental Revenue	0	3,161	2,800	2,800	2,800
Charges for Current Services	4,412,745	4,771,379	4,486,276	4,486,276	4,486,276
Other Revenues	153,185	83,569	75,505	75,505	75,505
Other Financing Sources	3,540,777	5,339,711	3,960,355	3,616,907	3,616,907
Interfund	273,942	320,148	322,735	322,735	322,735
Total Revenue	\$ 8,598,556	\$ 10,745,531	\$ 9,061,254	\$ 8,722,401	\$ 8,722,401
Fund Balance Available	\$ 1,360,819	\$ 1,156,762	\$ 399,497	\$ 399,497	\$ 1,313,551
Cancelled Reserves	1,297,000	332,000	0	0	0
Total Financing Sources	\$ 11,256,375	\$ 12,234,293	\$ 9,460,751	\$ 9,121,898	\$ 10,035,952
Salary and Benefits	\$ 4,188,790	\$ 4,582,483	\$ 4,952,978	\$ 4,938,943	\$ 4,938,943
Services and Supplies	3,314,458	3,141,485	3,577,490	3,577,490	3,577,490
Other Charges	580,743	2,561,494	120,736	125,331	125,331
Fixed Assets	72,278	(10,693)	83,500	83,500	83,500
Gross Expenditures	\$ 8,156,269	\$ 10,274,769	\$ 8,734,704	\$ 8,725,264	\$ 8,725,264
Contingencies	0	0	326,550	200,000	200,000
New Reserves	1,096,819	506,762	399,497	196,634	1,110,688
Total Financing Requirements	\$ 9,253,088	\$ 10,781,531	\$ 9,460,751	\$ 9,121,898	\$ 10,035,952

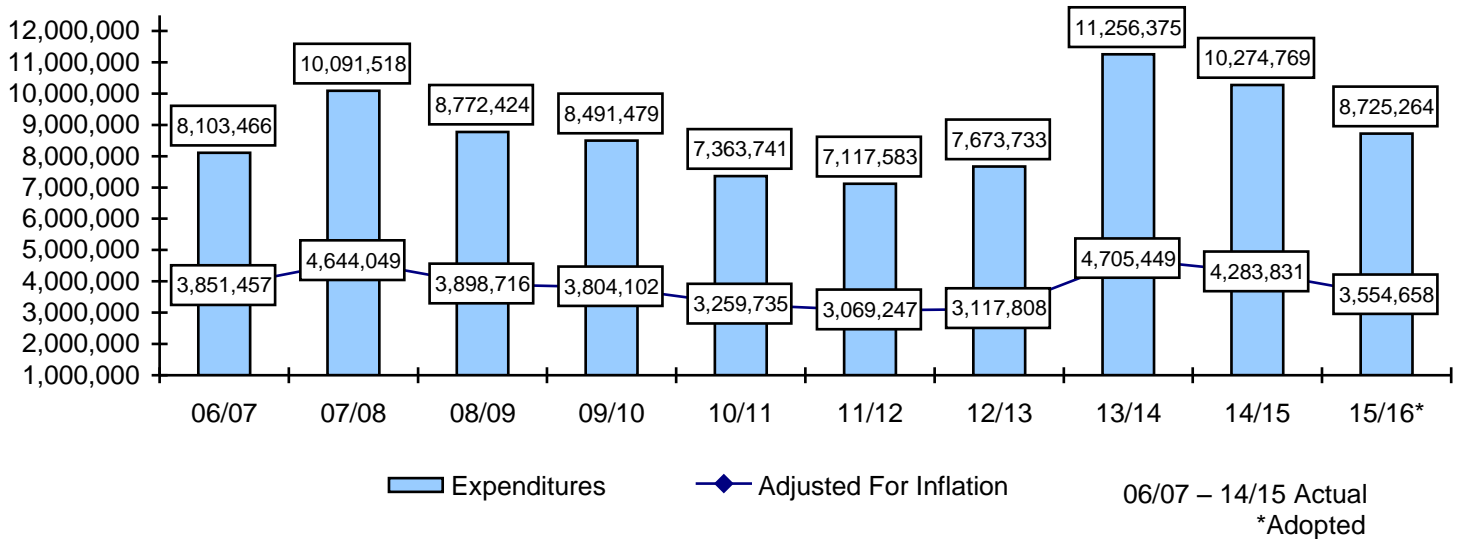
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Parks and Recreation has a total expenditure level of \$8,725,264 and a total staffing level of 46.00 FTE to provide the following services:

Parks Facilities, Programs and Projects

Manage and maintain the County-owned and/or operated parks and recreational facilities such as community parks, playgrounds, tennis courts, swimming pools, coastal access, beaches, regional parks, camping facilities, trails, open space and historic adobe 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 and other recreational facilities. Plan and complete capital and maintenance projects that improve existing parks facilities and create new and additional facilities such as trails, playgrounds, boating facilities, etc. Secure funding from external and internal sources to enable completion of planned projects.

Total Expenditures: \$8,268,235 Total Staffing (FTE): 43.00

Public Grounds Maintenance

Manage and maintain public grounds, landscapes and hardscapes such as parking lots, walkways and patios surrounding County public buildings to provide safe, usable and attractive properties.

Total Expenditures: \$457,029 Total Staffing (FTE): 3.00

DEPARTMENT COMMENTS

The Parks and Recreation Department 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, and, as of May 1, 2014, the 100 acre facility of Camp French was added to the Lopez Lake Recreational Area and is now maintained by the Parks and Recreation Department. Additionally, County Parks and Recreation 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 Parks and Recreation staff and volunteers achieve improved facilities, a better community environment, and a better place to live.

County Parks and Recreation is seeing increased numbers of visitors and some improvement in fee-based revenues largely due to focused marketing efforts. As this trend continues, the department intends to continue completing projects deferred in past years. Staff consistently explores alternative funding sources for operations, projects and maintenance. County Parks and Recreation will continue to expand marketing and promotions efforts and community relations programs to improve support through new partnerships such as the completion of Vista Lago Adventure Park by the new concessionaire at Lopez Lake Recreational Area this past year.

Following are some of the department's notable accomplishments for FY 2014-15 and some specific objectives for FY 2015-16:

FY 2014-15 Accomplishments

- Implemented the Day Use and Facility modules for the new reservation system allowing for 24/7 reservations for park day use and facility rentals. These modules were the next phase following the initial camping module implementation in FY 2013-14. Approximately 35% of camping reservations are completed on line and this number is expected to continue to increase.
- Coordinated the Vista Lago Adventure Park aerial challenge course project at Lopez Lake. The new park opened in late December 2014 and is expected to increase Lopez Lake revenue by approximately \$40,000 in FY 2015-16.
- Implemented the first year of the five year business plan for Camp French, reconfiguring the camp, updating infrastructure and managing the camp.
- Staff provided the third Outdoor Discovery Festival at Lopez Lake for approximately 1,200 attendees and promoted the Discovering the Environment through Education and Recreation (DEER) Program. A total 6,384 individuals participated in the DEER Program.
- Parks worked with multiple volunteer groups to help maintain the 14,000 acres of parks and trails. This included long 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.

FY 2015-16 Objectives

- Implement the recreational class module for the new reservation system allowing for 24/7 reservations for recreational class sign up.
- Focus efforts on promotion of Camp French for weddings, camping and corporate events. Complete Capital Improvement Plan for Camp French with related improvements.
- Complete Phase II restoration of the Cayucos Pier Project replacing damaged and missing piles, replacing decking, stringers, cap beams, fire lines and electrical lighting by August 2015.
- Seek additional opportunities to partner with volunteer groups to help in the maintenance of Parks facilities and infrastructure.
- Seek additional opportunities to increase revenue at Santa Margarita Lake Recreational Area.
- Continue the effort to make Rainbow Trout plants at Lopez Lake permanent allowing increased recreational opportunities for the public and program revenue generation.
- Implement new Parks and Recreation Department website. This site will have a modern look, be interactive and state of the art.
- Continue to create new and comprehensive marketing strategies, advertising and promotions to increase use and revenue opportunities.

- Attended the Mid State Fair for the second year and doubled the booth size to serve thousands of fair visitors to continue County Parks and Recreation's name branding efforts. Gained over 2,000 email addresses and 1,200 children participated in the County's DEER program through the Fair.
- Continued the trout planting program at Lopez Lake receiving large plants that broke a five-year ban on Rainbow Trout planting two years ago. An excellent working relationship with the Department of Fish and Wildlife and the National Oceanic and Atmospheric Administration has been solidified by Parks and Recreation staff to more than double the Rainbow Trout plants at Lopez Lake.
- Began the Phase II Cayucos Pier Restoration Project including replacement of severely damaged and missing piles on the historic Cayucos Pier from bent 23 through bent 61 (the end of the pier), replacing cap beams, stringers and decking from the abutment (beginning of the pier) to the end of the pier restoring structural stability. Additionally, the project is upgrading the fire lines and electrical lighting. The project is 90% complete.

COUNTY ADMINSTRATOR'S COMMENTS AND RECOMMENDATIONS

Parks and Recreation is a Special Revenue Fund and is largely supported by Park user fees. Parks and Recreation was established as a separate department on October 7, 2014 when the Board of Supervisors dissolved the General Services Agency (GSA) and created four separate departments. The department's total revenues and expenditures are recommended to decrease by \$460,361 or 4% compared to FY 2014-15 adopted levels. The level of General Fund support is increasing by 2% or \$88,730 in FY 2015-16 due to the transfer of staff from General Services as a result of the dissolution of the GSA. This increase is offset by a commensurate decrease in the General Services Department budget.

Parks and Recreation assumed responsibility for the operation and maintenance of Camp Mabel French near Lopez Lake at the end of FY 2013-14, which was previously run by the Boy Scouts of America. Additionally, the Vista Lago Adventure Park at Lopez Lake opened in December 2014. Revenue for all Lopez Lake facilities managed by Parks and Recreation increased by approximately 8.9% for the first nine months of FY 2014-15 compared to the same period in FY 2013-14, likely due to the addition of those facilities. Revenue is expected to continue to increase in FY 2015-16 for Camp Mabel French as marketing efforts and facility improvements are made, and for the Vista Lago Adventure Park as it will complete its first full year of operation.

In FY 2014-15, Parks and Recreation began repairing the Cayucos Pier, and will complete the repairs in FY 2015-16. No additional funds are budgeted in FY 2015-16 for the repairs.

While total revenue is decreasing by \$460,361 or 4%, operational revenue is increasing by \$296,904 or 3%. Total revenues are decreasing due largely to the fact that the FY 2014-15 Fund Balance Available (FBA) was \$1,156,762, and the estimated FBA for FY 2015-16 is \$399,497. FBA is a proposed funding source for a small portion (\$2,863) of Parks and Recreations' operations in FY 2015-16. Revenue from charges for services including camping, daily and season passes, and group entrance fees are increasing by 3% or \$117,231 in FY 2015-16 compared to FY 2014-15 adopted levels, due to an improving economy, as well as the dry weather the County has experienced this year. 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.

Salary and benefits are recommended to increase \$559,350 or 12% compared to FY 2014-15 adopted levels due to the transfer of four staff from General Services, as well as prevailing wage adjustments approved by the Board of Supervisors in FY 2014-15.

On October 7, 2014, the Board of Supervisors approved the following change to the department's Position Allocation List (PAL) as a result of the dissolution of the GSA:

- +1.00 FTE Director of Parks and Recreation

On December 9, 2014, the Board approved the following changes to the department's PAL to realign fiscal/administrative capacity so the department could operate independently:

- +1.00 FTE Accountant I/II/III
- +1.00 FTE Secretary II
- +1.00 FTE Accounting Technician
- +1.00 FTE Administrative Services Manager
- -1.00 FTE Deputy Director – County Parks

No PAL changes are recommended for FY 2015-16.

Services and supplies are recommended to increase \$49,371 or 1% overall compared to FY 2014-15 adopted levels due to increases in various accounts. The expense for maintenance and improvement of Parks structures and grounds is increasing by \$64,164 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 in total are increasing by \$34,375. These increases are due to a combination of the department's year end projections for FY 2014-15 and expected rate increases for utilities. Professional services is increasing \$28,309 to fund operational expenses in various contracts. The cost of countywide overhead is increasing by \$214,302.

Fixed asset expense is budgeted for \$83,500 and includes a stump grinder, air compressor, mower, two heavy duty utility vehicles, and a septic wagon.

The recommended budget for FY 2015-16 enables Parks to maintain current service levels at all Parks and Recreation 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 and Recreation 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 2015-16, there is \$95,961 in OHV In-Lieu Fees available; \$5,000 will be used to cover Parks and Recreation's staff costs for administering the program and managing the grant awards, leaving \$90,961 available for distribution to governmental and non-profit agencies. Parks and Recreation received four applications totaling \$121,974 during the competitive application period. Working with County Counsel, 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.

**Parks and Recreation
Fiscal Year 2015-16 Final Budget**

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 four submitted applications. The Parks Commission recommended full funding for projects 1, 3, and 4, and partial funding of project 2. As part of the budget process, the Board is asked to approve the award of the \$90,961 available OHV In-Lieu Fees as recommended below:

Project Number	Applicant	Type of Organization	Project/ Requested Amount	Project Description	Recommended Amount
1	Central Coast Motorcycle Association	Non-Profit	Ground Operations for the Pozo La Panza OHV Trail System/ \$40,000	<ul style="list-style-type: none"> • Maintain eight miles of trails including surface grading, clearing culverts and drains, and repair of rolling dips (\$28,800). • Annual trail maintenance of narrow trails with hand tools with Cuesta Camp Fire Crews (\$4,000). • Repair 75 feet of failed retaining walls (\$7,200). 	\$ 40,000
2	Central Coast Motorcycle Association	Non-Profit	Accessories for Sutter Trail Dozer/\$44,474	Purchase various accessories for the Sutter specialty trail dozer which was funded by a County's FY 2014-15 OHV License Fund Grant to be used in the Pozo La Panza OHV area.	\$ 13,461
3	Paso Robles Police Department	Government	Purchase a Multi-seat Off-highway Vehicle and Accessories/ \$20,000	Purchase a multi-seat off-highway vehicle and medical emergency accessories to provide Paso Robles Police officers an off-highway vehicle to enforce illegal OHV use and respond to medical calls from OHV users within the Salinas River and its tributaries.	\$ 20,000
4	Pismo Beach Police Department	Government	Four Wheel Drive Rescue and Intercept Vehicle/ \$17,500	Funds will be used to pay for approximately 1/3 of a replacement cost of a four wheel drive vehicle used by the Fire Department and life guards to provide auto aid to the Oceano Dunes OHV Recreation Area for water rescues of OHV users, and intercepts OHV vehicles that leave OHV use area. The City has \$28,500 available for this replacement vehicle.	\$ 17,500
TOTAL ALL PROJECTS			\$ 121,974		\$ 90,961

BOARD ADOPTED CHANGES

Parks and Recreation ended FY 2014-15 with a Fund Balance Available (FBA) of \$1,313,551, which is \$914,054 more than the amount assumed in the Proposed Budget. The additional FBA was distributed as follows:

- \$714,054 was added to the Parks Projects designation
- \$200,000 was added to the Lopez Parks Projects designation

BUDGET AUGMENTATION REQUESTS ADOPTED

None requested.

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.

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
185,952 sq.ft./FTE	110,832 sq.ft./FTE	107,810 sq.ft./FTE	120,514 sq.ft./FTE	120,514 sq.ft./FTE	121,088 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 Parks and Recreation 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 and Recreation 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 FY 2014-15 results show that staff managed slightly more square feet of parkland compared to the adopted target. The FY 2014-15 adopted goal of 120,514 sq. ft./ FTE was calculated with planned full staffing levels, no anticipated retirements and no additional acreage. However the Department did have staffing shifts and open positions during FY 2014-15 attributing to the increase in acreage/FTE. The FY 2015-16 target also anticipates 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. As shown in Performance Measure #3, 96% of customers surveyed rated their overall park and recreation experience as satisfactory or better, which is above the target of 95%.

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 can vary as compared with that of other agencies.

2. Performance Measure: Percentage of reported imminent safety hazards that are abated within one work day.

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
New Measure	97%	100%	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 the Parks and Recreation Department 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 the Parks and Recreation Department 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 projected FY 2014-15 results exceed the adopted target. This measure underlines Parks' commitment to addressing safety hazards as their highest priority. In FY 2014-15, 245 hazards were reported and all were abated within one workday of being reported. The FY 2015-16 target of 98% continues to support the goal for ensuring 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.

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
93%	95%	98%	98%	95%	96%	97%

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 projected FY 2014-15 results exceed the adopted target. Customer satisfaction with park services remains strong as staff has increased marketing and promotions efforts to better meet customer expectations. The FY 2015-16 target is set at the average of the previous three years' actual 96%. 475 responses were received that rated their experience as satisfactory or better. These high ratings are exceptional. 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 can vary as compared with that of other agencies.

4. Performance Measure: Number of Volunteer Work Hours performed yearly in County Parks and facilities.

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
New Measure	109,182 hrs	74,146 hrs	79,064 hrs	72,800 hrs	71,973 hrs	75,000 hrs

What: Volunteer work hours for County Parks and Facilities are tracked and reported yearly. This data indicates the level of support the public provides in assistance of staff 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 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 projected FY 2014-15 results are 71,973, which is slightly below the adopted FY 2014-15 target. 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. The Parks and Recreation Department'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. Parks and Recreation will continue to invite volunteers to participate and provide an annual volunteer appreciation event to express the importance of this program.

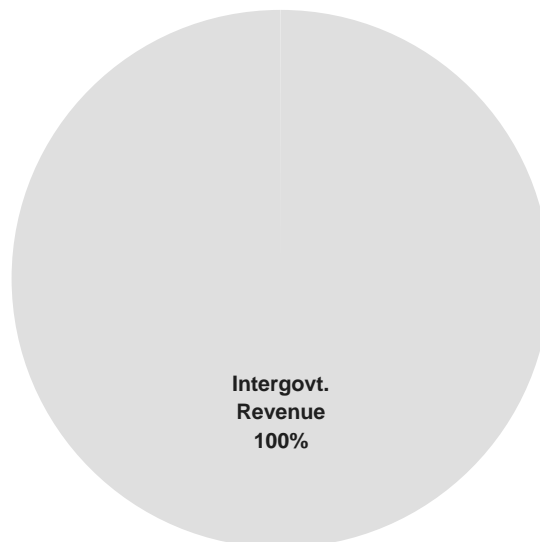
There is no industry standard for this measure. Staff is not aware of any comparable Park and Recreation system that has a similar measure that could be used for comparison purposes.

PURPOSE STATEMENT

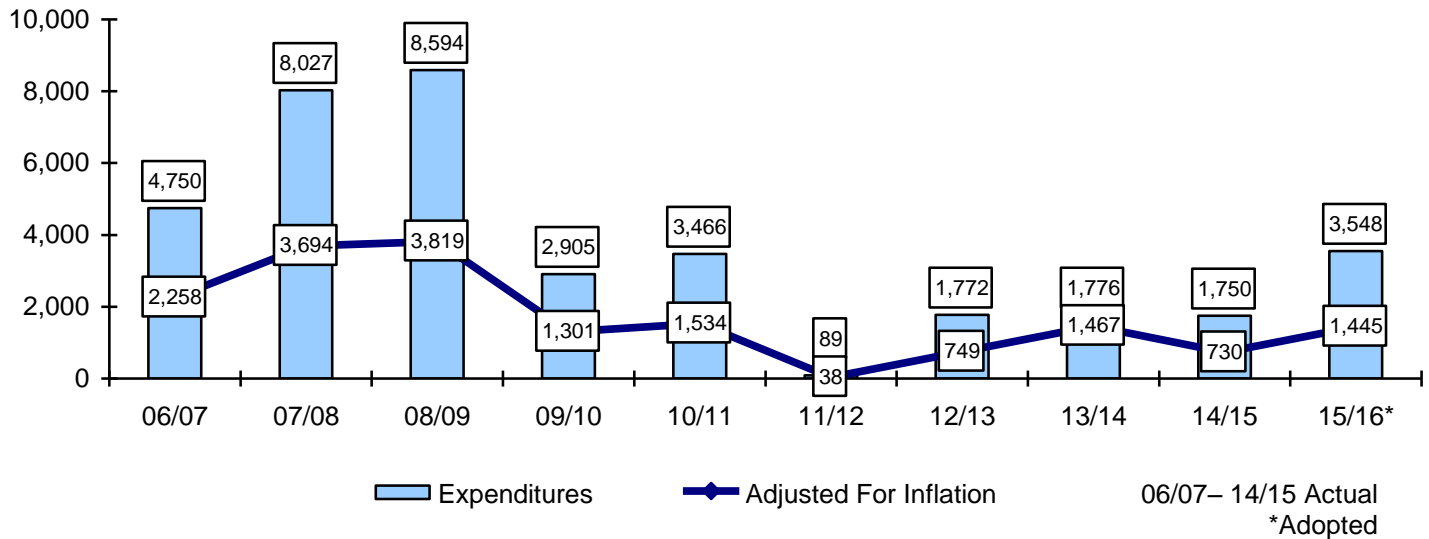
The Taylor Grazing Act of 1934 provides that 50 percent of the grazing fees on Bureau of Land Management (BLM) land outside of organized districts be returned to the State. The California Public Resources Code requires the State's share to be distributed to counties in proportion to the grazing fees 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.

	2013-14	2014-15	2015-16	2015-16	2015-16
	Actual	Actual	Requested	Recommended	Adopted
Financial Summary					
Revenue from Use of Money & Property	\$ 32	\$ 65	\$ 0	\$ 0	\$ 0
Intergovernmental Revenue	4,041	3,673	3,548	3,548	3,548
Total Revenue	\$ 4,073	\$ 3,738	\$ 3,548	\$ 3,548	\$ 3,548
Fund Balance Available	\$ 3,381	\$ 2,307	\$ 0	\$ 0	\$ 1,987
Cancelled Reserves	0	0	0	0	0
Total Financing Sources	\$ 7,454	\$ 6,045	\$ 3,548	\$ 3,548	\$ 5,535
Salary and Benefits	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Services and Supplies	1,776	1,750	3,548	3,548	3,548
Other Charges	0	0	0	0	0
Fixed Assets	0	0	0	0	0
Gross Expenditures	\$ 1,776	\$ 1,750	\$ 3,548	\$ 3,548	\$ 3,548
Contingencies	0	0	0	0	0
New Reserves	3,372	2,307	0	0	1,987
Total Financing Requirements	\$ 5,148	\$ 4,057	\$ 3,548	\$ 3,548	\$ 5,535

Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Wildlife and Grazing has a total expenditure level of \$3,548.

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: \$1,774 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: \$1,774 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 9, 2015 after the FY 2015-16 proposed budget submittals were finalized. As a result, the recommended funding levels for this fund center remain consistent with those from previous fiscal years. Proposed expenditures of \$3,548 are offset by an equal amount of projected revenue from Bureau of Land Management (BLM). 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 2014-15, revenue exceeded budgeted levels by \$173 or 5%.

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 range 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. As a typical practice, in prior years the GAB has determined at their annual meeting to split the projected revenue equally between funding a portion of the federal trapper program and funding range improvement projects to provide a safer and higher quality grazing area.

The FY 2015-16 proposed budget includes \$2,684 in General Reserves and \$14,907 in Special Project Reserves, which will be used in future years for range improvement projects and predator control.

BOARD ADOPTED CHANGES

At year end, the final Fund Balance Available was \$1,987, and was placed in General Reserves.

BUDGET AUGMENTATION REQUESTS ADOPTED

None requested.

Fiscal and Administrative

Administrative Office
Organizational Development

Assessor

Auditor-Controller

Board of Supervisors

Clerk-Recorder

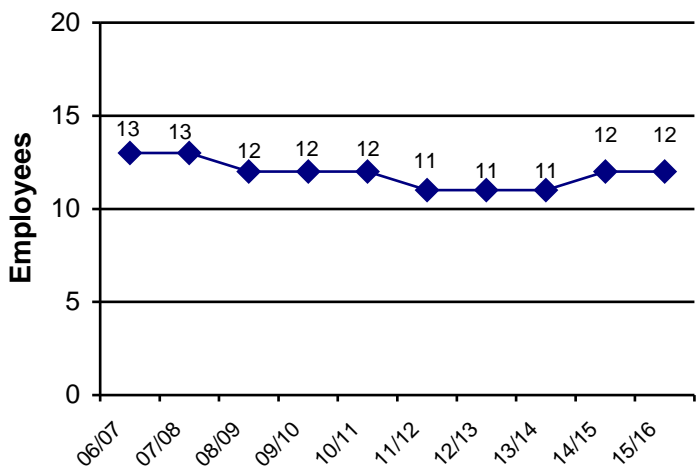
Treasurer-Tax Collector-Public Administrator

MISSION STATEMENT

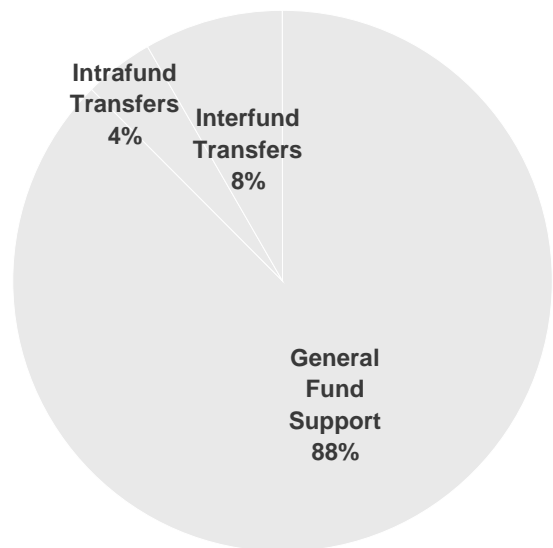
Advise, interpret, and implement the goals and policies of the Board of Supervisors through effective leadership and management of County services to achieve the County's vision of a safe, healthy, livable, prosperous, and well-governed community.

	2013-14	2014-15	2015-16	2015-16	2015-16
<u>Financial Summary</u>	<u>Actual</u>	<u>Actual</u>	<u>Requested</u>	<u>Recommended</u>	<u>Adopted</u>
Intergovernmental Revenue	\$ 0	\$ 663	\$ 0	\$ 0	\$ 0
Charges for Current Services	50	105	0	0	0
Interfund	29,229	45,080	172,929	172,929	172,929
**Total Revenue	\$ 29,279	\$ 45,848	\$ 172,929	\$ 172,929	\$ 172,929
Salary and Benefits	1,530,494	1,654,609	1,910,620	1,882,646	1,882,646
Services and Supplies	104,112	161,163	234,830	197,089	197,089
**Gross Expenditures	\$ 1,634,606	\$ 1,815,772	\$ 2,145,450	\$ 2,079,735	\$ 2,079,735
Less Intrafund Transfers	85,103	87,885	85,000	85,000	85,000
**Net Expenditures	\$ 1,549,503	\$ 1,727,887	\$ 2,060,450	\$ 1,994,735	\$ 1,994,735
General Fund Support (G.F.S.)	<u>\$ 1,520,224</u>	<u>\$ 1,682,039</u>	<u>\$ 1,887,521</u>	<u>\$ 1,821,806</u>	<u>\$ 1,821,806</u>

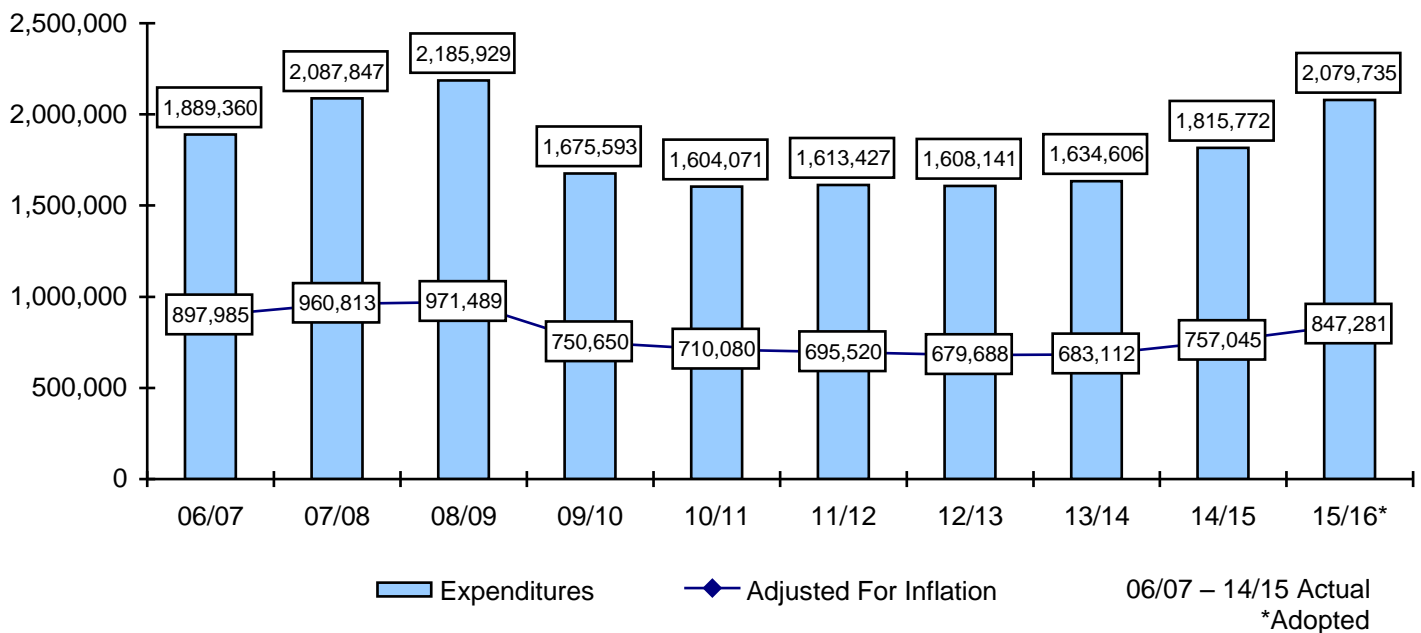
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

The Administrative Office has a total expenditure level of \$2,079,735 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. This 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. Conducts activities such as providing policy analysis and guidance, troubleshooting, and keeping departments up to date on important issues.

Total Expenditures: \$1,909,735 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, coordinating State and Federal legislative platforms, and developing and managing 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: working to implement a long-term water management system to find solutions to water demand and supply imbalances; leading the County’s Drought Task Force; guiding implementation of the County’s 10-year Plan to End Homelessness; working towards the formation of a governance structure to oversee development and implementation of a County Energy Strategy; implementation of a Countywide Economic Strategy; and, continued focus on moving forward with systems and facility modernization projects.

Following are some of the department’s notable accomplishments for FY 2014-15 and some specific objectives for FY 2015-16:

FY 2014-15 Accomplishments

- Provided financial leadership that resulted in the County’s bond rating being increased from AA+ to AAA.
- Led a County Drought Task Force to create contingency and emergency plans for the most vulnerable communities and provided 15 updates to the Board of Supervisors including the 2014 Water Summit.
- Contributed to the creation of statewide water legislation to help address long-term imbalances between supply and demand.
- In cooperation with Human Resources, created the Learning and Development Center to replace the Employee University and better address professional development needs and aide in succession planning efforts.
- Expanded the use of the automated agenda management system by integrating the Planning Commission which significantly reduced the amount of printed agendas, thereby reducing the environmental impacts of producing agendas and increasing cost savings in paper.

FY 2015-16 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.
- Acquire and begin implementation of a new budget preparation system that will replace the current system that is over 20 years old and mitigate impacts of the enterprise system upgrade to County departments.
- Monitor and assess the impacts of AB 109 (Public Safety Realignment) in collaboration with the Community Corrections Partnership to develop metrics to track the effectiveness of the implementation.
- Continue to monitor the impacts and aid in the implementation of the requirements of the Pavley-Dickinson Act to address groundwater supply and demand imbalances.
- Continue to coordinate the County Drought Task Force; monitor drought conditions, continue water use reduction and County preparedness efforts.

- Led a team of representatives from the Sheriff, Social Services and Probation to develop a process to assist inmates in enrolling in Medi-Cal or Covered California while still incarcerated to lower the cost of medical claims to the county. A total of 952 applications have been completed over the past 12 months.
- Led 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.
 - Developed a master data base with accurate and complete information on County facilities including inventory, metering and sub metering profile, annual energy use/cost since 2006 to improve the ability to track and evaluate energy usage over time.
 - Benchmarked County buildings to compare energy use with like facilities in other jurisdictions.
 - Contracted with PG&E under the Sustainable Solutions Turnkey program to audit facilities with highest energy use and identify efficiency measures to reduce energy use and cost.
- Directed the reorganization of the General Services Agency into four independent departments to enhance customer service and responsiveness.
- Co-led, with Information Technology, the initial phases of the effort to replace the County's Budget Preparation system.
- Published the 5th County Annual Report, complete with improved infographics, written narratives and short videos to inform the public about the County's efforts and accomplishments in 2014.
- Led cooperative partnership with the Homeless Services Oversight Council and Transitions Mental Health Association to implement the 50Now program which provides housing for 50 of the County's most vulnerable and chronically homeless individuals. To date, 26 individuals have been housed.
- Received 4th consecutive Government Finance Officers Association (GFOA) Distinguished Budget Award for the FY 2014-15 Final Budget representing a budget document of the very highest quality and best budget practices.
- Publish a 6th consecutive County Annual report that incorporates feedback on prior reports and continues to implement new techniques and technologies that increase ease of access and clarity.
- Support efforts of the Health Agency and General Services to finance and construct a new animal shelter, including working with the seven cities to agree on a cost sharing methodology.
- Provide assistance to Homeless Services Oversight Council and Transitions Mental Health Association to work toward full implementation of the 50Now program as well as working to encourage increased availability of affordable housing.

COUNTY ADMINISTRATOR’S COMMENTS AND RECOMMENDATIONS

The recommended budget includes \$1,821,806 of General Fund support, an increase of \$126,106 or 7% from FY 2014-15 adopted levels. One budget augmentation request is recommended for inclusion in the FY 2015-16 budget. This budget augmentation request is for the software, consulting, and an ITD Project Manager for the Budget Preparation (BP) replacement project. Full cost for this project is budgeted in Fund Center (FC) 266 – Countywide Automation Replacement and is not part of the Administrative Office budget.

Revenue is recommended to increase \$36,764 or 26% as a result of the Limited Term Analyst position for the BP project. The position was budgeted in FY 2014-15 but filled at a higher level in the career series. This position 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 \$162,924 or 8% from FY 2014-15 adopted levels. Salaries and benefits are increasing by \$178,609 or 10%. The drivers of this increase are a result of career series promotions, step increases and negotiated cost of living adjustments. Funding for the Limited Term Analyst position in the amount of \$141,895, will be offset by a transfer in from FC 266. There is a decrease of \$15,685 or 7% in services and supplies from FY 2014-15 adopted levels mainly due to a decrease of \$37,640 or 51% in the professional and special services account, funding for outside consulting services.

BOARD ADOPTED CHANGES

None.

BUDGET AUGMENTATION REQUESTS ADOPTED

Unit Amount	Description	Results
Gross Amount: \$1,115,000 funded through FC 266- Countywide Automation Replacement General Fund: \$0 Note: The \$1,115,000 is not included as part of the Administrative Office budget. Full cost is budgeted in Fund Center 266 - Countywide Automation Replacement.	Funding for software, consulting, and an ITD Project Manager for the Budget Preparation (BP) replacement project.	A new Budget Preparation (BP) system will: <ol style="list-style-type: none"> 1. Replace an obsolete, unsupported system. 2. Provide departments with a supportable, user-friendly, functionally rich, and modern software product; 3. Increase the reliability and availability of the BP system; 4. Save time by reducing efforts required to manually produce budget documents; and 5. Increase the integration between the new BP system and other, existing systems such as SAP.

GOALS AND PERFORMANCE MEASURES

<p>Department Goal: To ensure the long-term financial stability of the County.</p> <p>Communitywide Result Link: <input type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input checked="" type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community</p>						
<p>1. Performance Measure: Ratio of General Fund backed annual debt service to the annual General Fund budget.</p>						
10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
3.5%	3.4%	3.5%	3.2%	3.2%	3.0%	3.0%
<p>What: This measure shows the ratio of the General Fund backed annual debt service to the annual General Fund budget.</p> <p>Why: This measure provides staff, the Board and public with information about the financial health of the County. The current goal is to keep the ratio below 5%. This measure is an industry standard that allows for a comparison amongst governmental entities.</p> <p>How are we doing? A ratio under 5% is considered to be favorable by bond rating agencies. This ratio is projected to remain constant as none of the debt obligations are scheduled to be paid off in FY 2015-16, and no new debt is currently planned.</p>						
<p>Department Goal: To ensure the long-term financial stability of the County.</p> <p>Communitywide Result Link: <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: Ratio of total contingencies and reserves to the County's General Fund operating budget.</p>						
10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
20.8%	20.5%	20%	24%	24%	27%	20%
<p>What: This measure shows how much money the County has in "savings" relative to our daily, ongoing expenses.</p> <p>Why: The measure provides staff, the Board and public with information on the financial health of the County. Our goal is to have a prudent level of savings that allows us to plan for future needs and "weather" economic downturns. The industry standard target is to have a 20% reserve/contingency as a percent of the operating budget.</p> <p>How are we doing? This measure reflects the total amount of contingencies and reserves that could be accessed by the General Fund (some contingencies and reserves are restricted in use and are not available for use in the General Fund). A ratio of 27% of reserves to ongoing general fund expenses is above the industry standard due to sound fiscal management and capital and infrastructure projects that had been deferred due to the economic downturn. This ratio is expected to decline towards the industry standard in future years as funding for deferred projects is committed.</p>						
<p>Department Goal: To provide high quality staff support in an effort to maximize the effectiveness of the Board of Supervisors.</p> <p>Communitywide Result Link: <input type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community</p>						
<p>3. Performance Measure: Percentage of Board members who respond to a survey indicating that Administrative Office staff provide satisfactory or better agenda support.</p>						
10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
100%	100%	100%	100%	100%	100%	100%
<p>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.</p> <p>Why: The information gained from this survey allows us to continuously improve staff support to the Board.</p> <p>How are we doing? The January 2015 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 3.6. The Administrative Office continues to strive for constant improvement in providing Board members with superior quality agenda support. The next survey is scheduled for January 2016.</p>						

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 percentage of responses to a survey indicating the Administrative Office staff provides satisfactory or better support services.

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
98%	100%	100%	100%	100%	100%	100%

What: The County Administrative Office surveys departments annually to determine their level of satisfaction with our staff support relative to accuracy, responsiveness, responsibility, timeliness and trustworthiness.

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 513 responses to the survey conducted in March 2015, the Administrative Office is providing satisfactory or better support services to departments as demonstrated by an average score of 4.29 on a 5 point scale. This is an increase from FY 2013-14 that had an average score of 4.11. This survey will next will be conducted in February or March 2016.

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: Overall average employee job satisfaction rating (on a 6 point scale).

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
TBD- Survey Delayed	TBD- Survey Delayed	TBD- Survey Delayed	TBD- Survey Delayed	TBD- Survey Delayed	TBD- Survey Delayed	5.0

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 is used to help assess our organizational health and identify areas for improvement.

How are we doing? An Employee Engagement and Needs Assessment Survey was performed by the Centre for Organizational Effectiveness in May 2014. Overall, a total of 1,532 responses were received from a possible 2,419 employees, a response rate of 63%. Employees rated their responses on a scale of 1 to 6, where a score of 1 represented Strongly Disagree, 4 representing Somewhat Agree and a score of 6 representing Strongly Agree. Employees ranked their Job/Career satisfaction an average of 4.62, County Leadership an average of 4.72 and Overall Satisfaction 4.96. This indicates the majority of County employees responding are satisfied with their job. Plans for the next Engagement and Needs Assessment are still to be determined.

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.

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
2.49	2.51	2.51	2.45	2.45	2.35	2.35

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.

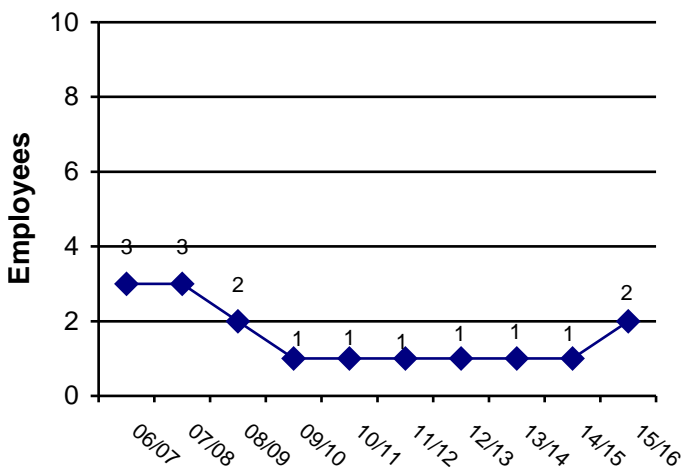
How are we doing? The total FTE budget analyst staffing levels per 1,000 employees for our comparable counties ranges from a high of 3.68 in Napa County to a low of 1.49 in Monterey County. The average ratio of analysts per 1,000 employees was 2.89 for comparable counties, and 2.35 for San Luis Obispo County.

MISSION STATEMENT

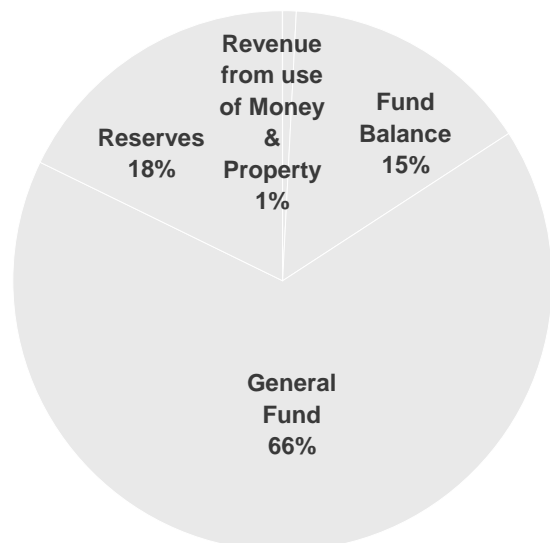
To continuously improve the quality and effectiveness of services provided to the public through interactive communication, strategic planning, organizational reviews, leadership development and staff training in support of the County's organizational goals and objectives.

	2013-14	2014-15	2015-16	2015-16	2015-16
<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	\$ 4,438	\$ 8,590	\$ 7,200	\$ 7,200	\$ 7,200
Charges for Current Services	1,697	0	0	0	0
Other Revenues	0	1	0	0	0
Other Financing Sources	450,000	900,000	450,000	604,839	604,839
Total Revenue	\$ 456,135	\$ 908,591	\$ 457,200	\$ 612,039	\$ 612,039
Fund Balance Available	\$ 175,350	\$ 95,154	\$ 137,866	\$ 137,866	\$ 134,328
Cancelled Reserves	0	116,997	163,633	161,412	164,950
Total Financing Sources	\$ 631,485	\$ 1,120,742	\$ 758,699	\$ 911,317	\$ 911,317
Salary and Benefits	\$ 58,378	\$ 79,921	\$ 104,782	\$ 281,771	\$ 281,771
Services and Supplies	298,947	634,684	653,917	629,546	629,546
Other Charges	0	0	0	0	0
Fixed Assets	0	0	0	0	0
Gross Expenditures	\$ 357,325	\$ 714,605	\$ 758,699	\$ 911,317	\$ 911,317
Contingencies	0	0	0	0	0
New Reserves	119,436	297,093	0	0	0
Total Financing Requirements	\$ 476,761	\$ 1,011,698	\$ 758,699	\$ 911,317	\$ 911,317

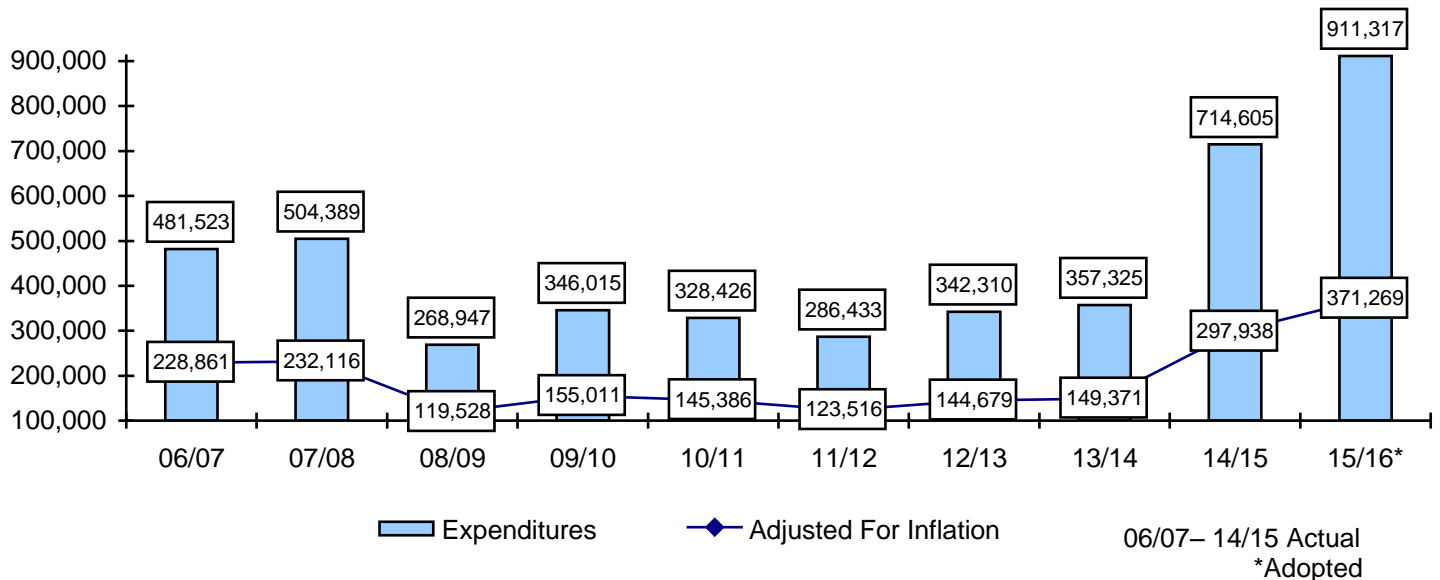
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Organizational Development has a total expenditure level of \$911,317 and a total staffing level of 2.00 FTE to provide the following services.

Employee Development and Training

The Learning and Development Center provides educational and career development for employees, as well as facilitation, mediation and specialized training for County departments.

Total Expenditures: \$688,159 Total Staffing (FTE): 1.00

Social Media and Communications

This service 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: \$143,158 Total Staffing (FTE): 1.00

Organizational Effectiveness

This service program 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 that support a high-performing organization, specifically related to employee development and training, as well as communications.

Initiatives for FY 2014-15 included:

- Continuing a three-year contract with The Centre for Organization Effectiveness for employee development and consultation services through the County’s Learning and Development Center (LDC).
- Launching two new employee development academies for supervisors, managers and executives.
- Conducting a countywide communications assessment and perception audit to improve county services and programs.
- Developing a countywide communications plan.
- Coordinating strategic support for social media outreach across all County departments.

Total revenue for Organizational Development is expected to decrease by \$291,961 or 32%, due to a combination of a decrease in General Fund support and an increase in projected interest income. FY 2015-16 recommended revenues look deflated, but this does not account for the use of one-time funds received in FY 2014-15. The FY 2014-15 status quo General Fund support was \$450,000, but the County allocated an additional amount of \$200,000 in one-time funding from Fund Balance Available (FBA) to Organizational Development in the recommended budget submittal. An additional \$250,000 of one-time funding was allocated to increase countywide training reserves in the FY 2014-15 final budget.

Salaries and benefits are recommended to increase by \$178,642 or 173% due to a combination of wage and benefit increases and the addition of 1.00 FTE Personnel Analyst per the Budget Augmentation Request below. Services and supplies are recommended to decrease by \$86,383 or 12% due to a decrease in fund transfers to other departments whose staff typically support the activities of the LDC, as well as a decrease in countywide training overhead.

Fund balance in the amount of \$137,866 and cancelled reserves in the amount of \$161,412 will be used in addition to the General Fund to provide total appropriations of \$911,317, which will provide employee development and training services, social media and communications programs, and departmental support in strategic planning, goal setting and performance measurement.

A 1.00 FTE Personnel Analyst I, II or III is recommended to be added to the Position Allocation List to maintain the service levels for the LDC. The position is described in the following table.

BOARD ADOPTED CHANGES

Organizational Development has two financing sources: (1) Fund Balance Available and (2) Cancelled Reserves. When the budget was originally created, the County estimated that the Fund Balance Available would be \$137,866, but the actual amount turned out to be \$134,328, a \$3,538 difference. To balance the Organizational Development budget, the County increased the amount that it’s pulling out of reserves designated for countywide training by \$3,538. This accounts for the increase in Cancelled Reserves from the recommended \$161,412 to the adopted \$164,950.

BUDGET AUGMENTATION REQUESTS ADOPTED

Unit Amount	Description	Results
Gross: \$155,416 General Fund Support: \$155,416	Add 1.00 FTE Personnel Analyst III to act as the Training/Employee Development Manager for the Learning and Development Center.	<ol style="list-style-type: none"> 1. Increase staffing and programs to meet significant service demands and goals for organizational excellence. 2. Maintain a meaningful countywide employee training program. 3. Manage LDC vendors and contracts. 4. Continue to implement supervisor and management academies. 5. Develop and present curriculum for a variety of employee courses geared toward training

		and development. 6. Expand training and development offerings to line-level staff for succession planning purposes.
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GOALS AND PERFORMANCE MEASURES

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

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

1. Performance Measure: Overall average participant satisfaction rating of training programs offered by the Learning and Development Center.

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
4.6	4.6	4.6	4.3	4.6	4.4	4.3

What: Provides data on participant overall satisfaction with Learning and Development Center (LDC) training courses (on a scale of 1-5 with 1 = "poor" 2= fair, 3=good, 4= very good 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 LDC.

How are we doing? In FY 2014-15, the LDC offered more training classes to more County employees than ever before. A total of 150 classes were offered and, after each class, the LDC sent an e-survey to all participants. The surveys received 529 responses in FY 2014-15, which is a 667% increase over the previous year's 69 responses. Of the responses in FY 2014-15, the average rating for overall satisfaction of training programs offered by the LDC was 4.4, which indicates that participants think the LDC training classes are generally very good.

2. Performance Measure: Percentage of County employees annually impacted by the Learning and Development Center.

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
New Measure	New Measure	New Measure	New Measure	New Measure	New Measure	30%

What: Provides data on the percentage of County employees taking advantage of the courses offered through the Learning and Development Center (LDC), which will be tracked by the LDC staff. This does not include mandatory training.

Why: This data reveals the saturation of LDC teaching into the organization. This can indicate how successfully the center promotes its offerings and can also indicate the quality of the offerings.

How are we doing? This is a new measure for FY 2015-16. In addition to the single year target, the center's long-term goal would be that all employees have taken at least one class within a five-year period.

3. Performance Measure: Percentage of eligible County employees who are impacted by Leadership Academy training.

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
New Measure	New Measure	New Measure	New Measure	New Measure	New Measure	30%

What: Provides data on the percentage of eligible staff members who successfully completed Leadership Academy training.

Why: This data provides information on how well the Learning and Development Center's various academies permeate into the organization, how effective the center is at promoting the academies, and the commitment of upper management to the mission of the center.

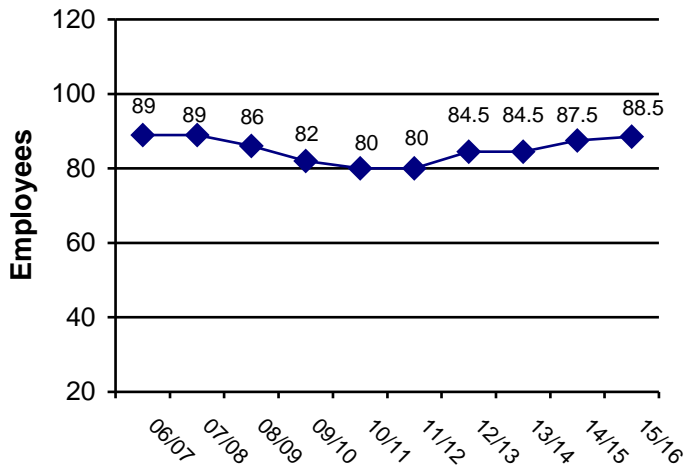
How are we doing? This is a new measure for FY 2015-16. The County currently contracts with the Centre for Organizational Excellence to provide leadership training academies for County supervisors, managers and executives. Approximately 450 County employees are eligible for these leadership academies. The Learning and Development Center plans to conduct up to two academies for each group, reaching a target 145 employees each year for the next three years.

MISSION STATEMENT

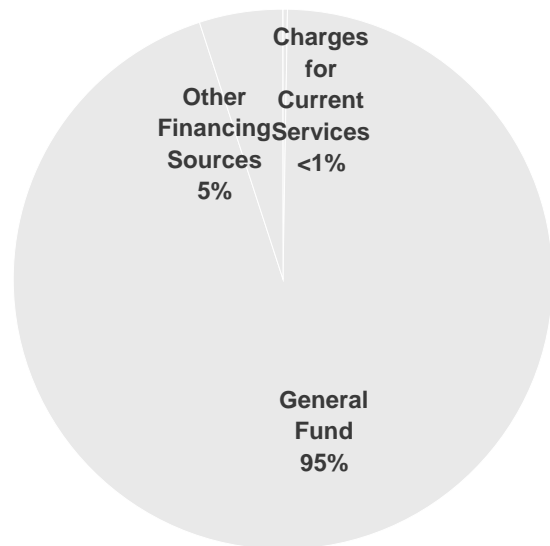
The Assessor and staff seek excellence in providing information, services, and accurate property assessments through our personal commitment to integrity, mutual respect, and teamwork.

Financial Summary	2013-14	2014-15	2015-16	2015-16	2015-16
	Actual	Actual	Requested	Recommended	Adopted
Intergovernmental Revenue	\$ 30,000	\$ 0	\$ 0	\$ 0	\$ 0
Charges for Current Services	30,212	36,347	37,500	37,200	37,200
Other Revenues	832	867	0	0	0
Other Financing Sources	0	25,532	418,261	443,261	443,261
Interfund	249,719	184,431	0	0	0
**Total Revenue	\$ 310,763	\$ 247,177	\$ 455,761	\$ 480,461	\$ 480,461
Salary and Benefits	7,566,748	8,057,646	8,772,583	8,769,959	8,769,959
Services and Supplies	868,251	861,937	798,145	825,882	825,882
Fixed Assets	100,325	17,551	10,000	10,000	10,000
**Gross Expenditures	\$ 8,535,324	\$ 8,937,134	\$ 9,580,728	\$ 9,605,841	\$ 9,605,841
Less Intrafund Transfers	329	517	0	0	0
**Net Expenditures	\$ 8,534,995	\$ 8,936,617	\$ 9,580,728	\$ 9,605,841	\$ 9,605,841
General Fund Support (G.F.S.)	<u>\$ 8,224,232</u>	<u>\$ 8,689,440</u>	<u>\$ 9,124,967</u>	<u>\$ 9,125,380</u>	<u>\$ 9,125,380</u>

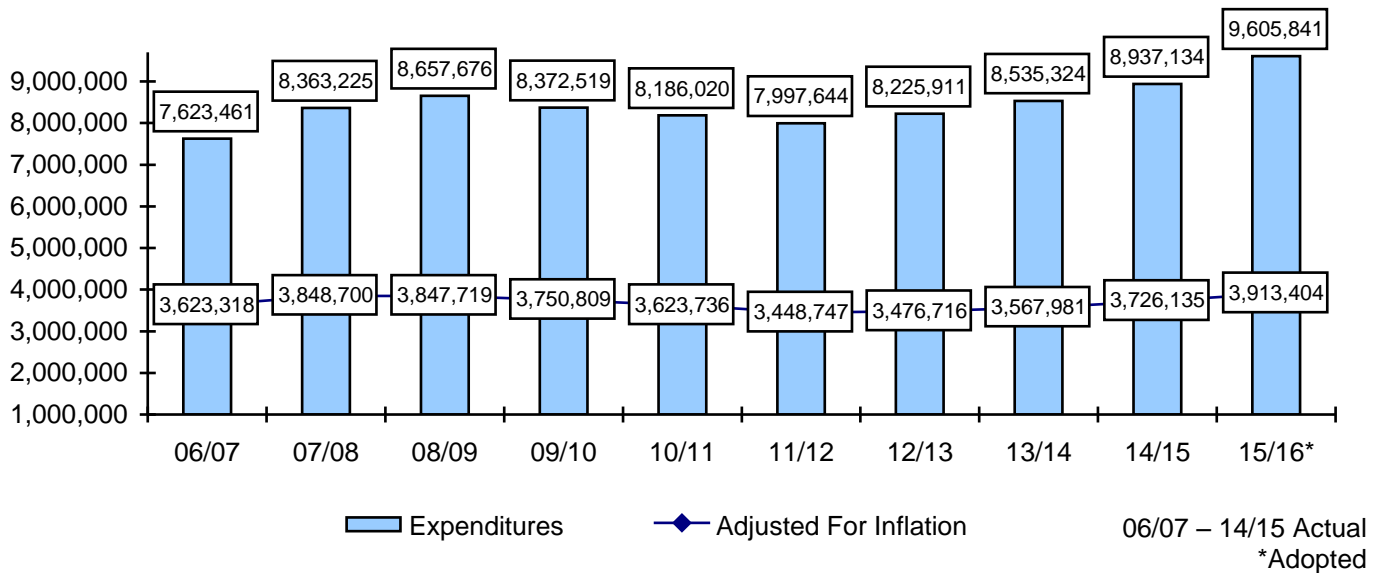
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

The Assessor has a total expenditure level of \$9,605,841 and a total staffing level of 88.50 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 based upon new legislation; compile and deliver internal and state mandated reports to appropriate agencies; process and 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 \$864,526 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: \$3,938,395 Total Staffing (FTE): 37.00

Automation

Implement and monitor the automated systems within the department. 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: \$1,056,642 Total Staffing (FTE)*: 9.50
*Includes 4.5 Limited Term (Property Tax System Modernization Project)

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.

Total Expenditures: \$672,409 Total Staffing (FTE): 6.00

Roll Preparation

Update and maintain property assessment records. This includes creating and 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: \$3,073,869 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. 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. In addition, the Assessor must maintain a current mapping and ownership database for the public to access.

As FY 2015-16 approaches, the Assessor and his staff will continue to address a challenging combination of issues. The real estate market's decline in property values, which began in 2006, continues to amplify staff's workload and this is anticipated to continue beyond FY 2015-16. Each property with a decline in value must be reviewed annually until such time as the market value has risen above the Proposition 13 Factored Base Year Value.

The Assessor's Office, in conjunction with other departments, continues its involvement in the Property Tax System Modernization Project (PTSMP). The project will move the Property Tax System off of the mainframe and re-host it on a new computing platform. The project has been very time consuming which magnifies the issue of workload backlogs. The project currently is expected to be completed by the end of 2015.

Along with several other County departments, the Assessor's Office is experiencing a high percentage of its long-term staff retiring. The resulting loss of institutional knowledge has lowered office productivity. In an effort to offset this trend, the department continues to emphasize staff training and development as a top priority. As part of the succession planning efforts, the department is also focused on procedural documentation and cross training in each section to broaden and strengthen the knowledge base amongst all staff.

Following are some of the department's notable accomplishments for FY 2014-15 and some specific objectives for FY 2015-16:

FY 2014-15 Accomplishments

- Updated the public facing website to include topics of current interest, information on property valuation, frequently asked questions, and a forms library to provide a more user friendly tool for all stakeholders.
- Tested the Assessor's processes and databases within the converted system using test scripts processes and batch reports as a critical component piece of the PTSMP.

FY 2015-16 Objectives

- Partner with the vendor contracted to convert assessor parcel map data into Geographic Information Systems (GIS) data, which will improve accuracy of map data by providing quality control during the conversion process.
- Complete PTSM by the end of 2015. Department staff will continue to be heavily involved in testing and implementation of the new system.

- Resolved 150 assessment appeals in the first half of FY 2014-15, and retained \$194,504,692 of the total assessed value at risk on the assessment roll.
- Migration to Microsoft Office 2013 was successfully completed and updated training was provided for all staff.
- The opening of the new North County Service Center on July 14, 2014 was coordinated with the Clerk Recorder, Planning and Building, Library and General Services to ensure no interruptions to public service.
- Eliminate work backlogs of 8,633 work items by the end of FY 2015-16, which were the result of the market downturn in 2006 and which will still exist at the end of FY 2014-15.
- The succession plan continues to focus on documentation of critical activities and their sequence within office processes while also focusing on staff training and cross-training.
- Upgrade two systems that are critical to the determination of property value by July 2015. The systems are the Attribute Inventory that handles the property characteristics and Assessment Evaluation Service used to determine property value based on the stored characteristic data.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The level of General Fund support for this budget is recommended to increase \$352,841 or 4% compared to FY 2014-15 adopted levels. Revenues are recommended to increase \$13,455 or 2% and total expenditures are recommended to increase \$366,296 or 3% when compared to FY 2014-15 adopted levels.

Revenues are increasing primarily due to a \$9,000 increase in charges for current services and a \$4,755 increase 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 \$422,966 or 5% due to a wage and benefit contribution increase for staff positions, mid-year classification updates resulting in Position Allocation List (PAL) changes, and the recommended budget augmentation requests to add 1.0 FTE Appraiser Trainee position (outlined below) to the PAL.

Services and supplies are recommended to increase \$11,330 or 1% due to a variety of factors. Maintenance contracts are increasing by \$17,900 due primarily to an increase for current programming services. Inter-department charges are increasing by \$15,819 due to various changes in departmental charges. The increase in services and supplies is partially offset by decreases in various accounts. Postage charges are decreasing by \$5,000 due to a change for the Assessor's annual mailings. Data communication charges are decreasing by \$6,000 because of the move into the North County Services Center. There is a \$7,200 decrease in significant value purchases due to a decrease in computer purchases and a \$7,100 decrease in training expenses.

Fixed assets are recommended to decrease \$68,000 or 87%. A replacement copier at a cost of \$10,000 is the only fixed asset expense recommended in FY 2015-16.

The addition of 1.0 FTE Appraiser Trainee position (discussed below) will assist in addressing the increased workload concerns including a backlog of workload items due to the economic downturn.

The FY 2015-16 recommended PAL for the Assessor includes a net increase of 1.0 FTE compared to FY 2014-15 adopted levels.

FY 2014-15 Mid-Year PAL Changes

Classification Updates (Board Approved 8/12/2014)

- -4.0 FTE Property Transfer Technician II positions due to classification updates
- +2.0 FTE Property Transfer Technician III positions due to classification updates
- +2.0 FTE Property Transfer Technician IV

FY 2015-16 Recommended PAL Changes

- +1.0 FTE Appraiser Trainee positions to assist in increased workload

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 3 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: \$60,710 General Fund support: \$60,710	Add 1.0 FTE Appraiser Trainee	Assist in addressing the backlog of work due to the economic downturn, which has caused an increase in the number of Prop 8 "Decline In Value" reviews. The position would address on average 700 work items annually equating to approximately \$333,606 in additional property tax revenue added to the roll.

BUDGET AUGMENTATION REQUESTS NOT ADOPTED

Unit Amount	Description	Results
Gross: \$100,000 General Fund support: \$100,000	Scan over 1,100,000 pages of historic recorded documents that contain assessor annotations for digital retrieval.	The deterioration of the annotated documents and potential loss of irreplaceable information will be abated with preservation through digital scanning. Immediate access to research documents will increase efficiency and accuracy for the staff that need to view them, and will help to reduce expensive errors.

Gross: \$111,529 General Fund support: \$111,529	Add 1.0 FTE Supervising Auditor-Appraiser	Increase the ability of the Assessor's office to timely process the assessment roll and audit the accounts that show a discrepancy in filing history. Using the average amount discovered in audit and the processing of the unsecured supplemental roll. It is estimated that this position would result in an increase in tax revenue to the County of approximately \$160,000.
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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>						
10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
97%	91%	89%	91%	93%	96.3%	97%
<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, and the Auditor-Controller-Treasurer-Tax Collector-Public Administrator 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? For FY 2014-15, the actual results of 96.3% surpassed the adopted percentage by 3.3% and the FY 13-14 actual results by 5.3%. During FY 2011-12 and FY 2012-13 staffing levels were significantly below prior years FTE's and below allocated FTE's due to vacant appraiser positions which was a result of retirements. This, combined with the ongoing impact of Proposition 8 annual reviews, impacted the percentage of roll completion by the June 30 deadline. A large part of the FY 2014-15 completion percentage increase was due to higher staffing levels and the extensive training, which, provided solid understanding of appraisal principles to the new Appraiser Trainees. The combination equipped the appraisal staff to address the backlog items from the previous year while continuing to address the current workload. Six of the Appraiser Trainees have been promoted to Appraiser I's as they have developed the skills and knowledge giving them the ability to work on their own with minimal mentoring. With this promotion the Appraiser I's will continue to address 3,200 backlog items and new work items, which are increasing each year as market levels rise.</p> <p>During the preparation of the proposed budget, the department set the target completion rate at 94% for FY 2015-16. This is now considered to be low due to the greater than expected reduction in backlog by the end of FY 2014-15 and the reduction of Proposition 8 "Decline-In-Value" properties which require reviewing annually. This leaves additional time to complete the current assessment roll by the June 30 deadline. The department is increasing the FY 2015-16 target to 97%.</p>						
<p>2. Performance Measure: The number of completed assessments per appraiser on staff.</p>						
10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
3,603	3,531	3,306	3,359	3,500	3,232	3,300
<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 complexity of the workload and the time spent on public service contact has intensified as real estate market values have slowly and steadily improved. These factors significantly impact the actual number of appraisals that each appraiser is able to complete. With the continuation of complex work items appraisers are spending additional time on each appraisal. This reduces the number of completed assessments per appraiser and will continue with the real estate market fluctuations. The appraisers completed 3,232 triggers each for FY 2014-15.</p> <p>With properties returning to their base year value. Appraisers had fewer Proposition 8 "Decline in Value" annual reviews to complete, allowing them to spend more time on complex work items as well as the gathering of important market data to support property valuations.</p> <p>No comparable county information for this performance measure.</p>						

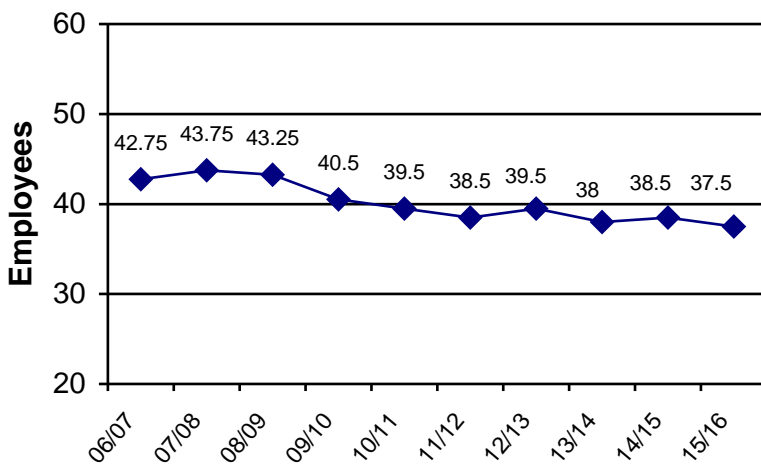
Department Goal: To provide high quality services to the public and taxpayers.						
Communitywide Result Link: <input type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community						
3. Performance Measure: The number of assessment appeals filed for every 1,000 assessments.						
10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
2.96	4.6	2.7	3.5	1.2	1.3	1.1
<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? As the real estate market strengthens, property values will be partial and ultimately fully restored to their Proposition 13 factored value. With these changes in property values taxpayers are questioning their assessed valuation. The department excels in providing information to questioning taxpayers and is proactive in reviewing taxpayers' property value, which reduces the filing of an assessment appeal.</p> <p>During FY 2014-15 the number of active assessment appeals filed was 236. Based upon the most recent California State Board of Equalization's Report of Budgets, Workloads, and Assessment Appeals Activities for Assessor's Offices for 2013-14, San Luis Obispo County continues to have the lowest number of assessment appeals filed among comparable counties (Marin, Monterey, Napa, Placer, Santa Barbara, Sonoma, and Ventura). Ventura County has the highest number of appeals filed for every 1,000 assessments at a rate of 8.51%.</p>						
4. Performance Measure: Cost per assessment.						
10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
\$45.08	\$43.75	\$43.97	\$44.77	\$46.82	\$47.11	\$50.14
<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 department adopted an amount of \$46.82 for FY 2014-15. The actual results are \$47.11 which is an increase of .29 cents. This is due to the increase in salary cost due to the negotiated wage increases. The department was able to absorb a portion of the negotiated wage increases through salary savings from vacant positions.</p> <p>The most recent California State Board of Equalization Report on Budgets, Workloads, and Assessment Appeals Activities for Assessor's Offices in 2013-14 reflects San Luis Obispo County as one of the counties with the lowest cost per assessment among comparable counties Marin (\$46.65), Monterey (\$22.97), Placer (\$44.07), Santa Barbara (\$50.46), Napa (\$56.63), Sonoma (\$35.75), and Ventura (\$31.22). Monterey (\$22.97) and Ventura (\$31.22) were lower than San Luis Obispo County, while Santa Barbara and Napa Counties had the highest cost per assessment amounts at \$50.46 and \$56.63.</p> <p>For FY 2015-16 the target increase in the cost per assessment is due to salary increases.</p>						

MISSION STATEMENT

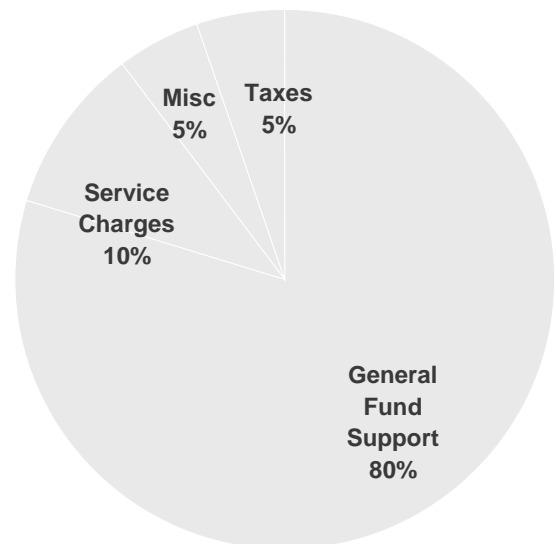
The Auditor-Controller-Treasurer-Tax Collector Office ensures the public's trust by serving as the guardian of assets and funds administered for the County, cities, schools, and special districts and by being an independent source of financial information and analysis for the public, local governmental agencies, County departments, and all other stakeholders.

	2013-14	2014-15	2015-16	2015-16	2015-16
<u>Financial Summary</u>	<u>Actual</u>	<u>Actual</u>	<u>Requested</u>	<u>Recommended</u>	<u>Adopted</u>
Taxes	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000
Fines, Forfeitures and Penalties	78,401	65,114	26,500	26,500	26,500
Intergovernmental Revenue	6,977	12,648	17,844	17,844	17,844
Charges for Current Services	492,841	438,593	520,447	520,447	520,447
Other Revenues	37,636	34,727	32,900	32,900	32,900
Other Financing Sources	12,061	0	0	0	0
Interfund	30,000	44,410	184,923	184,923	184,923
**Total Revenue	\$ 907,916	\$ 845,492	\$ 1,032,614	\$ 1,032,614	\$ 1,032,614
Salary and Benefits	4,375,876	4,766,521	5,051,979	4,950,271	4,950,271
Services and Supplies	286,175	217,208	222,210	222,210	222,210
Fixed Assets	22,863	0	0	0	0
**Gross Expenditures	\$ 4,684,914	\$ 4,983,729	\$ 5,274,189	\$ 5,172,481	\$ 5,172,481
Less Intrafund Transfers	19,201	15,681	11,400	11,400	11,400
**Net Expenditures	\$ 4,665,713	\$ 4,968,048	\$ 5,262,789	\$ 5,161,081	\$ 5,161,081
General Fund Support (G.F.S.)	<u>\$ 3,757,797</u>	<u>\$ 4,122,556</u>	<u>\$ 4,230,175</u>	<u>\$ 4,128,467</u>	<u>\$ 4,128,467</u>

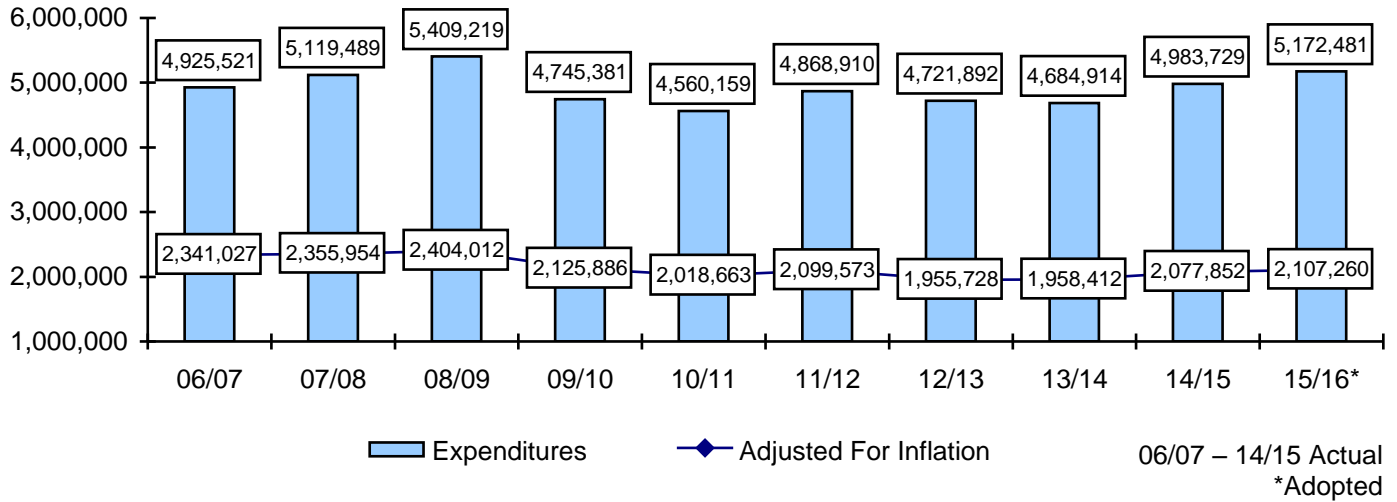
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

The Auditor-Controller’s Office has a total expenditure level of \$5,172,481 and a total staffing level of 37.50 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: \$529,741 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: \$791,163 Total Staffing (FTE): 5.50

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: \$404,606 Total Staffing (FTE): 2.00

Financial Reporting

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

Total Expenditures: \$701,490 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: \$1,281,890 Total Staffing (FTE): 9.00

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: \$416,146 Total Staffing (FTE): 4.00

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: \$1,047,445 Total Staffing (FTE): 7.00

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 August 2013, San Luis Obispo County became one of 12 counties in the State of California to merge the offices of Auditor-Controller and Treasurer-Tax Collector. FY 2014-2015 was the first year the two offices operated as one department under a single elected official. The new office was formed to create efficiencies, provide savings to the County, enhance public service, and provide opportunities for staff development by incorporating the best practices, philosophies, and ideas of both offices.

The following are some of the department's notable accomplishments for FY 2014-15 and some specific objectives for FY 2015-16.

FY 2014-15 Accomplishments

- Completed configuration for the Cost Accounting (CO) Actual Labor project and went live in October 2014. This unique custom program is one of the first of its kind to be used by organizations that run SAP software. San Luis Obispo County is able to post actual labor costs to the cost accounting module (CO), unlike other agencies that rely on standard SAP which uses rate based estimates to record labor for cost accounting purposes.
- Participated in the first phase of the Budget Preparation (BP) replacement project. The first phase involved requirements gathering and the issuance of a Request for Proposal. Staff will continue their involvement in FY 2015-16 when

FY 2015-16 Objectives

- Begin project to replace the County's DOS-based Cost Plan Program. The current system resides on a shared server that is scheduled to retire when the Budget Preparation (BP) replacement project is completed.
- Complete the initial training rollout of the SAP Business Intelligence (BI) system so that all licenses are assigned to departmental users by the end of the fiscal year. 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. Familiarize our newly established consultant partner with our BI system to assist our in-house support staff to expand the system with more available

design and implementation is planned to begin.

- Completed the design and implementation of interfaces from SAP to NEOGOV, the Human Resources' new applicant tracking system. The new interfaces send position and job class specification master data from SAP to NEOGOV. This information is used by departments when they want to open a job requisition to fill a specific position.
 - Made significant progress towards accomplishing the top four consolidation objectives identified in FY 2013-14. Notable accomplishments in these areas were the completion of the office remodel, the construction of a new public services area, the creation of new career opportunities for employees, and the inclusion of all staff members in the process of designing a dynamic new department.
- data and reports at a more rapid pace.
 - Investigate the magnitude of including SAP's latest enhancement pack with our annual patch process. SAP support packs are applied annually to maintain existing functionality. Adding the latest enhancement pack maintains readiness for new SAP functionality. If feasible with existing projects, the office plans to install the latest enhancement pack in FY 2015-16.
 - Continue working on the top four consolidation objectives identified in FY 2013-14. These included creating an optimal office structure, promoting an integrated office culture, maximizing human resources, and optimizing the office layout. High priority projects include an extensive review of all internal controls, the creation of a single set of office policies, implementation of the new organization chart, and providing training opportunities for all levels of staff.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

General Fund support for FY 2015-16 is recommended to increase by \$88,880 or 2% as compared to FY 2014-15 adopted levels.

Revenues are increasing by \$33,415 or 3% primarily due to the transfer of the Estate Fee revenue for the Public Administrator program from the Treasurer-Tax Collector's side of the department. In addition, revenue transfer from miscellaneous trust accounts is increasing by \$52,740. This revenue will pay for the SAP payroll consultant as well as new computers.

Salaries and benefits are recommended to increase by \$116,017 or 2%. This increase is a combination of wage and benefit increases approved in FY 2014-15, the elimination of an Accounting Systems Aide-Confidential position agreed upon as part of the consolidation and the exchange of positions with the Treasurer-Tax Collector. Two positions, a Financial Analyst I/II/III and a Senior Account Clerk, are being transferred from the Treasurer-Tax Collector while two positions, an Administrative Assistant III and Administrative Service Officer II, are transferring to the Treasurer-Tax Collector. The exchange of positions is meant to better align staff under the service programs of the fund center they are working under. It will also help alleviate some of the difficulties in cost tracking and allocation. Overall, it is cost neutral. As detailed in the Budget Augmentation Request (BAR) below, funding to extend the Limited Term Auditor-Analyst III position to support the Budget Replacement (BP) replacement project is also recommended. This position will be paid for through FC 266 – Countywide Automation.

Services and supplies are recommended to increase minimally, \$4,278 or 1% from FY 2014-15 levels. This increase is primarily due to increased charges for postage and liability insurance.

BOARD ADOPTED CHANGES

None.

BUDGET AUGMENTATION REQUESTS ADOPTED

Unit Amount	Description	Results
Cost: \$154,923 General Fund Support: \$0 Funding for this project is through FC 266 – Countywide Automation.	Extend the Limited Term Auditor-Analyst III position to backfill for staff assigned to the Budget Preparation (BP) replacement project. It is anticipated that the new system will be in place for FY 2017-18 budget process. This position is currently backfilling for staff assigned to the Property Tax System Modernization (PTSM) project.	A new Budget Preparation (BP) system will: <ol style="list-style-type: none"> 1. Provide departments with a supportable, user-friendly, functionally rich, and modern software product; 2. Increase the reliability and availability of the BP system; 3. Save time and money by reducing the number of hours spent cobbling together solutions and systems in support of the existing BP system; 4. Be green and reduce costs by providing reporting that is available on-line and not just via print outs; and 5. Increase the possibility of integration between the BP system and other, existing systems such as SAP.

BUDGET AUGMENTATION REQUESTS NOT ADOPTED

Unit Amount	Description	Results
Cost: \$56,650 General Fund: \$56,650	Add 1.00 FTE Account Clerk position to enable a monthly payment plan for taxpayers with delinquent secured property taxes.	This project would: <ol style="list-style-type: none"> 1. Allow the collection of delinquent property taxes to occur more quickly. 2. 300 delinquent properties would participate in the first year growing to 800 properties in subsequent years.

GOALS AND PERFORMANCE MEASURES

<p>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.</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: Number of reviews, special district audits, trust fund reviews, and grant compliance audits performed for County departments.</p>						
10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
17	17	20	11	15	12	15
<p>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.</p>						
<p>Why: The reviews and audits help to minimize or prevent losses from fraud, waste, and abuse; and from non-compliance with program funding requirements. Since department managers are often unaware of their department's selection for a detailed audit in any particular year, this serves as a deterrent for lax internal controls.</p>						

How are we doing? The Audit staff performs cash, departmental, compliance, and State mandated audits; and review and research duties. In addition to audit work, the team also performs public administration duties, 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. Actual results for FY 2014-15 were lower than the goal primarily due to staff retirements and transitions.

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

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
16	21	24	18	22	20	11

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 2014-15, Audit staff did not meet the goal for concessionaire and Transient Occupancy Tax audits due to the retirement of a staff member. We believe maintaining an audit presence helps create an even balance in the community. In addition, Audit staff continued 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 decrease in the FY 2015-16 target number of audits reflects the Audit section's plan to focus on areas of higher risk that were identified in the annual risk assessment. Consequently, audit staff will be spending less time on Transient Occupancy Tax audits and more time on service provider compliance audits which are far more complex and require greater amounts of time to complete.

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.

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 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 2013-14 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).

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 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 2013-14 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.

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
1.6	1.6	1.6	1.6	1.6	1.5	1.5

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 of .9 in Monterey County to a high of 1.7 in Marin County. The Auditor's Office maintains levels slightly above the average of 1.3. Our actual results exceeded our target number due to an increase in the total number of County employees in FY 2014-15. We are also beginning to see a slight increase in the number of full time equivalent employees (FTEs) in our comparable counties for the second year in a row, a sign that the economy is beginning to improve.

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.

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 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.

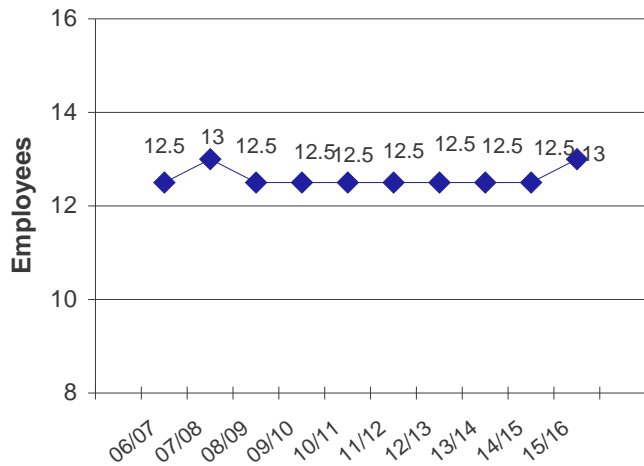
How are we doing? During FY 2014-15, we successfully implemented all known legal mandates including the California Supreme Court decision that requires the removal of the Vehicle License Fee Adjustments from the Supplemental factor calculations, complying with the changes made to Chapter 18 of the Accounting Standards and Procedures Manual published by the State Controller, and implementing Education Code Section 2578 requiring prior year restricted money to be transferred from the County Office of Education to the Supplemental Revenue Augmentation Fund. Our staff also implemented new requirements of the Patient Protection Affordable Care Act (PPACA) to monitor employees who are not participants in the County cafeteria plan that work 30 hours or more per week during a given month. Our office will continue to implement all mandates as they develop in FY 2015-16. The number of legal mandates varies from year to year depending on changes at the State and Federal levels.

MISSION STATEMENT

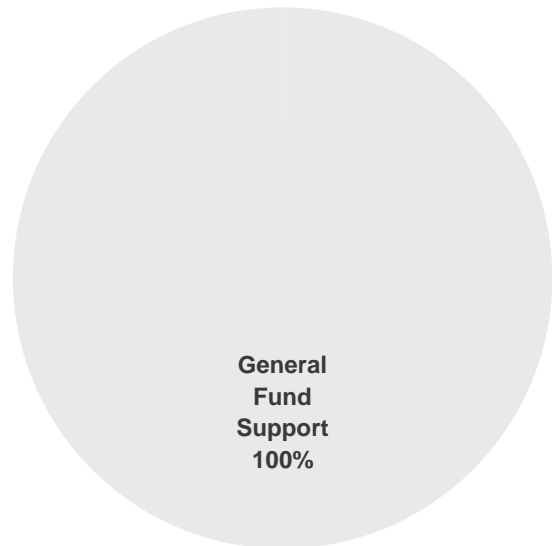
The San Luis Obispo County Board of Supervisors is the legislative arm of the County government, and is committed to the implementation of policies and the provision of services that enhance the economic, environmental and social quality of life in San Luis Obispo County.

	2013-14	2014-15	2015-16	2015-16	2015-16
<u>Financial Summary</u>	<u>Actual</u>	<u>Actual</u>	<u>Requested</u>	<u>Recommended</u>	<u>Adopted</u>
Salary and Benefits	\$ 1,380,478	\$ 1,450,004	\$ 1,546,782	\$ 1,522,719	\$ 1,522,719
Services and Supplies	217,289	200,486	262,176	203,532	203,532
**Gross Expenditures	\$ 1,597,767	\$ 1,650,490	\$ 1,808,958	\$ 1,726,251	\$ 1,726,251
Less Intrafund Transfers	36,388	46,905	38,806	38,806	38,806
**Net Expenditures	\$ 1,561,379	\$ 1,603,585	\$ 1,770,152	\$ 1,687,445	\$ 1,687,445
General Fund Support (G.F.S.)	<u>\$ 1,561,379</u>	<u>\$ 1,603,585</u>	<u>\$ 1,770,152</u>	<u>\$ 1,687,445</u>	<u>\$ 1,687,445</u>

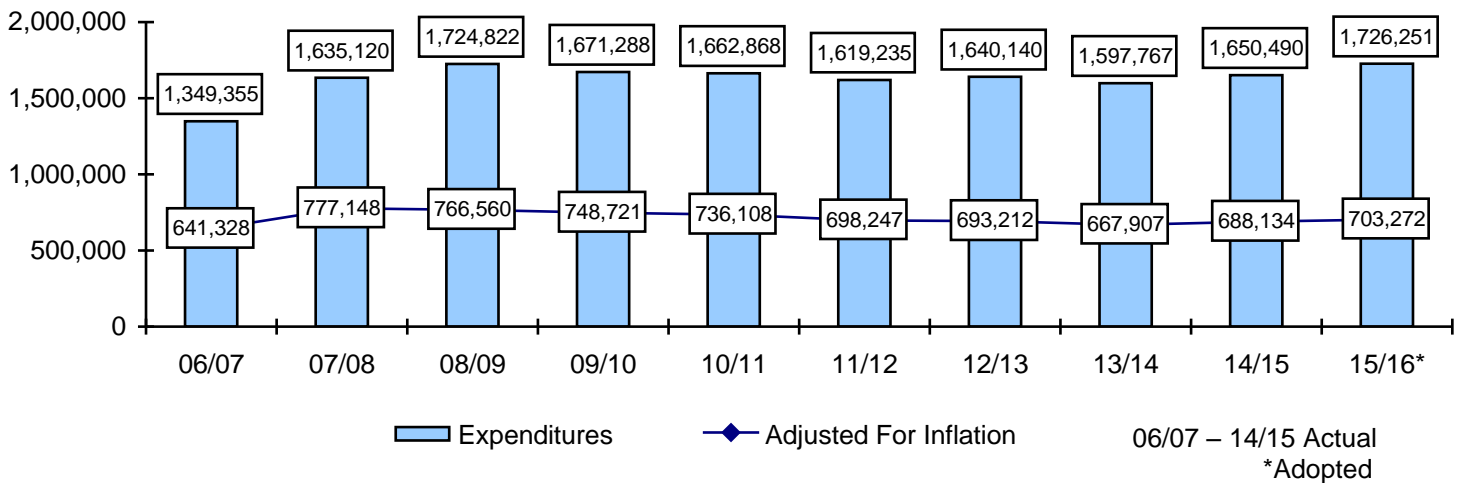
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

The Board of Supervisors has a total expenditure level of \$1,726,251 and a total staffing level of 13.00 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: \$125,000 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: \$1,601,251 Total Staffing (FTE): 13.00

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

General Fund support is recommended to increase by \$54,772 or 3% compared to FY 2014-15 adopted levels.

Salaries and benefits are increasing \$73,860 or 5% compared to FY 2014-15 adopted levels. In FY 2014-15, the Administrative Assistant position changed from a half time position to full time which equates to an increase of \$36,000 annually. The remainder of the increase is due to negotiated cost of living adjustments approved in FY 2014-15.

There is decrease of \$17,503 or 7% in service and supplies compared to FY 2014-15 adopted levels. Mileage and travel are expected to increase by \$2,000 and \$1,150 respectively due anticipated travel related to water issues, as well as minimal increases in expenses for subscriptions, maintenance contracts, postage and insurance. Increases for salaries and services and supplies are partially offset by decreases in the significant value purchase and professional and special services accounts. Significant value purchases are expected to

decrease by \$2,177 or 30% as there are minimal computers that need replacement in FY 2015-16. Professional and special services are decreasing by \$19,900 or 13%, due to the fact that the County negotiated a contract with a new vendor for the State-mandated countywide audit at a reduced rate.

BOARD ADOPTED CHANGES

None.

BUDGET AUGMENTATION REQUESTS ADOPTED

None requested.

GOALS AND PERFORMANCE MEASURES

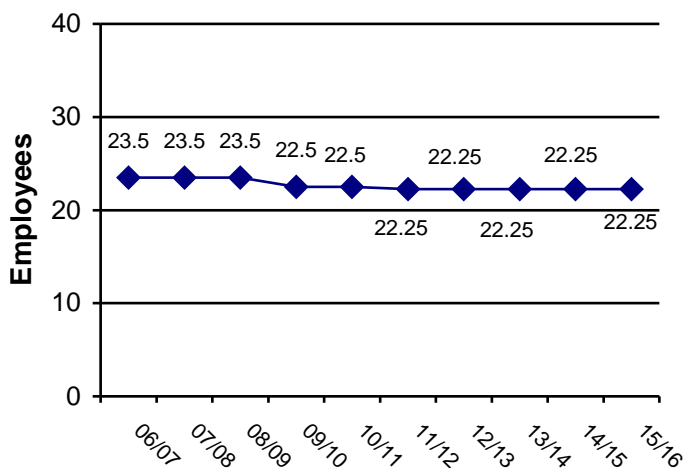
<p>Department Goal: To enhance the public's trust in county government by measurably demonstrating that we provide efficient, high quality, results oriented services.</p> <p>Communitywide Result Link: <input type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community</p>						
<p>1. Performance Measure: Percentage of citizens that rate the overall quality of services the County provides as "good" to "excellent".</p>						
10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
72%	Triennial Survey	Triennial Survey	72%	Triennial Survey	Triennial Survey	Triennial Survey
<p>What: Measures citizen satisfaction with County services using data from the ACTION for Healthy Communities telephone survey now conducted every three years. Concurrently, the County conducts a Citizen's Opinion Survey that builds on the data provided in the ACTION for Healthy Communities survey. Both surveys include specific questions designed to solicit information from the public relative to whether they received satisfactory service from County employees.</p> <p>Why: It is the County's desire to provide services to our residents that are in line with their expectations. Based on the data gathered from these two surveys, County departments will develop and implement action plans designed to improve the quality of services delivered to the public and we will continue to measure our progress in meeting this goal over time.</p> <p>How are we doing? The 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.</p>						
<p>2. Performance Measure: Percentage of citizens that indicate their overall impression of County employees (based on their most recent contact) is good or excellent.</p>						
10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
Survey on hold	Survey on hold	Survey on hold	Survey on hold	Survey on hold	Survey on hold	Triennial Survey
<p>What: The County initiated a Citizen's Opinion Survey that will be conducted every three years to build on the data provided in the ACTION for Healthy Communities survey. The survey tool includes specific questions designed to solicit information from the public relative to whether they received satisfactory service from County employees.</p> <p>Why: The information gained from this survey will be used to help us improve customer service to the public. Based on the data gathered from the Citizen's Opinion Survey, County departments will develop and implement action plans designed to improve the quality of services delivered to the public and we will continue to measure our progress in meeting this goal over time.</p> <p>How are we doing? During the financial downturn, the Citizen's Opinion Survey was put on hold as a cost savings measure. The most recent survey was conducted in the Winter of 2007. That 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". The next Citizen's Opinion Survey is scheduled for 2016.</p>						

MISSION STATEMENT

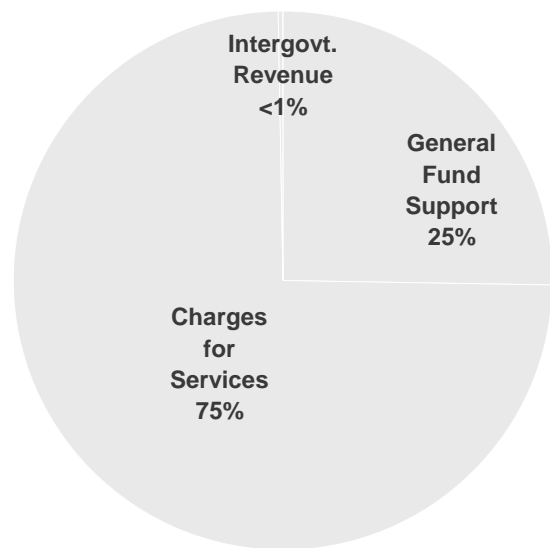
In pursuit of a well-governed community, the County Clerk-Recorder will ensure the integrity of the election process and the records maintained by the office and provide access to these public records, by complying with all applicable laws, employing technology to its fullest and wisely spending the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

	2013-14	2014-15	2015-16	2015-16	2015-16
<u>Financial Summary</u>	<u>Actual</u>	<u>Actual</u>	<u>Requested</u>	<u>Recommended</u>	<u>Adopted</u>
Intergovernmental Revenue	\$ 86,060	\$ 15,217	\$ 10,000	\$ 10,000	\$ 10,000
Charges for Current Services	2,058,735	2,488,621	2,272,232	2,375,048	2,375,048
Other Revenues	3,082	3,432	0	0	0
Interfund	3,600	4,420	0	0	0
**Total Revenue	\$ 2,151,477	\$ 2,511,690	\$ 2,282,232	\$ 2,385,048	\$ 2,385,048
Salary and Benefits	2,009,492	2,034,373	2,106,846	2,092,394	2,092,394
Services and Supplies	900,707	897,919	993,111	1,095,927	1,095,927
Fixed Assets	0	0	5,100	5,100	5,100
**Gross Expenditures	\$ 2,910,199	\$ 2,932,292	\$ 3,105,057	\$ 3,193,421	\$ 3,193,421
General Fund Support (G.F.S.)	<u>\$ 758.722</u>	<u>\$ 420.602</u>	<u>\$ 822.825</u>	<u>\$ 808.373</u>	<u>\$ 808.373</u>

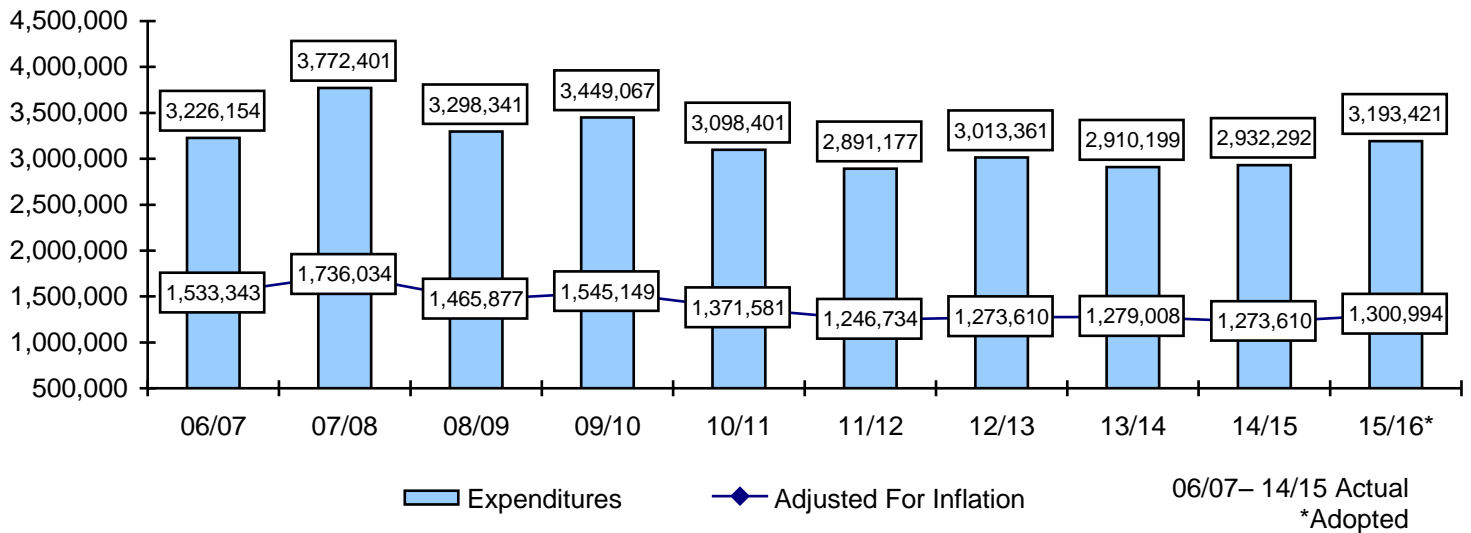
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

The Clerk-Recorder has a total expenditure level of \$3,193,421 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: \$1,599,744 Total Staffing (FTE): 14.52

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: \$885,105 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: \$708,572 Total Staffing (FTE): 4.35

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.

The department is faced with the need to replace aging technology. The Clerk-Recorder is heavily reliant on technology to streamline its mandated duties and increase access to records. Two major systems were implemented over 10 years ago and will be in need of replacement in the next two years. 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 still accomplishing the daily duties of the department.

The department will also 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 2016, Vote Cal will be the controlling database for voter registrations across the State. The implementation will require a revamp of all voter registration procedures on a local level and the testing and deployment of this 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.

Lastly, the Clerk-Recorder will be faced with conducting the various activities (assessment ballot proceeding, formation, and director elections, as required) related to the potential formation of a water district for the Paso Robles Groundwater Basin.

Following are some of the department's notable accomplishments for FY 2014-15 and some specific objectives for FY 2015-16:

FY 2014-15 Accomplishments

- Successfully conducted the November General Election with a City Mayoral Write-In Candidate and another City Mayoral race resulting in a four-vote difference, in which a candidate-initiated recount validated the results.
- Implementation of an electronic filing system to track campaign finance statements of local candidates. This not only streamlined staff time in reviewing and filing reports but assisted campaigns with managing their paperless filings and quickly making redacted information available online for public access.
- Began the process of restoring historical land and vital record books. Many of these books are in fragile condition, over 100 years old, and of great need for restoration.
- Conducted a competitive Request for Proposal (RFP) to replace the existing Recording and Cashiering System that is the heart of the day-to-day operations in the department.
- Recodification of the County Code to bring uniformity to the various titles within the code.

FY 2015-16 Objectives

- Implement replacement Recording and Cashiering System selected from the RFP evaluation process that best serves the office and the public.
- Implement changes required by Vote Cal, the statewide voter registration database in preparation for the Presidential Elections in 2016.
- Replace voting system used since 2000 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 and expand access to other departments and the public. This will remove the remaining Clerk-Recorder legacy system from the mainframe.
- Selected employees successfully passed the test to attain the status of Certified Document Examiner by the end of the 2015.

- Working with other departments and agencies, such as the Local Agency Formation Commission (LAFCO) to conduct the various activities related to formation of the potential water district the Paso Robles Groundwater Basin as required.

COUNTY ADMINISTRATOR’S COMMENTS AND RECOMMENDATIONS

The County Clerk-Recorder consists of three divisions including General Administration, Recording, and Elections. Revenue in the 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, election revenue increases and the department requires less General Fund support. However, in odd-number years (FY 2015-16 is an odd-numbered year), election revenue decreases and the department requires increased General Fund support.

FY 2015-16 is an odd-number year for elections and as a result, the level of General Fund support is recommended to increase by \$387,774 or 92% when compared to FY 2014-15 adopted levels. As noted above, the increase in General Fund support is due to the cyclical nature of election revenue and expenditures. Revenue is anticipated to decrease by \$400,563 or 14% due to the 90% decrease in election revenue. 2015 is a Primary Election year and typically election revenue is minimal. Other revenue reductions are tied to decreased expenditures. No service level impacts are anticipated based on the recommended level of General Fund support for FY 2015-16.

Overall, expenditures are essentially flat when compared to FY 2014-15 amounts, decreasing by \$12,789 or less than 1%. Salaries and benefits are increasing by \$16,963 or less than 1% due to salary and benefit increases approved during FY 2014-15. Services and supplies are decreasing by \$34,852 or 3% due to the cyclical nature of election expenditures. A replacement copier for the San Luis Obispo office is also recommended for funding.

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. This is year 2 of a five year project.	<ol style="list-style-type: none"> 1. Provide the public and researchers with enhanced images making the records easier to read and enhancing the searching of these records. 2. Restore and preserve the historical records of the County for posterity. 3. 48 historical record books and indices will be restored and preserved.

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.

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
96%	99%	99%	99.5%	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? FY 2014-15 amounts fell slightly below targeted levels. Recording levels for FY 2014-15 have increased by 5% (approximately 3,100 documents) compared to FY 2013-14 levels. The department has faced heavy staffing shortages in the last half of FY 2014-15, along with an 8% increase in recording volumes in the same time period. At the start of FY 2015-16, 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: To provide easily accessible self-help options for services when possible.

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

2. 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.

	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
Online Voter Registration: Percentage of total voter registrations completed online per year.	New Measure	New Measure	26% (11,614)	16% (3,015)	35% (11,550)	22% (6,609)	30% (9,900)
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	13% (1,403)	16% (1,902)	15% (1,500)	14% (1,529)	15% (1,600)
Online Polling Place Look-Up: Number of visits to the online polling place look-up per election.	New Measure	New Measure	9,317	2,877	7,000	3,052	4,000
Online Voter Registration Status Look-Up: Number of visits to the online voter registration status look-up per election.	New Measure	New Measure	10,004	1,469	9,000	2,322	5,500

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.

How are we doing? Online Voter Registration: On September 19, 2012, the Secretary of State went live with online voter registrations. This allowed voters immediate access to register to vote and, on the last day to register for the November 2012 General Election. San Luis Obispo County received over 1,000 online registrations from voters who would have missed the deadline if they had used more traditional methods. Online voter registrations result in an 80% decrease of staff time per online registration, a savings of approximately 410 hours of staff time per year. FY 2012-13 results reflect only nine months of availability. FY 2014-15 amounts are below adopted amounts due low voter interest and turn out in the November General Election. FY 2015-16 target amounts factor in the difference in registration numbers between a Gubernatorial election and a Presidential election. In the current fiscal year, 25% is equivalent to 8,250 online registrations per year; however, the actual number of registrations will fluctuate dependent on the registration activity of each election. No comparable county data is available.

Vital Records Requests without office appearance: For the past several years, customers have been able to request a vital record copy by faxing an application for the record; however, the only method for payment incurred a \$7.00 service charge for the customer. While this allowed customers to receive a copy of a vital record in a 24-48 hour turnaround, it was an expensive option for customers. In April 2011, the Clerk-Recorder implemented a credit card payment processing system which decreased the convenience fee for the customers to \$1.49 (nearly an 80% decrease from the previous fee) and consequently, customers are taking advantage of this service more frequently. An additional benefit of accepting more credit card payments for this service is the reduced potential for checks refused due to insufficient funds. The FY 2014-15 actual results reflect steady usage, which is expected to continue. In the current fiscal year, 15% is equivalent to 1,600 requests annually. No comparable county data is available.

Online Polling Place & Voter Registration Status Look Up: The addition of online polling place and voter registration status look up has been a helpful tool for both our staff and the voters. Voters now have the ability to look up their registration status and their polling place without having to call the office during the highest call volume periods and can find the information at their convenience. Reducing calls during election time reduces the need to hire temporary staff to answer phones and saves the cost of activating additional phone lines. The General Election in FY 2014-15 saw an increase in activity from the June election, although not as high as predicted. The FY 2015-16 target reflects increased voter interest in Presidential elections. No comparable county data is available.

FY 2012-13 Results: November 2012 General Presidential Election

FY 2013-14 Results: June 2014 Primary Election

FY 2014-15 Results: November 2014 General Election

FY 2015-16 Results: June 2016 Presidential Primary Election

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

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

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

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
\$1.77*	\$2.22	\$1.93	\$1.63	\$2.15	\$1.23	\$2.15
\$2.06**						

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

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

How are we doing? The deployment of technology has had a profound impact on this labor intensive process. Since San Luis Obispo County began implementing technology and introduced efficiencies for the issuance of vote-by-mail ballots, per ballot costs have been reduced from \$4.11 per voter in 1998 to the current \$1.23 per vote-by-mail voter. The FY 2014-15 actual results are lower than adopted amounts due to the decrease in voter turnout. This decrease resulted in less staff time required for processing returned vote by mail ballots and lowered costs per ballot. The higher FY 2015-16 target reflects the increase in vote by mail costs for the party specific ballots necessary for a Presidential Primary Election, as well as costs from Senate Bill 29 which will allow ballots postmarked before or on election day to be counted if the ballots are received by the registrar of voters within three days after the election. There are no comparable county data at this time.

FY 2010-11 Results: * August 2010 Special SD 15 General Election ** November 2010 General Election

FY 2011-12 Results: June 2012 Presidential Primary Election

FY 2012-13 Results: November 2012 General Presidential Election

FY 2013-14 Results: June 2014 Primary Election

FY 2014-15 Results: November 2014 General Election

FY 2015-16 Results: June 2016 Presidential Primary Election

4. Performance Measure: Average cost per registered voter in the County.						
10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
\$2.21* \$3.49**	\$3.77	\$4.79	\$3.90	\$4.25	\$4.20	\$3.80

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

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

How are we doing? The department continues to maintain its commitment to providing the best election experience in the most cost effective manner. The FY 2014-15 actual cost for the November 2014 General Election is slightly below adopted amounts due to lower than anticipated voter turnout, which requires less staff hours for processing. The FY 2015-16 target reflects lower costs associated with the lower voter turnout typical during a Primary Election and still factors in the increased ballot printing costs necessary for party specific ballots necessary for the federal races. No comparable county data is available at this time.

FY 2010-11 Results: * August Special SD 15 General Election ** November 2010 General Election
 FY 2011-12 Results: June 2012 Presidential Primary Election
 FY 2012-13 Results: November 2012 General Presidential Election
 FY 2013-14 Results: June 2014 Primary Election
 FY 2014-15 Results: November 2014 General Election
 FY 2015-16 Results: June 2016 Presidential Primary Election

5. Performance Measure: Voter Participation Rate.						
10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
43.41%* 69%**	48.59%	80%	41.46%	70%	58.42%	60%

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

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

How are we doing? Many factors impact voter turnout. Turnout is always highest in a Presidential General Election and lowest in a gubernatorial Primary Election and special elections. Voter file maintenance is critical to ensure that election files are current and up-to-date, thereby giving a more accurate picture of voter turnout. The Clerk-Recorder is committed to encouraging voter participation and educating the public on deadlines for voter registration and the process to obtain a vote-by-mail ballot for each election. The department's commitment to mail voter information pamphlets/vote by mail applications at the earliest possible date, and the posting of information and polling place lookup on the internet, assists voters in being informed and contributes to the County's high rates of voter turnout. The office has also made an effort to utilize social media, such as Facebook and Twitter, to notify citizens of upcoming deadlines and other voter information. These efforts to encourage voter turnout are reflected in the County's voter turnout, which averages around 10% higher when compared to the Statewide voter turnouts for any given election. Voter turnout is 58.42% (87,705 ballots cast), which is below adopted levels for FY 2014-15. Voter participation statewide was only 42%, so despite County levels being lower than projected, San Luis Obispo County still averaged 16% higher than the State as a whole. The target of 60% voter turnout (90,083 ballots cast) for FY 2015-16 is on par with previous Presidential Primary Elections.

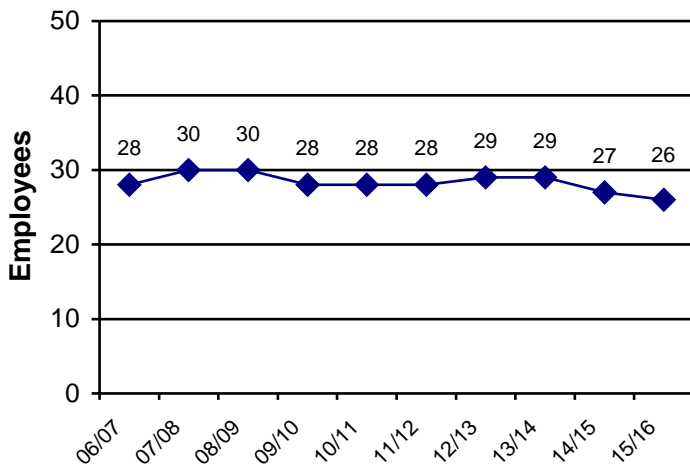
FY 2010-11 Results: * August 2010 Special SD 15 General Election ** November 2010 General Election
 FY 2011-12 Results: June 2012 Presidential Primary Election
 FY 2012-13 Results: November 2012 General Presidential Election
 FY 2013-14 Results: June 2014 Primary Election
 FY 2014-15 Results: November 2014 General Election
 FY 2015-16 Results: June 2016 Presidential Primary Election

MISSION STATEMENT

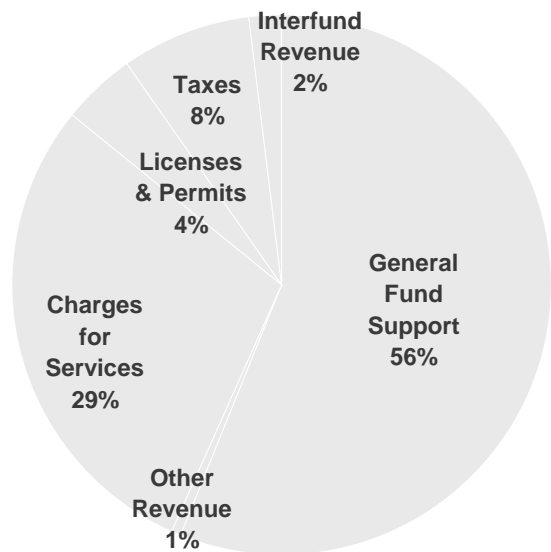
The Auditor-Controller-Treasurer-Tax Collector Office-Public Administrator ensures the public's trust by serving as the guardian of assets and funds administered for the County, cities, schools, and special districts and by being an independent source of financial information and analysis for the public, local governmental agencies, County departments, and all other stakeholders.

	2013-14	2014-15	2015-16	2015-16	2015-16
Financial Summary	Actual	Actual	Requested	Recommended	Adopted
Taxes	\$ 197,971	\$ 223,177	\$ 220,090	\$ 220,090	\$ 220,090
Licenses and Permits	137,489	128,257	114,088	114,088	114,088
Charges for Current Services	1,045,116	818,987	839,431	839,431	839,431
Other Revenues	22,368	24,750	23,108	23,108	23,108
Interfund	35,000	37,874	58,056	58,056	58,056
**Total Revenue	\$ 1,437,944	\$ 1,233,045	\$ 1,254,773	\$ 1,254,773	\$ 1,254,773
Salary and Benefits	2,414,095	2,463,552	2,574,591	2,549,424	2,549,424
Services and Supplies	336,109	420,789	331,961	331,961	331,961
Other Charges	26,654	26,653	0	0	0
**Gross Expenditures	\$ 2,776,858	\$ 2,910,994	\$ 2,906,552	\$ 2,881,385	\$ 2,881,385
Less Intrafund Transfers	1,023	1,283	0	0	0
**Net Expenditures	\$ 2,775,835	\$ 2,909,711	\$ 2,906,552	\$ 2,881,385	\$ 2,881,385
General Fund Support (G.F.S.)	<u>\$ 1,337,891</u>	<u>\$ 1,676,666</u>	<u>\$ 1,651,779</u>	<u>\$ 1,626,612</u>	<u>\$ 1,626,612</u>

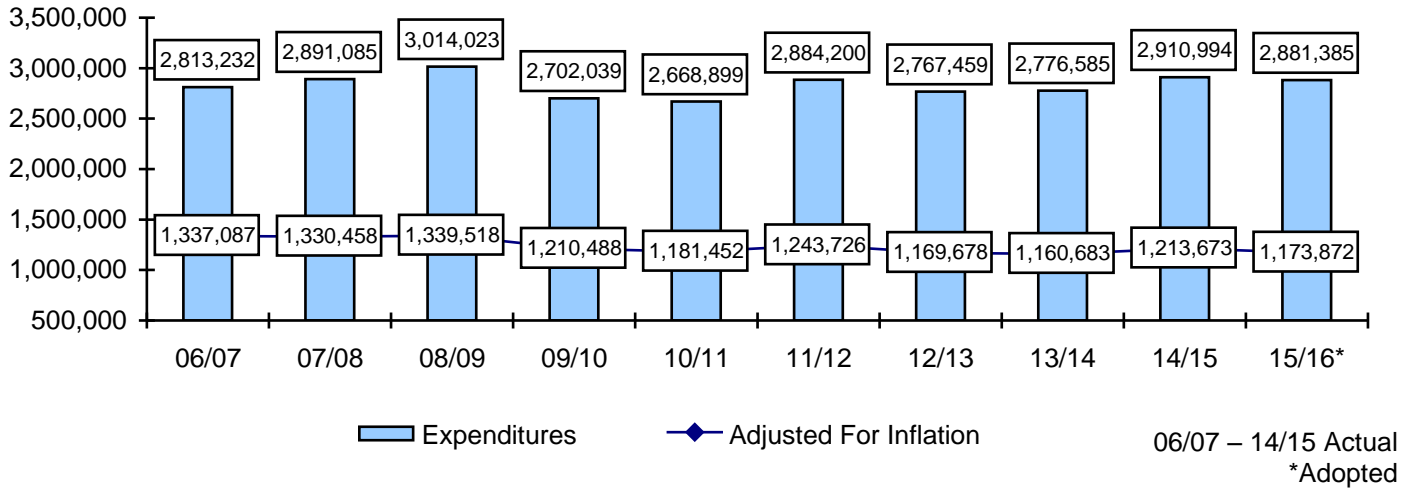
Number of Employees
 (Full Time Equivalent)



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

The Treasurer, Tax Collector, Public Administrator has a total expenditure level of \$2,881,385 and a total staffing level of 26.00 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: \$199,267 Total Staffing (FTE): 2.12

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 and 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: \$47,259 Total Staffing (FTE): 0.27

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: \$1,314,317 Total Staffing (FTE): 11.11

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: \$410,797 Total Staffing (FTE): 4.11

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: \$550,374 Total Staffing (FTE): 4.86

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: \$359,371 Total Staffing (FTE): 3.53

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 combined office continues to work to develop efficiencies and improvements, always with a common goal of providing cost effective, quality service to the community. For FY 2015-16 budget purposes, the two offices will continue to report separately.

The department continually explores effective and efficient ways to enhance its services to the public, as shown in its accomplishments over the years. Over the last twenty years, the department has handled 20% more workload, provided dramatically increased services to county taxpayers, added a variety of online systems, and improved response times. In the interest of better service, the department continues to use staff to answer phone calls from taxpayers and help them solve tax problems directly, rather than use automated phone systems. 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" system. This system gives the public the ability to access tax information electronically, pay taxes online, and receive electronic tax bills and email reminders, as well as tools to manage multiple properties. All of the above has been accomplished using fewer employees than the department had 20 years ago.

For FY 2015-16, the department continues to modernize systems and services for customers. 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 effort will enable future software development to be more responsive and efficient. The department will continue upgrading and rewriting the internally developed "Taxes on the Web" system to increase efficiencies and information available to staff to assist customers. In addition, the department expects to outsource printing of tax bills, to utilize a new more efficient printing technology which will result in new and more readable tax bills. Finally, the department is working on a system which will allow taxpayers with prior year unpaid taxes to enroll in monthly payment plans, rather than require large annual payments as with current systems.

Following are some of the department's notable accomplishments for FY 2014-15 and some specific objectives for FY 2015-16:

FY 2014-15 Accomplishments

- Consolidated administrative functions from both the Auditor-Controller's office and the Treasurer-Tax Collector's office, and created one common public service desk with greater capabilities.
- Gathered and analyzed property tax bills used in all 58 California counties, and then redesigned the San Luis Obispo County tax bills to take

FY 2015-16 Objectives

- Obtain Board of Supervisors approval to develop and implement a system to allow taxpayers who have prior year unpaid property taxes to enroll in monthly payment plans. Currently only restrictive annual payment plans are available.
- Implement redesign of property tax bills to use new low-cost color printing techniques to

advantage of best ideas and make bills more readable.

- Fully implemented new internally written point-of-sale and tax processing software to allow faster payment processing for taxpayers at the public counter, including receipts by email. The new system allows all tax payments to be processed on the same day as received, even during peak times.
 - Developed a low-cost informative insert, "Where Your Property Tax Dollars Go," which was mailed with all property tax bills.
 - Promoted paperless billing and electronic payment programs, which increased the total number of tax payments paid electronically by 10% to 52,057 payments in the first 6 months of FY 2014-15, and doubled the number of e-billing accounts to 1,800.
- improve functionality and readability, at the same or lower cost than current bills.
 - Continue to partner with the Information Technology and the Assessor departments to complete the conversion of County's mainframe property tax system to a modern database environment. The project is anticipated to be completed in October 2015.
 - 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 paperless billing and electronic payments and processing, by using billing inserts, press releases, and general taxpayer correspondence. For FY 2015-16, the department expects to process over 100,000 payments electronically.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The General Fund support for the Treasurer-Tax Collector-Public Administrator is increasing minimally, \$10,361, when compared to FY 2014-15 adopted amounts.

Revenue is budgeted at essentially FY 2014-15 levels of \$1,254,773 with increases/decreases spread throughout all accounts. It is projected that the number of business licenses issued will increase; however, revenue is anticipated to decrease 18% (\$24,843) as the internal loan for the HdL business license upgrade project has been paid off. The Public Administrator program is transferring to the Auditor-Controller's side of the department and as a result estate fee revenue will also be reallocated.

Salary and benefits are recommended to increase by \$19,171. This increase is a combination of wage and benefit increases approved in FY 2014-15, the elimination of an Account Clerk position agreed upon as part of the consolidation and the exchange of positions with the Auditor-Controller. Two positions, a Financial Analyst I/II/III and a Senior Account Clerk, are being transferred to the Auditor-Controller while two positions, an Administrative Assistant III and Administrative Service Officer II, are transferring from the Auditor-Controller to this fund center. The exchange of positions is to better align staff under the service programs of the fund center they are working under. It will also help alleviate some of the difficulties in cost tracking and allocation. Overall, the position transfers are cost neutral.

Services and supplies are increasing by 5% or \$17,371 compared to FY 2014-15 adopted levels. Increases in office expense and professional and special services accounts make up the bulk of the increase. The department anticipates that there will be an increase in the number of tax sale properties (85 to 150) to be sold in FY 2015-16.

No service level impacts are anticipated based on the recommended level of General Fund support for FY 2015-16.

BOARD ADOPTED CHANGES

None.

BUDGET AUGMENTATION REQUESTS ADOPTED

For details about budget augmentation requests (BARs), please refer to Fund Center 107 – Auditor-Controller's Office.

GOALS AND PERFORMANCE MEASURES

<p>Department Goal: Provide helpful, courteous, responsive service to County departments and the public while accommodating all reasonable requests. Communitywide Result Link: <input type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community</p>						
<p>1. Performance Measure: Percentage of customer satisfaction surveys which rate department performance as “excellent” or “good.”</p>						
10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
100%	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. Why: Customer satisfaction levels are measured and tracked to identify areas in which the department can improve its level of service to the public. How are we doing? In FY 2014-15, the department received 38 completed customer satisfaction surveys from the public service counter. All 38 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 2015-16 remains that 100% of customer satisfaction surveys will 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. 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>						
10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 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. Why: Net investment yield is the third priority for the County Treasury investment pool, after safety and liquidity. Achieving this standard means the County is effectively maximizing its income from investments. How are we doing? The County Treasury net yield was within the targeted variance of 0.5% compared to the LAIF net yield in FY 2014-2015. 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>						
10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 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. 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 July 13, 2015, Fitch affirmed 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.

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 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 2014-15, the quarterly unannounced audits of the Treasury were conducted on September 5, 2014, December 8, 2014, March 26, 2015, and June 30, 2015. All of these audits resulted in no findings or recommendations. The annual audit for FY 2014-15 will be conducted in October 2015. 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.

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
3.2%	2.2%	1.37%	1.14%	2.0%	1.08%	1.2%

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 2013-14, San Luis Obispo County had uncollected current secured taxes of \$5,149,127, or 1.14%. The State average for FY 2013-14 (the last year for which statistics are currently available) was 1.3%. For FY 2014-15 the County had uncollected current secured taxes at the end of the fiscal year totaling \$5,183,970 or 1.08%. The lowest level of uncollected taxes in over 20 years. The lower levels of delinquency are attributed to continued improvements in taxpayer communications and the improving economy. It is anticipated that the percentage of taxes uncollected in San Luis Obispo County will continue to be lower (better) than the state average in FY 2015-16.

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.

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
New	New	30.2%	32.9%	33.0%	35.5%	37.0%

What: The Tax Collector's website provides extensive information, and allows for electronic commerce with the community.

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 online 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 that online services be made available and the department has worked to fulfill these requests. Improvements to the designs of the tax bills in FY 2014-15 made electronic payment options more obvious, resulting in more electronic payments than expected. The department continues to use press releases, billing inserts and individual taxpayer communications to make taxpayers aware of the services available and the options for electronic payments, including free e-checks. Usage of such services, including the use of electronic payments, continues to increase.

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.

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
80%	100%	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 manage 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 2014-15, 18 estate referrals were investigated. In 12 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 6 estates were accepted for administration by the Public Administrator pursuant to California Probate Code. In FY 2014-15, all of these 18 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 2015-16.

Support to County Departments

County Counsel

General Services
Fleet Services

Human Resources

Information Technology

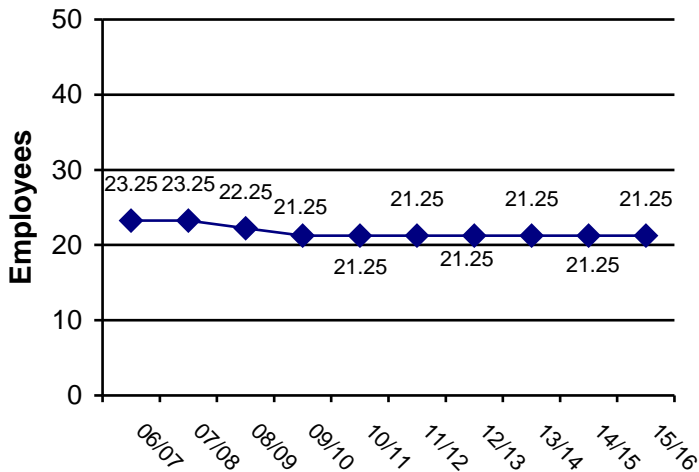
Risk Management
Self Insurance

MISSION STATEMENT

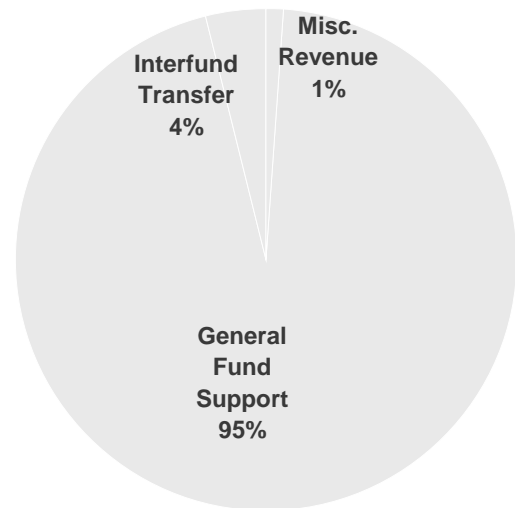
To provide accurate and reliable legal services to County departments, boards, agencies, and special districts in a manner which is cost effective and promotes excellence in delivery of government services to the public.

Financial Summary	2013-14 Actual	2014-15 Actual	2015-16 Requested	2015-16 Recommended	2015-16 Adopted
Intergovernmental Revenue	\$ 0	\$ 9,987	\$ 1,000	\$ 1,000	\$ 1,000
Charges for Current Services	71,109	52,720	41,200	41,200	41,200
Other Revenues	4,020	171	0	0	0
Interfund	253,275	216,080	138,725	138,725	138,725
**Total Revenue	\$ 328,404	\$ 278,958	\$ 180,925	\$ 180,925	\$ 180,925
Salary and Benefits	3,201,299	3,291,043	3,398,133	3,374,689	3,374,689
Services and Supplies	272,536	175,476	221,390	221,390	221,390
**Gross Expenditures	\$ 3,473,835	\$ 3,466,519	\$ 3,619,523	\$ 3,596,079	\$ 3,596,079
General Fund Support (G.F.S.)	<u>\$ 3,145,431</u>	<u>\$ 3,187,561</u>	<u>\$ 3,438,598</u>	<u>\$ 3,415,154</u>	<u>\$ 3,415,154</u>

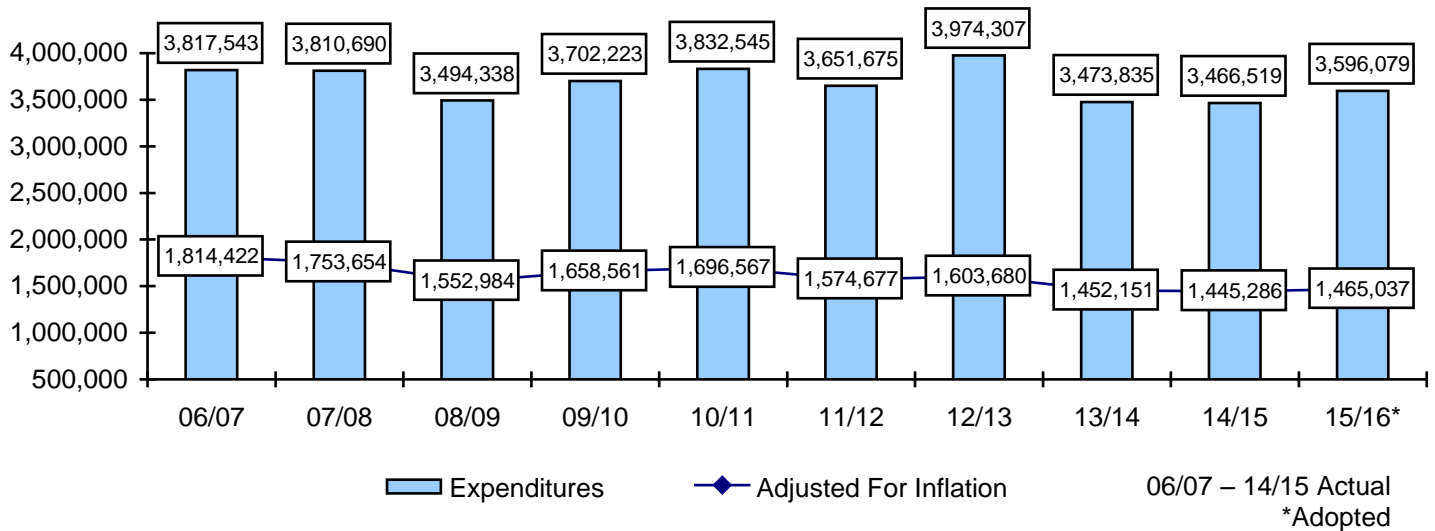
Number of Employees
(Full Time Equivalent)



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

County Counsel has a total expenditure level of \$3,596,079 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: \$1,438,432 Total Staffing (FTE): 8.50

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: \$2,157,647 Total Staffing (FTE): 12.75

DEPARTMENT COMMENTS

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

To the extent feasible, with respect to matters outside of the Risk Management Program, County Counsel seeks to reduce the use of outside counsel (which is generally more expensive than County Counsel) and to handle such matters in-house in order to preserve County funds. We continue to transition to on-line publications and legal research in order to decrease expenses.

Following are some of the department's notable accomplishments for the FY 2014-15 and some specific objectives for FY 2015-16:

FY 2014-15 Accomplishments

Representative favorable judgments or settlements:

- Upheld the enforcement of a \$1,412,355 environmental fine in the Golden Gate Petroleum matter.
- Upheld the legality of the Paso Robles Groundwater Basin Urgency ordinance.
- Successfully defended the Board's decision in *Mesa Dunes Mobilehome Estates v. County*.
- Participated in the Office Depot Class Action suit and as a result, the County is projected to collect \$410,000.

Notable advisory efforts:

- Advise on the implementation of the restructuring of the General Services Agency.
- Advise the Board of Supervisors and Public Works on the implementation of the Sustainable Groundwater Management Act.
- Facilitate and coordinate the actions taken by County Planning, County Parks, and the Coastal Commission to keep Ontario Ridge trail open to the public.
- Advise on the issuance of a construction permit for a new sober living environment at Sunny Acres.
- Advise County Planning regarding long-term land use ordinances addressing groundwater shortages throughout the County.

FY 2015-16 Objectives

- Advise on the formation of a countywide tourism marketing district.
- Advise on the on-line construction permit application process.
- Advise on the implementation of a countywide, uniform Conflict of Interest Code.
- Advise Public Works on the implementation of the Sustainable Groundwater Management Act.
- Advise on the petition for the formation of a Paso Robles Water District.
- Defend Nipomo Community Park Master Plan through trial and potential appeal.
- Defend the Board of Supervisors' and the Trial Court's decisions in *Mesa Dunes Mobilehome Estates v. County* at the Court of Appeal.
- Provide review and advice through public hearings on the Phillips 66 Rail Spur Project and any subsequent litigation.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

General Fund support for County Counsel is increasing by \$116,867 or 3% as compared to FY 2014-15 amounts. This increase is driven by a combination of a reduction in revenue, increases in salaries and benefits and services and supplies. Overall, revenue is decreasing by \$53,775 or 22% with the majority of the decrease (\$44,475) occurring in legal services provided to FC 405 – Public Works Internal Service Fund. The total number of legal service hours is projected to decrease by 285 hours with 250 of those hours attributed to work previously done for Public Works. Also contributing to this is the decrease in the Board adopted per hour fee for these services, from \$165 to \$150. Hours charged are based on a combination of actual hours expected to be worked over the past fiscal year as well as projection of hours to be spent in FY 2015-16 based on experience and workload.

Salaries and benefits are recommended to increase slightly, \$54,386 or 1% when compared to FY 2014-15 adopted amounts. This increase is due to the salary and benefit increases approved in FY 2014-15. Services and supplies accounts are increasing by \$8,706 or 4%. This increase is primarily due to a 55% (\$5,790) increase in liability insurance charges and a 27% (\$3,099) increase in the amount paid on behalf of the attorneys for the State Bar Association membership fee. This specific increase is the result of labor negotiations with the Deputy County Counsel's Association. The remainder of the department's services and supplies are flat within adopted FY 2014-15 adopted levels.

No service level impacts are anticipated based on the recommended level of General Fund support for FY 2015-16.

BOARD ADOPTED CHANGES

None.

BUDGET AUGMENTATION REQUESTS ADOPTED

None requested.

GOALS AND PERFORMANCE MEASURES

Department Goal: Represent the County and advocate to protect the interests of the client in cases which address the special needs of fragile populations in the community such as children referred to Child Welfare Services, residents receiving mental health care, individuals requiring financial conservatorship, and estates without probate representation.						
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: 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.						
10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
690	695	651	729	675	776	683
What: A large number of proceedings are handled annually by Child Welfare Services to protect the children of our community. County Counsel provides legal representation in all matters on the court's weekly CWS calendar, any contested hearings and/or trials, and all CWS mediations.						
Why: If strong legal representation is provided by County Counsel to Child Welfare Services in these matters, then CWS will be successful in protecting the abused and neglected children of our community.						
How are we doing? It should be noted that the County Counsel's office has virtually no influence on the number of proceedings that are referred to our department. We advise and represent the Department of Social Services (DSS) in legal proceedings as requested by DSS. In FY 2014-15, County Counsel handled approximately 389 petitions and/or calendar items, 343 contested hearings/trials and 44 mediations. The number of proceedings depends on numerous factors beyond our control, including (1) the number of proceedings initiated by participants in the juvenile court (DSS, parents, children, etc.); (2) the mix of proceedings that need to be disposed of (e.g., more complex proceedings consuming large amounts of court and DSS resources generally means that fewer short cases can be processed by the court and DSS); and (3) the amount of juvenile court resources available to hear proceedings, which tends to be finite. Not included in the figures above are the number of writs and appeals that are filed in regard to these cases. It should also be noted that the number of writs and appeals are beyond our control as are changes in statutes or case law each of which can trigger a significant number of related appeals. Nonetheless, a significant amount of work is required to prepare responses to these writs and appeals and to prepare for argument before the Court of Appeal. No comparable data from other counties is available.						

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.

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
148	156	153	153	170	176	168

What: The Public Guardian is appointed as conservator on an ongoing basis for individuals when it has been determined by the court that they cannot care for themselves. The Department of Behavioral Health assists individuals in urgent short-term mental health situations such as involuntary detentions for intensive treatment under the Welfare and Institutions Code when it comes to the authorities' attention that such individuals need immediate assistance. These individuals are detained (for not more than 72 hours) until a judge makes a determination as to whether or not they are able to care for themselves. The Public Administrator is appointed by the court to assist in the disposition of the estate of a decedent where no executor is available. County Counsel's role in these matters is to assure that the law is complied with while protecting the rights of those members of our community who are unable to make their own decisions or care for themselves. County Counsel provides advice and legal representation in all court appearances for these matters.

Why: If effective legal representation is provided by County Counsel in these matters, the Public Guardian and Public Administrator will be successful in assuring the care of those in the community who are unable to care for themselves and the Department of Behavioral Health will be more likely to improve the mental health of its patients.

How are we doing? In FY 2014-15, County Counsel handled 49 involuntary detentions for intensive treatment under the Welfare and Institutions Code. At present, there are 117 ongoing/active conservatorship cases, as well as 10 estate matters from the Public Administrator. The number of conservatorship cases has increased slightly and the complexity of these cases continues to increase resulting in more hours of preparation and a greater number of court appearances than in years past. No comparable data from other counties 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.

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
97%	100%	98%	99%	99%	100%	100%

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 our client departments understand and meet their legal obligations, we help them serve the community in the most effective manner. Asking departments to evaluate County Counsel's work provides us with the opportunity to improve our services to our client departments.

How are we doing? Results are calculated by comparing the number of clients the department represents (106) with the comments received. In FY 2014-15, all 106 clients reported that advice from County Counsel was clear, relevant, and timely. County Counsel strives to maintain a high level of client satisfaction by closely monitoring attorney and staff assignments to create a better fit with the client and by matching attorney and staff experience with client requirements. No comparable data from other counties is available.

4. Performance Measure: Percentage of projects in which the response to requests for advice or contract review are completed within five working days.

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
99%	91%	92%	88%	98%	92%	92%

What: This measurement reflects the percentage of time that the review of a variety of legal documents, conduct of research, and rendering of opinions as requested, is completed and work initiated by the assigned attorney within five working days.

Why: It is our intent to be in contact with the requestor and initiate work on each written request for legal advice within five working days. Measuring our response time to requests for legal advice enables us to evaluate our customer service and improve the assistance we provide to our clients in achieving their objectives as expeditiously as possible.

How are we doing? In FY 2014-15, County Counsel handled 3,932 requests for legal advice submitted by client departments. Our office either completed or acknowledged the initiation of work on 3,602 (92%) of these requests for legal advice within five working days. While the FY 2014-15 projected performance percentage is below the adopted amount, it is an improvement from FY 2013-14's actual results. Many of the requests for legal advice require considerable time to complete due to their complexity or receipt of necessary information so acknowledgment does not mean that all aspects of the legal matter have been finalized. No comparable data from other counties is available.

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

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

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

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
.81%	.75%	.66%	.76%	.70%	.72%	.68%

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

Why: County Counsel strives to keep costs as low as possible, while providing effective legal advice and representation to its clients. This measure provides an indication of the cost effectiveness of County Counsel's legal support.

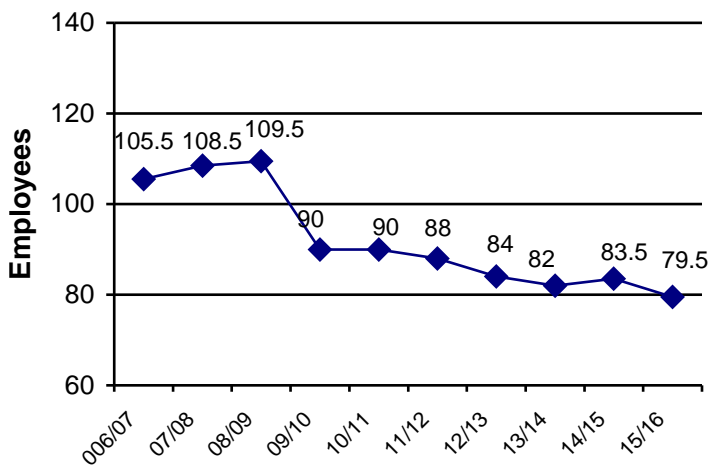
How are we doing? County Counsel's operating budget remains fairly consistent with prior years. The budget status includes funds that are encumbered periodically during the year for professional services (i.e., outside law firms and outside technical experts). These professional services are incurred on behalf of the County and are budgeted and paid for through County Counsel's budget. Those encumbrances are not included in our calculations for this measure. Our department's budget is primarily staff costs and fluctuations in staffing levels are the primary reason for year-to-year percentage variations in this measure. Due to staffing vacancies in FY 2014-15, County Counsel's adopted net county cost as a percentage of the County Budget of .70% was projected to decrease to .68%. However, in order to better serve our client departments and train a newly hired attorney our office brought in a highly experienced land use attorney as a temporary employee. In FY 2015-16 our department expects to remain at or near full staffing levels; as a result, the target for this performance measure should remain static. All non-staff costs are closely monitored and are not expected to significantly impact this performance measure. No comparable data from other counties is available.

MISSION STATEMENT

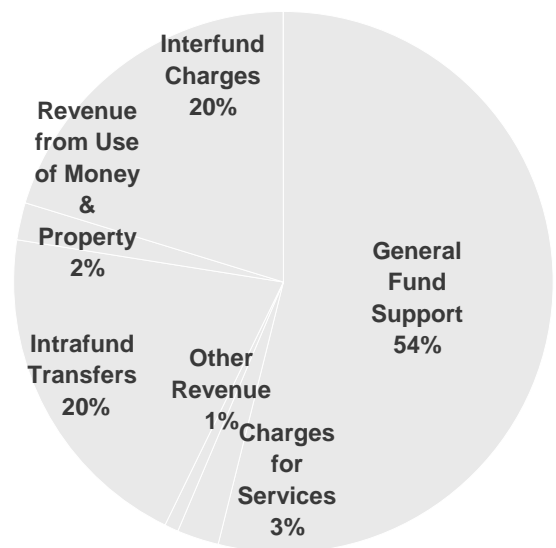
General Services provides cost effective, functional, safe facilities for San Luis Obispo County by delivering excellent services that enable the professional operation of County business.

	2013-14	2014-15	2015-16	2015-16	2015-16
Financial Summary	Actual	Actual	Requested	Recommended	Adopted
Licenses and Permits	\$ 10,024	\$ 10,161	\$ 12,750	\$ 12,750	\$ 12,750
Revenue from Use of Money & Property	237,598	258,621	264,968	264,968	264,968
Intergovernmental Revenue	8,702	6,491	8,302	8,302	8,302
Charges for Current Services	302,383	349,047	314,563	314,563	314,563
Other Revenues	84,211	1,875,007	103,668	103,668	103,668
Interfund	2,761,446	2,571,126	2,550,626	2,569,491	2,569,491
**Total Revenue	\$ 3,404,364	\$ 5,070,453	\$ 3,254,877	\$ 3,273,742	\$ 3,273,742
Salary and Benefits	7,323,099	7,495,743	7,590,424	7,556,783	7,645,703
Services and Supplies	4,595,454	4,534,465	4,978,575	4,978,575	4,978,575
Other Charges	71,987	2,090,939	72,261	74,761	101,200
Fixed Assets	32,225	16,781	41,400	41,400	41,400
**Gross Expenditures	\$ 12,022,765	\$ 14,137,928	\$ 12,682,660	\$ 12,651,519	\$ 12,766,878
Less Intrafund Transfers	2,722,180	2,774,197	2,592,236	2,573,369	2,573,369
**Net Expenditures	\$ 9,300,585	\$ 11,363,731	\$ 10,090,424	\$ 10,078,150	\$ 10,193,509
General Fund Support (G.F.S.)	<u>\$ 5,896,221</u>	<u>\$ 6,293,278</u>	<u>\$ 6,835,547</u>	<u>\$ 6,804,408</u>	<u>\$ 6,919,767</u>

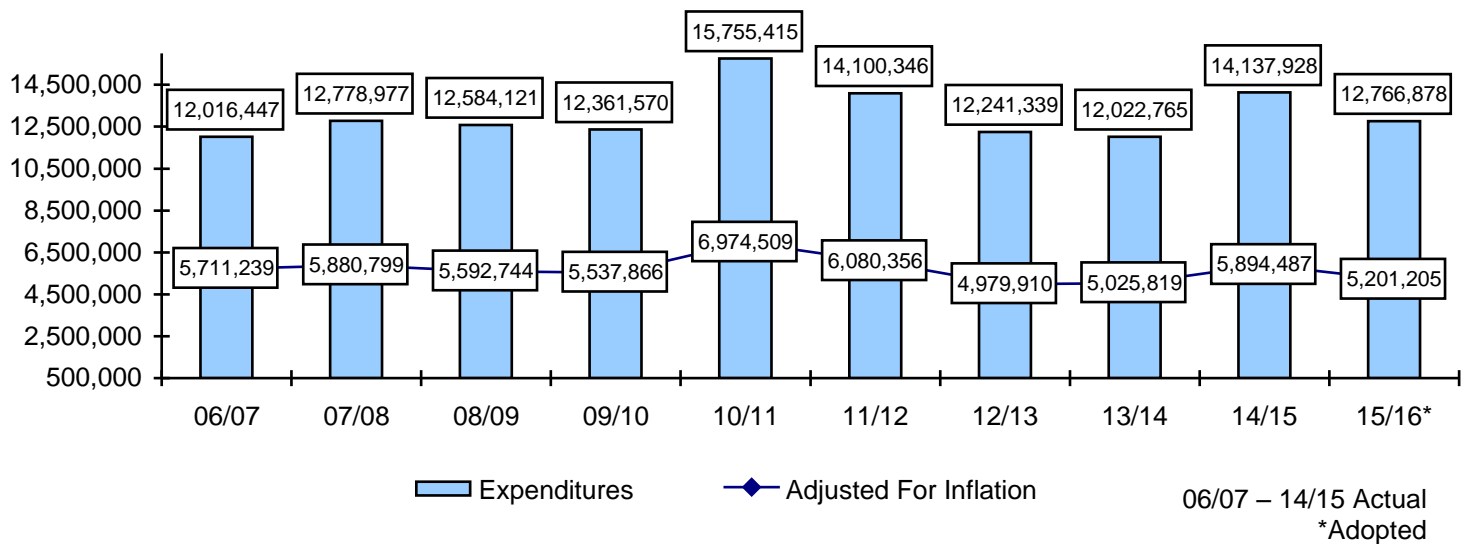
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

General Services has a total expenditure level of \$12,766,878 and a total staffing level of 79.50 FTE to provide the following services:

Administration and Financial Services

Provide general management and financial management to General Services, Fleet Services, Maintenance Projects and Capital Projects.

Total Expenditures: \$1,424,377 Total Staffing (FTE): 8.50

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: \$1,505,057 Total Staffing (FTE): 12.00

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: \$594,171 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: \$369,123 Total Staffing (FTE): 4.00

Custodial Services

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

Total Expenditures: \$2,006,300 Total Staffing (FTE): 24.00

Facility Maintenance Services

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

Total Expenditures: \$3,355,196 Total Staffing (FTE): 24.00

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: \$1,060,089 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: \$2,452,565 Total Staffing (FTE): 4.00

DEPARTMENT COMMENTS

The General Services Department provides all departments and agencies of San Luis Obispo County facility maintenance, custodial, project management, fleet, purchasing, and real property services that are cost effective and enhance the operations of the County.

In FY 2014-15, the General Services Department was created from the dissolution of the General Services Agency. The department is comprised of five divisions; Architectural Services, Facilities Services, Real Property Services, Purchasing, and Fleet. The General Services Department comments regarding Fleet are addressed in a separate section. These divisions provide project development, design management, and a construction management portfolio of approximately \$90 million; building maintenance and custodial services for approximately 130 facilities with a combined square footage of 1.4 million; management of 112 leased properties totaling 171,445 square feet and 320 parcels totaling 3,000 acres of County-owned real estate; building energy and utility management; centralized purchasing of all goods and services for County departments accounting for \$186 million through the financial system (SAP); and delivery of nearly one million pieces of external and internal mail.

Following are some of the department's notable accomplishments for FY 2014-15 and some specific objectives for FY 2015-16:

FY 2014-15 Accomplishments

- Completed renovation of the Morro Bay Library, creating 30% more usable interior space and Americans with Disabilities Act (ADA) accessible features.
- Completed the modernization of a 50-year old elevator in the Courthouse Annex.
- Within 14 months of project concept, performed structural assessments, obtained permits, completed the design, ordered materials, and awarded the construction contract to fully restore the Cayucos Pier.

FY 2015-16 Objectives

- Complete the Cayucos Pier Rehabilitation construction project and open the pier to the public during the summer of 2015.
- Complete construction of the housing unit on the multi-year, AB900-funded, Women's Jail Expansion project and begin the final phase of construction, which will include a medical facility.
- Complete the multi-year construction of the SB81-funded Juvenile Hall Expansion project and open the facility in the fall of 2016.
- Sell and close escrow on all four surplus and sales in Cambria and Atascadero for the Library.

- Negotiated a 20-year, 12,000 square foot build-to-suit office building lease for the Department of Social Services in Paso Robles.
- Achieved \$1,324,205 in cost savings through Purchasing by developing negotiating strategies and procurement initiatives.
- Implemented a new Informal Bidding ordinance, and amended the Purchasing Agent ordinance and Contracting for Services policy to better align with the California Uniform Public Construction Cost Accounting Act.
- Implemented an easier, simpler, more transparent process to submit capital project requests electronically.
- Awarded several key contracts: Master Agreement for PG&E's Sustainable Solutions Turnkey (SST) program, Energy and Water Manager Services contract, and a Facility Condition Assessment (FCA) contract.
- Achieve the Excellence in Procurement accreditation awarded by the National Procurement Institute.
- Perform Facility Condition Assessment site visits on 20% of County facilities and complete the draft reports to identify building deficiencies.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The level of General Fund support for this budget is recommended to increase by \$639,988 or about 10% compared to the FY 2014-15 adopted level. Revenues are recommended to decrease by \$350,438 or 9%, and expenditures are recommended to increase by \$289,550, or 2%.

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 provided to departments. Revenues are decreasing primarily due to the effects of the dissolution of the General Services Agency. This budget no longer includes the administrative functions of Parks, Golf, Information Technology, and Airports, therefore General Services is no longer receiving the revenue that reimbursed these costs.

Salary and benefits are recommended to decrease by \$373,527, or 4%, primarily due to no longer providing the administrative support discussed above. Overall, the decrease in expense in this fund center offsets increases in other fund centers, as certain functions and positions were transferred from the General Services Agency, resulting in the dissolution being relatively cost neutral. Salary and benefits also include funding to extend a Limited Term Associate Capital Projects Coordinator position that was created in May of 2012 to assist the Architectural Services Division in support of the Women's Jail Expansion and Juvenile Hall projects. The limited term position is currently set to expire at the end of FY 2014-15, but due to continued workload associated with these major capital projects, it is recommended that the position be extended through FY 2015-16. Salary and benefits also includes prevailing wage adjustments approved in FY 2014-15. This expense category also reflects the removal of funding for a vacant utility coordinator position which the department has not filled. The funding for the position is being allocated to a professional service contract to perform the utility coordination function and will be re-evaluated based on performance of the contract. This category also includes funding for an additional Facilities Maintenance Mechanic I/II/III 1.00 FTE to support the maintenance requirements for the new Women's Jail.

Services and supplies are recommended to increase \$477,656 or 10%, primarily due to increases in facility lease costs paid by General Services on behalf of the Department of Social Services (DSS). There are three new facilities for which General Services is paying rent, located in Morro Bay, Atascadero, and Paso Robles. Other rental agreements include scheduled Consumer Price Index increases. The increase in facility lease costs paid on behalf of DSS will eventually be recouped through future overhead allocations. Other variances include an increase in insurance charges (\$105,061), professional services primarily due to the utility coordination contract discussed above (\$84,204), a decrease in postage related to declining demand for the department’s mail services (-\$50,404) and also decreases in various fleet-related costs due to returning three vehicles to the County vehicle pool (-\$51,476).

Fixed assets are budgeted at \$41,400 to fund the purchase of a scissor lift and an inspection camera.

Several changes have been made to General Services’ Position Allocation List (PAL) in the current year, concurrent with the dissolution of the General Services Agency. These changes have had a net decrease on the department’s number of authorized positions by 6.00 FTE.

- - 1.00 FTE Accountant I/II
- - 1.00 FTE Accounting Technician
- - 1.00 FTE Accounting Technician – Confidential
- - 2.00 FTE Administrative Services Manager
- +1.00 FTE Deputy Director of General Services Department
- - 1.00 FTE Deputy Director of General Services Agency
- +1.00 FTE Director of General Services
- - 1.00 FTE General Services Agency Director
- - 1.00 FTE Secretary II

As noted above, the FY 2015-16 budget recommends the extension of 1.00 FTE Limited Term Associate Capital Projects Coordinator position, as well as the addition of 1.00 FTE Facilities Maintenance Mechanic I/II/III. The result of the FY 2015-16 recommendations and changes in the current year is a net decrease of 5.00 FTE compared to FY 2014-15 adopted levels.

BOARD ADOPTED CHANGES

As part of the Supplemental Budget document, the Board adopted two changes to the PAL for General Services: deletion of 1.00 FTE Architectural Supervisor and addition of 2.00 FTE Capital Planning/Facilities Manager positions. This PAL change was approved by the Board on April 21, 2015, and is part of the organizational restructuring of the General Services Department. One of the new Capital Planning/Facilities Manager positions will manage capital and major maintenance facilities projects, and the other position will manage the planning and programming of facilities requirements. The resulting net expenditure increase (\$88,920) for FY 2015-16 reflects a partial year cost for one of the new positions, as it is anticipated to be filled later in the year.

During budget hearings, the Board also increased the contribution to the History Center of San Luis Obispo County from the recommended amount of \$73,561 to \$100,000.

BUDGET AUGMENTATION REQUESTS ADOPTED

Amount	Description	Results
Gross amount: \$46,354	Add 1.00 FTE Facilities Maintenance Mechanic I/II/III	This position will support the facility maintenance requirements of the new Women’s Jail. Since the facility is anticipated to be operational beginning in December 2015, a partial year position cost is used for FY 2015-16.
General Fund: \$46,354		

GOALS AND PERFORMANCE MEASURES

Department Goal: Manage County purchasing services to maximize value for the County dollar.

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

1. Performance Measure: Total cost savings provided to all County departments by Purchasing.

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
New Measure	New Measure	New Measure	\$1,324,205	\$650,000	\$1,869,716	\$1,500,000

What: A measure of the total cost savings provided to County departments by subtracting the departmental requisition or estimated cost from the actual cost to purchase the good or service.

Why: To achieve the most competitive costs for goods or services purchased.

How are we doing? Purchasing exceeded its adopted goal by \$1.2 million for FY 2014-15, while processing 1,884 total purchase order transactions accounting for \$105 million annually through our financial system (SAP). A key factor is the success of the Strategic Procurement program, which aggregates departmental purchases into single purchases by early purchasing involvement, and leading negotiations for departments. Key initiatives during FY 2015-16 will focus on utilizing the Countywide spend analysis to evaluate additional cost saving opportunities, such as aggregating spending with other local government agencies, vendor outreach educating suppliers on how to do business with governmental agencies, regulatory compliance, and implementing process improvements to Achieve the National Excellence in Procurement Award. In FY 2015-16, the target will be \$1.5 million.

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

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

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

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
New Measure	New Measure	89%	86%	90%	91%	90%

What: The percentage of customers responding to an annual survey that rate General Services (Purchasing, Mail, Architectural Services, Maintenance, Custodial services) in terms of both efficiency and quality (timeliness, accuracy, courtesy and satisfaction) as "Satisfactory" or better.

Why: General Services is dedicated to delivering accurate, reliable, and timely services that are valued by our customers.

How are we doing? The General Services Department exceeded its adopted goal in FY 2014-15. Of the 96 responses to the customer survey, 9 respondents selected a rating lower than Satisfactory. Of these nine responses improvements in project delivery of major capital projects received the most comments. In FY 2015-16 General Services will make changes in major capital project delivery to improve the services to its customers. The FY 2015-16 target will remain at 90%.

Department Goal: Manage the County's real estate assets and leases to support the operational needs of County Departments.

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

3. Performance Measure: Percentage of customers rating the process and results as satisfactory or better. The process includes defining the space related business needs and meeting those needs with appropriate space and location.

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
New Measure	New Measure	100%	91%	95%	100%	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? Real Property Services exceeded its adopted FY 2014-15 performance measure of 95% and achieved actual results of 100%. This data is based upon sending out 17 surveys and receiving 7 survey responses. With three out of four staff members new to Real Property Services in FY 2014-15, the focus of training new staff with a goal of maintaining high customer satisfaction was achieved by increased customer contact, follow through, and resolving all issues that arose. The FY 2015-16 target has been set equal to the adopted FY 2014-15 measure. The key areas for FY 2015-16 will be to ensure thorough training, clear expectations and accountability that service not be impacted as a result of staff turnover of one vacant position resulting from the retirement of the former Real Property Manager and internal promotion of the new Real Property Manager.

Department Goal: Provide cost-effective, reliable and safe facilities and property for County use.

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

4. Performance Measure: Percentage change (as well as actual dollar change) of the average per-square-foot Maintenance and Custodial costs, as compared to the previous year.

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
New Measure	New Measure	-4% / -\$0.14	-4%/- \$0.17	0% / \$0	+5.7% / +\$0.22	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 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? General Services did not meet the adopted FY 2014-15 target due to higher actual maintenance costs and additional custodial staffing costs. Facility Services adopted a budget of \$5,149,337 which serviced a total area of 1,315,063 sq. ft. of County facilities creating a \$3.91 adopted average per square foot cost compared to the baseline of \$3.85 in FY 2013-14. During FY 2014-15, the actual expenditures were \$5,355,375, or \$206,038 more than the adopted budget creating actual average per-square foot costs of \$4.06 for FY 2014-15. Facility Services is not projecting to meet the adopted target for FY 2015-16 based upon projected salary increases, increased corrective maintenance work orders from the Facility Condition Assessment, and custodial demands. There are no significant changes anticipated in County facilities square footage

5. Performance Measure: The percentage of Corrective Maintenance (CM) work orders completed by Maintenance staff within seven days.

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
New Measure	New Measure	79%	73%	81%	78%	82%

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 CM is approximately 5,000.

Why: Timely completion of CM work orders is highly visible to our customers and contributes to excellent customer service.

How are we doing? Facility Services completed 78% or 4,252 Corrective Maintenance (CM) work orders within the 7 working day time frame, but did not meet the adopted FY 2014-15 performance measure of 81% due to a higher focus being placed on Preventive Maintenance (PM) work orders. Presently, select non-urgent CM work orders are completed on a 14 working day time frame rather than a 7 day time frame for the purpose of selecting critical Preventive Maintenance (PM) work orders with the goal of reducing the future quantity of Corrective Maintenance (CM) work orders. However, this strategy will be impacted in the next few fiscal years by the Facility Condition Assessments which is expected to increase the total quantity of CM work orders. Facility Services long-term goal is to reduce the quantity of CM work orders in future fiscal years, and has kept the FY 2015-16 target to reflect this strategy.

6. Performance Measure: Percentage of Preventive Maintenance (PM) work orders completed within 14 days.

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
New Measure	New Measure	58%	37%	40%	57%	40%

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.

Why: To monitor and improve the completion percentage for PM work orders. Timely completion of PM activities contributes to functional facilities and fewer 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.

How are we doing? Facility Services exceeded its adopted goal in FY 2014-15 of 40%, completing 708 or 57% of Preventive Maintenance (PM) work orders within the 14 working day time frame. Prioritizing critical PM work orders continues to be the focus to reduce the future quantity of CM work orders. In FY 2015-16, the target will remain unchanged.

7. Performance Measure: Percentage of Capital and Maintenance projects that were completed within expected time estimates.

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
New Measure	New Measure	70%	85%	90%	91%	90%

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

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

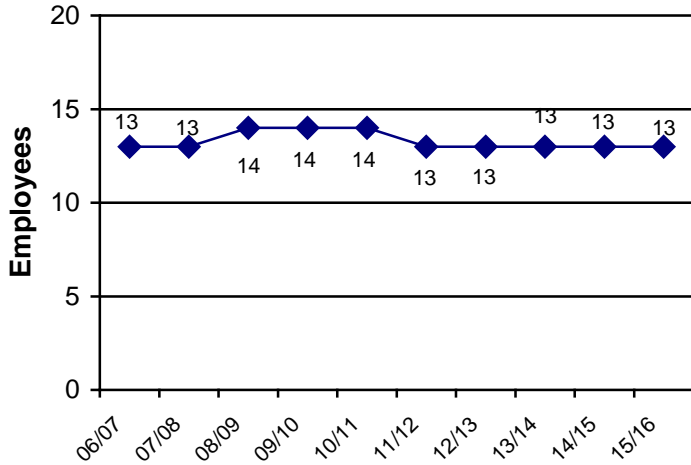
How are we doing? In FY 2014-15, Architectural Services exceeded its adopted performance measure of 90%. The actual result of 91% continues the improved results from FY 2012-13 actual results of 70%. Of the 57 completed projects 52 were completed within the expected time estimates. In analyzing the five projects that were not completed on time, factors that impacted time estimates included a lack of funding, contractor claims, and project complexity. Continued improvements in project scope development, coordination with stakeholders, standardization of processes, and project delivery methods will allow Architectural Services to meet the adopted target for FY 2015-16.

MISSION STATEMENT

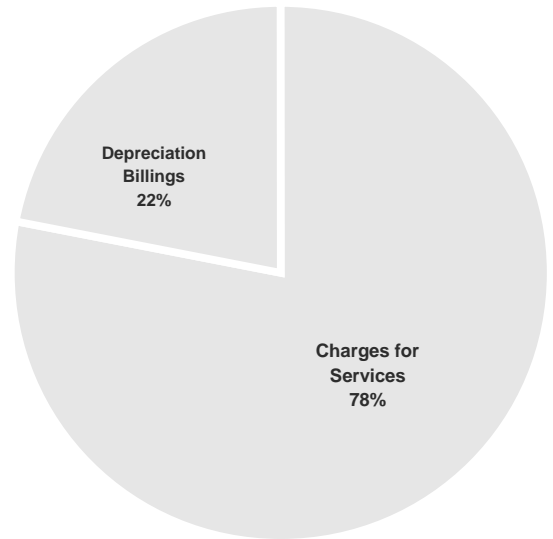
Fleet Services provides reliable and cost effective transportation solutions through innovation and the application of industry best practices.

OPERATING DETAIL (1)	2013-14 ACTUAL (2)	2014-15 ACTUAL (3)	2015-16 RECOMMENDED (4)	2015-16 ADOPTED BY THE BOS (5)
OPERATING REVENUES				
Charges for current services	4,699,482	4,765,128	4,587,416	4,587,416
Depreciation Billings	<u>1,164,325</u>	<u>1,311,043</u>	<u>1,274,583</u>	<u>1,274,583</u>
TOTAL OPERATING REVENUES	5,863,807	6,076,171	5,861,999	5,861,999
OPERATING EXPENSES				
Salaries and Benefits	1,234,438	1,257,046	1,302,938	1,302,938
Services and Supplies	2,725,315	2,686,335	3,022,457	3,022,457
Depreciation	1,320,371	1,568,292	1,441,412	1,441,412
Countywide Overhead Allocation	<u>95,701</u>	<u>37,038</u>	<u>0</u>	<u>0</u>
TOTAL OPERATING EXPENSES	<u>5,375,825</u>	<u>5,548,711</u>	<u>5,766,807</u>	<u>5,766,807</u>
OPERATING INCOME (LOSS)	487,982	527,460	95,192	95,192
NON-OPERATING REVENUES (EXPENSES)				
Interest	7,184	11,310	8,066	8,066
Accident Restitution	0	0	0	0
Gain on Sale of Assets	0	0	0	0
Other	153,461	141,094	0	0
Prior Yr Adj	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL NON-OPERATING REVENUES (EXPENSES)	<u>160,645</u>	<u>152,404</u>	<u>8,066</u>	<u>8,066</u>
INCOME BEF. CAPITAL CONTRBS. & TRANSFERS	648,627	679,864	103,258	103,258
Transfers in (out)	<u>(91,507)</u>	<u>(243,010)</u>	<u>(48,540)</u>	<u>(48,540)</u>
CHANGE IN NET ASSETS	557,120	436,854	54,718	54,718
Net assets - beginning	7,545,963	8,103,083	8,643,382	8,539,937
Net assets - ending	8,103,083	8,539,937	8,698,100	8,594,655
FIXED ASSET EXPENDITURES				
Equipment	2,095,064	2,024,573	1,542,500	1,542,500
Structures Improvements	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL FIXED ASSET EXPENDITURES	<u>2,095,064</u>	<u>2,024,573</u>	<u>1,542,500</u>	<u>1,542,500</u>

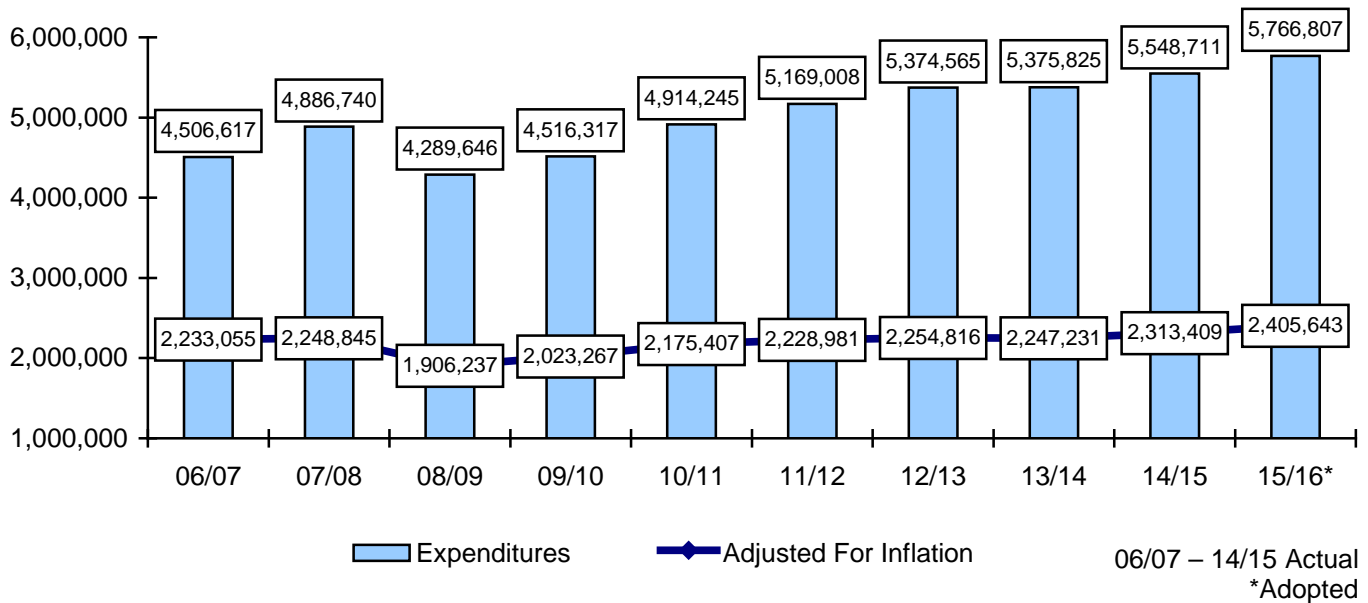
Number of Employees
(Full Time Equivalent)



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

General Services - Fleet Services has a total operating expenditure level of \$5,766,807 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: \$5,766,807 Total Staffing (FTE): 13.00

DEPARTMENT COMMENTS

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

Following are some of the division's notable accomplishments for FY 2014-15 and some specific objectives for FY 2015-16.

FY 2014-15 Accomplishments

- Upgraded the county fuel station dispensing equipment to include Air Pollution Control District (APCD) compliant fuel pumps and fuel card communications software.
- Completed a customer survey and achieved a 99% customer satisfaction rating.
- Installed five electric vehicle 220 volt charging stations at County facilities to support the six electric vehicles purchased.
- Implemented a vehicle replacement strategy based on best life-cycle value rather than lowest acquisition cost.
- Modernized the vehicle emissions testing tools and processes in accordance with the Bureau of Automotive Repair's newest testing system.
- Completed California Air Resources Board (CARB) diesel emissions final tier level through the replacement of the final two County vehicles that didn't meet the CARB Tier IV emission requirements.

FY 2015-16 Objectives

- Implement a car sharing program that allows six underutilized vehicles to be shared between multiple departments.
- Complete a customer specific Service Level of Understanding (SLU) for all supported departments.
- Convert six of the County Sheriff's patrol vehicles from the Chevrolet Caprice to the Chevrolet Tahoe.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Fleet Services, a division of the General Services Department, is an Internal Service Fund (ISF), and as such, charges the departments that use its services and does not receive any General Fund support. The State Controller's Office requires that an Operation of Internal Service Fund Schedule 10 be submitted. The format of the Schedule 10, as well as some of the data it contains, is different from how 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 ISFs compares the estimated amount for FY 2014-15 to the proposed amount of new allocated expense and revenues recommended for FY 2015-16.

Fleet Services has two budgetary components. The first component 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 2015-16 is \$5,861,999, a decrease of \$320,854 or 5% compared to FY 2014-15 estimates. The decrease is primarily due to decline in garage service revenue by \$246,076 from a reduced mileage charge rate and lower maintenance demand for Public Works vehicles.

Recommended operating expense for FY 2015-16 is \$5,766,807, an increase of \$158,116 or 3% compared to FY 2014-15 estimates. Depreciation expense, a non-cash expense that identifies the decline in value of capital assets, is \$1,441,412 or 25% of the recommended operating expense.

Salary and benefits for FY 2015-16 are increasing \$68,631 or 6% compared to FY 2014-15 estimates due to prevailing wage adjustments approved in FY 2014-15. Services and supplies are increasing \$255,905 or 9%.

There have been no changes to Fleet's Position Allocation List (PAL) in the current year and no changes are proposed in FY 2015-16.

The recommended budget includes a total of \$1,542,500 in capital outlay expense. Of this total, \$1,518,500 is for vehicle replacements. The FY 2015-16 budget funds the replacement of 47 cars and trucks for various departments. This is a decrease of 10 replacement vehicles from FY 2014-15. The recommended budget also includes \$47,800 for fixed assets related to garage equipment and a tractor/mower.

The recommended budget funds the replacement of vehicles which meet certain 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 recommended budget maintains current service levels associated with the maintenance and replacement of the County's vehicle fleet.

BOARD ADOPTED CHANGES

None.

BUDGET AUGMENTATION REQUESTS ADOPTED

None requested.

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.

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
76%	80%	82%	83%	83%	89%	83%

What: Fleet Services' policy is to perform preventive maintenance on the current Fleet inventory of 974 vehicles every four months or 4,000 miles. For the current 195 Public Safety vehicles, the intervals are every two months or 5,000 miles. Fleet Service's goal is to perform 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? Fleet Services has exceeded the adopted performance measure of 83% for all 3,830 service and repair work orders completed within 24 hours throughout FY 2014-15. This continues the positive trend exceeding our FY 2013-14 actual results. The target of 83% was adopted for FY 2015-16, however process improvements made over the past year, combined with a younger fleet and well trained technicians indicates that we will exceed that target.

2. Performance Measure: Percentage of survey respondents who rated the quality of vehicle maintenance as satisfactory or better.

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
99%	98%	99%	99%	98%	100%	98%

What: Continuous surveys (point-of-service) of vehicle users measure how effective Fleet Services' staff is at maintaining vehicles to their customers' satisfaction.

Why: To ensure satisfied customers and meet their vehicle needs.

How are we doing? General Services-Fleet Services has received a total of 58 survey responses to date in FY 2014-15, with 100% of ratings being satisfied or above to exceed the FY 2014-15 adopted performance measure. It is projected that during FY 2015-16 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 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 100% satisfactory or better rating. Results showed that 95.6% of responses were rated at the highest category of "Very Satisfied."

3. Performance Measure: Fleet Services' cost per brake service on Sheriff's patrol vehicles compared to a private vendor.

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
\$606.90 Fleet \$941.53 Private vendor	\$571.74 Fleet \$883.45 Private vendor	\$651.98 Fleet \$945.84 Private vendor	\$621.19 Fleet \$ 904.58 Private vendor	\$668.00 Fleet \$970.00 Private vendor	\$795.38 Fleet \$1365.48 Private vendor	\$802.74. Fleet \$1,212.32 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.

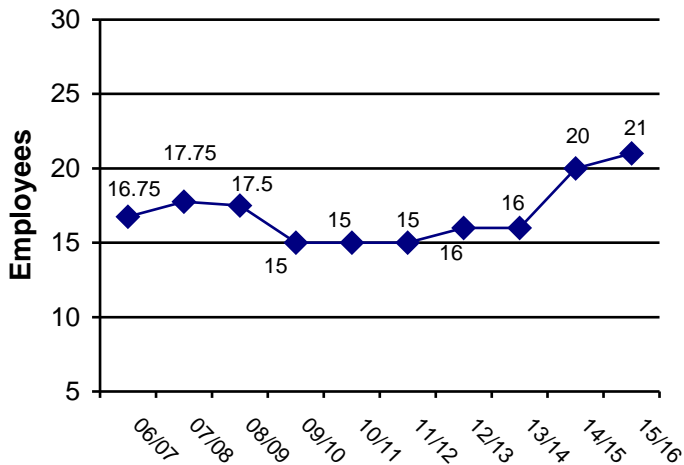
How are we doing? General Services-Fleet Services did not meet its FY 2014-15 performance measure by \$127.38. However, actual Fleet work orders and quotes from private vendors revealed the internal costs are 42% or \$570.10 less expensive than the average private vendor. The increased cost for Fleet Services, as well as private vendors, is due to the change from the Ford Crown Victoria Police Interceptor to the Chevrolet Caprice Police Pursuit Vehicle (PPV). The PPV has a highly advanced computer controlled stability control system which uses the brake system to control body roll and maintain even weight on each of the 4 tires during most driving circumstances. This has complicated the brake system and made components more expensive and more labor intensive to service. The FY 2015-16 target will be based on the new Chevrolet Caprice patrol vehicle because the Crown Victoria will be fully phased out. Based upon the FY 2014-15 actual results, plus a 2% inflationary factor we project FY 2015-16 at \$802.74 for Fleet Services and \$1,212.32 for private vendors.

MISSION STATEMENT

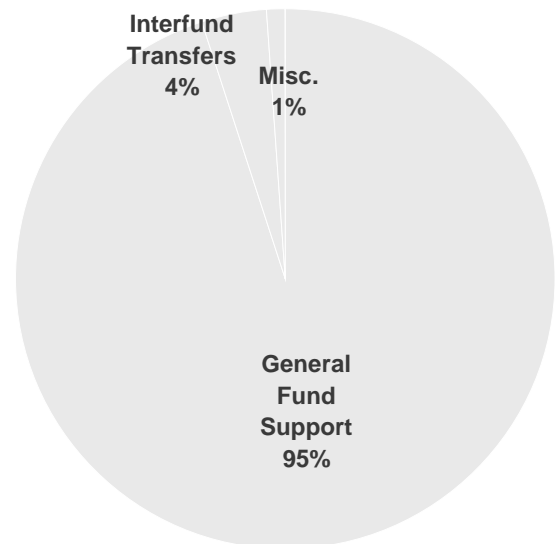
We recruit, select, develop, and support a high performing County workforce to deliver excellence in service to the community.

	2013-14	2014-15	2015-16	2015-16	2015-16
<u>Financial Summary</u>	<u>Actual</u>	<u>Actual</u>	<u>Requested</u>	<u>Recommended</u>	<u>Adopted</u>
Intergovernmental Revenue	\$ 2,468	\$ 0	\$ 1,800	\$ 1,800	\$ 1,800
Charges for Current Services	40,111	41,374	33,550	33,550	33,550
Interfund	120,985	230,438	152,971	128,600	128,600
**Total Revenue	\$ 163,564	\$ 271,812	\$ 188,321	\$ 163,950	\$ 163,950
Salary and Benefits	1,890,310	2,061,117	2,224,525	2,454,841	2,454,841
Services and Supplies	382,212	627,991	540,643	533,143	683,143
**Gross Expenditures	\$ 2,272,522	\$ 2,689,108	\$ 2,765,168	\$ 2,987,984	\$ 3,137,984
General Fund Support (G.F.S.)	<u>\$ 2,108,958</u>	<u>\$ 2,417,296</u>	<u>\$ 2,576,847</u>	<u>\$ 2,824,034</u>	<u>\$ 2,974,034</u>

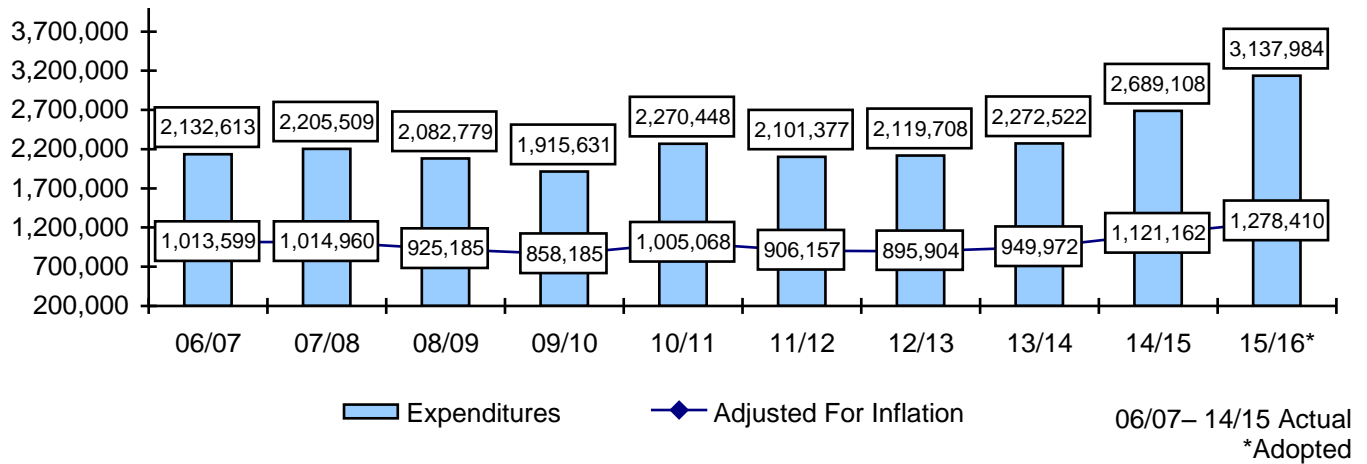
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Human Resources has a total expenditure level of \$3,137,984 and a total staffing level of 21.00 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: \$1,772,703 Total Staffing (FTE): 13.85

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: \$188,183 Total Staffing (FTE): 1.90

Civil Service Commission Support

The Human Resources Department, under general direction of the Commission, administers the Civil Service System pursuant to the rules adopted by the Commission. Such administration includes: advising the Commission upon Civil Service matters; furnishing a recording secretary who takes meeting minutes; preparing the operating budget and administering expenditures; administering the programs provided for by the rules; establishing administrative controls and procedures to enforce the rules; making recommendations on policy and rule amendments; preparing an annual report for the Board of Supervisors.

Total Expenditures: \$311,829 Total Staffing (FTE): 2.15

Labor Negotiations and Contract Management

Establish salaries and benefits and maintain an equitable salary plan for all County employees. Negotiate salary and benefit packages with the bargaining units representing approximately 80% of County employees. Implement the terms of contracts with employee organizations. Prepare strategies to implement the Board's Labor Relations direction.

Total Expenditures: \$865,269 Total Staffing (FTE): 3.10

DEPARTMENT COMMENTS

The Human Resources (HR) Department is responsible for providing the County's traditional personnel services (e.g., recruitment and testing, classification and compensation, departmental and employee consultation, training and development, and staff support to the Civil Service Commission), Labor Relations and Benefits Management, and Risk Management services (e.g., liability, workers' compensation, insurance, safety, and employee benefits). Funding for the programs are located in Fund Center 112 – Human Resources, Fund Center 105 – Risk Management, and Fund Centers 408 through 412 – the Self- Insurance Internal Service Funds.

A critical issue facing Human Resources is to meet the challenge of providing high quality and timely recruitment, selection, communication and development services to a rapidly changing workforce. A large number of retirements, new growth and reorganizations in programs that have been stagnant for many years, and assisting departments in preparing for employee exits and promotions provide challenges and exciting opportunities. In addition, Human Resources is in the process of implementing two major enterprise-wide system change efforts: 1) new technology that modernizes recruitment, on-boarding, performance management, and employee selection and 2) upgrading the County's focus on training and development through the new Learning & Development Center. Both these initiatives provide a foundation for addressing the County's workforce challenges.

Following are some of the department's notable accomplishments for FY 2014-15 and some specific objectives for FY 2015-16:

FY 2014-15 Accomplishments

- Reached labor contract agreements with six employee bargaining units in compliance with the Board's Labor Strategy.
- Maintained high performance of Risk Management programs as reflected in annual performance measure data reported in the budget, including better than average outcomes in dollars lost per liability or workers' compensation claims.
- Met the challenge of a significant workload increase in recruitment & selection activity over the prior year. Recruitments increased from 140 to 218 (55%) from FY 2012-13 to FY 2013-14. In FY 2014-15, we are projecting another 30% increase based upon 274 projected recruitments.
- Engaged with newly identified organizational development vendor to greatly expand the Learning and Development Center. Enhanced internal talent and supported succession planning through new supervisory and management academies.

FY 2015-16 Objectives

- Complete negotiations with the one remaining bargaining unit with an open contract from FY 2014-15, and the eleven employee bargaining units that have open contracts in FY 2015-16, in compliance with the Board's Labor Strategy.
- Continue building the Learning and Development Center through optimization of existing academies and courses and adding programs to support the County's vision and goals per feedback from employees. For instance, employees have requested more information about their benefits. Such courses will be created and offered to staff in this fiscal year.
- Engage in the County's effort to replace the aging Budget Preparation software, and integrate a new system into the Human Resources Information Systems (HRIS).
- Institutionalize the new HRIS by building out data and reporting structures to automate HR reports to departments on topics such as recruitment life cycle, leave management, turnover, baseline workforce planning and performance evaluation metrics.

- Replaced dated application technology with a new (HRIS) for applicant tracking, selection, onboarding, and managing employee performance. The new platform (NEOGOV) supports superior reporting and data-driven decision making.
- Reduced number of employees who 'opt out' of the County's medical benefit plans by eliminating the option for new employees, this was achieved through changes to all labor contracts represented by six of the nine employee organizations (plus unrepresented groups), which cover 2,250 of the 2,500 County employees. This effort is to increase opportunities for competitiveness in the healthcare market.
- Achieved Affordable Care Act compliance to date by confirming all County health plans meet legal requirements and establishing methods for Internal Revenue Service notification requirements.
- Maintain high performance of Risk Management programs as measured by the ten annual performance measures reported in the budget. These measures provided achievable stretch goals in the areas of safety, workers' compensation, liability and insurance.
- Issue a Request for Proposal to solicit proposals from Third Party Workers Compensation Administrators per the County's procurement policy.
- Focus on further required employment-related compliance with the Affordable Care Act, including measuring temporary employee work hours to determine qualifying health plan enrollment and submitting required reports to the IRS.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The Human Resources (HR) Department includes two General Fund budgets; Fund Center (FC) 112 - Human Resources and FC 105 - Risk Management. The level of General Fund support for these two fund centers combined is recommended to increase \$565,579 or 20% compared to the FY 2014-15 adopted level. (Information on the Self Insurance Internal Service Funds are reported separately.)

The most significant increase in General Fund support is in FC 112 - Human Resources; increasing \$492,618 or 21%. Revenues in FC 112 are recommended to decrease \$98,371 or 37% and total expenditures are recommended to increase \$394,247 or 15%.

Revenues are decreasing primarily due to the elimination of \$80,337 in one-time funding from FC 266 - Countywide Automation to cover the cost of a 1.0 FTE Limited Term Personnel Analyst position supporting the implementation of NEOGOV. This new system was implemented in FY 2014-15. While the position that had been funded with revenue from Countywide Automation is recommended to remain on the HR Position Allocation List (PAL) in FY 2015-16, the funding for this position is recommended to be covered by the General Fund. In addition, funding from the Self Insurance Internal Service Funds (FCs 408-412) to support the cost of the HR Director and Deputy Director positions and from Fund Center 275 – Organizational Development to pay for support staff for the Learning and Development Center, is recommended to increase a total of \$14,204 or 9%.

The most significant increase in expenditures is in salaries and benefits (increasing \$260,891 or 11%). This increase is due to the addition of 1.0 FTE Human Resources Analyst Aide – Confidential, extension of and the increased cost of the 1.0 FTE Limited Term position noted above (which was filled at a higher level than had been assumed in the FY 2014-15 budget,) the conversion of 2.0 FTE Administrative Assistant series positions and 1.0 FTE Human Resources Analyst Aide to Confidential series within the same classification, and compensation increases approved by the Board in FY 2014-15. The Limited Term Human Resources Analyst III position is recommended to be extended an additional year to support the selection and implementation of HR-related functions of a new Budget Preparation system and to continue business process changes needed for optimization of the new NEOGOV and talent measurement automation systems.

Services and supplies are increasing \$133,356 or 33%, primarily due to the transfer of the annual software maintenance costs for the new NEOGOV and talent measurement systems from FC 266 – Countywide Automation to the Human Resources budget. The annual cost for these two systems is \$162,790, and is partially offset by savings in annual maintenance costs that had previously been budgeted for the Job Apps system, which NEOGOV replaced. Other significant variances include an increase in the liability insurance charge to this

department of \$9,618 or 405%, a \$2,265 or 147% increase in postage to reflect current expenditures, and the elimination of \$2,100 in expense for computer purchases/replacements.

As noted above, The 1.0 FTE Limited Term Personnel Analyst III is recommended to be extended for one more year. In addition one new position is recommended to be added to the PAL; a 1.0 FTE Human Resources Analyst Aide- Confidential. These two positions are addressed in the table below.

Finally, it should be noted that the Board of Supervisors approved a PAL amendment in March, 2015, to delete 1.0 FTE Supervising Administrative Clerk – Confidential and replace it with a 1.0 FTE Administrative Services Officer I/II to improve the budgeting and fiscal management functions in the department.

Given the addition of the two positions, service levels for the Human Resources Department are expected to improve as described below.

BOARD ADOPTED CHANGES

At year end, the Fund Balance Available in the General Fund was \$4.2 million higher than assumed in the FY 2015-16 proposed budget. On September 15, 2015, as part of final budget actions, the Board approved a \$150,000 increase in appropriation from this excess FBA, to fund the Labor Relations contract.

BUDGET AUGMENTATION REQUESTS ADOPTED

Unit Amount	Description	Results
Gross: \$155,416 General Fund support: \$155,416	Extend the duration of a 1.0 FTE Limited Term Personnel Analyst III for one more year, to support implementation of HR components of a new Budget Preparation system, and to continue implementation/optimization of the NEOGOV and CEB Talent Measurement systems.	1. Improve quality and transaction time in recruitment and selection process by reducing the time from requisition to start date from an average of 160 days to 120 days. 2. Implement data driven decision making by automating HR reports to departments on topics such as recruitment life cycle, leave management, turnover, baseline workforce planning and performance evaluation metrics. 3. Integrate new Budget Preparation system into County HR processes. 4. Achieve full integration of the Performance Evaluation module with SAP (the County's enterprise financial system) by June of 2016 to reduce manual data entry and increase the quality and availability of automated HR data.

<p>Gross: \$68,906</p> <p>General Fund support: \$68,906</p>	<p>Add 1.0 FTE HR Analyst Aide Confidential position to enable the HR department to meet increased demand for recruitments and free Personnel Analysts to work more on strategic business needs.</p>	<ol style="list-style-type: none"> 1. Analysts will transfer certain tasks to the HR Analyst Aide, so their time is freed up to implement industry best practices, providing strategically focused HR services. Analyst time will be spent more on value-added selection services and less on routine process work. 2. Achieve targeted timelines for processing of recruitments despite workload increases while also effectively implementing new automation processes.
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Also recommended is the addition of a Personnel Analyst III position to the Fund Center 275-Organizational Development PAL, to manage the Learning and Development Center.

BUDGET AUGMENTATION REQUESTS NOT ADOPTED

Unit Amount	Description	Results
<p>Gross: \$112,190</p> <p>General Fund support: \$112,190</p>	<p>Add 2.0 FTE Administrative Assistant Confidential series positions to enable the HR Department to meet increased demand for recruitments and free Personnel Analysts to work more on strategic business needs.</p>	<ol style="list-style-type: none"> 1. Increase HR department staffing level in order to get closer to the average staffing levels/1,000 employees of benchmark counties and other employers. 2. Ensure tasks are being performed by the appropriate classification – shifting lower level transactional tasks from Personnel Analysts.

GOALS AND PERFORMANCE MEASURES

<p>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.</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: Average number of calendar days to produce eligibility lists for departments for open recruitments.</p>							
<p>10-11 Actual Results</p>	<p>11-12 Actual Results</p>	<p>12-13 Actual Results</p>	<p>13-14 Actual Results</p>	<p>14-15 Adopted</p>	<p>14-15 Actual Results</p>	<p>15-16 Target</p>	
<p>44 days</p>	<p>62 days</p>	<p>62 days</p>	<p>55 days</p>	<p>50 days</p>	<p>41 days</p>	<p>50 days</p>	
<p>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.</p>							
<p>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.</p>							

How are we doing? In FY 2014-15, Human Resources initiated fundamental process and infrastructure changes while also experiencing a 23% increase in the number of recruitments (from 218 to 268). Despite these challenges, elapsed days between requisition creation and creation of an eligibility list ranged from 13 to 58 days for 277 recruitments in FY 2014-15, for an average of 41 days, which was a substantial improvement from last year and significantly better than our target of 50 days. This measure looks at all recruitments that are not limited to current staff. Comparable-entity data is not available.

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

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
New	New	New	New	120 days	98 days	120 days

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

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

How are we doing? This is a new measure. Historically, Human Resources has measured only the time required to complete that portion of the recruitment process to create a list of eligible candidates (see Performance Measure #1). Again, this measure is for all recruitments that are not limited to current staff. Although the hiring department's resource and timing constraints can impact this measure, Human Resources asserts that it is a better measure of our department's services and Countywide system performance. This 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. The days between the date of request by a hiring department to start date of a successful candidate ranged from 75 to 112 days for 277 recruitments, for an average of 98 days. Comparable-entity data is not available.

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

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
New	New	80%	84%	85%	72%	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? Coupled with the 23% increase in recruitments, we experienced substantial process and infrastructure changes, yet still achieved a department satisfaction rate of 92%. However, we are holding ourselves to a higher standard by setting our target at 85% 'above satisfactory' or better. This is a continuous survey of departments requesting recruitments through Human Resources. Of the 18 departments that responded to the survey in FY 2014-15, 72% (13) rated the overall recruitment process 'above satisfactory' or better, though 94% of departments (17) rated 'satisfactory' or better. However, significant improvements are underway, including implementation of the new NEOGOV system, which should contribute to even higher levels of satisfaction in FY 2015-16. Comparable-entity data is not available.

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

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

4. Performance Measure: Percentage of County departments that rate Human Resources' service as above satisfactory or better in serving as a strategic business partner and providing Human Resources expertise.

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
New	New	New	52%	70%	64%	75%

What: The Human Resources Department acts as a strategic business partner with County departments to provide innovative, effective, and responsive Human Resource services. Our goal is to attract, select, develop, and retain a talented and diverse workforce so that County departments can achieve their mission, and serve the citizens of the County. The Human Resources department surveys departments 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.

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

How are we doing? This measure replaced the former measure of timeliness, accuracy, and quality of service (competency). We updated the survey to cover a broader set of criteria to reflect Human Resources' new focus on the value of strategic business partnerships. The survey that supports this measure is conducted at the end of the year, and of the 29 departments surveyed, 38% (11) responded. We intentionally set the target high and the results of the survey reflect positive movement in that direction. Of the 11 responding departments, 64% (7), rated Human Resources above satisfactory or better. This year's survey shows a 12% increase in above satisfactory ratings. The satisfaction rate on this measure, combined with the satisfaction rating level of 94% in Performance Measure #3, indicates we are meeting our customers' needs in both the overall recruitment process and strategic business partnership. Comparable-entity data is not available.

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

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

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

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
89%	75%	85%	100%	80%	87.5%	80%

What: This measure tracks the rate at which Human Resources resolves grievances/appeals (allegations of improper personnel practices by the County) prior to the matter reaching a Civil Service Commission (CSC) hearing.

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

How are we doing? There were eight grievances/appeals concluded in FY 2014-15. Seven were resolved prior to hearing. Because certain grievances or appeals may be more appropriately heard rather than resolved prior to hearing, a result of 100% resolution represents a high, but not always optimal, achievement rate. Comparable-entity data is not available.

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

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

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

Why: The grievance/appeal rate is a possible reflection of the quality of Human Resources' policies and/or the conduct of departmental supervision or management. Exemplary Human Resources policies and practices, including HR dept training and consultation of/to departmental supervision and management should minimize the grievance/appeal rate.

How are we doing? This Performance Measure is calculated by taking the number of grievances and appeals filed this fiscal year and reporting on a per 1,000 employees basis. We had 13 grievances/appeals filed in FY 2014-15 and a total County workforce of 2,932 employees, which resulted in a rate of 4.43. This is considerably better than our target of 10. Comparable-entity data is not available.

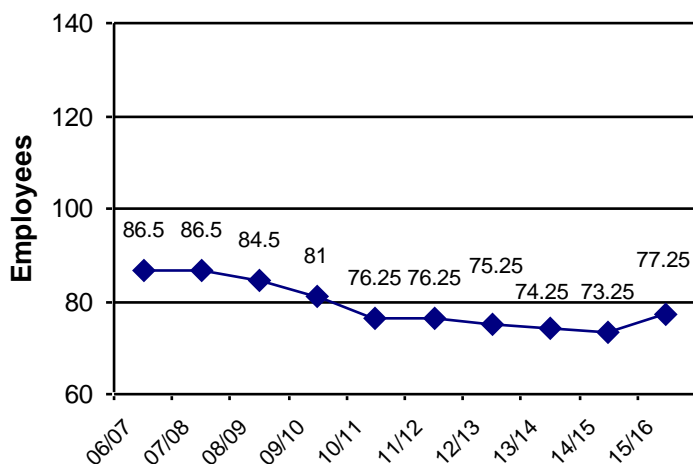
<p>Department Goal: Provide an appropriate level of Human Resources support to enable our strategic business partners to cost-effectively attain their mission and goals.</p> <p>Communitywide Result Link: <input type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community</p>						
<p>7. Performance Measure: Number of full-time equivalent Human Resources department staff per 1,000 employees.</p>						
10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
6.3	6.3	6.6	5.6	Consistent with Industry Standards	County: 7.4 Industry Standard: 8.8	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 2014-15, Human Resources had 7.4 FTE per 1,000 employees. This is calculated with permanent employees only, as per industry standards. For this fiscal year, the Human Resources had 19.0 filled permanent FTE (plus a 1.0 limited term employee FTE) with a total County employee count of 2,571 permanent employees. Human Resources departments comparable to San Luis Obispo County's (including Placer, Solano, Sonoma, Marin, Butte County, Santa Barbara and Santa Cruz, and the City of San Luis Obispo) had an average Human Resources staffing level of 8.8 per 1,000 employees in FY 2014-15. This industry standard is up from 8.4 per 1,000 employees in 2013-14. San Luis Obispo County remains below current industry standards. The difference between the current industry standard of 8.8 FTE per 1,000 employees and our rate of 7.4 FTE per 1,000 employees is equivalent to 3.6 permanent FTE. The fact that the County employs fewer Human Resources staff per 1,000 employees than comparable Human Resource departments shows that the County invests in Human Resources at a lower level than industry standards.</p>						

MISSION STATEMENT

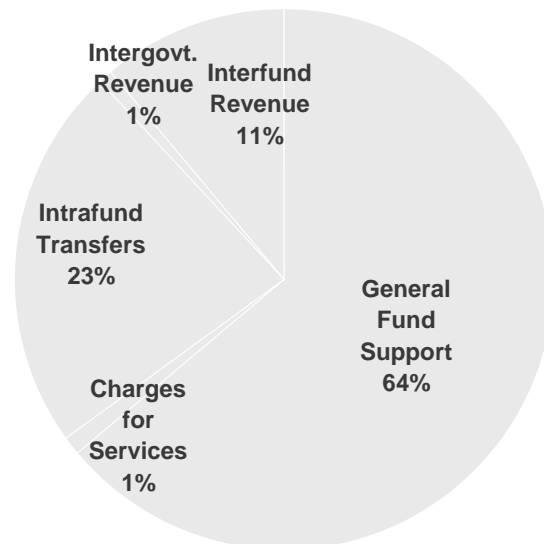
To provide cost effective, accurate, reliable, and timely information technology solutions that deliver excellence to our customers and support efficient delivery of services to the community.

	2013-14	2014-15	2015-16	2015-16	2015-16
Financial Summary	Actual	Actual	Requested	Recommended	Adopted
Revenue from Use of Money & Property	\$ 1,600	\$ 1,600	\$ 0	\$ 0	\$ 0
Intergovernmental Revenue	228,774	147,195	201,320	201,320	201,320
Charges for Current Services	160,566	136,156	138,845	138,845	138,845
Other Revenues	130	18,717	0	0	0
Other Financing Sources	0	107,298	0	0	0
Interfund	1,321,238	1,355,143	1,625,347	1,565,347	1,565,347
**Total Revenue	\$ 1,712,308	\$ 1,766,109	\$ 1,965,512	\$ 1,905,512	\$ 1,905,512
Salary and Benefits	9,200,826	9,781,701	10,399,165	10,387,505	10,387,505
Services and Supplies	3,378,798	3,522,251	3,875,561	3,924,811	3,924,811
Fixed Assets	0	65,360	56,000	0	0
**Gross Expenditures	\$ 12,579,624	\$ 13,369,312	\$ 14,330,726	\$ 14,312,316	\$ 14,312,316
Less Intrafund Transfers	2,925,272	3,034,939	3,116,485	3,256,880	3,256,880
**Net Expenditures	\$ 9,654,352	\$ 10,334,373	\$ 11,214,241	\$ 11,055,436	\$ 11,055,436
General Fund Support (G.F.S.)	<u>\$ 7,942,044</u>	<u>\$ 8,568,264</u>	<u>\$ 9,248,729</u>	<u>\$ 9,149,924</u>	<u>\$ 9,149,924</u>

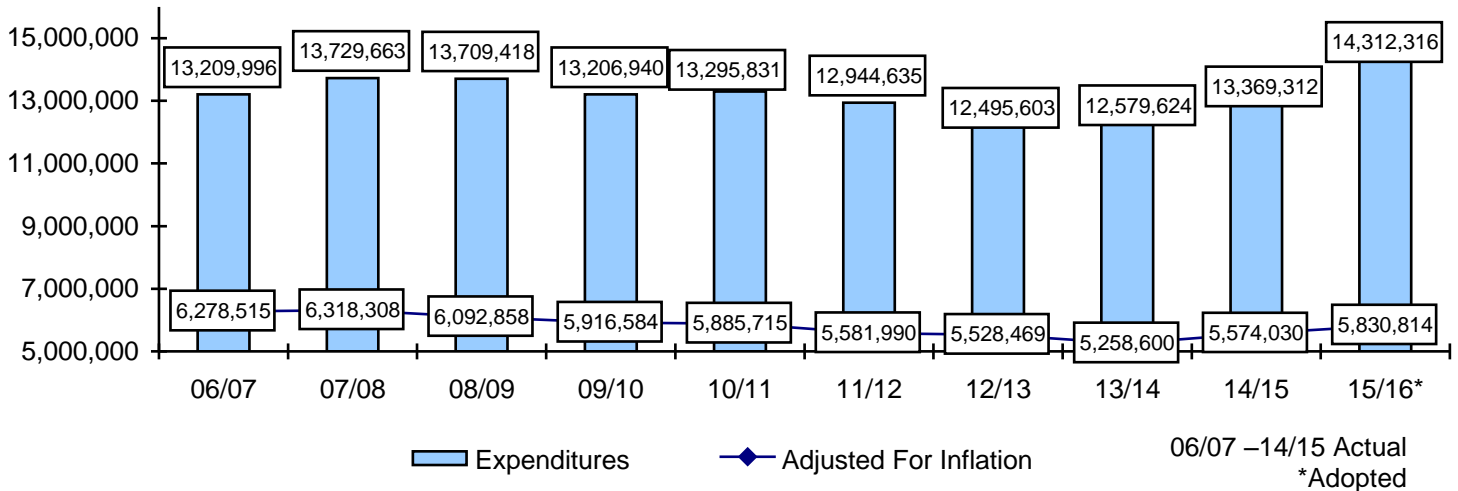
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Information Technology has a total expenditure level of \$14,312,316 and a total staffing level of 77.25 FTE to provide the following services:

Departmental Services

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

Total Expenditures: \$5,751,054 Total Staffing (FTE): 32.53

Enterprise Services

Provide a physically secure and environmentally controlled computing facility; manage data center operations including dispatching, scheduling, and running jobs; provide Microsoft application environment; support Windows applications running on Intel platforms; provide administration and software services for the County's Enterprise Financial Services (EFS); manage enterprise storage services; provide Disaster Recovery Planning services; support enterprise Geographic Information Systems (GIS); deliver system security, technical support and systems administration services.

Total Expenditures: \$4,676,157 Total Staffing (FTE): 27.45

Networked Services

Provide email, scheduling, calendar, associated systems administration and technical support, internet server management, internet access, mobile device management, 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: \$1,442,626 Total Staffing (FTE): 8.16

Radio Communications

Provide two-way radio communications for public safety, medical, and County business communications. The communication system uses microwave technology between the Sheriff's Office, hospitals, and ambulance service necessary to deploy County services to the public.

Total Expenditures: \$1,442,626 Total Staffing (FTE): 8.16

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, maintain a County telephone directory, and administer County's voice mail system (adds, changes, deletes).

Total Expenditures: \$999,853 Total Staffing (FTE): 0.95

DEPARTMENT COMMENTS

The Information Technology department's 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 County-wide and drives a majority of the projects supported by IT. The County-wide Information Technology Strategic Plan (ITSP) addresses four primary goals and major benefits as follows:

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

In FY 2014-15, the Information Technology Department was created from the dissolution of the General Services Agency. In FY 2015-16 IT will work on ten major information technology 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 40 year old mainframe system by replacing all remaining mainframe applications within FY 2015-16. The Property Tax system is currently being modernized to run on a server platform. In order to accommodate departmental blackout periods and heavy workload during tax roll and property tax collection season, the Property Tax System Modernization Executive Steering Committee approved a new implementation date of October 2015. This project was originally scheduled to end December 2014. Property Tax is a custom-built application, and as such, software engineers will continue to be necessary to support this system beyond the decommissioning of the mainframe. Additionally, another team of software engineers is in the process of building a new, re-platformed Warrants system. Overall, the schedule associated with the removal of the last two mainframe applications carries significant risks. Staff retirements are anticipated in 2015 and 2016 that could 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 within this timeframe.

Following are some of the department's notable accomplishments for FY 2014-15 and some specific objectives for FY 2015-16:

FY 2014-15 Accomplishments

- Completed, on-time and within budget, the following IT-ESC directed projects: Budget Prep Replacement Request for Proposal (RFP) , GIS Parcel Data Conversion RFP, Tidemark Replacement RFP, Human Resources Recruitment and Performance Management System.
- Published a four-year Countywide IT strategic plan delineating the roadmap to bring additional government services and information online, create a technology-savvy workforce, effectively govern IT investment and priorities, and invest in a current, secure infrastructure.
- Upgraded the County public safety communications microwave system to maintain reliable and highly-available service.
- Planned and began replacing the County's network core system.
- Doubled the County's data storage capacity to 165 terabytes (equivalent to 60 million copies of War and Peace, a 1000 page novel).
- Continued migration of the County Property Tax system as it transitions off the mainframe to a modern technology platform.
- Completed the design of a new Warrants management system.
- Upgraded the Criminal Justice Information System (CJIS), to handle new Court and District Attorney Case Management Systems and enabled access by external law enforcement agencies.
- Simplified architecture and began redesign of electronic forms in preparation for the implementation of a new, cloud based email system.
- Coordinated the installation of high-speed optical fiber to the new Atascadero Library and Health Clinic, North County Service Center, Social Services Empleo office, and Cal Fire Station 22.
- Continued to work on GIS strategic initiatives including developing business requirements, issuing an RFP, and awarding a vendor contract to update parcel data; acquired new aerial imagery; and enhanced public relations with the launch of a mapping application that vastly improved a citizen's ability to connect with their Supervisor.

FY 2015-16 Objectives

- Complete the migration of the County Property Tax system off the mainframe to a modern technology platform.
- Implement a new Sheriff Warrants management system that will improve efficiencies within the Sheriff's Office and further reduce the reliance on the County's mainframe.
- Decommission the 40-year old mainframe technology.
- Provide project manager support for the replacement of the existing Budget Preparation system with a flexible, modern, browser-based product.
- Provide project manager support for the implementation of a new permitting system for the Planning and Building Department.
- Complete GIS parcel data project; develop and maintain critical business layers for Parks, Airports, General Services, and Sheriff's Dispatch.
- Manage RFP process and consulting services to build a Countywide Security Program Strategic Plan.
- Migrate the County email and calendaring system to a new platform strategically aligned with the County's goals of providing enhanced mobility, collaboration, and system resiliency.
- Complete the replacement of the County's core network system to guarantee reliable, adaptable, and cost effective communication services to all County facilities.
- Complete Board Chambers equipment modernization.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The level of General Fund support for this budget is recommended to increase by \$78,165 or less than 1% compared to the FY 2014-15 adopted level. Revenues are recommended to increase \$261,996 or 15% and expenditures are recommended to increase by \$340,161 or 3%.

Information Technology (IT) continues to experience a significant and changing workload, as it leads the effort to migrate applications from the mainframe into more modern environments to enable the eventual decommissioning of the County's mainframe. The migration of applications off the mainframe and into a more modern, Windows/Intel environment is consistent with the Board's adoption of a 2002 Information Technology Strategic Plan. Currently, it is expected that mainframe decommissioning will occur in July 2016. To accomplish this, IT must ensure that all applications are migrated off the mainframe and fully operational on new platforms in FY 2015-16. To facilitate a smooth transition, in addition to providing support for new applications, the department will continue to provide support to the mainframe until its decommissioning. As discussed above, the decommissioning of the mainframe has been delayed in order to accommodate departmental blackout periods and heavy workload during tax roll and property tax collection season.

The significant increase in recommended revenue is due primarily to a \$175,452 or 34% increase in charges to departments for services. As the County continues to move resources off the mainframe, additional staff time is being dedicated to the Windows/Intel environment. Charges for department consulting services are increasing by \$97,572 or 23% due to an increase in project manager time for the Pension Trust Retirement Administration and Distribution (RAD) project as well as project management time budgeted in FC 266- Countywide Automation.

Salary and benefits are recommended to increase \$415,163 or 4% due to negotiated changes to employee compensation, mid-year Position Allocation List (PAL) changes due to the dissolution of the General Services Agency, and the recommended addition of a Software Engineer position added to the department's PAL to support Public Health. In addition, the recommended salary and benefits total includes the recommended budget augmentation request of the addition of a GIS Analyst position.

Services and supplies are recommended to increase \$323,567 or 8% due to increases in various accounts. Computer software expenditures are increasing by \$12,500 or 55% due to additional storage server licenses. Maintenance contract expenditures are increasing by \$35,700 or 5% due primarily to an increased cost to maintain additional fiber connections. Maintenance equipment expenditures are increasing by \$69,500 due to an increase in network consumables and one-time expenses for mainframe decommissioning. Maintenance software expenditures are increasing by \$68,815 or 6% due largely to increases in costs for enterprise services. Professional and special services are increasing by \$127,900 or 116% primarily due to the recommended budget augmentation request for a security program strategic plan totaling \$100,000 (outlined below). Significant value purchases are increasing by \$99,500 or 217% primarily due to a \$30,000 increase for data center printer replacements that are no longer supported by the manufacturer and a \$12,000 increase for network event management license expansion. Intrafund expense offsets are recommended to increase \$398,569 or 13% due largely to an increase in support services provided to the Health Agency and Social Services.

No fixed asset expense is recommended in FY 2015-16.

The FY 2015-16 recommended PAL for the IT includes a net increase of 3.0 FTE compared to the FY 2014-15 adopted PAL.

FY 2014-15 Mid-Year PAL Changes

In FY 2014-15 the Board approved the following changes to IT's PAL related to the dissolution of the General Services Agency and realignment of financial and administrative positions:

- +1.0 FTE Director of Information Technology (BOS approved 10/7/2014)
- +1.0 FTE Accounting Technician- Confidential (BOS 12/9/2014)
- +1.0 FTE Administrative Services Manager (BOS 12/9/2014)
- -1.0 FTE Deputy Director- Information Technology (BOS 12/9/2014)

FY 2015-16 Recommended PAL Changes

- +1.0 FTE Software Engineer to support Public Health

As noted above, the FY 2015-16 budget recommends the addition of a GIS Analyst to the department's PAL. The GIS Analyst position is a new classification and pending Board approval. Due to timing, the cost for the position was built into the budget but could not be built into the department's PAL. The department will come back to the Board to amend the PAL once the classification is approved by the Board.

The recommended budget for FY 2015-16 enables IT to maintain current service levels, despite a significant workload. The recommended security program strategic plan budget augmentation request will result in a roadmap that will define a countywide approach to reducing the security risk and outline a methodology to meet legally mandated information security requirements. The addition of a GIS Analyst position will expand the County's GIS program and will perform technical duties in support of the County's overall IT goals.

BOARD ADOPTED CHANGES

Per the supplemental document, the Board approved the following PAL Changes during budget hearings:

- The Board approved a request to amend the PAL to delete 1.00 FTE Software Engineer III and add 1.00 FTE Senior Software Engineer. The incumbent was found to be working out of class and Human Resources recommended reclassification from a Software Engineer III to a Senior Software Engineer. The position resides in Information Technology but is dedicated to and paid for by the Health Agency. The Health Agency will absorb any cost increase associated with this action.
- The Board approved a request to amend the PAL to add 1.00 FTE Geographic Information Systems Analyst I/II/III to support the County's Geographic Information System program. The classification was approved by the Board of Supervisors on April 21, 2015. The cost of the position was included in the department's FY 2015-16 budget. However, due to the timing of the Board's approval of this new classification, the position could not be added to the department's PAL in the FY 2015-16 Proposed Budget.

BUDGET AUGMENTATION REQUESTS ADOPTED

Unit Amount	Description	Results
Gross: \$100,000 General Fund support:\$100,000	Security Program Strategic Plan	The Security Program Strategic Plan will result in: <ol style="list-style-type: none"> 1. An analysis of and recommendation for changes to the current information security governance model. 2. Identification of necessary steps to ensure understanding of countywide information security, privacy, and confidentiality needs. 3. Identification of recommended information security solutions and a logical sequence for implementation and periodic review.

<p>Gross: \$67,891 General Fund support: \$67,891</p>	<p>Addition of 1.0 FTE GIS Analyst to support the County's Geographic Information System program</p>	<p>The position will allow the County's GIS program to:</p> <ol style="list-style-type: none"> 1. Develop a plan for ongoing maintenance of road centerline data for use by the Sheriff's dispatching system, which will reduce emergency response time by increasing location accuracy and aligning data used by multiple public safety agencies. 2. Develop and maintain critical business data layers for General Services, Airports, and Parks. 3. Upload countywide and department specific data into the enterprise for use by mapping applications used by County staff and the public. 4. Create specialized mapping projects and analysis for departments who do not currently have GIS support staff.
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Note: The Budget augmentation request for an addition of a Software Engineer position added to IT's PAL to support Public Health is included in FC 160 – Public Health narrative.

GOALS AND PERFORMANCE MEASURES

<p>Department Goal: Provide timely, reliable and cost-effective services that meet or exceed customer expectations.</p>						
<p>Communitywide Result Link: <input checked="" type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input type="checkbox"/> Well-Governed Community</p>						
<p>1. Performance Measure: Percentage of time the County's radio communication system is available.</p>						
10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
100%	100%	100%	100%	99.9999%	99.99429%	99.9999%
<p>What: Maintain the availability of the Countywide licensed microwave radio communication system to an outage level of no more than 32 seconds per year (the public safety interconnect industry standard is 99.9999% availability).</p>						
<p>Why: The microwave radio communication system provides radio coverage of more than 3,300 square miles in San Luis Obispo County for countywide public, safety and emergency service agencies. Radio communications within the County support the Sheriff/Coroner, County Fire, medical/ambulance response, and many other emergency and general government activities. The radio system also provides reliable communications with other local jurisdictions such as cities within the county and our neighboring counties. Lastly, the system allows for coordinated communications response with State and Federal agencies. Full availability and reliability contributes to a safe community.</p>						
<p>How are we doing? The Information Technology Department (ITD) did not meet its performance measure and the industry standard for public safety communication system availability during FY 2014-15. ITD upgraded the entire microwave radio infrastructure. During this upgrade there was an unexpected outage of 30 minutes caused by the new software failure. The outage did not have an impact on safety. Software was updated to prevent this issue from happening again. Critical system infrastructure such as 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. These improvements will allow ITD to meet the 99.9999% target in FY 2015-16.</p>						

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

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

2. Performance Measure: Percentage of time the County's voice mail communication system is available.

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 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? The Information Technology Department (ITD) met its FY 2014-15 adopted performance measure for voice mail communication system availability. Leveraging additional functionality and reliability of the upgraded voice mail system installed in FY 2011-12 has resulted in expanded service features and better service management tools. ITD expects to meet its voice mail communication system availability target in FY 2015-16.

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

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

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

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
86%	81%	97.73%	95%	95%	98%	95%

What: This measure tracks the combined average percentages of 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? The Information Technology Department (ITD) exceeded its adopted performance goal related to project milestones during FY 2014-15. 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 business and schedule requirements. The application of a consistent project management framework provided a repetitive, predictable, and measurable discipline which aligned business needs with technology and also ensured that business requirements were properly documented and met in the majority of information technology implementations. ITD expects to meet its targeted performance goal related to project milestones, budget estimates, and time estimates during FY 2015-16.

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

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
99%	99.2%	99%	99.5%	99%	99.81%	99%

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

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

How are we doing? The Information Technology Department (ITD) exceeded its FY 2014-15 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. ITD expects to meet or exceed its targeted performance goal for LAN and WAN availability in FY 2015-16.

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.

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
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	100% of new hire staff, 100% of existing County staff	100% of new hire staff, 100% of existing County staff

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

Why: Industry analysis has proven that over 70% of all security breaches are internal to an organization. Education and prevention are the two most cost efficient keys to ensuring systems security. San Luis Obispo County, in a collaborative effort with other California counties, used the International Organization for Standards (ISO) guidelines to create and adopt eighteen security policies. The Security Awareness Program is an essential component of such policies. Therefore, IT measures the success of that Security Awareness Program each year in order to meet industry standards.

How are we doing? The Information Technology Department (ITD) met its FY 2014-15 adopted performance measure of providing security awareness training to 2,761 existing full-time, part-time, seasonal, and temporary staff as well as 289 people who attended New Employee Orientation during FY 2014-15. Information security awareness messages were presented to new employees during New Employee Orientation and to all County staff through security awareness emails that included links to internal and external information security related resources and tips. Additionally, many departments were offered access to an optional, web based information security awareness training called Securing the Human which allows departments to track staff completion of security awareness training. Information Technology expects to meet its adopted performance goal of providing optional security training to new and existing employees in FY 2015-16.

Department Goal: To deliver excellent service to every customer.

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

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

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
97.9%	89%*	95.6%	95%	97%	97%	97%

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

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

How are we doing? The Information Technology Department (ITD) met its FY 2014-15 adopted performance measure for customer satisfaction. Of the 530 responses to the electronic survey sent out, 18 respondents selected a rating lower than satisfactory. By revamping the Service Desk model, modernizing applications, making a major infrastructure investment to improve the network, radio communications, and storage networks, expanding self-service capabilities, and by improving communications with customers, departmental technical staff, and the County executive team, ITD will continue to focus on its mission to "Deliver Excellence to Every Customer" and meet its targeted performance goal in FY 2015-16.

*The FY 2011-12 survey was revised to include only 2 of 5 choices as "satisfactory" or better and a selection for "neither satisfied nor dissatisfied" was included. The revised survey was likely the contributing factor to the decline in survey results.

Department Goal: Provide cost-effective, accurate, and reliable computing environment and assets for general County, departmental specific, and outside agency use.

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

7. Performance Measure: Percentage of technical issues reported to and resolved by the Information Technology Department Service Desk Call Center. Calls that cannot be resolved by the Service Desk Call Center are dispatched and resolved by other ITD or County department teams.

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
74%	73%	67%	59%	70%	72%	65%

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

Why: The goal is to resolve most technical issues within the Information Technology Service Desk Call Center, allowing other IT and County teams to focus on other activities. This translates into increased department efficiency and greater delivery of technology value to customers.

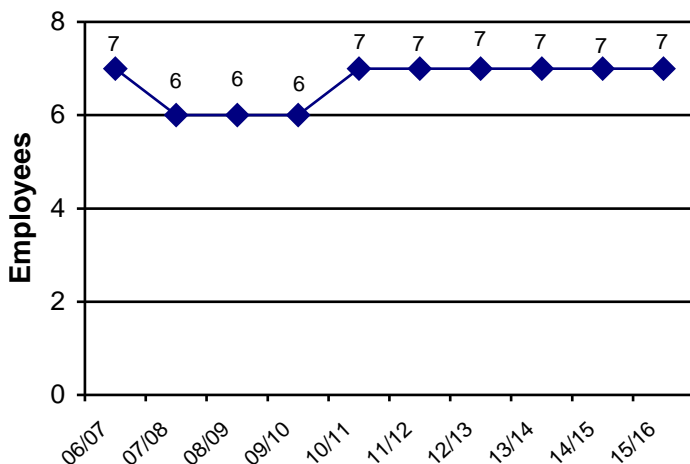
How are we doing? The Information Technology Department (ITD) exceeded its FY 2014-15 adopted performance measure for the percentage of technical issues reported to and resolved by ITD's Service Desk Call Center. Service Desk staff solved 5,780 tickets out of a total of 7,966 tickets received (72%). The Information Technology Department Service Desk (ITD/SD) went through a major transformation in FY 2014-15. The new service model includes a combination of customer service representatives as a first line of defense responding to less technically complex questions, a more agile dispatch workforce to address issues in the field, modernized computer and radio communications networks, and a focus on self-service and automation. Such transformation not only reduced the number of simple calls to the Service Desk but also increased the number of calls solved by the Service Desk on first contact. ITD Service Desk continued to support 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 by the Service Desk to resolve them. In FY 2015-16, this trend will continue as the Service Desk adds new services for which work requests and incident tickets were created, such as NEOGOV. The Information Technology Department expects to meet its targeted performance goal in FY 2015-16.

MISSION STATEMENT

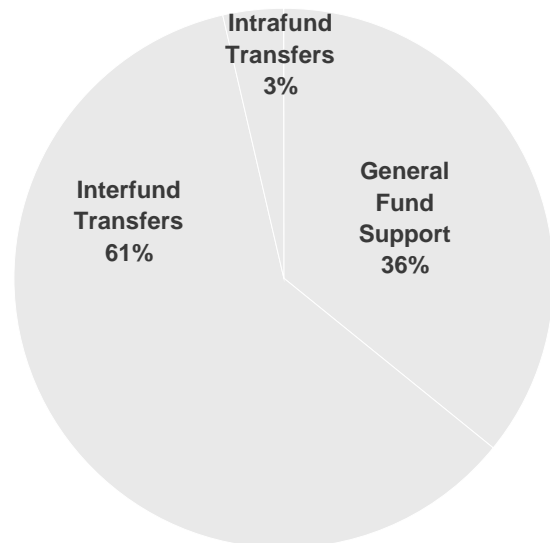
We collaborate with County departments to protect financial stability and promote safe practices by managing and administering the Safety, Benefits, Workers' Compensation, and Liability programs and providing education and training to ensure the health and welfare of all employees and the public we serve.

	2013-14	2014-15	2015-16	2015-16	2015-16
Financial Summary	Actual	Actual	Requested	Recommended	Adopted
Intergovernmental Revenue	\$ 0	\$ 2,468	\$ 0	\$ 0	\$ 0
Charges for Current Services	4,403	5,282	0	0	0
Interfund	967,430	1,007,196	1,039,764	1,039,764	1,039,764
**Total Revenue	\$ 971,833	\$ 1,014,946	\$ 1,039,764	\$ 1,039,764	\$ 1,039,764
Salary and Benefits	790,512	816,323	874,347	871,117	871,117
Services and Supplies	784,895	821,900	855,772	845,672	845,672
**Gross Expenditures	\$ 1,575,407	\$ 1,638,223	\$ 1,730,119	\$ 1,716,789	\$ 1,716,789
Less Intrafund Transfers	78,149	74,223	61,238	61,238	61,238
**Net Expenditures	\$ 1,497,258	\$ 1,564,000	\$ 1,668,881	\$ 1,655,551	\$ 1,655,551
General Fund Support (G.F.S.)	<u>\$ 525,425</u>	<u>\$ 549,054</u>	<u>\$ 629,117</u>	<u>\$ 615,787</u>	<u>\$ 615,787</u>

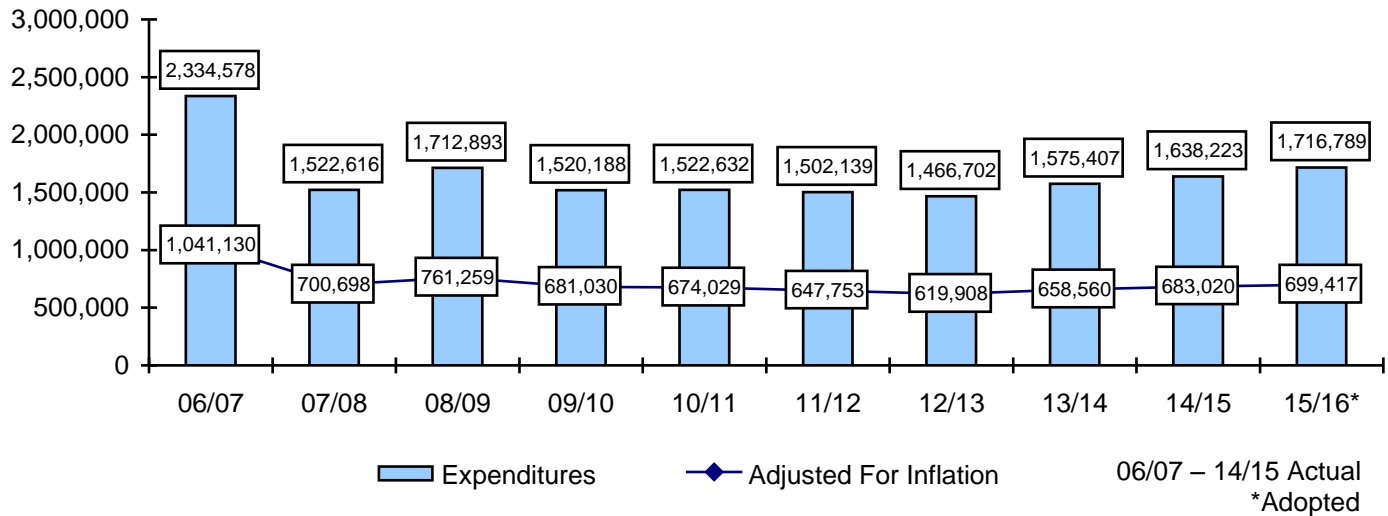
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Risk Management a division of the Human Resources Department has a total expenditure level of \$1,716,789 and a total staffing level of 7.00 FTE to provide the following services:

Employee Benefits

Provide high quality employee benefit administration services (e.g., health, life insurance, flexible spending accounts for health and dependent care, wellness, etc.) to active employees and retirees.

Total Expenditures: \$355,126 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: \$235,457 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: \$843,836 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: \$282,370 Total Staffing (FTE): 2.60

COUNTY ADMINISTRATOR’S COMMENTS AND RECOMMENDATIONS

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

The level of General Fund support for this budget is recommended to increase \$72,961 or 13% compared to FY 2014-15 adopted levels. Revenues are recommended to increase \$29,124 or 2% and total expenditures are recommended to increase \$102,085 or 6%.

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 \$64,685 or 8% due to compensation increases approved by the Board in FY 2014-15 as well as the conversion of two positions on the Position Allocation List: one Administrative Assistant (AA) III to an AA III – Confidential, and one Human Resources (HR) Analyst Aide to a HR Analyst Aide – Confidential. The conversion of these two positions increased the salary and benefit accounts by \$12,942.

Services and supplies are increasing \$24,415 or 2% primarily due to an increase in the California Public Employees Retirement System (CalPERS) administrative fee of \$26,400 or 40%. This fee is set each year by the CalPERS Board of Administration pursuant to the Public Employee’s Medical and Hospital Care Act. The amount charged represents a percentage of the premiums on active and retired health insurance premiums.

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

BOARD ADOPTED CHANGES

None.

BUDGET AUGMENTATION REQUESTS ADOPTED

Unit Amount	Description	Results
Gross: \$12,942 General Fund support: \$12,942	Convert 1.0 FTE Administrative Assistant (AA) Series position to AA - Confidential, and 1.0 FTE Human Resources (HR) Analyst Aide HR Analyst Aide -Confidential	This will provide the Human Resources Director more flexibility to reassign staff to different programs and projects.

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 Manager as above satisfactory or better.						
10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
New	New	New	82%	85%	85%	85%
What: The Human Resources department conducts monthly analysis of survey responses of County employees. The Human Resources department sends a survey to employees who have contacted the Benefits Manager by email or phone. The survey evaluates the employees’ level of satisfaction with the service provided. The survey addresses the following critical service areas: timeliness, accuracy, responsiveness, and reliability of information.						

Why: The Benefits Manager is responsible for educating and providing guidance to County employees on all aspects of benefits, and assisting employees in making informed decisions. Regularly surveying our customers allows us to gauge the quality of our services and make program improvements as needed.

How are we doing? The success threshold for this measure is aggressive at above satisfactory or better. We received a total of 168 responses, 142 of which rated the services as above satisfactory or better. Benefits 101 rolled out in June 2015 and 58 employees attended the 4 hour workshop offered through the Learning and Development Center (LDC). The workshop includes information about pension, deferred compensation, and employee benefits. Benefits 101 will be offered through LDC once a month starting in August 2015. The goal is to help employees better understand their benefits.

Department Goal: To promote a safe work environment for County employees.

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

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

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
4.5	4.5	3.9	3.8	3.6	3.7	4.0

What: This measure tracks the number of employee illnesses/injuries per 100 employees in comparison to other local government agencies in California. By collecting injury and illness data, we can compare ourselves to statewide average data prepared by the Department of Industrial Relations. The OSHA Recordable injury rate is a regulatory-defined injury statistic that is a common state and national industry benchmark. While injury statistics are maintained for the purposes of managing both safety and workers 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.

Why: This measure helps to track the effectiveness of our Safety Program, which has an impact on the County's budget. An effective safety program limits employee injury and illness, which lowers workers' compensation costs for the County.

How are we doing? The OSHA Recordable Injury Rate is calculated using OSHA's formula, which normalizes rates to represent 100 employees working 40 hours per week for 50 weeks per year. The County had 52 recordable injuries to date, for 2,932 permanent, temporary, or seasonal employees who worked an average of 1,801 hours each in FY 2014-15. The County's injury rate is increasing due to Labor Code 4850 (Peace Officers injured on duty), that was adopted in January 2010, and related presumptive injuries from law enforcement departments. The County's illness/injury rate is comparable to the private sector and well below the average for local government agencies of 5.9 per 100 employees in 2013, as reported by the National Bureau of Labor Statistics.

3. Performance Measure: Annual number of serious employee work-related injuries (i.e., death, loss of limb, overnight hospitalization, etc.) as defined by CAL/OSHA.

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
1	0	1	1	0	0	0

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.

Why: This measure helps track the effectiveness of our Safety Program, which has an impact on the County's budget. An effective safety program limits employee injury and illness, which lowers workers' compensation costs for the County.

How are we doing? In FY 2014-15, there were no serious employee work-related injuries. Direct comparable-entity comparison data are not available for this measure.

4. Performance Measure: Number of days away from work due to workplace injury.

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
666	1,460	656	1,592	650	963	850

What: This measure tracks the total number of days that employees are absent during the year due to work-related injuries.

Why: This measure helps to track the effectiveness of our safety and workers' compensation programs, which have an impact on the County's budget and the productivity of County employees. Effective safety and workers' compensation programs limit employee injury and illness, which lowers workers' compensation costs for the County and reduces the amount of time that County employees are unable to be at work.

How are we doing? The County experienced a significant jump in the number of lost days in FY 2013-14. 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. A total of 28 employees logged a total of 963 days away from work. Although there are only 2 new LC 4850 cases so far this year, the three remaining on the books from last year have amassed hundreds of lost days. 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.

Department Goal: To effectively administer the County's Liability Insurance Program.

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

5. Performance Measure: Number of liability claims filed per \$1 million of payroll.

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
County: .57 EIA average: .83	County: .65 EIA average: .77	County: .57 EIA average: .78	County: .63 EIA average: .75	Better than the EIA average	County: .71 EIA average: .74	Better than the EIA average

What: This measure represents a comparison of the number of liability claims filed against local California governments. The California State Association of Counties (CSAC) Excess Insurance Authority (EIA) insures the majority of California public agencies and is the second largest public entity property and casualty pool in the nation.

Why: Tracking the number of liability claims filed per \$1 million of payroll indicates how San Luis Obispo County compares to other counties as determined by the County's annual actuary conducted by Bickmore Risk Services. Keeping liability claims to a minimum has a positive impact on the County's budget because a low number of liability claims contributes to lower liability insurance premiums.

How are we doing? Based on our November 2014 actuarial report's weighted and adjusted values, claim frequency of 111 claims for \$156,134,000 of payroll is an increase compared to FY 2013-14 levels. The County's liability program is performing well and we remain 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.

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

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
County: \$12,280 EIA average: \$8,990	County: \$10,350 EIA average: \$8,760	County: \$8,720 EIA average: \$8,967	County: \$7,520 EIA average: \$10,070	Better than the EIA average	County: \$7,460 EIA average: \$8,838	Better than the EIA average

What: This measure provides an indication of how much money is being spent on average for liability claims. CSAC-EIA insures the majority of California public agencies and is the second largest public entity property and casualty pool in the nation.

Why: Tracking the average dollar loss per liability claim indicates how San Luis Obispo County compares to other counties as determined by the County's annual actuary conducted by Bickmore Risk Services. Minimizing liability claims costs reduces the amount of General Fund dollars needed to pay claims, and reduces the cost of excess insurance.

How are we doing? Based on the November 2014 actuarial study, the County's weighted and adjusted loss value was calculated at \$828,060 for state-wide benchmarking purposes. There were 111 open claims during the study period. The average loss per claim decreased slightly from FY 2013-14 levels. Risk Management met the FY 2014-15 target due to the fact that program fundamentals are sound.

7. Performance Measure: Dollars of loss per \$100 of payroll for liability claims.						
10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
County: .70 EIA average: .67	County: .67 EIA average: .62	County: .50 EIA average: .64	County: .48 EIA average: .65	Better than the EIA average	County: .53 EIA average: .58	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 2014 actuarial report, the County's weighted and adjusted loss value was calculated at \$828,060 for state-wide benchmarking purposes. Based on payroll of \$156,134,000, the rate per \$100 of payroll was calculated at .51. Consequently, the rate per \$100 of payroll increased from FY 2013-14 by about 6% maintaining the County below the EIA average.</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.						
10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
County: \$1.27 EIA average: \$2.06	County: \$1.13 EIA average: \$2.08	County: \$0.91 EIA average \$2.01	County: \$1.19 EIA average \$2.10	Better than the EIA average	County: \$1.01 EIA average \$2.09	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 a 15% decrease in its loss rate per \$100 of payroll in FY 2014-15, compared to the prior fiscal year. The loss rate is based upon the November 2014 actuarial study which calculated a weighted and adjusted loss of \$1,576,953 for state-wide benchmarking purposes. Based on payroll of \$156,134,000 the rate per \$100 decreased from \$1.19 to \$1.01. At less than half the EIA average, we continue to remain well below our target. Although we had an increase in 4850 claims, we experienced overall low claim numbers due to safety and loss prevention efforts and excellent claims and program management, which contributed to the better than average program statistics.</p>						
9. Performance Measure: Number of Workers' Compensation claims per 100 employees.						
10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
County: 6.9 Comp Co. avg: 8.4	County: 7.0 Comp Co. avg: 9.0	County: 6.4 Comp Co. avg: 8.6	County: 6.6 Comp Co. avg: 8.6	Better than the Comp Co. average	County: 5.9 Comp Co. avg: 8.1	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>						

How are we doing? The November 2014 TCS report shows the claim frequency for the County decreased by 11%. At 161 claims for 2,715 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. Although we have had an increase in 4850 claims, frequency has been offset by a reduction in claims for all other injuries.

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

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
County: \$6,170 EIA average: \$10,940	County: \$5,910 EIA average: \$11,770	County: \$5,260 EIA average: \$11,902	County: \$7,890 EIA average: \$12,389	Better than the EIA average	County: \$8,630 EIA average: \$12,637	Better than the EIA average

What: This measures the average dollars of loss per workers' compensation claim for a comparison to the average dollars of loss experienced in other Counties as reported by the CSAC-EIA average. The average loss projected by the CSAC-EIA actuary is based on historical loss data and represents ultimate final loss costs for claims from each fiscal year. CSAC-EIA insures the majority of California public agencies and is the second largest public entity property and casualty pool in the nation.

Why: Tracking the average dollars lost per workers' compensation claim provides a measurement of the effectiveness of the County's workers' compensation program as compared to other counties. An effective workers compensation program limits the number and cost of workers' compensation claims.

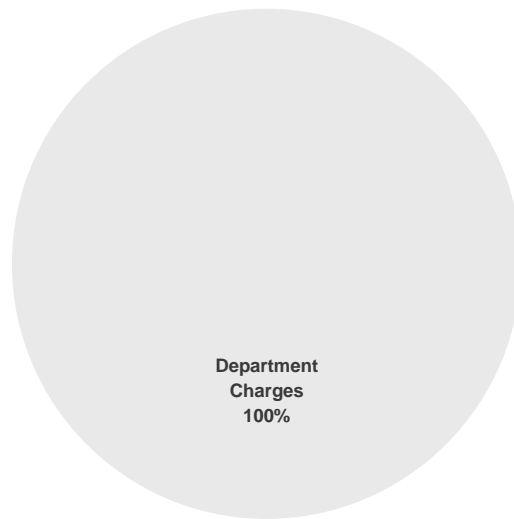
How are we doing? While San Luis Obispo County's claim costs had been decreasing in recent years, the growing cost of the 4850 (Peace Officers injured on duty) benefits has reversed this trend. San Luis Obispo County's claim costs are presently 68% of the CSAC-EIA average, but the rise in the 4850 legislatively enhanced benefits is eroding this achievement. The workers' compensation program, including in-house staff, a Third Party Claims Administrator, and a third party management consultant, is recognized state-wide as a model program. 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. The loss value is based upon the November 2014 actuarial study which calculated a weighted and adjusted loss of \$1,576,953 and claim count of 182 for state-wide benchmarking purposes, for an average of \$8,630 per claim.

PURPOSE STATEMENT

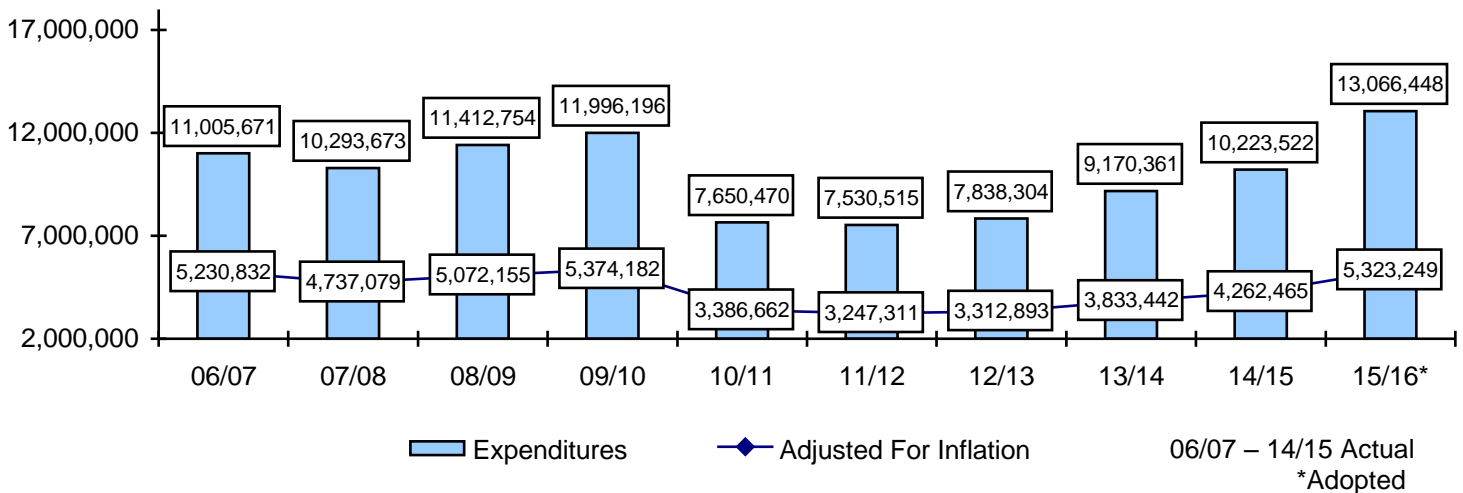
Fund Centers 408-412 comprise the County's self-insurance budget and provide funding for Workers' Compensation (Fund Center 408), Liability Self-Insurance (Fund Center 409), Unemployment Insurance (Fund Center 410), Medical Malpractice (Fund Center 411) and Self-Insured Dental (Fund Center 412). Funding for the self-insurance fund centers comes largely from charges to departments for providing various benefits and insurances to County employees. Staffing for the administration of the self-insurance programs is included in Fund Center 105 - Risk Management.

OPERATING DETAIL (1)	2013-14 ACTUAL (2)	2014-15 ACTUAL (3)	2015-16 RECOMMENDED (4)	2015-16 ADOPTED BY THE BOS (5)
OPERATING REVENUES				
Charges for current services	7,413,194	8,935,193	11,102,864	11,102,864
TOTAL OPERATING REVENUES	7,413,194	8,935,193	11,102,864	11,102,864
OPERATING EXPENSES				
Services and Supplies	4,386,463	5,266,584	2,405,067	2,405,067
Overhead	45,402	292,049	458,242	458,242
Insurance Premiums	0	0	0	0
Insurance Benefit Pmts	3,584,464	4,136,843	9,503,139	9,503,139
Claims	0	0	0	0
Outside Legal	638,031	528,046	700,000	700,000
TOTAL OPERATING EXPENSES	8,654,360	10,223,522	13,066,448	13,066,448
OPERATING INCOME (LOSS)	(1,241,166)	(1,288,329)	(1,963,584)	(1,963,584)
NON-OPERATING REVENUES (EXPENSES)				
Interest	46,249	73,945	63,400	63,400
Other Income	0	0	0	0
TOTAL NON-OPERATING REVENUES (EXPENSES)	46,249	73,945	63,400	63,400
INCOME BEF. CAPITAL CONTRBS. & TRANSFERS	(1,194,917)	(1,214,384)	(1,900,184)	(1,900,184)
Transfers in (out)	(370,363)	0	0	0
CHANGE IN NET ASSETS	(1,565,280)	(1,214,384)	(1,900,184)	(1,900,184)
Net assets - beginning	4,897,102	3,331,822	2,464,681	2,117,438
Net assets - ending	<u>3,331,822</u>	<u>2,117,438</u>	<u>564,487</u>	<u>217,254</u>

Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

The Human Resources Department manages the Self Insurance budget which has a total expenditure level of \$13,066,448 and no staffing to provide the following services:

Workers' Compensation

Provides funding for all costs associated with the County's self-insured Workers' Compensation program, including benefit payments to eligible recipients and administrative expenses.

Total Expenditures: \$7,071,391 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: \$3,488,346 Total Staffing (FTE): *

Unemployment Insurance

Provides funding for all costs associated with the County's self-insured Unemployment program, including benefit payments to eligible recipients and administrative expenses.

Total Expenditures: \$333,679 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: \$360,833 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: \$1,812,199 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 (ISFs) that charge County departments in order to service the Workers' Compensation (Fund Center 408), Liability (Fund Center 409), Unemployment Insurance (Fund Center 410), Medical Malpractice (Fund Center 411), and Self-Insured Dental (Fund Center 412) programs. Staffing for each of these programs is included in the budget for Fund Center 105 - Risk Management.

Industry norms, including guidelines set by the County's excess insurance carrier, the California State Association of Counties – Excess Insurance Authority (CSAC-EIA), suggest that fund reserve levels for these programs should be maintained between 70% (minimum) and 90% (conservative) confidence levels. The programs in the self-insurance budget have been well managed in recent years, and have been on a good financial foundation. Because of this, it has been reasonable and appropriate to minimize charges to departments during 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. As indicated in the FY 2014-15 adopted budget, charges to departments for their share of liability costs were recommended to increase as part of a two-year phased approach to return to normal levels. FY 2015-16 represents the second year of this phased increase. Therefore, the recommended FY 2015-16 budget includes charges to departments for workers' compensation and liability at normal rates, resulting in an overall increase in revenue to fund centers 408 and 409 of \$2.4 million.

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, the Service Programs, and the 10 year Expenditure chart use the information and data from the same budget report (the Form A) as is used for other fund centers.

For consistency with the manner in which changes in other fund centers are explained, this narrative provides a comparison of the FY 2015-16 recommended budget with the FY 2014-15 adopted budget. Variances between these two fiscal years are described by fund center as follows:

Fund Center 408- Workers' Compensation

This is the largest of the five fund centers, with more than \$7 million in appropriation recommended. Revenues generated from charges to departments are recommended to increase \$1,375,000 or 28% compared to the FY 2014-15 adopted budget, in order to rebuild the reserve. These rates are set to generate \$6.2 million in FY 2015-16.

Expenditures are recommended to increase \$337,478 or 5% compared to FY 2014-15 adopted levels due largely to an expected \$176,000 or 15% increase to the County's workers' compensation insurance premium, based on an estimate provided by CSAC-EIA, as well as a \$122,890 (60%) increase to countywide overhead. The recommended budget assumes workers' compensation payments of \$3.5 million, which is the same level assumed for the FY 2014-15 budget. While the number of claims is decreasing, medical costs are increasing. Other expenditure accounts are increasing or decreasing by smaller amounts.

Fund Center 409- Liability

Revenues are recommended to increase \$995,000 million or 58% compared to FY 2014-15 adopted levels due to increased liability insurance billings to departments which have been set to generate \$2.7 million in FY 2015-16.

Expenditures are recommended to decrease \$78,654 or 2% compared to FY 2014-15 adopted levels primarily due to a \$200,000 reduction in the budgeted amount for outside legal counsel costs, which offsets smaller increases in other accounts. The liability insurance premium is expected to exceed \$1.4 million.

Fund Center 410- Unemployment Insurance

Revenue generated from payroll billings to departments is increasing \$12,700 or 10% compared to FY 2014-15 adopted levels and is set to produce \$133,200 in revenue. Expenditures are recommended to increase \$3,093 or 10% compared to FY 2014-15 adopted levels primarily due to an increase of \$3,010 or 11% 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.

Fund Center 411- Medical Malpractice

The recommended budget for FY 2015-16 is virtually flat in comparison to FY 2014-15 adopted levels. Revenues are recommended to increase \$196 or less than 1% and expenditures are recommended to increase \$1,073, also less than 1% due to increases in staff costs.

Fund Center 412- Self-Insured Dental

Revenues are recommended to increase \$111,214 or 6%, and expenditures are recommended to increase \$23,908 or less than 1%. The recommended budget assumes no increase in the cost of dental plan benefits, set at more than \$1.6 million.

BOARD ADOPTED CHANGES

None.

BUDGET AUGMENTATION REQUESTS ADOPTED

None requested.

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

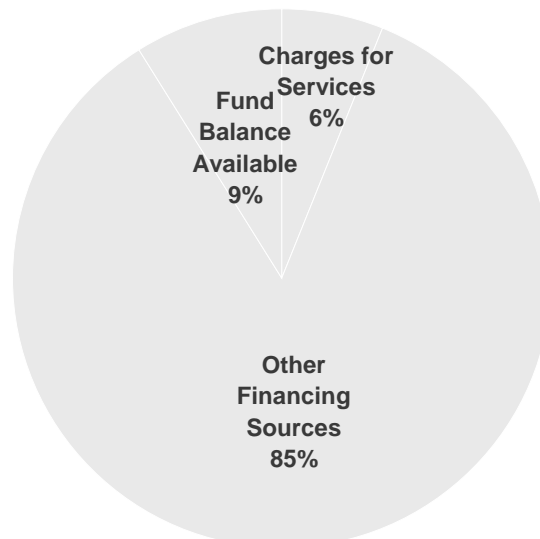
Tax Reduction Reserve

PURPOSE STATEMENT

This fund center provides funding for the implementation of new and replacement automation systems and equipment to allow for the continuation and enhancement of essential public services.

Financial Summary	2013-14 Actual	2014-15 Actual	2015-16 Requested	2015-16 Recommended	2015-16 Adopted
Taxes	\$ 739,147	\$ 1,005,303	\$ 0	\$ 0	\$ 0
Revenue from Use of Money & Property	447,671	473,276	0	0	0
Charges for Current Services	20,306	321,625	0	300,000	300,000
Other Financing Sources	1,779,705	3,486,313	0	4,584,099	4,584,099
Interfund	764,403	108,680	0	0	0
Total Revenue	\$ 3,751,232	\$ 5,395,197	\$ 0	\$ 4,884,099	\$ 4,884,099
Fund Balance Available	\$ 943,013	\$ 449,425	\$ 443,499	\$ 0	\$ 500,064
Cancelled Reserves	569,875	0	770,274	0	0
Total Financing Sources	\$ 5,264,120	\$ 5,844,622	\$ 1,213,773	\$ 4,884,099	\$ 5,384,163
Salary and Benefits	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Services and Supplies	908,546	837,497	2,188,527	1,815,721	1,815,721
Other Charges	12,061	25,532	0	595,893	595,893
Fixed Assets	1,064,670	3,622,876	1,390,970	1,440,970	1,482,970
Gross Expenditures	\$ 1,985,277	\$ 4,485,905	\$ 3,579,497	\$ 3,852,584	\$ 3,894,584
Contingencies	0	0	0	0	0
New Reserves	943,013	1,699,425	0	1,031,515	1,489,579
Total Financing Requirements	\$ 2,928,290	\$ 6,185,330	\$ 3,579,497	\$ 4,884,099	\$ 5,384,163

Source of Funds



SERVICE PROGRAMS

Countywide Automation functions under the Information Technology Department. Countywide Automation has a total expenditure level of \$3,894,584 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: \$3,894,584 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 2015-16 depreciation schedule for Countywide Automation identifies that \$1,803,161 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 2015-16 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 financing requirements for FY 2015-16 is \$484,099, a \$887,361 or 22% increase from FY 2014-15 adopted levels. This includes \$3,852,584 in total operating expenditures and \$1,031,515 of new reserves.

Services and supplies are recommended at \$1,815,721, a \$1,160,783 or 177% increase compared to FY 2014-15 adopted levels. The increase is due to expense for various projects discussed below.

Fixed assets are recommended at \$1,440,970, a \$10,470 or less than 1% increase compared to FY 2014-15 adopted levels. Fixed assets include a variety of equipment replacements with the most notable being \$472,478 of funding to replace Planning and Building Department’s permit tracking system.

The recommended total financing sources for this budget is \$4,884,099 a \$887,361 or 22% increase compared to the FY 2014-15 adopted levels. Funding from General Fund from depreciation charges total \$1,803,161, a decrease of \$26,999 or less than 1% compared to the FY 2014-15 adopted budget. Financing for this budget also includes \$300,000 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. The recommended budget also proposes to increase reserves by \$1,031,515 for the Countywide Automation Fund.

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 2015-16 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 2015-16:

1. Planning and Building Department's Permit Tracking System Replacement Project (Non-Recurring)

Expense: \$2,062,915

Source of Funding: County Automation Funds

This project will replace the Planning and Building Department's permit tracking system (Tidemark), which no longer meets the department's business needs with a modern enterprise permit tracking system. The project will provide the department with a new permit tracking system that includes modern features, runs on current operating systems, is designed to be integrated with other systems and applications, and provides in-depth reference and training materials. The funding recommended includes hardware, software, professional and training services, maintenance and limited term staff positions to assist during the Request for Proposal and vendor selection. To complete the permit tracking system replacement, \$549,310 of the project funding will be used in FY 2015-16 to cover the costs of limited term staff positions to operate as back-fill during the implementation phase. The \$2,062,915 total project funding includes both the system cost and the project management cost.

2. Budget Preparation System Replacement (Non-Recurring)

Expense: \$1,115,000

Source of Funding: County Automation Funds

This project replaces the existing Budget Preparation (BP) system which is past the end of its useful and supportable life. 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. The FY 2014-15 budget included \$106,538 in expense for a Limited Term Administrative Analyst as backfill support to offload work being performed by existing staff in the Administrative Office participating in the BP replacement project. The limited term position is expected to have a duration of 2.25 years and \$141,895 is budgeted in FY 2015-16 for the position. In addition, expense for a Limited Term Auditor-Analyst is budgeted in FY 2015-16 as backfill support for the Auditor's Office. In FY 2015-16, the BP replacement project will shift from requirements gathering and RFP selection to implementation. The funding in this project will be used to manage the overall project, purchase the software, and support its installation.

Other Projects Recommended for FY 2015-16

1. Upgrade and modernization of Board of Supervisor (BOS) chambers audio and visual equipment (Recurring)

Expense: \$300,000

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 in the Board of Supervisor's chambers. Replacing equipment will ensure reliable public broadcast of meetings while maintaining 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 for the public.

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 done over six years. In FY 2013-14 (Year 1), automation funds were used to preserve historic township maps. In FY 2014-15 (Year 2), automation funds were used to preserve subdivision and re-subdivision maps. Recommended funding in FY 2015-16 (Year 3) will be used to preserve City of San Luis Obispo maps.

3. Upgrade and maintain public safety radio communications equipment and systems (Recurring)

Expense: \$279,300

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 2015-16 includes:

- \$3,500 Fire-Off Air Monitor
- \$24,600 Network Switches
- \$82,200 Channel Bank Cards
- \$28,000 MIII Units
- \$7,000 Receiver (Old & New Courthouse)
- \$7,000 Receiver (Rocky Butte)
- \$15,000 HVAC – Communications Shop
- \$112,000 La Panza Microwave Site

4. Upgrade and expand equipment housed in the County's data center (Recurring)

Expense: \$477,492

Source of Funding: County Automation Funds

This project replaces and upgrades a variety of hardware and software necessary to maintain the information technology systems in the County's data center. Equipment to be replaced in FY 2015-16 includes:

**Countywide Automation Replacement
Fiscal Year 2015-16 Final Budget**

Fund Center 266

- \$291,984 Local Area Network
- \$20,226 Network Edge and Security
- \$165,282 Network Critical Spares

5. Replace computers housed in the County’s Kimball training center (Recurring)

Expense: \$34,100

Source of Funding: County Automation Funds

This project replaces and upgrades 31 computers in the Kimball building per the replacement schedule.

BOARD ADOPTED CHANGES

The Countywide Automation Replacement fund center ended FY 2014-15 with a Fund Balance Available (FBA) of \$500,064. Of these funds, \$458,064 was appropriated to the Automation Replacement designation and \$42,000 was appropriated to the Warrants System Replacement project.

BUDGET AUGMENTATION REQUESTS ADOPTED

Unit Amount	Description	Results
Gross: \$300,000 funded from Public Government and Education (PEG) Funds General Fund support: \$0	Board of Supervisors Chambers Audio Visual Modernization Project	The following results will be achieved as a result of the project: 1. New digital audiovisual systems installed 2. Public meetings will experience fewer disruptions 3. Improved access to assisted listening technology 4. Each Board member position will have local audio amplification, request to speak, and mute functionality 5. Increased level of vendor-provided support for the audiovisual system

BUDGET AUGMENTATION REQUESTS NOT ADOPTED

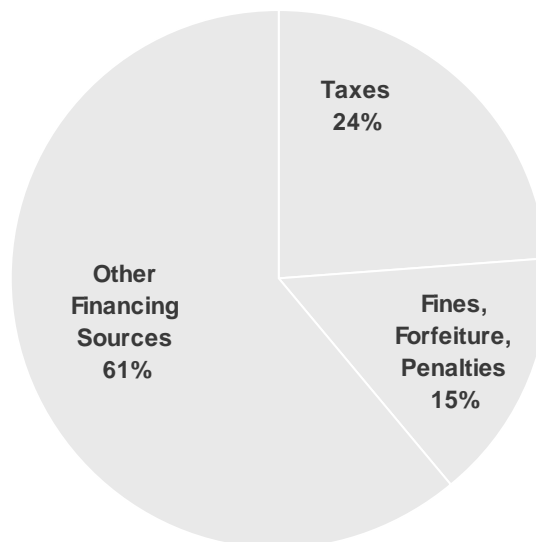
Unit Amount	Description	Results
Gross: \$60,000 General Fund support: \$0	Information Technology project management staff support for converting existing Assessor’s parcel data into a GIS platform	IT will provide professional, experienced project management needed for GIS Parcel Data Conversion Project.

PURPOSE STATEMENT

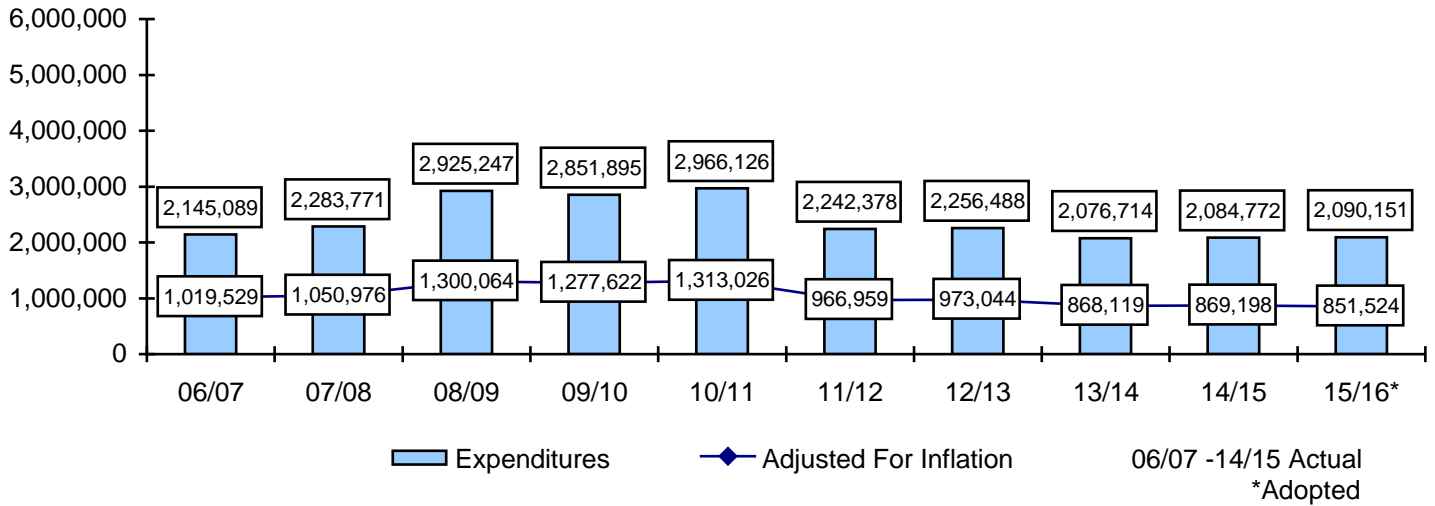
This fund center accounts for the payment of interest and principal associated with the County's long term debt based upon the Board of Supervisors' budget policies. Recommendations for debt financing of major projects are made by the County's Debt Advisory Committee in accordance with the provisions 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.

	2013-14	2014-15	2015-16	2015-16	2015-16
<u>Financial Summary</u>	<u>Actual</u>	<u>Actual</u>	<u>Requested</u>	<u>Recommended</u>	<u>Adopted</u>
Taxes	\$ 498,980	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
Fines, Forfeitures and Penalties	309,434	309,734	310,518	310,518	310,518
Other Financing Sources	<u>1,268,301</u>	<u>1,269,258</u>	<u>1,279,633</u>	<u>1,279,633</u>	<u>1,279,633</u>
Total Revenue	\$ 2,076,715	\$ 2,078,992	\$ 2,090,151	\$ 2,090,151	\$ 2,090,151
Fund Balance Available	\$ 0	\$ 10	\$ 0	\$ 0	\$ 0
Cancelled Reserves	0	0	0	0	0
Total Financing Sources	<u>\$ 2,076,715</u>	<u>\$ 2,079,002</u>	<u>\$ 2,090,151</u>	<u>\$ 2,090,151</u>	<u>\$ 2,090,151</u>
Salary and Benefits	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Services and Supplies	0	5,779	7,500	7,500	7,500
Other Charges	2,076,714	2,078,993	2,082,651	2,082,651	2,082,651
Fixed Assets	0	0	0	0	0
Gross Expenditures	\$ 2,076,714	\$ 2,084,772	\$ 2,090,151	\$ 2,090,151	\$ 2,090,151
Contingencies	0	0	0	0	0
New Reserves	0	0	0	0	0
Total Financing Requirements	\$ 2,076,714	\$ 2,084,772	\$ 2,090,151	\$ 2,090,151	\$ 2,090,151

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 2015-16 debt payments made through this fund are essentially flat when compared to FY 2014-15 and total \$2,090,151 or less than 1% of the County's total debt. The overall debt percentage for FY 2015-16 is projected to be less than 4%.

The debt payments budgeted in this fund center are as follows:

Debt Issuance	Principal	Interest	Total	Funding Source
2002 Certificate of Participation (COP) for the New County Government Center located in the City of San Luis Obispo	\$777,983	\$537,200	\$1,315,183	Payments on this issuance are funded with a variety of sources including: <ul style="list-style-type: none"> • General Government Public Facility Fees: \$400,000 • Teeter-Tax Loss Reserve Funds: \$500,000 • General Fund: \$415,183
2007 COP for the Paso Robles Courthouse	\$125,000	\$183,018	\$308,018	Payments are funded with Courthouse Construction funds.
2008 COP for the Vineyard Drive interchange in North County (near Templeton)	\$170,000	\$281,450	\$451,450	Payments are funded through Road Impact Fees collected in the Templeton area.
Total	\$1,072,983	\$1,001,668	\$2,074,651	

In addition to the debt payments noted above, this budget also includes:

- \$8,000 for administrative fees and reporting expenses associated with the issuance and management of the above noted debt
- \$6,000 for bond counsel services which are periodically needed to review debt related matters
- \$1,500 for bond disclosure filing services

The County also issued Pension Obligation Bonds during FY 2004-05. The details can be found in FC 392-Pension Obligation Bonds.

BOARD ADOPTED CHANGES

None.

BUDGET AUGMENTATION REQUESTS ADOPTED

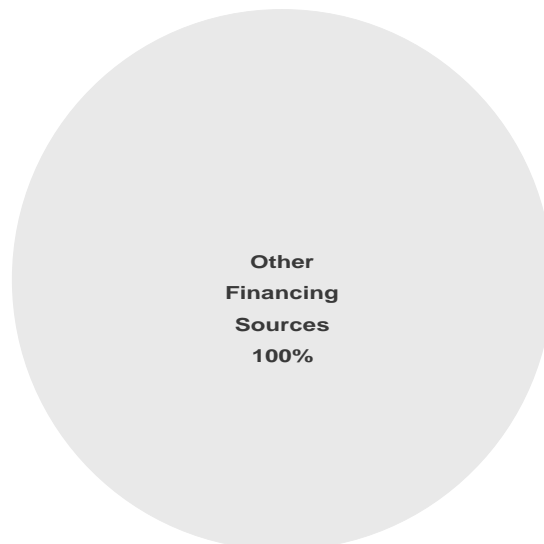
None requested.

PURPOSE STATEMENT

The purpose of this fund center 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.

	2013-14	2014-15	2015-16	2015-16	2015-16
<u>Financial Summary</u>	<u>Actual</u>	<u>Actual</u>	<u>Requested</u>	<u>Recommended</u>	<u>Adopted</u>
Fines, Forfeitures and Penalties	\$ 513,600	\$ 0	\$ 0	\$ 0	\$ 0
Revenue from Use of Money & Property	36,274	62,994	0	0	0
Other Financing Sources	5,474,741	6,020,144	2,669,222	6,169,222	6,610,877
Total Revenue	\$ 6,024,615	\$ 6,083,138	\$ 2,669,222	\$ 6,169,222	\$ 6,610,877
Fund Balance Available	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Cancelled Reserves	0	2,580,552	0	0	250,000
Total Financing Sources	\$ 6,024,615	\$ 8,663,690	\$ 2,669,222	\$ 6,169,222	\$ 6,860,877
Salary and Benefits	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Services and Supplies	0	0	0	0	0
Other Charges	64,446	185,789	0	0	250,000
Fixed Assets	0	0	0	0	0
Gross Expenditures	\$ 64,446	\$ 185,789	\$ 0	\$ 0	\$ 250,000
Contingencies	0	0	0	0	0
New Reserves	6,024,615	6,083,138	2,669,222	6,169,222	6,610,877
Total Financing Requirements	\$ 6,089,061	\$ 6,268,927	\$ 2,669,222	\$ 6,169,222	\$ 6,860,877

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.

The depreciation schedule indicates that \$2,669,222 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 fourth 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. In addition to the depreciation amount it is recommended that an additional \$3.5 million be added to the reserves, to serve as a potential funding source for future projects.

BOARD ADOPTED CHANGES

During budget hearings, the Board approved a one-time allocation in the amount of \$250,000 to the Cal Poly Performing Arts Center. This allocation was funded from the General Government Building Replacement Reserve.

At FY 2014-15 year end, the final Fund Balance Available (FBA) was higher than estimated in the FY 2015-16 Proposed Budget. Of the additional, unanticipated FBA, \$441,655 was allocated to the General Government Building Replacement- Building Replacement designation to be used as a funding source for future projects.

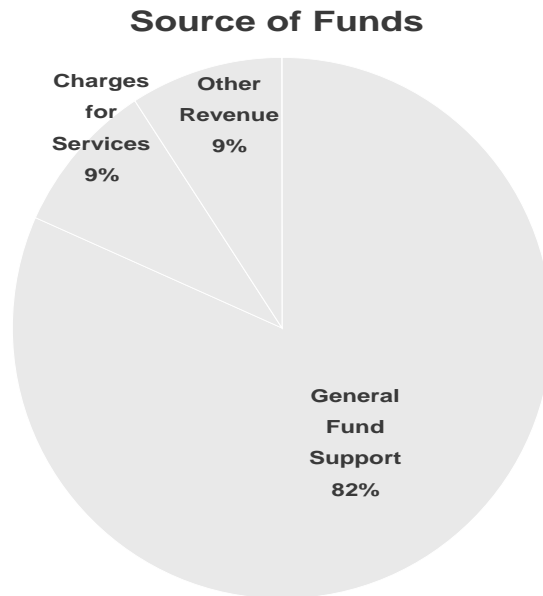
BUDGET AUGMENTATION REQUESTS ADOPTED

None requested.

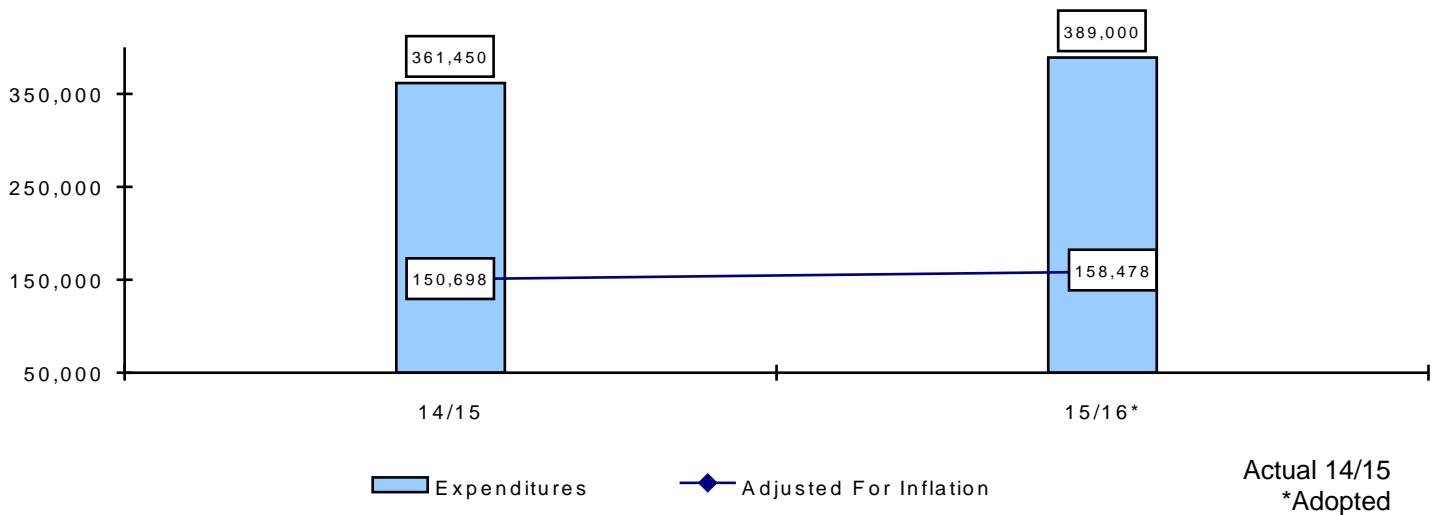
PURPOSE STATEMENT

To provide for special General Fund expenditures and revenues which are not directly related to any single County department.

Financial Summary	2013-14 Actual	2014-15 Actual	2015-16 Requested	2015-16 Recommended	2015-16 Adopted
Charges for Current Services	\$ 0	\$ 35,296	\$ 35,000	\$ 35,000	\$ 35,000
Interfund	0	36,000	36,000	36,000	36,000
**Total Revenue	\$ 0	\$ 71,296	\$ 71,000	\$ 71,000	\$ 71,000
Services and Supplies	0	361,450	389,000	389,000	389,000
**Gross Expenditures	\$ 0	\$ 361,450	\$ 389,000	\$ 389,000	\$ 389,000
General Fund Support (G.F.S.)	\$ 0	\$ 290,154	\$ 318,000	\$ 318,000	\$ 318,000



Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Non-Departmental Other Expenditures has a total expenditure level of \$389,000 to provide the following services and no staffing 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: \$354,000 Total Staffing (FTE): *

Deferred Compensation Plan

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

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

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

General Fund support in the amount of \$318,000 is flat compared to FY 2014-15 adopted amounts. Revenue in the amount of \$71,000 is budgeted at amounts comparable to FY 2014-15 adopted levels and includes reimbursement from Fund Center 405 – Public Works Internal Service Fund for half of the cost of the Federal lobbyist contract. Funding for the Federal (\$72,000) and State (\$60,000) lobbyists and the Deferred Compensation Administrative fee (\$35,000) is recommended to remain at FY 2014-15 amounts. The funding for broadcasting the Board of Supervisors meetings is decreasing by \$14,500 or 26% to \$40,000 based upon actual expenditures for FY 2014-15.

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. The recommended funding in the amount of \$182,800 is an estimate due to the fact that at the time this narrative was written the LAFCO Commission had not approved the LAFCO budget. However, it is anticipated that the LAFCO budget will increase, possibly up to 10%, and therefore, an increase of \$16,528 has been budgeted. This increase is based on the actual FY 2014-15 LAFCO expenditure of \$165,279. 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 budgeted, it will be adjusted to the approved LAFCO budgeted amount at the time of disbursement of the funds.

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.

BOARD ADOPTED CHANGES

None.

BUDGET AUGMENTATION REQUESTS ADOPTED

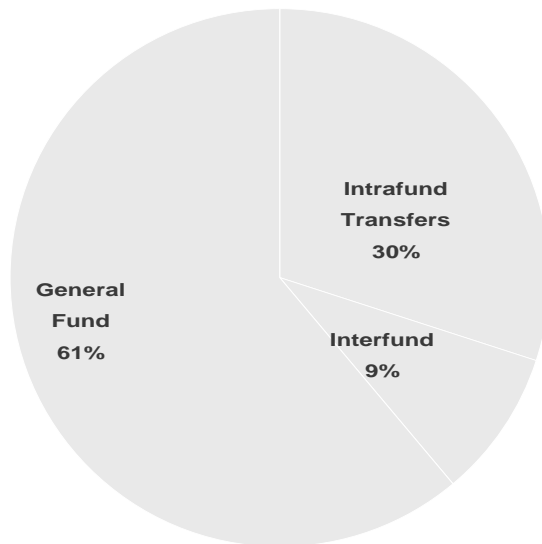
None requested.

PURPOSE STATEMENT

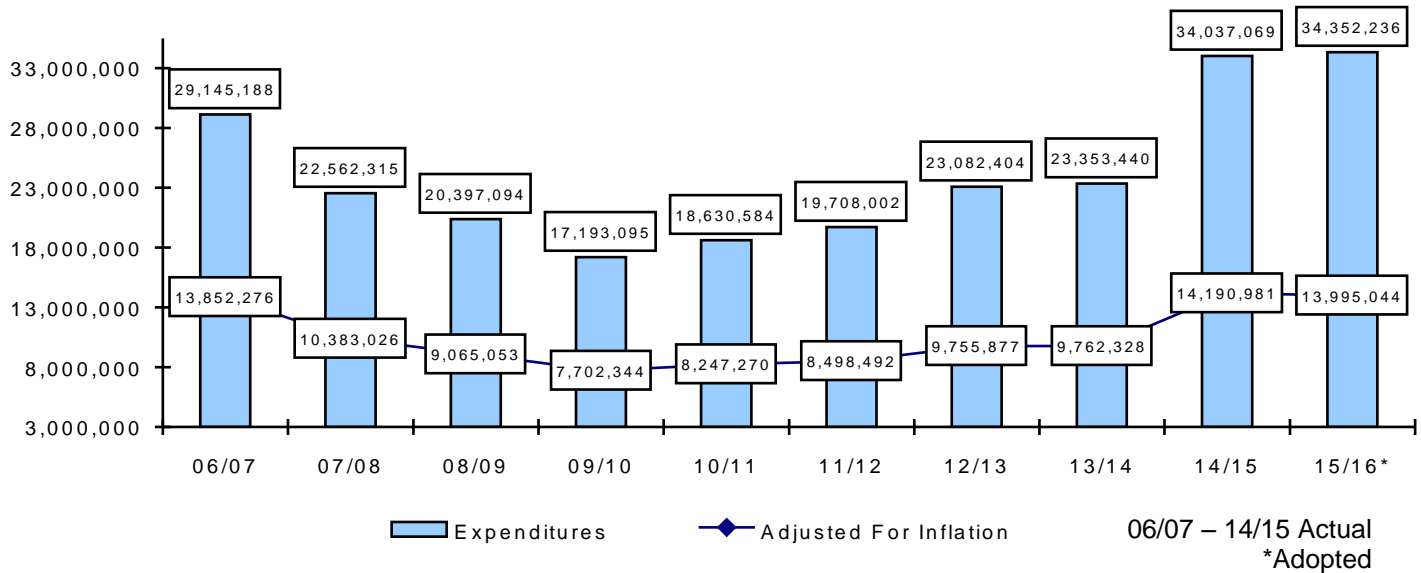
This fund center provides General Fund support to other funds to help finance their operations. This fund center is also the receiving budget for overhead charged to County departments. There are no County operations, programs, or services directly associated with this fund center.

Financial Summary	2013-14	2014-15	2015-16	2015-16	2015-16
	Actual	Actual	Requested	Recommended	Adopted
Charges for Current Services	\$ 7,470	\$ 0	\$ 0	\$ 0	\$ 0
Other Financing Sources	245,357	266,321	0	0	0
Interfund	1,575,823	1,482,906	3,077,354	3,077,354	3,077,354
**Total Revenue	\$ 1,828,650	\$ 1,749,227	\$ 3,077,354	\$ 3,077,354	\$ 3,077,354
Services and Supplies	0	0	0	0	1,034,613
Other Charges	23,353,440	34,037,069	18,451,573	35,449,668	33,317,623
**Gross Expenditures	\$ 23,353,440	\$ 34,037,069	\$ 18,451,573	\$ 35,449,668	\$ 34,352,236
Less Intrafund Transfers	10,234,885	9,055,758	10,255,250	10,334,563	10,334,563
**Net Expenditures	\$ 13,118,555	\$ 24,981,311	\$ 8,196,323	\$ 25,115,105	\$ 24,017,673
General Fund Support (G.F.S.)	<u>\$ 11,289,905</u>	<u>\$ 23,232,084</u>	<u>\$ 5,118,969</u>	<u>\$ 22,037,751</u>	<u>\$ 20,940,319</u>

Source of Funds



10 Year Expenditures Adjusted For Inflation



COUNTY ADMINISTRATOR’S COMMENTS AND RECOMMENDATIONS

This fund center contains all of the recommended General Fund “contributions” to other funds 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 Other Funds

The recommended General Fund contribution to other funds is just under \$35.2 million, reflecting an increase of \$237,036 or less than 1% compared to FY 2014-15 adopted levels. The recommended contributions include:

Fund Center	FY 2014-15 Adopted	FY 2015-16 Recommended	Percent Change
Parks and Recreation	\$3,528,177	\$3,616,907	2%
Roads	\$8,414,100	\$11,146,107	32%
Capital Projects	\$4,775,790	\$7,095,000	48%
Library	\$607,139	\$633,683	4%
Debt Service	\$420,279	\$425,683	1%
Organizational Development	\$900,000	\$604,839	-32%
Community Development Program	\$391,436	\$391,436	0%
Countywide Automation Replacement	\$3,486,313	\$4,584,099	31%
General Government Building Replacement	\$5,850,498	\$6,169,222	5%
Pension Obligation Bond Debt Service	\$350,000	\$0	-100%
Medically Indigent Services Program	\$1,676,400	\$507,692	-69%
Airports	\$12,500	\$12,500	0%
Golf	\$0	\$12,500	100%
Tax Reduction Reserve	\$4,550,000	\$0	0%
Cayucos Fire Protection District	\$0	*\$250,000	100%
Total	\$34,962,632	\$35,449,668	1%

*This amount was inadvertently left out of the FY 2014-15 budget.

- The General Fund contribution to FC 305- Parks and Recreation is to help fund the parks and recreation facilities in the unincorporated areas of the County. The contribution is increasing as a result of the dissolution of the General Services Agency, which included the realignment of fiscal and administrative staff from FC 113- General Services to Parks and Recreation to enable the department to function independently. This increased General Fund contribution is offset by a decrease in General Services.
- The General Fund contribution to FC 245- Roads is for the pavement management program and various roads projects. In FY 2014-15, Roads received a one-time supplement of \$2 million. Due to improving economic conditions and the projection of a higher than originally anticipated Fund Balance, an ongoing 10% (\$740,555) increase and one-time supplement of \$3 million is recommended to be allocated to Roads in FY 2015-16.
- The General Fund contribution to FC 230- Capital Projects provides funding for improvements to County facilities. The recommended contribution to Capital Projects provides near full funding for all capital projects that have been approved for FY 2015-16 and also includes the addition of \$3.5 million to Capital Projects reserves.
- The General Fund contribution to FC 377- Library is to pay for the Library Director position, as required by statute. The slight increase recommended for FY 2015-16 funds additional positions to support extended hours as approved by the Board in FY 2014-15.
- The General Fund contribution to FC 277- Debt Service is for a portion of the debt service for the new County Government Center building located within the City of San Luis Obispo. The remainder of the annual debt service for the building is paid with General Government Public Facility Fees.
- The General Fund contribution to FC 275- Organizational Development is to support the operations of the Learning and Development Center (formerly the Employee University) and other organizational development programs, including communications and outreach. In FY 2014-15, Organizational Development received a one-time supplement of \$450,000 due to a higher than originally anticipated Fund Balance. The recommended contribution in FY 2015-16 is higher than it has historically been, due to the recommended addition of a position to support the Learning and Development Center.
- The General Fund contribution to FC 290- Community Development includes funding for the Economic Vitality Corporation, the Housing Trust, and homeless services.
- The General Fund contribution to FC 266- Countywide Automation Replacement is to help fund new and replacement automation equipment, systems, and programs. The recommended amount is based in part upon the depreciation schedule for automation assets per the Board adopted Cost Allocation Plan. The recommended contribution to this fund provides full funding for all automation projects that have been approved for FY 2015-16 and also includes the addition of over \$1 million to Countywide Automation Replacement reserves.
- The General Fund contribution to FC 267- General Government Building Replacement is to help offset the costs of new and replacement buildings. The recommended amount is based upon the depreciation schedule for buildings per the Board adopted Cost Allocation Plan and also includes an additional General Fund contribution of \$3.5 million to reserves.
- The General Fund contribution to FC 350- Medically Indigent Services Program is to help cover the cost of the County's obligation to provide for the medical care of indigent residents with no other payer source per Welfare and Institutions Code 17000. The recommended contribution amount is decreasing due to the expansion of Medi-Cal eligibility under the Affordable Care Act which has made many indigent residents eligible for Medi-Cal.
- The General Fund contributions to both FC 425- Airports and FC 427- Golf are intended to fund efforts to market the County airports and golf courses to increase use of those facilities.

- On February 26, 2013, the Board adopted a resolution approving a five year line of credit for the Cayucos Fire Protection District in an amount not to exceed \$250,000.

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 \$13,411,917 which is an increase of \$2,879,821 or 27% compared to FY 2014-15 charges.

BOARD ADOPTED CHANGES

As a part of the Supplemental Budget document, two Capital Projects were re-categorized as Maintenance Projects. This change resulted in a decreased General Fund contribution to FC 230- Capital Projects from this fund center. Overall, the expense in this budget was reduced by \$2,923,700 (equal to the expense for the projects). During budget hearings, the Board also approved a \$200,000 allocation to the SLO HotHouse to support the economic development activities and job creation priorities of the HotHouse. This allocation was funded with General Fund Contingencies and was added to Fund Center 102 to be transferred to the Community Development budget.

At FY 2014-15 year end, the overall Fund Balance Available (FBA) was higher than what had been estimated in the FY 2015-16 Proposed Budget. Of the additional, unanticipated FBA, a total of \$1,476,268 was allocated to Fund Center 102 and distributed as follows:

- \$694,154 to a trust to help pay back amounts owed by Behavioral Health to the State for Medi-Cal reimbursement overpayments.
- \$340,459 to a trust to help pay back amounts owed by the Probation Department to the State for Medi-Cal Administrative Activities reimbursement overpayments.
- \$441,655 to the General Government Building Replacement- Building Replacement designation to be used as a funding source for future projects.

BUDGET AUGMENTATION REQUESTS ADOPTED

None requested.

**Non-Departmental Revenues
Fiscal Year 2015-16 Final Budget**

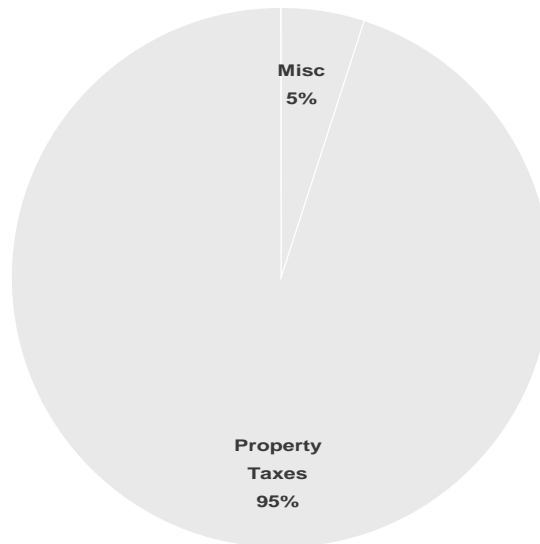
Fund Center 101

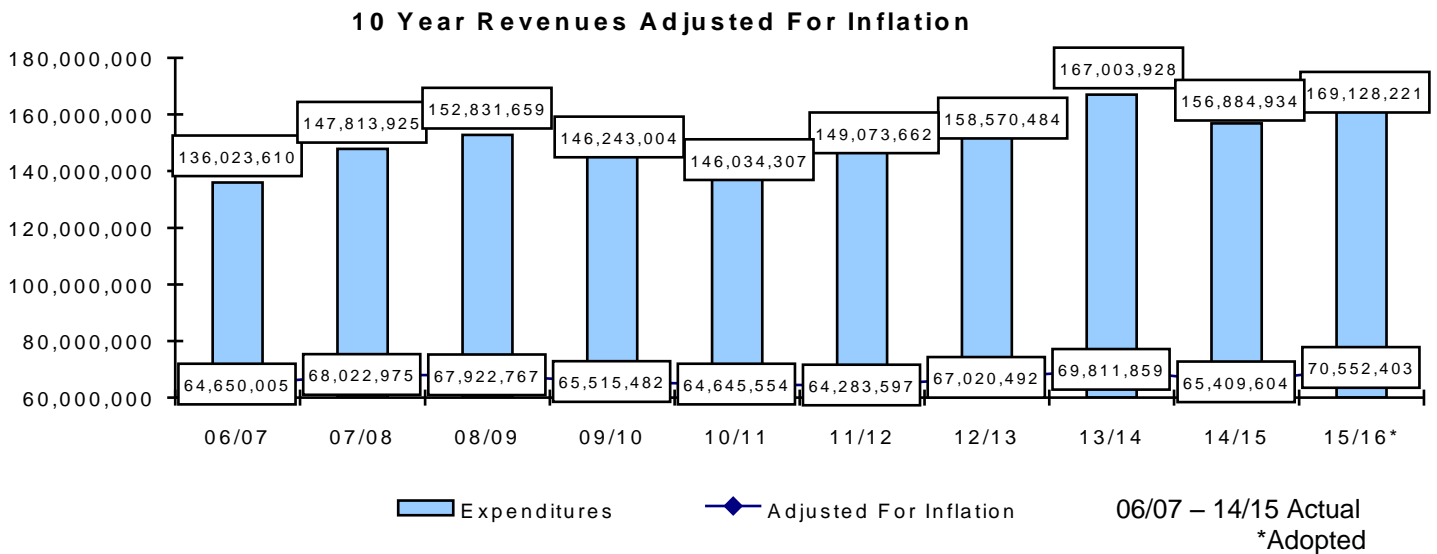
PURPOSE STATEMENT

This fund center acts as the receiving budget for all general purpose revenues such as property and sales taxes, license and permit revenue, and some state and Federal aid that are not directly attributable to any single department's activities. Non-departmental revenues are used to fund the Net County Cost for General Fund supported departments. There are no County operations, programs, or services directly associated with this fund center.

Financial Summary	2013-14 Actual	2014-15 Actual	2015-16 Requested	2015-16 Recommended	2015-16 Adopted
Taxes	\$159,521,572	\$163,317,076	\$160,266,521	\$160,603,521	\$160,603,521
Licenses and Permits	2,914,726	3,125,750	2,916,000	2,916,000	2,916,000
Revenue from Use of Money & Property	202,383	1,825,273	1,502,600	1,502,600	1,502,600
Intergovernmental Revenue	2,227,338	13,224,346	1,979,100	1,979,100	1,979,100
Charges for Current Services	1,818,203	1,994,601	1,819,000	1,819,000	1,819,000
Other Revenues	12,629	410,211	1,000	1,000	1,000
Interfund	307,077	271,271	307,000	307,000	307,000
**Total Revenue	\$167,003,928	\$184,168,528	\$168,791,221	\$169,128,221	\$169,128,221
Services and Supplies	3	1	0	0	0
**Gross Expenditures	\$ 3	\$ 1	\$ 0	\$ 0	\$ 0
General Fund Support (G.F.S.)	<u>(\$167,003,925)</u>	<u>(\$184,168,527)</u>	<u>(\$168,791,221)</u>	<u>(\$169,128,221)</u>	<u>(\$169,128,221)</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 just over \$169 million, which is approximately \$12 million or 7% over the FY 2014-15 adopted amount of just under \$157 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 \$98.8 million, which is \$7.5 million or 8% higher than FY 2014-15 adopted levels. Housing sales and prices are increasing, reflecting a market that has “bottomed out” and is trending upward. Despite rising mortgage rates, home prices continue to move upwards. Current and Unsecured Property Tax for items such as vessels, airplanes, and farm equipment is budgeted at \$2.4 million, which is \$205,966 or 9% higher than FY 2014-15 adopted levels.
- Property Tax in Lieu of Vehicle License Fee (VLF) revenue is budgeted at \$30.4 million, which is \$2.8 million or 9% higher than FY 2014-15 adopted levels. 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 \$8 million, which is \$296,000 million or 3% higher than FY 2014-15 adopted levels. FY 2015-16 is anticipated to represent the fourth year of consistent growth and is reflective 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 \$7.8 million, which is \$177,209 or 2% higher than FY 2014-15 adopted levels.
- Sales and Use Taxes are budgeted at \$9.6 million, which is \$170,947 or 1.8% higher than FY 2014-15 adopted levels.
- Property Transfer Tax is budgeted at \$2.2 million, which is \$245,000 or 12% higher than FY 2014-15 adopted levels. 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 \$1 million, which is \$337,000 or 50% higher than FY 2014-15 adopted levels.

BOARD ADOPTED CHANGES

None.

BUDGET AUGMENTATION REQUESTS ADOPTED

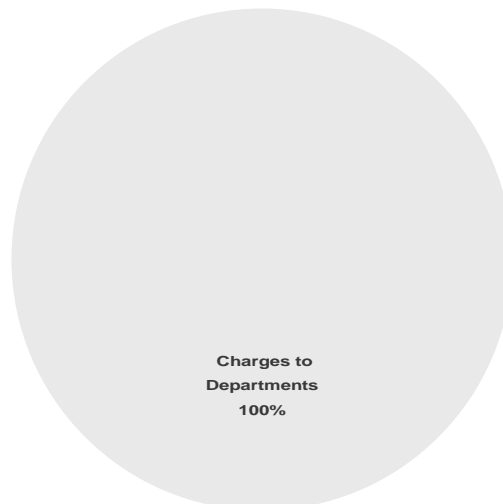
None requested.

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)	2013-14 ACTUAL (2)	2014-15 ACTUAL (3)	2015-16 RECOMMENDED (4)	2015-16 ADOPTED BY THE BOS (5)
OPERATING REVENUES				
Charges to Department	1,477,294	1,519,698	1,513,640	1,513,640
TOTAL OPERATING REVENUES	1,477,294	1,519,698	1,513,640	1,513,640
OPERATING EXPENSES				
Insurance Benefit Payments	1,147,849	1,255,865	1,260,000	1,260,000
Professional Services	28,500	10,000	10,000	10,000
Audit/Acct Support	0	0	0	0
TOTAL OPERATING EXPENSES	1,176,349	1,265,865	1,270,000	1,270,000
OPERATING INCOME (LOSS)	300,945	253,833	243,640	243,640
NON-OPERATING REVENUES (EXPENSES)				
Interest	905	444	0	0
Fed Aid Medicare Part D	369,976	77,967	0	0
Special Dept Expense	(671,551)	(331,772)	(243,640)	(243,640)
TOTAL NON-OPERATING REVENUES (EXPENSES)	(300,670)	(253,361)	(243,640)	(243,640)
INCOME BEF. CAPITAL CONTRBS. & TRANSFERS	275	472	0	0
CHANGE IN NET ASSETS	275	472	0	0
Net assets - beginning	53	328	0	800
Net assets - ending	<u>328</u>	<u>800</u>	<u>0</u>	<u>800</u>

Source of Funds



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 \$12 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 2015-16 is just over \$1.5 million, which is slightly higher than what was set aside in FY 2014-15. Charges are based upon an assumption of \$623 per Full Time Equivalent (FTE) position. Cost increases are directly attributable to staffing increases from FY 2014-15 to FY 2015-16.

BOARD ADOPTED CHANGES

None.

BUDGET AUGMENTATION REQUESTS ADOPTED

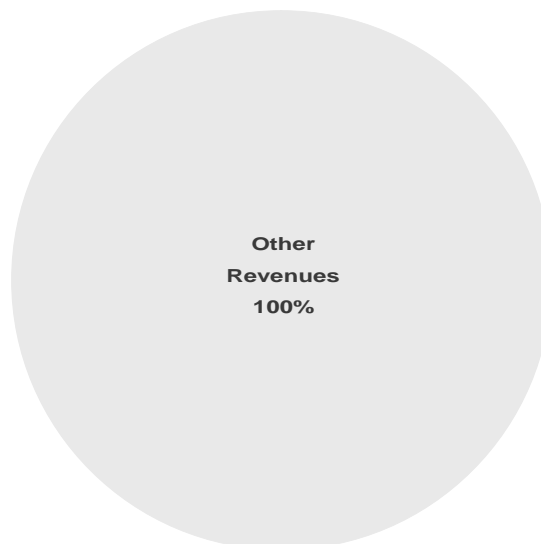
None requested.

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. There are no County operations, programs, or services directly associated with this fund center.

	2013-14	2014-15	2015-16	2015-16	2015-16
<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	\$ 8,486	\$ 18,386	\$ 9,000	\$ 9,000	\$ 9,000
Other Revenues	9,803,597	10,215,064	10,028,420	10,028,420	10,028,420
Other Financing Sources	0	350,000	0	0	0
Total Revenue	\$ 9,812,083	\$ 10,583,450	\$ 10,037,420	\$ 10,037,420	\$ 10,037,420
Fund Balance Available	\$ 215,077	\$ (199,840)	\$ 0	\$ 0	\$ 487,332
Cancelled Reserves	0	199,840	0	0	0
Total Financing Sources	\$ 10,027,160	\$ 10,583,450	\$ 10,037,420	\$ 10,037,420	\$ 10,524,752
Salary and Benefits	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Services and Supplies	30,000	30,000	30,000	30,000	30,000
Other Charges	8,729,959	9,175,990	9,632,205	9,632,205	9,632,205
Fixed Assets	0	0	0	0	0
Gross Expenditures	\$ 8,759,959	\$ 9,205,990	\$ 9,662,205	\$ 9,662,205	\$ 9,662,205
Contingencies	0	0	0	0	0
New Reserves	1,467,042	890,127	375,215	375,215	862,547
Total Financing Requirements	\$ 10,227,001	\$ 10,096,117	\$ 10,037,420	\$ 10,037,420	\$ 10,524,752

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 (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.

For FY 2015-16, it is anticipated that a total of \$10,037,420 will be collected from County departments and others to pay the debt service. 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 as follows:

Contributing Agencies	Contribution Amount
County Departments	\$ 9,400,000
San Luis Obispo Superior Courts	\$ 487,500
APCD	\$ 124,800
LAFCO	\$ 16,120
Interest	\$ 9,000
TOTAL	\$ 10,037,420

In FY 2013-14, \$1 million was set aside in a designation to accumulate funding to assist in paying pension debt in the year 2020. In FY 2015-16, it is recommended that an additional \$1 million be added to the same designation to assist in paying pension debt in the year 2020 (note that this addition to the designation is not shown in this fund center, as this fund center is only used to track charges to departments to pay annual POB debt service).

BOARD ADOPTED CHANGES

At FY 2014-15 year end, this fund center had a Fund Balance Available (FBA) of \$487,332. As the FBA is a result of charging departments a percentage of payroll based on the number of employees, the FBA was kept within the fund and will used to pay down pension debt (Pension Obligation Bonds).

BUDGET AUGMENTATION REQUESTS ADOPTED

None requested.

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.

	2013-14	2014-15	2015-16	2015-16	2015-16
<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	\$ 20,840	\$ 37,655	\$ 0	\$ 0	\$ 0
Charges for Current Services	<u>2,051,315</u>	<u>2,055,896</u>	<u>1,851,815</u>	<u>1,851,815</u>	<u>1,851,815</u>
Total Revenue	\$ <u>2,072,155</u>	\$ <u>2,093,551</u>	\$ <u>1,851,815</u>	\$ <u>1,851,815</u>	\$ <u>1,851,815</u>
Fund Balance Available	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Cancelled Reserves	<u>2,806,517</u>	<u>1,651,846</u>	<u>132,234</u>	<u>132,234</u>	<u>132,234</u>
Total Financing Sources	\$ <u>4,878,672</u>	\$ <u>3,745,397</u>	\$ <u>1,984,049</u>	\$ <u>1,984,049</u>	\$ <u>1,984,049</u>
Salary and Benefits	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Services and Supplies	0	0	0	0	0
Other Charges	470,305	2,057,666	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	\$ 470,305	\$ 2,057,666	\$ 400,000	\$ 400,000	\$ 400,000
Contingencies	0	0	0	0	0
New Reserves	<u>1,834,557</u>	<u>1,897,819</u>	<u>1,584,049</u>	<u>1,584,049</u>	<u>1,584,049</u>
Total Financing Requirements	\$ <u>2,304,862</u>	\$ <u>3,955,485</u>	\$ <u>1,984,049</u>	\$ <u>1,984,049</u>	\$ <u>1,984,049</u>

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 \$1,984,049, an increase of \$313,549 or 18% compared to the FY 2014-15 adopted level. Recommended financing sources include a combination of new revenues expected to be received in FY 2015-16 and the cancellation of existing PFF reserves. In the current year, PFF receipts are coming in significantly higher than budgeted, due to the improving economy and an increase in development permits.

PFF revenues earned in each category vary based upon the type of development and the fee structure established for each category. The FY 2015-16 recommended revenues are based on PFF receipts in the first half of FY 2014-15 and show increases in all categories. Actual revenues received during FY 2015-16 will be based upon the number and types of development permits received during the year.

PFF Categories:

Fire

Recommended revenue is \$775,674, an increase of \$209,594 or 37%. All Fire PFF revenue is recommended to be added to reserves.

General Government

Recommended revenue is \$267,766, an increase of \$69,766 or 35%. 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 \$132,234 will come from reserves.

Law Enforcement

Recommended revenue is \$151,887, an increase of \$42,747 or 39%. All Law Enforcement PFF revenue is recommended to be added to reserves.

Library

Recommended revenue is \$156,940, an increase of \$12,920 or 8%. All Library PFF revenue is recommended to be added to reserves.

Parks

Recommended revenue is \$499,548, an increase of \$48,288 or 10%. All Parks PFF revenue is recommended to be added to reserves.

BOARD ADOPTED CHANGES

None.

BUDGET AUGMENTATION REQUESTS ADOPTED

None requested.

PURPOSE STATEMENT

This reserve was established in order to offset a potential loss of property tax revenue related to the depreciation of the Diablo Canyon Nuclear Power Plant. There are no County operations, programs, or services directly associated with this Fund Center.

<u>Financial Summary</u>	<u>2013-14 Actual</u>	<u>2014-15 Actual</u>	<u>2015-16 Requested</u>	<u>2015-16 Recommended</u>	<u>2015-16 Adopted</u>
Revenue from Use of Money & Property	\$ 29,039	\$ 40,499	\$ 0	\$ 0	\$ 0
Other Financing Sources	1,399,033	4,550,000	0	0	0
Total Revenue	\$ 1,428,072	\$ 4,590,499	\$ 0	\$ 0	\$ 0
Fund Balance Available	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Cancelled Reserves	0	0	0	0	0
Total Financing Sources	\$ 1,428,072	\$ 4,590,499	\$ 0	\$ 0	\$ 0
Salary and Benefits	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Services and Supplies	0	0	0	0	0
Other Charges	2,800,000	0	0	0	0
Fixed Assets	0	0	0	0	0
Gross Expenditures	\$ 2,800,000	\$ 0	\$ 0	\$ 0	\$ 0
Contingencies	0	0	0	0	0
New Reserves	1,428,072	4,590,499	0	0	0
Total Financing Requirements	\$ 4,228,072	\$ 4,590,499	\$ 0	\$ 0	\$ 0

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. During the recent economic downturn, several million dollars of Tax Reduction Reserve funds were used between FY 2009-10 and FY 2011-12 as a short-term budget balancing solution.

In FY 2014-15, \$4.5 million was added to the reserve, which reflected improving economic conditions. No additional funding is recommended to be added to the reserve as part of the FY 2015-16 proposed budget.

BOARD ADOPTED CHANGES

None.

BUDGET AUGMENTATION REQUESTS ADOPTED

None requested.

Capital and Maintenance Projects

Capital Projects

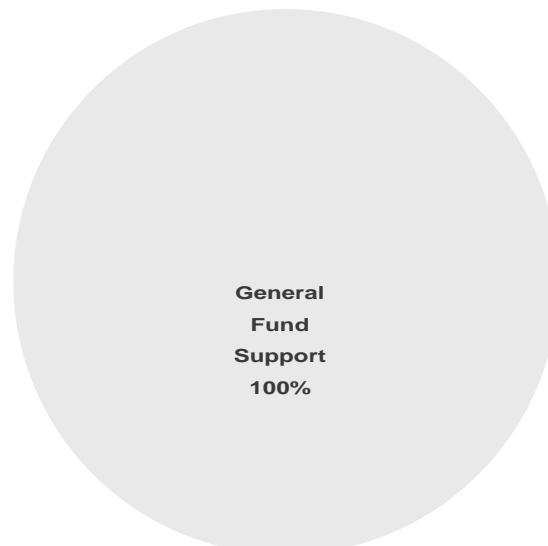
Maintenance Projects

PURPOSE STATEMENT

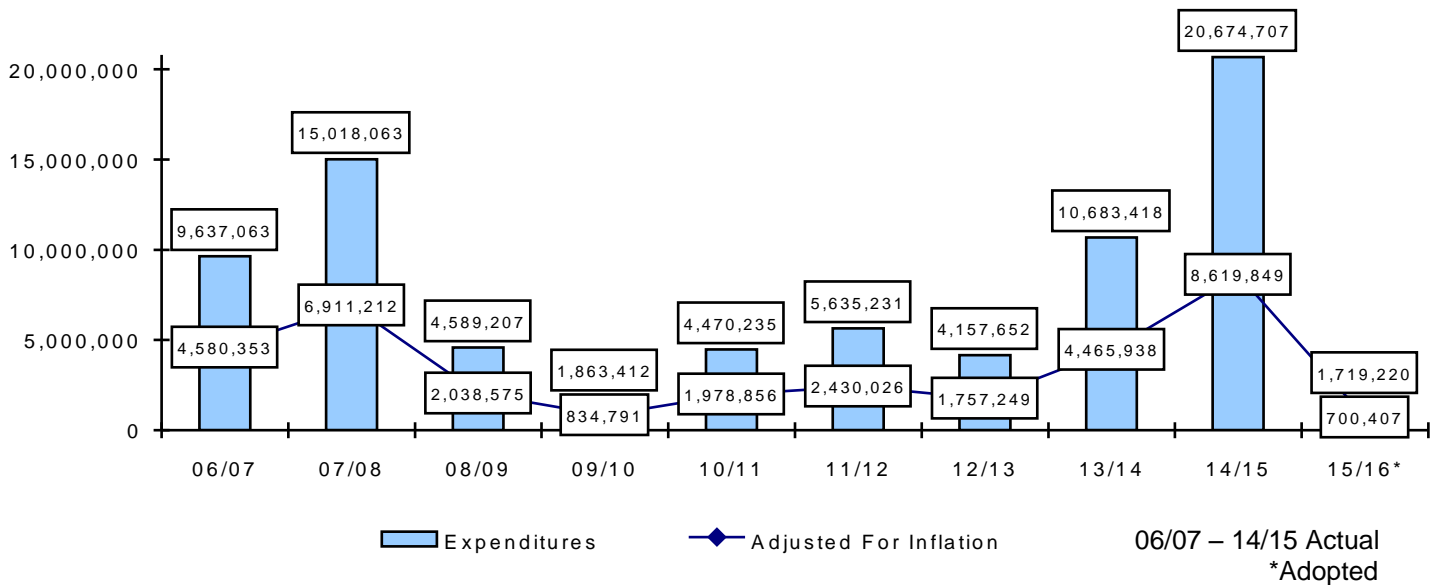
The Capital Projects budget provides funds for acquiring and constructing buildings, structures and improvements to facilities, which generally cost more than \$25,000. Projects under \$25,000 are generally classified as maintenance projects and are found in Fund Center 200 – Maintenance Projects. Policies governing the development and selection of Capital Improvement Projects are set forth in the Budget Policies and Goals approved by the Board each year.

	2013-14	2014-15	2015-16	2015-16	2015-16
<u>Financial Summary</u>	<u>Actual</u>	<u>Actual</u>	<u>Requested</u>	<u>Recommended</u>	<u>Adopted</u>
Fines, Forfeitures and Penalties	\$ 1,986,400	\$ 43,585	\$ 0	\$ 0	\$ 0
Revenue from Use of Money & Property	47,136	83,766	0	0	0
Intergovernmental Revenue	84,917	16,333,048	0	0	0
Charges for Current Services	72,313	42,457	0	0	0
Other Revenues	11	105,000	0	0	0
Other Financing Sources	3,172,028	3,809,168	0	7,245,000	4,321,300
Interfund	7,034,930	1,236,724	0	0	0
Total Revenue	\$ 12,397,735	\$ 21,653,748	\$ 0	\$ 7,245,000	\$ 4,321,300
Fund Balance Available	\$ 430,934	\$ 59,786	\$ 0	\$ 0	\$ 897,920
Cancelled Reserves	8,265,835	855,996	0	0	0
Total Financing Sources	\$ 21,094,504	\$ 22,569,530	\$ 0	\$ 7,245,000	\$ 5,219,220
Salary and Benefits	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Services and Supplies	0	0	0	0	0
Other Charges	18,686	11,536	0	0	0
Fixed Assets	10,664,732	20,663,171	3,516,150	3,745,000	1,719,220
Gross Expenditures	\$ 10,683,418	\$ 20,674,707	\$ 3,516,150	\$ 3,745,000	\$ 1,719,220
Contingencies	0	0	0	0	0
New Reserves	4,980,986	2,190,709	0	3,500,000	3,500,000
Total Financing Requirements	\$ 15,664,404	\$ 22,865,416	\$ 3,516,150	\$ 7,245,000	\$ 5,219,220

Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Capital Projects has a total expenditure level of \$1,719,220 to provide the following services:

Capital Projects (Fund 003)

Funding of Board adopted capital projects in conformance with established policies.

Total Expenditures: \$1,719,220 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 Supervisors’ budget policies. Board policy directs staff to prioritize projects based upon a 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 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, which may include the purchase of vehicles, equipment, or technology projects, are contained in departmental budgets included in other sections of the document:

- Fund Center 407 - Fleet Services – contains information about countywide vehicle replacements.
- Fund Center 200 - Maintenance Projects – contains information about countywide maintenance projects that are necessary to maintain the County’s facilities.
- Fund Center 266 - Countywide Automation Replacement – contains information about countywide automation systems projects that are needed to support County technology-related activities.
- The Fixed Assets section of the budget 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 Fund Center 245 - Roads, Fund Center 405 - Public Works, and in the budget for special districts.

The process by which projects are evaluated and selected begins with an 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, 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 17, 2015.

A total of \$3,595,000 of General Fund, coupled with \$150,000 from Public Works' operating fund, is recommended to be allocated to cover the costs of four identified Capital Improvement Projects (CIPs) totaling \$3,745,000. The \$3,745,000 is a decrease of \$280,936 or 6% from FY 2014-15 adopted amounts. In addition, \$3,500,000 of General Fund is recommended to be allocated to Capital Projects Fund reserves in FY 2015-16.

BOARD ADOPTED CHANGES

As part of the Supplemental Budget document, the Board approved a request to correct the miscategorization of two projects between Fund Center 200 – Maintenance Projects and Fund Center 230 – Capital Projects. The two projects, Reprographics Remodel (\$523,700) and Government Center Repairs (\$2,400,000), should have been categorized as major maintenance and not capital projects, per the County's Capital Asset Policy. In accordance with the criteria for this policy, the projects are not considered to comprise a new asset or significantly add value or useful life to an existing asset. Funding for the projects has been moved to Fund Center 200. There is no net impact to expenses or to the General Fund contribution amount associated with the adjustment. For more information regarding these projects, please refer to Fund Center 200.

The Capital Projects Fund ended FY 2014-15 with a Fund Balance Available of \$897,920. The full amount was kept within Fund Center 230 for use on other projects.

FY 2015-16 Recommended Capital Improvement Projects

The following capital improvement projects are recommended for funding in the FY 2015-16 budget:

Project Title: Psychiatric Health Facility (PHF) Sally Port Entry

Recommended Funding Level:

\$123,200

Funding Source(s):

General Fund

Project Description:

The project will create a new sally port type entrance at the Psychiatric Health Facility (PHF). A sally port is a secure entryway that consists of a series of doors or gates that control entrance and egress.

Justification:

The current entrance to the PHF does not have a controlled passageway for entrance and egress.

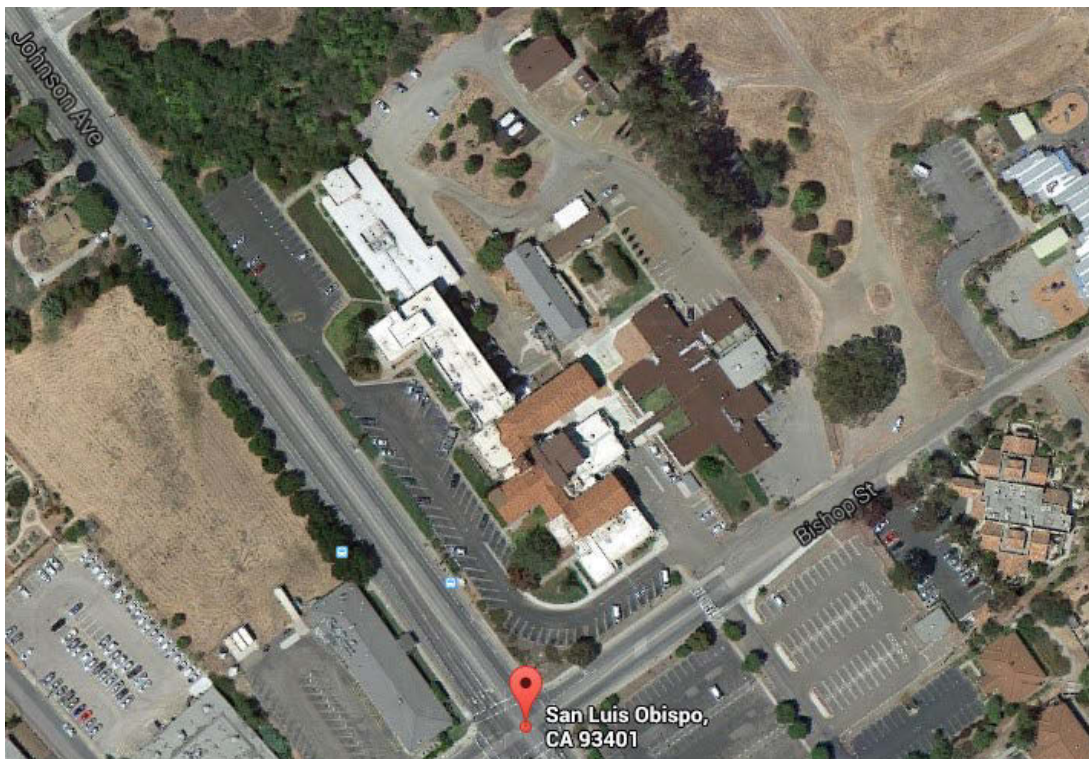
Operating Cost Impacts:

Minimal cost impacts to maintenance are expected.

Intended Outcomes:

Adding a sally port entry will improve security and decrease risks to staff and patients.

Map of Project Area:



Project Title: Main Jail HVAC Replacement

Recommended Funding Level:

\$ 698,100

Funding Source(s):

General Fund

Project Description:

Replace 9 swamp coolers at the West Housing Jail facility with Heating, Ventilation, and Air Conditioning (HVAC) package units, test, and balance the system.

Justification:

The current rooftop swamp cooler units are failing and causing issues with the exhaust fans and return ducts. The current units are swamp coolers which function poorly in the ocean climate, which has resulted in rusting, clogging of return and exhaust lines, and consistent maintenance costs and repairs. The project is essential to the function of the jail and necessary for public safety.

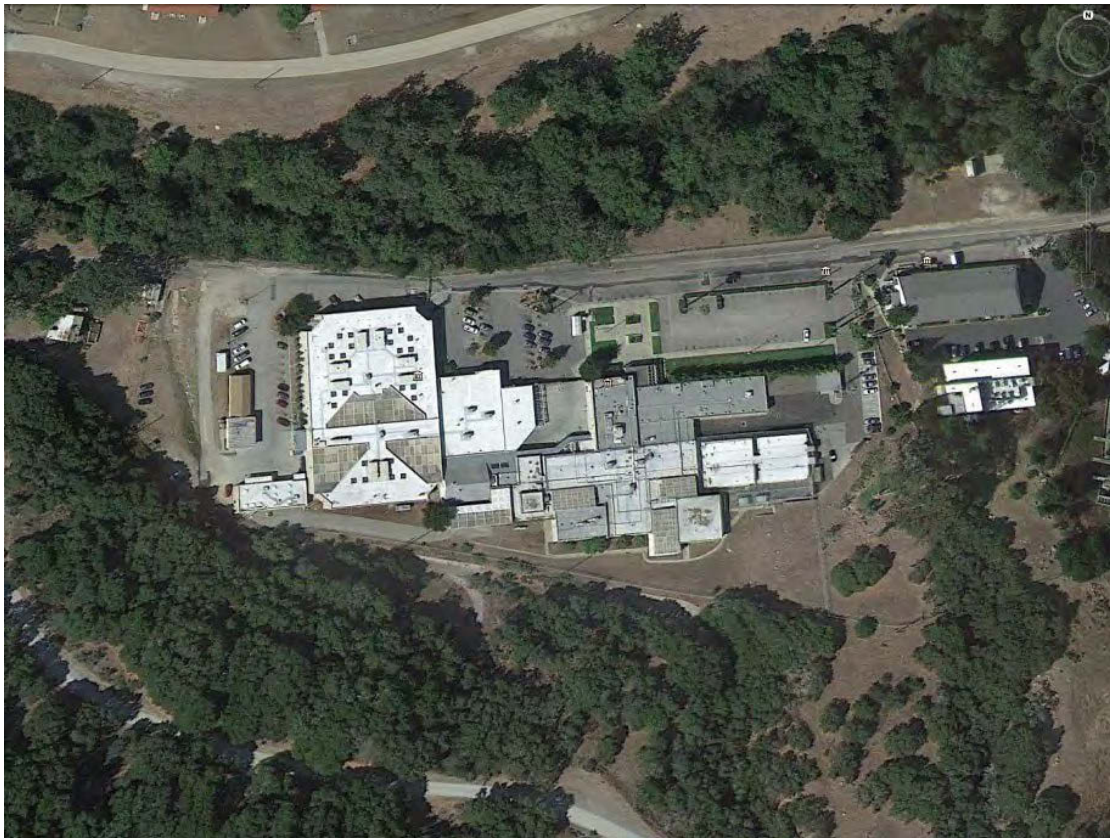
Operating Cost Impacts:

New equipment should show a slight decrease in operating expenses due to the higher efficiencies now required by state codes. Some decrease in annual maintenance expense is anticipated as well.

Intended Outcomes:

The project will provide improved cooling and heating capabilities in a more efficient manner at the West Housing Unit of the County Jail.

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 2015-16 through FY 2019-20 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/GS/cp/cip.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.

New Airport Terminal

Location: 901 Airport Drive, San Luis Obispo

Expense: \$30 million (estimate)

Sources of Funding: \$20 million in FAA Grants, \$10 million 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:

With the help of initial grant funding from the Federal Aviation Administration (FAA), the design of the new airport terminal in San Luis Obispo has been completed. A new terminal would resolve FAA compliance issues stemming from proximity of the current terminal and aircraft parking areas to the runway and taxiways, and would provide more space for passengers, staff and airlines. Initial construction bids for the project were received in late April 2015 and additional grant funding of \$19-20 million is expected from the FAA in June 2015. Assuming construction costs are consistent with the current project estimate of approximately \$30 million, Airports could return to the Board of Supervisors to authorize the project in early FY 2015-16.

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:

The expansion/remodel of the Animal Shelter project was initially approved in FY 2007-08. The project was targeted to make several improvements to the Animal Shelter, including the development of a new cattery area, enhanced public lobby, and pet adoption 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 project was reviewed by the Board of Supervisors in April 2015. Based on that review the initial project was effectively cancelled and all efforts have been redirected to focus on a complete replacement of the existing Animal Services facility.

**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: \$3.02 million

Sources of Funding: \$2,552,100 Parks Public Facilities Fees, \$461,800 Transportation Grant, \$5,000 Land Conservancy

Operational Impacts: The Land Conservancy will be responsible for maintaining the Octagon Barn premises and site improvements.

Project Summary and Status:

The project is a partnership between the County of San Luis Obispo Parks and Recreation Department 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 future 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, and a left turn lane from South Higuera Street into the new parking area. Completion of construction documents is scheduled for Fall 2015. Construction of the parking area and left turn lane will begin in Spring 2016 with completion in Summer 2016.

Restore Cayucos Pier

Location: Intersection of Ocean Front St. and Cayucos Dr., Cayucos

Expense: \$4.05 million

Sources of Funding: \$1.71 million Parks Operating Funds; \$230,000 from Save The Pier organization; \$750,000 from California Wildlife Conservation Board; \$750,000 from California Coastal Conservancy; \$5,000 from Chevron Corporation; and a \$600,000 General Fund Loan.

Operational Impacts: A significant decrease in maintenance expense is anticipated from the pier rehabilitation project that is fully funded to include all recommended major pier repairs.

Project Summary and Status:

The project is intended to restore the deteriorating Cayucos Pier. The extent of the restoration project was determined by a comprehensive engineering assessment survey and classification of the structural elements of the pier. All of the following construction elements are included in the major pier rehabilitation project: replacement of pier piles, pier decking, electrical infrastructure and lighting, safety railing, and dry fire suppression system.

The project construction documents were completed in May 2014. Long lead-time construction materials, such as heavy timber and pier piles, were bid in July 2014 and construction bids for the pier restoration were received in August 2014. Construction began in October 2014 and is anticipated to be completed in the first quarter of FY 2015-16.

Juvenile Hall Expansion

Location: 1065 Kansas Avenue, off Highway 1 between Morro Bay and San Luis Obispo at the County Operational Center

Expense: \$19.9 million

Sources of Funding: \$13.12 million in State SB 81 funds, \$3.5 million in Juvenile Hall Detention Reserves, \$.5 million in Facilities Planning Designation, \$1.4 million in In-Kind Match, and \$1.4 from cancelling or deferring other projects.

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 under construction with an expected completion date of Fall 2016.

Replace Morro Bay Golf Course Water Line

Location: Morro Bay State Park - Morro Bay Golf Course and 'Chorro Flat' irrigation wells

Expense: \$1.1 million

Sources of Funding: \$100,000 in Facility Planning Reserves (FY 2006-07). The Department of Parks and Recreation received a \$1,000,000 internal loan from the General Fund to finance the irrigation water pipeline replacement project (FY 2014-15).

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 project will replace an existing six-inch water utility line from the 'Chorro Flat' irrigation wells to a concrete water storage tank near the top of Black Hill above Morro Bay Golf Course which supplies the irrigation water for Morro Bay Golf Course. The water delivery system has been prone to leaking and emergency repairs by Parks and Recreation staff. The design will review alternative routes for the new waterline to minimize potential environmental and cultural impacts to the area. The topography and aerial surveys of the route were completed in 2014. Design is 20% complete, and initial reports for Shoulderband Snail and botanical surveys have been received. Final surveys are expected by late Spring 2015. Permit applications are being submitted through the U.S. Army Corps of Engineers, California Coastal Commission, U.S. Fish and Wildlife Service, California Department of Fish and Wildlife, and Regional Water Quality Control Board.

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 considerable greater than originally identified, changes to the scope of the project and opposition from community groups or other governmental organizations.

CAPITAL PROJECTS

<i>WBS Project #</i>	<i>Project Description</i>	<i>Original Year Funded</i>	<i>Estimated Total Cost*</i>	<i>Total Approved Funding through 2014-15**</i>	<i>Balance of Funds Available***</i>	<i>2015-16 Proposed Appropriation</i>	<i>2015-16 Adopted Appropriation</i>	<i>Total Approved Funding *** and 2015-16 Adopted Appropriation</i>	<i>Funding Source</i>	<i>Status****</i>
EFS Bus Area 2300: GENERAL GOVERNMENT - AUC										
1	320075	AG Commissioner - SLO - Construct Outdoor Pest Detection Workstation	2014/2015	113,700	113,700	62,256		113,700	General Fund	C
2	320074	General Government - SLO - Elevator Modernization and ADA Compliance Upgrades	2014/2015	1,446,200	1,446,200	1,426,391		1,446,200	General Fund	D
3	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	P
4	320044	General Services Agency, Information Technology - Grover Beach - Install Fiber Lateral	2011/2012	159,900	279,900	264,170		279,900	159,900 Facilities Planning Reserve; 120,000 Capital Projects FC 230	H
5	320048	General Government-SLO-Upgrade or Replace NGC Fire Alarm System	2011/2012	513,600	513,600	335,529		513,600	Building Replacement Reserve	B
6	320038	General Services Agency, Information Technology - SLO - Data Center Remodel	2010/2011	182,000	190,844	2,406		190,844	182,000 Building Replacement Reserve; 8,844 General Fund	CO
7	320037	General Services Agency, Information Technology - SLO - Extend Nacimiento Fiber	2010/2011	490,300	490,300	443,237		490,300	Building Replacement Reserve	C
8	320035	General Government - North County - "One Stop" Service Center (Extension of 300048)	2009/2010	1,766,600	1,766,600	270,389		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	CO
<i>Sub Total:</i>			4,963,420	5,092,264	3,086,874			5,092,264		

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CAPITAL PROJECTS

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EFS Bus Area 2300: HEALTH AND SOCIAL SERVICES - AUC										
9	320079	Health - SLO - PHF Sallyport Entry	2015/2016	123,200		123,200	123,200	123,200	General Fund	U
10	320076	Health - SLO - Public Health Lab Renovation	2014/2015	444,300	444,300	429,564		444,300	General Fund	D
11	320021	Health - Operations Center - Animal Services Expansion & Remodel	2007/2008	1,267,600	1,267,600	677,498		1,267,600	1,131,900 Facility Planning Reserves; 135,700 Building Replacement Reserve	B
<i>Sub Total:</i>			1,835,100	1,711,900	1,107,062	123,200	123,200	1,835,100		

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EFS Bus Area 2300: PUBLIC SAFETY - AUC										
12	320081	Sheriff - COC - Main Jail HVAC	2015/2016	698,100		698,100	698,100	698,100	General Fund	U
13	320061	CDF-SLO-Programming for Co-located Dispatch Center	2013/2014	200,000	200,000	158,759		200,000	100,000 in Fire PFF, 100,000 in Law PFF	P
14	320062	CDF-Paso Robles - Apparatus Bay Expansion at the Meridian Fire Station	2013/2014	870,500	870,500	772,200		870,500	Fire PFF	B
15	320032	Probation - SLO - Juvenile Hall Expansion	2008/2009	18,572,778	19,960,868	12,070,977		19,960,868	3,500,000 Juvenile Hall Building Desig.; 400,000 Facilities Planning Desig.; 13,120,983 State SB 81; 1,544,552 General Government Bldg Replacement Desig.; 1,078,611 Capital Projects FC 230; 316,722 Maintenance Projects FC 200; 1,376,300 In-Kind Match	C
16	320008	Fire - Creston - Fire Station Solar	2006/2007	3,919,288	3,919,288	61,986		3,919,288	3,795,538 Public Facilities Fees - Fire; 123,750 Public Facilities Fees - Law Enforcement. (Note: Estimated Total Cost excludes property purchase of 185,062)	D
17	300034	Sheriff - Women's Jail Expansion, Phase 1	1999/2000	40,694,786	40,694,786	13,429,943		40,694,786	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
18	300041	Courts - Courthouse Annex - Courtroom ADA Remediation	1995/1996	181,003	181,003	137,418		181,003	Courthouse Construction Fund	D
<i>Sub Total:</i>				65,136,455	65,826,445	26,631,283	698,100	698,100	66,524,545	

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EFS Bus Area 2300: PUBLIC WORKS - AUC										
19	320072	Public Works - COC - Replace Kansas/ Oklahoma Ave Waterline	2014/2015	820,100	820,100	764,396		820,100	General Fund	D
20	320071	Public Works-Los Osos Landfill Remediation	2013/2014	203,603	333,103	57,631		333,103	203,603 Los Osos remediation fund; 129,500 Facilities Planning Reserves	D
<i>Sub Total:</i>			1,023,703	1,153,203	822,027		1,153,203			
EFS Bus Area 4250: AIRPORTS - AUC										
21	330021	Airports-Oceano - Airport Layout Plan Update	2013/2014	123,249	123,249	20,014		123,249	FAA Grant and Airport Enterprise Fund	D
22	330022	Airports-SLO-Airport Layout Plan and Runway Protection Zone Study	2013/2014	367,665	367,665	1,501		367,665	FAA Grant and Airport Enterprise Fund	D
<i>Sub Total:</i>			490,914	490,914	21,515		490,914			

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EFS Bus Area 2300: PARKS - AUC										
23	320067	Parks-Expand San Miguel Community Park	2013/2014	1,000,000	1,000,000	982,567		1,000,000	500,000 PFF Parks; 500,000 Land and Water Conservation Grant Funds	D
24	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
25	320068	Parks-Off-Site Road Improvements San Miguel Community Park	2013/2014	433,900	506,675	461,603		506,675	156,675 Housing Related Parks Program Grant, 350,000 Park Projects Reserves	P
26	320060	Parks - Cayucos - Restore Cayucos Pier Phase I and Phase II	2012/2013	4,013,000	4,048,000	1,283,872		4,048,000	1,713,000 Parks Operating Fund; 750,000 California Wildlife Conservation grant; 600,000 General Fund Loan; 235,000 Save Cayucos Pier Committee; 750,000 California Coastal Conservancy grant	C
27	320056	Parks - North County - Templeton to Atascadero Connector	2012/2013	240,000	560,000	459,149		560,000	120,000 Parks Public Facilities Fees; 200,000 Transportation Enhancement Grant Program; 240,000 CA Mitigation Air Quality Grant	P
28	320065	Parks-Shandon-CW Clarke Tennis Court rehabilitation and repurpose	2012/2013	61,500	61,500	19,043		61,500	Quimby Fees	C
29	320047	Parks - Santa Margarita Lake - Construct New Boat-in Campsites	2011/2012	609,500	609,500	515,453		609,500	CA Dept of Boating and Waterways Grant	C
30	320054	Parks - Morro Bay to Cayucos Connector - California Coastal Trail	2011/2012	315,000	615,000	558,465		615,000	315,000 State Aid-Regional State Highway Account; 200,000 Regional State Highway funds; 100,000 Parks-Public Facility Fees	P
31	320046	Parks - Santa Margarita Lake - Upgrade Existing Boat in Camps	2011/2012	378,500	378,500	167,268		378,500	CA Dept of Boating and Waterways Grant	CO
32	320015	Parks - Avila - Avila Beach to Harford Pier Trail Connector	2006/2007	300,000	472,000	317,972		472,000	300,000 PG&E Settlement Obligation; 172,000 National Fish and Wildlife Foundation Grant	P

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33 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
34 300025	Parks - Arroyo Grande - New Biddle Park Playground Equipment	2002/2003	153,800	153,800	151,571			153,800	Public Facilities Fees - Parks	H
35 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
36 300020	Parks - Avila - Bob Jones Trail Extension (Ontario Rd) (see 320022)	2002/2003	2,472,698	4,039,968	3,145,806			4,039,968	400,000 National Wildlife Foundation; 2,585,200 Public Facilities Fees; 300,000 CA Dept of Transportation Statewide Transportation Improvement Program (STIP); 287,698 CA Dept of Transportation; 461,800 SLOCOG; 5,000 Land Conservancy	D
<i>Sub Total:</i>			10,727,898	13,187,256	8,529,260			13,187,256		
EFS Bus Area 4270: GOLF COURSES - AUC										
37 340002	Golf Courses - Morro Bay Golf Course - Replace Water Line	2006/2007	750,000	1,100,000	977,076			1,100,000	100,000 Facilities Planning Reserve; 1,000,000 Internal County Financing	P
<i>Sub Total:</i>			750,000	1,100,000	977,076			1,100,000		
<i>Total:</i>			84,927,490	88,561,982	41,175,097	821,300	821,300	89,383,282		

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Completed Capital Projects: FY 2014-15

	<i>Yr Funded</i>	<i>WBS Project #</i>	<i>Project Description</i>	<i>Original Funding</i>	<i>Total Funding</i>	<i>Final Project Cost</i>	<i>Actual%</i>
1	2002/2003	300022	Parks - Avila - Cave Landing Trail <i>Project cancelled due to infeasibility at this time.</i>	378,000	1,432,745	181,749	12.7%
2	2007/2008	320019	General Services Agency, Information Technology - Backup Computer Facility <i>Project cancelled-funding moved to project 320032</i>	275,000	113	113	99.7%
3	2007/2008	320020	Probation - Juvenile Services Center - New Parking Area <i>Project cancelled-funding moved to project 320032</i>	61,500	55,737	55,737	100.0%
4	2008/2009	320030	Library - Atascadero - Atascadero Library Expansion <i>Tenant improvement of existing building to house new Library, study rooms, conference rooms, community room and library offices.</i>	25,000	3,499,893	2,930,962	83.7%
5	2012/2013	320049	General Services Agency, Information Technology-COC-Comm Shop Communication Tower Replacement <i>Project cancelled-funding moved to project 320032</i>	107,800	12,217	12,217	100.0%
6	2012/2013	320050	General Government-Lopez Lake-Lopez Lake Communication Vault Replacement <i>Project cancelled-funding moved to project 320032</i>	231,500	172	172	100.3%
7	2012/2013	320053	General Services Agency, Information Technology-Extend Fiber to Atascadero PH/MH Clinic/Hotel Park Building <i>Extended fiber optic cable from railroad to Atascadero Health, Library and North County Service Center buildings. Total length of extension was over 6,000 ft of directional bore.</i>	291,700	291,700	224,791	77.1%

Completed Capital Projects: FY 2014-15

	<i>Yr Funded</i>	<i>WBS Project #</i>	<i>Project Description</i>	<i>Original Funding</i>	<i>Total Funding</i>	<i>Final Project Cost</i>	<i>Actual%</i>
8	2013/2014	320063	<p>Probation-COC-Install New JSC Office HVAC in and near Old Kitchen Area</p> <p><i>Installed new HVAC in existing JSC office space. A future project will include the design and installation of the HVAC system in and near the old JSC kitchen area.</i></p>	60,700	60,700	13,936	23.0%
9	2013/2014	320064	<p>Probation-SLO-Upgrade Casa Loma Parking Lot Lighting</p> <p><i>Developed lighting design, bid documents, and completed construction to install new parking lot lighting around perimeter of facility</i></p>	58,400	58,400	49,556	84.9%
10	2012/2013	320066	<p>Sheriff-COC-Honor Farm Fire Laundry Replacement Project</p> <p><i>Restoration of the honor farm laundry that was destroyed by fire in 2012. The new facility includes additional washing and drying space, storage space, commissary space and upstairs future office expansion.</i></p>	382,665	690,528	678,512	98.3%
11	2014/2015	320069	<p>Library-Morro Bay Library</p> <p><i>Completely demolished the interior of the existing library, redesigned and constructed with expanded ADA restrooms, public area, children's area and private employee area. Updated the exterior ADA access through the parking lot to the building.</i></p>	561,686	743,725	664,211	89.3%
12	2014/2015	320073	<p>General Services Agency, Information Technology - Black Mountain - Replace Comm Vault</p> <p><i>Project cancelled-funding moved to project 320032</i></p>	279,450	279,450	0	0.0%
13	2014/2015	320077	<p>Fire - Paso Robles - Replace Leach Field</p> <p><i>Project created to replace the existing leach field due to low percolation rates. A new leach line was installed and connected to the existing distribution box, existing leach field was left in operation to handle any overflow or future facility expansion</i></p>	100,800	100,800	41,055	40.7%
14	2014/2015	320078	<p>General Services Agency, Information Technology - Arroyo Grande - Install Fiber Optic</p> <p><i>Project cancelled-funding moved to project 320032</i></p>	311,600	120,000	0	0.0%

Completed Capital Projects: FY 2014-15

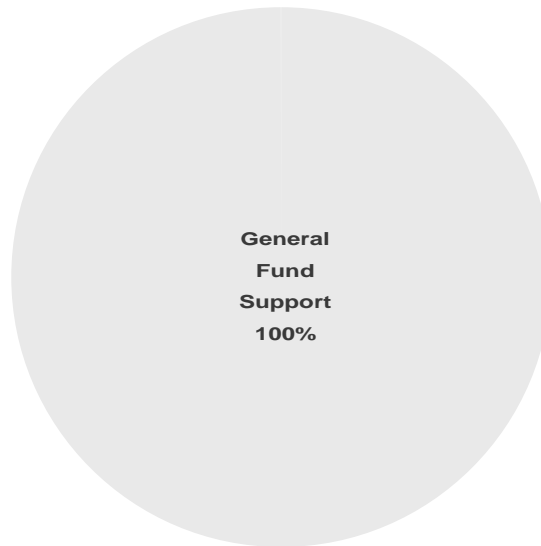
<i>Yr Funded</i>	<i>WBS Project #</i>	<i>Project Description</i>	<i>Original Funding</i>	<i>Total Funding</i>	<i>Final Project Cost</i>	<i>Actual%</i>	
15	2011/2012	330019	Airports - SLO Airport - QTA Rental Car Facilities (replaces 300015)	1,659,888	1,659,888	0	0.0%
			<i>Project Cancelled - Underfunded and limited staff resources due to the Airport Terminal project.</i>				
16	2013/2014	330020	Airports-SLO-Passenger Terminal Construction Documents	615,000	1,168,126	881,636	75.5%
			<i>Complete set of construction and specification documents were developed for the new terminal at the San Luis Obispo County Regional Airport. The previous project, Terminal Design documents created 60% plans which was completed in project 330018 in 2013.</i>				
			Totals:	5,400,689	10,174,194	5,734,645	56.4%

PURPOSE STATEMENT

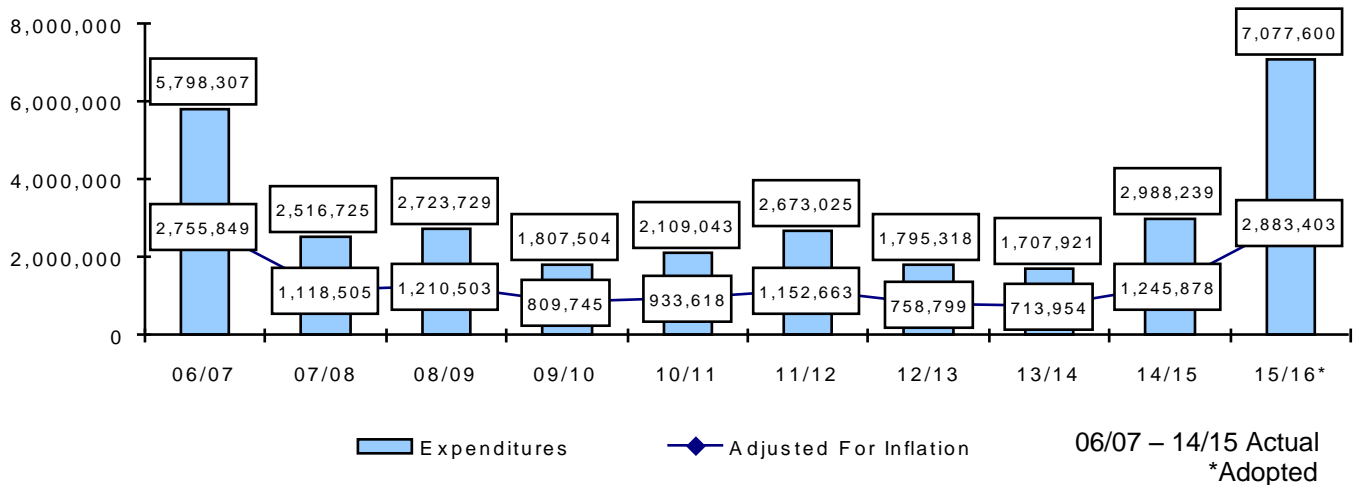
To provide funds for the repair, renovation and maintenance of existing county facilities countywide.

<u>Financial Summary</u>	<u>2013-14 Actual</u>	<u>2014-15 Actual</u>	<u>2015-16 Requested</u>	<u>2015-16 Recommended</u>	<u>2015-16 Adopted</u>
Intergovernmental Revenue	\$ 69,779	\$ 156,294	\$ 0	\$ 0	\$ 0
Charges for Current Services	13,515	42,854	0	0	0
Other Revenues	0	81,375	0	0	0
Other Financing Sources	0	102,499	0	0	150,000
Interfund	130,926	153,513	0	0	0
**Total Revenue	\$ 214,220	\$ 536,535	\$ 0	\$ 0	\$ 150,000
Services and Supplies	1,707,921	2,231,345	1,983,700	3,653,900	7,077,600
Other Charges	0	873,221	0	0	0
**Gross Expenditures	\$ 1,707,921	\$ 3,104,566	\$ 1,983,700	\$ 3,653,900	\$ 7,077,600
Less Intrafund Transfers	30,552	116,327	0	0	0
**Net Expenditures	\$ 1,677,369	\$ 2,988,239	\$ 1,983,700	\$ 3,653,900	\$ 7,077,600
General Fund Support (G.F.S.)	<u>\$ 1,463,149</u>	<u>\$ 2,451,704</u>	<u>\$ 1,983,700</u>	<u>\$ 3,653,900</u>	<u>\$ 6,927,600</u>

Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Maintenance Projects has a total expenditure level of \$7,077,600 to provide the following services:

Countywide Projects

Provides funding for the following types of countywide maintenance projects: roof repair, heating, ventilation and air conditioning equipment maintenance; painting; restroom renovation; flooring, sidewalk and paving maintenance; coaxial cable installation; signage of facilities; coastal accessway maintenance; energy conservation; storm water pollution control; and development of plans and specifications for maintenance activities and renovations of facilities.

Total Expenditures: \$2,241,000 Total Staffing (FTE): *

Facility Maintenance

Provides funding for specific maintenance projects necessary to maintain the County's facilities, excluding Parks and Libraries.

Total Expenditures: \$4,836,600 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 guidance contained in the Board of Supervisors' budget policies to maintain County facilities. The majority of funds are for general maintenance such as painting; maintaining County parking lots; replacing heating, ventilation, 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 funded either as one of several countywide maintenance categories or a 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 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 General Fund allocation for this budget is approximately \$2 million. The allocation of funds for the countywide maintenance categories has historically ranged from \$900,000 to \$1.5 million, with funding for standalone projects varying with annual needs but generally ranging from \$200,000 to \$1 million. For FY 2015-16, funding for countywide maintenance categories and standalone projects has noticeably increased due to the amount of funding available to address deferred maintenance and a large ADA remediation project at the Courthouse Annex, located in the City of San Luis Obispo.

The process by which projects are evaluated and selected begins with an 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, Planning and Building, and Administrative Office Departments. 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 maintenance categories were determined with significant input from the General Services Department. The Five Year Infrastructure and Facilities Capital Improvement Plan was approved by the Board of Supervisors on February 17, 2015.

The total recommended expense for FY 2015-16 is \$3,653,900. This is \$1,685,560 or 85% more than the amount in the FY 2014-15 adopted budget. No funds will be appropriated from reserves or contingencies and General Fund support for the budget is recommended to be \$3,653,900.

BOARD ADOPTED CHANGES

As part of the Supplemental Budget document, the Board approved a request to correct the miscategorization of two projects between Fund Center 200 – Maintenance Projects and Fund Center 230 – Capital Projects. The two projects, Reprographics Remodel (\$523,700) and Government Center Repairs (\$2,400,000), should have been categorized as major maintenance and not capital projects, per the County's Capital Asset Policy. In accordance with the criteria for this policy, the projects are not considered to comprise a new asset or significantly add value or useful life to an existing asset. Funding for the projects has been moved from Fund Center 230 to Fund Center 200. There is no net impact to expenses or to the General Fund contribution amount associated with the adjustment.

At year end, an additional allocation was made as the result of the final Fund Balance Available in the amount of \$500,000 to Maintenance Projects to help fund the ADA Transition Plan (\$200,000) and anticipated countywide department relocation needs (\$300,000).

The following sections describe the standalone projects and the allocations for the countywide maintenance categories.

FY 2015-16 MAINTENANCE PROJECTS

There are eight standalone maintenance projects, totaling \$4,836,600 for FY 2015-16. A brief description, the amount allocated, and the source of funding are identified for each of the projects identified below.

STANDALONE PROJECTS

- **Courthouse ADA Remediation – Courthouse Annex – San Luis Obispo**

This project will address ADA deficiencies in the Courthouse Annex building located in the City of San Luis Obispo. The project includes modifications to one male and one female restroom per floor, adjustments to drinking fountains, changes to signage, and modifications to access ways, elevators, doorways, sidewalks, ramps and stairways. The total project costs of \$1,333,800 will be initially funded by the General Fund. However, after the work is completed, \$644,183 will be received in reimbursement from Judicial Council of California (JCC) in accordance with the Joint Occupancy Agreement which stipulates a 49.74% Courts and 50.26% County cost share for projects.

- Project Cost: \$1,333,800
- Funding Source: General Fund

• **Emergency Generator – Courthouse Annex – San Luis Obispo**

The existing diesel emergency backup generator is approximately 50 years old, which is more than double the expected equipment life cycle and parts support are no longer available. The electrical circuitry supported by the Courthouse Annex generator is outdated, and some of the critical loads that need to be supported are not wired to the existing generator. This project would provide an electrical load assessment and a new natural gas generator would be installed to provide more reliable support during electrical outages and reduce air emissions.

- Project Cost: \$114,900
- Funding Source: General Fund

• **Electrical Upgrade – Veteran’s Hall – Templeton**

The Templeton Veteran’s Hall facility has an electrical service system that is likely original to the facility construction. Although a detailed assessment report remains to be completed, an entirely new code compliant electrical system is likely to be required at the facility. It is anticipated that a new, larger electrical service panel, electrical wiring, miscellaneous lighting, and other electrical improvements will be required to comply with current electrical codes and address life/safety concerns.

- Project Cost: \$134,200
- Funding Source: General Fund

• **Juvenile Hall Heating, Ventilation, and Air Conditioning (HVAC) – County Operations Center – San Luis Obispo**

This project replaces the existing condenser units which have reached the end of equipment life with new energy efficient units which will improve the cooling and heating for the Juvenile Support Center (Juvenile Hall). The new equipment should show a slight decrease in operating expenses due to the higher efficiencies now required by building codes. Some decrease in annual maintenance expense is anticipated as well.

- Project Cost: \$134,700
- Funding Source: General Fund

• **Control Desks at Juvenile Hall – County Operations Center – 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. This project was originally approved in FY 2014-15 at a total cost of \$134,800. The project was then cancelled in order to provide funding for the Juvenile Hall Expansion project. The costs decreased by \$40,600 due to a smaller scope of effort that will be required following the conclusion of the Juvenile Hall Expansion project.

- Project Cost: \$94,200
- Funding Source: General Fund

• **County Jail Wet Wall – County Operations Center – San Luis Obispo**

Water leaking from piping inside the Jail facility has penetrated the exterior wall and is damaging the block wall. This damage, if not repaired, may lead to a structural failure and a security breach of the Jail. A failure would have a significant impact upon the Jail capacity as 140 inmate beds would be removed from use in an already overcrowded facility.

- Project Cost: \$101,100
- Funding Source: General Fund

• **Remodel Vacant Space – Courthouse Annex – San Luis Obispo**

Project entails a remodel of the currently vacant Reprographics facility floor space on the ground level of the Courthouse Annex building for use by staff of the Public Works Department and District Attorney's Office. The work will include reconfiguration of existing work areas, currently occupied by Public Works Department staff. The project enables staff from Public Works to better operate in remodeled office areas while providing the District Attorney with needed space for file storage. The shared occupancy in an existing county facility decreases costs for both departments when compared to other options such as new construction or leasing.

- Project Cost: \$523,700
- Funding Source: General Fund and Public Works Internal Service Fund

• **Government Center Defects – Government Center – San Luis Obispo**

The project includes repair of identified construction defects in the County Government Center. The repairs include a poorly functioning HVAC mechanical system, various construction systems and components to improve the longevity, comfort, and useful life of the facility. The construction defect repairs to the Government Center will improve a variety of construction components in the facility. The repairs will also improve a poorly functioning existing heating and cooling system. There will also be repairs of construction defects that impact the long-term maintenance costs to the facility.

- Project Cost: \$2,400,000
- Funding Source: General Fund

COUNTYWIDE MAINTENANCE PROJECT CATEGORIES

The FY 2015-16 recommended allocations for countywide maintenance categories is \$2,241,000, an increase of approximately \$727,000 over FY 2014-15 adopted amounts. The increase reflects the capacity of the General Services Maintenance and Architectural Services staff to implement projects during the year and should be sufficient to cover maintenance needs in FY 2015-16.

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 2015-16 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 \$1,283,000

Funding in this category is used for maintenance of buildings, tree trimming, data cabling, minor building electrical system upgrades, energy management systems, flooring, hazardous materials abatement, mechanical (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. In addition, for FY 2015-16, nearly \$500,000 is being set aside to address maintenance needs identified through the Facility Condition Assessments (FCAs) that were begun in late FY 2014-15.

Countywide Facilities Master Plan \$0

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. No additional funds are being sought in FY 2015-16 as a fund balance of \$253,929 is available from master planning efforts in FY 2014-15.

Maintenance Projects
Fiscal Year 2015-16 Final Budget

Fund Center 200

<u>Countywide Energy & Water Conservation</u>	<u>\$240,000</u>
Funding in this category finances projects recommended from County energy and water use audits. Special focus will be placed on water conservation for FY 2015-16.	
<u>Countywide Department Relocations</u>	<u>\$300,000</u>
Funding in this category is for anticipated countywide departmental relocations.	
<u>Countywide Americans with Disabilities Act (ADA) Compliance</u>	<u>\$270,000</u>
Funding in this category is for upgrades to current facilities in order to help ensure they meet ADA requirements.	
<u>Countywide Storm Water Pollution Prevention</u>	<u>\$90,000</u>
Funding in this category finances projects, plans, improvements, and equipment necessary to comply with Federal and State storm water pollution regulations.	
<u>Countywide Library Renovations</u>	<u>\$35,000</u>
Funding in this category is used for general renovations, maintenance, and repair of County library facilities. The replacement of a wheelchair lift at the Atascadero library is planned for FY 2015-16.	
<u>Countywide Community Buildings</u>	<u>\$23,000</u>
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 2015-16 recommended funding includes a significant electrical upgrade at the Veteran's Hall in Cayucos.	

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** Identifies projects that have not yet been assigned to an Architectural Services Coordinator and are awaiting staffing availability to begin the process.
- H - Hold** Projects may be placed on hold when new conditions or situations arise that may inhibit moving forward with the project. This may include site situations discovered during construction, changes to the laws and regulations, project costs that are considerable greater than originally identified, changes to the scope of the project and opposition from community groups or other governmental organizations.

MAINTENANCE PROJECTS

<i>WBS Project #</i>	<i>Project Description</i>	<i>Original Year Funded</i>	<i>Estimated Total Cost*</i>	<i>Total Approved Funding through 2014-15 **</i>	<i>Balance of Funds Available***</i>	<i>2015-16 Proposed Appropriation</i>	<i>2015-16 Adopted Appropriation</i>	<i>Total Approved Funding and 2015-16 Adopted Appropriation</i>	<i>Funding Source</i>	<i>Status****</i>
EFS Bus Area 2000: GENERAL GOVERNMENT - MAINT										
1	350115	General Government - SLO - Courthouse ADA Remediation	2015/2016	1,333,800		1,333,800	1,333,800	1,333,800	General Fund	U
2	350119	General Government - SLO - Courthouse Annex - Replace Emergency Generator	2015/2016	114,900		114,900	114,900	114,900	General Fund	U
3	350122	General Government - SLO - Government Center Repairs	2015/2016	2,400,000		2,400,000	2,400,000	2,400,000	General Fund	U
4	350121	General Government - SLO - Reprographics Remodel	2015/2016	523,700		523,700	523,700	523,700	373,700 General Fund; 150,000 Public Works Operating Fund	U
5	350118	General Government - Templeton - Vet's Hall Electrical Upgrade	2015/2016	134,200		134,200	134,200	134,200	General Fund	U
6	350110	Gen Govt - Simmler - Renovate Community Building	2014/2015	305,000	305,000	272,737		305,000	150,000 Maintenance Projects FC 200 WBS 350010.10; 105,000 Maintenance Projects FC 200 CSA 17 Dissolution; 50,000 Maintenance Projects FC 200 Donation	D
7	350109	Gen Govt - SLO - NGC - Auditor/Treasurer/Tax Collector Office Consolidation	2014/2015	110,300	123,700	6,941		123,700	76,143 General Fund; 47,557 Countywide Department Relocation	CO
8	350108	Gen Govt-Variou-Replace windows at various locations	2014/2015	323,500	299,400	279,242		299,400	General Fund	B
9	350103	General Government - Courthouse Annex - Replace Courthouse Annex Air Handlers	2013/2014	200,400	336,440	295,368		336,440	General Fund	C
10	350098	General Services Agency, Information Technology - Various - Communication Infrastructure Maintenance	2012/2013	203,200	283,200	103,890		283,200	General Fund	C
11	350095	General Services Agency, Information Technology - Rocky Butte - Replace Generator Set	2011/2012	60,400	60,400	40,400		60,400	General Fund	C

Not all projects proceed in the year they were funded due to several factors, including but not limited to, programming (master plan development and/or needs assessment), environmental determinations, community input and support, and availability of funding sources outside of County control.

* Estimated Total Cost is a professionally determined cost estimate 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 6/30/15.

*** Balance of Funds Available as of 6/30/15. 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 2014-15 **</i>	<i>Balance of Funds Available***</i>	<i>2015-16 Proposed Appropriation</i>	<i>2015-16 Adopted Appropriation</i>	<i>Total Approved Funding and 2015-16 Adopted Appropriation</i>	<i>Funding Source</i>	<i>Status****</i>
12 300128	SLO - Johnson Avenue Property Analysis	2004/2005	354,000	354,000	161,698			354,000	Facilities Planning Reserve	C
<i>Sub Total:</i>			6,063,400	1,762,140	1,160,277	4,506,600	4,506,600	6,268,740		
EFS Bus Area 2000: HEALTH AND SOCIAL SERVICES -MAINT										
13 350114	Health-SLO-Annex Remodel	2014/2015	625,000	625,000	584,816			625,000	536,000 General Government Building Replacement Reserves; 89,000 Public Health Operating Fund	H
14 350101	Animal Services-COC-Paint Animal Shelter Kennel	2013/2014	156,000	156,000	133,985			156,000	General Fund	H
15 350034	Health - Operations Center - Animal Services - Roof Replacement	2006/2007	141,700	141,700	118,615			141,700	General Fund	CO
<i>Sub Total:</i>			922,700	922,700	837,416			922,700		
EFS Bus Area 2000: PUBLIC SAFETY - MAINT										
16 350117	Probation - COC - JSC HVAC	2015/2016	134,700			134,700	134,700	134,700	General Fund	U
17 350116	Probation - COC - Replace Juvenile Hall Control Desks	2015/2016	94,200			94,200	94,200	94,200	General Fund	U
18 350120	Sheriff - COC - Wet Wall Repair	2015/2016	101,100			101,100	101,100	101,100	General Fund	U
<i>Sub Total:</i>			330,000	0		330,000	330,000	330,000		

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MAINTENANCE PROJECTS

<i>WBS Project #</i>	<i>Project Description</i>	<i>Original Year Funded</i>	<i>Estimated Total Cost*</i>	<i>Total Approved Funding through 2014-15 **</i>	<i>Balance of Funds Available***</i>	<i>2015-16 Proposed Appropriation</i>	<i>2015-16 Adopted Appropriation</i>	<i>Total Approved Funding and 2015-16 Adopted Appropriation</i>	<i>Funding Source</i>	<i>Status****</i>
EFS Bus Area 2000: PARKS - MAINT										
19 350035	Parks - Central County - Park Maintenance (Roll Up)	2006/2007	250,000	152,500	118,723			152,500	152,500 Quimby Fees - Central County Sub-Fund	C
20 350038	Parks - Coastal - Park Maintenance (Roll Up)	2006/2007	80,000	81,873	2,059			81,873	40,000 General Fund; 40,000 Parks Fund; 1,873 Quimby	C
21 350039	Parks - East County - Park Maintenance (Roll Up)	2006/2007	61,500	62,700	5,046			62,700	21,500 General Fund; 41,200 Quimby Fees - East County Sub-Fund	C
22 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
23 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
24 350112	Parks-Los Osos-Renovate Tennis Court	2014/2015	145,000	145,000	145,000			145,000	145,000 Parks Project Reserves	D
25 350111	Parks-Santa Margarita-Dock Replacement	2014/2015	125,000	125,000	125,000			125,000	125,000 Parks Project Reserves	D
26 350105	Parks - Lopez Lake - Camp French	2013/2014	51,000	51,000	40,000			51,000	Parks Operating Fund	C
27 350094	Parks - San Miguel - Repair Rios Caledonia Walls	2012/2013	100,000	162,000	68,864			162,000	100,000 Parks Operating Fund; 62,000 Parks Project Reserves	C
28 350093	Parks - Santa Margarita Lake - Paving, Fish Cleaning Station & Electrical	2012/2013	540,000	540,000	489,076			540,000	Department of Boating and Waterways Grant	D
29 350100	Parks-Avila-Renovate Bob Jones Trail along Blue Heron Drive	2012/2013	14,000	14,000	14,000			14,000	Parks Operating Fund	D
30 350066	Parks - Lopez Lake - Infrastructure Upgrades	2007/2008	249,480	249,480	84,671			249,480	96,055 Prop 40 Grant; 66,987 Parks Ops; 2,938 Prop 40 Grant; 18,500 Gen Fund (transfer from 350039); 65,000 Parks Ops	C
<i>Sub Total:</i>			2,045,980	2,013,553	1,169,669			2,013,553		

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*** Balance of Funds Available as of 6/30/15. 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 2014-15 **</i>	<i>Balance of Funds Available***</i>	<i>2015-16 Proposed Appropriation</i>	<i>2015-16 Adopted Appropriation</i>	<i>Total Approved Funding and 2015-16 Adopted Appropriation</i>	<i>Funding Source</i>	<i>Status****</i>
<i>Total:</i>			9,362,080	4,698,393	3,167,362	4,836,600	4,836,600	9,534,993		

Not all projects proceed in the year they were funded due to several factors, including but not limited to, programming (master plan development and/or needs assessment), environmental determinations, community input and support, and availability of funding sources outside of County control.

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*** Balance of Funds Available as of 6/30/15. 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>2015-16 Proposed Appropriation</i>	<i>2015-16 Adopted Appropriation</i>	<i>Balance of Funds Available and 2015-16 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	895,421	1,283,000	1,283,000	2,178,421	General Fund	C
2	350070	Countywide Facilities Master Plan	221,427			221,427	General Fund	C
3	350074	Countywide Energy and Water Conservation	392,990	240,000	240,000	632,990	General Fund	C
4	350072	Countywide Department Relocations	37,164		300,000	337,164	General Fund	C
5	350071	Countywide ADA Compliance	426,140	70,000	270,000	696,140	General Fund	C
6	350050	Countywide Stormwater Pollution Prevention	68,400	90,000	90,000	158,400	General Fund	C
		<i>Subtotal:</i>	2,041,541	1,683,000	2,183,000	4,224,542		
EFS Bus Area 2000: LIBRARY - MAINT								
7	350073	Countywide Library Renovations	102,935	35,000	35,000	137,935	General Fund; Library Funds	C
		<i>Subtotal:</i>	102,935	35,000	35,000	137,935		
EFS Bus Area 2000: COMMUNITY SERVICES - MAINT								
8	350010	Countywide Community Buildings Renovations	155,435	23,000	23,000	178,435	General Fund; Grant Funds	C
		<i>Subtotal:</i>	155,435	23,000	23,000	178,435		
		<i>Total:</i>	2,299,911	1,741,000	2,241,000	4,540,912		

* Prior Year(s) Balance of Funds Available as of 6/30/15. 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 2014-15

	<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	2003/2004	300080	General Government - SLO - 1144 Monterey St. Monitoring Wells Abandonment and Remediation <i>Properly mitigated soil contamination at County property in order to cease required testing through monitoring wells</i>	74,100	463,669	285,032	61.5%
2	2005/2006	350002	General Government - Courthouse Annex - Implement Office Consolidation <i>Comprehensive project to perform maintenance & construct tenant improvements to accommodate County offices relocating to the Government Center Complex from leased space as a result of other departments relocating to the new Government Center.</i>	1,574,400	1,674,400	1,484,604	88.7%
3	2006/2007	350022	General Government - Old Courthouse - Exterior Paint <i>Project to refurbish the exterior of the Old Courthouse Building. The building exterior was cleaned, prepped and repainted including exterior walls, architectural features, exterior monument features, gutters, cornices, and metal window grilles.</i>	102,700	131,802	114,740	87.1%
4	2006/2007	350042	Sheriff - West Jail - Security Screens <i>Project installed security screens inside the common space area of the west housing cell blocks. The installation allows Sheriff staff to supervise multiple inmates in the common area simultaneously. It's entry is controlled by the central desk.</i>	29,500	119,500	108,312	90.6%
5	2008/2009	350069	General Government - Courthouse Annex - Upgrade Public Elevator <i>Project modernized existing elevator to comply with current building and accessibility codes along with replacing outdated equipment with new technology that saves and generates power.</i>	200,000	705,000	481,822	68.3%
6	2013/2014	350106	Health - Grover - DAS - Longbranch Conference Rooms <i>Project remodeled the interior of the Longbranch DAS office to create 2 new conference spaces. The remodel included electrical, HVAC, and telecom work in addition to the framing, drywall and ceiling.</i>	52,000	52,000	31,350	60.3%

Completed Maintenance Projects: FY 2014-15

	<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>
7	2014/2015	350107	Probation - COC - Replace JH East, West and Center Control Desks <i>Project cancelled-funding moved to project 320032</i>	134,800	134,800	0	
Totals:				2,167,500	3,281,171	2,505,859	76.4%

Completed Countywide Projects: FY 2014-15

<i>Project Description</i>		<i>Completed or Cancelled</i>	<i>Cost</i>
Countywide ADA Compliance			77,859
1	Library-Morro Bay-Restrooms	COMPLETE	
2	Gen Govt-Templeton-Repair Parking Lot at Vets Hall	COMPLETE	
3	Library-Morro Bay-ADA Improvements	COMPLETE	
4	Gen Govt-SLO-HUD ADA Items	COMPLETE	
5	Library-Arroyo Grande-Install ADA Entry Door Operator	COMPLETE	
6	AgComm-SLO-ADA Parking Repairs	COMPLETE	
Countywide Community Buildings Renovations			175,999
7	Gen Govt-Simmler-Renovate Community Bldg	COMPLETE	
8	Gen Govt-Templeton-Repair Parking Lot at Vets Hall	COMPLETE	
9	Gen Govt-Simmler-Provide Water System	CANCELLED	
10	Gen Govt-Templeton-AL Hall Exit Handrails	COMPLETE	
Countywide Department Relocations			17,837
11	Gen Govt-SLO-Dept Consolidation Signage, Auditor-Controller, Tax Collector	COMPLETE	
12	Gen Govt -SLO-AUD/TTC Consolidation	COMPLETE	
13	Gen Govt-SLO-GSA IT-IT Office Remodel	COMPLETE	
14	Gen Govt-SLO-Kimball Furniture Storage Reorganization	COMPLETE	
Countywide Energy and Water Conservation			33,671
15	Sheriff-COC-Install Honor Farm Laundry PV/Thermal Panels	COMPLETE	
16	Sheriff-COC-Water Meter for County Jail	COMPLETE	
Countywide Facilities Master Plan			15,308
17	Health-SLO-Master Plan Health Campus	COMPLETE	

Completed Countywide Projects: FY 2014-15

<i>Project Description</i>		<i>Completed or Cancelled</i>	<i>Cost</i>
Countywide Library Renovations			16,165
18	Library-Oceano-Install Siding	COMPLETE	
19	Library-Cambria-Repair the skylight at Old Cambria Library	COMPLETE	
Countywide Maintenance Projects			529,805
20	Gen Govt-COC-Animal Services Landfill Post Closure Permit Application	COMPLETE	
21	Gen Govt-SLO-Reroute Courthouse Annex Main Elec Feeder Conduit	COMPLETE	
22	Gen Govt-SLO-Probation Patch & Slurry Casa Loma Parking Lot	COMPLETE	
23	Gen Govt - SLO- Repair Courthouse Elevator #8 at 976 Osos Str Old Courthouse	COMPLETE	
24	Sheriff-COC-Upgrade Detective Bldg Windows	COMPLETE	
25	GSA IT-Tassajara Peak-Paint Comm Vault	COMPLETE	
26	Health-SLO-Health Lab Roof Repairs	COMPLETE	
27	Fire-Paso Robles-Replace Leach Field	COMPLETE	
28	Gen Govt-SLO-Grand Jury Garage Replace Sewer Line	CANCELLED	
29	Health-COC-Animal Services Asphalt Repair	COMPLETE	
30	Gen Govt-Templeton-Repair Parking Lot	COMPLETE	
31	Gen Govt-SLO-Probation-Casa Loma Install Fire Alarm System	COMPLETE	
32	AgComm-SLO-Patch and Slurry Seal Pkg	COMPLETE	
33	Probation - SLO - Repair Retaining Wall @ Casa Loma	COMPLETE	
34	Health-Atascadero-Create Office Space at Behavioral Health	COMPLETE	
35	Gen Govt-Templeton-Vets Hall HVAC	COMPLETE	
36	IT-SLO-Replace Security Fencing at Cuesta Peak	COMPLETE	
37	Gen Govt-SLO-Repair Air Handler at NGC	COMPLETE	
38	Gen Govt-SLO-Repair & Improve Drainage at Grand Jury 1051 Mill St	COMPLETE	
39	Gen Govt-SLO-NGC-Replace cracked window on 3rd floor	COMPLETE	

Completed Countywide Projects: FY 2014-15

	<i>Project Description</i>	<i>Completed or Cancelled</i>	<i>Cost</i>
40	Gen Govt-COC-Patch IT Data Center Roof	COMPLETE	
41	Gen Govt-COC-Epoxy Paint Water Quality Lab Flooring	COMPLETE	
Countywide Stormwater Pollution Prevention			80,000
42	Gen Govt-Templeton-Repair Parking Lot at Vets Hall	COMPLETE	
Total:			946,645

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 Request Results

Information Technology

Fund Center 114

Budget Augmentation Description	Intended Results	Actual Results FY 2011-12	Actual Results FY 2012-13	Updated Actual Results FY 2013-14	Administrative Office Comments
<p>Add 1.00 FTE Geographic Information System (GIS) Program Manager</p> <p><u>Financial Information</u> Total Cost: \$130,000</p> <p>Amount of General Fund support: \$0</p> <p>Approved via FY 2011-12 Budget Adoption</p>	<ol style="list-style-type: none"> 1. Develop and maintain a GIS data layer inventory allowing more efficient use across all departments; 2. Develop or update GIS data layers for: <ul style="list-style-type: none"> ▪ countywide address points ▪ countywide street centerlines ▪ parcels ▪ countywide aerial ortho-photography 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 	<p>The Geographic Information System (GIS) Program Manager position was filled in July 2012.</p> <p>Work to coordinate GIS efforts and develop common data layers is underway. County departments have been consulted for contribution to the GIS strategic plan. The plan will guide the further development of county data layers and acquisition.</p> <p>Consolidation of existing GIS licenses has been reviewed. The resulting cost savings would be minimal and consolidation of licenses could potentially reduce access to the system. The conclusion is that there is no County benefit to license consolidation.</p>	<p>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.</p> <p>A data inventory was completed in April 2013.</p> <p>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.</p> <p>Equipment and software have been upgraded at the</p>	<p>A data inventory was completed in April 2013 and was updated Fall 2014.</p> <p>Countywide address points and street centerlines were completed.</p> <p>The County started implementation with a vendor to create GIS parcel data to be owned and maintained by the County. This is an 18-month project due to finish Summer of 2016.</p> <p>The County acquired aerial imagery through the San Luis Obispo Regional GIS Collaborative.</p> <p>The development of metadata was completed for all enterprise data layers in Fall 2014.</p>	<p>The results are partially achieved. All intended results have been met, with the exception of acquiring parcel data. This item will continue to be reported on in the FY 2016-17 budget document.</p>

FY 2011-12 Budget Augmentation Request Results

Information Technology

Fund Center 114

Budget Augmentation Description	Intended Results	Actual Results FY 2011-12	Actual Results FY 2012-13	Updated Actual Results FY 2013-14	Administrative Office Comments
	chemical spills.		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.	Esri, GIS vendor, licenses were consolidated under IT in Fall 2014, allowing more departments to participate and leverage GIS offerings. Environmental Health launched "HealthView" mapping application in Spring 2014, which allows for the visualization of environmental incident data and allows for user-defined analysis.	

FY 2011-12 Budget Augmentation Request Results

Parks and Recreation

Fund Center 305

Budget Augmentation Description	Intended Results	Actual Results FY 2011-12	Actual Results FY 2012-13	Updated Actual Results FY 2013-14	Administrative Office Comments
<p>This augmentation funds the first phase of a two-phased Parks and Recreation master planning effort. The complete master plan (both phases) will provide the current status of park and recreational facilities and programs in the unincorporated areas of the county, and will establish the goals, objectives, priorities and plans by community for future park and recreation facilities and programs.</p> <p>The first phase will involve the assessment and development of a report on the current status of San Luis Obispo County parks, recreation, and open space services (in terms of the facilities and programs provided within the county as well as the quality of existing</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>The second phase is dependent upon future funding. This</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 and Building 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</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>No Suitable grants were located for the needs assessment by the end of FY 2013-14 and the funding was returned.</p> <p>The ability to conduct a needs assessment is dependent upon getting outside funding, so staff will continue to pursue outside funding options. Until funding is identified for the assessment, Parks and Recreation will continue to examine park project needs on an individual basis.</p> <p>If funds become available for this purpose in the future and matching funds are required, Parks and Recreation will return to the Board to seek funds for the purpose of matching available grant(s).</p>	<p>The intended results were not achieved, due to a lack of grant funding availability. Should Parks and Recreation identify grant funding for this purpose, matching funds may again be requested in the future.</p>

FY 2011-12 Budget Augmentation Request Results

Parks and Recreation

Fund Center 305

Budget Augmentation Description	Intended Results	Actual Results FY 2011-12	Actual Results FY 2012-13	Updated Actual Results FY 2013-14	Administrative Office Comments
<p>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. During this phase staff will also apply for a Prop 84 Sustainable Communities Planning Grant.</p> <p><u>Financial Information</u> Total Cost: \$30,000</p> <p>Amount of General Fund support: \$0</p> <p>Approved via FY 2011-12 Budget Adoption</p>	<p>phase of the SLO Countywide Parks and Recreation Master Plan will recommend specific method(s) of financing high priority park, natural area, recreation projects, and facility maintenance (both in terms of initial purchase/set-up and long-term maintenance).</p>	<p>accepted for funding.</p> <p>No additional actions were taken for this project and no funds have been spent to date.</p> <p>Parks intends to retain these 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 Request Results

Assessor				Fund Center 109
Budget Augmentation Description	Intended Results	Actual Results FY 2012-13	Updated Actual Results FY 2013-14	Administrative Office Comments
<p>Add 1.00 FTE Limited Term Appraiser, 2.00 FTE Limited Term Assessment Analysts and 1.50 FTE Limited Term Assessment Technician 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. The requested positions are Limited Term and are planned to be eliminated at the end of the project.</p> <p><u>Financial Information</u> Total Cost: \$372,913 for FY 2012-13</p> <p>Amount of General Fund support: \$0</p> <p>Approved via FY 2012-13 Budget Adoption</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 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. 	<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 employees hired for this project have been dedicated directly to the project. The 1.50 FTE Limited Term Assessment Technician positions were not hired until early FY 2013-14. Per the FY 2013-14 Supplemental Budget Document the 1.00 FTE Limited Term Appraiser position was eliminated and a third Limited Term Assessment Analyst position was added.</p> <p>The team has documented the office main frame business processes,</p>	<p>The vendor and County are continuing with the system design and data migration testing. The Property Tax System Modernization Project go live date is currently scheduled for October 2015.</p> <p>The three FTE Limited Term Assessment Analyst positions were filled and dedicated directly to the project. The 1.50 FTE Limited Term Assessment Technician positions were not filled in FY 2013-14.</p> <p>The team has done extensive testing of on-line transactions in the new platform. In addition an on-line user's manual is being created as a training tool for the Assessor's office staff to use when the new system goes live.</p>	<p>Intended results have not yet been achieved as the Property Tax System project is not anticipated to be completed until October 2015. This item will be revisited as part of the FY 2016-17 budget process.</p>

FY 2012-13 Budget Augmentation Request Results

Assessor

Fund Center 109

Budget Augmentation Description	Intended Results	Actual Results FY 2012-13	Updated Actual Results FY 2013-14	Administrative Office Comments
		<p>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.</p> <p>To date a salary savings of \$166,978 was realized as a result of recruitment delays and unfilled positions.</p>		

FY 2012-13 Budget Augmentation Request Results

Auditor-Controller		Fund Center 107		
Budget Augmentation Description	Intended Results	Actual Results FY 2012-13	Updated Actual Results FY 2013-14	Administrative Office Comments
<p>Add 1.00 FTE Limited Term Accounting Technician position and 1.00 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><u>Financial Information</u> Total Cost: \$212,000 for FY 2012-13</p> <p>Amount of General Fund support: \$0</p> <p>Approved via FY 2012-13 Budget Adoption</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>County staff developed test scripts for critical business processes and captured data snapshots to be used in testing. The vendor delivered data conversions for unit testing the on-line transactions. The go live date for the new system was pushed out to September – October 2015.</p> <p>The Limited Term Auditor-Analyst position remained unfilled in FY 2013-14; however, the position may be filled during the second half of FY 2014-15 depending on the staffing needs of the department.</p>	<p>Intended results have not yet been achieved as the Property Tax System project is not anticipated to be completed until October 2015. This item will be revisited as part of the FY 2016-17 budget process.</p>

FY 2012-13 Budget Augmentation Request Results

Countywide Automation

Fund Center 266

Budget Augmentation Description	Intended Results	Actual Results FY 2012-13	Updated Actual Results FY 2013-14	Administrative Office Comments
<p>This Budget Augmentation Request funds the second and final phase of the Property Tax System Re-platform 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>This phase funds 7.50 FTE in Limited Term staffing and 1.00 FTE Permanent</p>	<ol style="list-style-type: none"> 1. Reduce annual mainframe hardware and software costs operating costs by \$400,000; 2. Avoid system obsolesce by moving a critical set of applications, commonly described as the Property Tax System, from the mainframe to a more modern application and system development environment; 3. Move Property Tax System data to a modern database; 4. Position the County to provide additional Property Tax related services electronically or on-line; 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.</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>The implementation of a new, modern system to replace the current property tax system began in January 2013.</p> <p>Property Tax System data has been mapped and migrated by the vendor to the new database structure and the results reviewed by the County. Test data has been mapped and migrated to facilitate testing converted code. Three of the five groups of code have been converted, tested and delivered by the vendor. The County has completed testing two of the three groups of code delivered.</p> <p>Due to complexity in moving this set of applications and data to the new system just prior to the busy property tax season in the April to June timeframe, the new system go live is now scheduled for October 2015.</p>	<p>The intended results have not yet been achieved. The Property Tax System Modernization Project is currently underway and is now anticipated to be completed in October 2015. This project will again be reported on in the FY 2016-17 budget.</p>

FY 2012-13 Budget Augmentation Request Results

Countywide Automation

Fund Center 266

Budget Augmentation Description	Intended Results	Actual Results FY 2012-13	Updated Actual Results FY 2013-14	Administrative Office Comments
<p>staff for 2.5 years. The staffing is as follows:</p> <ul style="list-style-type: none"> • Assessor 4.50 FTE • Auditor–Controller 2.00 FTE • Tax Collector-Treasurer 1.00 FTE • 1.00 FTE existing Project Manager in Information Technology <p><u>Financial Information</u> Total Cost: \$2,477,500 (funded from the Tax Loss Reduction Reserve)</p> <p>Amount of General Fund support: \$0</p> <p>Approved via FY 2012-13 Budget adoption</p>				

FY 2012-13 Budget Augmentation Request Results

Treasurer, Tax Collector, Public Administrator

Fund Center 108

Budget Augmentation Description	Intended Results	Actual Results FY 2012-13	Updated Actual Results FY 2013-14	Administrative Office Comments
<p>Add 1.00 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. This limited term position is planned to be eliminated at the end of the project.</p> <p><u>Financial Information</u> Total Cost: \$124,397 for FY 2012-13</p> <p>Amount of General Fund support: \$0</p> <p>Approved via FY 2012-13 Budget adoption</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 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>The position was vacant for most of FY 2013-14 resulting in costs of only \$35,000, compared to the original budget augmentation request of \$124,397. Therefore, the savings from the original request was \$89,397.</p> <p>The position was filled on October 23, 2014 in anticipation of increased workload due to testing activity from the Property Tax System Modernization project.</p> <p>Since the project is not yet complete, there are no project results yet.</p>	<p>Intended results have not yet been achieved as the Property Tax System project is not anticipated to be completed until October 2015. This item will be revisited as part of the FY 2016-17 budget process.</p>

FY 2012-13 Budget Augmentation Request Results

Waste Management				Fund Center 130
Budget Augmentation Description	Intended Results	Actual Results FY 2012-13	Updated Actual Results FY 2013-14	Administrative Office Comments
<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><u>Financial Information</u> Total Cost: \$98,230</p> <p>(\$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>Amount of General Fund support: \$0</p> <p>Approved via FY 2012-13 Budget Adoption</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. (Additional amendments to the WAAP may be required if the monitoring results reveal the discharge exceeds TMDL). 	<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>The WAAP has not yet been approved by the RWQCB. Water sampling is still occurring with the same, mixed results.</p> <p>Depending on the resources available from the RWQCB, consultant services are likely needed to assist with measuring the effectiveness of BMPs and possible design of additional ones. Additional sampling sites are expected to be required in FY 2014-15 along with improvements for sampling safety.</p> <p>A consultant will be needed in FY 2014-15 to design and prepare a Program Effectiveness Assessment and Improvement Plan (Permit Section E. 14) to be submitted to the RWQCB by June 2015.</p>	<p>As reported in prior years, the WAAP update is completed and the department continues to wait for approval of the update from the RWQCB. The department will again report on the progress of this project as part of the FY 2016-15 budget.</p>

2012-13 Budget Augmentation Results (Mid-Year Adjustments)

FY 2012-13 Budget Augmentation Request Results

Planning & Building				Fund Center 142
Budget Augmentation Description	Intended Results	Actual Results FY 2012-13	Updated Actual Results FY 2013-14	Administrative Office Comments
<p>Add 2.00 FTE Limited Term Land Use Technicians to support implementation of the Energy Watch Partnership and Innovator Pilot Programs</p> <p><u>Financial Information</u> Total Annual Cost: \$157,382</p> <p>Amount of General Fund support: \$0</p> <p>Approved via Board action on 12/18/2012 Item #18</p>	<ol 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>	<p>The obligations to the Energy Watch Partnership contract including activities in ,marketing, direct implementation, and strategic planning have continued to been met.</p> <p>Innovator Pilot was completed at the end of FY 2013-14.</p> <p>For calendar year of 2014 we are tracking ahead of our goal of kwh reduction in the community. Reports prepared in conjunction with PG&E demonstrate countywide savings in 2014 that total 1,520,935,kwh. Savings are tracked by PG&E and are based on projects and rebates.</p>	<p>Intended results have been achieved.</p>

2013-14 Budget Augmentation Results

FY 2013-14 Budget Augmentation Request Results

Administrative Office		Fund Center 104	
Budget Augmentation Description	Intended Results	Actual Results FY 2013-14	Administrative Office Comments
<p>To fund a consultant to conduct an economic impact analysis of the Diablo Canyon Power Plant on San Luis Obispo County as directed by the Board of Supervisors on February 19, 2013.</p> <p><u>Financial Information</u> Total Cost: \$50,000</p> <p>Amount of General Fund support: \$50,000</p> <p>Approved via FY 2013-14 Budget Adoption</p>	<p>Allow the County and partner municipalities to better position themselves to implement a strategic plan in the event of the closure of the Diablo Canyon Power Plant.</p>	<p>The economic impact analysis was delayed and these funds were rolled forward in FY 2014-15.</p>	<p>The intended results have not been achieved. This item will be revisited in the FY 2015-16 budget.</p>

FY 2013-14 Budget Augmentation Request Results

Assessor

Fund Center 109

Budget Augmentation Description	Intended Results	Actual Results FY 2013-14	Administrative Office Comments
<p>Additional funding to properly preserve, scan for digital retrieval, microfilm, and acquire storage for historic maps (Year 1).</p> <p><u>Financial Information</u> Total Cost: \$25,000 (Countywide Automation funds)</p> <p>Amount of General Fund support: \$0</p> <p>Approved via FY 2013-14 Budget Adoption</p>	<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. 	<p>The Township Maps of San Luis Obispo County have been permanently preserved, encapsulated, and placed in new on-site storage cabinets for access by staff and the public. These maps have also been digitized for increased access and as a back-up to guard against catastrophic loss.</p>	<p>This is a six-year project, however funding for each phase is being allocated on a year-to-year basis as available.</p> <p>The intended results for Year 1 have been achieved.</p> <p>Funding for Year 2 was allocated in FY 2014-15 and will be reported on in the FY 2016-17 Budget. Results for Years 3-6 will be reported on in subsequent years pending allocation.</p>

FY 2013-14 Budget Augmentation Request Results

Clerk-Recorder

Fund Center 110

Budget Augmentation Description	Intended Results	Actual Results FY 2013-14	Administrative Office Comments
<p>Purchase of Conflict of Interest and Campaign Finance filings management software.</p> <p><u>Financial Information</u> Total Cost: \$20,000</p> <p>Amount of General Fund support: \$0</p> <p>Approved via FY 2013-14 Budget Adoption</p>	<ol style="list-style-type: none"> 1. Reduce staff time associated with managing Conflict of Interest and Campaign Finance filings by 100-380 hours a year and an additional 20-80 hours biennially. 2. Enhance the ability to departmental coordinators to track required filers' completion of forms. 3. Expand public access to forms by making them available online. 	<ol style="list-style-type: none"> 1. Staff time associated with managing Conflict of Interest and Campaign Finance filings were reduced by approximately 200 hours. 2. System allows departmental coordinators to track their filers and the status of their filings. 3. Redacted Campaign Finance reports were available to the public on the internet for the first time beginning on March 1, 2014. 	<p>Intended results have been achieved.</p>

FY 2013-14 Budget Augmentation Request Results

Countywide Automation Replacement

Fund Center 266

Budget Augmentation Description	Intended Results	Actual Results FY 2013-14	Administrative Office Comments
<p>Microsoft Office 365 Project to replace the County's e-mail system. (Groupware Replacement Project)</p> <p>This project will move all County users of email from the current Lotus Notes / Domino email environment to a Microsoft Office 365 (O365) environment. The new system will use a remotely-based (cloud-based) environment for storage.</p> <p>There are three fundamental drivers for this project:</p> <ol style="list-style-type: none"> 1) Move to a more user-friendly and efficient environment, 2) Reduce costs associated with providing email, and 3) Avoid impending costs for an upgrade to the existing email system and servers. <p>The Groupware Replacement Project will provide access to up-to-date and more widely supported email and collaboration software and tools.</p> <p><u>Financial Information</u> Total Cost: \$725,000 (funded with depreciation charges for technology systems)</p>	<p>Assuming a 100% cloud approach, the Groupware Replacement project will:</p> <ol style="list-style-type: none"> 1. Reduce costs associated with providing email by approximately \$200,000. 2. Avoid impending costs for an upgrade to the existing email system and servers – one-time cost of approximately \$260,000. <p>If a hybrid approach is used, where some users remain on servers, the savings will be considerably less or costs may be essentially the same as current costs.</p> <ol style="list-style-type: none"> 3. The new system will utilize a platform that is the dominant e-mail platform in use today. It will also provide greater functionality and ease of use. 	<p>Pre-migration efforts resulted in an IT governance decision to cancel the Request for Proposal (RFP) process for professional services without entering contract negotiations, and put the Office 365 migration on hold. Reasons included:</p> <ol style="list-style-type: none"> 1. Giving the Microsoft Office 365 service offering time to mature; 2. Allowing the County the opportunity to monitor progress of other California counties planning to migrate to Office 365 in 2014; 3. Giving staff more time to prepare for the migration by replacing Lotus Notes eforms and simplifying system architecture; 4. Revisiting the business case for the groupware replacement project, as costs were determined to be higher for Office 365 than for the current groupware environment. <p>Efforts are now underway to:</p> <ol style="list-style-type: none"> 1. Gain better insight into the evolving Microsoft service offerings and licensing options as they pertain to Office 365, 2. Update project cost estimates. After a careful re-evaluation of potential costs, no savings will be realized. The cost of email will go 	<p>The intended results have not yet been achieved. The Lotus Notes replacement project was put on hold. Current plans estimate that the project will be completed no earlier than January 2017. This project will again be reported on in the FY 2016-17 budget.</p>

FY 2013-14 Budget Augmentation Request Results

Countywide Automation Replacement

Fund Center 266

Budget Augmentation Description	Intended Results	Actual Results FY 2013-14	Administrative Office Comments
<p>Amount of General Fund support: \$0</p> <p>Approved via FY 2013-14 Budget Adoption</p>		<p>up as the new system will include a range of functionality not available in today's Lotus Notes environment including mobile data features and the ability to collaborate and share information online. The implementation team will present a recommendation and options to the Steering Committee by March 2015.</p> <p>3. Learn from other counties who implemented Office 365, and</p> <p>4. Update goals, determine impact of O365 implementation on the enterprise, and revisit associated project scope, budget, and timeline.</p> <p>Considering the number of active enterprise wide technology initiatives, and in order to mitigate the impact on County business activities, the planned go live date will likely be no earlier than January 2017.</p>	

FY 2013-14 Budget Augmentation Request Results

Office of Emergency Services

Fund Center 138

Budget Augmentation Description	Intended Results	Actual Results FY 2013-14	Administrative Office Comments
<p>Delete 0.50 FTE Emergency Services Coordinator and add 1.00 FTE Emergency Services Coordinator</p> <p><u>Financial Information</u> Total Cost: \$37,299</p> <p>Amount of General Fund support: \$0</p> <p>Approved via FY 2013-14 Budget Adoption</p>	<p>Will help meet newly imposed Federal requirements related to nuclear power plant emergency planning and enhance overall emergency readiness as demonstrated to FEMA through their evaluation process and supports the Communitywide result of a Safe Community.</p>	<p>During FY 2013-14 the addition of the 0.50 FTE Emergency Services Coordinator successfully assisted with the revision of standard operating procedures to meet new federal regulations. In addition, the position helped implement those procedures during a FEMA evaluated full scale exercise designed to test the county's ability to respond to a hostile action event at a nuclear power plant.</p>	<p>The intended results have been met.</p>

FY 2013-14 Budget Augmentation Request Results

Planning & Building

Fund Center 142

Budget Augmentation Description	Intended Results	Actual Results FY 2013-14	Administrative Office Comments
<p>Delete one 0.50 FTE Limited Term Resource Protection Specialist and add 1.00 FTE Permanent Resource Protection Specialist – effectively restoring this position that was eliminated in FY 2009-10 and added back as a half-time position in 2011 to full-time.</p> <p><u>Financial Information</u> Total Cost: \$55,017</p> <p>Amount of General Fund support: \$55,017</p> <p>Approved via FY 2013-14 Budget Adoption</p>	<p>To allow the department to meet code-enforcement related performance measures:</p> <ol style="list-style-type: none"> 1. 100% of all complaints are reviewed within 10 days. 2. 40% of voluntary compliance are resolved within 45 days of initial inspection. 	<p>In FY 2013-14 100% of all complaints were reviewed within 10 days and 40% of voluntary compliance were resolved within 45 days of initial inspection.</p>	<p>Intended results have been achieved.</p>

FY 2013-14 Budget Augmentation Request Results

Probation			Fund Center 139
Budget Augmentation Description	Intended Results	Actual Results FY 2013-14	Administrative Office Comments
<p>Add a limited term 1.00 FTE Deputy Probation Officer III position for three years.</p> <p><u>Financial Information</u> Total Cost: \$112,188</p> <p>Amount of General Fund support: \$0</p> <p>Approved via FY 2013-14 Budget Adoption</p>	<p>The Deputy Probation Officer III (DPO III) will increase communication between city police departments and the Probation Department as measured in an annual evaluation of the DPO III position.</p>	<p>The deputy probation officer liaison position was evaluated quarterly by the San Luis Obispo County city police chiefs. The measurement to demonstrate effective communication was a count of the number of law enforcement briefings conducted by the DPO. Between October 2013 and June 2014, the DPO conducted 89 Law Enforcement briefings with city police departments. The purpose of the briefings was to share and obtain information on post release offenders supervised by the Probation Department. The DPO liaison position is performing as expected, and the results the cities were looking for are being achieved.</p>	<p>The intended results have been achieved.</p>

FY 2013-14 Budget Augmentation Request Results

Roads

Fund Center 245

Budget Augmentation Description	Intended Results	Actual Results FY 2013-14	Administrative Office Comments
<p>Funds are requested to address illegal OHV access in the Salinas River by fencing a portion of property on N. River Road, south of Wellsona Road, near the City of Paso Robles.</p> <p><u>Financial Information</u> Total Cost: \$25,000 (Reallocated of Off-Highway Vehicle (OHV) Restricted Revenue funds from a sand removal project approved in FY 2009-10)</p> <p>Amount of General Fund support: \$0</p> <p>Approved via FY 2013-14 Budget Adoption</p>	<ol style="list-style-type: none"> 1. The incidents of OHV access at the location would be restricted and thus a noticeable reduction in trespassing. 2. There would be a reduction in complaints from the surrounding property owners. 	<ol style="list-style-type: none"> 1. OHV activity has been diverted from this location. 2. No further complaints have been received since fencing was installed. 	<p>Intended results have been achieved.</p>

FY 2013-14 Budget Augmentation Request Results

Social Services			Fund Center 180
Budget Augmentation Description	Intended Results	Actual Results FY 2013-14	Administrative Office Comments
<p>Add 1.00 FTE Social Worker I/II/III/IV to the Child Welfare Division to coordinate and maintain recruitment and retention of foster homes</p> <p><u>Financial Information</u> Total Cost: \$69,765 (funded with 2011 Realignment allocations for Child Welfare Services)</p> <p>Amount of General Fund support: \$0</p> <p>Approved via FY 2013-14 Budget Adoption</p>	<ol style="list-style-type: none"> Maintain an adequate number of licensed foster homes to provide for successful placement of all foster children; and Increase the number of foster and adoptive parent training classes that are offered and increase attendance. 	<ol style="list-style-type: none"> In FY 2012-13 there were 131 licensed foster homes. That number has increased by 8%, to 142 licensed foster homes, which is a more adequate amount of foster homes. Each licensing worker now carries a case load of approximately 20 perspective foster homes or relative care providers. In FY 2012-13, the department held 11 series of foster and adoptive training classes. In FY 2013-14, that number increased to 13 training series. Attendance has increased in the classes from 6 families per series in the previous year to 8 families per series. The department has been able to regionalize the trainings to better fit the needs of the applicant families. 	<p>Intended results have been achieved.</p>
<p>Add 1.00 FTE Social Worker I/II/III/IV to Adult Protective Services to provide case management services for elder and dependent adult clients.</p> <p><u>Financial Information</u> Total Cost: \$69,765 (funded with 2011 Realignment allocations for Adult Protective Services)</p> <p>Amount of General Fund support:</p>	<ol style="list-style-type: none"> Reduce the number of investigations that each Social Worker must complete by approximately 25%; Provide case management services to elderly and dependent adult clients following investigations; and Reduce the percentage of repeat referrals that Adult Protective Services receives from the current of 15%. 	<p>During the year, one Social Worker was on an extended medical leave so the results are not what were intended.</p> <ol style="list-style-type: none"> The average investigation case load per Social Worker decreased from 38 to 30, a reduction of 21%. Adult Protective Services was not able to provide case management services following investigations due to the increasing number of investigations, which take much more time. 	<p>Intended results have not been achieved. The department will continue to report on the budget augmentation in the FY 2016-17 budget.</p>

FY 2013-14 Budget Augmentation Request Results

Social Services			Fund Center 180
Budget Augmentation Description	Intended Results	Actual Results FY 2013-14	Administrative Office Comments
<p>\$0</p> <p>Approved via FY 2013-14 Budget Adoption</p>		<p>3. Adult Protective Services received 376 subsequent referrals (out of 1,400 total) on clients that had been seen within the past 12 months. Resulting in 26.8% repeat referrals.</p>	
<p>Add 1.00 FTE Social Worker I/II/III/IV to the In Home Supportive Services (IHSS) program to provide ongoing case management and process applications more timely.</p> <p><u>Financial Information</u> Total Cost: \$69,765 (funded with State and Federal IHSS allocations)</p> <p>Amount of General Fund support: \$0</p> <p>Approved via FY 2013-14 Budget Adoption</p>	<p>Reduce the amount of time that it takes to process applications and determine eligibility for IHSS from over two months to 45 days.</p>	<p>The department was unable to fill this position in FY 2013-14 due to difficulties recruiting candidates for the Social Worker position. After a major work effort was put into recruiting and hiring, the department filled this position in September 2014. Actual results will be available after FY 2014-15.</p>	<p>Intended results have not been achieved. The department will continue to report on the budget augmentation in the FY 2016-17 budget.</p>
<p>Add 1.00 FTE Social Services Investigator to the Special Investigative Unit to assist with eliminating investigations backlogs and provide timely response to new referrals.</p> <p><u>Financial Information</u> Total Cost: \$88,082 (funded with</p>	<ol style="list-style-type: none"> 1. Eliminate a backlog of 5,200 investigation referrals within two years; 2. Increase the amount of client-caused CalWORKS overpayment recovery by 50%, from \$153,889 to \$230,834 within two years; and 3. Focus on early fraud detection 	<p>Intended results have not been achieved due to a variety of staffing and training issues. The investigator position was filled in January 2014 and primarily spent the remainder of FY 2013-14 in training. Training included required POST academy training, which the employee finished in December 2014. In addition to meeting training requirements, the</p>	<p>Intended results have not been achieved. The department will continue to report on the budget augmentation in the FY 2016-17 budget.</p>

FY 2013-14 Budget Augmentation Request Results

Social Services			Fund Center 180
Budget Augmentation Description	Intended Results	Actual Results FY 2013-14	Administrative Office Comments
<p>State and Federal allocations for CalWORKS, CalFresh and Fraud Incentive programs)</p> <p>Amount of General Fund support: \$0</p> <p>Approved via FY 2013-14 Budget Adoption</p>	<p>to enhance cost avoidance by 50%, from \$773,184 to \$1,159,776 within two years.</p>	<p>department also experienced an unexpected vacancy in the Supervising Investigator position, beginning in August 2014. A new Supervising Investigator was hired in November 2014. It is anticipated that there will be a learning curve for both the new investigator and the new Supervising Investigator.</p>	
<p>Add 1.00 FTE Program Review Specialist to the Special Investigative Unit to assist with eliminating investigations backlogs and provide timely response to new referrals</p> <p><u>Financial Information</u> Total Cost: \$78,873 (funded with a combination of State and Federal allocations and 1991 and 2011 Realignment funds)</p> <p>Amount of General Fund support: \$0</p> <p>Approved via FY 2013-14 Budget Adoption</p>	<ol style="list-style-type: none"> 1. Eliminate a backlog of 5,200 investigation referrals within two years; 2. Increase the amount of client-caused CalWORKS overpayment recovery by 50%, from \$153,889 to \$230,834 within two years; and 3. Focus on early fraud detection to enhance cost avoidance by 50%, from \$773,184 to \$1,159,776 within two years. 	<p>The Program Review Specialist position was filled in August 2013. Approximately the first six months were utilized for training of the new position.</p> <ol style="list-style-type: none"> 1. The Special Investigations Unit (SIU) received 1,679 new referrals during FY 2013-14. As of the end of FY 2013-14 there were 4,881 total referrals pending. The backlog of work has been brought current for the following: <ul style="list-style-type: none"> • DMV checks, referrals for federal drug charges, fleeing felon, program violation and SSN & property checks. • National prison match. • Income Eligibility Verification System-Internal Revenue Service (IEVS-IRS)/ Beneficiary Earnings Exchange Record (BEER)/ Franchise Tax Board (FTB). • Diligent searches. 2. The SIU generated \$190,675 in 	<p>The intended results have been partially achieved. The department will continue to report on the budget augmentation in the FY 2016-17 budget.</p>

FY 2013-14 Budget Augmentation Request Results

Social Services			Fund Center 180
Budget Augmentation Description	Intended Results	Actual Results FY 2013-14	Administrative Office Comments
		overpayments cost recovery for CalWORKs in FY 2013-14. 3. The SIU generated \$571,373 in cost avoidance for CalWORKs in FY 2013-14.	
<p>Add 1.00 FTE Program Review Specialist to the Department of Social Services Information Technology Division to create and maintain complex barcoded forms for the department and provide user support and training for the new Electronic Document Management Service (EDMS) system.</p> <p><u>Financial Information</u> Total Cost: \$78,873 (funded with a combination of State and Federal allocations and 1991 and 2011 Realignment funds)</p> <p>Amount of General Fund support: \$0</p> <p>Approved via FY 2013-14 Budget Adoption</p>	<ol style="list-style-type: none"> 1. Assist in automating the storage of all department documents including confidential case file records, personnel records, and fiscal records; 2. Improve access to files by reducing the time it takes to route documents from the department's closed files location; and 3. Eliminate the need for physical offsite storage, reducing storage costs by approximately \$15,600 a year. 	<p>The new position is part of the Software Development Team overseeing the development, procurement, and implementation of the Department of Social Services Electronic Document Storage System (EDMS). Roll-out of EDMS has been successful in DSS Human Resources, Adult Services, Fraud, and the Affordable Care Act Call Center is in the implementation phase. The creation and maintenance of automated forms and training provided by this position has reduced paper file storage for above areas eliminating need for physical offsite storage at Sandercock location, which has led to an annual savings of \$28,500.</p>	<p>Intended results have been achieved.</p>
<p>Add 1.00 FTE Administrative Assistant to provide administrative support to staff and process a significant amount of client applications for financial assistance in the department's</p>	<p>Reduce the amount of time it takes to perform data entry for new applications for financial assistance from several days to the same day that the application is submitted</p>	<p>The clerical unit processed a monthly average of 363 applications for CalWORKs, CalFresh, and Medi-Cal. Due to the addition of this position, 98% of these went through the application registration process within</p>	<p>Intended results have been achieved.</p>

FY 2013-14 Budget Augmentation Request Results

Social Services			Fund Center 180
Budget Augmentation Description	Intended Results	Actual Results FY 2013-14	Administrative Office Comments
<p>Arroyo Grande office.</p> <p><u>Financial Information</u> Total Cost: \$46,848 (funded with a combination of State and Federal allocations and 1991 and 2011 Realignment funds)</p> <p>Amount of General Fund support: \$0</p> <p>Approved via FY 2013-14 Budget Adoption</p>		<p>one day compared to 64% in one day prior to adding the new position.</p>	

FY 2013-14 Budget Augmentation Request Results

Veterans Services			Fund Center 186
Budget Augmentation Description	Intended Results	Actual Results FY 2013-14	Administrative Office Comments
<p>Add 1.00 FTE Assistant Veterans Services Officer.</p> <p><u>Financial Information</u> Total Cost: \$58,708</p> <p>Amount of General Fund support: \$58,708</p> <p>Approved via FY 2013-14 Budget Adoption</p>	<p>Provide better service to Veterans applying for benefits by decreasing the time between initial processing of claims and receipt of benefits.</p>	<p>The addition of this representative has helped to reduce the processing claim from taking an average of 632 days before to between 90 and 125 days with some claims going through in less than 30 days. The representative in the position currently carries a work load of 576 clients.</p>	<p>The intended results have been met.</p>

FY 2013-14 Budget Augmentation Request Results

Waste Management

Fund Center 130

Budget Augmentation Description	Intended Results	Actual Results FY 2013-14	Administrative Office Comments
<p>Provide funds to 1) hire a consultant to conduct and analyze a target audience survey during FY 2013-14; and 2) add additional staff hours for the Storm Water permit educational requirements.</p> <p><u>Financial Information</u> Total Cost: \$45,964</p> <p>Amount of General Fund support: \$45,964</p> <p>Approved via FY 2013-14 Budget Adoption</p>	<p>Compliance with the new Phase II Storm Water Program permit by:</p> <ol style="list-style-type: none"> 1. Surveying County residents to determine effectiveness of the past education programs and provide a baseline of knowledge for future program efforts; 2. Implementation of required education programs for the general public using Community Based Social Marketing, i.e., that will be communicated via radio, television, web-based social networks, web sites, brochures, and presentations; 3. Avoidance of Notices of Violations and/or fines for not effectively implementing the Storm Water Management General Permit requirements. 	<ol style="list-style-type: none"> 1. A survey will need to be accomplished twice during the permit's term, We anticipate the first survey to be in FY 2014-15 and the second in FY 2015-16. 2. The Phase II Storm Water Program under the 2013 Statewide Permit requires permittees to implement Community Based Social Marketing (CBSM) techniques as part of the Public Education element. The County intended to begin the CBSM effort during FY 2013-14, however, will be starting the program FY 2014-15. The non CBSM portions of the Public Education program continue to be implemented. 3. There have been no Notices of Violations and/or fines for not effectively implementing the requirements of the permit. 	<p>The intended results have been partially achieved (#3). The department will again report on the progress of this work in FY 2016-17.</p>

2013-14 Budget Augmentation Results (Mid-Year Adjustments)

FY 2013-14 Budget Augmentation Request Results

Airports

Fund Center 425

Budget Augmentation Description	Intended Results	Actual Results FY 2013-14	Administrative Office Comments
<p>Transfer \$212,500 from Tax Reduction Reserve, to provide the remaining cash match required for the \$500,000 U.S. Department of Transportation Small Community Air Service Development Program Grant received by San Luis Obispo County Regional Airport in February 2010. This grant is to support the Airline Revenue Guarantee Program for San Luis Obispo County Regional Airport. In addition to the funding the County is contributing, over \$1M in non-binding pledges also made by the community to support this effort.</p> <p><u>Financial Information</u> Total Cost: \$212,500</p> <p>Amount of General Fund support: \$0</p> <p>Approved via Board action on 11/5/2013</p>	<ol style="list-style-type: none"> 1. Recruitment of additional air service out of San Luis Obispo Regional Airport. 2. Addition of a direct flight from San Luis Obispo to Denver on United Airlines. 	<p>Airports staff is continuing efforts to recruit additional commercial air service by working with its consultant and the airlines. Staff is now in discussions with two separate airlines, but has not yet received commitment from either for new air service.</p> <p>The Small Community Air Service Development grant is scheduled to expire on January 14, 2015. Airports submitted a request to extend the grant to the Department of Transportation (DOT) in December 2014. As of January 7, 2015, Airports had not received approval of the grant extension request from DOT. As of October 2013, Airports had collected over \$1M of community pledges for purchase of new service airline tickets. If Airports is successful in obtaining a new service destination, the customers who pledged in October 2013 will be asked to purchase tickets and/or gift cards as a final commitment. If Airports is successful in obtaining new service, the earliest flight additions would take place in Summer 2015.</p>	<p>Intended results have not been achieved, due to a lack of commitment from the airlines. This item will be revisited in the FY 2016-17 budget.</p>

FY 2013-14 Budget Augmentation Request Results

Behavioral Health			Fund Center 166
Budget Augmentation Description	Intended Results	Actual Results FY 2013-14	Administrative Office Comments
<p>1.00 FTE Mental Health Program Supervisor added to oversee Mental Health Services Act (MHSA) staff and programs. The cost of this position is fully offset by MHSA revenue.</p> <p><u>Financial Information</u> Total Cost: \$128,229</p> <p>Amount of General Fund support: \$0</p> <p>Approved via Board action on 7/23/2013</p>	<p>This is a supervisory position to oversee Prevention and Outreach programs to address span of control issues. Program results are more indirectly tied to this position.</p> <p>This position will supervise 6.00 FTE, shifting these positions from the Division Manager and another Program Supervisor.</p>	<p>The addition of a 1.00 FTE Mental Health Program Supervisor to oversee the clinical staff and programs within the Prevention and Outreach Division, and funded by the Mental Health Services Act (MHSA) allowed the Department to expand services across the county. This includes an expansion of Veterans outreach and treatment, as well as school-based co-occurring disorder interventions.</p> <p>The position supervises 7.00 FTE, and six distinct programs; including the coordination of clinical supervision for licensed-track interns within the division.</p>	<p>The intended results have been achieved.</p>
<p>Add 7.50 FTEs in various classifications to support implementation of the Katie A. settlement agreement and Healthy Families transition to Medi-Cal. Of the 7.50 FTE, 5.00 FTE will provide services to Katie A. "subclass" clients and 2.0 will support the transition of Health Families clients to Medi-Cal. Also increase the Family Care network contract by 205,000 to provide intensive mental health services to Katie A. clients.</p> <p>Approximately 90% of the total</p>	<p>The primary goal of the Katie A. settlement is to prevent family disruption and out of home community placement. The expected outcomes of treatment by the Child Family Teams include:</p> <p>85% of Katie A. identified children receiving mental health services will -</p> <ol style="list-style-type: none"> 1. be diverted from placement in a RCL 10 (Rate Classification Level) or above group home facility and/or acute psychiatric hospitalization. 	<p>Katie A. identified children receiving intensive mental health services from the Katie A team:</p> <ol style="list-style-type: none"> 1. 88% diverted from placement in a RCL 10 (Rate Classification Level) or above group home facility and/or acute psychiatric hospitalization. 2. 94% diverted from incarceration. 3. 85% demonstrate regular school attendance. 4. Regarding demonstrating stable functioning at home receiving appropriate care, 	<p>The intended results have been met and exceeded.</p>

FY 2013-14 Budget Augmentation Request Results

Behavioral Health			Fund Center 166
Budget Augmentation Description	Intended Results	Actual Results FY 2013-14	Administrative Office Comments
<p>cost for these positions will be funded with Early and Periodic Screening, diagnostic and Treatment revenue. The balance is expected to be funded with Realignment revenue.</p> <p><u>Financial Information</u> Total Cost: \$988,093</p> <p>Amount of General Fund support: \$0</p> <p>Approved via Board action on 11/5/2013</p>	<ol style="list-style-type: none"> 2. be diverted from incarceration. 3. demonstrate regular school attendance. 4. demonstrate stable functioning at home receiving appropriate care, shelter, food, and other necessities of life. 5. Similar outcomes are expected to result from the Healthy Families transition to Medi-Cal. 	<p>shelter, food, and other necessities of life. All Katie A children are open to Child Welfare and no child was removed during this time for those issues.</p>	
<p>Add 2.00 FTE Mental Health Therapist IVs and 1.00 FTE Mental Health Therapist III to provide Day Treatment Program Intensive services located at the District's Chris Jespersen school, under a contract with the County Office of Education (COE). The County is paid by the COE to provide these services in an amount \$134,274. Medi-Cal revenue in the amount of \$244,343 is expected to cover the balance of the total cost of these positions.</p> <p><u>Financial Information</u> Total Cost: \$378,617</p>	<ol style="list-style-type: none"> 1. 10 Children will be served 2. 80% of children served will remain in their homes rather than be sent to a care home. 3. Inpatient psychiatric hospitalization will be avoided 80% of the time of the contract. 4. Average school attendance will increase at least 10% over the prior school years for those children being served. 5. Average school suspensions will decrease by at least 10% over the prior year for those youth being served. 	<p>The Chris Jespersen Day Treatment (CJDT) program served 8 kids during the time period from 10/15/13 through 9/30/14.</p> <p>100% of the students have remained in the County in their biological homes or in foster care.</p> <p>1 out of 8 or 13% of the children were hospitalized during FY 2013-14 and the first quarter of FY 2014-15. Overall this represents an 87% avoidance of inpatient hospitalization. The child hospitalized occurred in the first 2 months of placement in the CJDT.</p> <p>The increase in school attendance</p>	<p>The intended results have been met. Unfortunately the baseline data for school attendance was not available for all students. However, other outcomes for the children served exceeded targeted results and provide indication that the overall program objectives are been met.</p>

FY 2013-14 Budget Augmentation Request Results

Behavioral Health			Fund Center 166
Budget Augmentation Description	Intended Results	Actual Results FY 2013-14	Administrative Office Comments
<p>Amount of General Fund support: \$0</p> <p>Approved via Board action on 8/6/2013</p>		<p>was not captured during this time period. Prior attendance numbers were not accessible for many of the students. Anecdotally, the number of unexcused absences for these students remains low.</p> <p>Suspensions have been reduced by 57% from prior year performance at the student's local school program.</p>	
<p>Convert one 0.50 FTE Mental Health Therapist IV (funded with Mental Health Services Act money) to a full-time position to increase treatment support to local veterans.</p> <p><u>Financial Information</u> Total Cost: \$53,711</p> <p>Amount of General Fund support: \$55,711</p> <p>Approved via FY 2013-14 Budget Adoption</p>	<p>Double the existing results for outreach, assessment and referral services for veterans:</p> <ol style="list-style-type: none"> Contact a total of 102 veterans through outreach efforts. Assess a total of 70 veterans to determine referral needs Provide mental health therapy to 34 veterans. 	<p>The Department's conversion of one 0.50 FTE Mental Health Therapist IV (funded with Mental Health Services Act money) to a full time position successfully increased treatment support to local veterans.</p> <p>The placement of the Prevention and Outreach Division's veterans' therapist within the County's Veterans Services Office allows for local veterans to have immediate, culturally competent access to behavioral health services, including co-occurring disorder treatment.</p> <p>This position was filled in October of 2013. The following results were achieved in FY 2013-14:</p> <ol style="list-style-type: none"> Contacted a total of 78 veterans through outreach efforts Assessed a total of 73 	<p>The intended results have been achieved. While the number of veterans contacted is under the targeted number of 102 veterans, the number of clients ready to begin assessment and therapy services was higher than projected. Thus the Mental Health Therapist's time was focused more on providing direct services than on outreach.</p>

FY 2013-14 Budget Augmentation Request Results

Behavioral Health Fund Center 166

Budget Augmentation Description	Intended Results	Actual Results FY 2013-14	Administrative Office Comments
		veterans to determine referral needs 3. Provided mental health therapy to 49 veterans	

FY 2013-14 Budget Augmentation Request Results

Parks and Recreation

Fund Center 305

Budget Augmentation Description	Intended Results	Actual Results FY 2013-14	Administrative Office Comments
<p>Add grant revenue of up to \$350,000 from the California Coastal Conservancy to improve public coastal access at Pirates' Cove and the Cave Landing area, near Avila Beach.</p> <p><u>Financial Information</u> Total Cost: \$350,000</p> <p>Amount of General Fund support: \$0</p> <p>Approved via Board action on 5/20/2014</p>	<p>Completion of the proposed coastal access improvements at the Pirates Cove and Cave Landing area. Public access improvements include: a new restroom, improved beach access and paths, a new beach access stairway, parking lot improvement, benches, interpretive signs, and trash receptacles.</p>	<p>The Pirate's Cove/Cave Landing Trail project was appealed to the California Coastal Commission. On July 11, 2014 the Commission denied all elements of the project with the exception of the Cave Landing Trail. On August 26, 2014 the Board of Supervisors directed staff to withdraw the County's Coastal Development Permit application for this project and the grant funds were returned to the Conservancy. The Conservancy subsequently decided to redirect these funds toward reconstruction of the Cayucos Pier.</p> <p>Reconstruction of the Cayucos Pier was initiated in October 2014 and completion is anticipated in June 2015.</p>	<p>The intended results will not be achieved. The grant funding was not used for its intended purpose, due to California Coastal Commission denial of most elements of the project. Results associated with the transfer of the grant funds to the Cayucos Pier project are being tracked in a Budget Augmentation Request Result related to the Cayucos Pier.</p>
<p>Replace the Nipomo Community Park playground funded with \$120,000 from Quimby Fees for District 4.</p> <p><u>Financial Information</u> Total Cost: \$120,000</p> <p>Amount of General Fund support: \$0</p>	<p>Additional funding will enable continuation of a project to remove and replace the aging Nipomo Community Park playground. Improvements will include replacing the existing wooden playground border with a concrete curb and replacing existing wood chip surfacing with resilient rubber to provide for enhanced access for disabled users.</p>	<p>In December 2012, the Board of Supervisors approved the Nipomo Park Master Plan and certification of the Environmental Impact Report (EIR). On January 18, 2013 a community group filed suit to prevent the County from pursuing construction of all elements of the Master Plan.</p> <p>Assuming successful defense of the approved Master Plan and EIR in the Summer of 2015, the project</p>	<p>The intended results have not been achieved due to the noted legal action. This item will be revisited in the FY 2016-17 budget.</p>

FY 2013-14 Budget Augmentation Request Results

Parks and Recreation

Fund Center 305

Budget Augmentation Description	Intended Results	Actual Results FY 2013-14	Administrative Office Comments
Approved via Board action on 6/17/2014		initiation is planned to follow the completion of litigation and is expected to be completed within a year.	

FY 2013-14 Budget Augmentation Request Results

Planning and Building

Fund Center 142

Budget Augmentation Description	Intended Results	Actual Results FY 2013-14	Administrative Office Comments
<p>1.00 FTE Planner I-III position for Paso Robles Groundwater Basin Urgency Ordinance 3246 Implementation for a period of two years.</p> <p>1.00 FTE Planner I-III position for the processing of Countywide and Paso Robles Groundwater Basin Amendments for a period of three years.</p> <p><u>Financial Information</u> Total Cost: \$228,730</p> <p>Amount of General Fund support: \$114,365*</p> <p>*Cost of one position will be funded from San Luis Obispo County Flood Control District reserves.</p> <p>Approved via Board action on 12/17/2013</p>	<p>These positions will allow for the continued implementation of the Urgency Ordinance and to complete work on ordinance and general plan amendments relating to water supply both countywide and for the Paso Robles Groundwater Basin without impacting existing services provided by the department.</p>	<p>The positions were filled and implementation of the Urgency Ordinance is ongoing (Ordinance will expire August 26, 2015).</p> <p>The general plan amendments have been authorized for processing by the Board of Supervisors and are in process.</p>	<p>The intended results are ongoing and have not been fully achieved. This item will be revisited in the FY 2016-17 budget.</p>

FY 2013-14 Budget Augmentation Request Results

Social Services			Fund Center 180
Budget Augmentation Description	Intended Results	Actual Results FY 2013-14	Administrative Office Comments
<p>Add 18.00 FTEs in various classifications to support implementation of changes to the CalWORKS and CalFresh programs. The Department received \$3,109,700 in revenue to fund these positions and to augment CalWIN funding in support of the Affordable Care Act.</p> <p><u>Financial Information</u> Total Cost: \$3,109,700 in total revenue received of which \$1,346,827 will cover the cost of the 18.00 FTE (funded with Federal and State allocations).</p> <p>Amount of General Fund support: \$0</p> <p>Approved via Board action on 11/26/2013</p>	<p>The addition of the funding and positions will enable the County to:</p> <ol style="list-style-type: none"> 1. Implement the provisions of Assembly Bill (AB) 74 pursuant to Federal and State statutory requirements. AB 74 includes requirements for early engagement strategies for CalWORKs Welfare to Work participants such as Expanded Subsidized Employment (ESE), Robust Appraisal and Family Stabilization; and 2. Reduce processing time and increase accuracy in the administration of the CalFresh Program; and 3. Meet financial obligations as a member of the CalWIN consortium to enable changes to the CalWIN system as required by the Affordable Care Act. 	<ol style="list-style-type: none"> 1. The department began to implement the provisions of AB 74 in FY 2013-14, pursuant to Federal and State statutory requirements. Policies and procedures for ESE and Family Stabilization programs were developed to begin training staff. Robust Appraisal was delayed by the State's delay in developing an appraisal tool for counties. ESE service contracts were developed in FY 2013-14 and executed in FY 2014-15. 2. The State mandated timeframe for processing approvals or denials for CalFresh is 30 days. The processing time frame for approvals was met 6% more the of time (increased from 93% to 99%); and the processing time frame for denials was met 22% more of the time (increased from 76% to 93%) 3. Policies and procedures were updated to provide clear CalFresh case processing guidelines to increase accuracy. As a result, over-issuances have decreased by 10% from 1,360 in FY 2012-13 to 1,223 in FY 2013-14. 4. Financial obligations as a member of the CalWIN 	<p>The intended results have been partially achieved. The department will again report on this budget augmentation in the FY 2016-17 budget.</p>

FY 2013-14 Budget Augmentation Request Results

Social Services			Fund Center 180
Budget Augmentation Description	Intended Results	Actual Results FY 2013-14	Administrative Office Comments
		consortium have been met and the CalWIN system was updated as required and needed for the implementation of the Affordable Care Act.	
<p>Add 24.00 FTE in various classifications to support implementation of the Patient Protection and Affordable Care Act (ACA).</p> <p>The cost of these positions as well as other costs associated with implementation of the ACA is fully funded by State and Federal Medi-Cal revenue.</p> <p><u>Financial Information</u> Total Cost: \$2,205,774 in total revenue received of which \$1,748,216 will to cover the cost of the 24.0 FTE (funded with Federal and State allocations for Medi-Cal Administration)</p> <p>Amount of General Fund support: \$0</p> <p>Approved via Board action on 8/13/2013</p>	<p>Successfully Implement provisions of the ACA including:</p> <ol style="list-style-type: none"> 1. Staffing of new call center 2. Processing an estimated 9,179 new Medi-Cal applications and an estimated 999 new applications for coverage under Covered California; and 3. Provide ongoing case management for the estimated 6,700 new Medi-Cal cases established as a result of ACA. 	<p>Provisions of the ACA have been successfully implemented including:</p> <ol style="list-style-type: none"> 1. The department staffed the new call center with 6.00 FTE as required including after hours and weekend shifts. Statewide, counties exceeded the State's expectations with respect to time to answer and call drops: <ul style="list-style-type: none"> o The State's expectation was that 80% of calls be answered within 30 seconds. In the aggregate, counties answered 99% of calls within 30 seconds. o The State's expectation was that 3% or fewer calls would be abandoned. In the aggregate, counties abandoned only 1.2% of calls. 2. Processed 12,500 actual applications for new Medi-Cal / Covered California applicants. 3. Provided ongoing case management for approximately 8,237 actual new Medi-Cal 	<p>Intended results have been achieved.</p>

FY 2013-14 Budget Augmentation Request Results

Social Services			Fund Center 180
Budget Augmentation Description	Intended Results	Actual Results FY 2013-14	Administrative Office Comments
		cases established as a result of ACA.	

Summary Schedules

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

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

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

Schedule 1

All Funds Summary

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

All Funds Summary
FOR FISCAL YEAR 2015-16

TOTAL FINANCING SOURCES

TOTAL FINANCING USES

Fund Name (1)	Decreases to Obligated				Increases to Obligated		
	Fund Balance Available June 30, 2015 (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	39,685,220	0	429,515,935	469,201,155	465,756,062	3,445,093	469,201,155
Special Revenue Funds	5,486,328	7,676,167	72,450,949	85,613,444	72,114,757	13,498,687	85,613,444
Capital Projects Funds	897,920	0	4,321,300	5,219,220	1,719,220	3,500,000	5,219,220
<u>Debt Service Funds</u>	<u>487,332</u>	<u>0</u>	<u>12,127,571</u>	<u>12,614,903</u>	<u>11,752,356</u>	<u>862,547</u>	<u>12,614,903</u>
Total Governmental Funds	46,556,800	7,676,167	518,415,755	572,648,722	551,342,395	21,306,327	572,648,722
Other Funds							
Internal Service Funds	0	1,763,266	52,766,006	54,529,272	54,529,272	0	54,529,272
Enterprise Funds	0	0	58,003,571	58,003,571	9,549,464	48,484,107	58,003,571
<u>Special Districts and Other Agencies</u>	<u>11,941,573</u>	<u>6,226,528</u>	<u>49,861,080</u>	<u>68,029,181</u>	<u>64,497,151</u>	<u>3,532,030</u>	<u>68,029,181</u>
<u>Total Other Funds</u>	<u>11,941,573</u>	<u>7,989,794</u>	<u>160,630,657</u>	<u>180,562,024</u>	<u>128,575,887</u>	<u>51,986,137</u>	<u>180,562,024</u>
Total All Funds	<u>58,498,373</u>	<u>15,665,961</u>	<u>679,046,412</u>	<u>753,210,746</u>	<u>679,918,282</u>	<u>73,292,464</u>	<u>753,210,746</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.

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GOVERNMENTAL FUNDS SUMMARY
 FOR FISCAL YEAR 2015-16

COUNTY FUNDS (1)	Fund Number	TOTAL FINANCING SOURCES				TOTAL FINANCING USES		
		Fund Balance Available June 30, 2015 (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	39,685,220	0	429,515,935	469,201,155	465,756,062	3,445,093	469,201,155
Capital Projects	1100000000	897,920	0	4,321,300	5,219,220	1,719,220	3,500,000	5,219,220
Special Revenue Funds								
Road Fund	1200000000	1,764,500	5,922,470	33,176,642	40,863,612	39,099,112	1,764,500	40,863,612
Comm Dev Pgm	1200500000	40,148	0	4,095,341	4,135,489	4,135,489	0	4,135,489
Pub Fac Fees	1201000000	0	132,234	1,851,815	1,984,049	400,000	1,584,049	1,984,049
Parks Spl Rev	1201500000	1,313,551	0	8,722,401	10,035,952	8,925,264	1,110,688	10,035,952
Automtn Replc	1202000000	500,064	0	4,884,099	5,384,163	3,894,584	1,489,579	5,384,163
Building Replcmt	1202500000	0	250,000	6,610,877	6,860,877	250,000	6,610,877	6,860,877
Impact Fee	1203500000	735,497	1,079,283	0	1,814,780	1,079,283	735,497	1,814,780
Wildlife Grazing	1204000000	1,987	0	3,548	5,535	3,548	1,987	5,535
DUI	1204500000	(17,752)	98,382	1,341,158	1,421,788	1,371,002	50,786	1,421,788
Library	1205000000	993,357	0	8,793,807	9,787,164	9,636,440	150,724	9,787,164
Fish & Game	1205500000	(2,626)	28,848	20,000	46,222	46,222	0	46,222
Org Development	1206000000	134,328	164,950	612,039	911,317	911,317	0	911,317
MISP	1206500000	0	0	1,493,222	1,493,222	1,493,222	0	1,493,222
Emergency Med Svcs	1207000000	23,274	0	846,000	869,274	869,274	0	869,274
TOTAL Special Rev. Funds		5,486,328	7,676,167	72,450,949	85,613,444	72,114,757	13,498,687	85,613,444
Debt Service Funds								
Cop Loan DS	1208000000	0	0	2,090,151	2,090,151	2,090,151	0	2,090,151
POB- DSF	1801000000	487,332	0	10,037,420	10,524,752	9,662,205	862,547	10,524,752
TOTAL Debt Service Funds		487,332	0	12,127,571	12,614,903	11,752,356	862,547	12,614,903
TOTAL GOVERNMENTAL FUNDS		46,556,800	7,676,167	518,415,755	572,648,722	551,342,395	21,306,327	572,648,722

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 2015-16

County Funds (1)	Fund Number	Total Fund Balance	Less: Obligated Fund Balances (Reserves & Designations)			Fund Balance
		as of June 30, 2015 Actual (2)	Encumbrances (3)	Nonspendable Restricted & Committed (4)	Assigned (5)	Available June 30, 2015 Actual (6)
General Fund	1000000000	93,745,426	15,305,627	9,000,000	29,754,579	39,685,220
Capital Projects	1100000000	24,424,563	11,896,183	0	11,630,460	897,920
Special Revenue Funds						
Road Fund	1200000000	14,228,135	5,601,861	0	6,861,774	1,764,500
Community Devel Pgm	1200500000	40,156	8	0	0	40,148
Public Facility Fees	1201000000	11,045,606	5,381,441	0	5,664,165	0
Parks	1201500000	3,351,892	1,468,992	0	569,349	1,313,551
Co-Wide Automation Replacement	1202000000	15,335,935	1,525,921	0	13,309,950	500,064
Gen Gov Building Replacement	1202500000	27,031,026	3,614,922	0	23,416,104	0
Tax Reduction Resrv	1203000000	18,606,752	349,656	0	18,257,096	0
Impact Fee-Traffic	1203500000	7,838,755	2,650,149	0	4,453,109	735,497
Wildlife And Grazing	1204000000	19,578	0	2,684	14,907	1,987
Driving Under the Influence	1204500000	518,236	33	137,609	398,346	(17,752)
Library	1205000000	3,330,315	227,724	49,690	2,059,544	993,357
Fish And Game	1205500000	196,718	0	54,583	144,761	(2,626)
Organizational Development	1206000000	2,418,956	58,810	496,042	1,729,776	134,328
Medically Indigent Services Pr	1206500000	932,894	932,894	0	0	0
<u>Emergency Med Svcs</u>	1207000000	<u>404,101</u>	<u>380,827</u>	<u>0</u>	<u>0</u>	<u>23,274</u>
TOTAL Special Rev. Funds		105,299,055	22,193,238	740,608	76,878,881	5,486,328
Debt Service Funds						
Debt Service-Cert of Participa	1208000000	10,603	10,520	0	83	0
<u>Pension Obligation Bond DSF</u>	1801000000	<u>9,385,556</u>	<u>0</u>	<u>0</u>	<u>8,898,224</u>	<u>487,332</u>
TOTAL Debt Service Funds		9,396,159	10,520	0	8,898,307	487,332
TOTAL GOVERNMENTAL FUNDS		<u>232,865,203</u>	<u>49,405,568</u>	<u>9,740,608</u>	<u>127,162,227</u>	<u>46,556,800</u>

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 2015-16

County Funds (1)	Obligated Fund Balances (Reserves & Designations) as of June 30, 2015 (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	154,383	0	0	395,870	395,870	550,253		
Designated FB-2020 POB	8,688,657	0	0	1,000,000	1,000,000	9,688,657		
Internal Financing	1,688,990	0	0	0	0	1,688,990		
Prop 172 Solar	4,270,609	0	0	0	2,049,223	6,319,832		
Solar Plant Mitigation	14,951,940	0	0	0	0	14,951,940		
TOTAL General Fund	38,754,579	0	0	1,395,870	3,445,093	42,199,672		
Capital Projects								1100000000
Designations								
Facilities Planning	8,444,273	0	0	3,500,000	3,500,000	11,944,273		
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	11,630,460	0	0	3,500,000	3,500,000	15,130,460		
SPECIAL REVENUE FUNDS								
Road Fund								1200000000
Designations								
Future Road Projects	6,137,475	5,922,470	5,922,470	0	1,764,500	1,979,505		
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	6,861,774	5,922,470	5,922,470	0	1,764,500	2,703,804		
Public Facility Fees								1201000000
Designations								
Reserve for County Fire	3,105,071	0	0	775,674	775,674	3,880,745		
Reserve for General Gov't	564,835	132,234	132,234	0	0	432,601		
Reserve for Law Enforcmnt	1,036,694	0	0	151,887	151,887	1,188,581		
Reserve for Library	60,464	0	0	156,940	156,940	217,404		
Reserve for Parks	897,101	0	0	499,548	499,548	1,396,649		
TOTAL Public Facility Fees	5,664,165	132,234	132,234	1,584,049	1,584,049	7,115,980		

OBLIGATED FUND BALANCES (RESERVES & DESIGNATIONS) - BY GOVERNMENTAL FUNDS
X Encumbrances excluded FOR FISCAL YEAR 2015-16

County Funds (1)	Obligated Fund Balances (Reserves & Designations) as of June 30, 2015 (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								1201500000
Designations								
Lopez Park's Projects	270,500	0	0	20,000	220,000	490,500		
Parks Projects	298,849	0	0	176,634	890,688	1,189,537		
TOTAL Parks	569,349	0	0	196,634	1,110,688	1,680,037		
Co-Wide Automation Replacement								1202000000
Designations								
Automation Replacement	12,539,676	0	0	1,031,515	1,489,579	14,029,255		
Budget System Developm	770,274	0	0	0	0	770,274		
TOTAL Co-Wide Automation Repla	13,309,950	0	0	1,031,515	1,489,579	14,799,529		
Gen Gov Building Replacement								1202500000
Designations								
Gov. Building Rpl	22,570,565	0	250,000	6,169,222	6,610,877	28,931,442		
Library - Cambria	845,539	0	0	0	0	845,539		
TOTAL Gen Gov Building Replace	23,416,104	0	250,000	6,169,222	6,610,877	29,776,981		
Tax Reduction Resrv								1203000000
Designations								
Desig-Prop Tax Litigation	797,952	0	0	0	0	797,952		
Tax Reduction Reserves	17,459,144	0	0	0	0	17,459,144		
TOTAL Tax Reduction Resrv	18,257,096	0	0	0	0	18,257,096		
Impact Fee-Traffic								1203500000
Designations								
Improvement Fees	4,453,109	1,079,283	1,079,283	0	735,497	4,109,323		
TOTAL Impact Fee-Traffic	4,453,109	1,079,283	1,079,283	0	735,497	4,109,323		
Wildlife And Grazing								1204000000
General Reserve	2,684	0	0	0	1,987	4,671		
Designations								
Wildlife Projects	14,907	0	0	0	0	14,907		
TOTAL Wildlife And Grazing	17,591	0	0	0	1,987	19,578		

OBLIGATED FUND BALANCES (RESERVES & DESIGNATIONS) - BY GOVERNMENTAL FUNDS
X Encumbrances excluded FOR FISCAL YEAR 2015-16

County Funds (1)	Obligated Fund Balances (Reserves & Designations) as of June 30, 2015 (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	137,609	42,609	42,609	0	0	0	95,000		
Designations									
Systems Development	398,346	55,773	55,773	0	50,786	0	393,359		
TOTAL Driving Under the Influe	535,955	98,382	98,382	0	50,786	0	488,359		
Library									1205000000
General Reserve	49,690	0	0	0	0	0	49,690		
Designations									
Atascadero Building Expan	44,337	0	0	0	0	0	44,337		
Facilities Planning	1,703,311	0	0	0	150,724	0	1,854,035		
Library-Cambria	311,896	0	0	0	0	0	311,896		
TOTAL Library	2,109,234	0	0	0	150,724	0	2,259,958		
Fish And Game									1205500000
General Reserve	54,583	0	0	0	0	0	54,583		
Designations									
Environmental Settlemt	28,142	23,629	23,629	0	0	0	4,513		
Fish and Game Projects	116,619	0	5,219	0	0	0	111,400		
TOTAL Fish And Game	199,344	23,629	28,848	0	0	0	170,496		
Organizational Development									1206000000
General Reserve	496,042	0	0	0	0	0	496,042		
Designations									
Countywide Training	1,729,776	161,412	164,950	0	0	0	1,564,826		
TOTAL Organizational Developme	2,225,818	161,412	164,950	0	0	0	2,060,868		
TOTAL SPECIAL REV. FUNDS	77,619,489	7,417,410	7,676,167	8,981,420	13,498,687	0	83,442,009		
DEBT SERVICE FUNDS									
Debt Service-Cert of Participa									1208000000
Designations									
Loan Payment Reserve	83	0	0	0	0	0	83		
TOTAL Debt Service-Cert of Par	83	0	0	0	0	0	83		

		OBLIGATED FUND BALANCES (RESERVES & DESIGNATIONS) - BY GOVERNMENTAL FUNDS					
X Encumbrances excluded		FOR FISCAL YEAR 2015-16					
	Obligated Fund	Decreases or Cancellation		Increases or New		Total	
	Balances			Obligated Fund Balances		Obligated Fund	
	(Reserves & Designations)			(Reserves & Designations)		Balances	
	as of	Adopted by		Adopted by		(Reserves & Designations)	
	June 30, 2015	Recommended	The Board of Supervisors	Recommended	The Board of Supervisors	for	Fund
County Funds	(2)	(3)	(4)	(5)	(6)	Budget Year	(8)
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
Pension Obligation Bond DSF Designations							1801000000
Desig - POB Debt Service	8,898,224	0	0	375,215	862,547	9,760,771	
TOTAL Pension Obligation Bond	8,898,224	0	0	375,215	862,547	9,760,771	
TOTAL DEBT SERVICE FUNDS	8,898,307	0	0	375,215	862,547	9,760,854	
TOTAL GOVERNMENTAL FUNDS	<u>136,902,835</u>	<u>7,417,410</u>	<u>7,676,167</u>	<u>14,252,505</u>	<u>21,306,327</u>	<u>150,532,995</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 2015-16

DESCRIPTION (1)	2013-14 ACTUAL (2)	2014-15 ACTUAL (3)	2015-16 RECOMMENDED (4)	2015-16 ADOPTED BY BOS (5)
SUMMARIZATION BY SOURCE				
CURRENT SECURED PROPERTY TAX	105,547,804	110,899,103	114,370,466	114,370,466
CURRENT UNSECURED PROPERTY TAX	2,947,465	3,148,651	2,829,770	2,829,770
SUPPLEMENTAL PROPERTY TAX	1,506,542	2,620,527	1,075,175	1,075,175
OTHER TAX (NON-CURRENT/SUPPL PROP TAX)	59,914,071	57,890,948	52,679,136	52,679,136
Total	169,915,882	174,559,229	170,954,547	170,954,547
LICENSES AND PERMITS	10,665,396	10,470,889	9,603,680	9,603,680
FINES, FORFEITURES AND PENALTIES	7,044,827	5,379,835	5,118,216	5,118,216
REVENUE FROM USE OF MONEY AND PROPERTY	1,272,672	3,040,878	1,934,293	1,934,293
INTERGOVERNMENTAL REVENUES - STATE	158,487,900	200,863,733	177,742,059	177,742,059
- FEDERAL	51,265,060	53,647,533	58,795,614	58,795,614
- OTHER	5,699,854	2,730,622	2,906,854	2,906,854
CHARGES FOR SERVICES	28,016,029	29,779,020	29,048,220	29,048,220
OTHER REVENUES	35,851,161	30,851,427	26,295,728	26,295,728
OTHER FINANCING SOURCES	27,283,024	39,310,148	37,898,589	36,016,544
TOTAL SUMMARIZATION BY SOURCE	495,501,805	550,633,314	520,297,800	518,415,755
SUMMARIZATION BY FUND				
1000000000 General Fund	395,561,016	433,254,815	429,115,935	429,515,935
1100000000 Capital Projects	12,397,735	21,653,748	7,245,000	4,321,300
1200000000 Road Fund	28,765,085	31,268,458	33,176,642	33,176,642
1200500000 Community Devel Pgm	6,218,018	4,465,439	3,895,341	4,095,341
1201000000 Public Facility Fees	2,072,155	2,093,551	1,851,815	1,851,815
1201500000 Parks	8,598,556	10,745,531	8,722,401	8,722,401
1202000000 Co-Wide Automation Replacement	3,751,232	5,395,197	4,884,099	4,884,099
1202500000 Gen Gov Building Replacement	6,024,615	6,083,138	6,169,222	6,610,877
1203000000 Tax Reduction Resrv	1,428,072	4,590,499	0	0
1203500000 Impact Fee-Traffic	1,412,138	1,553,601	0	0
1204000000 Wildlife And Grazing	4,073	3,738	3,548	3,548
1204500000 Driving Under the Influence	1,403,356	1,338,368	1,341,158	1,341,158
1205000000 Library	10,823,996	11,972,470	8,793,807	8,793,807
1205500000 Fish And Game	24,037	15,597	20,000	20,000
1206000000 Organizational Development	456,135	908,591	612,039	612,039
1206500000 Medically Indigent Services Program	3,993,017	1,746,857	1,493,222	1,493,222
1207000000 Emergency Med Svcs	679,771	881,274	846,000	846,000
1208000000 Debt Service-Cert of Participation	2,076,715	2,078,992	2,090,151	2,090,151
1801000000 Pension Obligation Bond DSF	9,812,083	10,583,450	10,037,420	10,037,420
TOTAL SUMMARIZATION BY FUND	495,501,805	550,633,314	520,297,800	518,415,755

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 2015-16

Financing

Fund Name	Source Category	Financing Source Account	2013-14 Actual	2014-15 Actual	2015-16 Recommended	2015-16 Adopted By BOS
(1)	(2)	(3)	(4)	(5)	(6)	(7)
General Fund						
Taxes						
4000005	PROP. TAXES CURR. SECURED		89,713,527	95,519,790	98,811,867	98,811,867
4000007	PROPERTY TAX-UNITARY		7,722,211	7,812,487	7,822,000	7,822,000
4000010	SUPPLEMENTAL-CURR.SECURED		1,418,012	2,419,982	1,000,000	1,000,000
4000015	REDEVELOPMENT AGENCY TAX		(1,737,423)	(2,909,754)	(3,026,145)	(3,026,145)
4000020	RETURN RDA PASSTHRU - S1290		1,450,544	1,635,081	1,648,251	1,648,251
4000021	RPTTF RESIDUAL BALANCE		375,401	473,291	210,000	210,000
4000025	PROP. TAXES CURR. UNSEC.		2,346,176	2,444,241	2,399,400	2,399,400
4000030	SUPPLEMENTAL-CURR.UNSEC.		(2,581)	3,998	(2,600)	(2,600)
Total - Taxes			101,285,867	107,399,116	108,862,773	108,862,773
Other Taxes						
4010005	PROP. TAXES PRIOR SECURED		(277,481)	(185,027)	(417,000)	(417,000)
4010010	SUPPLEMENTL-PRIOR SECURED		(6,560)	(780)	(11,000)	(11,000)
4010015	PROP. TAXES PRIOR UNSEC.		162,047	92,550	125,000	125,000
4010020	SUPPLEMENTAL-PRIOR UNSEC		20,171	22,395	15,000	15,000
4010025	REDEMPTION FEES		23,220	18,220	23,000	23,000
4010030	DELINQUENT/COST REIMBRSM		168,581	181,438	167,590	167,590
4010035	PENALTIES-DELINQUENT TAX		303,320	206,106	160,000	160,000
4010040	PENALTIES-C O F		44,427	74,419	44,000	44,000
4010045	TLRF PROCEEDS		1,464,682	1,465,000	1,465,000	1,465,000
4010050	SALES AND USE TAXES		11,357,639	11,405,724	10,199,578	10,199,578
4010051	SALES TAX - SOLAR PLANTS		0	0	0	0
4010065	AIRCRAFT TAX		346,425	406,043	346,000	346,000
4010070	PROPERTY TRANSFER TAX		2,244,508	2,370,039	2,245,000	2,245,000
4010073	RACEHORSE TAX		7,767	7,990	7,800	7,800
4010075	TRANSIENT OCCUPANCY TAX		8,020,592	8,724,202	8,021,000	8,021,000
4010076	SALE OF TAX DEEDED PROP.		29,400	41,700	52,500	52,500
4010077	PROPERTY TAX IN-LIEU OF SALES TAX		7,168,462	2,367,899	(593,578)	(593,578)
4010078	PROPERTY TAX IN-LIEU OF VLF		27,606,476	29,193,219	30,360,948	30,360,948
Total - Other Taxes			58,683,676	56,391,137	52,210,838	52,210,838
Licenses and Permits						
4050005	FRANCHISES-CABLE		779,225	801,735	780,000	780,000
4050006	FRANCHISE FEES-PUB UTIL		1,301,928	1,368,519	1,302,000	1,302,000
4050010	FRANCHISE FEES-GARBAGE		815,578	936,945	816,000	816,000
4050011	FRANCHISE FEES-PETROLEUM		17,995	18,551	18,000	18,000
4050015	ANIMAL LICENSES		754,864	801,480	677,329	677,329
4050020	BUSINESS LICENSES		134,767	126,682	111,358	111,358
4050025	BUILDING PERMITS		1,992,014	2,170,469	1,932,825	1,932,825
4050030	GRADING PERMITS		0	(23)	0	0
4050035	PLAN CHECK FEES		2,581,822	1,873,093	1,689,075	1,689,075

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
 GOVERNMENTAL FUNDS
 FOR THE FISCAL YEAR ENDED 2015-16

Financing

Fund Name	Source Category	Financing Source Account	2013-14 Actual	2014-15 Actual	2015-16 Recommended	2015-16 Adopted By BOS
(1)	(2)	(3)	(4)	(5)	(6)	(7)
4050040	SUB PERMITS-MECH EL PLUMB		374,148	440,479	329,198	329,198
4050043	BLDG STANDARDS ADMIN		1,052	1,136	0	0
4050045	MINOR USE PERMIT APPLICATION		36,182	26,309	27,194	27,194
4050065	LAND USE PERMITS		831,532	819,842	809,197	809,197
4050070	PLOT PLANS		263,681	277,864	262,125	262,125
4050075	GENERAL PLAN AMENDMENTS		21,185	48,431	16,034	16,034
4050080	AGRICULTURAL PRESERVE FEE		53,945	28,241	73,251	73,251
4050081	AG B&P 12241 FEE		0	3,000	0	0
4050085	SUBDIVISION PERMITS		228,540	189,232	259,433	259,433
4050090	SPECIFIC PLANS		0	16,500	0	0
4050095	FINGER PRINTING FEES		11,675	11,445	12,500	12,500
4050100	EXPLOSIVE PERMITS		1,052	2,570	2,000	2,000
4050105	OTHER LICENSES AND PERMIT		256,543	285,300	283,283	283,283
4050110	GUN PERMITS		13,320	15,740	14,400	14,400
4050111	DOMESTIC VIOLENCE FEES		61,084	64,280	65,000	65,000
4050120	BURIAL PERMITS		10,975	11,695	9,923	9,923
4050130	MISC PERMITS		99,134	87,461	86,125	86,125
4050145	SUBPOENA DUCES TECUM GC 1563		1,025	1,340	2,000	2,000
4050150	TOBACCO RETAILERS LICENSES		20,540	36,900	21,930	21,930
4050165	NOTARY FEE GC 8211		255	1,026	1,000	1,000
4050170	REPOSSESSION OF VEHICLE GC 26751		1,335	1,395	2,500	2,500
Total - Licenses and Permits			10,665,396	10,467,637	9,603,680	9,603,680
Fines and Forfeitures						
4100005	50% EXCESS MOE REVENUE-ST		(279,674)	(72,816)	(400,000)	(400,000)
4100010	LAND USE FINES		3,600	825	1,300	1,300
4100015	RED LIGHT - VC21453, 54, 57		5,026	12,229	3,000	3,000
4100045	VEHICLE FORFEITURES-VC14607.6		100	0	0	0
4100055	PROBA DRUG FEE-PC1203.1AB		3,055	4,007	3,360	3,360
4100065	CHILD RESTRNT FEE-COUNTY		4,690	5,325	5,000	5,000
4100070	CHILD RESTRAINT FEE-CITY		2,384	3,052	2,500	2,500
4100085	TRAFFIC SCH-VC42007.1(\$24)		175,383	266,054	256,000	256,000
4100090	CNTY FIX IT-VC 40611		30,072	30,180	36,000	36,000
4100100	CO-FAILURE TO APPEAR(FTA)		2,680	0	6,000	6,000
4100105	CO MOTOR VEH/CRIM FINES		494,874	954,169	840,000	840,000
4100125	DOMESTIC VIOLC-PC1203.097		0	896	0	0
4100130	LAB FEE-PC1463.14		74,160	0	0	0
4100135	CITIES FIX IT-VC40611		13,331	12,607	16,000	16,000
4100140	SMALL CLAIMS ADVISORY FEE		5,980	5,939	6,300	6,300
4100155	SUPERIOR COURT FINES-BASE		131,618	156,450	125,000	125,000
4100165	SETTLEMENTS/JUDGEMENTS		154,072	38,084	30,000	30,000
4100180	BLDG CODE INVESTIG FEES		43,106	40,461	54,781	54,781
4100195	TRAFFIC SCHOOL FEES		861,113	1,370,142	1,172,000	1,172,000

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
 GOVERNMENTAL FUNDS
 FOR THE FISCAL YEAR ENDED 2015-16

Financing

Fund Name	Source Category	Financing Source Account	2013-14 Actual	2014-15 Actual	2015-16 Recommended	2015-16 Adopted By BOS
(1)	(2)	(3)	(4)	(5)	(6)	(7)
4100206	ASSET FORFEITURES		242,612	175,704	54,623	54,623
4100220	BLOOD ALCOHOL FINES		199,140	195,697	290,000	290,000
4100225	AIDS EDUCATION FINE-PC264		967	1,151	0	0
4100230	PENALTY AS-FINGERPRINT ID		342,068	262,228	411,870	411,870
4100255	OFF-HIGHWAY MOTOR FINES		0	0	31,000	31,000
4100260	AGRICULTURE FINES		16,000	14,850	0	0
4100265	BUSINESS & PROFESSIONS		(3,772)	(9,958)	(6,000)	(6,000)
4100270	HEALTH/SAFETY FINES/FORFT		1,982	2,514	1,000	1,000
4100285	CITIES- ALL MISDEMEANORS		168,526	(145,829)	15,000	15,000
4100290	FEES -ALCOHOL ABUSE & EDU		90,000	42,000	60,000	60,000
4100295	CITIES PARKING		6,765	6,503	6,500	6,500
4100300	CITY MOTOR VEHICLE FINES		72,126	85,230	77,000	77,000
4100340	ST PENALTY ASSMNTS-PC1464		408,759	505,022	479,000	479,000
4100354	COUNTY PORTION GC 76000		101,751	82,363	95,000	95,000
4100366	ADM PENALTY-HS 25187		45,000	0	118,811	118,811
4100390	TRAFFIC SCHOOL FEES - CITY		7,122	0	16,000	16,000
4100465	DNA Database		7,000	8,168	37,000	37,000
Total - Fines and Forfeitures			3,431,616	4,053,247	3,844,045	3,844,045
Use of Money and Property						
4150000	INTEREST		215,809	389,459	219,000	219,000
4150002	INTEREST REVENUE-PENSION PREPAYMENT		0	1,448,364	1,300,000	1,300,000
4150003	INTEREST-PROP TAX REFUNDS		(13,426)	(10,922)	(13,400)	(13,400)
4150015	COMMUNICATION LEASE FACIL		12,900	12,900	11,300	11,300
4150020	RENT-LAND/BLDG-SHORT TERM		11,637	11,851	12,000	12,000
4150025	RENT-LAND/BLDG-LONG TERM		239,751	163,214	165,280	165,280
4150035	RENTAL OF VETERANS BLDGS.		55,778	72,256	76,388	76,388
Total - Use of Money and Property			522,449	2,087,122	1,770,568	1,770,568
State Aid						
4200005	ST RLGN-SALES TX-SOC SRVC		8,662,667	9,256,443	9,983,839	9,983,839
4200010	ST RLGN-SALES TAX-M H		5,682,729	5,621,414	5,685,061	5,685,061
4200015	ST RLGN-SALES TAX-HEALTH		725,016	226,658	991,564	991,564
4200020	ST REALGN- VLF		3,150,755	4,666,595	4,296,429	4,296,429
4200022	ST AID REALIGNMENT		314,920	2,386,041	795,054	795,054
4200023	ST AID REALIGNMENT-VLF		99,273	106,632	99,273	99,273
4200035	SB90 STATE MANDATED COSTS		283,948	5,274,803	270,563	270,563
4200040	ST AID- DRUG/MENTL HEALTH		533,631	0	0	0
4200045	STATE AID- EXTRADITION		21,040	23,714	20,000	20,000
4200050	ST AID-DMV-AIR		(66,066)	0	0	0
4200055	STATE AID FOR AGRICULTURE		754,431	724,716	758,045	758,045
4200065	STATE AID-NUCLEAR PLANNG		1,618,269	1,372,048	1,905,922	1,905,922
4200070	STATE AID VETERAN AFFAIRS		446,518	51,067	60,000	60,000

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
 GOVERNMENTAL FUNDS
 FOR THE FISCAL YEAR ENDED 2015-16

Financing

Fund Name	Source Category	Financing Source Account	2013-14 Actual	2014-15 Actual	2015-16 Recommended	2015-16 Adopted By BOS
(1)	(2)	(3)	(4)	(5)	(6)	(7)
4200075	HOMEOWNER PROP TAX RELIEF		774,624	774,028	760,000	760,000
4200080	STATE REIMB-CMC/ASH CASES		796,396	1,016,913	793,000	793,000
4200090	ST AID-INS FRAUD INVESTIG		107,254	82,803	45,000	45,000
4200095	ST AID-DMV-VEH CRIME INV		284,768	279,817	296,132	296,132
4200105	STATE AWARDED GRANTS		1,000,503	1,151,185	403,756	403,756
4200125	STATE REIMB FOR DNA TESTING		76,964	76,971	76,997	76,997
4200150	ST AID - CHILD SUP ADMIN		1,472,285	1,489,735	1,577,815	1,577,815
4200170	STATE AID - OTHER		2,273,378	2,138,139	2,093,709	2,093,709
4200175	STATE - WELFARE ADMIN.		24,721,993	25,989,503	28,579,719	28,579,719
4200185	STATE AID-PRIOR YEAR		185,177	17,399	0	0
4200190	STATE AID - ABATEMENT		51,703	62,286	62,984	62,984
4200195	ST AID-CS COLL-FOSTR CARE		53,408	41,099	26,172	26,172
4200200	MEDI-CAL:PATIENTS-ST +FED		11,288,973	15,230,006	16,660,047	16,660,047
4200205	ST AID - REIMB		1,774	10,925	0	0
4200210	ST AID-CALIF CHILDREN SRVC		1,610,500	1,934,382	1,745,074	1,745,074
4200212	STATE AID-CENCAL		210,393	324,588	231,100	231,100
4200215	STATE - HEALTH ADMIN.		337,496	379,134	328,297	328,297
4200226	ST AID-GAS TAX-UNCLAIMED		1,103,390	1,011,240	1,055,000	1,055,000
4200240	STATE AID CONSTRUCTION		59,294	178,218	0	0
4200242	STATE AID - REGIONAL STATE HWY ACCOUNT		400	0	0	0
4200255	ST AID-PUBLIC SAFETY SRVC		22,368,086	30,495,411	25,254,422	25,254,422
4200270	STATE-MOTOR VEH LIC FEE		102,376	111,346	103,000	103,000
4200273	STATE AID-STATE OFFICE OF FAMILY PLANNING		1,040,167	1,046,125	1,211,000	1,211,000
4200275	OTHER STATE IN-LIEU TAXES		2,105	653	2,100	2,100
4200295	ST-10% SBOC VOC REBATE		6,914	7,082	8,300	8,300
4200305	ST AID - SLESF		788,976	751,800	775,181	775,181
4200315	ST-AB818 PROPERTY TAX ADMIN		30,000	0	0	0
4200325	ST AID-INCENIVES		307,144	336,583	382,394	382,394
4200335	ST-WELFARE ADMIN-PRIOR YR		4,118,051	5,071,870	0	0
4200340	ST AID - MHSA		8,801,744	7,831,733	10,330,191	10,330,191
4200350	ST RLGN-2011 COURT SECURITY		3,939,787	3,961,902	3,931,414	3,931,414
4200351	ST RLGN-2011 LOCAL COMM		5,948,563	6,143,557	7,373,979	7,373,979
4200352	ST RLGN-2011 DA & PUBLIC DEFENDER		84,699	136,903	150,708	150,708
4200354	ST RLGN-2011 HLTH & HUMAN SVCS		18,865,949	22,747,099	25,733,000	25,733,000
4200355	ST RLGN-2011 SLESF		1,224,819	1,306,284	1,269,380	1,269,380
4200356	ST RLGN-2011 CALWORKS MOE		5,143,312	7,887,193	7,963,617	7,963,617
Total - State Aid			141,410,496	169,734,043	164,089,238	164,089,238
Federal Aid						
4250005	FED AID ENTITLEMNT LAND		1,118,539	1,016,964	1,119,000	1,119,000
4250015	FEDERAL - HEALTH ADMIN		3,326,144	3,464,944	3,886,498	3,886,498
4250045	FEDERAL AID-COPS AHEAD		17,060	0	0	0
4250055	FED AID - REIMB		50,927	42,014	27,159	27,159

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
 GOVERNMENTAL FUNDS
 FOR THE FISCAL YEAR ENDED 2015-16

Financing

Fund Name	Source Category	Financing Source Account	2013-14 Actual	2014-15 Actual	2015-16 Recommended	2015-16 Adopted By BOS
(1)	(2)	(3)	(4)	(5)	(6)	(7)
4250085	FEDERAL AID - SECURITY		55,288	33,426	45,000	45,000
4250086	FED AID - SCAAP PASS THRU		158,109	126,830	129,166	129,166
4250090	FED AID-DRUG AND ALCOHOL		1,554,769	1,544,885	1,543,253	1,543,253
4250095	FEDERAL-GRANTS		2,175,323	1,529,621	2,465,290	2,465,290
4250105	FEDERAL AID - OTHER		2,088,801	2,521,015	1,624,825	1,624,825
4250110	FEDERAL - WELFARE ADMIN		24,003,645	26,289,834	32,218,545	32,218,545
4250115	FEDERAL AID - ABATEMENT		31,397	25,641	27,800	27,800
4250120	FEDERAL AID-PRIOR YEAR		(34,336)	(248,518)	0	0
4250130	FED AID-PERINTL SETASIDE		72,569	72,201	72,596	72,596
4250136	FED AID - PUBLIC HEALTH SECURITY		696,079	772,143	769,553	769,553
4250140	FED AID-CHILD SUP ADMIN		2,857,967	2,891,839	3,062,817	3,062,817
4250141	FED-WELFARE ADMN-PRIOR YR		559,541	1,379,748	0	0
4250160	FED AID WORKFORCE INVESTMENT ACT		2,106,271	2,121,334	2,033,227	2,033,227
4250171	FED AID-MEDICARE		5,856	29,373	14,000	14,000
4250180	FED AID-SMALL WATER SYS (ST PASS THRU)		20,188	0	78,810	78,810
4250205	FEDERAL AID-ARRA/PRIME RECIPIENT		1,508	16,443	0	0
Total - Federal Aid			40,865,645	43,629,737	49,117,539	49,117,539
Other Governmental Aid						
4300005	OTHER GOVT AGENCY REVENUE		1,686,053	2,030,517	1,840,632	1,840,632
4300010	COMBINED FED/ST CALWORKS		3,779,335	700,105	1,066,222	1,066,222
4300015	OTHER GOV'T: RDA PASS THRU		0	0	0	0
4300022	SUCCESSOR AGENCY-OTHER FUNDS & ACCTS		234,466	0	0	0
Total - Other Governmental Aid			5,699,854	2,730,622	2,906,854	2,906,854
TOTAL AID FROM GOVERNMENTAL AGENCIES			187,975,995	216,094,402	216,113,631	216,113,631
Charges for Services						
4350101	AFFORDABLE HOUSNG IN-LIEU		107	3,950	0	0
4350106	APPEAL FEE		3,400	5,100	5,950	5,950
4350109	AFFORDABLE HOUSING IMPACT FEE		(1,111)	2,300	3,000	3,000
4350209	REVENUE TRANSFER FROM TRUST FUNDS		20,332	72,186	56,000	56,000
4350235	BILLINGS OH-OUTSIDE AGENCIES		7,470	0	0	0
4350245	OTHER BILLINGS TO COURTS		393,247	470,069	389,520	389,520
4350255	BILLINGS TO OUTSIDE AGENCIES		977,560	1,412,856	1,883,157	1,883,157
4350295	PREAPPLICATION PROCESS		19,982	26,269	18,538	18,538
4350305	FLOOD HAZARD PROPERTY REPORTS		126	393	288	288
4350310	FIRE SUPPRESSION/COST REI		90,695	105,626	100,000	100,000
4350311	FIRE SUPPRESSION-EQUIP COST REIM		11,473	73,158	50,000	50,000
4350315	AMBULANCE REIMBURSEMENT		180,368	183,662	190,550	190,550
4350320	INMATE ASSISTANCE REIMBRS		509	290	500	500
4350330	PUBLIC EDUCATION GOV'T ACCESS FEE		47,658	51,961	0	0
4350335	MONITORING FEE-PC1203.1B		137,717	150,850	145,000	145,000

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
 GOVERNMENTAL FUNDS
 FOR THE FISCAL YEAR ENDED 2015-16

Financing

Fund Name	Source Category	Financing Source Account	2013-14 Actual	2014-15 Actual	2015-16 Recommended	2015-16 Adopted By BOS
(1)	(2)	(3)	(4)	(5)	(6)	(7)
4350340	JUVENILE INFORMAL SUPERVISION		63,036	61,418	58,000	58,000
4350345	DIVERSN MONITRG-PC1001.53		59	41	0	0
4350350	MITIGATION FEE-AIR		695	621	500	500
4350365	CHANGE OF PLEA		198	41	400	400
4350370	PROBA MGMNT FEE-ADULTS		7,407	7,803	7,834	7,834
4350380	SENTENCING REPORT FEE		39,942	42,049	43,719	43,719
4350385	RESTITN COLL FEE-PC1203.1		35,444	40,015	50,000	50,000
4350390	RECORD SEALING FEE		561	1,228	824	824
4350395	RED INSTALLMENT PLAN FEE		10,063	7,632	10,070	10,070
4350400	ADMINISTRATIVE SERVICES		2,048,428	1,654,457	1,862,916	1,862,916
4350402	ADMIN FEE-SLO CTBID		33,463	36,875	35,000	35,000
4350404	ADMIN FEE - GC 29412		45,601	47,726	49,500	49,500
4350405	SPECIAL ASSESSMENT FEES		143,370	143,618	143,000	143,000
4350407	ADMIN FEE-RDA DISSOLUTION		55,945	37,416	40,000	40,000
4350415	PROP.REDEMPT.SEARCH FEES		17,255	22,330	25,375	25,375
4350430	ELECTION SERVICES		72,011	556,318	50,000	50,000
4350435	DEFERRED ENTRY OF JUDGMENT		60,598	61,997	70,150	70,150
4350441	SEGREGATIONS FEE		38	38	38	38
4350445	DMV DELINQUENT VESSEL FEE		972	961	972	972
4350450	UNSEC DELINQUENT COLL FEE		30,241	27,034	30,315	30,315
4350455	OTHER COURT-ORDERED REIMB		16	708	0	0
4350457	PUBLIC DEFENDER REIMBURSEMENT FEES		286,679	263,522	335,394	335,394
4350460	LEGAL SERVICES		37,538	21,415	37,200	37,200
4350465	INVOLUNTARY LIEN NOTICES		11,292	9,144	14,000	14,000
4350470	INSTALLMENT FEES		6,320	7,133	0	0
4350475	PROCESSING FEES		60,208	79,154	73,212	73,212
4350480	ENVIRONMNTL ASSESSMT FEES		185,949	146,140	197,952	197,952
4350490	PUBLICATION FEES		(249)	(149)	0	0
4350505	FILING FEES-CORNER RECORD		2,585	3,228	3,668	3,668
4350515	ALLOCATION ADMIN FEE		27,912	29,357	28,250	28,250
4350520	ITD BILL OUTSIDE AGENCIES		57,074	48,274	53,704	53,704
4350525	ITD BILL OUTSIDE AGENCIES COMM		8,202	6,082	6,184	6,184
4350530	FIRE PROTECTION SERVICES		2,399,171	2,453,270	2,823,790	2,823,790
4350540	AGRICULTURAL SERVICES		209,513	275,792	240,250	240,250
4350550	HOME DETENTION PROGRAM		323,984	335,379	365,000	365,000
4350555	STANDARDIZATION INSPECTS		7,230	7,060	7,000	7,000
4350560	ALTERNATIVE WORK PROG REV		45,042	41,620	45,000	45,000
4350567	ALT SENTENCING UNIT		69,685	70,356	78,000	78,000
4350570	CIVIL PROCESS SERVICE		82,880	76,722	93,500	93,500
4350580	REIMB JUV COURT PROF FEES		30,209	33,822	35,000	35,000
4350581	ESTATE FEES		54,543	35,724	17,456	17,456
4350585	CONSERVATORSHIP FEES		85,238	112,885	84,000	84,000
4350590	REPRESENTATIVE PAYEE FEES		39,493	39,218	38,400	38,400

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
GOVERNMENTAL FUNDS
FOR THE FISCAL YEAR ENDED 2015-16

Financing

Fund Name	Source Category	Financing Source Account	2013-14 Actual	2014-15 Actual	2015-16 Recommended	2015-16 Adopted By BOS
(1)	(2)	(3)	(4)	(5)	(6)	(7)
4350595	HUMANE SERVICES		4,229	5,390	8,833	8,833
4350600	IMPOUND FEES		30,929	33,806	41,288	41,288
4350605	BOARDING FEES		63,152	70,296	68,538	68,538
4350610	ANIMAL PLACEMENT		133,257	118,023	169,823	169,823
4350616	LAW ENFORCEMENT SERVICES		137,287	112,772	141,000	141,000
4350620	BOOKING FEES (SB 2557)		414,568	418,591	456,312	456,312
4350625	RECORDER'S SPECL PROJECTS		363,697	249,809	436,194	436,194
4350630	RECORDG FEE-MICROGRAPHICS		89,972	97,078	230,522	230,522
4350632	Rec Fees-Real Estate Fraud GC 27388		286,048	304,493	278,000	278,000
4350633	RECORDING FEES-SSN REDACTION		34,510	34,510	34,594	34,594
4350635	RECORDING FEES		1,254,692	1,383,591	1,466,353	1,466,353
4350640	RECORDING FEES-VHS		9,153	15,674	6,578	6,578
4350641	CIVIL SPECIAL FEE GC26746		117,527	207,475	157,790	157,790
4350650	DEVELOPMENT FEE- ADMIN		51,708	42,741	50,000	50,000
4350655	SEPARATE TAX BILL COSTS		60,767	66,731	61,000	61,000
4350656	REIMB FOR PROJ COSTS		529	0	0	0
4350665	ROAD ABANDONMENT FEE		33,987	33,043	33,248	33,248
4350675	CURB & GUTTER WAIVERS		575	3,592	1,725	1,725
4350690	MEDICAL RECORDS FEE		1,488	1,345	1,300	1,300
4350705	NURSING FEES		301,079	305,582	287,000	287,000
4350715	LABORATORY SERVICES		105,493	214,681	202,900	202,900
4350720	SUPPLEMENTAL ROLL-5% ADMN		321,698	629,888	322,000	322,000
4350725	MENTAL HEALTH SVCS-MEDICARE		18,110	25,682	39,000	39,000
4350735	ALCOHOLISM SERVICES		92,545	57,216	59,000	59,000
4350740	COBRA MED INS ADMIN FEE		730	983	900	900
4350745	ENVIRONMENTAL HEALTH SERVICES		2,453,453	2,519,376	2,594,800	2,594,800
4350760	INST CARE/SV-MEDICALSB855		43,596	14,926	7,920	7,920
4350765	MEDICAL REMB SERV/PAT CAR		111,119	128,596	137,250	137,250
4350770	CUTS & COMBINATN REQUESTS		6,325	2,475	7,000	7,000
4350775	ADOPTION FEES		11,770	17,755	6,750	6,750
4350785	CALIF CHILDREN SERVICES		2,840	4,242	2,000	2,000
4350790	INST.CARE-JUVENILE HALL		47,338	50,383	47,000	47,000
4350795	INSURANCE PAYMENTS		126,794	163,571	155,480	155,480
4350800	INSTITUTIONAL CARE/SERVICE		0	(249)	0	0
4350820	WASTE TIPPING FEES-AB 939		17,732	15,202	16,000	16,000
4350835	COPYING FEES		16,780	21,205	17,000	17,000
4350890	INCOME FROM CONCESSIONS		4,426	3,632	4,000	4,000
4350920	MOBL HOME DUP TX CLEARNCE		105	84	105	105
4350925	PARKLAND FEE (QUIMBY FEE)		13,515	0	0	0
4350935	OTHER CLERK FEES		535,788	508,460	536,560	536,560
4350950	MISCELLANEOUS FEES		181,176	205,735	242,353	242,353
4350953	COMM ACKNOWLEDGEMENT FORM FEE		336	288	3,434	3,434
4350960	MONUMENTATION FEES		57,936	51,061	48,951	48,951

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
 GOVERNMENTAL FUNDS
 FOR THE FISCAL YEAR ENDED 2015-16

Financing

Fund Name	Source Category	Financing Source Account	2013-14 Actual	2014-15 Actual	2015-16 Recommended	2015-16 Adopted By BOS
(1)	(2)	(3)	(4)	(5)	(6)	(7)
4350965	BLDG PRMT REVIEW-DRAINAGE		55,004	60,900	60,619	60,619
4350966	BLDG PRMT REVIEW-FLD H2D		1,776	2,703	2,977	2,977
4350990	DEVELOPMENT PLAN INSPECTN		30,430	39,349	43,953	43,953
4350995	PAR MAP CHECKING THRU T/A		21,689	32,054	25,846	25,846
4351005	RECORDS OF SURVEY FEES		25,791	37,519	40,490	40,490
4351010	OTHER SERVICE CHARGES		5,610	13,960	79,364	79,364
4351025	DEFERRED COMP ADMIN FEE		0	35,296	35,000	35,000
4351040	MENTAL HLTH SVCS-SELF PAY		21,957	20,949	24,000	24,000
4351045	PROGRAM REV - CHILD&FAMILIES		247,503	268,168	296,870	296,870
4351055	BOOK, PAMPHLT, BROCHR SALES		780	938	850	850
4351060	MAP SALES		234	174	200	200
4351065	PUB INFO SALE-COMP FILES		15,298	17,780	17,292	17,292
4351070	PM INSPECT-IMP PLANS P11E		43,753	38,009	110,255	110,255
4351075	TM INSPECT-IMP PLANS P11D		130,595	198,544	193,845	193,845
4351095	LOT LINE ADJUST APPLICATION		9,966	4,472	7,978	7,978
4351100	COND USE PMT/DEV PLAN APP		32,656	42,126	21,973	21,973
4351105	CERT COMPLIANCE APP		0	476	0	0
4351110	CERT OF CORRECTION		277	705	435	435
4351115	MAP AMENDMENTS		59	0	0	0
4351125	LOT LINE ADJUST CHECKING		9,402	15,218	14,596	14,596
4351130	ANNEXATION MAP REVIEW		540	0	0	0
4352240	SB2557 PROPERTY TAX ADMIN FEE		1,395,738	1,257,982	1,396,000	1,396,000
4352255	BULK TRANSFER FEE		1,032	1,248	960	960
4352260	SUBDIVISION/PARCEL TRACT MAP		3,168	2,904	3,300	3,300
4352270	AUDITOR CONTROLLER PR DIV DOCUMENT FEE		77	0	0	0
4400020	WATER SALES FOR RESALE		36,924	30,832	36,291	36,291
Total - Charges for Services			18,234,392	19,666,184	20,691,671	20,691,671
Other Revenues						
4550000	OTHER REVENUE		216,567	273,682	253,214	253,214
4550010	SEMINAR/CONF/WORKSHOP FEE		95,732	75,493	91,350	91,350
4550011	SETTLEMENTS-ENVIRONMENTAL		45,730	65,710	0	0
4550020	REV APPLICABLE PRIOR YRS		230,787	13,613	0	0
4550025	REF/ADJ-PRIOR YEAR EXPENS		0	18,709	0	0
4550030	REIMBURSEMENTS-ASSISTANCE		521,022	304,314	296,713	296,713
4550045	REFUNDS/EXCISE TAX		11,268	140,795	0	0
4550050	TAX DEPT RETRND CHECK FEE		5,382	8,598	7,175	7,175
4550055	SALE OF FIXED ASSETS		59,065	1,800,300	0	0
4550062	ADV COSTS TX DEEDED PROP		1,020	1,284	2,100	2,100
4550065	OTHER REIMBURSEMENTS		219,958	205,680	187,814	187,814
4550070	EMPLOYEE REIMBURSEMENTS		299	283	250	250
4550075	EMPL MEALS/IN-HOUSE FOOD		1,159	1,338	1,400	1,400
4550080	OTHER SALES		8,346	13,721	50,000	50,000

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
GOVERNMENTAL FUNDS
FOR THE FISCAL YEAR ENDED 2015-16

Financing

Fund Name	Source Category	Financing Source Account	2013-14 Actual	2014-15 Actual	2015-16 Recommended	2015-16 Adopted By BOS
(1)	(2)	(3)	(4)	(5)	(6)	(7)
4550085	NUISANCE ABATEMENT		18,604	41,744	32,414	32,414
4550090	SERVICE CHGE RETRND CHKS		7,213	8,146	6,727	6,727
4550100	1915 BOND ACT ASSESSMENT		30,040	29,450	29,400	29,400
4550120	CONTRIBUTIONS - NON GOVTL		42,679	91,455	38,356	38,356
4550125	GRANTS: NON-GOVERNMENTAL		579,127	803,246	814,888	814,888
4550150	MICROFILM		(74)	0	0	0
4550160	CASH OVERAGES		4,283	4,964	975	975
4550170	SETTLEMNTS, DAMAGES, & REST.		350,640	417,752	0	0
4550195	PENALTIES		80	0	0	0
4550200	INVOICE VARIANCES		7,323	10,288	2,581	2,581
4550210	TOBACCO SETTLEMENT		1,680,119	2,396,481	1,699,350	1,699,350
4900010	IFR-ADMIN DEPT SUPPORT		3,020	15,453	0	0
4900080	IFR-INT SETT-ITD NETWORK SVCS		241,451	237,263	208,923	208,923
4900090	IFR-INT SETT-PLANNING		1,044	3,397	0	0
4900100	IFR-INT SETT-GEN SRVS S/S BILLINGS		760,773	807,214	650,197	650,197
4900110	IFR-INT SETT-HEALTH BILLINGS		152,345	63,360	71,881	71,881
4900140	IFR-INT SETT-ITD ENTERPRISE SVCS		542,321	508,806	687,825	687,825
4900160	IFR-INT SETT-PERSONNEL		0	89,186	0	0
4900170	IFR-INT SETT-DRUG & ALCOHOL		161,009	81,056	73,641	73,641
4900190	IFR-INT SETT-ITD DPTMTL SVCS		378,115	457,462	520,607	520,607
4900200	IFR-INT SETT-ITD RADIO COMM		6,267	9,073	5,908	5,908
4900220	IFR-INT SETT-SHERIFF SUPPORT		554,930	555,951	601,864	601,864
4900250	IFR-INT SETT-MENTAL HEALTH		279,843	98,891	0	0
4900299	IFR-INT SETT-ALL OTHER DEPTS		284,147	224,325	58,056	58,056
4901000	IFR-OVERHEAD-OH ALLOCATIONS		435,827	409,367	538,533	538,533
4901020	IFR-OVERHEAD-AGR		1,648	113	1,648	1,648
4902010	IFR-MANUAL COST ALLOC-ITD VOICE		149,356	150,031	142,084	142,084
4902030	IFR-MANUAL COST ALLOC-POSTAGE		36,311	35,047	30,359	30,359
4903010	IFR-IAA-LABOR-REG		494,348	483,693	612,547	612,547
4903011	IFR-IAA-LABOR-REG-TEMP		0	7,506	0	0
4904000	IFR-IS-W/O SETTLEMENT		49,644	38,432	0	0
4909000	IFR-JOURNAL ENTRY ALLOCATIONS		5,922	2,400	1,750	1,750
4909001	IFR-JE-ADMIN OFFICE		65,229	65,627	208,929	208,929
4909005	IFR-JE-RISK MGMT		967,430	1,007,196	1,039,764	1,039,764
4909010	IFR-JE-AUDITOR/CONTROLLER		30,000	44,410	184,923	184,923
4909015	IFR-JE-ITD		708	0	0	0
4909020	IFR-JE-MAINTENANCE PROJ		130,926	155,559	0	0
4909025	IFR-JE-GENERAL SERVICES		982,895	787,708	736,207	736,207
4909030	IFR-JE-PERSONNEL		120,985	141,252	128,600	128,600
4909035	IFR-JE-COUNTY COUNSEL		253,275	216,080	138,725	138,725
4909040	IFR-JE ALLOC-PUBLIC HEALTH		138,200	168,820	145,516	145,516
4909045	IFR-JE ALLOC-MENTAL HEALTH		9,212	0	0	0
4909055	IFR-JE-SHERIFF		1,143	525	511	511

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
 GOVERNMENTAL FUNDS
 FOR THE FISCAL YEAR ENDED 2015-16

Financing

Fund Name	Source Category	Financing Source Account	2013-14 Actual	2014-15 Actual	2015-16 Recommended	2015-16 Adopted By BOS
(1)	(2)	(3)	(4)	(5)	(6)	(7)
4909070	IFR-JE-CDF		506,642	531,991	610,184	610,184
4909080	IFR-JE-PLANNING		410,030	392,013	392,298	392,298
4909085	IFR-JE-SB 2557		307,077	271,271	307,000	307,000
4909090	IFR-JE ALLOC-CO-WIDE OVERHEAD		1,575,823	1,482,906	3,077,354	3,077,354
4909095	IFR-JE-SOCIAL SERVICES		0	0	179,210	179,210
4909099	IFR-JE-UTILITY CHARGES-OPR CENTER		36,827	46,871	56,290	56,290
Total - Other Revenues			14,211,092	16,317,301	14,926,041	14,926,041
Total Fund Revenues			395,010,483	432,476,146	428,023,247	428,023,247
Other Financing Sources						
6000000	OPERATING TRANSFERS IN		247,442	102,499	336,621	736,621
6000005	OTI PROCEEDS INTRAFUND		0	351,158	0	0
6000130	TRANSFER IN FR AUTOMATION REPL FUND		12,061	25,532	756,067	756,067
6000240	OP TRANSF-IN-FLEET		45,673	33,159	0	0
6001000	INTERNAL LOAN REPAYMENT-PRIN		248,939	250,968	0	0
6001001	INTERNAL LOAN REPAYMENT-INT		(5,112)	14,577	0	0
6001002	INTERNAL LOAN INT REPAID		1,530	776	0	0
Total - Other Financing Sources			550,533	778,669	1,092,688	1,492,688
Total - General Fund Financing Sources			395,561,016	433,254,815	429,115,935	429,515,935
=====						
Capital Projects						
Fines and Forfeitures						
4100165	SETTLEMENTS/JUDGEMENTS		1,986,400	0	0	0
4100320	PENALTY AS-CTHS TEMP CONS		0	43,585	0	0
Total - Fines and Forfeitures			1,986,400	43,585	0	0
Use of Money and Property						
4150000	INTEREST		47,136	83,766	0	0
Total - Use of Money and Property			47,136	83,766	0	0
State Aid						
4200105	STATE AWARDED GRANTS		0	58,437	0	0
4200141	STATE COASTAL GRANT		0	1,505,000	0	0
4200240	STATE AID CONSTRUCTION		0	14,556,882	0	0
4200242	STATE AID - REGIONAL STATE HWY ACCOUNT		0	92,470	0	0
4200260	ST AID-BICYCLE LANE ACCT		28,380	0	0	0
Total - State Aid			28,380	16,212,789	0	0

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
GOVERNMENTAL FUNDS
FOR THE FISCAL YEAR ENDED 2015-16

Financing

Fund Name	Source Category	Financing Source Account	2013-14 Actual	2014-15 Actual	2015-16 Recommended	2015-16 Adopted By BOS
(1)	(2)	(3)	(4)	(5)	(6)	(7)
Federal Aid						
	4250095	FEDERAL-GRANTS	56,537	120,259	0	0
Total - Federal Aid			56,537	120,259	0	0
TOTAL AID FROM GOVERNMENTAL AGENCIES			84,917	16,333,048	0	0
Charges for Services						
	4350925	PARKLAND FEE (QUIMBY FEE)	0	42,457	0	0
	4350950	MISCELLANEOUS FEES	72,313	0	0	0
Total - Charges for Services			72,313	42,457	0	0
Other Revenues						
	4550120	CONTRIBUTIONS - NON GOVTL	0	105,000	0	0
	4550200	INVOICE VARIANCES	11	0	0	0
	4902055	IFR-JE CAPITAL ASSETS FUNDING	7,034,930	1,236,724	0	0
Total - Other Revenues			7,034,941	1,341,724	0	0
Total Fund Revenues			9,225,707	17,844,580	0	0
Other Financing Sources						
	6000000	OPERATING TRANSFERS IN	210,716	185,789	150,000	0
	6000120	TRANSFERS IN FROM GEN FND	2,864,619	2,402,502	7,095,000	4,321,300
	6000145	OPR TRF IN - PFF FIRE	37,634	81,287	0	0
	6000150	OPR TRF IN - PFF PARKS	39,401	205,791	0	0
	6000155	OPR TRF IN - PFF LAW ENFORC	19,658	2,730	0	0
	6001000	INTERNAL LOAN REPAYMENT-PRIN	0	931,069	0	0
Total - Other Financing Sources			3,172,028	3,809,168	7,245,000	4,321,300
Total - Capital Projects Funds Fin. Srcs			12,397,735	21,653,748	7,245,000	4,321,300
Special Revenue Funds						
Road Fund						
Taxes						
	4000005	PROP. TAXES CURR. SECURED	1,129,892	1,200,451	1,188,309	1,188,309
	4000007	PROPERTY TAX-UNITARY	329,212	333,008	367,495	367,495
	4000010	SUPPLEMENTAL-CURR.SECURED	13,689	29,354	2,520	2,520
	4000025	PROP. TAXES CURR. UNSEC.	29,208	30,364	25,785	25,785
	4000030	SUPPLEMENTAL-CURR.UNSEC.	(24)	50	115	115
Total - Taxes			1,501,977	1,593,227	1,584,224	1,584,224

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
 GOVERNMENTAL FUNDS
 FOR THE FISCAL YEAR ENDED 2015-16

Financing

Fund Name	Source Category	Financing Source Account	2013-14 Actual	2014-15 Actual	2015-16 Recommended	2015-16 Adopted By BOS
(1)	(2)	(3)	(4)	(5)	(6)	(7)
Other Taxes						
	4010005	PROP. TAXES PRIOR SECURED	(3,458)	(2,302)	(6,062)	(6,062)
	4010010	SUPPLEMENTL-PRIOR SECURED	(62)	(7)	0	0
	4010015	PROP. TAXES PRIOR UNSEC.	2,027	1,152	0	0
	4010020	SUPPLEMENTAL-PRIOR UNSEC	194	216	0	0
	4010035	PENALTIES-DELINQUENT TAX	148	121	0	0
	Total - Other Taxes		(1,151)	(820)	(6,062)	(6,062)
Use of Money and Property						
	4150000	INTEREST	14,027	38,781	20,000	20,000
	4150003	INTEREST-PROP TAX REFUNDS	(166)	(135)	0	0
	Total - Use of Money and Property		13,861	38,646	20,000	20,000
State Aid						
	4200075	HOMEOWNER PROP TAX RELIEF	9,615	9,579	9,811	9,811
	4200121	ST AID-PROP 1B ST & LOCAL	0	0	0	0
	4200185	STATE AID-PRIOR YEAR	(7,908)	0	0	0
	4200230	STATE - HIGHWAY USERS TAX	10,998,339	10,271,951	8,400,000	8,400,000
	4200235	STATE OFF HWY MTR VH FEES	0	(56,603)	0	0
	4200240	STATE AID CONSTRUCTION	476,757	157,901	0	0
	4200241	STATE AID - URBAN STATE HWY ACCOUNT	55,768	78,708	825,000	825,000
	4200242	STATE AID - REGIONAL STATE HWY ACCOUNT	16,043	357,838	0	0
	4200243	PRIOR YR USHA (URBAN HWY ACCT)	7,578	0	0	0
	4200244	PRIOR YR RSHA (REGIONAL HWY ACCT)	79,124	0	0	0
	4200245	TRANS DEV ACT SB 325	2,818,881	3,478,253	3,700,000	3,700,000
	4200250	ST AID-ISTEA EXCHANGE	578,060	578,060	578,060	578,060
	4200330	STATE AID FOR DISASTER	0	(88,341)	0	0
	Total - State Aid		15,032,257	14,787,346	13,512,871	13,512,871
Federal Aid						
	4250020	FEDERAL AID CONSTRUCTION	4,521,886	5,519,667	5,789,973	5,789,973
	4250021	FEDERAL AID-BRIDGE TOLLS	53,608	154,798	343,797	343,797
	4250026	FEDERAL AID FOREST RESERVE	9,746	10,941	9,745	9,745
	4250120	FEDERAL AID-PRIOR YEAR	637,511	47,040	0	0
	4250123	FED AID-PRIOR YEAR BRIDGE TOLL	(233)	139	0	0
	4250150	FEDERAL AID FHWA	0	0	0	0
	Total - Federal Aid		5,222,518	5,732,585	6,143,515	6,143,515
	TOTAL AID FROM GOVERNMENTAL AGENCIES		20,254,775	20,519,931	19,656,386	19,656,386

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
 GOVERNMENTAL FUNDS
 FOR THE FISCAL YEAR ENDED 2015-16

Financing

Fund Name	Source Category	Financing Source Account	2013-14 Actual	2014-15 Actual	2015-16 Recommended	2015-16 Adopted By BOS
(1)	(2)	(3)	(4)	(5)	(6)	(7)
Charges for Services						
	4350106	APPEAL FEE	0	828	0	0
	4350495	PLANNING/ENGINEERING SVCS	4,770	1,353	3,500	3,500
	4350500	ROAD PERMIT FEES	18,492	18,670	15,000	15,000
	4350660	ENCROACHMENT PERMIT FEES	161,926	133,473	100,000	100,000
	4350675	CURB & GUTTER WAIVERS	291	1,267	0	0
	4350676	CURB & GUTTER PERMIT WITH DESIGN	20,526	2,652	5,000	5,000
	4350677	CURB & GUTTER PERMIT W/O DESIGN	0	0	17,000	17,000
	4350678	CURB,GUTTER & SIDEWALK	5,040	1,880	0	0
	4350950	MISCELLANEOUS FEES	552	72	0	0
Total - Charges for Services			211,597	160,195	140,500	140,500
Other Revenues						
	4550000	OTHER REVENUE	23,210	10,126	8,204	8,204
	4550025	REF/ADJ-PRIOR YEAR EXPENS	767	0	0	0
	4550065	OTHER REIMBURSEMENTS	105,075	39,516	0	0
	4550080	OTHER SALES	0	1,140	0	0
	4550090	SERVICE CHGE RETRND CHKS	48	0	0	0
	4550120	CONTRIBUTIONS - NON GOVTL	37,223	0	0	0
	4550200	INVOICE VARIANCES	1,368	1,270	0	0
	4902055	IFR-JE CAPITAL ASSETS FUNDING	97,122	62,965	0	0
	4909020	IFR-JE-MAINTENANCE PROJ	46,351	11,422	0	0
Total - Other Revenues			311,164	126,439	8,204	8,204
Total Fund Revenues			22,292,223	22,437,618	21,403,252	21,403,252
Other Financing Sources						
	6000100	ROADS IMPACT FEES	641,862	416,740	627,283	627,283
	6000120	TRANSFERS IN FROM GEN FND	5,831,000	8,414,100	11,146,107	11,146,107
Total - Other Financing Sources			6,472,862	8,830,840	11,773,390	11,773,390
Total - Road Fund			28,765,085	31,268,458	33,176,642	33,176,642
=====						
Community Devel Pgm						
Use of Money and Property						
	4150000	INTEREST	625	1,608	0	0
Total - Use of Money and Property			625	1,608	0	0

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
GOVERNMENTAL FUNDS
FOR THE FISCAL YEAR ENDED 2015-16

Financing

Fund Name	Source Category	Financing Source Account	2013-14 Actual	2014-15 Actual	2015-16 Recommended	2015-16 Adopted By BOS
(1)	(2)	(3)	(4)	(5)	(6)	(7)
State Aid						
	4200170	STATE AID - OTHER	747,272	4,900	0	0
Total - State Aid			747,272	4,900	0	0
Federal Aid						
	4250065	FEDERAL FUNDS - CDBG	2,435,895	1,220,683	1,645,012	1,645,012
	4250070	FEDERAL FUNDS - HOME	1,471,388	1,614,653	637,847	637,847
	4250075	FEDERAL FUNDS - ESG	194,194	168,140	145,085	145,085
	4250080	FEDERAL FUNDS - SNAP	918,052	954,661	1,075,961	1,075,961
	4250100	FEDERAL AID - ENVIRONMENT	38,128	107,215	0	0
Total - Federal Aid			5,057,657	4,065,352	3,503,905	3,503,905
TOTAL AID FROM GOVERNMENTAL AGENCIES			5,804,929	4,070,252	3,503,905	3,503,905
Other Revenues						
	4550065	OTHER REIMBURSEMENTS	0	2,143	0	0
Total - Other Revenues			0	2,143	0	0
Total Fund Revenues			5,805,554	4,074,003	3,503,905	3,503,905
Other Financing Sources						
	6000000	OPERATING TRANSFERS IN	21,028	0	0	0
	6000120	TRANSFERS IN FROM GEN FND	391,436	391,436	391,436	591,436
Total - Other Financing Sources			412,464	391,436	391,436	591,436
Total - Community Devel Pgm			6,218,018	4,465,439	3,895,341	4,095,341
Public Facility Fees						
Use of Money and Property						
	4150000	INTEREST	20,840	37,655	0	0
Total - Use of Money and Property			20,840	37,655	0	0
Charges for Services						
	4350100	AFFORDABLE HOUSING FEE TRANSFERRED	(11,647)	(8,357)	0	0
	4350101	AFFORDABLE HOUSNG IN-LIEU	11,648	8,358	0	0
	4350102	PUB FAC FEE-LIBRARY	179,100	185,929	156,940	156,940
	4350103	PUB FACIL FEE-FIRE	844,205	831,353	775,674	775,674
	4350104	PUB FACIL FEE-PARKS	616,262	585,676	499,548	499,548
	4350105	PUB FACIL FEE-GEN GOVT	270,017	292,876	267,766	267,766
	4350107	PUB FAC FEE-LAW ENFORCE	141,730	160,061	151,887	151,887
Total - Charges for Services			2,051,315	2,055,896	1,851,815	1,851,815
Total Fund Revenues			2,072,155	2,093,551	1,851,815	1,851,815
Total - Public Facility Fees			2,072,155	2,093,551	1,851,815	1,851,815

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
GOVERNMENTAL FUNDS
FOR THE FISCAL YEAR ENDED 2015-16

Financing

Parks

Licenses and Permits

4050130 MISC PERMITS	0	3,252	0	0
Total - Licenses and Permits	0	3,252	0	0

Fines and Forfeitures

4100255 OFF-HIGHWAY MOTOR FINES	68,946	76,311	95,961	95,961
4100275 LITTER CLEANUP	31,358	824	2,192	2,192
Total - Fines and Forfeitures	100,304	77,135	98,153	98,153

Use of Money and Property

4150000 INTEREST	5,479	12,463	3,500	3,500
4150020 RENT-LAND/BLDG-SHORT TERM	54,878	59,942	57,258	57,258
4150025 RENT-LAND/BLDG-LONG TERM	55,596	72,821	57,467	57,467
4150030 FARM LAND RENT	1,650	1,950	1,800	1,800
Total - Use of Money and Property	117,603	147,176	120,025	120,025

State Aid

4200065 STATE AID-NUCLEAR PLANNG	0	3,161	2,800	2,800
Total - State Aid	0	3,161	2,800	2,800
TOTAL AID FROM GOVERNMENTAL AGENCIES	0	3,161	2,800	2,800

Charges for Services

4350245 OTHER BILLINGS TO COURTS	8,194	10,707	8,000	8,000
4350255 BILLINGS TO OUTSIDE AGENCIES	38,060	46,906	39,352	39,352
4350650 DEVELOPMENT FEE- ADMIN	990	1,210	550	550
4350860 CAMPING FEES	3,144,078	3,306,421	3,158,000	3,158,000
4350865 DAILY PASSES	467,316	489,015	500,000	500,000
4350870 GROUP ENTRANCE FEES	142,103	191,028	145,000	145,000
4350875 SEASON PASSES	97,807	80,534	105,000	105,000
4350880 SEASON BOAT LICENSES	53,119	33,029	50,000	50,000
4350885 DAILY BOAT PASSES	95,695	80,166	95,000	95,000
4350890 INCOME FROM CONCESSIONS	87,880	107,013	115,000	115,000
4350895 SWIMMING POOL FEES	94,807	69,621	94,000	94,000
4350905 DOG/DAY USE	65,823	63,021	70,000	70,000
4350910 SHOWERS/LOCKERS	60,135	66,468	58,000	58,000
4350925 PARKLAND FEE (QUIMBY FEE)	0	127,191	0	0
4350950 MISCELLANEOUS FEES	15,102	18,008	4,430	4,430
4350970 RECREATIONAL PROGRAMS	28,794	38,296	28,000	28,000
4350971 SKATE PARK FEES	4,675	3,087	4,940	4,940
4350972 SPECIAL EVENTS	801	14,355	0	0
4350980 OTHER RECREATIONAL FEES	7,366	25,303	11,004	11,004
Total - Charges for Services	4,412,745	4,771,379	4,486,276	4,486,276

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
 GOVERNMENTAL FUNDS
 FOR THE FISCAL YEAR ENDED 2015-16

Financing

Fund Name	Source Category	Financing Source Account	2013-14 Actual	2014-15 Actual	2015-16 Recommended	2015-16 Adopted By BOS
(1)	(2)	(3)	(4)	(5)	(6)	(7)
Other Revenues						
	4550000	OTHER REVENUE	1,398	11,729	2,745	2,745
	4550065	OTHER REIMBURSEMENTS	2,394	2,460	3,000	3,000
	4550120	CONTRIBUTIONS - NON GOVTL	75,454	42,750	30,000	30,000
	4550125	GRANTS: NON-GOVERNMENTAL	68,373	22,580	38,760	38,760
	4550130	BAD DEBT RECOVERY	278	670	0	0
	4550160	CASH OVERAGES	1,755	676	1,000	1,000
	4550170	SETTLEMNTS, DAMAGES, & REST.	1,202	0	0	0
	4550200	INVOICE VARIANCES	2,331	2,704	0	0
	4900260	IFR-INT SETT-PARKS BILLINGS	16,773	87,691	7,500	7,500
	4901020	IFR-OVERHEAD-AGR	101	221	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	5,000	0	0
	4909200	IFR-JE-PARKS	230,550	227,236	315,235	315,235
	Total - Other Revenues		427,127	403,717	398,240	398,240
	Total Fund Revenues		5,057,779	5,405,820	5,105,494	5,105,494
Other Financing Sources						
	6000120	TRANSFERS IN FROM GEN FND	3,540,677	4,139,303	3,616,907	3,616,907
	6000150	OPR TRF IN - PFF PARKS	0	1,200,355	0	0
	6000240	OP TRANSF-IN-FLEET	100	53	0	0
	Total - Other Financing Sources		3,540,777	5,339,711	3,616,907	3,616,907
	Total - Parks		8,598,556	10,745,531	8,722,401	8,722,401
=====						
Co-Wide Automation Replacement						
Other Taxes						
	4010045	TLRF PROCEEDS	739,147	1,005,303	0	0
	Total - Other Taxes		739,147	1,005,303	0	0
Use of Money and Property						
	4150000	INTEREST	26,826	52,431	0	0
	4150010	RENTS AND CONCESSIONS	420,845	420,845	0	0
	Total - Use of Money and Property		447,671	473,276	0	0
Charges for Services						
	4350330	PUBLIC EDUCATION GOV'T ACCESS FEE	20,306	321,625	300,000	300,000
	Total - Charges for Services		20,306	321,625	300,000	300,000

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
 GOVERNMENTAL FUNDS
 FOR THE FISCAL YEAR ENDED 2015-16

Financing

Fund Name	Source Category	Financing Source Account	2013-14 Actual	2014-15 Actual	2015-16 Recommended	2015-16 Adopted By BOS
(1)	(2)	(3)	(4)	(5)	(6)	(7)
Other Revenues						
	4909100	IFR-JE-MAJOR SYSTEM DEV	454,977	84,993	0	0
	4909105	IDC-JE COWIDE O&M CHARGES	309,426	23,687	0	0
Total - Other Revenues			764,403	108,680	0	0
Total Fund Revenues			1,971,527	1,908,884	300,000	300,000
Other Financing Sources						
	6000120	TRANSFERS IN FROM GEN FND	1,779,705	3,486,313	4,584,099	4,584,099
Total - Other Financing Sources			1,779,705	3,486,313	4,584,099	4,584,099
Total - Co-Wide Automation Replacement			3,751,232	5,395,197	4,884,099	4,884,099
=====						
Gen Gov Building Replacement						
Fines and Forfeitures						
	4100165	SETTLEMENTS/JUDGEMENTS	513,600	0	0	0
Total - Fines and Forfeitures			513,600	0	0	0
Use of Money and Property						
	4150000	INTEREST	36,274	62,994	0	0
Total - Use of Money and Property			36,274	62,994	0	0
Total Fund Revenues			549,874	62,994	0	0
Other Financing Sources						
	6000120	TRANSFERS IN FROM GEN FND	5,300,724	5,850,498	6,169,222	6,610,877
	6001000	INTERNAL LOAN REPAYMENT-PRIN	174,017	169,646	0	0
Total - Other Financing Sources			5,474,741	6,020,144	6,169,222	6,610,877
Total - Gen Gov Building Replacement			6,024,615	6,083,138	6,169,222	6,610,877
=====						
Tax Reduction Resrv						
Use of Money and Property						
	4150000	INTEREST	29,039	40,499	0	0
Total - Use of Money and Property			29,039	40,499	0	0
Total Fund Revenues			29,039	40,499	0	0

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
 GOVERNMENTAL FUNDS
 FOR THE FISCAL YEAR ENDED 2015-16

Financing

Fund Name	Source Category	Financing Source Account	2013-14 Actual	2014-15 Actual	2015-16 Recommended	2015-16 Adopted By BOS
(1)	(2)	(3)	(4)	(5)	(6)	(7)
Other Financing Sources						
	6000120	TRANSFERS IN FROM GEN FND	1,399,033	4,550,000	0	0
Total - Other Financing Sources			1,399,033	4,550,000	0	0
Total - Tax Reduction Resrv			1,428,072	4,590,499	0	0
=====						
Impact Fee-Traffic						
Use of Money and Property						
	4150000	INTEREST	14,287	25,722	0	0
Total - Use of Money and Property			14,287	25,722	0	0
Charges for Services						
	4350108	ROAD IMPACT FEES	1,309,205	1,205,879	0	0
Total - Charges for Services			1,309,205	1,205,879	0	0
Total Fund Revenues			1,323,492	1,231,601	0	0
Other Financing Sources						
	6000000	OPERATING TRANSFERS IN	14,646	0	0	0
	6000205	PROCEEDS OF GF INTERNAL LOAN	74,000	322,000	0	0
Total - Other Financing Sources			88,646	322,000	0	0
Total - Impact Fee-Traffic			1,412,138	1,553,601	0	0
=====						
Wildlife And Grazing						
Use of Money and Property						
	4150000	INTEREST	32	65	0	0
Total - Use of Money and Property			32	65	0	0
Federal Aid						
	4250025	FEDERAL GRAZING FEES	4,041	3,673	3,548	3,548
Total - Federal Aid			4,041	3,673	3,548	3,548
TOTAL AID FROM GOVERNMENTAL AGENCIES			4,041	3,673	3,548	3,548
Total Fund Revenues			4,073	3,738	3,548	3,548
Total - Wildlife And Grazing			4,073	3,738	3,548	3,548
=====						

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
GOVERNMENTAL FUNDS
FOR THE FISCAL YEAR ENDED 2015-16

Financing

Fund Name	Source Category	Financing Source Account	2013-14 Actual	2014-15 Actual	2015-16 Recommended	2015-16 Adopted By BOS
(1)	(2)	(3)	(4)	(5)	(6)	(7)
Driving Under the Influence						
	Use of Money and Property					
	4150000	INTEREST	1,373	1,977	1,000	1,000
	Total - Use of Money and Property		1,373	1,977	1,000	1,000
Charges for Services						
	4350260	FEES-YOUNG ADULTS PROGRAM	35,187	35,079	29,044	29,044
	4350285	EXTD FIRST OFFENDER FEES	182,313	174,563	193,176	193,176
	4350730	SECOND CHANCE CHARGES-ALC	569,838	545,339	616,860	616,860
	4350815	FIRST OFFENDER FEES	531,156	528,596	481,039	481,039
	4350950	MISCELLANEOUS FEES	274	731	0	0
	4352265	WET & RECKLESS	24,914	22,411	20,039	20,039
	Total - Charges for Services		1,343,682	1,306,719	1,340,158	1,340,158
Other Revenues						
	4550160	CASH OVERAGES	1	7	0	0
	4900299	IFR-INT SETT-ALL OTHER DEPTS	58,300	29,665	0	0
	Total - Other Revenues		58,301	29,672	0	0
	Total Fund Revenues		1,403,356	1,338,368	1,341,158	1,341,158
	Total - Driving Under the Influence		1,403,356	1,338,368	1,341,158	1,341,158

Library

Taxes

	4000005	PROP. TAXES CURR. SECURED	6,420,682	6,829,907	7,084,684	7,084,684
	4000007	PROPERTY TAX-UNITARY	555,578	562,070	562,784	562,784
	4000010	SUPPLEMENTAL-CURR.SECURED	77,586	166,860	75,000	75,000
	4000015	REDEVELOPMENT AGENCY TAX	(82,701)	(134,843)	(140,238)	(140,238)
	4000020	RETURN RDA PASSTHRU - S1290	46,282	50,906	51,459	51,459
	4000021	RPTTF RESIDUAL BALANCE	30,706	28,002	25,000	25,000
	4000025	PROP. TAXES CURR. UNSEC.	165,974	172,753	169,585	169,585
	4000030	SUPPLEMENTAL-CURR.UNSEC.	(140)	283	140	140
	Total - Taxes		7,213,967	7,675,938	7,828,414	7,828,414

Other Taxes

	4010005	PROP. TAXES PRIOR SECURED	(19,640)	(13,088)	(35,000)	(35,000)
	4010010	SUPPLEMENTL-PRIOR SECURED	(358)	(42)	360	360
	4010015	PROP. TAXES PRIOR UNSEC.	11,471	6,547	7,900	7,900
	4010020	SUPPLEMENTAL-PRIOR UNSEC	1,104	1,225	1,100	1,100
	4010035	PENALTIES-DELINQUENT TAX	842	686	0	0
	Total - Other Taxes		(6,581)	(4,672)	(25,640)	(25,640)

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
GOVERNMENTAL FUNDS
FOR THE FISCAL YEAR ENDED 2015-16

Financing

Fund Name	Source Category	Financing Source Account	2013-14 Actual	2014-15 Actual	2015-16 Recommended	2015-16 Adopted By BOS
(1)	(2)	(3)	(4)	(5)	(6)	(7)
Use of Money and Property						
	4150000	INTEREST	6,872	10,192	5,000	5,000
	4150003	INTEREST-PROP TAX REFUNDS	(949)	(772)	0	0
Total - Use of Money and Property			5,923	9,420	5,000	5,000
State Aid						
	4200075	HOMEOWNER PROP TAX RELIEF	54,636	54,500	53,700	53,700
	4200105	STATE AWARDED GRANTS	40,634	44,697	44,750	44,750
Total - State Aid			95,270	99,197	98,450	98,450
Federal Aid						
	4250105	FEDERAL AID - OTHER	17,500	0	0	0
Total - Federal Aid			17,500	0	0	0
TOTAL AID FROM GOVERNMENTAL AGENCIES			112,770	99,197	98,450	98,450
Charges for Services						
	4350805	LOST-DAMAGED MATERIALS	11,196	10,671	11,400	11,400
	4350807	MEETING ROOM USE FEE	1,225	2,863	2,400	2,400
	4350810	LIBRARY SERVICES	228,366	197,239	205,000	205,000
	4350835	COPYING FEES	19,408	20,578	19,000	19,000
	4350840	LIBRARY REQUEST FEES	98,582	17,335	0	0
Total - Charges for Services			358,777	248,686	237,800	237,800
Other Revenues						
	4550000	OTHER REVENUE	62,080	36,720	16,100	16,100
	4550090	SERVICE CHGE RETRND CHKS	(27)	(44)	0	0
	4550120	CONTRIBUTIONS - NON GOVTL	2,295,915	1,429,373	0	0
	4550160	CASH OVERAGES	16	24	0	0
	4550200	INVOICE VARIANCES	0	500	0	0
Total - Other Revenues			2,357,984	1,466,573	16,100	16,100
Total Fund Revenues			10,042,840	9,495,142	8,160,124	8,160,124
Other Financing Sources						
	6000120	TRANSFERS IN FROM GEN FND	607,139	2,307,682	633,683	633,683
	6000140	OPR TRF IN - PFF LIBRARY	174,017	169,646	0	0
Total - Other Financing Sources			781,156	2,477,328	633,683	633,683
Total - Library			10,823,996	11,972,470	8,793,807	8,793,807

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
 GOVERNMENTAL FUNDS
 FOR THE FISCAL YEAR ENDED 2015-16

Financing

Fund Name	Source Category	Financing Source Account	2013-14 Actual	2014-15 Actual	2015-16 Recommended	2015-16 Adopted By BOS
(1)	(2)	(3)	(4)	(5)	(6)	(7)
Fish And Game						
Fines and Forfeitures						
	4100250	FISH AND GAME FINES	16,472	9,978	20,000	20,000
	4100310	ST PENALTY F&GAME-PC1464	7,565	5,619	0	0
Total - Fines and Forfeitures			24,037	15,597	20,000	20,000
Total Fund Revenues			24,037	15,597	20,000	20,000
Total - Fish And Game			24,037	15,597	20,000	20,000
=====						
Organizational Development						
Use of Money and Property						
	4150000	INTEREST	4,438	8,590	7,200	7,200
Total - Use of Money and Property			4,438	8,590	7,200	7,200
Charges for Services						
	4350330	PUBLIC EDUCATION GOV'T ACCESS FEE	1,697	0	0	0
Total - Charges for Services			1,697	0	0	0
Other Revenues						
	4550000	OTHER REVENUE	0	1	0	0
Total - Other Revenues			0	1	0	0
Total Fund Revenues			6,135	8,591	7,200	7,200
Other Financing Sources						
	6000120	TRANSFERS IN FROM GEN FND	450,000	900,000	604,839	604,839
Total - Other Financing Sources			450,000	900,000	604,839	604,839
Total - Organizational Development			456,135	908,591	612,039	612,039
=====						
Medically Indigent Services Program						
Use of Money and Property						
	4150000	INTEREST	2,300	3,239	1,000	1,000
Total - Use of Money and Property			2,300	3,239	1,000	1,000
State Aid						
	4200020	ST REALGN- VLF	1,174,225	0	0	0
	4200065	STATE AID-NUCLEAR PLANNG	0	534	0	0
	4200200	MEDI-CAL:PATIENTS-ST +FED	0	0	38,700	38,700
	4200215	STATE - HEALTH ADMIN.	0	21,763	0	0
Total - State Aid			1,174,225	22,297	38,700	38,700

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
 GOVERNMENTAL FUNDS
 FOR THE FISCAL YEAR ENDED 2015-16

Financing

Fund Name	Source Category	Financing Source Account	2013-14 Actual	2014-15 Actual	2015-16 Recommended	2015-16 Adopted By BOS
(1)	(2)	(3)	(4)	(5)	(6)	(7)
Federal Aid						
	4250015	FEDERAL - HEALTH ADMIN	41,162	95,927	27,107	27,107
	Total - Federal Aid		41,162	95,927	27,107	27,107
	TOTAL AID FROM GOVERNMENTAL AGENCIES		1,215,387	118,224	65,807	65,807
Other Revenues						
	4550000	OTHER REVENUE	0	30	0	0
	4550125	GRANTS: NON-GOVERNMENTAL	114,639	0	0	0
	4550210	TOBACCO SETTLEMENT	686,246	681,637	686,342	686,342
	4900110	IFR-INT SETT-HEALTH BILLINGS	47,377	120,059	193,225	193,225
	4909040	IFR-JE ALLOC-PUBLIC HEALTH	34,290	38,387	39,156	39,156
	Total - Other Revenues		882,552	840,113	918,723	918,723
	Total Fund Revenues		2,100,239	961,576	985,530	985,530
Other Financing Sources						
	6000105	TRANSFER IN - GF MED ASST PROG	1,892,778	785,281	507,692	507,692
	Total - Other Financing Sources		1,892,778	785,281	507,692	507,692
	Total - Medically Indigent Services Prog		3,993,017	1,746,857	1,493,222	1,493,222
Emergency Med Svcs						
Fines and Forfeitures						
	4100150	PA-EMERGENCY MED SERVICES	276,003	338,479	375,000	375,000
	4100152	PA-SB1773 RICHIE'S FUND	340,005	441,510	375,000	375,000
	4100365	TRAFFIC SCH FEES-MADDY FUND	63,428	100,548	95,500	95,500
	Total - Fines and Forfeitures		679,436	880,537	845,500	845,500
Use of Money and Property						
	4150000	INTEREST	335	737	500	500
	Total - Use of Money and Property		335	737	500	500
	Total Fund Revenues		679,771	881,274	846,000	846,000
	Total - Emergency Med Svcs		679,771	881,274	846,000	846,000
	TOTAL Special Revenue Funds Fin. Srcls		75,654,256	83,062,309	71,809,294	72,450,949

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
GOVERNMENTAL FUNDS
FOR THE FISCAL YEAR ENDED 2015-16

Financing

Fund Name	Source Category	Financing Source Account	2013-14 Actual	2014-15 Actual	2015-16 Recommended	2015-16 Adopted By BOS
(1)	(2)	(3)	(4)	(5)	(6)	(7)
Debt Service Funds						
Debt Service-Cert of Participation						
Other Taxes						
	4010045	TLRF PROCEEDS	498,980	500,000	500,000	500,000
Total - Other Taxes			498,980	500,000	500,000	500,000
Fines and Forfeitures						
	4100320	PENALTY AS-CTHS TEMP CONS	309,434	309,734	310,518	310,518
Total - Fines and Forfeitures			309,434	309,734	310,518	310,518
Total Fund Revenues			808,414	809,734	810,518	810,518
Other Financing Sources						
	6000135	TRFR IN FOR DEBT SERVICE	1,068,706	871,400	879,633	879,633
	6000160	OPR TRF IN - PFF GEN GOV'T	199,595	397,858	400,000	400,000
Total - Other Financing Sources			1,268,301	1,269,258	1,279,633	1,279,633
Total - Debt Service-Cert of Participati			2,076,715	2,078,992	2,090,151	2,090,151
=====						
Pension Obligation Bond DSF						
Use of Money and Property						
	4150000	INTEREST	8,486	18,386	9,000	9,000
Total - Use of Money and Property			8,486	18,386	9,000	9,000
Other Revenues						
	4550140	COUNTY CONTRIBUTIONS	9,803,597	10,215,064	10,028,420	10,028,420
Total - Other Revenues			9,803,597	10,215,064	10,028,420	10,028,420
Total Fund Revenues			9,812,083	10,233,450	10,037,420	10,037,420
Other Financing Sources						
	6000000	OPERATING TRANSFERS IN	0	350,000	0	0
Total - Other Financing Sources			0	350,000	0	0
Total - Pension Obligation Bond DSF			9,812,083	10,583,450	10,037,420	10,037,420
=====						

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
 GOVERNMENTAL FUNDS
 FOR THE FISCAL YEAR ENDED 2015-16

Financing

Fund Name	Source Category	Financing Source Account	2013-14 Actual	2014-15 Actual	2015-16 Recommended	2015-16 Adopted By BOS
(1)	(2)	(3)	(4)	(5)	(6)	(7)
		TOTAL Debt Service Funds Fin. Sources	11,888,798	12,662,442	12,127,571	12,127,571
		TOTAL ALL FUNDS	495,501,805	550,633,314	520,297,800	518,415,755

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 2015-16

DESCRIPTION (1)	2013-14 ACTUAL (2)	2014-15 ACTUAL (3)	2015-16 RECOMMENDED (4)	2015-16 ADOPTED (BOS) (5)
SUMMARIZATION BY FUNCTION				
General Government	74,019,468	88,400,763	72,901,362	75,056,641
Public Protection	146,997,442	152,676,081	159,578,631	159,578,631
Public Ways & Facilities	28,086,028	31,054,255	40,578,395	40,578,395
Health & Sanitation	68,700,953	72,812,851	81,731,409	81,731,409
Public Assistance	104,784,090	110,425,219	116,021,085	116,443,032
Education	12,628,224	12,756,210	11,044,930	11,044,930
Recreation & Cultural Services	8,156,269	10,274,769	8,725,264	8,725,264
Debt Service	10,836,673	11,290,762	11,752,356	11,752,356
Financing Uses	13,118,555	24,981,311	25,115,105	24,017,673
Total Financing Uses by Function	467,327,702	514,672,221	527,448,537	528,928,331
APPROPRIATIONS FOR CONTINGENCIES				
1000000000 General Fund			22,142,127	21,678,095
1200500000 Community Devel Pgm			0	40,148
1201500000 Parks			200,000	200,000
1204500000 Driving Under the Influence			25,000	25,000
1205000000 Library			250,806	470,821
Total Appropriations for Contingencies			22,617,933	22,414,064
Subtotal Financing Uses	467,327,702	514,672,221	550,066,470	551,342,395
PROVISIONS FOR OBLIGATED FUND BALANCES (Reserves & Designations)				
1000000000 General Fund			1,395,870	3,445,093
1100000000 Capital Projects			3,500,000	3,500,000
1200000000 Road Fund			0	1,764,500
1201000000 Public Facility Fees			1,584,049	1,584,049
1201500000 Parks			196,634	1,110,688
1202000000 Co-Wide Automation Replacement			1,031,515	1,489,579
1202500000 Gen Gov Building Replacement			6,169,222	6,610,877
1203500000 Impact Fee-Traffic			0	735,497
1204000000 Wildlife And Grazing			0	1,987
1204500000 Driving Under the Influence			0	50,786
1205000000 Library			0	150,724
1801000000 Pension Obligation Bond DSF			375,215	862,547
Total Obligated Fund Balances (Reserves & Designations)			14,252,505	21,306,327
Total Financing Uses	467,327,702	514,672,221	564,318,975	572,648,722

SUMMARY OF FINANCING USES BY FUNCTION AND FUND

GOVERNMENTAL FUNDS

FOR FISCAL YEAR 2015-16

DESCRIPTION (1)	2013-14 ACTUAL (2)	2014-15 ACTUAL (3)	2015-16 RECOMMENDED (4)	2015-16 ADOPTED (BOS) (5)
SUMMARIZATION BY FUND				
1000000000 General Fund	381,025,700	416,591,000	464,625,664	469,201,155
1100000000 Capital Projects	10,683,418	20,674,707	7,245,000	5,219,220
1200000000 Road Fund	26,523,049	28,130,227	39,099,112	40,863,612
1200500000 Community Devel Pgm	6,210,347	4,470,132	3,895,341	4,135,489
1201000000 Public Facility Fees	470,305	2,057,666	1,984,049	1,984,049
1201500000 Parks	8,156,269	10,274,769	9,121,898	10,035,952
1202000000 Co-Wide Automation Replacement	1,985,277	4,485,905	4,884,099	5,384,163
1202500000 Gen Gov Building Replacement	64,446	185,789	6,169,222	6,860,877
1203000000 Tax Reduction Resrv	2,800,000	0	0	0
1203500000 Impact Fee-Traffic	1,092,674	866,362	1,079,283	1,814,780
1204000000 Wildlife And Grazing	1,776	1,750	3,548	5,535
1204500000 Driving Under the Influence	1,457,233	1,509,486	1,371,002	1,421,788
1205000000 Library	10,717,108	10,775,899	9,416,425	9,787,164
1205500000 Fish And Game	8,269	18,223	46,222	46,222
1206000000 Organizational Development	357,325	714,605	911,317	911,317
1206500000 Medically Indigent Services Program	4,200,635	1,846,715	1,493,222	1,493,222
1207000000 Emergency Med Svcs	737,198	778,224	846,000	869,274
1208000000 Debt Service-Cert of Participation	2,076,714	2,084,772	2,090,151	2,090,151
1801000000 Pension Obligation Bond DSF	8,759,959	9,205,990	10,037,420	10,524,752
Total Financing Uses	467,327,702	514,672,221	564,318,975	572,648,722

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 2015-16

FUNCTION, ACTIVITY AND BUDGET UNIT (1)	2013-14 ACTUAL (2)	2014-15 ACTUAL (3)	2015-16 RECOMMENDED (4)	2015-16 ADOPTED (BOS) (5)
General Government				
Legislative & Administrative				
100 BOARD OF SUPERVISORS	1,561,379	1,603,585	1,687,445	1,687,445
103 NON-DEPT OTHER EXPENDITURES	0	361,450	389,000	389,000
104 ADMINISTRATIVE OFFICE	1,549,503	1,727,887	1,994,735	1,994,735
110 CLERK/RECORDER	2,910,199	2,932,292	3,193,421	3,193,421
275 ORGANIZATIONAL DEVELOPMENT	357,325	714,605	911,317	911,317
290 COMMUNITY DEVELOPMENT PROGRAM	6,210,347	4,470,132	3,895,341	4,095,341
TOTAL Legislative & Administrative	12,588,753	11,809,951	12,071,259	12,271,259
Finance				
101 NON-DEPARTMENTAL REVENUES	3	1	0	0
107 AUDITOR-CONTROLLER	4,665,713	4,968,048	5,161,081	5,161,081
108 TREAS-TAX COLL-PUBLIC ADM	2,775,835	2,909,711	2,881,385	2,881,385
109 ASSESSOR	8,534,995	8,936,617	9,605,841	9,605,841
268 TAX REDUCTION RESERVE	2,800,000	0	0	0
TOTAL Finance	18,776,546	16,814,377	17,648,307	17,648,307
Counsel				
111 COUNTY COUNSEL	3,473,835	3,466,519	3,596,079	3,596,079
TOTAL Counsel	3,473,835	3,466,519	3,596,079	3,596,079
Personnel				
112 HUMAN RESOURCES	2,272,522	2,689,108	2,987,984	3,137,984
TOTAL Personnel	2,272,522	2,689,108	2,987,984	3,137,984
Property Management				
113 GENERAL SERVICES	9,300,585	11,363,731	10,078,150	10,193,509
200 MAINTENANCE PROJECTS	1,677,369	2,988,239	3,653,900	7,077,600
TOTAL Property Management	10,977,954	14,351,970	13,732,050	17,271,109
Plant Acquisition				
230 CAPITAL PROJECTS FUND	10,683,418	20,674,707	3,745,000	1,719,220
267 GEN GOVT BUILDING REPLACEMENT	64,446	185,789	0	250,000
TOTAL Plant Acquisition	10,747,864	20,860,496	3,745,000	1,969,220

DETAIL OF FINANCING USES BY FUNCTION, ACTIVITY AND BUDGET UNIT
GOVERNMENTAL FUNDS
FOR FISCAL YEAR 2015-16

FUNCTION, ACTIVITY AND BUDGET UNIT (1)	2013-14 ACTUAL (2)	2014-15 ACTUAL (3)	2015-16 RECOMMENDED (4)	2015-16 ADOPTED (BOS) (5)
Other General				
105 RISK MANAGEMENT	1,497,258	1,564,000	1,655,551	1,655,551
114 INFORMATION TECHNOLOGY DEPARTMENT	9,654,352	10,334,373	11,055,436	11,055,436
201 PUBLIC WORKS SPECIAL SERVICES	2,045,107	2,024,064	2,557,112	2,557,112
266 COUNTYWIDE AUTOMATION REPLACEMENT	<u>1,985,277</u>	<u>4,485,905</u>	<u>3,852,584</u>	<u>3,894,584</u>
TOTAL Other General	15,181,994	18,408,342	19,120,683	19,162,683
TOTAL General Government	74,019,468	88,400,763	72,901,362	75,056,641
Public Protection				
Judicial				
131 GRAND JURY	133,498	107,586	136,436	136,436
132 DISTRICT ATTORNEY	14,109,271	14,151,946	15,055,099	15,055,099
134 CHILD SUPPORT SERVICES	4,331,952	4,383,990	4,643,632	4,643,632
135 PUBLIC DEFENDER	5,890,492	5,990,307	5,951,370	5,951,370
143 COURT OPERATIONS	<u>2,411,401</u>	<u>2,396,524</u>	<u>2,426,973</u>	<u>2,426,973</u>
TOTAL Judicial	26,876,614	27,030,353	28,213,510	28,213,510
Police Protection				
136 SHERIFF-CORONER	<u>63,156,699</u>	<u>65,225,244</u>	<u>66,388,257</u>	<u>66,388,257</u>
TOTAL Police Protection	63,156,699	65,225,244	66,388,257	66,388,257
Detention & Correction				
139 PROBATION DEPARTMENT	<u>18,438,826</u>	<u>18,949,089</u>	<u>20,219,988</u>	<u>20,219,988</u>
TOTAL Detention & Correction	18,438,826	18,949,089	20,219,988	20,219,988
Fire Protection				
140 COUNTY FIRE	<u>17,099,924</u>	<u>19,393,395</u>	<u>20,514,455</u>	<u>20,514,455</u>
TOTAL Fire Protection	17,099,924	19,393,395	20,514,455	20,514,455
Flood Control, Soil & Water Conservation				
330 WILDLIFE AND GRAZING	<u>1,776</u>	<u>1,750</u>	<u>3,548</u>	<u>3,548</u>
TOTAL Flood Control, Soil & Water Conservation	1,776	1,750	3,548	3,548
Protective Inspection				
141 AGRICULTURAL COMMISSIONER	<u>5,186,098</u>	<u>5,427,682</u>	<u>5,473,575</u>	<u>5,473,575</u>
TOTAL Protective Inspection	5,186,098	5,427,682	5,473,575	5,473,575

DETAIL OF FINANCING USES BY FUNCTION, ACTIVITY AND BUDGET UNIT
GOVERNMENTAL FUNDS
FOR FISCAL YEAR 2015-16

FUNCTION, ACTIVITY AND BUDGET UNIT (1)	2013-14 ACTUAL (2)	2014-15 ACTUAL (3)	2015-16 RECOMMENDED (4)	2015-16 ADOPTED (BOS) (5)
Other Protection				
130 WASTE MANAGEMNT	554,746	579,654	966,599	966,599
137 ANIMAL SERVICES	2,394,434	2,352,586	2,716,594	2,716,594
138 EMERGENCY SERVICES	1,232,023	1,190,114	1,703,402	1,703,402
142 PLANNING & BUILDING DEPARTMENT	12,048,033	12,507,991	13,332,481	13,332,481
331 FISH AND GAME	<u>8,269</u>	<u>18,223</u>	<u>46,222</u>	<u>46,222</u>
TOTAL Other Protection	16,237,505	16,648,568	18,765,298	18,765,298
TOTAL Public Protection	146,997,442	152,676,081	159,578,631	159,578,631
Public Ways & Facilities				
Public Ways				
245 ROADS	26,523,049	28,130,227	39,099,112	39,099,112
247 PUBLIC FACILITIES FEES	470,305	2,057,666	400,000	400,000
248 ROADS - IMPACT FEES	<u>1,092,674</u>	<u>866,362</u>	<u>1,079,283</u>	<u>1,079,283</u>
TOTAL Public Ways	28,086,028	31,054,255	40,578,395	40,578,395
TOTAL Public Ways & Facilities	28,086,028	31,054,255	40,578,395	40,578,395
Health & Sanitation				
Health				
160 PUBLIC HEALTH	19,487,065	20,044,743	23,645,889	23,645,889
166 BEHAVIORAL HEALTH	<u>49,213,888</u>	<u>52,768,108</u>	<u>58,085,520</u>	<u>58,085,520</u>
TOTAL Health	68,700,953	72,812,851	81,731,409	81,731,409
TOTAL Health & Sanitation	68,700,953	72,812,851	81,731,409	81,731,409
Public Assistance				
Administration				
180 SOCIAL SERVICES ADMINISTRATION	<u>59,543,426</u>	<u>67,893,916</u>	<u>71,424,692</u>	<u>71,424,692</u>
TOTAL Administration	59,543,426	67,893,916	71,424,692	71,424,692
Aid Programs				
181 FOSTER CARE-SOCIAL SERVICES	19,568,338	21,616,985	22,498,016	22,498,016
182 CALWORKS	<u>11,492,582</u>	<u>11,869,320</u>	<u>12,815,703</u>	<u>12,815,703</u>
TOTAL Aid Programs	31,060,920	33,486,305	35,313,719	35,313,719

DETAIL OF FINANCING USES BY FUNCTION, ACTIVITY AND BUDGET UNIT
 GOVERNMENTAL FUNDS
 FOR FISCAL YEAR 2015-16

FUNCTION, ACTIVITY AND BUDGET UNIT (1)	2013-14 ACTUAL (2)	2014-15 ACTUAL (3)	2015-16 RECOMMENDED (4)	2015-16 ADOPTED (BOS) (5)
Medical Services				
183 MEDICAL ASSISTANCE PROG	3,142,778	0	0	0
350 Medically Indigent Services Program	4,200,635	1,846,715	1,493,222	1,493,222
351 EMERGENCY MEDICAL SRVS FUND	<u>737,198</u>	<u>778,224</u>	<u>846,000</u>	<u>869,274</u>
TOTAL Medical Services	8,080,611	2,624,939	2,339,222	2,362,496
General Relief				
185 GENERAL ASSISTANCE	<u>970,661</u>	<u>1,064,429</u>	<u>1,143,662</u>	<u>1,143,662</u>
TOTAL General Relief	970,661	1,064,429	1,143,662	1,143,662
Veterans Services				
186 VETERANS SERVICES	<u>544,782</u>	<u>932,916</u>	<u>675,954</u>	<u>764,627</u>
TOTAL Veterans Services	544,782	932,916	675,954	764,627
Other Assistance				
106 CONTRIBUTIONS TO OTHER AGENCIES	1,916,095	1,673,066	1,604,405	1,914,405
184 LAW ENFORCEMENT MED CARE	<u>2,667,595</u>	<u>2,749,648</u>	<u>3,519,431</u>	<u>3,519,431</u>
TOTAL Other Assistance	4,583,690	4,422,714	5,123,836	5,433,836
TOTAL Public Assistance	104,784,090	110,425,219	116,021,085	116,443,032
Education				
Library Services				
377 LIBRARY	<u>10,717,108</u>	<u>10,775,899</u>	<u>9,165,619</u>	<u>9,165,619</u>
TOTAL Library Services	10,717,108	10,775,899	9,165,619	9,165,619
Agricultural Education				
215 FARM ADVISOR	<u>453,883</u>	<u>470,825</u>	<u>533,309</u>	<u>533,309</u>
TOTAL Agricultural Education	453,883	470,825	533,309	533,309
Other Education				
375 DRIVING UNDER THE INFLUENCE	<u>1,457,233</u>	<u>1,509,486</u>	<u>1,346,002</u>	<u>1,346,002</u>
TOTAL Other Education	1,457,233	1,509,486	1,346,002	1,346,002
TOTAL Education	12,628,224	12,756,210	11,044,930	11,044,930

DETAIL OF FINANCING USES BY FUNCTION, ACTIVITY AND BUDGET UNIT
GOVERNMENTAL FUNDS
FOR FISCAL YEAR 2015-16

FUNCTION, ACTIVITY AND BUDGET UNIT (1)	2013-14 ACTUAL (2)	2014-15 ACTUAL (3)	2015-16 RECOMMENDED (4)	2015-16 ADOPTED (BOS) (5)
Recreation & Cultural Services				
Recreation Facilities				
305 PARKS and RECREATION	<u>8,156,269</u>	<u>10,274,769</u>	<u>8,725,264</u>	<u>8,725,264</u>
TOTAL Recreation Facilities	8,156,269	10,274,769	8,725,264	8,725,264
TOTAL Recreation & Cultural Services	8,156,269	10,274,769	8,725,264	8,725,264
Debt Service				
Retirement Of Long-Term Debt				
277 DEBT SERVICE	2,076,714	2,084,772	2,090,151	2,090,151
392 PENSION OBLIGATION BOND DSF	<u>8,759,959</u>	<u>9,205,990</u>	<u>9,662,205</u>	<u>9,662,205</u>
TOTAL Retirement Of Long-Term Debt	10,836,673	11,290,762	11,752,356	11,752,356
TOTAL Debt Service	10,836,673	11,290,762	11,752,356	11,752,356
Financing Uses				
Transfers Out				
102 NON-DEPTL-OTHR FINCNG USE	<u>13,118,555</u>	<u>24,981,311</u>	<u>25,115,105</u>	<u>24,017,673</u>
TOTAL Transfers Out	13,118,555	24,981,311	25,115,105	24,017,673
TOTAL Financing Uses	13,118,555	24,981,311	25,115,105	24,017,673
GRAND TOTAL FINANCING USES BY FUNCTION	<u><u>467,327,702</u></u>	<u><u>514,672,221</u></u>	<u><u>527,448,537</u></u>	<u><u>528,928,331</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	2013-14 ACTUAL	2014-15 ACTUAL	2015-16 REQUESTED	2015-16 PROPOSED	2015-16 ADOPTED
(1)	(2)	(3)	(4)	(5)	(6)
Salary and Benefits	235,415,294	247,387,326	259,787,580	265,307,738	265,542,958
Services and Supplies	138,809,197	140,343,748	147,981,729	152,679,101	157,563,061
Other Charges	90,593,448	110,358,508	86,648,750	104,045,323	102,389,717
Fixed Assets	22,168,930	35,518,296	21,483,162	25,650,888	23,667,108
Transfers	(19,659,167)	(18,935,657)	(20,031,497)	(20,234,513)	(20,234,513)
Contingencies	0	0	19,272,543	22,617,933	22,414,064
TOTAL FINANCING REQUIREMENTS	<u>467,327,702</u>	<u>514,672,221</u>	<u>515,142,267</u>	<u>550,066,470</u>	<u>551,342,395</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)	2013-14 ACTUAL (2)	2014-15 ACTUAL (3)	2015-16 PROPOSED (4)	2015-16 ADOPTED (5)	FUND (6)
CURRENT PROPERTY TAXES						
4000005	PROP. TAXES CURR. SECURED	89,713,527	95,519,790	98,811,867	98,811,867	
4000005	PROP. TAXES CURR. SECURED	1,129,892	1,200,451	1,188,309	1,188,309	Road Fund
4000005	PROP. TAXES CURR. SECURED	6,420,682	6,829,907	7,084,684	7,084,684	Library
4000007	PROPERTY TAX-UNITARY	7,722,211	7,812,487	7,822,000	7,822,000	
4000007	PROPERTY TAX-UNITARY	329,212	333,008	367,495	367,495	Road Fund
4000007	PROPERTY TAX-UNITARY	555,578	562,070	562,784	562,784	Library
4000010	SUPPLEMENTAL-CURR.SECURED	1,418,012	2,419,982	1,000,000	1,000,000	
4000010	SUPPLEMENTAL-CURR.SECURED	13,689	29,354	2,520	2,520	Road Fund
4000010	SUPPLEMENTAL-CURR.SECURED	77,586	166,860	75,000	75,000	Library
4000015	REDEVELOPMENT AGENCY TAX	(1,737,423)	(2,909,754)	(3,026,145)	(3,026,145)	
4000015	REDEVELOPMENT AGENCY TAX	(82,701)	(134,843)	(140,238)	(140,238)	Library
4000020	RETURN RDA PASSTHRU - S1290	1,450,544	1,635,081	1,648,251	1,648,251	
4000020	RETURN RDA PASSTHRU - S1290	46,282	50,906	51,459	51,459	Library
4000021	RPTTF RESIDUAL BALANCE	375,401	473,291	210,000	210,000	
4000021	RPTTF RESIDUAL BALANCE	30,706	28,002	25,000	25,000	Library
4000025	PROP. TAXES CURR. UNSEC.	2,346,176	2,444,241	2,399,400	2,399,400	
4000025	PROP. TAXES CURR. UNSEC.	29,208	30,364	25,785	25,785	Road Fund
4000025	PROP. TAXES CURR. UNSEC.	165,974	172,753	169,585	169,585	Library
4000030	SUPPLEMENTAL-CURR.UNSEC.	(2,581)	3,998	(2,600)	(2,600)	
4000030	SUPPLEMENTAL-CURR.UNSEC.	(24)	50	115	115	Road Fund
4000030	SUPPLEMENTAL-CURR.UNSEC.	(140)	283	140	140	Library
	Total - CURRENT PROPERTY TAXES	110,001,811	116,668,281	118,275,411	118,275,411	
TAXES OTHER THAN CURRENT PROP						
4010005	PROP. TAXES PRIOR SECURED	(277,481)	(185,027)	(417,000)	(417,000)	
4010005	PROP. TAXES PRIOR SECURED	(3,458)	(2,302)	(6,062)	(6,062)	Road Fund
4010005	PROP. TAXES PRIOR SECURED	(19,640)	(13,088)	(35,000)	(35,000)	Library
4010010	SUPPLEMENTL-PRIOR SECURED	(6,560)	(780)	(11,000)	(11,000)	
4010010	SUPPLEMENTL-PRIOR SECURED	(62)	(7)	0	0	Road Fund
4010010	SUPPLEMENTL-PRIOR SECURED	(358)	(42)	360	360	Library
4010015	PROP. TAXES PRIOR UNSEC.	162,047	92,550	125,000	125,000	
4010015	PROP. TAXES PRIOR UNSEC.	2,027	1,152	0	0	Road Fund
4010015	PROP. TAXES PRIOR UNSEC.	11,471	6,547	7,900	7,900	Library
4010020	SUPPLEMENTAL-PRIOR UNSEC	20,171	22,395	15,000	15,000	
4010020	SUPPLEMENTAL-PRIOR UNSEC	194	216	0	0	Road Fund
4010020	SUPPLEMENTAL-PRIOR UNSEC	1,104	1,225	1,100	1,100	Library
4010025	REDEMPTION FEES	23,220	18,220	23,000	23,000	
4010030	DELINQUENT/COST REIMERSMT	168,581	181,438	167,590	167,590	
4010035	PENALTIES-DELINQUENT TAX	303,320	206,106	160,000	160,000	
4010035	PENALTIES-DELINQUENT TAX	148	121	0	0	Road Fund
4010035	PENALTIES-DELINQUENT TAX	842	686	0	0	Library
4010040	PENALTIES-C O F	44,427	74,419	44,000	44,000	
4010045	TLRF PROCEEDS	1,464,682	1,465,000	1,465,000	1,465,000	
4010045	TLRF PROCEEDS	739,147	1,005,303	0	0	Automtn Replc
4010045	TLRF PROCEEDS	498,980	500,000	500,000	500,000	Cop Loan DS

ACCT	REVENUE CLASSIFICATION (1)	2013-14 ACTUAL (2)	2014-15 ACTUAL (3)	2015-16 PROPOSED (4)	2015-16 ADOPTED (5)	FUND (6)
4010050	SALES AND USE TAXES	11,357,639	11,405,724	10,199,578	10,199,578	
4010065	AIRCRAFT TAX	346,425	406,043	346,000	346,000	
4010070	PROPERTY TRANSFER TAX	2,244,508	2,370,039	2,245,000	2,245,000	
4010073	RACEHORSE TAX	7,767	7,990	7,800	7,800	
4010075	TRANSIENT OCCUPANCY TAX	8,020,592	8,724,202	8,021,000	8,021,000	
4010076	SALE OF TAX DEEDED PROP.	29,400	41,700	52,500	52,500	
4010077	PROPERTY TAX IN-LIEU OF SALES TAX	7,168,462	2,367,899	(593,578)	(593,578)	
4010078	PROPERTY TAX IN-LIEU OF VLF	<u>27,606,476</u>	<u>29,193,219</u>	<u>30,360,948</u>	<u>30,360,948</u>	
	Total - TAXES OTHER THAN CURRENT PROP	59,914,071	57,890,948	52,679,136	52,679,136	
	LICENSES AND PERMITS					
4050005	FRANCHISES-CABLE	779,225	801,735	780,000	780,000	
4050006	FRANCHISE FEES-PUB UTIL	1,301,928	1,368,519	1,302,000	1,302,000	
4050010	FRANCHISE FEES-GARBAGE	815,578	936,945	816,000	816,000	
4050011	FRANCHISE FEES-PETROLEUM	17,995	18,551	18,000	18,000	
4050015	ANIMAL LICENSES	754,864	801,480	677,329	677,329	
4050020	BUSINESS LICENSES	134,767	126,682	111,358	111,358	
4050025	BUILDING PERMITS	1,992,014	2,170,469	1,932,825	1,932,825	
4050030	GRADING PERMITS	0	(23)	0	0	
4050035	PLAN CHECK FEES	2,581,822	1,873,093	1,689,075	1,689,075	
4050040	SUB PERMITS-MECH EL PLUMB	374,148	440,479	329,198	329,198	
4050043	BLDG STANDARDS ADMIN	1,052	1,136	0	0	
4050045	MINOR USE PERMIT APPLICATION	36,182	26,309	27,194	27,194	
4050065	LAND USE PERMITS	831,532	819,842	809,197	809,197	
4050070	PLOT PLANS	263,681	277,864	262,125	262,125	
4050075	GENERAL PLAN AMENDMENTS	21,185	48,431	16,034	16,034	
4050080	AGRICULTURAL PRESERVE FEE	53,945	28,241	73,251	73,251	
4050081	AG B&P 12241 FEE	0	3,000	0	0	
4050085	SUBDIVISION PERMITS	228,540	189,232	259,433	259,433	
4050090	SPECIFIC PLANS	0	16,500	0	0	
4050095	FINGER PRINTING FEES	11,675	11,445	12,500	12,500	
4050100	EXPLOSIVE PERMITS	1,052	2,570	2,000	2,000	
4050105	OTHER LICENSES AND PERMIT	256,543	285,300	283,283	283,283	
4050110	GUN PERMITS	13,320	15,740	14,400	14,400	
4050111	DOMESTIC VIOLENCE FEES	61,084	64,280	65,000	65,000	
4050120	BURIAL PERMITS	10,975	11,695	9,923	9,923	
4050130	MISC PERMITS	99,134	87,461	86,125	86,125	
4050130	MISC PERMITS	0	3,252	0	0	
4050145	SUBPOENA DUCES TECUM GC 1563	1,025	1,340	2,000	2,000	
4050150	TOBACCO RETAILERS LICENSES	20,540	36,900	21,930	21,930	
4050165	NOTARY FEE GC 8211	255	1,026	1,000	1,000	
4050170	REPOSSESSION OF VEHICLE GC 26751	<u>1,335</u>	<u>1,395</u>	<u>2,500</u>	<u>2,500</u>	
	Total - LICENSES AND PERMITS	10,665,396	10,470,889	9,603,680	9,603,680	

Parks Spl Rev

ACCT	REVENUE CLASSIFICATION (1)	2013-14 ACTUAL (2)	2014-15 ACTUAL (3)	2015-16 PROPOSED (4)	2015-16 ADOPTED (5)	FUND (6)
	FINES, FORFEITURES AND PENALTIES					
4100005	50% EXCESS MOE REVENUE-ST	(279,674)	(72,816)	(400,000)	(400,000)	
4100010	LAND USE FINES	3,600	825	1,300	1,300	
4100015	RED LIGHT - VC21453, 54, 57	5,026	12,229	3,000	3,000	
4100045	VEHICLE FORFEITURES-VC14607.6	100	0	0	0	
4100055	PROBA DRUG FEE-PC1203.1AB	3,055	4,007	3,360	3,360	
4100065	CHILD RESTRNT FEE-COUNTY	4,690	5,325	5,000	5,000	
4100070	CHILD RESTRAINT FEE-CITY	2,384	3,052	2,500	2,500	
4100085	TRAFFIC SCH-VC42007.1(\$24)	175,383	266,054	256,000	256,000	
4100090	CNTY FIX IT-VC 40611	30,072	30,180	36,000	36,000	
4100100	CO-FAILURE TO APPEAR(FTA)	2,680	0	6,000	6,000	
4100105	CO MOTOR VEH/CRIM FINES	494,874	954,169	840,000	840,000	
4100125	DOMESTIC VIOLC-PC1203.097	0	896	0	0	
4100130	LAB FEE-PC1463.14	74,160	0	0	0	
4100135	CITIES FIX IT-VC40611	13,331	12,607	16,000	16,000	
4100140	SMALL CLAIMS ADVISORY FEE	5,980	5,939	6,300	6,300	
4100150	PA-EMERGENCY MED SERVICES	276,003	338,479	375,000	375,000	Emergency Med Svcs
4100152	PA-SB1773 RICHIE'S FUND	340,005	441,510	375,000	375,000	Emergency Med Svcs
4100155	SUPERIOR COURT FINES-BASE	131,618	156,450	125,000	125,000	
4100165	SETTLEMENTS/JUDGEMENTS	154,072	38,084	30,000	30,000	
4100165	SETTLEMENTS/JUDGEMENTS	1,986,400	0	0	0	Capital Projects
4100165	SETTLEMENTS/JUDGEMENTS	513,600	0	0	0	Building Replcmt
4100180	BLDG CODE INVESTIG FEES	43,106	40,461	54,781	54,781	
4100195	TRAFFIC SCHOOL FEES	861,113	1,370,142	1,172,000	1,172,000	
4100206	ASSET FORFEITURES	242,612	175,704	54,623	54,623	
4100220	BLOOD ALCOHOL FINES	199,140	195,697	290,000	290,000	
4100225	AIDS EDUCATION FINE-PC264	967	1,151	0	0	
4100230	PENALTY AS-FINGERPRINT ID	342,068	262,228	411,870	411,870	
4100250	FISH AND GAME FINES	16,472	9,978	20,000	20,000	Fish & Game
4100255	OFF-HIGHWAY MOTOR FINES	0	0	31,000	31,000	
4100255	OFF-HIGHWAY MOTOR FINES	68,946	76,311	95,961	95,961	Parks Spl Rev
4100260	AGRICULTURE FINES	16,000	14,850	0	0	
4100265	BUSINESS & PROFESSIONS	(3,772)	(9,958)	(6,000)	(6,000)	
4100270	HEALTH/SAFETY FINES/FORFT	1,982	2,514	1,000	1,000	
4100275	LITTER CLEANUP	31,358	824	2,192	2,192	Parks Spl Rev
4100285	CITIES- ALL MISDEMEANORS	168,526	(145,829)	15,000	15,000	
4100290	FEES -ALCOHOL ABUSE & EDU	90,000	42,000	60,000	60,000	
4100295	CITIES PARKING	6,765	6,503	6,500	6,500	
4100300	CITY MOTOR VEHICLE FINES	72,126	85,230	77,000	77,000	
4100310	ST PENALTY F&GAME-PC1464	7,565	5,619	0	0	Fish & Game
4100320	PENALTY AS-CTHS TEMP CONS	0	43,585	0	0	Capital Projects
4100320	PENALTY AS-CTHS TEMP CONS	309,434	309,734	310,518	310,518	Cop Loan DS
4100340	ST PENALTY ASSMNTS-PC1464	408,759	505,022	479,000	479,000	
4100354	COUNTY PORTION GC 76000	101,751	82,363	95,000	95,000	
4100365	TRAFFIC SCH FEES-MADDY FUND	63,428	100,548	95,500	95,500	Emergency Med Svcs
4100366	ADM PENALTY-HS 25187	45,000	0	118,811	118,811	

ACCT	REVENUE CLASSIFICATION (1)	2013-14 ACTUAL (2)	2014-15 ACTUAL (3)	2015-16 PROPOSED (4)	2015-16 ADOPTED (5)	FUND (6)
4100390	TRAFFIC SCHOOL FEES - CITY	7,122	0	16,000	16,000	
4100465	DNA Database	7,000	8,168	37,000	37,000	
	Total - FINES, FORFEITURES AND PENALT	7,044,827	5,379,835	5,118,216	5,118,216	
	USE OF MONEY AND PROPERTY					
4150000	INTEREST	215,809	389,459	219,000	219,000	
4150000	INTEREST	47,136	83,766	0	0	Capital Projects
4150000	INTEREST	14,027	38,781	20,000	20,000	Road Fund
4150000	INTEREST	625	1,608	0	0	Comm Dev Pgm
4150000	INTEREST	20,840	37,655	0	0	Pub Fac Fees
4150000	INTEREST	5,479	12,463	3,500	3,500	Parks Spl Rev
4150000	INTEREST	26,826	52,431	0	0	Automtn Replc
4150000	INTEREST	36,274	62,994	0	0	Building Replcmt
4150000	INTEREST	29,039	40,499	0	0	Tax Reductn Res
4150000	INTEREST	14,287	25,722	0	0	Impact Fee
4150000	INTEREST	32	65	0	0	Wildlife Grazing
4150000	INTEREST	1,373	1,977	1,000	1,000	DUI
4150000	INTEREST	6,872	10,192	5,000	5,000	Library
4150000	INTEREST	4,438	8,590	7,200	7,200	Org Development
4150000	INTEREST	2,300	3,239	1,000	1,000	MISP
4150000	INTEREST	335	737	500	500	Emergcy Med Svcs
4150000	INTEREST	8,486	18,386	9,000	9,000	POB- DSF
4150002	INTEREST REVENUE-PENSION PREPAYMENT	0	1,448,364	1,300,000	1,300,000	
4150003	INTEREST-PROP TAX REFUNDS	(13,426)	(10,922)	(13,400)	(13,400)	
4150003	INTEREST-PROP TAX REFUNDS	(166)	(135)	0	0	Road Fund
4150003	INTEREST-PROP TAX REFUNDS	(949)	(772)	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	11,637	11,851	12,000	12,000	
4150020	RENT-LAND/BLDG-SHORT TERM	54,878	59,942	57,258	57,258	Parks Spl Rev
4150025	RENT-LAND/BLDG-LONG TERM	239,751	163,214	165,280	165,280	
4150025	RENT-LAND/BLDG-LONG TERM	55,596	72,821	57,467	57,467	Parks Spl Rev
4150030	FARM LAND RENT	1,650	1,950	1,800	1,800	Parks Spl Rev
4150035	RENTAL OF VETERANS BLDGS.	55,778	72,256	76,388	76,388	
	Total - USE OF MONEY AND PROPERTY	1,272,672	3,040,878	1,934,293	1,934,293	
	AID FROM STATE GOVERNMENT					
4200005	ST RLG- SALES TX-SOC SRVC	8,662,667	9,256,443	9,983,839	9,983,839	
4200010	ST RLG- SALES TAX-M H	5,682,729	5,621,414	5,685,061	5,685,061	
4200015	ST RLG- SALES TAX-HEALTH	725,016	226,658	991,564	991,564	
4200020	ST REALGN- VLF	3,150,755	4,666,595	4,296,429	4,296,429	
4200020	ST REALGN- VLF	1,174,225	0	0	0	MISP
4200022	ST AID REALIGNMENT	314,920	2,386,041	795,054	795,054	
4200023	ST AID REALIGNMENT-VLF	99,273	106,632	99,273	99,273	
4200035	SB90 STATE MANDATED COSTS	283,948	5,274,803	270,563	270,563	
4200040	ST AID- DRUG/MENTL HEALTH	533,631	0	0	0	

ACCT	REVENUE CLASSIFICATION (1)	2013-14 ACTUAL (2)	2014-15 ACTUAL (3)	2015-16 PROPOSED (4)	2015-16 ADOPTED (5)	FUND (6)
4200045	STATE AID- EXTRADITION	21,040	23,714	20,000	20,000	
4200050	ST AID-DMV-AIR	(66,066)	0	0	0	
4200055	STATE AID FOR AGRICULTURE	754,431	724,716	758,045	758,045	
4200065	STATE AID-NUCLEAR PLANNG	1,618,269	1,372,048	1,905,922	1,905,922	
4200065	STATE AID-NUCLEAR PLANNG	0	3,161	2,800	2,800	Parks Spl Rev
4200065	STATE AID-NUCLEAR PLANNG	0	534	0	0	MISP
4200070	STATE AID VETERAN AFFAIRS	446,518	51,067	60,000	60,000	
4200075	HOMEOWNER PROP TAX RELIEF	774,624	774,028	760,000	760,000	
4200075	HOMEOWNER PROP TAX RELIEF	9,615	9,579	9,811	9,811	Road Fund
4200075	HOMEOWNER PROP TAX RELIEF	54,636	54,500	53,700	53,700	Library
4200080	STATE REIMB-CMC/ASH CASES	796,396	1,016,913	793,000	793,000	
4200090	ST AID-INS FRAUD INVESTIG	107,254	82,803	45,000	45,000	
4200095	ST AID-DMV-VEH CRIME INV	284,768	279,817	296,132	296,132	
4200105	STATE AWARDED GRANTS	1,000,503	1,151,185	403,756	403,756	
4200105	STATE AWARDED GRANTS	0	58,437	0	0	Capital Projects
4200105	STATE AWARDED GRANTS	40,634	44,697	44,750	44,750	Library
4200125	STATE REIMB FOR DNA TESTING	76,964	76,971	76,997	76,997	
4200141	STATE COASTAL GRANT	0	1,505,000	0	0	Capital Projects
4200150	ST AID - CHILD SUP ADMIN	1,472,285	1,489,735	1,577,815	1,577,815	
4200170	STATE AID - OTHER	2,273,378	2,138,139	2,093,709	2,093,709	
4200170	STATE AID - OTHER	747,272	4,900	0	0	Comm Dev Pgm
4200175	STATE - WELFARE ADMIN.	24,721,993	25,989,503	28,579,719	28,579,719	
4200185	STATE AID-PRIOR YEAR	185,177	17,399	0	0	
4200185	STATE AID-PRIOR YEAR	(7,908)	0	0	0	Road Fund
4200190	STATE AID - ABATEMENT	51,703	62,286	62,984	62,984	
4200195	ST AID-CS COLL-FOSTR CARE	53,408	41,099	26,172	26,172	
4200200	MEDI-CAL:PATIENTS-ST +FED	11,288,973	15,230,006	16,660,047	16,660,047	
4200200	MEDI-CAL:PATIENTS-ST +FED	0	0	38,700	38,700	MISP
4200205	ST AID - REIMB	1,774	10,925	0	0	
4200210	ST AID-CALIF CHILDREN SRVC	1,610,500	1,934,382	1,745,074	1,745,074	
4200212	STATE AID-CENCAL	210,393	324,588	231,100	231,100	
4200215	STATE - HEALTH ADMIN.	337,496	379,134	328,297	328,297	
4200215	STATE - HEALTH ADMIN.	0	21,763	0	0	MISP
4200226	ST AID-GAS TAX-UNCLAIMED	1,103,390	1,011,240	1,055,000	1,055,000	
4200230	STATE - HIGHWAY USERS TAX	10,998,339	10,271,951	8,400,000	8,400,000	Road Fund
4200235	STATE OFF HWY MTR VH FEES	0	(56,603)	0	0	Road Fund
4200240	STATE AID CONSTRUCTION	59,294	178,218	0	0	
4200240	STATE AID CONSTRUCTION	0	14,556,882	0	0	Capital Projects
4200240	STATE AID CONSTRUCTION	476,757	157,901	0	0	Road Fund
4200241	STATE AID - URBAN STATE HWY ACCOUNT	55,768	78,708	825,000	825,000	Road Fund
4200242	STATE AID - REGIONAL STATE HWY ACCOUN	400	0	0	0	
4200242	STATE AID - REGIONAL STATE HWY ACCOUN	0	92,470	0	0	Capital Projects
4200242	STATE AID - REGIONAL STATE HWY ACCOUN	16,043	357,838	0	0	Road Fund
4200243	PRIOR YR USHA (URBAN HWY ACCT)	7,578	0	0	0	Road Fund
4200244	PRIOR YR RSHA (REGIONAL HWY ACCT)	79,124	0	0	0	Road Fund
4200245	TRANS DEV ACT SB 325	2,818,881	3,478,253	3,700,000	3,700,000	Road Fund

ACCT	REVENUE CLASSIFICATION (1)	2013-14 ACTUAL (2)	2014-15 ACTUAL (3)	2015-16 PROPOSED (4)	2015-16 ADOPTED (5)	FUND (6)
4200250	ST AID-ISTEA EXCHANGE	578,060	578,060	578,060	578,060	Road Fund
4200255	ST AID-PUBLIC SAFETY SRVC	22,368,086	30,495,411	25,254,422	25,254,422	
4200260	ST AID-BICYCLE LANE ACCT	28,380	0	0	0	Capital Projects
4200270	STATE-MOTOR VEH LIC FEE	102,376	111,346	103,000	103,000	
4200273	STATE AID-STATE OFFICE OF FAMILY PLAN	1,040,167	1,046,125	1,211,000	1,211,000	
4200275	OTHER STATE IN-LIEU TAXES	2,105	653	2,100	2,100	
4200295	ST-10% SBOC VOC REBATE	6,914	7,082	8,300	8,300	
4200305	ST AID - SLESF	788,976	751,800	775,181	775,181	
4200315	ST-AB818 PROPERTY TAX ADMIN	30,000	0	0	0	
4200325	ST AID-INCENIVES	307,144	336,583	382,394	382,394	
4200330	STATE AID FOR DISASTER	0	(88,341)	0	0	Road Fund
4200335	ST-WELFARE ADMIN-PRIOR YR	4,118,051	5,071,870	0	0	
4200340	ST AID - MHSA	8,801,744	7,831,733	10,330,191	10,330,191	
4200350	ST RLGN-2011 COURT SECURITY	3,939,787	3,961,902	3,931,414	3,931,414	
4200351	ST RLGN-2011 LOCAL COMM	5,948,563	6,143,557	7,373,979	7,373,979	
4200352	ST RLGN-2011 DA & PUBLIC DEFENDER	84,699	136,903	150,708	150,708	
4200354	ST RLGN-2011 HLTH & HUMAN SVCS	18,865,949	22,747,099	25,733,000	25,733,000	
4200355	ST RLGN-2011 SLESF	1,224,819	1,306,284	1,269,380	1,269,380	
4200356	ST RLGN-2011 CALWORKS MOE	5,143,312	7,887,193	7,963,617	7,963,617	
	Total - AID FROM STATE GOVERNMENT	158,487,900	200,863,733	177,742,059	177,742,059	
	AID FROM FEDERAL GOVERNMENT					
4250005	FED AID ENTITLEMNT LAND	1,118,539	1,016,964	1,119,000	1,119,000	
4250015	FEDERAL - HEALTH ADMIN	3,326,144	3,464,944	3,886,498	3,886,498	
4250015	FEDERAL - HEALTH ADMIN	41,162	95,927	27,107	27,107	MISP
4250020	FEDERAL AID CONSTRUCTION	4,521,886	5,519,667	5,789,973	5,789,973	Road Fund
4250021	FEDERAL AID-BRIDGE TOLLS	53,608	154,798	343,797	343,797	Road Fund
4250025	FEDERAL GRAZING FEES	4,041	3,673	3,548	3,548	Wildlife Grazing
4250026	FEDERAL AID FOREST RESERVE	9,746	10,941	9,745	9,745	Road Fund
4250045	FEDERAL AID-COPS AHEAD	17,060	0	0	0	
4250055	FED AID - REIMB	50,927	42,014	27,159	27,159	
4250065	FEDERAL FUNDS - CDBG	2,435,895	1,220,683	1,645,012	1,645,012	Comm Dev Pgm
4250070	FEDERAL FUNDS - HOME	1,471,388	1,614,653	637,847	637,847	Comm Dev Pgm
4250075	FEDERAL FUNDS - ESG	194,194	168,140	145,085	145,085	Comm Dev Pgm
4250080	FEDERAL FUNDS - SNAP	918,052	954,661	1,075,961	1,075,961	Comm Dev Pgm
4250085	FEDERAL AID - SECURITY	55,288	33,426	45,000	45,000	
4250086	FED AID - SCAAP PASS THRU	158,109	126,830	129,166	129,166	
4250090	FED AID-DRUG AND ALCOHOL	1,554,769	1,544,885	1,543,253	1,543,253	
4250095	FEDERAL-GRANTS	2,175,323	1,529,621	2,465,290	2,465,290	
4250095	FEDERAL-GRANTS	56,537	120,259	0	0	Capital Projects
4250100	FEDERAL AID - ENVIRONMENT	38,128	107,215	0	0	Comm Dev Pgm
4250105	FEDERAL AID - OTHER	2,088,801	2,521,015	1,624,825	1,624,825	
4250105	FEDERAL AID - OTHER	17,500	0	0	0	Library
4250110	FEDERAL - WELFARE ADMIN	24,003,645	26,289,834	32,218,545	32,218,545	
4250115	FEDERAL AID - ABATEMENT	31,397	25,641	27,800	27,800	
4250120	FEDERAL AID-PRIOR YEAR	(34,336)	(248,518)	0	0	

ACCT	REVENUE CLASSIFICATION (1)	2013-14 ACTUAL (2)	2014-15 ACTUAL (3)	2015-16 PROPOSED (4)	2015-16 ADOPTED (5)	FUND (6)
4250120	FEDERAL AID-PRIOR YEAR	637,511	47,040	0	0	Road Fund
4250123	FED AID-PRIOR YEAR BRIDGE TOLL	(233)	139	0	0	Road Fund
4250130	FED AID-PERINTL SETASIDE	72,569	72,201	72,596	72,596	
4250136	FED AID - PUBLIC HEALTH SECURITY	696,079	772,143	769,553	769,553	
4250140	FED AID-CHILD SUP ADMIN	2,857,967	2,891,839	3,062,817	3,062,817	
4250141	FED-WELFARE ADMN-PRIOR YR	559,541	1,379,748	0	0	
4250160	FED AID WORKFORCE INVESTMENT ACT	2,106,271	2,121,334	2,033,227	2,033,227	
4250171	FED AID-MEDICARE	5,856	29,373	14,000	14,000	
4250180	FED AID-SMALL WATER SYS (ST PASS THRU	20,188	0	78,810	78,810	
4250205	FEDERAL AID-ARRA/PRIME RECIPIENT	1,508	16,443	0	0	
	Total - AID FROM FEDERAL GOVERNMENT	51,265,060	53,647,533	58,795,614	58,795,614	
	AID FROM OTHER GOVERNMENT AGENCIES					
4300005	OTHER GOVT AGENCY REVENUE	1,686,053	2,030,517	1,840,632	1,840,632	
4300010	COMBINED FED/ST CALWORKS	3,779,335	700,105	1,066,222	1,066,222	
4300022	SUCCESSOR AGENCY-OTHER FUNDS & ACCTS	234,466	0	0	0	
	Total - AID FROM OTHER GOVERNMENT AGE	5,699,854	2,730,622	2,906,854	2,906,854	
	TOTAL AID FROM GOVERNMENTAL AGENCIES	215,452,814	257,241,888	239,444,527	239,444,527	
	CHARGES FOR CURRENT SERVICES					
4350100	AFFORDABLE HOUSING FEE TRANSFERRED	(11,647)	(8,357)	0	0	Pub Fac Fees
4350101	AFFORDABLE HOUSNG IN-LIEU	107	3,950	0	0	
4350101	AFFORDABLE HOUSNG IN-LIEU	11,648	8,358	0	0	Pub Fac Fees
4350102	PUB FAC FEE-LIBRARY	179,100	185,929	156,940	156,940	Pub Fac Fees
4350103	PUB FACIL FEE-FIRE	844,205	831,353	775,674	775,674	Pub Fac Fees
4350104	PUB FACIL FEE-PARKS	616,262	585,676	499,548	499,548	Pub Fac Fees
4350105	PUB FACIL FEE-GEN GOVT	270,017	292,876	267,766	267,766	Pub Fac Fees
4350106	APPEAL FEE	3,400	5,100	5,950	5,950	
4350106	APPEAL FEE	0	828	0	0	Road Fund
4350107	PUB FAC FEE-LAW ENFORCE	141,730	160,061	151,887	151,887	Pub Fac Fees
4350108	ROAD IMPACT FEES	1,309,205	1,205,879	0	0	Impact Fee
4350109	AFFORDABLE HOUSING IMPACT FEE	(1,111)	2,300	3,000	3,000	
4350209	REVENUE TRANSFER FROM TRUST FUNDS	20,332	72,186	56,000	56,000	
4350235	BILLINGS OH-OUTSIDE AGENCIES	7,470	0	0	0	
4350245	OTHER BILLINGS TO COURTS	393,247	470,069	389,520	389,520	
4350245	OTHER BILLINGS TO COURTS	8,194	10,707	8,000	8,000	Parks Spl Rev
4350255	BILLINGS TO OUTSIDE AGENCIES	977,560	1,412,856	1,883,157	1,883,157	
4350255	BILLINGS TO OUTSIDE AGENCIES	38,060	46,906	39,352	39,352	Parks Spl Rev
4350260	FEES-YOUNG ADULTS PROGRAM	35,187	35,079	29,044	29,044	DUI
4350285	EXTD FIRST OFFENDER FEES	182,313	174,563	193,176	193,176	DUI
4350295	PREAPPLICATION PROCESS	19,982	26,269	18,538	18,538	
4350305	FLOOD HAZARD PROPERTY REPORTS	126	393	288	288	
4350310	FIRE SUPPRESSION/COST REI	90,695	105,626	100,000	100,000	
4350311	FIRE SUPPRESSION-EQUIP COST REIM	11,473	73,158	50,000	50,000	
4350315	AMBULANCE REIMBURSEMENT	180,368	183,662	190,550	190,550	

ACCT	REVENUE CLASSIFICATION (1)	2013-14 ACTUAL (2)	2014-15 ACTUAL (3)	2015-16 PROPOSED (4)	2015-16 ADOPTED (5)	FUND (6)
4350320	INMATE ASSISTANCE REIMBRS	509	290	500	500	
4350330	PUBLIC EDUCATION GOV'T ACCESS FEE	47,658	51,961	0	0	
4350330	PUBLIC EDUCATION GOV'T ACCESS FEE	20,306	321,625	300,000	300,000	Automtn Replc
4350330	PUBLIC EDUCATION GOV'T ACCESS FEE	1,697	0	0	0	Org Development
4350335	MONITORING FEE-PC1203.1B	137,717	150,850	145,000	145,000	
4350340	JUVENILE INFORMAL SUPERVISION	63,036	61,418	58,000	58,000	
4350345	DIVERSN MONITRG-PC1001.53	59	41	0	0	
4350350	MITIGATION FEE-AIR	695	621	500	500	
4350365	CHANGE OF PLEA	198	41	400	400	
4350370	PROBA MGMNT FEE-ADULTS	7,407	7,803	7,834	7,834	
4350380	SENTENCING REPORT FEE	39,942	42,049	43,719	43,719	
4350385	RESTITN COLL FEE-PC1203.1	35,444	40,015	50,000	50,000	
4350390	RECORD SEALING FEE	561	1,228	824	824	
4350395	RED INSTALLMENT PLAN FEE	10,063	7,632	10,070	10,070	
4350400	ADMINISTRATIVE SERVICES	2,048,428	1,654,457	1,862,916	1,862,916	
4350402	ADMIN FEE-SLO CTBID	33,463	36,875	35,000	35,000	
4350404	ADMIN FEE - GC 29412	45,601	47,726	49,500	49,500	
4350405	SPECIAL ASSESSMENT FEES	143,370	143,618	143,000	143,000	
4350407	ADMIN FEE-RDA DISSOLUTION	55,945	37,416	40,000	40,000	
4350415	PROP.REDEMPT.SEARCH FEES	17,255	22,330	25,375	25,375	
4350430	ELECTION SERVICES	72,011	556,318	50,000	50,000	
4350435	DEFERRED ENTRY OF JUDGMENT	60,598	61,997	70,150	70,150	
4350441	SEGREGATIONS FEE	38	38	38	38	
4350445	DMV DELINQUENT VESSEL FEE	972	961	972	972	
4350450	UNSEC DELINQUENT COLL FEE	30,241	27,034	30,315	30,315	
4350455	OTHER COURT-ORDERED REIMB	16	708	0	0	
4350457	PUBLIC DEFENDER REIMBURSEMENT FEES	286,679	263,522	335,394	335,394	
4350460	LEGAL SERVICES	37,538	21,415	37,200	37,200	
4350465	INVOLUNTARY LIEN NOTICES	11,292	9,144	14,000	14,000	
4350470	INSTALLMENT FEES	6,320	7,133	0	0	
4350475	PROCESSING FEES	60,208	79,154	73,212	73,212	
4350480	ENVIRONMNTL ASSESSMT FEES	185,949	146,140	197,952	197,952	
4350490	PUBLICATION FEES	(249)	(149)	0	0	
4350495	PLANNING/ENGINEERING SVCS	4,770	1,353	3,500	3,500	Road Fund
4350500	ROAD PERMIT FEES	18,492	18,670	15,000	15,000	Road Fund
4350505	FILING FEES-CORNER RECORD	2,585	3,228	3,668	3,668	
4350515	ALLOCATION ADMIN FEE	27,912	29,357	28,250	28,250	
4350520	ITD BILL OUTSIDE AGENCIES	57,074	48,274	53,704	53,704	
4350525	ITD BILL OUTSIDE AGENCIES COMM	8,202	6,082	6,184	6,184	
4350530	FIRE PROTECTION SERVICES	2,399,171	2,453,270	2,823,790	2,823,790	
4350540	AGRICULTURAL SERVICES	209,513	275,792	240,250	240,250	
4350550	HOME DETENTION PROGRAM	323,984	335,379	365,000	365,000	
4350555	STANDARDIZATION INSPECTS	7,230	7,060	7,000	7,000	
4350560	ALTERNATIVE WORK PROG REV	45,042	41,620	45,000	45,000	
4350567	ALT SENTENCING UNIT	69,685	70,356	78,000	78,000	
4350570	CIVIL PROCESS SERVICE	82,880	76,722	93,500	93,500	

ACCT	REVENUE CLASSIFICATION (1)	2013-14 ACTUAL (2)	2014-15 ACTUAL (3)	2015-16 PROPOSED (4)	2015-16 ADOPTED (5)	FUND (6)
4350580	REIMB JUV COURT PROF FEES	30,209	33,822	35,000	35,000	
4350581	ESTATE FEES	54,543	35,724	17,456	17,456	
4350585	CONSERVATORSHIP FEES	85,238	112,885	84,000	84,000	
4350590	REPRESENTATIVE PAYEE FEES	39,493	39,218	38,400	38,400	
4350595	HUMANE SERVICES	4,229	5,390	8,833	8,833	
4350600	IMPOUND FEES	30,929	33,806	41,288	41,288	
4350605	BOARDING FEES	63,152	70,296	68,538	68,538	
4350610	ANIMAL PLACEMENT	133,257	118,023	169,823	169,823	
4350616	LAW ENFORCEMENT SERVICES	137,287	112,772	141,000	141,000	
4350620	BOOKING FEES (SB 2557)	414,568	418,591	456,312	456,312	
4350625	RECORDER'S SPECL PROJECTS	363,697	249,809	436,194	436,194	
4350630	RECORDG FEE-MICROGRAPHICS	89,972	97,078	230,522	230,522	
4350632	Rec Fees-Real Estate Fraud GC 27388	286,048	304,493	278,000	278,000	
4350633	RECORDING FEES-SSN REDACTION	34,510	34,510	34,594	34,594	
4350635	RECORDING FEES	1,254,692	1,383,591	1,466,353	1,466,353	
4350640	RECORDING FEES-VHS	9,153	15,674	6,578	6,578	
4350641	CIVIL SPECIAL FEE GC26746	117,527	207,475	157,790	157,790	
4350650	DEVELOPMENT FEE- ADMIN	51,708	42,741	50,000	50,000	
4350650	DEVELOPMENT FEE- ADMIN	990	1,210	550	550	Parks Spl Rev
4350655	SEPARATE TAX BILL COSTS	60,767	66,731	61,000	61,000	
4350656	REIMB FOR PROJ COSTS	529	0	0	0	
4350660	ENCROACHMENT PERMIT FEES	161,926	133,473	100,000	100,000	Road Fund
4350665	ROAD ABANDONMENT FEE	33,987	33,043	33,248	33,248	
4350675	CURB & GUTTER WAIVERS	575	3,592	1,725	1,725	
4350675	CURB & GUTTER WAIVERS	291	1,267	0	0	Road Fund
4350676	CURB & GUTTER PERMIT WITH DESIGN	20,526	2,652	5,000	5,000	Road Fund
4350677	CURB & GUTTER PERMIT W/O DESIGN	0	0	17,000	17,000	Road Fund
4350678	CURB,GUTTER & SIDEWALK	5,040	1,880	0	0	Road Fund
4350690	MEDICAL RECORDS FEE	1,488	1,345	1,300	1,300	
4350705	NURSING FEES	301,079	305,582	287,000	287,000	
4350715	LABORATORY SERVICES	105,493	214,681	202,900	202,900	
4350720	SUPPLEMENTAL ROLL-5% ADMN	321,698	629,888	322,000	322,000	
4350725	MENTAL HEALTH SVCS-MEDICARE	18,110	25,682	39,000	39,000	
4350730	SECOND CHANCE CHARGES-ALC	569,838	545,339	616,860	616,860	DUI
4350735	ALCOHOLISM SERVICES	92,545	57,216	59,000	59,000	
4350740	COBRA MED INS ADMIN FEE	730	983	900	900	
4350745	ENVIRONMENTAL HEALTH SERVICES	2,453,453	2,519,376	2,594,800	2,594,800	
4350760	INST CARE/SV-MEDICALSB855	43,596	14,926	7,920	7,920	
4350765	MEDICAL REMB SERV/PAT CAR	111,119	128,596	137,250	137,250	
4350770	CUTS & COMBINATN REQUESTS	6,325	2,475	7,000	7,000	
4350775	ADOPTION FEES	11,770	17,755	6,750	6,750	
4350785	CALIF CHILDREN SERVICES	2,840	4,242	2,000	2,000	
4350790	INST.CARE-JUVENILE HALL	47,338	50,383	47,000	47,000	
4350795	INSURANCE PAYMENTS	126,794	163,571	155,480	155,480	
4350800	INSTITUTIONAL CARE/SERVICE	0	(249)	0	0	
4350805	LOST-DAMAGED MATERIALS	11,196	10,671	11,400	11,400	Library

ACCT	REVENUE CLASSIFICATION (1)	2013-14 ACTUAL (2)	2014-15 ACTUAL (3)	2015-16 PROPOSED (4)	2015-16 ADOPTED (5)	FUND (6)
4350807	MEETING ROOM USE FEE	1,225	2,863	2,400	2,400	Library
4350810	LIBRARY SERVICES	228,366	197,239	205,000	205,000	Library
4350815	FIRST OFFENDER FEES	531,156	528,596	481,039	481,039	DUI
4350820	WASTE TIPPING FEES-AB 939	17,732	15,202	16,000	16,000	
4350835	COPYING FEES	16,780	21,205	17,000	17,000	
4350835	COPYING FEES	19,408	20,578	19,000	19,000	Library
4350840	LIBRARY REQUEST FEES	98,582	17,335	0	0	Library
4350860	CAMPING FEES	3,144,078	3,306,421	3,158,000	3,158,000	Parks Spl Rev
4350865	DAILY PASSES	467,316	489,015	500,000	500,000	Parks Spl Rev
4350870	GROUP ENTRANCE FEES	142,103	191,028	145,000	145,000	Parks Spl Rev
4350875	SEASON PASSES	97,807	80,534	105,000	105,000	Parks Spl Rev
4350880	SEASON BOAT LICENSES	53,119	33,029	50,000	50,000	Parks Spl Rev
4350885	DAILY BOAT PASSES	95,695	80,166	95,000	95,000	Parks Spl Rev
4350890	INCOME FROM CONCESSIONS	4,426	3,632	4,000	4,000	
4350890	INCOME FROM CONCESSIONS	87,880	107,013	115,000	115,000	Parks Spl Rev
4350895	SWIMMING POOL FEES	94,807	69,621	94,000	94,000	Parks Spl Rev
4350905	DOG/DAY USE	65,823	63,021	70,000	70,000	Parks Spl Rev
4350910	SHOWERS/LOCKERS	60,135	66,468	58,000	58,000	Parks Spl Rev
4350920	MOBL HOME DUP TX CLEARNCE	105	84	105	105	
4350925	PARKLAND FEE (QUIMBY FEE)	13,515	0	0	0	
4350925	PARKLAND FEE (QUIMBY FEE)	0	42,457	0	0	Capital Projects
4350925	PARKLAND FEE (QUIMBY FEE)	0	127,191	0	0	Parks Spl Rev
4350935	OTHER CLERK FEES	535,788	508,460	536,560	536,560	
4350950	MISCELLANEOUS FEES	181,176	205,735	242,353	242,353	
4350950	MISCELLANEOUS FEES	72,313	0	0	0	Capital Projects
4350950	MISCELLANEOUS FEES	552	72	0	0	Road Fund
4350950	MISCELLANEOUS FEES	15,102	18,008	4,430	4,430	Parks Spl Rev
4350950	MISCELLANEOUS FEES	274	731	0	0	DUI
4350953	COMM ACKNOWLEDGEMENT FORM FEE	336	288	3,434	3,434	
4350960	MONUMENTATION FEES	57,936	51,061	48,951	48,951	
4350965	BLDG PRMT REVIEW-DRAINAGE	55,004	60,900	60,619	60,619	
4350966	BLDG PRMT REVIEW-FLD HZD	1,776	2,703	2,977	2,977	
4350970	RECREATIONAL PROGRAMS	28,794	38,296	28,000	28,000	Parks Spl Rev
4350971	SKATE PARK FEES	4,675	3,087	4,940	4,940	Parks Spl Rev
4350972	SPECIAL EVENTS	801	14,355	0	0	Parks Spl Rev
4350980	OTHER RECREATIONAL FEES	7,366	25,303	11,004	11,004	Parks Spl Rev
4350990	DEVELOPMENT PLAN INSPECTN	30,430	39,349	43,953	43,953	
4350995	PAR MAP CHECKING THRU T/A	21,689	32,054	25,846	25,846	
4351005	RECORDS OF SURVEY FEES	25,791	37,519	40,490	40,490	
4351010	OTHER SERVICE CHARGES	5,610	13,960	79,364	79,364	
4351025	DEFERRED COMP ADMIN FEE	0	35,296	35,000	35,000	
4351040	MENTAL HLTH SVCS-SELF PAY	21,957	20,949	24,000	24,000	
4351045	PROGRAM REV - CHILD&FAMILIES	247,503	268,168	296,870	296,870	
4351055	BOOK, PAMPHLT, BROCHR SALES	780	938	850	850	
4351060	MAP SALES	234	174	200	200	
4351065	PUB INFO SALE-COMP FILES	15,298	17,780	17,292	17,292	

ACCT	REVENUE CLASSIFICATION (1)	2013-14 ACTUAL (2)	2014-15 ACTUAL (3)	2015-16 PROPOSED (4)	2015-16 ADOPTED (5)	FUND (6)
4351070	PM INSPECT-IMP PLANS P11E	43,753	38,009	110,255	110,255	
4351075	TM INSPECT-IMP PLANS P11D	130,595	198,544	193,845	193,845	
4351095	LOT LINE ADJUST APPLICATION	9,966	4,472	7,978	7,978	
4351100	COND USE PMT/DEV PLAN APP	32,656	42,126	21,973	21,973	
4351105	CERT COMPLIANCE APP	0	476	0	0	
4351110	CERT OF CORRECTION	277	705	435	435	
4351115	MAP AMENDMENTS	59	0	0	0	
4351125	LOT LINE ADJUST CHECKING	9,402	15,218	14,596	14,596	
4351130	ANNEXATION MAP REVIEW	540	0	0	0	
4352240	SB2557 PROPERTY TAX ADMIN FEE	1,395,738	1,257,982	1,396,000	1,396,000	
4352255	BULK TRANSFER FEE	1,032	1,248	960	960	
4352260	SUBDIVISION/PARCEL TRACT MAP	3,168	2,904	3,300	3,300	
4352265	WET & RECKLESS	24,914	22,411	20,039	20,039	DUI
4352270	AUDITOR CONTROLLER PR DIV DOCUMENT FE	77	0	0	0	
4400020	WATER SALES FOR RESALE	36,924	30,832	36,291	36,291	
	Total - CHARGES FOR CURRENT SERVICES	28,016,029	29,779,020	29,048,220	29,048,220	
	OTHER REVENUES					
4550000	OTHER REVENUE	216,567	273,682	253,214	253,214	
4550000	OTHER REVENUE	23,210	10,126	8,204	8,204	Road Fund
4550000	OTHER REVENUE	1,398	11,729	2,745	2,745	Parks Spl Rev
4550000	OTHER REVENUE	62,080	36,720	16,100	16,100	Library
4550000	OTHER REVENUE	0	1	0	0	Org Development
4550000	OTHER REVENUE	0	30	0	0	MISP
4550010	SEMINAR/CONF/WORKSHOP FEE	95,732	75,493	91,350	91,350	
4550011	SETTLEMENTS-ENVIRONMENTAL	45,730	65,710	0	0	
4550020	REV APPLICABLE PRIOR YRS	230,787	13,613	0	0	
4550025	REF/ADJ-PRIOR YEAR EXPENS	0	18,709	0	0	
4550025	REF/ADJ-PRIOR YEAR EXPENS	767	0	0	0	Road Fund
4550030	REIMBURSEMENTS-ASSISTANCE	521,022	304,314	296,713	296,713	
4550045	REFUNDS/EXCISE TAX	11,268	140,795	0	0	
4550050	TAX DEPT RETRND CHECK FEE	5,382	8,598	7,175	7,175	
4550055	SALE OF FIXED ASSETS	59,065	1,800,300	0	0	
4550062	ADV COSTS TX DEEDED PROP	1,020	1,284	2,100	2,100	
4550065	OTHER REIMBURSEMENTS	219,958	205,680	187,814	187,814	
4550065	OTHER REIMBURSEMENTS	105,075	39,516	0	0	Road Fund
4550065	OTHER REIMBURSEMENTS	0	2,143	0	0	Comm Dev Pgm
4550065	OTHER REIMBURSEMENTS	2,394	2,460	3,000	3,000	Parks Spl Rev
4550070	EMPLOYEE REIMBURSEMENTS	299	283	250	250	
4550075	EMPL MEALS/IN-HOUSE FOOD	1,159	1,338	1,400	1,400	
4550080	OTHER SALES	8,346	13,721	50,000	50,000	
4550080	OTHER SALES	0	1,140	0	0	Road Fund
4550085	NUISANCE ABATEMENT	18,604	41,744	32,414	32,414	
4550090	SERVICE CHGE RETRND CHKS	7,213	8,146	6,727	6,727	
4550090	SERVICE CHGE RETRND CHKS	48	0	0	0	Road Fund
4550090	SERVICE CHGE RETRND CHKS	(27)	(44)	0	0	Library

ACCT	REVENUE CLASSIFICATION (1)	2013-14 ACTUAL (2)	2014-15 ACTUAL (3)	2015-16 PROPOSED (4)	2015-16 ADOPTED (5)	FUND (6)
4550100	1915 BOND ACT ASSESSMENT	30,040	29,450	29,400	29,400	
4550120	CONTRIBUTIONS - NON GOVTL	42,679	91,455	38,356	38,356	
4550120	CONTRIBUTIONS - NON GOVTL	0	105,000	0	0	Capital Projects
4550120	CONTRIBUTIONS - NON GOVTL	37,223	0	0	0	Road Fund
4550120	CONTRIBUTIONS - NON GOVTL	75,454	42,750	30,000	30,000	Parks Spl Rev
4550120	CONTRIBUTIONS - NON GOVTL	2,295,915	1,429,373	0	0	Library
4550125	GRANTS: NON-GOVERNMENTAL	579,127	803,246	814,888	814,888	
4550125	GRANTS: NON-GOVERNMENTAL	68,373	22,580	38,760	38,760	Parks Spl Rev
4550125	GRANTS: NON-GOVERNMENTAL	114,639	0	0	0	MISP
4550130	BAD DEBT RECOVERY	278	670	0	0	Parks Spl Rev
4550140	COUNTY CONTRIBUTIONS	9,803,597	10,215,064	10,028,420	10,028,420	POB- DSF
4550150	MICROFILM	(74)	0	0	0	
4550160	CASH OVERRAGES	4,283	4,964	975	975	
4550160	CASH OVERRAGES	1,755	676	1,000	1,000	Parks Spl Rev
4550160	CASH OVERRAGES	1	7	0	0	DUI
4550160	CASH OVERRAGES	16	24	0	0	Library
4550170	SETTLEMNTS, DAMAGES, & REST.	350,640	417,752	0	0	
4550170	SETTLEMNTS, DAMAGES, & REST.	1,202	0	0	0	Parks Spl Rev
4550195	PENALTIES	80	0	0	0	
4550200	INVOICE VARIANCES	7,323	10,288	2,581	2,581	
4550200	INVOICE VARIANCES	11	0	0	0	Capital Projects
4550200	INVOICE VARIANCES	1,368	1,270	0	0	Road Fund
4550200	INVOICE VARIANCES	2,331	2,704	0	0	Parks Spl Rev
4550200	INVOICE VARIANCES	0	500	0	0	Library
4550210	TOBACCO SETTLEMENT	1,680,119	2,396,481	1,699,350	1,699,350	
4550210	TOBACCO SETTLEMENT	686,246	681,637	686,342	686,342	MISP
4900010	IFR-ADMIN DEPT SUPPORT	3,020	15,453	0	0	
4900080	IFR-INT SETT-ITD NETWORK SVCS	241,451	237,263	208,923	208,923	
4900090	IFR-INT SETT-PLANNING	1,044	3,397	0	0	
4900100	IFR-INT SETT-GEN SRVS S/S BILLINGS	760,773	807,214	650,197	650,197	
4900110	IFR-INT SETT-HEALTH BILLINGS	152,345	63,360	71,881	71,881	
4900110	IFR-INT SETT-HEALTH BILLINGS	47,377	120,059	193,225	193,225	MISP
4900140	IFR-INT SETT-ITD ENTERPRISE SVCS	542,321	508,806	687,825	687,825	
4900160	IFR-INT SETT-PERSONNEL	0	89,186	0	0	
4900170	IFR-INT SETT-DRUG & ALCOHOL	161,009	81,056	73,641	73,641	
4900190	IFR-INT SETT-ITD DPTMTL SVCS	378,115	457,462	520,607	520,607	
4900200	IFR-INT SETT-ITD RADIO COMM	6,267	9,073	5,908	5,908	
4900220	IFR-INT SETT-SHERIFF SUPPORT	554,930	555,951	601,864	601,864	
4900250	IFR-INT SETT-MENTAL HEALTH	279,843	98,891	0	0	
4900260	IFR-INT SETT-PARKS BILLINGS	16,773	87,691	7,500	7,500	Parks Spl Rev
4900299	IFR-INT SETT-ALL OTHER DEPTS	284,147	224,325	58,056	58,056	
4900299	IFR-INT SETT-ALL OTHER DEPTS	58,300	29,665	0	0	DUI
4901000	IFR-OVERHEAD-OH ALLOCATIONS	435,827	409,367	538,533	538,533	
4901020	IFR-OVERHEAD-AGR	1,648	113	1,648	1,648	
4901020	IFR-OVERHEAD-AGR	101	221	0	0	Parks Spl Rev
4902010	IFR-MANUAL COST ALLOC-ITD VOICE	149,356	150,031	142,084	142,084	

ACCT	REVENUE CLASSIFICATION (1)	2013-14 ACTUAL (2)	2014-15 ACTUAL (3)	2015-16 PROPOSED (4)	2015-16 ADOPTED (5)	FUND (6)
4902030	IFR-MANUAL COST ALLOC-POSTAGE	36,311	35,047	30,359	30,359	
4902055	IFR-JE CAPITAL ASSETS FUNDING	7,034,930	1,236,724	0	0	Capital Projects
4902055	IFR-JE CAPITAL ASSETS FUNDING	97,122	62,965	0	0	Road Fund
4903010	IFR-IAA-LABOR-REG	494,348	483,693	612,547	612,547	
4903010	IFR-IAA-LABOR-REG	5,931	0	0	0	Parks Spl Rev
4903011	IFR-IAA-LABOR-REG-TEMP	0	7,506	0	0	
4903050	IFR-IAA-LABOR-NON PRODUCTION	165	0	0	0	Parks Spl Rev
4904000	IFR-IS-W/O SETTLEMENT	49,644	38,432	0	0	
4909000	IFR-JOURNAL ENTRY ALLOCATIONS	5,922	2,400	1,750	1,750	
4909001	IFR-JE-ADMIN OFFICE	65,229	65,627	208,929	208,929	
4909005	IFR-JE-RISK MGMT	967,430	1,007,196	1,039,764	1,039,764	
4909010	IFR-JE-AUDITOR/CONTROLLER	30,000	44,410	184,923	184,923	
4909015	IFR-JE-ITD	708	0	0	0	
4909020	IFR-JE-MAINTENANCE PROJ	130,926	155,559	0	0	
4909020	IFR-JE-MAINTENANCE PROJ	46,351	11,422	0	0	Road Fund
4909025	IFR-JE-GENERAL SERVICES	982,895	787,708	736,207	736,207	
4909025	IFR-JE-GENERAL SERVICES	20,422	5,000	0	0	Parks Spl Rev
4909030	IFR-JE-PERSONNEL	120,985	141,252	128,600	128,600	
4909035	IFR-JE-COUNTY COUNSEL	253,275	216,080	138,725	138,725	
4909040	IFR-JE ALLOC-PUBLIC HEALTH	138,200	168,820	145,516	145,516	
4909040	IFR-JE ALLOC-PUBLIC HEALTH	34,290	38,387	39,156	39,156	MISP
4909045	IFR-JE ALLOC-MENTAL HEALTH	9,212	0	0	0	
4909055	IFR-JE-SHERIFF	1,143	525	511	511	
4909070	IFR-JE-CDF	506,642	531,991	610,184	610,184	
4909080	IFR-JE-PLANNING	410,030	392,013	392,298	392,298	
4909085	IFR-JE-SB 2557	307,077	271,271	307,000	307,000	
4909090	IFR-JE ALLOC-CO-WIDE OVERHEAD	1,575,823	1,482,906	3,077,354	3,077,354	
4909095	IFR-JE-SOCIAL SERVICES	0	0	179,210	179,210	
4909099	IFR-JE-UTILITY CHARGES-OPR CENTER	36,827	46,871	56,290	56,290	
4909100	IFR-JE-MAJOR SYSTEM DEV	454,977	84,993	0	0	Automtn Replc
4909105	IDC-JE COWIDE O&M CHARGES	309,426	23,687	0	0	Automtn Replc
4909200	IFR-JE-PARKS	230,550	227,236	315,235	315,235	Parks Spl Rev
	Total - OTHER REVENUES	35,851,161	30,851,427	26,295,728	26,295,728	
	TOTAL COUNTY REVENUES	468,218,781	511,323,166	482,399,211	482,399,211	
	OTHER FINANCING SOURCES					
6000000	OPERATING TRANSFERS IN	247,442	102,499	336,621	736,621	
6000000	OPERATING TRANSFERS IN	210,716	185,789	150,000	0	Capital Projects
6000000	OPERATING TRANSFERS IN	21,028	0	0	0	Comm Dev Pgm
6000000	OPERATING TRANSFERS IN	14,646	0	0	0	Impact Fee
6000000	OPERATING TRANSFERS IN	0	350,000	0	0	POB- DSF
6000005	OTI PROCEEDS INTRAFUND	0	351,158	0	0	
6000100	ROADS IMPACT FEES	641,862	416,740	627,283	627,283	Road Fund
6000105	TRANSFER IN - GF MED ASST PROG	1,892,778	785,281	507,692	507,692	MISP
6000120	TRANSFERS IN FROM GEN FND	2,864,619	2,402,502	7,095,000	4,321,300	Capital Projects

ACCT	REVENUE CLASSIFICATION (1)	2013-14 ACTUAL (2)	2014-15 ACTUAL (3)	2015-16 PROPOSED (4)	2015-16 ADOPTED (5)	FUND (6)
6000120	TRANSFERS IN FROM GEN FND	5,831,000	8,414,100	11,146,107	11,146,107	Road Fund
6000120	TRANSFERS IN FROM GEN FND	391,436	391,436	391,436	591,436	Comm Dev Pgm
6000120	TRANSFERS IN FROM GEN FND	3,540,677	4,139,303	3,616,907	3,616,907	Parks Spl Rev
6000120	TRANSFERS IN FROM GEN FND	1,779,705	3,486,313	4,584,099	4,584,099	Automtn Replc
6000120	TRANSFERS IN FROM GEN FND	5,300,724	5,850,498	6,169,222	6,610,877	Building Replcmt
6000120	TRANSFERS IN FROM GEN FND	1,399,033	4,550,000	0	0	Tax Reductn Res
6000120	TRANSFERS IN FROM GEN FND	607,139	2,307,682	633,683	633,683	Library
6000120	TRANSFERS IN FROM GEN FND	450,000	900,000	604,839	604,839	Org Development
6000130	TRANSFER IN FR AUTOMATION REPL FUND	12,061	25,532	756,067	756,067	
6000135	TRFR IN FOR DEBT SERVICE	1,068,706	871,400	879,633	879,633	Cop Loan DS
6000140	OPR TRF IN - PFF LIBRARY	174,017	169,646	0	0	Library
6000145	OPR TRF IN - PFF FIRE	37,634	81,287	0	0	Capital Projects
6000150	OPR TRF IN - PFF PARKS	39,401	205,791	0	0	Capital Projects
6000150	OPR TRF IN - PFF PARKS	0	1,200,355	0	0	Parks Spl Rev
6000155	OPR TRF IN - PFF LAW ENFORC	19,658	2,730	0	0	Capital Projects
6000160	OPR TRF IN - PFF GEN GOV'T	199,595	397,858	400,000	400,000	Cop Loan DS
6000205	PROCEEDS OF GF INTERNAL LOAN	74,000	322,000	0	0	Impact Fee
6000240	OP TRANSF-IN-FLEET	45,673	33,159	0	0	
6000240	OP TRANSF-IN-FLEET	100	53	0	0	Parks Spl Rev
6001000	INTERNAL LOAN REPAYMENT-PRIN	248,939	250,968	0	0	
6001000	INTERNAL LOAN REPAYMENT-PRIN	0	931,069	0	0	Capital Projects
6001000	INTERNAL LOAN REPAYMENT-PRIN	174,017	169,646	0	0	Building Replcmt
6001001	INTERNAL LOAN REPAYMENT-INT	(5,112)	14,577	0	0	
6001002	INTERNAL LOAN INT REPAYD	1,530	776	0	0	
	Total - OTHER FINANCING SOURCES	27,283,024	39,310,148	37,898,589	36,016,544	
	OVERALL COUNTY TOTALS	<u>495,501,805</u>	<u>550,633,314</u>	<u>520,297,800</u>	<u>518,415,755</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	2014-15 ACTUAL	2015-16 REQUESTED	2015-16 RECOMMENDED	2015-16 ADOPTED
101	NON-DEPARTMENTAL REVENUES	4000005 PROP. TAXES CURR. SECURED	95,519,790	98,811,867	98,811,867	98,811,867
		4000007 PROPERTY TAX-UNITARY	7,812,487	7,822,000	7,822,000	7,822,000
		4000010 SUPPLEMENTAL-CURR.SECURED	2,419,982	663,000	1,000,000	1,000,000
		4000015 REDEVELOPMENT AGENCY TAX	(2,909,754)	(3,026,145)	(3,026,145)	(3,026,145)
		4000020 RETURN RDA PASSTHRU - S1290	1,635,081	1,648,251	1,648,251	1,648,251
		4000021 RPTTF RESIDUAL BALANCE	473,291	210,000	210,000	210,000
		4000025 PROP. TAXES CURR. UNSEC.	2,444,241	2,399,400	2,399,400	2,399,400
		4000030 SUPPLEMENTAL-CURR.UNSEC.	3,998	(2,600)	(2,600)	(2,600)
		4010005 PROP. TAXES PRIOR SECURED	(185,027)	(417,000)	(417,000)	(417,000)
		4010010 SUPPLEMENTL-PRIOR SECURED	(780)	(11,000)	(11,000)	(11,000)
		4010015 PROP. TAXES PRIOR UNSEC.	92,550	125,000	125,000	125,000
		4010020 SUPPLEMENTAL-PRIOR UNSEC	22,395	15,000	15,000	15,000
		4010025 REDEMPTION FEES	18,220	23,000	23,000	23,000
		4010030 DELINQUENT/COST REIMBRSMT	(39)	0	0	0
		4010035 PENALTIES-DELINQUENT TAX	206,106	160,000	160,000	160,000
		4010040 PENALTIES-C O F	74,419	44,000	44,000	44,000
		4010045 TLRP PROCEEDS	1,215,000	1,215,000	1,215,000	1,215,000
		4010050 SALES AND USE TAXES	11,405,724	10,199,578	10,199,578	10,199,578
		4010065 AIRCRAFT TAX	406,043	346,000	346,000	346,000
		4010070 PROPERTY TRANSFER TAX	2,370,039	2,245,000	2,245,000	2,245,000
		4010073 RACEHORSE TAX	7,990	7,800	7,800	7,800
		4010075 TRANSIENT OCCUPANCY TAX	8,724,202	8,021,000	8,021,000	8,021,000
		4010077 PROPERTY TAX IN-LIEU OF SALES	2,367,899	(593,578)	(593,578)	(593,578)
		4010078 PROPERTY TAX IN-LIEU OF VLF	29,193,219	30,360,948	30,360,948	30,360,948
		4050005 FRANCHISES-CABLE	801,735	780,000	780,000	780,000
		4050006 FRANCHISE FEES-PUB UTIL	1,368,519	1,302,000	1,302,000	1,302,000
		4050010 FRANCHISE FEES-GARBAGE	936,945	816,000	816,000	816,000
		4050011 FRANCHISE FEES-PETROLEUM	18,551	18,000	18,000	18,000
		4150000 INTEREST	387,831	216,000	216,000	216,000
		4150002 INTEREST REVENUE-PENSION PREPA	1,448,364	1,300,000	1,300,000	1,300,000
		4150003 INTEREST-PROP TAX REFUNDS	(10,922)	(13,400)	(13,400)	(13,400)
		4200035 SB90 STATE MANDATED COSTS	5,003,591	0	0	0
		4200075 HOMEOWNER PROP TAX RELIEF	774,028	760,000	760,000	760,000
		4200255 ST AID-PUBLIC SAFETY SRVC	6,319,832	0	0	0
		4200270 STATE-MOTOR VEH LIC FEE	94,271	98,000	98,000	98,000
		4200275 OTHER STATE IN-LIEU TAXES	653	2,100	2,100	2,100
		4250005 FED AID ENTITLEMNT LAND	1,016,964	1,119,000	1,119,000	1,119,000
		4250105 FEDERAL AID - OTHER	15,007	0	0	0
		4350315 AMBULANCE REIMBURSEMENT	40,000	40,000	40,000	40,000
		4350655 SEPARATE TAX BILL COSTS	66,731	61,000	61,000	61,000
		4350720 SUPPLEMENTAL ROLL-5% ADMN	629,888	322,000	322,000	322,000
		4352240 SB2557 PROPERTY TAX ADMIN FEE	1,257,982	1,396,000	1,396,000	1,396,000
		4550000 OTHER REVENUE	(20)	1,000	1,000	1,000
		4550170 SETTLEMNTS,DAMAGES,&REST.	409,727	0	0	0
		4550200 INVOICE VARIANCES	504	0	0	0
		4909085 IFR-JE-SB 2557	271,271	307,000	307,000	307,000
		TOTAL:	184,168,528	168,791,221	169,128,221	169,128,221

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY DEPARTMENT

DEPARTMENT	REVENUE TYPE	2014-15	2015-16	2015-16	2015-16
		ACTUAL	REQUESTED	RECOMMENDED	ADOPTED
102 NON-DEPTL-OTHR FINCNG USE	4909090 IFR-JE ALLOC-CO-WIDE OVERHEAD	1,482,906	3,077,354	3,077,354	3,077,354
	6001000 INTERNAL LOAN REPAYMENT-PRIN	250,968	0	0	0
	6001001 INTERNAL LOAN REPAYMENT-INT	14,577	0	0	0
	6001002 INTERNAL LOAN INT REPAYED	776	0	0	0
	TOTAL:	1,749,227	3,077,354	3,077,354	3,077,354
103 NON-DEPT OTHER EXPENDITURES	4351025 DEFERRED COMP ADMIN FEE	35,296	35,000	35,000	35,000
	4909001 IFR-JE-ADMIN OFFICE	36,000	36,000	36,000	36,000
	TOTAL:	71,296	71,000	71,000	71,000
104 ADMINISTRATIVE OFFICE	4200351 ST RLGN-2011 LOCAL COMM	663	0	0	0
	4350835 COPYING FEES	105	0	0	0
	4900010 IFR-ADMIN DEPT SUPPORT	15,453	0	0	0
	4909001 IFR-JE-ADMIN OFFICE	29,627	172,929	172,929	172,929
	TOTAL:	45,848	172,929	172,929	172,929
105 RISK MANAGEMENT	4200065 STATE AID-NUCLEAR PLANNG	2,468	0	0	0
	4350255 BILLINGS TO OUTSIDE AGENCIES	5,282	0	0	0
	4909005 IFR-JE-RISK MGMT	1,007,196	1,039,764	1,039,764	1,039,764
	TOTAL:	1,014,946	1,039,764	1,039,764	1,039,764
106 CONTRIBUTIONS TO OTHER AGENCIE	4550120 CONTRIBUTIONS - NON GOVTL	660	0	0	0
	4550210 TOBACCO SETTLEMENT	392,572	355,005	374,000	374,000
	6000000 OPERATING TRANSFERS IN	0	0	0	250,000
	TOTAL:	393,232	355,005	374,000	624,000
107 AUDITOR-CONTROLLER	4010045 TLRP PROCEEDS	250,000	250,000	250,000	250,000
	4100165 SETTLEMENTS/JUDGEMENTS	38,020	0	0	0
	4100295 CITIES PARKING	6,503	6,500	6,500	6,500
	4100354 COUNTY PORTION GC 76000	20,591	20,000	20,000	20,000
	4200035 SB90 STATE MANDATED COSTS	12,190	16,544	16,544	16,544
	4200065 STATE AID-NUCLEAR PLANNG	458	1,300	1,300	1,300
	4350209 REVENUE TRANSFER FROM TRUST FU	8,186	56,000	56,000	56,000
	4350255 BILLINGS TO OUTSIDE AGENCIES	5,904	252	252	252
	4350400 ADMINISTRATIVE SERVICES	180,023	197,139	197,139	197,139
	4350404 ADMIN FEE - GC 29412	47,726	49,500	49,500	49,500
	4350405 SPECIAL ASSESSMENT FEES	143,618	143,000	143,000	143,000
	4350407 ADMIN FEE-RDA DISSOLUTION	36,786	40,000	40,000	40,000
	4350581 ESTATE FEES	0	17,456	17,456	17,456
	4350740 COBRA MED INS ADMIN FEE	983	900	900	900
	4350820 WASTE TIPPING FEES-AB 939	15,202	16,000	16,000	16,000
	4351055 BOOK,PAMPHLT,BROCHR SALES	165	200	200	200
	4550000 OTHER REVENUE	5,277	3,500	3,500	3,500
	4550100 1915 BOND ACT ASSESSMENT	29,450	29,400	29,400	29,400
	4909010 IFR-JE-AUDITOR/CONTROLLER	44,410	184,923	184,923	184,923
TOTAL:	845,492	1,032,614	1,032,614	1,032,614	
108 TREAS-TAX COLL-PUBLIC ADM	4010030 DELINQUENT/COST REIMBRSMT	181,477	167,590	167,590	167,590
	4010076 SALE OF TAX DEEDED PROP.	41,700	52,500	52,500	52,500
	4050020 BUSINESS LICENSES	124,225	109,468	109,468	109,468

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY DEPARTMENT

DEPARTMENT	REVENUE TYPE	2014-15 ACTUAL	2015-16 REQUESTED	2015-16 RECOMMENDED	2015-16 ADOPTED
108	(Continued)				
	4050150 TOBACCO RETAILERS LICENSES	4,032	4,620	4,620	4,620
	4350395 RED INSTALLMENT PLAN FEE	7,632	10,070	10,070	10,070
	4350400 ADMINISTRATIVE SERVICES	694,972	729,736	729,736	729,736
	4350402 ADMIN FEE-SLO CTBID	36,875	35,000	35,000	35,000
	4350415 PROP.REDEMPT.SEARCH FEES	22,330	25,375	25,375	25,375
	4350441 SEGREGATIONS FEE	38	38	38	38
	4350445 DMV DELINQUENT VESSEL FEE	961	972	972	972
	4350450 UNSEC DELINQUENT COLL FEE	27,034	30,315	30,315	30,315
	4350581 ESTATE FEES	19,061	0	0	0
	4350920 MOBL HOME DUP TX CLEARNCE	84	105	105	105
	4350950 MISCELLANEOUS FEES	4,150	2,268	2,268	2,268
	4351065 PUB INFO SALE-COMP FILES	1,698	1,292	1,292	1,292
	4352255 BULK TRANSFER FEE	1,248	960	960	960
	4352260 SUBDIVISION/PARCEL TRACT MAP	2,904	3,300	3,300	3,300
	4550000 OTHER REVENUE	6,573	6,131	6,131	6,131
	4550050 TAX DEPT RETRND CHECK FEE	8,598	7,175	7,175	7,175
	4550062 ADV COSTS TX DEEDED PROP	1,284	2,100	2,100	2,100
	4550090 SERVICE CHGE RETRND CHKS	6,968	6,727	6,727	6,727
	4550160 CASH OVERRAGES	1,327	975	975	975
	4900299 IFR-INT SETT-ALL OTHER DEPTS	37,874	58,056	58,056	58,056
	TOTAL:	1,233,045	1,254,773	1,254,773	1,254,773
109	ASSESSOR				
	4350770 CUTS & COMBINATN REQUESTS	2,475	7,000	7,000	7,000
	4350950 MISCELLANEOUS FEES	12,075	10,000	10,000	10,000
	4351010 OTHER SERVICE CHARGES	5,856	4,000	4,000	4,000
	4351060 MAP SALES	174	500	200	200
	4351065 PUB INFO SALE-COMP FILES	15,767	16,000	16,000	16,000
	4550000 OTHER REVENUE	867	0	0	0
	4900299 IFR-INT SETT-ALL OTHER DEPTS	184,431	0	0	0
	6000130 TRANSFER IN FR AUTOMATION REPL	25,532	418,261	443,261	443,261
	TOTAL:	247,177	455,761	480,461	480,461
110	CLERK/RECORDER				
	4200170 STATE AID - OTHER	15,217	10,000	10,000	10,000
	4350255 BILLINGS TO OUTSIDE AGENCIES	0	3,600	3,600	3,600
	4350430 ELECTION SERVICES	556,318	50,000	50,000	50,000
	4350465 INVOLUNTARY LIEN NOTICES	9,144	14,000	14,000	14,000
	4350625 RECORDER'S SPECL PROJECTS	249,809	436,194	436,194	436,194
	4350630 RECORDG FEE-MICROGRAPHICS	97,078	127,706	230,522	230,522
	4350632 Rec Fees-Real Estate Fraud GC	30,449	33,000	33,000	33,000
	4350633 RECORDING FEES-SSN REDACTION	34,510	34,594	34,594	34,594
	4350635 RECORDING FEES	987,179	1,030,000	1,030,000	1,030,000
	4350640 RECORDING FEES-VHS	15,674	6,578	6,578	6,578
	4350935 OTHER CLERK FEES	508,460	536,560	536,560	536,560
	4550160 CASH OVERRAGES	3,432	0	0	0
	4900299 IFR-INT SETT-ALL OTHER DEPTS	2,020	0	0	0
	4909000 IFR-JOURNAL ENTRY ALLOCATIONS	2,400	0	0	0
	TOTAL:	2,511,690	2,282,232	2,385,048	2,385,048

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY DEPARTMENT

DEPARTMENT		REVENUE TYPE	2014-15 ACTUAL	2015-16 REQUESTED	2015-16 RECOMMENDED	2015-16 ADOPTED
111	COUNTY COUNSEL	4200065 STATE AID-NUCLEAR PLANNG	9,987	1,000	1,000	1,000
		4350407 ADMIN FEE-RDA DISSOLUTION	630	0	0	0
		4350460 LEGAL SERVICES	21,415	37,200	37,200	37,200
		4350581 ESTATE FEES	16,663	0	0	0
		4350585 CONSERVATORSHIP FEES	14,012	4,000	4,000	4,000
		4550065 OTHER REIMBURSEMENTS	171	0	0	0
		4909035 IFR-JE-COUNTY COUNSEL	216,080	138,725	138,725	138,725
		TOTAL:	278,958	180,925	180,925	180,925
112	HUMAN RESOURCES	4200065 STATE AID-NUCLEAR PLANNG	0	1,800	1,800	1,800
		4350255 BILLINGS TO OUTSIDE AGENCIES	35,435	33,550	33,550	33,550
		4350835 COPYING FEES	5,939	0	0	0
		4900160 IFR-INT SETT-PERSONNEL	89,186	0	0	0
		4909030 IFR-JE-PERSONNEL	141,252	152,971	128,600	128,600
		TOTAL:	271,812	188,321	163,950	163,950
113	GENERAL SERVICES	4050130 MISC PERMITS	10,161	12,750	12,750	12,750
		4150015 COMMUNICATION LEASE FACIL	11,300	11,300	11,300	11,300
		4150020 RENT-LAND/BLDG-SHORT TERM	11,851	12,000	12,000	12,000
		4150025 RENT-LAND/BLDG-LONG TERM	163,214	165,280	165,280	165,280
		4150035 RENTAL OF VETERANS BLDGS.	72,256	76,388	76,388	76,388
		4200065 STATE AID-NUCLEAR PLANNG	6,491	8,302	8,302	8,302
		4350245 OTHER BILLINGS TO COURTS	345,415	310,563	310,563	310,563
		4350890 INCOME FROM CONCESSIONS	3,632	4,000	4,000	4,000
		4550000 OTHER REVENUE	20,526	9,573	9,573	9,573
		4550055 SALE OF FIXED ASSETS	1,800,300	0	0	0
		4550065 OTHER REIMBURSEMENTS	36,534	41,514	41,514	41,514
		4550080 OTHER SALES	13,721	50,000	50,000	50,000
		4550200 INVOICE VARIANCES	3,926	2,581	2,581	2,581
		4900100 IFR-INT SETT-GEN SRVS S/S BILL	807,214	650,197	650,197	650,197
		4901000 IFR-OVERHEAD-OH ALLOCATIONS	409,367	538,533	538,533	538,533
		4901020 IFR-OVERHEAD-AGR	113	1,648	1,648	1,648
		4902030 IFR-MANUAL COST ALLOC-POSTAGE	35,047	30,359	30,359	30,359
		4903010 IFR-IAA-LABOR-REG	483,693	612,547	612,547	612,547
		4903011 IFR-IAA-LABOR-REG-TEMP	7,506	0	0	0
		4904000 IFR-IS-W/O SETTLEMENT	38,432	0	0	0
		4909020 IFR-JE-MAINTENANCE PROJ	2,046	0	0	0
		4909025 IFR-JE-GENERAL SERVICES	787,708	717,342	736,207	736,207
		TOTAL:	5,070,453	3,254,877	3,273,742	3,273,742
114	INFORMATION TECHNOLOGY DEPARTM	4150015 COMMUNICATION LEASE FACIL	1,600	0	0	0
		4200065 STATE AID-NUCLEAR PLANNG	147,195	201,320	201,320	201,320
		4350245 OTHER BILLINGS TO COURTS	81,800	78,957	78,957	78,957
		4350520 ITD BILL OUTSIDE AGENCIES	48,274	53,704	53,704	53,704
		4350525 ITD BILL OUTSIDE AGENCIES COMM	6,082	6,184	6,184	6,184
		4550025 REF/ADJ-PRIOR YEAR EXPENS	18,709	0	0	0
		4550200 INVOICE VARIANCES	8	0	0	0
		4900080 IFR-INT SETT-ITD NETWORK SVCS	237,263	208,923	208,923	208,923
		4900140 IFR-INT SETT-ITD ENTERPRISE SV	508,806	687,825	687,825	687,825
		4900190 IFR-INT SETT-ITD DPTMTL SVCS	457,462	580,607	520,607	520,607

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY DEPARTMENT

DEPARTMENT	REVENUE TYPE	2014-15 ACTUAL	2015-16 REQUESTED	2015-16 RECOMMENDED	2015-16 ADOPTED
114	(Continued)				
	4900200 IFR-INT SETT-ITD RADIO COMM	9,073	5,908	5,908	5,908
	4902010 IFR-MANUAL COST ALLOC-ITD VOIC	142,539	142,084	142,084	142,084
	6000005 OTI PROCEEDS INTRAFUND	107,298	0	0	0
	TOTAL:	1,766,109	1,965,512	1,905,512	1,905,512
130	WASTE MANAGEMNT				
	4350950 MISCELLANEOUS FEES	27,420	27,420	27,420	27,420
	4550200 INVOICE VARIANCES	115	0	0	0
	TOTAL:	27,535	27,420	27,420	27,420
132	DISTRICT ATTORNEY				
	4050111 DOMESTIC VIOLENCE FEES	64,280	65,000	65,000	65,000
	4100140 SMALL CLAIMS ADVISORY FEE	5,939	6,300	6,300	6,300
	4100165 SETTLEMENTS/JUDGEMENTS	64	30,000	30,000	30,000
	4100206 ASSET FORFEITURES	1,562	2,500	2,500	2,500
	4100220 BLOOD ALCOHOL FINES	65,905	85,000	85,000	85,000
	4200035 SB90 STATE MANDATED COSTS	213,690	215,019	215,019	215,019
	4200045 STATE AID- EXTRADITION	23,714	20,000	20,000	20,000
	4200080 STATE REIMB-CMC/ASH CASES	401,502	316,000	316,000	316,000
	4200090 ST AID-INS FRAUD INVESTIG	82,803	45,000	45,000	45,000
	4200095 ST AID-DMV-VEH CRIME INV	137,569	140,000	140,000	140,000
	4200105 STATE AWARDED GRANTS	403,756	403,756	403,756	403,756
	4200170 STATE AID - OTHER	9,720	12,000	12,000	12,000
	4200205 ST AID - REIMB	10,925	0	0	0
	4200255 ST AID-PUBLIC SAFETY SRVC	3,225,022	3,328,920	3,628,920	3,628,920
	4200351 ST RLG-2011 LOCAL COMM	76,518	76,518	76,518	76,518
	4200352 ST RLG-2011 DA & PUBLIC DEFEND	58,003	75,354	75,354	75,354
	4200355 ST RLG-2011 SLESF	78,995	80,000	80,000	80,000
	4250105 FEDERAL AID - OTHER	233,466	210,254	210,254	210,254
	4350400 ADMINISTRATIVE SERVICES	30,412	21,300	21,300	21,300
	4350435 DEFERRED ENTRY OF JUDGMENT	16,021	12,150	12,150	12,150
	4350632 Rec Fees-Real Estate Fraud GC	274,044	245,000	245,000	245,000
	4350835 COPYING FEES	15,058	17,000	17,000	17,000
	4351010 OTHER SERVICE CHARGES	8,000	75,000	75,000	75,000
	4550000 OTHER REVENUE	3,913	3,000	3,000	3,000
	4550011 SETTLEMENTS-ENVIRONMENTAL	65,710	0	0	0
	4550120 CONTRIBUTIONS - NON GOVTL	2,088	0	0	0
	4550160 CASH OVERAGES	11	0	0	0
	4550170 SETTLEMNTS,DAMAGES,&REST.	(10,667)	0	0	0
	TOTAL:	5,498,023	5,485,071	5,785,071	5,785,071
134	CHILD SUPPORT SERVICES				
	4150000 INTEREST	1,628	3,000	3,000	3,000
	4200150 ST AID - CHILD SUP ADMIN	1,489,735	1,577,815	1,577,815	1,577,815
	4250140 FED AID-CHILD SUP ADMIN	2,891,839	3,062,817	3,062,817	3,062,817
	4550000 OTHER REVENUE	786	0	0	0
	TOTAL:	4,383,988	4,643,632	4,643,632	4,643,632
135	PUBLIC DEFENDER				
	4200035 SB90 STATE MANDATED COSTS	10,261	0	0	0
	4200080 STATE REIMB-CMC/ASH CASES	330,689	290,000	290,000	290,000
	4200351 ST RLG-2011 LOCAL COMM	81,000	81,000	81,000	81,000
	4200352 ST RLG-2011 DA & PUBLIC DEFEND	78,900	75,354	75,354	75,354
	4350457 PUBLIC DEFENDER REIMBURSEMENT	18,112	100,000	100,000	100,000

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY DEPARTMENT

DEPARTMENT	REVENUE TYPE	2014-15 ACTUAL	2015-16 REQUESTED	2015-16 RECOMMENDED	2015-16 ADOPTED
135	(Continued)				
	4350580 REIMB JUV COURT PROF FEES	33,822	35,000	35,000	35,000
	TOTAL:	552,784	581,354	581,354	581,354
136	SHERIFF-CORONER				
	4050095 FINGER PRINTING FEES	11,445	12,500	12,500	12,500
	4050100 EXPLOSIVE PERMITS	2,570	2,000	2,000	2,000
	4050110 GUN PERMITS	15,740	14,400	14,400	14,400
	4050145 SUBPOENA DUCES TECUM GC 1563	1,340	2,000	2,000	2,000
	4050165 NOTARY FEE GC 8211	1,026	1,000	1,000	1,000
	4050170 REPOSSESSION OF VEHICLE GC 267	1,395	2,500	2,500	2,500
	4100206 ASSET FORFEITURES	174,142	52,123	52,123	52,123
	4100220 BLOOD ALCOHOL FINES	77,920	70,000	70,000	70,000
	4100230 PENALTY AS-FINGERPRINT ID	262,228	411,870	411,870	411,870
	4100255 OFF-HIGHWAY MOTOR FINES	0	0	31,000	31,000
	4100465 DNA Database	0	0	32,000	32,000
	4200065 STATE AID-NUCLEAR PLANNG	34,994	49,000	49,000	49,000
	4200080 STATE REIMB-CMC/ASH CASES	122,797	97,000	97,000	97,000
	4200095 ST AID-DMV-VEH CRIME INV	142,248	156,132	156,132	156,132
	4200105 STATE AWARDED GRANTS	199,002	0	0	0
	4200125 STATE REIMB FOR DNA TESTING	76,971	76,997	76,997	76,997
	4200170 STATE AID - OTHER	152,659	146,000	170,500	170,500
	4200255 ST AID-PUBLIC SAFETY SRVC	14,539,195	15,007,589	15,007,589	15,007,589
	4200350 ST RLGN-2011 COURT SECURITY	3,961,902	3,931,414	3,931,414	3,931,414
	4200351 ST RLGN-2011 LOCAL COMM	2,850,923	3,349,350	3,349,350	3,349,350
	4200355 ST RLGN-2011 SLESF	1,227,289	1,221,380	1,189,380	1,189,380
	4250086 FED AID - SCAAP PASS THRU	126,830	129,166	129,166	129,166
	4250105 FEDERAL AID - OTHER	1,141,694	472,786	472,786	472,786
	4250205 FEDERAL AID-ARRA/PRIME RECIPIE	16,443	0	0	0
	4300005 OTHER GOVT AGENCY REVENUE	31,308	46,330	46,330	46,330
	4350255 BILLINGS TO OUTSIDE AGENCIES	500,880	609,280	609,280	609,280
	4350320 INMATE ASSISTANCE REIMBRS	290	500	500	500
	4350340 JUVENILE INFORMAL SUPERVISION	58,000	58,000	58,000	58,000
	4350550 HOME DETENTION PROGRAM	335,379	365,000	365,000	365,000
	4350560 ALTERNATIVE WORK PROG REV	41,620	45,000	45,000	45,000
	4350567 ALT SENTENCING UNIT	70,356	78,000	78,000	78,000
	4350570 CIVIL PROCESS SERVICE	76,722	93,500	93,500	93,500
	4350616 LAW ENFORCEMENT SERVICES	112,772	141,000	141,000	141,000
	4350620 BOOKING FEES (SB 2557)	418,591	456,312	456,312	456,312
	4350641 CIVIL SPECIAL FEE GC26746	207,475	157,790	157,790	157,790
	4350715 LABORATORY SERVICES	89,100	97,900	97,900	97,900
	4550000 OTHER REVENUE	55,962	375	375	375
	4550065 OTHER REIMBURSEMENTS	3,575	2,750	2,750	2,750
	4550075 EMPL MEALS/IN-HOUSE FOOD	1,338	1,400	1,400	1,400
	4550160 CASH OVERRAGES	20	0	0	0
	4550170 SETTLEMNTS,DAMAGES,&REST.	10,160	0	0	0
	4550200 INVOICE VARIANCES	2,537	0	0	0
	4550210 TOBACCO SETTLEMENT	178,920	118,335	118,335	118,335
	4900220 IFR-INT SETT-SHERIFF SUPPORT	555,951	601,864	601,864	601,864
	4909055 IFR-JE-SHERIFF	525	511	511	511
	6000005 OTI PROCEEDS INTRAFUND	43,860	0	0	0
	6000240 OP TRANSF-IN-FLEET	1,330	0	0	0
	TOTAL:	27,937,424	28,079,054	28,134,554	28,134,554

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY DEPARTMENT

DEPARTMENT	REVENUE TYPE	2014-15 ACTUAL	2015-16 REQUESTED	2015-16 RECOMMENDED	2015-16 ADOPTED
137 ANIMAL SERVICES	4050015 ANIMAL LICENSES	801,480	677,329	677,329	677,329
	4050130 MISC PERMITS	38,631	36,875	36,875	36,875
	4200065 STATE AID-NUCLEAR PLANNG	563	0	0	0
	4300005 OTHER GOVT AGENCY REVENUE	874,927	886,508	886,508	886,508
	4350400 ADMINISTRATIVE SERVICES	1,214	2,677	2,677	2,677
	4350595 HUMANE SERVICES	5,390	8,833	8,833	8,833
	4350600 IMPOUND FEES	33,806	41,288	41,288	41,288
	4350605 BOARDING FEES	70,296	68,538	68,538	68,538
	4350610 ANIMAL PLACEMENT	118,023	169,823	169,823	169,823
	4550000 OTHER REVENUE	5,239	0	0	0
	4550120 CONTRIBUTIONS - NON GOVTL	32,276	35,856	35,856	35,856
4550160 CASH OVERRAGES	43	0	0	0	
	TOTAL:	1,981,888	1,927,727	1,927,727	1,927,727
138 EMERGENCY SERVICES	4200065 STATE AID-NUCLEAR PLANNG	940,773	1,401,765	1,389,741	1,389,741
	4250085 FEDERAL AID - SECURITY	33,426	45,000	45,000	45,000
	4250095 FEDERAL-GRANTS	77,354	110,861	110,861	110,861
	4550070 EMPLOYEE REIMBURSEMENTS	0	250	250	250
		TOTAL:	1,051,553	1,557,876	1,545,852
139 PROBATION DEPARTMENT	4100055 PROBA DRUG FEE-PC1203.1AB	3,223	3,360	3,360	3,360
	4100155 SUPERIOR COURT FINES-BASE	156,450	125,000	125,000	125,000
	4100225 AIDS EDUCATION FINE-PC264	1,151	0	0	0
	4100465 DNA Database	8,168	5,000	5,000	5,000
	4200005 ST RLG-NT-SALES TX-SOC SRVC	240,576	240,572	240,572	240,572
	4200035 SB90 STATE MANDATED COSTS	35,071	39,000	39,000	39,000
	4200080 STATE REIMB-CMC/ASH CASES	161,925	90,000	90,000	90,000
	4200170 STATE AID - OTHER	1,323,985	1,317,076	1,317,076	1,317,076
	4200255 ST AID-PUBLIC SAFETY SRVC	3,788,312	3,910,358	3,910,358	3,910,358
	4200295 ST-10% SBOC VOC REBATE	7,082	8,300	8,300	8,300
	4200305 ST AID - SLESF	751,800	775,181	775,181	775,181
	4200325 ST AID-INCENIVES	336,583	382,394	382,394	382,394
	4200351 ST RLG-NT-2011 LOCAL COMM	921,314	947,126	1,016,707	1,016,707
	4200354 ST RLG-NT-2011 HLTH & HUMAN SVCS	73,911	46,592	46,592	46,592
	4250110 FEDERAL - WELFARE ADMIN	559,427	565,082	565,082	565,082
	4300005 OTHER GOVT AGENCY REVENUE	696,899	460,184	460,184	460,184
	4350209 REVENUE TRANSFER FROM TRUST FU	64,000	0	0	0
	4350335 MONITORING FEE-PC1203.1B	150,850	145,000	145,000	145,000
	4350340 JUVENILE INFORMAL SUPERVISION	3,418	0	0	0
	4350345 DIVERSN MONITRG-PC1001.53	41	0	0	0
	4350365 CHANGE OF PLEA	41	400	400	400
	4350370 PROBA MGMNT FEE-ADULTS	7,803	7,834	7,834	7,834
	4350380 SENTENCING REPORT FEE	42,049	43,719	43,719	43,719
	4350385 RESTITN COLL FEE-PC1203.1	40,015	50,000	50,000	50,000
	4350390 RECORD SEALING FEE	1,228	824	824	824
	4350400 ADMINISTRATIVE SERVICES	483,157	681,822	681,822	681,822
	4350435 DEFERRED ENTRY OF JUDGMENT	20	0	0	0
4350455 OTHER COURT-ORDERED REIMB	708	0	0	0	
4350457 PUBLIC DEFENDER REIMBURSEMENT	245,410	235,394	235,394	235,394	
4350470 INSTALLMENT FEES	7,133	0	0	0	

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY DEPARTMENT

DEPARTMENT		REVENUE TYPE	2014-15 ACTUAL	2015-16 REQUESTED	2015-16 RECOMMENDED	2015-16 ADOPTED
139	(Continued)	4350475 PROCESSING FEES	79,154	73,212	73,212	73,212
		4350790 INST.CARE-JUVENILE HALL	50,383	47,000	47,000	47,000
		4350800 INSTITUTIONAL CARE/SERVICE	(249)	0	0	0
		4550000 OTHER REVENUE	6,463	17,575	17,575	17,575
		4550070 EMPLOYEE REIMBURSEMENTS	283	0	0	0
		4550160 CASH OVERRAGES	100	0	0	0
		TOTAL:	10,247,884	10,218,005	10,287,586	10,287,586
140	COUNTY FIRE	4050035 PLAN CHECK FEES	327,854	269,270	269,270	269,270
		4200065 STATE AID-NUCLEAR PLANNG	29,512	70,000	70,000	70,000
		4200255 ST AID-PUBLIC SAFETY SRVC	2,623,050	2,707,555	2,707,555	2,707,555
		4250105 FEDERAL AID - OTHER	74,000	40,000	40,000	40,000
		4350310 FIRE SUPPRESSION/COST REI	105,626	100,000	100,000	100,000
		4350311 FIRE SUPPRESSION-EQUIP COST RE	73,158	50,000	50,000	50,000
		4350315 AMBULANCE REIMBURSEMENT	143,662	150,550	150,550	150,550
		4350530 FIRE PROTECTION SERVICES	2,453,270	2,155,758	2,823,790	2,823,790
		4351065 PUB INFO SALE-COMP FILES	315	0	0	0
		4550010 SEMINAR/CONF/WORKSHOP FEE	75,493	91,350	91,350	91,350
		4550065 OTHER REIMBURSEMENTS	2,454	0	0	0
		4550200 INVOICE VARIANCES	457	0	0	0
		4909070 IFR-JE-CDF	531,991	561,912	610,184	610,184
		TOTAL:	6,440,842	6,196,395	6,912,699	6,912,699
141	AGRICULTURAL COMMISSIONER	4050065 LAND USE PERMITS	20,198	23,000	23,000	23,000
		4050081 AG B&P 12241 FEE	3,000	0	0	0
		4050105 OTHER LICENSES AND PERMIT	254,334	261,558	261,558	261,558
		4100260 AGRICULTURE FINES	14,850	0	0	0
		4200055 STATE AID FOR AGRICULTURE	724,716	758,045	758,045	758,045
		4200065 STATE AID-NUCLEAR PLANNG	59,697	60,900	60,900	60,900
		4200226 ST AID-GAS TAX-UNCLAIMED	1,011,240	1,055,000	1,055,000	1,055,000
		4250105 FEDERAL AID - OTHER	988,203	848,000	848,000	848,000
		4350540 AGRICULTURAL SERVICES	275,792	240,250	240,250	240,250
		4350555 STANDARDIZATION INSPECTS	7,060	7,000	7,000	7,000
		4550000 OTHER REVENUE	23	500	500	500
		4550065 OTHER REIMBURSEMENTS	15,517	0	0	0
		4550200 INVOICE VARIANCES	42	0	0	0
		4909000 IFR-JOURNAL ENTRY ALLOCATIONS	0	1,750	1,750	1,750
		TOTAL:	3,374,672	3,256,003	3,256,003	3,256,003
142	PLANNING & BUILDING DEPARTMENT	4050020 BUSINESS LICENSES	2,457	1,890	1,890	1,890
		4050025 BUILDING PERMITS	2,120,840	1,886,463	1,886,463	1,886,463
		4050030 GRADING PERMITS	(23)	0	0	0
		4050035 PLAN CHECK FEES	1,545,239	1,419,805	1,419,805	1,419,805
		4050040 SUB PERMITS-MECH EL PLUMB	440,479	329,198	329,198	329,198
		4050043 BLDG STANDARDS ADMIN	1,136	0	0	0
		4050065 LAND USE PERMITS	799,644	786,197	786,197	786,197
		4050070 PLOT PLANS	277,864	262,125	262,125	262,125
		4050075 GENERAL PLAN AMENDMENTS	48,431	16,034	16,034	16,034
		4050080 AGRICULTURAL PRESERVE FEE	28,241	73,251	73,251	73,251
		4050085 SUBDIVISION PERMITS	189,232	259,433	259,433	259,433

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY DEPARTMENT

DEPARTMENT	REVENUE TYPE	2014-15 ACTUAL	2015-16 REQUESTED	2015-16 RECOMMENDED	2015-16 ADOPTED
142	(Continued)				
	4050090 SPECIFIC PLANS	16,500	0	0	0
	4050105 OTHER LICENSES AND PERMIT	30,966	21,725	21,725	21,725
	4050130 MISC PERMITS	38,669	36,500	36,500	36,500
	4100010 LAND USE FINES	825	1,300	1,300	1,300
	4100180 BLDG CODE INVESTIG FEES	40,461	54,781	54,781	54,781
	4200065 STATE AID-NUCLEAR PLANNG	252	7,371	7,371	7,371
	4200105 STATE AWARDED GRANTS	464,031	0	0	0
	4350101 AFFORDABLE HOUSNG IN-LIEU	3,950	0	0	0
	4350106 APPEAL FEE	5,100	5,950	5,950	5,950
	4350109 AFFORDABLE HOUSING IMPACT FEE	2,300	3,000	3,000	3,000
	4350295 PREAPPLICATION PROCESS	26,269	18,538	18,538	18,538
	4350350 MITIGATION FEE-AIR	621	500	500	500
	4350400 ADMINISTRATIVE SERVICES	264,679	230,242	230,242	230,242
	4350480 ENVIRONMNTL ASSESSMT FEES	146,140	197,952	197,952	197,952
	4350490 PUBLICATION FEES	(149)	0	0	0
	4350515 ALLOCATION ADMIN FEE	29,357	28,250	28,250	28,250
	4350650 DEVELOPMENT FEE- ADMIN	42,741	50,000	50,000	50,000
	4350665 ROAD ABANDONMENT FEE	33,043	33,248	33,248	33,248
	4350675 CURB & GUTTER WAIVERS	3,592	1,725	1,725	1,725
	4350950 MISCELLANEOUS FEES	62,769	64,665	64,665	64,665
	4351010 OTHER SERVICE CHARGES	104	364	364	364
	4351055 BOOK,PAMPHLT,BROCHR SALES	773	650	650	650
	4550000 OTHER REVENUE	6,323	5,400	5,400	5,400
	4550085 NUISANCE ABATEMENT	41,744	32,414	32,414	32,414
	4550125 GRANTS: NON-GOVERNMENTAL	639,160	814,888	814,888	814,888
	4550160 CASH OVERRAGES	29	0	0	0
	4900090 IFR-INT SETT-PLANNING	3,397	0	0	0
	4909080 IFR-JE-PLANNING	392,013	262,350	392,298	392,298
	6000000 OPERATING TRANSFERS IN	0	86,621	86,621	86,621
	6000130 TRANSFER IN FR AUTOMATION REPL	0	0	312,806	312,806
	TOTAL:	7,749,199	6,992,830	7,435,584	7,435,584
143	COURT OPERATIONS				
	4100005 50% EXCESS MOE REVENUE-ST	(72,816)	(400,000)	(400,000)	(400,000)
	4100015 RED LIGHT - VC21453, 54, 57	12,229	3,000	3,000	3,000
	4100055 PROBA DRUG FEE-PC1203.1AB	784	0	0	0
	4100085 TRAFFIC SCH-VC42007.1(\$24)	266,054	256,000	256,000	256,000
	4100090 CNTY FIX IT-VC 40611	30,180	36,000	36,000	36,000
	4100100 CO-FAILURE TO APPEAR(FTA)	0	6,000	6,000	6,000
	4100105 CO MOTOR VEH/CRIM FINES	954,169	840,000	840,000	840,000
	4100125 DOMESTIC VIOLC-PC1203.097	896	0	0	0
	4100135 CITIES FIX IT-VC40611	12,607	16,000	16,000	16,000
	4100195 TRAFFIC SCHOOL FEES	1,370,142	1,172,000	1,172,000	1,172,000
	4100220 BLOOD ALCOHOL FINES	2,872	0	0	0
	4100265 BUSINESS & PROFESSIONS	(9,958)	(6,000)	(6,000)	(6,000)
	4100270 HEALTH/SAFETY FINES/FORFT	2,514	1,000	1,000	1,000
	4100285 CITIES- ALL MISDEMEANORS	(145,829)	15,000	15,000	15,000
	4100300 CITY MOTOR VEHICLE FINES	85,230	77,000	77,000	77,000
	4100340 ST PENALTY ASSMNTS-PC1464	505,022	479,000	479,000	479,000
	4100354 COUNTY PORTION GC 76000	61,772	75,000	75,000	75,000
	4100390 TRAFFIC SCHOOL FEES - CITY	0	16,000	16,000	16,000

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY DEPARTMENT

DEPARTMENT		REVENUE TYPE	2014-15 ACTUAL	2015-16 REQUESTED	2015-16 RECOMMENDED	2015-16 ADOPTED
143	(Continued)	4200351 ST RLG-2011 LOCAL COMM	112,510	142,959	142,959	142,959
		4350635 RECORDING FEES	215,849	252,000	252,000	252,000
		4550090 SERVICE CHGE RETRND CHKS	1,162	0	0	0
		TOTAL:	3,405,389	2,980,959	2,980,959	2,980,959
160	PUBLIC HEALTH	4050120 BURIAL PERMITS	6,483	5,925	5,925	5,925
		4050150 TOBACCO RETAILERS LICENSES	32,868	17,310	17,310	17,310
		4100065 CHILD RESTRNT FEE-COUNTY	5,325	5,000	5,000	5,000
		4100070 CHILD RESTRAINT FEE-CITY	3,052	2,500	2,500	2,500
		4100366 ADM PENALTY-HS 25187	0	100,000	118,811	118,811
		4200005 ST RLG-SALES TX-SOC SRVC	158,700	64,843	64,843	64,843
		4200015 ST RLG-SALES TAX-HEALTH	197,335	862,661	862,661	862,661
		4200020 ST REALGN- VLF	2,811,794	2,289,300	2,289,300	2,289,300
		4200022 ST AID REALIGNMENT	66,525	0	0	0
		4200065 STATE AID-NUCLEAR PLANNG	86,994	83,000	83,000	83,000
		4200170 STATE AID - OTHER	559,258	512,505	512,505	512,505
		4200200 MEDI-CAL: PATIENTS-ST +FED	69,620	56,300	120,050	120,050
		4200210 ST AID-CALIF CHILDREN SRVC	1,934,382	1,745,074	1,745,074	1,745,074
		4200212 STATE AID-CENCAL	324,588	231,100	231,100	231,100
		4200215 STATE - HEALTH ADMIN.	379,134	328,297	328,297	328,297
		4200273 STATE AID-STATE OFFICE OF FAMI	1,046,125	1,211,000	1,211,000	1,211,000
		4250015 FEDERAL - HEALTH ADMIN	3,393,135	3,687,594	3,731,689	3,731,689
		4250095 FEDERAL-GRANTS	153,152	1,480,000	1,480,000	1,480,000
		4250105 FEDERAL AID - OTHER	68,645	53,785	53,785	53,785
		4250120 FEDERAL AID-PRIOR YEAR	(114,957)	0	0	0
		4250136 FED AID - PUBLIC HEALTH SECURI	772,143	769,553	769,553	769,553
		4250171 FED AID-MEDICARE	29,373	14,000	14,000	14,000
		4250180 FED AID-SMALL WATER SYS (ST PA	0	60,000	78,810	78,810
		4300005 OTHER GOVT AGENCY REVENUE	60,348	86,025	86,025	86,025
		4350585 CONSERVATORSHIP FEES	98,873	80,000	80,000	80,000
		4350590 REPRESENTATIVE PAYEE FEES	39,218	38,400	38,400	38,400
		4350635 RECORDING FEES	178,880	183,000	183,000	183,000
		4350705 NURSING FEES	305,002	287,000	287,000	287,000
		4350715 LABORATORY SERVICES	125,581	105,000	105,000	105,000
		4350745 ENVIRONMENTAL HEALTH SERVICES	2,519,376	2,594,800	2,594,800	2,594,800
		4350765 MEDICAL REMB SERV/PAT CAR	128,596	137,250	137,250	137,250
		4350785 CALIF CHILDREN SERVICES	4,242	2,000	2,000	2,000
		4350835 COPYING FEES	103	0	0	0
		4350950 MISCELLANEOUS FEES	99,321	138,000	138,000	138,000
		4351045 PROGRAM REV - CHILD&FAMILIES	268,168	296,870	296,870	296,870
		4550000 OTHER REVENUE	156,210	101,469	201,479	201,479
		4550125 GRANTS: NON-GOVERNMENTAL	134,912	0	0	0
		4550160 CASH OVERAGES	2	0	0	0
		4550200 INVOICE VARIANCES	480	0	0	0
		4550210 TOBACCO SETTLEMENT	563,500	372,688	372,688	372,688
		4900110 IFR-INT SETT-HEALTH BILLINGS	63,360	71,881	71,881	71,881
		4909040 IFR-JE ALLOC-PUBLIC HEALTH	168,820	145,516	145,516	145,516
		TOTAL:	16,898,666	18,219,646	18,465,122	18,465,122

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY DEPARTMENT

DEPARTMENT		REVENUE TYPE	2014-15 ACTUAL	2015-16 REQUESTED	2015-16 RECOMMENDED	2015-16 ADOPTED
166	BEHAVIORAL HEALTH	4100220 BLOOD ALCOHOL FINES	49,000	135,000	135,000	135,000
		4100290 FEES -ALCOHOL ABUSE & EDU	42,000	60,000	60,000	60,000
		4200010 ST RLGN-SALES TAX-M H	5,621,414	5,685,061	5,685,061	5,685,061
		4200022 ST AID REALIGNMENT	111,005	111,005	111,005	111,005
		4200023 ST AID REALIGNMENT-VLF	106,632	99,273	99,273	99,273
		4200065 STATE AID-NUCLEAR PLANNG	0	1,520	1,520	1,520
		4200170 STATE AID - OTHER	71,656	65,318	65,318	65,318
		4200200 MEDI-CAL: PATIENTS-ST +FED	15,160,386	15,769,730	16,441,672	16,441,672
		4200340 ST AID - MHSA	7,831,733	9,979,852	10,330,191	10,330,191
		4200351 ST RLGN-2011 LOCAL COMM	1,359,703	1,547,087	1,779,033	1,779,033
		4200354 ST RLGN-2011 HLTH & HUMAN SVCS	9,133,152	8,407,781	8,550,920	8,550,920
		4250015 FEDERAL - HEALTH ADMIN	71,809	154,809	154,809	154,809
		4250090 FED AID-DRUG AND ALCOHOL	1,544,885	1,543,253	1,543,253	1,543,253
		4250095 FEDERAL-GRANTS	1,299,115	874,429	874,429	874,429
		4250130 FED AID-PERINTL SETASIDE	72,201	72,596	72,596	72,596
		4300005 OTHER GOVT AGENCY REVENUE	367,035	403,660	361,585	361,585
		4350255 BILLINGS TO OUTSIDE AGENCIES	837,629	978,255	1,099,105	1,099,105
		4350435 DEFERRED ENTRY OF JUDGMENT	45,956	58,000	58,000	58,000
		4350690 MEDICAL RECORDS FEE	1,345	1,300	1,300	1,300
		4350725 MENTAL HEALTH SVCS-MEDICARE	25,682	39,000	39,000	39,000
		4350735 ALCOHOLISM SERVICES	57,216	59,000	59,000	59,000
		4350760 INST CARE/SV-MEDICALSB855	14,926	7,920	7,920	7,920
		4350795 INSURANCE PAYMENTS	163,571	155,480	155,480	155,480
		4351040 MENTAL HLTH SVCS-SELF PAY	20,949	24,000	24,000	24,000
		4550000 OTHER REVENUE	960	0	0	0
		4550020 REV APPLICABLE PRIOR YRS	13,613	0	0	0
		4550065 OTHER REIMBURSEMENTS	63,429	45,000	45,000	45,000
		4550120 CONTRIBUTIONS - NON GOVTL	2,685	2,500	2,500	2,500
		4550210 TOBACCO SETTLEMENT	1,261,489	834,327	834,327	834,327
		4900170 IFR-INT SETT-DRUG & ALCOHOL	81,056	73,641	73,641	73,641
		4900250 IFR-INT SETT-MENTAL HEALTH	98,891	0	0	0
		4902010 IFR-MANUAL COST ALLOC-ITD VOIC	7,492	0	0	0
		TOTAL:			45,538,615	47,188,797
180	SOCIAL SERVICES ADMINISTRATION	4200005 ST RLGN-SALES TX-SOC SRVC	1,823,939	2,594,330	2,594,330	2,594,330
		4200020 ST REALGN- VLF	1,500,581	1,724,182	1,724,182	1,724,182
		4200022 ST AID REALIGNMENT	1,956,269	633,056	684,049	684,049
		4200065 STATE AID-NUCLEAR PLANNG	28,591	18,684	18,684	18,684
		4200175 STATE - WELFARE ADMIN.	23,221,376	24,884,460	25,314,249	25,314,249
		4200185 STATE AID-PRIOR YEAR	11,325	0	0	0
		4200335 ST-WELFARE ADMIN-PRIOR YR	5,071,870	0	0	0
		4200354 ST RLGN-2011 HLTH & HUMAN SVCS	6,120,586	9,006,842	9,336,240	9,336,240
		4250110 FEDERAL - WELFARE ADMIN	19,395,721	24,593,987	25,219,358	25,219,358
		4250120 FEDERAL AID-PRIOR YEAR	(133,561)	0	0	0
		4250141 FED-WELFARE ADMN-PRIOR YR	1,379,748	0	0	0
		4250160 FED AID WORKFORCE INVESTMENT A	2,121,334	2,033,227	2,033,227	2,033,227
		4350775 ADOPTION FEES	17,755	6,750	6,750	6,750
		4550000 OTHER REVENUE	4,550	3,598	3,598	3,598
		4550030 REIMBURSEMENTS-ASSISTANCE	(50)	0	0	0
		4550045 REFUNDS/EXCISE TAX	140,795	0	0	0

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY DEPARTMENT

DEPARTMENT	REVENUE TYPE	2014-15 ACTUAL	2015-16 REQUESTED	2015-16 RECOMMENDED	2015-16 ADOPTED
180	(Continued)				
	4550065 OTHER REIMBURSEMENTS	4,765	3,265	3,265	3,265
	4550120 CONTRIBUTIONS - NON GOVTL	3,746	0	0	0
	4909095 IFR-JE-SOCIAL SERVICES	0	0	179,210	179,210
	6000005 OTI PROCEEDS INTRAFUND	200,000	0	0	0
	6000240 OP TRANSF-IN-FLEET	31,829	0	0	0
	TOTAL:	62,901,169	65,502,381	67,117,142	67,117,142
181	FOSTER CARE-SOCIAL SERVICES				
	4200005 ST RLG-N-SALES TX-SOC SRVC	7,033,228	7,084,094	7,084,094	7,084,094
	4200022 ST AID REALIGNMENT	252,242	0	0	0
	4200175 STATE - WELFARE ADMIN.	23,153	0	0	0
	4200185 STATE AID-PRIOR YEAR	188	0	0	0
	4200190 STATE AID - ABATEMENT	62,286	62,984	62,984	62,984
	4200195 ST AID-CS COLL-FOSTR CARE	2,780	5,000	5,000	5,000
	4200354 ST RLG-N-2011 HLTH & HUMAN SVCS	7,419,450	7,799,248	7,799,248	7,799,248
	4250055 FED AID - REIMB	3,058	5,000	5,000	5,000
	4250110 FEDERAL - WELFARE ADMIN	6,113,990	6,186,139	6,186,139	6,186,139
	4250115 FEDERAL AID - ABATEMENT	25,641	27,800	27,800	27,800
	4550030 REIMBURSEMENTS-ASSISTANCE	118,191	119,138	119,138	119,138
	4550065 OTHER REIMBURSEMENTS	67,873	94,461	94,461	94,461
	TOTAL:	21,122,080	21,383,864	21,383,864	21,383,864
182	CALWORKS				
	4200175 STATE - WELFARE ADMIN.	2,647,199	3,142,184	3,142,184	3,142,184
	4200185 STATE AID-PRIOR YEAR	5,886	0	0	0
	4200195 ST AID-CS COLL-FOSTR CARE	37,069	21,172	21,172	21,172
	4200356 ST RLG-N-2011 CALWORKS MOE	7,887,193	7,963,617	7,963,617	7,963,617
	4250055 FED AID - REIMB	38,956	22,159	22,159	22,159
	4250110 FEDERAL - WELFARE ADMIN	220,696	247,966	247,966	247,966
	4300010 COMBINED FED/ST CALWORKS	700,105	1,066,222	1,066,222	1,066,222
	4550030 REIMBURSEMENTS-ASSISTANCE	32,751	27,575	27,575	27,575
	TOTAL:	11,569,855	12,490,895	12,490,895	12,490,895
184	LAW ENFORCEMENT MED CARE				
	4200015 ST RLG-N-SALES TAX-HEALTH	29,323	128,903	128,903	128,903
	4200020 ST REALGN- VLF	354,220	282,947	282,947	282,947
	4200200 MEDI-CAL: PATIENTS-ST +FED	0	98,325	98,325	98,325
	4200351 ST RLG-N-2011 LOCAL COMM	740,926	803,496	928,412	928,412
	4350705 NURSING FEES	580	0	0	0
	TOTAL:	1,125,049	1,313,671	1,438,587	1,438,587
185	GENERAL ASSISTANCE				
	4050120 BURIAL PERMITS	5,212	3,998	3,998	3,998
	4200175 STATE - WELFARE ADMIN.	97,775	123,286	123,286	123,286
	4200195 ST AID-CS COLL-FOSTR CARE	1,250	0	0	0
	4550030 REIMBURSEMENTS-ASSISTANCE	153,422	150,000	150,000	150,000
	TOTAL:	257,659	277,284	277,284	277,284
186	VETERANS SERVICES				
	4200070 STATE AID VETERAN AFFAIRS	51,067	60,000	60,000	60,000
	4200105 STATE AWARDED GRANTS	106,320	0	0	0
	4200270 STATE-MOTOR VEH LIC FEE	17,075	5,000	5,000	5,000
	4350255 BILLINGS TO OUTSIDE AGENCIES	27,726	136,685	137,370	137,370
	TOTAL:	202,188	201,685	202,370	202,370

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY DEPARTMENT

DEPARTMENT	REVENUE TYPE	2014-15 ACTUAL	2015-16 REQUESTED	2015-16 RECOMMENDED	2015-16 ADOPTED
200	MAINTENANCE PROJECTS				
	4200105 STATE AWARDED GRANTS	(21,924)	0	0	0
	4200240 STATE AID CONSTRUCTION	178,218	0	0	0
	4350245 OTHER BILLINGS TO COURTS	42,854	0	0	0
	4550120 CONTRIBUTIONS - NON GOVTL	50,000	0	0	0
	4550125 GRANTS: NON-GOVERNMENTAL	29,174	0	0	0
	4550200 INVOICE VARIANCES	2,201	0	0	0
	4909020 IFR-JE-MAINTENANCE PROJ	153,513	0	0	0
	6000000 OPERATING TRANSFERS IN	102,499	0	0	150,000
	TOTAL:	536,535	0	0	150,000
201	PUBLIC WORKS SPECIAL SERVICES				
	4050025 BUILDING PERMITS	49,629	46,362	46,362	46,362
	4050045 MINOR USE PERMIT APPLICATION	26,309	27,194	27,194	27,194
	4200065 STATE AID-NUCLEAR PLANNG	24,073	11,984	11,984	11,984
	4350305 FLOOD HAZARD PROPERTY REPORTS	393	288	288	288
	4350330 PUBLIC EDUCATION GOV'T ACCESS	51,961	0	0	0
	4350505 FILING FEES-CORNER RECORD	3,228	3,668	3,668	3,668
	4350635 RECORDING FEES	1,683	1,353	1,353	1,353
	4350953 COMM ACKNOWLEDGEMENT FORM FEE	288	3,434	3,434	3,434
	4350960 MONUMENTATION FEES	51,061	48,951	48,951	48,951
	4350965 BLDG PRMT REVIEW-DRAINAGE	60,900	60,619	60,619	60,619
	4350966 BLDG PRMT REVIEW-FLD HZD	2,703	2,977	2,977	2,977
	4350990 DEVELOPMENT PLAN INSPECTN	39,349	43,953	43,953	43,953
	4350995 PAR MAP CHECKING THRU T/A	32,054	25,846	25,846	25,846
	4351005 RECORDS OF SURVEY FEES	37,519	40,490	40,490	40,490
	4351070 PM INSPECT-IMP PLANS P11E	38,009	110,255	110,255	110,255
	4351075 TM INSPECT-IMP PLANS P11D	198,544	193,845	193,845	193,845
	4351095 LOT LINE ADJUST APPLICATION	4,472	7,978	7,978	7,978
	4351100 COND USE PMT/DEV PLAN APP	42,126	21,973	21,973	21,973
	4351105 CERT COMPLIANCE APP	476	0	0	0
	4351110 CERT OF CORRECTION	705	435	435	435
	4351125 LOT LINE ADJUST CHECKING	15,218	14,596	14,596	14,596
	4400020 WATER SALES FOR RESALE	30,832	36,291	36,291	36,291
	4550000 OTHER REVENUE	30	1,083	1,083	1,083
	4550065 OTHER REIMBURSEMENTS	11,362	824	824	824
	4550090 SERVICE CHGE RETRND CHKS	16	0	0	0
	4550170 SETTLEMNTS,DAMAGES,&REST.	8,532	0	0	0
	4550200 INVOICE VARIANCES	18	0	0	0
	4909099 IFR-JE-UTILITY CHARGES-OPR CEN	46,871	56,290	56,290	56,290
	6000000 OPERATING TRANSFERS IN	0	250,000	250,000	250,000
	TOTAL:	778,361	1,010,689	1,010,689	1,010,689
215	FARM ADVISOR				
	4200170 STATE AID - OTHER	5,644	6,310	6,310	6,310
	TOTAL:	5,644	6,310	6,310	6,310
230	CAPITAL PROJECTS FUND				
	4100320 PENALTY AS-CTHS TEMP CONS	43,585	0	0	0
	4150000 INTEREST	83,766	0	0	0
	4200105 STATE AWARDED GRANTS	58,437	0	0	0
	4200141 STATE COASTAL GRANT	1,505,000	0	0	0
	4200240 STATE AID CONSTRUCTION	14,556,882	0	0	0
	4200242 STATE AID - REGIONAL STATE HWY	92,470	0	0	0

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY DEPARTMENT

DEPARTMENT	REVENUE TYPE	2014-15 ACTUAL	2015-16 REQUESTED	2015-16 RECOMMENDED	2015-16 ADOPTED
230	(Continued)				
	4250095 FEDERAL-GRANTS	120,259	0	0	0
	4350925 PARKLAND FEE (QUIMBY FEE)	42,457	0	0	0
	4550120 CONTRIBUTIONS - NON GOVTL	105,000	0	0	0
	4902055 IFR-JE CAPITAL ASSETS FUNDING	1,236,724	0	0	0
	6000000 OPERATING TRANSFERS IN	185,789	0	150,000	0
	6000120 TRANSFERS IN FROM GEN FND	2,402,502	0	7,095,000	4,321,300
	6000145 OPR TRF IN - PFF FIRE	81,287	0	0	0
	6000150 OPR TRF IN - PFF PARKS	205,791	0	0	0
	6000155 OPR TRF IN - PFF LAW ENFORC	2,730	0	0	0
	6001000 INTERNAL LOAN REPAYMENT-PRIN	931,069	0	0	0
	TOTAL:	21,653,748	0	7,245,000	4,321,300
245	ROADS				
	4000005 PROP. TAXES CURR. SECURED	1,200,451	1,188,309	1,188,309	1,188,309
	4000007 PROPERTY TAX-UNITARY	333,008	367,495	367,495	367,495
	4000010 SUPPLEMENTAL-CURR.SECURED	29,354	2,520	2,520	2,520
	4000025 PROP. TAXES CURR. UNSEC.	30,364	25,785	25,785	25,785
	4000030 SUPPLEMENTAL-CURR.UNSEC.	50	115	115	115
	4010005 PROP. TAXES PRIOR SECURED	(2,302)	(6,062)	(6,062)	(6,062)
	4010010 SUPPLEMENTL-PRIOR SECURED	(7)	0	0	0
	4010015 PROP. TAXES PRIOR UNSEC.	1,152	0	0	0
	4010020 SUPPLEMENTAL-PRIOR UNSEC	216	0	0	0
	4010035 PENALTIES-DELINQUENT TAX	121	0	0	0
	4150000 INTEREST	38,781	20,000	20,000	20,000
	4150003 INTEREST-PROP TAX REFUNDS	(135)	0	0	0
	4200075 HOMEOWNER PROP TAX RELIEF	9,579	9,811	9,811	9,811
	4200230 STATE - HIGHWAY USERS TAX	10,271,951	8,400,000	8,400,000	8,400,000
	4200235 STATE OFF HWY MTR VH FEES	(56,603)	0	0	0
	4200240 STATE AID CONSTRUCTION	157,901	0	0	0
	4200241 STATE AID - URBAN STATE HWY AC	78,708	825,000	825,000	825,000
	4200242 STATE AID - REGIONAL STATE HWY	357,838	0	0	0
	4200245 TRANS DEV ACT SB 325	3,478,253	3,700,000	3,700,000	3,700,000
	4200250 ST AID-ISTEA EXCHANGE	578,060	578,060	578,060	578,060
	4200330 STATE AID FOR DISASTER	(88,341)	0	0	0
	4250020 FEDERAL AID CONSTRUCTION	5,519,667	5,789,973	5,789,973	5,789,973
	4250021 FEDERAL AID-BRIDGE TOLLS	154,798	343,797	343,797	343,797
	4250026 FEDERAL AID FOREST RESERVE	10,941	9,745	9,745	9,745
	4250120 FEDERAL AID-PRIOR YEAR	47,040	0	0	0
	4250123 FED AID-PRIOR YEAR BRIDGE TOLL	139	0	0	0
	4350106 APPEAL FEE	828	0	0	0
	4350495 PLANNING/ENGINEERING SVCS	1,353	3,500	3,500	3,500
	4350500 ROAD PERMIT FEES	18,670	15,000	15,000	15,000
	4350660 ENCROACHMENT PERMIT FEES	133,473	100,000	100,000	100,000
	4350675 CURB & GUTTER WAIVERS	1,267	0	0	0
	4350676 CURB & GUTTER PERMIT WITH DESI	2,652	5,000	5,000	5,000
	4350677 CURB & GUTTER PERMIT W/O DESIG	0	17,000	17,000	17,000
	4350678 CURB,GUTTER & SIDEWALK	1,880	0	0	0
	4350950 MISCELLANEOUS FEES	72	0	0	0
	4550000 OTHER REVENUE	10,126	8,204	8,204	8,204
	4550065 OTHER REIMBURSEMENTS	39,516	0	0	0
	4550080 OTHER SALES	1,140	0	0	0

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY DEPARTMENT

DEPARTMENT	REVENUE TYPE	2014-15 ACTUAL	2015-16 REQUESTED	2015-16 RECOMMENDED	2015-16 ADOPTED
245	(Continued)				
	4550200 INVOICE VARIANCES	1,270	0	0	0
	4902055 IFR-JE CAPITAL ASSETS FUNDING	62,965	0	0	0
	4909020 IFR-JE-MAINTENANCE PROJ	11,422	0	0	0
	6000100 ROADS IMPACT FEES	416,740	627,283	627,283	627,283
	6000120 TRANSFERS IN FROM GEN FND	8,414,100	7,405,552	11,146,107	11,146,107
	TOTAL:	31,268,458	29,436,087	33,176,642	33,176,642
290	COMMUNITY DEVELOPMENT PROGRAM				
	4150000 INTEREST	1,608	0	0	0
	4200170 STATE AID - OTHER	4,900	0	0	0
	4250065 FEDERAL FUNDS - CDBG	1,220,683	1,546,290	1,645,012	1,645,012
	4250070 FEDERAL FUNDS - HOME	1,614,653	689,855	637,847	637,847
	4250075 FEDERAL FUNDS - ESG	168,140	128,721	145,085	145,085
	4250080 FEDERAL FUNDS - SNAP	954,661	1,031,601	1,075,961	1,075,961
	4250100 FEDERAL AID - ENVIRONMENT	107,215	0	0	0
	4550065 OTHER REIMBURSEMENTS	2,143	0	0	0
	6000120 TRANSFERS IN FROM GEN FND	391,436	391,436	391,436	591,436
	TOTAL:	4,465,439	3,787,903	3,895,341	4,095,341
247	PUBLIC FACILITIES FEES				
	4150000 INTEREST	37,655	0	0	0
	4350100 AFFORDABLE HOUSING FEE TRANSFE	(8,357)	0	0	0
	4350101 AFFORDABLE HOUSNG IN-LIEU	8,358	0	0	0
	4350102 PUB FAC FEE-LIBRARY	185,929	156,940	156,940	156,940
	4350103 PUB FACIL FEE-FIRE	831,353	775,674	775,674	775,674
	4350104 PUB FACIL FEE-PARKS	585,676	499,548	499,548	499,548
	4350105 PUB FACIL FEE-GEN GOVT	292,876	267,766	267,766	267,766
	4350107 PUB FAC FEE-LAW ENFORCE	160,061	151,887	151,887	151,887
	TOTAL:	2,093,551	1,851,815	1,851,815	1,851,815
305	PARKS and RECREATION				
	4050130 MISC PERMITS	3,252	0	0	0
	4100255 OFF-HIGHWAY MOTOR FINES	76,311	91,366	95,961	95,961
	4100275 LITTER CLEANUP	824	2,192	2,192	2,192
	4150000 INTEREST	12,463	3,500	3,500	3,500
	4150020 RENT-LAND/BLDG-SHORT TERM	59,942	57,258	57,258	57,258
	4150025 RENT-LAND/BLDG-LONG TERM	72,821	57,467	57,467	57,467
	4150030 FARM LAND RENT	1,950	1,800	1,800	1,800
	4200065 STATE AID-NUCLEAR PLANNG	3,161	2,800	2,800	2,800
	4350245 OTHER BILLINGS TO COURTS	10,707	8,000	8,000	8,000
	4350255 BILLINGS TO OUTSIDE AGENCIES	46,906	39,352	39,352	39,352
	4350650 DEVELOPMENT FEE- ADMIN	1,210	550	550	550
	4350860 CAMPING FEES	3,306,421	3,158,000	3,158,000	3,158,000
	4350865 DAILY PASSES	489,015	500,000	500,000	500,000
	4350870 GROUP ENTRANCE FEES	191,028	145,000	145,000	145,000
	4350875 SEASON PASSES	80,534	105,000	105,000	105,000
	4350880 SEASON BOAT LICENSES	33,029	50,000	50,000	50,000
	4350885 DAILY BOAT PASSES	80,166	95,000	95,000	95,000
	4350890 INCOME FROM CONCESSIONS	107,013	115,000	115,000	115,000
	4350895 SWIMMING POOL FEES	69,621	94,000	94,000	94,000
	4350905 DOG/DAY USE	63,021	70,000	70,000	70,000
	4350910 SHOWERS/LOCKERS	66,468	58,000	58,000	58,000
	4350925 PARKLAND FEE (QUIMBY FEE)	127,191	0	0	0

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY DEPARTMENT

DEPARTMENT	REVENUE TYPE	2014-15 ACTUAL	2015-16 REQUESTED	2015-16 RECOMMENDED	2015-16 ADOPTED
305	(Continued)				
	4350950 MISCELLANEOUS FEES	18,008	4,430	4,430	4,430
	4350970 RECREATIONAL PROGRAMS	38,296	28,000	28,000	28,000
	4350971 SKATE PARK FEES	3,087	4,940	4,940	4,940
	4350972 SPECIAL EVENTS	14,355	0	0	0
	4350980 OTHER RECREATIONAL FEES	25,303	11,004	11,004	11,004
	4550000 OTHER REVENUE	11,729	2,745	2,745	2,745
	4550065 OTHER REIMBURSEMENTS	2,460	3,000	3,000	3,000
	4550120 CONTRIBUTIONS - NON GOVTL	42,750	30,000	30,000	30,000
	4550125 GRANTS: NON-GOVERNMENTAL	22,580	38,760	38,760	38,760
	4550130 BAD DEBT RECOVERY	670	0	0	0
	4550160 CASH OVERRAGES	676	1,000	1,000	1,000
	4550200 INVOICE VARIANCES	2,704	0	0	0
	4900260 IFR-INT SETT-PARKS BILLINGS	87,691	7,500	7,500	7,500
	4901020 IFR-OVERHEAD-AGR	221	0	0	0
	4909025 IFR-JE-GENERAL SERVICES	5,000	0	0	0
	4909200 IFR-JE-PARKS	227,236	315,235	315,235	315,235
	6000120 TRANSFERS IN FROM GEN FND	4,139,303	3,960,355	3,616,907	3,616,907
	6000150 OPR TRF IN - PFF PARKS	1,200,355	0	0	0
	6000240 OP TRANSF-IN-FLEET	53	0	0	0
	TOTAL:	10,745,531	9,061,254	8,722,401	8,722,401
266	COUNTYWIDE AUTOMATION REPLACEM				
	4010045 TLRP PROCEEDS	1,005,303	0	0	0
	4150000 INTEREST	52,431	0	0	0
	4150010 RENTS AND CONCESSIONS	420,845	0	0	0
	4350330 PUBLIC EDUCATION GOV'T ACCESS	321,625	0	300,000	300,000
	4909100 IFR-JE-MAJOR SYSTEM DEV	84,993	0	0	0
	4909105 IDC-JE COWIDE O&M CHARGES	23,687	0	0	0
	6000120 TRANSFERS IN FROM GEN FND	3,486,313	0	4,584,099	4,584,099
	TOTAL:	5,395,197	0	4,884,099	4,884,099
267	GEN GOVT BUILDING REPLACEMENT				
	4150000 INTEREST	62,994	0	0	0
	6000120 TRANSFERS IN FROM GEN FND	5,850,498	2,669,222	6,169,222	6,610,877
	6001000 INTERNAL LOAN REPAYMENT-PRIN	169,646	0	0	0
	TOTAL:	6,083,138	2,669,222	6,169,222	6,610,877
268	TAX REDUCTION RESERVE				
	4150000 INTEREST	40,499	0	0	0
	6000120 TRANSFERS IN FROM GEN FND	4,550,000	0	0	0
	TOTAL:	4,590,499	0	0	0
248	ROADS - IMPACT FEES				
	4150000 INTEREST	25,722	0	0	0
	4350108 ROAD IMPACT FEES	1,205,879	0	0	0
	6000205 PROCEEDS OF GF INTERNAL LOAN	322,000	0	0	0
	TOTAL:	1,553,601	0	0	0
330	WILDLIFE AND GRAZING				
	4150000 INTEREST	65	0	0	0
	4250025 FEDERAL GRAZING FEES	3,673	3,548	3,548	3,548
	TOTAL:	3,738	3,548	3,548	3,548

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY DEPARTMENT

DEPARTMENT	REVENUE TYPE	2014-15 ACTUAL	2015-16 REQUESTED	2015-16 RECOMMENDED	2015-16 ADOPTED
375	DRIVING UNDER THE INFLUENCE				
	4150000 INTEREST	1,977	1,000	1,000	1,000
	4350260 FEES-YOUNG ADULTS PROGRAM	35,079	29,044	29,044	29,044
	4350285 EXTD FIRST OFFENDER FEES	174,563	193,176	193,176	193,176
	4350730 SECOND CHANCE CHARGES-ALC	545,339	616,860	616,860	616,860
	4350815 FIRST OFFENDER FEES	528,596	481,039	481,039	481,039
	4350950 MISCELLANEOUS FEES	731	0	0	0
	4352265 WET & RECKLESS	22,411	20,039	20,039	20,039
	4550160 CASH OVERAGES	7	0	0	0
	4900299 IFR-INT SETT-ALL OTHER DEPTS	29,665	0	0	0
	TOTAL:	1,338,368	1,341,158	1,341,158	1,341,158
377	LIBRARY				
	4000005 PROP. TAXES CURR. SECURED	6,829,907	7,084,684	7,084,684	7,084,684
	4000007 PROPERTY TAX-UNITARY	562,070	562,784	562,784	562,784
	4000010 SUPPLEMENTAL-CURR.SECURED	166,860	75,000	75,000	75,000
	4000015 REDEVELOPMENT AGENCY TAX	(134,843)	(140,238)	(140,238)	(140,238)
	4000020 RETURN RDA PASSTHRU - S1290	50,906	51,459	51,459	51,459
	4000021 RPTTF RESIDUAL BALANCE	28,002	25,000	25,000	25,000
	4000025 PROP. TAXES CURR. UNSEC.	172,753	169,585	169,585	169,585
	4000030 SUPPLEMENTAL-CURR.UNSEC.	283	140	140	140
	4010005 PROP. TAXES PRIOR SECURED	(13,088)	(35,000)	(35,000)	(35,000)
	4010010 SUPPLEMENTL-PRIOR SECURED	(42)	360	360	360
	4010015 PROP. TAXES PRIOR UNSEC.	6,547	7,900	7,900	7,900
	4010020 SUPPLEMENTAL-PRIOR UNSEC	1,225	1,100	1,100	1,100
	4010035 PENALTIES-DELINQUENT TAX	686	0	0	0
	4150000 INTEREST	10,192	5,000	5,000	5,000
	4150003 INTEREST-PROP TAX REFUNDS	(772)	0	0	0
	4200075 HOMEOWNER PROP TAX RELIEF	54,500	53,700	53,700	53,700
	4200105 STATE AWARDED GRANTS	44,697	44,750	44,750	44,750
	4350805 LOST-DAMAGED MATERIALS	10,671	11,400	11,400	11,400
	4350807 MEETING ROOM USE FEE	2,863	2,400	2,400	2,400
	4350810 LIBRARY SERVICES	197,239	205,000	205,000	205,000
	4350835 COPYING FEES	20,578	19,000	19,000	19,000
	4350840 LIBRARY REQUEST FEES	17,335	0	0	0
	4550000 OTHER REVENUE	36,720	16,100	16,100	16,100
	4550090 SERVICE CHGE RETRND CHKS	(44)	0	0	0
	4550120 CONTRIBUTIONS - NON GOVTL	1,429,373	0	0	0
	4550160 CASH OVERAGES	24	0	0	0
	4550200 INVOICE VARIANCES	500	0	0	0
	6000120 TRANSFERS IN FROM GEN FND	2,307,682	607,139	633,683	633,683
	6000140 OPR TRF IN - PFF LIBRARY	169,646	0	0	0
	TOTAL:	11,972,470	8,767,263	8,793,807	8,793,807
331	FISH AND GAME				
	4100250 FISH AND GAME FINES	9,978	20,000	20,000	20,000
	4100310 ST PENALTY F&GAME-PC1464	5,619	0	0	0
	TOTAL:	15,597	20,000	20,000	20,000
275	ORGANIZATIONAL DEVELOPMENT				
	4150000 INTEREST	8,590	7,200	7,200	7,200
	4550000 OTHER REVENUE	1	0	0	0
	6000120 TRANSFERS IN FROM GEN FND	900,000	450,000	604,839	604,839
	TOTAL:	908,591	457,200	612,039	612,039

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY DEPARTMENT

DEPARTMENT	REVENUE TYPE	2014-15 ACTUAL	2015-16 REQUESTED	2015-16 RECOMMENDED	2015-16 ADOPTED
350	Medically Indigent Services Pr				
	4150000 INTEREST	3,239	1,000	1,000	1,000
	4200065 STATE AID-NUCLEAR PLANNG	534	0	0	0
	4200200 MEDI-CAL: PATIENTS-ST +FED	0	38,700	38,700	38,700
	4200215 STATE - HEALTH ADMIN.	21,763	0	0	0
	4250015 FEDERAL - HEALTH ADMIN	95,927	27,107	27,107	27,107
	4550000 OTHER REVENUE	30	0	0	0
	4550210 TOBACCO SETTLEMENT	681,637	686,342	686,342	686,342
	4900110 IFR-INT SETT-HEALTH BILLINGS	120,059	193,225	193,225	193,225
	4909040 IFR-JE ALLOC-PUBLIC HEALTH	38,387	39,156	39,156	39,156
	6000105 TRANSFER IN - GF MED ASST PROG	<u>785,281</u>	<u>514,025</u>	<u>507,692</u>	<u>507,692</u>
	TOTAL:	1,746,857	1,499,555	1,493,222	1,493,222
351	EMERGENCY MEDICAL SRVS FUND				
	4100150 PA-EMERGENCY MED SERVICES	338,479	375,000	375,000	375,000
	4100152 PA-SB1773 RICHIE'S FUND	441,510	375,000	375,000	375,000
	4100365 TRAFFIC SCH FEES-MADDY FUND	100,548	95,500	95,500	95,500
	4150000 INTEREST	737	500	500	500
	TOTAL:	881,274	846,000	846,000	846,000
277	DEBT SERVICE				
	4010045 TLRP PROCEEDS	500,000	500,000	500,000	500,000
	4100320 PENALTY AS-CTHS TEMP CONS	309,734	310,518	310,518	310,518
	6000135 TRFR IN FOR DEBT SERVICE	871,400	829,633	879,633	879,633
	6000160 OPR TRF IN - PFF GEN GOV'T	<u>397,858</u>	<u>450,000</u>	<u>400,000</u>	<u>400,000</u>
	TOTAL:	2,078,992	2,090,151	2,090,151	2,090,151
392	PENSION OBLIGATION BOND DSF				
	4150000 INTEREST	18,386	9,000	9,000	9,000
	4550140 COUNTY CONTRIBUTIONS	10,215,064	10,028,420	10,028,420	10,028,420
	6000000 OPERATING TRANSFERS IN	<u>350,000</u>	<u>0</u>	<u>0</u>	<u>0</u>
	TOTAL:	10,583,450	10,037,420	10,037,420	10,037,420
	TOTAL COUNTY REVENUE:	<u>550,633,314</u>	<u>495,532,412</u>	<u>520,297,800</u>	<u>518,415,755</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	2014-15	2015-16	2015-16	2015-16	
		ACTUAL	REQUESTED	RECOMMENDED	ADOPTED	
4000005 PROP. TAXES CURR. SECURED	101	NON-DEPARTMENTAL REVENUES	95,519,790	98,811,867	98,811,867	98,811,867
	245	ROADS	1,200,451	1,188,309	1,188,309	1,188,309
	377	LIBRARY	6,829,907	7,084,684	7,084,684	7,084,684
		TOTAL:	103,550,148	107,084,860	107,084,860	107,084,860
4000007 PROPERTY TAX-UNITARY	101	NON-DEPARTMENTAL REVENUES	7,812,487	7,822,000	7,822,000	7,822,000
	245	ROADS	333,008	367,495	367,495	367,495
	377	LIBRARY	562,070	562,784	562,784	562,784
		TOTAL:	8,707,565	8,752,279	8,752,279	8,752,279
4000010 SUPPLEMENTAL-CURR.SECURED	101	NON-DEPARTMENTAL REVENUES	2,419,982	663,000	1,000,000	1,000,000
	245	ROADS	29,354	2,520	2,520	2,520
	377	LIBRARY	166,860	75,000	75,000	75,000
		TOTAL:	2,616,196	740,520	1,077,520	1,077,520
4000015 REDEVELOPMENT AGENCY TAX	101	NON-DEPARTMENTAL REVENUES	(2,909,754)	(3,026,145)	(3,026,145)	(3,026,145)
	377	LIBRARY	(134,843)	(140,238)	(140,238)	(140,238)
		TOTAL:	(3,044,597)	(3,166,383)	(3,166,383)	(3,166,383)
4000020 RETURN RDA PASSTHRU - S1290	101	NON-DEPARTMENTAL REVENUES	1,635,081	1,648,251	1,648,251	1,648,251
	377	LIBRARY	50,906	51,459	51,459	51,459
		TOTAL:	1,685,987	1,699,710	1,699,710	1,699,710
4000021 RPTTF RESIDUAL BALANCE	101	NON-DEPARTMENTAL REVENUES	473,291	210,000	210,000	210,000
	377	LIBRARY	28,002	25,000	25,000	25,000
		TOTAL:	501,293	235,000	235,000	235,000
4000025 PROP. TAXES CURR. UNSEC.	101	NON-DEPARTMENTAL REVENUES	2,444,241	2,399,400	2,399,400	2,399,400
	245	ROADS	30,364	25,785	25,785	25,785
	377	LIBRARY	172,753	169,585	169,585	169,585
		TOTAL:	2,647,358	2,594,770	2,594,770	2,594,770
4000030 SUPPLEMENTAL-CURR.UNSEC.	101	NON-DEPARTMENTAL REVENUES	3,998	(2,600)	(2,600)	(2,600)
	245	ROADS	50	115	115	115
	377	LIBRARY	283	140	140	140
		TOTAL:	4,331	(2,345)	(2,345)	(2,345)
4010005 PROP. TAXES PRIOR SECURED	101	NON-DEPARTMENTAL REVENUES	(185,027)	(417,000)	(417,000)	(417,000)
	245	ROADS	(2,302)	(6,062)	(6,062)	(6,062)
	377	LIBRARY	(13,088)	(35,000)	(35,000)	(35,000)
		TOTAL:	(200,417)	(458,062)	(458,062)	(458,062)
4010010 SUPPLEMENTL-PRIOR SECURED	101	NON-DEPARTMENTAL REVENUES	(780)	(11,000)	(11,000)	(11,000)
	245	ROADS	(7)	0	0	0
	377	LIBRARY	(42)	360	360	360
		TOTAL:	(829)	(10,640)	(10,640)	(10,640)
4010015 PROP. TAXES PRIOR UNSEC.	101	NON-DEPARTMENTAL REVENUES	92,550	125,000	125,000	125,000
	245	ROADS	1,152	0	0	0
	377	LIBRARY	6,547	7,900	7,900	7,900
		TOTAL:	100,249	132,900	132,900	132,900

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2014-15 ACTUAL	2015-16 REQUESTED	2015-16 RECOMMENDED	2015-16 ADOPTED
4010020 SUPPLEMENTAL-PRIOR UNSEC	101 NON-DEPARTMENTAL REVENUES	22,395	15,000	15,000	15,000
	245 ROADS	216	0	0	0
	377 LIBRARY	1,225	1,100	1,100	1,100
	TOTAL:	23,836	16,100	16,100	16,100
4010025 REDEMPTION FEES	101 NON-DEPARTMENTAL REVENUES	18,220	23,000	23,000	23,000
	TOTAL:	18,220	23,000	23,000	23,000
4010030 DELINQUENT/COST REIMBRSM T	101 NON-DEPARTMENTAL REVENUES	(39)	0	0	0
	108 TREAS-TAX COLL-PUBLIC ADM	181,477	167,590	167,590	167,590
	TOTAL:	181,438	167,590	167,590	167,590
4010035 PENALTIES-DELINQUENT TAX	101 NON-DEPARTMENTAL REVENUES	206,106	160,000	160,000	160,000
	245 ROADS	121	0	0	0
	377 LIBRARY	686	0	0	0
	TOTAL:	206,913	160,000	160,000	160,000
4010040 PENALTIES-C O F	101 NON-DEPARTMENTAL REVENUES	74,419	44,000	44,000	44,000
	TOTAL:	74,419	44,000	44,000	44,000
4010045 T LRF PROCEEDS	101 NON-DEPARTMENTAL REVENUES	1,215,000	1,215,000	1,215,000	1,215,000
	107 AUDITOR-CONTROLLER	250,000	250,000	250,000	250,000
	266 COUNTYWIDE AUTOMATION REPLACEM	1,005,303	0	0	0
	277 DEBT SERVICE	500,000	500,000	500,000	500,000
	TOTAL:	2,970,303	1,965,000	1,965,000	1,965,000
4010050 SALES AND USE TAXES	101 NON-DEPARTMENTAL REVENUES	11,405,724	10,199,578	10,199,578	10,199,578
	TOTAL:	11,405,724	10,199,578	10,199,578	10,199,578
4010065 AIRCRAFT TAX	101 NON-DEPARTMENTAL REVENUES	406,043	346,000	346,000	346,000
	TOTAL:	406,043	346,000	346,000	346,000
4010070 PROPERTY TRANSFER TAX	101 NON-DEPARTMENTAL REVENUES	2,370,039	2,245,000	2,245,000	2,245,000
	TOTAL:	2,370,039	2,245,000	2,245,000	2,245,000
4010073 RACEHORSE TAX	101 NON-DEPARTMENTAL REVENUES	7,990	7,800	7,800	7,800
	TOTAL:	7,990	7,800	7,800	7,800
4010075 TRANSIENT OCCUPANCY TAX	101 NON-DEPARTMENTAL REVENUES	8,724,202	8,021,000	8,021,000	8,021,000
	TOTAL:	8,724,202	8,021,000	8,021,000	8,021,000
4010076 SALE OF TAX DEEDED PROP.	108 TREAS-TAX COLL-PUBLIC ADM	41,700	52,500	52,500	52,500
	TOTAL:	41,700	52,500	52,500	52,500
4010077 PROPERTY TAX IN-LIEU OF SALES	101 NON-DEPARTMENTAL REVENUES	2,367,899	(593,578)	(593,578)	(593,578)
	TOTAL:	2,367,899	(593,578)	(593,578)	(593,578)
4010078 PROPERTY TAX IN-LIEU OF VLF	101 NON-DEPARTMENTAL REVENUES	29,193,219	30,360,948	30,360,948	30,360,948
	TOTAL:	29,193,219	30,360,948	30,360,948	30,360,948

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2014-15 ACTUAL	2015-16 REQUESTED	2015-16 RECOMMENDED	2015-16 ADOPTED
4050005 FRANCHISES-CABLE	101 NON-DEPARTMENTAL REVENUES	801,735	780,000	780,000	780,000
	TOTAL:	801,735	780,000	780,000	780,000
4050006 FRANCHISE FEES-PUB UTIL	101 NON-DEPARTMENTAL REVENUES	1,368,519	1,302,000	1,302,000	1,302,000
	TOTAL:	1,368,519	1,302,000	1,302,000	1,302,000
4050010 FRANCHISE FEES-GARBAGE	101 NON-DEPARTMENTAL REVENUES	936,945	816,000	816,000	816,000
	TOTAL:	936,945	816,000	816,000	816,000
4050011 FRANCHISE FEES-PETROLEUM	101 NON-DEPARTMENTAL REVENUES	18,551	18,000	18,000	18,000
	TOTAL:	18,551	18,000	18,000	18,000
4050015 ANIMAL LICENSES	137 ANIMAL SERVICES	801,480	677,329	677,329	677,329
	TOTAL:	801,480	677,329	677,329	677,329
4050020 BUSINESS LICENSES	108 TREAS-TAX COLL-PUBLIC ADM	124,225	109,468	109,468	109,468
	142 PLANNING & BUILDING DEPARTMENT	2,457	1,890	1,890	1,890
	TOTAL:	126,682	111,358	111,358	111,358
4050025 BUILDING PERMITS	142 PLANNING & BUILDING DEPARTMENT	2,120,840	1,886,463	1,886,463	1,886,463
	201 PUBLIC WORKS SPECIAL SERVICES	49,629	46,362	46,362	46,362
	TOTAL:	2,170,469	1,932,825	1,932,825	1,932,825
4050030 GRADING PERMITS	142 PLANNING & BUILDING DEPARTMENT	(23)	0	0	0
4050035 PLAN CHECK FEES	140 COUNTY FIRE	327,854	269,270	269,270	269,270
	142 PLANNING & BUILDING DEPARTMENT	1,545,239	1,419,805	1,419,805	1,419,805
	TOTAL:	1,873,093	1,689,075	1,689,075	1,689,075
4050040 SUB PERMITS-MECH EL PLUMB	142 PLANNING & BUILDING DEPARTMENT	440,479	329,198	329,198	329,198
	TOTAL:	440,479	329,198	329,198	329,198
4050043 BLDG STANDARDS ADMIN	142 PLANNING & BUILDING DEPARTMENT	1,136	0	0	0
4050045 MINOR USE PERMIT APPLICATION	201 PUBLIC WORKS SPECIAL SERVICES	26,309	27,194	27,194	27,194
	TOTAL:	26,309	27,194	27,194	27,194
4050065 LAND USE PERMITS	141 AGRICULTURAL COMMISSIONER	20,198	23,000	23,000	23,000
	142 PLANNING & BUILDING DEPARTMENT	799,644	786,197	786,197	786,197
	TOTAL:	819,842	809,197	809,197	809,197
4050070 PLOT PLANS	142 PLANNING & BUILDING DEPARTMENT	277,864	262,125	262,125	262,125
	TOTAL:	277,864	262,125	262,125	262,125
4050075 GENERAL PLAN AMENDMENTS	142 PLANNING & BUILDING DEPARTMENT	48,431	16,034	16,034	16,034
	TOTAL:	48,431	16,034	16,034	16,034
4050080 AGRICULTURAL PRESERVE FEE	142 PLANNING & BUILDING DEPARTMENT	28,241	73,251	73,251	73,251
	TOTAL:	28,241	73,251	73,251	73,251

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2014-15 ACTUAL	2015-16 REQUESTED	2015-16 RECOMMENDED	2015-16 ADOPTED
4050081 AG B&P 12241 FEE	141 AGRICULTURAL COMMISSIONER	3,000	0	0	0
4050085 SUBDIVISION PERMITS	142 PLANNING & BUILDING DEPARTMENT	<u>189,232</u>	<u>259,433</u>	<u>259,433</u>	<u>259,433</u>
	TOTAL:	189,232	259,433	259,433	259,433
4050090 SPECIFIC PLANS	142 PLANNING & BUILDING DEPARTMENT	16,500	0	0	0
4050095 FINGER PRINTING FEES	136 SHERIFF-CORONER	<u>11,445</u>	<u>12,500</u>	<u>12,500</u>	<u>12,500</u>
	TOTAL:	11,445	12,500	12,500	12,500
4050100 EXPLOSIVE PERMITS	136 SHERIFF-CORONER	<u>2,570</u>	<u>2,000</u>	<u>2,000</u>	<u>2,000</u>
	TOTAL:	2,570	2,000	2,000	2,000
4050105 OTHER LICENSES AND PERMIT	141 AGRICULTURAL COMMISSIONER	254,334	261,558	261,558	261,558
	142 PLANNING & BUILDING DEPARTMENT	<u>30,966</u>	<u>21,725</u>	<u>21,725</u>	<u>21,725</u>
	TOTAL:	285,300	283,283	283,283	283,283
4050110 GUN PERMITS	136 SHERIFF-CORONER	<u>15,740</u>	<u>14,400</u>	<u>14,400</u>	<u>14,400</u>
	TOTAL:	15,740	14,400	14,400	14,400
4050111 DOMESTIC VIOLENCE FEES	132 DISTRICT ATTORNEY	<u>64,280</u>	<u>65,000</u>	<u>65,000</u>	<u>65,000</u>
	TOTAL:	64,280	65,000	65,000	65,000
4050120 BURIAL PERMITS	160 PUBLIC HEALTH	6,483	5,925	5,925	5,925
	185 GENERAL ASSISTANCE	<u>5,212</u>	<u>3,998</u>	<u>3,998</u>	<u>3,998</u>
	TOTAL:	11,695	9,923	9,923	9,923
4050130 MISC PERMITS	113 GENERAL SERVICES	10,161	12,750	12,750	12,750
	137 ANIMAL SERVICES	38,631	36,875	36,875	36,875
	142 PLANNING & BUILDING DEPARTMENT	38,669	36,500	36,500	36,500
	305 PARKS and RECREATION	<u>3,252</u>	<u>0</u>	<u>0</u>	<u>0</u>
	TOTAL:	90,713	86,125	86,125	86,125
4050145 SUBPOENA DUCES TECUM GC 1563	136 SHERIFF-CORONER	<u>1,340</u>	<u>2,000</u>	<u>2,000</u>	<u>2,000</u>
	TOTAL:	1,340	2,000	2,000	2,000
4050150 TOBACCO RETAILERS LICENSES	108 TREAS-TAX COLL-PUBLIC ADM	4,032	4,620	4,620	4,620
	160 PUBLIC HEALTH	<u>32,868</u>	<u>17,310</u>	<u>17,310</u>	<u>17,310</u>
	TOTAL:	36,900	21,930	21,930	21,930
4050165 NOTARY FEE GC 8211	136 SHERIFF-CORONER	<u>1,026</u>	<u>1,000</u>	<u>1,000</u>	<u>1,000</u>
	TOTAL:	1,026	1,000	1,000	1,000
4050170 REPOSSESSION OF VEHICLE GC 267	136 SHERIFF-CORONER	<u>1,395</u>	<u>2,500</u>	<u>2,500</u>	<u>2,500</u>
	TOTAL:	1,395	2,500	2,500	2,500
4100005 50% EXCESS MOE REVENUE-ST	143 COURT OPERATIONS	<u>(72,816)</u>	<u>(400,000)</u>	<u>(400,000)</u>	<u>(400,000)</u>
	TOTAL:	(72,816)	(400,000)	(400,000)	(400,000)

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2014-15 ACTUAL	2015-16 REQUESTED	2015-16 RECOMMENDED	2015-16 ADOPTED
4100010 LAND USE FINES	142 PLANNING & BUILDING DEPARTMENT	825	1,300	1,300	1,300
	TOTAL:	825	1,300	1,300	1,300
4100015 RED LIGHT - VC21453, 54, 57	143 COURT OPERATIONS	12,229	3,000	3,000	3,000
	TOTAL:	12,229	3,000	3,000	3,000
4100055 PROBA DRUG FEE-PC1203.1AB	139 PROBATION DEPARTMENT	3,223	3,360	3,360	3,360
	143 COURT OPERATIONS	784	0	0	0
	TOTAL:	4,007	3,360	3,360	3,360
4100065 CHILD RESTRNT FEE-COUNTY	160 PUBLIC HEALTH	5,325	5,000	5,000	5,000
	TOTAL:	5,325	5,000	5,000	5,000
4100070 CHILD RESTRAINT FEE-CITY	160 PUBLIC HEALTH	3,052	2,500	2,500	2,500
	TOTAL:	3,052	2,500	2,500	2,500
4100085 TRAFFIC SCH-VC42007.1(\$24)	143 COURT OPERATIONS	266,054	256,000	256,000	256,000
	TOTAL:	266,054	256,000	256,000	256,000
4100090 CNTY FIX IT-VC 40611	143 COURT OPERATIONS	30,180	36,000	36,000	36,000
	TOTAL:	30,180	36,000	36,000	36,000
4100100 CO-FAILURE TO APPEAR(FTA)	143 COURT OPERATIONS	0	6,000	6,000	6,000
4100105 CO MOTOR VEH/CRIM FINES	143 COURT OPERATIONS	954,169	840,000	840,000	840,000
	TOTAL:	954,169	840,000	840,000	840,000
4100125 DOMESTIC VIOLC-PC1203.097	143 COURT OPERATIONS	896	0	0	0
4100135 CITIES FIX IT-VC40611	143 COURT OPERATIONS	12,607	16,000	16,000	16,000
	TOTAL:	12,607	16,000	16,000	16,000
4100140 SMALL CLAIMS ADVISORY FEE	132 DISTRICT ATTORNEY	5,939	6,300	6,300	6,300
	TOTAL:	5,939	6,300	6,300	6,300
4100150 PA-EMERGENCY MED SERVICES	351 EMERGENCY MEDICAL SRVS FUND	338,479	375,000	375,000	375,000
	TOTAL:	338,479	375,000	375,000	375,000
4100152 PA-SB1773 RICHIE'S FUND	351 EMERGENCY MEDICAL SRVS FUND	441,510	375,000	375,000	375,000
	TOTAL:	441,510	375,000	375,000	375,000
4100155 SUPERIOR COURT FINES-BASE	139 PROBATION DEPARTMENT	156,450	125,000	125,000	125,000
	TOTAL:	156,450	125,000	125,000	125,000
4100165 SETTLEMENTS/JUDGEMENTS	107 AUDITOR-CONTROLLER	38,020	0	0	0
	132 DISTRICT ATTORNEY	64	30,000	30,000	30,000
	TOTAL:	38,084	30,000	30,000	30,000

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2014-15 ACTUAL	2015-16 REQUESTED	2015-16 RECOMMENDED	2015-16 ADOPTED
4100180 BLDG CODE INVESTIG FEES	142 PLANNING & BUILDING DEPARTMENT	40,461	54,781	54,781	54,781
	TOTAL:	40,461	54,781	54,781	54,781
4100195 TRAFFIC SCHOOL FEES	143 COURT OPERATIONS	1,370,142	1,172,000	1,172,000	1,172,000
	TOTAL:	1,370,142	1,172,000	1,172,000	1,172,000
4100206 ASSET FORFEITURES	132 DISTRICT ATTORNEY	1,562	2,500	2,500	2,500
	136 SHERIFF-CORONER	174,142	52,123	52,123	52,123
	TOTAL:	175,704	54,623	54,623	54,623
4100220 BLOOD ALCOHOL FINES	132 DISTRICT ATTORNEY	65,905	85,000	85,000	85,000
	136 SHERIFF-CORONER	77,920	70,000	70,000	70,000
	143 COURT OPERATIONS	2,872	0	0	0
	166 BEHAVIORAL HEALTH	49,000	135,000	135,000	135,000
	TOTAL:	195,697	290,000	290,000	290,000
4100225 AIDS EDUCATION FINE-PC264	139 PROBATION DEPARTMENT	1,151	0	0	0
4100230 PENALTY AS-FINGERPRINT ID	136 SHERIFF-CORONER	262,228	411,870	411,870	411,870
	TOTAL:	262,228	411,870	411,870	411,870
4100250 FISH AND GAME FINES	331 FISH AND GAME	9,978	20,000	20,000	20,000
	TOTAL:	9,978	20,000	20,000	20,000
4100255 OFF-HIGHWAY MOTOR FINES	136 SHERIFF-CORONER	0	0	31,000	31,000
	305 PARKS and RECREATION	76,311	91,366	95,961	95,961
	TOTAL:	76,311	91,366	126,961	126,961
4100260 AGRICULTURE FINES	141 AGRICULTURAL COMMISSIONER	14,850	0	0	0
4100265 BUSINESS & PROFESSIONS	143 COURT OPERATIONS	(9,958)	(6,000)	(6,000)	(6,000)
	TOTAL:	(9,958)	(6,000)	(6,000)	(6,000)
4100270 HEALTH/SAFETY FINES/FORFT	143 COURT OPERATIONS	2,514	1,000	1,000	1,000
	TOTAL:	2,514	1,000	1,000	1,000
4100275 LITTER CLEANUP	305 PARKS and RECREATION	824	2,192	2,192	2,192
	TOTAL:	824	2,192	2,192	2,192
4100285 CITIES- ALL MISDEMEANORS	143 COURT OPERATIONS	(145,829)	15,000	15,000	15,000
	TOTAL:	(145,829)	15,000	15,000	15,000
4100290 FEES -ALCOHOL ABUSE & EDU	166 BEHAVIORAL HEALTH	42,000	60,000	60,000	60,000
	TOTAL:	42,000	60,000	60,000	60,000
4100295 CITIES PARKING	107 AUDITOR-CONTROLLER	6,503	6,500	6,500	6,500
	TOTAL:	6,503	6,500	6,500	6,500

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2014-15 ACTUAL	2015-16 REQUESTED	2015-16 RECOMMENDED	2015-16 ADOPTED
4100300 CITY MOTOR VEHICLE FINES	143 COURT OPERATIONS	85,230	77,000	77,000	77,000
	TOTAL:	85,230	77,000	77,000	77,000
4100310 ST PENALTY F&GAME-PC1464	331 FISH AND GAME	5,619	0	0	0
4100320 PENALTY AS-CTHS TEMP CONS	230 CAPITAL PROJECTS FUND	43,585	0	0	0
	277 DEBT SERVICE	309,734	310,518	310,518	310,518
	TOTAL:	353,319	310,518	310,518	310,518
4100340 ST PENALTY ASSMNTS-PC1464	143 COURT OPERATIONS	505,022	479,000	479,000	479,000
	TOTAL:	505,022	479,000	479,000	479,000
4100354 COUNTY PORTION GC 76000	107 AUDITOR-CONTROLLER	20,591	20,000	20,000	20,000
	143 COURT OPERATIONS	61,772	75,000	75,000	75,000
	TOTAL:	82,363	95,000	95,000	95,000
4100365 TRAFFIC SCH FEES-MADDY FUND	351 EMERGENCY MEDICAL SRVS FUND	100,548	95,500	95,500	95,500
	TOTAL:	100,548	95,500	95,500	95,500
4100366 ADM PENALTY-HS 25187	160 PUBLIC HEALTH	0	100,000	118,811	118,811
4100390 TRAFFIC SCHOOL FEES - CITY	143 COURT OPERATIONS	0	16,000	16,000	16,000
4100465 DNA Database	136 SHERIFF-CORONER	0	0	32,000	32,000
	139 PROBATION DEPARTMENT	8,168	5,000	5,000	5,000
	TOTAL:	8,168	5,000	37,000	37,000
4150000 INTEREST	101 NON-DEPARTMENTAL REVENUES	387,831	216,000	216,000	216,000
	134 CHILD SUPPORT SERVICES	1,628	3,000	3,000	3,000
	230 CAPITAL PROJECTS FUND	83,766	0	0	0
	245 ROADS	38,781	20,000	20,000	20,000
	247 PUBLIC FACILITIES FEES	37,655	0	0	0
	248 ROADS - IMPACT FEES	25,722	0	0	0
	266 COUNTYWIDE AUTOMATION REPLACEM	52,431	0	0	0
	267 GEN GOVT BUILDING REPLACEMENT	62,994	0	0	0
	268 TAX REDUCTION RESERVE	40,499	0	0	0
	275 ORGANIZATIONAL DEVELOPMENT	8,590	7,200	7,200	7,200
	290 COMMUNITY DEVELOPMENT PROGRAM	1,608	0	0	0
	305 PARKS and RECREATION	12,463	3,500	3,500	3,500
	330 WILDLIFE AND GRAZING	65	0	0	0
	350 Medically Indigent Services Pr	3,239	1,000	1,000	1,000
	351 EMERGENCY MEDICAL SRVS FUND	737	500	500	500
	375 DRIVING UNDER THE INFLUENCE	1,977	1,000	1,000	1,000
	377 LIBRARY	10,192	5,000	5,000	5,000
	392 PENSION OBLIGATION BOND DSF	18,386	9,000	9,000	9,000
	TOTAL:	788,564	266,200	266,200	266,200
4150002 INTEREST REVENUE-PENSION PREPA	101 NON-DEPARTMENTAL REVENUES	1,448,364	1,300,000	1,300,000	1,300,000
	TOTAL:	1,448,364	1,300,000	1,300,000	1,300,000

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2014-15	2015-16	2015-16	2015-16
		ACTUAL	REQUESTED	RECOMMENDED	ADOPTED
4150003 INTEREST-PROP TAX REFUNDS	101 NON-DEPARTMENTAL REVENUES	(10,922)	(13,400)	(13,400)	(13,400)
	245 ROADS	(135)	0	0	0
	377 LIBRARY	(772)	0	0	0
	TOTAL:	(11,829)	(13,400)	(13,400)	(13,400)
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	11,851	12,000	12,000	12,000
	305 PARKS and RECREATION	59,942	57,258	57,258	57,258
	TOTAL:	71,793	69,258	69,258	69,258
4150025 RENT-LAND/BLDG-LONG TERM	113 GENERAL SERVICES	163,214	165,280	165,280	165,280
	305 PARKS and RECREATION	72,821	57,467	57,467	57,467
	TOTAL:	236,035	222,747	222,747	222,747
4150030 FARM LAND RENT	305 PARKS and RECREATION	1,950	1,800	1,800	1,800
	TOTAL:	1,950	1,800	1,800	1,800
4150035 RENTAL OF VETERANS BLDGS.	113 GENERAL SERVICES	72,256	76,388	76,388	76,388
	TOTAL:	72,256	76,388	76,388	76,388
4200005 ST RLGN-SALES TX-SOC SRVC	139 PROBATION DEPARTMENT	240,576	240,572	240,572	240,572
	160 PUBLIC HEALTH	158,700	64,843	64,843	64,843
	180 SOCIAL SERVICES ADMINISTRATION	1,823,939	2,594,330	2,594,330	2,594,330
	181 FOSTER CARE-SOCIAL SERVICES	7,033,228	7,084,094	7,084,094	7,084,094
	TOTAL:	9,256,443	9,983,839	9,983,839	9,983,839
4200010 ST RLGN-SALES TAX-M H	166 BEHAVIORAL HEALTH	5,621,414	5,685,061	5,685,061	5,685,061
	TOTAL:	5,621,414	5,685,061	5,685,061	5,685,061
4200015 ST RLGN-SALES TAX-HEALTH	160 PUBLIC HEALTH	197,335	862,661	862,661	862,661
	184 LAW ENFORCEMENT MED CARE	29,323	128,903	128,903	128,903
	TOTAL:	226,658	991,564	991,564	991,564
4200020 ST REALGN- VLF	160 PUBLIC HEALTH	2,811,794	2,289,300	2,289,300	2,289,300
	180 SOCIAL SERVICES ADMINISTRATION	1,500,581	1,724,182	1,724,182	1,724,182
	184 LAW ENFORCEMENT MED CARE	354,220	282,947	282,947	282,947
	TOTAL:	4,666,595	4,296,429	4,296,429	4,296,429
4200022 ST AID REALIGNMENT	160 PUBLIC HEALTH	66,525	0	0	0
	166 BEHAVIORAL HEALTH	111,005	111,005	111,005	111,005
	180 SOCIAL SERVICES ADMINISTRATION	1,956,269	633,056	684,049	684,049
	181 FOSTER CARE-SOCIAL SERVICES	252,242	0	0	0
	TOTAL:	2,386,041	744,061	795,054	795,054

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2014-15 ACTUAL	2015-16 REQUESTED	2015-16 RECOMMENDED	2015-16 ADOPTED
4200023 ST AID REALIGNMENT-VLF	166 BEHAVIORAL HEALTH	106,632	99,273	99,273	99,273
	TOTAL:	106,632	99,273	99,273	99,273
4200035 SB90 STATE MANDATED COSTS	101 NON-DEPARTMENTAL REVENUES	5,003,591	0	0	0
	107 AUDITOR-CONTROLLER	12,190	16,544	16,544	16,544
	132 DISTRICT ATTORNEY	213,690	215,019	215,019	215,019
	135 PUBLIC DEFENDER	10,261	0	0	0
	139 PROBATION DEPARTMENT	35,071	39,000	39,000	39,000
	TOTAL:	5,274,803	270,563	270,563	270,563
4200045 STATE AID- EXTRADITION	132 DISTRICT ATTORNEY	23,714	20,000	20,000	20,000
	TOTAL:	23,714	20,000	20,000	20,000
4200055 STATE AID FOR AGRICULTURE	141 AGRICULTURAL COMMISSIONER	724,716	758,045	758,045	758,045
	TOTAL:	724,716	758,045	758,045	758,045
4200065 STATE AID-NUCLEAR PLANNG	105 RISK MANAGEMENT	2,468	0	0	0
	107 AUDITOR-CONTROLLER	458	1,300	1,300	1,300
	111 COUNTY COUNSEL	9,987	1,000	1,000	1,000
	112 HUMAN RESOURCES	0	1,800	1,800	1,800
	113 GENERAL SERVICES	6,491	8,302	8,302	8,302
	114 INFORMATION TECHNOLOGY DEPARTM	147,195	201,320	201,320	201,320
	136 SHERIFF-CORONER	34,994	49,000	49,000	49,000
	137 ANIMAL SERVICES	563	0	0	0
	138 EMERGENCY SERVICES	940,773	1,401,765	1,389,741	1,389,741
	140 COUNTY FIRE	29,512	70,000	70,000	70,000
	141 AGRICULTURAL COMMISSIONER	59,697	60,900	60,900	60,900
	142 PLANNING & BUILDING DEPARTMENT	252	7,371	7,371	7,371
	160 PUBLIC HEALTH	86,994	83,000	83,000	83,000
	166 BEHAVIORAL HEALTH	0	1,520	1,520	1,520
	180 SOCIAL SERVICES ADMINISTRATION	28,591	18,684	18,684	18,684
	201 PUBLIC WORKS SPECIAL SERVICES	24,073	11,984	11,984	11,984
	305 PARKS and RECREATION	3,161	2,800	2,800	2,800
	350 Medically Indigent Services Pr	534	0	0	0
	TOTAL:	1,375,743	1,920,746	1,908,722	1,908,722
4200070 STATE AID VETERAN AFFAIRS	186 VETERANS SERVICES	51,067	60,000	60,000	60,000
	TOTAL:	51,067	60,000	60,000	60,000
4200075 HOMEOWNER PROP TAX RELIEF	101 NON-DEPARTMENTAL REVENUES	774,028	760,000	760,000	760,000
	245 ROADS	9,579	9,811	9,811	9,811
	377 LIBRARY	54,500	53,700	53,700	53,700
	TOTAL:	838,107	823,511	823,511	823,511
4200080 STATE REIMB-CMC/ASH CASES	132 DISTRICT ATTORNEY	401,502	316,000	316,000	316,000
	135 PUBLIC DEFENDER	330,689	290,000	290,000	290,000
	136 SHERIFF-CORONER	122,797	97,000	97,000	97,000
	139 PROBATION DEPARTMENT	161,925	90,000	90,000	90,000
	TOTAL:	1,016,913	793,000	793,000	793,000

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2014-15 ACTUAL	2015-16 REQUESTED	2015-16 RECOMMENDED	2015-16 ADOPTED
4200090 ST AID-INS FRAUD INVESTIG	132 DISTRICT ATTORNEY	82,803	45,000	45,000	45,000
	TOTAL:	82,803	45,000	45,000	45,000
4200095 ST AID-DMV-VEH CRIME INV	132 DISTRICT ATTORNEY	137,569	140,000	140,000	140,000
	136 SHERIFF-CORONER	142,248	156,132	156,132	156,132
	TOTAL:	279,817	296,132	296,132	296,132
4200105 STATE AWARDED GRANTS	132 DISTRICT ATTORNEY	403,756	403,756	403,756	403,756
	136 SHERIFF-CORONER	199,002	0	0	0
	142 PLANNING & BUILDING DEPARTMENT	464,031	0	0	0
	186 VETERANS SERVICES	106,320	0	0	0
	200 MAINTENANCE PROJECTS	(21,924)	0	0	0
	230 CAPITAL PROJECTS FUND	58,437	0	0	0
	377 LIBRARY	44,697	44,750	44,750	44,750
	TOTAL:	1,254,319	448,506	448,506	448,506
4200125 STATE REIMB FOR DNA TESTING	136 SHERIFF-CORONER	76,971	76,997	76,997	76,997
	TOTAL:	76,971	76,997	76,997	76,997
4200141 STATE COASTAL GRANT	230 CAPITAL PROJECTS FUND	1,505,000	0	0	0
4200150 ST AID - CHILD SUP ADMIN	134 CHILD SUPPORT SERVICES	1,489,735	1,577,815	1,577,815	1,577,815
	TOTAL:	1,489,735	1,577,815	1,577,815	1,577,815
4200170 STATE AID - OTHER	110 CLERK/RECORDER	15,217	10,000	10,000	10,000
	132 DISTRICT ATTORNEY	9,720	12,000	12,000	12,000
	136 SHERIFF-CORONER	152,659	146,000	170,500	170,500
	139 PROBATION DEPARTMENT	1,323,985	1,317,076	1,317,076	1,317,076
	160 PUBLIC HEALTH	559,258	512,505	512,505	512,505
	166 BEHAVIORAL HEALTH	71,656	65,318	65,318	65,318
	215 FARM ADVISOR	5,644	6,310	6,310	6,310
	290 COMMUNITY DEVELOPMENT PROGRAM	4,900	0	0	0
	TOTAL:	2,143,039	2,069,209	2,093,709	2,093,709
4200175 STATE - WELFARE ADMIN.	180 SOCIAL SERVICES ADMINISTRATION	23,221,376	24,884,460	25,314,249	25,314,249
	181 FOSTER CARE-SOCIAL SERVICES	23,153	0	0	0
	182 CALWORKS	2,647,199	3,142,184	3,142,184	3,142,184
	185 GENERAL ASSISTANCE	97,775	123,286	123,286	123,286
	TOTAL:	25,989,503	28,149,930	28,579,719	28,579,719
4200185 STATE AID-PRIOR YEAR	180 SOCIAL SERVICES ADMINISTRATION	11,325	0	0	0
	181 FOSTER CARE-SOCIAL SERVICES	188	0	0	0
	182 CALWORKS	5,886	0	0	0
	TOTAL:	17,399	0	0	0
4200190 STATE AID - ABATEMENT	181 FOSTER CARE-SOCIAL SERVICES	62,286	62,984	62,984	62,984
	TOTAL:	62,286	62,984	62,984	62,984

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2014-15 ACTUAL	2015-16 REQUESTED	2015-16 RECOMMENDED	2015-16 ADOPTED
4200195 ST AID-CS COLL-FOSTR CARE	181 FOSTER CARE-SOCIAL SERVICES	2,780	5,000	5,000	5,000
	182 CALWORKS	37,069	21,172	21,172	21,172
	185 GENERAL ASSISTANCE	1,250	0	0	0
	TOTAL:	41,099	26,172	26,172	26,172
4200200 MEDI-CAL: PATIENTS-ST +FED	160 PUBLIC HEALTH	69,620	56,300	120,050	120,050
	166 BEHAVIORAL HEALTH	15,160,386	15,769,730	16,441,672	16,441,672
	184 LAW ENFORCEMENT MED CARE	0	98,325	98,325	98,325
	350 Medically Indigent Services Pr	0	38,700	38,700	38,700
	TOTAL:	15,230,006	15,963,055	16,698,747	16,698,747
4200205 ST AID - REIMB	132 DISTRICT ATTORNEY	10,925	0	0	0
4200210 ST AID-CALIF CHILDRN SRVC	160 PUBLIC HEALTH	1,934,382	1,745,074	1,745,074	1,745,074
	TOTAL:	1,934,382	1,745,074	1,745,074	1,745,074
4200212 STATE AID-CENCAL	160 PUBLIC HEALTH	324,588	231,100	231,100	231,100
	TOTAL:	324,588	231,100	231,100	231,100
4200215 STATE - HEALTH ADMIN.	160 PUBLIC HEALTH	379,134	328,297	328,297	328,297
	350 Medically Indigent Services Pr	21,763	0	0	0
	TOTAL:	400,897	328,297	328,297	328,297
4200226 ST AID-GAS TAX-UNCLAIMED	141 AGRICULTURAL COMMISSIONER	1,011,240	1,055,000	1,055,000	1,055,000
	TOTAL:	1,011,240	1,055,000	1,055,000	1,055,000
4200230 STATE - HIGHWAY USERS TAX	245 ROADS	10,271,951	8,400,000	8,400,000	8,400,000
	TOTAL:	10,271,951	8,400,000	8,400,000	8,400,000
4200235 STATE OFF HWY MTR VH FEES	245 ROADS	(56,603)	0	0	0
4200240 STATE AID CONSTRUCTION	200 MAINTENANCE PROJECTS	178,218	0	0	0
	230 CAPITAL PROJECTS FUND	14,556,882	0	0	0
	245 ROADS	157,901	0	0	0
	TOTAL:	14,893,001	0	0	0
4200241 STATE AID - URBAN STATE HWY AC	245 ROADS	78,708	825,000	825,000	825,000
	TOTAL:	78,708	825,000	825,000	825,000
4200242 STATE AID - REGIONAL STATE HWY	230 CAPITAL PROJECTS FUND	92,470	0	0	0
	245 ROADS	357,838	0	0	0
	TOTAL:	450,308	0	0	0
4200245 TRANS DEV ACT SB 325	245 ROADS	3,478,253	3,700,000	3,700,000	3,700,000
	TOTAL:	3,478,253	3,700,000	3,700,000	3,700,000
4200250 ST AID-ISTEA EXCHANGE	245 ROADS	578,060	578,060	578,060	578,060
	TOTAL:	578,060	578,060	578,060	578,060

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2014-15 ACTUAL	2015-16 REQUESTED	2015-16 RECOMMENDED	2015-16 ADOPTED
4200255 ST AID-PUBLIC SAFETY SRVC	101 NON-DEPARTMENTAL REVENUES	6,319,832	0	0	0
	132 DISTRICT ATTORNEY	3,225,022	3,328,920	3,628,920	3,628,920
	136 SHERIFF-CORONER	14,539,195	15,007,589	15,007,589	15,007,589
	139 PROBATION DEPARTMENT	3,788,312	3,910,358	3,910,358	3,910,358
	140 COUNTY FIRE	<u>2,623,050</u>	<u>2,707,555</u>	<u>2,707,555</u>	<u>2,707,555</u>
	TOTAL:	30,495,411	24,954,422	25,254,422	25,254,422
4200270 STATE-MOTOR VEH LIC FEE	101 NON-DEPARTMENTAL REVENUES	94,271	98,000	98,000	98,000
	186 VETERANS SERVICES	<u>17,075</u>	<u>5,000</u>	<u>5,000</u>	<u>5,000</u>
	TOTAL:	111,346	103,000	103,000	103,000
4200273 STATE AID-STATE OFFICE OF FAMI	160 PUBLIC HEALTH	<u>1,046,125</u>	<u>1,211,000</u>	<u>1,211,000</u>	<u>1,211,000</u>
	TOTAL:	1,046,125	1,211,000	1,211,000	1,211,000
4200275 OTHER STATE IN-LIEU TAXES	101 NON-DEPARTMENTAL REVENUES	<u>653</u>	<u>2,100</u>	<u>2,100</u>	<u>2,100</u>
	TOTAL:	653	2,100	2,100	2,100
4200295 ST-10% SBOC VOC REBATE	139 PROBATION DEPARTMENT	<u>7,082</u>	<u>8,300</u>	<u>8,300</u>	<u>8,300</u>
	TOTAL:	7,082	8,300	8,300	8,300
4200305 ST AID - SLESF	139 PROBATION DEPARTMENT	<u>751,800</u>	<u>775,181</u>	<u>775,181</u>	<u>775,181</u>
	TOTAL:	751,800	775,181	775,181	775,181
4200325 ST AID-INCENIVES	139 PROBATION DEPARTMENT	<u>336,583</u>	<u>382,394</u>	<u>382,394</u>	<u>382,394</u>
	TOTAL:	336,583	382,394	382,394	382,394
4200330 STATE AID FOR DISASTER	245 ROADS	(88,341)	0	0	0
4200335 ST-WELFARE ADMIN-PRIOR YR	180 SOCIAL SERVICES ADMINISTRATION	5,071,870	0	0	0
4200340 ST AID - MHSA	166 BEHAVIORAL HEALTH	<u>7,831,733</u>	<u>9,979,852</u>	<u>10,330,191</u>	<u>10,330,191</u>
	TOTAL:	7,831,733	9,979,852	10,330,191	10,330,191
4200350 ST RLGN-2011 COURT SECURITY	136 SHERIFF-CORONER	<u>3,961,902</u>	<u>3,931,414</u>	<u>3,931,414</u>	<u>3,931,414</u>
	TOTAL:	3,961,902	3,931,414	3,931,414	3,931,414
4200351 ST RLGN-2011 LOCAL COMM	104 ADMINISTRATIVE OFFICE	663	0	0	0
	132 DISTRICT ATTORNEY	76,518	76,518	76,518	76,518
	135 PUBLIC DEFENDER	81,000	81,000	81,000	81,000
	136 SHERIFF-CORONER	2,850,923	3,349,350	3,349,350	3,349,350
	139 PROBATION DEPARTMENT	921,314	947,126	1,016,707	1,016,707
	143 COURT OPERATIONS	112,510	142,959	142,959	142,959
	166 BEHAVIORAL HEALTH	1,359,703	1,547,087	1,779,033	1,779,033
	184 LAW ENFORCEMENT MED CARE	<u>740,926</u>	<u>803,496</u>	<u>928,412</u>	<u>928,412</u>
	TOTAL:	6,143,557	6,947,536	7,373,979	7,373,979
4200352 ST RLGN-2011 DA & PUBLIC DEFEND	132 DISTRICT ATTORNEY	58,003	75,354	75,354	75,354
	135 PUBLIC DEFENDER	<u>78,900</u>	<u>75,354</u>	<u>75,354</u>	<u>75,354</u>
	TOTAL:	136,903	150,708	150,708	150,708

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2014-15 ACTUAL	2015-16 REQUESTED	2015-16 RECOMMENDED	2015-16 ADOPTED	
4200354 ST RLGN-2011 HLTH & HUMAN SVCS	139	PROBATION DEPARTMENT	73,911	46,592	46,592	46,592
	166	BEHAVIORAL HEALTH	9,133,152	8,407,781	8,550,920	8,550,920
	180	SOCIAL SERVICES ADMINISTRATION	6,120,586	9,006,842	9,336,240	9,336,240
	181	FOSTER CARE-SOCIAL SERVICES	<u>7,419,450</u>	<u>7,799,248</u>	<u>7,799,248</u>	<u>7,799,248</u>
		TOTAL:	22,747,099	25,260,463	25,733,000	25,733,000
4200355 ST RLGN-2011 SLESF	132	DISTRICT ATTORNEY	78,995	80,000	80,000	80,000
	136	SHERIFF-CORONER	<u>1,227,289</u>	<u>1,221,380</u>	<u>1,189,380</u>	<u>1,189,380</u>
		TOTAL:	1,306,284	1,301,380	1,269,380	1,269,380
4200356 ST RLGN-2011 CALWORKS MOE	182	CALWORKS	<u>7,887,193</u>	<u>7,963,617</u>	<u>7,963,617</u>	<u>7,963,617</u>
		TOTAL:	7,887,193	7,963,617	7,963,617	7,963,617
4250005 FED AID ENTITLEMNT LAND	101	NON-DEPARTMENTAL REVENUES	<u>1,016,964</u>	<u>1,119,000</u>	<u>1,119,000</u>	<u>1,119,000</u>
		TOTAL:	1,016,964	1,119,000	1,119,000	1,119,000
4250015 FEDERAL - HEALTH ADMIN	160	PUBLIC HEALTH	3,393,135	3,687,594	3,731,689	3,731,689
	166	BEHAVIORAL HEALTH	71,809	154,809	154,809	154,809
	350	Medically Indigent Services Pr	<u>95,927</u>	<u>27,107</u>	<u>27,107</u>	<u>27,107</u>
		TOTAL:	3,560,871	3,869,510	3,913,605	3,913,605
4250020 FEDERAL AID CONSTRUCTION	245	ROADS	<u>5,519,667</u>	<u>5,789,973</u>	<u>5,789,973</u>	<u>5,789,973</u>
		TOTAL:	5,519,667	5,789,973	5,789,973	5,789,973
4250021 FEDERAL AID-BRIDGE TOLLS	245	ROADS	<u>154,798</u>	<u>343,797</u>	<u>343,797</u>	<u>343,797</u>
		TOTAL:	154,798	343,797	343,797	343,797
4250025 FEDERAL GRAZING FEES	330	WILDLIFE AND GRAZING	<u>3,673</u>	<u>3,548</u>	<u>3,548</u>	<u>3,548</u>
		TOTAL:	3,673	3,548	3,548	3,548
4250026 FEDERAL AID FOREST RESERVE	245	ROADS	<u>10,941</u>	<u>9,745</u>	<u>9,745</u>	<u>9,745</u>
		TOTAL:	10,941	9,745	9,745	9,745
4250055 FED AID - REIMB	181	FOSTER CARE-SOCIAL SERVICES	3,058	5,000	5,000	5,000
	182	CALWORKS	<u>38,956</u>	<u>22,159</u>	<u>22,159</u>	<u>22,159</u>
		TOTAL:	42,014	27,159	27,159	27,159
4250065 FEDERAL FUNDS - CDBG	290	COMMUNITY DEVELOPMENT PROGRAM	<u>1,220,683</u>	<u>1,546,290</u>	<u>1,645,012</u>	<u>1,645,012</u>
		TOTAL:	1,220,683	1,546,290	1,645,012	1,645,012
4250070 FEDERAL FUNDS - HOME	290	COMMUNITY DEVELOPMENT PROGRAM	<u>1,614,653</u>	<u>689,855</u>	<u>637,847</u>	<u>637,847</u>
		TOTAL:	1,614,653	689,855	637,847	637,847
4250075 FEDERAL FUNDS - ESG	290	COMMUNITY DEVELOPMENT PROGRAM	<u>168,140</u>	<u>128,721</u>	<u>145,085</u>	<u>145,085</u>
		TOTAL:	168,140	128,721	145,085	145,085
4250080 FEDERAL FUNDS - SNAP	290	COMMUNITY DEVELOPMENT PROGRAM	<u>954,661</u>	<u>1,031,601</u>	<u>1,075,961</u>	<u>1,075,961</u>
		TOTAL:	954,661	1,031,601	1,075,961	1,075,961

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2014-15 ACTUAL	2015-16 REQUESTED	2015-16 RECOMMENDED	2015-16 ADOPTED
4250085 FEDERAL AID - SECURITY	138 EMERGENCY SERVICES	33,426	45,000	45,000	45,000
	TOTAL:	33,426	45,000	45,000	45,000
4250086 FED AID - SCAAP PASS THRU	136 SHERIFF-CORONER	126,830	129,166	129,166	129,166
	TOTAL:	126,830	129,166	129,166	129,166
4250090 FED AID-DRUG AND ALCOHOL	166 BEHAVIORAL HEALTH	1,544,885	1,543,253	1,543,253	1,543,253
	TOTAL:	1,544,885	1,543,253	1,543,253	1,543,253
4250095 FEDERAL-GRANTS	138 EMERGENCY SERVICES	77,354	110,861	110,861	110,861
	160 PUBLIC HEALTH	153,152	1,480,000	1,480,000	1,480,000
	166 BEHAVIORAL HEALTH	1,299,115	874,429	874,429	874,429
	230 CAPITAL PROJECTS FUND	120,259	0	0	0
	TOTAL:	1,649,880	2,465,290	2,465,290	2,465,290
4250100 FEDERAL AID - ENVIRONMENT	290 COMMUNITY DEVELOPMENT PROGRAM	107,215	0	0	0
4250105 FEDERAL AID - OTHER	101 NON-DEPARTMENTAL REVENUES	15,007	0	0	0
	132 DISTRICT ATTORNEY	233,466	210,254	210,254	210,254
	136 SHERIFF-CORONER	1,141,694	472,786	472,786	472,786
	140 COUNTY FIRE	74,000	40,000	40,000	40,000
	141 AGRICULTURAL COMMISSIONER	988,203	848,000	848,000	848,000
	160 PUBLIC HEALTH	68,645	53,785	53,785	53,785
	TOTAL:	2,521,015	1,624,825	1,624,825	1,624,825
4250110 FEDERAL - WELFARE ADMIN	139 PROBATION DEPARTMENT	559,427	565,082	565,082	565,082
	180 SOCIAL SERVICES ADMINISTRATION	19,395,721	24,593,987	25,219,358	25,219,358
	181 FOSTER CARE-SOCIAL SERVICES	6,113,990	6,186,139	6,186,139	6,186,139
	182 CALWORKS	220,696	247,966	247,966	247,966
	TOTAL:	26,289,834	31,593,174	32,218,545	32,218,545
4250115 FEDERAL AID - ABATEMENT	181 FOSTER CARE-SOCIAL SERVICES	25,641	27,800	27,800	27,800
	TOTAL:	25,641	27,800	27,800	27,800
4250120 FEDERAL AID-PRIOR YEAR	160 PUBLIC HEALTH	(114,957)	0	0	0
	180 SOCIAL SERVICES ADMINISTRATION	(133,561)	0	0	0
	245 ROADS	47,040	0	0	0
	TOTAL:	(201,478)	0	0	0
4250123 FED AID-PRIOR YEAR BRIDGE TOLL	245 ROADS	139	0	0	0
4250130 FED AID-PERINTL SETASIDE	166 BEHAVIORAL HEALTH	72,201	72,596	72,596	72,596
	TOTAL:	72,201	72,596	72,596	72,596
4250136 FED AID - PUBLIC HEALTH SECURI	160 PUBLIC HEALTH	772,143	769,553	769,553	769,553
	TOTAL:	772,143	769,553	769,553	769,553
4250140 FED AID-CHILD SUP ADMIN	134 CHILD SUPPORT SERVICES	2,891,839	3,062,817	3,062,817	3,062,817
	TOTAL:	2,891,839	3,062,817	3,062,817	3,062,817

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2014-15 ACTUAL	2015-16 REQUESTED	2015-16 RECOMMENDED	2015-16 ADOPTED
4250141 FED-WELFARE ADMN-PRIOR YR	180 SOCIAL SERVICES ADMINISTRATION	1,379,748	0	0	0
4250160 FED AID WORKFORCE INVESTMENT A	180 SOCIAL SERVICES ADMINISTRATION	<u>2,121,334</u>	<u>2,033,227</u>	<u>2,033,227</u>	<u>2,033,227</u>
	TOTAL:	2,121,334	2,033,227	2,033,227	2,033,227
4250171 FED AID-MEDICARE	160 PUBLIC HEALTH	<u>29,373</u>	<u>14,000</u>	<u>14,000</u>	<u>14,000</u>
	TOTAL:	29,373	14,000	14,000	14,000
4250180 FED AID-SMALL WATER SYS (ST PA	160 PUBLIC HEALTH	0	60,000	78,810	78,810
4250205 FEDERAL AID-ARRA/PRIME RECIPIE	136 SHERIFF-CORONER	16,443	0	0	0
4300005 OTHER GOVT AGENCY REVENUE	136 SHERIFF-CORONER	31,308	46,330	46,330	46,330
	137 ANIMAL SERVICES	874,927	886,508	886,508	886,508
	139 PROBATION DEPARTMENT	696,899	460,184	460,184	460,184
	160 PUBLIC HEALTH	60,348	86,025	86,025	86,025
	166 BEHAVIORAL HEALTH	<u>367,035</u>	<u>403,660</u>	<u>361,585</u>	<u>361,585</u>
	TOTAL:	2,030,517	1,882,707	1,840,632	1,840,632
4300010 COMBINED FED/ST CALWORKS	182 CALWORKS	<u>700,105</u>	<u>1,066,222</u>	<u>1,066,222</u>	<u>1,066,222</u>
	TOTAL:	700,105	1,066,222	1,066,222	1,066,222
4350100 AFFORDABLE HOUSING FEE TRANSFE	247 PUBLIC FACILITIES FEES	(8,357)	0	0	0
4350101 AFFORDABLE HOUSNG IN-LIEU	142 PLANNING & BUILDING DEPARTMENT	3,950	0	0	0
	247 PUBLIC FACILITIES FEES	<u>8,358</u>	<u>0</u>	<u>0</u>	<u>0</u>
	TOTAL:	12,308	0	0	0
4350102 PUB FAC FEE-LIBRARY	247 PUBLIC FACILITIES FEES	<u>185,929</u>	<u>156,940</u>	<u>156,940</u>	<u>156,940</u>
	TOTAL:	185,929	156,940	156,940	156,940
4350103 PUB FACIL FEE-FIRE	247 PUBLIC FACILITIES FEES	<u>831,353</u>	<u>775,674</u>	<u>775,674</u>	<u>775,674</u>
	TOTAL:	831,353	775,674	775,674	775,674
4350104 PUB FACIL FEE-PARKS	247 PUBLIC FACILITIES FEES	<u>585,676</u>	<u>499,548</u>	<u>499,548</u>	<u>499,548</u>
	TOTAL:	585,676	499,548	499,548	499,548
4350105 PUB FACIL FEE-GEN GOVT	247 PUBLIC FACILITIES FEES	<u>292,876</u>	<u>267,766</u>	<u>267,766</u>	<u>267,766</u>
	TOTAL:	292,876	267,766	267,766	267,766
4350106 APPEAL FEE	142 PLANNING & BUILDING DEPARTMENT	5,100	5,950	5,950	5,950
	245 ROADS	<u>828</u>	<u>0</u>	<u>0</u>	<u>0</u>
	TOTAL:	5,928	5,950	5,950	5,950
4350107 PUB FAC FEE-LAW ENFORCE	247 PUBLIC FACILITIES FEES	<u>160,061</u>	<u>151,887</u>	<u>151,887</u>	<u>151,887</u>
	TOTAL:	160,061	151,887	151,887	151,887
4350108 ROAD IMPACT FEES	248 ROADS - IMPACT FEES	1,205,879	0	0	0

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2014-15 ACTUAL	2015-16 REQUESTED	2015-16 RECOMMENDED	2015-16 ADOPTED
4350109 AFFORDABLE HOUSING IMPACT FEE	142 PLANNING & BUILDING DEPARTMENT	2,300	3,000	3,000	3,000
	TOTAL:	2,300	3,000	3,000	3,000
4350209 REVENUE TRANSFER FROM TRUST FU	107 AUDITOR-CONTROLLER	8,186	56,000	56,000	56,000
	139 PROBATION DEPARTMENT	64,000	0	0	0
	TOTAL:	72,186	56,000	56,000	56,000
4350245 OTHER BILLINGS TO COURTS	113 GENERAL SERVICES	345,415	310,563	310,563	310,563
	114 INFORMATION TECHNOLOGY DEPARTM	81,800	78,957	78,957	78,957
	200 MAINTENANCE PROJECTS	42,854	0	0	0
	305 PARKS and RECREATION	10,707	8,000	8,000	8,000
	TOTAL:	480,776	397,520	397,520	397,520
4350255 BILLINGS TO OUTSIDE AGENCIES	105 RISK MANAGEMENT	5,282	0	0	0
	107 AUDITOR-CONTROLLER	5,904	252	252	252
	110 CLERK/RECORDER	0	3,600	3,600	3,600
	112 HUMAN RESOURCES	35,435	33,550	33,550	33,550
	136 SHERIFF-CORONER	500,880	609,280	609,280	609,280
	166 BEHAVIORAL HEALTH	837,629	978,255	1,099,105	1,099,105
	186 VETERANS SERVICES	27,726	136,685	137,370	137,370
	305 PARKS and RECREATION	46,906	39,352	39,352	39,352
	TOTAL:	1,459,762	1,800,974	1,922,509	1,922,509
4350260 FEES-YOUNG ADULTS PROGRAM	375 DRIVING UNDER THE INFLUENCE	35,079	29,044	29,044	29,044
	TOTAL:	35,079	29,044	29,044	29,044
4350285 EXTD FIRST OFFENDER FEES	375 DRIVING UNDER THE INFLUENCE	174,563	193,176	193,176	193,176
	TOTAL:	174,563	193,176	193,176	193,176
4350295 PREAPPLICATION PROCESS	142 PLANNING & BUILDING DEPARTMENT	26,269	18,538	18,538	18,538
	TOTAL:	26,269	18,538	18,538	18,538
4350305 FLOOD HAZARD PROPERTY REPORTS	201 PUBLIC WORKS SPECIAL SERVICES	393	288	288	288
	TOTAL:	393	288	288	288
4350310 FIRE SUPPRESSION/COST REI	140 COUNTY FIRE	105,626	100,000	100,000	100,000
	TOTAL:	105,626	100,000	100,000	100,000
4350311 FIRE SUPPRESSION-EQUIP COST RE	140 COUNTY FIRE	73,158	50,000	50,000	50,000
	TOTAL:	73,158	50,000	50,000	50,000
4350315 AMBULANCE REIMBURSEMENT	101 NON-DEPARTMENTAL REVENUES	40,000	40,000	40,000	40,000
	140 COUNTY FIRE	143,662	150,550	150,550	150,550
	TOTAL:	183,662	190,550	190,550	190,550
4350320 INMATE ASSISTANCE REIMBR	136 SHERIFF-CORONER	290	500	500	500
	TOTAL:	290	500	500	500

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2014-15 ACTUAL	2015-16 REQUESTED	2015-16 RECOMMENDED	2015-16 ADOPTED
4350330 PUBLIC EDUCATION GOV'T ACCESS	201 PUBLIC WORKS SPECIAL SERVICES	51,961	0	0	0
	266 COUNTYWIDE AUTOMATION REPLACEM	<u>321,625</u>	<u>0</u>	<u>300,000</u>	<u>300,000</u>
	TOTAL:	373,586	0	300,000	300,000
4350335 MONITORING FEE-PC1203.1B	139 PROBATION DEPARTMENT	<u>150,850</u>	<u>145,000</u>	<u>145,000</u>	<u>145,000</u>
	TOTAL:	150,850	145,000	145,000	145,000
4350340 JUVENILE INFORMAL SUPERVISION	136 SHERIFF-CORONER	58,000	58,000	58,000	58,000
	139 PROBATION DEPARTMENT	<u>3,418</u>	<u>0</u>	<u>0</u>	<u>0</u>
	TOTAL:	61,418	58,000	58,000	58,000
4350345 DIVERSN MONITRG-PC1001.53	139 PROBATION DEPARTMENT	41	0	0	0
4350350 MITIGATION FEE-AIR	142 PLANNING & BUILDING DEPARTMENT	<u>621</u>	<u>500</u>	<u>500</u>	<u>500</u>
	TOTAL:	621	500	500	500
4350365 CHANGE OF PLEA	139 PROBATION DEPARTMENT	<u>41</u>	<u>400</u>	<u>400</u>	<u>400</u>
	TOTAL:	41	400	400	400
4350370 PROBA MGMNT FEE-ADULTS	139 PROBATION DEPARTMENT	<u>7,803</u>	<u>7,834</u>	<u>7,834</u>	<u>7,834</u>
	TOTAL:	7,803	7,834	7,834	7,834
4350380 SENTENCING REPORT FEE	139 PROBATION DEPARTMENT	<u>42,049</u>	<u>43,719</u>	<u>43,719</u>	<u>43,719</u>
	TOTAL:	42,049	43,719	43,719	43,719
4350385 RESTITN COLL FEE-PC1203.1	139 PROBATION DEPARTMENT	<u>40,015</u>	<u>50,000</u>	<u>50,000</u>	<u>50,000</u>
	TOTAL:	40,015	50,000	50,000	50,000
4350390 RECORD SEALING FEE	139 PROBATION DEPARTMENT	<u>1,228</u>	<u>824</u>	<u>824</u>	<u>824</u>
	TOTAL:	1,228	824	824	824
4350395 RED INSTALLMENT PLAN FEE	108 TREAS-TAX COLL-PUBLIC ADM	<u>7,632</u>	<u>10,070</u>	<u>10,070</u>	<u>10,070</u>
	TOTAL:	7,632	10,070	10,070	10,070
4350400 ADMINISTRATIVE SERVICES	107 AUDITOR-CONTROLLER	180,023	197,139	197,139	197,139
	108 TREAS-TAX COLL-PUBLIC ADM	694,972	729,736	729,736	729,736
	132 DISTRICT ATTORNEY	30,412	21,300	21,300	21,300
	137 ANIMAL SERVICES	1,214	2,677	2,677	2,677
	139 PROBATION DEPARTMENT	483,157	681,822	681,822	681,822
	142 PLANNING & BUILDING DEPARTMENT	<u>264,679</u>	<u>230,242</u>	<u>230,242</u>	<u>230,242</u>
	TOTAL:	1,654,457	1,862,916	1,862,916	1,862,916
4350402 ADMIN FEE-SLO CTBID	108 TREAS-TAX COLL-PUBLIC ADM	<u>36,875</u>	<u>35,000</u>	<u>35,000</u>	<u>35,000</u>
	TOTAL:	36,875	35,000	35,000	35,000
4350404 ADMIN FEE - GC 29412	107 AUDITOR-CONTROLLER	<u>47,726</u>	<u>49,500</u>	<u>49,500</u>	<u>49,500</u>
	TOTAL:	47,726	49,500	49,500	49,500

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2014-15 ACTUAL	2015-16 REQUESTED	2015-16 RECOMMENDED	2015-16 ADOPTED
4350405 SPECIAL ASSESSMENT FEES	107 AUDITOR-CONTROLLER	143,618	143,000	143,000	143,000
	TOTAL:	143,618	143,000	143,000	143,000
4350407 ADMIN FEE-RDA DISSOLUTION	107 AUDITOR-CONTROLLER	36,786	40,000	40,000	40,000
	111 COUNTY COUNSEL	630	0	0	0
	TOTAL:	37,416	40,000	40,000	40,000
4350415 PROP.REDEMPT.SEARCH FEES	108 TREAS-TAX COLL-PUBLIC ADM	22,330	25,375	25,375	25,375
	TOTAL:	22,330	25,375	25,375	25,375
4350430 ELECTION SERVICES	110 CLERK/RECORDER	556,318	50,000	50,000	50,000
	TOTAL:	556,318	50,000	50,000	50,000
4350435 DEFERRED ENTRY OF JUDGMENT	132 DISTRICT ATTORNEY	16,021	12,150	12,150	12,150
	139 PROBATION DEPARTMENT	20	0	0	0
	166 BEHAVIORAL HEALTH	45,956	58,000	58,000	58,000
	TOTAL:	61,997	70,150	70,150	70,150
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	961	972	972	972
	TOTAL:	961	972	972	972
4350450 UNSEC DELINQUENT COLL FEE	108 TREAS-TAX COLL-PUBLIC ADM	27,034	30,315	30,315	30,315
	TOTAL:	27,034	30,315	30,315	30,315
4350455 OTHER COURT-ORDERED REIMB	139 PROBATION DEPARTMENT	708	0	0	0
4350457 PUBLIC DEFENDER REIMBURSEMENT	135 PUBLIC DEFENDER	18,112	100,000	100,000	100,000
	139 PROBATION DEPARTMENT	245,410	235,394	235,394	235,394
	TOTAL:	263,522	335,394	335,394	335,394
4350460 LEGAL SERVICES	111 COUNTY COUNSEL	21,415	37,200	37,200	37,200
	TOTAL:	21,415	37,200	37,200	37,200
4350465 INVOLUNTARY LIEN NOTICES	110 CLERK/RECORDER	9,144	14,000	14,000	14,000
	TOTAL:	9,144	14,000	14,000	14,000
4350470 INSTALLMENT FEES	139 PROBATION DEPARTMENT	7,133	0	0	0
4350475 PROCESSING FEES	139 PROBATION DEPARTMENT	79,154	73,212	73,212	73,212
	TOTAL:	79,154	73,212	73,212	73,212
4350480 ENVIRONMNTL ASSESSMT FEES	142 PLANNING & BUILDING DEPARTMENT	146,140	197,952	197,952	197,952
	TOTAL:	146,140	197,952	197,952	197,952
4350490 PUBLICATION FEES	142 PLANNING & BUILDING DEPARTMENT	(149)	0	0	0

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2014-15 ACTUAL	2015-16 REQUESTED	2015-16 RECOMMENDED	2015-16 ADOPTED
4350495 PLANNING/ENGINEERING SVCS	245 ROADS	1,353	3,500	3,500	3,500
	TOTAL:	1,353	3,500	3,500	3,500
4350500 ROAD PERMIT FEES	245 ROADS	18,670	15,000	15,000	15,000
	TOTAL:	18,670	15,000	15,000	15,000
4350505 FILING FEES-CORNER RECORD	201 PUBLIC WORKS SPECIAL SERVICES	3,228	3,668	3,668	3,668
	TOTAL:	3,228	3,668	3,668	3,668
4350515 ALLOCATION ADMIN FEE	142 PLANNING & BUILDING DEPARTMENT	29,357	28,250	28,250	28,250
	TOTAL:	29,357	28,250	28,250	28,250
4350520 ITD BILL OUTSIDE AGENCIES	114 INFORMATION TECHNOLOGY DEPARTM	48,274	53,704	53,704	53,704
	TOTAL:	48,274	53,704	53,704	53,704
4350525 ITD BILL OUTSIDE AGENCIES COMM	114 INFORMATION TECHNOLOGY DEPARTM	6,082	6,184	6,184	6,184
	TOTAL:	6,082	6,184	6,184	6,184
4350530 FIRE PROTECTION SERVICES	140 COUNTY FIRE	2,453,270	2,155,758	2,823,790	2,823,790
	TOTAL:	2,453,270	2,155,758	2,823,790	2,823,790
4350540 AGRICULTURAL SERVICES	141 AGRICULTURAL COMMISSIONER	275,792	240,250	240,250	240,250
	TOTAL:	275,792	240,250	240,250	240,250
4350550 HOME DETENTION PROGRAM	136 SHERIFF-CORONER	335,379	365,000	365,000	365,000
	TOTAL:	335,379	365,000	365,000	365,000
4350555 STANDARDIZATION INSPECTS	141 AGRICULTURAL COMMISSIONER	7,060	7,000	7,000	7,000
	TOTAL:	7,060	7,000	7,000	7,000
4350560 ALTERNATIVE WORK PROG REV	136 SHERIFF-CORONER	41,620	45,000	45,000	45,000
	TOTAL:	41,620	45,000	45,000	45,000
4350567 ALT SENTENCING UNIT	136 SHERIFF-CORONER	70,356	78,000	78,000	78,000
	TOTAL:	70,356	78,000	78,000	78,000
4350570 CIVIL PROCESS SERVICE	136 SHERIFF-CORONER	76,722	93,500	93,500	93,500
	TOTAL:	76,722	93,500	93,500	93,500
4350580 REIMB JUV COURT PROF FEES	135 PUBLIC DEFENDER	33,822	35,000	35,000	35,000
	TOTAL:	33,822	35,000	35,000	35,000
4350581 ESTATE FEES	107 AUDITOR-CONTROLLER	0	17,456	17,456	17,456
	108 TREAS-TAX COLL-PUBLIC ADM	19,061	0	0	0
	111 COUNTY COUNSEL	16,663	0	0	0
	TOTAL:	35,724	17,456	17,456	17,456
4350585 CONSERVATORSHIP FEES	111 COUNTY COUNSEL	14,012	4,000	4,000	4,000
	160 PUBLIC HEALTH	98,873	80,000	80,000	80,000
	TOTAL:	112,885	84,000	84,000	84,000

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2014-15 ACTUAL	2015-16 REQUESTED	2015-16 RECOMMENDED	2015-16 ADOPTED
4350590 REPRESENTATIVE PAYEE FEES	160 PUBLIC HEALTH	39,218	38,400	38,400	38,400
	TOTAL:	39,218	38,400	38,400	38,400
4350595 HUMANE SERVICES	137 ANIMAL SERVICES	5,390	8,833	8,833	8,833
	TOTAL:	5,390	8,833	8,833	8,833
4350600 IMPOUND FEES	137 ANIMAL SERVICES	33,806	41,288	41,288	41,288
	TOTAL:	33,806	41,288	41,288	41,288
4350605 BOARDING FEES	137 ANIMAL SERVICES	70,296	68,538	68,538	68,538
	TOTAL:	70,296	68,538	68,538	68,538
4350610 ANIMAL PLACEMENT	137 ANIMAL SERVICES	118,023	169,823	169,823	169,823
	TOTAL:	118,023	169,823	169,823	169,823
4350616 LAW ENFORCEMENT SERVICES	136 SHERIFF-CORONER	112,772	141,000	141,000	141,000
	TOTAL:	112,772	141,000	141,000	141,000
4350620 BOOKING FEES (SB 2557)	136 SHERIFF-CORONER	418,591	456,312	456,312	456,312
	TOTAL:	418,591	456,312	456,312	456,312
4350625 RECORDER'S SPECL PROJECTS	110 CLERK/RECORDER	249,809	436,194	436,194	436,194
	TOTAL:	249,809	436,194	436,194	436,194
4350630 RECORDG FEE-MICROGRAPHICS	110 CLERK/RECORDER	97,078	127,706	230,522	230,522
	TOTAL:	97,078	127,706	230,522	230,522
4350632 Rec Fees-Real Estate Fraud GC	110 CLERK/RECORDER	30,449	33,000	33,000	33,000
	132 DISTRICT ATTORNEY	274,044	245,000	245,000	245,000
	TOTAL:	304,493	278,000	278,000	278,000
4350633 RECORDING FEES-SSN REDACTION	110 CLERK/RECORDER	34,510	34,594	34,594	34,594
	TOTAL:	34,510	34,594	34,594	34,594
4350635 RECORDING FEES	110 CLERK/RECORDER	987,179	1,030,000	1,030,000	1,030,000
	143 COURT OPERATIONS	215,849	252,000	252,000	252,000
	160 PUBLIC HEALTH	178,880	183,000	183,000	183,000
	201 PUBLIC WORKS SPECIAL SERVICES	1,683	1,353	1,353	1,353
	TOTAL:	1,383,591	1,466,353	1,466,353	1,466,353
4350640 RECORDING FEES-VHS	110 CLERK/RECORDER	15,674	6,578	6,578	6,578
	TOTAL:	15,674	6,578	6,578	6,578
4350641 CIVIL SPECIAL FEE GC26746	136 SHERIFF-CORONER	207,475	157,790	157,790	157,790
	TOTAL:	207,475	157,790	157,790	157,790
4350650 DEVELOPMENT FEE- ADMIN	142 PLANNING & BUILDING DEPARTMENT	42,741	50,000	50,000	50,000
	305 PARKS and RECREATION	1,210	550	550	550
	TOTAL:	43,951	50,550	50,550	50,550

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2014-15 ACTUAL	2015-16 REQUESTED	2015-16 RECOMMENDED	2015-16 ADOPTED
4350655 SEPARATE TAX BILL COSTS	101 NON-DEPARTMENTAL REVENUES	66,731	61,000	61,000	61,000
	TOTAL:	66,731	61,000	61,000	61,000
4350660 ENCROACHMENT PERMIT FEES	245 ROADS	133,473	100,000	100,000	100,000
	TOTAL:	133,473	100,000	100,000	100,000
4350665 ROAD ABANDONMENT FEE	142 PLANNING & BUILDING DEPARTMENT	33,043	33,248	33,248	33,248
	TOTAL:	33,043	33,248	33,248	33,248
4350675 CURB & GUTTER WAIVERS	142 PLANNING & BUILDING DEPARTMENT	3,592	1,725	1,725	1,725
	245 ROADS	1,267	0	0	0
	TOTAL:	4,859	1,725	1,725	1,725
4350676 CURB & GUTTER PERMIT WITH DESI	245 ROADS	2,652	5,000	5,000	5,000
	TOTAL:	2,652	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	1,880	0	0	0
4350690 MEDICAL RECORDS FEE	166 BEHAVIORAL HEALTH	1,345	1,300	1,300	1,300
	TOTAL:	1,345	1,300	1,300	1,300
4350705 NURSING FEES	160 PUBLIC HEALTH	305,002	287,000	287,000	287,000
	184 LAW ENFORCEMENT MED CARE	580	0	0	0
	TOTAL:	305,582	287,000	287,000	287,000
4350715 LABORATORY SERVICES	136 SHERIFF-CORONER	89,100	97,900	97,900	97,900
	160 PUBLIC HEALTH	125,581	105,000	105,000	105,000
	TOTAL:	214,681	202,900	202,900	202,900
4350720 SUPPLEMENTAL ROLL-5% ADMN	101 NON-DEPARTMENTAL REVENUES	629,888	322,000	322,000	322,000
	TOTAL:	629,888	322,000	322,000	322,000
4350725 MENTAL HEALTH SVCS-MEDICARE	166 BEHAVIORAL HEALTH	25,682	39,000	39,000	39,000
	TOTAL:	25,682	39,000	39,000	39,000
4350730 SECOND CHANCE CHARGES-ALC	375 DRIVING UNDER THE INFLUENCE	545,339	616,860	616,860	616,860
	TOTAL:	545,339	616,860	616,860	616,860
4350735 ALCOHOLISM SERVICES	166 BEHAVIORAL HEALTH	57,216	59,000	59,000	59,000
	TOTAL:	57,216	59,000	59,000	59,000
4350740 COBRA MED INS ADMIN FEE	107 AUDITOR-CONTROLLER	983	900	900	900
	TOTAL:	983	900	900	900
4350745 ENVIRONMENTAL HEALTH SERVICES	160 PUBLIC HEALTH	2,519,376	2,594,800	2,594,800	2,594,800
	TOTAL:	2,519,376	2,594,800	2,594,800	2,594,800

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2014-15 ACTUAL	2015-16 REQUESTED	2015-16 RECOMMENDED	2015-16 ADOPTED
4350760 INST CARE/SV-MEDICALSB855	166 BEHAVIORAL HEALTH	14,926	7,920	7,920	7,920
	TOTAL:	14,926	7,920	7,920	7,920
4350765 MEDICAL REMB SERV/PAT CAR	160 PUBLIC HEALTH	128,596	137,250	137,250	137,250
	TOTAL:	128,596	137,250	137,250	137,250
4350770 CUTS & COMBINATN REQUESTS	109 ASSESSOR	2,475	7,000	7,000	7,000
	TOTAL:	2,475	7,000	7,000	7,000
4350775 ADOPTION FEES	180 SOCIAL SERVICES ADMINISTRATION	17,755	6,750	6,750	6,750
	TOTAL:	17,755	6,750	6,750	6,750
4350785 CALIF CHILDREN SERVICES	160 PUBLIC HEALTH	4,242	2,000	2,000	2,000
	TOTAL:	4,242	2,000	2,000	2,000
4350790 INST.CARE-JUVENILE HALL	139 PROBATION DEPARTMENT	50,383	47,000	47,000	47,000
	TOTAL:	50,383	47,000	47,000	47,000
4350795 INSURANCE PAYMENTS	166 BEHAVIORAL HEALTH	163,571	155,480	155,480	155,480
	TOTAL:	163,571	155,480	155,480	155,480
4350800 INSTITUTIONAL CARE/SERVICE	139 PROBATION DEPARTMENT	(249)	0	0	0
4350805 LOST-DAMAGED MATERIALS	377 LIBRARY	10,671	11,400	11,400	11,400
	TOTAL:	10,671	11,400	11,400	11,400
4350807 MEETING ROOM USE FEE	377 LIBRARY	2,863	2,400	2,400	2,400
	TOTAL:	2,863	2,400	2,400	2,400
4350810 LIBRARY SERVICES	377 LIBRARY	197,239	205,000	205,000	205,000
	TOTAL:	197,239	205,000	205,000	205,000
4350815 FIRST OFFENDER FEES	375 DRIVING UNDER THE INFLUENCE	528,596	481,039	481,039	481,039
	TOTAL:	528,596	481,039	481,039	481,039
4350820 WASTE TIPPING FEES-AB 939	107 AUDITOR-CONTROLLER	15,202	16,000	16,000	16,000
	TOTAL:	15,202	16,000	16,000	16,000
4350835 COPYING FEES	104 ADMINISTRATIVE OFFICE	105	0	0	0
	112 HUMAN RESOURCES	5,939	0	0	0
	132 DISTRICT ATTORNEY	15,058	17,000	17,000	17,000
	160 PUBLIC HEALTH	103	0	0	0
	377 LIBRARY	20,578	19,000	19,000	19,000
	TOTAL:	41,783	36,000	36,000	36,000
4350840 LIBRARY REQUEST FEES	377 LIBRARY	17,335	0	0	0
4350860 CAMPING FEES	305 PARKS and RECREATION	3,306,421	3,158,000	3,158,000	3,158,000
	TOTAL:	3,306,421	3,158,000	3,158,000	3,158,000

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2014-15 ACTUAL	2015-16 REQUESTED	2015-16 RECOMMENDED	2015-16 ADOPTED
4350865 DAILY PASSES	305 PARKS and RECREATION	489,015	500,000	500,000	500,000
	TOTAL:	489,015	500,000	500,000	500,000
4350870 GROUP ENTRANCE FEES	305 PARKS and RECREATION	191,028	145,000	145,000	145,000
	TOTAL:	191,028	145,000	145,000	145,000
4350875 SEASON PASSES	305 PARKS and RECREATION	80,534	105,000	105,000	105,000
	TOTAL:	80,534	105,000	105,000	105,000
4350880 SEASON BOAT LICENSES	305 PARKS and RECREATION	33,029	50,000	50,000	50,000
	TOTAL:	33,029	50,000	50,000	50,000
4350885 DAILY BOAT PASSES	305 PARKS and RECREATION	80,166	95,000	95,000	95,000
	TOTAL:	80,166	95,000	95,000	95,000
4350890 INCOME FROM CONCESSIONS	113 GENERAL SERVICES	3,632	4,000	4,000	4,000
	305 PARKS and RECREATION	107,013	115,000	115,000	115,000
	TOTAL:	110,645	119,000	119,000	119,000
4350895 SWIMMING POOL FEES	305 PARKS and RECREATION	69,621	94,000	94,000	94,000
	TOTAL:	69,621	94,000	94,000	94,000
4350905 DOG/DAY USE	305 PARKS and RECREATION	63,021	70,000	70,000	70,000
	TOTAL:	63,021	70,000	70,000	70,000
4350910 SHOWERS/LOCKERS	305 PARKS and RECREATION	66,468	58,000	58,000	58,000
	TOTAL:	66,468	58,000	58,000	58,000
4350920 MOBL HOME DUP TX CLEARNCE	108 TREAS-TAX COLL-PUBLIC ADM	84	105	105	105
	TOTAL:	84	105	105	105
4350925 PARKLAND FEE (QUIMBY FEE)	230 CAPITAL PROJECTS FUND	42,457	0	0	0
	305 PARKS and RECREATION	127,191	0	0	0
	TOTAL:	169,648	0	0	0
4350935 OTHER CLERK FEES	110 CLERK/RECORDER	508,460	536,560	536,560	536,560
	TOTAL:	508,460	536,560	536,560	536,560
4350950 MISCELLANEOUS FEES	108 TREAS-TAX COLL-PUBLIC ADM	4,150	2,268	2,268	2,268
	109 ASSESSOR	12,075	10,000	10,000	10,000
	130 WASTE MANAGEMNT	27,420	27,420	27,420	27,420
	142 PLANNING & BUILDING DEPARTMENT	62,769	64,665	64,665	64,665
	160 PUBLIC HEALTH	99,321	138,000	138,000	138,000
	245 ROADS	72	0	0	0
	305 PARKS and RECREATION	18,008	4,430	4,430	4,430
	375 DRIVING UNDER THE INFLUENCE	731	0	0	0
	TOTAL:	224,546	246,783	246,783	246,783

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2014-15 ACTUAL	2015-16 REQUESTED	2015-16 RECOMMENDED	2015-16 ADOPTED
4350953 COMM ACKNOWLEDGEMENT FORM FEE	201 PUBLIC WORKS SPECIAL SERVICES	288	3,434	3,434	3,434
	TOTAL:	288	3,434	3,434	3,434
4350960 MONUMENTATION FEES	201 PUBLIC WORKS SPECIAL SERVICES	51,061	48,951	48,951	48,951
	TOTAL:	51,061	48,951	48,951	48,951
4350965 BLDG PRMT REVIEW-DRAINAGE	201 PUBLIC WORKS SPECIAL SERVICES	60,900	60,619	60,619	60,619
	TOTAL:	60,900	60,619	60,619	60,619
4350966 BLDG PRMT REVIEW-FLD HZD	201 PUBLIC WORKS SPECIAL SERVICES	2,703	2,977	2,977	2,977
	TOTAL:	2,703	2,977	2,977	2,977
4350970 RECREATIONAL PROGRAMS	305 PARKS and RECREATION	38,296	28,000	28,000	28,000
	TOTAL:	38,296	28,000	28,000	28,000
4350971 SKATE PARK FEES	305 PARKS and RECREATION	3,087	4,940	4,940	4,940
	TOTAL:	3,087	4,940	4,940	4,940
4350972 SPECIAL EVENTS	305 PARKS and RECREATION	14,355	0	0	0
4350980 OTHER RECREATIONAL FEES	305 PARKS and RECREATION	25,303	11,004	11,004	11,004
	TOTAL:	25,303	11,004	11,004	11,004
4350990 DEVELOPMENT PLAN INSPECTN	201 PUBLIC WORKS SPECIAL SERVICES	39,349	43,953	43,953	43,953
	TOTAL:	39,349	43,953	43,953	43,953
4350995 PAR MAP CHECKING THRU T/A	201 PUBLIC WORKS SPECIAL SERVICES	32,054	25,846	25,846	25,846
	TOTAL:	32,054	25,846	25,846	25,846
4351005 RECORDS OF SURVEY FEES	201 PUBLIC WORKS SPECIAL SERVICES	37,519	40,490	40,490	40,490
	TOTAL:	37,519	40,490	40,490	40,490
4351010 OTHER SERVICE CHARGES	109 ASSESSOR	5,856	4,000	4,000	4,000
	132 DISTRICT ATTORNEY	8,000	75,000	75,000	75,000
	142 PLANNING & BUILDING DEPARTMENT	104	364	364	364
	TOTAL:	13,960	79,364	79,364	79,364
4351025 DEFERRED COMP ADMIN FEE	103 NON-DEPT OTHER EXPENDITURES	35,296	35,000	35,000	35,000
	TOTAL:	35,296	35,000	35,000	35,000
4351040 MENTAL HLTH SVCS-SELF PAY	166 BEHAVIORAL HEALTH	20,949	24,000	24,000	24,000
	TOTAL:	20,949	24,000	24,000	24,000
4351045 PROGRAM REV - CHILD&FAMILIES	160 PUBLIC HEALTH	268,168	296,870	296,870	296,870
	TOTAL:	268,168	296,870	296,870	296,870
4351055 BOOK, PAMPHLT, BROCHR SALES	107 AUDITOR-CONTROLLER	165	200	200	200
	142 PLANNING & BUILDING DEPARTMENT	773	650	650	650
	TOTAL:	938	850	850	850

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2014-15 ACTUAL	2015-16 REQUESTED	2015-16 RECOMMENDED	2015-16 ADOPTED
4351060 MAP SALES	109 ASSESSOR	174	500	200	200
	TOTAL:	174	500	200	200
4351065 PUB INFO SALE-COMP FILES	108 TREAS-TAX COLL-PUBLIC ADM	1,698	1,292	1,292	1,292
	109 ASSESSOR	15,767	16,000	16,000	16,000
	140 COUNTY FIRE	315	0	0	0
	TOTAL:	17,780	17,292	17,292	17,292
4351070 PM INSPECT-IMP PLANS P11E	201 PUBLIC WORKS SPECIAL SERVICES	38,009	110,255	110,255	110,255
	TOTAL:	38,009	110,255	110,255	110,255
4351075 TM INSPECT-IMP PLANS P11D	201 PUBLIC WORKS SPECIAL SERVICES	198,544	193,845	193,845	193,845
	TOTAL:	198,544	193,845	193,845	193,845
4351095 LOT LINE ADJUST APPLICATION	201 PUBLIC WORKS SPECIAL SERVICES	4,472	7,978	7,978	7,978
	TOTAL:	4,472	7,978	7,978	7,978
4351100 COND USE PMT/DEV PLAN APP	201 PUBLIC WORKS SPECIAL SERVICES	42,126	21,973	21,973	21,973
	TOTAL:	42,126	21,973	21,973	21,973
4351105 CERT COMPLIANCE APP	201 PUBLIC WORKS SPECIAL SERVICES	476	0	0	0
4351110 CERT OF CORRECTION	201 PUBLIC WORKS SPECIAL SERVICES	705	435	435	435
	TOTAL:	705	435	435	435
4351125 LOT LINE ADJUST CHECKING	201 PUBLIC WORKS SPECIAL SERVICES	15,218	14,596	14,596	14,596
	TOTAL:	15,218	14,596	14,596	14,596
4352240 SB2557 PROPERTY TAX ADMIN FEE	101 NON-DEPARTMENTAL REVENUES	1,257,982	1,396,000	1,396,000	1,396,000
	TOTAL:	1,257,982	1,396,000	1,396,000	1,396,000
4352255 BULK TRANSFER FEE	108 TREAS-TAX COLL-PUBLIC ADM	1,248	960	960	960
	TOTAL:	1,248	960	960	960
4352260 SUBDIVISION/PARCEL TRACT MAP	108 TREAS-TAX COLL-PUBLIC ADM	2,904	3,300	3,300	3,300
	TOTAL:	2,904	3,300	3,300	3,300
4352265 WET & RECKLESS	375 DRIVING UNDER THE INFLUENCE	22,411	20,039	20,039	20,039
	TOTAL:	22,411	20,039	20,039	20,039
4400020 WATER SALES FOR RESALE	201 PUBLIC WORKS SPECIAL SERVICES	30,832	36,291	36,291	36,291
	TOTAL:	30,832	36,291	36,291	36,291
4550000 OTHER REVENUE	101 NON-DEPARTMENTAL REVENUES	(20)	1,000	1,000	1,000
	107 AUDITOR-CONTROLLER	5,277	3,500	3,500	3,500
	108 TREAS-TAX COLL-PUBLIC ADM	6,573	6,131	6,131	6,131
	109 ASSESSOR	867	0	0	0
	113 GENERAL SERVICES	20,526	9,573	9,573	9,573
	132 DISTRICT ATTORNEY	3,913	3,000	3,000	3,000
	134 CHILD SUPPORT SERVICES	786	0	0	0

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2014-15 ACTUAL	2015-16 REQUESTED	2015-16 RECOMMENDED	2015-16 ADOPTED
4550000 (Continued)	136 SHERIFF-CORONER	55,962	375	375	375
	137 ANIMAL SERVICES	5,239	0	0	0
	139 PROBATION DEPARTMENT	6,463	17,575	17,575	17,575
	141 AGRICULTURAL COMMISSIONER	23	500	500	500
	142 PLANNING & BUILDING DEPARTMENT	6,323	5,400	5,400	5,400
	160 PUBLIC HEALTH	156,210	101,469	201,479	201,479
	166 BEHAVIORAL HEALTH	960	0	0	0
	180 SOCIAL SERVICES ADMINISTRATION	4,550	3,598	3,598	3,598
	201 PUBLIC WORKS SPECIAL SERVICES	30	1,083	1,083	1,083
	245 ROADS	10,126	8,204	8,204	8,204
	275 ORGANIZATIONAL DEVELOPMENT	1	0	0	0
	305 PARKS and RECREATION	11,729	2,745	2,745	2,745
	350 Medically Indigent Services Pr	30	0	0	0
	377 LIBRARY	36,720	16,100	16,100	16,100
	TOTAL:	332,288	180,253	280,263	280,263
4550010 SEMINAR/CONF/WORKSHOP FEE	140 COUNTY FIRE	75,493	91,350	91,350	91,350
	TOTAL:	75,493	91,350	91,350	91,350
4550011 SETTLEMENTS-ENVIRONMENTAL	132 DISTRICT ATTORNEY	65,710	0	0	0
4550020 REV APPLICABLE PRIOR YRS	166 BEHAVIORAL HEALTH	13,613	0	0	0
4550025 REF/ADJ-PRIOR YEAR EXPENS	114 INFORMATION TECHNOLOGY DEPARTM	18,709	0	0	0
4550030 REIMBURSEMENTS-ASSISTANCE	180 SOCIAL SERVICES ADMINISTRATION	(50)	0	0	0
	181 FOSTER CARE-SOCIAL SERVICES	118,191	119,138	119,138	119,138
	182 CALWORKS	32,751	27,575	27,575	27,575
	185 GENERAL ASSISTANCE	153,422	150,000	150,000	150,000
	TOTAL:	304,314	296,713	296,713	296,713
4550045 REFUNDS/EXCISE TAX	180 SOCIAL SERVICES ADMINISTRATION	140,795	0	0	0
4550050 TAX DEPT RETRND CHECK FEE	108 TREAS-TAX COLL-PUBLIC ADM	8,598	7,175	7,175	7,175
	TOTAL:	8,598	7,175	7,175	7,175
4550055 SALE OF FIXED ASSETS	113 GENERAL SERVICES	1,800,300	0	0	0
4550062 ADV COSTS TX DEEDED PROP	108 TREAS-TAX COLL-PUBLIC ADM	1,284	2,100	2,100	2,100
	TOTAL:	1,284	2,100	2,100	2,100
4550065 OTHER REIMBURSEMENTS	111 COUNTY COUNSEL	171	0	0	0
	113 GENERAL SERVICES	36,534	41,514	41,514	41,514
	136 SHERIFF-CORONER	3,575	2,750	2,750	2,750
	140 COUNTY FIRE	2,454	0	0	0
	141 AGRICULTURAL COMMISSIONER	15,517	0	0	0
	166 BEHAVIORAL HEALTH	63,429	45,000	45,000	45,000
	180 SOCIAL SERVICES ADMINISTRATION	4,765	3,265	3,265	3,265
	181 FOSTER CARE-SOCIAL SERVICES	67,873	94,461	94,461	94,461
	201 PUBLIC WORKS SPECIAL SERVICES	11,362	824	824	824

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2014-15 ACTUAL	2015-16 REQUESTED	2015-16 RECOMMENDED	2015-16 ADOPTED
4550065 (Continued)	245 ROADS	39,516	0	0	0
	290 COMMUNITY DEVELOPMENT PROGRAM	2,143	0	0	0
	305 PARKS and RECREATION	2,460	3,000	3,000	3,000
	TOTAL:	249,799	190,814	190,814	190,814
4550070 EMPLOYEE REIMBURSEMENTS	138 EMERGENCY SERVICES	0	250	250	250
	139 PROBATION DEPARTMENT	283	0	0	0
	TOTAL:	283	250	250	250
4550075 EMPL MEALS/IN-HOUSE FOOD	136 SHERIFF-CORONER	1,338	1,400	1,400	1,400
	TOTAL:	1,338	1,400	1,400	1,400
4550080 OTHER SALES	113 GENERAL SERVICES	13,721	50,000	50,000	50,000
	245 ROADS	1,140	0	0	0
	TOTAL:	14,861	50,000	50,000	50,000
4550085 NUISANCE ABATEMENT	142 PLANNING & BUILDING DEPARTMENT	41,744	32,414	32,414	32,414
	TOTAL:	41,744	32,414	32,414	32,414
4550090 SERVICE CHGE RETRND CHKS	108 TREAS-TAX COLL-PUBLIC ADM	6,968	6,727	6,727	6,727
	143 COURT OPERATIONS	1,162	0	0	0
	201 PUBLIC WORKS SPECIAL SERVICES	16	0	0	0
	377 LIBRARY	(44)	0	0	0
	TOTAL:	8,102	6,727	6,727	6,727
4550100 1915 BOND ACT ASSESSMENT	107 AUDITOR-CONTROLLER	29,450	29,400	29,400	29,400
	TOTAL:	29,450	29,400	29,400	29,400
4550120 CONTRIBUTIONS - NON GOVTL	106 CONTRIBUTIONS TO OTHER AGENCIE	660	0	0	0
	132 DISTRICT ATTORNEY	2,088	0	0	0
	137 ANIMAL SERVICES	32,276	35,856	35,856	35,856
	166 BEHAVIORAL HEALTH	2,685	2,500	2,500	2,500
	180 SOCIAL SERVICES ADMINISTRATION	3,746	0	0	0
	200 MAINTENANCE PROJECTS	50,000	0	0	0
	230 CAPITAL PROJECTS FUND	105,000	0	0	0
	305 PARKS and RECREATION	42,750	30,000	30,000	30,000
	377 LIBRARY	1,429,373	0	0	0
	TOTAL:	1,668,578	68,356	68,356	68,356
4550125 GRANTS: NON-GOVERNMENTAL	142 PLANNING & BUILDING DEPARTMENT	639,160	814,888	814,888	814,888
	160 PUBLIC HEALTH	134,912	0	0	0
	200 MAINTENANCE PROJECTS	29,174	0	0	0
	305 PARKS and RECREATION	22,580	38,760	38,760	38,760
	TOTAL:	825,826	853,648	853,648	853,648
4550130 BAD DEBT RECOVERY	305 PARKS and RECREATION	670	0	0	0
4550140 COUNTY CONTRIBUTIONS	392 PENSION OBLIGATION BOND DSF	10,215,064	10,028,420	10,028,420	10,028,420
	TOTAL:	10,215,064	10,028,420	10,028,420	10,028,420

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2014-15 ACTUAL	2015-16 REQUESTED	2015-16 RECOMMENDED	2015-16 ADOPTED	
4550160 CASH OVERAGES	108 TREAS-TAX COLL-PUBLIC ADM	1,327	975	975	975	
	110 CLERK/RECORDER	3,432	0	0	0	
	132 DISTRICT ATTORNEY	11	0	0	0	
	136 SHERIFF-CORONER	20	0	0	0	
	137 ANIMAL SERVICES	43	0	0	0	
	139 PROBATION DEPARTMENT	100	0	0	0	
	142 PLANNING & BUILDING DEPARTMENT	29	0	0	0	
	160 PUBLIC HEALTH	2	0	0	0	
	305 PARKS and RECREATION	676	1,000	1,000	1,000	
	375 DRIVING UNDER THE INFLUENCE	7	0	0	0	
	377 LIBRARY	24	0	0	0	
		TOTAL:	5,671	1,975	1,975	1,975
	4550170 SETTLEMNTS, DAMAGES, & REST.	101 NON-DEPARTMENTAL REVENUES	409,727	0	0	0
		132 DISTRICT ATTORNEY	(10,667)	0	0	0
136 SHERIFF-CORONER		10,160	0	0	0	
201 PUBLIC WORKS SPECIAL SERVICES		8,532	0	0	0	
		TOTAL:	417,752	0	0	0
4550200 INVOICE VARIANCES	101 NON-DEPARTMENTAL REVENUES	504	0	0	0	
	113 GENERAL SERVICES	3,926	2,581	2,581	2,581	
	114 INFORMATION TECHNOLOGY DEPARTM	8	0	0	0	
	130 WASTE MANAGEMNT	115	0	0	0	
	136 SHERIFF-CORONER	2,537	0	0	0	
	140 COUNTY FIRE	457	0	0	0	
	141 AGRICULTURAL COMMISSIONER	42	0	0	0	
	160 PUBLIC HEALTH	480	0	0	0	
	200 MAINTENANCE PROJECTS	2,201	0	0	0	
	201 PUBLIC WORKS SPECIAL SERVICES	18	0	0	0	
	245 ROADS	1,270	0	0	0	
	305 PARKS and RECREATION	2,704	0	0	0	
	377 LIBRARY	500	0	0	0	
		TOTAL:	14,762	2,581	2,581	2,581
4550210 TOBACCO SETTLEMENT	106 CONTRIBUTIONS TO OTHER AGENCIE	392,572	355,005	374,000	374,000	
	136 SHERIFF-CORONER	178,920	118,335	118,335	118,335	
	160 PUBLIC HEALTH	563,500	372,688	372,688	372,688	
	166 BEHAVIORAL HEALTH	1,261,489	834,327	834,327	834,327	
	350 Medically Indigent Services Pr	681,637	686,342	686,342	686,342	
		TOTAL:	3,078,118	2,366,697	2,385,692	2,385,692
4900010 IFR-ADMIN DEPT SUPPORT	104 ADMINISTRATIVE OFFICE	15,453	0	0	0	
4900080 IFR-INT SETT-ITD NETWORK SVCS	114 INFORMATION TECHNOLOGY DEPARTM	237,263	208,923	208,923	208,923	
		TOTAL:	237,263	208,923	208,923	208,923
4900090 IFR-INT SETT-PLANNING	142 PLANNING & BUILDING DEPARTMENT	3,397	0	0	0	

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2014-15 ACTUAL	2015-16 REQUESTED	2015-16 RECOMMENDED	2015-16 ADOPTED
4900100 IFR-INT SETT-GEN SRVS S/S BILL	113 GENERAL SERVICES	807,214	650,197	650,197	650,197
	TOTAL:	807,214	650,197	650,197	650,197
4900110 IFR-INT SETT-HEALTH BILLINGS	160 PUBLIC HEALTH	63,360	71,881	71,881	71,881
	350 Medically Indigent Services Pr	120,059	193,225	193,225	193,225
	TOTAL:	183,419	265,106	265,106	265,106
4900140 IFR-INT SETT-ITD ENTERPRISE SV	114 INFORMATION TECHNOLOGY DEPARTM	508,806	687,825	687,825	687,825
	TOTAL:	508,806	687,825	687,825	687,825
4900160 IFR-INT SETT-PERSONNEL	112 HUMAN RESOURCES	89,186	0	0	0
4900170 IFR-INT SETT-DRUG & ALCOHOL	166 BEHAVIORAL HEALTH	81,056	73,641	73,641	73,641
	TOTAL:	81,056	73,641	73,641	73,641
4900190 IFR-INT SETT-ITD DPTMTL SVCS	114 INFORMATION TECHNOLOGY DEPARTM	457,462	580,607	520,607	520,607
	TOTAL:	457,462	580,607	520,607	520,607
4900200 IFR-INT SETT-ITD RADIO COMM	114 INFORMATION TECHNOLOGY DEPARTM	9,073	5,908	5,908	5,908
	TOTAL:	9,073	5,908	5,908	5,908
4900220 IFR-INT SETT-SHERIFF SUPPORT	136 SHERIFF-CORONER	555,951	601,864	601,864	601,864
	TOTAL:	555,951	601,864	601,864	601,864
4900250 IFR-INT SETT-MENTAL HEALTH	166 BEHAVIORAL HEALTH	98,891	0	0	0
4900260 IFR-INT SETT-PARKS BILLINGS	305 PARKS and RECREATION	87,691	7,500	7,500	7,500
	TOTAL:	87,691	7,500	7,500	7,500
4900299 IFR-INT SETT-ALL OTHER DEPTS	108 TREAS-TAX COLL-PUBLIC ADM	37,874	58,056	58,056	58,056
	109 ASSESSOR	184,431	0	0	0
	110 CLERK/RECORDER	2,020	0	0	0
	375 DRIVING UNDER THE INFLUENCE	29,665	0	0	0
	TOTAL:	253,990	58,056	58,056	58,056
4901000 IFR-OVERHEAD-OH ALLOCATIONS	113 GENERAL SERVICES	409,367	538,533	538,533	538,533
	TOTAL:	409,367	538,533	538,533	538,533
4901020 IFR-OVERHEAD-AGR	113 GENERAL SERVICES	113	1,648	1,648	1,648
	305 PARKS and RECREATION	221	0	0	0
	TOTAL:	334	1,648	1,648	1,648
4902010 IFR-MANUAL COST ALLOC-ITD VOIC	114 INFORMATION TECHNOLOGY DEPARTM	142,539	142,084	142,084	142,084
	166 BEHAVIORAL HEALTH	7,492	0	0	0
	TOTAL:	150,031	142,084	142,084	142,084
4902030 IFR-MANUAL COST ALLOC-POSTAGE	113 GENERAL SERVICES	35,047	30,359	30,359	30,359
	TOTAL:	35,047	30,359	30,359	30,359

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2014-15 ACTUAL	2015-16 REQUESTED	2015-16 RECOMMENDED	2015-16 ADOPTED
4902055 IFR-JE CAPITAL ASSETS FUNDING	230 CAPITAL PROJECTS FUND	1,236,724	0	0	0
	245 ROADS	62,965	0	0	0
	TOTAL:	1,299,689	0	0	0
4903010 IFR-IAA-LABOR-REG	113 GENERAL SERVICES	483,693	612,547	612,547	612,547
	TOTAL:	483,693	612,547	612,547	612,547
4903011 IFR-IAA-LABOR-REG-TEMP	113 GENERAL SERVICES	7,506	0	0	0
4904000 IFR-IS-W/O SETTLEMENT	113 GENERAL SERVICES	38,432	0	0	0
4909000 IFR-JOURNAL ENTRY ALLOCATIONS	110 CLERK/RECORDER	2,400	0	0	0
	141 AGRICULTURAL COMMISSIONER	0	1,750	1,750	1,750
	TOTAL:	2,400	1,750	1,750	1,750
4909001 IFR-JE-ADMIN OFFICE	103 NON-DEPT OTHER EXPENDITURES	36,000	36,000	36,000	36,000
	104 ADMINISTRATIVE OFFICE	29,627	172,929	172,929	172,929
	TOTAL:	65,627	208,929	208,929	208,929
4909005 IFR-JE-RISK MGMT	105 RISK MANAGEMENT	1,007,196	1,039,764	1,039,764	1,039,764
TOTAL:		1,007,196	1,039,764	1,039,764	1,039,764
4909010 IFR-JE-AUDITOR/CONTROLLER	107 AUDITOR-CONTROLLER	44,410	184,923	184,923	184,923
	TOTAL:	44,410	184,923	184,923	184,923
4909020 IFR-JE-MAINTENANCE PROJ	113 GENERAL SERVICES	2,046	0	0	0
	200 MAINTENANCE PROJECTS	153,513	0	0	0
	245 ROADS	11,422	0	0	0
	TOTAL:	166,981	0	0	0
4909025 IFR-JE-GENERAL SERVICES	113 GENERAL SERVICES	787,708	717,342	736,207	736,207
	305 PARKS and RECREATION	5,000	0	0	0
	TOTAL:	792,708	717,342	736,207	736,207
4909030 IFR-JE-PERSONNEL	112 HUMAN RESOURCES	141,252	152,971	128,600	128,600
	TOTAL:	141,252	152,971	128,600	128,600
4909035 IFR-JE-COUNTY COUNSEL	111 COUNTY COUNSEL	216,080	138,725	138,725	138,725
TOTAL:		216,080	138,725	138,725	138,725
4909040 IFR-JE ALLOC-PUBLIC HEALTH	160 PUBLIC HEALTH	168,820	145,516	145,516	145,516
	350 Medically Indigent Services Pr	38,387	39,156	39,156	39,156
	TOTAL:	207,207	184,672	184,672	184,672
4909055 IFR-JE-SHERIFF	136 SHERIFF-CORONER	525	511	511	511
	TOTAL:	525	511	511	511
4909070 IFR-JE-CDF	140 COUNTY FIRE	531,991	561,912	610,184	610,184
	TOTAL:	531,991	561,912	610,184	610,184

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2014-15 ACTUAL	2015-16 REQUESTED	2015-16 RECOMMENDED	2015-16 ADOPTED
4909080 IFR-JE-PLANNING	142 PLANNING & BUILDING DEPARTMENT	392,013	262,350	392,298	392,298
	TOTAL:	392,013	262,350	392,298	392,298
4909085 IFR-JE-SB 2557	101 NON-DEPARTMENTAL REVENUES	271,271	307,000	307,000	307,000
	TOTAL:	271,271	307,000	307,000	307,000
4909090 IFR-JE ALLOC-CO-WIDE OVERHEAD	102 NON-DEPTL-OTHR FINCNG USE	1,482,906	3,077,354	3,077,354	3,077,354
	TOTAL:	1,482,906	3,077,354	3,077,354	3,077,354
4909095 IFR-JE-SOCIAL SERVICES	180 SOCIAL SERVICES ADMINISTRATION	0	0	179,210	179,210
4909099 IFR-JE-UTILITY CHARGES-OPR CEN	201 PUBLIC WORKS SPECIAL SERVICES	46,871	56,290	56,290	56,290
	TOTAL:	46,871	56,290	56,290	56,290
4909100 IFR-JE-MAJOR SYSTEM DEV	266 COUNTYWIDE AUTOMATION REPLACEM	84,993	0	0	0
4909105 IDC-JE COWIDE O&M CHARGES	266 COUNTYWIDE AUTOMATION REPLACEM	23,687	0	0	0
4909200 IFR-JE-PARKS	305 PARKS and RECREATION	227,236	315,235	315,235	315,235
	TOTAL:	227,236	315,235	315,235	315,235
6000000 OPERATING TRANSFERS IN	106 CONTRIBUTIONS TO OTHER AGENCIE	0	0	0	250,000
	142 PLANNING & BUILDING DEPARTMENT	0	86,621	86,621	86,621
	200 MAINTENANCE PROJECTS	102,499	0	0	150,000
	201 PUBLIC WORKS SPECIAL SERVICES	0	250,000	250,000	250,000
	230 CAPITAL PROJECTS FUND	185,789	0	150,000	0
	392 PENSION OBLIGATION BOND DSF	350,000	0	0	0
	TOTAL:	638,288	336,621	486,621	736,621
6000005 OTI PROCEEDS INTRAFUND	114 INFORMATION TECHNOLOGY DEPARTM	107,298	0	0	0
	136 SHERIFF-CORONER	43,860	0	0	0
	180 SOCIAL SERVICES ADMINISTRATION	200,000	0	0	0
	TOTAL:	351,158	0	0	0
6000100 ROADS IMPACT FEES	245 ROADS	416,740	627,283	627,283	627,283
	TOTAL:	416,740	627,283	627,283	627,283
6000105 TRANSFER IN - GF MED ASST PROG	350 Medically Indigent Services Pr	785,281	514,025	507,692	507,692
	TOTAL:	785,281	514,025	507,692	507,692
6000120 TRANSFERS IN FROM GEN FND	230 CAPITAL PROJECTS FUND	2,402,502	0	7,095,000	4,321,300
	245 ROADS	8,414,100	7,405,552	11,146,107	11,146,107
	266 COUNTYWIDE AUTOMATION REPLACEM	3,486,313	0	4,584,099	4,584,099
	267 GEN GOVT BUILDING REPLACEMENT	5,850,498	2,669,222	6,169,222	6,610,877
	268 TAX REDUCTION RESERVE	4,550,000	0	0	0
	275 ORGANIZATIONAL DEVELOPMENT	900,000	450,000	604,839	604,839
	290 COMMUNITY DEVELOPMENT PROGRAM	391,436	391,436	391,436	591,436
	305 PARKS and RECREATION	4,139,303	3,960,355	3,616,907	3,616,907
	377 LIBRARY	2,307,682	607,139	633,683	633,683
	TOTAL:	32,441,834	15,483,704	34,241,293	32,109,248

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2014-15 ACTUAL	2015-16 REQUESTED	2015-16 RECOMMENDED	2015-16 ADOPTED
6000130 TRANSFER IN FR AUTOMATION REPL	109 ASSESSOR	25,532	418,261	443,261	443,261
	142 PLANNING & BUILDING DEPARTMENT	0	0	312,806	312,806
	TOTAL:	25,532	418,261	756,067	756,067
6000135 TRFR IN FOR DEBT SERVICE	277 DEBT SERVICE	871,400	829,633	879,633	879,633
	TOTAL:	871,400	829,633	879,633	879,633
6000140 OPR TRF IN - PFF LIBRARY	377 LIBRARY	169,646	0	0	0
6000145 OPR TRF IN - PFF FIRE	230 CAPITAL PROJECTS FUND	81,287	0	0	0
6000150 OPR TRF IN - PFF PARKS	230 CAPITAL PROJECTS FUND	205,791	0	0	0
	305 PARKS and RECREATION	1,200,355	0	0	0
	TOTAL:	1,406,146	0	0	0
6000155 OPR TRF IN - PFF LAW ENFORC	230 CAPITAL PROJECTS FUND	2,730	0	0	0
6000160 OPR TRF IN - PFF GEN GOV'T	277 DEBT SERVICE	397,858	450,000	400,000	400,000
	TOTAL:	397,858	450,000	400,000	400,000
6000205 PROCEEDS OF GF INTERNAL LOAN	248 ROADS - IMPACT FEES	322,000	0	0	0
6000240 OP TRANSF-IN-FLEET	136 SHERIFF-CORONER	1,330	0	0	0
	180 SOCIAL SERVICES ADMINISTRATION	31,829	0	0	0
	305 PARKS and RECREATION	53	0	0	0
	TOTAL:	33,212	0	0	0
6001000 INTERNAL LOAN REPAYMENT-PRIN	102 NON-DEPTL-OTHR FINCNG USE	250,968	0	0	0
	230 CAPITAL PROJECTS FUND	931,069	0	0	0
	267 GEN GOVT BUILDING REPLACEMENT	169,646	0	0	0
	TOTAL:	1,351,683	0	0	0
6001001 INTERNAL LOAN REPAYMENT-INT	102 NON-DEPTL-OTHR FINCNG USE	14,577	0	0	0
6001002 INTERNAL LOAN INT REPAYED	102 NON-DEPTL-OTHR FINCNG USE	776	0	0	0
	TOTAL COUNTY REVENUE:	<u>550,633,314</u>	<u>495,532,412</u>	<u>520,297,800</u>	<u>518,415,755</u>

Appendix

The appendix includes the following information:

- A copy of the resolution adopting the County Budget for Fiscal Year 2015-16
- 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 16, 2015

PRESENT: Supervisors Frank R. Mecham, Bruce S. Gibson, Adam Hill, Lynn Compton, and Chairperson Debbie Arnold

ABSENT: None

RESOLUTION NO. 2015-163

RESOLUTION ADOPTING THE COUNTY BUDGET AND BUDGETS FOR BOARD GOVERNED DISTRICTS FOR FISCAL YEAR 2015-2016

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	\$ 265,454,285
2.	Services and Supplies	155,855,174
3.	Other charges	101,798,062
4.	Fixed Assets	21,905,888
5.	Capital Projects	821,300
6.	Intrafund Transfers	(20,234,513)
7.	Provisions for Contingencies: All Funds	22,242,574
8.	Provisions for New Reserve/Designations:	14,252,505
	TOTAL GOVERNMENTAL FUNDS	\$ 562,095,275

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 \$548,333,680 and the total annual appropriations subject to limitation is \$191,336,520.

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 2015-2016 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 2015-16, 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, 2015 through June 30, 2016.
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 \$22,242,574. 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, 2015. 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, 2015 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, 2015.

Upon motion of Supervisor Hill, seconded by Supervisor Mecham, and on the following roll call vote, to wit:

AYES: Supervisors Hill, Mecham, Gibson, Compton, and Chairperson Arnold

NOES: None

ABSENT: None

ABSTAINING: None

The foregoing resolution is hereby adopted.

County of San Luis Obispo

Debbie Arnold_____

Chairperson, Board of Supervisors

Approved by Board Action on:

June 16, 2015_____

ATTEST:

TOMMY GONG
County Clerk and Clerk of the Board of Supervisors

By: Sandy Currens
Deputy Clerk

APPROVED AS TO FORM AND LEGAL EFFECT:

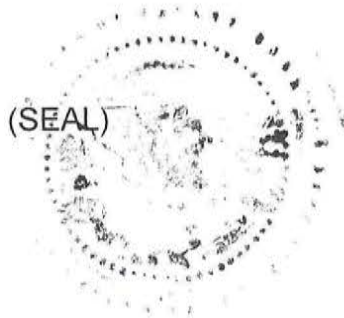
By: Rita L. Neal
RITA L. NEAL
County Counsel

Dated: June 12, 2015

STATE OF CALIFORNIA)
) ss.
COUNTY OF SAN LUIS OBISPO)

I, Tommy Gong, 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 15th day of September, 2015.



TOMMY GONG
County Clerk and Ex-Officio Clerk of the Board of Supervisors

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>Accrual:</u>	Accrual is an accounting method that records revenues and expenses when they are incurred, regardless of when cash is exchanged.
<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>Affordable Care Act:</u>	Patient Protection and Affordable Care Act (ACA) or "Obamacare" is a United States Federal statute signed into law by President Barack Obama on March 23, 2010. This act is a complex piece of legislation that is designed to reform the healthcare system and ensure affordable, quality healthcare for all Americans, and to reduce the cost of healthcare overall. The law expands eligibility for Medicaid to childless adults who meet the income eligibility criteria, provides insurance exchanges for individuals that do not qualify for Medicaid to purchase individual insurance policies at lower group rates, provides insurance subsidies to those with that meet income criteria, expands benefits that must be covered by health insurance policies (such as mental health and addiction treatment services), changes the rules for insurance companies to end discriminatory practices such as denying insurance due to pre-existing conditions or charging higher rates based on age or gender, which includes many other provisions.
<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>Assembly Bill 109</u>	Public Safety Realignment implemented by the State in 2011, also known as 2011 Realignment.
<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>Balanced Budget:</u>	A budget where total sources, including fund balances, equal total requirements, including reserves and contingencies, for each appropriated fund. In accordance with the State Budget Act, Government Code §29009, available funding sources shall be at least equal to recommended appropriations.
<u>Bond:</u>	A written promise to pay a specified sum of money (called the principal), at a specified date in the future, together with periodic interest at a specified rate. In the budget document, these payments are identified as debt service. Bonds are typically used to fund larger capital improvement projects with the pledge of tax receipts or other revenue sources to fund the debt service payments. The two major categories are General Obligation Bonds (G.O. Bonds) and Revenue Bonds.
<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.

GLOSSARY

TERMS COMMONLY USED IN THIS BUDGET DOCUMENT

<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.
<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.

GLOSSARY

TERMS COMMONLY USED IN THIS BUDGET DOCUMENT

<u>Full-Time Equivalent</u>	The ratio of time expended in a position. The ratio is derived by dividing the amount of (FTE): 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.
<u>Governmental Funds:</u>	Governmental Funds are used to account for most of the County's general government activities.
<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.

GLOSSARY

TERMS COMMONLY USED IN THIS BUDGET DOCUMENT

<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>PAL</u>	Position Allocation List
<u>Per Capita:</u>	Amount per individual.
<u>Performance Measure:</u>	<p>A measurement that assesses progress toward achieving predetermined goals. There are three basic types of meaningful performance measures:</p> <ul style="list-style-type: none"> • efficiency measures show the relationship between work performed and resources required to perform it (i.e. cost per job application received, cost per felony prosecuted, etc.) • quality measures show how well services are delivered to customers and the extent to which the customer is satisfied (i.e. percentage of customers satisfied with custodial services, percentage of clients satisfied with fire suppression response time, etc.) • outcome measures show the qualitative results of a program compared to its intended purpose (i.e. who is better off as a result -- percentage of clients that receive substance abuse treatment services and are alcohol and drug free one year later; percentage of repeat child abuse reports, etc.)
<u>Proposed Budget:</u>	The proposed spending plan for the upcoming fiscal year.
<u>Proposition 1A:</u>	Passed by voters in November 2004, this proposition grants local governments long-term fiscal protection and stability by preventing the state from raiding local government revenues during times of state fiscal crisis. The state will be able to borrow revenues from local governments during fiscal emergencies, but can only do so with a two-thirds vote of the legislature and the Governor's signature. Borrowing can only take place twice during a 10-year period, and only after the prior loan has been repaid. During FY 2009-10, the State borrowed approximately \$2 billion from counties. The impact to our County Government was approximately \$10 million.
<u>Proposition 13:</u>	A tax limitation initiative approved by the voters in 1978. Proposition 13 provided for (1) a 1 percent tax limit of fair market value exclusive of tax rates to repay existing voter-approved bonded indebtedness, (2) assessment restrictions establishing 1975 level values for all property, with allowable increases of 2 percent annually and reappraisal to current value upon change in ownership and new construction, (3) a two-thirds vote requirement to increase 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.

GLOSSARY

TERMS COMMONLY USED IN THIS BUDGET DOCUMENT

<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.
<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.

GLOSSARY

TERMS COMMONLY USED IN THIS BUDGET DOCUMENT

- Teeter Plan: An alternative method of allocating property tax receipts wherein the various taxing agencies (schools, cities, special districts) receive 100% of their tax levy each year without a deduction for delinquencies. The County General Fund finances the delinquencies and in return the General Fund collects and retains all of the eventual payments of delinquent taxes, including interest and penalties.
- Unincorporated Area: The areas of the county outside city boundaries.
- Unsecured Roll: A tax on properties such as office furniture, equipment, boats and airplanes owned by the assessee.
- Use Tax: A tax on goods purchased outside the state to prevent revenue loss from avoidance of sales taxes by means of out-of- state purchases. A use tax is also levied in order to remove inequities between purchases made within and outside the state.

ACRONYM GLOSSARY

DEFINITIONS OF ACRONYMS COMMONLY USED IN THIS BUDGET DOCUMENT

<u>AA:</u>	Administrative Assistant	<u>CHC:</u>	Community Health Centers
<u>ACA</u>	Affordable Care Act	<u>CHIP:</u>	California Healthcare for Indigents Program
<u>AB109</u>	Assembly Bill 109- Public Safety Realignment	<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>EMS:</u>	Emergency Medical Services
		<u>EMSA:</u>	Emergency Medical Services Agency
		<u>EMSP:</u>	Emergency Medical Services Program
		<u>EMTALA:</u>	Emergency Medical Treatment and Active Labor Act

ACRONYM GLOSSARY

DEFINITIONS OF ACRONYMS COMMONLY USED IN THIS BUDGET DOCUMENT

<u>EQRO:</u>	External Quality Review Organization	<u>ITSP:</u>	Information Technology Strategic Plan
<u>ER:</u>	Emergency Response	<u>JPA:</u>	Joint Powers Authority
<u>ESC:</u>	Emergency Services Coordination	<u>JSC:</u>	Juvenile Services Center
<u>ESS:</u>	Employee Self Service	<u>LAFCO:</u>	Local Agency Formation Commission
<u>EVC:</u>	Economic Vitality Corporation	<u>LAIF:</u>	Local Agency Investment Fund
<u>FAA:</u>	Federal Aviation Administration	<u>LAN:</u>	Local Area Network
<u>FBA:</u>	Fund Balance Available	<u>LBGTQ:</u>	Lesbian, Bisexual, Gay, Transgender, Questioning
<u>FBI:</u>	Federal Bureau of Investigation	<u>LEMC:</u>	Law Enforcement Medical Care
<u>FC:</u>	Fund Center	<u>LID:</u>	Low Impact Development
<u>FEMA:</u>	Federal Emergency Management Agency	<u>LSI:</u>	Level of Service Inventory
<u>FFP:</u>	Federal Financial Participation	<u>LVN:</u>	Licensed Vocational Nurse
<u>FM:</u>	Family Reunification	<u>MAA:</u>	Medical Administrative Activities
<u>FMAP:</u>	Federal Medical Assistance Percentage	<u>MDC:</u>	Mobile Data Computers
<u>FSET:</u>	Food Stamps Employment Training	<u>MDO:</u>	Mentally Disordered Offender
<u>FSP:</u>	Full Service Partnership	<u>MHSA:</u>	Mental Services Act
<u>FTE:</u>	Full Time Equivalent	<u>MHT:</u>	Mental Health Therapist
<u>FY:</u>	Fiscal Year	<u>MoCPOC:</u>	Model of Care Partners Oversight Committee
<u>GAAP:</u>	Generally Accepted Accounting Principles	<u>MOE:</u>	Maintenance of Effort Expense
<u>GASB:</u>	Governmental Accounting Standards Board	<u>NCAST:</u>	Nursing Child Assessment Satellite Training
<u>GFOA:</u>	Government Finance Officers Association	<u>NGF:</u>	National Golf Foundation
<u>GFS:</u>	General Fund Support	<u>NPDES:</u>	National Pollutant Discharge Elimination System
<u>GIS:</u>	Geographic Information System	<u>OD:</u>	Organizational Development
<u>GSA:</u>	General Services Agency	<u>OES:</u>	Office of Emergency Services
<u>HAZMAT:</u>	Hazardous Materials	<u>OPEB:</u>	Other Post Employment Benefits
<u>HF:</u>	Healthy Families	<u>OSHA:</u>	Occupational Safety & Health Act
<u>HHS:</u>	Health and Human Services	<u>PAL:</u>	Position Allocation List
<u>HIPPA:</u>	Health Insurance Portability and Accountability Act	<u>PC:</u>	Personal Computer
<u>HK:</u>	Healthy Kids	<u>PCF:</u>	Paid Call Firefighters
<u>HOP:</u>	Homeless Outreach Program	<u>PCR:</u>	Payment Condition Rating
<u>HR:</u>	Human Resources	<u>PEI:</u>	Prevention and Early Intervention
<u>HSUS:</u>	Humane Society of the United States	<u>PFF:</u>	Public Facility Fees
<u>HVAC:</u>	Heating Ventilation and Air Conditioning	<u>PHD:</u>	Public Health Department
<u>IDM:</u>	Integrated Document Management	<u>PHF:</u>	Psychiatric Health Facility
<u>IHSS:</u>	In Home Supportive Services	<u>PM:</u>	Preventative Maintenance
<u>IMD:</u>	Institutions for Mental Disease	<u>POB:</u>	Pension Obligation Bond
<u>IMR:</u>	Illness Management and Recovery	<u>PP:</u>	Permanency Placement
<u>IRS:</u>	Internal Revenue Service	<u>PQI:</u>	Performance Quality Improvement
<u>ISF:</u>	Internal Service Fund	<u>PRS:</u>	Program Review Specialists
<u>ISO:</u>	International Organization for Standards	<u>PTMS:</u>	Property Tax Management System
<u>IT:</u>	Information Technology	<u>PYD:</u>	Positive Youth Development
<u>IT – ESC:</u>	Information Technology Executive Steering Committee	<u>RCL:</u>	Rate Classification Level
<u>ITIL:</u>	Information Technology Infrastructure Library	<u>REHS:</u>	Registered Environmental Health Specialist
		<u>RFP:</u>	Request for Proposal
		<u>RFQ:</u>	Request for Qualifications
		<u>RN:</u>	Registered Nurse
		<u>RTA:</u>	Regional Transit Authority
		<u>SAC:</u>	Supervising Administrative Clerk

ACRONYM GLOSSARY

DEFINITIONS OF ACRONYMS COMMONLY USED IN THIS BUDGET DOCUMENT

<u>SAMHSA:</u>	Substance Abuse and Mental Health Services Administration
<u>SART:</u>	Suspected Abuse Response Team
<u>SCBA:</u>	Self Contained Breathing Apparatus
<u>SIP:</u>	System Improvement Plan
<u>SIU:</u>	Special Investigative Unit
<u>SJSO:</u>	Supervising Juvenile Services Officers
<u>SLOCOG:</u>	San Luis Obispo Council of Governments
<u>SLOCTBID:</u>	San Luis Obispo County Tourism and Business Improvement District
<u>SLORTA:</u>	San Luis Obispo Regional Transit Authority
<u>SLOVCB:</u>	San Luis Obispo Visitors and Conference Bureau
<u>SLVC:</u>	School Located Vaccination Clinics
<u>SOP:</u>	Standard Operating Procedure
<u>STC:</u>	Standard in Training for Corrections
<u>STD:</u>	Sexually Transmitted Diseases
<u>SWMP:</u>	Storm Water Management System
<u>TAY:</u>	Transitional Age Youth
<u>TB:</u>	Tuberculosis
<u>THPP:</u>	Transitional Housing Program Plus
<u>TMHA:</u>	Transitions Mental Health Association
<u>TOW:</u>	Taxes on the Web
<u>TPA:</u>	Third Party Administrator
<u>TSF:</u>	Tobacco Settlement Fund
<u>UCR:</u>	Uniform Crime Reporting
<u>UMAN:</u>	Unified Metropolitan Area Network
<u>USAR:</u>	Urban Search and Rescue Vehicle
<u>USDA:</u>	United States Dept. of Agriculture
<u>VA:</u>	Veterans Administration
<u>VBM:</u>	Vote by Mail
<u>VLF:</u>	Vehicle License Fee
<u>VOIP:</u>	Voiceover Internet Protocol
<u>VTO:</u>	Voluntary Time Off
<u>WET:</u>	Workforce Education and Training
<u>WIA:</u>	Workforce Investment Act
<u>WIC:</u>	Women, Infants and Children
<u>WPR:</u>	Work Participation Rate
<u>YAP:</u>	Young Adult Programs

Index

-A-

	Page
About San Luis Obispo County	A-35
Acronym Glossary	F-12
Administrative Office	C-261
Agriculture/Weights and Measures	C-2
Airports.....	C-216
Analysis of Financing Sources by Source by Fund	E-50
Animal Services	C-63
Assessor	C-272
Auditor-Controller.....	C-279

-B-

Budgetary Basis of Accounting	F-5
Behavioral Health	C-144
Board of Supervisors.....	C-286
Budget Augmentation Requests	D-1
Budget Development Policies	A-21
Budget Goals and Policies and Budget Balancing Strategies and Approaches	A-28
Budget Development and Management Process	A-49
Budget Message	A-1

-C-

CalWORKs.....	C-200
Capital Projects	C-379
Child Support Services.....	C-69
Clerk-Recorder.....	C-289
Community Development.....	C-25
Contributions to Court Operations.....	C-74
Contributions to Other Agencies	C-136
County Counsel.....	C-303
County Fire.....	C-77
County Officers	ii
County Officers and Department Heads Salary Schedule	B-23
County Organizational Values	iv
Countywide Automation Replacement	C-352

Index

-D-

Debt Service..... C-357
 Detail of Additional Financing Sources by Fund & Account (Schedule 6) E-14
 Detail of Financing Uses by Function, Activity & Budget Unit (Schedule 8) E-42
 District Attorney..... C-87
 Driving Under the Influence..... C-158

-E-

Expenditures by Function Graph..... A-47
 Emergency Medical Services C-163
 Emergency Services C-98
 Employees per Population Graph B-1

-F-

Farm Advisor..... C-225
 Fish and Game..... C-232
 Fixed Assets..... B-37
 Fleet Services C-317
 Foster Care C-203
 Total County Financing Uses Detail (Schedule 9)..... E-48
 Fund Balance – Governmental Funds (Schedule 3) E-5

-G-

General Government Building Replacement..... C-360
 General Assistance C-207
 General Services..... C-309
 Glossary F-6
 Golf Courses C-235
 Government Finance Officers Association (GFOA) Award i
 Governmental Funds Summary (Schedule 2) E-3
 Grand Jury C-104

-H-

Human Resources C-322

-I-

Information Technology..... C-331

Index

-J-

Job Class Listing B-27

-L-

Law Enforcement Medical Care C-166
 Library C-242
 Los Osos Wastewater System C-39

-M-

Maintenance Projects C-398
 Major County-Paid Employee Benefits..... B-23
 Medical Indigent Services Programs..... C-171
 Mission Statement..... iii

-N-

Non-Departmental Other Expenditures C-362
 Non-Departmental Revenues..... C-369
 Non-Departmental Revenues – Other Financing Use C-365

-O-

Organizational Chart A-34
 Organizational Development..... C-268
 Other Post-Employment Benefits C-372

-P-

Parks and Recreation..... C-250
 Pension Obligation Bond..... C-372
 Planning and Building C-11
 Position Allocation by Department B-4
 Position Allocation by Functional Area B-1
 Position Allocation Summary..... B-2
 Probation..... C-107
 Property Tax Dollar Distribution Graph A-45
 Public Defender..... C-116
 Public Facility Fees C-376
 Public Health C-176
 Public Works C-31
 Public Works Special Services..... C-43

Index

-R-

Reserves/Designations by Governmental Funds (Schedule 4) E-7
 Revenue Detail by Account E-84
 Revenue Detail by Department E-65
 Risk Management C-341
 Roads..... C-49
 Road Impact Fees..... C-60

-S-

Salary Schedule B-23
 Self-Insurance C-348
 Sheriff-Coroner..... C-120
 Social Services..... C-189
 Summary of Additional Financing Sources by Source & Fund (Schedule 5)..... E-12
 Summary of County Budget (Schedule 1) E-1
 Summary of Financing Uses by Function & Fund (Schedule 7) E-39

-T-

Tax Reduction Reserve..... C-378
 Treasurer-Tax Collector-Public Administrator C-296
 Total Financing by Source Chart..... A-44

-V-

Veterans Services C-209
 Vision Statement & Communitywide Results iii

-W-

Waste Management C-130
 Wildlife and Grazing C-258