

FISCAL YEAR 2016-17

FINAL BUDGET

Prepared by the County Administrative Office



A COMPREHENSIVE PLAN
FOR THE COUNTY OF
SAN LUIS OBISPO



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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**County of San Luis Obispo
California**

For the Fiscal Year Beginning

July 1, 2015

A handwritten signature in black ink, which appears to read "Jeffrey R. Emer".

Executive Director

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, 2015. 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

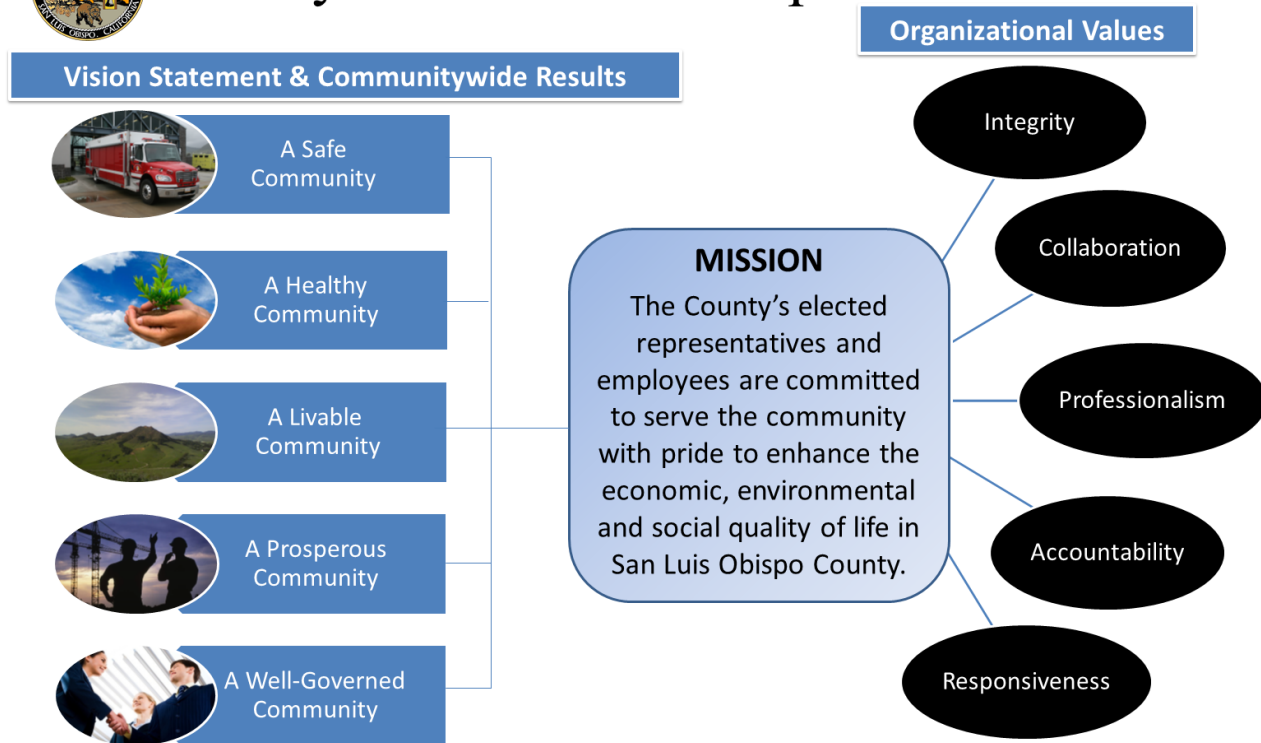
County Administrative Officer- Dan Buckshi

Department Heads

Agricultural Commissioner/Sealer of Weights & Measures.....	Marty Settevendemie
Airports Director.....	Kevin Bumen
Auditor-Controller/Treasurer/Tax Collector/Public Administrator	James P. Erb
Central Services Director.....	Will Clemens
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.....	Scott Jalbert
District Attorney	Dan Dow
Farm Advisor	Mary Bianchi
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.....	Christopher Lopez



County of San Luis Obispo



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

September 16, 2016

Honorable Board,

A public hearing was held June 13-15, 2016 to discuss the County's proposed spending plan for Fiscal Year (FY) 2016-17. Your Board adopted the Proposed Budget on June 21, 2016 and subsequently made adjustments to fund balances available, reserves, designations, and contingencies (based upon the year-end balances) on September 13, 2016 (agenda item #6 from the Auditor-Controller-Treasurer-Tax Collector-Public Administrator's Office).

The May 17, 2016 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 2016-17 Final Budget authorizes a total spending level of \$587,966,617. The General Fund is budgeted at \$493,191,472.

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 at:

<http://www.slocounty.ca.gov/Assets/AD/Budget/2016-17+Budget/2016-17+supplemental+budget.pdf>:

- Central Services: Delete 1.00 Full Time Equivalent (FTE) Department Administrator and add 1.00 FTE Administrative Services Manager to better reflect the needs of the new Central Services Department. This change decreased expenditures by \$23,971 and was approved by the Board on April 19, 2016 and carried into FY 2016-17 via the Supplemental Budget document.
- Central Services- Fleet Services: Amend the Fixed Asset List by adding a Utility Truck for use by the Sheriff-Coroner.
- Child Support Services: Reduce revenue and expense appropriation for an offsetting transfer-out to the District Attorney's Office in the amount of \$57,480. This reduction reflects decreased use of services provided by a Deputy District Attorney in the District Attorney's Office and aligns with the State Department of Child Support Service's

direction to focus on a family-centered poverty prevention program rather than prosecution.

- District Attorney:
 - Reduce expense appropriation and offsetting transfer-in from Child Support Services in the amount of \$57,480 due to reduced usage of a Deputy District Attorney position by Child Support Services. The reduced usage of District Attorney services aligns with the State Department of Child Support Service's direction to focus on a family-centered poverty prevention program rather than prosecution.
 - Add 2.00 FTE Limited Term Victim Witness Assistance Coordinator I and 2.00 FTE Limited Term Victim Witness Assistance Coordinator II positions for the Governor's Office of Emergency Services (CalOES) Unserved/Underserved Victim Advocacy and Outreach Program. The new positions are fully funded with State funding from two grants, totaling \$299,070.
 - Add expense appropriation and offsetting expense in the amount of \$336,874 from a CalOES Victim Services Program grant to provide funding to community based organizations to address and fill victim services gaps and needs.
- Health Agency- Animal Services: Delete 1.00 FTE Administrative Assistant and add 1.00 FTE Animal Control Officer to improve dispatch services, at a cost of \$15,266. This change was approved by the Board on April 12, 2016 and carried into FY 2016-17 via the Supplemental Budget document.
- Health Agency- Behavioral Health: Delete 32.50 FTE Mental health Therapist I/II/III positions and add 32.50 FTE Licensed Psychiatric Technician/Licensed Vocational Nurse I/II/III positions to better align employees with the jobs that they are performing and the scope of their licensure. This new classification and change was approved by the Board on April 19, 2016 and carried into FY 2016-17 via the Supplemental Budget document.
- Health Agency- Law Enforcement Medical Care: Delete 4.75 FTE Licensed Vocational Nurse/Mental Health Therapist II positions and add 4.75 FTE Licensed Psychiatric Technician/Licensed Vocational Nurse I/II/III positions to better align employees with the jobs that they are performing. This new classification and change was approved by the Board on April 19, 2016 and carried into FY 2016-17 via the Supplemental Budget document.
- Health Agency- Public Health:
 - Delete 0.75 FTE Licensed Vocational Nurse and add 0.75 FTE Licensed Psychiatric Technician/Licensed Vocational Nurse I/II/III to better align employees with the jobs they are performing. This new classification and change was approved by the Board on April 19, 2016 and carried into FY 2016-17 via the Supplemental Budget document.
 - Delete 0.75 FTE Communicable Disease Investigator and add 1.00 FTE Communicable Disease Investigator to increase communicable disease surveillance in the County. This change was approved by the Board on April 19, 2016 and carried into FY 2016-17 via the Supplemental Budget document.

- Library: Delete 35.75 FTE Administrative Assistant I/II/III, 4.00 FTE Library Assistant, 8.00 FTE Supervising Library Assistant, 1.00 FTE Librarian I/II, and 7.00 FTE Librarian III positions, and add 36.75 FTE Library Associate, 9.00 FTE Senior Library Associate, 2.00 FTE Librarian, 5.00 FTE Coordinating Librarian and 3.00 FTE Library Branch Manager positions to better align employees with the jobs that they are performing. This change was approved by the Board on April 19, 2016 and carried into FY 2016-17 via the Supplemental Budget document.
- Planning and Building- Community Development: Increase revenue and expenditures for homeless services in the amount of \$224,092, funded with State Emergency Solutions Grant (ESG) program funds.
- Probation: Remove equipment expense and corresponding revenue in the amount of \$63,612 from the Proposed Budget, and amend the Fixed Asset list to remove mobile data computer equipment that will be purchased in FY 2015-16 instead of FY 2016-17.
- Public Works- Facilities Management: Increase General Fund appropriation by \$85,000 and total expenditures by \$147,639 to support architectural services project activities (including preliminary project consulting to departments and project estimating), for Fund Centers 230- Capital Projects and 200- Maintenance Projects.
- Public Works (Internal Service Fund):
 - Add 1.00 FTE Engineer I/II/III to assist with capital project management. The addition of this position increased expenditures by \$129,493, with no General Fund impact.
 - Add 1.00 FTE Safety Coordinator to be responsible for the day-to-day implementation of Public Works' safety program, including training and ongoing interaction with Public Works staff. Funding for this position was included in the FY 2016-17 Proposed Budget.
 - Add 1.00 FTE Wastewater System Worker I/II/III to provide field support for the collection and conveyance segment of the Los Osos Water Recycling Facility. The addition of this position increased expenditures by \$78,084, with no General Fund impact.

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

- \$75,000 was allocated to Fund Center 290- Community Development for distribution to various homeless serving agencies, as follows:
 - \$25,000 to Tenant Based Rental Assistance
 - \$18,000 to 5Cities Homeless Coalition Social Detox Program
 - \$20,000 to the El Camino Homeless Organization (ECHO) shelter and services
 - \$12,000 to the Mission Community Services CorporationThe financing source of this allocation was General Fund Contingencies.
- \$50,000 was allocated to Fund Center 160- Public Health for vector control. The financing source of this allocation was General Fund Contingencies.

- \$231,322 was allocated to Fund Center 136- Sheriff to fund the addition of 2.00 FTE Sheriff's Deputy positions to provide additional patrol in the North Coast and Southern regions of the County. The financing source of this allocation was General Fund Contingencies.
- 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 the use of General Fund Contingencies (\$108,495):
 - Increased the allocation to the Senior Nutrition Program by \$10,000 for a total of \$70,000.
 - Increased the allocation to the Cambria Connection by \$15,000 for a total of \$50,000.
 - Increased the allocation to the Cal Poly Corporation by \$20,000 for a total of \$45,000.
 - Increased the allocation to Literacy FOR LIFE by \$5,000 for a total of \$20,000.
 - Increased the allocation to the San Luis Obispo County Arts Council/Arts Obispo by \$5,000 for a total of \$35,000.
 - Increased funding for District Community Project Grants from \$29,301 per district to \$50,000 per district. The total increase for all five Supervisorial Districts was \$103,495.

The following changes were made as part of formal budget adoption on June 21, 2016:

- Administrative Office: Create the job classification and set the salary range for the new classification Division Manager- Administrative Office and approve the following changes to the Position Allocation List:
 - Delete 1.00 FTE Principal Administrative Analyst
 - Delete 1.00 FTE Secretary- Confidential
 - Add 2.00 FTE Division Manager- Administrative Office
- Health Agency: Create the job classification and set the salary range for the new classifications of Community Health Nurse I/II, Public Health Nurse I/II and Senior Public Health Nurse, and approve the following changes to the Position Allocation List:
 - Public Health
 - Delete 29.00 FTE Community Health Nurse/Public Health Nurse/Senior Community Health Nurse/Senior Public Health Nurse/Nurse Practitioner/Physician's Assistant
 - Delete 0.50 FTE Community Health Nurse/Public Health Nurse/Senior Community Health Nurse/Senior Public Health Nurse/Nurse Practitioner/Physician's Assistant- ½ time
 - Add 29.00 FTE Community Health Nurse I/Public Health Nurse I/Community Health Nurse II/Public Health Nurse II/Senior Public Health Nurse/Nurse Practitioner/Physician's Assistant
 - Add 0.50 FTE Community Health Nurse I/Public Health Nurse I/Community Health Nurse II/Public Health Nurse II/Senior Public Health Nurse/Nurse Practitioner/Physician's Assistant- ½ time

- Law Enforcement Medical Care
 - Delete 1.00 FTE Community Health Nurse/Public Health Nurse/Senior Community Health Nurse/Senior Public Health Nurse/Nurse Practitioner/Physician's Assistant
 - Add 1.00 FTE Community Health Nurse I/Public Health Nurse I/Community Health Nurse II/Public Health Nurse II/Nurse Practitioner/Senior Public Health Nurse/Nurse Practitioner/Physician's Assistant
- Medically Indigent Services Program
 - Delete 1.00 FTE Community Health Nurse/Public Health Nurse
 - Add 1.00 FTE Community Health Nurse I/Public Health Nurse I/Community Health Nurse II/Public Health Nurse II

Position Allocation Changes

The total number of positions approved during budget hearings was 2,710.50 FTE, which is a net 72.25 FTE more than the FY 2015-16 Adopted Budget. The increase in positions includes the addition of 24.00 FTE mid-year in FY 2015-16 to reflect various programmatic changes, as well as the addition of 48.25 FTE positions approved by the Board during budget hearings.

Changes Made after Budget Hearings

Once the fiscal year ended on June 30, 2016, the Auditor-Controller-Treasurer-Tax Collector-Public Administrator's (ACTTCPA'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 13, 2016 (agenda item #6), the Board approved an agenda item from the ACTTCPA, which adopted the final appropriations, reserves, designations, and contingencies. The Fund Balance Available (FBA) for the County's General Fund was \$5.6 million higher than the \$34.4 million used in calculating the FY 2016-17 proposed General Fund budget. As part of the Board's approval of the Final Budget, the additional FBA was allocated as follows:

- \$1,092,091 was added to General Fund contingencies to restore contingencies to the full 5% target, after modifications were made by the Board to the Proposed Budget during budget hearings;
- \$2,000,000 was added to the General Reserve (increasing the General Reserve to a total of \$13 million), to be available to address any future budgetary gaps or natural disasters;
- \$500,000 was appropriated to County Counsel to fund work related to the closure and decommissioning of Diablo Canyon Power Plant; and
- \$1,979,507 was added to the General Government Building Replacement – Building Replacement designation to be used as a funding source for future projects. It is likely that a portion of this amount will be moved to FC 200- Maintenance Projects mid-year to address deferred maintenance and earthquake assessments on County facilities.

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

Sincerely,



Dan Buckshi
County Administrative Officer

COUNTY OF SAN LUIS OBISPO
June 30, 2016
Proposed versus Actual Fund Balance Available

COUNTY FUNDS	Fund #	Estimated Unreserved/ Undesignated June 20, 2016	Actual Unreserved/ Undesignated June 30, 2016	Difference Over/(Under)	Appropriation to Contingencies	Designation	General Reserve	Revenue Adjustment Inc/(Decr)	Object Level Appropriation Adjustment
General Fund	10000	34,417,084	39,988,682	5,571,598	1,092,091		2,000,000		2,479,507
Capital Projects	11000	0	372,944	372,944					372,944
Road Fund	12000	0	208,885	208,885		208,885			
Community Development	12005	0	27,428	27,428	27,428				
Parks	12015	768,920	377,746	(391,174)		(391,174)			
Co-Wide Automation Repl	12020	0	507,813	507,813		507,813			
Road Impact Fees	12035	0	4,197,701	4,197,701		4,197,701			
Wildlife & Grazing	12040	0	178	178		178			
Driving Under Influence	12045	(38,743)	25,444	64,187			64,187		
Library	12050	909,821	1,140,489	230,668	116,497	114,171			
Fish & Game	12055	0	16,682	16,682		16,682			
Organizational Development	12060	184,798	89,767	(95,031)		(95,031)			
Emergency Medical Services	12070	0	0	0					
COP Loans DSF	12080		0	0					
Pension Obligation Bonds	18010	593,740	664,891	71,151		71,151			
TOTAL		<u>36,835,620</u>	<u>47,618,650</u>	<u>10,783,030</u>	<u>1,236,016</u>	<u>4,630,376</u>	<u>2,064,187</u>	<u>0</u>	<u>2,852,451</u>

County of San Luis Obispo

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



DAN BUCKSHI
COUNTY ADMINISTRATOR

May 17, 2016

Honorable Board of Supervisors,

I am pleased to present the FY 2016-17 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 County of San Luis Obispo is committed to providing services with integrity, collaboration, professionalism, accountability and responsiveness. The budget document is produced in a manner that reflects these organizational values by attempting 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 among the public, your Board and staff. Your Board will review the budget in detail at public budget hearings, scheduled for June 13th-15th, during which time you may add, delete, or modify the proposal as you deem appropriate.

Approach to FY 2016-17 Budget Development

The process for developing the budget began in the fall of 2015, when staff presented the FY 2016-17 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.

Despite the fact that the recent recession is behind us, we remain mindful of the work that was required to get to this point, and are very cognizant of the level of effort that will be necessary in order to maintain our financial position. Moving forward, we are committed to employing the same strategies that helped us during years of budget difficulty, to guide us forward in a manner that invests in the programs and services we provide while sustaining our fiscal health.

The County's disciplined approach to budgeting and financial management has been recognized by bond rating agencies; in April of 2016, Fitch Ratings reaffirmed the County's AAA implied general obligation bond rating. This was due in part, to our strong financial performance due to conservative budgeting and planning. In addition, it is worth noting that the County's Budget Goals and Policies and Budget Balancing Strategies and Approaches contributed to the County recently receiving its fifth consecutive Distinguished Budget Presentation Award from the Government Finance Officers Association (GFOA) for the FY 2015-16 Budget document. The GFOA award program is the only national awards program in governmental budgeting and recognizes budget documents of the highest quality.

The FY 2016-17 Proposed Budget represents conservative growth compared to the current year. It is important to note that growth in the budget should not be viewed as "adding back" to those programs and services that were previously reduced. Community needs are continuously changing and County operations must be flexible enough to respond to those changing needs. The proposed budget reflects a focus on ensuring that the County is able to meet current needs in FY 2016-17 and into the future.

Factors Impacting the FY 2016-17 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.
- The decline in various State revenues which fund transportation infrastructure locally. Both Highway Users Tax (also known as fuel tax) and Transportation Development Act revenues are projected to continue to decline into FY 2016-17 due to declining gasoline sales and prices.
- The final steps of the dissolution of the General Services Department, which has resulted in the creation of the new Central Services Department, and Public Works assuming responsibility for custodial services, utility services and the management of the County's capital and maintenance projects. The transfer of responsibility for capital and maintenance projects provides the opportunity to better evaluate how projects are managed, and this will continue to be a focus into FY 2016-17.
- The implementation of Assisted Outpatient Treatment (Laura's Law) which will provide court-ordered outpatient treatment for severely mentally ill individuals who have committed, or are at risk of committing acts of violence against themselves or others due to untreated mental illness.
- The implementation of AB 403- Continuum of Care Reform to improve foster care outcomes by moving children out of group homes. The requirements of this statute will require the Department of Social Services and Probation Department to partner with the Behavioral Health Department to find an alternative means for providing treatment to children who were previously provided care in group homes.
- 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 completion and impending start of several major capital projects, including:
 - The Juvenile Hall expansion, which is expected to be complete in July 2016. The budget includes expense to increase staff at the Juvenile Hall when it becomes operational.
 - The Women's Jail which is expected to be complete in April 2017.
 - The 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 2016-17 proposed budget totals \$122.6 billion in General Fund expenditures. Though the State's budget continues to improve, some risks remain. Over 30% of the County's revenue comes from the State; as a result, the State's financial position continues to be one of the biggest influencers upon our budget locally. Proposition 30, which was approved by voters in 2012 to raise sales and the personal income tax is set to expire in the current year and 2018, respectively. In addition, the State continues to deal with the impacts of budgetary debt and significant liabilities related to State retiree benefits and infrastructure, which have been accumulated in prior years.

The Governor's Proposed Budget represents fiscal constraint by limiting on-going commitments, and making investments to help the State prepare for the next economic downturn. Noteworthy factors at the State level that are likely to have an impact on the County's budget include:

- As the State enters its fifth year of drought, the Governor's budget includes \$323.1 million of one-time funding to continue drought response efforts that protect water supplies, conserve water and provide emergency response. At this time, it is unclear how this funding will be allocated.
- It is expected that State highways and local roads will continue to deteriorate in FY 2016-17 without an infusion of new funding. Highway User Tax revenues are expected to decrease by more than 25% in two years, and county shares of this revenue have decreased by an even greater amount. While the State budget does not include a comprehensive approach to transportation funding, there is hope that a special session conference committee will be able to reach consensus on a transportation package. The Governor has reintroduced the 2015 Transportation Funding and Reform Package which includes spending an additional \$3.6 billion annually for 10 years on maintenance and rehabilitation of state and local transportation system and investments in transit. Funding is to be split evenly between state and local transportation priorities, with a focus on transportation infrastructure maintenance and preservation.
- Medi-Cal enrollments are continuing to increase, due to the ongoing implementation of the Affordable Care Act. Locally, our Department of Social Services' Medi-Cal caseload has increased by 142% since FY 2012-13. The Governor's budget includes an additional \$169 million in the current year and FY 2016-17 for County Medi-Cal administration costs. Based on State allocation factors, staff estimates that the County will receive \$1.2 million in additional Medi-Cal administration funding.

- Last year, AB 403 was passed as a comprehensive reform effort to improve foster care outcomes by moving away from the use of group homes. Beginning in January of 2017, youth currently placed in group homes must be brought back to their county of origin and the appropriate foster care and mental health care needs be in place to accommodate them. The Governor’s budget includes \$94.9 million to aid in efforts to implement AB 403. While none of this funding has been specifically earmarked for counties, conversations are underway at the State level to assure that counties are able to implement AB 403 reforms.
- Finally, the Governor’s budget proposes to appropriate \$3.1 billion in Cap and Trade revenue in FY 2016-17. At this point, it is unclear how the majority of the \$3.1 billion will be allocated. However, the proposed allocation includes \$150 million statewide for forestry and wildfire management, including the removal of diseased and dead trees. Cal Fire has indicated that these funds will potentially be available to help mitigate the risk of wildfire on both private and public lands.

FY 2016-17 Budget Summary

The proposed budget authorizes a total spending level of \$574 million, with the General Fund budget proposed at \$487.2 million. The overall budget represents an increase of under 1% 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.

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.

Similar to prior years, the proposed budget for FY 2016-17 represents a balance between the County’s three identified spending areas, which include:

1. financial security
2. programs and services

Authorized Funding Levels by Fund			
Fund	FY 2015-16 Adopted	FY 2016-17 Proposed	% Inc/ Dec
General Fund	\$469,201,155	\$487,203,438	4%
Automation Replacement	\$5,384,163	\$2,901,152	-46%
Building Replacement	\$6,860,877	\$4,622,991	-33%
Capital Projects	\$5,219,220	\$3,548,400	-32%
Community Development	\$4,135,489	\$4,344,819	5%
Debt Service	\$2,090,151	\$2,091,847	<1%
Driving Under the Influence	\$1,421,788	\$1,336,613	-6%
Emergency Medical Services	\$869,274	\$851,000	-2%
Fish and Game	\$46,222	\$22,715	-51%
Library	\$9,787,164	\$10,293,181	5%
Medically Indigent Services Program	\$1,493,222	\$1,526,449	2%
Organizational Development	\$911,317	\$1,273,191	40%
Parks & Recreation	\$10,035,952	\$9,942,258	-1%
Pension Obligation Bonds	\$10,524,752	\$11,258,240	7%
Public Facilities Fees	\$1,984,049	\$1,984,049	0%
Road Impact Fees	\$1,814,780	\$2,761,536	52%
Roads	\$40,863,612	\$28,036,860	-31%
Tax Reduction Reserves	\$0	\$0	0%
Wildlife and Grazing	\$5,535	\$3,608	-35%
TOTAL	\$572,648,722	\$574,002,347	<1%

3. employee salaries and benefits

Increases in each of these areas are as follows:

Financial Security

In FY 2015-16, the County was able to fully restore the General Fund contingency level to the historical target of 5% of the General Fund budget. In FY 2016-17, it is recommended that General Fund contingencies remain at the full 5%, included in the operating budget. In addition to contingencies, the County's level of reserves are an indicator of financial security. Reserve levels represent the funding that the County has set aside for a variety of purposes and are not included in the budget. The County's target is to maintain a ratio of reserves and contingencies to the General Fund budget of at least 20%. In the current year, this ratio is projected to be 28%, and in FY 2016-17, it is recommended that a total of \$7.6 million of General Fund be allocated to the following reserves:

- \$2.0 million to the General Reserve to be accessible in the event of a financial downturn or natural disaster;
- \$2.0 million to the Capital Improvement Project Reserve to fund future capital projects;
- \$2.0 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
- \$631,393 to the Organizational Development Reserve to fund countywide training initiatives.

Programs and Services

Based on a thorough evaluation of need and expected results, the proposed budget includes augmentations of \$10.7 million (\$5.8 million of General Fund) to various programs and services. These augmentations increase staffing levels by 59.25 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 the land based, public safety, and health and human services functional areas. 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 \$3.4 million to augment the pavement management program. The additional funds will bring the total General Fund contribution to Roads to \$11.5 million in FY 2016-17. This represents one of the County's largest annual General Fund contributions to the Roads budget, and is considerably higher than the amount of General Fund that comparable counties contribute to their pavement management programs.

The budget also provides full funding for all capital projects (\$1.5 million), maintenance projects (\$6.3 million), and automation projects that are planned to begin in FY 2016-17.

Salaries and Benefits

The proposed budget reflects salary increases that were granted to County employees in FY 2014-15, after holding wages flat for most employees for five years. Although these wage increases represent increased costs to the County, it is important to note that the County continues to implement a ‘three-point plan’ to control labor expenses which eliminated formulaic wage increases, shares the cost of pension cost increases 50/50 with employees, and implemented 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 2015-16 Adopted	FY 2016-17 Proposed	% Inc/ Dec
104	Administrative Office	\$1,821,806	\$1,929,640	6%
141	Ag Commissioner	\$2,217,572	\$2,588,607	17%
109	Assessor	\$9,125,380	\$9,558,129	5%
107	Auditor-Controller	\$4,128,467	\$4,419,591	7%
100	Board of Supervisors	\$1,687,445	\$1,738,772	3%
116	Central Services	\$0	\$3,128,461	0%
134	Child Support Services	\$0	\$0	0%
110	Clerk-Recorder	\$808,373	\$454,409	-44%
290	Community Development	\$591,436	\$591,436	0%
143	Contributions to Court Operations	(\$553,986)	(\$561,986)	-1%
106	Contributions to Other Agencies	\$1,290,405	\$1,400,405	9%
111	County Counsel	\$3,415,154	\$3,528,736	3%
140	County Fire	\$13,601,756	\$14,229,401	5%
132	District Attorney (includes Victim Witness)	\$9,270,028	\$9,452,956	2%
138	Emergency Services	\$157,550	\$268,148	70%
113	Facilities Management	\$6,919,767	\$4,446,259	-36%
215	Farm Advisor	\$526,999	\$553,237	5%
131	Grand Jury	\$136,436	\$130,766	-4%
137	Health Agency- Animal Services	\$788,867	\$789,549	0%
166	Health Agency- Behavioral Health	\$9,420,582	\$11,438,294	21%
184	Health Agency- Law Enforcement Medical Care	\$2,080,844	\$2,624,458	26%
350	Health Agency- Medically Indigent Services Program	\$507,692	\$531,101	5%
160	Health Agency- Public Health	\$5,180,767	\$6,464,600	25%
112	Human Resources	\$2,974,034	\$3,426,993	15%

105	Human Resources- Risk Management	\$615,787	\$621,912	1%
114	Information Technology	\$9,149,924	\$9,260,768	1%
377	Library	\$633,683	\$666,552	5%
103	Non-Departmental Other Expenditures	\$318,000	\$334,375	5%
275	Organizational Development	\$604,839	\$1,081,393	79%
305	Parks	\$3,616,907	\$3,616,907	0%
142	Planning and Building	\$5,896,897	\$7,617,458	29%
139	Probation	\$9,932,402	\$10,437,190	5%
135	Public Defender	\$5,370,016	\$6,051,424	13%
245	Public Works- Roads	\$11,146,107	\$11,553,412	4%
201	Public Works- Special Services	\$1,546,423	\$1,664,189	8%
130	Public Works- Waste Management	\$939,179	\$1,246,079	33%
136	Sheriff-Coroner	\$38,253,703	\$40,829,665	7%
180	Social Services- Administration	\$4,307,550	\$5,925,205	38%
182	Social Services- CalWORKs	\$324,808	\$317,769	-2%
181	Social Services- Foster Care	\$1,114,152	\$1,117,705	0%
185	Social Services- General Assistance	\$866,378	\$944,734	9%
108	Treasurer/Tax Collector	\$1,626,612	\$1,689,506	4%
186	Veterans Services	\$562,257	\$565,286	1%
TOTAL		\$172,922,998	\$188,673,491	9%

The FY 2016-17 Proposed Budget recommends 2,701.25 Full-Time Equivalent (FTE) permanent and limited term positions. This represents a net increase of 39.00 FTE as compared to current allocations and a net increase of 63.00 FTE compared to FY 2015-16 adopted levels. A net of 24.00 FTE were added mid-year in FY 2015-16. Mid-year changes were due to 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, completion of one-time projects, or minor reorganizations due to changing needs.

Summary of Position Allocation Changes by Department	
FY 2015-16 Adopted Budget Allocation	2,638.25
FY 2015-16 Current Allocation	2,662.25
FY 2016-17 Proposed Allocation	2,701.25
Net Change (from Adopted)	63.00
Net Change (from Current)	39.00
% Change (from Current)	2.4%
Department	Net Change
Ag Commissioner	1.00
Animal Services	0.50
Assessor	-3.50
Behavioral Health	8.00
Child Support Services	-1.75
District Attorney	-2.00
Driving Under the Influence	-1.00
Emergency Services	0.50
Facilities Management	-11.00
Information Technology	5.00
Law Enforcement Medical Care	0.50
Library	0.50
Planning & Building	2.00
Probation	7.00
Public Health	9.25
Public Works	20.00
Sheriff-Coroner	5.00
Treasurer-Tax Collector-Public Administrator	-1.00
TOTAL	39.00

All County departments are grouped together by functional areas, which categorize the types of services that 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 2015-16 adopted levels: \$2.6 million (12%)	Net change to staffing, compared to current levels: +23.00 FTE
Fund Centers: Agricultural Commissioner, Planning and Building, Community Development, Public Works (Internal Service Fund, Special Services, Los Osos Wastewater System, Road Impact Fees, Roads).	

Agricultural Commissioner

The recommended level of General Fund support represents an increase of \$371,035 or 16% compared to the FY 2015-16 adopted budget. The increase includes the recommended addition of 1.00 FTE Weights and Measures Inspector to ensure the department is able to provide increased consumer protection through the Quantity Control program while maintaining mandated inspection frequency in other Weights and Measures program areas.

Planning and Building

The recommended level of General Fund support represents an increase of \$1.7 million or 29% compared to the FY 2015-16 adopted budget. The increase is largely due to recommended budget augmentations to fund the development of the Avila Beach Community Plan and the development of a Sea Level Rise Analysis. The increase also includes the recommended addition of 1.00 FTE Secretary to support the department's Policy and Program section, and 1.00 FTE Senior Planner to support the implementation of the EnergyWise Plan.

Public Works- Internal Service Fund

As an Internal Service Fund, the department operates on revenue generated through charges for services. The recommended budget of \$39.3 million represents an increase of \$4.6 million or 14% compared to FY 2015-16 estimated amounts. Salaries and benefits are increasing by \$3,387,738 or 14%, when compared to FY 2015-16. The increase is due largely to the recommended addition of 20.00 FTE. 14.00 FTE positions in various classifications are recommended to be transferred from Fund Center 113- Facilities Management, as a part of the General Services Department dissolution and reorganization. In addition, it is recommended that 6.00 FTE positions be added to increase the department's capacity to manage major capital projects, improve the quality of project delivery, provide safety oversight and training of field operations, and provide technical support for watershed management.

Public Works- Roads

The recommended level of General Fund support of \$11.5 million represents an increase of \$407,305 or 4% compared to the FY 2015-16 adopted budget. The \$11.5 million of General Fund support includes a one-time allocation to the pavement management program in the amount of \$3.4 million for road maintenance. The department estimates that due to reductions in State funding, the recommended level of total pavement management funding will result in a decrease to the Pavement Condition Index (PCI), from 64 to 62 by the end of FY 2016-17.

Public Protection Functional Area	
Change to General Fund support from FY 2015-16 adopted levels: \$5.0 million (6%)	Net change to staffing, compared to current levels: +9.25 FTE
Fund Centers: Animal Services, Child Support Services, County Fire, Contribution to Court Operations, District Attorney, Emergency Services, Grand Jury, Probation, Public Defender, Sheriff-Coroner, Waste Management.	

Child Support Services

No General Fund support is recommended, as the department operates on revenue from State and Federal sources. The recommended budget represents a decrease of \$95,590 or 2% compared to the FY 2015-16 adopted budget. The decrease is due to the recommended elimination of 1.00 FTE Supervising Legal Clerk and 0.75 FTE Family Support Officer. The County's Child Support Services was ranked as the number one performing county in the State during the 2015 federal fiscal year.

County Fire

The recommended level of General Fund support represents an increase of \$627,645 or 4% compared to the FY 2015-16 adopted budget. The increase is due in part to an increase in the County's contract with Cal Fire, due to anticipated State collective bargaining increases and adjustment to the contract rate for benefits and administration costs. Recommended budget augmentations to increase winter staffing at the Cambria fire station and increase IT support make up the remainder of the increase.

Emergency Services

The recommended level of General Fund support represents an increase of \$100,598 or 70% compared to the FY 2015-16 adopted budget. The increase is largely due to the recommended addition of \$75,000 to be available only in the event of an emergency. A recommended budget augmentation to add 0.50 FTE Emergency Services Coordinator is partially offset by decreased funding for temporary help and makes up the remainder of the increase.

Probation

The recommended level of General Fund support represents an increase of \$504,788 or 5% compared to the FY 2015-16 adopted budget. The increase is largely due to the addition of \$670,689 of General Fund expense, including the recommended addition of 7.00 FTE positions, related to the establishment of an in-custody treatment program in the Juvenile Hall for youth that would otherwise be placed in group homes. The net countywide impact to the General Fund is actually zero however, as expense for this new program was previously budgeted in the Department of Social Services to offset the County's share of group home expenses for Probation wards.

Public Defender

The recommended level of General Fund support represents an increase of \$681,408 or 13% compared to the FY 2015-16 adopted budget. New expense totaling \$267,000 is recommended to be added to provide additional resources to the primary public defender firm and the first conflict public defender firm, due in part to the increase in staff hours driven by the Superior Court's recent calendar reorganization and the creation of an early disposition court in 2014. Approximately \$280,000 is also added to reflect that it has become necessary each year

to add expense mid-year to cover unanticipated expense for complex, multi-defendant or capital cases represented by Court appointed attorneys.

Sheriff-Coroner

The recommended level of General Fund support represents an increase of \$2.6 million or 6% compared to the FY 2015-16 adopted budget. The increase is largely due to prevailing wage adjustments approved by the Board in FY 2014-15, as well as recommended augmentations for FY 2016-17 which increase the department’s staffing levels by a total of 5.00 FTE. Recommended augmentations include the addition of 1.00 FTE Senior Sheriff’s Deputy to serve as a cold case detective; 2.00 FTE Sheriff’s Deputies to serve as Community Action Team officers who will focus on homelessness; 1.00 FTE Forensic Specialist to address caseload growth; 2.00 FTE Sheriff’s Deputies to serve on the Gang Task Force; 1.00 FTE Software Engineer to support the department’s information technology needs; 1.00 FTE Program Manager to provide construction and maintenance vocational and soft skills training to inmates at the County Jail; and funding for project management time to initiate a project to replace the Sheriff’s Jail Management System.

The recommended addition of 1.00 FTE Software Engineer will be made to the Fund Center 114- Information Technology Position Allocation List. In addition, 2.00 FTE existing positions are recommended to be transferred from the Sheriff’s Position Allocation List to Information Technology’s Position Allocation List.

Health and Human Services Functional Area	
Change to General Fund support from FY 2015-16 adopted levels: \$5.7 million (22%)	Net change to staffing, compared to current levels: +16.75 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 area. The budget information that follows excludes the Animal Services budget.

The recommended level of General Fund support for the Health Agency represents an increase of \$3.8 million or 23% compared to the FY 2015-16 budget. The increase includes the recommended net addition of 16.75 FTE positions to the Agency’s various programs.

Behavioral Health

The recommended level of General Fund support represents an increase of \$2.0 million or 21% compared to the FY 2015-16 adopted budget. This increase includes the recommended addition of 8.00 FTE positions including staffing to implement new programs such as the Assisted Outpatient Treatment (Laura’s Law) program and outpatient competency restoration, which will allow eligible individuals found incompetent to stand trial to receive competency restoration services in an outpatient setting. New positions will also provide expanded support to existing programs such as

the expansion of case management services and Intensive Care Coordination (ICC) to children and youth. The increase in General Fund support will also provide additional bed days in facilities where persons with mental illness are diagnosed, treated, and cared for.

Law Enforcement Medical Care

The recommended level of General Fund support represents an increase of \$543,614 or 26% compared to the FY 2015-16 adopted budget. The increase is largely due to increasing expense for medical services in the County Jail, which is only partially offset by increasing revenue. Personnel costs are recommended to increase, driven by the need to ensure adequate medical services in the Jail. New or increasing expenses related to this include: a compensation increase for nurses and related medical classifications to aide with recruitment and retention; the recommended addition of 0.50 FTE Correctional Nurse Supervisor to help ensure adequate nurse availability and sufficient oversight; an increase in call back and standby expense to help ensure schedule coverage in the Jail; and expense increases for contract services due to the need for more Jail clinic physician time, anticipated increases in dialysis services, and hospital inpatient days based on current usage.

Public Health

The recommended level of General Fund support represents an increase of \$1.3 million or 24% compared to the FY 2015-16 adopted budget. The increase is largely due to the recommended addition of 9.25 FTE, combined with an increase in compensation for medical personnel to aide with recruitment and retention issues. Recommended augmentations include the addition of 1.00 FTE Accounting Technician to assist with billing in Public Health's Family Services Division; 0.25 FTE Public Health Nurse to expand prevention work on perinatal substance use in pregnancy; 1.00 FTE Administrative Services Officer to help meet the human resource management needs of the Health Agency; 1.00 FTE Program Manager to lead a Planning, Evaluation and Policy Unit for the Health Agency; 1.00 FTE Department Automation Specialist to augment IT support for the Health Agency; 3.00 FTE Public Health Nurses to increase capacity to avert poor birth outcomes among high-risk families; and 1.00 FTE Health Education Specialist to develop a fall prevention program for seniors.

Social Services

The recommended level of General Fund support represents an increase of \$1.7 million or 26% compared to the FY 2015-16 adopted budget. The budget for Social Services sets General Fund support at the minimum contribution to leverage State and Federal programs that require matching funds from the County. The department's budget is seeing significant growth compared to the FY 2015-16 adopted budget due largely to a 12% overall increase in public assistance caseloads over the last year, expanded responsibilities in the In Home Supportive Services (IHSS) program, and implementation of Assembly Bill (AB) 403, Continuum of Care Reform. AB 403 focuses on moving children placed in group homes into home settings.

Community Services Functional Area	
Change to General Fund support from FY 2015-16 adopted levels: \$59,107 (1%)	Net change to staffing, compared to current levels: +0.50 FTE
Fund Centers: Airports, Farm Advisor, Fish and Game, Golf Courses, Library, Parks and Recreation, Wildlife and Grazing.	

Many of the fund centers in this functional area rely on user charges to support their operations. As the economy has improved, the revenue generated by these fund centers has increased, which has generally improved the financial condition for the Airports, Library, and Parks and Recreation.

Parks and Recreation

Parks and Recreation is a Special Revenue Fund and is largely supported by user fees. The recommended General Fund contribution remains flat with FY 2015-16, at \$3.6 million. The department’s total revenues and expenditures are recommended to decrease by \$93,694 or less than 1% compared to FY 2015-16 adopted levels. The budget recommends the addition of an Assistant Director position to assist the department in improving the quality of its services and achieve national accreditation from the Commission for Accreditation of Parks and Recreation Agencies. The Assistant Director is a new position which must be created. As a result, the budget includes funding for the position, but the position has not yet been added to the Position Allocation List for FY 2016-17.

Golf

The Golf budget is an Enterprise Fund and as such is supported by revenues generated through user fees. Revenue in the FY 2016-17 budget is estimated at \$2.2 million and expense is estimated at \$2.7 million. The result is a projected deficit of \$467,231 for FY 2016-17. The department anticipates having an estimated \$453,071 in cash balance available to help absorb the deficit; however, barring any major shift in finances, Golf will likely require additional outside funding to cover the gap. This deficit is due to declining rounds of golf played at Dairy Creek Golf Course, the result of a lack of water for irrigation. Play at County golf courses is the main factor in determining the fiscal health of the Golf budget. The Parks and Recreation Department is currently analyzing its options and will be bringing recommendations to the Board of Supervisors before the end of FY 2015-16.

Library

The recommended General Fund contribution represents an increase of \$32,869 or 5% compared to the FY 2015-16 adopted budget. The increase is due to the recommended addition of 0.50 FTE Library Assistant to support the proposed Templeton library to be operated out of the existing Templeton Community Services District Parks and Recreation Department. The recommended budget also includes \$425,000 from Library Fund reserves to fund the Radio Frequency Identification/Automated Materials Handling/Materials Self-Check and Security Project. The project will increase service levels by repurposing staff, allow for quicker checkouts, and greater circulation of materials.

Fiscal and Administrative Functional Area	
Change to General Fund support from FY 2015-16 adopted levels: \$1.1 million (5%)	Net change to staffing, compared to current levels: -4.50 FTE
Fund Centers: Administrative Office, Organizational Development, Assessor, Auditor-Controller-Treasurer-Tax Collector-Public Administrator, Board of Supervisors, Clerk-Recorder.	

Administrative Office

The recommended level of General Fund support represents an increase of \$107,834 or 5% compared to the FY 2015-16 adopted budget. The increase is largely due to the recommended addition of 2.00 FTE Division Managers and elimination of 1.00 FTE Principal Administrative Analyst and 1.00 FTE Secretary- Confidential. The change will allow the Office to focus more on Board priorities, increase departmental oversight, increase focus on legislative activity, and will more closely align the department's management structure with other departments of similar size within the County.

Assessor

The recommended level of General Fund support represents an increase of \$432,749 or 4% compared to the FY 2015-16 adopted budget. The increase includes the recommended addition of 1.00 FTE Limited Term Geographic Information Systems Analyst position to support the Geographic Information Systems parcel conversion project. In addition, the budget includes the recommended elimination of 4.50 FTE limited term positions allocated for the Property Tax System Modernization Project (PTSMP), which will conclude by the end of FY 2015-16. All of the limited term positions were funded through the project and the elimination of the positions does not result in a decrease to General Fund support.

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 recommended level of General Fund support for the consolidated department represents an increase of \$354,018 or 6% compared to the FY 2015-16 adopted budget. The increase includes the recommended addition of 1.00 FTE Limited Term Auditor-Analyst to train on the duties of the Property Tax division of the Office, in anticipation of the retirement of the current property tax manager. In addition, the budget includes the recommended elimination of 2.00 FTE limited term positions allocated for the Property Tax System Modernization Project (PTSMP), which will conclude by the end of FY 2015-16. The limited term positions were funded through the project and the elimination of the positions does not result in a decrease to General Fund support.

Support to County Departments Functional Area	
Change to General Fund support from FY 2015-16 adopted levels: \$1.3 million (6%)	Net change to staffing, compared to current levels: -6.00 FTE
Fund Centers: County Counsel, Central Services, Facilities Management, Fleet Services, Human Resources, Information Technology, Risk Management, Self-Insurance.	

Central Services

Central Services is a newly established department responsible for purchasing, real property, central mail, and fleet services. The first three components are managed in the new Fund Center 116, which received a transfer of the current fiscal year's remaining budget from Fund Center 113 (formerly General Services) at the end of the second quarter of FY 2015-16. This transfer reflected the remaining budget for the divisions which comprise the new Central Services Department, leaving the budget for custodial, maintenance, and architectural services in Fund Center 113 (now Facilities Management).

Facilities Management

Due to the General Services Department dissolution and reorganization, Fund Center 113- Facilities Management is now a fund center within the Public Works Department. Fund Center 116- Central Services was created mid-year (October 20, 2015) to contain all of the non-facilities related functions of General Services. Due to this transfer of functions and budget, the majority of the significant changes in revenue and expense for both this fund center and for Central Services are related to this organizational shift. 17.50 FTE positions were transferred mid-year in FY 2015-16 from this fund center to Central Services. The FY 2016-17 budget recommends that 14.00 FTE positions that perform administrative, architectural, and utility coordination services be transferred to FC 405- Public Works. In addition, staffing augmentations of 3.00 FTE within Facilities Management are recommended in order to increase service levels. The recommended augmentations include 2.00 FTE Custodians to assist in the cleaning of County facilities; 1.00 FTE Facility Maintenance Mechanic to address corrective and preventative maintenance.

Information Technology

The recommended level of General Fund support represents an increase of \$110,844 or 1% compared to the FY 2015-16 adopted budget. The increase includes the recommended addition of 1.00 FTE Senior Network Engineer to function as the Countywide Information Security Program Manager, 1.00 FTE Software Engineer to support the Enterprise Financial System, and 1.00 FTE Systems Administrator to support the County website. The budget also includes the recommended elimination of 2.00 FTE Computer Systems Technician positions due to the mainframe decommissioning. The mainframe decommissioning is projected to save approximately \$400,000 a year through the elimination of mainframe hardware and software operating costs.

In addition, the recommended budget includes the addition of 1.00 FTE Systems Administrator, 1.00 FTE Senior Software Engineer, and 1.00 FTE Software Engineer to the Information Technology Position Allocation List to support the Sheriff and 1.00 FTE Department Automation Specialist to support County Fire. The 1.00 FTE Systems Administrator and the 1.00 FTE Senior Software Engineer positions were moved from the Sheriff's Position Allocation List and are not a result of newly recommended positions in FY 2016-17.

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 recommended at \$243.4 million and represents 46% of the County's total financing. This is an increase of just under \$4 million or 2% compared to the FY 2015-16 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 recommended at \$184.5 million and represent 35% of the County's total financing. This is an increase of just over \$13.5 million or 8% compared to the FY 2015-16 adopted budget.

Other Revenues and Financing Sources

Other revenues and financing are recommended at approximately \$58.3 million and represent 11% of the County's total financing. This is a decrease of \$4 million or 6% compared to the FY 2015-16 adopted budget.

Licenses/Permit Fees/Charges for Services

Licenses, permits fees, and charges for services are recommended at approximately \$40.2 million and represent 8% of the County's total financing. This is an increase of \$1.5 million or 4% compared to the FY 2015-16 adopted budget.

Fines, Forfeitures and Penalties

Fines, forfeitures and penalties are recommended at \$5.1 million and represent just under 1% of the County's total financing. This amount is decreasing by \$62,950 or 1% compared to the FY 2015-16 adopted budget.

Interest Earnings

Interest earnings are recommended at \$2.3 million and represent less than 1% of the County's total financing. This amount is increasing by \$365,971 or 19% compared to the FY 2015-16 adopted budget.

Fund Balance Available (FBA) and Use of Reserves

FBA and the use of reserves represent the last two significant funding sources for the total County budget. Use of FBA is recommended at \$36.8 million (for all County funds, not just the General Fund), and use of reserves is recommended at \$3.5 million.

Conclusion and Acknowledgements

Cautious and thoughtful fiscal management has placed us on solid ground. The focus moving forward will be to maintain the County's strong financial position by continuing to take a strategic and disciplined approach to budgeting. The investments in the FY 2016-17 Proposed Budget are a direct result of the many policies and plans that have been created and implemented over the years. Elected officials and staff at all levels of the organization have contributed to the County's current financial position and will need to continue to work together

into the future to assure that we are able to continue to provide a high level of service to the community.

The production of this proposed budget 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 practices and policies. 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 their continued leadership and insightful guidance provided in establishing policies and identifying spending priorities for the allocation of County resources.

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

Sincerely,



Dan Buckshi
County Administrative Officer

2016-17 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 the County of San Luis Obispo'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-Treasurer-Tax Collector-Public Administrator. 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, from a Countywide perspective, the potential effects of new programs and services on interrelated programs and desired communitywide results when developing requests.

Financial Planning Policies

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

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

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

required within the available means of financing. When budget reductions are necessary, departments will prioritize their service programs and propose reductions in areas that are least effective in terms of achieving departmental goals and desired results. Departments must also consider the potential effects on interrelated programs and desired communitywide results when developing budget reductions.

20. Investing in Automation: The Board recognizes that cost reduction, cost avoidance and process efficiency can be enhanced by utilizing automation. Proposals for investments in automation, particularly computer automation, must measurably demonstrate how cost savings will be achieved and/or how services will be improved. It is 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.

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

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

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

Capital Project Policies

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

The following criteria shall be used in evaluating projects:

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

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

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

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

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

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

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

Encumbrances: The Auditor-Controller-Treasurer-Tax Collector-Public Administrator 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 Capital 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

The foundations of the Budget Balancing Strategies and Approaches are the County's adopted Budget Goals and Policies, and Board priorities and direction. The Budget Goals and Policies and Board priorities are subject to annual review and approval. The approach is for the Board to provide its priorities and other direction to staff early in the annual budget process so that staff can utilize this direction when developing the Proposed Budget for the coming year. In accordance with the State Budget Act (Government Code 29000-29144), the Board reviews and sets the budget for the fiscal year during budget hearings in June of each year. Along the way, the Board is provided regular updates regarding the status of the budget.

Different problems require different strategies. One of the overarching objectives of the County's Budget Balancing Strategies and Approaches is to strike a balance between maintaining fiscal health and continuing to provide programs and services to the County's many and varied customers. In order to maintain the County's fiscal health, this balance is important in both times of financial difficulty and financial growth.

This section provides 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. The section is divided into two parts outlining the County's preferred strategies and approaches in times of (1) financial difficulty and (2) financial recovery and growth.

In Times of Financial Difficulty

When faced with financial difficulty, the County should identify budget balancing strategies that address both a short and long term budget gap, while also minimizing the impact of budget reductions to the community and employees.

Depending on the financial difficulty being experienced, short and long-term budget balancing strategies may be needed over multiple years. An important consideration in developing and implementing budget balancing strategies is identifying the timeframe for fixing the problem and bringing about structural balance. Utilizing reserves and other short-term budget balancing solutions can 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 overall fiscal health. Should short-term solutions be over-utilized, the magnitude of reductions required later would be amplified.

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

Long-term budget balancing strategies:

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. The Board's current 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 receive different levels of funding due to priorities, departmental revenue sources, and program designs (amongst many other variables); all departments should participate in the closing of a budget gap. More specifically, no department should be exempt from budget reductions.
3. Proportional Reductions- Instead of cutting all operations by the same amount across the board, proportional growth and reductions should be taken into consideration. More specifically, staff could pursue reductions by department in relation to the amount of growth during times of financial growth. The rationale is that when in times of financial stability, 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)- The County Administrative Office should require departments 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- *Reductions*. 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. If reductions are necessary, targeted reduction amounts are included as part of the detailed budget instructions provided to departments.
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 does not always keep pace with the corresponding expenditures. During times of financial stability, 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 can be scaled back.

7. Engage Employees and Employee Associations- Labor costs make up approximately 45% of the total County budget (and approximately 60% of the General Fund budget). As a result, salary and benefit costs have the most significant influence upon expenditures. County staff and negotiators should 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:
 - a. The cost of pension rate increases be shared 50/50 by the County and employees.
 - b. Prevailing wage adjustments should be negotiated, consistent with the County's Prevailing Wage Ordinance.
 - c. A tiered pension plan be implemented for all new hires. The County has effectively implemented pension reform, which created second and third tier pension plans for all newly hired employees.

Short-term solutions that do not address a 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.
2. Reduce General Fund Contingency- Budget Policy #26- *Funding of Contingencies and Reserves* states that a minimum of 5% of available funds should be placed into General Fund contingencies. A reduction in General Fund contingencies can be utilized in difficult budget years as part of the budget balancing strategies. If this strategy is used, 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 may deteriorate and the cost of repairs may increase over time.
4. Minimize building maintenance expenditures- Similar to deferring capital improvement and automation projects that require General Fund support, this option saves General Fund in the near-term but over time if maintenance is deferred, County facilities may deteriorate, leading to higher repair costs.

5. Reduce or eliminate the General Fund contribution to the Organizational Development program- The Organizational Development program typically receives an annual General Fund contribution to pay for the Learning and Development Center, Citizen's Opinion Surveys, Employee Opinion Surveys, and departmental organizational assessments and training. In difficult budget years, reserves and designations can be used to fund these operations; however, in the longer term, some or all of these programs may 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-Treasurer-Tax Collector-Public Administrator'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. In times of financial difficulty, some or all of this money could be redirected to the General Fund. The impact is that over time, the County may 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- As part of the Countywide Cost Plan, the Auditor-Controller-Treasurer-Tax Collector-Public Administrator's Office calculates the amount of depreciation associated with County owned facilities. 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. In times of financial difficulty, some or all of this money could be redirected to the General Fund. The impact is that over time, there may not be sufficient funds to repair or replace County owned facilities.
8. Voluntary Time Off (VTO), otherwise known as voluntary furloughs- County employees may take up to 160 hours of VTO in any given year. Individuals that elect to use VTO are not paid, 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. 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.

10. Use of one-time reserves- The County has set aside money in reserves, some of 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 are available to help address a budget gap. However, since reserves are one-time in nature, the use of reserves to fund ongoing operational expenditures should be limited and not considered to be a long term operational funding source.

Options not included in the budget balancing strategies and approaches:

1. Mandatory Time Off (mandatory furloughs)- This approach has not historically been included in the budget balancing strategies because it is challenging to implement, has not been shown to save more money than the voluntary furlough program (VTO), and is short-term in nature.
2. Eliminate training- Maintaining a skilled workforce is important for every organization, especially one as labor intensive as the County. This approach has not historically been included in the budget balancing strategies because in times of budget reductions, additional demands are placed upon 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 may be cut back in times of financial difficulty, they should not be 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 but not supported by the Board.

In Times of Financial Recovery and Growth

The goal of the recovery process is to assure that the County remains adaptable to changing conditions and able to regenerate in the face of setbacks. Recovery from financial downturn is a journey that requires leadership, skill, and the ability to strike an appropriate balance in spending priority areas. To ensure long-term fiscal stability, the County carefully evaluates increases to contingencies, reserves, and designations while paying close attention to additional expenditures for programs and employee wages in times of recovery. Continued compliance with the Board-adopted Budget Goals and Policies is crucial to assuring the ongoing fiscal health of the County.

In times of financial recovery and growth, the County aims to strike a balance in the following areas:

1. Financial security
2. Programs and services
3. Salaries and benefits

Following is an outline of the County's approach:

Financial Security

Budget Policy #14- *Funding of Reserves/Contingencies/Designations* states that in times when the County has adequate discretionary funds, there should be a balance between the restoration of programs and services and the funding of the reserves, contingencies and designations that have been reduced to balance the budget in prior years. The County aims to maintain healthy reserves, designations, contingencies, and low debt levels in order to allow for future organizational stability and continuity of services. Consideration of financial security includes a review of the following:

- Ratio of total contingencies and reserves to the County's General Fund operating budget- The County's goal is to maintain a prudent level of savings that allows the County 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. Board adopted Budget Policy # 26 - *Funding of Contingencies and Reserves* requires that the County place a minimum of 5% of available funds in contingencies for the General Fund and place up to 15% of available funds into contingencies or reserves and any additional unrestricted funds into reserves, after departments' operational needs are funded.
- Ratio of General Fund backed annual debt service to the annual General Fund budget- The County's goal is to keep the ratio below 5%. A ratio under 5% is considered to be favorable by bond rating agencies.
- Credit Ratings- The County's goal is to maintain a high credit rating. 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.

Programs and Services

This spending area represents expenditures for the services that the County provides to its many and varied customers. Additions to programs and services are based on a thorough evaluation of need and expected results. During the budget preparation process, if a department believes that additional resources are required in order to meet the needs of its customers, a Budget Augmentation Request (BAR) will be submitted to the County Administrative Office as part of the budget process. The BAR provides the Administrative Office with a written proposal for adding resources to a department's budget. The written proposal must include:

- An explanation of the problem or need that the resources being requested will address, including a description of significant background or important historical information.
- A description of how additional resources will address a high priority service need.

- An analysis of other feasible alternative solutions to the problem with an explanation for why the request represents the best solution to the problem.
- The expected timeline for implementing the request, including major milestones along the way.
- The measurable results that will be achieved through the implementation of the request in terms of efficiency, quality of service, or outcome performance measures.

Board adopted Budget Policy #4- *Departmental Goals and Performance Measures* requires that requests for resource augmentations must be accompanied by a description of the meaningful, measurable results that will be attained. For new programs, the expected results should include a timeframe for achieving those results. Requests to augment funding for existing programs must include information about actual results the program has achieved to date as well as the intended results of the augmentation. As part of the measurable results, departments should consider the following questions:

- Are program/proposal objectives set forth in quantifiable terms?
- How will services improve and what measures will be used to track and identify the improvement?
- What improvements in cost effectiveness or future cost savings result from the proposal?
- How does the proposal improve customer service and how will this be measured?

BARs that are recommended by the Administrative Office are dependent upon Board priorities, the availability of funding and the anticipated results or outcomes that will be achieved by adding the resources.

Salaries and Benefits

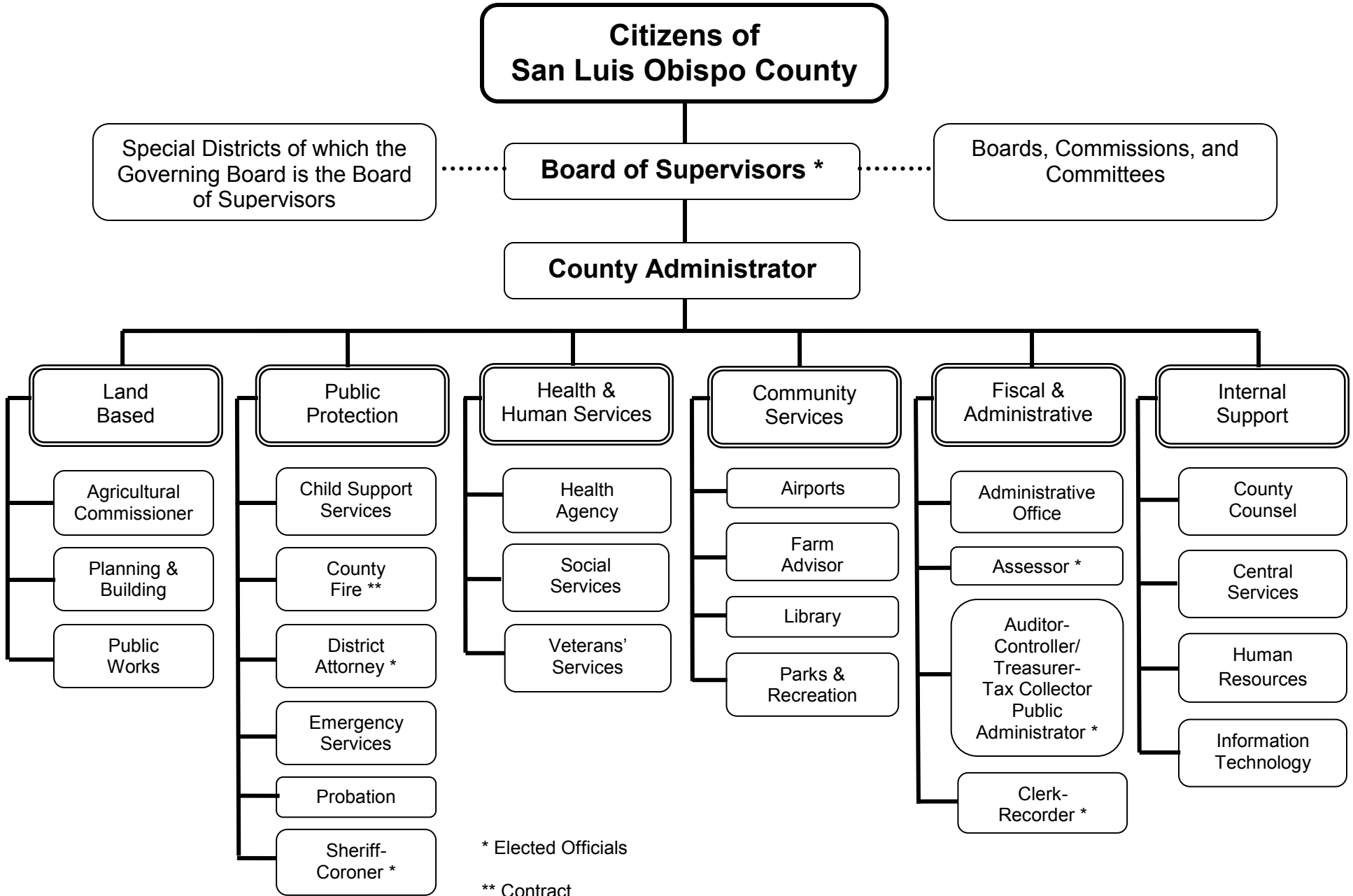
The County takes a strategic approach to managing salary and benefit expense. County staff and negotiators work with employees and employee associations in order to manage salary and benefit expense to make sure that labor agreements are sustainable in the long-term. Employee prevailing wage adjustments are negotiated with the intent to strike a balance between what the County is able to afford, while still providing competitive salary and benefits for employees so that the recruitment and retention of employees is not compromised.

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. 2015 estimates from the California Department of Finance place the San Luis Obispo County’s population at 274,293 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 Festival Mozaic,

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, 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 (*portion*), 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, Templeton (*portion*)

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.

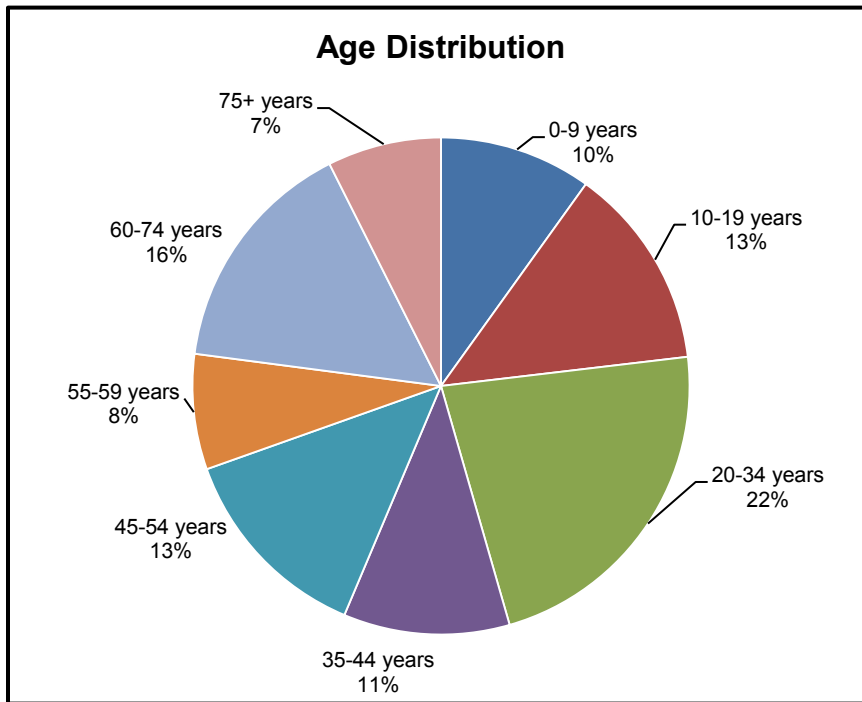
The County Administrative Officer is appointed by the Board of Supervisors and has responsibility for managing the operations of County departments, preparing the County budget and making recommendations to the Board of Supervisors to promote the efficiency and effectiveness of County operations. The 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, 2015, San Luis Obispo County was home to an estimated 274,293 residents, a 0.5 percent increase compared to population estimates in the year 2014. 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 45,802 residents. The smallest is Pismo Beach with 7,711 residents.¹

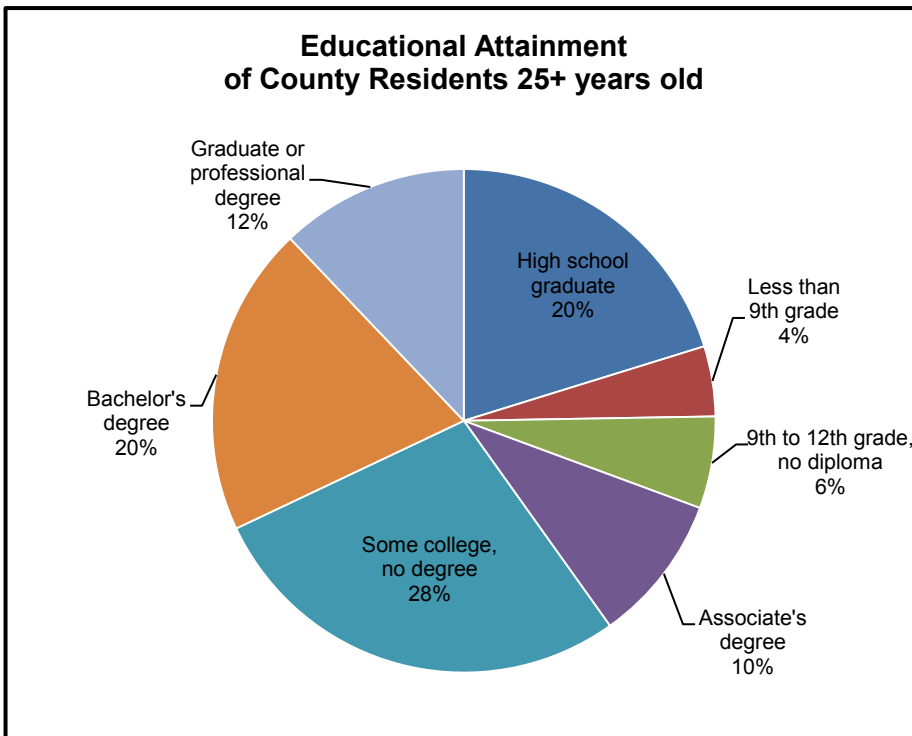
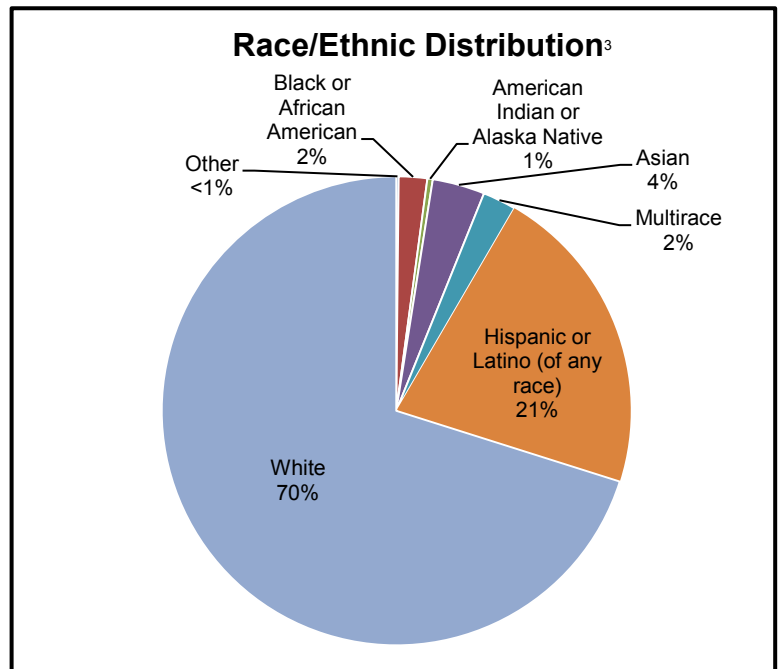
Population by City	
<u>City</u>	<u>Population</u>
Arroyo Grande	17,428
Atascadero	29,169
Grover Beach	13,144
Morro Bay	10,284
Paso Robles	30,522
Pismo Beach	7,711
San Luis Obispo	45,802
<u>Unincorporated</u>	<u>120,233</u>
Total	274,293



The median age of San Luis Obispo County residents was estimated at 39.5 years in 2014. This compares with 35.6 years in California and 37.4 years for the United States.²

¹ CA Department of Finance 2015 Population Estimates
² US Census Bureau 2014 American Community Survey

In 2014, an estimated 10.7 percent of the county’s population was born in a foreign country, compared with 27 percent for California and 13.1 percent for the United States.³



As of 2014, an estimated 89.5 percent of county residents over the age of 25 had graduated from high school and 32 percent had a bachelor’s degree or higher.

These percentages are higher than both California where an estimated 81.1 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 86.3 percent have at least graduated from high school and 29.3 percent have a bachelor’s degree or higher.⁴

³ US Census Bureau 2014 American Community Survey

⁴ US Census Bureau 2014 American Community Survey

Income and Housing

Median Household Income		
	<u>2014</u>	<u>2000</u>
San Luis Obispo County	\$ 59,454	\$ 42,428
California	\$ 61,489	\$ 47,493
United States	\$ 53,482	\$ 41,994

As of 2014, an estimated 7.5 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 second quarter of 2015, the median single-family home price in the county was \$490,000.⁶

Employment and Industry

Home to California Polytechnic University, Cuesta College, Atascadero State Hospital and the California Men’s Colony, government institutions are some of 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 2014.⁸

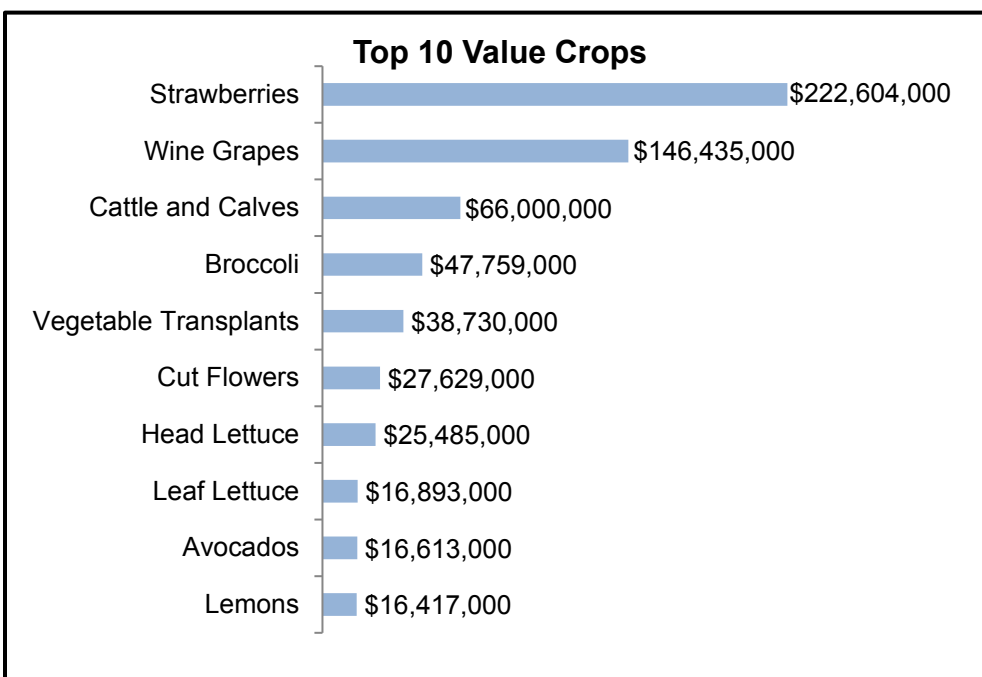
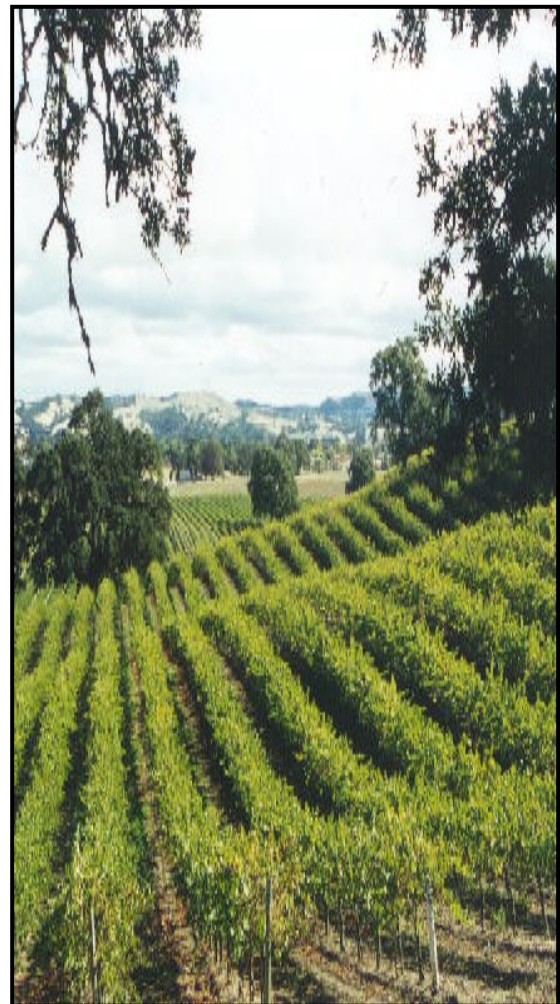
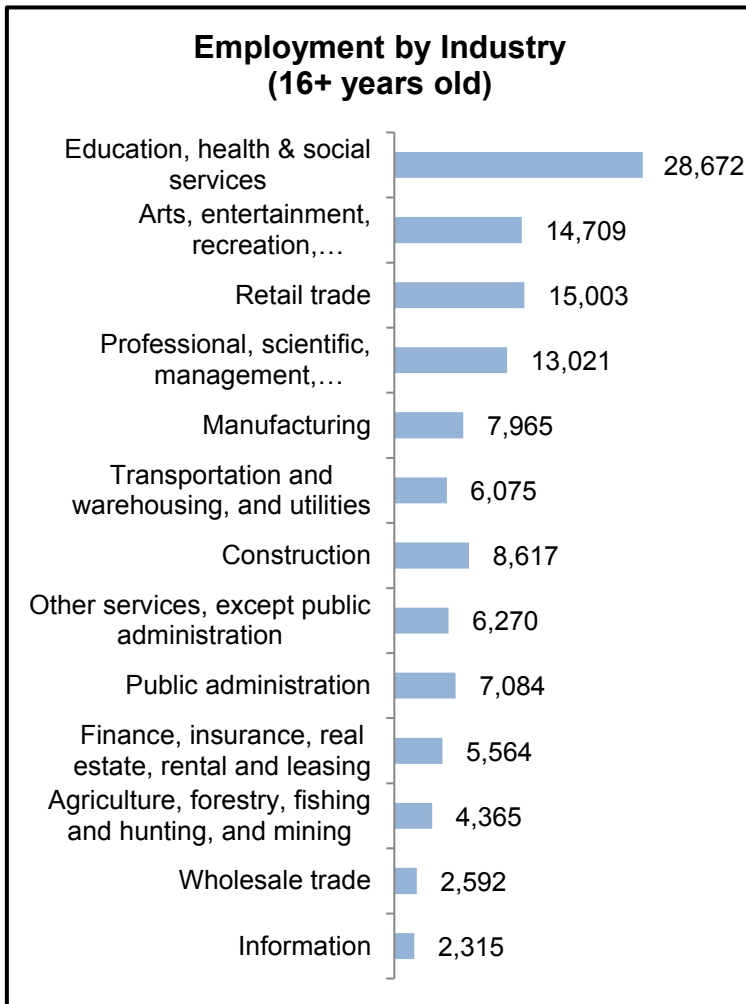
- Top 20 Employers in San Luis Obispo County**
- California Polytechnic University
 - County of San Luis Obispo
 - Atascadero State Hospital
 - Pacific Gas & Electric
 - California Men’s Colony
 - Cal Poly Corporation
 - Tenet Healthcare
 - Compass Health Inc.
 - Lucia Mar Unified School District
 - Paso Robles Public Schools
 - San Luis Coastal Unified School District
 - Dignity Health
 - Mind Body
 - Atascadero Unified School District
 - California Department of Transportation
 - California State Parks
 - Cuesta College
 - Community Action Partnership of SLO
 - Community Health Centers
 - City of San Luis Obispo

⁵ US Census Bureau 2014 American Community Survey and 2000 US Census

⁶ 2015 Central Coast Economic Forecast, San Luis Obispo County

⁷ San Luis Obispo Chamber of Commerce 2015 Community Economic Profile

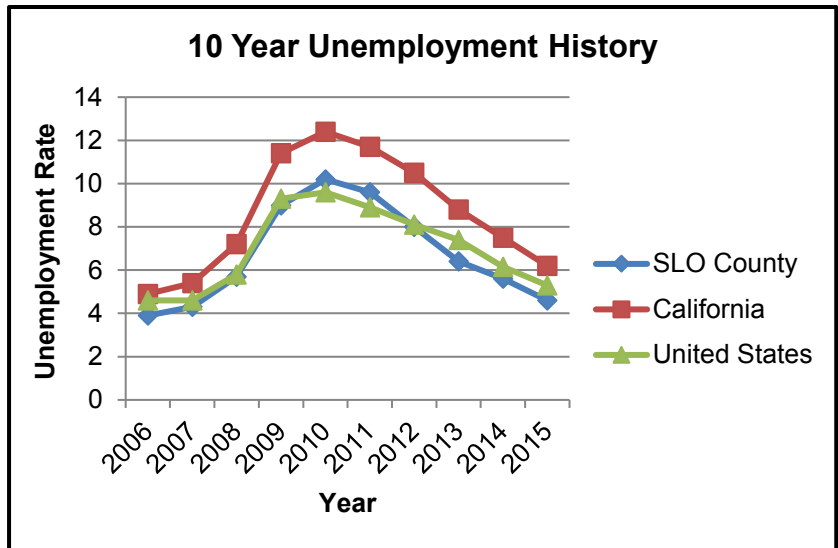
⁸ US Census Bureau 2014 American Community Survey



The county also has a productive agricultural industry. The chart to the left displays the top 10 value crops in the county in 2015.⁹

⁹ San Luis Obispo County Agricultural Commissioner 2015 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 and 2011 but fell below in 2013, 2014, and again in 2015. The county’s unemployment rate is still much lower than statewide unemployment rates.¹⁰



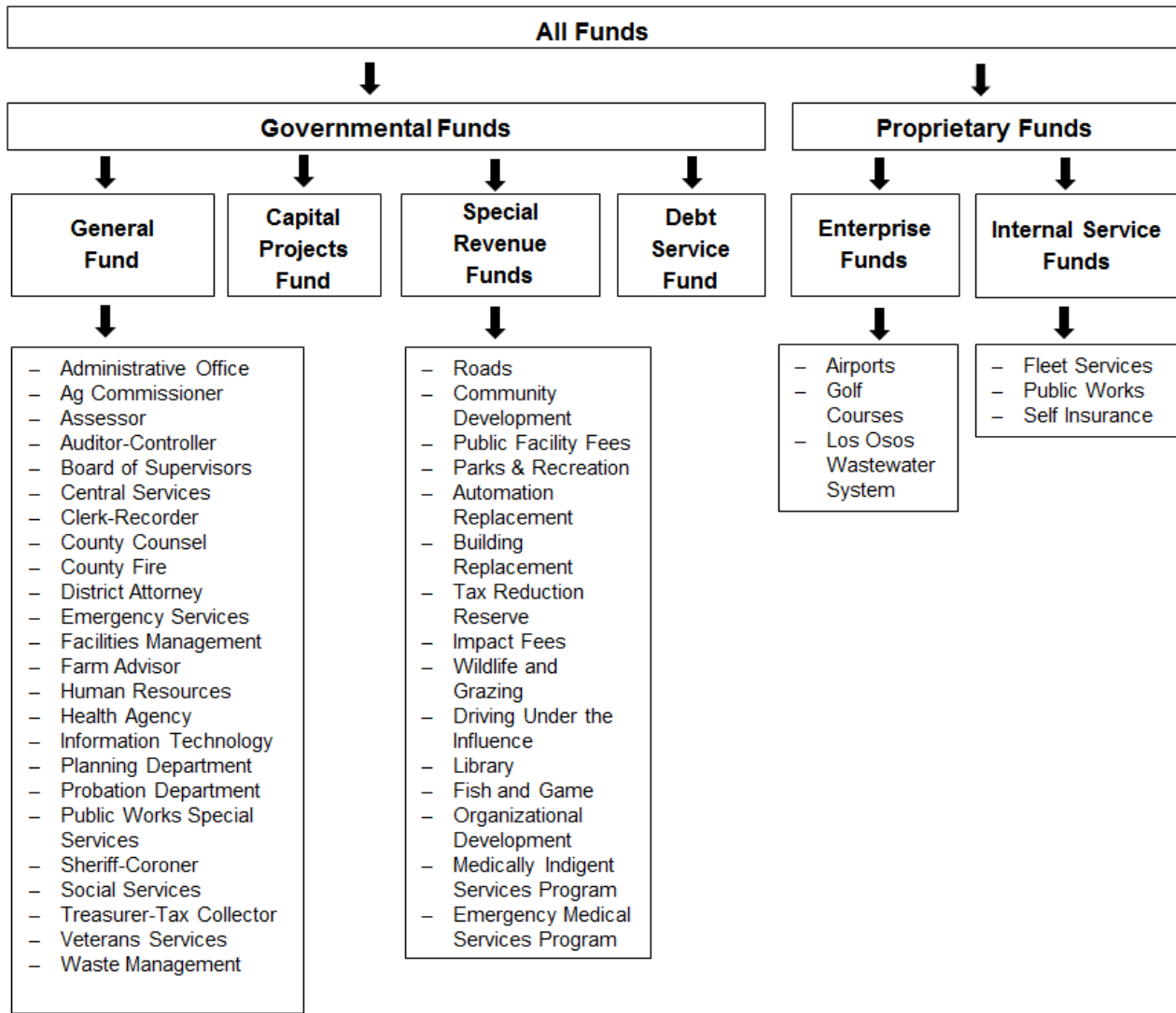
Budget Summary Information

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-Treasurer-Tax Collector-Public Administrator’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:

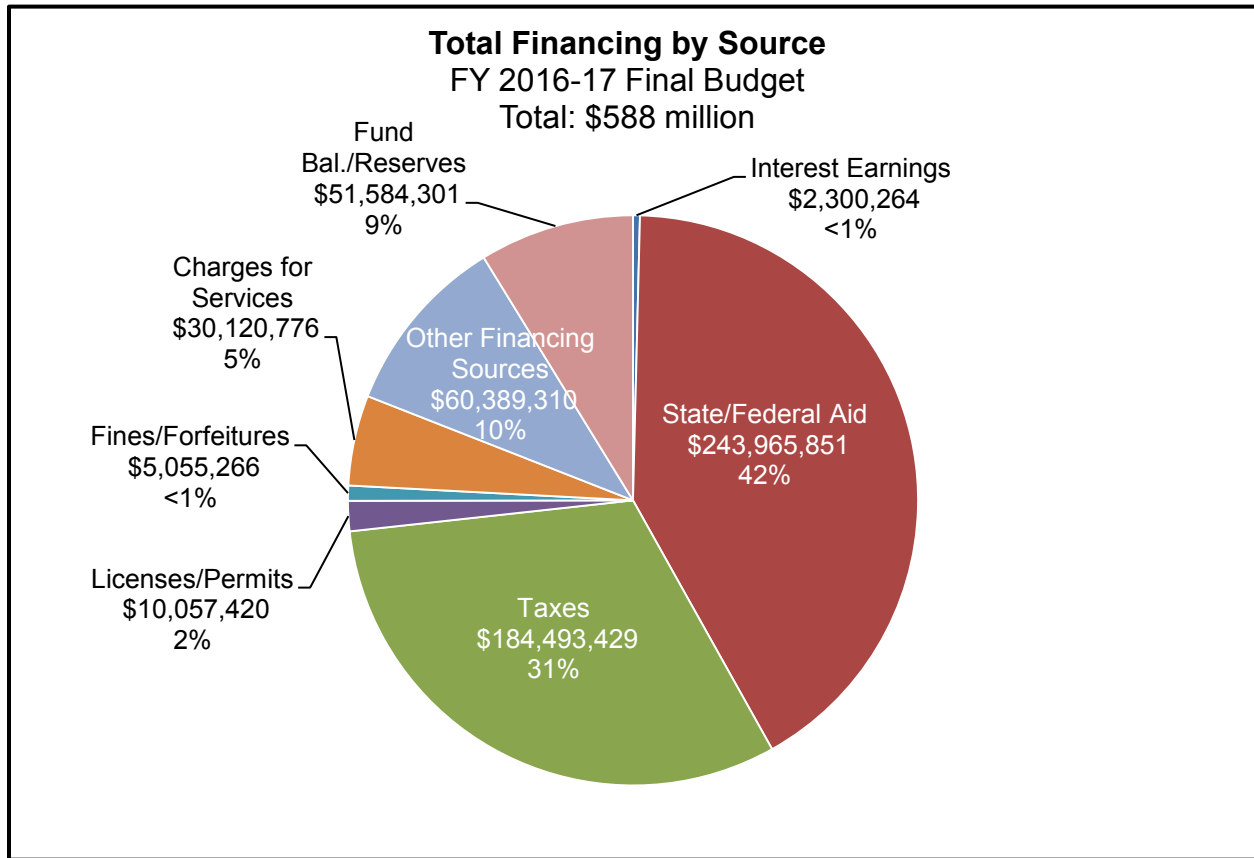
Enterprise Funds- Enterprise funds are established to finance and account for operations that are financed and operated in a manner similar to private business enterprises, where the costs (expenses including depreciation, capital and maintenance) are financed primarily through user charges. In the County,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

Internal Service Funds- Internal service funds including Fleet Services, Public Works, 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:

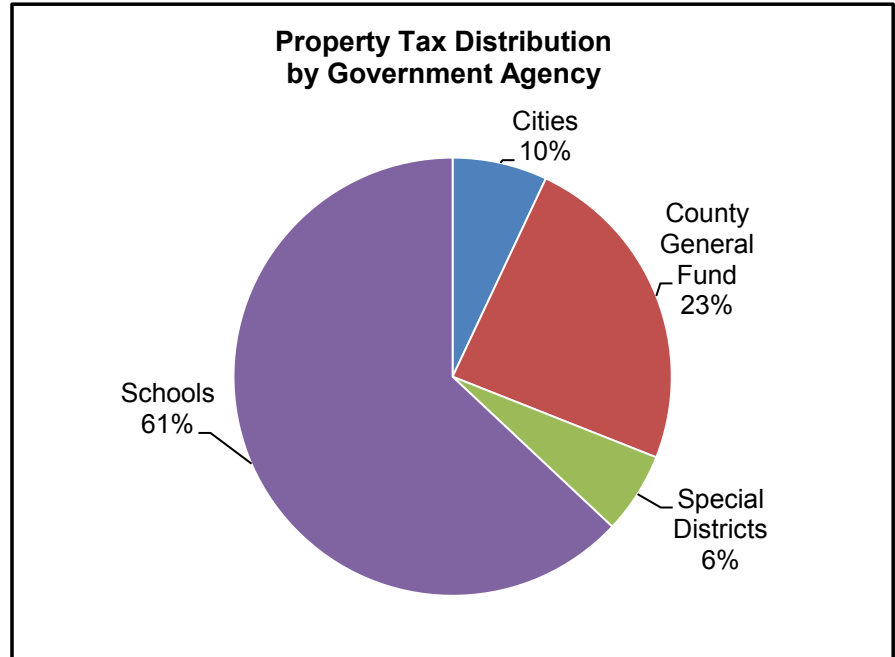


State and Federal Revenue- State and Federal revenue is the County’s single largest revenue source. The majority of these revenues are used to support statutory programs, such as health and welfare services and some criminal justice programs. These funds are generally restricted in use and are not available 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 levels.

Taxes- Property taxes, sales tax, transient occupancy tax, 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. Under Prop 13, reassessment of a new base year value is only set upon a change of ownership or the completion of new construction.

The County distributes property tax dollars to various government agencies and retains approximately 23% 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

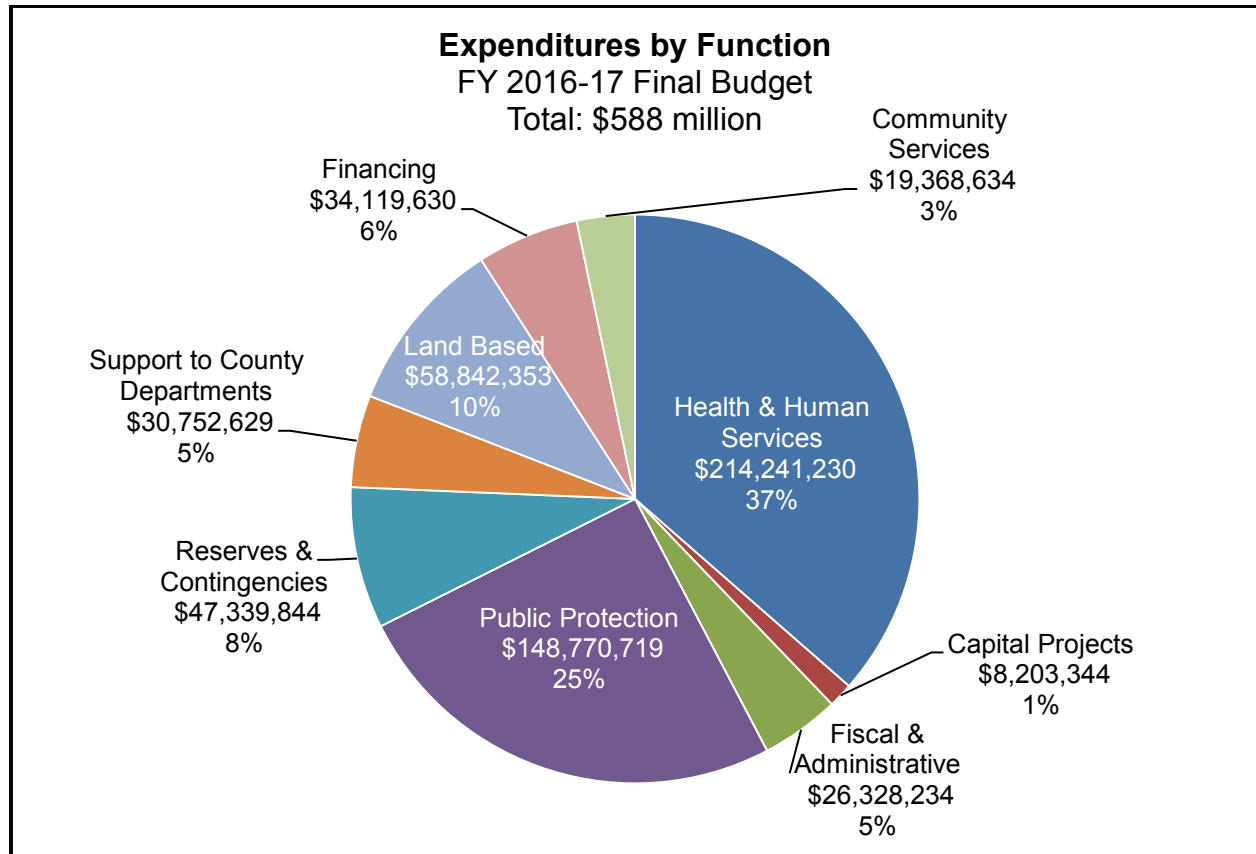
The County's operating expenditures are diverse and vary by program and department. Detailed information about departmental expenditures can be found in the 'Departmental Budgets by Functional Area' section of this document. The chart on the following page demonstrates how much of the County's total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

Financing Sources and Uses Summary



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 and Adopted 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	2014-15 Actual	2015-16 Actual	2016-17 Proposed	2016-17 Adopted
<u>Financing Sources</u>				
Taxes	174,559,229	181,682,249	184,493,429	184,493,429
Licenses and Permits	10,470,889	10,394,261	10,057,420	10,057,420
Fines, Forfeitures and Penalties	5,379,835	4,809,244	5,055,266	5,055,266
Revenue from Use of Money & Property	3,040,878	4,277,317	2,300,264	2,300,264
Intergovernmental Revenues- State	200,863,733	193,095,075	181,191,617	181,108,462
Federal	53,647,533	58,133,182	57,697,319	58,358,363
Other	2,730,622	3,339,380	4,499,026	4,499,026
Charges for Services	29,779,020	31,157,927	30,120,776	30,120,776
Other Revenues	30,851,427	28,917,151	25,224,750	25,287,389
Fund Balance	0*	0*	36,835,620	47,618,650
Use of Reserves & Designations	0*	0*	3,479,446	3,965,651
Other Financing Sources	39,310,148	41,097,040	33,047,414	35,101,921
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	550,633,314	556,902,826	574,002,347	587,966,617
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Uses of Financing by Function

General Government	88,400,763	101,727,944	72,876,885	74,172,589
Public Protection	152,676,081	153,880,774	169,207,076	169,800,079
Public Ways & Facilities	31,054,255	41,112,827	31,198,396	31,198,396
Health & Sanitation	72,812,851	78,978,412	89,239,444	89,296,826
Public Assistance	110,425,219	114,823,332	123,554,490	123,662,985
Education	12,756,210	11,648,430	11,762,422	11,762,422
Recreation & Cultural Services	10,274,769	10,067,730	8,861,308	8,861,308
Debt Service	11,290,762	11,743,759	12,232,483	12,232,483
Financing Uses	24,981,311	23,681,514	17,585,178	19,639,685
Contingencies	0*		23,474,463	24,169,367
Reserves & Designations	0*		14,010,202	23,170,477
Increases to Fund Balance	35,961,093	9,238,104	0	0

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

Total Financing by Function	550,633,314	556,902,826	574,002,347	587,966,617
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Uses of Financing by Type

Salary & Benefits	247,387,326	257,076,607	277,256,130	277,727,563
Services & Supplies	140,343,748	150,650,065	164,645,278	165,490,162
Other Charges	110,358,508	107,022,572	104,629,651	107,055,613
Fixed Assets	35,518,296	54,036,218	13,683,449	13,992,781
Transfers	(18,935,657)	(21,120,074)	(23,696,826)	(23,639,346)
Increases to Reserves/Designations	0*	0*	14,010,202	23,170,477
Increases/(decreases) to Fund Balance	35,961,093	9,238,104	0	0
Contingencies	0*	0*	23,474,463	24,169,367

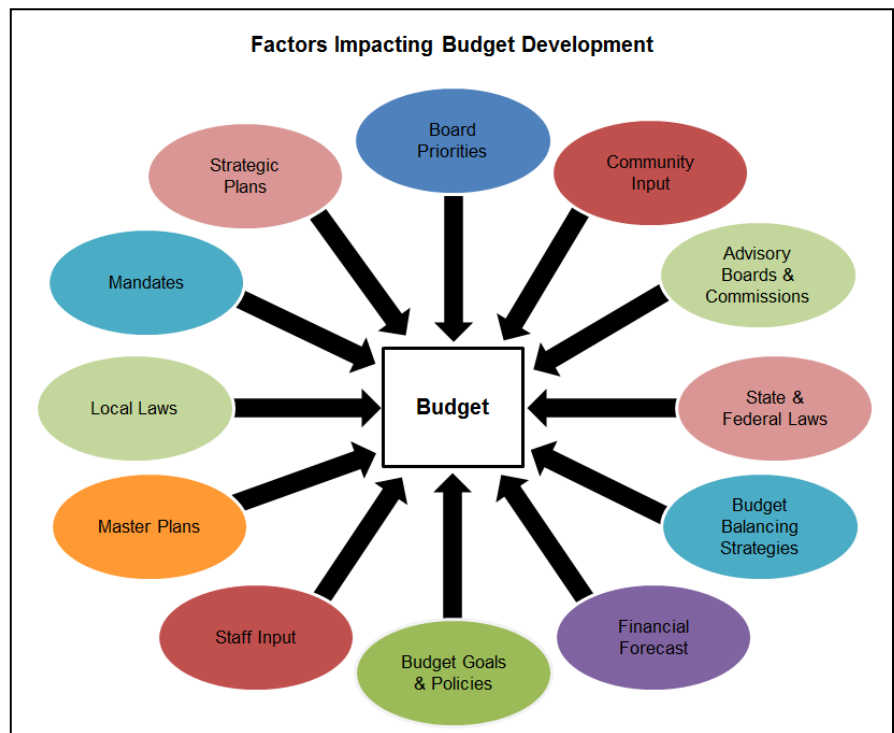
*use of reserves and designations and contingencies are included in individual financing types

Total Financing by Type	550,633,314	556,902,826	574,002,347	587,966,617
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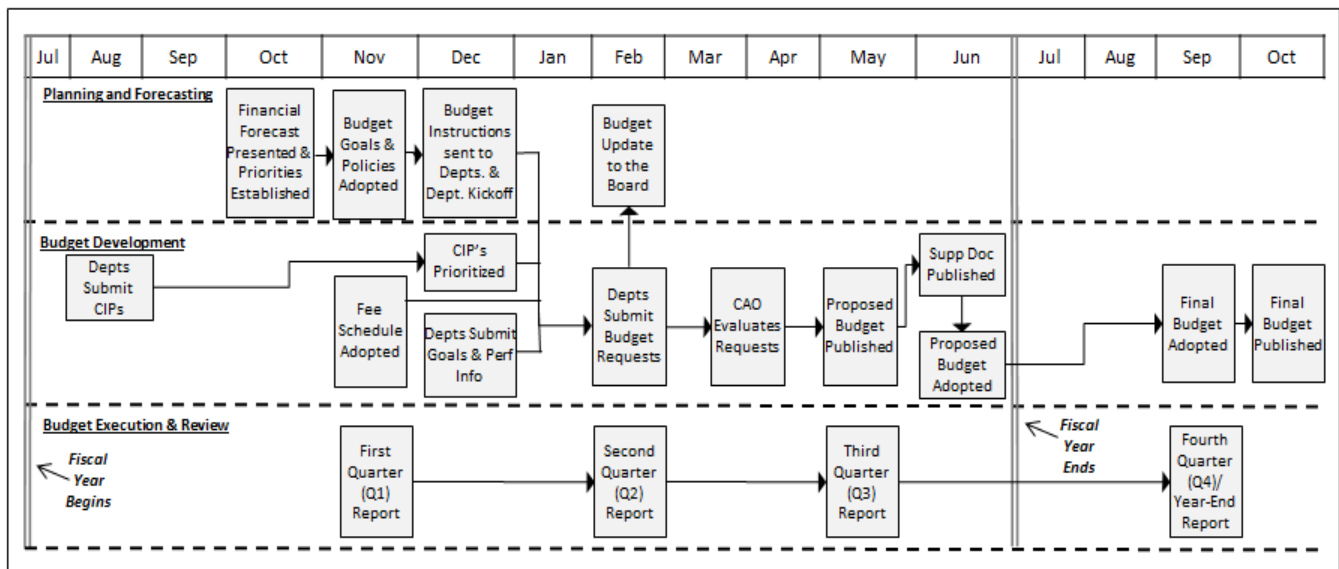
County Budget Development and Management Process

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-November)

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. Departments then establish performance targets 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 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 may be 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

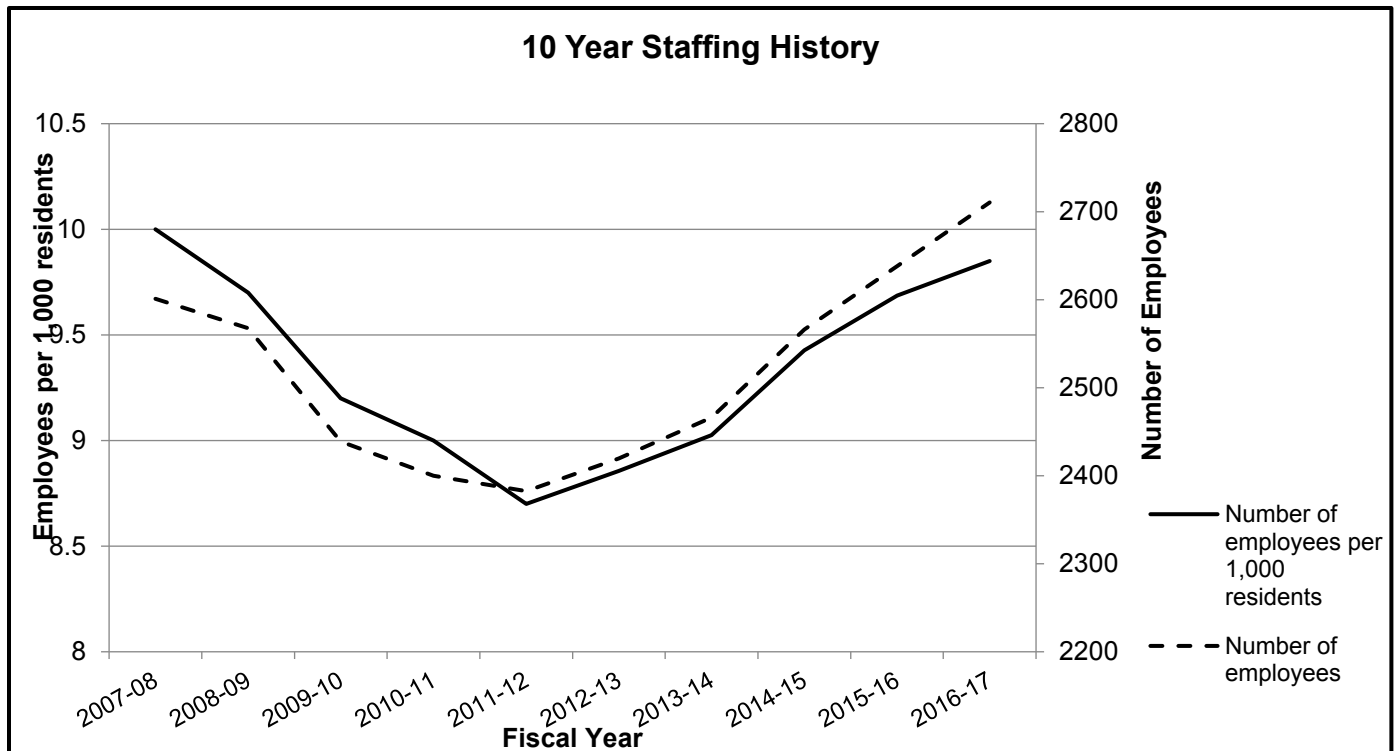
This section provides a comprehensive listing of personnel allocations by functional area, department, and position title. A salary schedule for all County employees, including elected officials and department heads, and a summary of major County-paid employee benefits are also included.

**County of San Luis Obispo
Position Allocation By Functional Area**

Fiscal Year 2016-17 Final Budget

<u>Functional Area</u>	<u>2014-15 Actual Allocation</u>	<u>2015-16 Actual Allocation</u>	<u>2016-17 Department Request</u>	<u>2016-17 C.A.O. Recommended</u>	<u>2016-17 Board Adopted</u>
Community Services	144.50	151.25	151.25	151.75	151.75
Fiscal & Administrative	189.75 6.50*	193.75 7.50 *	193.75 1.00 *	193.75 3.00 *	193.75 3.00 *
Health/Human Services	914.50 9.00*	999.50 10.50 *	997.25 7.50 *	1,017.50 9.00 *	1,017.75 9.00 *
Land Based	319.25 4.00*	341.75 13.00 *	353.75 14.00 *	362.75 14.00 *	365.75 14.00 *
Public Protection	695.25 13.50*	721.75 5.50 *	726.00 3.50 *	732.00 4.50 *	734.00 8.50 *
Support to County Depts	213.00 1.00*	217.00 2.00 *	202.00 1.00 *	213.00 0.00 *	213.00 0.00 *
Total Permanent FTE's	2,476.25	2,625.00	2,624.00	2,670.75	2,676.00
Total Limited Terms	34.00	38.50	27.00	30.50	34.50
Total Contract FTE's	0.00	0.00	0.00	0.00	0.00
Total FTE's	2,510.25	2,663.50	2,651.00	2,701.25	2,710.50
Permanent Positions					
Full Time	2,409	2,556	2,555	2,603	2,609
3/4 Time	39	36	36	33	32
1/2 Time	75	84	84	86	86
1/4 Time	2	0	0	0	0
Total Permanent	2,525	2,676	2,675	2,722	2,727
Limited Term Positions					
Full Time	28	33	23	26	30
3/4 Time	2	0	0	0	0
1/2 Time	9	11	8	9	9
1/4 Time	0	0	0	0	0
Total Limited Term	39	44	31	35	39

* Indicates Limited Term positions



**County of San Luis Obispo
Position Allocation Summary**

Fiscal Year 2016-17 Final Budget

<u>Dept</u>	<u>Title</u>	<u>2014-15 Actual Allocation</u>	<u>2015-16 Actual Allocation</u>	<u>2016-17 Department Request</u>	<u>2016-17 C.A.O. Recommended</u>	<u>2016-17 Board Adopted</u>	<u>Increase (Decrease)</u>
ADMINISTRATIVE OFFICE							
104	ADMINISTRATIVE OFFICE	11.00	11.00	11.00	11.00	11.00	0.00
		1.00	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	6.50	6.50	0.50
275	ORGANIZATIONAL DEVELOPMENT	1.00	2.00	2.00	2.00	2.00	0.00
	Total	19.50	20.50	20.50	21.00	21.00	0.50
AGRICULTURAL COMMISSIONER							
141	AGRICULTURAL COMMISSIONER	43.00	42.50	42.50	43.50	43.50	1.00
AIRPORTS							
425	AIRPORTS	14.00	13.75	13.75	13.75	13.75	0.00
ASSESSOR							
109	ASSESSOR	83.00	84.00	84.00	84.00	84.00	0.00
		4.50*	4.50 *	0.00 *	1.00 *	1.00 *	-3.50 *
	Total	87.50	88.50	84.00	85.00	85.00	-3.50
AUDITOR-CONTROLLER							
107	AUDITOR-CONTROLLER	37.50	36.50	36.50	36.50	36.50	0.00
		1.00*	1.00 *	0.00 *	1.00 *	1.00 *	0.00 *
108	TREAS-TAX COLL-PUBLIC ADM	26.00	25.00	25.00	25.00	25.00	0.00
		1.00*	1.00 *	0.00 *	0.00 *	0.00 *	-1.00 *
	Total	65.50	65.50	61.50	64.50	64.50	-1.00
BOARD OF SUPERVISORS							
100	BOARD OF SUPERVISORS	13.00	13.00	13.00	13.00	13.00	0.00
CENTRAL SERVICES							
116	CENTRAL SERVICES	0.00	15.50	15.50	15.50	15.50	0.00
407	FLEET SERVICES ISF	13.00	13.00	13.00	13.00	13.00	0.00
	Total	13.00	28.50	28.50	28.50	28.50	0.00
CHILD SUPPORT SERVICES							
134	CHILD SUPPORT SERVICES	39.75	38.75	37.00	37.00	37.00	-1.75
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	94.00	95.50	94.50	94.50	94.50	-1.00
		2.50*	2.50 *	1.50 *	1.50 *	5.50 *	3.00 *
	Total	96.50	98.00	96.00	96.00	100.00	2.00
FARM ADVISOR							
215	FARM ADVISOR	5.00	5.50	5.50	5.50	5.50	0.00
HEALTH AGENCY							
137	ANIMAL SERVICES	18.50	19.50	19.50	20.00	20.00	0.50
160	PUBLIC HEALTH	162.25	165.75	169.50	177.75	178.00	12.25
		2.00*	4.00 *	1.00 *	1.00 *	1.00 *	-3.00 *
166	BEHAVIORAL HEALTH	256.75	272.75	270.75	279.25	279.25	6.50
		9.50*	5.50 *	5.50 *	7.00 *	7.00 *	1.50 *
184	LAW ENFORCEMENT MED CARE	16.50	20.25	20.25	20.75	20.75	0.50
350	MEDICALLY INDIGENT SERVICES PROGRAM	5.75	4.75	4.75	4.75	4.75	0.00
375	DRIVING UNDER THE INFLUENCE	14.00	13.00	13.00	12.00	12.00	-1.00
	Total	506.00	505.50	504.25	522.50	522.75	17.25

* Indicates Limited Term positions

**County of San Luis Obispo
Position Allocation Summary**

Fiscal Year 2016-17 Final Budget

<u>Dept</u>	<u>Title</u>	<u>2014-15 Actual Allocation</u>	<u>2015-16 Actual Allocation</u>	<u>2016-17 Department Request</u>	<u>2016-17 C.A.O. Recommended</u>	<u>2016-17 Board Adopted</u>	<u>Increase (Decrease)</u>
HUMAN RESOURCES							
105	RISK MANAGEMENT	7.00	7.00	7.00	7.00	7.00	0.00
112	HUMAN RESOURCES	19.00	22.00	22.00	23.00	23.00	1.00
		1.00*	1.00 *	1.00 *	0.00 *	0.00 *	-1.00 *
	Total	27.00	30.00	30.00	30.00	30.00	0.00
INFORMATION TECHNOLOGY							
114	INFORMATION TECHNOLOGY DEPARTMENT	75.25	77.25	75.25	82.25	82.25	5.00
LIBRARY							
377	LIBRARY	70.50	72.00	72.00	72.50	72.50	0.50
PARKS AND RECREATION							
305	PARKS and RECREATION	46.00	47.00	47.00	47.00	47.00	0.00
427	GOLF COURSES	13.00	13.00	13.00	13.00	13.00	0.00
	Total	59.00	60.00	60.00	60.00	60.00	0.00
PLANNING & BUILDING DEPARTMENT							
142	PLANNING & BUILDING DEPARTMENT	89.50	91.50	91.50	93.50	93.50	2.00
		7.00*	13.00 *	13.00 *	13.00 *	13.00 *	0.00 *
	Total	96.50	104.50	104.50	106.50	106.50	2.00
PROBATION DEPARTMENT							
139	PROBATION DEPARTMENT	151.50	152.50	159.50	159.50	159.50	7.00
		3.00*	2.00 *	1.00 *	2.00 *	2.00 *	0.00 *
	Total	154.50	154.50	160.50	161.50	161.50	7.00
PUBLIC WORKS - ISF							
405	PUBLIC WORKS - ISF	190.75	207.75	219.75	225.75	228.75	21.00
		0.00	0.00 *	1.00 *	1.00 *	1.00 *	1.00 *
113	FACILITIES MANAGEMENT	77.50	61.00	48.00	51.00	51.00	-10.00
		1.00*	1.00 *	0.00 *	0.00 *	0.00 *	-1.00 *
	Total	269.25	269.75	268.75	276.75	280.75	11.00
SHERIFF-CORONER							
136	SHERIFF-CORONER	397.00	409.00	409.00	414.00	416.00	7.00
		5.00*	1.00 *	1.00 *	1.00 *	1.00 *	0.00 *
	Total	402.00	410.00	410.00	415.00	417.00	7.00
SOCIAL SERVICES ADMINISTRATION							
180	SOCIAL SERVICES ADMINISTRATION	492.75	516.00	512.00	516.00	516.00	0.00
VETERANS SERVICES							
186	VETERANS SERVICES	6.00	7.00	7.00	7.00	7.00	0.00
		2.00*	1.00 *	1.00 *	1.00 *	1.00 *	0.00 *
	Total	8.00	8.00	8.00	8.00	8.00	0.00
	Total Permanent Employees	2,539.75	2,625.00	2,624.00	2,670.75	2,676.00	51.00
	Total Limited Term Employees	40.50	38.50	27.00	30.50	34.50	-4.00
	GRAND TOTAL	2,580.25	2,663.50	2,651.00	2,701.25	2,710.50	47.00

* Indicates Limited Term positions

County of San Luis Obispo
Position Allocation By Department

Fiscal Year 2016-17 Final Budget

<u>Class</u>	<u>Title</u>	<u>PT</u>	<u>Current</u>	<u>2016-17 Requested</u>	<u>2016-17 Recommended</u>	<u>2016-17 Adopted</u>	<u>Adopted Changes</u>
100	BOARD OF SUPERVISORS						
02223	Administrative Assistant Confidential Series		2.00	2.00	2.00	2.00	0.00
08799	Legislative Assistant		5.00	5.00	5.00	5.00	0.00
00925	Secretary - Confidential		1.00	1.00	1.00	1.00	0.00
00103	Supervisor		5.00	5.00	5.00	5.00	0.00
	Department Totals		<u>13.00</u>	<u>13.00</u>	<u>13.00</u>	<u>13.00</u>	<u>0.00</u>
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
00680	Division Manager-Administrative Office		0.00	0.00	0.00	2.00	2.00
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	5.00	-1.00
00925	Secretary - Confidential		1.00	1.00	1.00	0.00	-1.00
	Limited Permanent						
08883	Administrative Analyst II		1.00	1.00	1.00	1.00	0.00
	Department Totals		<u>12.00</u>	<u>12.00</u>	<u>12.00</u>	<u>12.00</u>	<u>0.00</u>
105	RISK MANAGEMENT						
02220	Administrative Asst Aide-Confidential						
02221	or Administrative Asst I-Confidential						
02222	or Administrative Asst II-Confidential						
02223	or Administrative Assistant Confidential Seri		1.00	1.00	1.00	1.00	0.00
02110	Human Resources Analyst Aide-Confidential		1.00	1.00	1.00	1.00	0.00
08952	Principal Human Resources Analyst		1.00	1.00	1.00	1.00	0.00
09657	Risk Management Analyst I						
09658	or Risk Management Analyst II						
09663	or Risk Management Analyst III		4.00	4.00	4.00	4.00	0.00
	Department Totals		<u>7.00</u>	<u>7.00</u>	<u>7.00</u>	<u>7.00</u>	<u>0.00</u>
107	AUDITOR-CONTROLLER						
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
02223	Administrative Assistant Confidential Series		1.00	1.00	1.00	1.00	0.00
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		1.00	1.00	1.00	1.00	0.00
00770	or Principal Financial Analyst						
00911	Account Clerk						
00909	or Senior Account Clerk		1.00	1.00	1.00	1.00	0.00
00911	Account Clerk	1/2					
00909	or Senior Account Clerk	1/2	0.50	0.50	0.50	0.50	0.00
	Limited Permanent						
02056	Auditor-Analyst Trainee						
02053	or Auditor-Analyst I		0.00	0.00	1.00	1.00	1.00

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02054	or Auditor-Analyst II						
02055	or Auditor-Analyst III		1.00	0.00	0.00	0.00	-1.00
	Department Totals		37.50	36.50	37.50	37.50	0.00
108	TREAS-TAX COLL-PUBLIC ADM						
00914	Accounting Technician		1.00	1.00	1.00	1.00	0.00
02203	Administrative Assistant Series		1.00	1.00	0.00	0.00	-1.00
08891	Administrative Services Officer I						
08892	or Administrative Services Officer II		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
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		4.00	4.00	4.00	4.00	0.00
00770	or Principal Financial Analyst		1.00	1.00	1.00	1.00	0.00
00911	Account Clerk						
00909	or Senior Account Clerk		10.00	10.00	11.00	11.00	1.00
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	0.00	0.00	0.00	-1.00
00770	or Principal Financial Analyst						
	Department Totals		26.00	25.00	25.00	25.00	-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		25.00	25.00	25.00	25.00	0.00
08894	Assessment Analyst Trainee						
00941	or Assessment Analyst I						
00942	or Assessment Analyst II						
00943	or Assessment Analyst III		6.00	6.00	7.00	7.00	1.00
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 Specialis II						
00673	or Cadastral Mapping Systems Specialist III						
00675	Cadastral Mapping Systems Supervisor						
00146	Geographic Info Systems Analyst I						
00147	or Geographic Info Systems Analyst II						
00148	or Geographic Info Systems Analyst III		4.00	4.00	4.00	4.00	0.00
00587	Property Transfer Tech I						
00588	or Property Transfer Tech II						
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

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00883	Secretary I		1.00	1.00	0.00	0.00	-1.00
00149	Sr Geographic Info Systems Analyst		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	0.00	0.00	0.00	-3.00
00894	Assessment Technician I						
00895	or Assessment Technician II						
00896	or Assessment Technician III		1.00	0.00	0.00	0.00	-1.00
00894	Assessment Technician I	1/2					
00895	or Assessment Technician II	1/2					
00896	or Assessment Technician III	1/2	0.50	0.00	0.00	0.00	-0.50
00146	Geographic Info Systems Analyst I						
00147	or Geographic Info Systems Analyst II						
00148	or Geographic Info Systems Analyst III		0.00	0.00	1.00	1.00	1.00
	Department Totals		88.50	84.00	85.00	85.00	-3.50
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

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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
112	HUMAN RESOURCES						
02223	Administrative Assistant Confidential Series		3.00	3.00	3.00	3.00	0.00
08891	Administrative Services Officer I						
08892	or Administrative Services Officer II		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
08957	Deputy Director of Human Resources		1.00	1.00	1.00	1.00	0.00
02110	Human Resources Analyst Aide-Confidential		6.00	6.00	6.00	6.00	0.00
08953	Human Resources Director		1.00	1.00	1.00	1.00	0.00
08952	Principal Human Resources Analyst		2.00	2.00	2.00	2.00	0.00
00874	Personnel Analyst I						
00873	or Personnel Analyst II						
00864	or Personnel Analyst III		7.00	7.00	8.00	8.00	1.00
00875	or Principal Personnel Analyst						
	Limited Permanent						
00874	Personnel Analyst I						
00873	or Personnel Analyst II						
00864	or Personnel Analyst III		1.00	1.00	0.00	0.00	-1.00
00875	or Principal Personnel Analyst						
	Department Totals		23.00	23.00	23.00	23.00	0.00
113	FACILITIES MANAGEMENT						
00911	Account Clerk	1/2					
00905	Accountant I						
00906	or Accountant II						
00907	or Accountant III						
00914	Accounting Technician		1.00	0.00	0.00	0.00	-1.00
02204	Administrative Assistant Aide						
02201	or Administrative Assistant I						
02202	or Administrative Assistant II						
02203	or Administrative Assistant Series		1.00	1.00	1.00	1.00	0.00
08795	Administrative Services Manager		1.00	0.00	0.00	0.00	-1.00
00624	Architectural Technician		1.00	0.00	0.00	0.00	-1.00
00609	Property Management Aide						
00622	or Assistant Real Property Agent						
00623	or Associate Real Property Agent						
01301	Building Maintenance Superintendent		1.00	1.00	1.00	1.00	0.00
02181	Buyer I						
02182	or Buyer II						
01353	Capital Planning/Facilities Mgr		1.00	0.00	0.00	0.00	-1.00
01335	Custodian		22.00	22.00	24.00	24.00	2.00
00280	Department Administrator						
00261	Deputy Director - General Services						
00238	Director of General Services						
01314	Facilities Maintenance Mechanic I						
01316	or Facilities Maintenance Mechanic II						
01315	or Facilities Maintenance Mechanic III		14.00	14.00	15.00	15.00	1.00
01312	Locksmith I						
01311	or Locksmith II		2.00	2.00	2.00	2.00	0.00
01317	Locksmith-Maintenance Worker						
01307	Maintenance Painter I						
01308	or Maintenance Painter II		3.00	3.00	3.00	3.00	0.00
00614	Property Manager						
00909	Senior Account Clerk						
02183	Senior Buyer						
00613	Assistant Capital Projects Coordinator		1.00	0.00	0.00	0.00	-1.00
00615	or Associate Capital Projects Coordinator		4.00	0.00	0.00	0.00	-4.00

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00619	or Senior Capital Projects Coordinator		3.00	0.00	0.00	0.00	-3.00
00927	Supervising Admin Clerk I		1.00	1.00	1.00	1.00	0.00
00928	Supervising Admin Clerk II						
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	0.00	0.00	0.00	-1.00
	Limited Permanent						
00613	Assistant Capital Projects Coordinator						
00615	or Associate Capital Projects Coordinator		1.00	0.00	0.00	0.00	-1.00
00619	or Senior Capital Projects Coordinator						
	Department Totals		62.00	48.00	51.00	51.00	-11.00
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	2.00	2.00	2.00	0.00
08967	Computer Systems Technician Aide						
08968	or Computer Systems Technician I		1.00	0.00	0.00	0.00	-1.00
08969	or Computer Systems Technician II						
08970	or Computer Systems Technician III		1.00	0.00	0.00	0.00	-1.00
08903	Departmental Automation Specialist I						
08904	or Departmental Automation Specialist II						
08906	or Departmental Automation Specialist III		7.00	7.00	8.00	8.00	1.00
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		1.00	1.00	1.00	1.00	0.00
08972	Geographic Information Systems Program Mgr		1.00	1.00	1.00	1.00	0.00
02252	Information Technology Manager		3.00	3.00	3.00	3.00	0.00
02268	Information Technology Project Manager I						
02269	or Information Technology Project Manager II						
02270	or Information Technology Project Manager III		4.00	4.00	4.00	4.00	0.00
02267	Information Technology Supervisor		8.00	8.00	8.00	8.00	0.00
02257	Network Engineer I						
02258	or Network Engineer II						
02259	or Network Engineer III		4.00	4.00	4.00	4.00	0.00
01711	Network Hardware Specialist I						
01712	or Network Hardware Specialist II		1.00	1.00	1.00	1.00	0.00
00969	Senior Communications Technician		1.00	1.00	1.00	1.00	0.00
01714	Senior Computer Sys Tech - Confidential		2.00	2.00	2.00	2.00	0.00
02260	Senior Network Engineer		1.00	1.00	2.00	2.00	1.00
02255	Senior Software Engineer		4.00	4.00	5.00	5.00	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	19.00	19.00	2.00
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						

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02263	or Systems Administrator III		7.00	7.00	9.00	9.00	2.00
00961	Telephone Systems Coordinator	3/4	0.75	0.75	0.75	0.75	0.00
	Department Totals		77.25	75.25	82.25	82.25	5.00
116	CENTRAL SERVICES						
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		3.00	3.00	2.00	2.00	-1.00
08795	Administrative Services Manager		1.00	0.00	0.00	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
02181	Buyer I						
02182	or Buyer II		2.00	2.00	3.00	3.00	1.00
00281	Central Services Director		1.00	1.00	1.00	1.00	0.00
00280	Department Administrator		0.00	1.00	1.00	0.00	0.00
00614	Property Manager		1.00	1.00	1.00	1.00	0.00
00911	Account Clerk						
00909	or Senior Account Clerk		1.00	1.00	1.00	1.00	0.00
00911	Account Clerk	1/2	0.50	0.50	0.50	0.50	0.00
00909	or Senior Account Clerk	1/2					
02183	Senior Buyer		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
	Department Totals		15.50	15.50	15.50	15.50	0.00
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		1.00	1.00	1.00	1.00	0.00
02203	Administrative Assistant Series						
02230	or Legal Clerk		15.00	15.00	15.00	15.00	0.00
02238	Paralegal		3.00	3.00	3.00	3.00	0.00

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00909	Senior Account Clerk		1.00	1.00	1.00	1.00	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
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		2.00	1.00	1.00	1.00	-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	1.00	1.00	1.00	1.00	0.00
	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						
09634	or Victim/Witness Assistance Coordinator I		0.00	0.00	0.00	2.00	2.00
09637	or Victim/Witness Assistance Coordinator II		0.00	0.00	0.00	2.00	2.00
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	0.00	0.00	0.00	-1.00
	Department Totals		98.00	96.00	96.00	100.00	2.00
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		14.00	14.00	14.00	14.00	0.00
09682	Family Support Officer III	3/4	0.75	0.00	0.00	0.00	-0.75
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	1.00	1.00	1.00	-1.00
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		38.75	37.00	37.00	37.00	-1.75
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		3.00	3.00	3.00	3.00	0.00
01341	Cook I						
01340	or Cook II						
01350	or Cook III		7.00	7.00	7.00	7.00	0.00
00346	Correctional Technician		25.00	25.00	25.00	25.00	0.00
00350	Crime Prevention Specialist		3.00	3.00	3.00	3.00	0.00
02010	Department Personnel Technician		1.00	1.00	1.00	1.00	0.00
08906	Departmental Automation Specialist III		3.00	3.00	3.00	3.00	0.00

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00339	Sheriff's Cadet						
00338	or Deputy Sheriff		99.00	99.00	103.00	105.00	6.00
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	2.00	2.00	1.00
00909	Senior Account Clerk		2.00	2.00	2.00	2.00	0.00
02255	Senior Software Engineer		1.00	1.00	0.00	0.00	-1.00
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		111.00	111.00	111.00	111.00	0.00
00357	Sheriff's Correctional Lieutenant		2.00	2.00	2.00	2.00	0.00
00335	Sheriff's Correctional Sergeant		14.00	14.00	14.00	14.00	0.00
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	3.00	3.00	1.00
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	30.00	30.00	1.00
00343	Sheriff's Senior Dispatcher		3.00	3.00	3.00	3.00	0.00
00107	Sheriff-Coroner		1.00	1.00	1.00	1.00	0.00
08960	Sr Correctional Technician		3.00	3.00	3.00	3.00	0.00
01336	Storekeeper I	1/2	0.50	0.50	0.50	0.50	0.00
01331	Storekeeper II		1.00	1.00	1.00	1.00	0.00
02232	Supervising Legal Clerk II		2.00	2.00	2.00	2.00	0.00
02261	Systems Administrator I						
02262	or Systems Administrator II						
02263	or Systems Administrator III		1.00	1.00	0.00	0.00	-1.00
02254	Technology Supervisor		1.00	1.00	1.00	1.00	0.00
02592	Undersheriff		1.00	1.00	1.00	1.00	0.00
	Limited Permanent						
00338	Deputy Sheriff		1.00	1.00	1.00	1.00	0.00
	Department Totals		410.00	410.00	415.00	417.00	7.00
137	ANIMAL SERVICES						
02203	Administrative Assistant Series		3.00	4.00	4.00	3.00	0.00
02203	Administrative Assistant Series	1/2	0.00	0.00	0.50	0.50	0.50
08891	Administrative Services Officer I						
08892	or Administrative Services Officer II		2.00	2.00	2.00	2.00	0.00
01422	Animal Control Lead Officer		1.00	1.00	1.00	1.00	0.00
01417	Animal Control Officer		6.00	5.00	5.00	6.00	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	Kenel Worker		2.00	2.00	2.00	2.00	0.00
01420	Kenel 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		19.50	19.50	20.00	20.00	0.50
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						

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00846	or Emergency Services Coordinator III		4.00	4.00	4.00	4.00	0.00
00844	Emergency Services Coordinator I	1/2					
00845	or Emergency Services Coordinator II	1/2					
00846	or Emergency Services Coordinator III	1/2	0.00	0.00	0.50	0.50	0.50
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	6.50	6.50	0.50
139	PROBATION DEPARTMENT						
00911	Account Clerk		6.00	6.00	0.00	0.00	-6.00
00914	Accounting Technician		1.00	1.00	1.00	1.00	0.00
00913	or Accounting Technician - Confidential						
02203	Administrative Assistant Series		5.00	5.00	11.00	11.00	6.00
08795	Administrative Services Manager		1.00	1.00	1.00	1.00	0.00
00329	Assistant Chief Probation Officer		1.00	1.00	1.00	1.00	0.00
09783	Chief Deputy Probation Officer		4.00	4.00	4.00	4.00	0.00
00213	Chief Probation Officer		1.00	1.00	1.00	1.00	0.00
03501	Collections Officer I		3.00	3.00	3.00	3.00	0.00
03502	or Collections Officer II		4.00	4.00	4.00	4.00	0.00
02010	Department Personnel Technician		1.00	1.00	1.00	1.00	0.00
08903	Departmental Automation Specialist I						
08904	or Departmental Automation Specialist II		0.00	0.00	1.00	1.00	1.00
08906	or Departmental Automation Specialist III		2.00	2.00	2.00	2.00	0.00
00324	Deputy Probation Officer I						
00323	or Deputy Probation Officer II		54.00	54.00	53.00	53.00	-1.00
00321	Deputy Probation Officer III		6.00	6.00	6.00	6.00	0.00
00370	Juvenile Services Officer I		3.00	10.00	0.00	0.00	-3.00
00371	or Juvenile Services Officer II		23.00	23.00	33.00	33.00	10.00
00372	Juvenile Services Officer III		6.00	6.00	6.00	6.00	0.00
02203	Administrative Assistant Series						
02230	or Legal Clerk		9.00	9.00	9.00	9.00	0.00
02203	Administrative Assistant Series	1/2					
02230	or Legal Clerk	1/2	0.50	0.50	0.50	0.50	0.00
00326	Probation Assistant		2.00	2.00	2.00	2.00	0.00
01583	Program Manager I		1.00	1.00	1.00	1.00	0.00
00909	Senior Account Clerk		1.00	1.00	1.00	1.00	0.00
00927	Supervising Admin Clerk I		1.00	1.00	1.00	1.00	0.00
00928	Supervising Admin Clerk II		2.00	2.00	2.00	2.00	0.00
03503	Supervising Collections Officer		1.00	1.00	1.00	1.00	0.00
00373	Supervising Deputy Probation Officer		14.00	14.00	14.00	14.00	0.00
Limited Permanent							
00324	Deputy Probation Officer I						
00323	or Deputy Probation Officer II		2.00	1.00	2.00	2.00	0.00
Department Totals			154.50	160.50	161.50	161.50	7.00
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		3.00	3.00	3.00	3.00	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						

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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					
00816	Agricultural Inspector/Biologist Trainee						
00817	or Agricultural Inspector/Biologist I						
00818	or Agricultural Inspector/Biologist II						
00819	or Agricultural Inspector/Biologist III		15.00	15.00	15.00	15.00	0.00
00804	or Deputy Agricultural Commissioner		3.00	3.00	3.00	3.00	0.00
00816	Agricultural Inspector/Biologist Trainee	1/2					
00817	or Agricultural Inspector/Biologist I	1/2					
00818	or Agricultural Inspector/Biologist II	1/2					
00819	or Agricultural Inspector/Biologist III	1/2	1.50	1.50	1.50	1.50	0.00
00804	or Deputy Agricultural Commissioner	1/2					
00800	Deputy Agricultural Commissioner/Sealer		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		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						
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	4.00	4.00	1.00
Department Totals			42.50	42.50	43.50	43.50	1.00
142	PLANNING & BUILDING DEPARTMENT						
00905	Accountant I						
00906	or Accountant II						
00907	or Accountant III		2.00	2.00	2.00	2.00	0.00
00914	Accounting Technician		1.00	1.00	1.00	1.00	0.00
00913	or Accounting Technician - Confidential						
02203	Administrative Assistant Series		6.00	6.00	6.00	6.00	0.00
08795	Administrative Services Manager		1.00	1.00	1.00	1.00	0.00
08891	Administrative Services Officer I						
08892	or Administrative Services Officer II		1.00	1.00	1.00	1.00	0.00
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	7.00	7.00	7.00	-1.00
01701	Building Plans Examiner I						
01702	or Building Plans Examiner II						
01703	or Building Plans Examiner III		6.00	7.00	7.00	7.00	1.00
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	2.00	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	1.00	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
00146	Geographic Info Systems Analyst I						
00147	or Geographic Info Systems Analyst II						
00148	or Geographic Info Systems Analyst III		2.00	2.00	2.00	2.00	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						
02800	Planner I						
02801	or Planner II						
02802	or Planner III		18.00	18.00	18.00	18.00	0.00
02803	or Environmental Resource Specialist		1.00	1.00	1.00	1.00	0.00

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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					
01583	Program Manager I						
01584	or Program Manager II		1.00	1.00	1.00	1.00	0.00
01709	Resource Protection Specialist II		5.00	5.00	0.00	0.00	-5.00
01710	Resource Protection Specialist III		1.00	1.00	6.00	6.00	5.00
00883	Secretary I		1.00	1.00	2.00	2.00	1.00
00884	Secretary II		1.00	1.00	1.00	1.00	0.00
00603	Senior Planner		8.00	8.00	9.00	9.00	1.00
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
01603	Building Inspector III		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		2.00	2.00	2.00	2.00	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
02806	Land Use Technician	1/2	0.50	0.50	0.50	0.50	0.00
02800	Planner I						
02801	or Planner II						
02802	or Planner III		5.00	5.00	5.00	5.00	0.00
02803	or Environmental Resource Specialist						
02804	or Principal Environmental Specialist						
02800	Planner I	1/2					
02801	or Planner II	1/2					
02802	or Planner III	1/2	0.50	0.50	0.50	0.50	0.00
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	0.50	0.50	0.50	0.50	0.00
00603	Senior Planner		2.00	2.00	2.00	2.00	0.00
	Department Totals		104.50	104.50	106.50	106.50	2.00

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	3.00	3.00	1.00
02203	Administrative Assistant Series		18.00	18.00	18.00	18.00	0.00
02203	Administrative Assistant Series	3/4	1.50	1.50	1.50	1.50	0.00
02203	Administrative Assistant Series	1/2	1.00	1.00	1.00	1.00	0.00
08795	Administrative Services Manager		1.00	1.00	1.00	1.00	0.00
08891	Administrative Services Officer I		0.00	0.00	1.00	1.00	1.00
08892	or Administrative Services Officer II		8.00	8.00	8.00	8.00	0.00
09632	Communicable Disease Investigator		1.00	0.00	0.00	1.00	0.00
09632	Communicable Disease Investigator	3/4	0.00	0.75	0.75	0.00	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	7.00	7.00	1.00
03005	Deputy Director-Health Agency		1.00	1.00	1.00	1.00	0.00
03002	Deputy Health Officer		1.00	1.00	1.00	1.00	0.00

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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
00146	Geographic Info Systems Analyst I	3/4					
00147	or Geographic Info Systems Analyst II	3/4					
00148	or Geographic Info Systems Analyst III	3/4	0.75	0.75	0.75	0.75	0.00
03003	Health Agency Director		1.00	1.00	1.00	1.00	0.00
00221	Health Education Specialist		3.00	5.00	6.00	6.00	3.00
00447	Laboratory Assistant I						
00446	or Laboratory Assistant II		1.00	1.00	1.00	1.00	0.00
08974	Lead Health Education Specialist		1.00	1.00	1.00	1.00	0.00
00459	Licensed Psych Tech/LVN I	3/4					
00460	or Licensed Psych Tech/LVN II	3/4					
00461	or Licensed Psych Tech/LVN III	3/4	0.75	0.00	0.00	0.75	0.00
00543	Licensed Vocational Nurse	3/4	0.00	0.75	0.75	0.00	0.00
01620	Mapping/Graphics Systems Specialist I	3/4					
01621	or Mapping/Graphics Systems Specialist II	3/4					
01622	or Mapping/Graphics Systems Specialist III	3/4					
00420	Community Health Nurse						
09420	or Community Health Nurse I						
00417	or Public Health Nurse						
09430	or Public Health Nurse I						
00415	or Senior Community Health Nurse						
09421	or Community Health Nurse II						
00421	or Senior Public Health Nurse						
09431	or Public Health Nurse II						
00457	or Nurse Practitioner/Physician's Assistant		25.00	25.00	29.00	29.00	4.00
09432	or Senior Public Health Nurse						
00457	Nurse Practitioner/Physician's Assistant	3/4	0.75	0.75	0.00	0.00	-0.75
00420	Community Health Nurse	1/2					
09420	or Community Health Nurse I	1/2					
00417	or Public Health Nurse	1/2					
09430	or Public Health Nurse I	1/2					
00415	or Senior Community Health Nurse	1/2					
09421	or Community Health Nurse II	1/2					
00421	or Senior Public Health Nurse	1/2					
09431	or Public Health Nurse II	1/2					
00457	or Nurse Practitioner/Physician's Assistant	1/2	0.50	0.50	0.50	0.50	0.00
09432	or Senior Public Health Nurse	1/2					
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		3.00	4.00	3.00	3.00	0.00
00575	Physical or Occupational Therapist Aide		3.00	3.00	3.00	3.00	0.00
00571	Physical or Occupational Therapist I						
00572	or Physical or Occupational Therapist II		6.00	6.00	6.00	6.00	0.00
00571	Physical or Occupational Therapist I	3/4					
00572	or Physical or Occupational Therapist II	3/4	0.75	0.75	0.75	0.75	0.00
01583	Program Manager I						
01584	or Program Manager II		5.00	7.00	8.00	8.00	3.00
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						

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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		2.00	1.00	2.00	2.00	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		1.00	1.00	1.00	1.00	0.00
00221	Health Education Specialist		2.00	0.00	0.00	0.00	-2.00
01583	Program Manager I						
01584	or Program Manager II		1.00	0.00	0.00	0.00	-1.00
	Department Totals		169.75	170.50	178.75	179.00	9.25
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	19.00	19.00	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		10.00	10.00	11.00	11.00	1.00
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						
08621	or Drug & Alcohol Services Specialist II						
08622	or Drug & Alcohol Services Specialist III						
08623	or Drug & Alcohol Services Specialist IV		49.00	49.00	49.00	49.00	0.00
08620	Drug & Alcohol Services Specialist I	3/4					
08621	or Drug & Alcohol Services Specialist II	3/4					
08622	or Drug & Alcohol Services Specialist III	3/4					
08623	or Drug & Alcohol Services Specialist IV	3/4	0.75	0.75	0.75	0.75	0.00
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	1.50	1.50	0.50
08606	Drug & Alcohol Worker Aide						
08607	or Drug & Alcohol Worker I						
08608	or Drug & Alcohol Worker II		5.00	5.00	5.00	5.00	0.00
08606	Drug & Alcohol Worker Aide	1/2					
08607	or Drug & Alcohol Worker I	1/2					

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08608	or Drug & Alcohol Worker II	1/2	1.00	1.00	1.00	1.00	0.00
00560	Health Information Technician I						
00561	or Health Information Technician II		9.00	8.00	10.00	10.00	1.00
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	2.00	2.00	1.50	1.50	-0.50
00562	or Health Information Technician III	1/2					
00459	Licensed Psych Tech/LVN I						
00460	or Licensed Psych Tech/LVN II						
00461	or Licensed Psych Tech/LVN III		29.00	0.00	0.00	29.00	0.00
00459	Licensed Psych Tech/LVN I	1/2					
00460	or Licensed Psych Tech/LVN II	1/2					
00461	or Licensed Psych Tech/LVN III	1/2	3.50	0.00	0.00	3.50	0.00
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		5.00	5.00	6.00	6.00	1.00
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	1.00	1.00	0.50	0.50	-0.50
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		13.00	13.00	13.00	13.00	0.00
08529	Mental Health Therapist I						
08527	or Mental Health Therapist III						
08526	or Mental Health Therapist IV		76.00	105.00	107.00	78.00	2.00
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	6.50	10.00	11.00	7.50	1.00
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	2.00	2.00	1.00
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		1.00	0.00	0.00	0.00	-1.00
00525	Psychologist						
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
	Limited Permanent						
02203	Administrative Assistant Series	1/2	0.50	0.50	0.50	0.50	0.00
08795	Administrative Services Manager						
08891	Administrative Services Officer I						
08892	or Administrative Services Officer II		0.00	0.00	1.00	1.00	1.00
08621	Drug & Alcohol Services Specialist II		1.00	1.00	1.00	1.00	0.00
08623	Drug & Alcohol Services Specialist IV		1.00	1.00	1.00	1.00	0.00
08528	Mental Health Therapist II		1.00	1.00	1.00	1.00	0.00
08527	Mental Health Therapist III	1/2	0.50	0.50	0.50	0.50	0.00

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08529	Mental Health Therapist I						
08527	or Mental Health Therapist III						
08526	or Mental Health Therapist IV		1.00	1.00	1.00	1.00	0.00
08526	Mental Health Therapist IV	1/2	0.50	0.50	1.00	1.00	0.50
Department Totals			278.25	276.25	286.25	286.25	8.00
180	SOCIAL SERVICES ADMINISTRATION						
00905	Accountant I						
00906	or Accountant II						
00907	or Accountant III		1.00	1.00	1.00	1.00	0.00
00914	Accounting Technician		3.00	3.00	3.00	3.00	0.00
02203	Administrative Assistant Series		79.00	79.00	79.00	79.00	0.00
08795	Administrative Services Manager		1.00	1.00	1.00	1.00	0.00
01502	Assistant Social Services Director		1.00	1.00	1.00	1.00	0.00
03501	Collections Officer I						
03502	or Collections Officer II		2.00	2.00	2.00	2.00	0.00
00427	Community Service Aide		16.00	16.00	16.00	16.00	0.00
01501	County Social Services Director		1.00	1.00	1.00	1.00	0.00
00280	Department Administrator		1.00	1.00	1.00	1.00	0.00
02010	Department Personnel Technician		2.00	2.00	2.00	2.00	0.00
02011	Department Personnel Technician - Conf.		1.00	1.00	1.00	1.00	0.00
08903	Departmental Automation Specialist I						
08904	or Departmental Automation Specialist II						
08906	or Departmental Automation Specialist III		5.00	5.00	5.00	5.00	0.00
00693	Division Manager-Social Services		8.00	8.00	8.00	8.00	0.00
01544	Employment/Resource Specialist I						
01545	or Employment/Resource Specialist II						
01546	or Employment/Resource Specialist III		135.00	135.00	135.00	135.00	0.00
01547	Employment/Resource Specialist IV		32.00	32.00	32.00	32.00	0.00
01550	Employment/Services Supervisor		22.00	22.00	22.00	22.00	0.00
02203	Administrative Assistant Series						
02230	or Legal Clerk		5.00	5.00	5.00	5.00	0.00
01560	Personal Care Aide		7.00	7.00	7.00	7.00	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		9.00	9.00	9.00	9.00	0.00
03200	Senior Division Manager-Social Services		1.00	1.00	1.00	1.00	0.00
02255	Senior Software Engineer		3.00	3.00	3.00	3.00	0.00
01531	Social Services Investigator		2.00	2.00	2.00	2.00	0.00
01555	Social Svcs Program Review Specialist		41.00	40.00	41.00	41.00	0.00
01536	Social Worker I						
01532	or Social Worker II						
01524	or Social Worker III						
01519	or Social Worker IV		87.00	84.00	87.00	87.00	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					
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		1.00	1.00	1.00	1.00	0.00
00899	Supervising Accounting Technician		3.00	3.00	3.00	3.00	0.00
00927	Supervising Admin Clerk I		1.00	1.00	1.00	1.00	0.00
00928	Supervising Admin Clerk II		8.00	8.00	8.00	8.00	0.00
02231	Supervising Legal Clerk I		1.00	1.00	1.00	1.00	0.00
02232	Supervising Legal Clerk II		1.00	1.00	1.00	1.00	0.00
01537	Supervising Social Services Investigator		1.00	1.00	1.00	1.00	0.00

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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		516.00	512.00	516.00	516.00	0.00
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		10.00	10.00	10.00	10.00	0.00
00524	Correctional Nurse Supervisor		0.00	0.00	2.00	2.00	2.00
00524	Correctional Nurse Supervisor	3/4	1.50	1.50	0.00	0.00	-1.50
00459	Licensed Psych Tech/LVN I						
00460	or Licensed Psych Tech/LVN II						
00461	or Licensed Psych Tech/LVN III		3.00	0.00	0.00	3.00	0.00
00459	Licensed Psych Tech/LVN I	3/4					
00460	or Licensed Psych Tech/LVN II	3/4					
00461	or Licensed Psych Tech/LVN III	3/4	0.75	0.00	0.00	0.75	0.00
00459	Licensed Psych Tech/LVN I	1/2					
00460	or Licensed Psych Tech/LVN II	1/2					
00461	or Licensed Psych Tech/LVN III	1/2	1.00	0.00	0.00	1.00	0.00
00543	Licensed Vocational Nurse						
08528	or Mental Health Therapist II		0.00	3.00	3.00	0.00	0.00
00543	Licensed Vocational Nurse	3/4					
08528	or Mental Health Therapist II	3/4	0.00	0.75	0.75	0.00	0.00
00543	Licensed Vocational Nurse	1/2					
08528	or Mental Health Therapist II	1/2	0.00	1.00	1.00	0.00	0.00
00420	Community Health Nurse						
09420	or Community Health Nurse I						
00417	or Public Health Nurse						
09430	or Public Health Nurse I						
00415	or Senior Community Health Nurse						
09421	or Community Health Nurse II						
00421	or Senior Public Health Nurse						
09431	or Public Health Nurse II						
00457	or Nurse Practitioner/Physician's Assistant		1.00	1.00	1.00	1.00	0.00
09432	or Senior Public Health Nurse						
	Department Totals		20.25	20.25	20.75	20.75	0.50
186	VETERANS SERVICES						
02203	Administrative Assistant Series		2.00	2.00	2.00	2.00	0.00
00868	Assistant Veterans Service Officer I						
00866	or Assistant Veterans Service Officer II		4.00	4.00	4.00	4.00	0.00
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		1.00	1.00	1.00	1.00	0.00
	Department Totals		8.00	8.00	8.00	8.00	0.00
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		1.00	1.00	1.00	1.00	0.00
	Department Totals		5.50	5.50	5.50	5.50	0.00

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275	ORGANIZATIONAL DEVELOPMENT						
08884	Administrative Analyst I						
08883	or Administrative Analyst II						
08882	or Administrative Analyst III		1.00	1.00	1.00	1.00	0.00
08886	or Principal Administrative Analyst						
00874	Personnel Analyst I						
00873	or Personnel Analyst II						
00864	or Personnel Analyst III		1.00	1.00	1.00	1.00	0.00
00875	or Principal Personnel Analyst						
	Department Totals		2.00	2.00	2.00	2.00	0.00
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
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		2.00	2.00	2.00	2.00	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		47.00	47.00	47.00	47.00	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						
09420	or Community Health Nurse I						
00417	or Public Health Nurse		1.00	1.00	1.00	0.00	-1.00
09430	or Public Health Nurse I						
00415	or Senior Community Health Nurse						
09421	or Community Health Nurse II						
00421	or Senior Public Health Nurse						
09431	or Public Health Nurse II		0.00	0.00	0.00	1.00	1.00
00457	or Nurse Practitioner/Physician's Assistant						
09432	or Senior Public Health Nurse						
08538	Patient Services Representative		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
	Department Totals		4.75	4.75	4.75	4.75	0.00
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		8.00	8.00	7.00	7.00	-1.00

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08621	or Drug & Alcohol Services Specialist II						
08622	or Drug & Alcohol Services Specialist III						
08623	or Drug & Alcohol Services Specialist IV						
	Department Totals		13.00	13.00	12.00	12.00	-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		0.00	32.00	32.00	0.00	0.00
02203	Administrative Assistant Series	3/4	0.00	0.75	0.75	0.00	0.00
02203	Administrative Assistant Series	1/2	0.50	3.50	3.00	0.00	-0.50
02203	Administrative Assistant Series	1/4					
08891	Administrative Services Officer I						
08892	or Administrative Services Officer II		1.00	1.00	2.00	2.00	1.00
01001	Assistant Library Director		1.00	1.00	1.00	1.00	0.00
01025	Coordinating Librarian		5.00	0.00	0.00	5.00	0.00
02010	Department Personnel Technician	1/2	0.50	0.50	0.00	0.00	-0.50
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						
01024	Librarian		2.00	0.00	0.00	2.00	0.00
01003	Librarian I						
01004	or Librarian II		4.00	5.00	5.00	4.00	0.00
01004	Librarian II	3/4	1.50	1.50	1.50	1.50	0.00
01011	Librarian III		0.00	7.00	7.00	0.00	0.00
01013	Library Assistant	3/4	0.00	1.50	1.50	0.00	0.00
01013	Library Assistant	1/2	0.00	2.50	3.00	0.50	0.50
01020	Library Associate I						
01021	or Library Associate II						
01022	or Library Associate III		33.00	0.00	0.00	33.00	0.00
01020	Library Associate I	3/4					
01021	or Library Associate II	3/4					
01022	or Library Associate III	3/4	0.75	0.00	0.00	0.75	0.00
01020	Library Associate I	1/2					
01021	or Library Associate II	1/2					
01022	or Library Associate III	1/2	3.00	0.00	0.00	3.00	0.00
01026	Library Branch Manager		3.00	0.00	0.00	3.00	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						
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
01023	Senior Library Associate		5.00	0.00	0.00	5.00	0.00
01023	Senior Library Associate	3/4	1.50	0.00	0.00	1.50	0.00
01023	Senior Library Associate	1/2	2.50	0.00	0.00	2.50	0.00
01007	Supervising Library Assistant		0.00	8.00	8.00	0.00	0.00
	Department Totals		72.00	72.00	72.50	72.50	0.50
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	3.00	3.00	3.00	1.00
02203	Administrative Assistant Series		9.00	9.00	9.00	9.00	0.00
08795	Administrative Services Manager		5.00	6.00	6.00	6.00	1.00
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
00624	Architectural Technician		0.00	1.00	1.00	1.00	1.00
09687	Assistant Wastewater Systems Superintendent		1.00	1.00	1.00	1.00	0.00

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<u>Class</u>	<u>Title</u>	<u>PT</u>	<u>Current</u>	<u>2016-17 Requested</u>	<u>2016-17 Recommended</u>	<u>2016-17 Adopted</u>	<u>Adopted Changes</u>
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
01353	Capital Planning/Facilities Mgr		0.00	1.00	1.00	1.00	1.00
00635	Capital Projects Inspector		0.00	0.00	1.00	1.00	1.00
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		15.00	16.00	14.00	14.00	-1.00
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		3.00	3.00	3.00	3.00	0.00
00245	Director of Public Works and Transportation		1.00	1.00	1.00	1.00	0.00
00692	Division Manager - Water Resources		1.00	1.00	1.00	1.00	0.00
00664	Division Manager-Road Maintenance		1.00	1.00	1.00	1.00	0.00
00632	or Engineer V		4.00	4.00	4.00	4.00	0.00
00694	Division Manager-Utilities		1.00	1.00	1.00	1.00	0.00
00641	Engineer I						
00640	or Engineer II						
00634	or Engineer III		25.00	25.00	28.00	29.00	4.00
00633	Engineer IV		16.00	15.00	18.00	18.00	2.00
02904	Environmental Division Manager		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	1.00	1.00	1.00
01106	Grounds Restoration Specialist		1.00	1.00	1.00	1.00	0.00
02800	Planner I						
02801	or Planner II						
02802	or Planner III						
02803	or Environmental Resource Specialist		6.00	6.00	6.00	6.00	0.00
02804	or Principal Environmental Specialist		1.00	1.00	1.00	1.00	0.00
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		30.00	30.00	30.00	30.00	0.00
01103	Public Works Worker IV		13.00	13.00	13.00	13.00	0.00
00642	Right-of-Way Agent		1.00	1.00	1.00	1.00	0.00
02807	Safety Coordinator - Public Works		0.00	0.00	0.00	1.00	1.00
00909	Senior Account Clerk		4.00	4.00	4.00	4.00	0.00
00613	Assistant Capital Projects Coordinator		0.00	0.00	1.00	1.00	1.00
00615	or Associate Capital Projects Coordinator		0.00	5.00	4.00	4.00	4.00
00619	or Senior Capital Projects Coordinator		0.00	3.00	3.00	3.00	3.00
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						
00149	Sr Geographic Info Systems Analyst		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
02180	Utility Coordinator		0.00	1.00	1.00	1.00	1.00
09686	Wastewater Systems Worker Trainee						
09688	or Wastewater Systems Worker I						
09689	or Wastewater Systems Worker II						
09690	or Wastewater Systems Worker III		4.00	3.00	3.00	4.00	0.00
09691	Wastewater Systems Worker IV		1.00	1.00	1.00	1.00	0.00

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<u>Class</u>	<u>Title</u>	<u>PT</u>	<u>Current</u>	<u>2016-17 Requested</u>	<u>2016-17 Recommended</u>	<u>2016-17 Adopted</u>	<u>Adopted Changes</u>
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
	Limited Permanent						
00613	Assistant Capital Projects Coordinator						
00615	or Associate Capital Projects Coordinator		0.00	1.00	1.00	1.00	1.00
00619	or Senior Capital Projects Coordinator						
	Department Totals		207.75	220.75	226.75	229.75	22.00
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		4.00	4.00	4.00	4.00	0.00
01402	Airport Operation Specialist		2.00	2.00	2.00	2.00	0.00
01403	Airport Operations Supervisor		1.00	1.00	1.00	1.00	0.00
01401	Assistant Airports Manager		1.00	1.00	1.00	1.00	0.00
00609	Property Management Aide						
00622	or Assistant Real Property Agent						
00623	or Associate Real Property Agent		1.00	1.00	1.00	1.00	0.00
00239	Director of Airports		1.00	1.00	1.00	1.00	0.00
00909	Senior Account Clerk		1.00	1.00	1.00	1.00	0.00
	Department Totals		13.75	13.75	13.75	13.75	0.00
427	GOLF COURSES						
01121	Equipment Mechanic I						
01120	or Equipment Mechanic II		2.00	2.00	2.00	2.00	0.00
01212	Golf Course Superintendent		1.00	1.00	1.00	1.00	0.00
01217	Golf Course Supervisor		1.00	1.00	1.00	1.00	0.00
01242	Greenskeeper Aide						
01243	or Greenskeeper I						
01244	or Greenskeeper II		7.00	7.00	7.00	7.00	0.00
01245	or Greenskeeper III		2.00	2.00	2.00	2.00	0.00
01245	Department Totals		13.00	13.00	13.00	13.00	0.00
	County Totals		2,663.50	2,651.00	2,701.25	2,710.50	47.00

**COUNTY OFFICERS AND DEPARTMENT HEADS
FY 2016-17 SALARY SCHEDULE**

<u>Elected Officials</u>	<u>Annual Salary</u>
Supervisor	\$ 86,112
Assessor	163,613
Auditor-Controller-Treasurer-Tax Collector-Public Administrator	165,506
County Clerk-Recorder	142,251
District Attorney	200,242
Sheriff-Coroner	195,562

<u>Appointed Department Heads</u>	<u>Annual Salary</u>		
	<u>Minimum</u>	<u>-</u>	<u>Maximum</u>
Ag Commissioner/Sealer of Weights & Measures	\$ 113,859	-	138,403
Central Services Director	105,892	-	128,731
Director of Parks and Recreation	107,160	-	130,272
Director of Information Technology	131,604	-	159,948
Director of Airports	104,400	-	126,924
Chief Probation Officer	129,230	-	157,102
County Administrative Officer	190,403	-	231,462
County Counsel	167,960	-	204,152
County Social Services Director	141,440	-	171,933
Director of Child Support Services	137,363	-	166,962
Director of Planning/Building	134,514	-	163,509
Director of Public Works and Transportation	151,112	-	183,643
Health Agency Director	151,632	-	184,332
Human Resources Director	128,352	-	156,024
Library Director	111,322	-	135,325
Veterans Service Officer	72,259	-	87,838

*These salaries, and the salary schedule on the following pages, are the FY 2016-17 rates known as of April 2016. Actual rates may change during FY 2016-17. For the most current salary information, contact the County Human Resources Department.

MAJOR COUNTY PAID EMPLOYEE BENEFITS FOR FISCAL YEAR 2016-17

- 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 2016-17 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 \$675 a year per employee and is in addition to the numbers noted in the table below.

<u>Employee Group</u>	<u>County</u> <u>2016-17</u>	<u>POBs</u> <u>2016-17</u>	<u>Total</u>
Elected Officials	19.95 %	6.03 %	25.98 %
Attorneys	19.90	6.03	25.93
Management and Confidential	19.91	6.03	25.94
Public Services, Clerical and Supervisory	18.60	6.03	24.63
Trades, Crafts and Services	19.17	6.03	25.20
Probation Management	16.62	5.99	22.61
Probation Officers/Supervisors	16.50	5.99	22.49

County of San Luis Obispo
Major County Paid Employee Benefits

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Law Enforcement Safety Management	25.75	4.74	30.49
Law Enforcement Safety	26.57	4.74	31.31
Law Enforcement Non-safety	15.55	6.03	21.58
District Attorney Investigators	25.41	4.74	30.15

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

<u>Employee Group</u>	<u>2015-16</u>	<u>2016-17</u>
Elected Officials	13.55 %	13.55 %
Attorneys	9.29	9.29
Management and Confidential	9.29	9.29
Public Services, Clerical and Supervisory	8.75	8.75
Trades, Crafts and Services	10.38	10.38
Probation Management	9.29	9.29
Probation Officers/Supervisors	5.75	5.75
Law Enforcement, Safety Management	7.00	7.00
Law Enforcement, Safety	7.00	7.00
Law Enforcement Non-Safety	4.20	4.20
District Attorney Investigators	7.20	7.20

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 2016-2017 based on \$100.00 of payroll for each department:

RISK EXPOSURE:

<u>Code</u>	<u>Classification</u>	<u>Exposure Rate</u>
2	Police	\$ 2.06
3	Clerical	.19
5	Institutional	.85
7	County-Other	.93
8	County-Manual	4.01
9	Roads	1.70

LOSS EXPOSURE:

<u>Department</u>	<u>Experience Factor</u>	<u>Department</u>	<u>Experience Factor</u>
Administrative Office	1.98	Agricultural Comm.	1.05
Auditor-Controller	1.26	Planning & Building	1.04
Treasurer-Tax Collector	3.38	Animal Services	5.43
Assessor	1.15	Public Works	2.67
County Counsel	1.60	Public Health	2.47
Personnel	3.78	Mental Health	5.08
Pension Trust	1.00	Drug & Alcohol Services	1.00
Central Services	3.31	Air Pollution Control	1.07
Information Technology	1.08	Law Library	1.00
Clerk-Recorder	1.27	Social Services	2.87
Board of Supervisors	1.00	Veterans Services	1.00
District Attorney	1.34	Library	9.12
Child Support Services	7.49	Farm Advisor	1.00
Victim Witness	1.30	Sheriff-Coroner	4.44
Probation	3.07	Parks and Recreation	1.64

Law Enforcement Med	1.17	Fleet	1.61
Airport	1.62	Golf	1.06

3. Social Security. The County contribution to Social Security for the 2016 calendar year is 6.20% of wages up to \$118,500. The County also matches the employee's contribution to Medicare. The 2016 calendar year rate is 1.45% of total wages (no maximum).
4. Disability Insurance. The County provides long-term disability insurance for all attorneys, management, District Attorney Investigators and confidential employees. The premium rates for FY 2016-2017 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>
Elected Officials	\$ 975.00
Attorneys	1,146.00
Management and Confidential	975.00
Public Services, Clerical and Supervisory	750.58
Trades, Crafts, and Services	695.95
Probation Officers	1,041.00
Deputy Sheriffs Association	700.00
Management Law Enforcement	1,300.00
Dispatchers	700.00
DA Investigators	816.08

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

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

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

9. Sick Leave. Permanent employees accrue twelve (12) days sick leave for each year of service. The bargaining units and unrepresented groups can accrue sick leave up to specified maximums. Employees with more than five years of service (10 years for law enforcement, Probation Officers, and Juvenile Services Officers) are paid for one half of their accrued sick leave, to a maximum of 180 days, upon termination.

10. Holidays. Legal holidays are designated by the Board of Supervisors according to county ordinance and agreements with the unions. Permanent employees are entitled to twelve (12) paid holidays and one (1) paid personal leave day per fiscal year.
11. Compensatory Time Off. Employees may earn one and one-half hours of compensatory time off (CTO) for each hour worked in lieu of being paid overtime according the Fair Labor Standards Act (FLSA) and Memorandum of Understanding (MOU). Public services, clerical and supervisory, Trades, Crafts and Services, confidential, DA investigators, law enforcement and dispatchers may accrue up to 120 hours of CTO. Employees are paid for their accrued CTO upon termination.
12. Administrative Leave. General and Sheriff's management employees are allowed six (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.

County of San Luis Obispo
Job Class Listing By Title

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Job Class	Title	Range	BU	Monthly Salary	
				Step 1	Step 5
00813	4-H Program Assistant	01840	13	3,189	3,877
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	01595	13	2,765	3,361
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
00914	Accounting Technician	02034	13	3,526	4,287
00913	Accounting Technician - Confidential	02034	11	3,526	4,287
00518	Acute Care Supervising Nurse	03605	05	6,249	7,595
08885	Administrative Analyst Aide	02329	01	4,037	4,905
08887	Administrative Analyst Aide - Confidential	02329	11	4,037	4,905
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	01317	13	2,283	2,775
02201	Administrative Assistant I	01451	13	2,515	3,058
02202	Administrative Assistant II	01599	13	2,772	3,370
02203	Administrative Assistant III	01759	13	3,049	3,706
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	02867	01	4,969	6,041
00816	Agricultural Inspector/Biologist Trainee	02097	01	3,635	4,418
02730	Agricultural Resource Specialist	03276	01	5,678	6,904
00791	Agricultural/Measurement Standards Tech I	01762	01	3,054	3,713
00792	Agricultural/Measurement Standards Tech II	01921	01	3,330	4,047
00222	Aids Program Coordinator	02554	07	4,427	5,382
00832	Air Pollution Control Engineer I	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
01422	Animal Control Lead Officer	02205	05	3,822	4,647
01417	Animal Control Officer	01885	01	3,267	3,971
01424	Animal Control Supervising Officer	02633	05	4,564	5,547
00219	Animal Services Humane Educator	01770	01	3,068	3,732
01410	Animal Services Manager (Non-Vet)	03624	07	6,282	7,635
01411	Animal Services Manager (Vet)	04352	07	7,543	9,171

County of San Luis Obispo
Job Class Listing By Title

Fiscal Year 2016-17 Final Budget

Job Class	Title	Range	BU	Monthly Salary	
				Step 1	Step 5
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
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	01864	01	3,231	3,928
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	02221	01	3,850	4,680
00658	Assessment Technician Supervisor	02577	05	4,467	5,429
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	01983	01	3,437	4,177
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
00395	Asst Director Parks & Recreation	04380	08	7,592	9,228
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	03747	05	6,495	7,895
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	03017	01	5,229	6,356
01702	Building Plans Examiner II	03277	01	5,680	6,906
01703	Building Plans Examiner III	03542	01	6,139	7,462

**County of San Luis Obispo
Job Class Listing By Title**

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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
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
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	01894	13	3,283	3,990
02553	Clerk-Recorder Assistant III	02016	13	3,494	4,248
02554	Clerk-Recorder Assistant IV	02223	05	3,853	4,685
00550	Clinical Laboratory Manager	03052	07	5,290	6,431
00552	Clinical Laboratory Technologist	02499	01	4,332	5,266
03501	Collections Officer I	02148	01	3,723	4,524
03502	Collections Officer II	02271	01	3,936	4,784
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	01799	01	3,118	3,789
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	03040	01	5,269	6,406
09420	Community Health Nurse I	03040	01	5,269	6,406
09421	Community Health Nurse II	03344	01	5,796	7,046
00427	Community Service Aide	01322	01	2,291	2,785
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
01025	Coordinating Librarian	02733	05	4,737	5,760
00527	Correctional Nurse I	03289	01	5,701	6,928
00528	Correctional Nurse II	03791	01	6,571	7,987
00524	Correctional Nurse Supervisor	04344	05	7,530	9,150
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

**County of San Luis Obispo
Job Class Listing By Title**

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Job Class	Title	Range	BU	Monthly Salary	
				Step 1	Step 5
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
00982	Data Entry Operator III - Confidential	01847	11	3,201	3,891
00280	Department Administrator	04502	07	7,803	9,485
02010	Department Personnel Technician	01900	13	3,293	4,004
02011	Department Personnel Technician - Conf.	01900	11	3,293	4,004
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	03362	12	5,827	7,084
00317	Deputy County Counsel II	03893	12	6,748	8,202
00318	Deputy County Counsel III	04503	12	7,805	9,487
00312	Deputy County Counsel IV	05636	12	9,769	11,875
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
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
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	02665	31	4,619	5,614
00323	Deputy Probation Officer II	02961	31	5,132	6,237
00321	Deputy Probation Officer III	03240	31	5,616	6,828
00338	Deputy Sheriff	03692	27	6,399	7,781
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
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	03762	06	6,521	7,927
09646	District Attorney Investigator II	04303	06	7,459	9,065
09647	District Attorney Investigator III	04703	06	8,152	9,908
00692	Division Manager - Water Resources	04692	07	8,133	9,887
00680	Division Manager-Administrative Office	05628	08	9,755	11,856
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
00690	Division Manager-Planning	04123	07	7,147	8,686
08955	Division Manager-Public Health Nursing Serv	04680	07	8,112	9,861
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

County of San Luis Obispo
Job Class Listing By Title

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Job Class	Title	Range	BU	Monthly Salary	
				Step 1	Step 5
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	01416	01	2,454	2,983
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	02016	01	3,494	4,248
00381	Economic Crime Officer II	02222	01	3,851	4,683
00382	Economic Crime Officer III	02346	01	4,066	4,942
00383	Economic Crime Technician I	02028	01	3,515	4,271
00384	Economic Crime Technician II	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	01945	01	3,371	4,098
01546	Employment/Resource Specialist III	02152	01	3,730	4,536
01547	Employment/Resource Specialist IV	02457	01	4,259	5,176
01550	Employment/Services Supervisor	02725	05	4,723	5,741
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
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
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	01782	02	3,089	3,754
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
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	01556	02	2,697	3,279
01243	Greenskeeper I	01867	02	3,236	3,933
01244	Greenskeeper II	02148	02	3,723	4,524
01245	Greenskeeper III	02444	02	4,236	5,148
01106	Grounds Restoration Specialist	02444	02	4,236	5,148
01319	Groundskeeper	01691	02	2,931	3,564

County of San Luis Obispo
Job Class Listing By Title

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Job Class	Title	Range	BU	Monthly Salary	
				Step 1	Step 5
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	02082	01	3,609	4,387
00560	Health Information Technician I	01883	13	3,264	3,968
00561	Health Information Technician II	02074	13	3,595	4,370
00562	Health Information Technician III	02283	13	3,957	4,810
02111	Human Resources Analyst Aide	02329	01	4,037	4,905
02110	Human Resources Analyst Aide-Confidential	02329	11	4,037	4,905
08953	Human Resources Director	06171	09	10,696	13,002
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	02302	31	3,990	4,850
00371	Juvenile Services Officer II	02534	31	4,392	5,340
00372	Juvenile Services Officer III	02789	31	4,834	5,874
01420	Kenel Worker	01637	02	2,837	3,449
00447	Laboratory Assistant I	01561	01	2,706	3,288
00446	Laboratory Assistant II	01781	01	3,087	3,753
02806	Land Use Technician	02084	01	3,612	4,391
00869	Law Librarian - Contract	00000	00	0	0
02302	Lead Fleet Mechanic	02625	02	4,550	5,531
01233	Lead Greenskeeper	02286	02	3,962	4,815
08974	Lead Health Education Specialist	02381	01	4,127	5,016
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
01024	Librarian	02242	01	3,886	4,725
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	01834	01	3,179	3,864
01020	Library Associate I	01451	01	2,515	3,058
01021	Library Associate II	01599	01	2,772	3,370
01022	Library Associate III	01759	01	3,049	3,706
01026	Library Branch Manager	02481	05	4,300	5,228
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	01834	01	3,179	3,864
01018	Library Support Services Manager	03577	07	6,200	7,537
00459	Licensed Psych Tech/LVN I	02198	01	3,810	4,630
00460	Licensed Psych Tech/LVN II	02545	01	4,411	5,361
00461	Licensed Psych Tech/LVN III	02802	01	4,857	5,902
00543	Licensed Vocational Nurse	02028	01	3,515	4,271
01237	Lifeguard I	01200	00	2,080	2,527
01236	Lifeguard II	01380	00	2,392	2,907
01312	Locksmith I	02015	02	3,493	4,247
01311	Locksmith II	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
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	02514	05	4,358	5,299
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	04635	01	8,034	9,766
08570	Mental Health Nurse Trainee	02902	01	5,030	6,113

**County of San Luis Obispo
Job Class Listing By Title**

Fiscal Year 2016-17 Final Budget

Job Class	Title	Range	BU	Monthly Salary	
				Step 1	Step 5
08568	Mental Health Pre-Licensed Nurse	02673	01	4,633	5,632
08525	Mental Health Program Supervisor	03450	05	5,980	7,270
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	01376	01	2,385	2,900
08575	Mental Health Worker I	01755	01	3,042	3,699
08574	Mental Health Worker II	01928	01	3,342	4,061
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	04213	01	7,303	8,876
08966	Nutrition Services Program Manager	03295	07	5,711	6,944
09784	Oral Health Program Manager	02995	07	5,191	6,309
02238	Paralegal	02286	01	3,962	4,815
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	02927	01	5,073	6,165
01223	Park Ranger Aide	01567	02	2,716	3,300
01222	Park Ranger I	01867	02	3,236	3,933
01221	Park Ranger II	02150	02	3,727	4,533
01220	Park Ranger III	02435	02	4,221	5,131
01210	Park Ranger Specialist	02676	02	4,638	5,640
01250	Parks Manager	04060	07	7,037	8,554
01251	Parks Superintendent	03458	07	5,994	7,287
08538	Patient Services Representative	01892	01	3,279	3,987
02805	Permit Technician	01954	01	3,387	4,118
01560	Personal Care Aide	01662	01	2,881	3,501
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	01877	01	3,253	3,957
00571	Physical or Occupational Therapist I	03116	01	5,401	6,566
00572	Physical or Occupational Therapist II	03440	01	5,963	7,249
02800	Planner I	02491	01	4,318	5,249
02801	Planner II	02802	01	4,857	5,902
02802	Planner III	03119	01	5,406	6,573
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
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	01940	01	3,363	4,087
00589	Property Transfer Tech III	02126	01	3,685	4,479
00695	Property Transfer Tech IV	02221	01	3,850	4,680
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	01470	01	2,548	3,097
00423	Public Health Aide II	01561	01	2,706	3,288
00424	Public Health Aide III	01770	01	3,068	3,732

County of San Luis Obispo
Job Class Listing By Title

Fiscal Year 2016-17 Final Budget

Job Class	Title	Range	BU	Monthly Salary	
				Step 1	Step 5
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	03220	01	5,581	6,784
09430	Public Health Nurse I	03220	01	5,581	6,784
09431	Public Health Nurse II	03542	01	6,139	7,462
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	02474	02	4,288	5,212
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	01933	02	3,351	4,075
01119	Public Works Worker III	02037	02	3,531	4,292
01103	Public Works Worker IV	02264	02	3,924	4,770
02184	Purchasing Manager	04413	07	7,649	9,298
01125	Purchasing Technician	01645	01	2,851	3,465
01019	Regional Librarian	02973	07	5,153	6,264
00537	Registered Nurse II	03122	01	5,411	6,578
00337	Reserve Deputy Sheriff	02882	00	4,995	6,072
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	03336	01	5,782	7,029
02807	Safety Coordinator - Public Works	03857	07	6,685	8,128
00925	Secretary - Confidential	01907	11	3,305	4,016
00883	Secretary I	01828	13	3,169	3,851
00886	Secretary I - Confidential	01853	11	3,212	3,903
00884	Secretary II	01907	13	3,305	4,016
00909	Senior Account Clerk	01861	13	3,226	3,923
00929	Senior Account Clerk - Confidential	01861	11	3,226	3,923
02183	Senior Buyer	02791	01	4,838	5,883
00619	Senior Capital Projects Coordinator	03551	05	6,155	7,483
00969	Senior Communications Technician	03160	01	5,477	6,658
00415	Senior Community Health Nurse	02981	01	5,167	6,282
01714	Senior Computer Sys Tech - Confidential	02974	11	5,155	6,266
03200	Senior Division Manager-Social Services	04502	07	7,803	9,485
01023	Senior Library Associate	01956	05	3,390	4,122
02260	Senior Network Engineer	04165	07	7,219	8,776
09515	Senior Park Gate Attendant	01272	00	2,205	2,681
00603	Senior Planner	03439	05	5,961	7,247
00421	Senior Public Health Nurse	03462	01	6,001	7,294
09432	Senior Public Health Nurse	03808	01	6,601	8,022
02255	Senior Software Engineer	04072	07	7,058	8,582
01321	Senior Storekeeper	01937	02	3,357	4,082
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	02548	05	4,417	5,366
09613	Senior Water Systems Chemist	03647	01	6,321	7,682
00336	Sergeant	04483	28	7,771	9,443
00339	Sheriff's Cadet	03088	21	5,353	6,505
00331	Sheriff's Chief Deputy	06336	15	10,982	13,350
02593	Sheriff's Commander	05710	15	9,897	12,033
00378	Sheriff's Correctional Captain	05690	15	9,863	11,989
00375	Sheriff's Correctional Deputy	03088	03	5,353	6,505
00357	Sheriff's Correctional Lieutenant	05172	15	8,965	10,897
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

**County of San Luis Obispo
Job Class Listing By Title**

Fiscal Year 2016-17 Final Budget

Job Class	Title	Range	BU	Monthly Salary	
				Step 1	Step 5
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	04073	27	7,060	8,583
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	02659	01	4,609	5,604
09507	Social Services Principal Fiscal Manager	03620	07	6,275	7,628
01555	Social Svcs Program Review Specialist	02455	01	4,255	5,172
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	02483	01	4,304	5,231
00611	Solid Waste Coordinator II	03112	01	5,394	6,557
00612	Solid Waste Coordinator III	03435	01	5,954	7,237
08971	Sr Computer Systems Technician	02836	01	4,916	5,975
08960	Sr Correctional Technician	02073	13	3,593	4,368
00149	Sr Geographic Info Systems Analyst	03699	05	6,412	7,793
03001	Sr Physical or Occupational Therapist	03685	01	6,387	7,762
00522	Staff Psychiatrist	09653	07	16,732	20,339
01336	Storekeeper I	01591	02	2,758	3,354
01331	Storekeeper II	01759	02	3,049	3,706
09673	Student Intern Trainee	00000	00	0	0
00898	Supervising Accounting Tech - Confidential	02360	11	4,091	4,973
00899	Supervising Accounting Technician	02360	05	4,091	4,973
00927	Supervising Admin Clerk I	02111	05	3,659	4,448
00938	Supervising Admin Clerk I - Confidential	02111	11	3,659	4,448
00928	Supervising Admin Clerk II	02360	05	4,091	4,973
00939	Supervising Admin Clerk II - Confidential	02360	11	4,091	4,973
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	03719	07	6,446	7,835
09644	Supervising Buyer	02528	05	4,382	5,325
03503	Supervising Collections Officer	02613	05	4,529	5,505
01323	Supervising Custodial Leadworker	01849	05	3,205	3,895
01352	Supervising Custodian	01961	05	3,399	4,132
00373	Supervising Deputy Probation Officer	03552	32	6,157	7,486
09675	Supervising District Attorney Investigator	05111	06	8,859	10,769
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	02360	05	4,091	4,973
02660	Supervising Juvenile Services Officer	02748	32	4,763	5,788
02231	Supervising Legal Clerk I	02113	05	3,663	4,453
02236	Supervising Legal Clerk I-Confidential	02113	11	3,663	4,453
02232	Supervising Legal Clerk II	02295	05	3,978	4,838
02237	Supervising Legal Clerk II-Confidential	02295	11	3,978	4,838
01007	Supervising Library Assistant	01956	05	3,390	4,122
01204	Supervising Park Ranger	02930	05	5,079	6,176
00573	Supervising Physical or Occupational Therapist	03982	05	6,902	8,391
01707	Supervising Planner	03747	05	6,495	7,895
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	04127	05	7,153	8,696
01537	Supervising Social Services Investigator	03143	05	5,448	6,621
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

County of San Luis Obispo
Job Class Listing By Title

Fiscal Year 2016-17 Final Budget

Job Class	Title	Range	BU	Monthly Salary	
				Step 1	Step 5
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	01917	01	3,323	4,040
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	01839	01	3,188	3,874
09634	Victim/Witness Assistance Coordinator I	01981	01	3,434	4,174
09637	Victim/Witness Assistance Coordinator II	02308	01	4,001	4,862
09692	Wastewater Systems Superintendent	03944	05	6,836	8,308
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	05	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.

**County of San Luis Obispo
Fixed Assets By Department**

Fiscal Year 2016-17 Final Budget

	<u>Code</u>	<u>Description</u>	<u>Qty</u>	<u>2016-17 Board Approved</u>	
				<u>Per Unit</u>	<u>Cost</u>
109		ASSESSOR			
	R	AS 400 Server	1	\$ 34,500	\$ 34,500
	R	Copier	1	10,000	10,000
		Department Totals			\$ 44,500
110		CLERK/RECORDER			
	R	LARGE FORMAT SCANNER/PRINTER	1	\$ 19,000	\$ 19,000
		Department Totals			\$ 19,000
113		FACILITIES MANAGEMENT			
	R	See Snake Digital Camera System	1	\$ 9,000	\$ 9,000
		Department Totals			\$ 9,000
132		DISTRICT ATTORNEY			
	R	Kyocera Taskalfa 5501i Imaging System	1	\$ 7,673	\$ 7,673
		Department Totals			\$ 7,673
136		SHERIFF-CORONER			
	A	ATN PS 15-4 Night Vision Goggles	1	\$ 5,874	\$ 5,874
	A	FLIR Dual Station Controller for Safeboa	1	5,000	5,000
	R	Groundhog covert video surveillance	1	7,965	7,965
	R	Mobile Data Computer DVR	1	20,169	20,169
	R	Mobile Data Computer MDC	1	28,231	28,231
	R	Mobile Data Computer MDC Civil	1	21,173	21,173
	A	Night Vision Monocular Generation 4	4	5,000	20,000
	A	Thermal Imaging Monocular	3	5,000	15,000
		Department Totals			\$ 123,412
138		EMERGENCY SERVICES			
	A	Pop up tents,EMAD/ICP/EOC	2	\$ 13,000	\$ 26,000
		Department Totals			\$ 26,000
140		COUNTY FIRE			
	R	Fire Engine Type I	1	\$ 561,899	\$ 561,899
	R	Repair Vehicle #1	1	46,274	46,274
	R	Repair Vehicle #2	1	46,274	46,274
	R	Utility Vehicle	1	39,663	39,663
		Department Totals			\$ 694,110
160		PUBLIC HEALTH			
	R	Biosafety Cabinet 2nd	1	\$ 12,000	\$ 12,000
	R	Biosafety Cabinets	1	21,000	21,000
	R	Centrifuge	1	8,000	8,000
		Department Totals			\$ 41,000
180		SOCIAL SERVICES ADMINISTRATION			
	A	Color Copier (high volume)	1	\$ 15,000	\$ 15,000
	A	Fujitsu Scanners	2	6,000	12,000
	R	GBIC Switches	9	5,500	49,500
	A	Migration Server	1	10,000	10,000
	R	Replacement Copier (high volume)	1	15,000	15,000
	R	Replacement Copiers	4	6,500	26,000
	R	Replacement File Servers	9	10,000	90,000
	R	Replacement Livescan	4	10,000	40,000
		Department Totals			\$ 257,500
266		COUNTYWIDE AUTOMATION REPLACEMENT			
	A	DSM Card - Vault Expansion	1	\$ 22,000	\$ 22,000
	A	Enterprise video storage expansion	1	25,000	25,000
	A	Expansion Voter Shelves and Voter Cards	1	40,000	40,000
	A	La Panza - Channel system expansion	1	116,000	116,000
	R	Network Edge & Security	1	83,640	83,640

N = New
R = Replace

County of San Luis Obispo
Fixed Assets By Department

Fiscal Year 2016-17 Final Budget

	Code	Description	Qty	2016-17 Board Approved	
				Per Unit	Cost
	R	Network Switches	1	335,106	335,106
	A	Sheriff Router & EOC Expansion	1	43,000	43,000
	A	Silver channel expansion	1	14,000	14,000
	A	Tepusquet UHF Combiner Expansion	1	7,000	7,000
	R	UHF Tait Radio for CHP Re-Broadcast	1	7,000	7,000
	R	Virtual Computing Infrastructure upgrade	1	275,000	275,000
		Department Totals			\$ 967,746
305		PARKS and RECREATION			
	A	Fertilizer Hopper	1	\$ 5,000	\$ 5,000
	A	HD Utility Vehicle	1	10,000	10,000
	R	Mower	1	11,000	11,000
	A	Small/Mid Size chipper	1	10,000	10,000
	A	Trailer with hydraulic dump	1	15,000	15,000
		Department Totals			\$ 51,000
377		LIBRARY			
	A	RFID equipment	1	\$ 425,000	\$ 425,000
		Department Totals			\$ 425,000
405		PUBLIC WORKS - ISF			
	A	ALGAE & PARTICLE ANALYZER	1	\$ 70,000	\$ 70,000
	R	GLASSWARE WASHER	1	9,500	9,500
	A	LIMS SOFTWARE, WQL	1	90,000	90,000
	R	LOADER	2	105,000	210,000
	R	PAVEMENT MARKING REMOVER	1	9,500	9,500
	A	PLOW	2	8,000	16,000
	R	STRIPER, WALK-BEHIND	1	9,500	9,500
	A	SUV, 4WD	1	27,500	27,500
	R	SWEEPER	1	70,000	70,000
	R	TRUCK, 1 TON FLATBED/DUMP	1	50,000	50,000
	R	TRUCK, 1 TON UTILITY	1	48,000	48,000
	R	TRUCK, 1/2 TN EXT CAB 4WD	1	36,000	36,000
	R	TRUCK, 1/2 TON	2	28,000	56,000
	R	TRUCK, 1/2 TON 4WD	1	45,000	45,000
	R	TRUCK, 12 YD DUMP	2	168,000	336,000
	R	TRUCK, 3/4 TON	2	33,000	66,000
	R	VAN	1	36,000	36,000
		Department Totals			\$ 1,185,000
407		FLEET SERVICES ISF			
	R	Bay Lifts and Support	4	\$ 8,000	\$ 32,000
	R	Generics	2	35,000	70,000
	R	SUV, Compact	1	26,000	26,000
	R	SUV, Full size Patrol	12	44,000	528,000
	R	SUV, Mid size 4x4	1	44,000	44,000
	A	SUV, mid-size (OES)	1	36,100	36,100
	R	Sedan, Full Size, Partitioned	2	25,000	50,000
	R	Sedan, Full size	7	28,000	196,000
	R	Sedan, Mid size E-85	1	29,000	29,000
	R	Sedan, Mid size, PV	5	25,000	125,000
	R	Sedan, compact	4	25,000	100,000
	R	Tractor-Crawler w bucket	1	60,000	60,000
	R	Tractor-Diesel	1	39,000	39,000
	R	Tractor-Other	1	39,000	39,000
	R	Tractor-Parks	1	33,000	33,000
	R	Tractor-Specialty	1	42,000	42,000
	R	Truck, 1 Ton	6	42,000	252,000
	R	Truck, 1 Ton Dump 4x4	1	46,000	46,000
	R	Truck, 1 Ton Van 4x4	1	42,000	42,000
	R	Truck, 1 Ton, Crew Cab	1	42,000	42,000
	A	Truck, 1/2 Ton	1	28,000	28,000

N = New
R = Replace

**County of San Luis Obispo
Fixed Assets By Department**

Fiscal Year 2016-17 Final Budget

<u>Code</u>	<u>Description</u>	<u>Qty</u>	<u>2016-17 Board Approved</u>	
			<u>Per Unit</u>	<u>Cost</u>
A	Truck, 1/2 Ton (PW)	2	27,250	54,500
A	Truck, 3/4 Ton (PW)	2	43,700	87,400
R	Truck, Compact	6	26,000	156,000
A	Truck, Utility	1	43,550	43,550
R	Van, 1 Ton Passenger	2	32,000	64,000
R	Van, Small Passenger	4	25,000	100,000
R	Van, Small Passenger-Other	1	26,000	26,000
	Department Totals			\$ 2,390,550
427	GOLF COURSES			
R	Mower	1	\$ 35,000	\$ 35,000
	Department Totals			\$ 35,000
	County Totals			\$ 6,276,491

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

Agriculture/Weights and Measures

Planning and Building
Community Development

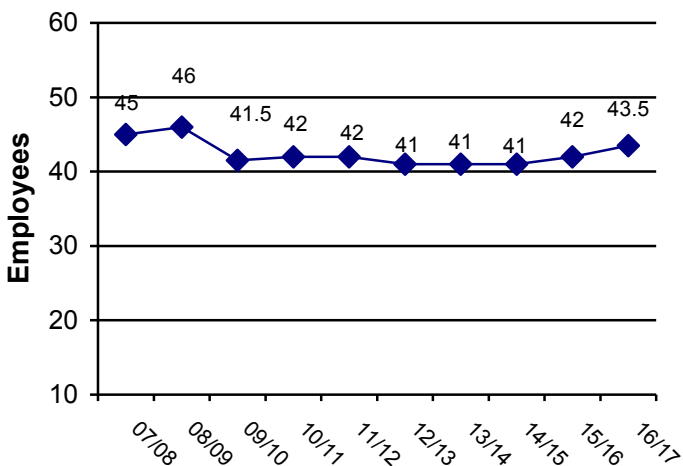
Public Works
Los Osos Wastewater System
Public Works Special Services
Roads
Road Impact Fees

MISSION STATEMENT

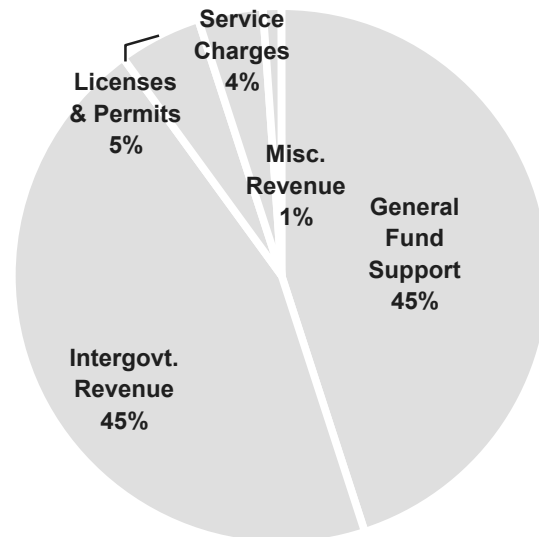
Through the effective and efficient use of resources, the Department of Agriculture/Weights and Measures is committed to serving the community by protecting agriculture, the environment, and the health and safety of its citizens, and by ensuring equity in the marketplace.

	2014-15	2015-16	2016-17	2016-17	2016-17
<u>Financial Summary</u>	<u>Actual</u>	<u>Actual</u>	<u>Requested</u>	<u>Recommended</u>	<u>Adopted</u>
Licenses and Permits	\$ 277,532	\$ 275,879	\$ 284,544	\$ 284,544	\$ 284,544
Fines, Forfeitures and Penalties	14,850	14,702	0	0	0
Intergovernmental Revenue	2,783,856	2,729,492	2,631,745	2,631,745	2,631,745
Charges for Current Services	282,852	277,765	232,050	232,050	232,050
Other Revenues	15,582	16,128	500	500	500
**Total Revenue	\$ 3,374,672	\$ 3,313,966	\$ 3,148,839	\$ 3,148,839	\$ 3,148,839
Salary and Benefits	4,689,020	4,704,152	4,848,185	4,914,211	4,914,211
Services and Supplies	730,779	774,960	822,674	824,985	824,985
Fixed Assets	12,886	4,457	0	0	0
**Gross Expenditures	\$ 5,432,685	\$ 5,483,569	\$ 5,670,859	\$ 5,739,196	\$ 5,739,196
Less Intrafund Transfers	5,003	1,750	1,750	1,750	1,750
**Net Expenditures	\$ 5,427,682	\$ 5,481,819	\$ 5,669,109	\$ 5,737,446	\$ 5,737,446
General Fund Support (G.F.S.)	<u>\$ 2,053,010</u>	<u>\$ 2,167,853</u>	<u>\$ 2,520,270</u>	<u>\$ 2,588,607</u>	<u>\$ 2,588,607</u>

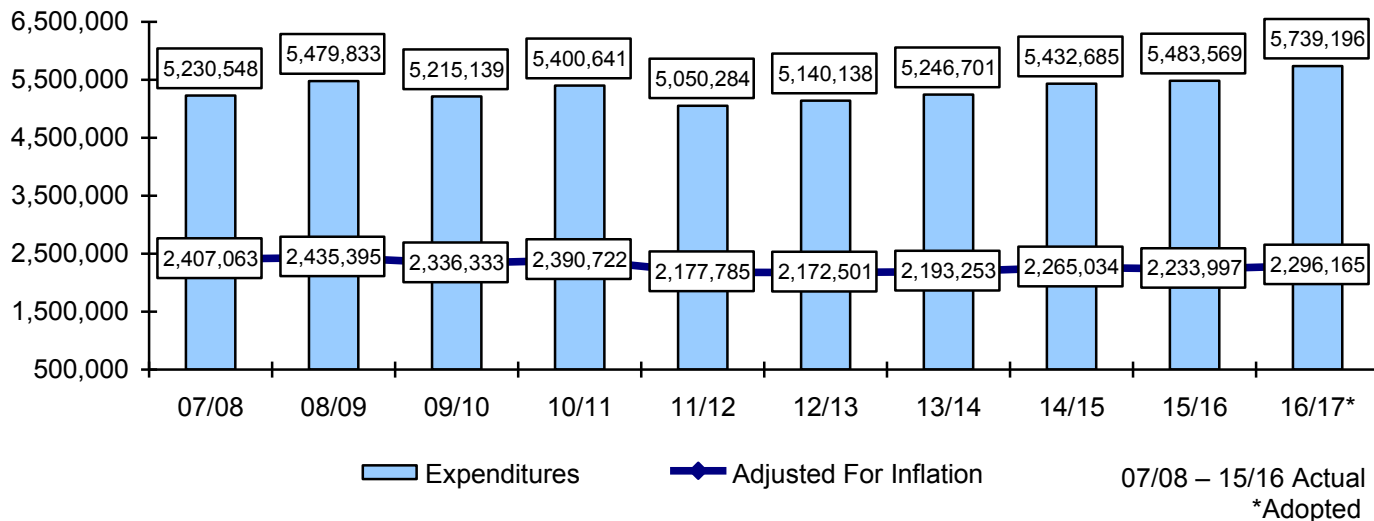
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

The Department of Agriculture/Weights and Measures has a total expenditure level of \$5,739,196 and a total staffing level of 43.50 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: \$1,261,613 Total Staffing (FTE): 10.06

Agricultural Resources Management

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

Total Expenditures: \$315,093 Total Staffing (FTE): 2.50

Pest Management

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

Total Expenditures: \$220,566 Total Staffing (FTE): 0.52

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: \$3,010,811 Total Staffing (FTE): 23.13

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: \$215,642 Total Staffing (FTE): 1.70

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: \$715,471 Total Staffing (FTE): 5.59

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.

Challenges the department may face in FY 2016-17 include long-term staff retirements leading to the loss of institutional knowledge and increased recruitment and training hours; increased workload in the emergency response program due to the Fall 2016 federally evaluated nuclear power plant exercise; changes in pesticide use regulations and the need to more closely collaborate with other Agricultural Commissioners statewide on enforcement actions; increased exotic pest pressure in California and the nation leading to greater needs for local pest exclusion, detection, and eradication efforts; increased demand for greater oversight of Farmers' Markets and the necessity to provide expanded weights and measures oversight to ensure consumer protection and fair business practices.

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

FY 2015-16 Accomplishments

- Assisted producers exporting agricultural commodities in the use of the federal online export certification system and utilized a compliance agreement for the highest volume export customer. This led to a reduction in the amount of time required for staff to certify agricultural commodities for export. During the first half of FY 2015-16, staff spent 1.24 hours per certificate issued, a reduction from the 1.42 hours per certificate in FY 2013-14.
- Seven staff utilized training opportunities offered by the County's Learning and Development Center. These targeted trainings enhance the ability of staff to compete for future vacancies in supervisory and management positions within the department. This succession planning will help meet the future needs of the department. The skills, knowledge and networking opportunities staff received through the courses are assets to the department, improving communication, problem solving, productivity, morale and providing participants a greater understanding of the county organization as a whole.
- Launched a regionalization approach for inspection of routine weighing and measuring devices in the county. Additional equipment has been obtained and certified for the use in weights and measures activities. Inspectors are stationed

FY 2016-17 Objectives

- Partner in the County's emergency response plan for the Diablo Canyon Power Plant. The department will train three additional staff to fully participate in the fall 2016 extensive, large scale multiday federally evaluated nuclear power plant exercise. The department will demonstrate the ability to assist in the protection of public safety related to ingestion pathway scenarios involving local agricultural products.
- In response to new state regulations under development for the cultivation of medical marijuana, the department will collaborate with state and county agencies to establish internal policies to: define the department's role in monitoring and enforcement, train staff in preparation for potential inspection of marijuana crops, enforce pesticide use requirements and test weighing devices used for commercial commerce of medical marijuana products.
- In collaboration with the California Department of Food and Agriculture (CDFA), the department will implement AB 1871, which provides enhanced regulatory oversight of Certified Farmers' Markets and Certified Producers. The bill offers more enforcement options through collaboration with Agricultural Commissioners statewide to preserve the integrity of direct marketing activities. 100% of production and

out of the department's three regional offices, with specialized equipment and vehicles. As a result, staff was able to respond to consumer complaints and service requests from industry within 24 hours 96% of the time, compared to 63% of the time in FY 2014-15.

- New pesticide permit conditions recommended by the California Department of Pesticide Regulation for the use of fumigants containing chloropicrin were incorporated into the San Luis Obispo County's pesticide permit conditions. The regulated community was informed of these changes. During the first half of FY 2015-16 staff monitored field fumigation jobs for compliance and determined that 92.6% of jobs inspected were in compliance with all of the inspection criteria, ensuring protection of workers, the public and the environment.
- Implement the new statewide California Pesticide Enforcement Activity Tracking System and train nine Pesticide Enforcement Inspectors to use the system on mobile inspection tablets. The tracking system is designed to collect statewide standardized pesticide use enforcement data. This will provide greater access to statewide pesticide use data and enforcement actions which will help identify trends, enhance the speed and accuracy of communication with other County Agricultural Commissioners and eliminate redundancies in data entry processes.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Financial Summary

General Fund support is recommended to increase \$371,035 or 16% compared to FY 2015-16 adopted levels. Revenues are recommended to decrease by \$107,164 or 3% and expenditures are recommended to increase by \$265,621 or 5% compared to the FY 2015-16 adopted levels.

The decrease in revenue is due to the variability in both the cooperative agreements with the California Department of Food and Agriculture (CDFA) and the fluctuations in state distributions, including Unclaimed Gas Tax and Mill Fee. State priorities and available Federal pass-through funding levels are the main determinant of the continued support provided by CDFA through cooperative agreements. Additionally, statewide distributions are highly dependent on factors outside the control of the department. For example, the Unclaimed Gas Tax fluctuates with total gasoline sales in California, and the total statewide general fund support for qualifying agricultural programs. The Mill Fee is highly dependent on the total initial sales of pesticides in California.

Unclaimed Gas Tax revenue is budgeted at around \$1 million each year and makes up over 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." FY 2015-16 was the first year in the last six fiscal years that the County did not have to submit documentation of economic hardship. Based on the General Fund support provided to the Agricultural Commissioner budget over the past five years, it is expected that the County will again be eligible to receive Unclaimed Gas Tax revenue without a waiver request due to economic hardship.

Salary and benefits are increasing by \$249,208 or 5% due to a wage and benefit contribution increase for staff positions and the recommended addition of a Weights and Measures Inspector position to the department's Position Allocation List (PAL). Services and supplies are increasing by \$23,413 or 2% primarily due to minor increases within each line item. The addition of the Weights and Measures Inspector position is described in more detail under the Budget Augmentation Requests (BARs) recommended section below.

Included in the FY 2015-16 budget was a replacement copier for the Templeton field office. The FY 2016-17 budget does not include any fixed assets.

Service Level Impacts

The recommended amount of General Fund support will increase service levels. Existing service programs will be maintained and major focus areas outlined in the Department Comments will be achievable through the recommended budget. Furthermore, with the employment of temporary help, the department is able to continue meeting seasonal contract obligations in a cost effective manner while minimizing impacts to permanent staff and other program service levels. The addition of 1.00 FTE Weights and Measures Inspector position will allow for an increase in quantity control inspections throughout the county, while maintaining the mandated inspection frequency of routine weighing and measuring devices. In addition, the recommended General Fund support increase will improve the department’s unclaimed gas tax distribution the following year.

Position Allocation List (PAL) Changes

The FY 2016-17 recommended PAL for the department includes a net increase of 1.50 FTE compared to the FY 2015-16 adopted PAL.

FY 2015-16 Mid-Year PAL Changes

- +1.00 FTE Administrative Assistant position as part of the departmental restructure (Board approved 9/22/2015)
- -0.50 FTE Department Automation Specialist position as part of the departmental restructure (Board approved 9/22/2015)
- +1.00 FTE Geographic Information Systems Analyst position as part of a countywide reclassification effort to move the County’s Geographic Information Systems organizational structure toward a more centralized and coordinated model (Board approved 8/25/2015)
- -1.00 FTE Mapping/Graphics System Specialist as part of a countywide reclassification effort to move the County’s GIS organizational structure toward a more centralized and coordinated model (Board approved 8/25/2015)

FY 2016-17 Recommended PAL Changes

- +1.00 FTE Weights and Measures Inspector position to ensure the department is able to provide increased consumer protection through the Quantity Control program while maintaining mandated inspection frequency in other Weights and Measures program areas.

BOARD ADOPTED CHANGES

None.

BUDGET AUGMENTATION REQUESTS ADOPTED

Unit Amount	Description	Results
<u>Gross Annual Cost:</u> \$68,337 <u>Funding Source:</u> General Fund support	Addition of 1.00 FTE Weights and Measures Inspector	1. Staff will increase the percentage of time dedicated to quantity control inspections as a whole by 324% from FY 2014-15. In FY 2014-15, staff invested 925 hours, or 0.44 FTE on quantity control inspections. Inspection time in quantity control inspections will increase to 2,995 hours, or 1.44 FTE. 2. The total number of businesses inspected for price verification will increase by 325 inspections per year, for a total of 420 businesses inspected for price verification per year countywide. In FY 2014-15, staff conducted price verification inspections at a total of 95 businesses.

		<p>3. The increase in the number of inspections will allow for greater oversight of retail and commercial transactions on businesses operating Point of Sales systems.</p> <p>4. Staff will respond to consumer complaints as they relate to quantity control inspections by initiating the investigation process with complainants within 24 hours. This is an improvement from the FY 2014-15 average response time of 72 hours.</p>
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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) <i>(This measure is being deleted in FY 2016-17)</i></p>						
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
100% 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	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	100% overall satisfaction with services provided to customers obtaining Restricted Materials Permits and/or Operator Identification Numbers for pesticide use	Deleted
<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 Agricultural Commissioner to evaluate sites and if appropriate issue restricted material permits to businesses and individuals requesting the use of California restricted use pesticides. In addition, the Agricultural Commissioner issues operator identification numbers to businesses and individuals using pesticides to produce agricultural commodities.</p> <p>In Spring 2016, surveys were sent by mail to 633 customers who were issued 2016 Restricted Materials Permits and/or Operator Identification Numbers. Of the 633 surveys sent out, 330 (or 52%) were returned by mail. All 330 responders indicated an overall satisfaction with the service provided by staff.</p> <p>The department is continually evaluating its performance measures in order to provide the best assessment of services. This customer satisfaction measure is no longer providing a meaningful measurement that reflects the perspective of our customers and the services they most value and therefore is being eliminated in FY 2016-17. The department will strive to incorporate a more adequate measure in FY 2017-18.</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)

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
13.7	12.2	16.9	9.4	13	6.2	10.0

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, we consider Federal Express to be the highest risk pathway due to the volume of shipments originating from areas with high populations of significant agricultural pests. Thorough inspections also serve as a deterrent for shippers to avoid sending infested shipments to San Luis Obispo County.

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

How are we doing: In FY 2015-16, staff inspected 1,942 packages at Federal Express and 12 were denied entry into the county for an overall rejection rate of 6.2 packages per 1,000 inspected. Of the 12 packages rejected, 7 were rejected for the presence of live pests and/or quarantine violations thus preventing a potential pest infestation; 13 different species of live pests were detected in those intercepted packages. 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, it does continue with the downward trend in rejection rates seen during the past few years. Due to continued 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.

However, the target for FY 2016-17 has been held at a rejection rate of 10 packages per 1,000 inspected in anticipation of a new collaborative effort with the Santa Barbara County Agricultural Commissioner's Pest Detection Dog Team. The department will utilize Santa Barbara's dog team intermittently within the terminals of San Luis Obispo county for the first time during the upcoming fiscal year. It is expected that these highly trained detection dogs will enable us to find unmarked packages containing plant material and will result in a higher level of rejections than was found in FY 2015-16.

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

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
95.7%	92.6%	92.9%	92.6%	90.0%	91.2%	90.0%

What: San Luis Obispo County is predominantly free from exotic and invasive insect pests. To help ensure that this remains true, the department conducts several state-mandated insect detection programs, each implemented and maintained under specific state protocols. Staff place and monitor insect traps throughout the county in order to detect target insects before any infestation exceeds one square mile. Well trained and efficient Pest Detection Trappers are necessary for an effective program. To measure Pest Detection Trapper performance, staff from the California Department of Food and Agriculture, 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%.

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

How are we doing? The Pest Detection program continues to effectively monitor for exotic and invasive insect pests. Pest Detection Trappers have intercepted 31 of 34 planted quality control insect specimens for an interception rate of 91.2% in FY 2015-16. 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.

The target for FY 2016-17 remains at 90%.

4. Performance Measure: Percentage of overall compliance by all regulated pesticide users (agricultural, structural and governmental). (Outcome measure)						
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
97.8%	97.8%	97.5%	98.9%	98.0%	97.9%	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 (PUE) program continues to provide a high level of protection for the community. During FY 2015-16, staff inspected 9,437 requirements and found 9,242 to be in compliance for a 97.9% compliance rate, which is slightly below the statewide average of 98.6%. The compliance rate is based on conformance with statewide requirements applicable to each type of inspection, including pesticide use monitoring, record audits and structural pest control. Each county has a unique work plan negotiated with the California Department of Pesticide Regulations that focuses inspections on specific areas of concern. San Luis Obispo County's compliance rate is slightly lower than the state average due to the diversity our regulated industry, our focus on pesticide use in and near urban areas and the complexity of field fumigant regulations.</p> <p>The target for FY 2016-17 remains at 98.0% and takes into consideration current pesticide use trends and newly implemented regulations while maintaining oversight of traditional agricultural and structural pesticide use. The department continues to focus oversight of agricultural pesticide use adjacent to schools and for field fumigant use. During FY 2016-17 the PUE program is transitioning to the California Pesticide Enforcement Activities Tracking System (CalPEATS). This new statewide computer system may account for inspection criteria in a slightly different way, which may reflect a single year deviation of the statistics of this performance measure.</p>						
5. Performance Measure: Percentage of all tested weighing and measuring devices found to be in compliance with California laws. (Outcome measure)						
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
SLO County 91.9%	SLO County 89.4%	SLO County 90.5%	SLO County 89.4%	To equal or exceed the statewide compliance average	SLO County 93.3%	To equal or exceed the statewide compliance average
Statewide 93.7%	Statewide 93.4%	Statewide 93.0%	Statewide 92.6%		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> <p>Why: The use of weighing and measuring devices within tolerances outlined in regulation protects consumers and helps insure that merchants compete fairly.</p> <p>How are we doing? In FY 2015-16, staff inspected 3,163 weighing and measuring devices and found 2,953 in compliance, for a 93.3% overall compliance rate. Throughout FY 2015-16, the Weights and Measures staff continued to complete regularly scheduled annual inspections at their scheduled intervals. A higher rate of compliance was observed as compared to the prior year due to the Weights and Measures program maintaining regularly scheduled annual inspections from the previous fiscal year. The statewide compliance data for FY 2015-16 will be published in Spring 2017 for comparison.</p> <p>The standard target for FY 2016-17 to equal or exceed the statewide compliance average is retained.</p>						

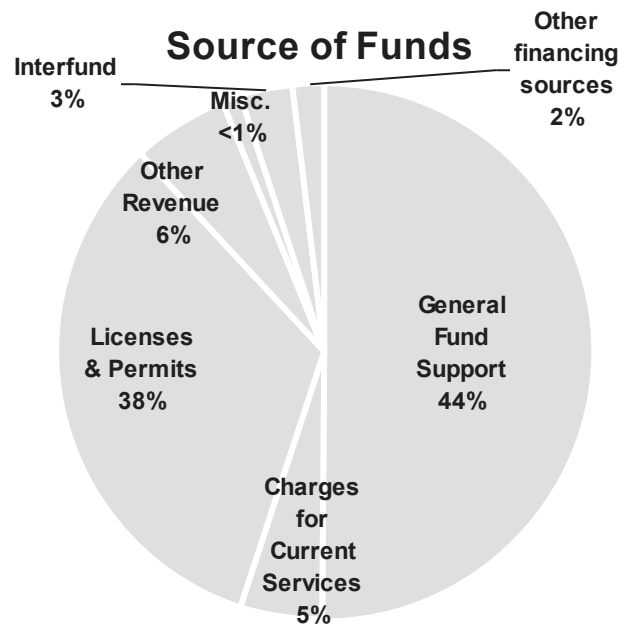
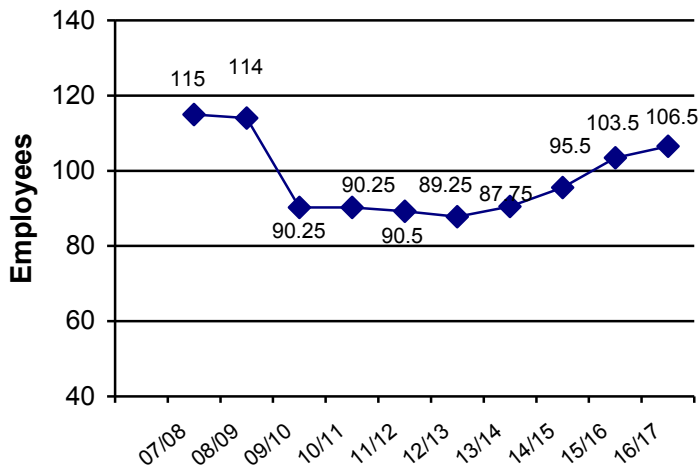
6. Performance Measure: Percentage of price scanners found to be in compliance with California laws. (Outcome measure)						
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
SLO County 99.3%	SLO County 98.6%	SLO County 99.1%	SLO County 98.2%	To equal or exceed the statewide compliance average	SLO County 98.3%	To equal or exceed the statewide compliance average
Statewide 97.9%	Statewide 98.3%	Statewide 98.6%	Statewide 98.4%		Statewide data not currently available	
<p>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.</p> <p>Why: Accurate price scanners protect consumers and help insure that merchants compete fairly.</p> <p>How are we doing? In FY 2015-16, Staff inspected 2,851 items and found 2,804 items in compliance for a 98.3% compliance rate. Statewide compliance data for FY 2015-16 will be published in Spring 2017 for comparison.</p> <p>The standard target for FY 2016-17 to equal or exceed the statewide compliance average is retained.</p>						

MISSION STATEMENT

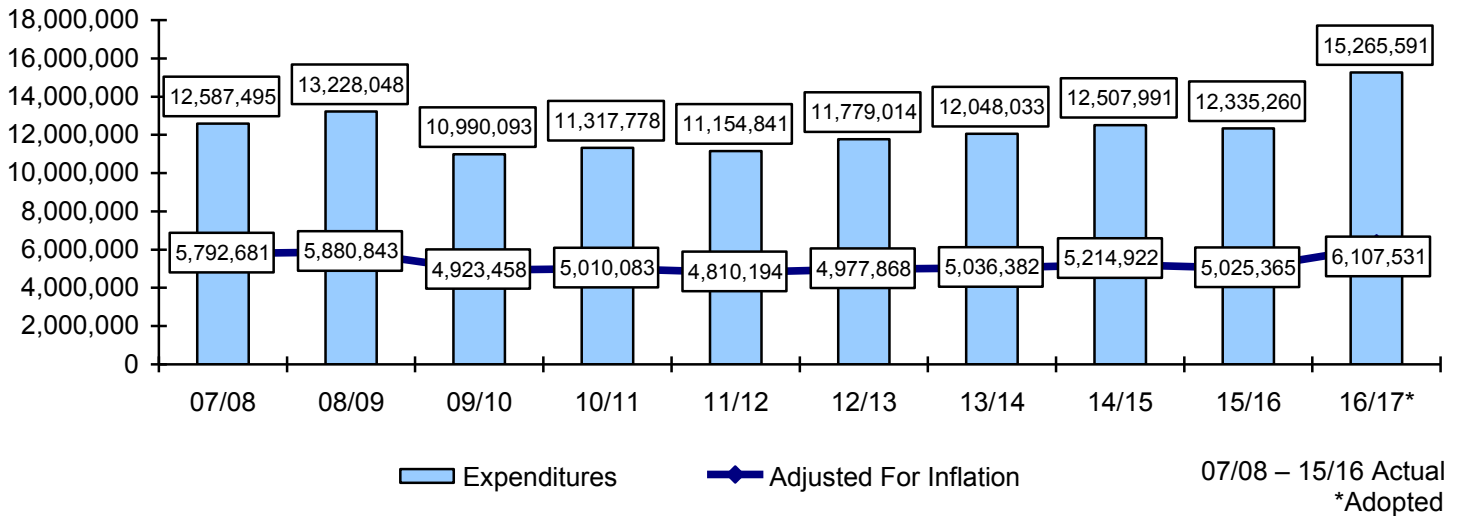
Promoting the wise use of land. Helping to build great communities.

	2014-15	2015-16	2016-17	2016-17	2016-17
<u>Financial Summary</u>	<u>Actual</u>	<u>Actual</u>	<u>Requested</u>	<u>Recommended</u>	<u>Adopted</u>
Licenses and Permits	\$ 5,539,675	\$ 5,359,068	\$ 5,067,381	\$ 5,067,381	\$ 5,067,381
Fines, Forfeitures and Penalties	41,286	44,648	86,065	86,065	86,065
Intergovernmental Revenue	464,283	2,836	5,515	20,515	20,515
Charges for Current Services	621,289	653,807	705,690	705,690	705,690
Other Revenues	687,256	710,121	950,696	950,696	950,696
Other Financing Sources	0	0	312,805	312,805	312,805
Interfund	395,410	414,193	484,929	504,981	504,981
**Total Revenue	\$ 7,749,199	\$ 7,184,673	\$ 7,613,081	\$ 7,648,133	\$ 7,648,133
Salary and Benefits	10,278,393	10,083,300	11,763,544	11,900,216	11,900,216
Services and Supplies	2,222,848	2,166,680	2,029,345	3,365,375	3,365,375
Other Charges	0	75,740	0	0	0
Fixed Assets	6,750	9,540	0	0	0
**Gross Expenditures	\$ 12,507,991	\$ 12,335,260	\$ 13,792,889	\$ 15,265,591	\$ 15,265,591
General Fund Support (G.F.S.)	<u>\$ 4,758,792</u>	<u>\$ 5,150,587</u>	<u>\$ 6,179,808</u>	<u>\$ 7,617,458</u>	<u>\$ 7,617,458</u>

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



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Planning and Building has a total expenditure level of \$15,265,591 and a total staffing level of 106.50 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: \$4,322,608 Total Staffing (FTE): 38.50

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: \$6,101,158 Total Staffing (FTE): 36.50

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: \$1,131,730 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: \$3,710,095 Total Staffing (FTE): 21.50*

*Included are 6.00 (FTE) Limited Term positions who are staff to assist in the implementation/installation of the Department's Land Based Fee Permit System.

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

DEPARTMENT COMMENTS

The Planning and 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, holding public hearings, implementing and maintaining the General Plan, evaluating development proposals for consistency with adopted plans, conducting environmental analysis of plans and projects, preparing both short and long-term policy recommendations and assisting the Board of Supervisors as well as the County's Planning Commission in making informed decisions on land use policies. In addition, the department coordinates with local, county, State and Federal agencies, and assists non-profit organizations and private parties in building affordable housing in San Luis Obispo County to the maximum extent feasible.

In FY 2016-17, the Department anticipates several new and continuing challenges. Among these are controversial and politically sensitive projects (for example, the Phillips 66 rail spur project). Additionally, increasing Federal/State regulatory requirements necessitate constant monitoring for compliance. One illustration is the increase in administrative functions for various County programs, including the Stormwater Management Program and the Federal housing grants distributed by the department.

The department has two large projects that will consume many resources over the next fiscal year. The Los Osos Sewer Improvement Project Plan will require plan checks and inspections before completion. The department will also undergo a complete overhaul of the permit tracking system to replace the current system that has been in place for over 18 years.

The abovementioned obstacles are further compounded by the difficulty in filling staff and mid-level management positions. The department faces competition from private employers in both compensation and retirement benefits as a result of the mandates in the Public Employees Pension Reform Act. Coupled with the improved job market and several retirements, the department encounters fewer qualified candidates to fill the increasing number of vacancies.

Following are some of the department's notable accomplishments for FY 2015-16 and specific objectives for FY 2016-17 reflecting the department's Strategic Plan key priorities of: Balance, Education, Leadership and Service.

FY 2015-16 Accomplishments

- **Balance**
Updated amendments to improve readability and understanding of the Land Use Ordinance (e.g. Mini-Storage in RMF).

Worked with Federal Resource Agencies to advance the Habitat Conservation Plan for Los Osos.
- **Education**
Conducted outreach to the community for the emPower energy efficiency financing program through 47 community events.

Staff participated in 95 unique training courses and classes through the Learning and Development Center.
- **Leadership**
Completed a department restructure that balanced resources with service demands.

Increased communication through social media (Facebook "likes" have increased by 212 (from 382 to 594) and Twitter "followers" have increased by 74 (919 to 993) during FY 2015-16.
- **Service**
Created E-permit and electronic submittal for photovoltaic permits – resulting in 30 e-permits and 829 online issued permits for FY 2015-16 year to date. Each on-line transaction results in trip reductions and reductions in counter wait time for the public.

E-permit process established for sewer lateral permits for Los Osos Wastewater Treatment Plant – applications began in February 2016 – with 174 received through March 2016.

Delivered full Planning services at the North County Service Center for all service hours.

FY 2016-17 Objectives

- **Balance**
San Miguel Community Plan update will complete.

Publish a public review draft of the Los Osos Community Plan by Fall 2016.
- **Education**
Conduct outreach to the community for the Energy Watch energy efficiency audits and financing program throughout Fiscal Year 2016-17.

Revise annual Community Advisory Training to provide relevant and updated topics, by winter 2017.
- **Leadership**
Complete and coordinate department charters to align mission and strategies.

Hold quarterly Building User Group meetings to improve communication with the development community.
- **Service**
25% of Building applications will be submitted electronically.

Provide permit processing/inspections for 4,500 sewer connections to Los Osos Wastewater Treatment Plant.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Financial Summary

The level of General Fund support for Planning and Building is recommended to increase \$1,720,561 or 29% compared to the FY 2015-16 adopted budget. Revenues are recommended to increase \$212,549 or 2% and expenditures are recommended to increase \$1,933,110 or 14% compared to FY 2015-16 adopted levels.

Government and non-governmental grant funded revenue is increasing by \$150,335 or 12% primarily due to a \$111,129 increase in energy grants. There is also a \$27,000 increase in U.S. Department of Housing and Urban Development (HUD) grant funding available to offset administrative costs.

Overall, building revenue is budgeted to increase by \$201,679 or 6% to reflect current permit activity trends, which is slightly offset by a reduction in sewer hook-up permit fees for the Los Osos Sewer Improvement project. Land use application revenue is decreasing by \$150,023 or 9% primarily due to a decrease in high value Conditional Use Permits and lower value Condition Compliance permits. Additionally, code enforcement investigation revenue is increasing by \$30,929 or 42% due to an increase in caseload and activity.

As noted above, recommended expenditures are increasing \$1,933,110 or 14% compared to the FY 2015-16 adopted budget. Salaries and benefits are increasing \$573,314 or 4% due to a wage and benefit contribution increase for staff positions, mid-year Position Allocation List (PAL) changes outlined below, and the recommended budget augmentation requests to add 1.00 FTE Secretary and 1.00 FTE Senior Planner positions (see budget augmentation requests recommended below).

Services and supplies are increasing by \$1,395,796 or 70% from FY 2015-16 adopted levels. This increase is primarily in professional services – 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. Professional services are increasing by \$1,314,500 or 254% primarily due to the recommended budget augmentation requests of \$850,000 for professional services to assist the department with the Avila Beach Community Plan and \$380,000 for professional services to assist with the preparation of a Sea Level Rise Analysis (see budget augmentation requests recommended below). Other services and supplies are increasing and decreasing by smaller amounts as compared to the FY 2015-16 adopted budget.

Service Level Impacts

The recommended budget enables the Planning and Building Department to maintain the Board acknowledged priorities. Existing service programs will be maintained and major focus areas outlined in the Department Comments will be achievable through the recommended budget.

Position Allocation List (PAL) Changes

The FY 2016-17 recommended PAL for Planning and Building includes a net increase of 3.00 FTE compared to the FY 2015-16 adopted PAL.

FY 2015-16 Mid-Year PAL Changes

- -2.00 FTE Limited Term Planners due to revaluation of staffing needs for the Energy Watch Partnership program (Board approved 8/11/2015)
- +1.00 FTE Limited Term Supervising Planner position due to revaluation of staffing needs for the Energy Watch Partnership program (Board approved 8/11/2015)
- +1.00 FTE Limited Term Senior Planner due to revaluation of staffing needs for the Energy Watch Partnership program (Board approved 8/11/2015)
- -1.00 FTE Limited Term Supervising Planner due to revaluation of staffing needs for the Energy Watch Partnership program (Board approved 12/15/2015)
- +1.00 FTE Limited Term Senior Planner due to revaluation of staffing needs for the Energy Watch Partnership program (Board approved 12/15/2015)
- -1.00 FTE Limited Term Planner due to revaluation of staffing needs for the emPower program (Board approved 12/15/2015)
- +1.00 FTE Limited Term Building Inspector for the emPower program (Board approved 12/15/2015)
- -2.00 FTE Mapping/Graphics Systems Specialist I, II, or III as part of a countywide reclassification effort to move the County's GIS organizational structure toward a more centralized and coordinated model (Board approved 8/25/2015)
- +2.00 FTE Geographic Information Systems Analyst I, II, or III as part of a countywide reclassification effort to move the County's GIS organizational structure toward a more centralized and coordinated model (Board approved 8/25/2015)

- +1.00 FTE Program Manager to implement the department’s portion of the County’s Stormwater Program (Board approved 1/26/16)

FY 2015-16 Recommended PAL Changes

- -5.00 FTE Resource Protection Specialist II in order to remove the budget block for the position series.
- +5.00 Resource Protection Specialist III in order to remove the budget block for the position series.
- +1.00 FTE Secretary I/II to support Policy and Program section (see Budget Augmentation Requests recommended below)
- +1.00 FTE Senior Planner to support the implementation of the EnergyWise Plan (see Budget Augmentation Requests recommended below)
- Reclassification of 1.00 FTE Building Inspector to 1.00 FTE Building Plans Examiner

BOARD ADOPTED CHANGES

None.

BUDGET AUGMENTATION REQUESTS ADOPTED

Unit Amount	Description	Results
<p><u>Gross Annual Cost:</u> \$850,000</p> <p><u>Funding Source:</u> General Fund support</p>	<p>Professional services to assist with the Avila Beach Community Plan update</p>	<p>Approval will assist the department in the:</p> <ol style="list-style-type: none"> 1. The hiring of a consultant to assist with technical report preparation including the Environmental Impact Report and associated technical analyses 2. The development of a project management plan to ensure proper tracking of time frames, deliverables and budget, which will allow planning staff to measure and report on project progress 3. Community outreach events including event coordination and facilitation 4. The development of an updated Avila Beach Community Plan as requested by the Board of Supervisors to address traffic congestion and safety issues as well as proposed major land use changes 5. The completion of a Community Plan for review and consideration by the Board of Supervisors by the year 2020 (it is expected the updated process will take 4 to 5 years).
<p><u>Gross Annual Cost:</u> \$380,000</p> <p><u>Funding Source:</u> General Fund support</p>	<p>Professional services to assist with the FEMA Required Countywide Sea Level Rise Analysis and Flood Hazard Mapping</p>	<p>Approval will assist the department in the:</p> <ol style="list-style-type: none"> 1. The hiring of a consultant with the technical expertise to prepare a county-wide sea level rise analysis 2. The development of a project management plan to ensure proper tracking of time frames, deliverables and budget, which will allow planning staff to measure and report on project progress 3. Compliance with Federal and State requirements pertaining to flood hazards 4. Completion of the Sea Level Rise Analysis for the review and consideration of the Board of Supervisors by the year 2018.

<p>Gross Annual Cost: \$51,374</p> <p>Funding Source: General Fund support</p>	<p>Add 1.00 FTE Secretary I/II position to support Policy and Program section</p>	<ol style="list-style-type: none"> 1. An agenda management Lead Coordinator will be established and staff reports will be submitted to the Administrative Office on-time and without significant errors. 2. Document management will return to historic standards (all changes are distributed within 30 days after updates have occurred). 3. All administrative duties related to outreach activity and meetings will be appropriately conducted so that attendance, timeliness and effectiveness of meetings and overall service quality is improved (e.g. – noticing of meetings will increase to the maximum notice possible – with the goal of noticing public meetings one week earlier than required). 4. Media contacts will be centralized for a consistent and high-quality dissemination of information. This will include centralized tracking of all media contacts.
<p>Gross Annual Cost: \$90,116</p> <p>Funding Source: General Fund support</p>	<p>Add 1.00 FTE Senior Planner (EnergyWise Plan Coordinator) position to support in the implementation of the EnergyWise Plan.</p>	<p>This position will ensure that the County will effectively implement the EnergyWise Plan (EWP), which is the County of San Luis Obispo's climate action and energy reduction plan. This will allow the County to monitor, collect, analyze and report progress toward meeting the goals of the EWP, and allow the County to integrate EWP measures into County activities, policies and programs as needed to ensure that it does – ultimately resulting in the County achieving its climate action and energy reduction plan.</p>

BUDGET AUGMENTATION REQUESTS NOT ADOPTED

Unit Amount	Description	Results
<p>Gross Annual Cost: \$49,565</p> <p>Funding Source: General Fund support</p>	<p>Addition of 1.00 FTE Administrative Assistant position support for building and code enforcement</p>	<ol style="list-style-type: none"> 1. All code enforcement documents are scanned into digital files. This will be completed on a daily basis as documents enter the system rather than on a monthly basis. 2. The current back-log of approximately 500 to 550 permit files will be processed. 3. Code enforcement cases will be opened the same day complaints are received. 4. Public Records Requests and subpoenas will be responded to within 5 to 10 working days. 5. Appeals Board and Business User Group meetings will have minutes taken and distributed.
<p>Gross Annual Cost: \$71,320</p> <p>Funding Source: General Fund support</p>	<p>Purchase of two 2-WD SUV type vehicle for the Code Enforcement section.</p>	<ol style="list-style-type: none"> 1. The department will meet its performance measure for 48 hour code enforcement response. Annual demands for the code enforcement program have increased 21% from FY 2012-13 (508) to FY 2014-15 (604).

		<p>2. The department will avoid future increases in motor pool rental expense.</p> <p>3. A minimum of 100 Code Enforcement violations will be inspected annually with this vehicle.</p>
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GOALS AND PERFORMANCE MEASURES

Department Goal: Conserve natural resources to promote a healthy environment.							
Communitywide Result Link: <input type="checkbox"/> Safe <input checked="" type="checkbox"/> Healthy <input checked="" type="checkbox"/> Livable <input checked="" type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community							
1. Performance Measure: Acres of land protected through the agricultural preserve program.							
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target	
795,328 acres protected	796,907 acres protected	785,609 acres protected	784,882 acres protected	786,288 acres protected	785,378 acres protected	786,675 acres protected	
<p>What: The objective of the Agricultural Preserve Program (Williamson Act) is to protect agricultural lands for continued production of food & fiber. The land is reassessed on the basis of the agricultural income producing capability of the land. 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.</p> <p>Why: To protect agricultural land, strengthen the county's agricultural economy and preserve natural resources, consistent with County policy.</p> <p>How are we doing? The Agricultural Preserve Program is a voluntary program. Landowners with property meeting the program eligibility requirements may apply at any time. Landowners wishing to terminate their land conservation contracts may file a notice of nonrenewal and in typical cases terminate their contracts within 10 years of filing the notice. Most years there are more properties entering the program than exiting, but this is not always the case due to the cyclical nature of the program. Fluctuations in the real estate market, agricultural economics, drought conditions and water basin impacts influence land owner's participation in the Agricultural Preserve Program. The actual acreage that entered the program in FY 2015-16 increased from FY 2014-15 by 496 acres. This is due to a small increase in acreage from new applications and fewer contracts terminating by nonrenewal. Based on relatively high acreages in this year's applications and relatively less acreage being removed through nonrenewal and contract termination, it is anticipated that the FY 2016-17 Target of 786,675 acres could be exceeded.</p>							
Department Goal: Protect public health and safety by effective and timely administration of development regulations and by fostering clean and safe communities through responsive code enforcement and preparation and implementation of the County General Plan.							
Communitywide Result Link: <input checked="" type="checkbox"/> Safe <input checked="" type="checkbox"/> Healthy <input checked="" type="checkbox"/> Livable <input checked="" type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community							
2. Performance Measure: Percentage of project types processed within established time lines for representative project types.							
	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
<u>Building Permit applications</u>							
Goal: Single-family dwelling permits - 20 days to complete plan check.	94%	98%	45%	55%	95%	80%	80%
Goal: Commercial project permits - 30 days to complete plan check	95%	99%	76%	76%	95%	79%	80%

Building Inspection							
Goal: All building inspections requested by the next day	99%	99%	98%	99%	99%	99%	99%
Land Use Permit & Subdivision applications							
Goal: Exemptions from CEQA - 60 days from acceptance	70%	55%	48%	46%	75%	67%	75%
Goal: Negative Declaration - 180 days from acceptance	76%	71%	71%	63%	75%	85%	75%
Code Enforcement							
Goal: All complaints reviewed within 10 working days.	100%	100%	100%	100%	100%	75%	100%
Goal: Voluntary compliance resolved within 45 days of initial inspection	47%	60%	40%	60%	75%	60%	70%
Long Range Planning							
Goal: Complete annual reports and public review drafts within the timeframes set by their respective work programs	82%	42%	87%	79%	85%	80%	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 responds 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

Our adopted performance measure for FY 2015-16 was to complete 95% of the initial plan review for new dwellings within 20 working days and 95% of initial commercial project reviews within 30 days. The 95% performance measure was established in 2007 during the downturn in the economy and was readily achievable with the limited projects. We strive to continuously improve our processes to be efficient and keep projects moving. The State of California is known for rigorous regulations which establish our minimum codes and procedures, this coupled with a 26% increase in plan review activities (6,491 for FY 2015-16 versus 5,148 FY 2014-15), helps demonstrate our commitment to excel.

In FY 2015-16, despite the increase in workload, we reviewed 80% of the dwellings within 20 days and 79% of the commercial projects within 30 days, compared to 55% and 76% respectively for FY 2014-15. We received and processed the initial review for 337 new single family dwellings, a 56% increase from FY 2014-15 (337 FY 2015-16 compared to 216 FY 2014-15). In FY 2015-16 we received 114 new commercial projects. Considering all permit applications received, the total project valuation was over 241 million dollars of improvements FY 2015-16, a 33% increase from FY 2014-15 (\$241,160,929 compared to \$181,430,617).

We currently have 3 Building Division staff members dedicated to providing support and expertise for the implementation of the new permit tracking system. As part of this, we are analyzing our current processes to streamline into the new system. The replacement permit tracking system will provide a more efficient process and increase customer service once it's been implemented.

In addition to processing project permits, we will continue to devote time to: (a) in-house code training (b) reviewing the more complex and BAT projects in house, (c) providing consultations to customers for expired/abandoned projects and unpermitted construction due to the changing economy, (d) preparing a local area wastewater management program (LAMP) as required by the RWQCB and (e) administering the National Storm Water Pollution Program. The FY 2016-17 target has been adjusted to more accurately reflect the recent challenges that the Department has been facing in achieving the Department's review and inspection cycle times.

Building Inspections

Nearly all inspections are completed within 24 hours of requested inspection dates. Our goal is to complete 99% of construction inspections within 24 hours of requested inspection dates. For FY 2015-16 we completed 14,668 out of 14,713 on the day requested (more than 99%), the few exceptions have occurred in remote locations within the county. The sewer connections to the Los Osos Wastewater Treatment Plant started in June and account for 350 inspections (out of approx. 4,000 connections). The FY2016-17 target reflects the confidence that the Department holds in its current staff's ability to continue to meet requested inspection schedules.

Land Use Permits/Subdivisions

The number of land use and subdivision applications processed in FY 2015-16 was 151 (as compared to 128 in FY 2014-15). This is an 18% increase in projects processed. In FY 2015-16 the percentage of projects processed within the processing time goals increased by 21% for categorical exempt projects and 22% for Negative Declaration projects. This was due to the combined effect of staff reassignments and new staff hires as well as changed procedures and increased training which has resulted in efficiencies and reduced processing times. 70 out of 105 categorical exempt projects were processed within 60 days (67%) with an average processing time of 64 days. 39 out of 46 Negative Declaration projects were processed within 180 days (85%) with an average processing time of 149 days. The processing of Negative Declaration projects within 180 days exceeded the FY 2015-16 target of 75%. The department foresees that appeals and controversial projects will continue to require significant staff time. The FY 2016-17 target for processing projects within the established timeframes is 75%. This has been achievable in the past depending on the number of large complex projects and stable staffing levels.

Code Enforcement

For six months of FY 2015-16 the code enforcement unit was short staffed 50% (3 FTEs). This resulted in slower than expected response as we had to triage our caseload giving priority to life/safety issues and irreparable environmental damage. These types of cases are very time consuming and consequently the response to less exigent cases suffered. Despite reduced staffing we conducted initial reviews on 75% of within 10 days and achieved 60% voluntary compliance within 45 days. The code enforcement unit currently has one FTE vacancy and 2 FTEs are new and in training. We anticipate a nearly complete and trained staff that is ready and able to meet our goals for FY 2016-17. The FY 2016-17 target for investigating complaints exhibits the commitment that the department continues to make in responding to public concerns. The FY 2016-17 target for voluntary compliance has been adjusted to more appropriately reflect the challenges and staff turn-over that the section has experienced.

Long Range Planning

Approximately 80% of the reports and public review drafts of long range plans within FY 2015-16 were completed within the timeframes set by their work programs. Of the 15 plans or studies either completed or in process, 12 remained on schedule, were completed, or had their schedules revised to reflect changes in circumstances as described below. Timing of these items can also be affected by the Board shifting the Department's priorities and projects can be expedited or delayed. Similarly, staff time required to meet unanticipated state or federal mandates can affect project schedules. In addition, many long range projects require substantive coordination and input from state and/or federal agencies, which can result in delay and affect project schedules. The descriptions below contain details as to the status of the projects and their schedule. 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. Our 85% target for FY 2016-17 is realistic because the majority of vacant staff positions have been filled, a new division manager and supervisor are in place, and our project management processes have been refined.

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) Avila Beach Community Plan. On October 13, 2015, the Board prioritized an update to the Avila Beach Community Plan. Staff has prepared a budget request to fund the update, which the Board has approved. Staff has initiated this work effort. The community plan update process is expected to require 3 to 5 years to complete. A formal work plan for this project is currently being developed and is expected to be complete by August 2016. Related to this effort, the Board also directed staff to evaluate existing programs and policies relative to traffic volumes in Avila Beach and research and analysis of Ordinance #2702 (1995) that created the Avila Beach Drive traffic program. This effort was coordinated with Public Works staff. Staff brought this item to the Board on July 19, 2016 as scheduled to receive direction on traffic related items to provide further direction on the Avila Beach Community Plan update process. This work effort was completed within the established time frames.

(2) Native Tree Ordinance. On June 21, 2016, the Board directed staff to prepare an Urgency Ordinance in order to protect oak woodlands and native vegetation within the unincorporated areas of the county. Staff returned to the Board on July 15, 2016 with an urgency ordinance that was approved by the Board. This work effort was completed within established time frames. Next steps to this process will involve preparation of a permanent ordinance that will be presented to the Board in summer 2017. This work effort is expected to be completed within the established time frames.

(3) 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 (currently being revised). The Public Review Draft Community Plan was released on January 20, 2015. The Draft EIR is anticipated to be released in Fall 2016. This work effort has encountered delays primarily due to the complexities of the project and the extensive coordination that is required by state and federal agencies. The project is expected to be completed within the revised timeframes based on the incorporation of the Habitat Conservation Plan and Basin Management Plan.

(4) San Miguel Community Plan Update. In November 2011, the Board authorized processing a Community Plan Update, together with a work program and schedule. The Public Review Draft plan was released in June 2013, in line with the revised work program. As of July 2016, the consultant has prepared an Administrative Draft Environmental Impact Report (EIR). Staff is working to release the Draft EIR and Public Hearing Draft Plan in Fall 2016. This work effort is expected to be completed within the revised time frames established

(5) Safety Element Update. Minor updates to the safety element were adopted by the Board in winter 2014. At that time, it was stated that staff would be returning with a request for authorization to comprehensively amend the Safety Element. The update is necessary to meet state and federal mandates and to better prepare the County for emergencies. Staff will be returning to the Board in fall 2016 with a request for authorization. This work effort will be coordinated with the Office of Emergency Services and other governmental agencies. A work plan for this effort will be completed upon authorization.

(6) 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. The draft ordinance was released in spring 2016. The ordinance has been presented to the Planning Commission with additional hearings expected to be completed by summer 2016. Staff is expecting to present this ordinance to the Board in fall 2016. The project is expected to meet time frames.

(7) Countywide Water Conservation Program. The Board of Supervisors adopted an urgency ordinance on August 27, 2013, and on October 8, 2013 extended the ordinance to August 27, 2015. Staff developed a permanent countywide water conservation program per Board direction. The Board adopted the program on October 27, 2015 and became effective November 26, 2015. This work effort was completed in the established time frames. Staff is now working on implementation of the program which will be a significant ongoing work effort.

(8) State Model Water Landscape Efficient Ordinance. Pursuant to state mandates, staff presented the State Model Water Landscape Efficient Ordinance to the Board on November 24, 2015. This ordinance was developed to meet state mandates by specifying new efficiency requirements for commercial and residential landscaping. The ordinance had an adoption deadline of December 1, 2015, established by the state. This work effort was completed within the established time frames.

(9) Annual Report on the General Plan (annually). The Annual Report for FY 2014-15 was presented to the Planning Commission on November 12, 2015 and the Board on December 8, 2015, which met expectations. The report fulfills the state requirements to measure progress in implementing our General Plan. This work effort will be completed within the time frames established.

(10) Clean up Amendments. The department will be bringing a "clean up" package to the Board in January, 2016, which will be bundled into the General Plan amendment cycle. The "clean up" effort was scheduled to be brought to the Board in February 2015; however, with shifting Board priorities and meeting the requirements of other state mandates, this work effort was postponed. The department will continue to bring amendments forward in small packages as needed in order to keep the department's ordinances up to date and current, as well as reflect any changes in state law. This package will be completed within the time frames established in the work program.

(11) RMS and GMO revisions. On May 17, 2016 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 2016-2017, and extension of the allocation waiting list for Los Osos to June 30, 2019. The Board also approved maintaining the 2.3% County wide, 0% Cambria, and 1.8% Nipomo Mesa growth rates for FY16-17. This work effort was completed within the time frames established.

(12) 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 2016 so that it can be considered by the Water Resources Advisory Committee in Winter 2016 and by the Board in Spring of FY 2016-17. This work effort expected to be completed within the revised time frames.

(13) 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. This work effort will be completed within the time frames established.

(14) 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.

(15) 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. This work effort was completed within established 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.

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
97%	95%	82%	82%	90%	88%	95%

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

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

How are we doing? The Department of Planning and Building is committed to becoming a leader in delivering exceptional service and making San Luis Obispo County Planning and Building Department a world class organization. The department will achieve this by creating a more customer-focused environment and by specifically directing staff to be more informative and helpful facilitators of our permit process. Utilizing our survey feedback responsively will lead to further improvements in customer service experience and ratings. For Fiscal Year 2015-16, 88% of our 68 survey responses rated us at above satisfactory.

The department’s primary focus for improvement has been leading staff and management through the establishment of team charters to create a path for continuous improvement in our services. This change has been successful in enabling the predictability and timeliness of the department’s services and is believed to be positively impacting our survey responses. Future positive impacts will also be realized as the department implements a replacement to the existing Permit Tracking System. The replacement project (being implemented throughout FY 2015-16 and FY 2016-17) will include enhancements to workflows and processes so that customer facing processes are completed more timely and that more information is available to our customers.

The second focus has been in reviewing how our surveys are administered. The department has determined that a more timed and focused approach will lead to more accurate and usable survey information that can then be used to further improvement.

The department intends to target customer feedback specifically in the areas of:

- Planning services
- Inspection services
- Plan Check services
- Permitting services

The Department of Planning and Building is committed to creating optimal customer service and we are confident that these changes will improve future survey responses to meet our FY 2016-17 target of 95%.

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.

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
39 housing units	44 housing units	13 housing units	151 housing units	135 housing units	99 housing units	15 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/rehabilitated/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 (HUD) 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 dwelling units). The actual number of units built in FY 2015-16 was 99. Federal HUD funds were used to construct the following: 20 units in Morro Bay (Morro del Mar Senior Apartments), and 42 units in San Luis Obispo (South Street Family Apartments). Title 29 funds were used to assist with construction of 23 units in Atascadero (11 units at Atascadero Triangle and 12 units at El Camino Oaks). Three units were acquired through the First Time Home Buyer program funded with State CalHome funds. In addition, 13 affordable secondary dwelling units (7 for moderate-income households and 6 for very low-and low-income households), and 6 farm support quarters and 3 mixed-use units were built in the unincorporated county.

The projected number of affordable housing units to be constructed or rehabilitated in FY 2016-17 is 15 units. For FY 2016-17, it is anticipated that 8 affordable units will be constructed privately (6 secondary dwellings and 2 farm support quarters). A total of 7 low income units will be repaired/rehabilitated (6 mobile homes through the County's minor home repair program, and 1 dwelling unit by Habitat for Humanity). The projected number for FY 2016-17 is low because the construction of affordable housing is cyclical and, for the most part, out of our control. Although it's speculative, it's possible that the number could be back up around 100 units in FY 2017-18. The County's Title 29 funds and federal HUD funds have been allocated to several housing projects that will begin construction in 2016 and 2017. It is anticipated that these development projects will be completed and ready for occupancy in 2017 and 2018. This will include the Humbert Avenue Apartments in San Luis Obispo, a 20 unit project which will have 10 studio units for homeless veterans and the Rolling Hills 2 Apartments in Templeton, a 30 unit family apartment project and Iron Works Apartments in San Luis Obispo, a 46 unit family apartment project.

Although the department coordinates different funding sources for affordable housing units, 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.

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
93%*	93%	100%	100%	100%	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 because the number of events held is solely dependent on the workload for a given year and as such, a year-to-year comparison does not reflect whether targets were met.

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 audiences and stakeholders within and outside government. In FY 2015-16, the department added one new outreach activity (Countywide Water Conservation Program) thereby increasing the number of planning outreach activities to 16.

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, a weekly department communication and information provided on Facebook, Twitter and YouTube.

To continue our successful collaboration with agencies, organizations and residents, our goal for FY 2015-16 was to complete certain outreach and public education efforts. The department is proposing to continue many of the outreach and education initiatives from FY 2015-16 to FY 2016-17. The number shown in parentheses below represents the number of meetings from FY 2015-16 within the respective effort. Where a program's specific outreach was completed in FY 2015-16, it will be removed from the list for FY 2016-17. Where a measurement is noted, the department will provide a report on that measure. For FY 2016-17, the department projects a similar number of efforts for public (14 on-going and 2 new/additional efforts) outreach.

Completed in FY 2015-16 and continuing to FY 2016-17

- CDBG / HOME (and other housing grants) Outreach & Public Workshops (10 meetings in FY 2015-16)
- 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)
- San Miguel Community Plan Outreach (6 meetings)
- Resource Education (Water, Oak Woodlands, Mining, GIS, etc.) (2 meetings)
- Stakeholder Outreach (Building Industry, Environmental Interests, Professional Organizations, Service Organizations, etc.) (10 meetings)
- Workforce Housing Coalition (15 meetings)
- SLO County Housing Trust Fund Commission (10 meetings)
- User Group Outreach (2 meetings)
- Energy Efficiency Financing Outreach (47 events held throughout the county)
- Proposed Countywide Water Conservation Program (25 meetings)
- Supportive Housing Consortium (11 meetings)
- HMIS User Group Outreach (2 Meetings)
- Economic Vitality Corporation Board of Directors meetings (10 meetings)

Completed in FY 2015-16 and not continuing to FY 2016-17

- Mobilehome Park Rent Stabilization Ordinance Education (10 meetings)

Identified to begin in FY 2016-17

- County Wide Water Amendment Outreach (6 events)
- San Luis Bay Area Plan Outreach (6 meetings)

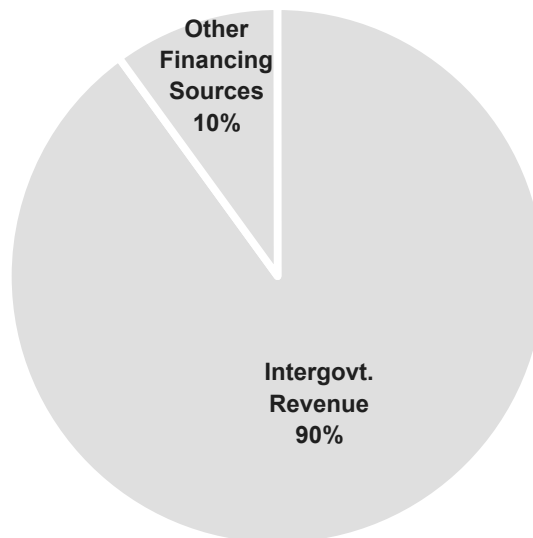
For FY 2016-17 the department met all of the outreach and public education efforts identified above.

MISSION STATEMENT

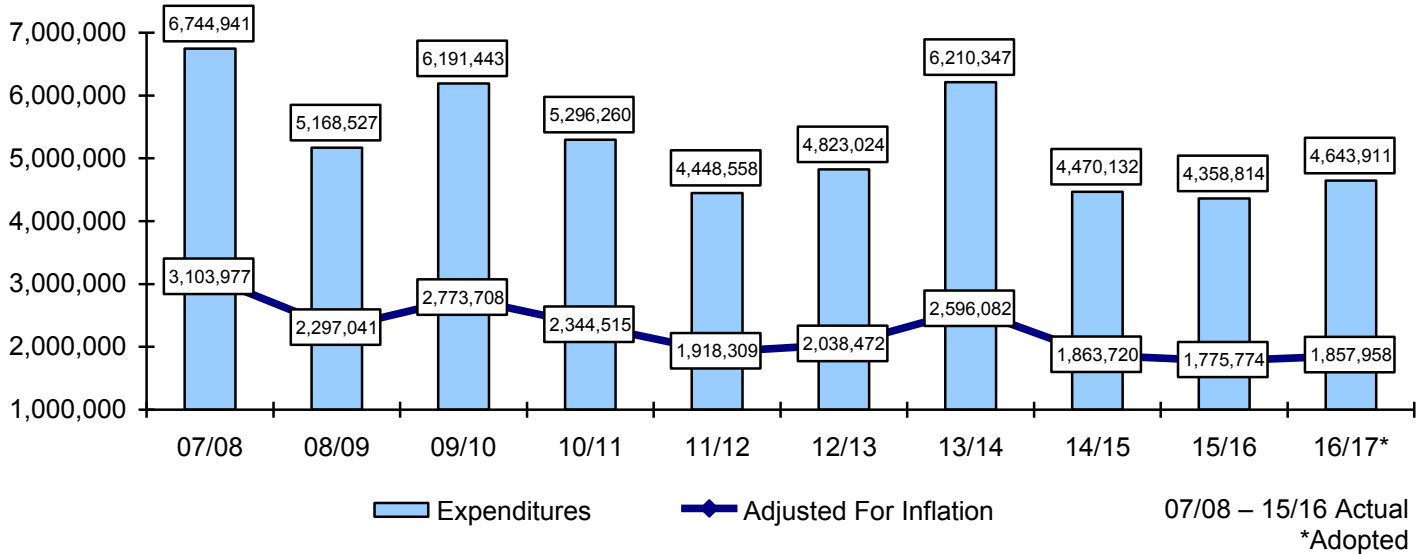
The mission of Community Development is to enhance the quality of life for San Luis Obispo County through programs that provide affordable housing, shelter and services for the homeless, economic development opportunities, and public improvements to benefit the communities that we serve.

	2014-15	2015-16	2016-17	2016-17	2016-17
<u>Financial Summary</u>	<u>Actual</u>	<u>Actual</u>	<u>Requested</u>	<u>Recommended</u>	<u>Adopted</u>
Revenue from Use of Money & Property	\$ 1,608	\$ 887	\$ 0	\$ 0	\$ 0
Intergovernmental Revenue	4,070,252	3,751,628	3,654,822	3,753,383	3,977,475
Other Revenues	2,143	2,143	0	0	0
Other Financing Sources	<u>391,436</u>	<u>591,436</u>	<u>591,436</u>	<u>591,436</u>	<u>666,436</u>
Total Revenue	\$ 4,465,439	\$ 4,346,094	\$ 4,246,258	\$ 4,344,819	\$ 4,643,911
Fund Balance Available	\$ 44,840	\$ 40,148	\$ 0	\$ 0	\$ 27,428
Cancelled Reserves	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Financing Sources	<u>\$ 4,510,279</u>	<u>\$ 4,386,242</u>	<u>\$ 4,246,258</u>	<u>\$ 4,344,819</u>	<u>\$ 4,671,339</u>
Salary and Benefits	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Services and Supplies	823,128	784,126	787,916	1,007,968	1,087,448
Other Charges	3,647,004	3,574,688	3,458,342	3,336,851	3,556,463
Fixed Assets	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Gross Expenditures	\$ 4,470,132	\$ 4,358,814	\$ 4,246,258	\$ 4,344,819	\$ 4,643,911
Contingencies	0	0	0	0	27,428
New Reserves	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Financing Requirements	\$ 4,470,132	\$ 4,358,814	\$ 4,246,258	\$ 4,344,819	\$ 4,671,339

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 \$4,643,911 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: \$1,667,918 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: \$678,610 Total Staffing (FTE): *

Federal and State Emergency Solutions Grants (ESG)

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

Total Expenditures: \$372,176 Total Staffing (FTE): *

Continuum of Care (CoC) Funds

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

Total Expenditures: \$1,258,771 Total Staffing (FTE): *

General Fund Support for Programs Benefiting the Homeless

Provides funding for emergency shelter services for homeless persons.

Total Expenditures: \$277,500 Total Staffing (FTE): *

General Fund Support for Economic Development Services

Provides 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 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 290 obtains, administers and distributes Federal and State grant funding to assist local organizations in providing affordable housing, public facilities, public services, 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, operating costs for the San Luis Obispo County Housing Trust Fund, and provides funding for the SLO HotHouse program administered by CalPoly.

After four recent onsite monitoring visits by the U.S. Department of Housing and Urban Development (HUD), the County was directed by HUD to implement additional administrative tasks. This includes more frequent monitoring of cities and nonprofit groups receiving Federal funds through the County, the preparation of more detailed procedures for all Federal grants, and the preparation of more detailed documentation relating to Federal environmental review of funded activities. In addition, the Civil Rights Compliance Division of HUD instructed the County to create and implement a fair housing strategy for the County. In response to the direction given by HUD, the Planning and Building department shifted its staff 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.

Staffing to administer the HUD grant programs and contracts funded with General Fund support is budgeted in Fund Center 142 - Planning and Building. 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. The County and six cities ultimately approved three-year cooperation agreements which assign grant administration responsibilities to the County along with sufficient CDBG revenue to cover the County's cost to administer the cities' public services projects.

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

FY 2015-16 Accomplishments

- Distributed approximately \$4 million Federal 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 Paso Robles and Morro Bay.

FY 2016-17 Objectives

- Distribute approximately \$3.7 million 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

- Provided \$175,000 of CDBG funds for the Homeless Campus Project to be constructed at 40 Prado, San Luis Obispo.
- Provided funding for shelter and other services for homeless persons countywide.
- Provided \$1.2 million of HOME Investment Partnership Program (HOME) funds to construct 20 units of rental housing for the Humbert Affordable Housing Project
- and families.
- Americans with Disabilities Act (ADA) improvements to Cities of Morro Bay for Pedestrian Accessibility project, Paso Robles Handicap Ramp improvements, and Atascadero Mall Sidewalk Infill and crosswalk.
- Provide \$401,000 to Los Osos Wastewater Program – Assistance program for disadvantaged persons in financing sewer lateral connection.
- Provide \$500,000 to Peoples Self Help Housing Corporation to acquire affordable housing for Rolling Hills and Los Robles Terrace.

COUNTY ADMINISTRATOR’S COMMENTS AND RECOMMENDATIONS

Financial Summary

Total financing sources for Community Development are recommended to increase by \$249,478 or 6% compared to the FY 2015-16 adopted budget. Contingencies in the amount of \$40,148 were included in the FY 2015-16 adopted budget due to a Fund Balance Available (FBA) of this amount at year end. The recommended FY 2016-17 budget does not include any Contingencies or FBA.

Approximately \$3.7 million of the total \$4.3 million in revenue budgeted in FY 2016-17 represents grant funding from the U.S. Department of Housing and Urban Development (HUD) and include the following:

Community Development Block Grant (CDBG)	\$1,667,918
HOME grant	\$678,610
Emergency Shelter Grant (ESG)	\$148,084
Continuum of Care grants (CoC)	\$1,258,771

The amounts reflect a 6% increase in the HOME grant and a 16% increase in CoC grant compared to the FY 2015-16 adopted budget. The County applied for two bonus program under the CoC grant, hoping to secure more funding to provide more shelter services for the homeless population in the County. If successful, approximately \$165K of additional funding will be secured.

The increase in expenditures reflects the slight increase in CoC grant funding noted above. More than \$876,000 in CDBG funds will be distributed to six incorporated cities, with the largest shares going to the City of San Luis Obispo (\$401,282) and the City of Paso Robles (\$166,684). In addition, approximately \$2.8 million in grant funds from the 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 \$591,436 compared to the FY 2015-16 adopted budget. The recommended General Fund support includes \$202,500 for Homeless Programs, \$148,775 for the Economic Vitality Commission (EVC), \$40,161 for the San Luis Obispo Housing Trust Fund, and \$200,000 for the SLO HotHouse.

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. On January 20, 2016, the HSOC met and discussed initial allocation recommendations for the FY 2016-17 County General Fund support for homeless services programs. The recommendations are shown below:

Homeless Services Programs	FY 2016-17 General Fund support Allocations
Maxine Lewis Shelter by CAPSLO	\$56,130
Prado Day Center by CAPSLO	\$22,180
ECHO Shelter Services	\$30,980
Women's Shelter Program of SLO County	\$23,365
RISE	\$36,840
Transitional Food and Shelter	\$10,505
Total 2016 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 has 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 2016-17, \$416,532 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 \$130,917 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 \$232,463 in FY 2016-17. This is down from \$254,518 in FY 2015-16. Staff continues to pursue options to reduce administrative workload in order to reduce the impact to the General Fund.

Service Level Impacts

The total \$249,478 increase in grant funding from FY 2015-16 is available to assist local organizations in providing affordable housing, public facilities, public services, and economic development financing and technical assistance (such as educational workshops for businesses) throughout the County.

Position Allocation List (PAL) Changes

None. Staff is budgeted in FC 142 – Planning and Building.

BOARD ADOPTED CHANGES

As part of the Supplemental Budget document, the Board approved a request to increase revenues and expenditures associated with homeless services with State of California Emergency Solutions Grant (ESG) program funds in the amount of \$224,092. After the proposed budget was finalized, the State Department approved the County of San Luis Obispo to act as the Administrative Entity for the ESG program funds in collaboration with the County of San Luis Obispo Continuum of Care. Historically the department has only received Federal ESG funds. This will result in increased ESG funding for the County. Funds from the state ESG formula grant will enable homeless persons to receive needed client services and/or rental assistance.

During the budget hearings, the Board approved \$75,000 of additional General Fund support for the following Homeless services and/or prevention programs:

Service Program	FY 2016-17 additional General Fund amount
Tenant Based Rental Assistance (TBRA)	\$25,000
5Cities Homeless Coalition Social Detox Program	\$18,000
ECHO Shelter Services	\$20,000
Mission Community Services Corporation	\$12,000
Total	\$75,000

On September 13, 2016, the Board approved an increase in the appropriation to Contingencies for FC 290 in the amount of \$27,428 due to actual Fund Balance Available from FY 2015-16 coming in higher than assumed in the FY 2016-17 Proposed Budget.

BUDGET AUGMENTATION REQUESTS ADOPTED

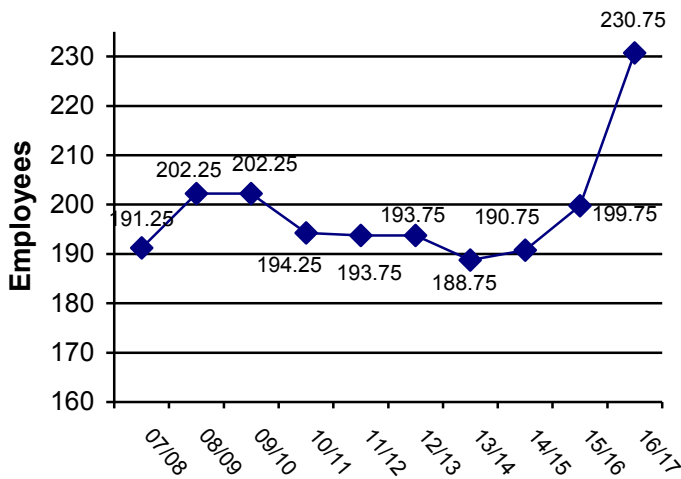
None requested.

MISSION STATEMENT

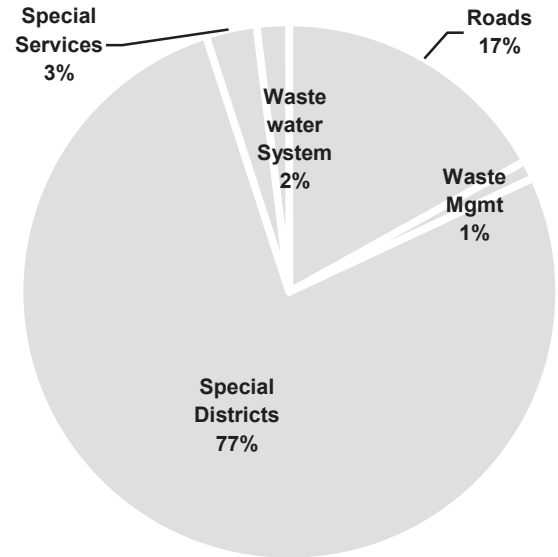
Provide public services related to the safe and efficient movement of traffic on County maintained roadways; engineering and surveying review of proposed land development; administration and operation of various water and waste water wholesale and retail facilities; long term master water planning; franchise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

OPERATING DETAIL (1)	2014-15 ACTUAL (2)	2015-16 ACTUAL (3)	2016-17 RECOMMENDED (4)	2016-17 ADOPTED BY THE BOS (5)
OPERATING REVENUES				
Charges for Services	31,019,529	31,855,336	39,260,325	39,260,325
Other Revenues	0	109,326	0	0
TOTAL OPERATING REVENUES	<u>31,019,529</u>	<u>31,964,662</u>	<u>39,260,325</u>	<u>39,260,325</u>
OPERATING EXPENSES				
Salaries and Benefits	21,959,215	21,915,072	27,005,809	27,005,809
Services and Supplies	9,199,937	6,818,627	11,034,972	11,034,972
Insurance Benefit Payment	0	0	267,745	267,745
Depreciation	807,759	885,032	877,115	877,115
Countywide Overhead Allocation	10,217	113,248	74,684	74,684
TOTAL OPERATING EXPENSES	<u>31,977,128</u>	<u>29,731,979</u>	<u>39,260,325</u>	<u>39,260,325</u>
OPERATING INCOME (LOSS)	(957,599)	2,232,683	0	0
NON-OPERATING REVENUES (EXPENSES)				
Interest	40,495	62,116	50,000	50,000
Gain (Loss) on sale of Asset	62,616	40,000	0	0
Other	0	(1,998)	0	0
TOTAL NON-OPERATING REVENUES (EXPENSES)	<u>103,111</u>	<u>100,118</u>	<u>50,000</u>	<u>50,000</u>
INCOME BEF. CAPITAL CONTRBS. & TRANSFERS	(854,488)	2,332,801	50,000	50,000
Contributions in (Out)	(808,769)	(850,524)	0	0
Prior Period Adjustment	(28,439,239)	0	0	0
CHANGE IN NET ASSETS	<u>(30,102,496)</u>	<u>1,482,277</u>	<u>50,000</u>	<u>50,000</u>
Net assets - beginning	18,013,462	(12,089,034)	(12,006,834)	(10,606,757)
Net assets - ending	(12,089,034)	(10,606,757)	(11,956,834)	(10,556,757)
FIXED ASSET EXPENDITURES				
Equipment	888,023	1,744,258	1,185,000	1,185,000
TOTAL FIXED ASSET EXPENDITURES	<u>888,023</u>	<u>1,744,258</u>	<u>1,185,000</u>	<u>1,185,000</u>

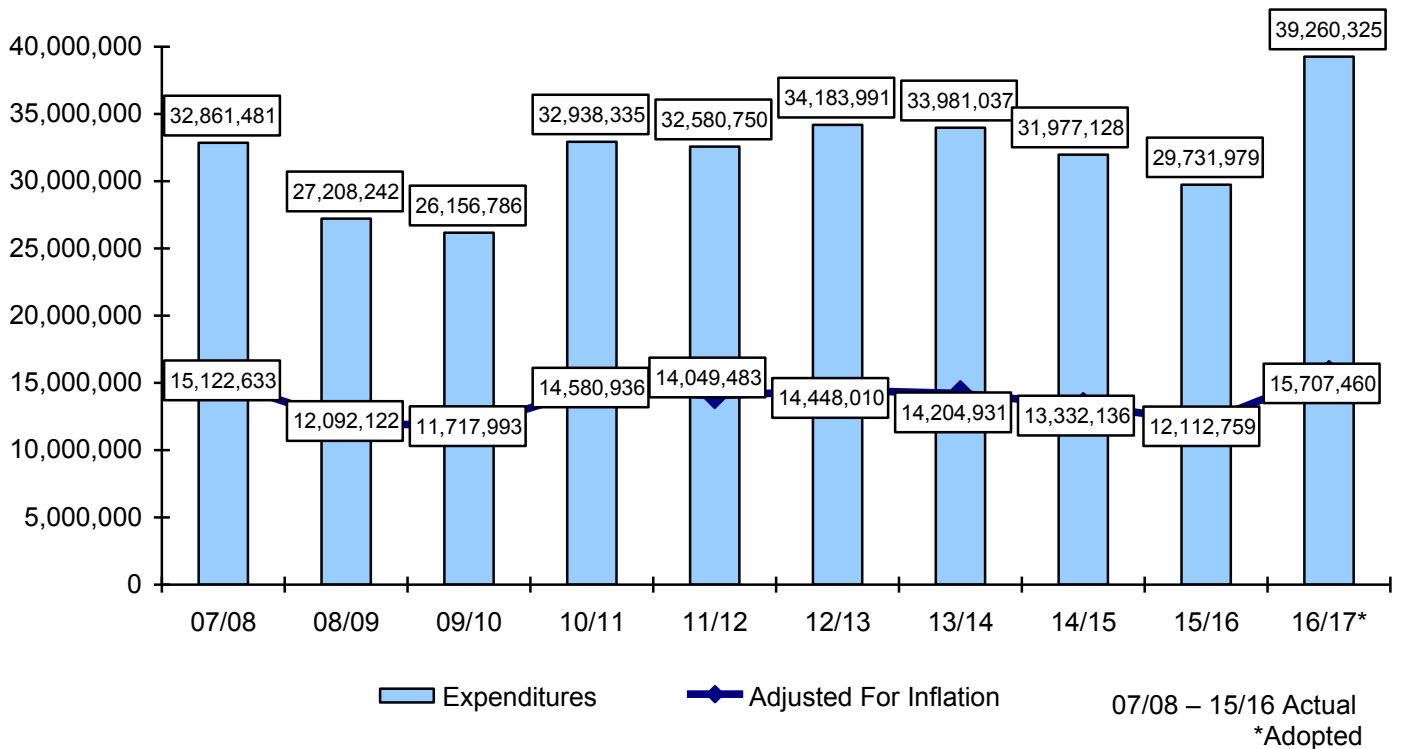
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

The Public Works Internal Services Fund has a total expenditure level of \$39,260,325 and a total staffing level of 230.75 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: \$673,664 Total Staffing (FTE): 4.53

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: \$133,136 Total Staffing (FTE): 1.01

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: \$6,567,576 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: \$278,795 Total Staffing (FTE): 1.64

Special Districts

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

Total Expenditures: \$30,185,628 Total Staffing (FTE): 121.85

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: \$432,749 Total Staffing (FTE): 2.99

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: \$6,644 Total Staffing (FTE): 1.00

Los Osos Wastewater System

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

Total Expenditures: \$982,133 Total Staffing (FTE): 7.73

* 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 – Public Works.

DEPARTMENT COMMENTS

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

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

FY 2015-16 Accomplishments

- Delivered over \$50 million in Public Works infrastructure projects.
- Completed construction of the Los Osos Water Recycling Facility.
- Transferred and integrated architectural, maintenance, and custodial services responsibilities into the Public Works organization from the former General Services Department.
- Administered the Paso Robles Groundwater Basin Water Management District process.
- Completed emergency repairs to the Nacimiento Water Pipeline to resume critical water deliveries.
- Implemented a credit card payment system and online water payment system to better serve our customers.

FY 2016-17 Objectives

- Complete construction of the Shandon State Water Turnout.
- Continue to coordinate work efforts to meet the requirements of the newly passed Sustainable Groundwater Management Act (SGMA).
- Continue to meet regularly with advisory committees, the public, Board of Supervisors, and numerous Federal and State agencies to understand customer needs and be a valued partner enhancing quality of life for our fellow county residents through effective and transparent management of County infrastructure.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Financial Summary

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, 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 those fund centers.

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 many 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 2016-17 recommended estimated numbers to FY 2015-16 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 2016-17 operating revenue of \$39,260,325 is an increase of \$4,624,282 or 14% compared to FY 2015-16 estimated amounts. Salaries and benefits are increasing by \$3,387,738 or 14%, when compared to FY 2015-16. A significant component of this expense is from the addition of fourteen positions being transferred from Fund Center 113 as part of the General Services Department dissolution and reorganization. Additionally, funding for eight new positions is recommended to be added as part of the FY 2016-17 budget. Aside from staff additions, 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 under the umbrella of the ISF. Services and supplies are increasing by \$1,396,060 or almost 14%, compared to FY 2015-16 estimates. Most of the ISF's countywide overhead expenses are charged back to the fund centers that operate under the umbrella of the ISF and to Special Districts. When compared to FY 2015-16, the ISF's portion of the countywide overhead for Public Works is decreasing by \$40,978 or 35%.

The ISF includes budgeted amounts for Special Districts that include the Flood Control District and County Service Areas. Special Districts provide flood control, road maintenance, water, sewer and other services through the use of assessments and other sources of funding. The majority of the ISF's operating revenue and expense (\$30,222,453 or 77%) is comprised of charges to Special Districts, which is an increase of about 3% compared to FY 2015-16 amounts. Although the service charges 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 (Fund Center 245), Special Services (Fund Center 201), Waste Management (Fund Center 130), and the Los Osos Wastewater System (Fund Center 430) – account for the balance of the fund's operating revenues and expenditures. Specific details about these budgets can be found in the individual fund center budget pages.

Fixed assets are recommended in the amount of \$1,185,000, which is a decrease of \$320,200, or about 21%, from FY 2015-16 recommended 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. The majority of fixed assets being requested are replacing vehicles and/or equipment that are at the end of their useful life. For a complete listing of the ISF's requested fixed assets, please refer to the Fixed Asset pages in the County's budget book.

Below is a listing of the major projects to be carried out by the 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 updates, as well as other Special Districts projects. A listing of projects specific to Roads can be found in Fund Center 245, while a listing of projects carried out on behalf of Special Districts can be found in the Special Districts' budget printed under separate cover.

Project No.	Project Description	Phase of Completion at 6/30/17	Funding Requirements for FY 2016-17	Previous Years Balance to be Encumbered	New Funding to be Appropriated FY 2016-17
County Operations Center					
320072	County Operations Center - Kansas and Oklahoma Avenue waterline improvements	Construction Complete	706,547	706,547	0

Development Services					
300451	Oak Shores Track 2162 - Phase 1 Bond Claim Work	30% Construction	286,947	286,947	0
Los Osos Wastewater Project					
300448	Los Osos Wastewater Project	Construction Complete	12,650,636	12,650,636	0
Waste Management					
320071	Los Osos Landfill - Groundwater Contamination Corrective Action, Pump and Treat Remediation Project	Ready to Advertise	688,513	26,213	662,300 (in FC 230)
TOTAL			14,332,643	13,670,343	662,300

Service Level Impacts

The changes in this budget vary from year to year depending on the multi-year projects being carried out by the fund centers under the umbrella of the ISF. The department has taken on responsibility of custodial, maintenance, and architectural services and it is anticipated that the service delivery models and levels in those areas will be analyzed and adjusted as appropriate. It is not anticipated, however, that this will create significant impacts to this budget.

Position Allocation List (PAL) Changes

There were a total of 6.00 FTE net new positions that were added to the PAL mid-year. Changes in October 2015 were related to the General Services Department dissolution and reorganization, including addition of an Administrative Assistant, Engineer IV, and Deputy Director. Additional changes in December 2015, including deletion of a Civil Engineering Technician and addition of an Engineer III and Administrative Assistant were related to additional design and construction management and contract processing needs. One change in January 2016 was related to the addition of a County Stormwater Coordinator, discussed in the section for Fund Center 130 – Waste Management. An additional change in March 2016 was made to add an Engineer IV to increase capacity for management of major capital projects, including the new Airport Terminal.

FY 2015-16 Mid-Year PAL Changes

- -4.00 FTE Wastewater Systems Worker (placeholder)
- +3.00 FTE Wastewater Systems Worker Aide, I, II or III
- +1.00 FTE Wastewater Systems Worker IV
- -2.00 FTE Civil Engineering Technician Aide, I, II, or III
- +1.00 FTE Senior Geographic Information Systems Analyst
- +2.00 FTE Administrative Assistant Aide, I, II or III
- +2.00 FTE Engineer IV
- +1.00 FTE Deputy Director-Public Works
- +2.00 FTE Engineer I, II or III
- -1.00 FTE Solid Waste Coordinator III
- +1.00 FTE Principal Environmental Specialist

FY 2016-17 Recommended PAL Changes

The department submitted a budget which includes the transfer of 14.00 FTE positions from Fund Center 113 – Facilities Management. These transfers are to delineate the staff that support custodial and maintenance services from those who perform administrative, architectural, and utility coordination services. The transfers include the following:

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

The recommended budget includes funding for 8.00 FTE net new positions for FY 2016-17, including the following changes and as addressed in the recommended BARs listed below. Although funding for 8.00 FTE positions is provided, only 6.00 FTE positions are recommended to be added to the PAL as part of the recommended budget, since two positions do not yet exist and have classifications that must first be approved by the Civil Service Commission and salary ranges by the Board of Supervisors (Safety Coordinator and Wastewater Systems Supervisor).

- +3.00 FTE Engineer I, II, III
- +1.00 FTE Geographic Information Systems Analyst I, II, III
- +2.00 FTE Engineer IV
- +1.00 FTE Capital Projects Inspector
- -1.00 FTE Civil Engineering Tech I,II,III

BOARD ADOPTED CHANGES

As a part of the Supplemental Budget document, the Board approved the addition of 3.00 FTE personnel with an increase in total expenditures of \$207,577, with no General Fund impact. The first is an additional 1.00 FTE Engineer I/II/III to assist with capital projects management, the second is a Safety Coordinator specific to Public Works, and the third is an additional Wastewater System Worker I/II/III. The Safety Coordinator position is associated with the Budget Augmentation Request noted below. Funding for the position was included in the Proposed Budget, but the position allocation was added via the Supplemental Budget document since the job classification had yet to be created at the time of budget preparation.

BUDGET AUGMENTATION REQUESTS ADOPTED

Unit Amount	Description	Results
<p><u>Gross Annual Amount:</u> \$129,493</p> <p><u>Funding Source:</u> FC 405 – Public Works Internal Service Fund</p>	Add 1.00 FTE Engineer I, II, III	<p>Create a watershed program function of the Water Resources Division by providing the staff necessary to advance drainage studies and community efforts. Key objectives for this position include:</p> <ol style="list-style-type: none"> 1. Establish Stormwater Resource Management Plan multi-agency partnerships. 2. Complete drainage and flood control studies for Templeton and Shandon. 3. Update six existing drainage and flood control studies.

		<ol style="list-style-type: none"> 4. Develop a Meadow Creek Watershed Alternatives Study. 5. Seek grant funding to implement projects identified in drainage and flood control studies for our communities. 6. Develop a plan to fill data gaps identified in the watershed and drainage plans and studies.
<p>Gross Annual Amount: \$105,834</p> <p>Funding Source: FC 405 – Public Works Internal Service Fund</p>	<p>Add 1.00 FTE Geographic Information Systems Analyst I, II, III</p>	<p>Create a watershed program function of the Water Resources Division by providing the staff necessary to leverage geospatial data to complete watershed, flood management, and drainage studies. Key objectives for this position include:</p> <ol style="list-style-type: none"> 1. Collect and organize data for each groundwater basin and watershed in a way that can be mapped, queried and updated regularly as new data is produced. 2. Develop a database for calculating water balances for each basin and each watershed. 3. Develop groundwater conditions charts. 4. Provide maps and exhibits for the update to the 2014 Integrated Regional Water Management Plan (due in 2019). 5. Create annual GIS snapshots of water demand. 6. Develop a GIS-based data management system for groundwater, stream, reservoir, climatic, and rain data. 7. Map and inventory equipment for integration into a software-based preventative maintenance program.
<p>Gross Annual Amount: \$258,986</p> <p>Funding Source: FC 405 – Public Works Internal Service Fund</p>	<p>Add 2.00 FTE Engineer I, II, III</p>	<p>Fulfill timely operational engineering and technical assistance and support for the 12 County-operated water systems and facilities, reducing operational breakdowns. Key objectives for this position include:</p> <ol style="list-style-type: none"> 1. Update capital improvement plans for each water system. 2. Oversee development of operational plan updates for each water system. 3. Prepare an integrated emergency water supply plan for each water system. 4. Develop a tracking and reporting system to flag system component failure trends.
<p>Gross Annual Amount: \$146,964</p> <p>Funding Source: FC 405 – Public Works Internal Service Fund</p>	<p>Add 1.00 FTE Engineer IV</p>	<p>Provide engineering technical support for the Los Osos Wastewater Recycling Facility, Oak Shores Wastewater System, County Club Wastewater System, and Galaxy Park collection system, including operational and compliance support for State Water Resources Control Board permits and</p>

		<p>regulations. Key objectives for this position include:</p> <ol style="list-style-type: none"> 1. Update capital improvement plans for each wastewater system. 2. Oversee development of operational plan updates for each wastewater system. 3. Develop a tracking and reporting system to flag system component failure trends.
<p><u>Gross Annual Amount:</u> \$110,601</p> <p><u>Funding Source:</u> FC 405 – Public Works Internal Service Fund</p>	Add 1.00 FTE Capital Projects Inspector	Provide support to the facility Capital Improvement Projects team. This position will oversee compliance with code requirements of existing facility maintenance projects and new facility construction.
<p><u>Gross Annual Amount:</u> \$17,471</p> <p><u>Funding Source:</u> FC 405 – Public Works Internal Service Fund</p>	Add 1.00 FTE Engineer IV and Delete 1.00 FTE Engineer I, II, III	Provide support to the facility Capital Improvement Projects team. Key objectives include: <ol style="list-style-type: none"> 1. Ensure that capital improvement projects are properly managed. 2. Ensure that capital improvement projects are constructed within the requirements of the plans and specifications.
<p><u>Gross Annual Amount:</u> \$13,232</p> <p><u>Funding Source:</u> FC 405 – Public Works Internal Service Fund</p>	Add 1.00 FTE Engineer I, II, III and Delete 1.00 FTE Civil Engineering Technician I, II, III	Provide professional quality surveys and map products for the design and construction of projects.
<p><u>Gross Annual Amount:</u> \$165,000</p> <p><u>Funding Source:</u> FC 405 – Public Works Internal Service Fund (\$110,000) and General Fund (\$55,000)</p>	Add 1.00 FTE Safety Coordinator – Public Works	Provide safety training and oversight specific to the needs of Public Works’ field operations. Achieve 10% reduction in accidents per year.

BUDGET AUGMENTATION REQUESTS NOT ADOPTED

Unit Amount	Description	Results
<p><u>Gross Annual Amount:</u> \$146,411</p> <p><u>Funding Source:</u> FC 405 – Public Works Internal Service Fund</p>	Add 1.00 FTE Information Technology Supervisor	Improve the efficiency of the information technology functions in the department by providing direction and oversight of three existing Department Automation Specialist positions.
<p><u>Gross Annual Amount:</u> \$180,000</p> <p><u>Funding Source:</u> General Fund</p>	Add 1.00 FTE Division Manager – Facilities	Provide coordinated direction to achieve a comprehensive and successful facilities management program.

GOALS AND PERFORMANCE MEASURES

Additional goals and performance measures for Public Works can be found in the following Fund Centers: Roads (Fund Center 245), Special Services (Fund Center 201), Waste Management (Fund Center 130), Los Osos Wastewater System (Fund Center 430), and Facilities Management (Fund Center 113).

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.						
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
78%	84%	80%	71%	85%	63%	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. FY 2016-17 will include the addition of facilities projects formerly reported in Fund Center 113.</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 completed FY 2015-16 with a result of 63%. In Fund Center 405, we completed 43 out of 68 project milestones on-schedule. Twenty-five projects were delayed for the following reasons:</p> <ul style="list-style-type: none"> • Seven projects required additional design time • Six projects were reassigned a lower priority • Three projects had a change in scope • Three projects had a regulatory agency delay • Two projects had a funding agency delay • Two projects had a utility and permit delay • One project had bid irregularities that led to award delay • One project had a property access delay 						
2015-16 Results						
Public Works Projects by Unit		Actual % Completed				
Facilities		New 16-17				
Transportation		67%				
Utilities		58%				
All Units		63%				
<p>Public Works' project delivery goal was not achieved due to significant disruptions in our work plan as noted above. The former Architectural Services Unit from General Services Department was integrated into our Design Division during the fiscal year and with that action, new project commitments from Airports and Parks arose which shifted project delivery priorities to these higher Countywide priorities. Staff resources shifted from our budget established Public Works' project milestones to serve other short term needs. Moreover, other staff reassignments, due to departure from County service and department reorganization, lead to decline on our delivery rate.</p> <p>Looking ahead, we continue to integrate Architectural Services staff into our formal processes, prioritizing facility projects with the other departments, and are bringing on additional staff to focus on aspects of project delivery such as construction management. Additional resource investments for staff training and project tracking are also moving forward to regain momentum on Capital Project delivery.</p> <p>There is no standardized comparable data available.</p>						
2. Performance Measure: Percentage of capital projects that are completed at or under budget.						
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
87%	91%	93%	90%	90%	95%	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. FY 2016-17 will include the addition of facilities projects that were formerly reported in Fund Center 113.</p> <p>Why: To determine how accurately project costs are estimated so that funds are allocated and projects are prioritized properly.</p>						

**Public Works
Fiscal Year 2016-17 Final Budget**

Fund Center 405

How are we doing? The Department concluded FY 2015-16 with a favorable result of 95%. Of the 43 project milestones that were completed on schedule, 41 of these were completed within the allocated budget. One project exceeded their allocated budget due to higher than anticipated construction bids and the other project's construction costs were higher than anticipated.

2015-16 Results

Public Works Projects by Unit	Actual % At or Under Budget
Facilities	New 16-17
Transportation	94%
Utilities	100%
All Units	95%

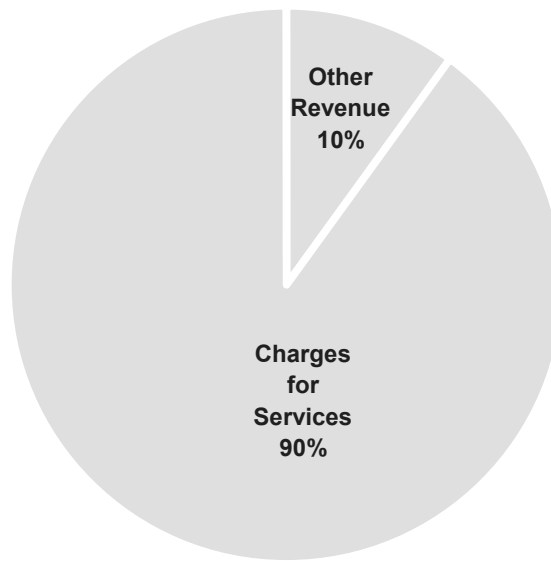
There is no standardized comparable data available.

MISSION STATEMENT

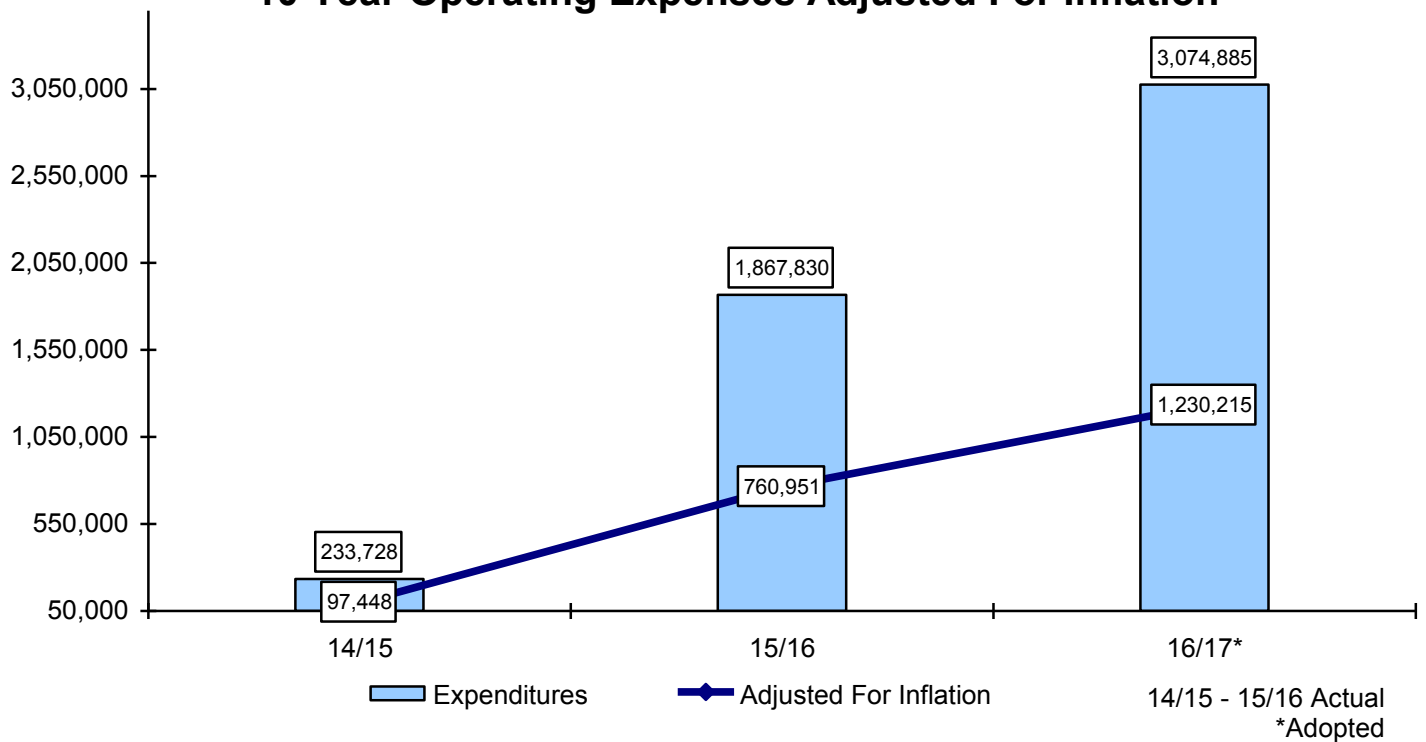
Provide the community of Los Osos the highest level of health and safety, water quality and environmental protection through effective administration and operation of wastewater and recycled water services.

OPERATING DETAIL (1)	2014-15 ACTUAL (2)	2015-16 ACTUAL (3)	2016-17 RECOMMENDED (4)	2016-17 ADOPTED BY THE BOS (5)
OPERATING REVENUES				
Charges for Current Services	0	0	2,773,000	2,773,000
Other Revenue	<u>1,459,049</u>	<u>4,179,124</u>	<u>4,988,000</u>	<u>4,988,000</u>
TOTAL OPERATING REVENUES	1,459,049	4,179,124	7,761,000	7,761,000
OPERATING EXPENSES				
Salaries and Benefits	697	103	0	0
Services and Supplies	233,031	854,846	3,074,885	3,074,885
Depreciation Expense	<u>0</u>	<u>1,012,881</u>	<u>0</u>	<u>0</u>
TOTAL OPERATING EXPENSES	<u>233,728</u>	<u>1,867,830</u>	<u>3,074,885</u>	<u>3,074,885</u>
OPERATING INCOME (LOSS)	1,225,321	2,311,294	4,686,115	4,686,115
NON-OPERATING REVENUES (EXPENSES)				
Interest Income	12,830	30,747	2,000	2,000
Interest Expense	0	(1,756,209)	(2,196,850)	(2,196,850)
Other	<u>0</u>	<u>(226,425)</u>	<u>0</u>	<u>0</u>
TOTAL NON-OPERATING REVENUES (EXPENSES)	<u>12,830</u>	<u>(1,951,887)</u>	<u>(2,194,850)</u>	<u>(2,194,850)</u>
INCOME BEF. CAPITAL CONTRBS. & TRANSFERS	1,238,151	359,407	2,491,265	2,491,265
Capital Contributions	24,926,377	2,816,620	0	0
Transfers In	2,966,203	1,488,651	0	0
Transfers Out	(382)	0	0	0
Bond Issue Costs	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
CHANGE IN NET ASSETS	29,130,349	4,664,678	2,491,265	2,491,265
Net Assets-Beginning	104,656,221	133,786,570	168,814,927	138,451,248
Net Assets-Ending	133,786,570	138,451,248	171,306,192	140,942,513
FIXED ASSET EXPENDITURES				
Capital Projects	<u>39,357,784</u>	<u>23,588,156</u>	<u>0</u>	<u>0</u>
TOTAL FIXED ASSET EXPENDITURES	<u>39,357,784</u>	<u>23,588,156</u>	<u>0</u>	<u>0</u>

Source of Funds



10 Year Operating Expenses Adjusted For Inflation



SERVICE PROGRAMS

The Los Osos Wastewater System functions under the Department of Public Works. It has a total operating expenditure level of \$3,074,885 to provide the following services:

Los Osos Wastewater System

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

Total Expenditures: \$3,074,885 Total Staffing (FTE): *

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

DEPARTMENT COMMENTS

The Los Osos Wastewater System Operating Fund is an Enterprise Fund that was created in FY 2015-16 for the operations and maintenance of the Los Osos Wastewater System. The system is comprised of 49 miles of pipeline, 21 pump stations, and a Water Recycling Facility to provide 100% wastewater reuse. System revenues are generated from the users of the system to cover the operations and maintenance costs. The system began operations during the latter half of FY 2015-16.

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

FY 2015-16 Accomplishments

- Began transitioning from the construction phase to the startup phase of operations.
- Began the process of connecting the nearly 4,700 customers according to the phased connection plan.
- Secured bridge funding in the amount of \$1,185,000 to cover operations until sufficient operating revenues are available from system users.
- Developed financial grant assistance program to qualifying low income households for connecting to the system.
- Developed a low income rate assistance program for ongoing user charges.

FY 2016-17 Objectives

- Complete transition from the construction phase to the startup phase of operations. The startup phase will take approximately six months.
- Complete the process of connecting the nearly 4,700 customers by the end of FY 2016-17 according to the phased connection plan.
- Begin collecting user charges on property tax bills.
- Begin sales of recycled water to meet permit conditions.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Financial Summary

Enterprise Funds are operated in a business-like manner, where revenues are generated by fees and expenses are contained within the fund and do not require augmentation to maintain operations. 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 reflect the financial information from the Schedule 11, including depreciation of assets. This narrative compares FY 2016-17 recommended estimates to FY 2015-16 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.

Fiscal Year 2015-16 was the first year of operations for the new facility. The first sewer hookup to the new system was performed in March 2016. It is important to note that the activities and associated costs prior to ongoing facility operations are borne by the project costs, which are not reflected in this budget. This budget accounts for the ongoing operations and maintenance costs now that the system is operational.

Revenue from service charges is estimated at \$2,773,000, a 100% increase over FY 2015-16, when no revenue was projected for the new system. As far as the main expenses, labor (accounted for in the Public Works Internal Service Fund – Fund Center 405) is budgeted at \$982,133, and professional services at \$1,717,771, for purchase of chemicals, electricity, and other supplies for operation of the plant. There is approximately \$5 million in revenues from grants received for construction of the facility that is listed on the Schedule 11, however, it is not part of the operating budget of this fund center. A second bridge loan is also included for this fund center (the first bridge loan was made in FY 2015-16) in the amount of \$1,580,000 from Flood Control General. This is needed to cover operating expenses until revenues are received from new sewer hook ups.

Service Level Impacts

Since the system is coming online in the current fiscal year, and hookups will be occurring through FY 2016-17, the department anticipates wastewater treatment activity to increase throughout the year. The goal is to complete nearly 4,700 hookups, possibly extending into FY 2017-18.

Position Allocation List (PAL) Changes

This fund center has no PAL.

BOARD ADOPTED CHANGES

None.

BUDGET AUGMENTATION REQUESTS ADOPTED

None requested.

GOALS AND PERFORMANCE MEASURES

Department Goal: Administer, operate and maintain the Los Osos wastewater collection, treatment, and recycling systems efficiently and effectively to provide for collection, conveyance, treatment, and recycling of the wastewater to protect public safety and environmental health, and maintain regulatory compliance in a sustainable manner.						
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 days per year that the system is able to meet mandated water quality standards.						
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
N/A	N/A	N/A	N/A	N/A		100%
What: This measures the percentage of time during the year that the wastewater system meets State and Federal water quality standards.						
Why: Provision of regulatory compliant wastewater is mandatory to provide for health and safety of the community.						
How are we doing? This is a completely new wastewater system which is scheduled to begin operations in the Spring of 2016.						

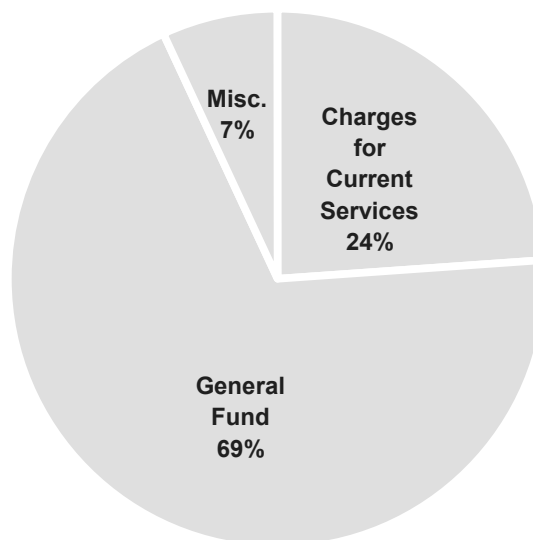
2. Performance Measure: Number of wastewater system failures per year.						
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
N/A	N/A	N/A	N/A	N/A		0
<p>What: Occurrences of all unscheduled wastewater service failures (i.e. blockages, spills) during the year.</p> <p>Why: The number of failures per year can be a reflection of the 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</p> <p>How are we doing? This is a completely new wastewater system which is scheduled to begin operations in the Spring of 2016.</p>						
3. Performance Measure: Percentage of recycled water sold for agricultural irrigation.						
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
N/A	N/A	N/A	N/A	N/A		10%
<p>What: This measures the percentage of total recycled water produced that is sold for agricultural irrigation.</p> <p>Why: The amount of recycled water sold for agricultural irrigation purposes has the potential to offset groundwater pumping in the Los Osos Groundwater Basin. This will help achieve sustainable groundwater management.</p> <p>How are we doing? This is a completely new recycled water system which is scheduled to begin operations in the Spring of 2016. Water contracts are in place to sell recycled water for municipal and agricultural irrigation purposes. It is anticipated that some sales will commence in FY 2016-17 once water quality requirements can be consistently provided. Over the long term, minimum environmental permit conditions require 10% of the recycled water to be sold for agricultural irrigation purposes, however, the department will pursue the maximum percentage feasible for irrigation purposes.</p>						
4. Performance Measure: Percentage of recycled water returned to groundwater basin by infiltration.						
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
N/A	N/A	N/A	N/A	N/A		50%
<p>What: This measures the percentage of total recycled water produced that is returned to the groundwater basin by infiltration at the Broderson Site.</p> <p>Why: The amount of recycled water returned to the ground water basin at the Broderson site will increase the available water supply and mitigate seawater intrusion. This will help achieve sustainable groundwater management.</p> <p>How are we doing? This is a completely new recycled water system which is scheduled to begin operations in the Spring of 2016. Environmental permit conditions require up to 448 acre-feet per year on an average annual basis be returned to the groundwater basin by infiltration at the Broderson site. Over the long-term, other irrigation reuse applications may become available that provide greater water resource benefits than infiltration. If feasible, the department may reduce ground water infiltration to supply other reuse options.</p>						

MISSION STATEMENT

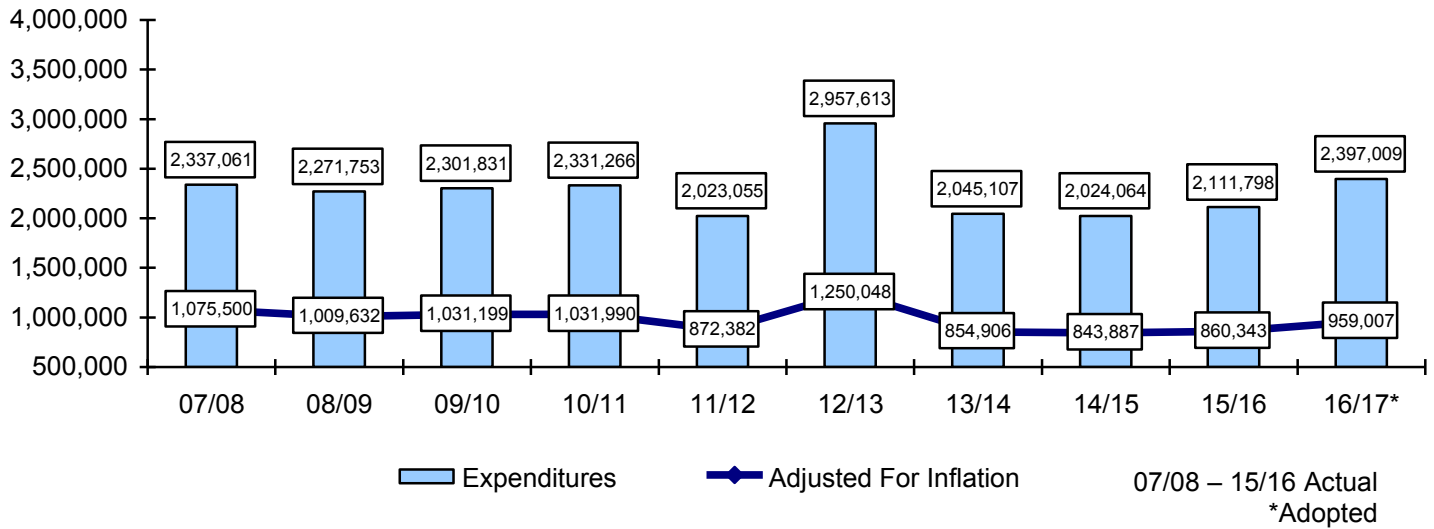
Provide public services related to engineering and surveying review of proposed land development; provide public facilities and services that ensure health and safety in the administration and operation of water and waste water service at the County Operations Center; engineering support to special districts;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

	2014-15	2015-16	2016-17	2016-17	2016-17
<u>Financial Summary</u>	<u>Actual</u>	<u>Actual</u>	<u>Requested</u>	<u>Recommended</u>	<u>Adopted</u>
Licenses and Permits	\$ 75,938	\$ 69,035	\$ 78,286	\$ 78,286	\$ 78,286
Intergovernmental Revenue	24,073	41,757	20,588	20,588	20,588
Charges for Current Services	611,521	616,828	583,290	583,290	583,290
Other Revenues	19,958	13,180	656	656	656
Interfund	46,871	39,934	50,000	50,000	50,000
**Total Revenue	\$ 778,361	\$ 780,734	\$ 732,820	\$ 732,820	\$ 732,820
Services and Supplies	2,024,064	2,111,798	2,353,927	2,371,988	2,371,988
Other Charges	0	0	0	25,021	25,021
**Gross Expenditures	\$ 2,024,064	\$ 2,111,798	\$ 2,353,927	\$ 2,397,009	\$ 2,397,009
General Fund Support (G.F.S.)	<u>\$ 1,245,703</u>	<u>\$ 1,331,064</u>	<u>\$ 1,621,107</u>	<u>\$ 1,664,189</u>	<u>\$ 1,664,189</u>

Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Public Works Special Services has a total expenditure level of \$2,397,009 to provide the following services:

Development Services

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

Total Expenditures: \$1,039,491 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: \$950,675 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: \$406,843 Total Staffing (FTE): *

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

DEPARTMENT COMMENTS

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

Following are some of the department's notable accomplishments for FY2015-16 and some specific objectives for FY2016-17:

FY 2015-16 Accomplishments

- Completed construction of an emergency water intertie with Atascadero Mutual Water Company to serve Garden Farms and Santa Margarita.
- Completed design of Kansas Avenue waterline improvements to provide necessary fire flow to the Juvenile Hall expansion and new Sheriff Dispatch Center.
- Achieved an average 1.1 week turnaround time for permit processing and map checking services which is well under the statutory 4 week limit.
- Updated the County's Public Improvement Standards.
- Continued to meet all water quality regulations for the County Operations Center system.
- Assisted General Services on the water audit of the County Operations Center.
- Improved fire flow at the County Operations Center by replacing a valve.

FY 2016-17 Objectives

- Complete water master plan update for the County Operations Center.
- Construct Kansas Avenue waterline improvements to provide necessary fire flow to the Juvenile Hall expansion and new Sherriff Dispatch Center.
- Engage community on infrastructure improvements required for the Oak Shores (Lake Nacimiento) development.
- Complete the franchise renewal with Phillips 66 Petroleum.
- Work to renew or transfer the San Simeon Cable franchises to a State franchise.
- Replace the outdated Special Districts Budget Preparation System in coordination with the County's Budget Preparation System replacement.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Financial Summary

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 other types of budgets. There are three divisions within the Special Services fund center: Development Services, County Operation Center, and Services to Special Districts.

General Fund support, at \$1,664,189, is recommended to increase by \$117,766 or 7% when compared to FY 2015-16 adopted levels. Revenue for fee based services, such as parcel or tract map review, are projected based on any fee changes approved by the Board of Supervisors during the County's annual fee schedule review as well as annualized current year actuals. Overall, revenue is estimated to decrease by \$277,869 or 27%. The bulk of the decrease is from the removal of \$250,000 for utility undergrounding projects which had been budgeted in the prior year. The decrease in revenue would be only \$27,869 without this item, primarily created by more conservative estimates being used for development-related fee revenue.

Expenses are decreasing by \$160,103 or 6% compared to FY 2015-16 adopted levels. Without the previously budgeted \$250,000 expense for utility undergrounding, there would be an increase of \$89,897 in revenue over FY 2015-16 adopted levels. Labor charges are based on 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 salaries and benefits increases, is an increase of \$53,122 or 4% in labor charges from the ISF.

Service Level Impacts

The department anticipates no major service level changes for FY 2016-17.

Position Allocation List (PAL) Changes

This fund center has no PAL.

BOARD ADOPTED CHANGES

None.

BUDGET AUGMENTATION REQUESTS ADOPTED

None requested.

GOALS AND PERFORMANCE MEASURES

<p>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.</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: Percentage of days per year that the water system meets mandated water quality standards.</p>						
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
100%	100%	100%	100%	100%	100%	100%
<p>What: This measures the percentage of time during the year that the water distribution system meets State and Federal water quality standards.</p>						
<p>Why: Provision of regulatory compliant safe and quality drinking water is mandatory to ensure constituent's health and safety.</p>						
<p>How are we doing? Public Works considers health and safety a top priority and continues to meet this performance measure. The State-certified water quality laboratory, located at the Operations Center, performs bi-weekly water quality testing of the system's water. Public Works State Certified Water Systems Workers (Operators) perform scheduled maintenance and periodically operate system components to assure the systems are in working order. Operators communicate consistently with the California Men's Colony staff as they provide State water through their system to the Operations Center. This facilitates ongoing system observation and allows staff to address issues quickly before water quality or reliability is impacted. Staff engineers evaluate and model segments of the system as requested by the funding agencies to assure adequate capacity and flows are met for all Federal, State and local safe drinking water requirements and State fire flow requirements. Staff is in the process of implementing water system improvements to provide increased capacity to the east side of the system. Construction of the water system improvements are planned to be completed by the end of FY 2016-17.</p>						
<p>Public Works is evaluating opportunities to establish drought-related contingency plans, for provision of adequate potable water supply. The Operations Center continues to communicate and develop drought scenario and solution plans in conjunction with the California Men's Colony, Camp San Luis Obispo, and the City of San Luis Obispo for water supply opportunities for those agencies in the Chorro Valley, which rely solely on State Water. Public Works is developing a contingency plan for possible future reduction of State Water deliveries to the Operations Center. This includes applying for State grant funds for drought projects for intertie pipelines in the Chorro Valley.</p>						
<p>2. Performance Measure: Number of wastewater collection system and water system failures per year.</p>						
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
0	0	0	1	0	0	0
<p>What: Occurrences of all unscheduled wastewater service failures, i.e. blockages, spills and water system failure/interruptions during the year.</p>						
<p>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.</p>						

How are we doing? There were no water line or sewer line failures, blockages, spills or interruptions experienced. 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.

The FY 2016-17 target remains at zero (0) unscheduled wastewater failures.

Department Goal: Review and approve applications, maps, and plans for new development projects in a timely manner to ensure compliance with regulatory requirements, enhance customer service, and protect the public's safety.

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

3. Performance Measure: Annual number of improvement plan reviews per Full Time Equivalent (FTE) employee.

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
84	88	78	87	95	72	90

What: Total number of Improvement Plan reviews by the Plan Check Unit divided by the number of FTE employees.

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

How are we doing? Compared to the previous four fiscal years, there was an anticipated efficiency reduction in the number of plan reviews per FTE. The FY 2015-16 actual results were below the adopted target, because of planned staff turnover we experienced in early 2016. The current amount of plan check services provided is anticipated to remain fairly constant throughout FY 2016-17. No standardized comparable county data is available.

4. Performance Measure: Number of weeks to review improvement plans.

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
1.3 weeks 1st submittals 1.1 weeks re-submittals	3.7 weeks 1st submittals 2.1 weeks re-submittals	5.4 weeks 1st submittals 3.2 weeks re-submittals	2.3 weeks	3.0 weeks	2.2 weeks	3.0 weeks

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 60 working days (12-weeks) of submittal. This measures accomplishment of our goal of timely service.

How are we doing? Historically, Development Services has completed all plan reviews between one and five weeks, remaining well below the 12-week statutory requirement. Our results remain well below the statutory requirement, and staff has exceeded the FY 2015-16 adopted target and customer expectations.

5. Performance Measure: Annual number of survey map reviews per Full Time Equivalent (FTE) employee.

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
1,212	1,086	1,298	1,780	1,200	1,005	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 drop in efficiency was anticipated with the hiring and training of a new surveyor staff member and subsequent retirement of our experienced County Surveyor. For the past four years our performance has ranged from 1,086 to 1,780, averaging approximately 1,300 plan checks per FTE. Even though the FY 2015-16 adopted target was not met, efficiency is expected to improve as the new survey staff member gains experience. No standardized comparable county data available.

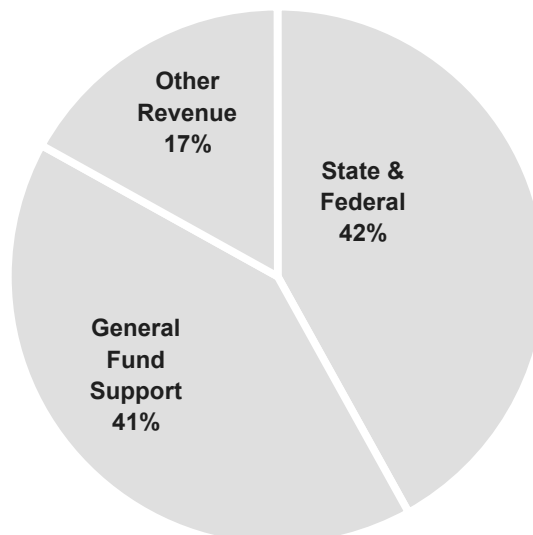
6. Performance Measure: Number of weeks to review survey maps.						
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
1.3 weeks	1.1 weeks	1.4 weeks	1.2 weeks	1.4 weeks	1.0 weeks	1.5 weeks
<p>What: Average time from receipt 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.</p> <p>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.</p> <p>How are we doing? Historically, Development Services has taken about one to one and one-half weeks to review survey maps, which remains well below the 20 working days (4 week) statutory requirement of processing maps. Although the County Surveyor retired in March 2016, new and existing staff were able to maintain low map processing times, consistent with prior year results and exceeding the FY 2015-16 adopted target.</p>						
7. Performance Measure: Percentage of local engineering and design firms that rate the services provided by Public Works as satisfactory or better. (This measure is being deleted in FY 2016-17.)						
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
89%	100%	100%	81%	95%	92%	Deleted
<p>What: Measures customer satisfaction with Development Services.</p> <p>Why: Information derived from this survey has historically been used to improve customer service.</p> <p>How are we doing? To increase feedback, Development Services implemented a web-based survey to poll local engineering, surveying, planning and architectural firms. These polling topics include surveying services, plan check services, inspection services, permit services and response to public inquiries. In FY 2015-16 Development Services sent out 150 email invitations to complete a web based survey, and 25 responses were received, a 17% response rate. Of the surveys received, 23 respondents (representing 92%) rated overall services as satisfactory or better.</p> <p>The customer satisfaction survey measure is to be deleted in FY 2016-17 because it is difficult to determine if the survey respondents represent accurate and objective results. Even though this measure is being deleted, Development Services still finds customer feedback important and will continue to distribute an annual survey, focusing on increasing response rates and gathering useful feedback. Development Services will continue to improve survey questions to keep them relevant, objective, and meaningful.</p>						

MISSION STATEMENT

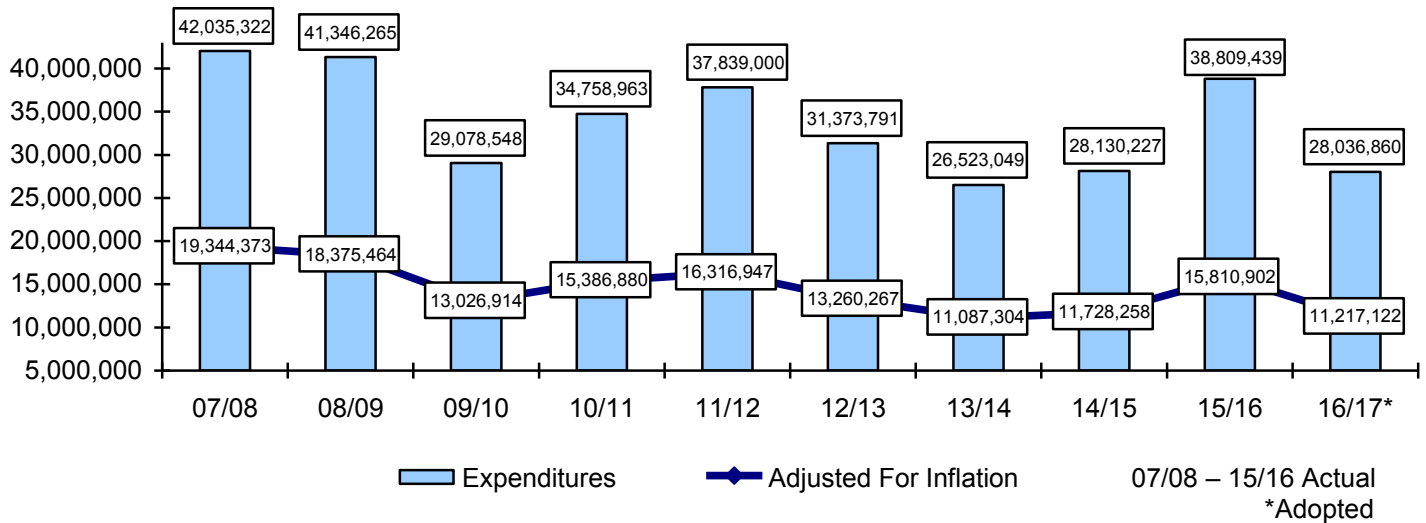
Provide public services related to the safe and efficient movement of traffic on the County maintained roadways.

<u>Financial Summary</u>	2014-15 <u>Actual</u>	2015-16 <u>Actual</u>	2016-17 <u>Requested</u>	2016-17 <u>Recommended</u>	2016-17 <u>Adopted</u>
Taxes	\$ 1,592,407	\$ 1,672,077	\$ 1,655,951	\$ 1,655,951	\$ 1,655,951
Revenue from Use of Money & Property	38,646	62,754	20,000	20,000	20,000
Intergovernmental Revenue	20,519,931	17,015,643	11,744,500	11,744,500	11,744,500
Charges for Current Services	160,195	187,628	170,500	170,500	170,500
Other Revenues	52,052	163,196	0	0	0
Other Financing Sources	8,830,840	11,851,902	10,518,397	13,862,948	13,862,948
Interfund	74,387	524,209	0	0	0
Total Revenue	\$ 31,268,458	\$ 31,477,409	\$ 24,109,348	\$ 27,453,899	\$ 27,453,899
Fund Balance Available	\$ 3,249,984	\$ 1,764,500	\$ 0	\$ 0	\$ 208,885
Cancelled Reserves	541,202	6,368,734	582,961	582,961	582,961
Total Financing Sources	<u>\$ 35,059,644</u>	<u>\$ 39,610,643</u>	<u>\$ 24,692,309</u>	<u>\$ 28,036,860</u>	<u>\$ 28,245,745</u>
Salary and Benefits	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Services and Supplies	19,223,877	19,756,437	17,891,049	18,235,600	18,235,600
Other Charges	750,474	774,517	417,514	417,514	417,514
Fixed Assets	8,155,876	18,278,485	6,383,746	9,383,746	9,383,746
Gross Expenditures	\$ 28,130,227	\$ 38,809,439	\$ 24,692,309	\$ 28,036,860	\$ 28,036,860
Contingencies	0	0	0	0	0
New Reserves	3,249,984	1,764,500	0	0	208,885
Total Financing Requirements	\$ 31,380,211	\$ 40,573,939	\$ 24,692,309	\$ 28,036,860	\$ 28,245,745

Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Roads has a total expenditure level of \$28,036,860 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: \$9,383,746 Total Staffing (FTE): *

Roads Maintenance

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

Total Expenditures: \$18,653,114 Total Staffing (FTE): *

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

DEPARTMENT COMMENTS

The primary goals of the Roads budget, 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 department’s notable accomplishments for FY 2015-16 and some specific objectives for FY 2016-17:

FY 2015-16 Accomplishments

- Completed 90 miles of chip seal and surface treatments on arterial, collector, and local roads

FY 2016-17 Objectives

- Chip seal or surface treat approximately 60 miles of roadway to improve pavement

to improve pavement preservation with additional one-time funding from the General Fund.

- Completed 20 miles of asphalt overlay on arterial roads to improve pavement preservation with additional one-time funding from the General Fund.
- Delivered over \$23 million in capital projects to address safety, capacity and drainage concerns including:
 1. Los Osos Valley Road Rehabilitation in Los Osos
 2. North River Road Widening in San Miguel
 3. San Miguel Gateway Project in San Miguel
 4. Short Span Bridge Structure Replacement, Morretti Canyon in San Luis Obispo
 5. Branch Mill Road Bridge Replacement in Arroyo Grande
 6. Overlay Thompson & Orchard Ave, Division & Tejas St, and Mesa Rd in Nipomo
 7. Overlay El Pomar, River & Neil Springs Rd, and El Camino Real in the north county area
 8. Repaired Slope on Huasna Rd in Arroyo Grande

preservation.

- Asphalt overlay approximately five miles of high-use arterial roadway to improve pavement preservation.
- Widen Buckley Road in San Luis Obispo.
- Install left turn lane on El Camino Real at Santa Clara in Atascadero.
- Complete Price Canyon Road Widening Phase II construction.
- Complete Federally funded bridge maintenance projects on eight bridges throughout county.
- Install centerline rumblestrips on 82 miles of roadway, countywide.
- Install two new traffic signals in Nipomo.

COUNTY ADMINISTRATOR’S COMMENTS AND RECOMMENDATIONS

Financial Summary

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

The 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’ adopted goal is to maintain a PCI of 65 or better. With the recommended pavement management program funding for FY 2016-17 of \$7 million, of which all is supported by the General Fund, the department estimates that the current projected PCI score of 64 at the end of FY 2015-16 will decrease to 62 by the end of FY 2016-17. In order for the PCI to achieve a score of 65, the program would require a total of \$8.4 million each year for 10 years.

The recommended FY 2016-17 budget for Roads provides for General Fund support in the amount of \$11.5 million, a 4% increase (\$407,305) when compared to FY 2015-16 adopted levels. The FY 2015-16 adopted budget included a one-time \$3 million allocation for the pavement management program, in addition to a 10% ongoing increase to the previous status quo contribution amount. Also, the department pulled out \$3.5 million from Road Fund reserves for the pavement management program in the prior fiscal year. The FY 2016-17 recommended budget includes a one-time General Fund support allocation to the pavement management program, in the amount of \$3.4 million for FY 2016-17 which will go toward improving countywide road conditions and will not be used for overhead, new positions, equipment, etc.

The overall Roads budget (both financing sources and expenditures) is recommended to decrease by \$12.8 million or 31% compared to FY 2015-16 adopted levels. This includes the one-time contribution of \$3.4 million 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 \$7.9 million or 40%, compared to FY 2015-16 levels. The difference is due to planned capital project expenses being less for FY 2016-17. Also part of the decline in intergovernmental revenue is a decrease (\$1.3 million) 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 few years, demand for fuel has declined and this has affected the amount of tax revenue brought in from the State's excise tax. Transportation Development Act revenues are also projected to decline by \$1.2 million or 32%.

Services and supplies are decreasing by \$1.4 million or 7% from FY 2015-16 adopted levels. Several factors contribute to this decrease:

- Decrease in construction contract payments for major maintenance projects by \$687,711, including microsurfacing and bridge work;
- Decrease in labor, materials, and equipment ordered from the Internal Service Fund (Fund Center 405) for labor charged to work orders, by \$695,373, and labor not billed to specific work orders by \$203,103, both due to reduced funding available;
- Decrease in countywide overhead by \$158,022. 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.

The Roads budget has budgeted \$9.4 million for fixed asset expense, which represents capital projects work including bridge replacements, traffic signals, drainage improvements, pedestrian improvements, etc. This requested funding represents a decrease of \$9.5 million or 50% compare to FY 2015-16, reflecting the fluctuation of available funding for transportation projects. The work program statement and listing of major projects being carried out by the Roads fund, below, is required by the State Budget Act.

Service Level Impacts

To the degree that activity in this budget fluctuates according to funding and expenditures for multi-year projects, FY 2016-17 includes a service level decline in construction activity. It is also anticipated that the recommended funding level for road maintenance will decrease the PCI score from 64 at the end of FY 2015-16 to 62 at the end of FY 2016-17.

Position Allocation List (PAL) Changes

This fund center has no PAL.

BOARD ADOPTED CHANGES

At year end, final Fund Balance Available was \$208,885. As part of the final budget actions, the funds were allocated to the Road Fund's Future Road Project reserve designation.

BUDGET AUGMENTATION REQUESTS ADOPTED

None requested.

FY 2016-17 - Road Fund Work Program Statement		
1	Administration	\$ 3,834,492
2	Construction	\$ 9,383,746
3	Maintenance	\$ 14,405,123
4	Aid to Other Governmental Agencies	\$ -
5	Acquisition of Equipment	\$ 413,500
6	Plant Acquisition	\$ -
7	Reimbursable Work	\$ -
8	Cost Transfers and Reimbursements	\$ -
	Total	\$ 28,036,861

FY 2016-17 - Major Road Fund Projects

Project No.	Project Description	Milestone Completion at 6/30/17	Funding Requirements for 16/17	Previous Year's Balance to be Encumbered	New Funding to be Appropriated 16/17
ROADS					
<i>New Road Construction</i>					
300129.09.04	Thompson Avenue near Rancho Road - Oak Habitat Mitigation (Willow Road Project)	3rd Year Mitigation Complete	511,830	161,294	350,536
300140	South Oakglen Operations Study - Operational Improvements	Project Execution Plan Complete	88,971	88,971	0
300142	Willow Road Interchange - Operational Improvements	3rd Year Mitigation Complete	1,609,564	1,609,564	0
300348	Nacimiento Lake Drive at Adelaida Road - Left Turn Lanes	30% Construction	454,420	129,420	325,000
300372	Halcyon Road at Route 1, Phase 1 - Intersection Realignment	Field Studies Completed	1,064,756	64,756	1,000,000
300520	El Camino Real at Santa Clara Road - Left Turn Lane	"Ready to Advertise" Checklist Complete	5,179	5,179	0
<i>Total New Road Construction</i>			3,734,720	2,059,184	1,675,536
<i>Road Reconstruction</i>					
300147	Tefft Street and US 101 - Operational Improvement	Draft Environmental Document	244,696	244,696	0
300150	Main Street Interchange, Templeton - Operational Improvements	Field Studies Completed	447,976	447,976	0
300321	Los Berros/Thompson Avenue Interchange - Operational Improvements	Scope Defined (Completion of Study)	242,224	242,224	0

**Public Works - Roads
Fiscal Year 2016-17 Final Budget**

Fund Center 245

FY 2016-17 - Major Road Fund Projects

Project No.	Project Description	Milestone Completion at 6/30/17	Funding Requirements for 16/17	Previous Year's Balance to be Encumbered	New Funding to be Appropriated 16/17
300364	San Luis Bay Drive Interchange - Operational Improvements	Scope Defined (Completion of Study)	84,414	84,414	0
300384	Los Berros Road at Dale Avenue - Left Turn Lane	Acquisitions Complete	136,878	36,878	100,000
300464	Price Canyon Road Phase II - Road Widening	Construction Complete	6,790,674	6,790,674	0
300490	Buckley Road from Thread Lane to Buttonwood - Two Way Left Turn Lane	Construction Complete	410,633	410,633	0
300506	Avila Beach Drive Interchange - Operational Improvements	Draft Environmental Document	958,495	558,495	400,000
300508	Countywide Centerline Rumble Strips - Safety Improvements	Construction Complete	833,066	833,066	0
300521	Nacimiento Lake Drive at Chimney Rock Road - Intersection Realignment	Project Execution Plan Complete	30,527	527	30,000
300523	Ontario Road Park-n-Ride Expansion, San Luis Obispo - Facility Expansion	60% Plans, Specs & Estimates	185,098	185,098	0
300552	Santa Rosa Creek slope stabilization - Slope Failure	Draft Environmental Document	3,944	3,944	0
300566	Halcyon Road Grade Widening Improvement Project	Project Execution Plan Complete	15,000	0	15,000
300576	Route 46 West/Highway 101 Interchange Analysis	Scope Defined (Completion of Study)	46,000	46,000	0
<i>Total Road Reconstruction</i>			<i>10,429,625</i>	<i>9,884,625</i>	<i>545,000</i>
<i>New Road Lights, Traffic Signals</i>					
300570	Installation of Dynamic Speed Warning Signs	"Ready to Advertise" Checklist Complete	455,300	0	455,300
300575	Nipomo St at South Bay Boulevard, Los Osos - Traffic Signal	60% Plans, Specs & Estimates	229,000	169,000	60,000
<i>Total New Road Lights, Traffic Signals</i>			<i>684,300</i>	<i>169,000</i>	<i>515,300</i>
<i>Drainage Improvement</i>					
300393	Main Street North of 1st Street, Templeton - Drainage Improvements	Construction Complete	94,417	94,417	0
300465	Highway 1 and 13th Street, Oceano - Drainage Improvements	Notice to Proceed	2,168,836	1,918,836	250,000

Land Based

C-58

**Public Works - Roads
Fiscal Year 2016-17 Final Budget**

Fund Center 245

FY 2016-17 - Major Road Fund Projects

Project No.	Project Description	Milestone Completion at 6/30/17	Funding Requirements for 16/17	Previous Year's Balance to be Encumbered	New Funding to be Appropriated 16/17
<i>Total Drainage Improvements</i>			2,263,253	2,013,253	250,000
<i>Pedestrian Ways & Bike Paths</i>					
300485	San Juan Creek Pedestrian Bridge, East Centre Street east of 5th Street - Pedestrian Improvements	On Hold	32,219	32,219	0
300526	Front Street between 4th and 19th, Oceano - Community Enhancement/Safety Improvement	Draft Environmental Document	88,076	88,076	0
300555	ADA Ramp Construction FY 2015-16 & 2016-17	Construction Complete	60,000	0	60,000
300572	Burton Drive, Cambria - Pedestrian Improvements	Project Execution Plan Complete	72,000	0	72,000
<i>Total Pedestrian Ways & Bike Paths</i>			252,295	120,295	132,000
<i>Pavement Management System</i>					
300571	Asphalt Concrete Overlay 2016-17	30% Construction	5,040,748	15,538	5,025,210
<i>Total Pavement Management System</i>			5,040,748	15,538	5,025,210
<i>Bridges</i>					
300180	Main Street Bridge at Santa Rosa Creek - Bridge Replacement	2nd Year Mitigation Complete	548,763	548,763	0
300382	River Grover Drive at Estrella River - Bridge Rehabilitation	90% Plans, Specs & Estimates	323,329	323,329	0
300385	Tar Spring Creek Bridge on Branch Mill Road - Bridge Replacement	1st Year Mitigation Complete	648,225	648,225	0
300387	Geneseo Road at Huer Huero Creek - Bridge Replacement	Final Environmental Document	708,404	435,804	272,600
300430	Air Park Drive at Oceano Lagoon - Bridge Replacement	90% Plans, Specs & Estimates	269,277	269,277	0
300432	Klau Creek Bridge on Cypress Mountain Drive - Bridge Replacement	Notice to Proceed	2,590,937	1,622,837	968,100
300434	Huasna Road at Huasna River - Bridge Replacement	Scope Defined (Completion of Study)	(329)	(329)	0
300439	El Camino Real at Santa Margarita Creek - Bridge Replacement	Draft Environmental Document	200,506	200,506	0
300452	Lopez Drive Bridge No. 2 at Lake Lopez - Bridge Seismic Retrofit	30% Plans, Specs & Estimates	892,531	892,531	0

**Public Works - Roads
Fiscal Year 2016-17 Final Budget**

Fund Center 245

FY 2016-17 - Major Road Fund Projects

Project No.	Project Description	Milestone Completion at 6/30/17	Funding Requirements for 16/17	Previous Year's Balance to be Encumbered	New Funding to be Appropriated 16/17
300455	South Bay Boulevard Bridge over Los Osos Creek - Bridge Replacement	30% Plans, Specs & Estimates	778,746	778,746	0
300456	Avila Beach Drive at San Luis Obispo Creek - Bridge Seismic Retrofit	90% Plans, Specs & Estimates	181,391	181,391	0
300514	Dover Canyon Road at Jack Creek - Bridge Replacement	30% Plans, Specs & Estimates	642,651	642,651	0
300556	Jack Creek Road at Paso Robles Creek - Bridge Replacement	Project Footprint Defined	986,243	986,243	0
300557	Toro Creek Road at Toro Creek - Bridge Replacement	Project Footprint Defined	466,359	466,359	0
<i>Total Bridges</i>			9,237,033	7,996,333	1,240,700
<i>Project Closeout Phase</i>					
300470	Mission Street, San Miguel Gateway and Pedestrian Improvements - Community Enhancement	N/A	15,913	15,913	0
300489	River Road from Magdalena to Mission Lane - Road Widening	N/A	180,452	180,452	0
300510	Willow Road Intersection at Pomeroy Road - Traffic Signal	N/A	78,786	78,786	0
300524	Thompson Avenue Intersection at Titan Way - Traffic Signal	N/A	88,664	88,664	0
300527	Eton Road, Cambria - Pedestrian Improvements	N/A	21,214	21,214	0
300550	Nipomo - Asphalt Concrete Overlay 2015-16	N/A	549,902	549,902	0
300559	South County - Asphalt Concrete Overlay 2015-16	N/A	465,827	465,827	0
300560	North County - Asphalt Concrete Overlay 2015-16	N/A	1,543,672	1,543,672	0
300567	ADA Ramp Pavement Projects 2016	N/A	(1,700)	(1,700)	0
<i>Total Project Closeout Phase</i>			2,942,730	2,942,730	0
TOTAL ROADS			34,584,704	25,200,958	9,383,746

GOALS AND PERFORMANCE MEASURES

Department Goal: Maintain a good quality county-road system.						
Communitywide Result Link: <input checked="" type="checkbox"/> Safe <input checked="" type="checkbox"/> Healthy <input checked="" type="checkbox"/> Livable <input checked="" type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community						
1. Performance Measure: Pavement Condition Index (PCI) for all county roads.						
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
58	60	61	61	63	64	63
<p>What: Pavement Condition Index (PCI, also called Pavement Condition Rating) is a numerical index between 0 and 100 which is used to indicate the general condition of a pavement system. A PCI of 81-100 represents a Best road, 61-80 a Good road, 41-60 a Fair road, 21-40 a Poor road and below 21 a Bad road.</p> <p>Why: To better budget the maintenance requirements of the County's road system. The Board of Supervisors has established the goal of maintaining an average PCI of 65 or better, with no one road category (arterial, collector, local) falling below a PCI of 60.</p> <p>How are we doing? In 2015 the Public Works Department updated our new pavement maintenance strategy which continues to focus on surface treatment. In past years, the emphasis had been placed upon more expensive major pavement rehabilitation on primary roads, which resulted in fewer maintained miles. This newer strategy emphasizes first preserving the good roads by using more affordable surface treatments. These surface treatments include micro surfacing, chip sealing, and slurry sealing, which may cost one-tenth of a typical pavement overlay. Although these treatments will not restore heavily deteriorated roads they will help prolong the life of roads in Good to Best conditions and some roads in Fair condition. Overall, this strategy greatly reduces the life cycle cost for pavement management.</p> <p>For FY 2015-16, anticipated pavement management work included five pavement contracts. The first contract provided overlay on three miles of road in the Nipomo area. Two more overlay contracts included roads inside Oceano and Nipomo as well as roads outside of Paso Robles, Templeton and Santa Margarita; which total about 20 miles. Two other contracts provided surface treatments to about 60 miles of road throughout the County. In addition to these contracts, about 40 miles of roads within the Los Osos community were improved during and after the Los Osos Wastewater Project. Finally, about 10 miles of rural roads in various parts of the county received thin maintenance overlays. This combined effort represented a significant increase over previous years and was made possible by the one-time increase in the pavement management budget with support from the General Fund and Road Fund Reserves. At fiscal year end, the average PCI for 2015-16 per road category shows our Arterials at 75, Collector roads at 63, and Local roads at 63. The overall system wide PCI is 64 which is just short of the Board adopted goal of 65.</p> <p>Based on a "status quo" FY 2016-17 pavement management budget of \$4.7 million and one-time funding of \$3.0 million, Public Works expects to complete surface treatment on at least 60 miles and overlay about eight miles. This assumes continuing with the strategy described in our 2015 Pavement Management Report and directing our overlay efforts to the heavily used arterials: Tefft Street in Nipomo and Main Street in Templeton. The status quo, plus one-time funding budget amount is less than what is needed to keep up with pavement maintenance. Therefore, the overall system wide PCI is anticipated to decline to 63 by the end of FY 2016-17.</p> <p>There has been no significant change in the paved County maintained road mileage of 1,092 miles. The paved roads consist of 84 miles of arterial roads, 414 miles of major and minor collector roads, and 594 miles of local roads. There are 244 miles of unpaved County maintained roads.</p>						
2. Performance Measure: Collisions per 100 million entering vehicles at non-signalized intersection.						
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
27	22	22	20	24	22	22
<p>What: Five-year average of the number of collisions per 100 million vehicles entering a non-signalized intersection.</p> <p>Why: To determine if this component of the road system is maintaining its expected safety level. To review possible safety problem areas if the measure exceeds expectations and determine which improvements are warranted.</p> <p>How are we doing? The collision rate at non-signalized intersections decreased in FY 2015-16 over previous years and continues to be below the statewide average of 29 per 100 million vehicles entering the intersection. Public Works monitors over 100 intersections and continues to improve intersection operations, capacity, signage and markings at locations identified. The FY 2016-17 collision rate target is 22 per 100 million vehicles entering the intersection. The target is achievable based on actual and project results.</p> <p>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.</p>						

3. Performance Measure: Collisions per 100 million entering vehicles at signalized intersections.						
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
27	28	31	34	27	38	30

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 began 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. Signal timing updates will be completed in 2016.

Traffic signals were recently constructed on Willow Road at Pomeroy Road; and on 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.						
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
164	148	145	104	140	115	125

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, based on traffic volumes, 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. The total number of collisions reported in CY 2015 is lower than previous years and the listed performance measurement is achievable. As the methodologies for reporting safety statistics evolves, Public Works continues to improve the safety report and identifying areas of concern.

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. In 2016, Public Works received \$120,000 grant from the Systemic Safety Analysis Report Program (SSARP) to prepare two (2) SSAR's, one focusing on ten rural roads which have been areas of concern over the past five (5) years and another focusing on gravel roads countywide. The two SSAR's will focus on Roadway Safety Signing and Marking Audits and also determine if additional maintenance or larger capital improvements to pave roads are recommended.

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. The centerline rumble strip and River Road projects were completed in FY 2015-16. Buckley Road and Price Canyon Road are currently under construction.

5. Performance Measure: Collisions per 100 million miles on suburban roads.						
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
263	172	159	156	170	154	172

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 2015-16 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. The total number of collisions reported in 2015 is lower than previous years and the roadway targets are achievable. As the methodologies for reporting safety statistics evolves, Public Works continues to improve the safety report and identifying areas of concern.

6. Performance Measure: Percentage of bridges with a State-assigned sufficiency rating over 50.

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
92%	93%	93%	95%	93%	94%	96%

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 monitor the health of the County's bridge inventory, and the ability of the County to effectively use and manage bridge improvement funds.

How are we doing? San Luis Obispo County maintains a comprehensive bridge program that includes: bridge replacements, seismic retrofits, historic bridge preservation, and structural maintenance and rehabilitation. In addition, the County actively monitors its bridge inventory and works with state and regional transportation planners to prioritize projects and maximize the efficient use of available transportation funding.

Caltrans' Division of Structure Maintenance & Investigation inspects and reports on 136 of the County's bridges. Caltrans rates 6 of the 136 bridges as having a sufficiency rating of less than 50: four of these six bridges are active bridge projects and will be replaced or rehabilitated within the next four years.

Replacement of the Branch Mill Road at Tar Springs Creek Bridge, near Arroyo Grande, was completed in 2015. New bridge project construction is anticipated to begin in 2016 on Cypress Mountain Road at Klau Creek near Adelaida. Additional 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). 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 Caltrans' Highway Bridge Program and Regional State Highway Funds directed to the County.

As a supporting performance measure, Public Works will begin tracking and reporting the number of bridges within the County maintained system with weight limitations. It is a reasonable expectation by most road users that each bridge in the County maintained system be able to carry full legal loads. While weight-limited bridges may still be adequate for passenger vehicles and light trucks, they limit access for larger delivery trucks, agricultural vehicles, fire trucks and other emergency response vehicles.

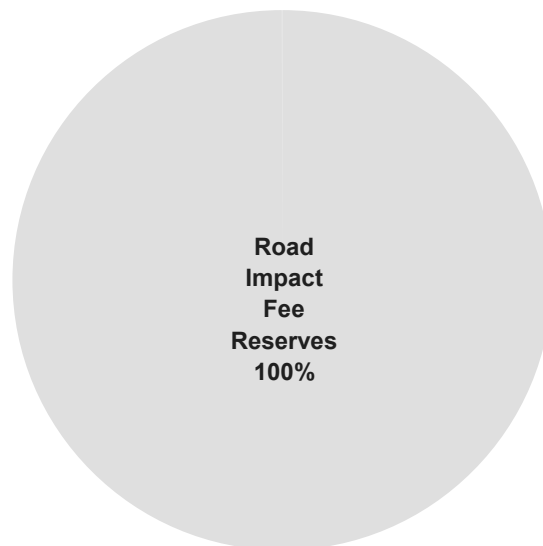
Eighteen weight-limited bridges are identified in the 2014 Bridge Maintenance Program. In FY 2015-16, two bridges were no longer needed and were removed. These two bridges were originally intended to accommodate cattle undercrossing, but are no longer needed. A third cattle undercrossing was replaced and is now sufficient for all legal loads. In FY 2016-17, two more bridges are programmed for replacement, which will bring the total number of weight limited bridges down to thirteen.

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>	2014-15 <u>Actual</u>	2015-16 <u>Actual</u>	2016-17 <u>Requested</u>	2016-17 <u>Recommended</u>	2016-17 <u>Adopted</u>
Revenue from Use of Money & Property	\$ 25,722	\$ 43,507	\$ 0	\$ 0	\$ 0
Charges for Current Services	1,205,879	1,527,782	0	0	0
Other Financing Sources	322,000	56,000	0	0	0
Total Revenue	\$ 1,553,601	\$ 1,627,289	\$ 0	\$ 0	\$ 0
Fund Balance Available	\$ 0	\$ 735,497	\$ 0	\$ 0	\$ 4,197,701
Cancelled Reserves	0	9,402,109	2,761,536	2,761,536	2,761,536
Total Financing Sources	\$ 1,553,601	\$ 11,764,895	\$ 2,761,536	\$ 2,761,536	\$ 6,959,237
Salary and Benefits	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Services and Supplies	0	0	0	0	0
Other Charges	866,362	1,159,021	2,761,536	2,761,536	2,761,536
Fixed Assets	0	0	0	0	0
Gross Expenditures	\$ 866,362	\$ 1,159,021	\$ 2,761,536	\$ 2,761,536	\$ 2,761,536
Contingencies	0	0	0	0	0
New Reserves	0	8,590,055	0	0	4,197,701
Total Financing Requirements	\$ 866,362	\$ 9,749,076	\$ 2,761,536	\$ 2,761,536	\$ 6,959,237

Source of Funds



DEPARTMENT COMMENTS

This fund center is a Special Revenue Fund. The road impact fees are collected in eleven 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 \$2,761,536 represent 16 projects that are reflected in the department's FY 2016-17 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. Avila Traffic Study	\$5,000
2. Templeton Traffic Study	\$5,000
3. North Coast Traffic Study	\$5,000
4. Nacimiento Traffic Study	\$1,000
5. San Miguel Traffic Study	\$2,000
6. Los Osos Traffic Study	\$1,000
7. Nipomo One Traffic Study	\$5,000
8. Nipomo Two Traffic Study	\$5,000
9. Willow Road Interchange	\$350,536
10. Nacimiento Lake Drive @ Adelaide Left Turn Lane	\$325,000
11. Avila Beach/Hwy 101 Operational Improvements	\$400,000
12. Halcyon Road Widening	\$15,000
13. Halcyon Road/SR1 Arroyo Grande Creek Operational Improvements - Phase I	\$1,000,000
14. Los Berros/Thompson Channel Left Turn Lane	\$100,000
15. Nacimiento Lake Drive @ Chimney Rock Road Left Turn Lane	\$30,000
16. Signal @ Nipomo Street & South Bay Boulevard	\$60,000
Debt Service Payment Due from Templeton Area for Vineyard Drive	\$452,000
Total Fees Allocated	\$2,761,536

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Financial Summary

The recommended budget for FY 2016-17 represents an increase of \$946,756 or 52% compared to FY 2015-16 adopted levels. Due to fluctuations 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. The fee revenue stream had been more stable in years past due to specific development agreements which included fixed payment schedules. However, in FY 2014-15, the department was unable to budget expenses for a number of multi-year projects since revenues did not meet project requirements. In order to ensure adequate funding and continuity of funding is available for multi-year projects, the department funds traffic and capital projects from impact fee reserves.

The debt service payment for the Vineyard Drive interchange in Templeton has been budgeted at \$452,000, the same as previous years. It is not known each year whether the fees collected in this area will be enough to meet the payment amount. Using reserves to make this payment is not permissible, 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 this area exceeds the debt service amount for a given year, the funds will be used to repay the loaned funds, with interest.

Service Level Impacts

Sixteen various traffic projects and studies are recommended for funding compared to eleven last fiscal year. As project needs are studied and improvements planned, funds are then allocated toward construction of the improvements.

Position Allocation List (PAL) Changes

This fund center has no PAL.

BOARD ADOPTED CHANGES

At year end, the final Fund Balance Available was \$4,197,701 because the department funds traffic and capital projects from reserves, revenue received is reflected as Fund Balance Available. As part of the final budget actions, the Board approved an increase in the Road Impact Fee reserves of \$4,197,701.

BUDGET AUGMENTATION REQUESTS ADOPTED

None requested.

Public Protection

Health Agency - Animal Services

Child Support Services

Contribution to Court Operations

County Fire

District Attorney

Administrative Office - Emergency Services

Grand Jury

Probation

Public Defender

Sheriff-Coroner

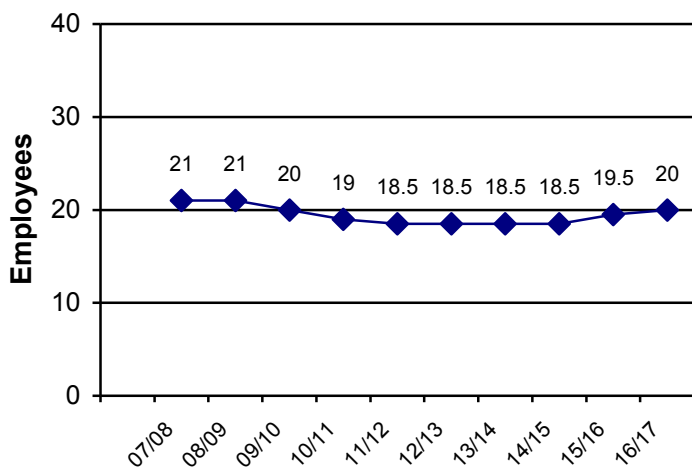
Public Works - Waste Management

MISSION STATEMENT

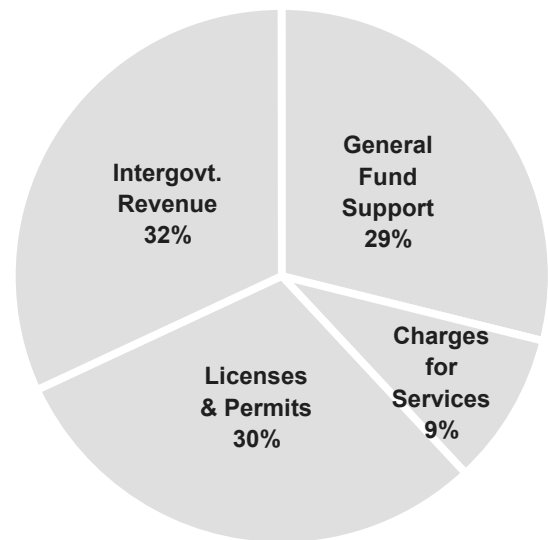
The mission of the San Luis Obispo County Division of Animal Services is to ensure the health, safety, and welfare of domestic animals and the people we serve through public education, enforcement of applicable laws, and the humane care and rehoming of impounded and sheltered animals.

	2014-15	2015-16	2016-17	2016-17	2016-17
<u>Financial Summary</u>	<u>Actual</u>	<u>Actual</u>	<u>Requested</u>	<u>Recommended</u>	<u>Adopted</u>
Licenses and Permits	\$ 840,111	\$ 822,393	\$ 802,080	\$ 802,080	\$ 802,080
Intergovernmental Revenue	875,490	892,114	859,706	859,706	859,706
Charges for Current Services	228,729	221,257	242,525	242,525	242,525
Other Revenues	37,558	33,991	29,120	29,120	29,120
**Total Revenue	\$ 1,981,888	\$ 1,969,755	\$ 1,933,431	\$ 1,933,431	\$ 1,933,431
Salary and Benefits	1,463,384	1,457,995	1,788,658	1,812,903	1,827,653
Services and Supplies	875,527	857,128	905,998	910,077	910,593
Fixed Assets	13,675	0	0	0	0
**Gross Expenditures	\$ 2,352,586	\$ 2,315,123	\$ 2,694,656	\$ 2,722,980	\$ 2,738,246
General Fund Support (G.F.S.)	<u>\$ 370,698</u>	<u>\$ 345,368</u>	<u>\$ 761,225</u>	<u>\$ 789,549</u>	<u>\$ 804,815</u>

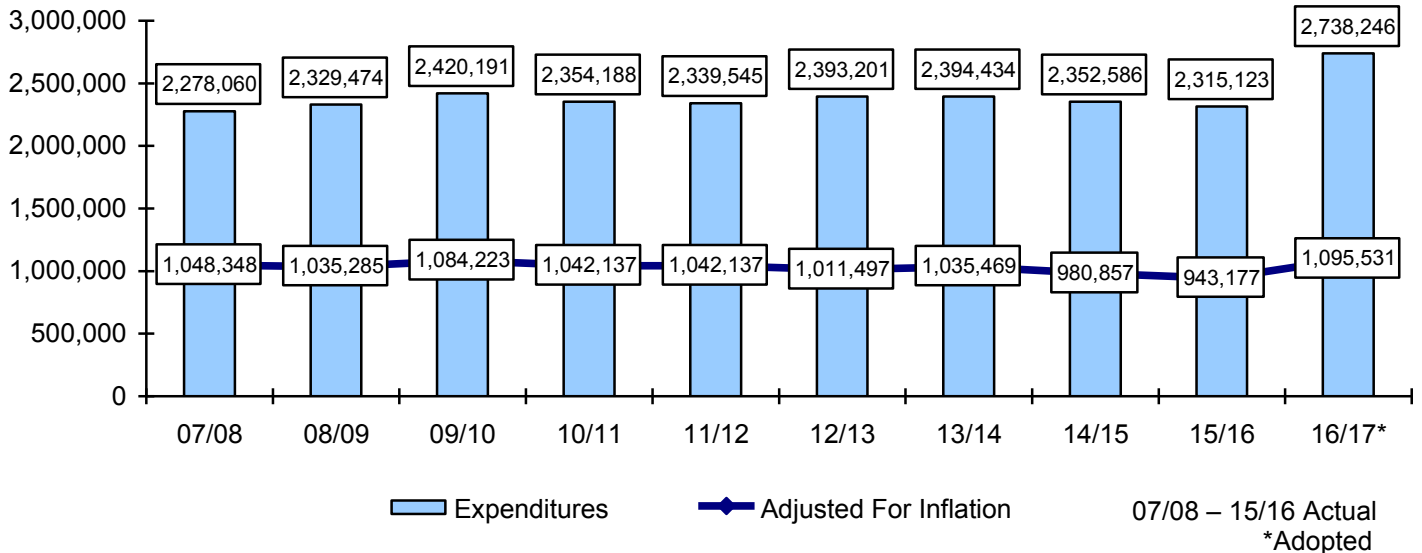
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Animal Services has a total expenditure level of \$2,738,246 and a total staffing level of 20.00 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: \$1,375,299 Total Staffing (FTE): 10.20

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: \$20,944 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. In addition, direct, monitor, and coordinate work and activities of ancillary support staff including honor farm labor and volunteers.

Total Expenditures: \$1,342,003 Total Staffing (FTE): 9.60

DEPARTMENT COMMENTS

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

During FY 2015-16, the division experienced both a modest decrease in the number of dogs received by the Animal Services shelter and a modest increase in the number of cats received. Collectively, these trends resulted in the total animal intakes being relatively unchanged from the previous year. Live animal outcome rates also remained steady and highly favorable with an overall live outcome rate of 90% projected for the end of fiscal year.

These positive trends are attributed to the continuation of the division's Shelter-Neuter-Return program which was adopted in 2014. Additionally, an overall improving economic climate is postulated to be having a favorable impact on the ability of pet owners to meet basic needs and responsibilities associated with animal keeping, such as the spaying or neutering of pets and the provision of basic medical care. The net effect is a decrease in the number of unwanted animals.

At the direction of the Board of Supervisors in the spring of 2015, the division began working with the County's Architectural Services staff to assess and evaluate options for the construction of a replacement animal shelter facility. The division will continue to work with Public Works in FY 2016-17 as the project moves forward into the design and project development phase.

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

FY 2015-16 Accomplishments

- Maintained high live animal outcome rate (90%) and success in achieving humane placements for sheltered animals.
- Evaluated options for improvement of the animal sheltering environment, including working with Public Works staff to request that the Board consider the use of a design build contractor for a replacement facility.

FY 2016-17 Objectives

- Maintain a live animal outcome rate of 90% or above.
- Facilitate collaborative review of county-wide animal care and control ordinances with the objective of establishing conformity between jurisdictions.
- In conjunction with Public Works staff, finalize evaluation and pre-planning for a new shelter facility by completing negotiations with the cities to determine which cities plan to participate, and hire a construction management firm.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Financial Summary

General Fund support for Animal Services is recommended to increase \$682 or less than 1% compared to FY 2015-16 adopted levels. Revenues are recommended to increase by \$5,704 or less than 1% and expenditures are recommended to increase \$6,386 or less than 1% compared to FY 2015-16 adopted levels.

Animal licenses revenue is expected to increase \$102,553 or 15% based on an increase in licensing fees, as well as higher compliance for late fees collected. However, several revenue sources are expected to decrease. Revenue from the cities related to contracts for services is expected to decrease by \$26,802 or 3% due to expenses decreasing. Animal placement (shelter adoption services) revenue is expected to decrease \$24,168 or 14% due to lower adoption fees for dogs (related to a decrease in estimated adoptions and a decrease in fees) and based on trend data from the last four fiscal years. Boarding fee revenue for stray animals is also expected to decrease by \$13,099 or 19% based on the fees collected over the past four fiscal years. Revenue from other sources are decreasing by smaller dollar amounts.

Public Protection

The increase in expenditures is largely driven by a \$79,529 or 4% increase in salaries and benefits. This is driven primarily due to step increases and prevailing wage increases approved for FY 2015-16, and the addition of a 0.50 FTE Administrative Assistant. Funding in the amount of \$27,365 is included in the recommended budget for this new position.

There is a recommended overall decrease in expenditures in services and supplies of \$73,143 or 7%. The most significant variances include a \$28,568 or 34% decrease to household expenses, \$25,764 or 8% decrease to professional and special services, and a \$24,353 or 40% decrease in food, all based on averages for these expenses from the last three to four years. Other expenditure accounts are increasing or decreasing by smaller amounts.

Service Level Impacts

With the addition of a 0.50 FTE Administrative Assistant, administrative service levels are expected to increase in FY 2016-17. The position will provide approximately 12 hours of added front counter and clerical support, and the remaining eight hours will cover a gap created when an Administrative Assistant position was deleted and replaced with an Animal Control Officer for dispatch services in FY 2015-16.

Position Allocation List (PAL) Changes

FY 2016-17 Recommended PAL Changes

The FY 2016-17 recommended PAL includes a net increase of 0.50 FTE compared to the FY 2015-16 adopted PAL.

BOARD ADOPTED CHANGES

As part of the Supplemental Budget document, the Board approved an amendment to the Position Allocation List to delete 1.00 FTE Administrative Assistant and add 1.00 FTE Animal Control Officer for dispatch services. To fund the cost increase associated with this PAL change, the Board also approved the allocation of an additional \$15,266 of General Fund support to the Animal Services budget.

BUDGET AUGMENTATION REQUESTS ADOPTED

Unit Amount	Description	Results
<u>Gross Annual Cost:</u> \$27,365 <u>Funding Source:</u> General Fund support	Add 0.50 FTE Administrative Assistant to provide phone support, direct over the counter customer service, and other general administrative duties.	1. Increased staff availability for immediate customer service and clerical support by 12 hours per week. 2. Decrease phone hold times by 10%. The baseline will be determined in FY 2016-17.

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.						
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
20 minutes	22 minutes	18 minutes	17 minutes	19 minutes	12 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 12 minutes for 29 high priority calls from July 1, 2015 through June 30, 2016 exceeds the adopted average response time of 19 minutes. The FY 2016-17 target was set at 19 minutes, but, based on the average results over the past three years the result will likely be less. Correlated comparison data from other jurisdictions is not available for this performance measure.

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

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
34%	37%	39%	39%	38%	38%	39%

What: This measure compares the actual number of licensed dogs in the County of San Luis Obispo to total dog population based on US Census Bureau county population figures entered into 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 average percentage of dogs licensed throughout FY 2015-16 compared to the estimated total dog population for the County was 38% (24,094 / 62,686) and on target with the adopted levels. The FY 2016-17 target of 39% (using a county population rate of 279,083 and estimated licenses of 24,250) resulted in licensing rates that will remain relatively consistent with the current and previous year levels at 39%.

In comparison, licensing rates calculated using the same methodology above for other comparable counties is: Contra Costa – 28%, Santa Barbara – 34%, Santa Clara – 17%, Ventura – 45%, Kern – 17%, and Monterey – 13%. (<http://www.cdph.ca.gov/HealthInfo/discond/Pages/LocalRabiesControlActivities.aspx>).

3. Performance Measure: Live animal outcome rate.

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
81%	80%	89%	91%	87%	93%	90%

What: The percentage of animals discharged from Animal Services' shelter alive. The Live Animal Outcome Rate quantifies the proportion of sheltered animals which experience a positive discharge result (such as return to owner, adoption, or rescue) versus those with negative discharge types (eg. Euthanasia, escape, or died in kennel)

Why: This measure reflects Animal Services' success in achieving a humane outcome for impounded animals through reunification (reuniting lost pets with their owners) and in placing adoptable animals into new homes.

How are we doing? Data from FY 2015-16 reports a live outcome rate of 93% (3,008 live outcomes versus a total of 3,253 total outcomes). More specifically, dogs experienced a live outcome rate of 93% during FY 2015-16, and the rate for cats during the same period was 92%. This favorable trend is attributed to the combined impact of a generally lower animal intake rate coupled with the positive effects of the shelter-neuter-return (SNR) program implemented by Animal Services in cooperation with local animal rescue groups. Through this program, health community cats are altered and then returned to the areas from which they originated, thereby reducing pet overpopulation rates while also avoiding an unnecessary cycle of cat impounds and euthanasians. Animal Services will continue the program and expects its efforts will result in maintaining a successful live outcome targeted rate of 90% for FY 2016-17.

For reference, the last live animal outcome rates published by the State of California Rabies Control (2014) reflect results for the following California counties during calendar year 2014: Contra Costa – 69%, Santa Barbara – 82%, Santa Clara – 68%, Ventura – 91%, Kern – 43%, and Monterey – 46% (<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” or “excellent.”

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
88%	96%	96%	Data not available	100%	81%	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” 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? Of the customer surveys received, Animal Services had a satisfactory or excellent service rating of 81% from respondents in FY 2015-16. Overall, the small sample size (37 responses from nearly 300 surveys mailed out) was lower than received in previous years. The Division will analyze the potential for other methods of surveying, in addition to the current method of mailing customer surveys, to increase survey participation. The Division remains committed to a high level of service and will continue to monitor survey feedback as a means of improving client services. Reflective of that commitment, Animal Services is projecting a satisfaction rate of 100% for FY 2016-17. While a 100% satisfaction rate may not be achievable, this target aligns consistently with Division’s effort to remain responsive to community needs.

Correlated comparison data from other jurisdictions is not available for this performance measure.

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

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
\$9.10	\$10.63	\$13.67	\$11.16	\$17.81	\$13.75	\$19.97

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? Based upon expenses and length of stay for animals for FY 2015-16, Animal Services cost per kennel day was substantially below adopted levels for FY 2015-16. This reduction was the result of salary savings resulting from position vacancies in kennel staffing along with a modest decrease in day stay rates compared to previous reporting periods (62,339 days compared to the three-year average of 63,380). Animal Services is projecting a target of \$19.97 for FY 2016-17 to reflect updated kennel operation costs of \$1,266,000 against a projection of 63,380 days (based on a three-year average of kennel day stays).

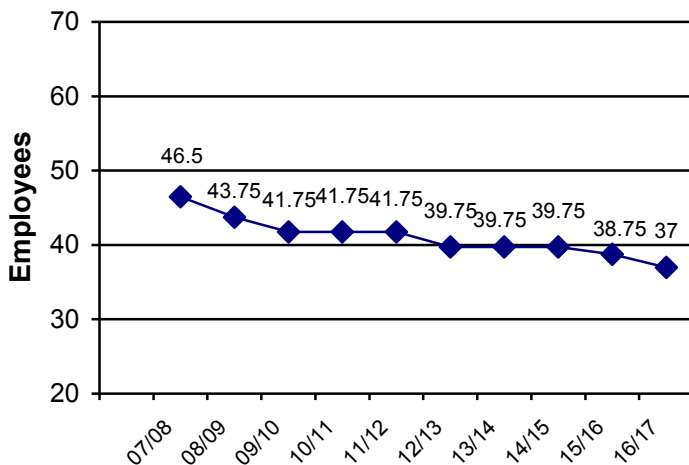
Correlated comparison data from other jurisdictions is not available for this performance measure.

MISSION STATEMENT

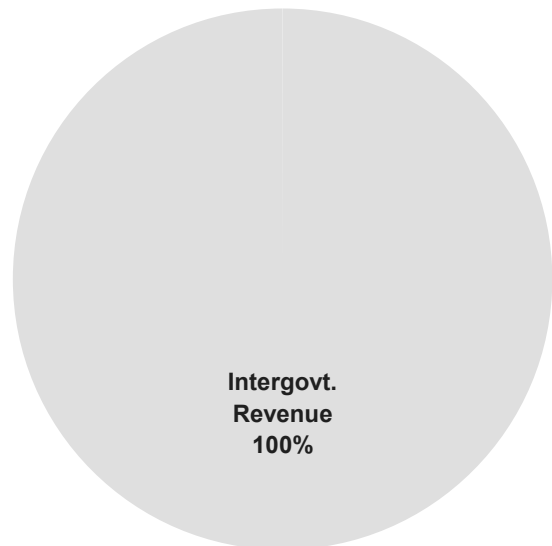
Enhance the well-being of children and the self-sufficiency of families by delivering professional child support establishment and enforcement services.

Financial Summary	2014-15	2015-16	2016-17	2016-17	2016-17
	Actual	Actual	Requested	Recommended	Adopted
Revenue from Use of Money & Property	\$ 1,628	\$ 3,908	\$ 3,000	\$ 3,000	\$ 3,000
Intergovernmental Revenue	4,381,574	4,238,848	4,576,266	4,545,042	4,487,562
Other Revenues	786	0	0	0	0
**Total Revenue	\$ 4,383,988	\$ 4,242,756	\$ 4,579,266	\$ 4,548,042	\$ 4,490,562
Salary and Benefits	3,485,747	3,327,381	3,521,999	3,521,999	3,521,999
Services and Supplies	898,243	915,375	1,057,267	1,026,043	968,563
**Gross Expenditures	\$ 4,383,990	\$ 4,242,756	\$ 4,579,266	\$ 4,548,042	\$ 4,490,562
General Fund Support (G.F.S.)	<u>\$ 2</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>

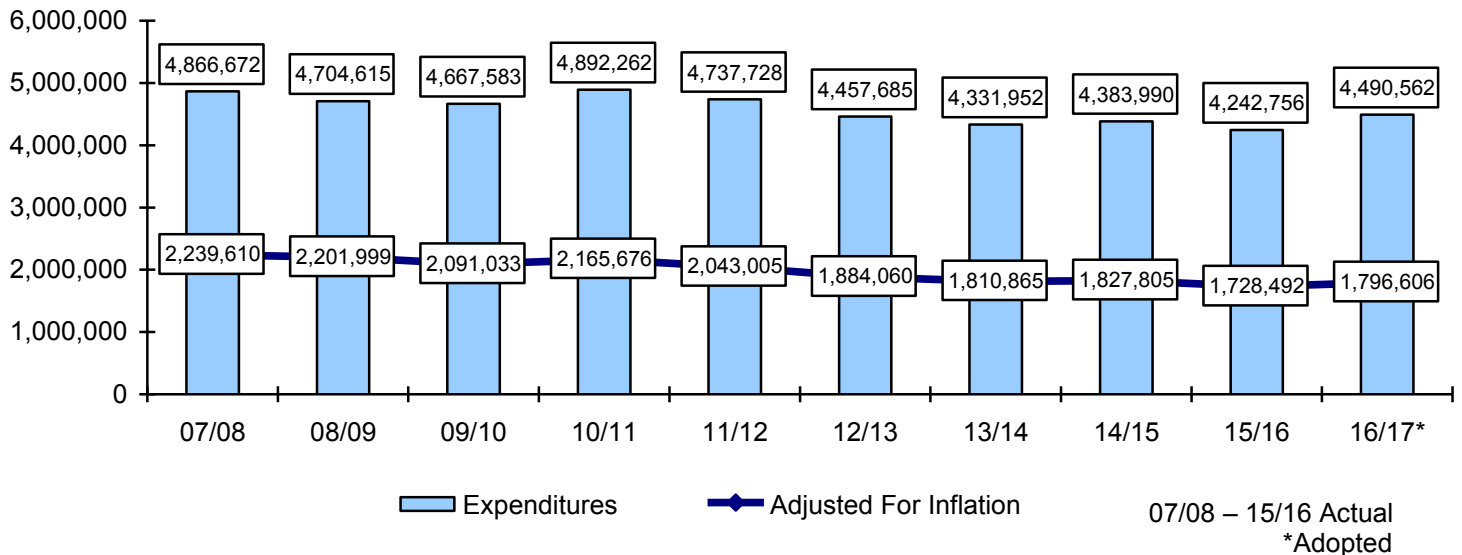
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Child Support Services has a total expenditure level of \$4,490,562 and a total staffing level of 37.00 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: \$4,490,562 Total Staffing (FTE): 37.00

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. The department primarily deals with civil legal matters involving child support establishment and enforcement functions. The department also has a criminal enforcement unit, which prosecutes the most egregious offenders with criminal sanctions. The department believes in a shared commitment to children, and that they need to be able to rely on their parents for support. The goal is to manage our program efficiently and effectively. The department encourages 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.

Challenges the department may face in FY 2016-17 will be to retain the knowledge and skillset of long term employees lost through attrition. The department plans to address the loss of subject experts by providing staff training and networking opportunities to increase their knowledge and improve sustainable, long term practices. Also, the State Department of Child Support Services continues its move away from an enforcement-focused program to a more holistic, family services program. This change in vision puts more emphasis on serving all the needs of the family and diminishes methods to punish obligors for failure to pay. This change will require a diminution of services provided by the District Attorney’s Office. The State has also begun studying the statewide funding allocations for county Child Support departments. The committee is in its formative stages and hopes to recommend a few allocation models for review by the county Child Support departments.

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

FY 2015-16 Accomplishments

- Established court orders for child and medical support for 96.7% 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 78.4% of all current child support owed. Support is primarily used for basic needs of food, clothing and shelter. Base needs are essential for creating healthier and successful families and community.
- Collected past due child support for 82.1% of cases in which past due support is owed.
- The implementation of a Customer Satisfaction survey revealed a 92% (236 out of 257 surveys taken), above average rating based on five service areas: Courtesy and Professionalism, Quality, Efficiency and Problem Solving, Timeliness and Accessibility. Each area is rated on a five point scale with 1 being extremely dissatisfied and 5 being extremely satisfied.

FY 2016-17 Objectives

- Establish court orders for child and medical support for 96.7% 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 82.2% 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.
- Finalize and begin implementation of the department's five year Strategic Plan.
- In an effort to maintain and improve on overall performance and cost effectiveness, study and analyze the services provided under the Memorandum of Understanding with the District Attorney's Office.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Financial Summary

The budget recommended for Child Support Services requires no General Fund support in FY 2016-17. The fund center operates entirely on revenue from State and Federal sources. Revenue is decreasing by \$95,590 or 2% when compared to FY 2015-16 adopted levels. Due to a combination of wage and benefit increases approved for FY 2015-16 and the elimination of a vacant 1.00 FTE Supervising Legal Clerk I position and a 0.75 FTE Family Support Officer I position, salary and benefits are decreasing by \$142,421 or 3%. The department has indicated that their current staffing level does not warrant a second Supervising Legal Clerk and they have no plans to fill the Family Support Officer position.

Services and supplies are increasing by \$46,831 or 4%. The primary driver of the increase is the 31% or \$20,556 increase in countywide overhead. Training and travel expenses are increasing by \$33,584 due to 1) the department head's participation in the bi-monthly Child Support Directors' meetings and the annual training conference and 2) other staff training necessary to maintain knowledge due to the loss of staff due to retirements.

Service Level Impacts

There are no service level impacts as result of the recommended FY 2016-17 budget. The elimination of 1.75 FTE will not affect their service levels. The current staffing levels do not warrant a second Supervising Legal Clerk due to workload, and the department has no plans to fill the Family Support Officer position.

Position Allocation List (PAL) Changes

The FY 2016-17 recommended PAL for the department includes a net decrease of 1.75 FTE compared to the FY 2015-16 adopted PAL.

FY 2016-17 Recommended PAL Changes

- - 1.00 FTE vacant Supervising Legal Clerk I
- - 0.75 FTE vacant Family Support Officer III

BOARD ADOPTED CHANGES

As part of the Supplemental Budget document, the Board approved a request to reduce revenue and expense appropriation for an offsetting transfer-out to the District Attorney’s Office in the amount of \$57,480. This reduction reflects decreased use of Deputy District Attorney services from the District Attorney’s Office and aligns with the State Department of Child Support Service’s direction to focus on a family centered poverty prevention program rather than prosecution.

BUDGET AUGMENTATION REQUESTS ADOPTED

None requested.

GOALS AND PERFORMANCE MEASURES

The San Luis Obispo County Department of Child Support Services is exclusively funded by the State Department of Child Support Services, which is under the umbrella of the Federal Office of Child Support Enforcement. Each year, the State must report statewide rankings of Child Support departments based on five Federal performance measures. For the last Federal fiscal year (FFY), the County’s DCSS ranked number one in the state. The reporting period for the five measures runs from October 1 through September 30 of the following year, a Federal fiscal year (FFY). The current status and comparison, from FY 2013-14 to FY 2014-15, of each performance measure has been noted, however, the actual published results for FFY 15-16 will not be made available until after February 2017.

Department Goal: To ensure that children receive the support benefits they are entitled to as quickly as possible.						
Communitywide Result Link: <input type="checkbox"/> Safe <input checked="" type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community						
1. Performance Measure: Percentage of child support cases with a court order for child support.						
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
95.3%	97.4%	96.9%	96.7%	96.9%	Not Available Until early 2017	96.7%
What: Support orders are the legal documents which establish child and medical support. These orders establish how much the absent parent should pay for the support of the children and what obligations the parent has to provide medical support.						
Why: Establishment of support orders defines the financial and medical obligation of the absent parent and provides a legal basis for enforcement.						
How are we doing? In FFY 2014-15, 96.7% (3,714 of 3,839) of our cases had a court order for support. San Luis Obispo County ranked among the top two counties in the state for percent of child support cases with a court order established. The statewide average is 89.4%. In comparison to the percentage of established court orders by June 30, 2015 at 96.1%, there were 95.8% established by June 30, 2016, a slight decrease from the previous year. Actual published results for FFY 2015-16 will not be made available until after February 2017.						
Department Goal: To improve the standard of living for families we serve by ensuring a high percentage of current child support collections.						
Communitywide Result Link: <input type="checkbox"/> Safe <input checked="" type="checkbox"/> Healthy <input type="checkbox"/> Livable <input checked="" type="checkbox"/> Prosperous <input type="checkbox"/> Well-Governed Community						
2. Performance Measure: Percentage of current support collected.						
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
75.2%	77.8%	78.9 %	78.4%	78.9%	Not Available Until early 2017	78.9%
What: This is the monthly court ordered amount paid by the absent parent compared to monthly court ordered amount owed by the absent						

parent. This reflects the total amount of current support collected by our department over the course of the FFY.

Why: To ensure children receive the financial support to which they are legally entitled.

How are we doing? In FFY 2014-15, the department collected 78.4% (\$11,046,733 of \$14,085,488) of current support owed. San Luis Obispo County ranked among the top two counties in the state for collection of current support. The statewide average is 66.5%. The total percentage of current support collected on of June 30, 2015 was 78.2%, compared to this year on June 30, 2016, collections of current support were at 79%, increase by 8/10 of a percent. Actual published results for FFY 2015-16 will not be made available until after February 2017.

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

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
77.1%	79.5%	81.9%	82.1%	81.9%	Not Available Until early 2017	82.2%

What: When the monthly court order amount is not paid, it becomes past due support. This measures the number of cases in which a collection of past due support was received during the Federal Fiscal Year.

Why: To ensure children receive the financial support to which they are legally entitled.

How are we doing? In FFY 2014-15, payment of past due support was collected in 82.1% (2,674 of 3,256) 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 the state in collection of payment for past due support. The statewide average is 66.2%. Caseworkers utilize a report which target cases that owe arrears and have not paid during the FFY. They solicit and assist the absent parent with making payment by phone or on-line. The total percentage of past due support collected on of June 30, 2015 was 78.9%, compared to this year on June 30, 2016 collections of past due support were at 79.6%, up by 7/10 of a percent. Actual published results for FFY 2015-16 will not be made available until after February 2017.

**4. Performance Measure: Maintain a customer satisfaction rating of 4.5 or better.
(This measure is being added in FY 2016-17.)**

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
New Measure	New Measure	New Measure	New Measure	New Measure	4.0	4.5

What: The State Department of Child Support Services implemented a statewide survey on November 1, 2015 where all local child support agencies were required to measure the level of customer satisfaction based in five service areas: Courtesy & Professionalism, Quality, Efficiency & Problem Solving, Timeliness and Accessibility. Each area is rated on a five point scale with 1 being extremely dissatisfied and 5 being extremely satisfied.

Why: To identify the areas of needed improvement to consistently provide the level of service to meet the needs of our community.

How are we doing? November 2015 was the first month the statewide survey was available to our customers for various interactions at the local level via office visits, telephone interactions and court proceedings. A total of 165 survey responses were received from customers during the period of November 2, 2015 through June 30, 2016, with an average satisfaction rating of 4.0. Participant numbers have continued to decline over the 8 month period, which in turn has had a negative effect on the average rating. Satisfied customers are less likely to repeat taking the survey and negative surveys have a larger impact on results. The results from the survey are reviewed daily for appropriate action and follow up to improve customer service.

**5. Performance Measure: Total child support dollars collected per \$1.00 of total expenditure.
(This measure is being deleted in FY 2016-17.)**

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Projected	16-17 Target
\$3.01	\$3.24	\$3.35	\$3.34	\$3.35	Not Available until early 2017	delete

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.

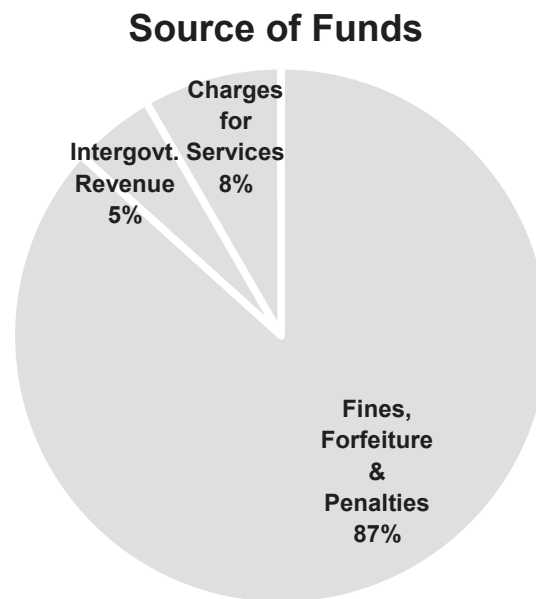
Why: To ensure that the cost collection ratio is reasonable as compared to other counties within the state.

How are we doing? Our cost effectiveness essentially remains at the FFY 2013-14 levels for FFY 2014-15. The actual results for FFY 2014-15 ended at \$3.34 collected per \$1.00 of total expenditure, compared to FFY 2013-14 at \$3.35 collected per \$1.00 of expenditure. The statewide average for FFY 2014-15 was \$2.51. In light of our focus on improving customer service, this performance measure will be deleted in FY 2016-2017.

PURPOSE

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

Financial Summary	2014-15 Actual	2015-16 Actual	2016-17 Requested	2016-17 Recommended	2016-17 Adopted
Fines, Forfeitures and Penalties	\$ 3,075,868	\$ 2,367,509	\$ 2,596,000	\$ 2,596,000	\$ 2,596,000
Intergovernmental Revenue	112,510	110,045	142,959	142,959	142,959
Charges for Current Services	215,849	233,738	250,000	250,000	250,000
Other Revenues	1,162	1,222	0	0	0
**Total Revenue	\$ 3,405,389	\$ 2,712,514	\$ 2,988,959	\$ 2,988,959	\$ 2,988,959
Other Charges	2,396,524	2,394,059	2,426,973	2,426,973	2,426,973
**Gross Expenditures	\$ 2,396,524	\$ 2,394,059	\$ 2,426,973	\$ 2,426,973	\$ 2,426,973
General Fund Support (G.F.S.)	\$ (1,008,865)	\$ (318,455)	\$ (561,986)	\$ (561,986)	\$ (561,986)



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.

Financial Summary

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 2016-17 is \$561,986, an increase of 1% compared to the FY 2015-16 adopted budget. Other charges are budgeted to remain unchanged in FY 2016-17.

Revenues from fees, fines and penalties, totaling \$2,988,959 in FY 2016-17, 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 (43%), motor vehicle/criminal fines (27%), and state penalty assessments (16%).

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.

Service Level Impacts

None.

Position Allocation List (PAL) Changes

This fund center has no Position Allocation List (PAL).

BOARD ADOPTED CHANGES

None.

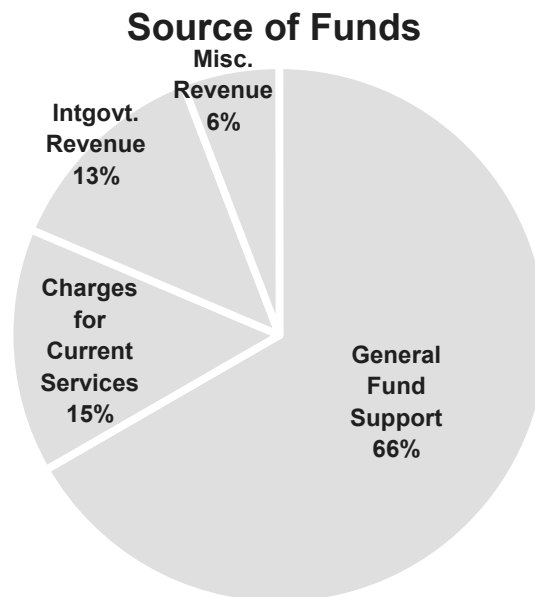
BUDGET AUGMENTATION REQUESTS ADOPTED

None requested.

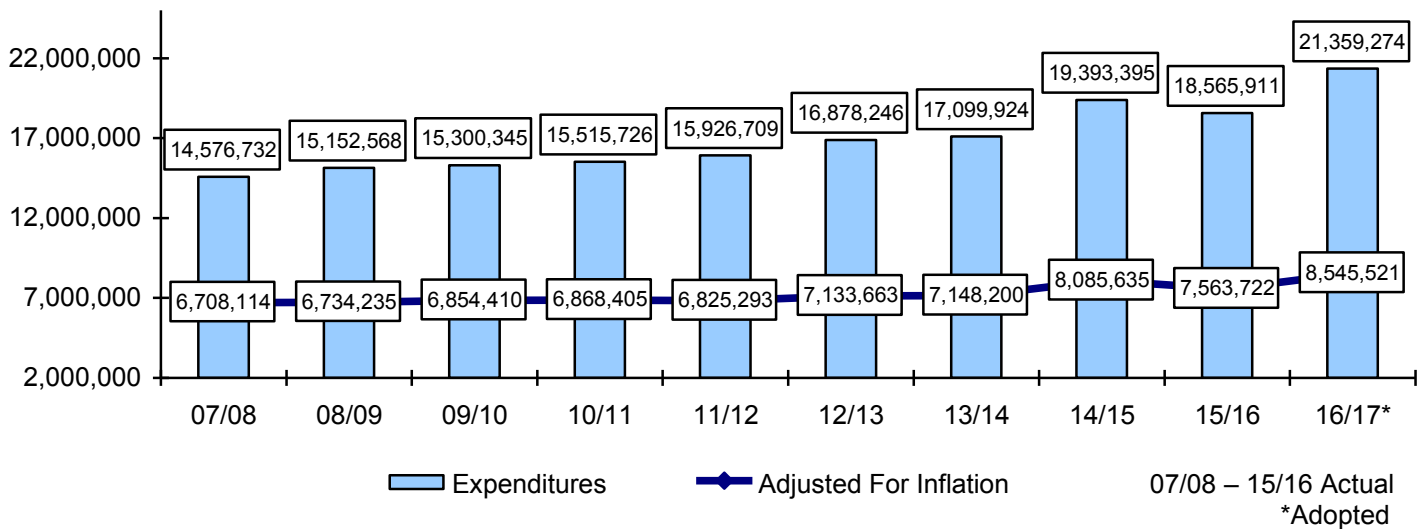
MISSION STATEMENT

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.

Financial Summary	2014-15	2015-16	2016-17	2016-17	2016-17
	Actual	Actual	Requested	Recommended	Adopted
Licenses and Permits	\$ 327,854	\$ 337,249	\$ 282,734	\$ 329,000	\$ 329,000
Intergovernmental Revenue	2,726,562	2,899,840	2,927,690	2,927,690	2,927,690
Charges for Current Services	2,776,031	3,017,599	3,190,561	3,190,561	3,190,561
Other Revenues	78,404	73,794	93,177	93,177	93,177
Interfund	531,991	562,878	589,445	589,445	589,445
**Total Revenue	\$ 6,440,842	\$ 6,891,360	\$ 7,083,607	\$ 7,129,873	\$ 7,129,873
Services and Supplies	17,929,965	18,483,459	20,392,920	20,665,164	20,665,164
Fixed Assets	1,463,430	82,452	694,110	694,110	694,110
**Gross Expenditures	\$ 19,393,395	\$ 18,565,911	\$ 21,087,030	\$ 21,359,274	\$ 21,359,274
General Fund Support (G.F.S.)	<u>\$ 12,952,553</u>	<u>\$ 11,674,551</u>	<u>\$ 14,003,423</u>	<u>\$ 14,229,401</u>	<u>\$ 14,229,401</u>



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

County Fire has a total expenditure level of \$21,359,274 and a total staffing level of 0.00 to provide the following services. Note that County Fire service is provided through a contract with Cal Fire, the State fire service. For this reason, no County staff positions are shown for County Fire on this fund center’s Position Allocation List (PAL). The FY 2016-17 contract with Cal Fire is recommend to include 100.50 FTE positions employed by the State through Cal Fire.

Responding to Emergencies

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

Total Expenditures: \$16,751,434 Total Staffing (FTE): 0.00

Preparing 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: \$1,672,630 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: \$1,081,138 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: \$1,854,072 Total Staffing (FTE): 0.00

DEPARTMENT COMMENTS

The County Fire Department provides emergency services to county residents and visitors, including medical aid, fire fighting, rescue, and hazardous materials response. The department also develops plans for responding to disasters, and prevents fires from occurring through community education and enforcement of fire-related regulations.

Cal Fire, a department of the State of California, serves as the County Fire Department under a contract with the County. This partnership serves both the County and the State well, maximizing the capabilities and resources of both agencies.

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

FY 2015-16 Accomplishments

- Increase percentage of completed commercial building pre-fire plans.
- Increased county areas covered by pre-fire plans.
- Re-directed department resources to improve efficiency and cost-effectiveness of operations, based on the Fire Service Level Analysis.
- Enforced fire ordinances to reduce fire related deaths and property losses.
- Utilized Homeland Security Grant funding to improve technical and operational capabilities of the department.
- Improved response capabilities throughout the county, fine tuning the use of a rescue vehicle for off-highway use.
- Explored solutions to declining volunteer Paid Call Firefighter (PCF) numbers, recruiting where possible and seeking alternatives elsewhere.
- Made site improvements at the Fire Training Drill Grounds at Camp San Luis Obispo.
- Created new opportunities for other County departments to utilize Fire Training Center facilities.
- Continued efforts with the State leading towards construction of a new County Fire Headquarters facility.
- Continued efforts to improve vehicle maintenance tracking and record keeping.

FY 2016-17 Objectives

- Continue efforts to improve the tracking of completed commercial building pre-fire plans to improve fire safety.
- Complete linking of pre-fire plans to mobile computers in fire engines.
- Continue to increase county areas covered by pre-fire and evacuation plans.
- 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.
- Continue efforts leading towards construction of a new County Fire Headquarters facility.
- Work with the County Sheriff to advance the co-located Emergency Dispatch Center project toward construction.
- Improve inventory management processes with the use of our new inventory software system.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Financial Summary

County Fire's General Fund support is recommended to increase \$627,645 or 4% compared to the adopted FY 2015-16 budget. The increase in General Fund support is mainly due to an anticipated increase in the cost of the contract with Cal Fire, which is partially offset by a reduction in capital expense and an increase in total revenue.

Revenue is recommended to increase \$217,174 or 3%. Nearly three-quarters 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 \$159,530 or 5% over the FY 2015-16 adopted amount. The remainder is made up of increases in Federal emergency management grant funding, plan check fees, and reimbursement revenue from the County Airport and outside agencies for fire services provided through the County's contract with CAL FIRE.

Expenditures are recommended to increase \$844,819 or 4%, mainly due to an anticipated increase in the cost of the contract with Cal Fire totaling \$983,154 or 6%. Approximately 92% of the increase in contract expense or \$903,475 is General Fund expense. The remaining 8% is offset by reimbursement revenue from the County Airport and outside agencies for fire services provided through the County's contract with CAL FIRE. The cost of the County's contract with Cal Fire is expected to increase approximately 5% compared to the prior year as the result of increases in State negotiated labor increases, as well as the contract rate for benefits and administration costs.

Two budget augmentation requests totaling \$323,845 of General Fund Expense are recommended for FY 2016-17. \$203,730 is recommended as part of the contract with Cal Fire to fund three additional half-time fire fighters at Station 10 – Cambria (see Budget Augmentation Requests Recommended, below). \$120,115 is recommended to fund a 1.00 FTE Department Automation Specialist to support County Fire. This position is recommended to be added to the Position Allocation List (PAL) for FC 114 – Information Technology, as FC 140 – County Fire has no PAL.

The total recommended contract cost for FY 2015-16 is \$18,000,088 and includes a total of 100.50 full time Cal Fire positions. Of the total contract amount \$3.2 million is associated with fire service provided to the communities of Los Osos and Avila Beach, dispatch services for these communities and other additional jurisdictions, the County Airport, and a contract with one of the solar project firms to provide partial funding for services in California Valley. These expenses are offset by revenue received in this budget.

The recommended budget includes expense for the replacement of fire vehicles totaling \$878,810. This includes one fire engine, two repair vehicles, and a utility vehicle. Funding for these purchases and associated equipment is provided by General Fund dollars canceled from the County Fire Vehicle Replacement designation. Funding for the Fire Vehicle Replacement designation is added each year based on a 30-year replacement schedule.

The Fire Vehicle Replacement Schedule was established to enable smoothing of the annual General Fund contribution to the replacement of County Fire vehicles. The goal is to avoid wide fluctuations in the amount of General Fund contributed for fire vehicle replacement, which in past years had often been based on the availability of resources in a particular budget year. Based on the replacement schedule, new General Fund dollars added to the designation each year are now a consistent annual amount of approximately \$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.

Service Level Impacts

The proposed level of General Fund support will maintain existing service levels, with the exception of the intended results from the recommended budget augmentations shown below.

Position Allocation List (PAL) Changes

This fund center has no Position Allocation List (PAL).

BOARD ADOPTED CHANGES

None.

BUDGET AUGMENTATION REQUESTS ADOPTED

Unit Amount	Description	Results
<p><u>Gross Annual Cost:</u> \$203,730</p> <p><u>General Fund support:</u> \$203,730</p>	<p>Augment Winter Staffing at Station 10 - Cambria</p> <p>Add three limited term Firefighter-II positions during the six-month non-fire season each year (equivalent to 1.50 FTE) to the County's fire service contract with Cal Fire.</p> <p>This will ensure a third firefighter responds to all incidents during non-fire season, even when no Paid-Call Firefighters (volunteers) are available. (Cambria is fully staffed during fire season at State expense.)</p>	<p>During non-fire season, a third firefighter will respond to all incidents assigned to Station 10 - Cambria, even when no Paid-Call Firefighters (volunteers) are available. This will help ensure firefighters arrive at the scene of an emergency incident with enough equipment and firefighters to adequately mitigate the emergency.</p>
<p><u>Gross Annual Cost:</u> \$120,115</p> <p><u>General Fund support:</u> \$120,115</p>	<p>Add a 1.00 FTE Department Automation Specialist (DAS) position to the FC 114 – Information Technology Position Allocation List (PAL) to support County Fire.</p>	<ol style="list-style-type: none"> 1. Support County Fire's Mobile Data Computer (MDC) program and other County Fire IT needs. 2. Reduce annual overtime expense by approximately \$64,324, which will partially offset the expense of the new position.

BUDGET AUGMENTATION REQUESTS NOT ADOPTED

Unit Amount	Description	Results
<p><u>Gross Annual Cost:</u> \$261,741</p> <p><u>General Fund support:</u> \$261,741</p>	<p>Add Emergency Planning Division Chief</p>	<p>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: <input checked="" type="checkbox"/> Safe <input checked="" type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input type="checkbox"/> Well-Governed Community						
1. Performance Measure: Average time elapsed from receiving a request for assistance until the <u>first</u> unit arrives on scene:						
(a) To calls in areas designated Urban.						
(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.						
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
New Measure FY 13-14	New 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/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%	(a) 7 min/73% (b) 8 min/54% (c) 15 min/85% (d) 20 min/87% (e) 30 min/83%	(a) 7 min/90% (b) 8 min/90% (c) 15 min/85% (d) 20 min/80% (e) 30 min/75%
What: This measure evaluates the department's ability to provide assistance within acceptable 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, requires first units to arrive 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 2015-16 projected results, therefore, are from calls in CY 2015.						
In CY 2015, data shows the department failed to meet this performance measure for calls in areas designated as Urban or Suburban, while meeting or exceeding the performance measure for calls in areas designated as Rural, Remote or Undeveloped. Performance on the first two types of calls dropped significantly compared to prior years, and the department is reviewing call data in an attempt to determine why this occurred. In spite of these declines, the department supports keeping the higher targets for FY 2016-17. Ongoing strategies employed to reduce response times include improving dispatch procedures, utilizing Mobile Data Computers and related technology, reviewing and updating maps used for dispatch, fine-tuning details of response plans, and improving communications between responders and dispatchers. The department will soon institute a system to review response times which fall below performance standard levels, in order to determine causes, and to make mid-year adjustments.						
The governing body of a local fire protection organization determines the level of fire/rescue service provided to the public; there are no mandated Federal or State service level requirements regarding response times, staffing levels and expected outcomes. There are however, recognized industry service level standards recommended to achieve successful service delivery. 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 . There are no results available with comparable counties for comparison.						
2. Performance Measure: Average time elapsed from receiving a request for assistance until the <u>second</u> 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.						
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
New Measure FY 13-14	New 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/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%	(a) 11 min/86% (b) 13 min/60% (c) 18 min/88% (d) 28 min/92% (e) 45 min/82%	(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, requires second units to arrive 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 2015-16 projected results, therefore, are from calls in CY 2015.

In CY 2015, data shows the department failed to meet this performance measure for calls in areas designated as Urban or Suburban, while exceeding the performance measure for calls in areas designated as Rural, Remote or Undeveloped. Performance on the first two types of calls dropped significantly compared to prior years, and the department is reviewing call data in an attempt to determine why this occurred. In spite of these declines, the department supports keeping the higher targets for FY 2016-17. Ongoing strategies employed to reduce response times include improving dispatch procedures, utilizing Mobile Data Computers and related technology, reviewing and updating maps used for dispatch, fine-tuning details of response plans, and improving communications between responders and dispatchers. The department will soon institute a system to review response times which fall below performance standard levels, in order to determine causes, and to make mid-year adjustments.

The governing body of a local fire protection organization determines the level of fire/rescue service provided to the public; there are no mandated Federal or State service level requirements regarding response times, staffing levels and expected outcomes. There are however, recognized industry service level standards recommended to achieve successful service delivery. 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. There are no results available with comparable counties for comparison.

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.

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
\$30,930	\$28,845	\$28,901	\$30,340	No more than \$30,000	\$24,350	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? Property losses are tracked and reported on a calendar year (CY) basis, for the calendar year ending during the fiscal year (FY) reported. FY 2015-16 results, therefore, are from CY 2015. The rate of property loss reported for FY 2015-16 decreased significantly compared to the four prior years. The department's success with this measure is attributed to a number of ongoing programs, including public education, improved fire codes and code enforcement activities, fire inspections and development plan reviews, and efforts to reduce fire hazards in order to prevent fires. Success in this measure can also be attributed to the department's ability to quickly respond to fires.

Total dollar value, per thousand population, of all property damaged or destroyed by fire in the area protected by the department for FY 2015-16, was \$11,646. 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 2015-16 is \$24,350. This is substantially less than our goal of no more than \$30,000, however a major decrease in one year does not identify a trend. Therefore, the target for FY 2016-17 remains the same.

\$24,350 represents a decrease of 19.74% compared to FY 2014-15. Fire loss details for the year included: vehicle fires \$888,750; structure fires \$193,300; total fire losses \$1,082,050. Nationwide fire related property losses totaled \$11.6 billion in 2014, or \$35,978 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. There are no results available with comparable counties for comparison.

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.

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
0.840	0.065	0.044	0.027	0	.054	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.

There were two fire related deaths in FY 2015-16. There had not been a fire related death in County Fire jurisdictions since 2010. 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 2015-16 results, therefore, are from CY 2015. 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 2015-16 is 0.054. This number represents an increase of 97.42% compared to FY 2014-15. While this performance measure reflects a substantial increase in 2015-16, it is worth noting that this measure utilizes a five-year rolling average.

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 3,275 in CY 2014 (the last year with data available), or 0.102 deaths 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. There are no results available with comparable counties for comparison.

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.

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
0.80	0.90	0.88	0.88	0.90	.86	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 2015-16, the department utilized 79 full-time equivalent emergency responders, for a rate of 0.86 per thousand population. This is 4% (.04 FTE/thousand) less than the FY 2015-16 target. The population used to calculate the rate per thousand is in the unincorporated area of the county protected by County Fire. This excludes the communities of Templeton, Cambria, San Miguel, Santa Margarita and Cayucos as they have their own fire departments. This population information is obtained at the State Department of Finance website www.dof.ca.gov. 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 2015, 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 beginning in FY 2014-15, and with increased staffing at Cambria Station 10 beginning in FY 2015-16. We will continue 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. There are no results available with comparable counties for comparison.

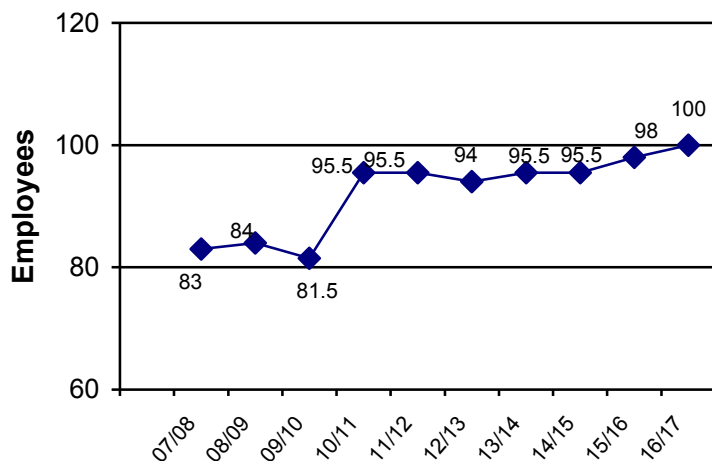
6. Performance Measure: Annual cost of department operations, on a per resident basis.						
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
\$161.85	\$163.65	\$165.49	\$170.54	No more than \$178.00	\$180.08	No more than \$213.00
<p>What: This measure evaluates what it costs the department to operate, in terms of total operating cost, on a per resident basis. The number of residents is calculated for County Fire jurisdictions only. Capital Outlay 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.</p> <p>Why: Controlling operating costs is an important factor in the department's efforts to manage the department efficiently and cost-effectively.</p> <p>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 projected 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 FY 2014-15 were \$170.54 per capita, an increase of 4.4 percentage points over the FY 2013-14 actual amount. This increase was the result of changes to the compensation rates charged by Cal Fire, the State agency that provides fire service to the county under contract.</p> <p>Actual expenses for FY 2015-16 were \$180.08 per capita, an increase of \$9.54 or 5.6 percentage points over FY 2014-15 actual expenses. The primary factor in this change came about because the increases in FY 2015-16 were in effect for the full year, instead of the six months they were in effect during FY 2014-15. We anticipate an additional salary increase will occur in FY 16-17, when the state minimum wage is set to increase again. In anticipation of that increase, the target for FY 2016-17 has been increased to \$213.00 per capita. There are no results available with comparable counties for comparison.</p>						
7. Performance Measure: Portion of the cost of department operations which is paid for with non-General Fund support dollars.						
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
33%	34%	33%	30%	No less than 35%	31%	No less than 35%
<p>What: This measure evaluates the department's ability to fund operations from sources other than the General Fund.</p> <p>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.</p> <p>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 2015-16, department revenue is \$6,951,783, which results in a rate of 31% which is an increase over FY 2014-15 Actual Revenue. 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 come from many sources, but are 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. There are no results available with comparable counties for comparison.</p>						

MISSION STATEMENT

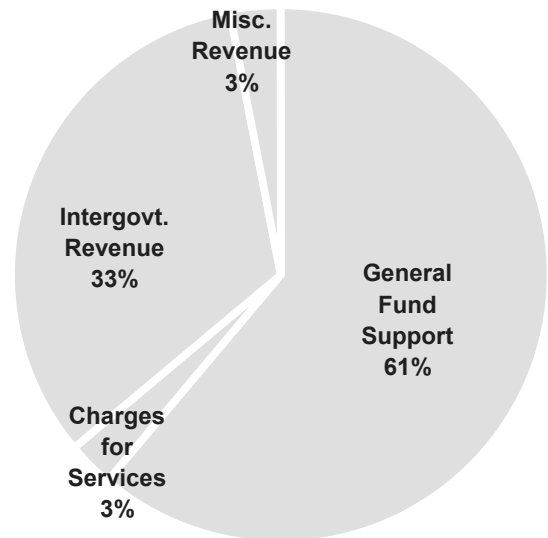
Our mission is to bring justice and safety to our community by aggressively and fairly prosecuting crime and protecting the rights of victims.

	2014-15	2015-16	2016-17	2016-17	2016-17
Financial Summary	Actual	Actual	Requested	Recommended	Adopted
Licenses and Permits	\$ 64,280	\$ 55,370	\$ 60,000	\$ 60,000	\$ 60,000
Fines, Forfeitures and Penalties	73,470	78,006	107,000	107,000	107,000
Intergovernmental Revenue	4,955,683	5,256,577	5,163,077	5,163,077	5,630,584
Charges for Current Services	343,535	420,692	402,000	402,000	402,000
Other Revenues	61,055	43,378	18,000	18,000	18,000
**Total Revenue	\$ 5,498,023	\$ 5,854,023	\$ 5,750,077	\$ 5,750,077	\$ 6,217,584
Salary and Benefits	12,922,212	12,952,773	13,883,069	13,883,069	14,124,659
Services and Supplies	1,429,693	1,448,471	1,539,351	1,539,351	1,555,945
Other Charges	0	68,359	0	0	151,843
Fixed Assets	9,841	16,116	7,673	7,673	7,673
**Gross Expenditures	\$ 14,361,746	\$ 14,485,719	\$ 15,430,093	\$ 15,430,093	\$ 15,840,120
Less Intrafund Transfers	209,800	217,672	227,060	227,060	169,580
**Net Expenditures	\$ 14,151,946	\$ 14,268,047	\$ 15,203,033	\$ 15,203,033	\$ 15,670,540
General Fund Support (G.F.S.)	<u>\$ 8,653,923</u>	<u>\$ 8,414,024</u>	<u>\$ 9,452,956</u>	<u>\$ 9,452,956</u>	<u>\$ 9,452,956</u>

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

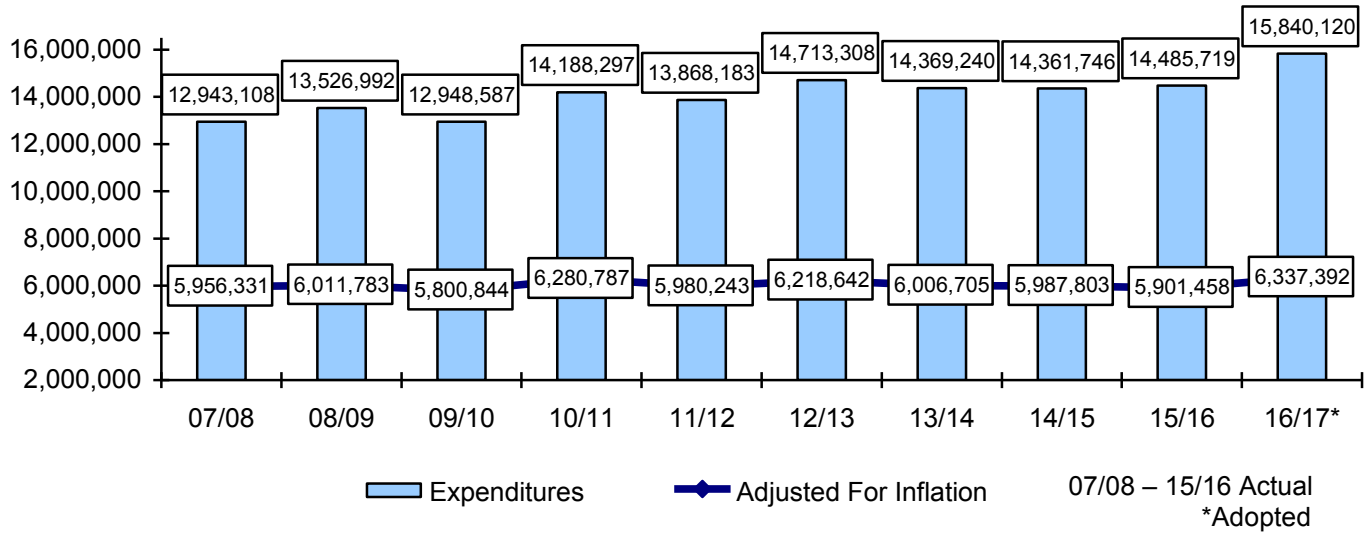


Source of Funds



* 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 \$15,840,120 and a total staffing level of 100.00 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: \$1,125,111 Total Staffing (FTE): 7.00

Consumer/Environmental

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

Total Expenditures: \$803,651 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: \$2,740,614 Total Staffing (FTE): 18.50

Prosecutions

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

Total Expenditures: \$11,170,744 Total Staffing (FTE): 69.50

DEPARTMENT COMMENTS

A number of positive changes to programs and services occurred during FY 2015-16 which support the District Attorney's mission of bringing justice and safety to the community by prosecuting crime and protecting the rights of victims.

Calling San Luis Obispo County a "natural corridor" for human trafficking activities between Los Angeles and San Francisco, the District Attorney's Office announced the formation of a Human Trafficking Task Force in January 2015. Comprised of members from local, state and federal law enforcement agencies, as well as community organizations, churches and non-profit groups, members now meet regularly to combat sex trafficking and labor trafficking through educational efforts to assist and protect victims and promote better cooperation among law enforcement agencies and community organizations. The recent conviction of San Francisco resident Richard Scott Brooks, found guilty of human trafficking of a minor in San Luis Obispo County and sentenced to 61 years to life in state prison, and the subsequent guilty verdicts in *People v. Oscar Higueros, Jr.* for human trafficking, evidences the need to aggressively address this activity which is occurring in the community.

On April 1, 2015, the District Attorney's Office partnered with Pacific Educational Services (PES) and implemented a quality, educationally-based Misdemeanor Diversion Program. Available to low-level, non-recidivist offenders, participants are offered the opportunity to complete an educational program and pay victim restitution in lieu of criminal charges being filed. Program success results in the offender learning valuable skills to deter future recidivism, as well as a community that experiences reduced crime and more expedient restitution paid to the victim.

Within the first nine months of the program (April 2015 through December 2015), a total of 880 offenders were referred to the program; 72% of those offenders enrolled. Seventy percent of the enrollees completed the program and over \$7,409 in restitution was paid back to victims.

Significant progress has been made this year toward full functionality of the department-wide customized electronic case management system that went online in November 2013. Specific to handling the thousands of criminal complaints filed annually and maintaining each case's statutorily required records, this system was enhanced in FY 2015-16 by the partnering and integration of the warrant and judgment order data exchanges for immediate access to court and law enforcement information.

Additionally, an ongoing working group representing all operational areas of the department was established in September 2015 to move toward a file-less office whereby attorneys and support staff handle all case documentation in an entirely electronic work environment. Moving yet closer toward complete system functionality allows for the immediate access to information within the DA's Office and ensures the safety for the community through a more well-informed public protection unit.

The department has again experienced a number of personnel changes due to retirements of long-term employees, e.g., Division Manager, Senior Investigator, two senior Deputy District Attorneys, and two Legal Clerks, as well as staff relocations and personal leaves. Recruitments for these and additional vacancies brought about by FY 2015-16's budget appropriations continue. In the interim, the DA's priority remains ensuring that assignment coverage needs are fulfilled, as well as a coordinating court team, support staff, and victim/witness unit response to Superior Court's reorganization in January 2016.

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

FY 2015-16 Accomplishments

- With implementation of the DA's new case management system, an increased number of wireless electronic devices in the courtroom have enabled prosecutors immediate access to case documents, including testing results and reports, thus reducing the need for continued court appearances and related staffing costs.

FY 2016-17 Objectives

- Develop a First Responder video to include victims with disabilities which Victim/Witness Division advocates will present as a training opportunity to all 35 county law enforcement agencies.
- Expand victim advocacy services and outreach awareness programs for the unserved/underserved population to additionally include

- Implementation of a pre-filing Misdemeanor Diversion Program (MDP) as an alternative for low-level and non-recidivist offenders who commit petty crimes. Studies show such programs reduce these types of cases within the criminal court system, reduce recidivism, and ultimately reduce crime in the community.
- Establishing separate vertical prosecution units for both the Domestic Violence and Sexual Assault assignments. A division of these units provides for more specialized Deputy District Attorney case handling and less trauma to the victim who by virtue of the vertical prosecution unit will remain with the same attorney from filing through trial.
- Full staffing of Victim/Witness Division advocates have allowed for contact with victims of crime within 72 hours to increase from 81% to 84% during the First Quarter of FY 2015-16, as well as provide for a full-time position dedicated to property crime victims who were previously attended to intermittently by college interns.
- Successful prosecution and conviction of the first two human trafficking cases investigated and prosecuted in San Luis Obispo County. Two additional human trafficking cases are ongoing and pending adjudication.
- victims with disabilities.
- During Crime Victims' Month (April 2017), commemorate the 40th anniversary of San Luis Obispo County's Victim/Witness Assistance Division recognizing their help with the problems that crime victims, witnesses, and their families experience as a result of victimization.
- Update the Office Policy and Procedures manual. Void of significant revision or rewriting since 2010, this living document must be refreshed and communicated throughout the department in a documented, organized, and accessible manner so as to convey clear guidelines and procedures.
- Develop our Public Integrity Unit responsible for supervising the investigation of cases involving corruption of public officials and employees in their official capacities or in the performance of their duties. This unit would additionally enforce the provisions of the Political Reform Act as it relates to campaign filings and practices and the Elections Code, as well as issues surrounding the Brown Act.
- Redesign the department's website and provide an interactive way in which to inform and educate the public and the press. A fresh, innovative, and ever changing website will allow the office to be more open and transparent and provide a vehicle in which to deliver information to the public quickly and accurately.
- In conjunction with IT, complete development of department-wide data reports to adequately measure productivity. Since implementation of the case management system in November 2013, a variety of measurements have been unavailable.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Financial Summary

General Fund support for the District Attorney's Office in FY 2016-17 is recommended to increase \$182,928 or 1% from the FY 2015-16 adopted level due to rising expenses and relatively flat revenues. Revenues are decreasing \$34,994 or less than 1% the result of a decline in State Prop 172 revenue (the ½ cent sales tax for public safety), which is declining approximately \$103,000 due to the loss of \$300,000 of one-time Prop 172 revenue budgeted in this fund center in FY 2015-16. However, a mix of reductions and increases in other revenue accounts resulting in a net increase offsets most of this reduction.

Expenditures are budgeted to increase \$147,934 or less than 1% compared to the FY 2015-16 adopted amount. The increase is mainly due to growth in salary and benefit expense, which is increasing \$ 124,253 or less than 1%. The increase is due mainly to a prevailing wage adjustment approved by the Board of Supervisors. Fixed Assets are recommended to decrease \$4,065 or 1% due to the one-time purchase of a copier in the prior fiscal year.

Service Level Impacts

The recommended level of General Fund support maintains services at current levels, with the exception of the loss of two Victim/Witness positions due to the loss of Federal grant funding, as noted below.

Position Allocation List (PAL) Changes

The FY 2016-17 recommended Position Allocation List (PAL) for the District Attorney includes a net decrease of 2.00 FTE positions compared to the FY 2015-16 adopted PAL.

FY 2015-16 Mid-Year PAL Changes:

- None

FY 2016-17 PAL Changes:

- -2.00 FTE Victim/Witness Assistance Coordinator I positions due to the loss of Federal grant funding.

BOARD ADOPTED CHANGES

As part of the Supplemental Budget document, the Board of Supervisors reduced expense appropriation and offsetting transfer-in from the Department of Child Support Services (DCSS) by \$57,480 due to the loss of funding from DCSS for half of an existing Deputy District Attorney (DDA) position, beginning December 31, 2016. This change means no intrafund expense offset funding will be received for January 1, 2017 through June 30, 2017. The full-time DDA position providing these services is currently filled. The District Attorney will use expenditure savings to backfill the loss of funding from DCSS in the second half of FY 2016-17. Funding from DCSS is not expected to return the following year. Therefore, a final resolution of this shortfall will have to be identified as part of the FY 2017-18 budget development process.

As part of the Supplemental Budget document, the Board also added 2.00 FTE limited-term Victim Witness Assistance Coordinator I and 2.00 FTE limited-term Victim Witness Assistance Coordinator II positions as the result of CalOES award funding for two Unserved/Underserved Victim Advocacy and Outreach (XV) Program grants, each totaling \$299,070, for the performance period of April 1, 2016 through March 31, 2018. Additionally, the Board added expense appropriation and offsetting revenue totaling \$336,874 from a non-competitive CalOES Victim Services (XC) Program grant to provide funding to community based organizations to address and fill victim services gaps and needs as identified by the Victim Services Steering Committee.

BUDGET AUGMENTATION REQUESTS ADOPTED

None requested.

GOALS AND PERFORMANCE MEASURES

<p>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.</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: Crime rate for state and local law enforcement agencies that serve county populations over 100,000 in the State of California.</p>						
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
Crime rate lower than 80% of counties statewide serving populations of 100,000 or more (2011)	Crime rate lower than 74% of counties statewide serving populations of 100,000 or more (2012)	Crime rate lower than 69% of counties statewide serving populations of 100,000 or more (2013)	Crime rate lower than 69% of counties statewide serving populations of 100,000 or more (2014)	Crime rate lower than 73% of counties statewide serving populations of 100,000 or more (2015)	Crime rate lower than 69% of counties statewide serving populations of 100,000 or more (2015)	Crime rate lower than 73% of counties statewide serving populations of 100,000 or more (2016)
<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.</p> <p>* Beginning FY 2011-12 the data source for this performance measure changed. The previous source, <i>Preliminary Report-Crime in Selected California Jurisdictions</i>, was replaced by <i>California Criminal Justice Profile Statewide and by County</i>, 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, <i>Preliminary Report-Crime in Selected California Jurisdictions</i> will no longer be published. (Last data release for this report was calendar year 2010.)</p> <p>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 is the most accurate way to capture countywide law enforcement reporting data.</p> <p>How are we doing? Calendar year 2015 statistical crime data was released by the State of California Department of Justice Office of the Attorney General in July 2016. These recent DOJ statistics reported for calendar year 2015 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 (lower crime rate than 69% of counties statewide), with a total of 1,114.7 serious violent, property, and arson offenses per 100,000 population. This figure is lower than the statewide rate of 1,387.1 per 100,000 population. 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 2014, and has consistently ranked below the statewide average in years 2008 through 2015.</p>						
<p>Department Goal: To maximize the efficient use of criminal justice system resources by promptly and effectively handling cases.</p> <p>Communitywide Result Link: <input checked="" type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community</p>						
<p>2. Performance Measure: Percentage of misdemeanor cases brought to final disposition within 90 days of arraignment.</p>						
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
93.5%	94.5%	Data Unavailable	Data Unavailable	93%	83.9%	Pending data
<p>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.</p> <p>Why: To determine prosecution efficiency.</p>						

How are we doing? The 90-day case aging report includes all misdemeanor cases handled by this office 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 had been difficult to achieve. While new system reports had been developed, issues remained with San Luis Obispo County Superior Court's warrant and court case update interfaces which were both necessary to establishing verifiable case aging data.

Progress this calendar year with the Superior Court's much anticipated warrant interface, installed in March 2015 and enhanced in November 2015, now captures aged cases in which warrants have been issued. The complex judgment order interface, intended to automatically update the status of charge dispositions in the District Attorney's Office Karpel case management system, has experienced several rounds of testing and necessitates further coordination with Superior Court to unify the order in which case charges are entered. With standardization estimated to be completed within the first quarter of FY 2016-17, the case disposition update function may then be fully implemented and allow for immediate case disposition results.

FY 2015-16 projected and FY 2016-17 target performance projections were previously unavailable due to delays in obtaining verifiable data. FY-end 2015-16 data captured in July 2016, taking into consideration the lack of an operational automated judgment exchange and requiring manual case disposition entry by District Attorney legal clerk staff, reflects a 90-day case aging percentage of 83.9%. While results in previous years was significantly improved, future disposition rates are expected to increase as manual data entry lags will be eliminated with integration of the judgment exchange. San Luis Obispo County Superior Court's reorganization in late 2014 and the implementation of designated arraignment/early disposition program court, as well as the District Attorney's successful Misdemeanor Diversion Program (MDP) are all expected to have a positive impact on results once the remaining judgment interface integration is complete and more accurate aged data becomes available.

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.

(This measure is being deleted in FY 2016-17)

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
19	23	26	31	28	31	deleted

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 additionally include collaboration with 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.

The reported improved results over the past several years are a positive reflection of the District Attorney's Office's emphasis on increasing communication and improving coordinated inter-agency efforts. Having achieved a continuum of successful performance, both locally and when compared to comparable county interaction, this measure will be tracked internally beginning in FY 2016-17 and replaced by a different yet equally meaningful measure of the department's performance.

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.

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
658	726	298 (Data Previously Reported as Unavailable)	274 (Data Previously Reported as Unavailable)	750	257	250

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 was in development, issues related to the direct filing exchange with Superior Court resulted in previously incomplete juvenile petition information for FY's 2013-14 and 2014-15.

Without verifiable performance data for the previous two annual reporting cycles, FY 2015-16 projected estimations were based upon the last reported actual results in FY 2012-13 and prior. Recent data extractions by Information Technology staff have enabled previously unavailable actual results for FY 2013-14 and FY 2014-15 to be reported, as well as FY 2015-16 results to become available. Keeping in mind that this newly reportable data may have slight error due to incomplete transference of information at data conversion from the old Legacy to new Karpel system, as well as decreases due to the exclusion of Neglected Child cases, the overall decline in the number of juvenile criminal prosecution petitions reviewed and filed annually is noticeably significant. Likely the most direct impact was brought about by the passage of Prop 47 in November 2014 in which the majority of juvenile felony offenses, i.e., grand theft, burglary, and drug possession, were reclassified as misdemeanor offenses and handled without filing criminal petitions. A climate shift from delinquency prosecution to graduated sanctions and restorative justice have led to informally handling cases with assigned Probation personnel outside of the courtroom setting and providing for a lesser restrictive method of punishment. Juvenile cases handled by the District Attorney's Office now typically reflect the more serious juvenile offenses which fall outside of the Prop 47 parameters or those cases in which the juvenile failed to successfully complete their diversion program obligations.

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.

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.

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
69%	114%	88%	91%	100%	90%	90%

What: Percentage of recovery on bad check cases processed by the Bad Check Unit.

Why: The higher the collection percentage is, the more effective the restitution recovery 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 2015-16 actual results in which 604 cases were submitted for payment; 63 were rejected and returned to victims, and 541, or 90%, experienced restitution recovery (541 of 604). The check complaints rejected and returned to victims were due to matters surrounding civil disputes, direct payment having already been received by the victim, or forgery requiring law enforcement investigation, and thus, would not fall under the purview as recoverable by the Bad Check Unit.

A high performance percentage continues to exist for FY 2015-16 amidst a market-driven decline in checks submitted to the Bad Check Unit for collection. 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 Bad Check Unit performance data had previously been requested from Ventura, Humboldt, Kern, Butte, Kings, and Solano counties. Ventura and Humboldt, the only counties which provided comparable data, reported only on the number of checks submitted to their program, not on the effectiveness of their collection recovery efforts. In FY 2015-16, Humboldt County's Bad Check Program reported 123 checks received for collection; Ventura County's Bad Check Program reported 672 checks received for collection. Butte and Kern Counties have discontinued their Bad Check Unit, and 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.

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
57 Days	52 Days	53 Days	49 Days	52 Days	43 Days	50 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. FY 2015-16 results indicate a recovery period of 43 days which signals a marked improvement over FY 2014-15 actual results by 6 days, or a 12% reduction. Recovery period performance was enhanced during FY 2015-16 through establishing a standard for shorter case review time, as well as increased phone call contact with the check writer by Bad Check Unit staff for collections on non-prosecutable cases.

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 and Kern Counties have since discontinued their programs. Due to staffing and/or programmatic limitations, however, no comparative average restitution recovery period 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 eight business days of referral to Victim Witness.

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
85%	86%	85%	87%	100%	93%	97%

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 2015-16, Victim/Witness advocates assisted 4,334 victims in crimes against persons cases charged by our office, and 93% of those victims were contacted for services within the eight day target for outreach. Due to additional staffing providing for more efficient and effective caseload handling, FY 2015-16 results show an improved percentage over previous years for outreach to victims within an eight business day period. 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 during FY 2015-16 as 80% (3,474 of 4,334) of victims were contacted within 72 hours (three 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.

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
100%	100%	96%	94%	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. Recent FY 2014-15 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 94% (400 of 427). Twenty-seven applications processed during this period were denied by VCGCB of which two were duplicates and 25 remain subject to appeal. While the approval rate declined slightly from the previous fiscal year (96% to 94%), the average processing time improved from 23 days in FY 2013-14 to 16 days in FY 2014-15. 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 2015-16 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.

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
94%	96%	96%	97%	96%	94%	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 2,927 civilian subpoenas that were mailed and then confirmed by telephone rather than personally served, the estimated savings to the County in FY 2015-16 was approximately \$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 2015-16 results indicate that 94% (2,741 of 2,927) of civilian witnesses who received subpoenas were contacted by Victim/Witness and receipt of their subpoenas confirmed. For FY 2015-16, the percentage of subpoenas mailed and receipt confirmed decreased slightly in comparison to previous years due to a myriad of possible issues, including incorrect reporting information, data input errors, and/or witness relocation. Such consistently high performance percentages are indicative of an ongoing commitment by Victim/Witness staff to reduce the inconveniences and costs associated with court appearances and to improve 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 victims that receive direct, coordinated services and the coordination of subpoenaed witnesses.

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
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	6,236 victims; 8,400 subpoenaed witness court appearances	4,000 victims; 10,750 subpoenaed witness court appearances	4,334 direct victims; 6,952 total direct victims (4,334) and assisted family members (2,618); 8,174 subpoenaed witness court appearances	7,500 victims; 9,000 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. 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.

How are we doing? FY 2015-16 annual results indicate a continued 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 500 cases per year while increasing the misdemeanor caseload by a similar number. 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.

FY 2015-16 results reflect consistency with FY 2014-15 actual results in the number of victims assisted by the Victim/Witness Division. Factors most likely responsible for this overall two year 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 Marsy's Law additionally includes victims' family members as victims of crime, that population has been added to the statistic for additional detail and clarification.

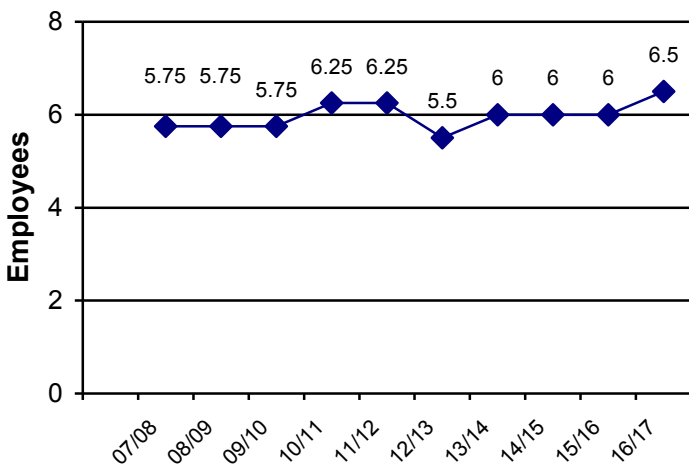
Comparable performance data was requested from the similarly sized counties of Marin, Butte and Santa Cruz, all of which indicated that confirmation of mailed subpoenas statistics are neither accumulated nor measured.

MISSION STATEMENT

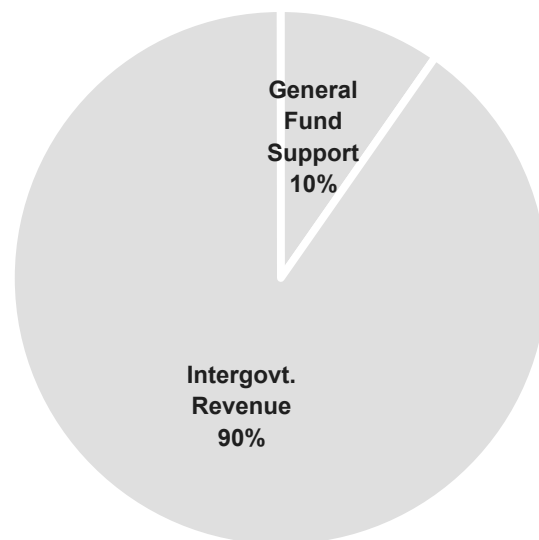
The County Office of Emergency Services is committed to serving the public before, during and after times of emergency and disaster by promoting effective coordination between agencies and encouraging emergency preparedness of the public and organizations involved in emergency response.

	2014-15	2015-16	2016-17	2016-17	2016-17
<u>Financial Summary</u>	<u>Actual</u>	<u>Actual</u>	<u>Requested</u>	<u>Recommended</u>	<u>Adopted</u>
Intergovernmental Revenue	\$ 1,051,553	\$ 1,027,301	\$ 1,407,083	\$ 1,518,302	\$ 1,518,302
Other Revenues	0	0	250	250	250
**Total Revenue	\$ 1,051,553	\$ 1,027,301	\$ 1,407,333	\$ 1,518,552	\$ 1,518,552
Salary and Benefits	750,479	826,669	794,604	861,170	861,170
Services and Supplies	297,221	277,192	411,720	523,430	523,430
Other Charges	90,745	88,039	340,000	376,100	376,100
Fixed Assets	51,669	26,694	26,000	26,000	26,000
**Gross Expenditures	\$ 1,190,114	\$ 1,218,594	\$ 1,572,324	\$ 1,786,700	\$ 1,786,700
General Fund Support (G.F.S.)	<u>\$ 138,561</u>	<u>\$ 191,293</u>	<u>\$ 164,991</u>	<u>\$ 268,148</u>	<u>\$ 268,148</u>

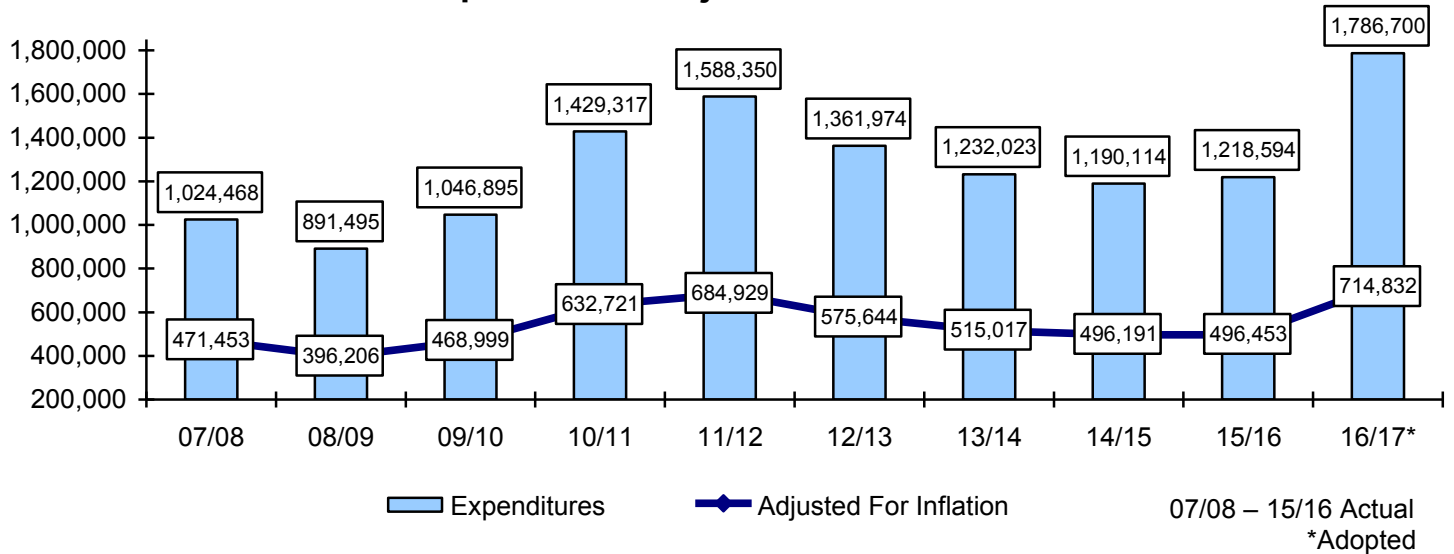
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

The Office of Emergency Services has a total expenditure level of \$1,786,700 with a total staffing level of 6.50 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: \$312,673 Total Staffing (FTE): 1.30

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: \$866,540 Total Staffing (FTE): 2.30

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: \$339,423 Total Staffing (FTE): 1.30

Emergency Worker Training

Develop, maintain, and coordinate the San Luis Obispo County emergency worker training program (classroom training, drills, and exercises) to train County employees and other emergency responders to effectively respond to emergencies and disasters, including nuclear power plant emergency response training.

Total Expenditures: \$196,537 Total Staffing (FTE): 1.10

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: \$35,527 Total Staffing (FTE): 0.20

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: \$36,000 Total Staffing (FTE): 0.30

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 State and Federal emergency management and related organizations, agencies. Key activities in FY 2016-17 will include two large scale nuclear power plant emergency drills that will involve three days each of coordinating response and initial recovery efforts with local, State, Federal and other agencies as well as with PG&E.

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

FY 2015-16 Accomplishments

- Provided local governments and local State agencies with training sessions covering various emergency response tasks including accident assessment, emergency decision making, emergency worker roles, public information and radiological monitoring. Training sessions were conducted with local public safety agencies and other emergency workers from fire, law enforcement and emergency medical services agencies, hospitals and schools in San Luis Obispo and Santa Barbara counties. An estimated 1,636 hours of training time was provided to 745 people.
- Emergency plans were updated, including the Earthquake Response Plan and a complete update of the Adverse Weather Plan to provide emergency managers direction on response actions related to damaging storms. A new Fire Response Support Plan was completed to provide

FY 2016-17 Objectives

- Prepare for and hold two extensive, large scale three-day nuclear power plant emergency exercises that will take place in fall 2016. This will involve many local, State and Federal agencies as well as PG&E working together to respond to a simulated emergency at Diablo Canyon. The drill will include the County coordinating and directing what protective actions would need to be made for the public, such as evacuating affected areas, providing emergency information and instructions, and coordinating emergency response resources. These exercises are required by the Federal Emergency Management Agency (FEMA). FEMA requires the County and other local agencies to demonstrate that we have workable emergency plans, training and policies necessary to ensure that adequate capabilities exist to prevent, protect against, mitigate the

logistical and other support during large wildland fires.

- During 2015 OES and other agencies staffed the Emergency Operation Center (EOC) to coordinate and support response efforts for incidents such as the Cuesta Fire, the Park Hill Fire and the September tsunami advisory that was received for our coastline as a result of a large earthquake off of Chile. For the Cuesta Fire the EOC was used for five days of response coordination efforts that included public information and local agency support for response coordination. OES also provided extensive field support work for the fires and other responses including performing damage assessments and providing logistical support.
- effects of and respond to and recover from incidents involving commercial nuclear power plants (NPPs).
- Complete a full update of the County's master Emergency Operations Plan for approval by the Board of Supervisors; also update and revise various other response plans and procedures such as disaster recovery procedures, tsunami evacuation plan, and nuclear power plant (NPP) emergency response procedures such as emergency public information guidance and interagency coordination procedures for responding to NPP emergencies.
- Continue to oversee and coordinate nuclear power plant emergency preparedness and planning procedures between State and Federal agencies and local jurisdictions including cities, special districts, school districts, Caltrans, CHP, and other local agencies. This involves ensuring NPP emergency planning procedures are compatible and workable between the many agencies who would need to respond to an NPP emergency.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Financial Summary

The recommended budget includes General Fund support of \$268,148 which represents an increase of \$110,598 or 70% from FY 2015-16 adopted levels. This increase is attributed to budgeting for \$75,000 in services and supplies. The \$75,000 is not intended to be used for day to day operations but is available for use only in the event of an emergency. Adjusting for this, the General Fund support for the department is increasing by \$35,598 or 23% from FY 2015-16 adopted amounts.

Revenue overall is decreasing by \$27,300 or 1% when compared to FY 2015-16 adopted amounts. Revenue from the State and Federal aid fluctuates year to year especially in grant revenue that is a "pass-through" to other agencies. Contributing to the decrease in revenue is the filling of a vacant position at a lower level (Emergency Services Coordinator I) than budgeted (Emergency Services Coordinator III) in FY 2015-16 and a decrease of approximately \$28,000 for temporary help. State Nuclear Power Plant Preparedness Funds (NPP) revenue is projected to decrease by \$46,162 or 3% while Emergency Management Performance Grant (EMPG) revenue is budgeted to increase by \$33,862 or 30%. The revenue the department receives for the administrative work they perform in conjunction with the Homeland Security grant program fluctuates year to year. Revenue from this source is decreasing by \$15,000 or 33% compared to FY 2015-16 adopted levels.

Overall expenditures are recommended to increase by \$83,298 or 4% from FY 2015-16 adopted levels to \$1,786,700. Salaries and benefits are increasing by \$26,718 or 3% due to a combination of 1) wage and benefit increases approved for FY 2015-16; 2) the addition of a 0.50 FTE Emergency Services Coordinator I/II/III; and 3) the decrease in funding for temporary help referred to above. As part of the Temporary Help Audit performed by Human Resources, it was determined that temporary help staff was doing work of an ongoing nature. The recommended budget does include funding for temporary staff as there is a project that will cross over into and be completed in FY 2016-17. Information pertaining to the addition of the half-time position can be found in the Budget Augmentation Request (BAR) below. The recommended position is revenue offset with NPP and EMPG revenue.

Services and supplies are increasing by \$113,480 or 27% compared to FY 2015-16 adopted amounts. Adjusting for the specific use funds of \$75,000 noted above, these accounts are increasing by \$38,480 or 9%. The recommended budget includes a fixed asset expenditure of \$26,000 for two inflatable tents with frames that will be used as command posts/shelters at decontamination centers in the event there is an emergency. Additionally, a mid-size SUV is recommended to replace the department's current small-size SUV. The current SUV has no towing capability and the department has four cargo trailers that would need to be towed in an emergency. The purchase of the vehicle is offset by NPP revenue.

Service Level Impacts

There are no service level impacts as a result of the recommended level of General Fund support for FY 2016-17. The recommended 0.50 FTE position will take the place of two temporary help staff.

Position Allocation List (PAL) Changes

The FY 2016-17 recommended PAL for the department includes a net increase of 0.50 FTE compared to the FY 2015-16 adopted PAL.

FY 2016-17 Recommended PAL Changes

- + 0.50 FTE Emergency Services Coordinator I/II/III

BOARD ADOPTED CHANGES

None.

BUDGET AUGMENTATION REQUESTS ADOPTED

Unit Amount	Description	Results
<u>Gross Annual Cost:</u> \$66,566 General Fund Support: \$0 <u>Funding Source:</u> Emergency Management Performance Grant (EMPG): \$33,283 Nuclear Power Plant Preparedness Funds (NPP): \$33,283	Add 0.50 FTE Emergency Services Coordinator I/II/III to replace two temporary help employees.	<ol style="list-style-type: none"> 1. Ensure compliance with new Federal nuclear power plant emergency planning standards by addressing issues regarding radiological monitoring and decontamination, pet evacuation related planning, incorporation of protective measures for people with access and functional needs. 2. Develop an employee Disaster Service Workers training course offered through the Learning and Development Center. 3. Develop training guides and guidance to departments on training of employees on required National Incident Management System (NIMS) and Standardized Emergency Management System (SEMS) which is required for Disaster Service Workers.

		<ol style="list-style-type: none">4. Work with Cal OES and the California Geological survey to change the county's status to have a tsunami warning sign program up to and including a plan for installation of tsunami warning signs along the coastline; expand the public awareness of tsunamis through enhanced existing emergency readiness campaigns by reaching out through the news media, use of social media, and placing easier to use links online to tsunami evacuation zone maps.5. Continue the incorporation of State and Federal disaster recovery requirements into local plans and procedures including adoption of a master disaster recovery response plan for the County; other recovery planning is an ongoing process due to the significant number of changes with disaster recovery programs with the State and FEMA and procedures must be kept up to date to ensure the County's eligibility for disaster recovery fund.6. Collaborate with the Planning and Building Department to link the approved Local Hazard Mitigation Plan (LHMP) to the County's Safety Element; this project is projected be initially complete by the end of calendar year 2016; beyond that, OES will work with Planning on the update of the Safety Element itself.7. Continue the implementation of an alternate Emergency Operation Center (EOC) including the development of a portable emergency facility at the Airport. This project is in conjunction with the new airport terminal development and will be in place once the new terminal is in service.
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<p>Gross Annual Cost: \$7,500</p> <p>Funding Source: General Fund</p>	<p>Hire a consultant to lead the outreach efforts to local jurisdictions and ascertain interest in a multijurisdictional Local Hazard Mitigation Plan (LHMP).</p>	<ol style="list-style-type: none"> 1. Participating jurisdiction could see a reduction in their costs by developing a multijurisdictional LHMP; potential savings could be up to \$100,000. 2. Increase the ability for jurisdictions to compete for extremely competitive Federal hazard mitigation grants.
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GOALS AND PERFORMANCE MEASURES

<p>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.</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: 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.</p>						
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
0	0	0	0	0	0	0
<p>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. (The term Deficiency has recently been re-titled as Level I Finding by FEMA. This will be reflected in the future).</p> <p>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.</p> <p>How are we doing? Emergency response exercises that demonstrate compliance with regulations are conducted at least every two years, with the next FEMA Evaluated Exercise in the fall of FY 2016-17. 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 2015-16. There was one FEMA Evaluated Medical Drill in FY 2015-16 that resulted in no deficiencies.</p>						
<p>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.</p>						
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
1	0	0	0	0	0	0
<p>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. (Areas Requiring Corrective Action has recently been re-titled as Level II Finding by FEMA. This will be reflected in the future).</p> <p>Why: To ensure County plans, procedures, and training continually meet and exceed ever expanding federal regulations.</p> <p>How are we doing? Emergency response exercises that demonstrate compliance with regulations are conducted at least every two years, with the next FEMA Evaluated Exercise in the fall of FY 2016-17. 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 2015-16. There was one FEMA Evaluated Medical Drill in FY 2015-16 that resulted in no ARCAs.</p>						

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.

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
80%	80%	80%	100%	90%	86%	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? OES annually surveys partner agencies to measure the effectiveness of coordination efforts. For FY 2015-16, fourteen responses (out of 48 sent) were received reporting a 86% overall average rating of good to excellent. 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”.

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
94%	97%	95%	97%	95%	96%	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? Surveys are distributed at each training that OES facilitates. To date we have received 44 feedback documents returned to OES, with 96% 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 (OES) 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).

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
34¢	56¢	32¢	52¢	57¢	48¢	68¢

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.

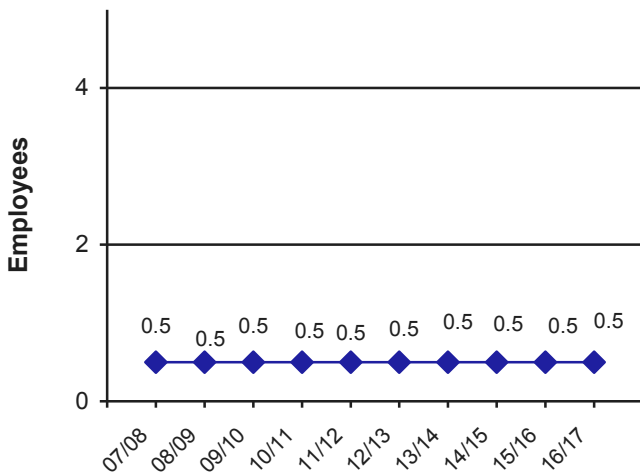
How are we doing? During FY 2015-16, the County Office of Emergency Services came in below projected General Fund support costs. A primary reason for this was staffing vacancies not allowing staff to concentrate on projects supported by General Fund. Concentration was focused on nuclear power plant revenue offset projects. Comparable counties budgets, on average, were estimated \$1.65 in General Fund support per capita for emergency management services during FY 2015-16. Target costs for OES for FY 2016-17 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

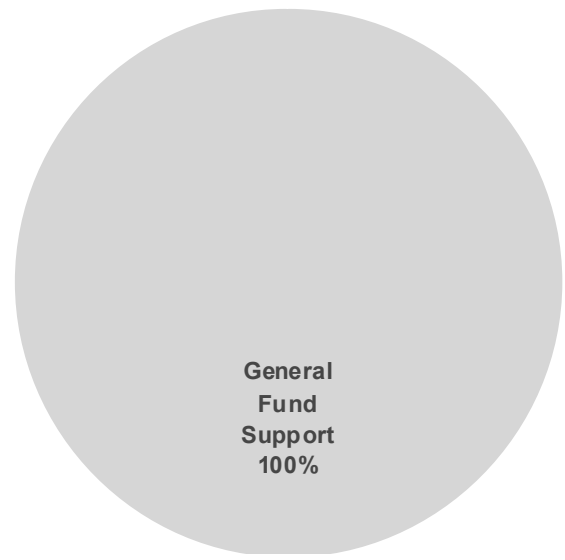
To objectively examine all aspects of local government and recommend corrective action where appropriate to ensure that the County is being governed honestly and efficiently and that county monies are being handled judiciously.

	2014-15	2015-16	2016-17	2016-17	2016-17
<u>Financial Summary</u>	<u>Actual</u>	<u>Actual</u>	<u>Requested</u>	<u>Recommended</u>	<u>Adopted</u>
Salary and Benefits	\$ 7,888	\$ 17,486	\$ 31,501	\$ 31,501	\$ 31,501
Services and Supplies	100,251	88,144	99,231	99,265	99,265
**Gross Expenditures	\$ 108,139	\$ 105,630	\$ 130,732	\$ 130,766	\$ 130,766
Less Intrafund Transfers	553	3,269	0	0	0
**Net Expenditures	\$ 107,586	\$ 102,361	\$ 130,732	\$ 130,766	\$ 130,766
General Fund Support (G.F.S.)	<u>\$ 107,586</u>	<u>\$ 102,361</u>	<u>\$ 130,732</u>	<u>\$ 130,766</u>	<u>\$ 130,766</u>

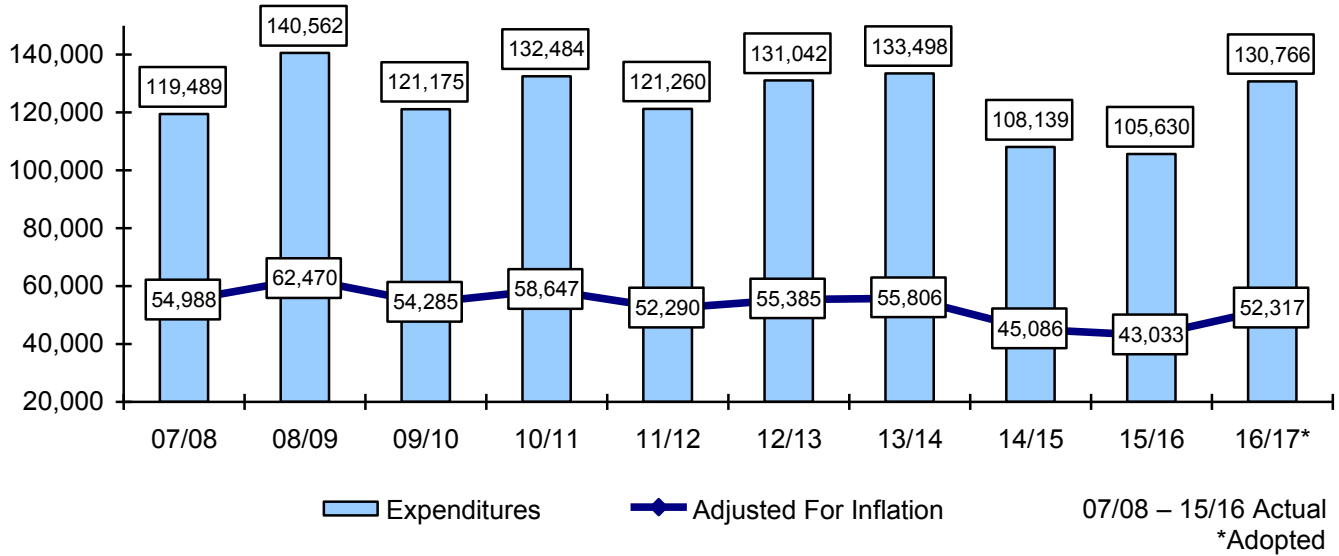
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

The Grand Jury has a total expenditure level of \$130,766 and a total staffing level of 0.50 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: \$118,997 Total Staffing (FTE): 0.41

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: \$11,769 Total Staffing (FTE): 0.09

COUNTY ADMINISTRATOR’S COMMENTS AND RECOMMENDATIONS

Financial Summary

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 level of General Fund support for the Grand Jury is recommended to decrease by \$5,670, or 4% compared to FY 2015-16 adopted levels.

Salaries and benefits are decreasing by \$521. This small decrease is due to the Grand Jury support staff position being vacant and defaulting back to an Administrative Assistant I instead of an Administrative Assistant III. Currently, temporary help is being used to provide necessary support.

Services and supplies are increasing by \$851 from FY 2015-16 adopted levels. The recommended budget will increase the office expense account by \$750 for the one time purchase of new chairs for the jurors.

Service Level Impacts

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

Position Allocation List (PAL) Changes

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

BOARD ADOPTED CHANGES

None.

BUDGET AUGMENTATION REQUESTS ADOPTED

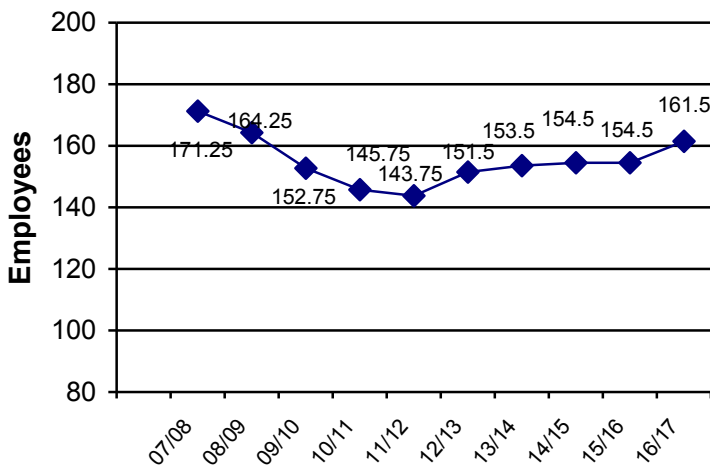
None requested.

MISSION STATEMENT

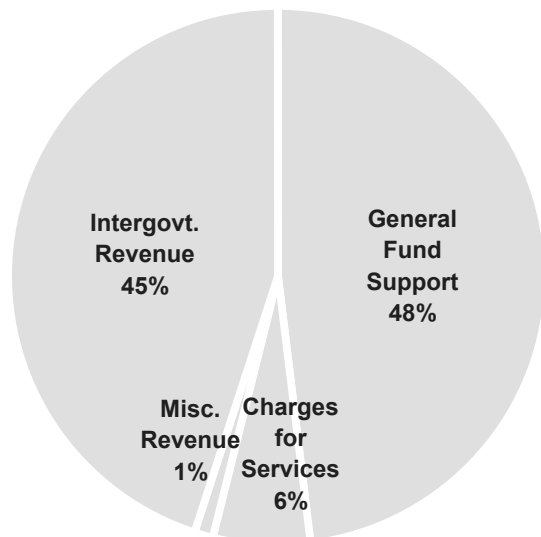
The Probation Department contributes to the safety of the community by conducting investigations for the Court; enforcing orders of the Courts through community supervision; assisting victims; operating a safe and secure juvenile hall; and facilitating the socialization of offenders.

Financial Summary	2014-15 Actual	2015-16 Actual	2016-17 Requested	2016-17 Recommended	2016-17 Adopted
Fines, Forfeitures and Penalties	\$ 168,992	\$ 156,083	\$ 148,360	\$ 148,360	\$ 148,360
Intergovernmental Revenue	8,896,885	8,859,291	9,666,775	9,745,397	9,681,785
Charges for Current Services	1,175,161	1,314,833	1,287,357	1,287,357	1,287,357
Other Revenues	6,846	17,871	17,575	17,575	17,575
**Total Revenue	\$ 10,247,884	\$ 10,348,078	\$ 11,120,067	\$ 11,198,689	\$ 11,135,077
Salary and Benefits	15,738,509	16,086,960	17,298,081	17,370,001	17,370,001
Services and Supplies	3,428,656	3,663,600	4,965,997	4,519,046	4,519,046
Other Charges	46,822	5,000	0	0	0
Fixed Assets	0	190,740	0	63,612	0
**Gross Expenditures	\$ 19,213,987	\$ 19,946,300	\$ 22,264,078	\$ 21,952,659	\$ 21,889,047
Less Intrafund Transfers	264,898	263,691	266,048	316,780	316,780
**Net Expenditures	\$ 18,949,089	\$ 19,682,609	\$ 21,998,030	\$ 21,635,879	\$ 21,572,267
General Fund Support (G.F.S.)	<u>\$ 8,701,205</u>	<u>\$ 9,334,531</u>	<u>\$ 10,877,963</u>	<u>\$ 10,437,190</u>	<u>\$ 10,437,190</u>

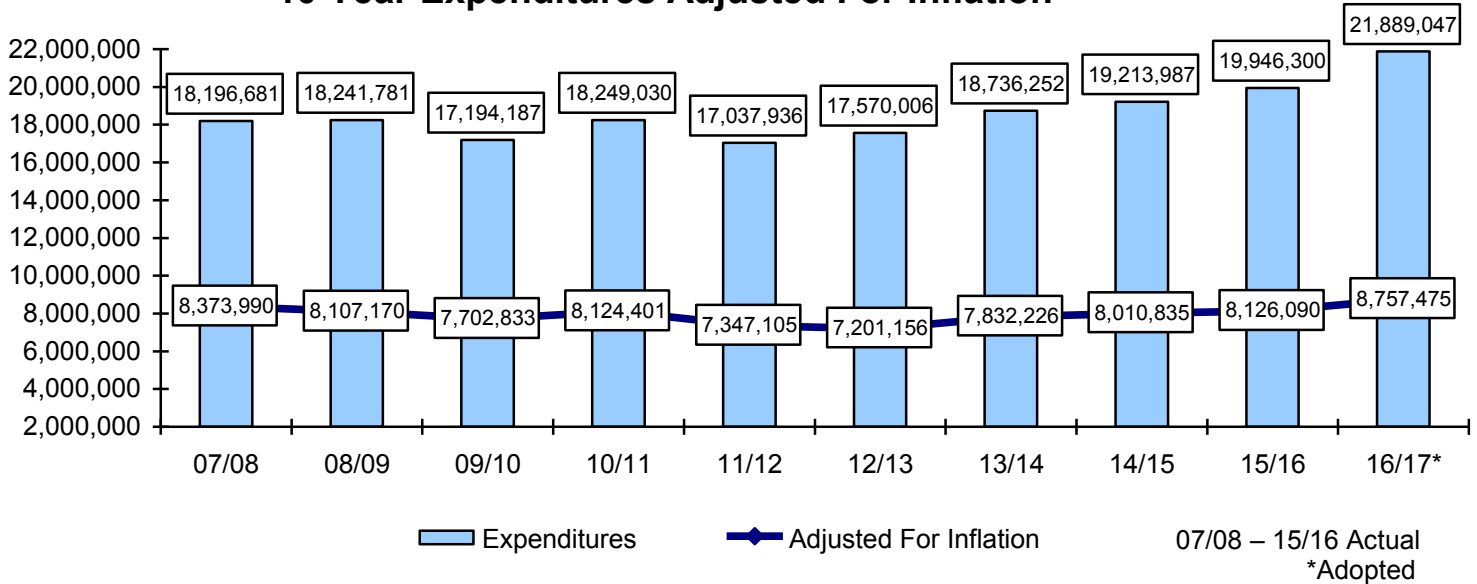
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

The Probation Department has a total expenditure level of \$21,889,047 and a total staffing level of 161.50 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: \$1,954,322 Total Staffing (FTE): 7.00

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: \$1,956,608 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: \$1,342,152 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: \$6,335,187 Total Staffing (FTE): 43.00

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: \$3,900,634 Total Staffing (FTE): 30.50

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: \$6,400,144 Total Staffing (FTE): 55.00

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.
- 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 local law enforcement partners. The Department is 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 staffs and operates 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 2015-16, and some specific objectives for FY 2016-17:

FY 2015-16 Accomplishments

- Produced an annual statistical report which measured the outcomes of Probation's community correction services.
- Went live with E-Court collections case management system. This will increase

FY 2016-17 Objectives

- Complete construction on the Juvenile Hall Expansion project. The Project will provide 20 new housing rooms, school classrooms, counseling rooms and a gymnasium.
- Open a new in custody residential treatment

efficiencies in the collections unit and thus reduce the cost of Probation's collections effort.

- Began development of an in-custody treatment program in the Juvenile Hall to reduce the number of minors placed in group homes. The treatment program is schedule to begin in January of 2017.
- Began development of a strategic plan to implement evidence based practices and services and reduce recidivism among the offenders under supervision.
- facility in the East Unit of the existing Juvenile Hall. The program will provide evidence based treatment for juvenile offenders and reduce the need to use costly out of county group homes.
- Based on the new strategic plan, implement new evidence based strategies aimed at reducing the recidivism rates of offenders under Probation's supervision.
- Explore use of Targeted Case Management to obtain Federal reimbursement for Probation Officers providing case management services to juveniles and their families, and to access necessary medical, social, educational and other services.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Financial Summary

General Fund support for the Probation Department in FY 2016-17 is recommended to increase \$504,788 or 5% over the FY 2015-16 adopted level. The increase is driven by the addition of General Fund expense related to the establishment of an in-custody treatment program for youth in the Juvenile Hall that would otherwise be placed in group homes. With the completion of the new wing of the Juvenile Hall, the existing East Hall dormitory will be converted into a 15 bed in-custody treatment facility. The General Fund expense for this program was previously budgeted in FC 181 – Foster Care to offset the County's share of group home expenses for Probation wards.

Expenditures are recommended to increase \$1.4 million or 7% mainly due to \$670,689 of expense added for the Juvenile Unit in-custody program and \$362,151 related to two other budget augmentation requests recommended for approval (see below). Salaries and benefits increase \$820,208 or 4% due primarily to the addition of seven positions for the in-custody program, totaling \$471,639 and \$186,966 due to the addition of two positions as part of the other two budget augmentations. The remainder is due to prevailing wage adjustments approved by the Board of Supervisors, expected step increases, and planned overtime.

Services and supplies are budgeted to increase \$583,343 or 14% primarily due to expense added as part of the creation of the Juvenile Hall in-custody program. \$293,409 is budgeted as a transfer out to FC 181 - Foster Care in the Department of Social Services to fund the County share of cost for group home placements for children who have been placed outside of their own home as a result of criminal charges. During FY 2016-17, Department of Social Services will continue to have expenditures for group homes as the County works to implement the changes required by AB 403, the Continuum of Care Reform Act, which mandates the end to group home placements by January 2017. \$150,000 is added for in-custody treatment services; \$26,630 is added for furniture and equipment; and \$22,121 is added to expense for household items to outfit the in-custody program. The cost for medical services in the Juvenile Hall is budgeted to increase \$66,063 due to an increase in nursing doctor compensation due to recruitment and retention difficulties.

Fixed asset expense is budgeted at \$63,612 due to purchase mobile data computers, which is fully offset by 2011 Public Safety Realignment revenue.

Revenues are increasing \$911,103 or 8% compared to the FY 2015-16 adopted budget primarily due to increases in State revenue sources. State Youthful Offender Block Grant revenue is increasing \$370,327 or 28%, in part to offset expense for programs in the new in-custody treatment program. SB 678 Incentive revenue is increasing \$290,232 or 75% based on a reduction in the number of probationers sent to State prisons. Prop 172 revenue (the ½ cent sales tax for public safety) is increasing \$230,400 or 5% based on sales tax projections.

Service Level Impacts

The recommended budget maintains services at current levels, with the exception of the budget augmentation requests recommended below.

Position Allocation List (PAL) Changes

The FY 2016-17 recommended PAL for the department includes a net increase of 7.00 FTE compared to the FY 2015-16 adopted PAL.

FY 2015-16 Mid-Year PAL Changes:

- None.

FY 2016-17 PAL Changes:

- -1.00 FTE Deputy Probation Officer position, due to loss of funding from County Office of Education.
- -1.00 FTE Deputy Probation Officer position, due to loss of funding from Atascadero Schools.
- +7.00 FTE Juvenile Services Officer positions to staff the juvenile in-custody program.
- +1.00 FTE limited-term Deputy Probation Officer position to staff the Mentally Ill Offender Crime Reduction (MIOCR) grant program, per Probation’s budget augmentation request below.
- +1.00 FTE Department Automation Specialist position per Probation’s budget augmentation request below.
- -6.00 FTE Account Clerk positions per Probation’s budget augmentation request below.
- +6.00 FTE Administrative Assistant positions per Probation’s budget augmentation request below.

BOARD ADOPTED CHANGES

As part of the Supplemental Budget document, the Board of Supervisors approved a request to remove equipment expense and corresponding revenue totaling \$63,612 from the FY 2016-17 proposed budget and amended the fixed asset list to remove mobile data computer equipment that will be purchased in FY 2015-16 instead of FY 2016-17.

BUDGET AUGMENTATION REQUESTS ADOPTED

Unit Amount	Description	Results
<p><u>Gross Annual Cost:</u> \$471,639</p> <p><u>Funding Source:</u> \$209,402 Youthful Offender Block Grant revenue</p> <p>\$262,237 General Fund support (no net increase due to General Fund expense transferred from Department of Social Services)</p>	<p>Add 7.00 FTE Juvenile Services Officer positions to staff the new Juvenile Hall in-custody treatment program.</p>	<ol style="list-style-type: none"> 1. Reduce first time group home placements by 50% in FY 2016-17 (program will only be in operation for six months of that year). 2. Reduce first time group home placements 75% in FY 2017-18. 3. Provide cognitive behavioral treatment and life skills building activities to 100% in-custody program youth. 4. Reduce risk of recidivism by 15% among youth who complete the program, as demonstrated by pre- and post- risk assessment scores on the Youth Level of Service – Case Management Inventory (YLS-CMI).

<p>Gross Annual Cost: \$90,919</p> <p>Funding Source: \$50,732 State Mentally Ill Offender Crime Reduction (MIOCR) grant</p> <p>\$40,187 SB 678 Incentive revenue</p>	<p>Add 1.00 FTE limited-term Deputy Probation Officer position to staff the MIOCR program.</p>	<ol style="list-style-type: none"> 1. Provide cognitive behavioral journaling classes to 100% of participants to reduce episodes of criminality. 2. Develop case plans for 100% of participants. Plans will target criminogenic needs and identify supervision strategies to reduce bookings in jail and meet treatment program objectives.
<p>Gross Annual Cost: \$89,872</p> <p>Funding Source: \$44,936 2011 Public Safety Realignment (AB 109) revenue</p> <p>\$44,936 SB 678 Community Corrections Performance Incentive revenue</p>	<p>Add 1.00 FTE Departmental Automation Specialist position to assist Probation in data programming development, data gathering, data query and data reports to determine the success of services provided to reduce recidivism in adult and juvenile offenders.</p>	<ol style="list-style-type: none"> 1. Develop and implement an internal Juvenile data reporting capability, to be completed by the end of FY 2016-17. 2. Reduce the average time to deploy computer systems, remotely inventory computer software to provide updates as needed, and monitor each computer's security status from one hour to 15 minutes per computer or 75%. 3. Support the development and implementation of the integrated reentry database project for the Probation Department, to be completed by the end of calendar year 2018. 4. Reduce the average turnaround time of data requests from the current baseline of 30 days to approximately 15 days or 50%.

GOALS AND PERFORMANCE MEASURES

<p>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.</p>						
<p>Communitywide Result Link: <input checked="" type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community</p>						
<p>1. Performance Measure: Cost avoided by supervising felons on probation instead of sending them to state prison.</p>						
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
\$64,850,386	\$68,866,197	\$86,661,327	\$73,707,854	\$69,203,845	\$65,440,645	\$74,644,018
<p>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.</p>						
<p>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).</p>						

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 level 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 allowed for the re-classification and re-sentencing of several types of crimes from felonies to misdemeanors. Since enactment, locally, the number of active felony level probationers had decreased from a high of 1,725 at the end of FY 2013-14 to 1236 at the end of FY 2015-16. In the same time periods, the number of active misdemeanor level probationers had increased from 682 to 841.

Adult Division operational costs for FY 2015-16 nominally increased compared to the previous fiscal year due to further shifting of officers from Juvenile Services into the Adult Division per efforts to reduce officer-to-probationer caseload ratios and the re-allocation of the Anti-Gang Coordinator contract to the Adult Division.

By fiscal year end, the number of offenders on felony level probation was lower than had been projected for fiscal year. Thus, our FY 2015-16 actual result, \$65,440,645, is nominally lower than our adopted value of \$69,203,845.

Comparison data with other counties is not available.

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

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
N/A	11.1%	9.9%	10.9%	9.0%	11.3%	11.0%

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? During FY 2015-16, the percentage of felons sent to state prison edged higher to 11.3% (66 out of 586), compared to FY 2014-15 at 10.9% (64 out of 589). The result for FY 2015-16 is slightly higher than the target set for the year, 9.0%. Because the annual result has been approximately 11.0% for the last four years, the department has modified its FY 2016-17 target to from 9.0% to 11.0%.

The effort to develop and strengthen strategies to reduce the percentage of felony probationers who are sent to prison is continuous. The Adult Division applies 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, the Division regularly works with partner agencies to strengthen program coordination.

Data definitions continue to differ between counties and the state, thus comparison data is not available.

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

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
N/A	12.1%	8.7%	15.7%	15.0%	12.9%	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? During FY 2015-16, 8 out of 62 offenders – or 12.9% - were sent to prison for new felony convictions. This is a lower percentage compared to last fiscal year, 15.7%, and this year's target, 15.0%.

The majority of PRCS offenders (64%) are assessed as medium-high or high risk to recidivate, which equates to an estimate that 60% will be convicted of new crimes. Thus, compared to risk level, the Adult Division continues to do well with PRCS offenders. The Division provides intensive supervision, with low officer-to-offender caseload ratio, for PRCS offenders and works very closely with partner agencies to provide treatment services, re-entry planning, and individualized, supportive case management.

Note: Random variation, or fluctuations, does occur when counting few occurrences in a small population.

Data definitions continue to differ between counties and the state, thus comparison data 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.

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
60%	71%	83%	78%	70%	82%	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? Over the years, the Department has refined how the diversion rate data is defined and collected from our case management system, resulting in some fluctuation. Eighty-two percent (267 out of 324) of juvenile referrals in FY 2015-16 were diverted from the Juvenile Court system. The FY 2015-16 diversion rate exceeded the rate adopted for this year.

Risk assessment tools are used to divert referred youth to informal probation and alternative programs and services, rather than process the youth through the formal Court system. Additionally, Juvenile Services continues to work with prevention programs such as SAFE System of Care and The Link as well as provide intervention services through Youth in Action and community school-based probation officers.

Comparison data from 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.

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
90%	86%	88%	87%	80%	84%	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. 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. The Department of Social Services estimates that the County share for Probation placements for FY 2015-16 will be \$757,613.

How are we doing? In FY 2015-16, 84% (91 out of 109) of juveniles on probation remained at home, or with relatives. This rate is higher than the adopted rate of 80% for the fiscal year, but is slightly lower than last fiscal year's result of 87% (115 out of 132).

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 and expanding the provision of cognitive-behavioral types of treatment programs.

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.

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
\$.33 for every dollar collected	\$.38 for every dollar collected	\$.39 for every dollar collected	\$.43 for every dollar collected	\$.40 for every dollar collected	\$.37 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 2015-16, we collected \$3,273,105 at an expense of \$1,188,279. Our year-end actual result was \$.37 expended for every dollar collected – three cents better than the adopted target for the year. The Probation Department collected 13% more in restitution, fines and fees, in FY 2015-16, than it did in FY 2014-15 (revenue, \$2,891,364; expense, \$1,237,028). This is the second year that the amount collected has increased compared to the previous year, after a period of decline during the economic downturn. Additionally, the Department launched its new collections data system in mid-year, which 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.

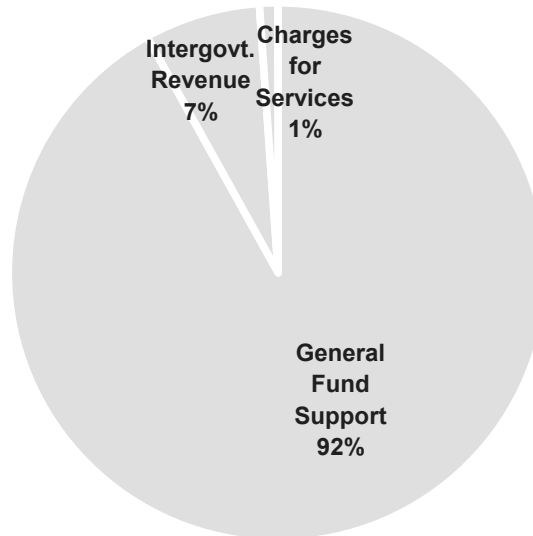
Comparison data from other counties is not available.

PURPOSE

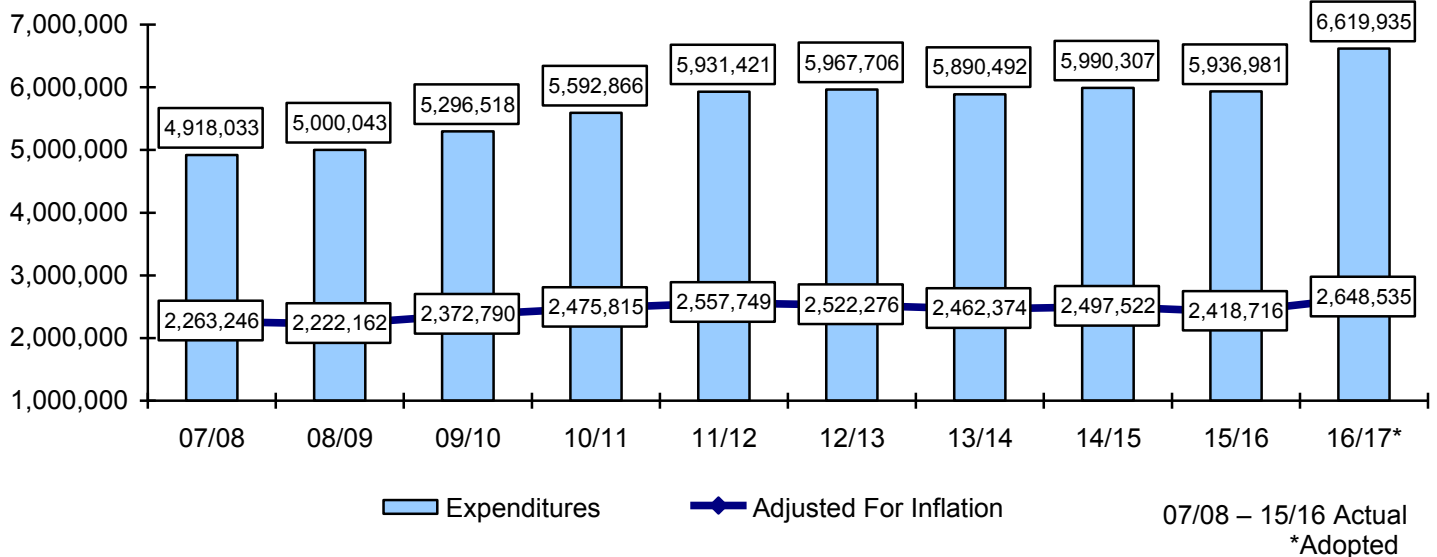
To provide cost-effective mandated legal defense services to defendants unable to afford private attorneys.

<u>Financial Summary</u>	<u>2014-15 Actual</u>	<u>2015-16 Actual</u>	<u>2016-17 Requested</u>	<u>2016-17 Recommended</u>	<u>2016-17 Adopted</u>
Intergovernmental Revenue	\$ 500,850	\$ 459,696	\$ 475,511	\$ 475,511	\$ 475,511
Charges for Current Services	51,934	87,636	93,000	93,000	93,000
**Total Revenue	\$ 552,784	\$ 547,332	\$ 568,511	\$ 568,511	\$ 568,511
Services and Supplies	5,990,307	5,936,981	6,576,935	6,619,935	6,619,935
**Gross Expenditures	\$ 5,990,307	\$ 5,936,981	\$ 6,576,935	\$ 6,619,935	\$ 6,619,935
General Fund Support (G.F.S.)	<u>\$ 5,437,523</u>	<u>\$ 5,389,649</u>	<u>\$ 6,008,424</u>	<u>\$ 6,051,424</u>	<u>\$ 6,051,424</u>

Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

The Public Defender has a total expenditure level of \$6,619,935 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 \$4,362,304 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 \$721,269 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 \$369,727 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 \$839,139 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 \$327,496 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. The County of San Luis Obispo 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 Superior 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.

Financial Summary

The level of General Fund support for this budget in FY 2016-17 is recommended to increase \$681,408 or 12% compared to the FY 2015-16 adopted budget. Overall revenues are budgeted to decrease \$12,843 or 2% due to declining reimbursement fee receipts. Expenditures are increasing \$668,565 or 11%. The County's four contracts with the law firms that provide Public Defender services include a consumer price index (CPI) inflator of 2% in FY 2016-15, based on the annual CPI for calendar year 2015, for a total increase of \$99,440. Additionally, \$267,000 of new expense is recommended to be added to the Public Defender budget in FY 2016-17 to provide additional resources to the primary public defender firm and the first conflict public defender firm, in part due to the increase in staff hours driven by the Superior Court's recent calendar reorganization and the creation of an early disposition court in 2014. A full-time attorney, the equivalent of a half time investigator, and a half time paralegal are added to the primary public defender contract, for a total of \$225,000. An additional attorney is added to the first conflict attorney contract totaling \$42,000. Annual payments to the County's four contract Public Defender firms, totaling more than \$5.5 million in FY 2016-17, represent the bulk of expenditures in this budget and are fixed by contract.

The remainder of the Public Defender budget is comprised of expense for Court appointed conflict attorneys, psychological exams, expert witnesses, and medical and laboratory reports used in the defense of clients. Approximately \$280,000 is added in FY 2016-17 in recognition of the fact that it has become necessary each year to add expense mid-year to cover unanticipated expense for complex, multi-defendant or capital cases represented by Court appointed attorneys.

Service Level Impacts

The recommended budget will increase the service level capacity of the primary public defender and the first conflict public defender firms to staff the Superior Courts new early disposition court. It will also help the primary public defender manage a felony caseload that has grown more difficult and complex in recent years.

Position Allocation List (PAL) Changes

This fund center has no Position Allocation List (PAL).

BOARD ADOPTED CHANGES

None.

BUDGET AUGMENTATION REQUESTS ADOPTED

None requested.

GOALS AND PERFORMANCE MEASURES

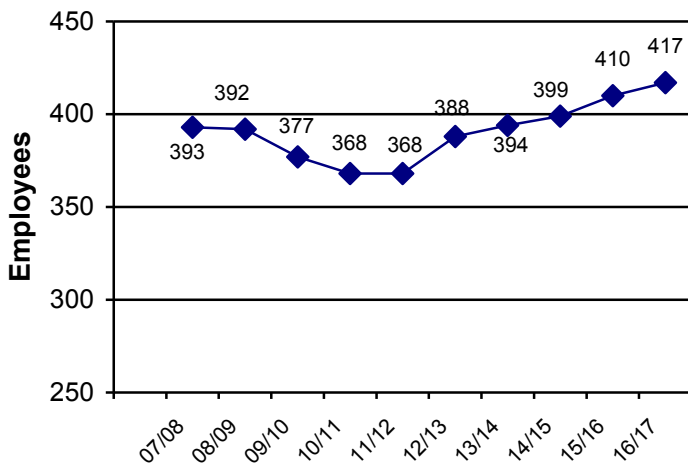
Department Goal: To provide cost effective Public Defender services.						
Communitywide Result Link: <input checked="" type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community						
1. Performance Measure: Annual number of cases reversed based on the allegation of inadequate defense.						
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
0	0	0	0	0	0	0
<p>What: Counties are mandated to provide public defender services for people who are unable to afford a private attorney. The number of cases that are overturned based upon an inadequate defense measures the effectiveness of public defender services in terms of the meeting the constitutional right to an adequate defense.</p> <p>Why: Providing an adequate defense is a constitutional right and promotes justice. Cases that are overturned because of an inadequate defense ultimately are more costly to taxpayers.</p> <p>How are we doing? The target was met in FY 2015-16 and is expected to be met again in FY 2016-17. 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 comparable counties is not available for comparison.</p>						
2. Performance Measure: Per capita costs for public defender services.						
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
\$21.97	\$21.97	\$19.47	\$21.46	\$21.50	\$21.10	\$23.28
<p>What: This measure shows the per capita gross costs to provide public defender services, based on budgeted amounts.</p> <p>Why: We are measuring per capita gross public defender costs in an effort to capture efficiency data.</p> <p>How are we doing? Costs for public defender services have averaged around \$21 per capita over the last five years. In FY 2015-16 actual costs ended the year at \$21.10 per capita, slightly below the target of \$21.50, as expenses were essentially right on budget. No major unanticipated expenses were encountered during the budget year.</p> <p>The FY 2016-17 target is set to increase to \$23.28 or 10% compared to the FY 2015-16 actual result. The FY 2016-17 target assumes a budgeted expense increase of \$668,565 or 11% based on a 2% CPI increase for contract law firms and \$267,000 of new resources added to provide additional resources to the primary public defender firm and the first conflict public defender firm, in part due to the increase in staff hours driven by the Superior Court's recent calendar reorganization and the creation of an early disposition court in 2014. It also assumes a 1% increase in countywide population over the course of the year, based on the average annual rate of increase over the prior four years.</p> <p>The actual result for FY 2015-16 of \$21.10 per capita is based on the actual expenses for public defender activities totaling \$5,936,981 and a 2015 year population of 281,401 (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 comparison counties, in some cases much lower*: Marin: \$36.51, Monterey: \$25.53, Napa: \$30.12 Santa Barbara: \$24.62, Santa Cruz: \$33.58. 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.</p> <p>* Note that results for comparable counties are based on FY 2015-16 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.</p>						

MISSION STATEMENT

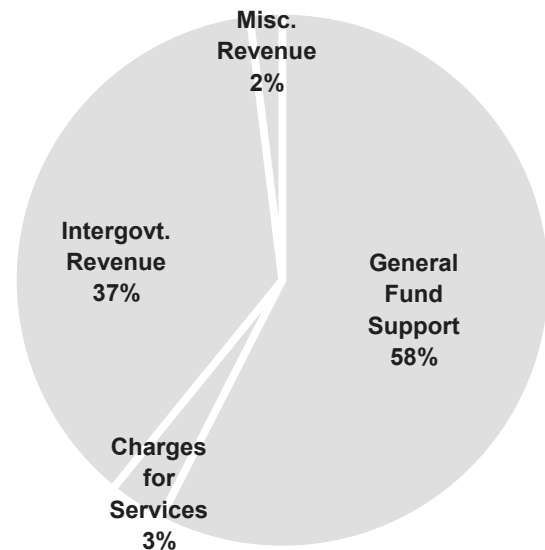
The Mission of the San Luis Obispo County Sheriff’s Office is to protect all life and property and to provide service, security and safety to our community.

	2014-15	2015-16	2016-17	2016-17	2016-17
<u>Financial Summary</u>	<u>Actual</u>	<u>Actual</u>	<u>Requested</u>	<u>Recommended</u>	<u>Adopted</u>
Licenses and Permits	\$ 33,516	\$ 35,066	\$ 34,500	\$ 40,600	\$ 40,600
Fines, Forfeitures and Penalties	514,290	539,518	486,865	486,865	486,865
Intergovernmental Revenue	24,624,255	24,855,482	26,116,322	26,116,322	26,116,322
Charges for Current Services	1,911,185	2,062,246	2,238,748	2,243,748	2,243,748
Other Revenues	252,512	168,574	124,427	124,427	124,427
Other Financing Sources	45,190	2,280	0	0	0
Interfund	556,476	670,868	627,644	627,644	627,644
**Total Revenue	\$ 27,937,424	\$ 28,334,034	\$ 29,628,506	\$ 29,639,606	\$ 29,639,606
Salary and Benefits	53,597,516	55,888,592	58,189,637	58,527,742	58,749,424
Services and Supplies	10,398,607	10,356,872	11,225,672	11,822,807	11,832,447
Other Charges	73,405	93,288	43,550	171,550	171,550
Fixed Assets	1,326,426	598,238	123,412	123,412	123,412
**Gross Expenditures	\$ 65,395,954	\$ 66,936,990	\$ 69,582,271	\$ 70,645,511	\$ 70,876,833
Less Intrafund Transfers	170,710	160,550	176,240	176,240	176,240
**Net Expenditures	\$ 65,225,244	\$ 66,776,440	\$ 69,406,031	\$ 70,469,271	\$ 70,700,593
General Fund Support (G.F.S.)	<u>\$ 37,287,820</u>	<u>\$ 38,442,406</u>	<u>\$ 39,777,525</u>	<u>\$ 40,829,665</u>	<u>\$ 41,060,987</u>

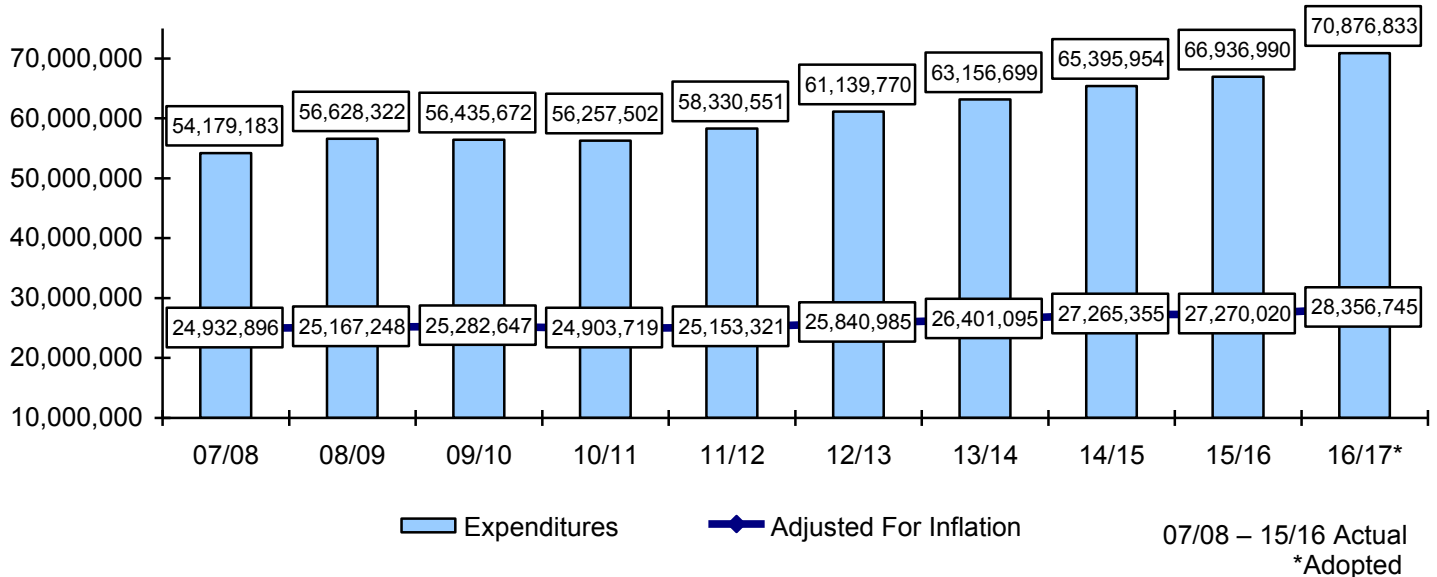
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

The Sheriff-Coroner has a total expenditure level of \$70,876,833 and a total staffing level of 417.00 FTE to provide the following services.

Administration

Administration provides executive management, which develops policies and directs, coordinates and controls the functions of the Sheriff’s Office. Administration Division includes Fiscal Services, which includes accounting, preparation of the annual budget, quarterly reporting, monthly fiscal monitoring, as well as Automation Services, which maintains the Sheriff’s Office information systems, and provides automation support and statistical information to all divisions within the Sheriff’s Office.

Total Expenditures: \$9,269,752 Total Staffing (FTE): 14.00

Field Operations

Field Operations includes:

- The Patrol Division, which responds to emergencies, crimes in progress, and disasters; preserves the peace, responds to citizen’s requests for assistance, and prevents criminal activity;
- The Crime Prevention Unit, which coordinates a countywide crime prevention program designed to educate the residents of the County in security, precautions and prevention techniques;
- The Auxiliary Unit, which searches for missing persons, conducts high visibility patrols and assists in disasters;
- The Special Operations Unit, which conducts investigations involving illegal drug possession and sales, unlawful activity associated with criminal street gangs countywide, and augments Patrol in addressing special problems within communities;
- The Detective Division, which investigates criminal activities and prepares for prosecutions where indicated;
- The Cal ID Program, which manages the Sheriff’s participation in the statewide automated fingerprint system;

- The Crime Lab, which provides forensic services; and
- The Coroners Unit, which investigates and determines the circumstances, manner, and cause of all violent deaths within the county.

Total Expenditures: \$29,597,523 Total Staffing (FTE): 176.50

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: \$1,950,325 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: \$30,059,233 Total Staffing (FTE): 211.50

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 3,300 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 sentences and more criminally sophisticated inmates have influenced jail culture. In the past year, the jail population has fluctuated between 500 and 600 inmates. The complete impacts of Proposition 47 are still unknown but it continues to have impacts on the population of the jail, as well as the ability of the department to provide jail programs to help those with addictions. To help reduce recidivism the Jail Programs Unit and the new Graphics Arts Program have focused on expanding vocational programs for the inmates and strengthening the department's 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, property and 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, Video Visitation for inmates, installation of a new civil software program, updated 911 phone system, new state of the art use of force simulator 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, which has continued to improve patrol coverage and response times. We continue to provide contracted dispatch services for two local police departments servicing the communities of Morro Bay and Arroyo Grande. These two contracts for dispatch services have proven to be very beneficial to all agencies involved.

The County had three homicides in 2015, including a domestic violence homicide in Oceano, a homicide in rural Paso Robles, and a homicide in rural San Luis Obispo. In addition, two complicated sexual assault cases, including a significant human trafficking case, and a child abuse case at Camp San Luis Obispo that required a significant amount of travel, due to all of the victims and suspects being located in Southern California. The new cases along with other on-going homicide investigations are causing a strain on investigative resources in detectives, forensic services and crime lab. Managing rising costs continues to be a challenge.

The new Woman's Jail continues to be a priority for the Sheriff's Office and County. Progress remains slower than expected, however Phase 1 is over 75% complete and it is estimated that it will open early in FY 2016-17. In addition to the jail itself, two other parts of Phase 1 include newly expanded property storage and inmate change room, larger classification office and Correctional Sergeant's office. Both the property storage room and Sergeants office have been completed and have been turned over to the Sheriff's Office for use.

The Sheriff's Office continues to teach the Gang Resistance Education And Training (G.R.E.A.T.) program to 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 the department's School Resource Deputies, was such a success that the Sheriff's Office added a week-long G.R.E.A.T. summer camp. The department held three summer camps throughout the County which provided educational field trips, competitive games and activities, all designed to provide life skills to help youth avoid using violence to solve problems.

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

FY 2015-16 Accomplishments

- Continue with construction on the Woman's Jail Project (Phase I) which broke ground February 2014. Completion and occupation of the women's housing portion of the project is anticipated to be in early FY 2016-17.
- Continued protection of our coastline from being used as an entry point to smuggle drugs and aliens.
- Developed and implemented programs for inmates in the jail that changed behavior and provided treatment for drug/alcohol dependencies.
- Finalized steps to determine site location for a co-located dispatch center to be shared with Cal Fire on Kansas Ave.
- Monitored potential impacts of Prop 47 on jail population and field patrol activities.
- Developed and coordinated Countywide Active Shooter response training incorporating fire services providing medical assistance.

FY 2016-17 Objectives

- Complete Phase 1 of Woman's Jail and move population from current Women's Jail to new housing facility expected to be early in FY 2016-17.
- Begin Phase II of Woman's Jail project which involves destruction of the current Women's Jail and construction of a new medical facility and programing space. The anticipated start date is to be early in FY 2016-17.
- Establish new inmate programs to include; Graphic Arts Program and Construction Program. This will continue our goal of vocational skills training for inmates to help reduce recidivism.
- Begin design phase of co-located dispatch center to be shared with Cal Fire/County Sheriff's at same location on Kansas Ave.
- Complete Active Shooter first responder maps with funding from the Department of Homeland Security.

- Developed initial response maps for every school district and worked with school districts to coordinate consistent training for school employees.
- Enhance training opportunities for all law enforcement agencies in the County by getting new use of force simulator fully operational with Peace Officer Standards and Training (POST) certified and approved training courses.

COUNTY ADMINISTRATOR’S COMMENTS AND RECOMMENDATIONS

Financial Summary

General Fund support for the Sheriff-Coroner is budgeted to increase \$2.5 million or 6% compared to the FY 2015-16 adopted budget. The increase is primarily due to rising personnel costs and the additional of 5.00 FTE positions, which are partially offset by a net increase in revenue.

Total expenditures are budgeted to increase \$4 million or 6% compared to the FY 2015-16 adopted level. Most of this increase is in salaries and benefits expenditures, which are recommended to increase \$3.5 million or 6%. Half of the increase in salaries and benefits, a total of \$1.8 million, is due to prevailing wage increases approved by the Board of Supervisors. \$640,245 is due to increases in workers compensation charges and another \$456,734 is due to a net increase of 5.00 FTE positions recommended to be added through budget augmentation requests shown below. Overtime is increasing \$156,000 or 6% and is offset by Federal Homeland Security grant revenue received to combat smuggling along the County’s coastline known as a Stonegarden grant.

Services and supplies are increasing \$613,506 or 5% compared to the FY 2015-16 adopted budget. The increase is a result of the recommended budget augmentation requests, which add a total of \$597,135 in expense, including five vehicles. The remainder of the Sheriff’s services and supplies budget remains flat compared to the prior fiscal year. Fixed assets are recommended to decrease \$271,859 or 68% compared to the FY 2015-16 adopted budget due to the purchase of a network server replacement and other significance one-time equipment purchases made in the prior year. A total of \$224,152 is recommended to be transferred to the Health Agency to support the cost of medical care provided in the jail, a decline of less than 1% compared to the prior year adopted budget. \$117,152 of this transfer is funded from the Sheriff’s share of Tobacco Settlement revenue. The remainder is General Fund expense.

Revenues are budgeted to increase \$1.5 million or 5% in FY 2016-17. Prop 172 revenue (the State’s ½ cent sales tax for public safety) is budgeted to increase \$884,255 or 5% over the FY 2015-16 adopted level. Court security revenue is budgeted to increase \$464,338 or 11% due to increases in staffing costs and the purchase of security equipment. 2011 State Public Safety Realignment (AB 109) revenue is budgeted to increase \$161,022 due to the addition of a 1.00 FTE Program Manager position. This position is recommended to be added as a budget augmentation (see below).

Service Level Impacts

The recommended budget maintains services at the current level, with the exception of the budget augmentation requests recommended for approval below. A Senior Software Engineer and a Systems Administrator position are recommended to move from the Sheriff’s Position Allocation List (PAL) to the Information Technology (IT) Department PAL. To better align with County best practice, these positions will be supervised by the County IT Department. The expense for these positions will still be funded by the Sheriff’s budget through a transfer to the IT Department and the employees will remain on site at the Sheriff’s Office.

Position Allocation List (PAL) Changes

The FY 2016-17 recommended Position Allocation (PAL) List for the department includes a net increase of 5.00 FTE positions compared to the FY 2015-16 adopted PAL.

FY 2015-16 Mid-Year PAL Changes:

- None.

FY 2016-17 PAL Changes:

- +1.00 FTE Sheriff’s Senior Deputy, per Sheriff’s budget augmentation request detailed below.
- +2.00 FTE Sheriff’s Deputy, per Sheriff’s budget augmentation request detailed below.
- +1.00 FTE Forensic Specialist position, per Sheriff’s budget augmentation request detailed below.
- +2.00 FTE Sheriff’s Deputy, per Sheriff’s budget augmentation request detailed below.
- +1.00 FTE Program Manager II, per Sheriff’s budget augmentation request detailed below.
- -1.00 FTE Senior Software Engineer, moved to the Fund Center 114 – Information Technology PAL.
- -1.00 FTE Systems Administrator I/II/III, moved to the Fund Center 114 – Information Technology PAL.

BOARD ADOPTED CHANGES

During budget hearings, the Board approved the addition of 2.00 FTE Sheriff’s Deputy positions, one for Coast Patrol Station and one for South Patrol Station, at a total expense of \$231,322 from General Fund contingencies.

BUDGET AUGMENTATION REQUESTS ADOPTED

Unit Amount	Description	Results
<p><u>Gross Annual Cost:</u> \$189,517</p> <p><u>Funding Source:</u> General Fund</p>	<p>Add 1.00 FTE Senior Sheriff’s Deputy position to serve as a cold case detective.</p>	<ol style="list-style-type: none"> 1. By the end of FY 2016-17 read and index all cold cases (approximately 40) to objectively assess for solvability and prioritize each case. 2. Work with the Sheriff’s Crime Lab to identify cases that may benefit from modern evidence extraction techniques and request testing as appropriate. Actively pursue cold cases with strong investigative leads. 3. Through the end of FY 2017-18 devote approximately 60% of work hours to indexing cold cases and 40% to following investigative leads. 4. Work with the District Attorney’s Office to prepare prosecutable cases as appropriate.
<p><u>Gross Annual Cost:</u> \$328,098</p> <p><u>Funding Source:</u> General Fund</p>	<p>Add 2.00 FTE Sheriff’s Deputy positions to serve as Community Action Team (CAT) officers focusing solely on homelessness.</p>	<ol style="list-style-type: none"> 1. Identify and track top ten reoffenders from calls for service related to homeless encampments, drug/alcohol dependencies, and/or mental health issues. Focus work on these identified individuals to get them appropriate treatment and reduce impacts on patrol operations, jail operations and the entire criminal justice system. 2. Identify other Community Action Teams working within the municipal jurisdictions and establish best practices for dealing with homeless issues on a County wide basis.

		<ol style="list-style-type: none"> 3. Establish working relationships with community partners such as Transitions Mental Health Association, Homeless Services Oversight Council, SLO County Behavioral Health Services, SLO County Probation Department, SLO County Veteran’s Outreach Program and Community Action Partners who will provide programs and assistance to individuals in need. (Measure: number of referrals.) 4. Establish working relationship with court personnel and Judges to help facilitate the process of ensuring defendants associate with homeless/transient cases, receive referrals to treatment facilities in lieu of jail time when appropriate. (Measure: number of referrals in lieu of jail time.) 5. Identify homeless encampments within the County and build relationships with cohabitants to move them to appropriate housing facilities and get them into treatment programs as needed. (Measure: number contacts made with homeless individuals.)
<p>Gross Annual Cost: \$84,195</p> <p>Funding Source: General Fund</p>	<p>Add 1.00 FTE Forensic Specialist position.</p>	<ol style="list-style-type: none"> 1. Increase the number of cases worked per year by 25% from the five year average for a target of 79 cases per year. 2. Increase the number of devices examined by 25% over the five year average for a target of 248 per year.
<p>Gross Annual Cost: \$321,660</p> <p>Funding Source: General Fund</p>	<p>Add 2.00 FTE Sheriff’s Deputy positions to serve on the Gang Task Force.</p>	<ol style="list-style-type: none"> 1. Increase gang related arrests from the 2015 baseline by 50% for a target of 18 arrests. 2. Increase gang related field contacts from the 2015 baseline by 50% for a target of 400 contacts.
<p>Gross Annual Cost: \$99,669</p> <p>Funding Source: General Fund</p>	<p>Add 1.00 FTE Software Engineer II/III position to FC 114 – Information Technology to support the Sheriff’s Office.</p>	<ol style="list-style-type: none"> 1. Reduced risk of system outages, data inaccuracies, and increase system efficiencies. Increase existing response times on compliance and mandated changes to complex systems. 2. Complete the backlog of enhancement requests. Provide estimates to projects within a month and revise project list with management monthly.

<p>Gross Annual Cost: \$155,288</p> <p>Funding Source: 2011 Public Safety Realignment – Community Corrections (AB 109)</p>	<p>Add 1.00 FTE Program Manager II position to provide construction/maintenance vocational and soft skills training to inmates at the County Jail.</p>	<ol style="list-style-type: none"> 1. Provide formalized construction/maintenance vocational and soft skills training to at least 75 inmates per year, both male and female. 2. 45% of participating inmates will remain in the vocational program for at least 90 days. 3. 100% of participating inmates will have a current risk/needs assessment administered by qualified personnel. 4. 75% of inmates assessed will have an overall risk/needs score of Medium or higher. 5. 40% of inmates will score Medium or higher in the education/employment category. 6. 75% of inmates who participate for at least 90 days will have pre-release contact with a union, college, or employer. 7. 100% of inmates who participate for at least 90 days will be screened for eligibility for employment support services through America's Job Center of California (AJCC), San Luis Obispo Office. 8. 100% of those who are pre-qualified for services through AJCC will have pre-release contact with AJCC staff for the purpose of coordinating post-release activity with that agency.
<p>Gross Annual Cost: \$95,000</p> <p>Funding Source: Countywide Automation Replacement</p>	<p>Funding for 10 months of Project Management hours in FC 114 – Information Technology to develop an Request for Proposal (RFP) leading to the successful selection of a vendor to replace the Sheriff's Jail Management System.</p>	<p>Development of an RFP leading to the successful selection of a vendor to replace the Sheriff's Jail Management System.</p>
<p>Gross Annual Cost: \$231,322</p> <p>Funding Source: General Fund</p>	<p>Add 2.00 FTE Sheriff's Deputy positions; one for Coast Patrol Station, and one for South Patrol Station.</p>	<ol style="list-style-type: none"> 1. Increase Coast Station response time target from 10 minutes or less 70% of the time to 75% of the time. 2. Increase South Station response time target from 10 minutes or less 82% of the time to 87% of the time.

BUDGET AUGMENTATION REQUESTS NOT ADOPTED

Unit Amount	Description	Results
<p>Gross Annual Cost: \$82,569</p> <p>Funding Source: General Fund</p>	<p>Establish a Sheriff's sub-station in Nipomo.</p>	<ol style="list-style-type: none"> 1. Reduce response times in Sheriff's Beat 7, which includes the community of Nipomo. 2. Reduce County cost for vehicle maintenance and miles driven based on a reduction in travel distances.

Gross Annual Cost: \$141,601	Add 1.00 FTE Sergeant position to serve as a supervisor over Sheriff's patrol deputies.	Provide better field supervision.
Funding Source: General Fund		

GOALS AND PERFORMANCE MEASURES

<p>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.</p> <p>Communitywide Result Link: <input checked="" type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community</p>						
<p>1. Performance Measure: Crime rate compared to California law enforcement agencies serving populations between 250,000 and 499,999.</p>						
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
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 60% of comparable counties	Crime rate lower than 60% of comparable counties	Crime rate lower than 60% of comparable counties	Crime rate lower than 60% of comparable counties
<p>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 2016 population table provided by the California Department of Finance, San Luis Obispo County has grown to over 277,000 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.</p> <p>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.</p> <p>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 Federal Bureau of Investigator's Uniform Crime Reporting, the San Luis Obispo County crime rate was lower than four of the five comparable counties. The 2014 data from the FBI is the most current data available. The total number of violent crimes, property crimes and arsons reported for San Luis Obispo County and comparable counties are: Marin 709; Monterey 1,606; San Luis Obispo 1,494; Placer 1,897; Santa Barbara 1,854 and Santa Cruz 2,002.</p>						
<p>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.</p>						
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
71%	68%	65%	71%	70%	69%	70%
<p>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.</p> <p>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.</p> <p>How are we doing? The average response time for the Coast Station was 10:31 minutes for July 2015 through June 2016. The Coast Patrol received 115 high priority calls and of those calls 79 or 69% 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.</p>						

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.

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
66%	69%	62%	79%	70%	65%	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 16:29 minutes for July 2015 through June 2016. This patrol station has the largest geographical area, but is the least populated area of the three patrol stations. The North Station received 156 high priority calls and of those calls 101 or 65% 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. Since FY 2010-11 the response times have been below the targeted time, partially due to 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 last fiscal year. This is the first year since adding the deputy positions that the targeted time has not been met. When comparing the volume of high priority calls to the same time period last year, it shows there was a 24% increase in high priority calls this fiscal year. This increase has been partially responsible for the rise in response times.

4. Performance Measure: Percentage of high priority, life threatening calls for service that receive a 10 minute response time in the South Station area of the county.

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
75%	78%	84%	82%	82%	76%	80%

What: This measures the percentage of calls where the response time from when the first patrol unit is dispatched to when the unit arrives at the scene is 10 minutes or less. The South Station area extends from the City of San Luis Obispo and Avila Beach, south to the Santa Barbara County line and east to unpopulated areas of the Los Padres National Forest. 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 10:21 minutes in July 2015 through June 2016. This patrol area has a growing population and deputies at the South Station respond to more calls for service than the other two stations. The South Station received 261 high priority calls and of those calls 197 or 76% 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: 51% were to the Nipomo area. The longer response times to the Nipomo area could be reduced by placing a sub-station in South County. This is an area of the County that has increased in population and activity over the years. When comparing the volume of high priority calls to this same time period last year, it shows there was a 28% increase in high priority calls this fiscal year. This increase has been partially responsible for the rise in response times.

5. Performance Measure: Arrest rate for crimes classified as homicide.

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
100%	50%	100%	100%	100%	100%	100%

What: Using national and state Uniform Crime Reporting (UCR) data collected by the FBI and Department of Justice (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 two homicides and three cleared homicides between July 1, 2015 and June 30, 2016, 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 2014. For population groups between 250,000 and 499,999 the clearance rate reported by FBI was 56.6%. The most recent DOJ UCR data available at this time for clearance rate is from 2015 which was reported as 61.5%.

6. Performance Measure: Arrest rate for crimes classified as forcible rape.						
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
42%	40%	17%	56%	56%	67%	56%
<p>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. <i>Please Note: UCR clearance is indicative of the status of the offender not the status of the case.</i></p> <p>Why: Arrest/Clearance rates are indicative of effectiveness.</p> <p>How are we doing? Twelve rapes were reported during the period from July 1, 2015 through June 30, 2016. During that same time frame eight 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 67%. The national clearance rate for the population groups between 250,000 to 499,999 for 2014 is 36.8%. The statewide clearance rate for 2015 is 41.5%. 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.</p> <p>Performance Measures 5-8 will be combined in the future as one performance measure which will provide crime totals and clearance rate totals for violent crimes. Homicide, forcible rape, robbery, and aggravated assault are all considered violent crimes and will be included in this total.</p>						
7. Performance Measure: Arrest rate for crimes classified as robbery.						
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
53%	52%	80%	64%	64%	50%	64%
<p>What: Using national and state Uniform Crime Reporting (UCR) data collected by the FBI and Department of Justice (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.</p> <p>Why: Arrest/Clearance rates are indicative of effectiveness.</p> <p>How are we doing? Twelve robbery offenses were reported during the period from July 1, 2015 through June 30, 2016. During that same time frame six robbery cases were cleared. This resulted in a clearance rate of 50%.</p> <p>The national clearance rate for population groups between 250,000 to 499,999 for 2014 was 24.6%. The statewide clearance rate for 2015 was 30.8%. These percentages reflect the most current UCR data available from FBI and DOJ.</p>						
8. Performance Measure: Arrest rate for crimes classified as aggravated assault.						
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
77%	80%	74%	82%	82%	80%	80%
<p>What: Using national and state Uniform Crime Reporting (UCR) data collected by the FBI and Department of Justice (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.</p> <p>Why: Arrest/Clearance rates are indicative of effectiveness.</p> <p>How are we doing? There were 351 aggravated assault offenses that occurred during the period from July 1, 2015 through June 30, 2016 and a reported 280 aggravated assault cases cleared. This resulted in a clearance rate of 80%.</p> <p>The national clearance rate for population groups between 250,000 to 499,999 for 2014 was 47.5%. The statewide clearance rate for 2015 was 54.1%. These percentages reflect the most current UCR data available from FBI and DOJ.</p>						

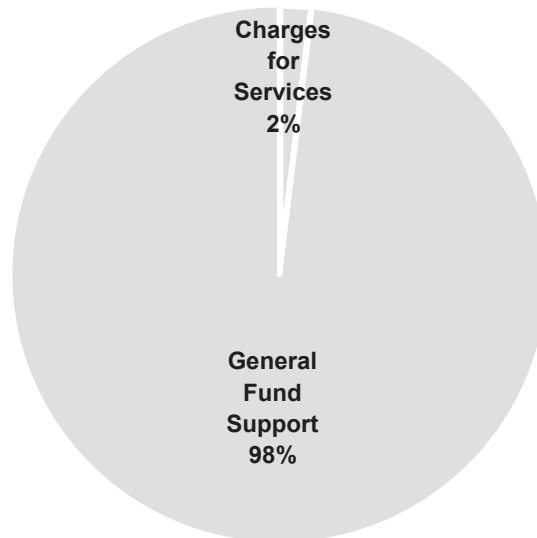
9. Performance Measure: Average monthly number of physical altercations among inmates in the San Luis Obispo County Jail, per 100 inmates.						
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
1.6	1.7	1.3	1.0	0.9	0.4	1.0
<p>What: This measure tracks our success relative to keeping the Jail safe for inmates, volunteers and County employees. The results is calculated by dividing the average number of assaults per month by the average daily population of the jail and multiplying by 100.</p> <p>Why: Tracking the physical altercation rate at the Jail is important 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.</p> <p>How are we doing? For July 1, 2015 through June 30, 2016, the total number of altercations was 28 with 32 involved inmates, for an average of two altercations per month. The average daily population housed inside the Jail during that period was 543. Based on this, the Sheriff's Office average number of physical altercations among inmates was 0.4 per 100 inmates in FY 2015-16.</p> <p>The number of staff assaulted by inmates per year has fluctuated over the past four years. Five were assaulted in FY 2012-13, four in FY 2013-14, five in FY 2014-15 and three in FY 2015-16. Staff continues to keep aware of the increased criminal sophistication of inmates due to the implementation of the state-mandated 2011 Public Safety Realignment (AB 109). We continue to update our policies and equipment with the goal of keeping staff better protected from inmate assaults. As always, jail staff work to keep employees, volunteers and inmates safe at all times. Lastly, inmates have a variety of programs to choose from such as, "Non-Violent Communication" or "Alternatives to Violence" which aim towards changing their cognitive behavior which focuses on seeking alternative calm resolutions to conflict. There is no comparison data available from other counties.</p>						
10. Performance Measure: Overtime as a percentage of the Custody Division's salaries budget.						
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
4.3%	3.2%	3.4%	4.2%	3.0%	4.6%	3.0%
<p>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.</p> <p>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.</p> <p>How are we doing? Overtime hours have increased slightly this fiscal year compared to the prior fiscal year. In FY 2015-16 overtime hours were 14,041 and the cost was \$966,336. The total budget for FY 2015-16 including salaries and benefits was \$21,621,301. This increase is attributed to an increase in vacancies in Jail staffing and the time required for the hiring process. As of June 30, 2016, there were four Correctional Deputies and four Correctional Technician vacant positions. However, the hiring process within the Sheriff's Office requires a more extensive background than any other departments within the County. The process from start to finish can take up to six months, then training can be an additional four to six months. This process has a large impact on overtime within the Custody Division. It is anticipated that overtime will decrease with the vacancies being filled in FY 2016-17.</p>						

MISSION STATEMENT

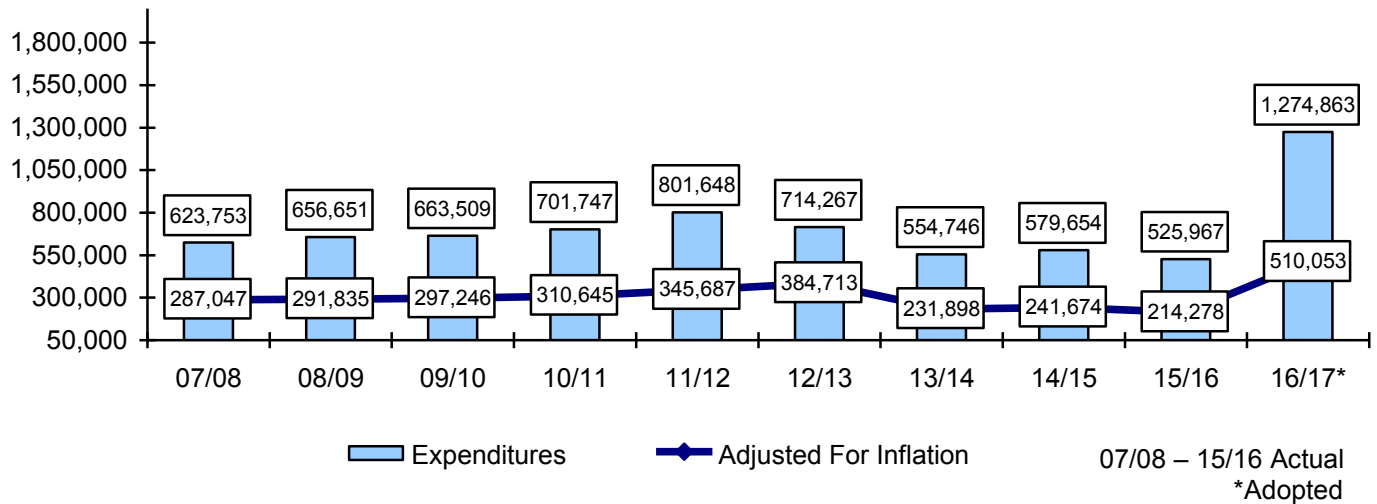
As per mandated regulation, provide post-closure monitoring and maintenance of the Los Osos Landfill; administration of the County’s National Pollutant Discharge Elimination System (NPDES)-General Permit Municipal Separate Storm Sewer System (MS4) programs; and coordination of solid waste programs in the unincorporated areas of the County within permit areas.

Financial Summary	2014-15 Actual	2015-16 Actual	2016-17 Requested	2016-17 Recommended	2016-17 Adopted
Charges for Current Services	\$ 27,420	\$ 28,785	\$ 28,784	\$ 28,784	\$ 28,784
Other Revenues	115	112	0	0	0
**Total Revenue	\$ 27,535	\$ 28,897	\$ 28,784	\$ 28,784	\$ 28,784
Services and Supplies	579,654	525,967	1,155,280	1,253,113	1,253,113
Fixed Assets	0	0	0	21,750	21,750
**Gross Expenditures	\$ 579,654	\$ 525,967	\$ 1,155,280	\$ 1,274,863	\$ 1,274,863
General Fund Support (G.F.S.)	<u>\$ 552,119</u>	<u>\$ 497,070</u>	<u>\$ 1,126,496</u>	<u>\$ 1,246,079</u>	<u>\$ 1,246,079</u>

Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Waste Management has a total expenditure level of \$1,274,863 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: \$611,490 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: \$32,597 Total Staffing (FTE): *

National Pollutant Discharge Elimination System (NPDES); Storm Water

Develop and implement programs and best management practices to reduce pollutants in storm water and 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: \$630,776 Total Staffing (FTE): *

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

DEPARTMENT COMMENTS

The primary programs of the Waste Management budget unit are all mandated under Federal and State laws and regulations. They include Landfill Management which provides post-closure maintenance of the Los Osos landfill, Solid Waste Coordination which works with the Integrated Waste Management Authority on countywide recycling and waste management efforts, and the countywide implementation of the National Pollutant Discharge Elimination System (NPDES).

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

FY 2015-16 Accomplishments

- Hired a Stormwater Coordinator for enhancing countywide Federal stormwater permit compliance.
- Completed the renewal of the franchise agreement with Paso Robles Country Disposal.
- Continued preventative maintenance program implementation for the gas flare at the closed Los Osos Landfill, resulting in significant reduction of mechanical breakdowns.
- Continued to meet all regulatory reporting, maintenance, and monitoring requirements from the Regional Water Quality Control Board, CalRecycle, and Air Pollution Control District.
- Provided storm water pollution prevention education program in schools located in the unincorporated areas of the County.
- Through various media, broadcast the storm water pollution prevention message to approximately 200,000 people throughout the county, including Sammy the Steelhead appearances at events.
- Broadly promoted the County's eighth annual Countywide Creek Day, obtained access to new areas, and removed a significant amount of trash.
- Continued the "Our Water, Our World" pesticide use reduction program in home and garden retail outlets throughout the county.

FY 2016-17 Objectives

- Continue to implement strategies for Federal stormwater permit compliance.
- Continue to meet all State and Federal regulatory requirements related to waste management.
- Complete the pump and treat facility at the closed Los Osos Landfill which will improve groundwater quality under the landfill.
- Implementation of food composting services by the franchise haulers.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Financial Summary

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 with other types of budgets. The Waste Management budget provides funding for mandated County programs involving coordination of storm water compliance and monitoring, landfill management, and solid waste coordination.

General Fund support is recommended to increase by \$306,900 or 32% compared to FY 2015-16 adopted levels. The increase is due to flat revenues and higher labor costs related to new positions, promotions and salaries and benefits increases. Revenues are recommended to increase by \$1,364 or 4% and expenditures are recommended to increase by \$308,264 or 31%. Expenses have increased partly due to new requirements under the County's storm water discharge permit. On January 26, 2016, the Board adopted a Position Allocation List (PAL) change for Fund Center 405 (Public Works Internal Service Fund), creating a Stormwater Coordinator, which will be responsible for County-wide coordination and management of the County's stormwater program. Salary costs have increased as a result. In addition, more work hours are planned for administration of solid waste and landfill management. Also, road repairs are scheduled for the Los Osos Landfill and biennial source testing of groundwater.

Service Level Impacts

The department recently formulated a Memorandum of Understanding (MOU) with the Health Agency and the departments of Parks and Recreation and Planning and Building in order to better coordinate the County's stormwater responsibilities. This included creation of a County Stormwater Coordinator, a Stormwater Team, and also involved new positions for the Departments of Planning and Building and Parks and Recreation. It is anticipated that this MOU will improve coordination and compliance of the County's stormwater responsibilities under the NPDES permit.

Position Allocation List (PAL) Changes

This fund center has no PAL.

BOARD ADOPTED CHANGES

None.

BUDGET AUGMENTATION REQUESTS ADOPTED

Unit Amount	Description	Results
<p><u>Gross Annual Cost:</u> <i>Construction:</i> \$662,300 for FY 2016-17 (budgeted in FC 230 as a capital project)</p> <p><i>Operations:</i> \$96,116 for FY 2016-17 \$165,400 beginning FY 2017-18</p> <p><u>Funding Source:</u> General Fund</p>	<p>Design and construct a groundwater extraction and treatment facility at the Los Osos landfill.</p> <p>Once complete, this project will be a permanent operating function of the Los Osos Landfill.</p>	<p>Provide additional funding for construction of a pump and treat system to satisfy requirements of the Regional Water Quality Control Board, including reduction of contaminant levels in groundwater at the point of compliance onsite.</p>
<p><u>Gross Annual Cost:</u> \$21,750</p> <p><u>Funding Source:</u> General Fund</p>	<p>Installation of a 48KW backup generator and concrete pad for Los Osos Landfill flare.</p>	<p>Prevent non-operation of gas control system due to power outages.</p>

GOALS AND PERFORMANCE MEASURES

<p>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.</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: Percentage reduction of solid waste disposed in regional landfills as required by State law and converted to regional per capita per day disposal rate.</p>						
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
69% 4.6lbs.	71% 4.3 lbs.	68% 4.7 lbs.	67% 4.9 lbs.	68% 4.4 lbs.	66% 5.1 lbs.	68% 4.4 lbs.
<p>What: The measurement of recycling and waste diversion reduction on a per capita (per person per day) basis.</p> <p>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. Effective January 1, 2016, the State requires the recycling of organics (including food waste) according to a multi-year schedule, beginning in April 2016 with certain commercial enterprises.</p> <p>How are we doing? The San Luis Obispo County region has maintained a healthy diversion rate with the current year being 66%, exceeding the State average of 63% and well above the 50% State mandate. The slight reduction can be attributed to the economic upturn, because disposal rates increase in positive economic environments. 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 will be occurring in areas served by Mid-State Solid Waste within the next two years, and is anticipated in unincorporated communities in the south county beginning in 2016.</p>						

Health and Human Services

Contributions to Other Agencies

Health Agency

- Behavioral Health

- Driving Under the Influence Program

- Emergency Medical Services

- Law Enforcement Medical Care

- Medically Indigent Services Program

- Public Health

Social Services

- Administration

- CalWORKs

- Foster Care

- General Assistance

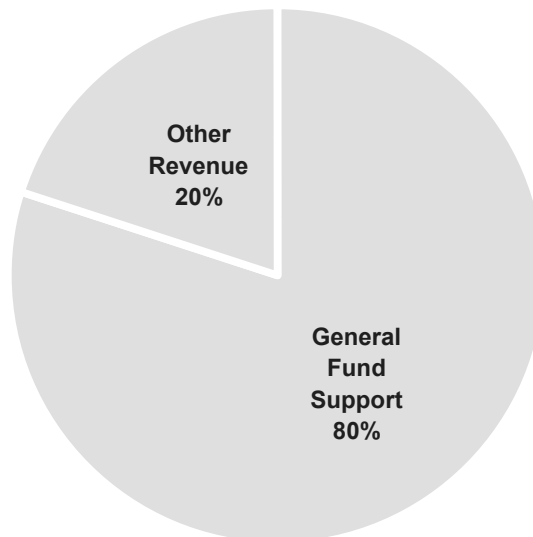
Veterans Services

PURPOSE STATEMENT

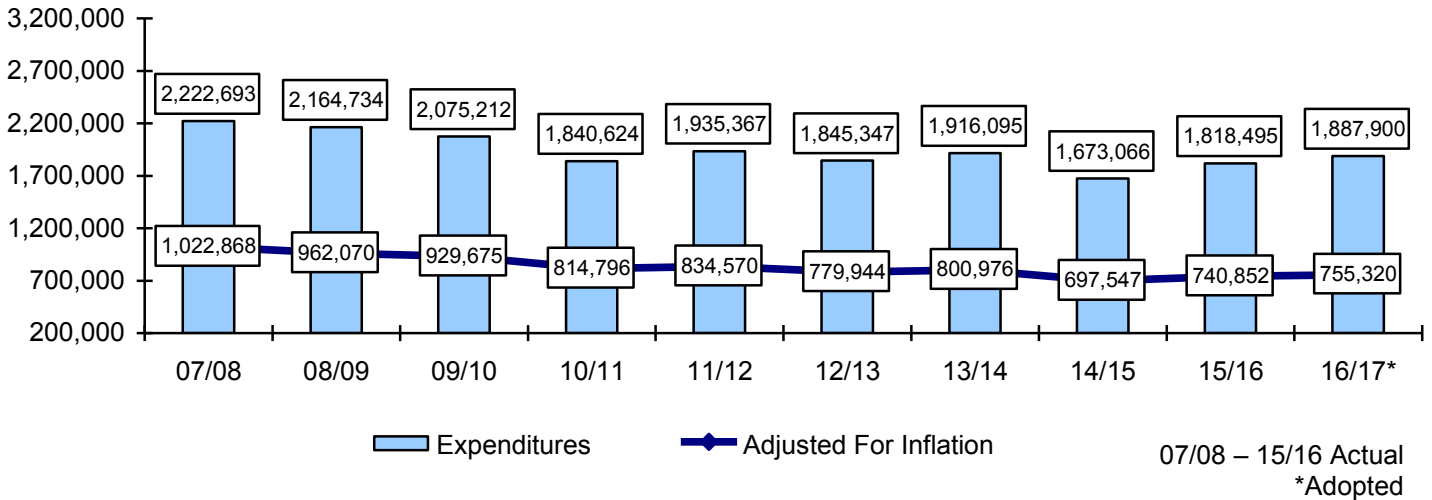
To assist non-profit agencies and organizations by providing financial support for essential services not provided by the County; to support County recognized advisory committees and councils with their on-going operations.

<u>Financial Summary</u>	<u>2014-15 Actual</u>	<u>2015-16 Actual</u>	<u>2016-17 Requested</u>	<u>2016-17 Recommended</u>	<u>2016-17 Adopted</u>
Other Revenues	\$ 393,232	\$ 367,608	\$ 374,000	\$ 379,000	\$ 379,000
Other Financing Sources	0	250,000	0	0	0
**Total Revenue	\$ 393,232	\$ 617,608	\$ 374,000	\$ 379,000	\$ 379,000
Services and Supplies	1,673,066	1,818,495	1,621,405	1,779,405	1,887,900
**Gross Expenditures	\$ 1,673,066	\$ 1,818,495	\$ 1,621,405	\$ 1,779,405	\$ 1,887,900
General Fund Support (G.F.S.)	<u>\$ 1,279,834</u>	<u>\$ 1,200,887</u>	<u>\$ 1,247,405</u>	<u>\$ 1,400,405</u>	<u>\$ 1,508,900</u>

Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Contributions to Other Agencies has a total expenditure level of \$1,887,900 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: \$250,000 Total Staffing (FTE): 0.00

Community Based Organizations

Provides funds to non-profit health and human services organizations for programs and services which are not provided by County departments. Eligible organizations submit applications in January of each year. Funding recommendations are included in the proposed budget and considered by the Board of Supervisors during the County’s annual budget hearings.

Total Expenditures: \$993,900 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, enables 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: \$394,000 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. Eligible organizations submit applications in January of each year. Funding requests are considered by the Board of Supervisors during the County's annual budget hearings.

Total Expenditures: \$250,000 Total Staffing (FTE): 0.00

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Financial Summary

The recommended FY 2016-17 level of General Fund support for this fund center, at \$1,400,405, is an increase of \$110,000 or 8% from FY 2015-16 adopted levels. Overall, the recommended budget provides for \$1,779,405 in grant funds, a decrease of \$135,000 or 7% when compared to FY 2015-16. This decrease is primarily due to the \$250,000 allocated in FY 2015-16 for the Cal Poly Performing Arts Center Foundation being a one-time grant. 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 2016-17, it is recommended that funding for District Community grants increase to \$146,505, or \$29,301 per supervisorial district. This represents a 5% increase compared to FY 2015-16 levels. As in prior years, any district funds remaining from FY 2015-16 will be carried forward to FY 2016-17. The exact amount of funds to be carried forward will be determined at the end of FY 2015-16.

District Community Projects	2016-17 Requested	2016-17 Recommended	2016-17 Adopted
District 1 Community Projects	\$ 29,301 + carryover	\$ 29,301 + carryover	\$ 50,000 + carryover
District 2 Community Projects	\$ 29,301 + carryover	\$ 29,301 + carryover	\$ 50,000 + carryover
District 3 Community Projects	\$ 29,301 + carryover	\$ 29,301 + carryover	\$ 50,000 + carryover
District 4 Community Projects	\$ 29,301 + carryover	\$ 29,301 + carryover	\$ 50,000 + carryover
District 5 Community Projects	\$ 29,301 + carryover	\$ 29,301 + carryover	\$ 50,000 + carryover
Total	\$146,505	\$146,505	\$250,000

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 68 project proposals, requesting \$1.8 million in grant funds, from 51 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 66 proposals totaling \$1,337,900 is recommended. This level of funding represents a \$37,000 or 3% overall increase when compared to FY 2015-16. Forty-four (44) proposals will be funded through the CBO grants program. This is an increase of \$65,000 or 8% compared to FY 2015-16 adopted amounts of \$893,900. Twenty-two (22) proposals will be funded through the PHGs program. This represents a decrease of \$28,000 or 7% from

**Contributions to Other Agencies
Fiscal Year 2016-17 Final Budget**

Fund Center 106

FY 2015-16 levels. PHGs 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 2016-17:

Organization	2016-17 Requested	2016-17 PHG Recommended	2016-17 CBO Recommended	2016-17 Adopted
Food Programs				
Atascadero Loaves & Fishes	20,000		20,000	20,000
Five Cities Meals on Wheels	13,712		10,000	10,000
Food Bank	125,000		100,000	100,000
Senior Nutrition Program	75,000		60,000	70,000
Senior Programs				
Community Action Partners - Adult Day Service Centers	31,500		31,500	31,500
Life Steps Foundation Inc.	2,500		2,500	2,500
Long Term Care Ombudsman Services	15,000		15,000	15,000
RISB Foundation/Coast Caregiver Resource Center	10,000		10,000	10,000
SLO Legal Assistance Foundation	20,000		15,000	15,000
Senior Volunteer Services				
<i>RSVP program</i>	12,000		12,000	12,000
<i>Community Volunteer Program</i>	8,000		8,000	8,000
Wilshire Community Services				
<i>Sr Peer Counseling Program</i>	5,000		4,500	4,500
<i>Caring Callers</i>	5,000		4,500	4,500
<i>Good Neighbor Program</i>	5,000		5,000	5,000
Women's Programs				
Community Action Partners – Forty Wonderful Program	9,000	6,000		6,000
RISE				
<i>Sexual Assault Counseling Prog</i>	20,000		20,000	20,000
<i>Domestic Violence Prevention Education Program</i>	30,000		30,000	30,000
Women's Shelter Program (Counseling for Victims of domestic violence)	12,000		12,000	12,000
Alcohol/Drug Programs				
AIDS Support Network for SLO Syringe Exchange Program	10,000	10,000		10,000
Cambria Connection	50,000	35,000		50,000

**Contributions to Other Agencies
Fiscal Year 2016-17 Final Budget**

Fund Center 106

Organization	2016-17 Requested	2016-17 PHG Recommended	2016-17 CBO Recommended	2016-17 Adopted
North County Connection	40,000	30,000		30,000
Children's/Families Programs				
Alpha Pregnancy and Parenting Support	15,000		12,000	12,000
Assistance League	10,000		10,000	10,000
Big Brothers Big Sisters	10,000		9,000	9,000
Boys and Girls Club of South SLO County	16,750		10,000	10,000
Cal Poly Corporation	44,164		25,000	45,000
Central Coast LINK	28,350	17,350		17,350
Center for Family Strengthening				
<i>Kidz Tool Box for Personal Safety</i>	10,000	5,000		5,000
<i>Children's Dental Svcs Project</i>	20,000	13,000		13,000
<i>Promotores Collaborative</i>	34,000		15,400	15,400
Child Development Resource Center of the Central Coast	49,969		37,000	37,000
Children's Resource Network of Central Coast	22,500		15,000	15,000
Coast Unified School District	22,500	22,500		22,500
Community Action Partnership - South County SAFE Program	18,900	17,350		17,350
Court Appointed Special Advocates (CASA)				
<i>Services to children under the jurisdiction of Juvenile Court</i>	25,000		25,000	25,000
<i>Services to infants/toddlers ages 0 to 3 years</i>	5,000		5,000	5,000
Kayla Peach Memorial Foundation, Inc.	38,380	5,000		5,000
Lucia Mar Unified School District	25,000	25,000		25,000
Partnership for Children	30,000		30,000	30,000
Project Surf Camp	10,000		2,500	2,500
SLO County Drug & Alcohol Services, Behavioral Health Department	22,500	22,500		22,500
South County Youth Coalition	22,500	22,500		22,500
Women's Shelter Program (Domestic Violence School Advocate Program)	23,000		23,000	23,000
YMCA	12,000	10,000		10,000
Community Health Centers of the Central Coast	11,000	4,800		4,800

**Contributions to Other Agencies
Fiscal Year 2016-17 Final Budget**

Fund Center 106

Organization	2016-17 Requested	2016-17 PHG Recommended	2016-17 CBO Recommended	2016-17 Adopted
Miscellaneous Programs				
5 Cities Homeless Organization	25,000	15,000		15,000
AIDS Support Network				
<i>Hepatitis C Project</i>	25,000	25,000		25,000
<i>Low Income Residential Housing Assistance</i>	23,000	20,000		20,000
American Red Cross	7,000	2,000		2,000
Central Coast LINK	5,000		4,000	4,000
Community Action Partners				
<i>Adult Wellness and Prevention</i>	15,000		10,000	10,000
<i>Liberty Tattoo Removal Program</i>	8,500		8,500	8,500
Community Counseling Center	24,000	24,000		24,000
County District Attorney's Office/Victim Witness on behalf of the First Responder Committee	12,367		10,000	10,000
El Camino Homeless Organization	85,060		40,000	40,000
Literacy FOR LIFE (formerly known as Literacy Program for San Luis Obispo County)	50,000		15,000	20,000
Partners in Equestrian Therapy	10,000	7,000		7,000
People's Self-Help Housing	50,000		25,000	25,000
SLO Noor Foundation	180,000		175,000	175,000
Transitional Food and Shelter	50,000	40,000		40,000
Transitions-Mental Health Association				
<i>SLO Growing Grounds</i>	18,000		18,000	18,000
<i>North County Wellness Center</i>	10,000		10,000	10,000
<i>HOTLINE</i>	30,000		30,000	30,000
United Way - 211	40,000		25,000	25,000
SLO Bike Coalition	8,989		4,500	4,500
Pacific Wildlife Care	6,000		5,000	5,000
Not Recommended for Funding				
Gatehelp, Inc./Gryphon Society Sober Living Homes	30,000	0	0	0
Paso Robles Unified School District	15,150	0	0	0
Total	\$1,773,291	\$379,000	\$958,900	\$1,387,900

**Contributions to Other Agencies
Fiscal Year 2016-17 Final Budget**

Fund Center 106

Other Agency Requests:

General Fund support for the programs within this category is recommended to increase by \$24,000 or 11% from FY 2015-16 adopted levels.

Funding for the Central Coast Commission for Senior Citizens – Area Agency on Aging (Triple AAA) is a required match of the Older Americans Act. Funding for the Action for Healthy Communities survey will be budgeted over the next two fiscal years at \$10,000 per year. The recommended funding for the Arts Council/ARTS Obispo at \$30,000 is the public match required as part of the State Local Partnership program. The Coastal San Luis and Upper Salinas Resource Conservations Districts are recommended to increase by \$10,000 to \$30,000 each.

Other Agency Requests	2016-17 Requested	2016-17 Recommended	2016-17 Adopted
Action for Healthy Communities	10,000	10,000	10,000
Central Coast Commission for Senior Citizens- Area Agency on Aging	45,000	45,000	45,000
Coastal San Luis Resources Conservation District	30,000	30,000	30,000
San Luis Obispo County Arts Council/Arts Obispo	35,819	30,000	35,000
SCORE	5,000	0	0
Upper Salinas-Las Tablas Resources Conservation District	30,000	30,000	30,000
Tourism Infrastructure Grant program	100,000	100,000	100,000
Total	\$255,819	\$245,000	\$250,000

Service Level Impacts

There are no service level impacts as a result of the recommended level of General Fund support for FY 2016-17. The increased General Fund support enables the County to provide a greater level of financial support to community based organizations.

Position Allocation List (PAL) Changes

There is no staffing associated with this fund center.

BOARD ADOPTED CHANGES

During budget hearings, the Board approved using \$50,000 of unallocated funds budgeted in this fund center for FY 2016-17 along with \$108,495 in General Fund contingencies for a total of \$158,495, to increase funding for the following programs:

- Senior Nutrition Program was increased by one-time funding of \$10,000 to \$70,000
- Cambria Connection was increased by \$15,000 to \$50,000
- Cal Poly Corporation – Bakari Mentoring Program was increased by \$20,000 to \$45,000
- Literacy for LIFE was increased by \$5,000 to \$20,000
- San Luis Obispo County Arts Council was increased by \$5,000 to \$35,000
- District Community Projects program was increased by a total of \$103,495 equating to \$50,000 per supervisorial district.

BUDGET AUGMENTATION REQUESTS ADOPTED

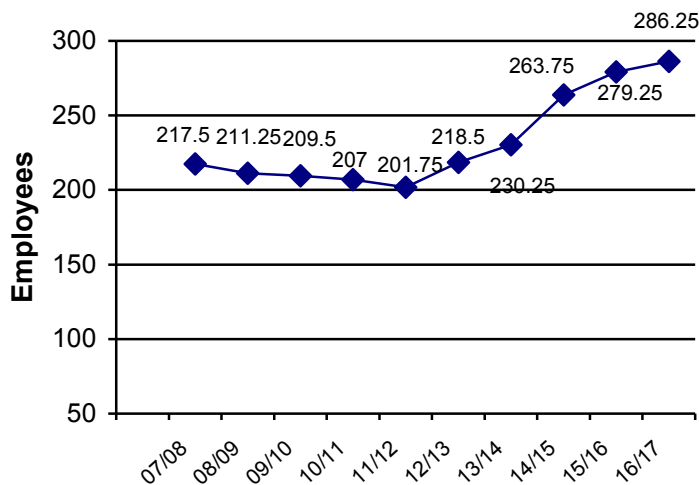
None requested.

MISSION STATEMENT

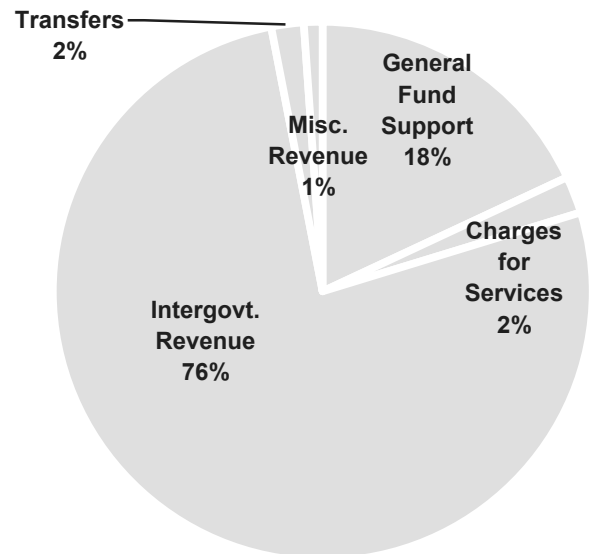
San Luis Obispo County Behavioral Health Department works in collaboration with the community to provide services necessary to improve and maintain the health and safety of individuals and families affected by mental illness and/or substance abuse. Services are designed to assist in the recovery process to achieve the highest quality of life by providing culturally competent, strength based and client and family centered strategies utilizing best practices.

	2014-15	2015-16	2016-17	2016-17	2016-17
<u>Financial Summary</u>	<u>Actual</u>	<u>Actual</u>	<u>Requested</u>	<u>Recommended</u>	<u>Adopted</u>
Fines, Forfeitures and Penalties	\$ 91,000	\$ 195,000	\$ 144,000	\$ 144,000	\$ 144,000
Intergovernmental Revenue	42,750,726	44,908,527	48,487,505	49,314,017	49,314,017
Charges for Current Services	1,167,274	1,455,024	1,520,034	1,520,034	1,520,034
Other Revenues	1,342,176	905,041	873,984	873,984	873,984
Interfund	187,439	81,304	74,031	74,031	74,031
**Total Revenue	\$ 45,538,615	\$ 47,544,896	\$ 51,099,554	\$ 51,926,066	\$ 51,926,066
Salary and Benefits	26,924,697	29,370,470	31,456,652	32,130,364	32,130,364
Services and Supplies	24,736,525	28,175,065	31,203,991	31,112,005	31,112,005
Other Charges	2,385,555	1,361,475	1,308,905	1,308,905	1,308,905
**Gross Expenditures	\$ 54,046,777	\$ 58,907,010	\$ 63,969,548	\$ 64,551,274	\$ 64,551,274
Less Intrafund Transfers	1,278,669	1,318,413	1,136,182	1,186,914	1,186,914
**Net Expenditures	\$ 52,768,108	\$ 57,588,597	\$ 62,833,366	\$ 63,364,360	\$ 63,364,360
General Fund Support (G.F.S.)	<u>\$ 7,229,493</u>	<u>\$ 10,043,701</u>	<u>\$ 11,733,812</u>	<u>\$ 11,438,294</u>	<u>\$ 11,438,294</u>

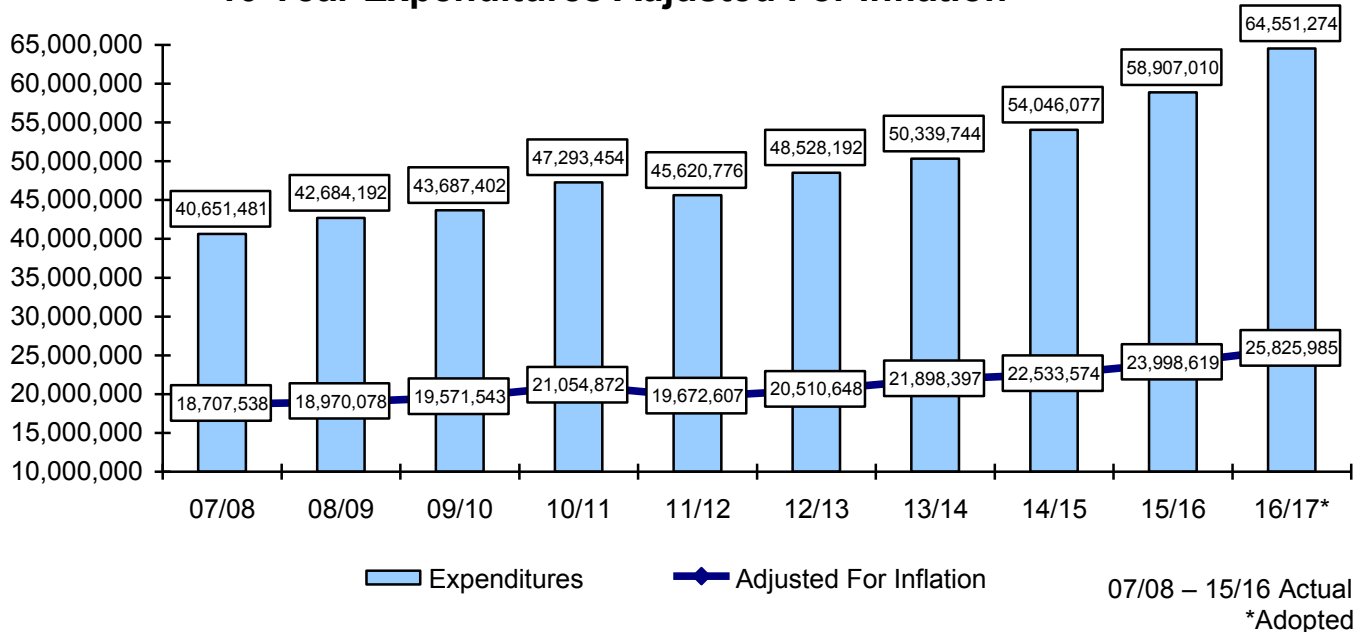
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Behavioral Health has a total expenditure level of \$64,551,274 and a total staffing level of 286.25 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: \$38,363,132 Total Staffing (FTE): 157.50

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 assessment and treatment programs, and court-mandated treatment programs.

Total Expenditures: \$11,877,272 Total Staffing (FTE): 76.00

Mental Health Services Act

The Mental Health Services Act was designed to expand and transform county mental health systems by increasing the taxes of high income individuals. The Mental Health Services Act initiative provides for developing, through an extensive stakeholder process, a comprehensive approach to providing community based mental health services. The Mental Health Services Act program 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: \$14,310,870 Total Staffing (FTE): 52.75

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 or other local funds.

The FY 2016-17 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 for Seniors and Persons with Disabilities with Medi-Cal. The Affordable Care Act (ACA) increased eligibility for Medi-Cal for many previously unsponsored individuals, and eliminated or reduced the local match required for those newly eligible beneficiaries. The first full year of expanded access to Medi-Cal benefits and expanded mental health and substance use disorder services has resulted in an increased number of individuals served and revenue collection, especially for substance use disorder services.

The Centers for Medicare and Medicaid Services (CMS) approved California's 1115 Medi-Cal Bridge to Reform Demonstration Waiver in 2015, and it provides opportunities for counties to further expand drug Medi-Cal services under an "Organized Delivery Services" (ODS) model. If the County chooses to opt-in to this waiver in FY 2016-17, ODS would allow the County to provide a continuum of care for substance use disorder treatment services including medication assisted treatment, licensed residential care, case management, and other newly reimbursable services. It would also require the County to approve and monitor any new contracts for drug Medi-Cal services, shifting the responsibility from the State to local control.

The department received substantial support from the County to expand services in FY 2015-16, adding a total of 22.00 FTE positions through approval of the budget. These positions have allowed the department to expand services for individuals with substance use disorders and has allowed our mental health services to meet requirements for access to care and ongoing treatment. Despite salary increases, recruitment for full time psychiatrists has been minimally successful, and psychiatric coverage continues to be problematic at times due to changing providers through temporary services (Locum Tenens).

The department will continue to increase quality of care, efficiency, and standardized data collection and reporting to manage both clinical and programmatic outcomes, while facing ongoing and new regulatory and payment reform challenges.

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

FY 2015-16 Accomplishments

- Participated in design and review of proposals for Public Health Electronic Health Record, in conjunction with Public Health.
- Increased timeliness to access for assessment and treatment. Wait times reduced by approximately 22%, 18.3 to 15 days for first assessment.
- Increased the number of Spanish speaking staff by 13 or 25% to provide services and supports.
- Initiated the Data Dynamos project to collect current data, standardize data definitions and collection methods, and develop a data dashboard.
- Trained staff in the use of the Children and Adolescent Needs and Strengths (CANS) Tool, and Adult Needs and Strengths Assessment (ANSA). Staff are now inputting scores into the Behavioral Health Electronic Health Record (BHEHR) and progress can be reviewed annually.
- Increased Mobile Crisis response services, and selected a new provider. Continued the Crisis Resolution Team project to provide primary response to Emergency Departments. Monthly average of crisis responses increased from 190 contacts in the prior year to 283 in the first half of the fiscal year.
- Continued college based prevention and early intervention services for both mental health and substance abuse disorders, and started a residence based (dorms) mental health early intervention program at Cal Poly.
- Received a \$971,070 grant to build a 4-bed Crisis Stabilization Unit on the Health Campus.
- Increased services within the County Jail for both mental health and substance use disorders, including expanded re-entry services and intensive supports.

FY 2016-17 Objectives

- Implement Electronic Health Record in the jail for continuity of care between physical health care and psychiatric services by the end of the fiscal year.
- Develop a Crisis Stabilization Unit on the Health Campus to serve adults in psychiatric crisis as an alternative to inpatient care by the end of the fiscal year.
- Draft an implementation plan for the Drug Medical Organized Delivery System of Care for substance use disorder services.
- Continue collaboration with the Behavioral Health Integration Project (BHIP) to improve integration of physical and behavioral health care by providing medical services on-site to Behavioral Health clients to reduce chronic disease among severely mentally ill patients.
- Launch new Mental Health Services Act (MHSA) innovation programs, including a Trauma Informed training and support for County employees in departments regularly serving the public.
- Develop a countywide protocol for law enforcement, emergency departments, and the department for managing psychiatric crises. This objective is carried over from past year to allow for new mobile crisis provider to stabilize services in the county.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Financial Summary

The recommended budget reflects an increase in revenue of \$3.3 million or 6%, an increase in expenditures by \$5.3 million or 9%, and an increase in General Fund support by \$2.0 million or 21% compared to the FY 2015-16 adopted budget.

The most significant variance in the revenue accounts compared to the FY 2015-16 adopted budget is a \$1.4 million or 8% increase in Medi-Cal revenue, due in large part to implementation of the Affordable Care Act (ACA). Other significant revenue increases include a \$1 million or 9% increase in Mental Health Services Act (MHSA) funds, and a \$334,322 or 100% increase in State awarded grants for a Mentally Ill Offender Crime Reduction grant.

The \$5.2 million increase in expenditures compared to the FY 2015-16 adopted budget includes an increase of \$1.3 million or 4% in salaries and benefits, which incorporates the positions added and deleted mid-year in FY 2015-16, the elimination of 2.00 FTE in FY 2016-17, and the addition of 10.00 FTE new positions in FY 2016-17. All of these staffing changes are listed below. Other key factors influencing the overall recommended amount in the salaries and benefits include:

- Inclusion of \$1.1 million in salary savings for 3.00 FTE Staff Psychiatrists, to reflect the expectation that these Staff Psychiatrist positions will remain unfilled and Behavioral Health will rely on Locum Tenens for psychiatry services. A commensurate amount of expense is budgeted in professional services for the Locum Tenens services.
- An increase of approximately \$741,000 due to prevailing wage and pension benefit increases approved by the Board for FY 2015-16.
- A decrease of approximately \$322,000 due to the elimination of 3.00 FTE Mental Health Therapists that are now contracted out for the Full Services Partnership program.

Services and supplies are increasing by almost \$3.7 million or 13% primarily driven by:

- An increase of \$372,304 or 38% for an additional Institute for Mental Disease (IMD) bed, which is a bed in a locked facility where persons with mental disorders are diagnosed, treated, and cared for.
- An increase of \$325,967 or 13% for additional Board and Care bed days.
- An increase of \$228,490 or 100% for a Lanterman Petris Short (LPS) conservatee for an individual in a State hospital. This allows an adult (a conservator) to be responsible and make certain decisions for a mentally ill adult (a conservatee) who is unable to care for him/herself.
- An increase of \$100,000 or 100% for State hospital bed stays to provide competency restoration for individuals found mentally incompetent to stand trial.
- An increase of \$625,791 or 26% for the Adult and Older Adult Full Services Partnership program, partially previously implemented by the County through 3.00 FTE Mental Health Therapists.
- An increase of \$373,887 or 100% for staff time transferred across divisions, which were previously budgeted in salaries and benefits.
- An increase of \$267,376 or 19% in Countywide overhead.

Other services and supplies accounts vary by smaller amounts.

Service Level Impacts

The recommended budget for the department includes funds that will result in increased service levels in Behavioral Health. Some of the biggest impacts to service levels include:

- Assisted Outpatient Treatment (Laura's Law) implementation – The implementation of this program will provide court-ordered outpatient treatment for severely mentally ill individuals who have committed, or at risk of committing, acts of violence against themselves or others due to an untreated mental illness.
- Outpatient Competency Restoration – This program will allow eligible misdemeanants found incompetent to stand trial to receive competency restoration services in an outpatient setting, rather than in the Psychiatric Health Facility (PHF). This will allow restoration treatment in the least restrictive setting.
- Expanded Case Management and Intensive Care Coordination Services – This expanded program will provide Intensive Care Coordination (ICC) services to all Early and Periodic Screening, Diagnostic and Treatment (EPSDT) children and youth that meet medical necessity (not just those in the Katie A subclass), which includes an estimated 85-100 additional eligible children or youth.
- South County Adult Clinic Support – With the addition of a new adult outpatient clinic in the south county approved in FY 2015-16, an Administrative Assistant and Health Information Technician will manage the administrative and health record compliance aspects of the clinic. This clinic will allow youth and adults to have separate clinics in the south county region.

Position Allocation List (PAL) Changes

The FY 2016-17 recommended PAL for the department includes a net increase of 7.00 FTE compared to the FY 2015-16 adopted PAL. The net increase includes PAL amendments approved mid-year in FY 2015-16 (-1.00 FTE), positions eliminated as part of Behavioral Health's budget request (-2.00 FTE), and positions added in the recommended budget (+10.00 net FTE).

FY 2015-16 Mid-year PAL Changes

On July 21, 2015, the Board approved the following changes to Behavioral Health's PAL:

- +1.00 FTE Mental Health Therapist II– Limited Term (ending 6/30/2018)
- +0.50 FTE Mental Health Therapist III– Limited Term (ending 6/30/2018)
- +0.50 FTE Mental Health Therapist IV– Limited Term (ending 6/30/2018)

On August 11, 2015, the Board approved the following changes to Behavioral Health's PAL:

- -3.00 FTE Mental Health Therapist I/II/III/IV

On October 20, 2015, the Board approved the following changes to Behavioral Health's PAL:

- +1.00 FTE Drug and Alcohol Specialist I/II/III/IV- Limited Term position (ending 9/30/2020)

On October 31, 2015, the Board approved the following changes to Behavioral Health's PAL:

- -1.00 FTE Administrative Services Manager – Limited Term position (expired 10/31/15)

On November 24, 2015, the Board approved the following changes to Behavioral Health's PAL:

- -1.00 FTE Psychologist
- +1.00 FTE Mental Health Therapist I/II/III/IV half-time

Administrative Changes Made:

- Combined two 0.50 FTE to create a 1.00 FTE Mental Health Nurse Trainee Aide I/II/III

FY 2016-17 Recommended PAL Changes

The following two positions are being eliminated as part of the status quo budget (-2.00 FTE):

- -1.00 FTE Health Information Technician I/II/III due to the termination of an AB 109 grant
- -1.00 FTE Program Manager II due to the transfer of the position from Behavioral Health to Public Health

The following position changes are recommended through approval of Budget Augmentation Requests (+10.00 FTE net addition):

- +0.50 FTE Drug and Alcohol Specialist II
- +1.00 FTE Mental Health Worker I
- +1.00 FTE Administrative Services Officer I– Limited Term (ending June 30, 2020)
- +0.50 FTE Mental Health Therapist IV– Limited Term (ending June 30, 2020)
- +1.00 FTE Administrative Services Officer I
- -0.50 FTE Mental Health Nurse
- +1.00 FTE Mental Health Nurse
- +1.00 FTE Administrative Assistant III
- +3.00 FTE Mental Health Therapist III/IV (2.00 FTE and two 0.50 FTE positions)
- -0.50 FTE Health Information Technician I
- +2.00 FTE Health Information Technician I

BOARD ADOPTED CHANGES

As part of the Supplemental Budget document, the Board approved amendments to the Position Allocation List to delete 32.50 FTE Mental Health Therapist I/II/III positions and add 32.50 FTE Licensed Psychiatric Technician/Licensed Vocational Nurse I/II/III positions. The PAL changes were completed to better align

employees with the jobs that they are performing and the scope of their licensure. There is no change to net annual cost related to the changes.

BUDGET AUGMENTATION REQUESTS ADOPTED

Unit Amount	Description	Results
<p><u>Gross Annual Cost:</u> \$16,000</p> <p><u>Funding Source:</u> AB 109</p>	Add funding to conduct four Crisis Intervention Training courses.	<ol style="list-style-type: none"> 100 local law enforcement and criminal justice personnel will be trained in the Crisis Intervention Training 94% of training participants will learn new skills to intervene with mentally ill offenders and plan to use them in the near future
<p><u>Gross Annual Cost:</u> \$34,740</p> <p><u>Funding Source:</u> AB 109</p>	Add 0.50 FTE Drug and Alcohol Specialist (bilingual) at the South County regional hub to expand community based treatment services and provide dedicated bilingual capacity.	<ol style="list-style-type: none"> Length of stay in treatment will average 180 days or more Length of stay for Sober Living Environments will average 90 days or more Successful completion rate for Drug and Alcohol Specialist treatment services will be 50%
<p><u>Gross Annual Cost:</u> \$58,322</p> <p><u>Funding Source:</u> AB 109</p>	Add 1.00 FTE Mental Health Worker I to conduct Outpatient Competency Restoration Program services.	<ol style="list-style-type: none"> 25 individuals with misdemeanors will be provided outpatient restoration program services 50% of program participants will be restored and will follow-through with their court hearings Individuals will stay in the outpatient restoration program for a minimum of 90 days
<p><u>Gross Annual Cost:</u> \$116,914</p> <p><u>Funding Source:</u> Mental Health Services Act (MHSA)</p>	Add 1.00 FTE Administrative Services Officer and 0.50 FTE Mental Health Therapist limited term positions to implement the Mental Health Services Act Trauma Informed Care training innovation program.	<ol style="list-style-type: none"> 30% of all County employees who have public contact will have received Trauma Informed Care training Employees participating in Trauma Informed Care training will demonstrate a 30% increase in preparedness for handling traumatic events, as measured by a pre and post assessment at the training
<p><u>Gross Annual Cost:</u> \$443,725</p> <p><u>Funding Source:</u> Medi-Cal - \$141,186</p> <p>Mental Health Services Act (MHSA)- \$302,539</p>	Add 0.50 FTE Mental Health Therapist IV and 1.00 FTE Administrative Services Officer I, and add professional service funds to implement the Assisted Outpatient Treatment (Laura's Law) program.	<ol style="list-style-type: none"> Serve 10 individuals annually 25% reduction in homelessness among program participants 50% reduction in Emergency Room visits and psychiatric hospitalizations among program participants 75% reduction in jail stays among program participants

<p><u>Gross Annual Cost:</u> \$61,054</p> <p><u>Funding Source:</u> Medi-Cal</p>	<p>Increase a 0.50 FTE Mental Health Nurse to a 1.00 FTE for the Behavioral Health Quality Support Team at the Psychiatric Health Facility (PHF).</p>	<p>80% increase in Psychiatric Health Facility days approved for billing compared to FY 2015-16 days disallowed</p>
<p><u>Gross Annual Cost:</u> \$40,593</p> <p><u>Funding Source:</u> Medi-Cal- \$12,800</p> <p>General Fund support- \$27,793</p>	<p>Add a 0.50 FTE Mental Health Therapist IV for weekend coverage at the Psychiatric Health Facility (PHF).</p>	<p>Compliance with the State Department of Health Care Services PHF license requirements for staffing of Licensed Mental Health Practitioners per 24 hour period</p>
<p><u>Gross Annual Cost:</u> \$108,184</p> <p><u>Funding Source:</u> Medi-Cal- \$56,009</p> <p>General Fund support- \$52,175</p>	<p>Add 1.00 FTE Administrative Assistant I/II/III and 1.00 FTE Health Information Technician I/II/III for the new Adult Mental Health South County clinic.</p>	<ol style="list-style-type: none"> 1. Intake forms will be completed with 90% accuracy 2. 10% reduction of disallowed services due to late corrections 3. 90% accuracy of record review/management
<p><u>Gross Annual Cost:</u> \$155,988</p> <p><u>Funding Source:</u> Medi-Cal- \$74,988</p> <p>General Fund support- \$81,114</p>	<p>Add 2.00 FTE Mental Health Therapist III/IV (bilingual preferred) to meet the requirements for expanded services for Intensive Care Coordination (ICC) to eligible Early and Periodic Screening, Diagnostic, and Treatment (EPSDT) beneficiaries.</p>	<ol style="list-style-type: none"> 1. Meet the mandated requirements to provide case management services and Intensive Care Coordination to EPSDT beneficiaries receiving outpatient mental health services 2. 80% of children who receive services will demonstrate improved functioning as measured by the Child and Adolescent Needs Assessment (CANS)
<p><u>Gross Annual Cost:</u> \$20,294</p> <p><u>Funding Source:</u> Medi-Cal- \$6,714</p> <p>General Fund support- \$13,580</p>	<p>Increase a 0.50 FTE Health Information Technician to a 1.00 FTE Health Information Technician (net 0.50 FTE addition) to manage medical records at the Psychiatric Health Facility (PHF).</p>	<p>Reduce disallowance rate by 50% (from 13% to 6.5%), thus increasing Medi-Cal revenue</p>
<p><u>Gross Annual Cost:</u> \$58,600</p> <p><u>Funding Source:</u> General Fund support- \$58,600</p>	<p>Develop a data warehouse and dashboard capabilities to make treatment outcomes data publicly available by 2017, as required by law.</p>	<p>Comply with the Centers for Medicare and Medicaid Services' (CMS) requirement to have a reporting (dashboard) system in place to track and measure timeliness of care by the year 2017</p>

BUDGET AUGMENTATION REQUESTS NOT ADOPTED

Unit Amount	Description	Results
<p><u>Gross Annual Cost:</u> \$483,000</p> <p><u>Funding Source:</u> Medi-Cal- \$178,730</p> <p>State grant- \$44,720</p> <p>Mental Health Services Act (MHSA)- \$259,550</p>	<p>Crisis Stabilization Unit (CSU) operations funds.</p>	<ol style="list-style-type: none"> 1. 25% reduction in PHF admissions by Mobile Crisis staff 2. Decrease CSU patients who re-admit after post-discharge triage by 10% after first year of baseline 3. Decrease CSU clients who return for crisis services from the Psychiatric Hospital Facility or jail within 15 and 30 days by 10% after first year baseline
<p><u>Gross Annual Cost:</u> \$2,047,450</p> <p><u>Funding Source:</u> Medi-Cal- \$1,878,308</p> <p>State General Fund- \$169,142</p>	<p>Organized Delivery System (ODS) Drug Medi-Cal Waiver Implementation.</p>	<ol style="list-style-type: none"> 1. Provide greater administrative oversight and local control of substance abuse disorder treatment programs 2. Enhanced utilization controls to improve care and efficiency 3. Enhanced program oversight and accountability
<p><u>Gross Annual Cost:</u> \$56,130</p> <p><u>Funding Source:</u> Medi-Cal- \$26,942</p> <p>General Fund support- \$29,188</p>	<p>Add 1.00 FTE Health Information Technician to manage medical records for Youth Services.</p>	<p>Youth services in SLO and Martha's Place will both have sufficient Housing Information Technician support to manage and increase service levels</p>
<p><u>Gross Annual Cost:</u> \$88,421</p> <p><u>Funding Source:</u> Medi-Cal- \$43,328</p> <p>General Fund support- \$45,093</p>	<p>Add 1.00 FTE Mental Health Therapist III/IV clinician for the Behavioral Health Treatment Court program.</p>	<ol style="list-style-type: none"> 1. 100% of program participants will show a reduction in symptoms and improved functioning as measured by the GPRA, measured at admission, at discharge and six month follow up 2. Program participants will show positive changes during treatment in the domain of legal programs as measured by the Government Performance and Results Modernization Act of 2010 (GPRA), measured at admission, at discharge and six month follow up 3. Initiation and engagement are predictor measures of successful long-term outcomes regardless of completion. Behavioral Health Treatment Court will initiate 70% of referrals within 7 days and 90% of Behavioral Health Treatment Court admissions will have at least two treatment contacts within 14 days of admission

<p>Gross Annual Cost: \$306,008</p> <p>Funding Source: Medi-Cal- \$166,683</p> <p>General Fund support- \$139,325</p>	<p>Add 4.00 FTE Mental Health Therapist I/II positions to provide field based case management services for adults receiving outpatient mental health services.</p>	<ol style="list-style-type: none"> 1. Clients receiving case management services will demonstrate increased engagement in supportive services. Baseline measure to be set in this fiscal year 2. Reduction in Lanterman Petris Short (LPS) conservatees residing in out-of-county placements. Targeted reduction of 10% in the first year
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GOALS AND PERFORMANCE MEASURES

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.

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

1. Performance Measure: Rate of client satisfaction with County mental health services.

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
*N/A	85%	85%	85%	87%	92%	87%

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, Strongly Disagree, and N/A. The measure of "satisfaction" is based upon clients who Agreed or Strongly Agreed to the statement "Overall, I am satisfied with the services I received."

Why: Client satisfaction is one indicator of the quality of services provided for mental health services.

How are we doing? The Consumer Perception Survey is administered twice annually, during the end of November and May. In FY 2015-16 534 surveys were collected, and the data received back from the State indicates that of the clients who completed the satisfaction question, 92% (493/534) are satisfied with services.

In May of 2015, the California Institute of Behavioral Health Solutions (CiBHS) began coordinating data collection and analysis for the State survey as part of a larger [CiBHS Statewide Evaluation](#) project. CiBHS is developing a framework that supports routine data collection consistency across agencies and providers. A report with comparison satisfaction data was expected to be provided to counties by the end of FY 2015-16; however, CiBHS has not yet released the report.

As the methodology and standards have changed from the prior year, comparing specific data points within the survey would not be appropriate until the State report and technical assistance on the results have been provided, and preliminary local data should be interpreted with caution until the final report is complete. Due to the fact that the State report and upcoming guidelines remain delayed, Behavioral Health is now partnering with the Cal Poly statistics department to discover more meaningful ways to utilize the data within the survey.

*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.

2. Performance Measure: Day treatment days provided to youth in out-of-county group home facilities.

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
1,588	1,885	1,764	1,613	1,920	1,381	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 RCL-14 group homes receive the most expensive form of treatment that is reserved for youths who are severely emotionally disturbed. The goals of our youth mental health outpatient services are designed to minimize placements in RCL 14 group homes, whenever possible.

How are we doing? FY 2015-16 started off with eight clients, rose to a high of 11 clients by the end of July 2015, and by the end of June 2016 only two clients remained in placement within RCL 14 group homes. The decrease in client census by nine was due to: two clients “aging out” (turning 18) who then moved out of state to be near family, “graduating” six clients back to their home environments or other lower levels of care within the county, while providing in-county services such as wrap-around or in-county day treatment services to the client and family, and one client was moved to a higher level of care out of state. This year 1,381 day treatment days were provided, which is below the FY 2015-16 adopted target level of 1,920. As the intent of the measure is to keep day treatment days low, Behavioral Health exceeded the measure.

The FY 2016-17 target of 1,920 (8 clients times 240 treatment days) is the same amount adopted for FY 2015-16. The FY 2016-17 preliminary budget inadvertently reflected a target of 1,700, but is now corrected.

A report by APS Healthcare, California’s External Quality Review Organization, found that for calendar year 2014, San Luis Obispo County provided day treatment services to 0.04% of its Medi-Cal eligible youth population compared to 0.02% for all medium sized counties and 0.04% for all counties statewide.

3. Performance Measure: Net Mental Health Services Act (MHSA) operating cost per unduplicated full service partnership enrollee.

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
\$13,940	\$11,955	\$12,727	\$20,117	\$15,952	\$18,570	\$16,023

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 funding, 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 MHSA operating cost per FSP enrollee for FY 2015-16 was \$18,570, which is \$2,618 higher than the adopted target. The actual results were calculated by taking the amount of net FSP MHSA funding spent in FY 2015-16 divided by the number of FSP clients served ($\$2,618,328/141 = \$18,570$ per enrollee). The increased cost in FSP clients was a result of a new service provider being selected during FY 2015-16. The total number of FSP clients served was lower than expected due to a slow transition to the new provider during the first half of the year.

The FY 2016-17 target amount is \$16,023 ($\$2,723,922$ divided by 170 clients = $\$16,023$), which is higher than the preliminary budget target set at \$15,000. The higher target is due to the recently approved Assisted Outpatient Treatment FSP, as well as an increase in Medi-Cal revenue as a result of the new program.

The State contracted with the University of California, Los Angeles (UCLA) to evaluate the cost per FSP client in FY 2008-09 and FY 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 of FSP programs in the future.

(Data Source: County’s Enterprise Financial System and Anasazi)

4. Performance Measure: Average Annual Cost of Services per Unduplicated Medi-Cal Client.

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
\$4,852	\$5,926	\$5,562	\$5,303	\$5,500	\$5,546	\$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 2015-16 was \$5,546 (\$24,409,457 / 4,401 clients). Broken down by age group; the average cost per youth client in FY 2015-16 was \$8,380 (\$14,824,057 / 1,769 clients), while the average cost per adult client was \$3,467 (\$9,585,400 / 2,765 clients). The Medi-Cal client costs for FY 2015-16 were \$46 over the FY 2015-16 adopted amount primarily due to a SLOCEA salary increase not included in the adopted figure. The department expects costs to remain relatively stable for FY 2016-17.

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) 2015, the latest report available, CenCal, our County's Medi-Cal administrator shows San Luis Obispo County's penetration rate was 9.42%. The California statewide penetration rate was 5.64% for CY.

5. Performance Measure: Percentage of Readmission to the Psychiatric Health Facility Within 30 Days of Discharge.

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
11.6%	10.6%	12.9%	12.7%	11%	7.2%	10%

What: The percentage of clients who are readmitted to the Psychiatric Health Facility (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 2015-16, 79 PHF readmissions occurred out of a total of 1,092 admissions or 7.2%. The decrease in the readmission rate suggests that clients are being adequately stabilized prior to discharge and/or effectively linked to outpatient services. Anecdotally, the decrease may be attributed to the newly formed Crisis Response Team, which has helped to avert placements in the PHF, but the department will need to continue to track the data for a longer period of time before any determination is made. The FY 2016-17 target of 10% (approximately 112 PHF readmissions out of a total of approximately 1,122) has the potential to decrease as these new programs increase in their effectiveness.

As a comparison, Monterey County's readmission rate was 10.2% and Orange County's rate was 11.4%.

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".

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
91%	91%	90%	86%	91%	85%	Delete

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 a multi-phase project of transitioning client surveys into a different collection system and moving from a satisfaction survey into a standardized instrument focusing on more meaningful client outcomes. Behavioral Health is planning to replace this measure with a different measure for FY 2017-18. A survey is offered to all clients receiving services, and the survey contains statements to determine the quality of services provided. The measure of "satisfaction" is based upon clients' response to the question asking their Overall Satisfaction with Services.

At the end of FY 2015-16, 525 Client Satisfaction Surveys were completed and collected. Of those 525 surveys, 85% of clients indicated that they were satisfied with services (445/525).

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.

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
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 2015-16, approximately 10% of county residents (28,017 of 279,803) were reached through a variety of activities and campaigns including countywide information, education, and interventions provided by Behavioral Health's Prevention and Outreach Division. The goal of a 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.

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
89%	94%	97.6%	94.8%	97%	92.2%	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 2015-16, 714 individuals were discharged from their treatment with Drug and Alcohol Services. This number does not include individuals who attended "drop in" assessments or who did not return for on-going treatment.

The total percentage of those who reported eliminated or reduced drug use, including those who maintained their sobriety was 92.2%. Of the 714 individuals discharged from treatment, 507 or (71.0%) achieved abstinence, 52 or (7.3%) reduced their alcohol and other drug use, 99 or (13.9%) maintained their sobriety, and 56 or (7.8%) showed an increase in alcohol or other drug use.

By comparison, 94.1% of CA statewide participants measured at discharge from treatment demonstrated eliminated or reduced drug use, including those who maintained their sobriety during treatment according to the California Outcome Measurement System for FY 2015-16.

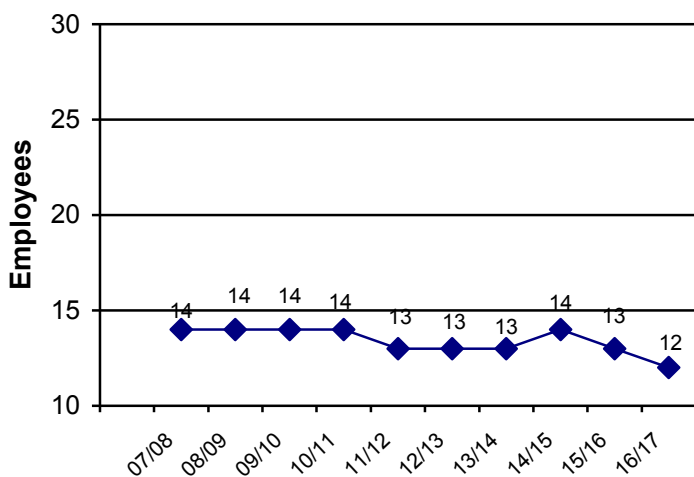
Data Source: California Outcomes Measurement System – Treatment

MISSION STATEMENT

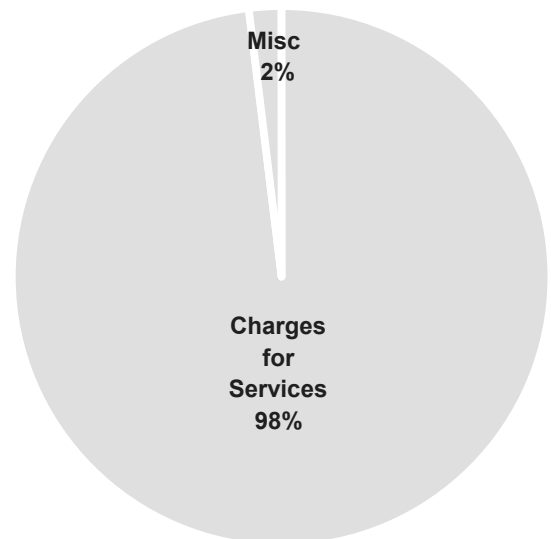
Driving Under the Influence programs promote safe, healthy, responsible, and informed choices concerning alcohol and other drugs through programs responsive to community needs and designed to meet state program guidelines.

	2014-15	2015-16	2016-17	2016-17	2016-17
<u>Financial Summary</u>	<u>Actual</u>	<u>Actual</u>	<u>Requested</u>	<u>Recommended</u>	<u>Adopted</u>
Revenue from Use of Money & Property	\$ 1,977	\$ 2,561	\$ 2,000	\$ 2,000	\$ 2,000
Charges for Current Services	1,306,719	1,287,906	1,373,356	1,373,356	1,373,356
Other Revenues	7	29	0	0	0
Interfund	29,665	26,360	0	0	0
Total Revenue	\$ 1,338,368	\$ 1,316,856	\$ 1,375,356	\$ 1,375,356	\$ 1,375,356
Fund Balance Available	\$ 72,534	\$ (17,752)	\$ (38,743)	\$ (38,743)	\$ 25,444
Cancelled Reserves	78,169	98,382	0	0	0
Total Financing Sources	\$ 1,489,071	\$ 1,397,486	\$ 1,336,613	\$ 1,336,613	\$ 1,400,800
Salary and Benefits	\$ 1,059,723	\$ 964,243	\$ 949,582	\$ 949,582	\$ 949,582
Services and Supplies	449,763	357,046	331,837	331,837	331,837
Other Charges	0	0	0	0	0
Fixed Assets	0	0	0	0	0
Gross Expenditures	\$ 1,509,486	\$ 1,321,289	\$ 1,281,419	\$ 1,281,419	\$ 1,281,419
Contingencies	0	0	55,194	55,194	55,194
New Reserves	0	50,786	0	0	64,187
Total Financing Requirements	\$ 1,509,486	\$ 1,372,075	\$ 1,336,613	\$ 1,336,613	\$ 1,400,800

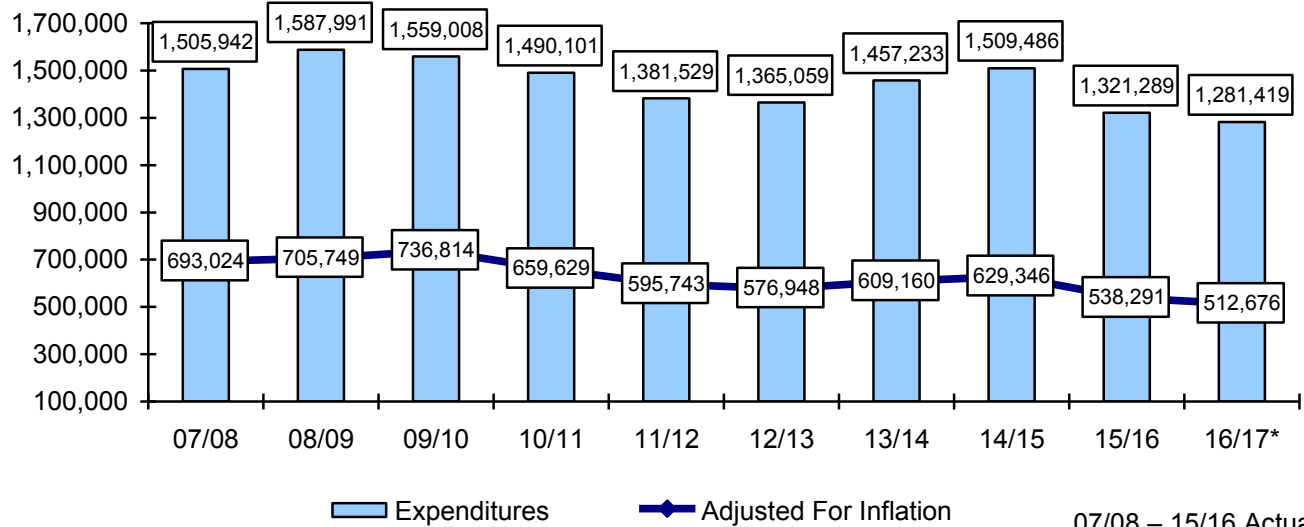
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



07/08 – 15/16 Actual
*Adopted

SERVICE PROGRAMS

The Driving Under the Influence (DUI) fund center has a total expenditure level of \$1,281,419 and a total staffing level of 12.00 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: \$654,435 Total Staffing (FTE): 6.00

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: \$588,863 Total Staffing (FTE): 5.50

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: \$14,977 Total Staffing (FTE): 0.25

Young Adult Programs

Drug and Alcohol Services offers two Young Adult programs for alcohol impaired drivers ages 18 through 20. Young Adults 1 participants are those arrested with a blood alcohol level of .08% or lower, or who refused testing when arrested. Young Adults 1 participants complete a course of six educational sessions and required AA meetings. Young Adults 2 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: \$23,144 Total Staffing (FTE): 0.25

DEPARTMENT COMMENTS

Drug and Alcohol Services of the Health Agency 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 and 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, the County of San Luis Obispo has conducted its court-ordered DUI program. This program is expected to enroll 1,200 participants in FY 2016-17 in First Offender, Second Chance, and other DUI programs. However, due to a continued decline in DUI convictions statewide and locally, the DUI program has responded by reducing expenditures, mainly through salary and benefit costs by eliminating vacant positions.

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

FY 2015-16 Accomplishments

- Convened an internal workgroup to increase access and enrollments. Some ideas generated and implemented from the workgroup include: updating court flyer information related to DUI enrollment for attorneys, clients, and citizens; working with the Superior Court to obtain reporting that will improve outreach activities, increasing timely access to programs; and updating our website presence to include the intake paperwork that clients can fill out prior to coming into the clinic.
- Continued to work collaboratively with the Superior Court to allow electronic access to court information on behalf of individuals convicted of a DUI offense.

FY 2016-17 Objectives

- Implement the evidence based program, *Prime for Life*, which provides standardization in the information presented to the clients, incorporates motivational enhancement for the clients to make lifestyle changes, and provides efficiency for staff preparation time.
- Develop a process to file documents electronically with the Superior Court by June 30, 2017.
- Maintain financial viability in light of continued decline in DUI arrests statewide and locally by continuing to manage expenditures and seeking to maximize revenue opportunities.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Financial Summary

Driving Under the Influence (DUI) is a Special Revenue fund, and does not receive any General Fund support. Total financing sources and total expenditures are budgeted to decrease by \$85,175 or 5%. The decrease in revenue overall is due primarily to no cancelled reserves budgeted in FY 2016-17. Program enrollment levels are projected to decrease 1.4% in FY 2016-17 compared to FY 2015-16.

While total financing sources are budgeted to decrease by \$85,175 or 5%, revenue (excluding Fund Balance Available) is increasing by \$34,198 or 3% compared to FY 2015-16 adopted levels due primarily to program rate increases from \$37 to \$39. Fee revenue is the largest source of financing for this budget and is budgeted at approximately \$1.4 million. The increases in fee revenue, compared to the prior year, are from the First Offender and Second Chance programs, expected to increase by \$31,207 or 7% and \$14,252 or 2% respectively. In FY 2015-16, the Health Agency is also projecting that total expenditures will exceed total financing sources at year end, which will have an impact on overall financing sources for this budget. As a result of this projected shortfall, \$38,743 of revenue is budgeted to cover these FY 2015-16 expenses, rather than using reserves. There is currently a balance of \$488,359 in DUI reserves in FY 2015-16.

Total expenditures in FY 2016-17 are decreasing \$85,175 or 5% compared to the prior year. Salaries and benefits are declining by \$17,957 or 1% in total. In FY 2015-16, a Drug and Alcohol Specialist position became vacant. Due to declining enrollments, this position remains vacant and is not budgeted in salaries and benefits in FY 2016-17. As a result, it will be deleted from the Position Allocation List. Additionally, \$49,781 in salary savings is built into the budget for a vacant Administrative Assistant Aide based on declining enrollments. If enrollment levels do not necessitate filling this position in FY 2016-17, this position will be deleted as part of the FY 2017-18 budget. The use of temporary help is budgeted at \$18,155 or 100% increase, to cover staff that go on vacation or sick leave.

Services and supplies are decreasing \$46,626 or 12% compared to FY 2015-16 adopted levels. The most significant variance is a \$55,932 or 100% decrease in Countywide overhead. Additionally, special department expenses are increasing by \$20,620 or 116% due to the need for educational materials (books) not previously budgeted. Other accounts vary by smaller amounts.

A total of \$55,194 is budgeted for contingencies (4% of budgeted expenditures) to cover unanticipated costs.

Service Level Impacts

No changes to service levels are proposed in the DUI budget.

Position Allocation List (PAL) Changes

The FY 2016-17 recommended PAL for the department includes a decrease of 1.00 FTE compared to the FY 2015-16 adopted PAL.

FY 2016-17 Recommended PAL Changes

The following position is recommended to be eliminated as part of the status quo budget:

- -1.00 FTE Drug and Alcohol Specialist

BOARD ADOPTED CHANGES

At year end, the final Fund Balance Available (FBA) was \$64,187 higher than assumed in the adopted budget. As part of the final budget actions, the Board approved an increase in the DUI reserves in the amount of \$64,187.

BUDGET AUGMENTATION REQUESTS ADOPTED

None requested.

GOALS AND PERFORMANCE MEASURES

<p>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.</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 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.</p>						
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
1.7%	1%	1.3%	1.01%	1.3%	0.2%	1.3%
<p>What: Measures recidivism and effectiveness of the First Offender program.</p> <p>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. This measure is calculated and compared to statewide data annually. At the completion of each Fiscal Year, it is compared to the prior Fiscal Year.</p> <p>How are we doing? For FY 2015-16, the calculated recidivism rate for First Offender DUI Program participants was 0.2%. The recidivism rate was calculated by reviewing each client that graduated from the First Offender DUI Program during the time period from July 1, 2014, through June 30, 2015, and determining how many of these clients were remanded to the Multiple Offender DUI program within 12-months of their First Offender completion.</p> <p>Of the 571 First Offender DUI program participants completing their program in FY 2014-15, only one re-offended in FY 2015-16 and was remanded to the Multiple Offender DUI program within twelve months of their completion date, representing the re-offense rate of 0.2%.</p> <p>The California State re-offense rate after one year is 3.75%, according to 2013 Department of Motor Vehicles data published in 2015.</p>						
<p>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".</p>						
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
87%	85%	84%	84%	86%	82%	86%
<p>What: Measures client satisfaction with the services provided by Driving Under the Influence staff.</p> <p>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".</p> <p>How are we doing? Of the 977 program participants who completed services during FY 2015-16, 462 clients completed surveys for a survey response rate of 47%. Based on the results, 82% or 377 of the 462 survey respondents rated their experience with the program as "Very Satisfied" or "Extremely Satisfied." Of the remaining respondents, 17.3% (80) indicated that they were "Satisfied" while only five (1%) clients answered "Unsatisfied". While the overall survey includes varying aspects of the client's experience with the DUI program, this particular measure has historically been based on the client's response to the single survey question of "overall satisfaction" with services. During FY 2016-17 the Behavioral Health Department plans to utilize the recently updated electronic collection method, in conjunction with a new Health Agency Planning Evaluation and Performance Manager to conduct a more detailed analysis, and determine a more meaningful and comparable measure.</p> <p>Since satisfaction rates are not part of a statewide database, no comparison data is available.</p>						
<p>3. Performance Measure: Percentage of actual Driving Under the Influence (DUI) fees collected. (This measure is being deleted in FY 2016-17)</p>						
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
92%	102%	102%	90%	100%	96%	delete
<p>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.</p>						

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 2015-16 were \$1,340,158. Based upon the collection of fees at the end of FY 2015-16, the actual fee revenue was \$1,285,599 or 96% of the budgeted amount. The 4% variance is, in part, a result of 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.

The Behavioral Health Department cannot impact the number of clients convicted, those number who chose to complete their DUI program in another County other than the one they reside in making this measure difficult to effect. A third measure for DUI programs is being established and will replace this measure in FY 2017-18 as part of the larger performance measure project.

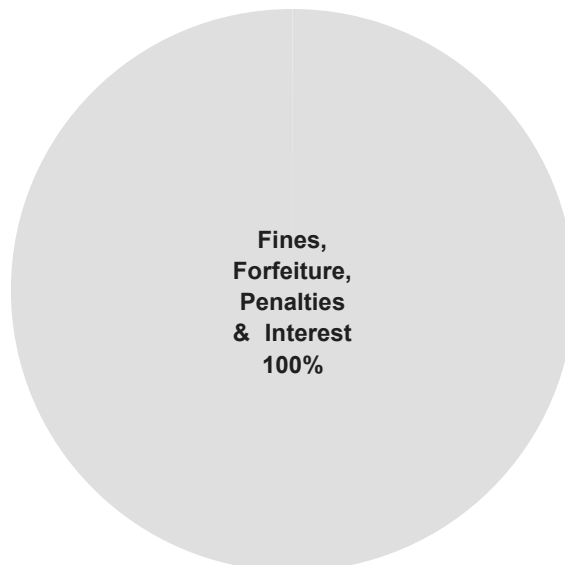
[Data Source: DMV Annual DUI Report](#)

PURPOSE STATEMENT

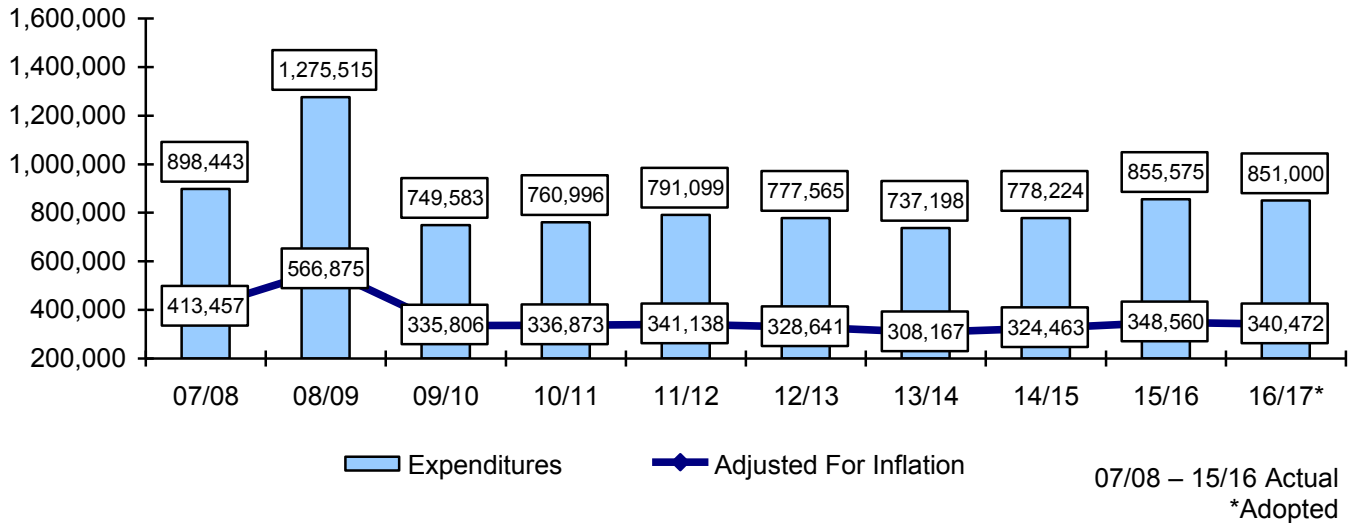
The Emergency Medical Services fund is part of the Health Agency's Health Care Services Division. Assessments on court fines are used to compensate medical providers for uncompensated emergency room care and to offset the cost of the local Emergency Medical Services Agency.

Financial Summary	2014-15 Actual	2015-16 Actual	2016-17 Requested	2016-17 Recommended	2016-17 Adopted
Fines, Forfeitures and Penalties	\$ 880,537	\$ 805,734	\$ 850,000	\$ 850,000	\$ 850,000
Revenue from Use of Money & Property	737	1,089	1,000	1,000	1,000
Total Revenue	\$ 881,274	\$ 806,823	\$ 851,000	\$ 851,000	\$ 851,000
Fund Balance Available	\$ 0	\$ 23,274	\$ 0	\$ 0	\$ 0
Cancelled Reserves	0	0	0	0	0
Total Financing Sources	\$ 881,274	\$ 830,097	\$ 851,000	\$ 851,000	\$ 851,000
Salary and Benefits	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Services and Supplies	778,224	855,575	851,000	851,000	851,000
Other Charges	0	0	0	0	0
Fixed Assets	0	0	0	0	0
Gross Expenditures	\$ 778,224	\$ 855,575	\$ 851,000	\$ 851,000	\$ 851,000
Contingencies	0	0	0	0	0
New Reserves	0	0	0	0	0
Total Financing Requirements	\$ 778,224	\$ 855,575	\$ 851,000	\$ 851,000	\$ 851,000

Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

The County of San Luis Obispo’s Emergency Medical Services fund has a total expenditure level of \$851,000 and no staffing, to provide the following services:

Emergency Medical Services fund

The Emergency Medical Services 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: \$851,000 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. The Fund partially compensates physicians and surgeons for uncompensated emergency medical care. The Fund also provides funding to hospitals and the County’s pre-hospital emergency medical care system.

COUNTY ADMINISTRATOR’S COMMENTS AND RECOMMENDATIONS

Financial Summary

Expenditures in this budget, which are used for the purposes described above, are driven by available funding. In FY 2016-17, available funding is projected to decrease \$18,274 or 2% compared to FY 2015-16 adopted levels

**Health Agency - Emergency Medical Services
Fiscal Year 2016-17 Final Budget**

Fund Center 351

due to a smaller fund balance than in the prior fiscal year. Assuming the budgeted revenue is realized, approximately \$186,000 to hospitals, \$433,000 to physicians, \$56,000 to pediatric trauma services, and \$127,000

will be allocated to the Emergency Medical Services Agency for emergency medical services. An additional \$49,000 or 6% 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.

Service Level Impacts

The recommended budget maintains services at current levels.

Position Allocation List (PAL) Changes

This fund center has no Position Allocation List.

BOARD ADOPTED CHANGES

None.

BUDGET AUGMENTATION REQUESTS ADOPTED

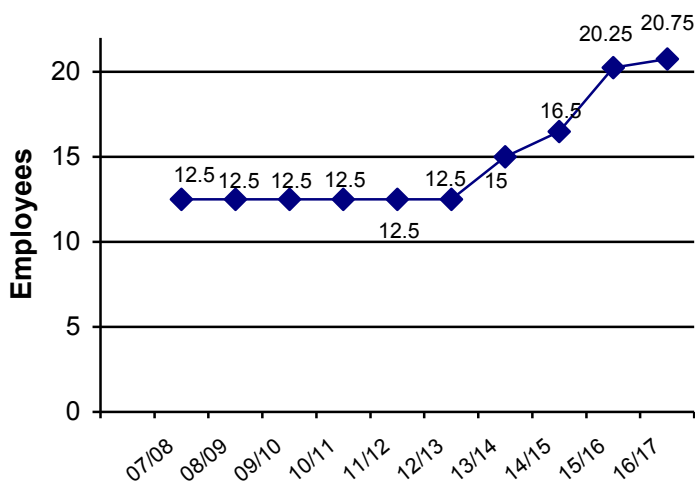
None requested.

MISSION STATEMENT

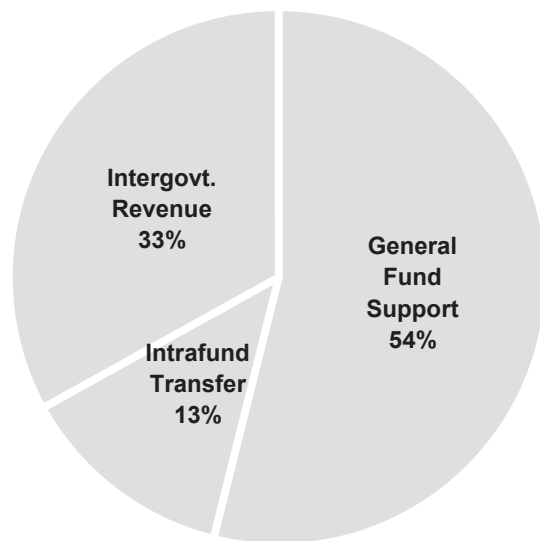
The mission of the Law Enforcement Medical Care Program is to provide cost effective, quality medical care for persons incarcerated at the County Jail and the Juvenile Services Center.

	2014-15	2015-16	2016-17	2016-17	2016-17
<u>Financial Summary</u>	<u>Actual</u>	<u>Actual</u>	<u>Requested</u>	<u>Recommended</u>	<u>Adopted</u>
Intergovernmental Revenue	\$ 1,124,469	\$ 1,161,854	\$ 1,552,291	\$ 1,585,480	\$ 1,585,480
Charges for Current Services	580	486	0	0	0
Other Revenues	0	15	0	0	0
**Total Revenue	\$ 1,125,049	\$ 1,162,355	\$ 1,552,291	\$ 1,585,480	\$ 1,585,480
Salary and Benefits	2,169,764	2,504,126	3,040,259	3,150,522	3,150,522
Services and Supplies	1,128,540	1,435,684	1,662,217	1,666,076	1,666,076
**Gross Expenditures	\$ 3,298,304	\$ 3,939,810	\$ 4,702,476	\$ 4,816,598	\$ 4,816,598
Less Intrafund Transfers	548,656	557,662	606,660	606,660	606,660
**Net Expenditures	\$ 2,749,648	\$ 3,382,148	\$ 4,095,816	\$ 4,209,938	\$ 4,209,938
General Fund Support (G.F.S.)	<u>\$ 1,624,599</u>	<u>\$ 2,219,793</u>	<u>\$ 2,543,525</u>	<u>\$ 2,624,458</u>	<u>\$ 2,624,458</u>

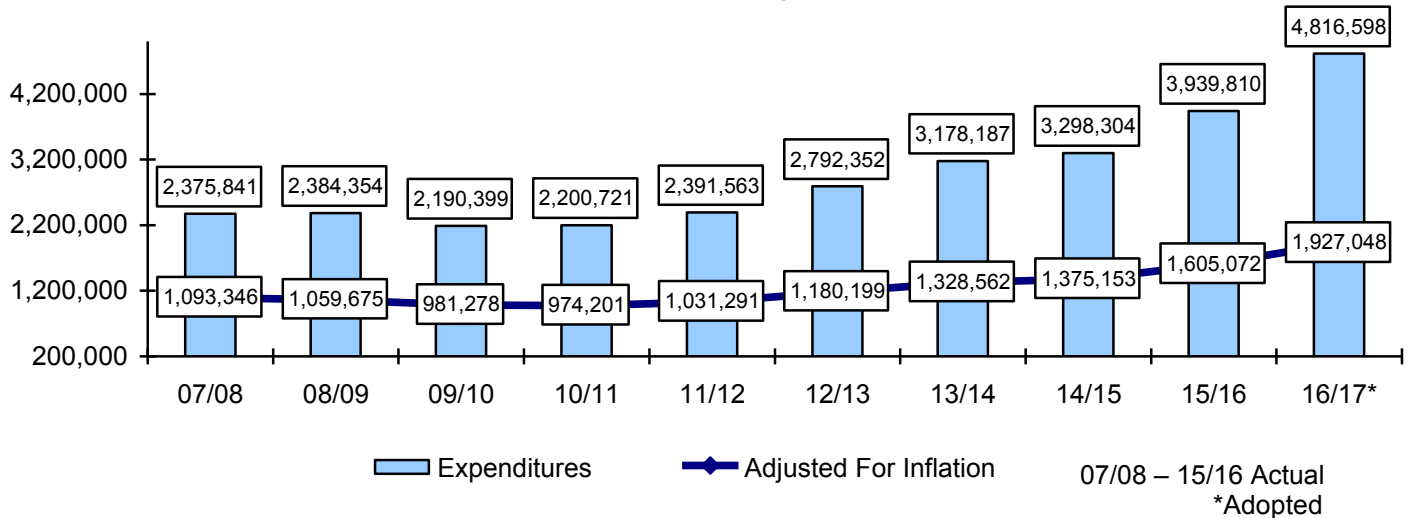
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Law Enforcement Medical Care has a total expenditure level of \$4,816,598 and a total staffing level of 20.75 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: \$4,209,938 Total Staffing (FTE): 17.75

Juvenile Services Center Medical Services

This program provides medical care for Juvenile Services Center wards, including medical evaluations, daily sick call, administering prescribed medications, coordinating referrals with drug abuse/alcohol programs and mental health services.

Total Expenditures: \$606,660 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 decreased over the past year, however the medical demands of the population have remained high. After hitting a population plateau of 782 in 2013, the ADP remained steady in calendar year 2014 at 775. Then, in 2015, with the passage of Proposition 47 and changes to AB 109 sentencing guidelines, the ADP decreased to 542. Despite this population decrease, the number of inmates requiring medical attention has not decreased at the same rate. In 2015, the average number of visits conducted with sick inmates was 3,270 per month, compared to an average of 4,005 visits per month in 2014. In summary, during a time with the ADP decreased by 31% (from 2014 to 2015), the number of sick inmate medical visits has only decreased by 19%.

Inmates frequently need specialty care that the medical clinic on site 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 an effort to reduce this burden, LEMC received approval to increase registered nursing (RN) staffing in FY 2015-16 so that an RNs can complete all medical pre-screen forms at booking. This was based partially on a successful pilot project in 2014 that helped jail staff decrease the average monthly number of emergency room visits and hospital inpatient days. 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, compared to monthly averages of 11 emergency room visits and 26 inpatient days the previous six-month period (January-June 2014). In the first half of FY 2015-16, monthly ER visits and inpatient days have remained lower than FY 2013-14 averages at eight ER visits and 12 inpatient days.

Using partial funding from AB 109, since FY 2012-13, LEMC has added 7.75 FTE positions to its ranks, as well as additional orientation time and physician hours. However, these incremental changes are proving inadequate to keep up with the continued increase in service demand. Further, increases in staffing require additional supervision and training time.

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

FY 2015-16 Accomplishments

- LEMC Staff participated in a Request for Proposal (RFP) process to select a vendor to provide an Electronic Health Record (EHR) system for use by LEMC staff and physicians.
- Increased RN staffing to allow for scheduling of two RNs, each shift allowing them to complete all medical pre-screen forms for inmates being booked at the County Jail. RNs completed approximately 4,700 pre-screen forms this fiscal year.
- LEMC coordinated approximately 300 inmate visits with a dentist on-site at the jail, and approximately 80 visits with the volunteer podiatrist.
- LEMC supervisors completed a draft preventive care policy that will allow long-term inmates to receive health screenings and preventive care that is recommended for them based on their age, time in custody and other health factors.
- Increased the nursing supervision time from 1.25 FTEs to 1.50 FTE positions to help support the increased demands of growing staff pool and higher inmate acuity rates.
- Educated 213 juvenile wards at JSC about the importance of safe sexual practices to prevent unwanted pregnancies and sexually transmitted diseases.
- Increased sexually transmitted infection testing at JSC by 36% over previous year (26 tests in 2015 vs. 19 tests in 2014).

FY 2016-17 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 preventive 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 and continue to encourage testing for sexually transmitted infections.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Financial Summary

General Fund support for LEMC are in FY 2016-17 is increasing \$543,614 or 26% compared to the FY 2015-16 adopted level. The increase in General Fund support is primarily due to increasing expense for medical services in the County Jail, which is only partially offset by increasing revenue.

Expenditures are recommended to increase \$690,507 or 19% compared to the prior year. The increase is split between personnel and non-personnel expenditures, both of which are driven by the need to ensure adequate medical services in the Jail. Salaries and benefits are recommended to increase \$390,241 or 14%. \$165,948 of the increase is due to a compensation increase for nursing and related medical classifications to aide with recruitment and retention. \$110,263 is due to the addition of 0.50 FTE of Correctional Nurse Supervisor hours as part of the budget augmentation described below. The remainder is due to increases in call back and standby expense to help ensure medical coverage in the Jail, a prevailing wage adjustment approved by the Board of Supervisors and anticipated step increases. Services and supplies expenditures are recommended to increase \$366,329 or 28%. The increase is the result of increasing costs for medical care in the Jail, and an increase in internal support and administrative charges. Expenditures for contract services are recommended to increase \$152,439 or 28% as the result of increasing expenses for Jail clinic physicians, anticipated dialysis services, and hospital inpatient days. The remainder is the result of increases related to internal billings for overhead administrative costs, and insurance.

Revenues are recommended to increase \$146,893 or 10% compared to the FY 2015-16 adopted level due to an increase in 2011 Public Safety Realignment (AB 109) revenue. \$33,189 of this is to offset a portion of the Correctional Nurse Supervisor hours recommended as part of the budget augmentation.

Service Level Impacts

The recommended budget maintains services at current levels, with the exception of the results shown in the recommended budget augmentation below.

Position Allocation List (PAL) Changes

The FY 2016-17 recommended Position Allocation List (PAL) for the department includes a net increase of 0.50 FTE compared to the FY 2015-16 adopted PAL.

FY 2015-16 Mid-Year PAL Changes:

None.

FY 2016-17 PAL Changes:

- -0.75 FTE Correctional Nurse Supervisor position per budget augmentation
- -0.75 FTE Correctional Nurse Supervisor position
- +2.00 FTE Correctional Nurse Supervisor positions

BOARD ADOPTED CHANGES

As a part of the Supplemental Budget document, the Board approved the elimination of 4.75 FTE Licensed Vocational Nurse/Mental Health Therapist II positions and addition of 4.75 FTE Licensed Psychiatric Technician/Licensed Vocational Nurse I/II/III to incorporate into the budget the creation of a new classification approved by the Board April 19, 2016.

As a part of budget adoption on June 21, 2016, the Board approved the following:

- Approved the revised classifications and set the salaries for Community Health Nurse I, Public Health Nurse I, Community Health Nurse II, Public Health Nurse II, Nurse Practitioner, Senior Public Health Nurse.

- Deleted a 1.00 FTE Community Health Nurse/Public Health Nurse/Senior Community Health Nurse/Senior Public Health Nurse/Nurse Practitioner/Physician’s Assistant position.
- Added a 1.00 FTE Community Health Nurse I/Public Health Nurse I/Community Health Nurse II/Public Health Nurse II/Nurse Practitioner/Senior Public Health Nurse/Nurse Practitioner/Physician’s Assistant position to incorporate into the budget the creation of a new classification.

BUDGET AUGMENTATION REQUESTS ADOPTED

Unit Amount	Description	Results
Gross Annual Cost: \$110,263 Funding Source: \$33,189 2011 Public Safety Realignment (AB 109) revenue \$77,074 General Fund	Delete two 0.75 FTE Correctional Nurse Supervisor positions. Add 2.00 FTE Correctional Nurse Supervisor positions to medical staff in the County Jail to help ensure adequate nurse availability and sufficient oversight in a 24/7, 365 day a year facility.	1. No in-custody deaths in the County Jail. 2. >99% coverage of nursing shifts in the County Jail. 3. Completion of 100% of mandated continuing education trainings for Jail medical personnel.

GOALS AND PERFORMANCE MEASURES

Department Goal: Provide cost effective medical care maintaining the health of County jail inmates.						
Communitywide Result Link: <input type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community						
1. Performance Measure: Medical cost per inmate day at the County Jail.						
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
\$7.66	\$8.24	\$9.37	\$12.62	\$10.75	\$16.96	\$17.00
<p>What: This shows the average cost per day to provide mandated medical services to adult inmates at the County Jail (on a per inmate basis). 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.</p> <p>Why: Medical cost per inmate day is intended to be an efficiency-oriented performance measure reflecting both the cost of providing medical care and the level of demand among jail inmates. This measure has been in place over a period of significant growth and in the inmate census and then a leveling off and as such has been helpful in monitoring ongoing cost-efficiency of the provision of medical services for jail inmates.</p> <p>How are we doing: The FY 2015-16 medical costs per inmate day was \$16.96 (calculated by \$3.382 million ÷ 545 in-custody inmates ÷ 356 days) and 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 adopted budget due to unexpected expenditure increases and an overall decline in the average inmate population. The average inmate population decline of 166 was largely due to Proposition 47, wherein many felony offenders had their charges reduced to misdemeanors. Proposition 47 went into effect after the adopted budget was established. As noted, expenditures increased from the adopted budget and in particular salary and benefit costs have increased \$304,000, primarily due to an additional 0.25 FTE Correctional Nurse Supervisor increase in hours, additional Correctional Nurse shifts, increase in prevailing wages, and other smaller incremental increases. In addition to salary costs, services and supplies increased \$306,000 as a result in increased medical expenses from two inmates with severe and extended medical conditions.</p> <p>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 (including inmates on home detention).</p> <p>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 include: Butte, Santa Barbara, Santa Cruz, Stanislaus, Tulare, and Yolo).</p>						

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)

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
N/A	N/A	N/A	85%	90%	82%	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, suboxone treatment, and speech therapy services.

Why: This performance measure is important to both the Health Agency and Sheriff Department since services provided within the Jail, as opposed to outside, requires less facilitation among Departments and results in 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: In FY 2015-16, a total of 1,341 specialty care visits were required, and of the total, 1,104 visits were performed in-house representing 82%. Dental services account for 73%, or 809 of the in-house visits. Thus 237 medical appointments required transport to outside providers. Outside provider transports were higher than expected in the last two quarters of FY 2015-16 due to two inmates with severe medical conditions. Additionally, LEMC secured sign-language interpretation services in-house for an inmate in FY 2015-16. This service was provided in-house 10 times during the year, but is not counted in the above statistics because it was provided in conjunction with a regular MD visit in the jail.

The FY 2016-17 target was based on FY 2014-15 and FY 2015-16 first quarter experience. This was a new measure for FY 2015-16.

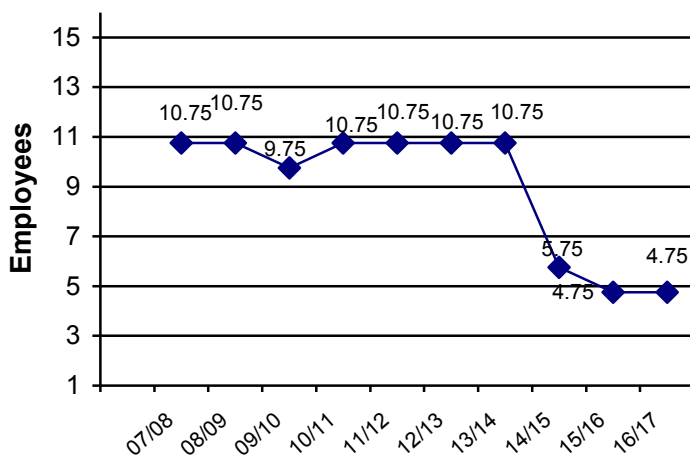
No comparison data is available at this time.

MISSION STATEMENT

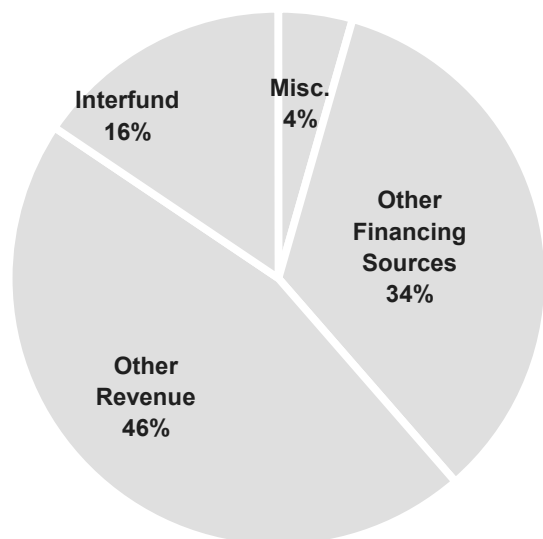
The Medically Indigent Services program is administered in partnership with healthcare providers and other agencies to ensure access to health care for medically indigent adults who lack health insurance.

Financial Summary	2014-15	2015-16	2016-17	2016-17	2016-17
	Actual	Actual	Requested	Recommended	Adopted
Revenue from Use of Money & Property	\$ 3,239	\$ 3,335	\$ 2,500	\$ 2,500	\$ 2,500
Intergovernmental Revenue	118,224	99,340	68,648	68,648	68,648
Other Revenues	681,667	673,989	679,479	679,479	679,479
Other Financing Sources	785,281	317,361	531,101	531,101	531,101
Interfund	158,446	181,220	244,721	244,721	244,721
Total Revenue	\$ 1,746,857	\$ 1,275,245	\$ 1,526,449	\$ 1,526,449	\$ 1,526,449
Fund Balance Available	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Cancelled Reserves	0	0	0	0	0
Total Financing Sources	\$ 1,746,857	\$ 1,275,245	\$ 1,526,449	\$ 1,526,449	\$ 1,526,449
Salary and Benefits	\$ 556,712	\$ 437,415	\$ 555,734	\$ 555,734	\$ 555,734
Services and Supplies	1,290,003	993,950	970,715	970,715	970,715
Other Charges	0	0	0	0	0
Fixed Assets	0	0	0	0	0
Gross Expenditures	\$ 1,846,715	\$ 1,431,365	\$ 1,526,449	\$ 1,526,449	\$ 1,526,449
Contingencies	0	0	0	0	0
New Reserves	0	0	0	0	0
Total Financing Requirements	\$ 1,846,715	\$ 1,431,365	\$ 1,526,449	\$ 1,526,449	\$ 1,526,449

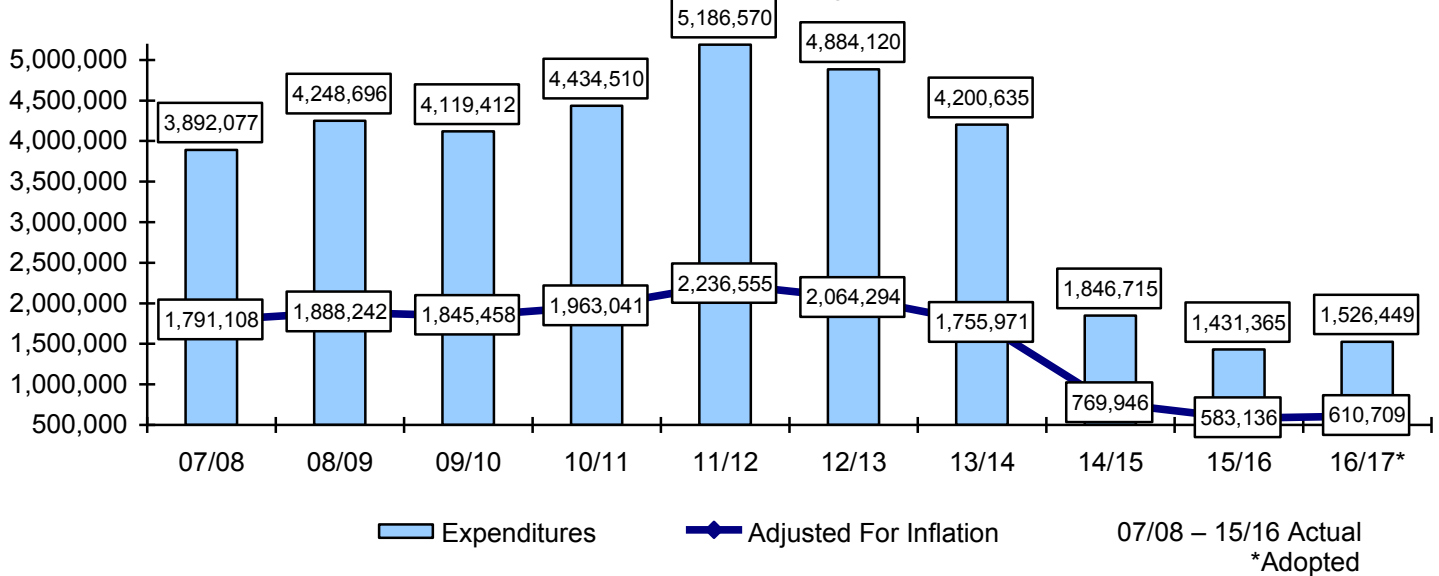
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

The County of San Luis Obispo’s Medically-Indigent Services program has a total expenditure level of \$1,526,449 and a total staffing level of 4.75 FTE to provide the following services:

Medically-Indigent Services Program

This program provides health care navigation, assistance with health insurance enrollment in Covered California or Medi-Cal; and oversees Medically-Indigent Services program enrollment, utilization and payment for health care service under the State Welfare and Institutions Code obligation of counties to provide for medical care of eligible medically-indigent adults who lack other coverage.

Total Expenditures: \$808,212 Total Staffing (FTE): 4.50

Emergency Medical Service Program /Tobacco Settlement Funds

This program includes administrative and accounting support for the Emergency Medical Services program and Tobacco Settlement Funds including the distribution of these funds to hospitals and physicians for uncompensated emergency medical care.

Total Expenditures: \$718,237 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 State 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, the majority of CMSP clientele became newly eligible for Medi-Cal. The remaining clients, with incomes from 139% to 250% of the Federal poverty level, 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. However, there are exemptions from the ACA’s individual mandate for persons who have verifiable financial or other specified hardships. Under W&I Code 17000, the County is obligated to provide for these individuals. The County’s Medically Indigent Services Program (MISP) provides this gap coverage to people meeting the hardship requirements.

Although MISP is a small program, staff assist people with more than MISP applications. Approximately 424 people sought assistance from County staff in FY 2014-15. If an individual, upon screening, is not appropriate for MISP, staff guided these individuals to more appropriate full-benefit resources including Medi-Cal disability, full-scope Medi-Cal for families with children, or the Veterans Administration.

In FY 2014-15, County staff processed 53 applications for MISP assistance and 26 were enrolled. In the FY 2015-16 budget it was estimated that 50 clients would be enrolled. At the midpoint of FY 2015-16, 20 had been enrolled. The enrollment target in FY 2016-17 is also 50. Through the first half of FY 2015-16, there were 640 encounters with 432 individuals. In addition to enrolling eligible individuals into MISP or helping them navigate the Medi-Cal and Social Security systems, staff also assist with Covered California applications.

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

FY 2015-16 Accomplishments

- Rectified all remaining claims from CMSP/Medi-Cal pending clients from previous fiscal years, totaling over \$125,000 and 345 claims for 50 clients.
- Provided care coordination and assistance with MISP, Medi-Cal or other health insurance options for over 700 individuals.
- Processed over 50 MISP applications, (which had been forecasted at 50-60 for the year), and successfully enrolled approximately 50 people who meet the strict MISP eligibility requirements.
- Renewed and replaced contracts to care for MISP patients with all four San Luis Obispo County hospitals and Community Health Centers (CHC).
- Continued periodic meetings of the Affordable Care Act Planning Group of local health care stakeholders to coordinate planning efforts for ongoing implementation of State and Federal health care reforms.
- Renewed Certified Application Entity status, allowing Health Care Services Division staff to become Certified Application Counselors for Covered California.
- Implemented periodic meetings with Certified Application Entity and other Covered California "assistor" organizations in an effort to share resources, outreach tools and ensure the most efficient reach of counselors and assisters throughout the county.
- Received and implemented a new Medi-Cal Renewal Assistance Grant from the California Department of Health Care Services in cooperation with two local non-profit organizations aimed at assisting people with the renewal of Medi-Cal eligibility.

FY 2016-17 Objectives

- Continue to coordinate with the Department of Social Services to improve processes for bilateral referral of potential MISP clients and Medi-Cal eligible persons.
- Utilize Certified Application Entity status to improve the ability of Health Care Services Certified Application Counselors to assist MISP clients (and other targeted uninsured clients) to enroll in appropriate insurance plans.
- Finalize process for 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

Financial Summary

Total financing sources and expenditures for the Medically Indigent Services Program (MISP) are recommended to increase \$33,227 or 2% compared to FY 2015-16 adopted levels. The increase is due to rising costs resulting from a prevailing wage increase approved by the Board of Supervisors in FY 2015-16 and an increase in FY 2016-17 overhead charges based on actual expenditures in prior years.

MISP is not a General Fund budget, but receives funding from the General Fund as revenue transferred in from Fund Center 102 – Non Departmental Revenue. This General Fund contribution is a primary source of funding for the MISP budget, making up 35% of total revenue. This contribution is recommended to increase \$23,409 or 4% compared to the FY 2015-16 adopted level, for a total of \$531,101. The increase is split between an increase in personnel costs resulting from a prevailing wage adjustment approved by the Board of Supervisors and an increase in overhead charges based on actual expenditures in prior years.

The budgeted level for FY 2016-17 assumes 50 clients will meet eligibility requirements for MISP services during the fiscal year, the same as the prior year. The number of clients served in the first half of FY 2014-15 was 20, with a total of 644 eligibility engagements made during the same period.

Staff in this fund center partially support 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 offsets approximately 38% of personnel costs in this fund center. In addition, a Medi-Cal Outreach and Enrollment grant of \$38,700 funds half the cost of the full-time Patient Services Representative in this budget.

Service Level Impacts

The recommended budget maintains services at current levels.

Position Allocation List (PAL) Changes

The FY 2016-17 recommended Position Allocation List Changes (PAL) for the department includes no changes compared to the FY 2015-16 adopted PAL.

BOARD ADOPTED CHANGES

As a part of formal budget adoption on June 21, 2016, the Board on June 21, 2016, the Board took the following actions:

- Approved the revised classifications and set the salaries for Community Health Nurse I, Public Health Nurse I, Community Health Nurse II, Public Health Nurse II, Nurse Practitioner, Senior Public Health Nurse.
- Deleted a 1.00 FTE Community Health Nurse/Public Health Nurse position and added a 1.00 FTE Community Health Nurse I/Public Health Nurse I/Community Health Nurse II/Public Health Nurse II position.

BUDGET AUGMENTATION REQUESTS ADOPTED

None requested.

GOALS AND PERFORMANCE MEASURES

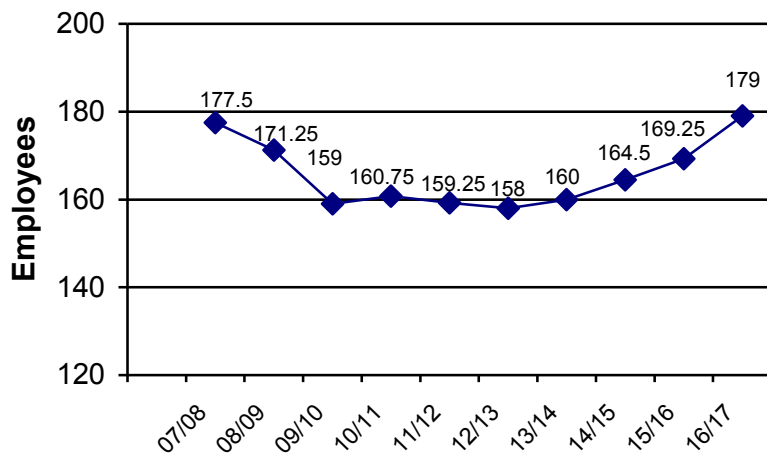
Department Goal: To ensure access to health care for medically indigent adults who lack health insurance.						
Communitywide Result Link: <input type="checkbox"/> Safe <input checked="" type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input type="checkbox"/> 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)						
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
N/A	N/A	N/A	473	350	1,296	1,200
<p>What: This measure shows the number of people that received information on medical care coverage options provided by staff within the Health Care Services division of Public Health. This measure includes all encounters including referrals to other agencies, those enrolled in the Medically Indigent Services Program (MISP) and those enrolled in other programs and services.</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. MISP therefore serves only a small portion of San Luis Obispo County's uninsured residents.</p> <p>In the transition from CMSP to MISP, brought about by the Affordable Care Act, staff has been able to not only assess people for MISP enrollment, but also increasingly connect people to affordable medical care coverage options that provides for their 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? Division staff began collecting encounter data used to substantiate this measure starting in January 2014. As a result, FY 2015-16 represents the second full year for which we have collected data based on this measure. During that year (FY 2015-16), MISP staff recorded 1,296 encounters with individuals seeking information about health insurance coverage. Of those encounters, 1,002 or 77% received health insurance coverage information and 185 or 14% received information regarding health ombudsman services, the remaining 109 encounters requested assistance with other specific medical related questions.</p> <p>In FY 2014-15, the Division received funding for the Medi-Cal Outreach and Enrollment grant from the State Department of Health Care Services, which provided a funding base allowing MISP staff to provide Medi-Cal outreach and enrollment assistance to vulnerable target populations. The grant was originally set to expire in FY 2015-16, but was extended through FY 2016-17 and is the reason the FY 2016-17 target is comparable to FY 2015-16 actual results. The target populations 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. In addition to the Medi-Cal Outreach and Enrollment Grant, the Health Agency successfully became a Certified Enrollment Entity (CEE) for Covered California in FY 2014-15, allowing Health Care Services Division staff to become Certified Enrollment Counselors (CECs). This certification gives staff access to the Covered California web portal so they can better assist individuals seeking coverage, including private insurance plans or Medi-Cal.</p> <p>No comparison data is available at this time.</p> <p>(Data Source: San Luis Obispo County Medically Indigent Services Program Encounter Log)</p>						

MISSION STATEMENT

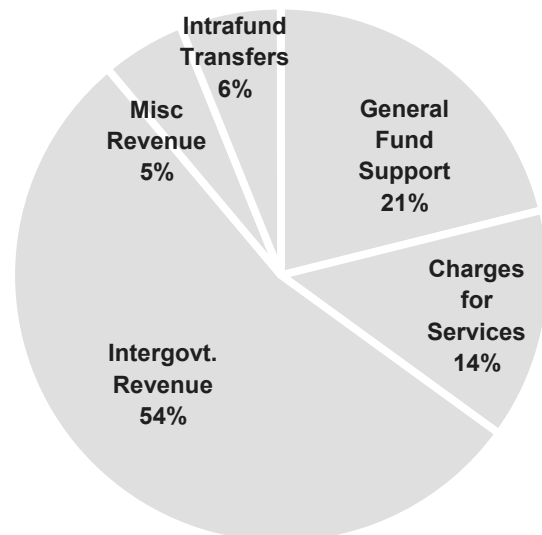
To promote, preserve and protect the health of all San Luis Obispo County residents through disease surveillance, health education, direct services, and health policy development.

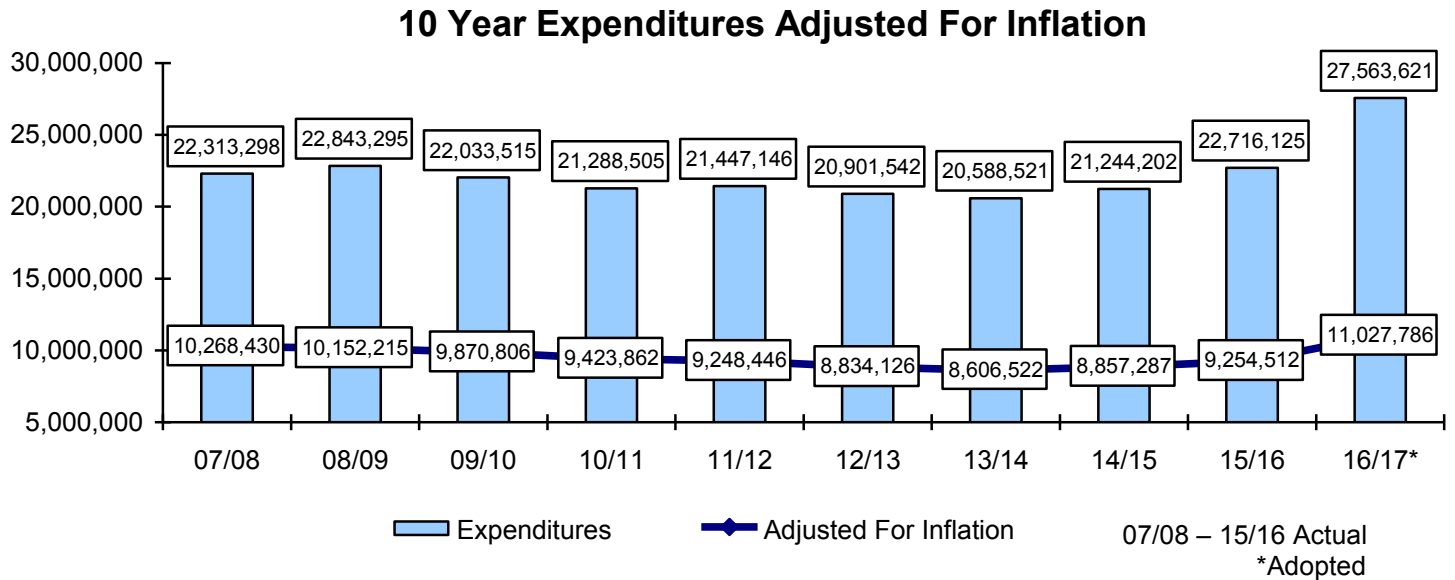
	2014-15	2015-16	2016-17	2016-17	2016-17
<u>Financial Summary</u>	<u>Actual</u>	<u>Actual</u>	<u>Requested</u>	<u>Recommended</u>	<u>Adopted</u>
Licenses and Permits	\$ 39,351	\$ 30,283	\$ 34,465	\$ 34,465	\$ 34,465
Fines, Forfeitures and Penalties	8,377	6,743	157,500	157,500	157,500
Intergovernmental Revenue	11,996,294	12,761,256	14,608,431	14,658,158	14,665,540
Charges for Current Services	3,767,360	3,835,743	3,849,574	3,849,574	3,849,574
Other Revenues	855,104	590,000	486,961	486,961	486,961
Interfund	232,180	233,380	223,826	223,826	223,826
**Total Revenue	\$ 16,898,666	\$ 17,457,405	\$ 19,360,757	\$ 19,410,484	\$ 19,417,866
Salary and Benefits	16,207,842	17,278,717	19,522,393	20,216,949	20,234,331
Services and Supplies	4,813,939	4,624,723	5,620,271	5,668,290	5,708,290
Other Charges	173,952	706,794	1,580,000	1,580,000	1,580,000
Fixed Assets	48,469	105,891	41,000	41,000	41,000
**Gross Expenditures	\$ 21,244,202	\$ 22,716,125	\$ 26,763,664	\$ 27,506,239	\$ 27,563,621
Less Intrafund Transfers	1,199,459	1,326,310	1,631,155	1,631,155	1,631,155
**Net Expenditures	\$ 20,044,743	\$ 21,389,815	\$ 25,132,509	\$ 25,875,084	\$ 25,932,466
General Fund Support (G.F.S.)	<u>\$ 3,146,077</u>	<u>\$ 3,932,410</u>	<u>\$ 5,771,752</u>	<u>\$ 6,464,600</u>	<u>\$ 6,514,600</u>

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



Source of Funds





SERVICE PROGRAMS

Public Health has a total expenditure level of \$27,563,621 and a total staffing level of 179.00 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: \$3,895,192 Total Staffing (FTE): 25.75

Family Health Services

The 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 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 for medical and dental concerns, California Children’s Services 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: \$10,472,174 Total Staffing (FTE): 74.25

Health Promotion

The Health Promotion Division focuses on promoting a healthy community by empowering individuals, groups and organizations to take responsibility for adopting healthy behaviors and supporting policies that promote health. Program areas include Tobacco Control, Community Wellness (including Nutrition and Physical Activity, Healthy Communities, and Outside In SLO), the Special Supplemental Nutrition Program for Women, Infants and Children Injury Prevention, and Oral Health Promotion.

Total Expenditures: \$3,114,771 Total Staffing (FTE): 25.25

Emergency Medical Services

The Emergency Medical Services Division includes the Emergency Medical Services Agency and Public Health Emergency Preparedness programs. The Emergency Medical Services Agency provides training and regulatory and medical direction for the County's pre-hospital system of care, including Base Station Hospitals and Specialty Care Centers (ST-Evaluation Myocardial Infraction and Trauma). The Public Health Emergency Preparedness program oversees planning, training and response for health and medical aspects of disaster events with healthcare partners and the Public Health Department.

Total Expenditures: \$1,136,841 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: \$2,027,533 Total Staffing (FTE): 10.25

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: \$6,917,110 Total Staffing (FTE): 36.50

DEPARTMENT COMMENTS

The Public Health department has a very broad range of programs which touch county residents in a considerable number of ways; e.g., from assuring clean water systems and food facilities; to tobacco cessation classes and monitoring of sales to minors; 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.

In FY 2015-16, the department continued to address health impacts of climate change, emergent and re-emerging infectious diseases, emergency preparedness and response, access to care and public engagement. The department continues to address the immediate impacts of our region's severe drought emergency and to inform the public and government leaders of the long-term risks to public health from climate change. In FY 2015-16, we responded to issues related to groundwater scarcity and contamination, unhealthy air quality due to wildfires, extreme heat, and flood risks due to the El Niño weather effect.

Planning, resource allocation and coordination are essential to reduce the risks and impacts of emerging and re-emerging infectious disease outbreaks and drug resistant strains. Last year included a nationwide public health emergency response effort to prevent an outbreak of Ebola in the U.S., and California also responded to a multi-state outbreak of measles. The department also worked with local healthcare providers concerning multi-drug resistant tuberculosis, antibiotic resistant shigella and gonorrhea, ocular syphilis, avian influenza, enterovirus D68, coccidioidomycosis (Valley Fever), a cluster of viral meningitis cases at Cal Poly, and vector-borne diseases, including West Nile, Dengue, Chikungunya, and Zika viruses. In FY 2016-17, the department will remain vigilant in monitoring the full range of 81 reportable communicable diseases and work with providers to ensure the department receives timely notifications of suspected cases.

Prescription drug abuse is a growing epidemic in the United States and in our county. The department partnered with the Health Agency's Drug and Alcohol Services Division to address the issue locally by participating in the formation of the countywide Opioid Safety Coalition and by expanding access to the opioid antagonist Narcan through the Syringe Exchange Program.

The department also continues to work with partners, including the Oral Health Coalition, to find solutions to our severe problem of access to pediatric dental care.

The department made progress towards our goal of achieving public health accreditation this year. Accreditation sets standards against which the nation's more than 3,000 governmental public health departments can continuously improve the quality of their services and performance. To receive accreditation, a health department must undergo a peer-reviewed rigorous, meticulous and multi-faceted assessment process to ensure it meets or exceeds a set of quality standards and measures.

Looking towards FY 2016-17, our department will continue to promote evidence-based public health practice to safeguard our community's health, including direct health care services, yet in some areas, we are supporting a paradigm shift to encourage more front-end citizen involvement. Our Emergency Medical Service (EMS) Division, for example, has launched full-throttle community based countywide cardiopulmonary resuscitation (CPR) initiatives with the goal of improving patient outcomes from sudden cardiac arrest. One initiative emphasizes citizen participation through bystander CPR and early 911 activation. The program organizes sidewalk CPR training events and impromptu CPR training flash mobs that engage the public where they are—high traffic areas such as shopping centers, farmer's markets, or to service groups and schools. The events are fun and the training takes only minutes. The program is responsible for training approximately 2,500 citizens in *hands-only* CPR in just the last year.

The second prong in improving outcomes from cardiac arrest was to implement a High Performance CPR (HPCPR) program in partnership with local EMS provider agencies. HPCPR, also sometimes called *pit crew CPR*, is an evidenced-based practice wherein EMS responders perform choreographed, systematic multi-agency response and treatment. The program successfully trained 550 EMS responders in HPCPR last year. In the first three months after the program was implemented, the number of cardiac arrest patients with spontaneous return of circulation increased by 50%. Citizen engagement is one of the essential responsibilities of government and social media has quickly become one of the essential tools in addressing this responsibility. Social media plays a vital role in public health and is a strong tool for communication, advocacy, education and emergency preparedness and response. The quantity and quality of our social media posts have improved this year with a significant growth in the total number of individuals and organizations following us on social media through Facebook, Twitter, YouTube, Instagram and Flickr.

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

FY 2015-16 Accomplishments

FY 2016-17 Objectives

- Public Health Laboratory:
 - Implemented a strategic plan which included new trainings, equipment upgrades, and billing efficiencies.
 - Hosted bioterrorism training for region's Tri-county Laboratory Response Network.
 - Modernized and expanded testing capabilities for HIV, multiple drug resistant Tuberculosis, and respiratory and gastrointestinal illnesses.
- Increased Public Health social media followers by 66% and average Facebook post reach by 124%.
- Prescribed long-acting reversible contraception (LARC) for additional 49 (12%) women in Reproductive Health program (FY 2013-14 baseline = 412).
- Worked with the City of San Luis Obispo and Port San Luis Harbor District to revise no-smoking ordinances to include e-cigarettes.
- Distributed/installed 266 car seats and performed safety fit checks on 392 child car seats.
- Instructed over 3,000 students on bicycle and

- Make food facility inspection results available on a mobile application.
- Complete a second FDA Voluntary National Retail Food Regulatory Standard.
- Participate in FEMA graded exercise for Ingestion Pathway Radiological Emergency Response.
- Increase number of emergency medical dispatchers at public service answering points throughout the county.
- Increase public participation in hands-only CPR and early 911 activation through public training events (e.g., malls, farmer's markets, service groups) (baseline = 2,500).
- Increase service at coastal area reproductive health clinic by 200 visits (baseline = 0).
- Re-test > 95% of clients within six months of initial positive chlamydia test result.
- Increase rate of kindergarteners receiving all required immunizations from 87% to 90%.
- Provide oral health screenings and fluoride

pedestrian safety.

- Drafted an ordinance to regulate land application of biosolids.
- Completed Food & Drug Administration's (FDA's) Regulatory Food Inspection Program Standard #3.
- Implemented CPR programs to improve survival from sudden cardiac arrest.
 - Secured outside funding to purchase equipment and train 550 Emergency Medical Services (EMS) personnel in "High Performance" CPR. In first 3 months, saw 50% increase in spontaneous return of circulation.
- Updated Multiple-Casualty Incident (MCI) Plan, which included new training material, two table top drills and a full-scale drill involving all EMS agencies and hospitals.
- Adopted a countywide Emergency Medical Dispatch (EMD) program, a systematic program of handling medical calls for assistance.

treatment for at least 1,200 children.

- Increase social media followers by 30% and create at least three new video shorts (baseline = 1,780).
- Develop and implement a comprehensive plan to improve usability and effectiveness of Public Health website.
- Initiate implementation phase of electronic health record system project.
- Implement a comprehensive Performance Measurement and Management system for all Public Health programs to include specific goals, indicators and targets for each.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Financial Summary

General Fund support for Public Health in FY 2016-17 is recommended to increase \$1.3 million or 24% compared to the FY 2015-16 adopted budget. The increase is due mainly to the addition of 9.50 FTE positions, combined with an increase in compensation for medical personnel to aide with recruitment and retention issues and increases in charges for internal services and overhead to the FY 2015-16 adopted levels.

Expenditures are recommended to increase \$2.2 million or 9% compared to FY 2015-16. The increase is mainly due to increases in personnel expense and a negative roll-forward of countywide overhead charges. Salary and benefits are recommended to increase \$1.8 million or 9%. \$694,556 of the increase is due to the addition of 8.25 FTE recommended as part of the budget augmentations listed below. Of the remaining \$1.1 million, approximately \$423,000 is the result of prevailing wage adjustments approved by the Board of Supervisors. \$398,039 is due to a compensation increase for nursing and other medical classifications that are difficult to recruit and retain. \$106,650 is due to the transfer of a 1.00 FTE Program Manager position to this fund center from FC 166 – Behavioral Health to oversee implementation of the Public Health Electronic Health Record project.

Services and supplies are recommended to increase \$692,578 or 13%. The increase is mainly due to an increase to countywide overhead charges totaling \$657,219 or 254%. This the result of the gap in prior years between actual expenditures related to countywide overhead and the amount that was actually collected from Public Health. In future years, countywide overhead charges will be averaged over a 10 year period to reduce the sensitivity to any single year fluctuation and avoid large swings of the sort seen in the recommended budget. Fixed assets expense is recommended to decrease \$77,775 of 65% due to the one-time purchases made in the prior fiscal year related to the Public Health Electronic Health Record project.

Transfers in (expense offsets) from other Health Agency fund centers are recommended to increase \$193,422 or 13%. The increase is related to internal settlements for Health Agency administrative costs. (The Public Health fund center houses the administrative functions of the Health Agency. These administrative costs are spread among the other Health Agency fund centers, as appropriate, and are received as expense offsets in this budget.)

Revenues are recommended to increase \$945,362 or 5% compared to the FY 2015-16 adopted budget. The increase is primarily driven by increases in State and Federal funding. The most notable increases are: revenue for claimable costs in the California Children's Services (CCS) program, totaling \$392,590 or 22% compared to the prior year; and Realignment revenue, which is recommended to increase \$267,416 or 8%. Environmental Health fee revenue is recommended to increase \$102,502 or 3% based actuals and the Board adopted fee schedule for FY 2016-17.

Service Level Impacts

The recommended budget generally maintains services at current levels, with the exception of the Program Manager added to this fund center from FC 166 – Behavioral Health to oversee implementation of the Public Health Electronic Health Record project, and the recommended budget augmentations shown below.

Position Allocation List (PAL) Changes

The FY 2016-17 recommended Position Allocation List (PAL) for the department includes a net increase of 9.50 FTE compared to the FY 2015-16 adopted PAL.

FY 2015-16 Mid-Year PAL Changes:

The following changes were made to more effectively provide laboratory and Public Health reception services.

- -1.00 FTE Laboratory Assistant II position
- -0.50 FTE Administrative Assistant III position
- +1.00 FTE Administrative Assistant III position
- +0.75 FTE Administrative Assistant I/II/III position
- -1.00 FTE Patient Services Representative position
- +1.00 FTE Supervising Administrative Clerk I position

FY 2016-17 PAL Changes:

- +1.00 FTE Program Manager II position moved to this fund center from FC 166 – Behavioral Health to oversee implementation of the Public Health Electronic Health Record project.
- +1.00 FTE Accounting Technician position per budget augmentation request below.
- -0.75 FTE Public Health Nurse position per budget augmentation request below.
- +4.00 FTE Public Health Nurse position per budget augmentation requests below.
- +1.00 FTE Administrative Services Officer position per budget augmentation request below.
- +1.00 FTE Program Manager I position per budget augmentation request below.
- +1.00 FTE Department Automation Specialist position per budget augmentation request below.
- +1.00 Health Education Specialist position per budget augmentation request below.

BOARD ADOPTED CHANGES

As a part of the Supplemental Budget document, the Board approved the following changes to the Position Allocation List for Public Health:

- Deleted a 0.75 FTE Licensed Vocational Nurse position and added a 0.75 FTE Licensed Psychiatric Technician/Licensed Vocational Nurse I/II/III position to the Position Allocation List to incorporate into the budget the creation of a new classification approved by the Board on April 19, 2016.
- Deleted a 0.75 FTE Communicable Disease Investigator and added a 1.00 FTE Communicable Disease Investigator, to incorporate changes approved by the Board April 19, 2016.

During budget hearings, the Board approved the allocation of \$50,000 of additional expense from General Fund Contingencies for mosquito surveillance, public outreach and education related to the Zika virus.

As a part of budget adoption on June 21, 2016, the Board took the following actions:

- Approved the revised classifications and set the salaries for Community Health Nurse I, Public Health Nurse I, Community Health Nurse II, Public Health Nurse II, Nurse Practitioner, Senior Public Health Nurse.

- Deleted 29.50 FTE Community Health Nurse/Public Health Nurse position and added a 29.50 FTE Community Health Nurse I/Public Health Nurse I/Community Health Nurse II/Public Health Nurse II position.

BUDGET AUGMENTATION REQUESTS ADOPTED

Unit Amount	Description	Results
<p>Gross Annual Cost: \$63,373</p> <p>Funding Source: \$30,000 State Office of Family Planning revenue</p> <p>\$33,373 General Fund</p>	<p>Add 1.00 FTE Accounting Technician position to assist with billing in Public Health's Family Services Division to free up a 1.00 FTE Administrative Assistant to augment clerical support at the Paso Robles Public Health site.</p>	<ol style="list-style-type: none"> Increase revenue collections by 10%, or approximately \$30,000 in the later half of FY 2016-17 and \$60,000 in FY 2017-18. By June 30, 2017, complete agreements with at least two large private insurers, and by June 30, 2018 with at least four private insurers. Increase by 5% the proportion of patients who opt for long-acting reversible contraception (LARC) among Paso clinic clients (baseline = 27%). Increase Chlamydia testing of women aged <24 from 83% (FY 2014-15) to 88%. Use time-study or qualitative survey results to determine that the frequency of use of nurse front desk coverage has been reduced to zero or near zero.
<p>Gross Annual Cost: \$26,303</p> <p>Funding Source: \$19,727 Maternal Child Health revenue</p> <p>\$6,576 General Fund</p>	<p>Delete 0.75 FTE Public Health Nurse position. Add 1.00 FTE Public Health Nurse position to expand prevention work on perinatal substance use in pregnancy. Efforts will focus on:</p> <ul style="list-style-type: none"> Live-born infants, born to this county's residents, whose mothers received prenatal care in the first trimester of pregnancy, and Women with post-partum depressive symptoms. 	<ol style="list-style-type: none"> By June 30, 2017, identify the barriers for late initiation of prenatal care for Latinas, 15-35 years, and non-Hispanic white women, ages 15-24 years. By December 31, 2017, increase by 10% the number of mothers who receive prenatal care in the first trimester of pregnancy. By June 30, 2017, assess the level of awareness of referral resources for women with perinatal mood and anxiety disorders (PMAD) among medical providers serving women of reproductive age. By June 30, 2017, develop and implement a PMAD community awareness campaign targeting women of reproductive age, 15-49. By December 31, 2017, decrease by 25% the number of women delivering a live birth who experience post-partum depressive symptoms. By December 31, 2017, increase awareness of referral resources for women with PMAD among medical providers serving women of reproductive age, 15-49 years.

<p>Gross Annual Cost: \$77,633</p> <p>Funding Source: General Fund</p>	<p>Add 1.00 FTE Administrative Service Officer (ASO) position to support staff to meet the human resource management needs of the Health Agency and free the Agency's human resources manager to focus on more strategic activities like increasing professional development opportunities for staff and working with the Center for Organizational Effectiveness for specific Health Agency trainings.</p>	<ol style="list-style-type: none"> 1. By the end of FY 2016-17, reduce the current time to hire from the job posting from 4.5 months to 4 months. 2. By the end of FY 2016-17, develop a certification tracking mechanism to ensure that staff meets professional certification. 3. By the end of FY 2016-17, ensure database is accurate in reporting assets like keys, fobs, and mobile devices. Research and correct any missing or inaccurate data. 4. By the end of FY 2016-17, explore cost savings possibilities by eliminating unused cellular data and cellphone accounts.
<p>Gross Annual Cost: \$100,014</p> <p>Funding Source: General Fund</p>	<p>Add 1.00 FTE Program Manager position to both lead and manage a Planning, Evaluation and Policy Unit and to serve as the Agency's lead and primary participant on the various County wide and growing Agency efforts to more effectively communicate with, educate and inform the public, employees, and key stakeholders and policy makers.</p>	<ol style="list-style-type: none"> 1. By the end of FY 2016-17, complete a Community Health Needs Assessment and Community Health Improvement Plan. 2. By the end of FY 2016-17, implement a comprehensive Performance Measurement and Management system for all Public Health programs to include specific goals, including indicators and targets for each. 3. Ensure quarterly meetings of the Quality Improvement (QI) Committee, consistent participation from each Division, selection of and staff training on a specific QI methodology (e.g., "Lean", "Plan Do Check Act", "Six Sigma"), and review of at least three QI projects annually. 4. By the end of FY 2016-17, complete a detailed multi-pronged communications plan, with segments that pertain to Health Promotion and Crisis & Emergency Risk Communications (CERC). 5. Manage and track a minimum of 30 media inquiries per year. 6. Grow social media followers by at least 30% annually (baseline = 1,780) 7. 100% of quarterly Public Health Bulletin editions, monthly Public Health Lab Messenger, quarterly Health Agency Employee Newsletters will be distributed on deadline, in accordance with set schedule included in the Communications Plan. 8. Maintain active participation in County Employee Engagement Committee and other communications efforts as measured by proportion of meetings attended and on-time deliverables.

<p>Gross Annual Cost: \$90,642</p> <p>Funding Source: General Fund</p>	<p>Add 1.00 FTE Department Automation Specialist (DAS) position to add a fourth member to the team that manages the Health Agency's IT environment which includes 45 servers, 600+ computers, and over 500 personnel in multiple locations around the county.</p>	<ol style="list-style-type: none"> 1. Reduce average response times and ability to rapidly resolve daily operational issues to 15 minutes. 2. Provide service desk coverage when staff are on vacation/sick or on breaks with minimal impact to the rest of the Health Agency IT support personnel. 3. Provide asset management on all computer related hardware within the Health Agency – perform regular hardware audits and provide easy reporting to management. 4. Adopt standard procedures for easy duplication of routine tasks – reduce duplication of effort and provide single cross trainable procedure. 5. Establish routine scheduled site visits to maximize resources and provide local support to staff. 6. Develop standard computer image for deployment of new operating systems via System Center Configuration Manager (SCCM) to reduce support differences. 7. Improve desktop security and reduce security related incidents by 15% within 3 years.
<p>Gross Annual Cost: \$315,830</p> <p>Funding Source: General Fund</p>	<p>Add 3.00 FTE Public Health Nursing positions to enhance capacity to avert poor birth outcomes and associated future public safety costs among high-risk families.</p>	<ol style="list-style-type: none"> 1. By June 30, 2017, increase by 50% the number of average daily clients enrolled in the Nurse-Family Partnership (NFP) program per daily average (baseline: 48 2015; target: 72 by FY 2016-17 end). 2. By June 30, 2017, increase by 150 the number of annual clients served (50 clients per additional Public Health Nurse FTE). 3. Support on-site (Denver) NFP training for at least one of the new positions. 4. By December 31, 2016, eliminate the wait list for Field Nursing service (often 20-50 unserved clients per day). 5. Decrease Child Welfare Services referrals by 20% (baseline: FY 2014-15 = 54).
<p>Gross Annual Cost: \$68,770</p> <p>Funding Source: General Fund</p>	<p>Add 1.00 FTE Health Education Specialist position to develop a fall prevention program for seniors due to the high rate of falls by seniors in our community.</p> <p>On average, emergency personnel respond to five calls per day from seniors who have fallen. Studies show that approximately 20% of older adults who fall and break a</p>	<ol style="list-style-type: none"> 1. By June 30, 2017, provide multi-session fall prevention classes to a minimum of 125 seniors residing in SLO County. 2. By June 30, 2017, provide a minimum of 25 in-home assessments for seniors at the highest risk of falling leading to loss of independent living or mortality. 3. By June 30, 2017, reduce by 5% the number of Emergency Medical Services calls for falls involving persons over the age of 60 (baseline = 1,634).

	hip die within one year, and many who survive are never fully functional again.	4. By June 30, 2018, reduce by 10% the number of Emergency Medical Services calls for falls involving persons over the age of 60.
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GOALS AND PERFORMANCE MEASURES

Department Goal: Prevent epidemics and the spread of disease or injury.
Communitywide Result Link: Safe Healthy Livable Prosperous Well-Governed Community

1. Performance Measure: Annual rate of reported retail foodborne disease outbreaks per 100,000 county population.

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
.37	1.49	.36	.36	.72	.72	.72

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 of County population. A foodborne outbreak is defined as “the occurrence of 2 or more cases of a similar illness resulting from ingestion of a common food source.”

Why: One of the many roles of the Public Health Department 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 Public Health Department would need to take a close look at where its efforts may be going awry.

How are we doing? There were two reported foodborne outbreaks during the FY 2015-16 compared to one reported foodborne outbreak during FY 2014-15. Historical data supports that one to four 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, cause symptoms for a day or two and are not reported. The Centers for Disease Control and Prevention (CDC) estimates that 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 of increased identification of an increased number of outbreaks in the future.

Given the historical data and current results, we propose the FY 2016-17 target rate remain at .72, or two outbreaks per year based on a population of 279,083.

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. Population data is taken from the United States Census Bureau.

2. Performance Measure: Rate of newly diagnosed Human Immunodeficiency Virus (HIV) cases per 100,000 population.

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
5.2	5.6	5.0	5.8	5.8	7.9	7.9

What: Measure denotes the number of unduplicated, newly reported HIV cases throughout the County (excluding the prison system) per 100,000 of County population.

Why: The rate of reported HIV cases reflects those who are newly diagnosed. Public Health contacts physicians, hospitals and other providers, tests for HIV and report newly diagnosed HIV cases.

How are we doing? During FY 2015-16, 22 cases of HIV were reported, based on a population of 279,083 (US Census Bureau), compared to 16 reported during FY 2014-15 based on a population of 276,443. In 2007, all General Fund support was removed from state AIDS programs. However, San Luis Obispo County Public Health does offer HIV testing that is free to eligible applicants.

All leading indicators for sexually transmitted diseases (STDs) are rising. In California there was a 12% increase in syphilis rates from 2013 to 2014 and a 17% increase in gonorrhea for the same period. In the United States, people who get syphilis, gonorrhea and herpes often also have HIV or are more likely to get HIV in the future. Behaviors that put someone at risk for one STD (not using condoms, multiple partners, anonymous partners) often put them at risk for other infections like HIV. These trends will most likely result in an increase in the rate of newly diagnosed HIV cases in FY 2016-17, similar to the actual results in FY 2015-16. Therefore we propose the 2016-17 target rate be set at 7.9, based on 22 annual cases out of a population of 279,083.

Benchmark Data: STD rates for California and other STD information taken from the California Department of Public Health's 2014 STD Surveillance Report. <http://www.cdph.ca.gov/data/statistics/Documents/STD-Data-Executive-Summary.pdf> and the Center for Disease Control and Prevention STD and HIV Fact Sheet <http://www.cdc.gov/std/hiv/stdfact-std-hiv-detailed.htm#foot1>.

Department Goal: Promote and encourage healthy behaviors.

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

3. Performance Measure: Birth rate of adolescent females, ages 15 - 17, per 1,000 population.

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
11.2	10.4	8.2	8.3	9.0	6.9	8.1

What: Measures the number of live-born infants born to San Luis Obispo County adolescent female residents who are 15 - 17 years old over a three year period. The calculation is derived by the number of live births to adolescent females in this age range over the last three years divided by the population of adolescent female residents in this age range over the last three years per 100,000.

Why: The rate of adolescents giving birth is a direct predictor of future health, social and economic status of both the mother and child. The age range of 15 to 17 year olds is a critical one and a direct indicator of future high-risk families.

How are we doing? During FY 2015-16, 29 females in the age range of 15 to 17 gave birth out of an estimated population of 4,437 females within that age range, compared to 38 out of 4,569 in FY 2014-15. The total population of females in the county is determined by the California Department of Finance population estimates and is updated every several years. Total live births of 15-17 year old County residents for the previous two years and FY 2015-16 is 92.

Per the Centers for Disease Control and Prevention 2013 Youth Risk Behavior Surveillance, nationwide data indicates that birth rates among females in this age range are declining largely because more youth are using contraception, youth appear to be delaying sexual intercourse, and access to no cost, youth-friendly family planning services through Family PACT (Planning, Access, Care and Treatment) Program has increased.

Given current historical data and an estimated number of 38 births in FY 2016-17, the target rate for FY 2016-17 will remain at 8.1, (109 births over the three years based on a total three year population of 13,443).

Benchmark Data: Comparable data from other counties is not available for the ages of 15 - 17. The majority of California counties track this type of data for females between the ages of 15 - 19 year olds. The County of San Luis Obispo tracks 15 - 17 year olds since this population tends to be more at risk and 18 years and older is considered to be an adult.

4. Performance Measure: Percentage of low birth weight infants.

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
5.4%	5.5%	5.8%	6.2%	5.7%	6.1%	6.0%

What: Measures the percentage 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.

Why: Low birth weight impacts the infant's survival and future development. Reducing the percentage of low birth weight infants would decrease costs for neonatal medical care and enhance quality of life and infant survival.

How are we doing? The rate for low birth weight (LBW) babies born over the past three fiscal years was 6.1% (484 LBW babies divided by total live births of 7,891). The three-year average rate has remained relatively consistent in recent years and the percentage change is not statistically significant. The LBW average for the nation is 8% according to the Centers for Disease Control and Prevention. 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 2016-17 target rate is expected to remain at 6.0% based on 484 LBW babies divided by total live births of 8,095. This projection is based on a three year average and is heavily weighted by the previous two years, which have been at 5.9% and 6.1% respectively.

Benchmark Data: The latest version of the California Department of Public Health's County Health Status Profiles (2016 Edition) contains a three year average of low birth weight babies for each county. California had a three year average of 6.7% of low birth rate babies for the period of 2012-2014. For the same period, San Luis Obispo County ranked 12th out of 58 counties with a low birth rate percentage of 5.9%. Source: California Department of Public Health County Health Status Profiles 2015. <http://www.cdph.ca.gov/programs/ohir/Documents/OHIRProfiles2015.pdf>

5. Performance Measure: Percentage of live born infants whose mothers received prenatal care in the first trimester.

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
82%	80%	79%	79%	80%	80%	81%

What: Measures the percentage of live-born infants, born to San Luis Obispo County women, whose mothers received prenatal care in the first trimester of pregnancy. The calculation is derived by the total number of female residents who sought prenatal care in the first trimester divided by the total number of pregnant female residents.

Why: Early, high quality prenatal care reduces the incidence of morbidity and mortality for both mother and infant.

How are we doing? During FY 2015-16, 80% of mothers (2,140 mothers out of a total of 2,676) sought prenatal care in their first trimester, compared to 79% (2,052 mothers out of a total of 2,588) during FY 2014-15. 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, 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. The department's near term goal is to incrementally increase our target rate to equal the state average of 83.5%.

Given historical data and current results, we propose the FY 2016-17 target rate remain the same at 81% (2,333 mothers out of a total of 2,880).

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 for the period of 2012-2014. San Luis Obispo County ranked 23rd out of 58 counties in receiving the most prenatal care in the first trimester, with a rate of 80%. For the same period, California had a three-year average rate of 83.5% of women receiving prenatal care in their first trimester. Source: California Department of Public Health County Health Status Profiles 2016 <http://www.cdph.ca.gov/programs/ohir/Documents/OHIRProfiles2016.pdf>

6. Performance Measure: Percentage of the State allocated caseload enrolled in the Women, Infants & Children (WIC) Program.

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
99%	99%	95%	91%	96%	86%	83%

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 2015-16, the average number of women, infants and children participating in the WIC program was 4,107 per month, or 86.1%, compared to 4,530 per month, or 91%, during FY 2014-15. The State allocated caseload was recently decreased in FY 2015-16 from 4,975 to 4,700. It is important to note that a reduction of prenatal enrollments has been cumulative over time reflecting an overall decrease in not only women, but also infants and children participating in the program.

The State WIC program mandates that local agencies serve 100% of their allocated caseload. However, due to below normal caseloads being reported statewide, it is unclear at this time how the State WIC program will address statewide caseload deficits. It should be noted that San Luis Obispo County caseload trends are similar to benchmark counties and the State WIC program as a whole in the percentage of caseloads served under the WIC program. For example, San Luis Obispo County caseload has decreased 5.5% as of October 2015 compared to caseload decreases of 5.8% in Monterey County, 12.2% in Marin County, and 4% in Santa Barbara County for the same period. Reasons for decreased caseloads can be attributed to relatively new policies that restrict local agencies from mailing food coupons to families regardless of transportation barriers and non-compliance with appointment attendance which results in food coupons not being

issued to those clients who do not attend. There is a direct correlation between these reasons and the declining rate, as the number of food coupons issued each month determines the caseload rate. In addition, there has been a drop in birth rates in the WIC eligible population. WIC staff are making attempts to increase caseload through marketing efforts and increasing presence at local obstetrician offices, and Dignity Health and CHC clinic sites.

Given the historical data and current results, the FY 2016-17 target rate is anticipated to be lower than the set rate of 92%, unless prenatal enrollments into WIC either stabilize or begin to increase. We suggest the target rate be adjusted to 83% for FY 2016-17. The department expects that the rate will stabilize and level off around this rate in the near future.

Benchmark Data: FY 2015-16: Marin County 2,748 (91.3%); Monterey County 19,475 (94.2%); Napa County 2,862 (78.4%); Placer County 3,552 (89.5%); Santa Barbara County 16,942 (89.9%); Santa Cruz County 7,821 (86.9%); Statewide 1,200,705 (86.0%).

7. Performance Measure: Youth smoking rate (proportion of youth in 11th grade who have smoked cigarettes within the past 30 days).

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
13%	Biennial Survey	10%	Biennial Survey	10%	7%	Delete

What: Measures the proportion of our county youth in the 11th grade who have smoked cigarettes within the past 30 days, based on the California 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 - 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 2015-16 California Healthy Kids Survey reports only 7% of San Luis Obispo County 11th graders smoked a cigarette in the last 30 days. This is below the projected rate of 10%. It should be noted that the reason for the decrease is likely correlated to the increased use in electronic cigarettes. This was the first year that the use of electronic cigarettes was measured in the survey and 14% of 11th graders reported using an electronic cigarette in the last 30 days. This is a significant finding and is being mirrored in counties across the state and nation.

This performance measure will be eliminated in FY 2016-17 due to the lack of available comparison data and limited participation in the survey.

Benchmark Data: None available. Due to continued financial restrictions, many school districts no longer participate in the California Healthy Kids Survey. Effective 2013, WestEd, who administers the California Healthy Kids Survey, no longer publishes county reports making benchmark data no longer available.

Department Goal: Protect against environmental hazards.

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

8. Performance Measure: Percentage of Small Water systems in compliance with State or Federal bacteriological drinking water standards.

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
95.4%	94.8%	95%	97%	96%	97%	96%

What: San Luis Obispo County Environmental Health Division 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 2015-16, 97% (1,792 out of 1,855) of the routine water samples were in compliance with the drinking water standards, compared to 97% (1,849 out of 1,908) during FY 2014-15. 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.

Given the historical data and current results, the FY 2016-17 target rate will remain at 96% (1,835 in compliance out of a total of 1,912).

Benchmark Data: None available, as the State does not require counties to report this information.

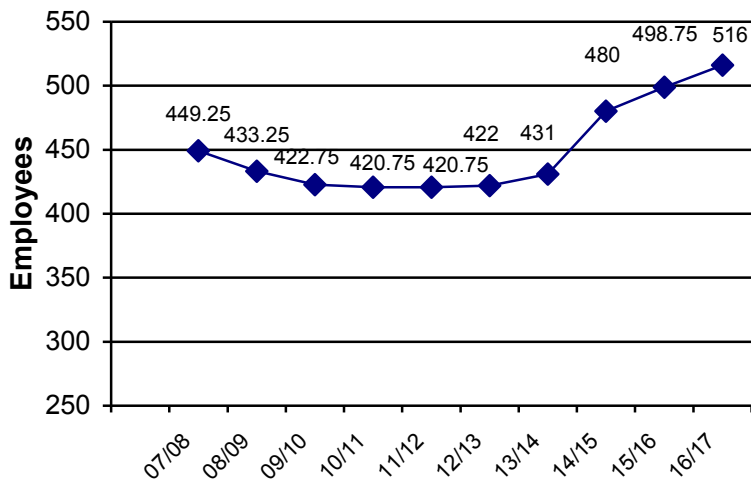
<p>Department Goal: Promote accessible, appropriate and responsive health services to all members of the community.</p> <p>Communitywide Result Link: <input type="checkbox"/> Safe <input checked="" type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input type="checkbox"/> Well-Governed Community</p>						
<p>9. 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.</p>						
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
59%	51%	50%	66%	63%	49%	65%
<p>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. The calculation is derived by the number of referrals to the program resulting in enrollment divided by the total number of referrals received.</p> <p>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.</p> <p>How are we doing? During FY 2015-16, Public Health Nursing received 130 referrals for pregnant or parenting women with a positive drug and/or alcohol screen or admitted substance abuse. Of those 130 referrals, 63 clients were enrolled into the program, nine remained on a wait list and 60 did not enroll. Of the 58 clients not enrolled in services, 26 refused or declined services, two clients did not qualify for the program, and 28 could not be located, one moved out of the county, and one pregnancy was terminated. 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. Comparatively, 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 two remained on a wait list.</p> <p>Referrals to the program have increased possibly due to increased marketing and community outreach efforts, increased self-reporting of drug use, and partnerships with local referring agencies. In the first half of FY 2015-16 roughly half of the program's nursing positions were vacant, and during the second half of the year the program still had a 25% vacancy rate. The department will make every effort to fill vacancies and increase enrollments in the program.</p> <p>The FY 2016-17 adopted budget includes 3.00 FTE Public Health Nurses to augment the Public Health Nursing Case Management Program (Field Nursing). We expect the addition of these positions to increase the FY 2016-17 target rate, as it will allow for clients to be removed from the wait list. Given the historical data, current results, and the addition of future staff, we propose the FY 2016-17 target rate be adjusted to 65% (119 enrollments out of 184 referrals).</p> <p>Benchmark Data: None available.</p>						

MISSION STATEMENT

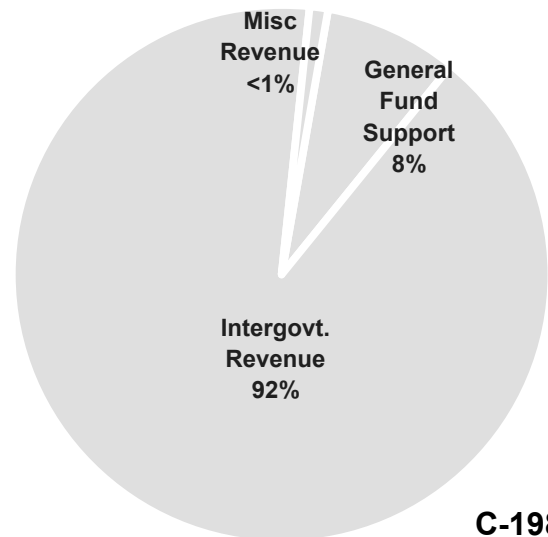
We partner with the community to enhance self-sufficiency while ensuring that safety and basic human needs are met for the people of San Luis Obispo County.

	2014-15	2015-16	2016-17	2016-17	2016-17
Financial Summary	Actual	Actual	Requested	Recommended	Adopted
Intergovernmental Revenue	\$ 62,497,779	\$ 66,927,165	\$ 68,563,904	\$ 70,294,458	\$ 70,294,458
Charges for Current Services	17,755	18,350	23,200	23,200	23,200
Other Revenues	153,806	36,992	6,023	6,023	6,023
Other Financing Sources	231,829	18,256	7,300	7,300	7,300
Interfund	0	89,605	0	0	0
**Total Revenue	\$ 62,901,169	\$ 67,090,368	\$ 68,600,427	\$ 70,330,981	\$ 70,330,981
Salary and Benefits	42,290,176	45,003,696	46,978,114	47,909,274	47,909,274
Services and Supplies	15,237,682	16,293,864	18,668,457	17,601,263	17,601,263
Other Charges	10,362,024	10,143,628	10,553,458	10,553,458	10,553,458
Fixed Assets	54,228	34,525	257,500	257,500	257,500
**Gross Expenditures	\$ 67,944,110	\$ 71,475,713	\$ 76,457,529	\$ 76,321,495	\$ 76,321,495
Less Intrafund Transfers	50,194	51,677	65,309	65,309	65,309
**Net Expenditures	\$ 67,893,916	\$ 71,424,036	\$ 76,392,220	\$ 76,256,186	\$ 76,256,186
General Fund Support (G.F.S.)	<u>\$ 4,992,747</u>	<u>\$ 4,333,668</u>	<u>\$ 7,791,793</u>	<u>\$ 5,925,205</u>	<u>\$ 5,925,205</u>

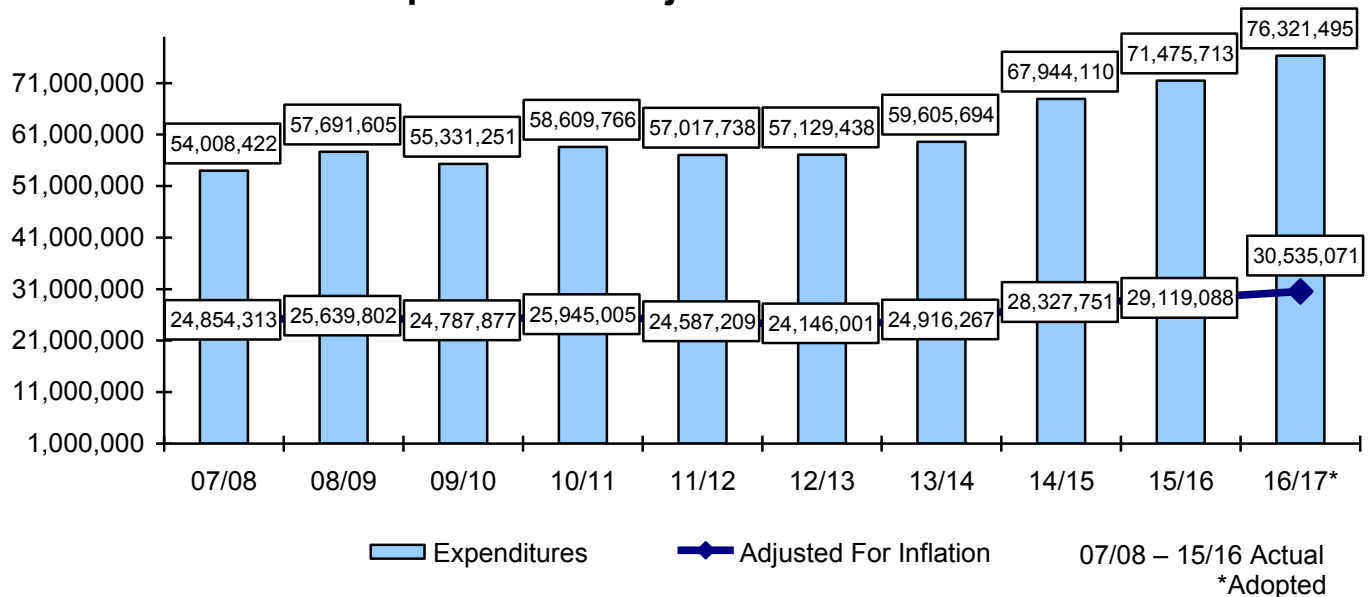
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

The Department of Social Services has a total expenditure level of \$76,321,495 and a total staffing level of 516.00 FTE to provide the following services:

Adult Services

Adult Services includes two major programs: Adult Protective Services and In-Home Supportive Services. The Adult Protective Services Program protects dependent adults and seniors. It investigates allegations of abuse, intervening when necessary, and provides community education. The In-Home Supportive Services Program provides personal and domestic services that enable dependent adults to remain safely in their home.

Total Expenditures: \$10,378,653 Total Staffing (FTE): 45.00

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 CalFresh assistance helps stretch the household's budget and combat the increasingly expensive cost of living in our county. CalFresh program eligibility is based upon the application of Federal and State regulations.

Total Expenditures: \$9,065,970 Total Staffing: 66.00

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: \$16,441,578 Total Staffing: 127.00

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: \$14,020,505 Total Staffing: 113.00

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: 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: \$15,569,042 Total Staffing: 120.00

Other Programs

This includes other programs provided by the department primarily for Children's Services, but also for foster care eligibility and services, food stamps, employment and training, and family preservation services.

Total Expenditures: \$8,047,289 Total Staffing: 38.00

Workforce Investment and Opportunity Act (WIOA)

The Workforce Investment Act (WIOA) 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 WIOA. In this capacity, the department receives the WIOA 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: \$2,447,414 Total Staffing: 4.25

*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 new, mandated programs and a continuing caseload that has risen by 79% (representing an increase of 18,877 cases) in the last five years and continues to increase. One of main drivers for the caseload increase over the last five years is a 153% increase in Medi-Cal caseloads (from 10,962 to 27,765 cases).

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

FY 2015-16 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 in 62% of the measures, including these key indicators:
 - Timely Response in Immediate Response situations is 11.3% higher
 - Timely Response in "10-Day" (less immediate) situations is 23.7% higher
 - Placement with relatives upon entry into foster care is 21.2% higher
 - Placement in group homes upon entry is 91.3% lower
 - Rate of monthly visits to children placed outside their home is 3.4% higher
- Working with contractors, placed nearly all 50 of the most vulnerable homeless individuals into permanent housing identified for the 50 Now program, far exceeding the goal established for the program in Year 2.
- Placed over 125 homeless, low-income families into permanent housing through the CalWORKs Housing Support Program (HSP).
- Met all requirements under the Workforce Investment and Opportunity Act (WIOA), and exceeded the requirements in six of nine measures.
- Implemented the Structured Decision Making tool in Adult Protective Services and assumed responsibility for after-hours calls, and service delivery has improved as a result.

FY 2016-17 Objectives

- Coordinate effectively with the County's Health Agency in implementing the Continuum of Care Reform legislation, bringing high-risk foster children back to the County from their current placements in Group Homes, by expanding the scope of intensive therapeutic services at the community level. By December 31, 2016, at least 10 children will be moved from Group Homes to community-based homes. By June 30, 2017, at least 20 children will have been moved.
- Surpass State averages in at least 75% of performance measures related to Child Welfare Services (CWS).
- Achieve and maintain compliance with processing requirements in the Medi-Cal and In-Home Supportive Services (IHSS) programs, in which the County has fallen short in the last two years.
- Meet all goals in the 50Now and Housing Support Programs.
- Advocate for passage of AB 2254 which would make the Atascadero armory available for temporary shelter for homeless persons from October 15 through April 15 every year.
- Meet or exceed all Federal requirements under the Workforce Investment and Opportunity Act (WIOA).

- 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

Financial Summary

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 increase almost \$1.7 million or 26% compared to FY 2015-16 adopted levels. The level of General Fund support for this fund center is recommended to increase \$1.6 million or 37% compared to FY 2015-16 adopted levels. Revenues are recommended to increase \$3.2 million or 4% and total expenses are recommended to increase \$4.8 million or 6% compared to FY 2015-16 adopted levels.

Legislative changes in recent years have significantly impacted the department's budget and operations. The department continued to see changes in FY 2015-16 with the implementation of changes to Child Welfare Services (CWS) due to AB 403, Continuum of Care Reform, and to the In-Home Support Service Program (IHSS). Continuum of Care Reform is focused on moving children placed in group homes into home settings, with implementation beginning in FY 2016-17. Effective February 2, 2016, IHSS caregivers must be compensated overtime and for travel and waiting time for medical appointments. In addition to legislative changes, the department's Participant Services Division, which manages public assistance caseloads in the CalWORKs, CalFresh, and Medi-Cal programs as well as other programs such as the Housing Support Program, saw a 12% growth in caseload in FY 2015-16 compared to FY 2014-15 (from 35,685 to 40,209 cases). The department was also awarded \$187,472 for a new optional Commercially Sexually Exploited Children (CSEC) program and additional funding (\$1.6 million compared to \$1 million in FY 2015-16) to implement the CalWORKs Housing Support Program (HSP), which provides housing to homeless CalWORKs participants.

In recognition of the legislative changes made to social services programs, caseload growth, and new grant funds received, the Board approved the following positions mid-year:

- On December 15, 2015, the Board approved the addition of 6.00 FTE to implement IHSS program changes, 7.00 FTE to manage additional caseload in the Participant Services Division, and replaced a 0.75 FTE Social Worker with a 1.00 FTE Social Worker.
- On February 23, 2016, the Board approved the addition of 2.00 FTE for implementation of Continuum of Care Reform and 2.00 FTE for the new CSEC program.

The significant increase in revenue is due largely to increased State allocations to support the previously mentioned expanded responsibility the department has in the CWS and IHSS programs, as well as an increased caseload in the Medi-Cal program and expanded implementation of the CalWORKs HSP grant program. State Welfare Administration revenue, which includes Medi-Cal for continuing Affordable Care Act administration and other revenue for social services programs, is increasing \$3.4 million or 13% and Workforce Investment and Opportunity Act (WIOA) revenue is increasing \$414,187 or 20%. However, 1991 Realignment revenue from vehicle license fees (VLF) to the department is budgeted to decrease \$1.4 million or 82% under FY 2015-16 adopted levels, and realignment revenue from sales tax is budgeted to increase \$570,243 or 22% (a \$850,565 or 20% difference overall) due in part to the unraveling of AB 85. This unraveling undid the State's swap of VLF revenue for sales tax revenue between the Social Services and Health subaccounts. Per direction from the State, the swap was neutral and there was no net impact to 1991 realignment overall to counties. The department determined that the \$850,565 overall decrease in FY 2016-17 VLF and sales tax revenue from 1991 realignment is a result of FY 2015-16 coming in lower than what was budgeted for the fiscal year. Consistent with prior years, the department will transfer a portion of 1991 Realignment revenue to other departments including Probation and Public Health, to pay for services that those departments provide to Social Service clients. The department also allocates a portion of its 1991 Realignment revenue to FC 181- Foster Care and Adoptions to cover the County share of cost for Foster Care and Adoptions. The amount allocated to FC 181 is increasing by 9% compared to FY 2015-16 adopted levels.

Salaries and benefits are recommended to increase almost \$2.3 million or 5% compared to FY 2015-16 adopted levels and includes funding for 516.00 FTE currently allocated positions with a 1.25% vacancy rate. The increase over FY 2015-16 adopted levels is largely driven by the mid-year additions of 17.25 FTE in support of legislative changes and added responsibilities to the programs that the department administers and additional overtime based on prior actual expenses.

Services and supplies are recommended to increase by \$820,589 or 4% compared to FY 2015-16 adopted levels. Notable increases include: 1) an increase in IHSS costs by \$280,785 or 6% and associated Public Authority costs by \$422,522 or 754% discussed in more detail below, 2) a decrease in equipment by -\$239,450 or 33%, and 3) an increase in countywide overhead costs by \$396,826 or 13%. Other accounts vary by smaller amounts.

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. On October 27, 2015, the Board approved a resolution authorizing a FY 2015-16 and FY 2016-17 Memorandum of Understanding (MOU) between the IHSS Public Authority Governing Board and the United Domestic Services Workers of America. The result was an increase to IHSS caregiver wages in FY 2015-16 by \$0.40 per hour, from \$11.05 to \$11.45 per hour, and another \$0.40 per hour increase in FY 2016-17, to \$11.85 per hour. Additionally, while Health benefits under the Public Authority were discontinued effective January 2014 due to the implementation of the Affordable Care Act (ACA), the MOU authorized a \$0.20 per hour contribution to the Union Health Trust Fund to fund a dental and vision plan for all eligible IHSS providers. In FY 2016-17, the County's share of IHSS costs related to the MOE are increasing by \$280,785, compared to the FY 2015-16 adopted levels.

Other charges, which consist mostly of contracted services for clients, are recommended to increase by \$1.6 million or 17% compared to FY 2015-16 adopted levels driven primarily by: an increase of \$592,000 or 129% for Emergency shelter beds for temporary placement of minors removed from their homes whose needs cannot be met in traditional foster homes, \$522,668 or 60% increase for CalWORKs Housing Support Program services based on additional grant funds received from the State, \$274,202 or 72% increase for expanded subsidized employment for CalWORKs participants due to additional funds received in FY 2015-16, and \$210,000 or 14% increase for CalWORKs funded childcare. Other contracts vary by smaller amounts.

Fixed assets are recommended to increase \$167,800 or 187% compared to FY 2015-16 adopted levels and includes funding for replacement and new copiers, replacement file servers, scanners, and other small purchases.

Service Level Impacts

The department's budget provides funds to continue operating its programs in FY 2016-17, with no new services requested.

Position Allocation List (PAL) Changes

The FY 2016-17 recommended PAL for the department includes a net increase of 17.25 FTE positions compared to the FY 2015-16 adopted PAL, due to positions added mid-year in FY 2015-16. This brought the department's number of authorized positions to 516.00 FTE.

FY 2015-16 Mid-Year PAL Changes

On November 24, 2015, the Board approved the following change to the department's PAL:

- -1.00 FTE Software Engineer I/II/III
- +1.00 FTE Senior Software Engineer

On December 15, 2015, the Board approved the following changes to the department's PAL:

- +2.00 FTE Social Worker I/II/III
- -0.75 FTE Social Worker I/II/III
- +1.00 FTE Administrative Assistant I/II/III
- +3.00 FTE Personal Care Aide
- +1.00 FTE Social Services Program Review Specialist

- +6.00 FTE Employment Resource Specialist I/II/III
- +1.00 FTE Employment Resource Specialist IV

On February 23, 2016, the Board approved the following changes to the department's PAL:

- +3.00 FTE Social Worker I/II/III
- +1.00 FTE Social Services Program Review Specialist

BOARD ADOPTED CHANGES

None.

BUDGET AUGMENTATION REQUESTS ADOPTED

None requested.

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. <i>(This measure is being deleted in FY 2016-17)</i>						
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
13.3%	17.3%	18.9%	15.2%	10%	25.8%	deleted
What: This performance measure tracks the percentage of children who must return to foster care after being returned to their families, if the reentry occurs within 12 months of the return.						
Why: Both safety and stability are important to the well-being of children. One of the goals of Child Welfare is to create permanency in the lives of children and the families to which they belong; if children are removed from their parents, later reunified and then removed a subsequent time, they may suffer emotional harm. The goal of Child Welfare is to create stability, and a higher rate suggests instability.						
How are we doing? The County is above the State average of 11.5% by 14.3 percentage points based on data through third quarter of FY 2015-16. Actual FY 2015-16 results of 25.8% reflect the yearly average from July 2015 through March 2016. Our goal in the current year was ambitious, and an increasingly challenging caseload in our Child Welfare Services program put this goal out of our reach.						
We are deleting this measure in FY 2016-17 because it is being replaced with a measure that expresses the information as the percentage of children who do <i>not</i> reenter care, based on a different methodology.						
2. Performance Measure: Percentage of children who do <u>not</u> reenter foster care within 12 months of being reunified with their families. <i>(This measure is being added in FY 2016-17)</i>						
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
78%	83%	91%	77%	New Measure	76%	92%
What: This performance measure tracks the percentage of children who do not reenter foster care within 12 months after being returned to their families. Beginning a few years ago, the State adopted a different methodology to calculate this so it does not directly coincide with performance measure #1, which is being deleted. Of about 90 children included in this measure every quarter, approximately 76 remain with their families, rather than reentering foster care due to subsequent abuse or neglect.						
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. According to a study cited in the Journal of Child and Adolescent Psychiatric Nursing, "Most children in foster care, if not all, experience feelings of confusion, fear, apprehension of the unknown, loss, sadness, anxiety, and stress. Such feelings and experiences must be addressed and treated early to prevent or decrease poor developmental and mental health outcomes that ultimately affect a child's educational experience and the quality of adulthood." (Bruskas, D. (2008), Children in Foster Care: A Vulnerable Population at Risk. The goal of Child Welfare is to create stability, and a higher rate of success in keeping children reunified with their families suggests stability.						

How are we doing? The County's FY 2015-16 actual results of 76% did not meet the Federal target of 92%. In FY 2014-15, 77% (61 of 79) did not reenter foster care within 12 months of being reunified with family. Through third quarter of FY 2015-16, 76% (44 of 58) have not reentered foster care within 12 months of reunification. As stated above, an increasingly challenging caseload in our Child Welfare Services program has made it difficult to achieve this goal.

3. Performance Measure: Percentage of child abuse/neglect referrals where a response is required within 10 days that were responded to timely.

(This measure is being deleted in FY 2016-17)

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
98%	98%	96%	97%	98%	97%	deleted

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. The County responds to approximately 1,400 "10-day" responses in a year.

Why: Delays in responding to an allegation could result in ongoing abuse or neglect. An earlier intervention may reduce the risk of injury or the need to remove a child from the parents' care.

How are we doing? The County's FY 2015-16 results of 97% is above the State average of 91% by six percentage points. Actual results reflect the yearly average based on data through third quarter of FY 2015-16. Actual FY 2014-15 results of 97% (1,376 of 1,411) reflect the yearly average from July 2014 through June 2015. The results in this measure are currently under target, however, they remain steady over the last two years after an increase from FY 2013-14 due to additional training as well as monitoring the response rates of each social worker on a monthly basis.

We are deleting this measure in FY 2016-17 because it is being replaced with a similar measure that reflects how the State and Federal agencies now evaluate performance in this area.

4. Performance Measure: Percentage of child abuse/neglect referrals where a response is required within 10 days and where contact was made within the required period.

(This measure is being added in FY 2016-17)

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
71.7%	74%	71.3%	71.6%	New Measure	97%	80%

What: Child Welfare referrals may warrant either an "Immediate" response or a "10-day" response, depending on the severity of the allegation. Beginning this year, the State began measuring performance as a percentage of referrals in which contact actually was made with the family and the alleged victim in person rather than merely measuring attempts at contact (this is State measure "2D," accessible at this site: http://cssr.berkeley.edu/ucb_childwelfare/Ccfsr.aspx). The County responds to approximately 1,400 "10-day" responses in a year.

Why: Delays in responding to an allegation could result in ongoing abuse or neglect. An earlier intervention may reduce the risk of injury or the need to remove a child from the parents' care.

How are we doing? The County's FY 2015-16 result of 97% is above the State average of 92% by five percentage points. Actual FY 2015-16 results reflect the yearly average based on data through third quarter of FY 2015-16, where 1,081 of 1,118 referrals were responded to within the time period. Actual FY 2014-15 results of 71.6% (1,010 of 1,411) reflect the yearly average from July 2014 through June 2015.

5. Performance Measure: Percentage of children in out-of-home care who are placed with all of their siblings.

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
68%	61%	57%	51%	68%	52%	68%

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's FY 2015-16 actual results (52%) are above the State average (50%) by two percentage points. Actual FY 2015-16 results reflect a yearly average based on data through the third quarter of FY 2015-16. Actual results are sixteen percentage points below target, however, results have risen two percentage points from data reported in first quarter of FY 2015-16. 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.

Department Goal: To provide services in a manner that is both effective and efficient.

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

6. Performance Measure: Percentage of General Assistance funds recouped through Supplemental Security Income (SSI) or other repayments.
(This measure is being deleted in FY 2016-17)

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
24%	33%	43%	16%	45%	20%	deleted

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? The FY 2015-16 actual results of 20% are below the adopted target of 45% by twenty-five percentage points, however, this reflects an increase of 4% over actuals for FY 2014-15 (16%). Actual FY 2015-16 results reflect a yearly average based on data through May 2016. 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.

We are deleting this measure in FY 2016-17 because we are replacing it with a measure that better evaluates our performance in securing benefits for disabled individuals under the department's SSI Advocacy program. This current measure is an indicator that the department has little control over.

7. Performance Measure: Percentage of Social Security Income (SSI) approvals that occurred within one year after disabled individuals began receiving assistance in applying for these benefits.
(This measure is being added in FY 2016-17)

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
New Measure	New Measure	New Measure	59%	New Measure	55%	63%

What: This performance measure tracks the percentage of Supplemental Security Income (SSI) approvals that occurred within one year after disabled individuals have been approved for General Assistance and began receiving assistance from the County's "Benefits ARCH" program. The Benefits ARCH program provides disabled applicants with one-on-one assistance from Employment Resource Specialists in applying for federal SSI benefits, a process that can be particularly difficult to navigate—especially for those with physical or mental disabilities. The Employment Resource Specialists assist in gathering all necessary information and forms, and packages the forms in a manner that facilitates expedited consideration by employees of the Social Security Administration.

Why: One of our department's goals is to help individuals achieve self-sufficiency. Navigating the SSI application process is difficult and especially difficult for those with health issues. The Benefits Arch program is designed so that staff can help disabled General Assistance participants through the SSI application process, with the goal of helping more participants make it through the approval process for SSI and also to minimize the time from application to approval. The end result is a steady monthly income for disabled participants, eliminating their need for General Assistance, thus saving County General Fund support.

How are we doing? The County's FY 2015-16 actual results of 55% (39 of 71) reflect a yearly average based on data through fourth quarter of FY 2015-16. At this time, we have no historical data prior to FY 2014-15 to which we can compare our performance. In FY 2014-15, a total of 59% (31 of 53) of SSI approvals occurred within one year after the individuals assisted began receiving assistance in applying for benefits. Our goal is that each year a greater percent of the SSI approvals will occur within one year of the date the individual began receiving our assistance.

**8. Performance Measure: Average Medi-Cal cases per case manager (reflects average of the intake and continuing caseloads).
(This measure is being deleted in FY 2016-17)**

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
223.25 cases	210 cases	216 cases	328 cases	225 cases	361 cases	deleted

What: Caseload size can be 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 136 cases or 60% through the third quarter of FY 2015-16. 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.

We are deleting this measure in FY 2016-17 because this measure varies based on factors outside of the department's control, including fluctuations in case activity, staff vacancies and turnover. There is also no comparable state or county data available.

**9. Performance Measure: The number of cases per Social Worker in Child Welfare Services (CWS).
(This measure is being deleted in FY 2016-17)**

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
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-27.25 FM-8.5 FR-8 PP-27	ER-15 FM-11 FR-12 PP-25	ER-15 FM- 9 FR- 9 PP- 32	deleted

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 a reduction in efficiency.

How are we doing? The County's FY 2015-16 actual results reflect a yearly average based on data through the end of FY 2015-16 (ER has data only through third quarter). Actual results for PP (32) are above the adopted target (25) by seven cases or 28%. Actual results (through third quarter) for ER (15) were on target. Actual results for FM (9) were below target (11) by two cases or 18%. Actual results for FR (9) were below target (12) by three cases or 25%. State or comparable county data is not available. Caseload and staffing varies from quarter to quarter based on staff vacancies and case activity.

We are deleting this measure in FY 2016-17 because this measure varies based on factors outside of the department's control, including fluctuations in case activity, staff vacancies and turnover. There is also no comparable state or county data available.

**10. Performance Measure: Timely face to face contacts with children in Foster Care.
(This measure is being added in FY 2016-17)**

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
95%	92%	94%	97%	New Measure	98%	95%

What: This performance measure tracks the percentage of Social Worker face to face visits with children in foster care that were done within the required time-frame, which is most often monthly. In a typical month, approximately 300 children require a face to face visit with a Social Worker—no matter where they are living, including outside of California.

Why: Consistent and frequent contact with children in foster care is essential for identifying any safety and/or placement stability issues, and allows for the quick and efficient resolution of those issues.

How are we doing? The County's FY 2015-16 actual results of 98% (2,406 of 2,464 timely contacts) are above the State average of 93% by five percentage points. Actual FY 2015-16 results reflect a yearly average based on data through third quarter of FY 2015-16. Our target remains higher than the State average, as we have consistently performed well on this measure, exceeding the State's average for more than a year.

**11. Performance Measure: Timeliness of Medi-Cal approvals.
(This measure is being added in FY 2016-17)**

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
New Measure	67%	41%	52%	New Measure	65%	90%

What: This performance measure tracks the percentage of Medi-Cal approvals processed within 45 days.

Why: It is important to our department and to our participants to provide timely assistance to those in need of health care coverage. Delays in processing applications can result in delays in accessing important medical care, to the detriment of the applicants' health and well-being. The State's requirement is that all applications must be acted upon—whether approved, denied or withdrawn voluntarily by the applicant—within 45 days to be considered “in compliance” with that requirement. However, counties must act on 90% of applications within that 45-day period.

How are we doing? The County's FY 2015-16 actual results of 65% reflect a yearly average based on data through the end of FY 2015-16. Due to the Affordable Care Act being implemented in January of 2014 and the backlog of Medi-Cal applications that this created, there was a dip in our rate for FY 2013-14. The number of applications processed increased from 9,696 in FY 2012-13 to 18,516 in FY 2013-14, before dropping to 15,564 in FY 2014-15. We can see that the rate improved in FY 2014-15 and continued to improve in FY 2015-16. While this is a new measure, we do have historical data available since FY 2012-13. The past year's actual results reported for FY 12-13 through 14-15 on this new measure were revised due to a reporting error that has since been fixed.

After the initial submission of this measure during the FY 2016-17 budget process, our department discovered an error in the prior year results calculation. The error has been corrected and accurate, revised numbers are now reflected.

Department Goal: To enhance opportunities for individuals to achieve self-sufficiency.

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

**12. Performance Measure: Percentage of Welfare to Work participants meeting the Federal Work Participation requirements.
(This measure is being deleted in FY 2016-17)**

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
29.1%	29.1%	29.1%	Data not available	35%	Data not available	deleted

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.

We are deleting this measure in FY 2016-17 because the data obtained from the State is consistently stale and unreliable, due in part to repeated changes in how the State calculates the data.

**13. Performance Measure: Percent of CalWORKs adult participants with earnings.
(This measure is being deleted in FY 2016-17)**

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
29.5%	29.9%	33.6%	33.1%	32.5%	36.7%	deleted

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's FY 2015-16 actual results of 36.7% are above target and the State average by approximately four percentage points each. 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 through first quarter of FY 2015-16.

We are deleting this measure in FY 2016-17 because we are replacing it with a newer, more meaningful measure related to participants leaving CalWORKs public assistance due to increased earned income.

**14. Performance Measure: Percentage of CalWORKs participant families who are able to leave the CalWORKs public assistance program due to increased earned income.
(This measure is being added in FY 2016-17)**

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
New Measure	New Measure	10%	13%	New Measure	14%	18%

What: This performance measure tracks the percentage of CalWORKs families who have left the program due to the household having increased earned income.

Why: One of our department's goals is to help individuals achieve self-sufficiency. Through the Welfare-to-Work program, staff provides training and assistance to help families find and keep jobs that allow them to become self-sufficient and therefore no longer in need of cash assistance. While families may leave the program for other reasons, including having their children reach adulthood or moving away from the County, the primary goal for families is to achieve economic stability that enables them to discontinue their reliance on cash assistance.

How are we doing? The County's FY 2015-16 actual results of 14% reflect a yearly average based on data through the end of FY 2015-16. Although actual results for FY 2015-16 are below the FY 2016-17 target of 18% by four percentage points, the data reflects a trend of consistent increase over the last three fiscal years. Actual results from the past three fiscal years indicate that economic self-sufficiency has been the reason for discontinuing cash aid in a relatively small percentage of cases (between 10% (128 of 1,272) in FY 2013-14 to 13% (253 of 1,952) in FY 2014-15 to 14% (279 of 2,016) in FY 2015-16). Our goal is that each year a greater percentage of households will be able to be discontinued from CalWORKs due to increased earned income. There is no comparable county or state data for this measure.

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

**15. Performance Measure: Average IHSS cases per Social Worker.
(This measure is being deleted in FY 2016-17)**

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
134 cases	149 cases	136 cases	140 cases	150 cases	112 cases	deleted

What: This measures the average number of continuing In-Home Supportive Services (IHSS) cases per Social Worker.

Why: This important measure 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 a reduction in efficiency.

How are we doing? The County is below the FY 2015-16 adopted target by 38.5 cases or 26% through third quarter of FY 2015-16. 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 2015-16, which was 150 cases.

We are deleting this measure in FY 2016-17 because this measure varies based on factors outside of the department's control, including fluctuations in case activity, staff vacancies and turnover. Additionally, there is no comparable state or county available.

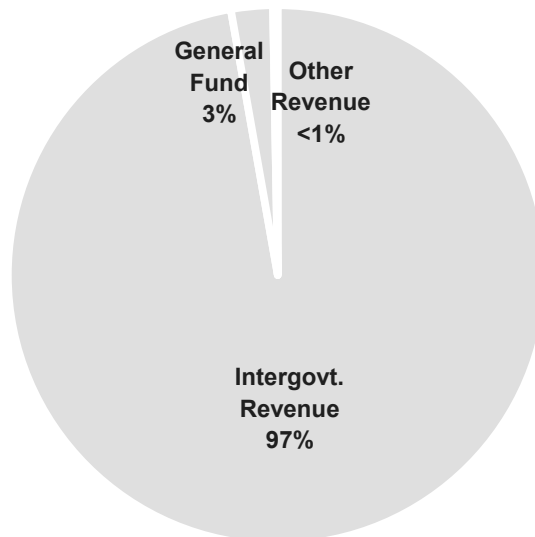
16. Performance Measure: Percentage of all disabled adults and seniors who were victims of substantiated abuse or neglect and did not have another substantiated report within a 12-month period.						
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
91%	87%	84%	82%	95%	97%	95%
<p>What: This measure demonstrates the extent to which initial interventions by Social Services were effective.</p> <p>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.</p> <p>How are we doing? The County's FY 2015-16 actual results of 97% (where 195 of 202 did not have another substantiated report within a 12-month period) are above target by two percentage points. Actual results reflect a yearly average based on data through the end of FY 2015-16. State or comparable county data is not available.</p>						
17. Performance Measure: Percent of timely Adult Protective Services (APS) face to face responses. (This measure is being added in FY 2016-17)						
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
New Measure	New Measure	New Measure	77%	New Measure	81%	85%
<p>What: This performance measure tracks the percentage of APS face to face responses that are completed within the mandated timeframe. Reports may be classified as "immediate," requiring a response within 24 hours, or as not immediate, requiring an in-person response within 10 days.</p> <p>Why: Responding timely to reports of adult abuse or neglect is necessary to provide for the safety of disabled adults and seniors. In FY 2015-16, the County implemented a Structured Decision Making instrument—similar to one utilized for many years in the Child Welfare Services program—to assess risk and direct response. A delay in response—especially when the threat is severe—could result in permanent injury, loss of finances or even death to the alleged victim.</p> <p>How are we doing? The County's FY 2015-16 actual results of 81% reflect a yearly average based on data through the end of FY 2015-16. The data reflects an increase and improvement from FY 2014-15. In FY 2014-15, 77% (314 of 408) were responded to within the mandated timeframe compared to FY 2015-16, where 81% (474 of 587) were responded to within the mandated time frame. Our goal is that each year a greater percentage of our responses will be done within the mandated time frame. There is no comparable county or state data. The number of reports investigated by the department has been rising: In FY 2012-13, the department investigated 888 reports that alleged abuse, neglect or exploitation of an elderly or dependent adult. That number climbed to 972 reports in FY 2013-14, and 1,380 reports in FY 2014-15.</p>						

PURPOSE STATEMENT

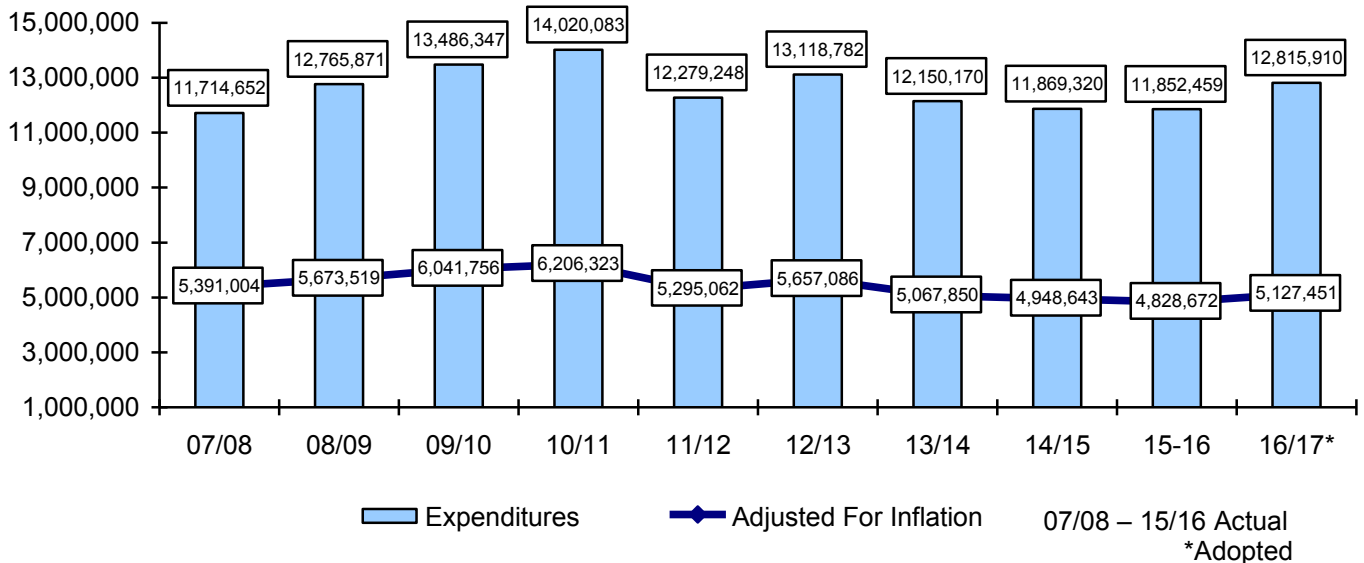
CalWORKs provides temporary cash assistance and welfare-to-work employment training programs. In partnership with the community, CalWORKs enhances self-sufficiency while ensuring that safety and basic human needs are met for the people of San Luis Obispo County. Funding for CalWORKs comes primarily from State and Federal revenue, and staffing for the program is reflected in Fund Center 180 – Social Services.

	2014-15	2015-16	2016-17	2016-17	2016-17
<u>Financial Summary</u>	<u>Actual</u>	<u>Actual</u>	<u>Requested</u>	<u>Recommended</u>	<u>Adopted</u>
Intergovernmental Revenue	\$ 11,537,104	\$ 11,495,703	\$ 12,468,141	\$ 12,468,141	\$ 12,468,141
Other Revenues	32,751	33,427	30,000	30,000	30,000
**Total Revenue	\$ 11,569,855	\$ 11,529,130	\$ 12,498,141	\$ 12,498,141	\$ 12,498,141
Other Charges	11,869,320	11,852,459	12,815,910	12,815,910	12,815,910
**Gross Expenditures	\$ 11,869,320	\$ 11,852,459	\$ 12,815,910	\$ 12,815,910	\$ 12,815,910
General Fund Support (G.F.S.)	\$ 299,465	\$ 323,329	\$ 317,769	\$ 317,769	\$ 317,769

Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

CalWORKs functions under the Department of Social Services. CalWORKs has a total expenditure level of \$12,815,910 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: \$12,815,910 Total Staffing (FTE): _

*Staffing is reflected in Fund Center 180 – Department of Social Services

DEPARTMENT COMMENTS

The Department of Social Services’ 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 department also utilizes strategies including subsidized employment and the Housing Support Program in its efforts to assist participants in securing financial stability, and monitors the number of participants who leave the program because they have sufficient earnings to render them no longer eligible.

The CalWORKs monthly average continuing caseload peaked in FY 2010-11. The FY 2015-16 caseload has fallen 1% from FY 2014-15 (from 1,828 to 1,807 cases).

This fund center is an assistance expenditure budget only; please refer to narrative for Fund Center 180 - Social Services Administration for discussion of departmental key results and objectives.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Financial Summary

The level of General Fund support for this budget is recommended to decrease by \$7,039 or 2% compared to FY 2015-16 adopted levels. Revenues are recommended to increase by \$7,246 or less than 1%. Expenditures are recommended to be essentially flat with FY 2015-16 adopted levels. 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 State's recent CalWORKs restructuring, which placed greater restrictions on eligibility for low income families. Monthly average caseloads are down 17% in the current year from a high in FY 2010-11 (from 2,183 to 1,807 cases), and are down 1% in the current year compared to FY 2014-15 (from 1,828 to 1,807 cases).

Despite the declining caseload, the CalWORKs program was expanded in recent years to provide additional services and more family engagement for those families who still remain CalWORKs eligible. Additionally, the department is budgeting a 5% increase for CalWORKs participants in FY 2016-17 to cover any potential cost increases or increase in caseload.

Service Level Impacts

This fund center's budget provides funds to continue operating its programs in FY 2016-17, with no changes to services requested.

Position Allocation List (PAL) Changes

This fund center does not have a PAL.

BOARD ADOPTED CHANGES

None.

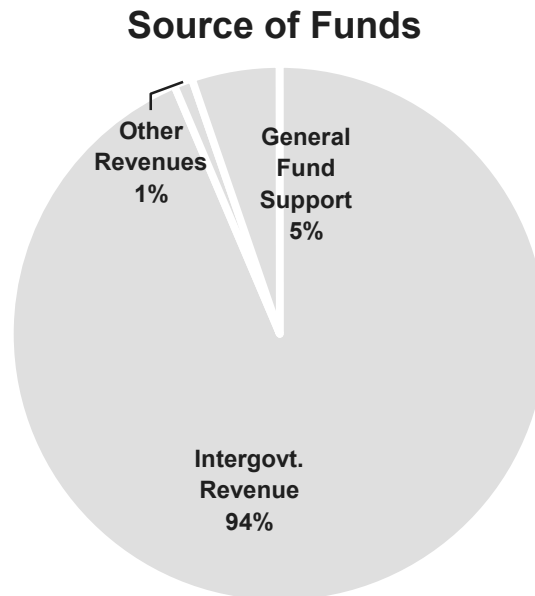
BUDGET AUGMENTATION REQUESTS ADOPTED

None requested.

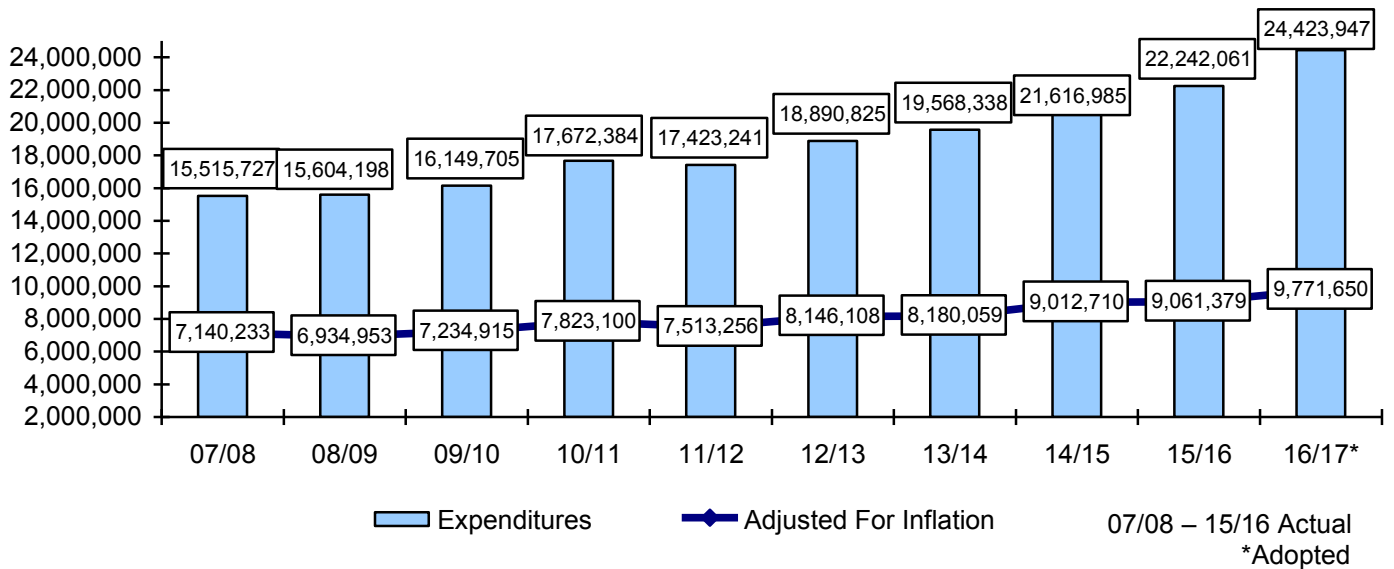
PURPOSE STATEMENT

The Foster Care program provides funding for children who enter foster care, ongoing support to families who have foster or adopted children, and stable housing with supportive services to Emancipated Foster Youth. Funding for these programs comes primarily from State and Federal revenue, and staffing for the Foster Care program is reflected in Fund Center 180 – Social Services.

	2014-15	2015-16	2016-17	2016-17	2016-17
<u>Financial Summary</u>	<u>Actual</u>	<u>Actual</u>	<u>Requested</u>	<u>Recommended</u>	<u>Adopted</u>
Intergovernmental Revenue	\$ 20,936,016	\$ 21,281,527	\$ 23,108,170	\$ 22,762,750	\$ 22,762,750
Other Revenues	186,064	191,781	305,356	305,356	305,356
**Total Revenue	\$ 21,122,080	\$ 21,473,308	\$ 23,413,526	\$ 23,068,106	\$ 23,068,106
Services and Supplies	67,873	67,873	67,873	67,873	67,873
Other Charges	21,549,112	22,174,188	25,134,047	24,356,074	24,356,074
**Gross Expenditures	\$ 21,616,985	\$ 22,242,061	\$ 25,201,920	\$ 24,423,947	\$ 24,423,947
Less Intrafund Transfers	0	0	670,689	238,136	238,136
**Net Expenditures	\$ 21,616,985	\$ 22,242,061	\$ 24,531,231	\$ 24,185,811	\$ 24,185,811
General Fund Support (G.F.S.)	<u>\$ 494,905</u>	<u>\$ 768,753</u>	<u>\$ 1,117,705</u>	<u>\$ 1,117,705</u>	<u>\$ 1,117,705</u>



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 \$24,423,947 to provide the following services:

Foster Care

To provide foster care for children who enter the foster care system through the Department of Social Services or the Probation Department. The Department of Social Services 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: \$14,844,307 Total Staffing (FTE): *

Adoptions

The Adoptions Assistance Program provides ongoing support to families who have adopted children.

Total Expenditures: \$9,039,997 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: \$539,643 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, albeit at a slower pace. Average caseload in FY 2015-16 (306 cases) is currently 1.9% below the FY 2014-15 average caseload (312 cases), and 10.3% below FY 2013-14 levels (341 cases). 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.

The Adoptions Assistance Program, however, continues its rapid growth and this entitlement program now represents nearly 37% of the fund center's total expenditures.

This is expected to be a year of flux as the County—along with the rest of California—implements the statutory changes required by Assembly Bill (AB) 403, the “Continuum of Care Reform.” Under the provisions of this statute, both the Department of Social Services and the Probation Department will work with County Behavioral Health to find alternative means of providing mental health treatment to children who previously were provided care in group homes. Beginning no later than January 2017, the children currently placed in group homes are expected to be brought home to San Luis Obispo County and our infrastructure of foster homes and mental health care must be ready to accommodate them.

This fund center is an assistance expenditure budget only; please refer to narrative for Fund Center 180 - Social Services Administration for discussion of departmental key results and objectives.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Financial Summary

The level of General Fund support for this budget is recommended to increase by \$3,553 or less than 1% compared to FY 2015-16 adopted levels. This budget only includes expenses for program participant benefits. Revenues and expenses overall are recommended to increase \$1.7 million or 7%. The costs for administering the Foster Care and Adoptions programs are included in Fund Center 180 - Social Services Administration.

The General Fund support recommended for FY 2016-17 is based on the number and types of cases being administered through this fund center. In FY 2016-17, the recommended level of General Fund support represents 4.6% of total expenditures, compared to 4.9% in FY 2015-16.

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 1.9% in FY 2015-16, compared to FY 2014-15. Despite this, expenses are increasing and several factors contribute to the recommended increase in expenditures for the various aid types, including:

- The implementation of the Resource Family Approval (RFA) program in line with direction from the State, and out-of-state placements for high needs foster children. San Luis Obispo County was the first in the State to implement the new RFA 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. Out-of-state placements for high needs foster children also continue to have a budgetary impact. The costs for foster/adoptive parent certification and out-of-state placements together are increasing by \$192,879 or 25% in FY 2016-17 compared to the FY 2015-16 adopted budget, in line with FY 2015-16 estimates.

- A 3% increase in Adoption assistance caseloads, based on a 3% increase in combined Federal and non-Federal adoption cases in FY 2015-16 compared to FY 2014-15.
- A 3% State granted rate increase for foster care and adoption care providers.
- A \$1.2 million or 30% increase for Family Care Network's contract for wraparound services to account for a 2.5% rate increase determined by the State and for an increase in wraparound slots from 50 to 60. The increase in slots will allow Family Care Network to serve children/youth who are currently placed in out-of-county group homes, to begin implementation of AB 403, Continuum of Care Reform. Wraparound services provide alternatives to out-of-home placement in institutionalized settings by bringing targeted services to children/youth and their families based on an approved service plan.

The department is also budgeting a reduction in expense and revenue for Probation youth group home placements, as Continuum of Care Reform is implemented and Probation youth currently served in group homes move into the expanded Juvenile Hall. As a result, Probation is budgeting an increase in expense and revenue related to implementation of Continuum of Care Reform, in anticipation that many of the Probation youth previously placed in group homes will be placed in the Juvenile Hall instead.

Service Level Impacts

This fund center's budget provides funds to continue operating its programs in FY 2016-17, with no changes to services requested.

Position Allocation List (PAL) Changes

This fund center does not have a PAL.

BOARD ADOPTED CHANGES

None.

BUDGET AUGMENTATION REQUESTS ADOPTED

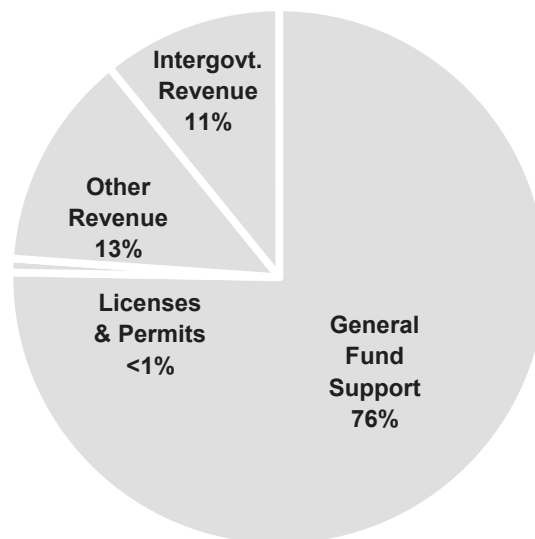
None requested.

PURPOSE STATEMENT

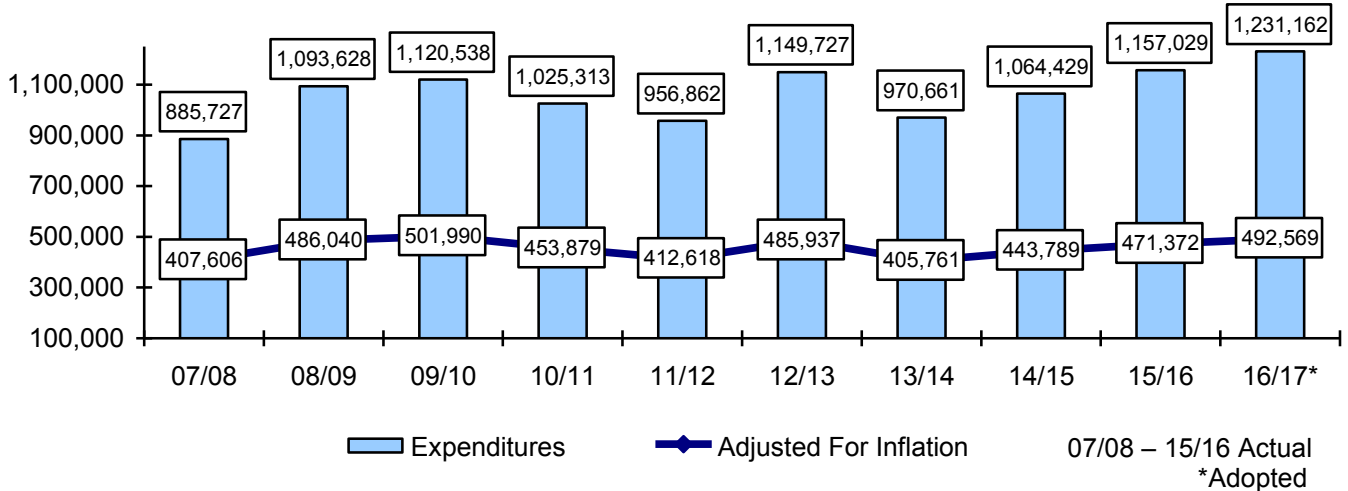
General Assistance provides funding for public assistance of last resort to indigent residents of San Luis Obispo County. In partnership with the community, General Assistance enhances self-sufficiency while ensuring that safety and basic human needs are met for the people of San Luis Obispo County. Funding for General Assistance comes primarily from the County General Fund and State funds, and staffing for the program is reflected in Fund Center 180 – Social Services.

	2014-15	2015-16	2016-17	2016-17	2016-17
<u>Financial Summary</u>	<u>Actual</u>	<u>Actual</u>	<u>Requested</u>	<u>Recommended</u>	<u>Adopted</u>
Licenses and Permits	\$ 5,212	\$ 7,124	\$ 5,500	\$ 5,500	\$ 5,500
Intergovernmental Revenue	99,025	90,443	115,928	115,928	115,928
Other Revenues	153,422	199,040	165,000	165,000	165,000
**Total Revenue	\$ 257,659	\$ 296,607	\$ 286,428	\$ 286,428	\$ 286,428
Other Charges	1,064,429	1,157,029	1,231,162	1,231,162	1,231,162
**Gross Expenditures	\$ 1,064,429	\$ 1,157,029	\$ 1,231,162	\$ 1,231,162	\$ 1,231,162
General Fund Support (G.F.S.)	\$ 806,770	\$ 860,422	\$ 944,734	\$ 944,734	\$ 944,734

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 \$1,231,162 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: \$1,231,162 Total Staffing (FTE): _

*Staffing is reflected in Fund Center 180 - Department of Social Services

DEPARTMENT COMMENTS

The Department of Social Services administers the General Assistance program, which 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 (CAPI) as well as the expenditures for indigent cremations.

After many years of gradual growth, culminating in a record high average caseload of 291 per month in FY 2012-13, the General Assistance caseload declined in each of the next two years before rebounding significantly in FY 2015-16. The current year's caseload (261) is averaging 20.8% above last year's (216). The average monthly grant is approximately \$300 per case.

This fund center is an assistance expenditure budget only; please refer to narrative for Fund Center 180 - Social Services Administration for a discussion of departmental key results and objectives.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Financial Summary

The level of General Fund support for this budget is recommended to increase by \$78,356 or 9% compared to FY 2015-16 adopted levels. Revenues are recommended to increase by \$9,144 or 3% and expenditures are recommended to increase by \$87,500 or 7% compared to FY 2015-16 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 CAPI and 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 increase by \$15,000 or 10% compared to FY 2015-16 adopted levels, in line with the revenue realized from SSI/SSP reimbursements in FY 2015-16.

The recommended increase in expenditures is due largely to the 20.8% increase in General Assistance caseloads and a 5% budgeted increase over current year estimates to account for any potential increases in FY 2016-17.

Service Level Impacts

This fund center's budget provides funds to continue operating its programs in FY 2016-17, with no changes to services requested.

Position Allocation List (PAL) Changes

This fund center does not have a PAL.

BOARD ADOPTED CHANGES

None.

BUDGET AUGMENTATION REQUESTS ADOPTED

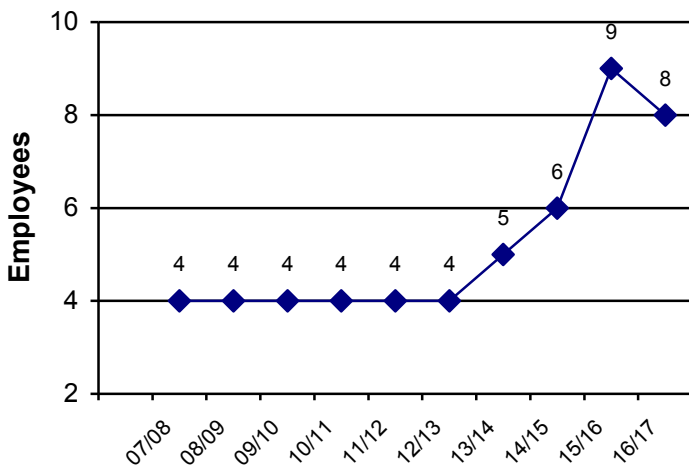
None requested.

MISSION STATEMENT

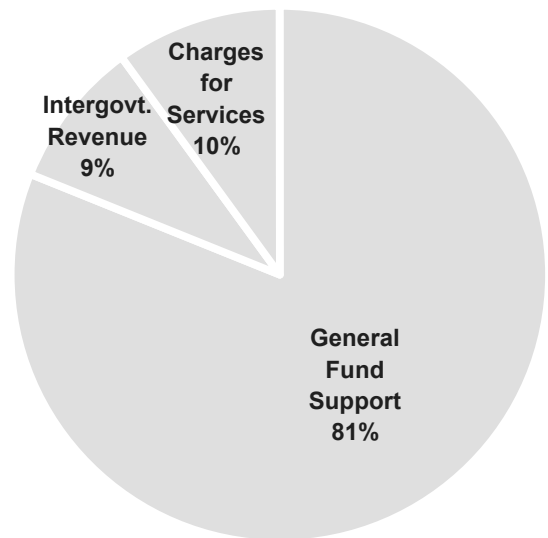
The Veterans Services Department works as an advocate for the men and women who serve or have served in the United States Armed Forces, their dependents, and survivors in obtaining benefits and services from the U. S. Department of Veterans Affairs, California Department of Veterans Affairs, San Luis Obispo County and other programs for veterans and their families. The Veterans Services Department works as a bridge connecting veterans, veteran service organizations and the community to promote the wellbeing of our local veterans and their families.

	2014-15	2015-16	2016-17	2016-17	2016-17
<u>Financial Summary</u>	<u>Actual</u>	<u>Actual</u>	<u>Requested</u>	<u>Recommended</u>	<u>Adopted</u>
Intergovernmental Revenue	\$ 174,462	\$ 119,211	\$ 65,000	\$ 65,000	\$ 65,000
Charges for Current Services	27,726	138,700	68,343	68,343	68,343
**Total Revenue	\$ 202,188	\$ 257,911	\$ 133,343	\$ 133,343	\$ 133,343
Salary and Benefits	506,846	546,708	649,729	649,729	649,729
Services and Supplies	426,070	113,456	47,911	48,900	48,900
**Gross Expenditures	\$ 932,916	\$ 660,164	\$ 697,640	\$ 698,629	\$ 698,629
General Fund Support (G.F.S.)	\$ 730,728	\$ 402,253	\$ 564,297	\$ 565,286	\$ 565,286

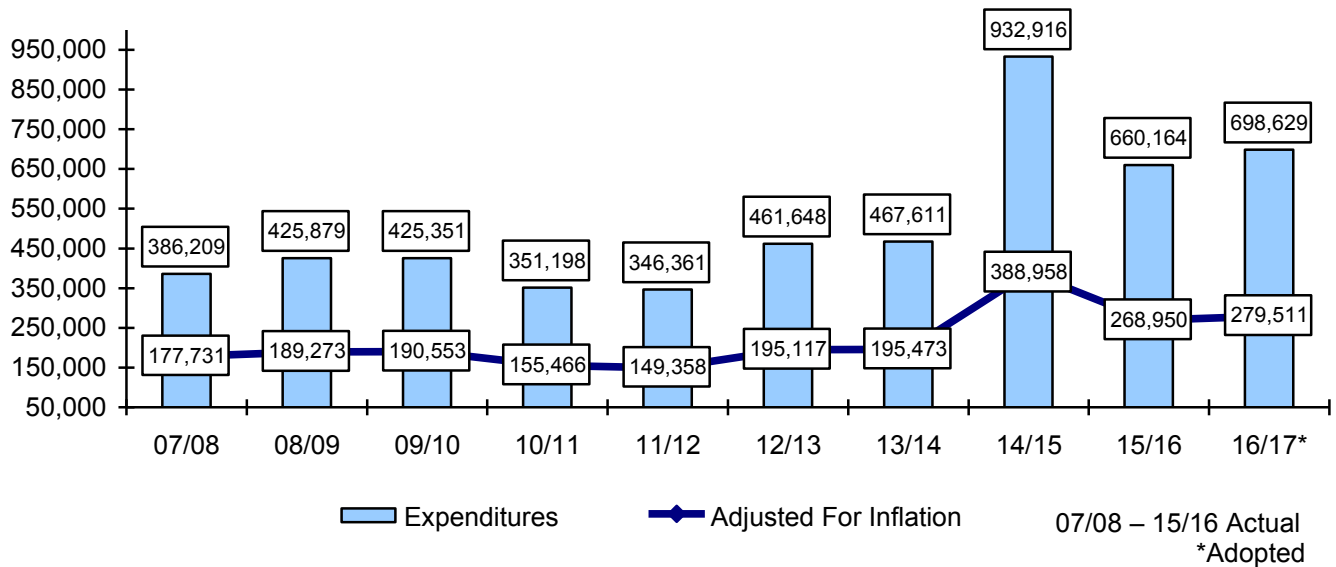
Number of Employees
 (Full Time Equivalent)



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Veterans Services has a total expenditure level of \$698,629 and a total staffing level of 8.00 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: \$402,053 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: \$8,721 Total Staffing (FTE): 0.10

Outreach and Referral

Outreach efforts include presentations to deploying troops (SRP's), veterans and civic organizations, conducting intake interviews at satellite offices in North & South County, conducting training for local veteran service organizations and the participation in events such as veteran stand downs, farmers markets, local air shows, parades etc. At these events information is given to veterans and their families on how the claims process works, changing rules and conditions at governmental agencies including the U.S. Department of Veterans Affairs, California Department of Veterans Affairs, County agencies and other local agencies.

Total Expenditures: \$170,049 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: \$30,521 Total Staffing (FTE): 0.35

Veterans Employment

In partnership with Shoreline Workforce Development helping veterans improve resumes, interview skills and secure employment.

Total Expenditures: \$8,721 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: \$69,843 Total Staffing (FTE): 1.00

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: \$8,721 Total Staffing (FTE): 0.10

DEPARTMENT COMMENTS

The Veterans Services Department provides advocacy and assistance to the county's approximately 26,000 men and women who serve and have served in the nation's armed forces, as well as their dependents and survivors. The department's focus is to assist the veteran community in applying for and maintaining available benefits and entitlements for which they may be eligible. Veteran benefits come in many forms and are administered by federal, state, and local governments. The department also partners with both County and non-County organizations such as County Behavioral Health, Department of Veterans Affairs (VA) Health Clinic, and local Vets Center to better serve veterans and their families, and guide them towards obtaining the appropriate care services they require. Additionally, the department continues to work with local nonprofits to perform outreach in new and innovative ways.

The department continues to work with Community Action Partnership of San Luis Obispo (CAPSLO) and the VA to assist San Luis Obispo County veterans with housing through the Supportive Services for Veteran Families (SSVF) and Veterans Affairs Supported Housing (VASH) programs. These programs provide in-need and at-risk veterans with emergency housing and cost-subsidized housing to assist the veterans in becoming self-reliant. In early 2015, CAPSLO decided to expand the SSVF program presence into the coastal region of the county, with a team responsible for the geographic region from Los Osos to Ragged Point. To accomplish this, CAPSLO re-implemented one of the two sub-contracted positions from the County Veterans Services Office, reducing the County's number of positions that were housed within the department.

In addition to the above changes, the department came under the leadership of a new Veterans Service Officer in early 2016. Due to the change in leadership and several staff vacancies, the department is focusing on establishing a strong foundation of core services for FY 2016-17, focusing on those services which most impact the quality of life for the community's veterans.

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

FY 2015-16 Accomplishments

- The department processed over 3,800 claims for veterans resulting in over \$3.8 million in annualized monthly benefits and retroactive payments.
- The department conducted its third annual 48 hour Veterans Stand Down outreach event for at-risk and homeless veterans. The department was able to connect 138 veterans with more than 40 service providers from the Federal, State, and local community in a single location and provided food, clothing, and other essential services to veterans in need.
- The department was the lead agency for the County's Veteran Treatment Court, a collaborative with nine other agencies from the County of San Luis Obispo, Veterans Administration, and local community based organizations providing alternative sentencing programs for approximately 25 veterans involved in the criminal justice system.
- Veterans Services staff attended ongoing, annual training sessions in order to remain current on the ever-changing laws and services affecting veterans and to maintain their State accreditation.

FY 2016-17 Objectives

- The department will continue to provide assistance to the county's 26,000 veterans in obtaining benefits and services earned through their military service. The department will continue to work and partner with Federal, State, and local agencies to ensure the veterans of San Luis Obispo County are adequately represented and cared for, and will continue to improve efficiencies in processing the veteran's claims in order to obtain their benefits as quickly as possible.
- As the focal point for community organizations that assist the veterans and families of San Luis Obispo County, the department will continue to communicate and disseminate relevant information with the veteran community in a timely and expeditious manner.
- Continue to expand the ongoing veterans outreach activities that take place throughout the county and seek ways to better reach the county's veterans and dependents. The goal is to ensure all veterans are aware of the benefits and services they have earned by serving our country.
- Conduct the 4th annual Veterans Stand Down event on July 7th and 8th 2016 for at-risk and homeless veterans in order to connect them with more than 40 service providers from the Federal, State, and local community in a single location.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Financial Summary

General Fund support is recommended to increase \$3,029 or less than 1% compared to FY 2015-16 adopted levels. Revenues are recommended to decrease \$69,027 or 34% and expenditures are recommended to decrease by \$65,998 or 8% compared to FY 2015-16 adopted levels. The significant changes related to both revenues and expenditures are due to eliminating 1.00 FTE Limited Term Assistant Veteran Services Officer mid-year in FY 2015-16. This position was one of two positions that administered the SSVF program discussed above under Department Comments. In early 2016, CAPSLO chose to re-implement its resources to expand into coastal communities. One of the Limited Term positions was vacated and the County and CAPLSO agreed to amend their contract to delete the position so that CAPSLO could use the Federal grant-based funds to establish a similar position within its own organization.

Service Level Impacts

There are no service level impacts as a result of the recommended level of General Fund support for FY 2016-17. The above change to the SSVF program occurred mid-year in FY 2015-16.

Position Allocation List (PAL) Changes

The FY 2016-17 recommended PAL for the department includes a net decrease of 1.00 FTE compared to the FY 2015-16 adopted PAL.

FY 2015-16 Mid-Year PAL Changes

- -1.00 FTE Limited Term Assistant Veterans Services Officer

FY 2016-17 Recommended PAL Changes

None.

BOARD ADOPTED CHANGES

None.

BUDGET AUGMENTATION REQUESTS ADOPTED

None requested.

GOALS AND PERFORMANCE MEASURES

Department Goal: Provide Veterans, their eligible dependents, and survivors with advice and assistance on compensatory, healthcare, insurance, educational and other government benefits available.						
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: Percentage of customer satisfaction surveys which rated the services performed by the Veterans Services Department as “extremely satisfied” or “very satisfied”.						
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
99.8%	100%	98.4%	98%	98.5%	100%	98.5%
What: A customer satisfaction survey is available to all clients; these surveys are collected throughout the year to evaluate and track the client satisfaction levels.						
Why: To ensure consistently high quality service, to identify problem areas within the department, and to evaluate department staff performance.						
How are we doing? Of the customer satisfaction surveys provided to clients, approximately 109 survey responses were received. Approximately 95 surveys reflected that clients were ‘extremely satisfied’ and 14 surveys reflected that clients were ‘very satisfied’ with the services they received. If a survey is received showing that a Veteran was dissatisfied with our service it is evaluated and corrective action is taken. Several surveys stated a concern over the dated condition of office equipment and furniture. The office has responded by updating technology to improve efficiency and by providing new furniture to better meet the needs of our clientele.						
Department Goal: To ensure all Veterans, eligible Dependents, and survivors receive the highest possible benefit rating of filed and consequently awarded claims.						
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).						
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
\$3,708,374	\$5,692,497	\$4,377,240	\$5,200,000	\$2,500,000	\$6,049,671	\$5,000,000
\$8,997,295	\$14,689,792	\$19,067,032	\$24,267,032	\$26,767,032	\$30,316,703	\$35,316,703
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 retroactive and monthly benefits secured for veterans during FY 2015-16 is the highest that it has been since we began measuring our performance in this endeavor and significantly above the adopted estimate. This is attributable to our office offering Veteran Status on Drivers Licenses and the issuing of Veterans Benefits Cards which brings more veterans in to learn about additional monetary benefits that they may qualify for. It is also attributable to the significant outreach that was conducted in FY 2015-16 as well as new methods of technological advertising. The money that is awarded to the veterans goes directly into our county's economy. Improving the financial security of our local veterans helps to improve the financial security of the entire county - individuals, government, and businesses alike.

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

3. Performance Measure: Number of veterans reached through outreach efforts in the community.

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
N/A	2,274	2,075	1,864	1,500	2,969	3,000

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? Connecting veterans to our office in order to receive the benefits that they have earned has been enhanced by several operations. One of these operations is the ongoing collaboration with the California Department of Veterans Affairs (CDVA) to connect calls made to a central number listed on the CDVA website to our office for local veterans. Another operation is the annual Veterans Stand Down outreach event for at risk and homeless veterans for which our office created for the first time a website dedicated to informing the public about the event and to register providers, veterans, and volunteers online efficiently all while increasing awareness of veteran homelessness in SLO County. Other operations include, but are not limited to, the Veterans Treatment Court, televised news interviews with Veterans Service staff, and our collaboration with the Community Action Partnership of San Luis Obispo (CAPSLO) non-profit organization under the Supportive Services for Veterans and their Families (SSVF) program.

Community Services

Airports

Farm Advisor

Fish and Game

Golf Courses

Library

Parks and Recreation

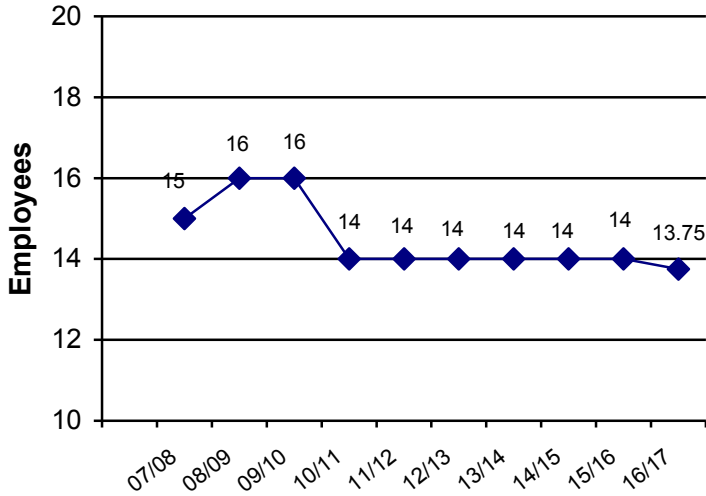
Wildlife and Grazing

MISSION STATEMENT

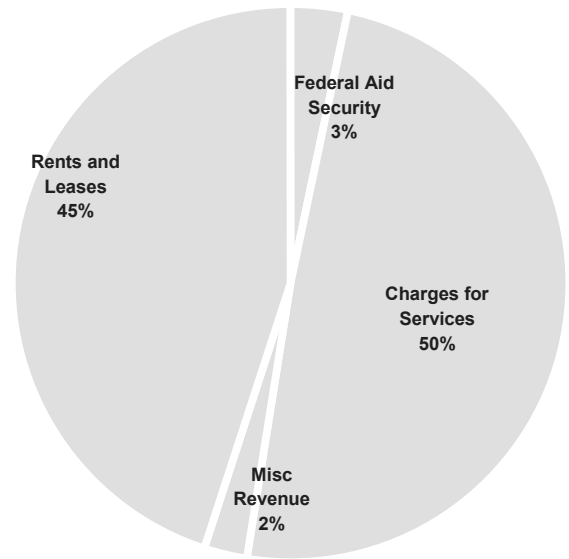
Deliver a safe and convenient airport experience, which exceeds customer expectations and connects our community to the world.

OPERATING DETAIL (1)	2014-15 ACTUAL (2)	2015-16 ACTUAL (3)	2016-17 RECOMMENDED (4)	2016-17 ADOPTED BY THE BOS (5)
OPERATING REVENUES				
Charges for Services	4,048,423	4,306,909	3,728,828	3,728,828
PFC	583,464	595,478	525,142	525,142
CFC	290,410	290,784	300,000	300,000
Other Revenues	<u>175,902</u>	<u>123,578</u>	<u>159,609</u>	<u>159,609</u>
TOTAL OPERATING REVENUES	5,098,199	5,316,749	4,713,579	4,713,579
OPERATING EXPENSES				
Salaries and Benefits	1,507,679	1,384,503	1,472,535	1,472,535
Services and Supplies	2,335,447	1,908,141	2,146,271	2,146,271
Countywide Overhead	76,123	123,709	208,070	208,070
Taxes & Assessments	25,555	26,324	26,324	26,324
Depreciation	<u>2,158,719</u>	<u>2,276,327</u>	<u>2,195,420</u>	<u>2,195,420</u>
TOTAL OPERATING EXPENSES	<u>6,103,523</u>	<u>5,719,004</u>	<u>6,048,620</u>	<u>6,048,620</u>
OPERATING INCOME (LOSS)	(1,005,324)	(402,255)	(1,335,041)	(1,335,041)
NON-OPERATING REVENUES (EXPENSES)				
Federal & State Rev	125,805	126,000	131,365	131,365
Interest	11,641	18,490	1,807	1,807
Interest Expense	(102,238)	(87,101)	(92,195)	(92,195)
Gain (Loss)-Assets	<u>0</u>	<u>(296,395)</u>	<u>0</u>	<u>0</u>
TOTAL NON-OPERATING REVENUES (EXPENSES)	<u>35,208</u>	<u>(239,006)</u>	<u>40,977</u>	<u>40,977</u>
INCOME BEF. CAPITAL CONTRBS. & TRANSFERS	(970,116)	(641,261)	(1,294,064)	(1,294,064)
Operating Transfers Out	(53,831)	(53,450)	0	0
Operating Transfers In/Out	176,642	23,145	12,500	12,500
Prior Year Adjustment	(1,889,536)	750,000	0	0
Capital Contribution	<u>365,015</u>	<u>7,069,377</u>	<u>0</u>	<u>0</u>
CHANGE IN NET ASSETS	(2,371,826)	7,147,811	(1,281,564)	(1,281,564)
Net Assets - beginning	81,611,448	79,239,622	87,799,368	86,387,433
Net Assets - ending	79,239,622	86,387,433	86,517,804	85,105,869
FIXED ASSET EXPENDITURES				
Capital Projects	389,260	10,374,000	0	0
Fixed Assets	127,296	446,409	0	0
Land	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL FIXED ASSET EXPENDITURES	<u>516,556</u>	<u>10,820,409</u>	<u>0</u>	<u>0</u>

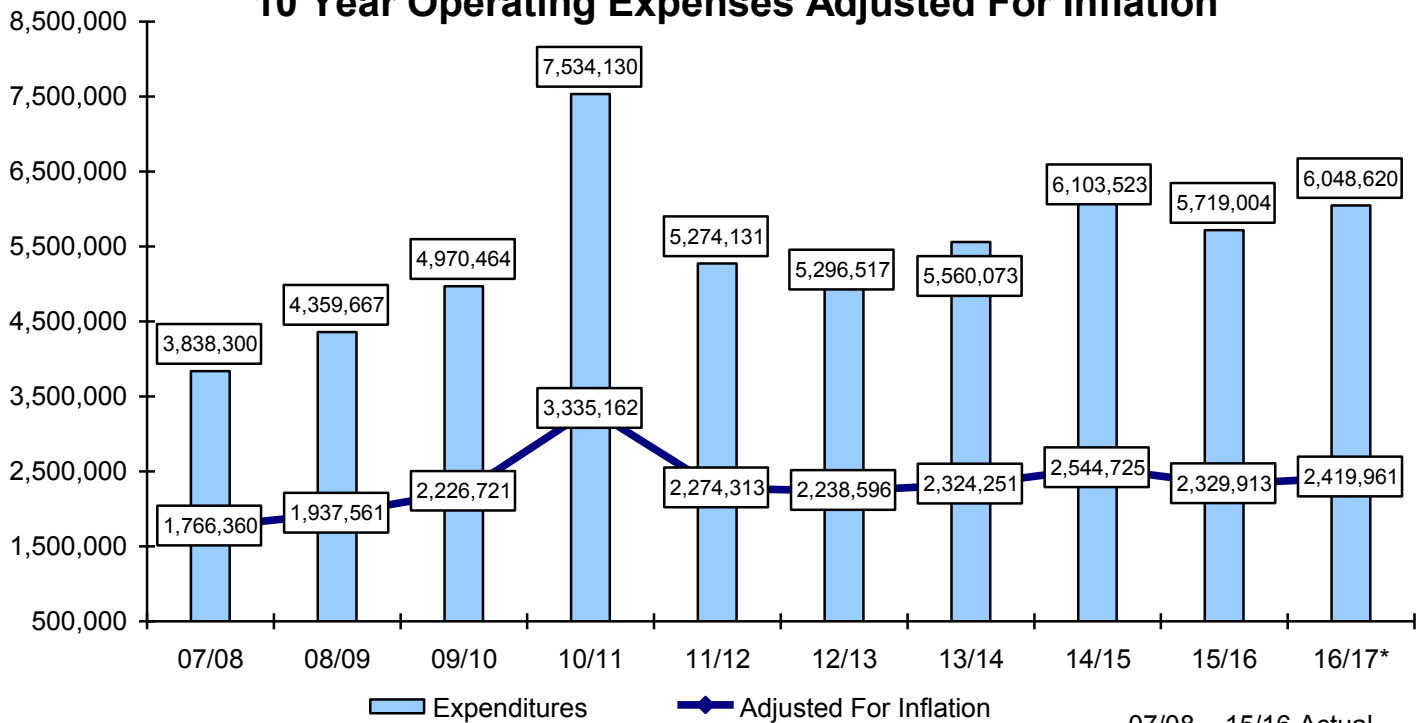
Number of Employees
 (Full Time Equivalent)



Source of Funds



10 Year Operating Expenses Adjusted For Inflation



07/08 – 15/16 Actual
 *Adopted

SERVICE PROGRAMS

Community Services

Airports has a total operating expenditure level of \$6,048,620 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 American Airlines 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 airport. 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: \$5,867,161 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 airport. 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: \$181,459 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 through local sources 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 over 300,000 travelers to and from the county each year. The San Luis Obispo County Regional Airport makes air travel accessible to those who live in and visit San Luis Obispo County, including commercial and charter flights. The airport also facilitates cargo delivery, allowing companies to provide overnight deliveries to county residents and businesses. Additionally, the Airport provides facilities for private pilots to fuel, fly and store their aircraft. The Oceano County Airport provides easy access to the south county region for General Aviation and serves as a critical point for air ambulance, California Highway Patrol and CalFire activities.

The San Luis Obispo County Regional Airport is currently challenged with competition by other small community airports as well as larger airports in nearby major cities. The airport continues to address the issue of competition with active recruitment efforts to add air service and by providing quality facilities and services at reasonable rates to tenants and customers.

Both the San Luis Obispo County Regional and Oceano Airports 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 2015-16 and some specific objectives for FY 2016-17:

FY 2015-16 Accomplishments

- Completed transition to independent department status, while maintaining current service levels.
- Developed and implemented changes to organizational structure, including elimination of one supervisor position and creation of an operations specialist position.
- Participated in multi-agency Federal Aviation Administration (FAA) and Transportation Security Administration (TSA)-required annual table top exercise.
- Developed financial plan and obtained full eligible FAA grant funding for construction of new Airport Terminal at the San Luis Obispo County Regional Airport.
- Directed final planning, permitting, bidding, and selection of consultants and contractors for new Airport Terminal project, and entered construction phase of project.
- Completed the FAA-required airport layout plan update for San Luis Obispo County Regional and Oceano Airports to guide development and funding.
- Completed Pavement Management Plan project to guide future decision-making on pavement maintenance and rehabilitation.

FY 2016-17 Objectives

- Continue to work with existing and new airlines in effort to increase air service, including additional destinations.
- Continue to expand revenue opportunities outside of commercial air service, utilizing Airport property and facilities.
- Complete and implement goals and objectives within the Airport Strategic Plan to direct energy and resources towards common goals.
- Complete construction of new airport terminal and parking lots by June 2017.
- Remodel existing airport operations and maintenance facility to enable rental car "quick turn" operations by fall of 2017.
- Continue to work with Airport Land Use Commission, the City of San Luis Obispo and CalTrans on land use compatibility planning.
- Relocate airline, rental car, law enforcement, TSA and food and beverage concessions to new terminal upon completion in June 2017.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Financial Summary

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 many 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 2016-17 recommended estimates to FY 2015-16 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 department's recommended budget fully funds the operational services at current service levels. Recommended operating revenue for FY 2016-17 is \$4,713,579, a \$47,459 or 1% increase compared to FY 2015-16 estimates. Recommended operating expense for FY 2016-17 is \$6,048,620, a \$319,916 or 6% increase compared to FY 2015-16 estimates. Depreciation expense, a non-cash expense that identifies the decline in value of capital assets, is \$2,195,420 the same as estimated for FY 2015-16.

Salaries and benefits for FY 2016-17 are \$1,472,535, an increase of \$15,671 or 1% compared to FY 2015-16 estimates. The increase includes a small increase in temporary seasonal help. Services and supplies for FY 2016-17 are \$2,146,271, an increase of \$219,884 or 11% compared to FY 2015-16 estimates. Overhead charges are increasing by \$84,361 or 68% compared to FY 2015-16 estimates. A new method for allocating overhead charges is being employed this budget year and it includes a 10-year averaging in order to smooth larger swings in amounts. Overhead is increasing for this department primarily due to the additional support received from other departments related to the new airport terminal project. Without this new method of allocating overhead costs, Airports' charge would have been roughly twice the FY 2015-16 amount.

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. After two years of decreasing enplanements during the recession, enplanements have grown over the last five years, hitting a seven-year high of 149,558 in FY 2014-15.

In difficult years, Airports relied on its cash balance in the Airport Fund to cover expenses. Fortunately, the fiscal condition for Airports is improving as general economic conditions have improved. After several years of decreased enplanements, enplanements increased 11% in FY 2013-14 and continued to increase in FY 2014-15. Enplanements for FY 2015-16 have increased 4.1% over the previous fiscal year, the greatest increase since FY 2013-14, and the highest number of total enplanements since FY 2007-08. As a result, revenues are projected to be sufficient to cover budgeted expenditures for FY 2016-17 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:

Annual 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	35,290	149,558	1.7%
2015-16	35,617	40,295	36,546	43,286	155,744	4.1%

The number of commercial air service passenger enplanements is a major driver of Airports revenues. As of the end of the second quarter of FY 2015-16, enplanement levels at the San Luis Obispo County Regional Airport had increased by 5.1% compared to the same period in the prior fiscal year. As shown in the table above, enplanements in the first quarter of 2015-16 were down 4,728 or 11.7% compared to the same period in the prior year. This was mainly due to a reduction in the number of flights at end of FY 2014-15, from 11 to 5, as the airlines began to transition from turboprops to jets. Although this change actually added seat capacity, increasing from approximately 28 seats to 50 seats per plane, there was a net decrease in enplanements as customers adjusted to the change in schedule. As of September 1, 2015, United Express operated by SkyWest Airlines has begun a third round trip San Francisco (SFO) frequency and a fourth round trip Los Angeles (LAX) frequency from the San Luis Obispo County Regional Airport. Although there was a temporary reduction in service from April to September of 2015 preceding this change, these two additional flights are contributing to the expectation for current year enplanements to exceed prior year numbers.

With the help of grant funding from Federal Aviation Administration (FAA), design of a new terminal in San Luis Obispo has been completed and work has started as of October 2015. The new terminal will provide more space for passengers, staff and airlines, a more efficient layout, automated check-in, and an expanded baggage area. Construction is currently expected to be complete in the summer of 2017.

Service Level Impacts

The new airport terminal represents a significant expansion of capacity which will enable the department to increase their levels of service to the community.

Position Allocation List (PAL) Changes

None.

BOARD ADOPTED CHANGES

None.

BUDGET AUGMENTATION REQUESTS ADOPTED

None requested.

GOALS AND PERFORMANCE MEASURES

<p>Department Goal: Manage the San Luis Obispo and Oceano Airports in a manner that ensures the safety of the traveling public and complies with Federal, State, and local aviation and airport rules, regulations and advisories.</p> <p>Communitywide Result Link: <input checked="" type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input type="checkbox"/> Well-Governed Community</p>						
<p>1. Performance Measure: Percentage compliance with annual Federal Aviation Administration (FAA) inspections of appropriate safety and security measures.</p>						
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
90%	100%	98%	98%	100%	N/A	100%
<p>What: Tracks Airport compliance with FAA safety and security requirements, as determined during annual inspections.</p> <p>Why: Compliance with FAA inspections of safety and security measures is necessary in order to ensure the safety and security of passengers and the public and continue to receive FAA funding.</p> <p>How are we doing? The annual FAA inspection has been postponed until October/November of 2016. The Airport continues to consider safety a top priority, and will proactively address repairs and maintenance requirements to achieve the FY 2016-17 target.</p>						
<p>Department Goal: Provide timely, reliable and cost effective operations and maintenance of County Airports that meet or exceed customer expectations.</p> <p>Communitywide Result Link: <input checked="" type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community</p>						
<p>2. Performance Measure: Percentage of airport users that believe Airport Administration communicates effectively with them.</p>						
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
71%	82%	91.5%	88%	80%	77%	85%
<p>What: Measures Airports' effectiveness in communications with users, as determined by responses to the annual Airport survey provided to users.</p> <p>Why: Customer feedback allows management to evaluate customer opinions regarding pricing, quality, and safety of Airport facilities. The responses to the annual Airport survey provide customers a resource to share their opinions and requests with Airport Management an opportunity to improve services offered.</p> <p>How are we doing? A tenant survey was administered in July, 2016. 778 surveys were distributed with a response rate of 10% (79 completed surveys). 77%, or 61 of the completed surveys reflected a satisfied, very satisfied or outstanding response. Of the 74 respondents that answered question #3 "how satisfied are you with the timely response and overall quality of communication you have received from the airport throughout the period of time mentioned above", 61, or 82% reflected satisfied or higher.</p> <p>Airports is projecting to meet or exceed its goal in FY 2016-17 based on recent positive feedback received from tenants. Airports management continues to make improvements and will continue to respond to tenants' needs and concerns.</p>						
<p>3. Performance Measure: Total annual operating income.</p>						
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
New Measure	New Measure	New Measure	\$742,108	\$557,809	\$1,038,708	\$502,129
<p>What: Annual operating income is measured as operating revenues less operating expenditures, excluding depreciation and debt service expense. It measures Airports' ability to meet existing debt obligations and plan for future needs related to Airport infrastructure. The long-term goal is to maintain sufficient operating income to meet the Airport's existing and new infrastructure needs, while maintaining a cash reserve equal to three months (85 days) of operating expense.</p> <p>Why: This measure demonstrates Airports' ability to maintain and enhance infrastructure and accommodate unplanned events.</p>						

How are we doing? The Airports' annual operating income 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 2015-16 with an annual operating income of \$1,038,708. After debt service payments, the Airport had an operating surplus of \$657,047.

4. Performance Measure: Total annual enplaned passengers.

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
134,244	132,315	147,105	149,558	150,000	155,744	170,000

What: Measures Airport's enplaned (boarding) passenger count. Enplanements vary depending on many circumstances, including load factor (percentage of the airplane seats sold), equipment assigned to San Luis Airport by airlines (American alternates between 76 seaters and 50 seaters), Gross Domestic Product (GDP) and the general state of the economy.

Why: This measure demonstrates Airports' ability to maintain and grow airline service and customers.

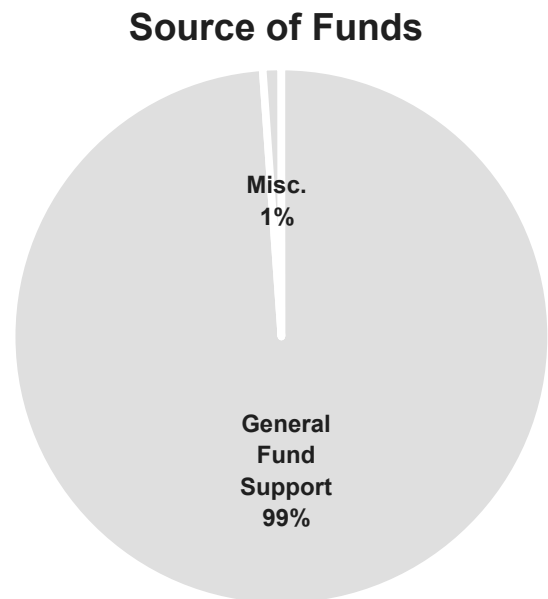
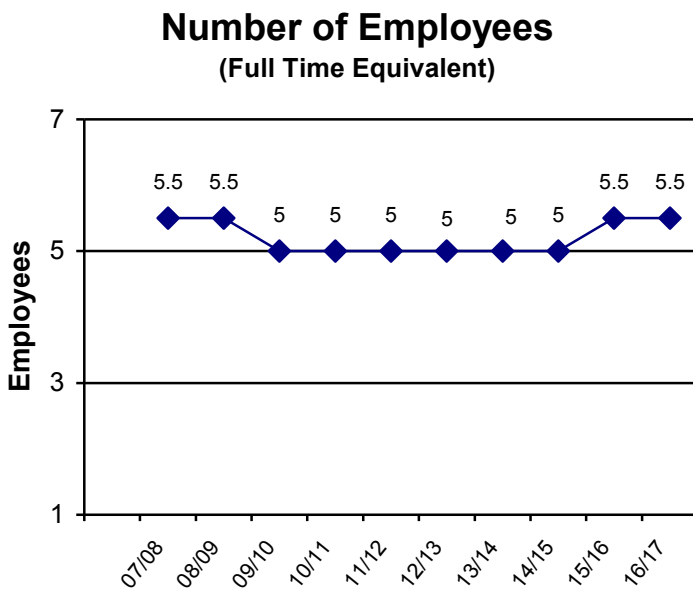
How are we doing? Even though Airports has little direct control over enplanements, they are considered an important measure for the Airport. The airline industry has changed its business model by shifting service to larger hub airports and replacing smaller planes with larger models to increase revenues and reduce costs. Smaller, regional airports in the surrounding area have experienced a decrease or elimination in service from passenger airlines. FY 2015-16 actual enplanements (155,744) exceed the adopted target by approximately 4% or 5,744 enplanements, due to a strong second half of the year. An additional frequency to Phoenix (PHX) was added February 11th, 2016 and is expected to continue through the end of the calendar year, depending upon load factors.

In addition, June, 2016 saw Airport Management's success in securing additional air service to Seattle with Alaska Airlines. One daily non-stop flight is scheduled to begin in April, 2017. Management is continuing efforts to obtain air service to additional markets, including Denver or Portland.

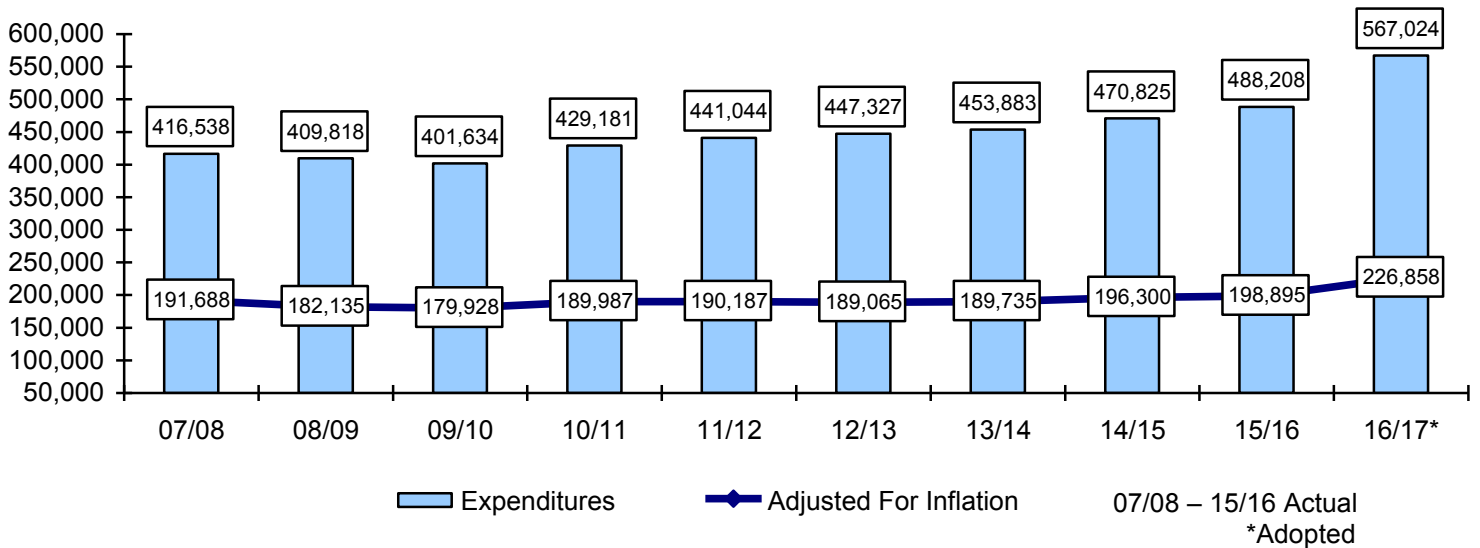
MISSION STATEMENT

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	2014-15	2015-16	2016-17	2016-17	2016-17
	Actual	Actual	Requested	Recommended	Adopted
Intergovernmental Revenue	\$ 5,644	\$ 10,756	\$ 13,787	\$ 13,787	\$ 13,787
**Total Revenue	\$ 5,644	\$ 10,756	\$ 13,787	\$ 13,787	\$ 13,787
Salary and Benefits	378,336	394,974	439,961	447,083	447,083
Services and Supplies	92,489	93,234	105,655	119,941	119,941
**Gross Expenditures	\$ 470,825	\$ 488,208	\$ 545,616	\$ 567,024	\$ 567,024
General Fund Support (G.F.S.)	\$ 465,181	\$ 477,452	\$ 531,829	\$ 553,237	\$ 553,237



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

The Farm Advisor has a total expenditure level of \$567,024 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: \$150,318 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: \$163,188 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: \$253,518 Total Staffing (FTE): 3.00

DEPARTMENT COMMENTS

The Farm Advisor serves San Luis Obispo (SLO) County through developing, sharing, and applying knowledge in agricultural sustainability, natural resource conservation, and youth and family development. The department, through its University of California Cooperative Extension (UCCE) Advisors and other academic and paraprofessional staff, brings the significant resources of the University’s Division of Agriculture and Natural Resources as well as other land-grant institutions to the county. Staff members quickly respond to critical issues through the research and knowledge base available from UCCE’s state and national resources. Stakeholders are

reached with new and important information via workshops, field days, newsletters and fact sheets, one-on-one consultations, social media, and web-based programs. Over 500 trained volunteers are utilized in agriculture, food safety, nutrition, and 4-H youth development programs. The County leverages approximately \$3.00 for every \$1.00 it spends to support the department through resources from UC, United States Department of Agriculture, grants and gifts. An overarching goal of the department is to provide the highest quality of service in the most efficient and cost effective manner. The UCCE Advisors report their research and findings on a Federal fiscal year (FYY). Additional information is available in our [FFY 2014-2015 Annual Report](#).

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

FY 2015-16 Accomplishments

- All Farm Advisor program areas were successful in securing grants/gifts for research and extension programs, totaling \$275,622 as of December.
- Advisors were active participants in the Agricultural Liaison Advisory Board, Agricultural Preserve Review Committee and the Drought Task Force.
- Agricultural water use information from UC resources and locally conducted research was provided to County staff in the processes leading up to the adoption of the County Water Conservation Program.
- Critical forage production measurements were collected demonstrating drought impacts to county rangelands which supported Agricultural Commissioner and USDA drought disaster declarations and producer support programs, totaling \$2,274,800 in 2014 (most recent data).
- Collaboration with the Asset Development Network and Community Action Partnership of SLO County's Youth Leadership Council provided yearlong "Community Conversations" for building safe, supportive spaces for youth who identify as members of Lesbian, Gay, Bi-Sexual, Transgender, and Queer/Questioning communities.
- The UC Master Gardener Volunteers have provided 3,000 volunteer hours. 786 people attended "Advice to Grow By" workshops and the annual Tomato Extravaganza. Outreach includes 1,625 monthly email recipients, 24,965 blog views, weekly advice columns in the SLO Tribune, 320 Facebook followers and 120 Instagram followers.
- The 4-H Youth Development Program served over 1,200 youth (current enrollment) supported by 311 volunteers.
- In partnership with Public Health, UC CalFresh reached 500 citizens with summer programs featuring physical activity and nutrition education.

FY 2016-17 Objectives

- Seek grants for research and extension education programs in all our program areas. Continue to compare County fiscal contributions with benchmark counties.
- Develop and extend information and resources on drought strategies including forage production information for county rangelands, research on water conservation in vineyards, rainfall, soil moisture and temperature data collection in agricultural areas to improve producer decisions and support the efforts of the Drought Task Force.
- Increase youth participation in countywide events through Youth Experience Sessions and Science, Technology, Engineering, and Mathematics projects. Build youth leadership, civic engagement, and public speaking skills through youth-adult partnerships.
- Five MFP food preservation demonstrations will educate residents on how to maximize their food budgets and utilize produce received at Food Bank distribution sites. Eleven volunteers will graduate from an 11-week training program. Monthly classes from April-October will provide knowledge on how to preserve local produce.
- Develop a performance measure for engagement by the community in our programs that will provide for continuous improvement and actionable information.

- Thirteen UC Master Food Preserver (MFP) Program volunteers who graduated from a 10-week training program provide a weekly Food Preservation Helpline to answer questions about food safety and food preservation, and monthly articles for north county newspapers.

COUNTY ADMINISTRATOR’S COMMENTS AND RECOMMENDATIONS

Financial Summary

General Fund support is recommended to increase by \$26,238 or 4% when compared to FY 2015-16 adopted amounts. Revenue is increasing by \$7,477 or 118% from FY 2015-16 adopted amounts. The increase is due to Santa Barbara County reimbursing the department for administrative work being done by Farm Advisor staff. In previous years, Santa Barbara County had a contractor providing those services. Revenue for those services, along with revenue from the University of California, will be received on a dollar for dollar reimbursement basis.

Salary and benefit accounts are increasing by \$14,604 or 3% due to a combination of 1) wage and benefit increases approved for FY 2015-16 and 2) budgeting for temporary help in support of the department’s forage production project and the operation and maintenance of 45 weather stations. Details of this project can be found in the Budget Augmentation Request (BAR) below. Offsetting a portion of the increase will be the revenue noted above from Santa Barbara County.

Services and supplies are increasing by \$19,111 or 18% compared to the FY 2015-16 adopted budget. As previously referenced, revenue will be received from the UC and Santa Barbara County on a dollar-for-dollar reimbursement for expenditures. Those expenditures equate to \$5,499 or 5% of the overall budgeted amounts in the department’s services and supplies expenditures. Also contributing to this is the \$13,662 increase in agriculture supplies which will be used in support of the forage production project and weather stations noted in the BAR below.

Service Level Impacts

There are no service level impacts as a result of the recommended level of General Fund support for FY 2016-17. If approved the increase in temporary help hours will assist UC Advisors in carrying out the forage production project and the operation and maintenance of 45 weather stations located throughout the county.

Position Allocation List (PAL) Changes

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

BOARD ADOPTED CHANGES

None.

BUDGET AUGMENTATION REQUESTS ADOPTED

Unit Amount	Description	Results
Gross Annual Cost: \$20,984	Add 300 hours of a temporary help and funds for agricultural supplies to support the forage production project and the operation and maintenance of 45 weather stations located throughout the county.	<ol style="list-style-type: none"> 1. Rainfall and soil moisture data will be measured to improve understanding of drought conditions; 2. Soil moisture depletion during the springtime will be quantified and provided to vineyard growers to help them optimize their cover crop management;
Funding Source: General Fund		

		<ol style="list-style-type: none"> 3. Springtime temperature inversion data and related frost data will be compiled and provided to vineyard growers in order to determine the best way for them to provide frost protection for their crops; 4. Forage production and rainfall levels will be evaluated at 32 rangeland plots. This information will be provided to ranchers in support of managing their rangeland and grazing efficiency; 5. Water-related conditions (rainfall, evaporation, soil moisture) over the Paso Robles Groundwater Basis will be continued to be tabulated for future modeling and management.
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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.

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
93%	95%	97%	97%	98%	98.1%	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 2015-16 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. Evaluations of our programs were completed by 789 of our 1,938 participants, reflecting a 40% response rate. Of the 789 evaluation responses, 622 self-identified as living or working in San Luis Obispo County. Program evaluations completed by these respondents indicated there was a useful knowledge gain by 610 or 98.1%, meeting our target of 98%. Because of the continued high quality of our department's educational programs, we have every expectation that our target goal of 98% for FY 2016-17 is also obtainable.

2. Performance Measure: Percentage of 4-H Club members enrolled in formal 4-H leadership projects.

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
N/A	N/A	N/A	22%	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, and County All Stars - are counted to obtain the number of 4-H Club members enrolled in 4-H leadership projects. Since our 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. Based on the current enrollment, 1,388 youth members were enrolled in the 4-H Club program and 308 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 2016-17 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.

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
\$0.38/ag acre for San Luis Obispo County compared to \$0.70/ag acre for benchmark counties	\$0.39/ag acre for San Luis Obispo County compared to \$.64/ag acre for benchmark counties	\$0.40/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	0.44/ag acre for San Luis Obispo County compared to \$0.75/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). The costs did exceed the target goal by 5% for FY 2015-16 year; however, the benchmark counties also exceeded by 7.25%. We do not know how the continuing drought conditions will affect our cost per ag acre in FY 2016-17, although we expect contributions per ag acre to be higher because of drought impacts to the agricultural acres farmed. For example, production acres as reported in county crop reports in four of the five benchmark counties were lower in FY 2015-16 as compared to the previous year.

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."
(This measure is being deleted in FY 2016-17.)

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
New Measure	New Measure	New Measure	92%	95%	96.3%	Delete

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 was a new metric beginning in FY 2014-15. During FY 2015-16 evaluations completed by 622 individuals participating in programs indicated that 599 individuals believe that UCCE provides high quality, results-oriented services, or 96.3% of respondents. While we exceeded our FY 2015-16 target of 95%, we feel that many program participants are not really sure how they want to answer and we are not capturing actionable information. Therefore, this performance measure has been approved for deletion.

We are continuing to work towards development of a performance measure for engagement by the community in our outreach and education programs which we believe will provide a measure for continuous improvement as well as actionable information.

A performance measure for engagement could exist as a stand-alone measure for the Farm Advisor department. However, we believe this information could also be collected by other departments within Community Services to provide a consistent and actionable measure for the Functional Area as a whole. We have initiated efforts with other departments within Community Services Functional Area to explore new methods for reflecting performance in our Functional Area.

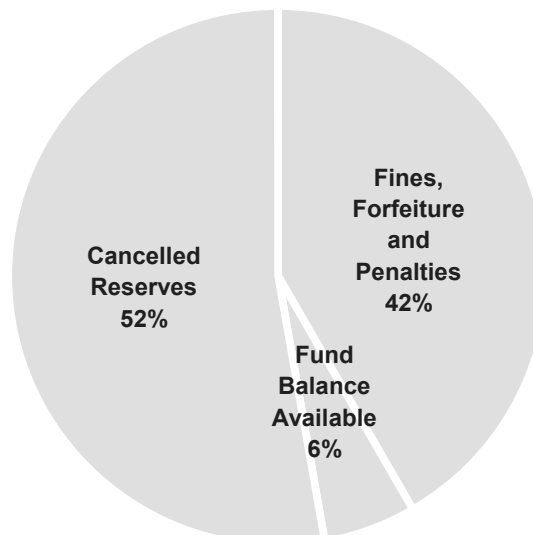
Department Goal: To enhance the public's trust in County government by measurably demonstrating that we provide efficient, high quality, results oriented services.						
Communitywide Result Link: <input checked="" type="checkbox"/> Safe <input checked="" type="checkbox"/> Healthy <input checked="" type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input type="checkbox"/> 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.						
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
New Measure	New Measure	New Measure	2,261 contacts	2,052 contacts	2,880 contacts	2,093 contacts
<p>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.</p> <p>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.</p> <p>How are we doing? 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 2015-16, contacts recorded through our UCCE Volunteer Management System indicate a total of 2,880 face-to-face contacts, 828 more than our target. We did not expect to be able to exceed a yearly 20% increase in contacts, but are proud of our volunteers and their achievement. We are confident we will meet our FY 2016-17 target.</p>						

PURPOSE STATEMENT

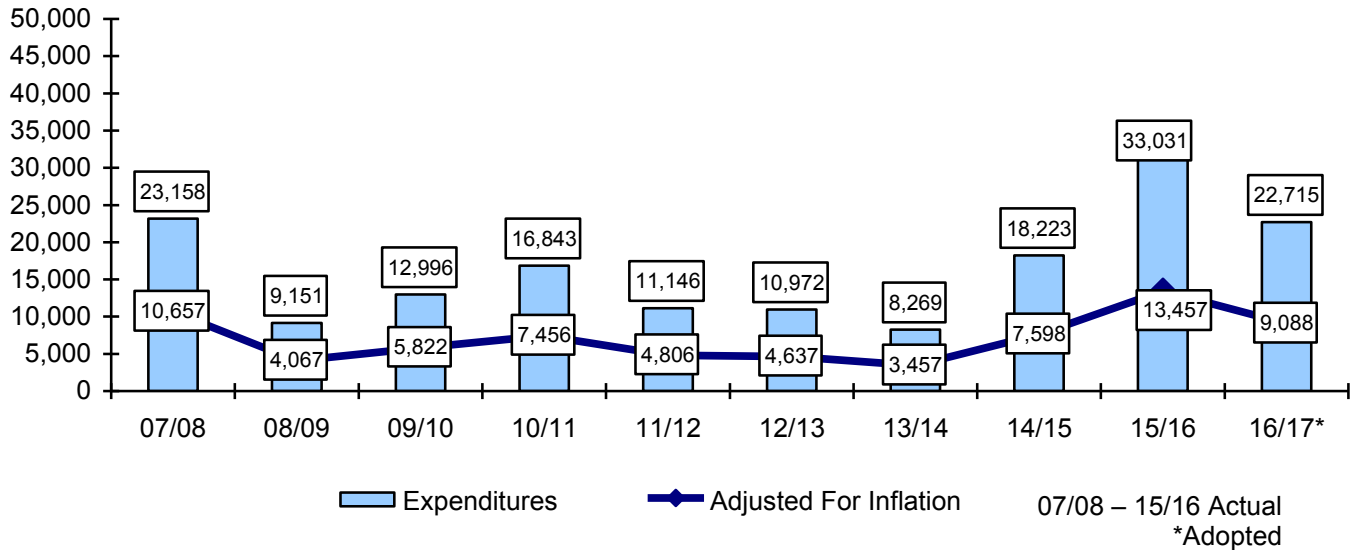
The State Fish and Game Code provides that 50 percent of fine monies collected for fish and game violations be returned to the County in which the offense was committed. These monies are to be expended for the protection, conservation and preservation of fish and wildlife. The Board of Supervisors appoints 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	2014-15 Actual	2015-16 Actual	2016-17 Requested	2016-17 Recommended	2016-17 Adopted
Fines, Forfeitures and Penalties	\$ 15,597	\$ 23,491	\$ 20,000	\$ 20,000	\$ 20,000
Total Revenue	\$ 15,597	\$ 23,491	\$ 20,000	\$ 20,000	\$ 20,000
Fund Balance Available	\$ 15,768	\$ (2,626)	\$ 0	\$ 0	\$ 16,682
Cancelled Reserves	0	28,848	2,998	2,715	2,715
Total Financing Sources	<u>\$ 31,365</u>	<u>\$ 49,713</u>	<u>\$ 22,998</u>	<u>\$ 22,715</u>	<u>\$ 39,397</u>
Salary and Benefits	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Services and Supplies	18,223	33,031	22,998	22,715	22,715
Other Charges	0	0	0	0	0
Fixed Assets	0	0	0	0	0
Gross Expenditures	\$ 18,223	\$ 33,031	\$ 22,998	\$ 22,715	\$ 22,715
Contingencies	0	0	0	0	0
New Reserves	15,768	0	0	0	16,682
Total Financing Requirements	\$ 33,991	\$ 33,031	\$ 22,998	\$ 22,715	\$ 39,397

Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Fish and Game has a total expenditure level of \$22,715.

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: \$7,715 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

Financial Summary

Fish and Game is a special revenue fund and therefore does not receive General Fund support. The Fish and Game Fines Committee requests expenditure levels based upon their needs, with consideration of revenue projections and existing reserves. The Fish and Games Fines Committee meets the second Wednesday of each month to discuss current issues and approve funding requests. Requests for funding include topics such as distribution of education information and training, purchase of field equipment, habitat improvement projects, and wildlife research.

Revenue for this fund center is generated by fines and settlements collected for fish and game violations committed within the county. Revenue from fines and settlements is projected to remain consistent with FY 2015-16 at \$20,000. The majority of the offsetting \$22,715 in expenditures will be used to fund Fish and Game projects in FY 2016-17. In order to provide the same level of project funding in the past and to cover other expenses (including travel reimbursement for committee members, information technology services, and countywide overhead), \$2,715 is recommended to be cancelled from reserves.

The proposed FY 2016-17 budget includes \$51,868 in General Reserves (reflecting cancellation of the above \$2,715), \$111,400 in Fish and Game Project Reserves, and \$4,513 in a special designation from a previous environmental settlement.

Service Level Impacts

There are no service level impacts anticipated.

Position Allocation List (PAL) Changes

This fund center has no PAL.

BOARD ADOPTED CHANGES

At year end, the final Fund Balance Available was \$16,682. As part of final budget actions, the Fish and Game Projects reserve designation was increased by \$16,682, bringing total reserves and designations for Fish & Game to 184,463.

BUDGET AUGMENTATION REQUESTS ADOPTED

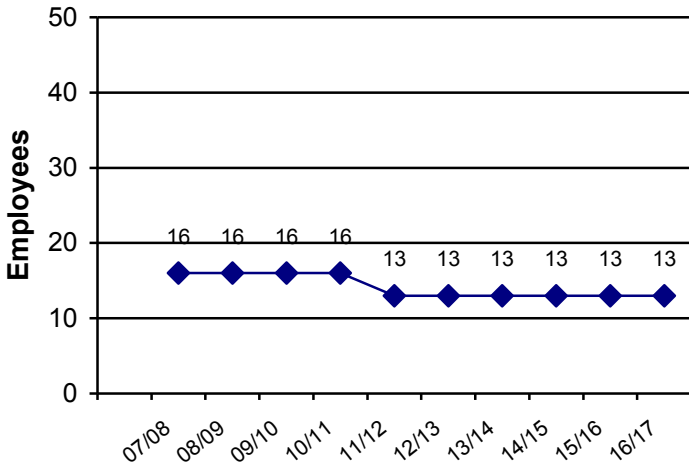
None requested.

MISSION STATEMENT

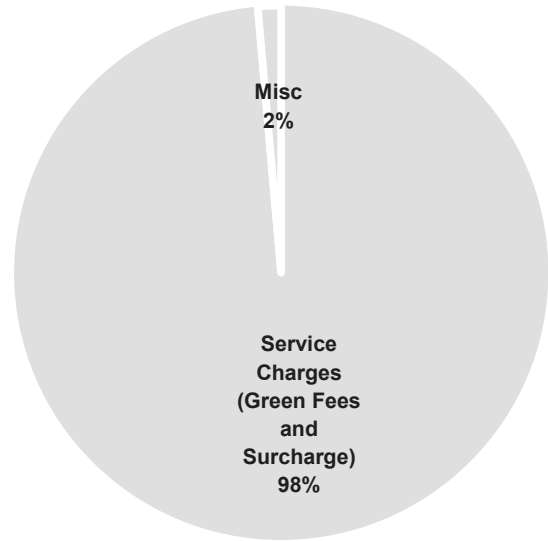
Operate and maintain three 18-hole championship golf courses to enhance opportunities for recreation and personal enrichment of the County's residents and visitors.

OPERATING DETAIL (1)	2014-15 ACTUAL (2)	2015-16 ACTUAL (3)	2016-17 RECOMMENDED (4)	2016-17 ADOPTED BY THE BOS (5)
OPERATING REVENUES				
Charges for Services	2,965,985	2,589,026	2,197,185	2,197,185
Other Revenue - Operating	3,376	0	0	0
TOTAL OPERATING REVENUES	2,969,361	2,589,026	2,197,185	2,197,185
OPERATING EXPENSES				
Salaries and Benefits	1,417,410	1,282,468	1,347,839	1,347,839
Services and Supplies	986,502	893,965	778,710	778,710
Countywide Overhead	14,000	259,278	106,752	106,752
Depreciation	365,632	365,096	370,000	370,000
TOTAL OPERATING EXPENSES	2,783,544	2,800,807	2,603,301	2,603,301
OPERATING INCOME (LOSS)	185,817	(211,781)	(406,116)	(406,116)
NON-OPERATING REVENUES (EXPENSES)				
Aid from Gov Agencies	269,265	0	0	0
Interest	3,536	4,501	2,209	2,209
Other Revenue - Non Op	(3,140)	1,134	0	0
Transfer in fm GF for Equip	0	0	12,500	12,500
Amortize Debt Premium/Discount	32,785	32,785	32,785	32,785
Interest Expense	(204,745)	(195,795)	(186,464)	(186,464)
Transfer to DSF-Interest	0	0	0	0
Transfer to DSF-Principal	0	0	0	0
TOTAL NON-OPERATING REVENUES (EXPENSES)	97,701	(157,375)	(138,970)	(138,970)
INCOME BEF. CAPITAL CONTRBS. & TRANSFERS	283,518	(369,156)	(545,086)	(545,086)
Operating Transfer In	24,036	12,500	0	0
Operating Transfer Out	(41,746)	(43,579)	(42,000)	(42,000)
Prior Period Adj	(1,566,189)	0	0	0
CHANGE IN NET ASSETS	(1,300,381)	(400,235)	(587,086)	(587,086)
Net Assets - beginning	6,549,442	5,249,061	4,632,135	4,848,826
Net Assets - ending	5,249,061	4,848,826	4,045,049	4,261,740
FIXED ASSET EXPENDITURES				
Equipment	15,520	33,013	35,000	35,000
Structures, Improvements	34,460	54,431	0	0
TOTAL FIXED ASSET EXPENDITURES	49,980	87,444	35,000	35,000

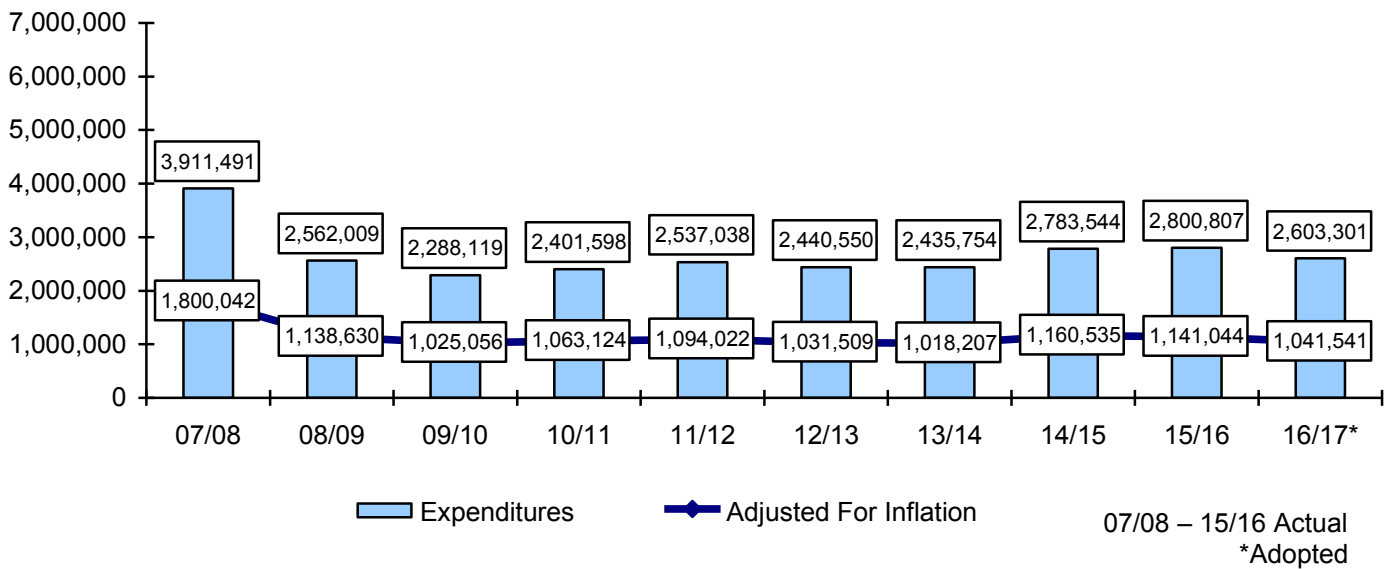
Number of Employees
(Full Time Equivalent)



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Golf has a total expenditure level of \$2,603,301 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 maintenance employees and contracted concessionaire to enhance customer satisfaction, maintain quality control, and ensure safe, cost-effective, and efficient operation of the 18-hole County managed course. Provide affordable golf recreational options for our residents and visitors through market price analysis and customer surveys.

Total Expenditures: \$1,286,600 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 18-hole County owned course. Provide affordable golf recreational options for our residents and visitors through market price analysis and customer surveys.

Total Expenditures: \$32,882 Total Staffing (FTE): 0.00

Dairy Creek Golf Course

Own, operate, and maintain the Dairy Creek Golf Course. Supervise the performance of County maintenance employees and contracted concessionaire to enhance customer satisfaction, maintain quality control, and ensure safe, cost-effective, and efficient operation of the 18-hole County managed course. Provide affordable golf recreational options for our residents and visitors through market price analysis and customer surveys.

Total Expenditures: \$1,283,819 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.

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. These programs further lower the local golfers' willingness to pay.

The goal for the County's Golf program is to provide quality and 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. Dairy Creek Golf Course continues to experience a steep decline in revenue as the availability of irrigation water is significantly reduced. However, this environmental facility continues to earn awards for its efforts of sustainability. Dairy Creek Golf Course was awarded a 2015 Environmental Leaders in Golf Award (ELGA) to go along with the 2014 California Golf Course Owner's Association Community Environmental Award. The courses' reductions in waste help to protect our resources, reduce inputs to improve profitability, and educate people within and beyond our communities.

Golf Courses
Fiscal Year 2016-17 Final Budget

Fund Center 427

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

FY 2015-16 Accomplishments

- The new Golf Passport program provided more than 2,000 lessons conducted by Professional Golfers' Association of America (PGA) professionals. The lessons were to new players and returning golfers.
- Chalk Mountain Golf Course hosted its third annual Community Walk to fight diabetes, raising \$3,500 in FY 2015-16. In three years this event has raised more than \$10,000 in donations.
- Chalk Mountain adopted the use of sheep to maintain out of play native areas within the golf course property resulting in a reduced use of herbicides and fossil fuels to control weeds.
- County staff completed a concession contract for operations at Dairy Creek Golf Course, approved by the Board of Supervisors on September 22, 2015.
- Developed conceptual plans for the Morro Bay Golf Course Monarch Butterfly Trail.
- Installed owl boxes at Chalk Mountain Golf Course to help reduce rodent population through non-chemical controls.
- Completed environmental studies for the Morro Bay Golf Course irrigation mainline project.
- Reduced and/or eliminated irrigated areas that did not affect play at all courses. Approximately 50 acres were not irrigated in the summer and fall months and approximately 15 acres experienced significantly reduced irrigation.
- Updated County Golf Play Policies to simplify processes, encourage more youth play and improve operational efficiency.
- Received a national Environmental Leaders in Golf Award for Dairy Creek Golf Course.

FY 2016-17 Objectives

- Complete permitting application development for the Morro Bay Golf Course irrigation mainline project by the end of FY 2016-17.
- Determine the long term use of Dairy Creek Golf Course in light of reduced water availability and reduced play and revenue; i.e. continue as golf course or repurpose for alternate uses.
- Manage water resources through the implementation of drought contingency plans to reduce use and ensure County golf courses remain desirable recreational facilities for residents and visitors.
- Integrate the Golf Americans With Disabilities Act (ADA) consultant report with the County-wide ADA Transition Plan to prioritize accessibility projects.
- Seek grant funding for Monarch Butterfly Trail at Morro Bay Golf Course and begin environmental permitting process if grant(s) are attained.
- Expand Zero Waste initiatives to Morro Bay Golf Course.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Financial Summary

Golf, a division of the Parks and Recreation Department, is administered through an Enterprise Fund. Enterprise Funds are operated in a business-like manner, where revenues are generated by fees and expenses are contained within the fund and do not require augmentation to maintain operations. 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 most 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 reflect the financial information from the Schedule 11, including depreciation of assets. This narrative compares FY 2016-17 recommended estimates to FY 2015-16

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.

Operating revenue is estimated to decrease by \$135,122 or 6% and operating expenses is estimated to decrease by \$165,163 or 6% compared to FY 2015-16 estimates. The decrease in revenue is due to the decline in rounds of golf played at Dairy Creek Golf Course and the decline in related expenses. Salaries and benefits costs are increasing by \$108,163 or 9% and services and supplies costs are decreasing by \$123,208 or 14%. Countywide overhead is also decreasing by \$152,826 or 59%.

Non-operating expenses in the recommended budget total \$138,970, a decrease of \$11,723 compared to the FY 2015-16 estimated amount. Non-operating expense consists of interest paid for debt service associated with the Dairy Creek Golf Course, at \$186,464.

The recommended FY 2016-17 budget identifies that expenditures are expected to exceed revenue by \$467,231. This is primarily due to the lack of revenue at Dairy Creek. In general, when expenditures exceed revenue for Enterprise Fund programs, the gap is paid from the fund's cash balance. The cash balance at the end of the current year third quarter (March 31, 2016), was \$643,862, and reflects a third quarter deficit of \$364,916. Additional deficit amount of \$190,791 is projected for the fourth quarter which will be covered by the cash balance, leaving only an estimated \$453,071 available to help cover the projected FY 2016-17 deficit of \$467,231. In the event that a major change in this fund center's finances is not realized, it would require another funding source to cover the remaining deficit amount of \$14,160. The Parks and Recreation Department is currently analyzing options to scale back operations at Dairy Creek to a seasonal model, which would reduce expenses related to salaries for temporary employees and services and supplies. Other options are more drastic, such as closure of the course or conversion to another use. These latter options, however, would either eliminate the revenue that is generated from the golf course or require significant capital investment.

Service Level Impacts

As discussed above, significant service level impacts are expected in FY 2016-17 related to the reduction of reclaimed water delivery for irrigation at Dairy Creek Golf Course. Without a more sustainable source of water, viability of year-round operations at the golf course is in question. The department is weighing options and will present its recommendations to the Board of Supervisors for action in late FY 2015-16.

Position Allocation List (PAL) Changes

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

BOARD ADOPTED CHANGES

None.

BUDGET AUGMENTATION REQUESTS ADOPTED

None requested.

GOALS AND PERFORMANCE MEASURES

Department Goal: The Department will have well managed golf courses.						
Communitywide Result Link: <input type="checkbox"/> Safe <input checked="" type="checkbox"/> Healthy <input checked="" type="checkbox"/> Livable <input checked="" type="checkbox"/> Prosperous <input type="checkbox"/> Well-Governed Community						
1. Performance Measure: The percentage of cost recovery relative to the total Golf Program annual operating expenditures. <i>(This measure is being added in FY 2016-17.)</i>						
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
96%	99%	104%	101%	New Measure	92%	100%
<p>What: The ratio of total revenue to the operating expenses at County owned and managed golf courses. This measure is a national benchmark standard through the National Recreation and Parks Association Parks and Recreation Operating Ratio and GIS (PRORAGIS) system. PRORAGIS is a tool used to collect and analyze data about parks and recreation agencies across the country and allows users to compare themselves to departments that they identify as similar to themselves – whether similar in geography, climate, size, or number of total employees.</p> <p>Why: The County Golf Program is an Enterprise Fund established to achieve self-sufficiency, which means that the revenue received from golfers should pay for 100% of the expenditures. This is a new measure for the department, and it is based on the Commission for Accreditation of Park and Recreation Agencies (CAPRA) national standards. Such standards include, for example, the requirement to have a revenue policy related to fees and charges. This measure will document the program’s success in achieving this goal, while providing a statistic that can be measured against national benchmarks for similar departments nationwide based on geography, climate, population, and/or other characteristics.</p> <p>How are we doing? A higher percentage rating is a demonstration of efficiency of cost recovery achieved. It secondarily provides a barometer that can be used to gauge our ability to meet customer expectations, as not meeting this goal could mean that our golf facilities are being used less or customers are paying less to play than in past years. This is a new performance measure for FY 2016-17. Although we were able to calculate the actual data for FY 2011-12 through 2014-15, given that it is a new measure for FY 2016-17 we did not establish an adopted target for FY 2015-16. Therefore we cannot state whether our target for that fiscal year was achieved. The actual revenues are 5% less than the same period from the previous year while expenses are 14% higher. The decreased revenues are a direct result of the lack of golf rounds and associated revenue at Dairy Creek Golf Course. Additionally, the increased costs are also related to Dairy Creek as we experienced unexpected costs associated with facility renovations and operations of the pro shop, golf carts, and driving range during the first quarter of FY 2015-16. Both costs and revenues per round played is greatly affected by estimated rounds played which are being projected to be 9% below the adopted target. This reduction relates to golfers’ lack of interest to play Dairy Creek because of course conditions as well as the reduced number of golf playable days due to more storm systems in the past year as compared the past three years. The 2016-17 target represents the average of the FY 2011-12 through FY 2014-15.</p>						
Department Goal: The Department will continuously improve its service delivery.						
Communitywide Result Link: <input type="checkbox"/> Safe <input checked="" type="checkbox"/> Healthy <input checked="" type="checkbox"/> Livable <input checked="" type="checkbox"/> Prosperous <input type="checkbox"/> Well-Governed Community						
2. Performance Measure: Percentage of responses to Customer Satisfaction Survey rating overall golf experience as “Satisfactory” or better.						
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
91%	91%	97%	90%	89%	93%	87%
<p>What: A minimum of one customer survey is conducted each year 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.</p> <p>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.</p> <p>How are we doing? The actual satisfaction level for FY 2015-16 is 93% (395 out of 427 responses), which is 3% higher than the adopted target of 89% and 3% higher than the results in the previous year. Therefore, this performance measure was exceeded. These results reflect a satisfaction level of 97.1% at Morro Bay Golf Course, 95.5% at Chalk Mountain Golf Course, and 82.7% at Dairy Creek Golf Course, which culminates with a 93% overall customer satisfaction rating. The comments for Dairy Creek Golf Course in FY 2015-16 concern the future of the golf course. The satisfaction at all three courses was extremely high regarding customer service (96.3%) and value (92.7%). The FY 2015-16 target is based upon the three year average of actual results coupled with reduced product quality due to a continued lack of water at Dairy Creek Golf Course.</p>						

Due to variation among golf courses in age, style (links, resort, traditional, modern, etc.), amenities, private, public and municipal; there is no industry standard for this performance measure. Courses in our market region consider this information proprietary and do not share information with competitors: therefore, this performance cannot be compared with other regional golf courses.

3. Performance Measure: The total number of golf rounds played at County-managed golf courses.

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
129,242 rounds	123,010 rounds	122,874 rounds	117,007 rounds	123,000 rounds	112,044 rounds	115,000 rounds

What: This measure tracks 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 2015-16 is 8.9% lower or 10,956 rounds below the adopted goal for this year. Therefore, the adopted target was not met. This result is a 4.2% (4,963 rounds) decline as compared to fiscal year 2014-15. Dairy Creek Golf Course was the primary reason for the decrease of rounds as 4,413 (13.6%) fewer rounds were played in FY 2015-16 as compared to last fiscal year. Rounds played at Chalk Mountain Golf Course declined 1868 rounds or 6.5% while Morro Bay experienced an increase of 1318 rounds or 2.4% as compared to the previous year. Seasonal rains returned after three years of relatively dry conditions. The rain filled the ponds at Dairy Creek golf course and provided some drought relief for the local area. Although this badly needed precipitation helped our communities, it also played a role in decreased play as well. Our golf courses experienced 31 rain days this fiscal year versus last years' 17 rain days. Few golfers are interested in playing in the rain and often make plans for other activities when rain is predicted and does not materialize. Play can also be reduced on the days following a rain event due to wet conditions and restrictions on cart rental access. The numerous rumors throughout the local golf community regarding Dairy Creek, particularly that the golf course is closed, also hinders the ability to attract golfers. Each of the past three winter's Dairy Creek has attempted to rebrand itself as a green golf course on the heels of brown, dry turf conditions during the summer.

Due to variation among golf courses in age, style (links, resort, traditional, modern, etc.), amenities, private, public and municipal; there is no industry standard for this performance measure. Courses in our market region consider this information proprietary and do not share information with competitors: therefore, this performance cannot be compared with other regional golf courses.

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: Safe Healthy Livable Prosperous Well-Governed Community

4. Performance Measure: Annual operating costs per golf round played at County-managed golf courses.

(This measure is being deleted in FY 2016-17.)

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
\$21.58/round	\$21.51/round	\$21.69/round	\$22.33/round	\$21.17/round	\$25.90/round	deleted

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 2015-16 was \$25.90 per round, which is 22% percent higher than the adopted target. Therefore the adopted target was exceeded. The FY 2015-16 target was based upon rounds returning to normal levels and reduced expenses related to pro shop operations. The cost increase is a result of significant increases to costs related to unanticipated operations of the pro shop during the first quarter. Additional costs are also related to unbudgeted improvements and repairs to the facility. Golf's expenses are comprised of mostly fixed costs with very few variable costs or 85% and 15% respectively. Our costs per round are increasing due to increased fixed costs and declining rounds played primarily due to the lack of water at Dairy Creek.

We are deleting this measure in FY 2016-17 because it is being incorporated into a new measure related to overall cost recovery. Percentage of cost recovery will use revenue and expenditures to provide data that is measurable against other like golf facilities by using benchmark standards through the National Recreation and Parks Association Parks and Recreation Operating Ratio and GIS (PRORAGIS) system. PRORAGIS is a tool used to collect and analyze data about parks and recreation agencies across the country and allows users to compare themselves to departments that they identify as similar to themselves – whether similar in geography, climate, size, or number of total employees.

Due to variation among golf courses in age, style (links, resort, traditional, modern, etc.), amenities, private, public and municipal; there is no industry standard for this performance measure. Courses in our market region consider this information proprietary and do not share information with competitors; therefore, this performance cannot be compared with other regional golf courses.

5. Performance Measure: Annual operating revenue per golf round played at County-managed golf courses.

(This measure is being deleted in FY 2016-17.)

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
\$20.70/round	\$21.45/round	\$22.67/round	\$22.67/round	\$22.00/round	\$23.88/round	Deleted

What: This measures 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 2015-16 is \$23.88 per round, which is 8.5% higher than the adopted target of \$22.00 per round. Therefore this performance measure was exceeded. Revenue per round increased 5.3% as compared to last fiscal year. This increase was due to concession rental payments from increased concession revenues at Morro Bay Golf Course.

We are deleting this measure in FY 2016-17 because it is being incorporated into a new measure related to overall cost recovery. Percentage of cost recovery will use revenue and expenditures to provide data that is measurable against other like golf facilities by using benchmark standards through the National Recreation and Parks Association Parks and Recreation Operating Ratio and GIS (PRORAGIS) system. PRORAGIS is a tool used to collect and analyze data about parks and recreation agencies across the country and allows users to compare themselves to departments that they identify as similar to themselves – whether similar in geography, climate, size, or number of total employees.

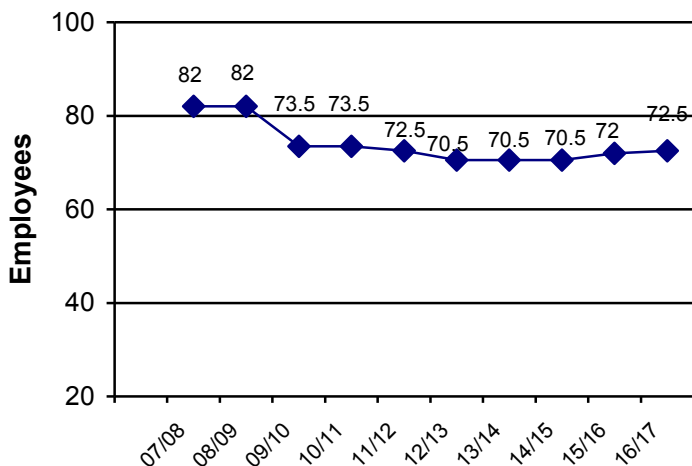
Due to variation among golf courses in age, style (links, resort, traditional, modern, etc.), amenities, private, public and municipal; there is no industry standard for this performance measure. Courses in our market region consider this information proprietary and do not share information with competitors: therefore, this performance cannot be compared with other regional golf courses.

MISSION STATEMENT

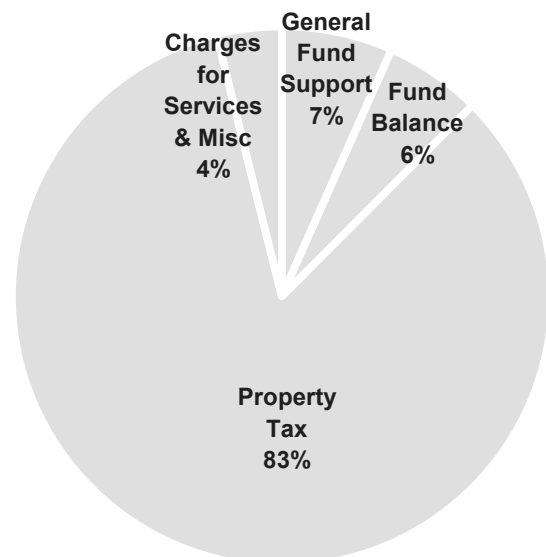
The mission of the San Luis Obispo City/County Library is to provide materials and services to people seeking knowledge, lifelong learning, and recreation, as well as to ensure that all customers of the library may use those materials and services to the maximum extent possible.

	2014-15	2015-16	2016-17	2016-17	2016-17
<u>Financial Summary</u>	<u>Actual</u>	<u>Actual</u>	<u>Requested</u>	<u>Recommended</u>	<u>Adopted</u>
Taxes	\$ 7,671,266	\$ 8,084,663	\$ 8,370,508	\$ 8,370,508	\$ 8,370,508
Revenue from Use of Money & Property	9,420	16,736	13,000	13,000	13,000
Intergovernmental Revenue	99,197	113,151	112,500	112,500	112,500
Charges for Current Services	248,686	172,367	205,800	205,800	205,800
Other Revenues	1,466,573	198,162	15,000	15,000	15,000
Other Financing Sources	2,477,328	1,174,800	633,683	666,552	666,552
Interfund	0	884	0	0	0
Total Revenue	\$ 11,972,470	\$ 9,760,763	\$ 9,350,491	\$ 9,383,360	\$ 9,383,360
Fund Balance Available	\$ 995,941	\$ 993,357	\$ 909,821	\$ 909,821	\$ 1,140,489
Cancelled Reserves	85,274	311,896	0	0	0
Total Financing Sources	\$ 13,053,685	\$ 11,066,016	\$ 10,260,312	\$ 10,293,181	\$ 10,523,849
Salary and Benefits	\$ 5,825,046	\$ 5,713,729	\$ 6,139,107	\$ 6,195,213	\$ 6,195,213
Services and Supplies	2,992,955	3,217,730	3,905,693	3,288,766	3,288,766
Other Charges	1,957,898	897,037	5,000	5,000	5,000
Fixed Assets	0	10,437	0	425,000	425,000
Gross Expenditures	\$ 10,775,899	\$ 9,838,933	\$ 10,049,800	\$ 9,913,979	\$ 9,913,979
Contingencies	0	0	210,512	379,202	495,699
New Reserves	1,272,697	150,724	0	0	114,171
Total Financing Requirements	\$ 12,048,596	\$ 9,989,657	\$ 10,260,312	\$ 10,293,181	\$ 10,523,849

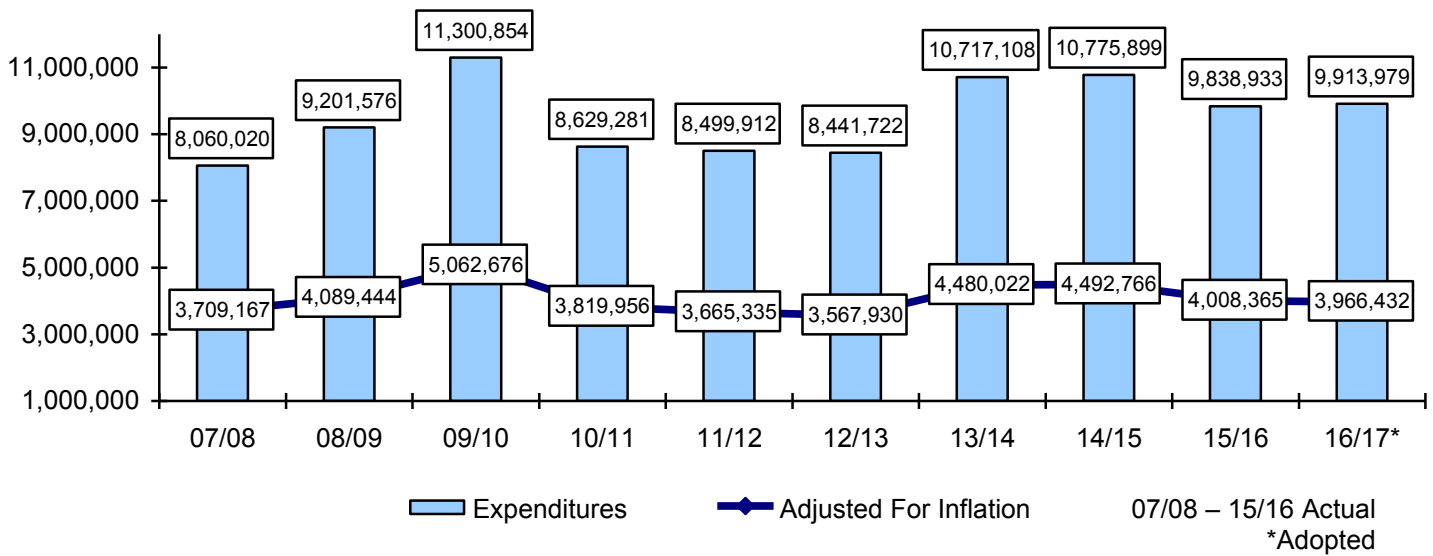
Number of Employees
 (Full Time Equivalent)



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAM

The Library has a total expenditure level of \$9,913,979 and a total staffing level of 72.50 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: \$9,913,979 Total Staffing (FTE): 72.50

DEPARTMENT COMMENTS

The mission of the San Luis Obispo County Library is to provide materials and services to people seeking knowledge, lifelong learning, and recreation. The Library Department operates as a Special Revenue Fund of the County and provides services countywide through 14 branch libraries and one main library.

Traditional library services currently offered include the lending of books and audiovisual materials, answering informational questions, providing reference books and other materials for consultation. In addition, progressive services are now being offered such as access to e-books, downloadable audiobooks, and digital magazines. Programs for adults and children are provided monthly to further enhance library services to the community while enriching the cultural amenities already provided throughout the county. 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 14 San Luis Obispo branch libraries offer Internet and/or WiFi access with the exception of one outlying location with limited internet capabilities.

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 library in San Luis Obspo.

Extending services to the community in equitable and accessible ways has continued to be the focus of the Library this fiscal year and continuing into FY 2016-17. Examples of services provided to the community include partnerships with the Children’s Museum to provide free passes for new library cardholders between the ages of two and ten years-old to 15-hours of free weekly access to the Makerspace for all of our cardholders. Reference service charges were eliminated as the department believes this is a core service the Library provides for the community. Increased outreach in the community was made possible through staff realignment. Automatic renewals of library materials have served to create more patron-friendly policies to get and keep materials in the hands of our patrons. Lastly, it is worth mentioning a new demographic that is being served as the result of a partnership with the Sheriff’s Office. The Library now provides book distribution and discussion groups to inmates who are currently incarcerated as a way of redirecting their behavior to become contributing citizens once again. While not exhaustive, the list above is representative of the services the Library provides to a diverse population throughout San Luis Obispo.

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

FY 2015-16 Accomplishments

- Opened new library facilities in Morro Bay and Shell Beach.
- The Library Foundation was awarded two grants to bring notable writers 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 Data Security Standard (PCI DSS) compliance standards and expanded services from self-checks to service desks at the San Luis Obispo, Morro Bay, Los Osos, Cambria, Arroyo Grande, Nipomo, and Atascadero branch 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 find events.
- Revised hold fulfillment process to give San Luis Obispo County cardholders first priority to County-owned materials thereby ensuring quicker access.

FY 2016-17 Objectives

- Continue developing a robust adult programming schedule with an average of 17 programs offered monthly throughout the County that bring in speakers who present on topics of interest to adult populations (e.g. local history, adult fiction authors, visual and/or performing artists, etc.)
- Build stronger ties with our Foundation and Friends of the Library groups.
- 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.
- Refine customer-service model by updating policies/procedures and ensuring consistent best practices are upheld throughout the library system.
- Monthly use of analytical software to improve operational efficiencies so as to better respond to customer needs.
- Increase public awareness of Library services through social media and targeted marketing to increase usage of materials, facilities, and programming.

COUNTY ADMINISTRATOR’S COMMENTS AND RECOMMENDATIONS

Financial Summary

The FY 2016-17 recommended budget for the Library reflects financing sources and total expenditures that are increasing by \$506,017 or 5%. General Fund support for the Library budget is recommended to increase \$32,869 or 5% compared to the FY 2015-16 adopted amount. The recommended General Fund support of \$666,552 represents 6% of the Library’s total budget of approximately \$10.3 million.

The Library is primarily dependent on revenue from property taxes to fund its operation. Due to the housing market continuing to improve, the total FY 2016-17 property tax revenues are budgeted to increase by approximately \$567,734 or 7% compared to FY 2015-16 adopted levels. Also available to fund the Library's operating budget is \$909,821 in Fund Balance Available, which is comprised of expected expenditures savings at year end, unanticipated revenue, and unspent contingencies budgeted in FY 2015-16. The proposed budget includes the budget augmentation request to move all County library materials from the current bar code tracking system to an automated Radio Frequency Identification (RFID) system. More information is provided under the Budget Augmentation Requests Recommended section below.

The total balance in the Library's reserves going into FY 2016-17 is \$1.9 million. Approximately \$1.8 million of this amount is in the Facilities Planning reserve, \$44,337 is in the Atascadero Building Expansion reserve, and almost \$50,000 is in the general reserve.

The recommended budget for FY 2016-17 includes \$379,202 in contingencies, which represents 4% of total expenditures.

Salary and benefits are recommended to increase \$149,037 or 2% compared to FY 2015-16 adopted budget due to the wage and benefit contribution increase for staff positions and the net increase of 0.50 FTE positions due to the recommended budget augmentation requests outlined below.

Services and supplies are recommended to increase \$174,323 or 5%. Significant variances in this set of accounts include a \$72,640 or 14% increase in Black Gold Automated Circulation System expense, a \$13,250 increase in the Literacy Council flow through Grant (revenue offset), an increase of \$29,767 or 5% in the budget for Library materials, and a new expense of \$24,000 due to a new partnership with the Makerspace to provide cardholders 15-hours of free weekly access to the makerspace. Other services and supplies accounts are increasing or decreasing by smaller amounts.

Fixed assets are recommended to increase \$425,000 due to the recommended budget augmentation request for the RFID system. More information is provided under the Budget Augmentation Requests Recommended section below.

Service Level Impacts

As noted above, the recommended budget will allow the department to purchase \$29,767 in Library materials and will allow cardholders access to the Makerspace. The recommended budget augmentation request for the RFID system will increase service by repurposing staff, allow for quicker checkouts of materials, and greater circulation of materials. In addition, the recommended addition of 0.50 FTE Library Assistant position will, in partnership with the Templeton Community Library Association, assist in the operation of a Library in Templeton greatly enhancing the community by providing full access to Black Gold, technology, and programming.

Position Allocation List (PAL) Changes

The FY 2016-17 recommended PAL for the department includes a net increase of 0.50 FTE compared to the FY 2015-16 adopted PAL.

FY 2015-16 Mid-Year PAL Changes

- Combined 0.25 FTE with 0.75 FTE to create 1.00 FTE Administrative Assistant positions (Administrative Changes made by the Human Resources Department)
- -1.00 FTE Library Drive Clerk position as part of a departmental restructure (Board Approved 1/12/16)
- +1.00 FTE Administrative Assistant position as part of a departmental restructure (Board Approved 1/12/16)

FY 2016-17 Recommended PAL Changes

- +0.50 FTE Library Assistant position to assist in the operation of a Library in Templeton
- +1.00 FTE Administrative Services Officer and in order realign staff responsibilities to more accurately adhere to position descriptions

- -0.50 FTE Department Personnel Technician in order realign staff responsibilities to more accurately adhere to position descriptions
- -0.50 FTE Administrative Assistant in order realign staff responsibilities to more accurately adhere to position descriptions

BOARD ADOPTED CHANGES

As part of the Supplemental Budget document, the Board approved a request to delete 35.75 FTE Administrative Assistant I/II/III, 4.00 FTE Library Assistants, 8.00 FTE Supervising Library Assistants, and 1.00 FTE Librarian I/II, 7.00 FTE Librarian III, and add 36.75 FTE Library Associates, 9.00 FTE Senior Library Associates, 2.00 FTE Librarians, 5.00 FTE Coordinating Librarians and 3.00 FTE Library Branch Managers. Board approval of this change for FY 2015-16 occurred on April 19, 2016, after the proposed budget was finalized and printed.

At year end, the final Fund Balance Available (FBA) was \$230,668 higher than assumed in the adopted budget. As part of final budget actions on September 13, 2016, the Board approved an increase in Library contingencies in the amount of \$116,497 and increased reserves in the amount of \$114,171.

BUDGET AUGMENTATION REQUESTS ADOPTED

Unit Amount	Description	Results
<p><u>Gross Annual Cost:</u> \$ 425,000</p> <p><u>Funding Source:</u> Library Operating Budget</p>	<p>Radio Frequency Identification (RFID)/Automated Materials Handling (AMH)/Materials Self-Check And Security Project</p>	<ol style="list-style-type: none"> 1. Securing the Library collection thereby reducing replacement costs of missing materials. 2. Repurposing 1.00-2.00 FTE to public-facing duties staff thereby creating greater community impact 3. Mitigate repetitive motion disorders by eliminating a known cause for risk 4. Allowing quicker checkouts and check-ins of materials through batch processing 5. Notifying patrons of upcoming library events 6. Notifying patrons of other suggested materials they may be interested in based on their selections and allowing quick access to place a hold for those materials as they check out 7. Decreasing the time materials spend in-route, thereby creating a quicker turn-around of materials on-shelf, between branches by floating the collection. Snap shots of the percentage of the collection 'in-transit' will indicate success.
<p><u>Gross Annual Cost:</u> \$23,237</p> <p><u>Funding Source:</u> Library Operating Budget – Contingencies</p>	<p>Add 1.00 FTE Administrative Services Officer and delete 0.50 FTE Department Personnel Technician and 0.50 FTE Administrative Assistant to realign staff responsibilities to more accurately adhere to position descriptions.</p>	<p>The new position will handle all human resources duties, ensuring vacancies are filled in a timely fashion, staff remain well trained, communication is consistent across the department, and confidentiality will be upheld.</p>

<p>Gross Annual Cost: \$32,869</p> <p>Funding Source: General Fund support</p>	<p>Add of 0.50 FTE Library Assistant to support the proposed Templeton library to be operated out of the existing Templeton Community Services District (TCSD) Parks and Recreation Department.</p>	<p>In partnership with the Templeton Community Library Association (TCLA), will assist in the operation of a fully functioning Library in Templeton greatly enhancing the community by providing full access to Black Gold, technology, and programming. Small branches currently operate 18 hours per week. Funding is contingent upon community survey feedback and matching funds from the TCLA group.</p>
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GOALS AND PERFORMANCE MEASURES

<p>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.</p>						
<p>Communitywide Result Link: <input type="checkbox"/> Safe <input type="checkbox"/> Healthy <input checked="" type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community</p>						
<p>1. Performance Measure: Annual expenditures per capita.</p>						
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
\$35.25	\$34.35	\$35.50	\$36.13	\$37.75	\$36.27	\$37.90
<p>What: The average annual expenditure per capita for the total library budget in libraries serving comparable populations is \$35.29. Two hundred and six public libraries serving a population of 100,000 to 249,999 across the nation were used for the statistical sample (<i>Public Library Data Service 2015</i>).</p> <p>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 including 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.</p> <p>How are we doing? The total FY 2015-16 per capita expenditures for the Library exceeds the average for public libraries with comparable populations as reported in a survey by the Public Library Data Service (Statistical Report 2015). The Library continues its goal to increase per capita spending. Additional funding enables the Library 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 continue to improve the per capita funding in the future. The Library's FY 2015-16 amount of \$36.27 was calculated using an estimated population of 246,579 and an \$8,943,613 expenditure amount. <i>Note – the population of the City of Paso Robles is not included given that the City operates its own library. The population number for the County Library service area is determined by the California State Library.</i></p>						
<p>2. Performance Measure: Annual number of items circulated per capita.</p>						
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
10.1	10.1	9.8	9.6	10.6	10.5	10.3
<p>What: The average annual number of items circulated per resident for public libraries serving comparable populations is 9.12. Two hundred and six public libraries serving a population of 100,000 to 249,999 across the nation were used for the statistical sample (<i>Public Library Data Service 2015</i>).</p> <p>Why: High circulation reflects success in meeting the educational, recreational, and informational needs, along with reading, viewing, and listening interests of the community.</p> <p>How are we doing? The FY 2015-16 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 2015-16 rate of 10.5 is based on an estimated population of 246,579 and a total circulation of 2,593,069. <i>Note – the population of the City of Paso Robles is not included given that the City operates its own library. The population number for the County Library service area is determined by the California State Library</i></p>						

3. Performance Measure: Annual expenditures per capita for library materials to include new and replacement copies.

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
\$2.16	\$2.29	\$2.74	\$2.76	\$2.80	\$2.82	\$2.85

What: The average annual expenditure per capita for library materials in libraries serving comparable populations is \$4.23. Two hundred and three public libraries serving a population of 100,000 to 249,999 across the nation were used for the statistical sample (*Public Library Data Service 2015*).

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 FY 2015-16 amount is below the national average of \$4.23 as noted above. The continuing challenge for the Library is to find additional book/material funding. The stabilization of the real estate market and the resulting increase in property tax revenue (a significant source of funding for the Library) is helping. The Library's FY 2015-16 amount of \$2.82 was calculated using an estimated population of 246,579 and an expenditure amount of \$694,997. *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: Facility Utilization (visits per capita).

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
New Measure	New Measure	New Measure	1,037% (10.37 visits)*	114% (1.14 visits)*	3.5 visits	4.00 visits

What: This measure captures the number of people who enter our facilities, thus measuring the community's use of library resources. Reported ratio is calculated by dividing the number of visits gathered from library door counts by the population of the County. *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.*

*The library refined this measure beginning FY 2015-16 by reporting the number of visits per capita rather than visits per cardholder reported as a percentage. Results from FY 2014-15 are reported visits per cardholder, and all following years are visits per capita. Visits per capita is a more telling figure as one does not need a library card to use the facility.

Why: Library facilities are essential to the community as an access point to cultural activities, government resources, life-long learning, personal enrichment, entertainment, and dialog; as well as being a free space for the public to congregate. Additionally some library services such as in-depth reference and computer assistance are conducted primarily within the library facility.

How are we doing? The FY 2015-16 facility utilization of 3.5 visits per capita per year outperformed the adopted goal of 1.14 visits, which is likely the result of strong public interest in library programming and services. It is anticipated door counts will likely increase very little in FY 2016-17 as a planned library renovation and closure in San Luis Obispo will in-part offset increased traffic for library programming and services at other County libraries. The Library's 3.5 visits for FY 2015-16 was calculated using 872,220 visits divided by the population of 246,579. There is no comparison data available at this time. *Note – the population of the City of Paso Robles is not included given that the City operates its own library. The population number for the County Library service area is determined by the California State Library.*

5. Performance Measure: Percentage of Current Cardholders per capita in the County.

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
New Measure	New Measure	New Measure	31%	35%	25%	34%

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 how many people are taking advantage of borrowing privileges. Measurement is defined by taking new registrations and active cardholders (used their cards in the last three years) and dividing by census population data.

How are we doing? The Library's FY 2015-16 amount of 25% was calculated using an estimated population of 246,579 and 60,800 current cardholders. The result of 25% is lower than the Library's target of 35% due to a patron reconciliation process conducted in FY 2015-16. During patron reconciliation accounts that had been inactive for more than two years were expunged from the Library's patron database. While this significantly affects results for FY 2015-16, it will provide a more accurate measurement going forward. The percentage of active library cardholders should increase as the library focuses on improved promotion and expanded resources. The Library continues to partner with other organizations and County Departments to reach underserved populations. Library partnerships with SLO MakerSpace, SLO Seed Exchange, and the County Jail illustrate this effort of offering new services in order to reach a broader user-base. 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.

6. Performance Measure: Percentage of the science, technology, consumer law and consumer health materials, system wide, which are current. (This measure is being deleted in FY 2016-17.)

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
84%	85%	85%	85%	87%	87%	Delete

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 intends to delete this measurement for the FY 2016-17. Many resources for this measurement are now primarily in digital format and are difficult to measure consistently and accurately. Furthermore, new items may not be published on a frequent cycle, and certain subject matters may remain relevant for longer than 5 years (e.g. Black's Law Dictionary).

There is no comparable Public Library Data Service report available at this time for this performance measure.

7. Performance Measure: Percentage of total available Internet hours used by Library patrons.

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
New Measure	New Measure	New Measure	42%	65%	40%	41%

What: Percentages are calculated by dividing the number of hours spent on public internet computers by the total number of 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.

Why: This showcases the relevancy of library services in bridging the digital divide. In-house technology access provides avenues to government services, job applications, school coursework, and other vital tasks.

How are we doing? The use rate for the Library's public internet computers was 40% for FY 2015-16. This shows a slight decrease from FY 2014-15, but the Library expects use to increase in FY 2016-17 as the Library shifts its policies to allow more time per person on the public internet stations. Another factor that affects the use of public internet stations is more library users bringing their own devices, or using the library provided Chromebook computers to access the internet. Library customers used 22.5 Terabytes worth of information over the library WiFi during FY 2015-16, up significantly from FY 2014-15 usage of 13.5 Terabytes. The Simmler branch remains 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 Library's FY 2015-16 amount of 40% was calculated using an estimated 143,204 available hours with 57,983 hours of usage.

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

8. Performance Measure: Percentage of library users who are extremely or very satisfied with library services in the county. (This measure is being deleted in FY 2016-17.)

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
97%	Biennial Survey	TBD - Survey Delayed	TBD – Survey Delayed	90%	91%	delete

What: This survey measures the extent to which library users report that they are satisfied with library service in the County. The survey of all current library cardholders was conducted in October 2015 utilizing Survey Monkey to collect responses.

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.

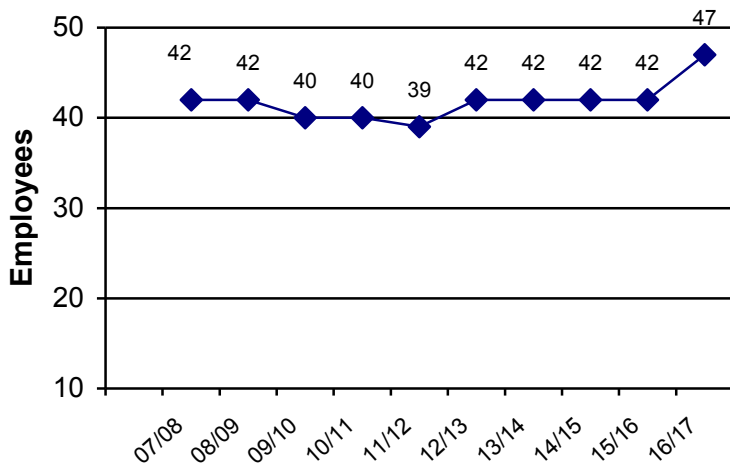
How are we doing? In the October 2015 community survey, customers reported being either satisfied or very satisfied at a rate of 91% (survey included 44,257 invitations sent with 7,094 responses). It is the intent of the Library to delete this performance measure as we feel it isn't repeatable or informative. Satisfaction surveys are subjective and have a tendency of suffering from a halo effect or a recency effect from the patron's last experience. Moreover satisfaction numbers and customer engagement are captured effectively and objectively in other existing performance measures (e.g. Door counts or circulation statistics would be indicative of customer engagement or lack thereof). There is no comparison data available at this time.

MISSION STATEMENT

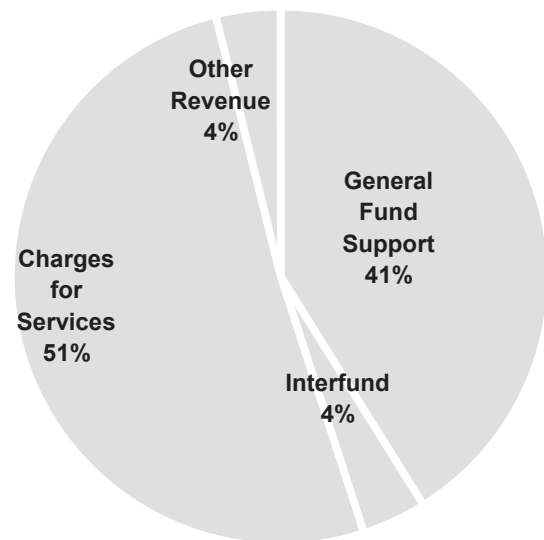
The San Luis Obispo County Department of Parks and Recreation ensures diverse opportunities for recreation and the personal enrichment of the County's residents and visitors while protecting its natural, cultural, and historical resources.

Financial Summary	2014-15	2015-16	2016-17	2016-17	2016-17
	Actual	Actual	Requested	Recommended	Adopted
Licenses and Permits	\$ 3,252	\$ 0	\$ 0	\$ 0	\$ 0
Fines, Forfeitures and Penalties	77,135	92,402	93,558	118,558	118,558
Revenue from Use of Money & Property	147,176	122,580	143,059	143,059	143,059
Intergovernmental Revenue	3,161	0	9,233	9,233	9,233
Charges for Current Services	4,771,379	4,892,105	4,858,841	4,858,841	4,858,841
Other Revenues	83,569	46,578	79,505	79,505	79,505
Other Financing Sources	5,339,711	3,812,362	3,616,907	3,616,907	3,616,907
Interfund	320,148	369,170	347,235	347,235	347,235
Total Revenue	\$ 10,745,531	\$ 9,335,197	\$ 9,148,338	\$ 9,173,338	\$ 9,173,338
Fund Balance Available	\$ 1,156,762	\$ 1,313,551	\$ 768,920	\$ 768,920	\$ 377,746
Cancelled Reserves	332,000	200,000	0	0	391,174
Total Financing Sources	\$ 12,234,293	\$ 10,848,748	\$ 9,917,258	\$ 9,942,258	\$ 9,942,258
Salary and Benefits	\$ 4,582,483	\$ 4,815,527	\$ 5,036,706	\$ 5,186,706	\$ 5,186,706
Services and Supplies	3,141,485	3,775,680	3,471,625	3,496,625	3,496,625
Other Charges	2,561,494	1,307,999	126,977	126,977	126,977
Fixed Assets	(10,693)	168,524	51,000	51,000	51,000
Gross Expenditures	\$ 10,274,769	\$ 10,067,730	\$ 8,686,308	\$ 8,861,308	\$ 8,861,308
Contingencies	0	0	0	200,000	200,000
New Reserves	506,762	1,110,688	768,920	880,950	880,950
Total Financing Requirements	\$ 10,781,531	\$ 11,178,418	\$ 9,455,228	\$ 9,942,258	\$ 9,942,258

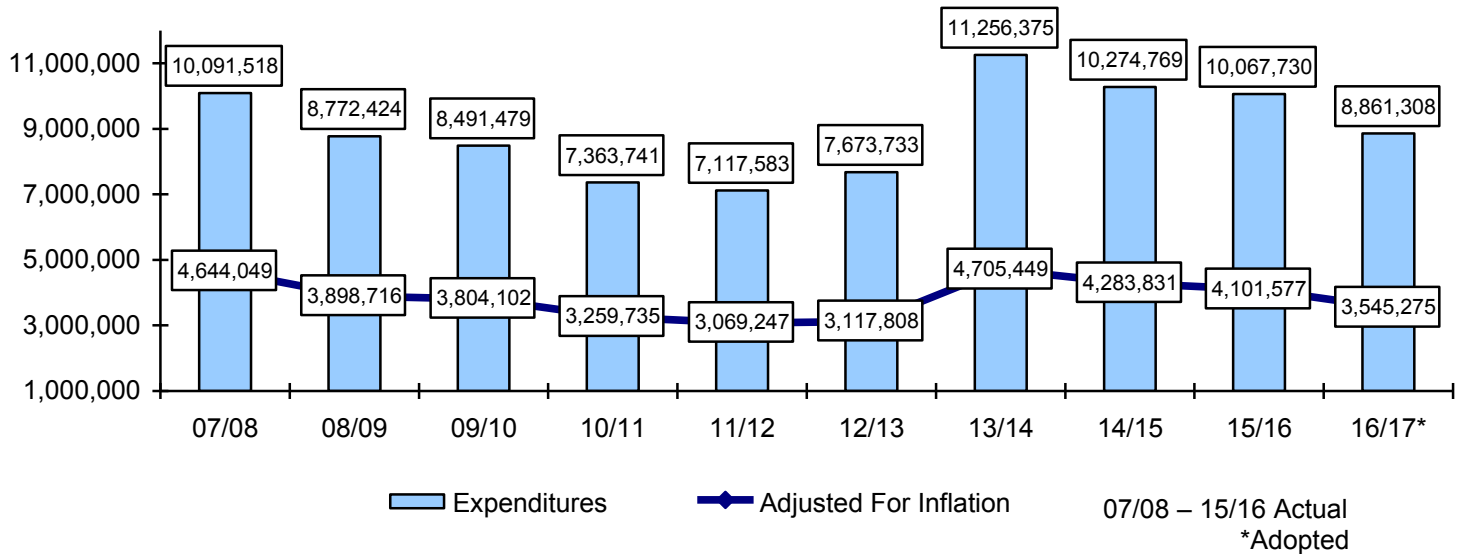
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Parks and Recreation has a total expenditure level of \$8,861,308 and a total staffing level of 47.00 FTE to provide the following services:

Parks Facilities, Programs and Projects

Provide well-managed park areas and provide quality services throughout the County Parks system to ensure safe, effective, and efficient operations. This is done through support of and investment in employees, volunteers, concessionaires and partners to operate, manage and maintain the County-owned and/or operated parks and recreational facilities. Such facilities include community parks, playgrounds, tennis courts, swimming pools, coastal access, beaches, regional parks, camping facilities, trails, open space, and historic adobe. Key functions include:

- Designing and implementing recreational programs to enhance the personal enrichment and recreational opportunities of residents and visitors.
- Balancing the community benefits of parks with individual benefits of specific activities and services by using a market-based recreational fee structure.
- Managing the central reservation system for residents and visitors to reserve the use of campgrounds, group day-use areas and other recreational facilities.
- Planning and completing capital and maintenance projects that improve existing parks facilities and create new and additional facilities such as trails, playgrounds, boating facilities, etc.
- Assisting other agencies and park partners in providing park and recreation services.
- Securing funding from external and internal sources to enable completion of planned projects.

Total Expenditures: \$8,538,296 Total Staffing (FTE): 45.00

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: \$323,012 Total Staffing (FTE): 2.00

DEPARTMENT COMMENTS

The Department of Parks and Recreation 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 in a manner that allows for a better future for all residents and visitors. Staff members also seek grant funding, manage revenues and receive donations of property and funds for purchasing additional acreage, building new facilities or improving existing recreational features. Through these efforts, several new sections of trails are in development for future additions to the park system. Additionally, County Parks has numerous volunteer groups and individuals who regularly donate their time and resources to help with ongoing projects, maintenance, and recreation programming. Volunteers 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, 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 improvement in fee-based revenues over the past several years largely due to focused marketing efforts. As this trend continues, staff intends to continue completing projects deferred in past years. Staff consistently explores alternative funding sources for operations, projects and maintenance. The department will continue to expand marketing and promotions efforts and community relations programs, increase concession and other service provision opportunities and improve support through new partnerships such as the completion of Vista Lago Adventure Park.

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

FY 2015-16 Accomplishments

- Completed the restoration of the Cayucos Pier and had a successful grand re-opening of the pier in October 2015.
- Implemented the new Parks and Recreation Department website. The site now has an updated modern look and user-friendly capabilities. It also allows for more, and better quality, marketing tools for the users.
- Implemented the recreational class module for the new reservation system allowing for 24/7 reservations for recreational class sign ups.
- Focused efforts on promotion of Camp French for weddings, camping and corporate events. Five weddings were planned in January for upcoming season due to marketing efforts. Completed capital improvement project for Camp French with related improvements.
- Solidified additional opportunities to partner with volunteer groups to help in the maintenance of parks facilities and infrastructure in multiple facility locations. Anticipated volunteer hours for 2015-16 is 75,000 hours.
- Developed scopes for additional opportunities to increase revenue at Santa Margarita Lake Recreational Area. One being adding electrical

FY 2016-17 Objectives

- Begin the process of national accreditation as per the Commission for Accreditation of Park and Recreation Agencies (CAPRA) standards, meeting at least 50 standards by June 2017 and achieving all 151 standards by 2020.
- Begin the department's Cost Recovery Plan project to determine proper cost recovery goals for the various facilities and services within the department.
- Seek additional opportunities to increase recreational activities by concessionaire and other means thereby increasing revenue by 6% over last year to the Department of Parks and Recreation.
- Continue the effort to make Rainbow Trout plants at Lopez Lake permanent allowing increased recreational opportunities for the public and program revenue generation.
- Develop a comprehensive Revenue Policy and a Donor Sponsorship and Recognition Policy.
- Enhance the use of the new Parks and Recreation Department website for customer information and interactive use by having at least 45% of all reservations made online.

hook ups at the Osprey campground and two, planning to repurpose the existing playground feature to attract more interest and usage.

- Continued to create new and comprehensive marketing strategies, advertising and promotions to increase use and revenue opportunities focusing on Camp French, campgrounds and partnering with our concessionaires.
 - Attended the Mid State Fair for the third year and moved the booth to a new location that yielded over 4,000 adult email addresses and nearly 2,000 kids participating in the County Parks Discovering the Environment through Education and Recreation (DEER) program.
 - Held the 4th Outdoor Discovery Festival event at Lake Lopez to name brand and market the Department of Parks and Recreation facilities. Despite the low lake level and in ability to have water-related activities, the department's Marketing and Planning (MAP) Team added a color run and partnered with the Vista Lago Adventure Park. This year's event had the highest attendance to date with approximately 2,000 attendees.
 - Continued the trout planting program at Lopez Lake receiving large plants that broke a five-year ban on Rainbow Trout planting three years ago. Trout plants were tripled last year. Staff has developed an excellent working relationship with the Department of Fish and Wildlife and the National Oceanic and Atmospheric Administration make the trout plants a reality at Lopez Lake. Other agencies have contacted us in an effort to mirror our successful methodology.
- Continue to create new and comprehensive marketing strategies, advertising and promotions to increase use by at least 5% and revenue opportunities.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Financial Summary

Parks and Recreation is administered as a Special Revenue Fund and is primarily supported by park user fees and the General Fund. The General Fund contribution of \$3,616,907 is recommended to remain at status quo compared to FY 2015-16 adopted levels. Revenues are recommended to increase by \$450,937 or 5% and expenditures to increase by \$136,044 or 1% compared to FY 2015-16 adopted levels. Of its revenues, the department is projecting significant increases in camping fees (\$331,000 or 10%) and group entrance fees (\$215,000 or 48%), based on current year trends. Of its expenses, the most significant increase (\$247,763 or 6%) is for salary and benefits expenses.

As it has in the past, the department will continue to budget for contingencies (\$200,000) and also continue to place funds in reserves (\$880,950) for deferred maintenance projects. The addition to reserves is 20% lower than FY 2015-16, and is related to a lower estimated fund balance available for FY 2016-17.

The recommended budget includes revenue from the Off Highway Vehicle (OHV) In-Lieu Fees that are intended for distribution to governmental and non-profit organizations. The funds are divided with 40% to be allocated to County departments and 60% allocated to other governmental and non-profit organizations through a process administered by the Parks Commission and departmental staff. The Parks Commission reviews and recommends projects for inclusion in the County's annual budget, subject to approval by the Board of Supervisors.

In FY 2016-17, there is \$94,366 in OHV In-Lieu Fees available for the Parks Commission to administer, including \$3,000 of unclaimed funds from FY 2013-14; \$5,000 will be used to cover Parks and Recreation's staff costs for administering the program and managing the grant awards, leaving \$89,366 available for distribution to outside governmental and non-profit agencies. Parks and Recreation received seven applications totaling \$194,266 during the competitive application period, exceeding funding available by \$104,899. Working with County Counsel, Parks and Recreation 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.

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 submitted applications. As part of the budget process, the Board is asked to approve the award of a total of \$89,366 in OHV In-Lieu Fees to outside agencies and non-profit organizations, as recommended below:

Project Number	Applicant	Type of Organization	Project/ Requested Amount	Project Description	Recommended Amount
1	Cal Fire /City of Pismo Beach	Government	\$9,900	Waterproof and noise canceling two-way radios to communicate with State Parks Rangers at Oceano Dunes.	\$9,900
2	Central Coast Motorcycle Association	Non-Profit	\$20,000	Hi Mountain Road repair and maintenance. Total project cost is \$80,000. \$60,000 is from the County's Internal OHV fund through Public Works.	\$4,466
3	Central Coast Motorcycle Association	Non-Profit	\$25,000	Equipment purchase of trail maintenance equipment.	\$25,000
4	Central Coast Motorcycle Association	Non-Profit	\$12,000	Pozo-La Panza trail re-route environmental assessment.	\$12,000
5	Central Coast Motorcycle Association	Non-Profit	\$29,000	Trail maintenance of 7.5 miles of OHV trails in Los Padres National Forest.	\$29,000

**Parks and Recreation
Fiscal Year 2016-17 Final Budget**

Fund Center 305

6	City of Paso Robles Police Department	Law Enforcement	\$9,000	Enclosed OHV trailer to move and store OHV used for enforcement and rescue in the Salinas River.	\$9,000
7	Cuesta Ridge Road Association	Non-Profit	Maximum (up to \$89,366)	Engineering plans for road restoration of a seven-mile segment of West Cuesta Ridge Road.	\$0
TOTAL ALL PROJECTS			\$194,266		\$89,366

Aside from the above projects coming out of the 60% allocation of OHV funds for outside entities, the department itself has requested use of \$25,000 from the 40% allocation, meant for use by County departments. These funds will go toward repair of a fence for OHV equipment at the Coastal Dunes Campground.

Service Level Impacts

The Assistant Director position is anticipated to improve many of the service areas of the department, as discussed below.

Position Allocation List (PAL) Changes

FY 2015-16 Mid-Year PAL Changes:

- +1.00 FTE Parks Superintendent

FY 2016-17 Budget Changes

- + 1.00 FTE Assistant Director

BOARD ADOPTED CHANGES

At year end, final Fund Balance Available was \$377,746, which was \$391,174 lower than estimated. As a part of final budget actions, Parks reserves for future projects were lowered by \$391,174.

BUDGET AUGMENTATION REQUESTS ADOPTED

Unit Amount	Description	Results
<p><u>Gross Annual Cost:</u> \$150,000</p> <p><u>Funding Source:</u> FC 305 Parks Special Revenue Fund</p>	<p>Add 1.00 FTE Assistant Director to assist in management of the department.</p>	<p>Provide a position that will help the department achieve its mission and goals, including, but not limited to, the following:</p> <ol style="list-style-type: none"> 1. Increase cost recovery percentage of total annual operating budget by completing a cost recovery study of existing programs to target those with the greatest growth potential. 2. Increase the percentage of Commission for Accreditation of Parks and Recreation Agencies standards met by the department to achieve and maintain national accreditation. The current goal is to submit an application by 2020, but with this position, the department could submit an application in FY 2018-19. 3. Implement and manage the 30 performance measures that are contained in the department's 2015 Strategic Plan and update annually.

Gross Annual Cost: \$25,000	Fencing repair at the OHV storage area at Coastal Dunes Campground.	Provide a safe and secure enclosure for OHV vehicles.
Funding Source: OHV Funds		

BUDGET AUGMENTATION REQUESTS NOT ADOPTED

Unit Amount	Description	Results
Gross Annual Cost: \$105,000 Funding Source: FC 305 Parks Special Revenue Fund	Add 1.00 FTE Parks Operations Coordinator.	Provide a position that will help the department achieve its mission and goals, including, but not limited to, the following: <ol style="list-style-type: none"> 1. Increase cost recovery percentage of total annual operating budget by targeting concession, volunteer and special event programming to increase revenues. 2. Increase the percentage of Commission for Accreditation of Parks and Recreation Agencies standards met by the department to achieve and maintain national accreditation by completing a robust Donor and Sponsorship Program, Concession Program and Volunteer Program Handbook. 3. Increase the number of annual program evaluations in the concession and volunteer programs from zero to having all concessions annually evaluated and a process in place for volunteer evaluation to ensure they support a healthy community.

GOALS AND PERFORMANCE MEASURES

Department Goal: The Department will have well managed park areas.						
Communitywide Result Link: <input type="checkbox"/> Safe <input type="checkbox"/> Healthy <input checked="" type="checkbox"/> Livable <input checked="" type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community						
1. Performance Measure: Number of Commission for Accreditation of Park and Recreation Agencies (CAPRA) standards achieved toward accreditation. (This measure is being added in FY 2016-17.)						
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
New Measure	New Measure	New Measure	New Measure	New Measure	New Measure	59 (out of 151)
<p>What: The Parks and Recreation Department has embarked on a path to help the County become a world class organization via the process of national accreditation recognition from the Commission for Accreditation of Park and Recreation Agencies (CAPRA), an affiliation with the National Recreation and Parks Association (NRPA). This is a multi-year process that includes accreditation of the department by meeting set national standards. There are 37 fundamental standards that must all be successfully met and completed in full and a total of 151 standards overall that an organization is evaluated against. There are currently only three organizations in California that have achieved national accreditation. Over the next several years, beginning in FY 2016-17, the Department of Parks and Recreation will begin the journey to reach this goal and then continue to maintain accreditation on a five year review cycle.</p> <p>Why: Accreditation will position the department in excellent standing to be highly competitive for grant and other funding opportunities while gaining national exposure. In the course of achieving the accreditation standards, an organization is required to streamline and document processes, develop compliance plans, and perform detailed efficiencies. This holds the organization accountable to the public and ensures responsiveness to community needs. Additionally, the process identifies areas for improvement by comparing the department against national standards of best practice.</p>						

How are we doing? This is a new measure for the department, so there is no prior year data. A key component of this measure is to assure that the Department of Parks and Recreation is on track for achieving the standards for accreditation. The department will establish a target number of planned standards to complete and have ready for evaluation in a fiscal year. A higher than planned number of standards completed would equate to staff exceeding the planned target. Once all standards are met and accreditation achieved, this measure will continue to track compliance with standards to prepare for reaccreditation every five years.

Department Goal: The Department will continuously improve its service delivery.

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

2. Performance Measure: Square footage of high maintenance intensive park facilities maintained per full time equivalent (FTE) employee. (This measure is being deleted in FY 2016-17)

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
110,832 sq.ft./FTE	107,810 sq.ft./FTE	120,514 sq.ft./FTE	121,088 sq.ft./FTE	120,514 sq.ft./FTE	122,549 sq.ft./FTE	Deleted

What: The ratio of full time equivalent (FTE) 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 #4 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 14,000 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 2015-16 results show that staff managed more square feet of parkland compared to the adopted target. However the department did have staffing shifts and open positions during FY 2015-16 attributing to the increase in acreage/FTE. 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 #4, 93% of customers surveyed in FY 2015-16 rated their overall park and recreation experience as satisfactory or better, which is slightly below the target of 95% but still is considerably high. Due to variation among public parks and park facilities in age, type (Regional, Lake, Beach, Community, Neighborhood, etc.), and 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.

This performance measure is deleted in FY 2016-17 because there is no national comparison data available. Staff will be conducting a departmental cost recovery plan in FY 2016-17 and will be using that data to create a replacement measure that can be compared to national standards for like agencies as the department works toward accreditation. This is an effort to work toward measures that are both valuable to the organization and nationally accountable.

3. Performance Measure: Percentage of reported imminent safety hazards that are abated within one work day. (This measure is being deleted in FY 2016-17)

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
97%	100%	100%	100%	98%	100%	Deleted

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 FY 2015-16 result of 100% exceeded the adopted target of 98%. This measure underlines Parks' commitment to addressing safety hazards as their highest priority. In FY 2015-16, 268 hazards were reported and all were abated within one workday of being reported.

This measure has been deleted in FY 2016-17 since staff typically abates all hazards within one work day in order to keep the public safe. This measure will be tracked internally, but will always be at or near 100%. 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.

4. Performance Measure: Percentage of responses to Customer Satisfaction Survey rating overall park experience as "Satisfactory" or better.

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

What: Visitors are randomly surveyed by a number of possible methods including, but not limited to, social media, email, phone/text inquiries and/or in person in May and June each year throughout County Park lands. This annual customer survey measures respondents' overall satisfaction with our visitors' 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. In addition to "overall satisfaction," the questions on the customer survey will be aligned with the department's strategic plan and internal performance measurements to achieve national accreditation from the Commission for Accreditation of Park and Recreation Agencies (CAPRA) by FY 2020-21. Higher customer satisfaction would correlate with increased customer referrals, more visitors and increased revenues.

How are we doing? Due to the variation among parks and recreation facilities and types of programs, there aren't industry-wide standards to benchmark this performance measure. Generally, customer satisfaction surveys that are in the 90th percentile indicate a great deal of satisfaction with the provision of quality park and recreation experiences. The 2015-16 result of 93% customer satisfaction was slightly below planned but still a considerably high rating.

**5. Performance Measure: Number of volunteer work hours performed yearly in County Parks and facilities.
(This measure is being deleted in FY 2016-17)**

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
109,182 hrs	74,146 hrs	79,064 hrs	71,973 hrs	75,000 hrs	65,085	Deleted

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. When County resources and revenues are in decline, volunteer resources 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 actual FY 2015-16 results are 65,085 hours, which is below the adopted FY 2015-16 target. This is primarily due to the reduction of available workers through the Alternative Work Program (AWP) last year, the reduction in volunteer staff at Dairy Creek Golf Course due to current course conditions, and Camp Host vacancies. This data is compiled from each district and administrative area in June of each fiscal year and is expected to be in the general projected range at year end. It is normal for volunteer hours to vary from year to year but usually fall within the 50,000 to 70,000 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, as the national standard measures volunteer hours per Full Time Equivalent employee. Staff is not aware of any comparable Park and Recreation system that has a similar measure that could be used for comparison purposes.

This measure is deleted in FY 2016-17 because it will be replaced with a measure (Measure #6) that looks at volunteer hours/FTE instead of overall volunteer hours completed. This will allow the Park and Recreation Department to measure productivity against CAPRA national industry standards of like agencies.

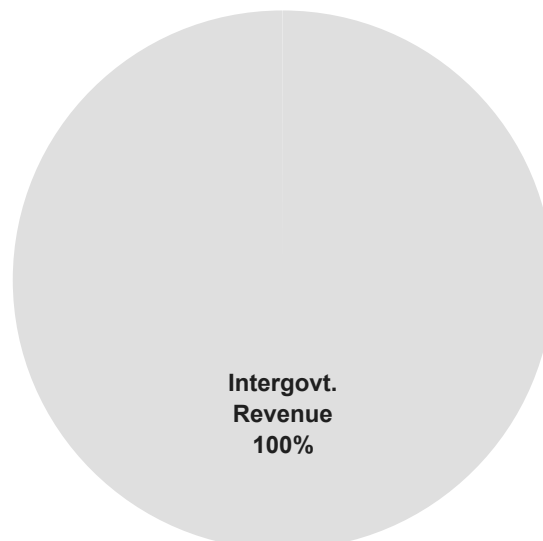
6. Performance Measure: Number of volunteer work hours performed yearly per Full-Time Equivalent (FTE) in County Parks and facilities. (This measure is being added in FY 2016-17)						
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
New Measure	New Measure	New Measure	New Measure	New Measure	New Measure	980/FTE
<p>What: Volunteer work hours for the County Parks and Recreation Department park lands are tracked and reported annually. This data indicates the level of support the public provides in assistance of staff that maintain/service County park lands. At the same time it provides a measure of the amount of active, health-building hours volunteers spend in County Parks. This measure is changing from simply recording total hours to recording hours per full time employee (FTE). Total hours only allow a comparison from year to year while hours per full time employee allow year to year comparisons as well as benchmarking against other agencies regardless of agency size.</p> <p>Why: Volunteer resources are extremely important to the County Parks and Recreation Department. Although park revenues have been increasing over the past several years, the need to address deferred maintenance of park facilities far outweighs the availability of resources at this time. This means that our volunteers in the parks are an increasingly vital part of service delivery for the community. 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.</p> <p>How are we doing? It is normal for volunteer hours to vary some from year to year, but the Commission for Accreditation of Park and Recreation Agencies (CAPRA) benchmark standards demonstrate that the range of volunteer hours per FTE ranges between 506 and 551 volunteer hours. Generally the Parks and Recreation Department has ranged between 1,000 and 1,150 volunteer hours/FTE over the past three fiscal years, well above the national average. It is anticipated that the volunteer hours per FTE will vary by a small amount any time that staffing numbers change in the department, but will still be well above the national average. It is important to note that adequate staffing is necessary to monitor and train volunteers in safe practices related to the Parks and Recreation Department's service delivery maintenance practices. Volunteer hours exceeding this benchmark national average range may indicate excellence in volunteer quality and staff's ability or may indicate the need for additional resources. The Parks and Recreation Department will continue to invite volunteers to participate and provide an annual volunteer appreciation event to express the importance of this program.</p>						

PURPOSE STATEMENT

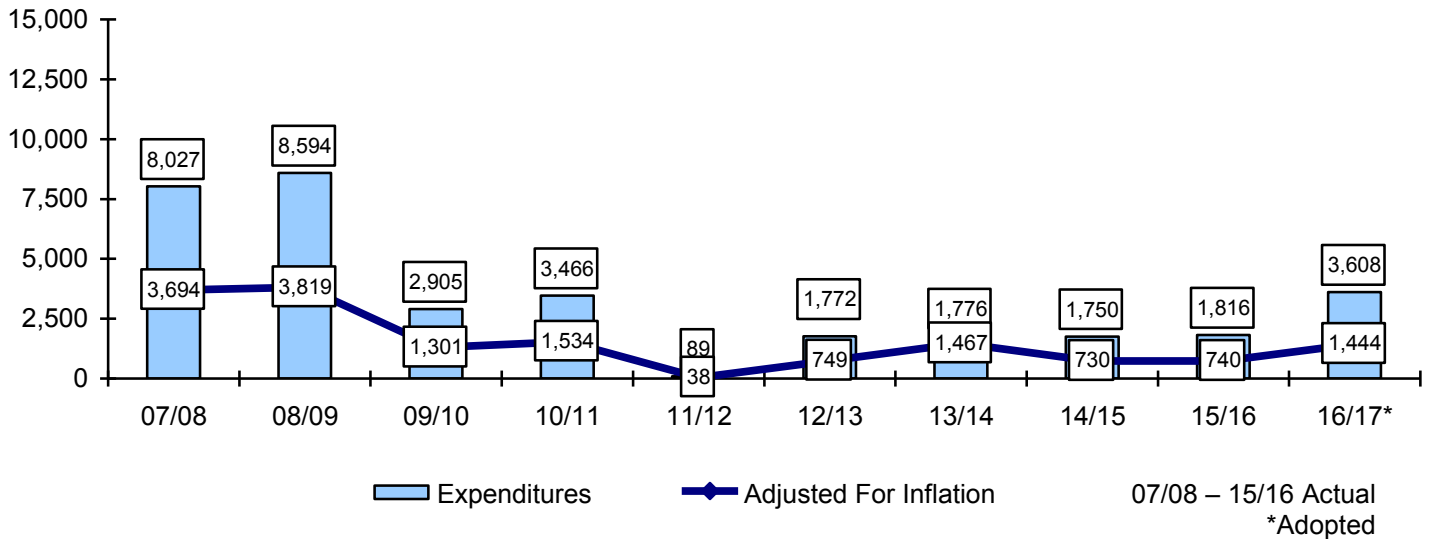
The Taylor Grazing Act of 1934 provides that 50 percent of the grazing fees on Bureau of Land Management (BLM) land outside of organized districts be returned to the State. The California Public Resources Code requires the State's share to be distributed to counties in proportion to the grazing fees 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.

	2014-15	2015-16	2016-17	2016-17	2016-17
<u>Financial Summary</u>	<u>Actual</u>	<u>Actual</u>	<u>Requested</u>	<u>Recommended</u>	<u>Adopted</u>
Revenue from Use of Money & Property	\$ 65	\$ 106	\$ 0	\$ 0	\$ 0
Intergovernmental Revenue	<u>3,673</u>	<u>1,889</u>	<u>3,548</u>	<u>3,608</u>	<u>3,608</u>
Total Revenue	\$ <u>3,738</u>	\$ <u>1,995</u>	\$ <u>3,548</u>	\$ <u>3,608</u>	\$ <u>3,608</u>
Fund Balance Available	\$ 2,307	\$ 1,987	\$ 0	\$ 0	\$ 178
Cancelled Reserves	<u>0</u>	<u>0</u>	<u>752</u>	<u>0</u>	<u>0</u>
Total Financing Sources	\$ <u>6,045</u>	\$ <u>3,982</u>	\$ <u>4,300</u>	\$ <u>3,608</u>	\$ <u>3,786</u>
Salary and Benefits	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Services and Supplies	1,750	1,816	4,300	3,608	3,608
Other Charges	0	0	0	0	0
Fixed Assets	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Gross Expenditures	\$ <u>1,750</u>	\$ <u>1,816</u>	\$ <u>4,300</u>	\$ <u>3,608</u>	\$ <u>3,608</u>
Contingencies	0	0	0	0	0
New Reserves	<u>2,307</u>	<u>1,987</u>	<u>0</u>	<u>0</u>	<u>178</u>
Total Financing Requirements	\$ <u>4,057</u>	\$ <u>3,803</u>	\$ <u>4,300</u>	\$ <u>3,608</u>	\$ <u>3,786</u>

Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Wildlife and Grazing has a total expenditure level of \$3,608.

Predator Control

Provides funds to the U.S. Department of Agriculture for a portion of the salary and mileage costs of a trapper employed to control predators causing animal damage on private and public rangeland.

Total Expenditures: \$1,750 Total Staffing (FTE): 0.00

Range Improvement

Provides funds for a fencing/cattle guard project on Bureau of Land Management Land property in the Temblor Mountains Range.

Total Expenditures: \$1,858 Total Staffing (FTE): 0.00

COUNTY ADMINISTRATOR’S COMMENTS AND RECOMMENDATIONS

Financial Summary

The annual meeting of the Wildlife and Grazing Advisory Board (GAB) took place on April 4, 2016. The recommended funding levels for this fund center remain relatively consistent with those from previous fiscal years. Proposed expenditures of \$3,608 for FY 2016-17 represent funding for a portion of the Federal trapper program at \$1,750 and a balance of \$1,858 that can be allocated for range improvement projects. This level of funding provides service levels similar to previous years. At the end of each fiscal year, unanticipated revenue that was not previously allocated at the annual meeting is used to increase general reserves or special project reserves.

The source of this funding is Bureau of Land Management revenue estimated in the amount of \$3,608. 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. Over the past ten years, this source of revenue has fluctuated from approximately \$3,000 to \$6,000.

**Wildlife and Grazing
Fiscal Year 2016-17 Final Budget**

Fund Center 330

The FY 2016-17 proposed budget for Wildlife and Grazing includes General Reserves of \$4,671 and Special Project Reserves of \$14,907, which will be used in future years for range improvement projects and predator control.

Service Level Impacts

There are no service level impacts anticipated.

Position Allocation List (PAL) Changes

This fund center has no PAL.

BOARD ADOPTED CHANGES

At year end, the final Fund Balance Available was \$178. As part of final budget action, these funds were added to the Wildlife and Grazing Projects designation, increasing reserves and designations to a total of \$19,756.

BUDGET AUGMENTATION REQUESTS ADOPTED

None requested.

Fiscal and Administrative

Administrative Office
Organizational Development

Assessor

Auditor-Controller

Board of Supervisors

Clerk-Recorder

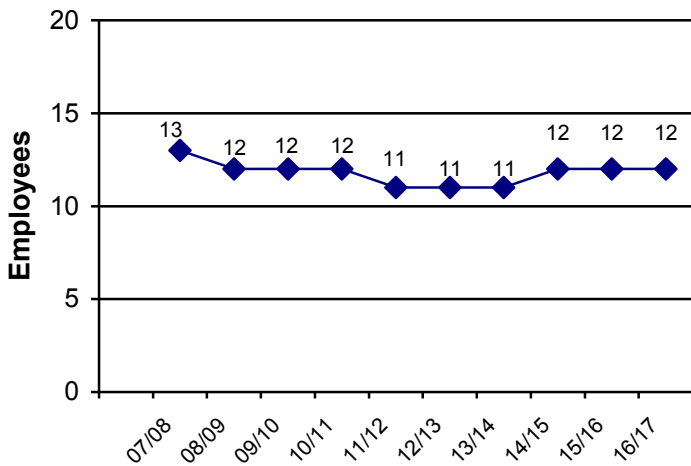
Treasurer-Tax Collector-Public Administrator

MISSION STATEMENT

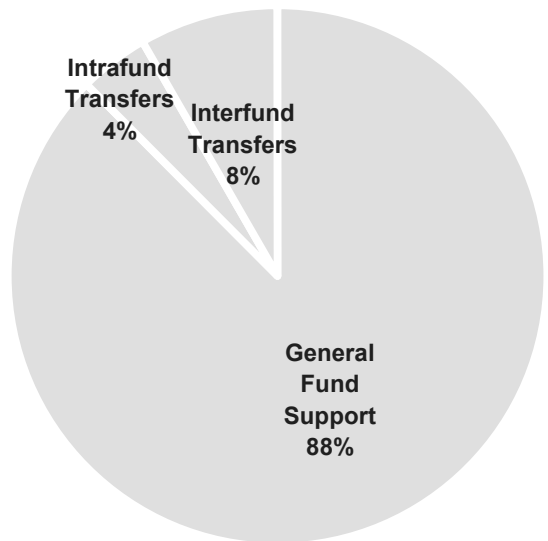
Advise, interpret, and implement the goals and policies of the Board of Supervisors through effective leadership and management of County services to achieve the County's vision of a safe, healthy, livable, prosperous, and well-governed community.

	2014-15	2015-16	2016-17	2016-17	2016-17
<u>Financial Summary</u>	<u>Actual</u>	<u>Actual</u>	<u>Requested</u>	<u>Recommended</u>	<u>Adopted</u>
Intergovernmental Revenue	\$ 663	\$ 0	\$ 0	\$ 0	\$ 0
Charges for Current Services	105	0	0	0	0
Interfund	45,080	90,480	146,825	146,825	146,825
**Total Revenue	\$ 45,848	\$ 90,480	\$ 146,825	\$ 146,825	\$ 146,825
Salary and Benefits	1,654,609	1,724,713	2,003,358	1,952,856	1,952,856
Services and Supplies	161,163	180,560	208,609	208,609	208,609
**Gross Expenditures	\$ 1,815,772	\$ 1,905,273	\$ 2,211,967	\$ 2,161,465	\$ 2,161,465
Less Intrafund Transfers	87,885	85,000	85,000	85,000	85,000
**Net Expenditures	\$ 1,727,887	\$ 1,820,273	\$ 2,126,967	\$ 2,076,465	\$ 2,076,465
General Fund Support (G.F.S.)	<u>\$ 1,682,039</u>	<u>\$ 1,729,793</u>	<u>\$ 1,980,142</u>	<u>\$ 1,929,640</u>	<u>\$ 1,929,640</u>

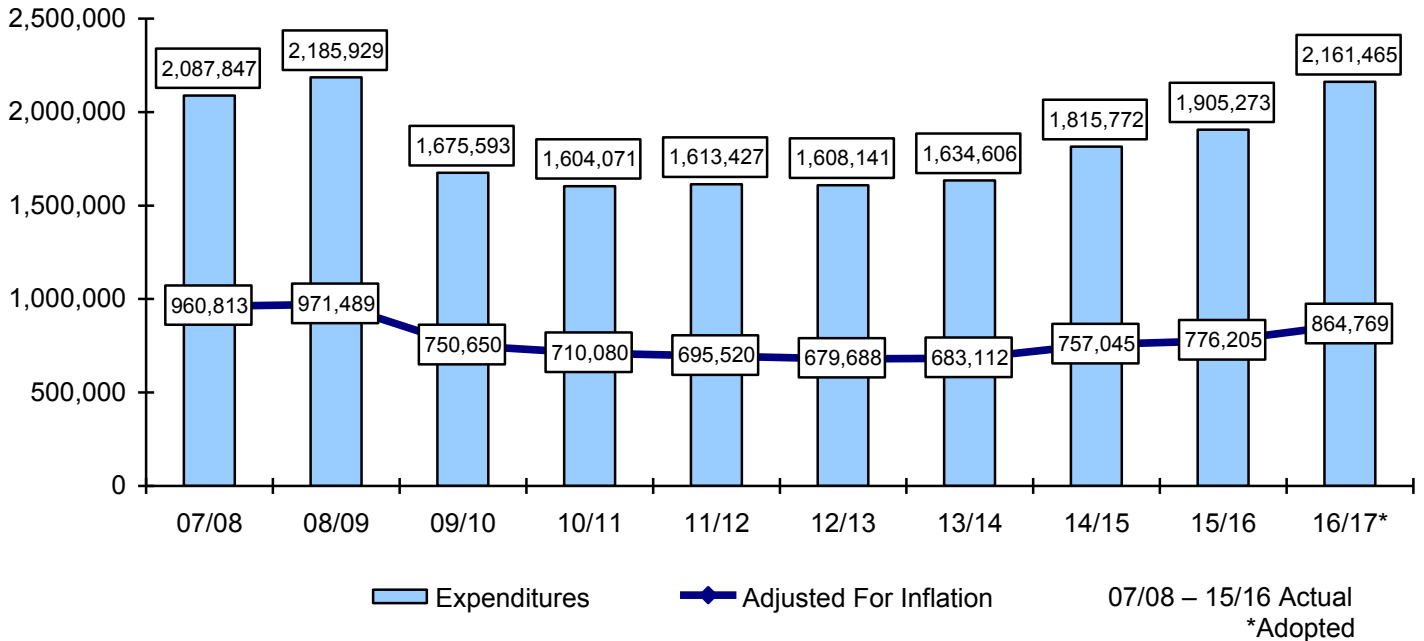
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

The Administrative Office has a total expenditure level of \$2,161,465 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; responding to requests for information; resolving citizen complaints, and promoting technology to make County government more accessible (e.g., online access to County information, televised Board meetings, etc.).

Total Expenditures: \$129,688 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, and preparing the weekly Board agenda.

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

Total Expenditures: \$1,988,548 Total Staffing (FTE): 11.00

Organizational Effectiveness

Represents efforts geared toward creating a high performance “results oriented” County organization. Activities includes the promotion of 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: \$43,229 Total Staffing (FTE): 0.50

DEPARTMENT COMMENTS

As an agent of the Board of Supervisors, the Administrative Office is responsible for implementing Board policies, coordinating the operations of County departments, and preparing the County’s budget. In turn, the Administrative Office is also responsible for making recommendations to the Board of Supervisors which promote the efficiency and effectiveness of County operations.

In addition to the day-to-day responsibilities and operations of the department, the Administrative Office continues to focus its resources on several major initiatives, including working to implement a long-term water management system to find solutions to water demand and supply imbalances, and monitoring and assessing the impacts of Medical Marijuana Regulation and Safety Act in order to ensure local control. Additionally, the Administrative Office will continue to guide implementation of the County’s 10-year Plan to End Homelessness through continued monitoring of the 50Now program to provide housing to the County’s most vulnerable homeless, and continues to focus on moving forward with systems and facility modernization projects.

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

FY 2015-16 Accomplishments

Program Coordination

- Directed the dissolution of the General Services department, creating the Department of Central Services, and transferring responsibility for building maintenance, facility planning, and architectural services to the Department of Public Works in order to enhance customer service and responsiveness.
- Contracted with PG&E under the Sustainable Solutions Turnkey program to create energy efficiency projects that will help the County realize savings in energy cost and usage, and reduce environmental impacts. Eight different energy projects measures began implementation in February 2016 and are expected to result in \$334,473 of annual energy and operational savings.
- Monitored and assessed the impacts of the Medical Marijuana Regulation and Safety Act (MMRSA) and provided the Board with the necessary considerations to be made regarding the County’s responsibility in order to ensure local control.

Water

- Led a County Drought Task Force to create contingency and emergency plans for the most vulnerable communities and provided 15 updates

FY 2016-17 Objectives

Program Coordination

- Continue coordination of a permanent ordinance relating to the cultivation of medical cannabis per the Medical Marijuana Regulation and Safety Act (MMRSA).

Water

- Continue to coordinate the County Drought Task Force; monitor drought conditions, continue water use reduction and County preparedness efforts. Continue to monitor the impacts and aid in the implementation of the requirements of the Sustainable Groundwater Management Act (SGMA) to address groundwater supply and demand imbalances.
- Continue to coordinate efforts related to use of desalinated water from Diablo Canyon Power Plant for South County.

Countywide Project Coordination

- Continue implementation of a new budget preparation system that will replace the current system that is over 20 years old. The new budget preparation system will allow for greater budgetary analysis and reporting and is expected to go live in 2016.
- Continue to support efforts of the Airports and Public Works to finance and complete

to the Board of Supervisors. The County saved an estimated 4,500 gallons per week, and reduced water usage for users in the Utility Manager system and County Operations Center by 36% compared to December 2013.

- Continued to monitor the impacts and aid in the implementation of the requirements of the Sustainable Groundwater Management Act (SGMA) to address groundwater supply and demand imbalances.
- Led a subcommittee of County and PG&E representatives that explored the possibility of delivering desalinated water from the Diablo Canyon Power Plant to residents in the Five Cities area that resulted in the Board of Supervisors approving a request for \$900,000 to fund the planning phase of the project.

Countywide Project Coordination

- Co-led, with Information Technology, the effort of acquiring and implementing a new budget preparation system that will replace the current system that is over 20 years old. The new budget preparation system will allow for greater budgetary analysis and reporting.
- Supported the efforts of various departments on planning for major capital projects including the Airport terminal and Animal Services facility.

Communications

- Published the 6th County Annual Report, continuing to implement new techniques and technologies increasing the ease of access and clarity.
- Developed and began implementing a countywide communication plan to help increase public awareness of County programs and services and increase citizen engagement with County government. Increased number of likes on County's Facebook page by 356%, doubled lifetime number of YouTube video views, and County Tweets earned an average of 17,841 impressions per month.

construction on a new terminal building.

- Continue to support efforts of the Health Agency and Public Works to finalize negotiations with cities relative to financing and constructing a new animal shelter.
- Coordinate creation of a permanent ordinance relating to the cultivation of medical cannabis in San Luis Obispo County.

Communications

- Publish a 7th 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.
- Develop and design a new County website to improve online access to, and increase public awareness of, County services and program information.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Financial Summary

The recommended budget includes \$1.9 million of General Fund support, an increase of \$107,834 or 5% from FY 2015-16 adopted levels. Revenue is decreasing by \$26,104 or 15% when compared to FY 2015-16 levels primarily due to budgeting for a Limited Term Administrative Analyst at lower level (Administrative Analyst II) than budgeted in FY 2015-16 (Administrative Analyst III). This position is used to support the BP Replacement Project and is funded from FC 266 - Countywide Automation.

Overall, expenditures are recommended to increase by \$81,730 or 4% from FY 2015-16 adopted levels. Salaries and benefits are increasing by \$70,210 or 3% compared to FY 2015-16 adopted amounts. The drivers of this increase include the hiring of the Limited Term Administrative Analyst at a lower level, various step and promotional increases and wage and benefit increases approved for FY 2015-16. As noted above, funding for the Limited Term Analyst position in the amount of \$115,672 will be offset by a transfer in from Countywide Automation. In addition, two Division Manager positions are recommended to be added. The department's overall PAL allocation will remain the same as two positions – a Secretary Confidential and Principal Administrative Analyst, are recommended to be deleted. The Division Manager – Administrative Office is a new classification and pending Board approval. Due to timing, the cost for the positions was built into the budget but could not be built into the department's PAL. The Board will be asked to approve the PAL changes as part of final budget actions on June 21, 2016.

There is an increase of \$11,520 or 5% in services and supplies from FY 2015-16 adopted levels primarily attributed to a \$10,861 or 21% increase in insurance charges.

Service Level Impacts

The introduction of Division Managers is expected to increase customer services and will lessen the number of direct reports for both the County Administrative Officer (CAO) and Assistant CAO, both of whom each currently have over 12 direct reports. The new structure will allow the CAO and Assistant CAO more time to focus on Board priorities, increased departmental oversight, increased focus on legislative activity, work more with the public, and increase involvement in critical issues facing the County. The move to an organizational structure that includes Division Managers will also more closely align the department's management structure with other departments of similar size within the County.

Position Allocation List (PAL) Changes

The FY 2016-17 recommended PAL changes for the department does not result in any additional staffing compared to the FY 2015-16 adopted PAL.

BOARD ADOPTED CHANGES

As part of formal budget adoption on June 21, 2016, the Board approved the classification of Division Manager-Administrative Office and set the salary for the job classification. In addition, the department's Position Allocation List (PAL) was amended by deleting 1.00 FTE Secretary – Confidential position and 1.00 FTE Principal Administrative Analyst position and adding 2.00 FTE Division Managers-Administrative Office positions.

BUDGET AUGMENTATION REQUESTS ADOPTED

None requested.

GOALS AND PERFORMANCE MEASURES

Department Goal: To ensure the long-term financial stability of the County.						
Communitywide Result Link: <input type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input checked="" type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community						
1. Performance Measure: Ratio of General Fund backed annual debt service to the annual General Fund budget.						
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
3.4%	3.5%	3.2%	3.0%	3.0%	2.6%	2.6%
What: This measure shows the ratio of the General Fund backed annual debt service to the annual General Fund budget.						
Why: This measure provides staff, the Board and public with information about the financial health of the County. The current goal is to keep the ratio below 5%. This measure is an industry standard that allows for a comparison amongst governmental entities.						
How are we doing? A ratio under 5% is considered to be favorable by bond rating agencies. This ratio is projected to remain constant as none of the debt obligations were paid off in FY 2016-17, and no new debt is currently planned.						

<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> <table border="1"> <thead> <tr> <th>11-12 Actual Results</th> <th>12-13 Actual Results</th> <th>13-14 Actual Results</th> <th>14-15 Actual Results</th> <th>15-16 Adopted</th> <th>15-16 Actual Results</th> <th>16-17 Target</th> </tr> </thead> <tbody> <tr> <td>20.5%</td> <td>20%</td> <td>24%</td> <td>27%</td> <td>20%</td> <td>29%</td> <td>20%</td> </tr> </tbody> </table> <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 29% 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>							11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target	20.5%	20%	24%	27%	20%	29%	20%
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target														
20.5%	20%	24%	27%	20%	29%	20%														
<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> <table border="1"> <thead> <tr> <th>11-12 Actual Results</th> <th>12-13 Actual Results</th> <th>13-14 Actual Results</th> <th>14-15 Actual Results</th> <th>15-16 Adopted</th> <th>15-16 Actual Results</th> <th>16-17 Target</th> </tr> </thead> <tbody> <tr> <td>100%</td> <td>100%</td> <td>100%</td> <td>100%</td> <td>100%</td> <td>100%</td> <td>100%</td> </tr> </tbody> </table> <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 2016 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 2017.</p>							11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target	100%	100%	100%	100%	100%	100%	100%
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target														
100%	100%	100%	100%	100%	100%	100%														
<p>Department Goal: To provide high quality staff support in an effort to maximize the effectiveness of County departments and 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>4. Performance Measure: Average percentage of responses to a survey indicating the Administrative Office staff provides satisfactory or better support services.</p> <table border="1"> <thead> <tr> <th>11-12 Actual Results</th> <th>12-13 Actual Results</th> <th>13-14 Actual Results</th> <th>14-15 Actual Results</th> <th>15-16 Adopted</th> <th>15-16 Actual Results</th> <th>16-17 Target</th> </tr> </thead> <tbody> <tr> <td>100%</td> <td>100%</td> <td>100%</td> <td>100%</td> <td>100%</td> <td>100%</td> <td>100%</td> </tr> </tbody> </table> <p>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.</p> <p>Why: The information gained from this survey allows us to continuously improve our service to departments and the Board.</p> <p>How are we doing? Based upon the 465 responses to the survey conducted in April 2016, the Administrative Office is providing satisfactory or better support services to departments as demonstrated by an average score of 4.22 on a 5 point scale. This is a slight decrease from FY 2015-16 that had an average score of 4.29. The next survey is scheduled for April 2017.</p>							11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target	100%	100%	100%	100%	100%	100%	100%
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target														
100%	100%	100%	100%	100%	100%	100%														

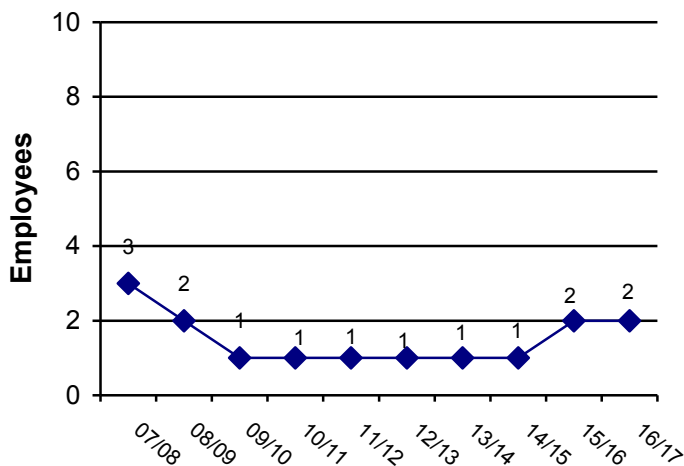
Department Goal: To create an environment whereby all employees feel valued and are proud to work for the County.						
Communitywide Result Link: <input type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community						
5. Performance Measure: Overall average employee job satisfaction rating (on a 6 point scale).						
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
TBD- Survey Delayed	TBD Survey Delayed	TBD- Survey Delayed	4.96	5.0	TBD Survey Delayed	TBD- Survey Delayed
What: The County Administrative Office administers a survey to all permanent County employees in order to gauge their overall level of satisfaction with their job.						
Why: This information 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: <input type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community						
6. Performance Measure: Full-time equivalent Administrative Office budget analyst staff per 1,000 County employees.						
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
2.51	2.51	2.45	2.35	2.35	2.58	2.27
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 4.14 in Placer County to a low of 1.34 in Monterey County. The average ratio of analysts per 1,000 employees was 2.75 for comparable counties, and 2.58 for San Luis Obispo County. For FY 2016-17, we are projecting to exceed our target number due to an increase in the total number of County employees in FY 2016-17.						

MISSION STATEMENT

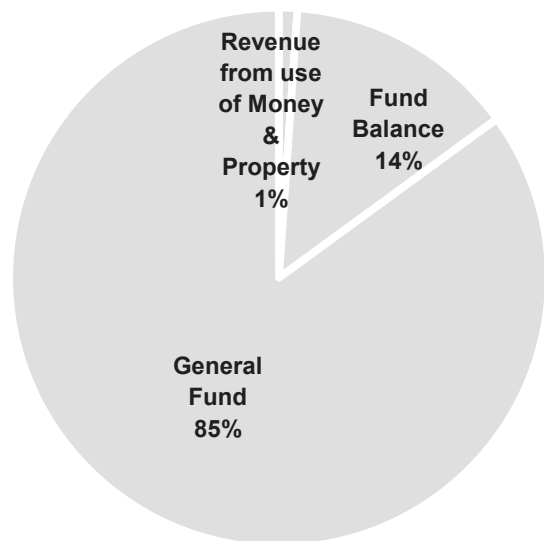
To continuously improve the quality and effectiveness of services provided to the public through interactive communication, strategic planning, organizational reviews, leadership development and staff training in support of the County’s organizational goals and objectives.

Financial Summary	2014-15	2015-16	2016-17	2016-17	2016-17
	Actual	Actual	Requested	Recommended	Adopted
Revenue from Use of Money & Property	\$ 8,590	\$ 12,804	\$ 7,000	\$ 7,000	\$ 7,000
Other Revenues	1	3,500	0	0	0
Other Financing Sources	900,000	604,839	450,000	1,081,393	1,081,393
Total Revenue	\$ 908,591	\$ 621,143	\$ 457,000	\$ 1,088,393	\$ 1,088,393
Fund Balance Available	\$ 95,154	\$ 134,328	\$ 184,798	\$ 184,798	\$ 89,767
Cancelled Reserves	116,997	164,950	268,239	0	95,031
Total Financing Sources	\$ 1,120,742	\$ 920,421	\$ 910,037	\$ 1,273,191	\$ 1,273,191
Salary and Benefits	\$ 79,921	\$ 167,040	\$ 263,724	\$ 263,724	\$ 263,724
Services and Supplies	634,684	650,110	646,313	657,182	657,182
Other Charges	0	0	0	0	0
Fixed Assets	0	0	0	0	0
Gross Expenditures	\$ 714,605	\$ 817,150	\$ 910,037	\$ 920,906	\$ 920,906
Contingencies	0	0	0	0	0
New Reserves	297,093	0	0	352,285	352,285
Total Financing Requirements	\$ 1,011,698	\$ 817,150	\$ 910,037	\$ 1,273,191	\$ 1,273,191

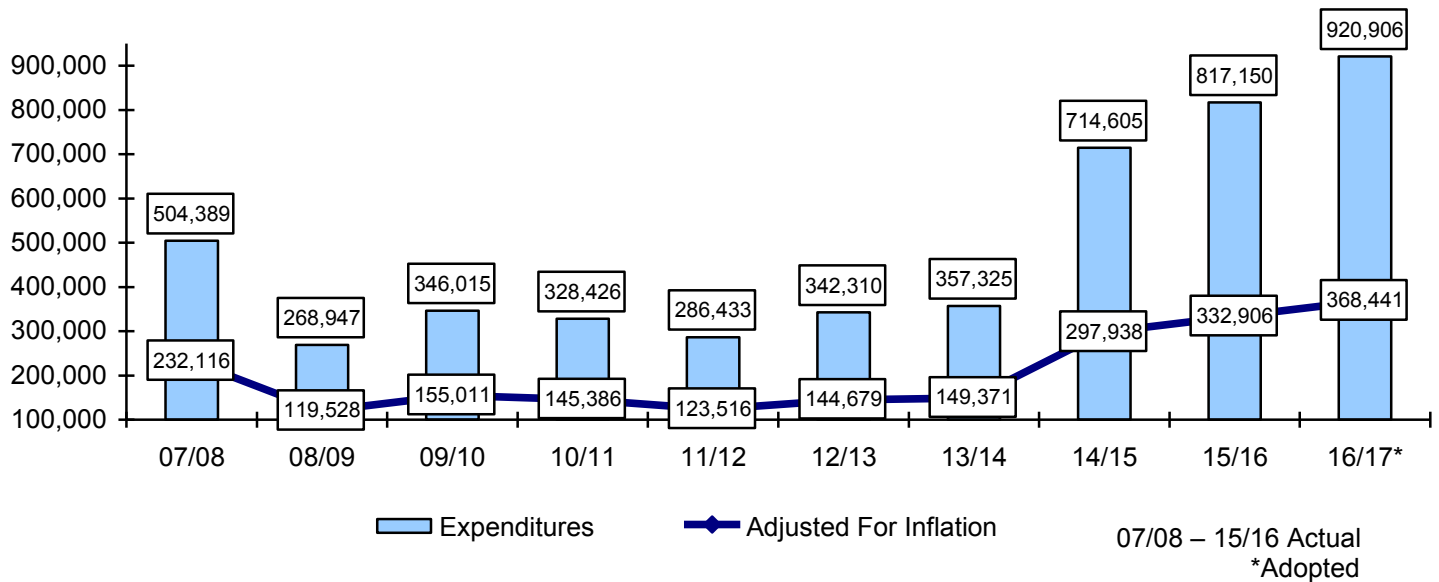
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Organizational Development has a total expenditure level of \$920,906 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: \$535,035 Total Staffing (FTE): 1.00

Social Media and Communications

Provides for the development and implementation of a 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: \$305,871 Total Staffing (FTE): 1.00

Organizational Effectiveness

Provides support for departments geared toward creating a high performance “results oriented” County organization, including strategic planning, goal setting and performance measurement.

Total Expenditures: \$80,000 Total Staffing (FTE): 0.00

DEPARTMENT COMMENTS

The Organizational Development fund center 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.

With this in mind, Organizational Development is responsible for improving the County's interactive communication with the public; strategic planning; reviewing the overall organization; developing leadership within the organization; and training staff to support the County's organizational goals and objectives.

Initiatives for FY 2015-16 included:

- Continued 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).
- Continued and enhanced employee development academies for supervisors, managers and executives.
- Implemented a countywide communications plan.
- Developed brand standards/guidelines for the County to help the public more easily identify County programs and services.
- Developed a countywide communications plan.
- Streamlined and coordinated social media outreach across all County departments.

In FY 2016-17, Organizational Development plans to continue its contract with the Centre for Organizational Effectiveness to provide employee development and training through the County's Learning and Development Center and other specialized training opportunities for County departments and leaders. This helps ensure that the County fulfills its mission and vision for the community, and ensures that employees demonstrate the organization's core values of integrity, collaboration, professionalism, accountability and responsiveness.

As part of the County's Communications Plan, Organizational Development will continue to work to increase public awareness of County services and programs and increase overall citizen participation or engagement with County government. Organizational Development will continue to use interactive communications tools and assist county departments to effectively and strategically communicate with and engage members of the public on important issues. Organizational Development will also continue to provide necessary training for certain communications tools and documents, including social media, advertisements, public service announcements, informational videos and news releases or media advisories.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Financial Summary

The recommended budget includes a General Fund contribution in the amount of \$1,081,393, which is 78% higher than FY 2015-16 budgeted levels. This increase is due to a one-time additional General Fund contribution of \$631,393 allocated for Organizational Development reserves.

Total revenue is increasing by \$361,874 or 39% from FY 2015-16 adopted levels. Fund Balance Available is expected to be at \$184,798, an increase of \$50,470 or 37% over FY 2015-16 adopted levels. At the same time, the fund center is not cancelling reserves this year due to the increased General Fund contribution.

Total expenditures are recommended to increase by \$361,874 or 39% from FY 2015-16 adopted levels as well, due to the General Fund transfer to countywide training reserves in the amount of \$352,285 to cushion against any future unexpected events, losses of revenue, and large unbudgeted expenses related to countywide training and communications. This increase is also due to a combination of decreased salary and benefits and increased services and supplies. Salary and benefits expenses are budgeted at \$263,724, which is \$18,047 or 6% less than the previous year due to positions being filled at lower levels than last year. This is based on adjusted salary projections for the 2 positions that are in this fund center.

Services and supplies expense are budgeted at \$657,182, which is \$27,636 or 4% more than adopted FY 2015-16 levels. Most of these increases are a result of more countywide training services as well as improved outreach and communications. Special department expenses are recommended to increase to \$1,200 to improve effectiveness of outreach efforts on social media. Transfers to other departments are increasing to account for support staff time related to countywide training activities, and professional development opportunities (seminars and training fees) for the two positions allocated to this fund center are increasing, as are travel expenses related to those professional development opportunities

Service Level Impacts

The recommended level of General Fund contributions will maintain services at current levels.

Position Allocation List (PAL) Changes

None.

BOARD ADOPTED CHANGES

At year end, the Fund balance available was \$89,767. When the budget was originally created, the County estimated that the FBA would be \$184,798, however the actual amount turned out to be \$89,767, a \$95,031 difference. As part of final budget actions, the County reduced Countywide Training designations by \$95,031 to balance the Organizational Development budget and decrease reserves and designations to a total of \$2,318,122.

BUDGET AUGMENTATION REQUESTS ADOPTED

None requested.

GOALS AND PERFORMANCE MEASURES

<p>Department Goal: To ensure that training opportunities aimed at creating a competent, results-oriented workforce are made available to 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>						
<p>1. Performance Measure: Overall average participant satisfaction rating of training programs offered by the Learning and Development Center.</p>						
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
4.6	4.6	4.3	4.4	4.3	4.5	4.4
<p>What: Provides data on participant overall satisfaction with Learning and Development Center 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.</p> <p>Why: This data provides information on how satisfied participants are with the training programs offered by the Learning and Development Center.</p> <p>How are we doing? In FY 2015-16, the Learning and Development Center (LDC) offered a total of 104 classes and, after most classes, the Learning and Development Center sent an e-survey to all participants. Out of 1,839 surveys sent out, 635 responses were received, representing a 35% response rate. The average overall program rating was 4.45 out of 5, indicating that the courses were rated as Very Good to Outstanding. This result exceeds the goal of achieving an overall average rating of 4.3. Of the 635 responses received, 364 participants gave courses they attended a rating of Outstanding and 179 gave a rating of Very Good. Comparison data is not available.</p>						
<p>2. Performance Measure: Percentage of County employees annually impacted by the Learning and Development Center.</p>						
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
New Measure	New Measure	New Measure	New Measure	30%	31%	30%
<p>What: Provides data on the percentage of County employees taking advantage of the courses offered through the Learning and Development Center which will be tracked by the Learning and Development Center staff. This does not include mandatory training.</p> <p>Why: This data reveals the saturation of Learning and Development Center teaching into the organization. This can indicate how successfully the center promotes its offerings and can also indicate the quality of the offerings.</p> <p>How are we doing? This was a new measure for FY 2015-16. In addition to the single year target, LDC's long-term goal would be that all employees have taken at least one non-mandatory class within a five-year period. This fiscal year, we have had 1,268 employees attending non-mandatory classes, 806 of which are unique employees. Based on a total permanent employee count of 2,654, this means we have reached 31% of employees, exceeding our target goal of 30% for the year. Comparison data is not available.</p>						

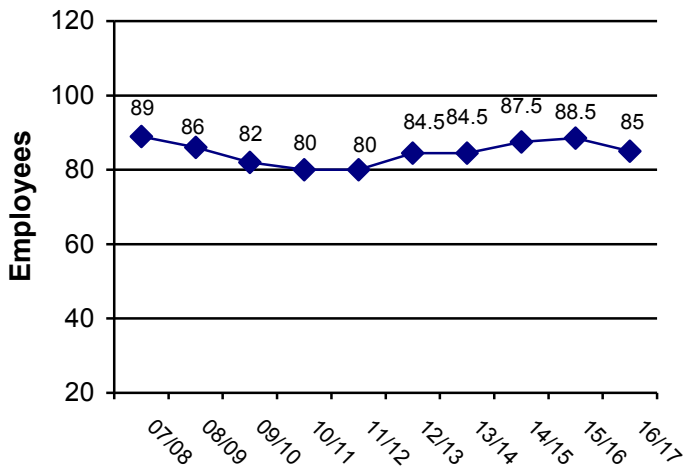
3. Performance Measure: Percentage of eligible County employees who are impacted by Leadership Academy training.						
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
New Measure	New Measure	New Measure	New Measure	30%	28%	30%
<p>What: Provides data on the percentage of eligible staff members who successfully completed Leadership Academy training.</p> <p>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.</p> <p>How are we doing? This was a new measure for FY 2015-16. The County currently contracts with the Centre for Organization Effectiveness (COE) to provide leadership training academies for County supervisors, managers and executives. Approximately 450 County employees are eligible for these leadership academies. In FY 2015-16, 57 employees participated in the Manager Academy and 68 employees participated in the Supervisor Academy, for a total of 125 participants. This represents 28% of the eligible County employees who were impacted by the leadership academy training programs. In total 217 eligible employees have been trained since these academies were first launched in the Fall of 2014. The County's contract with the COE limits participation in these two academies to a total of 120 participants per year, although exceptions have been made. The targeted penetration rate of eligible County employees is a bit higher than the contracted amount. If 120 employees were trained each fiscal year, this would represent a penetration rate of almost 27%. Comparison data is not available.</p>						

MISSION STATEMENT

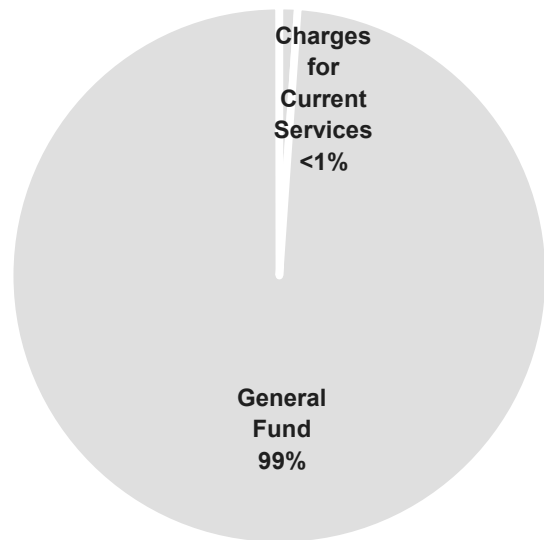
The Assessor and staff seek excellence in providing information, services, and accurate property assessments through our personal commitment to integrity, mutual respect, and teamwork.

	2014-15	2015-16	2016-17	2016-17	2016-17
<u>Financial Summary</u>	<u>Actual</u>	<u>Actual</u>	<u>Requested</u>	<u>Recommended</u>	<u>Adopted</u>
Charges for Current Services	\$ 36,347	\$ 36,233	\$ 37,200	\$ 37,200	\$ 37,200
Other Revenues	867	1,107	0	0	0
Other Financing Sources	25,532	24,978	0	25,000	25,000
Interfund	184,431	67,255	0	0	0
**Total Revenue	\$ 247,177	\$ 129,573	\$ 37,200	\$ 62,200	\$ 62,200
Salary and Benefits	8,057,646	7,960,370	8,577,453	8,655,370	8,655,370
Services and Supplies	861,937	809,958	935,896	920,459	920,459
Fixed Assets	17,551	8,629	0	44,500	44,500
**Gross Expenditures	\$ 8,937,134	\$ 8,778,957	\$ 9,513,349	\$ 9,620,329	\$ 9,620,329
Less Intrafund Transfers	517	1,963	0	0	0
**Net Expenditures	\$ 8,936,617	\$ 8,776,994	\$ 9,513,349	\$ 9,620,329	\$ 9,620,329
General Fund Support (G.F.S.)	<u>\$ 8,689,440</u>	<u>\$ 8,647,421</u>	<u>\$ 9,476,149</u>	<u>\$ 9,558,129</u>	<u>\$ 9,558,129</u>

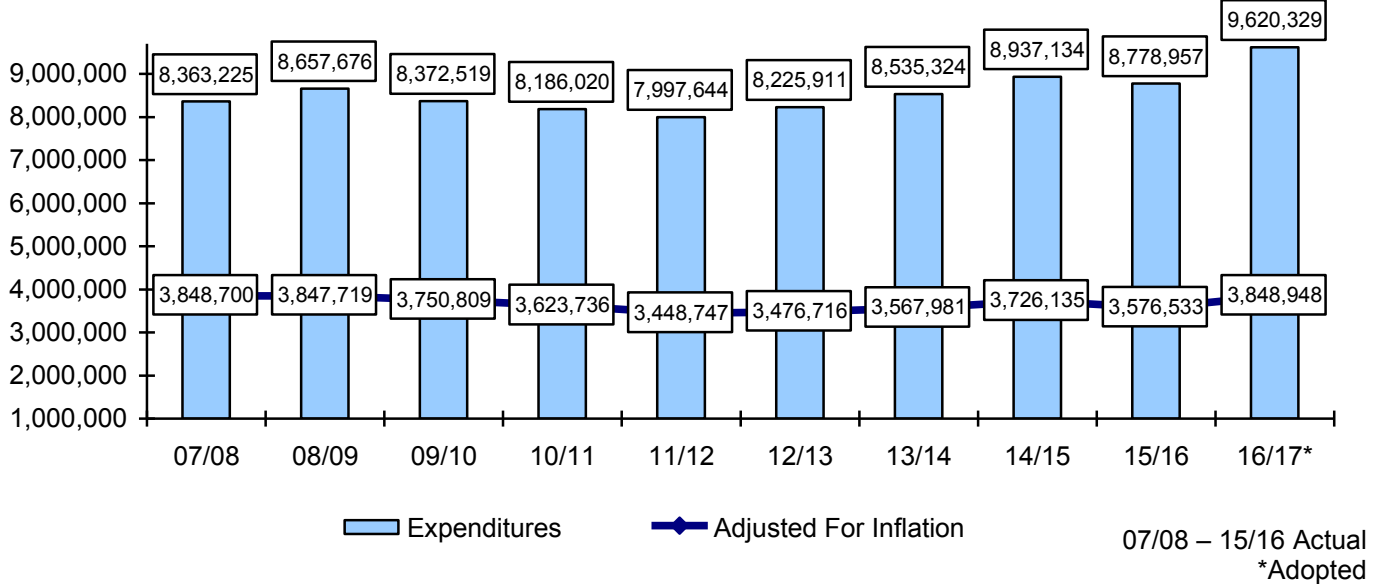
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

The Assessor has a total expenditure level of \$9,620,329 and a total staffing level of 85.00 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: \$1,166,388 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: \$4,337,423 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: \$731,954 Total Staffing (FTE): 5.00

Public Service

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

Total Expenditures: \$523,307 Total Staffing (FTE): 6.00

Roll Preparation

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

Total Expenditures: \$2,861,257 Total Staffing (FTE): 29.00

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. The Assessor must maintain current Assessor maps and track the ownership for all parcels in the County.

As FY 2016-17 approaches, the Assessor and his staff will continue to address an ongoing combination of challenging issues. The real estate market's decline in property values, which began in 2006, continues to amplify staff's appraisal and public service workload even with the rising property values. Property assessed under 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 will be highly affected by the outcome of the Property Tax System Modernization Project (PTSMP). The PTSMP will move the Property Tax System off of the mainframe computer and re-host it on a new computing platform. The project is currently expected to "go-live" in April of 2016. It is expected that "go-live" will be followed by 12 months (a full cycle) of issues and problems to be resolved.

The Assessor's Mapping section is working closely with Environmental Systems Research, Incorporated (ESRI) to develop and subsequently maintain a timely and accurate GIS parcel map layer to be used by all County departments and participating cities. The accurate conversion of data has proved challenging and the project will continue through FY 2016-17.

The Assessor's Office continues to experience the loss of institutional knowledge as long term employees retire. The department recognizes staff training and development as a top priority. In conjunction, the department is focused on procedural documentation and cross training in each section to broaden and strengthen the knowledge base of all staff members.

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

FY 2015-16 Accomplishments

- Partnered with ESRI to convert assessor parcel map data into GIS data improving accuracy of map data by providing quality control during the conversion process.
- Staff dedicated to the PTSMP and many other staff members, known as subject matter experts,

FY 2016-17 Objectives

- Complete the parcel map conversion and enter the maintenance phase of a Countywide GIS parcel layer to serve all County departments, partnering cities, and the public we serve.
- Will be heavily involved in the testing of the new PTSMP after expected "go-live" in April of 2016.

extensively tested processes and databases within the converted system.

- Resolved 140 assessment appeals in the first half of FY 2015-16, and retained \$133,171,545 of the total assessed value at risk on the assessment roll.
- Upgraded the Attribute Inventory System to resolve multiple issues and include commercial property attributes combined with a commercial sales database.
- Substantially reduced the work backlogs down to 3,314 that resulted from the market downturn in 2006. Some backlogs will still remain at the end of FY 2015-16.

Engage in succession planning focused on staff education, training and cross-training, and procedural documentation especially for critical tasks.

- Upgrade the Assessment Evaluation Service, which is used to track appraiser's workload, store property photos, and determine property values based on the property characteristics.
- Eliminate the 3,314 work backlogs, which were the result of the market downturn in 2006 by the end of FY 2016-17.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Financial Summary

The level of General Fund support for this budget is recommended to increase \$432,749 or 4% compared to FY 2015-16 adopted levels. Revenues are recommended to decrease \$418,261 or 87% and total expenditures are recommended to increase \$14,488 or less than 1% when compared to FY 2015-16 adopted levels.

Revenues are decreasing due to the elimination of \$418,361 in reimbursement revenue for the Property Tax System Modernization Project (PTSMP) from Fund Center 266 – Countywide Automation Replacement. The PTSMP is set to "go-live" in April of 2016 and as a result, the 4.50 FTE limited term positions allocated for the project are being eliminated.

Salaries and benefits are recommended to decrease \$114,589 or 1% due to the elimination of the 4.50 FTE limited term positions allocated for the PTSMP. This decrease is nearly offset by wage and benefit contribution increases for staff positions and the recommended budget augmentation request to add 1.00 FTE Limited Term Geographic Information Systems (GIS) Analyst position (outlined below) to the Position Allocation List (PAL).

Services and supplies are recommended to increase \$94,577 or 11% due to a variety of factors. The department is now responsible for the entire Exigent User License agreement due to the Clerk Recorder's Office moving off the system, an increase of \$21,500 or 138%. Training expense is recommended to increase by \$12,900 or 50%. The recommended budget also includes an increase of \$42,060 or 120% to replace automation software, computers, printers, and copiers.

Fixed assets are recommended to increase by \$34,500 or 345% from FY 2015-16. A replacement server and replacement copier are the only fixed assets recommended in FY 2016-17. The server is needed to allow the department to continue to process changes in ownership.

Service Level Impacts

There are no significant service level changes. The addition of 1.00 FTE GIS Analyst position (discussed below) will support the Geographic Information Systems parcel conversion project.

Position Allocation List (PAL) Changes

The FY 2016-17 recommended PAL for the Assessor includes a net decrease of 3.50 FTE compared to FY 2015-16 adopted levels.

FY 2015-16 Mid-Year PAL Changes

- -4.00 FTE Cadastral Mapping Systems Specialist positions as part of a countywide reclassification effort to move the County's GIS organizational structure toward a more centralized and coordinated model (Board approved 8/25/2015)
- +4.00 FTE Geographic Information Systems Analyst positions as part of a countywide reclassification effort to move the County's GIS organizational structure toward a more centralized and coordinated model (Board approved 8/25/2015)
- -1.00 FTE Cadastral Mapping Systems Supervisor position as part of a countywide reclassification effort to move the County's GIS organizational structure toward a more centralized and coordinated model (Board approved 8/25/2015)
- +1.00 FTE Senior Geographic Information Systems Analyst position as part of a countywide reclassification effort to move the County's GIS organizational structure toward a more centralized and coordinated model (Board approved 8/25/2015)

FY 2016-17 Recommended PAL Changes

- -3.00 FTE Limited Term Assessment Analyst series positions allocated for PTSMP
- -1.50 FTE Limited Term Assessment Technician series positions allocated for PTSMP
- -1.00 FTE Secretary I position as part of the requested budget
- +1.00 FTE Assessment Analyst Series position as part of the requested budget
- +1.00 FTE Limited Term Geographic Information Systems (GIS) Analyst position

BOARD ADOPTED CHANGES

None.

BUDGET AUGMENTATION REQUESTS ADOPTED

Unit Amount	Description	Results
<p><u>Gross Annual Cost:</u> \$25,000</p> <p><u>Total Cost of Program:</u> Total cost of \$150,000 over six years</p> <p><u>Funding Source:</u> FC 266- Countywide Automation Replacement</p>	<p>Historic Map Preservation and Storage - Year 4 of 6</p> <p>Continuation of funding to properly preserve, scan for digital retrieval, microfilm, and acquire storage for historic maps.</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><u>Gross Annual Cost:</u> \$86,497</p> <p><u>Funding Source:</u> General Fund support</p>	<p>Add 1.00 FTE Limited Term Geographic Information Systems Analyst position to support the Geographic Information Systems parcel conversion project.</p> <p>The requested position is limited term for a period of 5 years and will be eliminated on 6/30/2021.</p>	<p>The position will support the completion of Geographic Information Systems parcel conversion project by bringing the quality level up by approximately 10% or greater due to a better understanding of the historical documents and maps located in the Assessor's office. The conversion of the approximately 126,500 County of San Luis Obispo parcels into an ESRI ArcGIS Parcel Fabric dataset will provide accurate and timely parcel data to all users in the enterprise, and will enable the Assessor staff to maintain the data and create official maps for assessment purposes from these data.</p>

BUDGET AUGMENTATION REQUESTS NOT ADOPTED

Unit Amount	Description	Results
Gross Annual Cost: \$131,858 Funding Source: General Fund support	Add 1.00 FTE Supervising Auditor Appraiser	Increase the processing of mandatory and non-mandatory audits, improve the enrollment of assessment changes, better manage the assessment review and appeal workload, increase assessment roll quality through better database management, provide for a timely supplemental assessment program, and properly address roll close reports to ensure a quality unsecured assessment roll. Increase the ability to timely process the assessment roll and audit accounts. An estimated increase in tax revenue to the County of \$293,000 per year could be achieved.
Gross Annual Cost: \$25,000 Funding Source: General Fund support	Backfile Conversion Consultant	Assist in assessing the scope of either scanning and/or developing new processes to convert and maintain the Assessor's paper records digitally. Assist in achieving a number of goals towards implementing a backfile conversion project.

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>						
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
91%	89%	91%	96.3%	97%	96.3%	98%
<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 thus costs associated with property taxes. In addition, property owners are inconvenienced by revisions to their assessments and the associated delays. Public service inquiries to all related offices increase.</p> <p>How are we doing? For FY 2015-16, the actual results of 96.3% were slightly below the adopted percentage by 0.7%. Although below, the results continue to reflect the increase in appraisal staffing levels during the last two years and the extensive training provided to allow new staff to gain a solid understanding of appraisal principles. Completion at a rate below adopted was primarily due to the extensive testing by staff of the new property tax system and intermittent down times during go-live. Appraisal staff addressed a large number of prior year appeals and completed a significant portion of the FY 2015-16 workload and all prior year backlog. As the real estate market continues to gain strength, the number of Proposition 8 Decline-in-Value assessments decreases. The strengthening market adds to the complexity of the annual review appraisals required on all properties under a reduced assessment and generates an increase in public service interactions as values increase on previously reduced assessments. This creates additional work items due to the property value reviews that result from the public inquiries.</p> <p>The department has set the target completion rate at 98% for FY 2016-17. This reflects the appraiser added to the department's staff during the FY 2015-16 budget cycle while adjusting for ongoing challenges resulting from the retirement of long term upper level appraisal staff members as well as other challenges, especially new technology. Backlogs are expected to be eliminated by June 30, 2017. Once backlogs are eliminated, staff will again be able to focus on various internal work items such as data collection, cost research, record maintenance, and database enhancement that, due to excessive workloads combined with prior reduced staff levels, have not been fully addressed for several years.</p> <p>No comparable county information is available for this performance measure. Each county measures workload differently and completion rates are not collected or published by the State Board of Equalization.</p>						

2. Performance Measure: The number of completed assessments per appraiser on staff.

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
3,531	3,306	3,359	3,232	3,300	2,928	3,300

What: This measurement tracks the workload per appraiser from year to year.

Why: Tracking changes in workload is an indicator of changes in production levels as new procedures or automated systems are introduced, and helps to evaluate the efficiency of departmental procedures and service to the public.

How are we doing? The number of completed assessments per appraiser was 2,928 for FY 2015-16, which is below the adopted FY 2015-16 target of 3,300. A total of 73,206 items were processed with 2,824 remaining. There were 25 appraiser positions in FY 2015-16, of which several were vacant for most of the year resulting in a reduced number of completed work items. In addition, as the number of Proposition 8 Decline-in-Value assessments is reduced by value restoration, the department is no longer able to extensively utilize the more automated processes.

The department also set 3,300 as the target for FY 2016-17. The department is uncertain if this target will be met because vacancies will continue to be problematic as many valuation section staff members are at retirement age. The ongoing loss of institutional knowledge continues to heighten the importance of staff training and succession planning by management as promotions to fill positions previously held by long-term retiring staff occur, and new staff are hired to fill vacancies at the entry level positions. This has been a significant problem in the area of complex Agricultural and Commercial assessments, reducing production per appraiser.

The complexity of the workload and the time spent on public service contact continues to be significant as real estate market values have slowly and steadily improved. These factors also impact the actual number of appraisals that each appraiser is able to complete.

No comparable county information is available for this performance measure as each county quantifies work items differently.

Department Goal: To provide high quality services to the public and taxpayers.

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

3. Performance Measure: The number of assessment appeals filed for every 1,000 assessments.

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
4.6	2.7	3.5	1.3	1.1	0.85	1.3

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.

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.

How are we doing? As the real estate market strengthens, property values are partially or fully restored to their Proposition 13 value including the annual factoring that would have occurred were the property not provided Proposition 8 property tax relief. These increases, that routinely occur at a higher rate than the Proposition 13 annual factoring limitation, cause affected property owners to question their assessed valuation. The department excels in providing information to questioning property owners, is proactive in reviewing the values assessed to County properties, and takes pride in responding quickly to inquiries by property owners. This has a direct impact on reducing the filing of an assessment appeals. Assessment appeals are time consuming for department staff as well as staff from other departments including the County Clerk-Recorder and the County Auditor-Controller-Treasurer-Tax Collector-Public Administrator.

During FY 2015-16 the number of assessment appeals filed was 158 which equates to 0.85 Assessment Appeals for every 1,000 property assessments. This is slightly lower than the adopted target due to public service excellence combined with strong market conditions. Based upon the most recent California State Board of Equalization's Report of Budgets, Workloads, and Assessment Appeals Activities for Assessor's Offices (statistics for FY 2013-14), San Luis Obispo County continues to have the lowest number of assessment appeals filed among the comparable counties of Santa Barbara (3.3), Marin (3.3), Monterey (3.6), Sonoma (4.4), Napa (4.9), Placer (4.9), and Ventura (8.8).

The department targeted 1.3 for FY 2016-17. This was based on the significant number of Proposition 8 Decline-in-Value restorations at the June 30, 2015 roll close, which could have potentially increased the filing of Assessment Appeals. The ongoing market strength combined with the department's proactive public service efforts paid off as seen in the actual results for FY 2015-16. The department expects this trend to continue and that actual results will be less than the target.

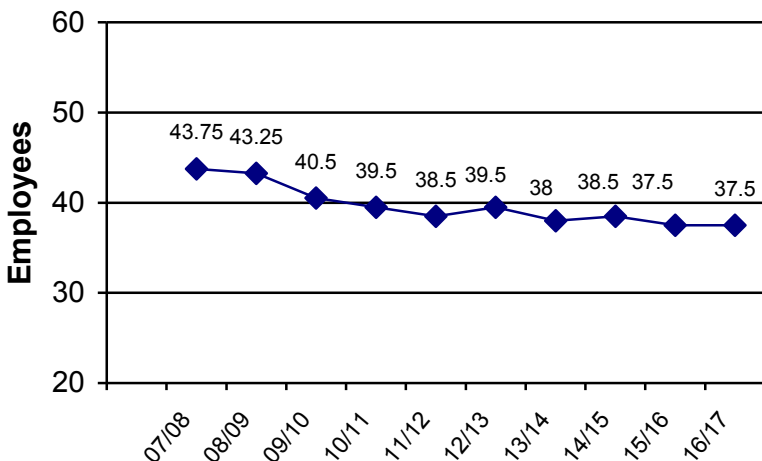
4. Performance Measure: Cost per assessment.						
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
\$43.75	\$43.97	\$44.77	\$47.11	\$50.14	\$49.51	\$51.50
<p>What: This measures the cost per assessment by dividing the 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's projected cost per assessment was \$50.14 for FY 2015-16. Actual results were slightly below at \$49.51. The most recent California State Board of Equalization Report on Budgets, Workloads, and Assessment Appeals Activities for Assessor's Offices (statistics for FY 2013-14) shows San Luis Obispo County as one of the counties with a lower cost per assessment among the comparable counties of Santa Barbara (\$64.61), Marin (\$62.93), Placer (\$59.18), Napa (\$57.73), Ventura (\$45.66), Sonoma (\$40.07), and Monterey (\$31.19).</p> <p>The Department is targeting an amount of \$51.50 for the FY 2016-17. The increase is due to an anticipated increase in salary and benefits and service and supply costs.</p>						

MISSION STATEMENT

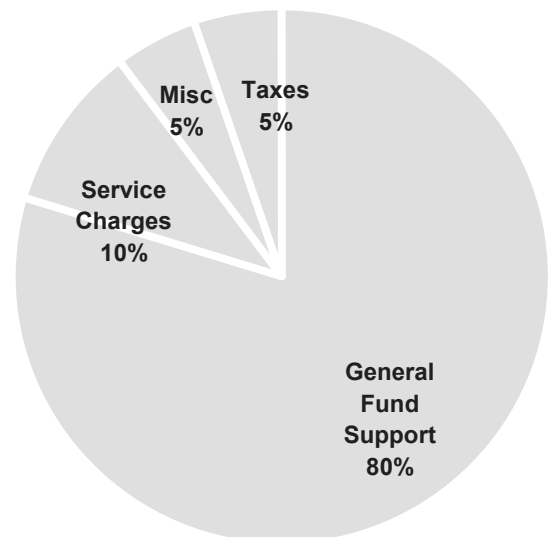
The Auditor-Controller-Treasurer-Tax Collector Office-Public Administrator ensures the public's trust by serving as the guardian of assets and funds administered for the County, cities, schools, and special districts and by being an independent source of financial information and analysis for the public, local governmental agencies, County departments, and all other stakeholders.

	2014-15	2015-16	2016-17	2016-17	2016-17
<u>Financial Summary</u>	<u>Actual</u>	<u>Actual</u>	<u>Requested</u>	<u>Recommended</u>	<u>Adopted</u>
Taxes	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000
Fines, Forfeitures and Penalties	65,114	35,634	28,500	28,500	28,500
Intergovernmental Revenue	12,648	20,468	19,338	20,960	20,960
Charges for Current Services	438,593	480,339	538,466	555,815	555,815
Other Revenues	34,727	45,941	42,745	42,745	42,745
Other Financing Sources	0	10,000	0	0	0
Interfund	44,410	113,745	30,000	30,000	30,000
**Total Revenue	\$ 845,492	\$ 956,127	\$ 909,049	\$ 928,020	\$ 928,020
Salary and Benefits	4,766,521	4,899,035	5,005,951	5,096,415	5,096,415
Services and Supplies	217,208	240,584	268,046	268,046	268,046
**Gross Expenditures	\$ 4,983,729	\$ 5,139,619	\$ 5,273,997	\$ 5,364,461	\$ 5,364,461
Less Intrafund Transfers	15,681	27,391	16,850	16,850	16,850
**Net Expenditures	\$ 4,968,048	\$ 5,112,228	\$ 5,257,147	\$ 5,347,611	\$ 5,347,611
General Fund Support (G.F.S.)	<u>\$ 4,122,556</u>	<u>\$ 4,156,101</u>	<u>\$ 4,348,098</u>	<u>\$ 4,419,591</u>	<u>\$ 4,419,591</u>

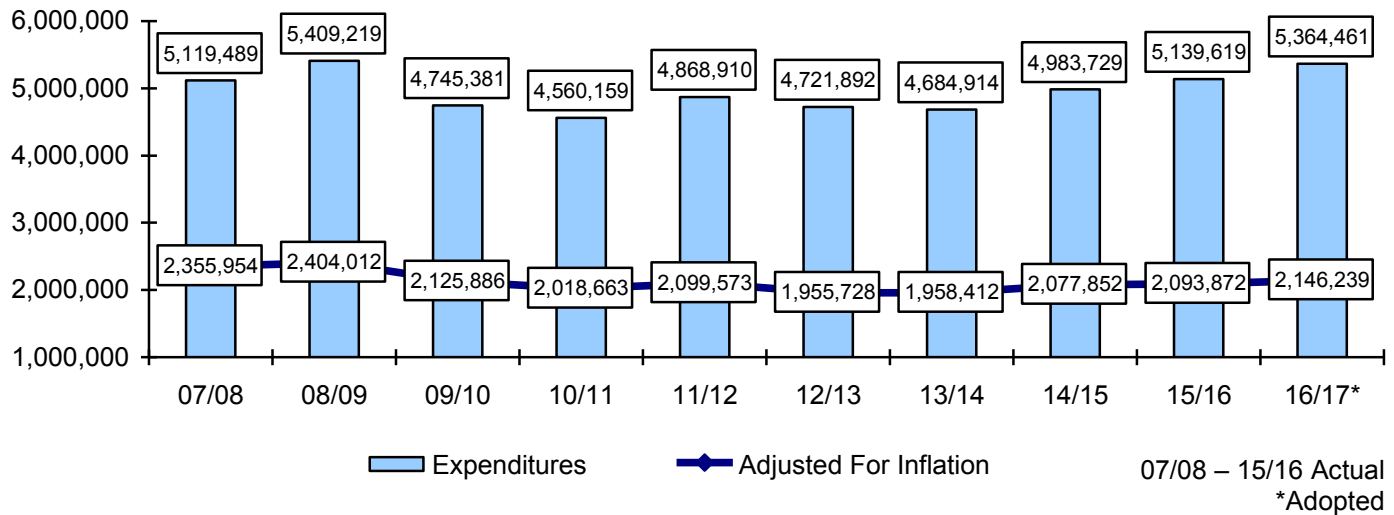
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

The Auditor-Controller’s Office has a total expenditure level of \$5,364,461 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: \$554,663 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: \$701,300 Total Staffing (FTE): 5.00

Budget and Cost Accounting

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

Total Expenditures: \$420,001 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: \$880,651 Total Staffing (FTE): 5.50

Payroll Processing

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

Total Expenditures: \$1,123,453 Total Staffing (FTE): 8.00

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: \$548,279 Total Staffing (FTE): 5.00

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 paying creditors..

Total Expenditures: \$218,542 Total Staffing (FTE): 1.00

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: \$917,572 Total Staffing (FTE): 6.00

DEPARTMENT COMMENTS

The Auditor-Controller has primary responsibility for all accounting and auditing functions of County Government. This includes all funds, departments, and special districts under the governance of the Board of Supervisors. As Chief Accounting Officer for County Government, the Auditor-Controller faces the challenging task of covering a vast range of daily tasks while remaining responsive to emerging needs associated with new mandates, programs, and legislation.

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-Public Administrator (ACTTCPA). FY 2015-16 was the second 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 2015-16 and some specific objectives for FY 2016-17:

FY 2015-16 Accomplishments

- Refunded a portion of the Nacimiento Water Bonds to take advantage of a lower interest rate saving taxpayers an estimated \$12.7 million over the life of the bonds. The Nacimiento Water Project consists of 45 miles of pipeline and

FY 2016-17 Objectives

- Replace the outdated 15+ year old (DOS) based Cost Plan Program. The current system resides on a shared server that is scheduled to be retired when the BP replacement project is completed in October 2016. Complete the

infrastructure used to deliver water to the communities of Paso Robles, Templeton, Atascadero, and San Luis Obispo.

- Participated in the second phase of the Budget Preparation (BP) replacement project. ACTTCCA staff worked with the project vendor and the Administrative Office on the design and implementation during the year. The new system is scheduled to go live in October 2016 and will be used to prepare the FY 2017-18 budget.
- Developed two new Enterprise Financial System (EFS) training courses and presented them to department users. EFS Support created a new three part course on SAP reporting using Business Objects and conducted multiple training sessions for each one. In addition, ATTCCPA staff developed a new Project Systems course. The County uses Project Systems to capture cost accounting information for construction and software implementation projects. A total of 286 users attended EFS training courses presented by our staff during the fiscal year.
- Continued to make progress towards accomplishing office consolidation objectives identified in FY 2013-14. Notable accomplishments in these areas were developing a single set of office policies, creating career opportunities by promoting from within, and supporting staff development by conducting multiple staff led Word and Excel training sessions for our employees.
- Completed the migration of the Property Tax system off the mainframe to a modern technology platform.
- Update the Travel Policy and present it to the Board of Supervisors for approval before the end of the year. Staff in the ACTTCCA audits and pays travel claims in accordance with provisions of the Travel Policy. Periodically, it is necessary to review the policy and update it to reflect the County's changing needs and any new legislative requirements.
- Expand the annual patch process to include application of SAP's latest enhancement packs. 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 six of the latest enhancement packs in FY 2016-17.
- Continue working on the consolidation objectives identified in FY 2013-14. These included creating an optimal office structure, promoting an integrated office culture, maximizing staff resources, and optimizing the office layout. High priority projects include an extensive review of all internal controls, implementation of the new organization chart, and revising the job specifications for various positions to reflect the needs of the merged office.
- Continue the implementation and testing of the new Property Tax System.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Financial Summary

General Fund support for FY 2016-17 is recommended to increase by \$291,124 or 7% as compared to FY 2015-16 adopted levels.

Revenues are decreasing by \$104,594 or 10% primarily due to the elimination of the Limited Term Auditor Analyst I/II/III position used to backfill for staff working on the Property Tax System upgrade project. The position was funded with revenue from Fund Center 266 – Countywide Automation. The system is anticipated to go-live in FY 2015-16 and as a result, the position is no longer needed

Overall, expenditures are increasing by \$186,530 or 3% when compared to FY 2015-16 levels. Salaries and benefits are recommended to increase by \$146,144 or 2% resulting from a combination of wage and benefit increases approved for FY 2015-16, the elimination of the limited term position noted above, and the addition of a Limited Term Auditor-Analyst I position. As detailed in the Budget Augmentation Request (BAR) below, the two-year Limited Term Auditor-Analyst I position is being recommended to assist in the transfer of knowledge in the Property Tax division of the department as the Principal Auditor-Analyst in charge of the division will be retiring in 2018. The duties associated with the Property Tax division are very technical with substantial statutory penalties for not meeting deadlines. The need to start training a replacement, while the incumbent is still available to train, is crucial. The position is partially offset by an increase in revenue.

Services and supplies are recommended to increase by \$45,836 or 20% from FY 2015-16 levels. Attributing to this is increased training costs associated with the County's EFS and replacement computers costs.

Service Level Impacts

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

Position Allocation List (PAL) Changes

The FY 2016-17 recommended PAL for the department includes no change in net FTE compared to the FY 2016-17 adopted PAL.

FY 2016-17 Recommended PAL Changes

- - 1.00 Limited Term Auditor Analyst I/II/III
- + 1.00 Limited Term Auditor Analyst I

BOARD ADOPTED CHANGES

None.

BUDGET AUGMENTATION REQUESTS ADOPTED

Unit Amount	Description	Results
<p>Gross Annual Cost: \$90,474 for FY 2016-17</p> <p>Funding Source: General Fund \$61,559</p> <p>Other revenue: Senate Bill (SB) 2557 Administration fees: \$11,566 Redevelopment Development Act dissolution fees: \$17,349</p>	<p>Add 1.00 FTE Limited Term Auditor- Analyst I position to train with the Principal Auditor-Analyst in charge of the Property Tax division.</p>	<p>The following results will be achieved pursuant to Health and Safety Code and Revenue and Taxation Code's required deadlines:</p> <ol style="list-style-type: none"> 1. Continued uninterrupted coverage of Property Tax Division processes and tasks; 2. Compliance with legislative statutory requirements which will prevent audit findings by the California State Controller's Office; 3. Timely and accurate distribution of over \$500 million in property tax revenues to 92 local taxing agencies; 4. Timely reporting of the Annual Report of Property Taxes which will prevent a \$1,000 penalty; 5. Timely billing of the SB 2557 Administration Fees in order to receive more than \$1.5 million in General Fund revenues; 6. Timely redevelopment reporting will prevent a penalty of 10% of the amount to be reported and withholding of sales tax revenues.

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>						
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
17	20	11	12	15	8	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> <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 reviews County fees, prepares and submits the County's Financial Transaction Report to the State and takes the lead in preparing the Comprehensive Annual Financial Report (CAFR). 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 2015-16 are lower than the goal due to the amount of time required to transition to a new outside auditing firm and the associated delay in issuing the FY 2014-15 CAFR.</p>						
<p>2. Performance Measure: Number of concessionaire, Transient Occupancy Tax (bed tax), or service provider audits completed.</p>						
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
21	24	18	20	11	8	11
<p>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.</p> <p>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.</p> <p>How are we doing? In FY 2015-16, Audit staff did not to meet the goal for concessionaire, service provider, and Transient Occupancy Tax (TOT) audits. 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. Actual results for FY 2015-16 are lower than the goal due to the amount of time required to transition to a new outside auditing firm and the associated delay in issuing the FY 2014-15 CAFR. Staff were also performing a complex performance audit which encompassed four service providers. Results of this audit will be submitted in early FY 2016-17.</p>						
<p>Department Goal: Maintain the financial health of the County by developing effective annual budgets, accurately identifying expenditures, and ensuring recovery of revenues from State and Federal sources.</p> <p>Communitywide Result Link: <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: 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.</p>						
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
Audit with no exceptions	Audit with no exceptions	Audit with no exceptions	Audit with no exceptions	Audit with no exceptions	Audit with no exceptions	Audit with no exceptions
<p>What: State and Federal agencies allow for County's overhead cost reimbursement through numerous programs and grants. The Countywide Cost Allocation Plan is a tool used to distribute overhead costs to programs and departments within the County.</p>						

<p>Why: The County is reimbursed for overhead costs.</p> <p>How are we doing? The State Controller's Office performed an audit of the FY 2014-15 Countywide Cost Allocation Plan. There were no findings or adjustments as a result of the audit.</p>																				
<p>Department Goal: Provide timely and accurate financial information for the public, Board of Supervisors, and County departments.</p> <p>Communitywide Result Link: <input type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community</p>																				
<p>4. Performance Measure: Received a clean auditor's opinion on the Comprehensive Annual Financial Report (CAFR).</p> <table border="1"> <thead> <tr> <th>11-12 Actual Results</th> <th>12-13 Actual Results</th> <th>13-14 Actual Results</th> <th>14-15 Actual Results</th> <th>15-16 Adopted</th> <th>15-16 Actual Results</th> <th>16-17 Target</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>1</td> <td>1</td> <td>1</td> <td>1</td> <td>1</td> <td>1</td> </tr> </tbody> </table> <p>What: A clean opinion from outside auditors measures the reliability, integrity and accuracy of the information presented in the County financial statements.</p> <p>Why: Provides assurance to the public, investors and others that the County's financial position is presented fairly and accurately.</p> <p>How are we doing? The 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 completed their annual audit of the FY 2014-15 fiscal year's financial statements and have issued an unqualified or clean opinion.</p>							11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target	1	1	1	1	1	1	1
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target														
1	1	1	1	1	1	1														
<p>Department Goal: Provide high quality, cost effective Auditor-Controller 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>5. Performance Measure: Auditor Controller staff per 100 County employees.</p> <table border="1"> <thead> <tr> <th>11-12 Actual Results</th> <th>12-13 Actual Results</th> <th>13-14 Actual Results</th> <th>14-15 Actual Results</th> <th>15-16 Adopted</th> <th>15-16 Actual Results</th> <th>16-17 Target</th> </tr> </thead> <tbody> <tr> <td>1.6</td> <td>1.6</td> <td>1.6</td> <td>1.5</td> <td>1.5</td> <td>1.4</td> <td>1.4</td> </tr> </tbody> </table> <p>What: This shows Auditor Controller staffing levels per 100 County employees.</p> <p>Why: This data can be compared with Auditor-Controller offices of similar characteristics to provide one measure of whether we are appropriately staffed.</p> <p>How are we doing? Staffing levels per 100 employees for our comparable counties (5 counties surveyed) ranged from a low of 1.1 in Monterey County to a high of 2.9 in Marin County. The Auditor's Office maintains levels slightly below the comparable counties average of 1.6. We exceeded our target number due to an increase in the total number of County employees in FY 2015-16. We are also seeing a slight increase in the number of full time equivalent employees (FTEs) in our comparable counties.</p>							11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target	1.6	1.6	1.6	1.5	1.5	1.4	1.4
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target														
1.6	1.6	1.6	1.5	1.5	1.4	1.4														
<p>Department Goal: 100% of legal mandates should be implemented within established deadlines.</p> <p>Communitywide Result Link: <input type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community</p>																				
<p>6. Performance Measure: Percentage of legal mandates implemented within established deadlines.</p> <table border="1"> <thead> <tr> <th>11-12 Actual Results</th> <th>12-13 Actual Results</th> <th>13-14 Actual Results</th> <th>14-15 Actual Results</th> <th>15-16 Adopted</th> <th>15-16 Actual Results</th> <th>16-17 Target</th> </tr> </thead> <tbody> <tr> <td>100%</td> <td>100%</td> <td>100%</td> <td>100%</td> <td>100%</td> <td>100%</td> <td>100%</td> </tr> </tbody> </table> <p>What: Monitor State and Federal legislation regularly in order to keep updated with changes to current mandates and new mandates.</p> <p>Why: So that a proactive response to implement changes to current mandates and new mandates is seamless and timely.</p> <p>How are we doing? During FY 2015-16, we successfully implemented all known legal mandates including California State AB1522, the Healthy Workplace Healthy Family Act, which provides sick leave for all California employees. In addition, staff implemented a new reporting provision of the Patient Protection Affordable Care Act (PPACA) which requires the County to report to the IRS and to every employee the offer of health care by month. In the Property Taxes division, our office complied with statutory requirements to allow the City of Grover Beach to opt-in to the County's Teeter Plan, an alternative method for distributing secured property taxes in which agencies receive 100% of the current year levy. The number of legal mandates varies from year to year depending on changes at the State and Federal levels.</p>							11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target	100%	100%	100%	100%	100%	100%	100%
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target														
100%	100%	100%	100%	100%	100%	100%														

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.

(This performance measure was moved from Fund Center 108 (Treasurer-Tax Collector) to Fund Center 107 (Auditor-Controller) for FY 2016-17.)

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
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.

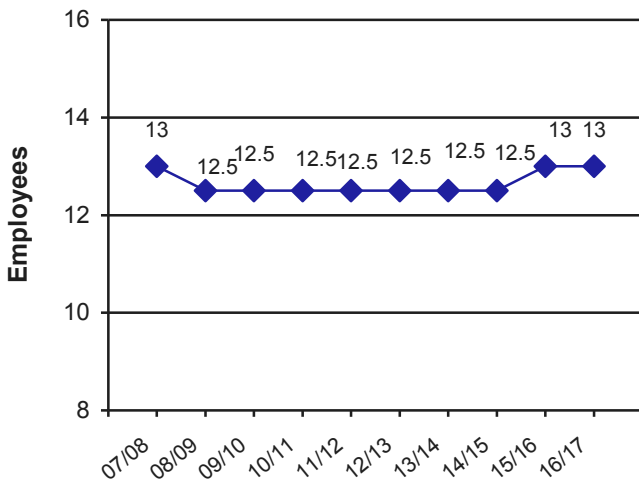
How are we doing? All cases referred to the Public Administrator are investigated and a decision to accept or decline the case is made within 15 business days. Each estate investigation begins immediately upon notification. The procedure involves extensive investigation of assets, locating family members or beneficiaries, locating trusts or wills if they exist, and securing assets that may be subject to misappropriation. In FY 2015-16, 30 estate referrals were investigated. In 21 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 9 estates were accepted for administration by the Public Administrator pursuant to California Probate Code. In FY 2015-16, all 30 estate referrals were investigated and determined within the 15 business day policy.

MISSION STATEMENT

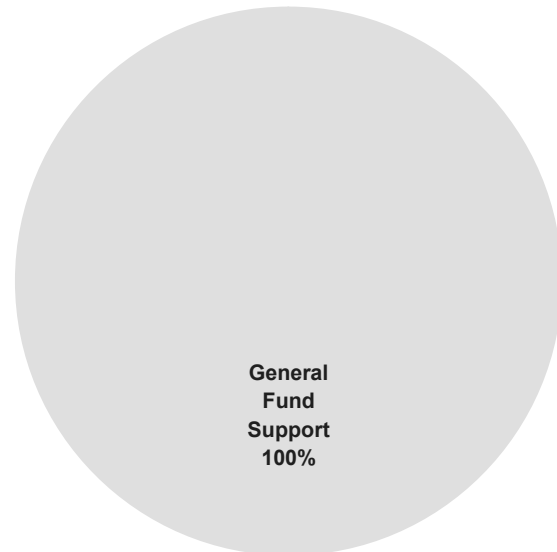
The San Luis Obispo County Board of Supervisors is the legislative arm of the County government, and is committed to the implementation of policies and the provision of services that enhance the economic, environmental and social quality of life in San Luis Obispo County.

	2014-15	2015-16	2016-17	2016-17	2016-17
<u>Financial Summary</u>	<u>Actual</u>	<u>Actual</u>	<u>Requested</u>	<u>Recommended</u>	<u>Adopted</u>
Salary and Benefits	\$ 1,450,004	\$ 1,426,263	\$ 1,560,206	\$ 1,560,206	\$ 1,560,206
Services and Supplies	200,486	199,725	209,740	217,540	217,540
**Gross Expenditures	\$ 1,650,490	\$ 1,625,988	\$ 1,769,946	\$ 1,777,746	\$ 1,777,746
Less Intrafund Transfers	46,905	38,806	38,974	38,974	38,974
**Net Expenditures	\$ 1,603,585	\$ 1,587,182	\$ 1,730,972	\$ 1,738,772	\$ 1,738,772
General Fund Support (G.F.S.)	<u>\$ 1,603,585</u>	<u>\$ 1,587,182</u>	<u>\$ 1,730,972</u>	<u>\$ 1,738,772</u>	<u>\$ 1,738,772</u>

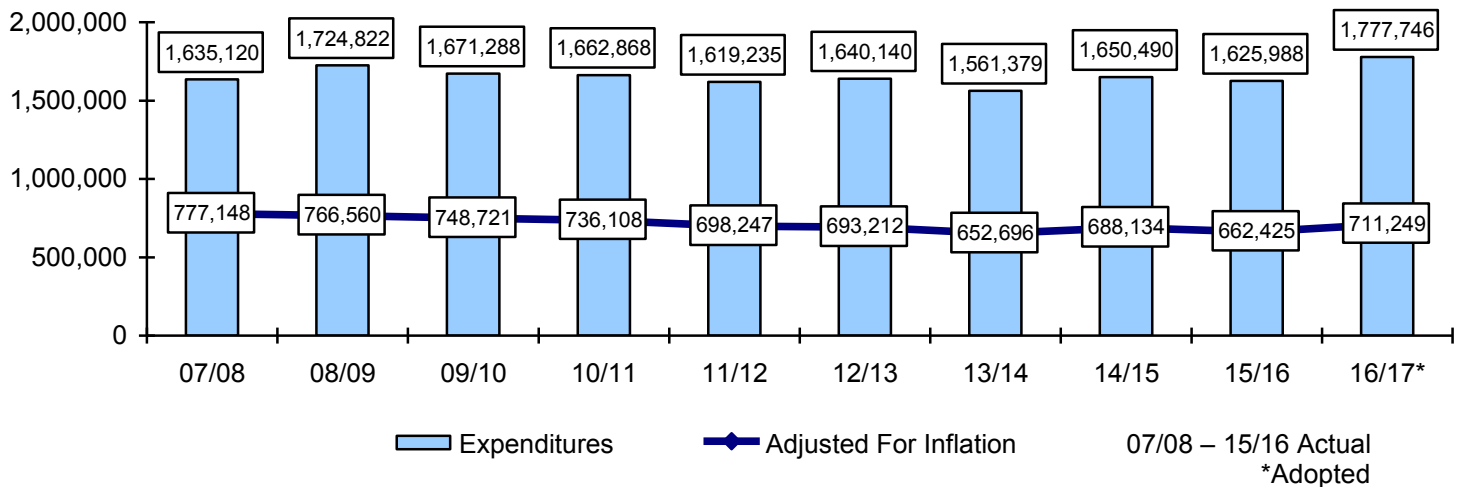
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

The Board of Supervisors has a total expenditure level of \$1,777,746 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 on 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: \$1,652,746 Total Staffing (FTE): 13.00

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Financial Summary

General Fund support is recommended to increase by \$51,327 or 3% compared to FY 2015-16 adopted levels. Salaries and benefits are increasing \$37,487 or 2% compared to FY 2015-16 adopted levels. The increase in these accounts is attributed to wage and benefit increases approved for FY 2015-16. There is an overall increase of \$14,008 or 6% in services and supplies compared to FY 2015-16 adopted levels. The majority of this increase is attributed to increases in significant value purchase as the purchase of a color copier and replacement computers for Districts 1, 3 and 5 are budgeted for FY 2016-17.

Service Level Impacts

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

Position Allocation List (PAL) Changes

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

BOARD ADOPTED CHANGES

None.

BUDGET AUGMENTATION REQUESTS ADOPTED

None requested.

GOALS AND PERFORMANCE MEASURES

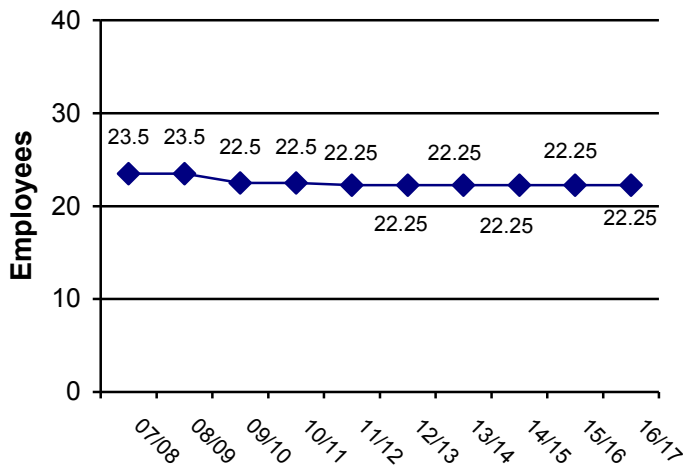
Department Goal: To enhance the public's trust in county government by measurably demonstrating that we provide efficient, high quality, results oriented services.						
Communitywide Result Link: <input type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community						
1. Performance Measure: Percentage of citizens that rate the overall quality of services the County provides as "good" to "excellent".						
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
Triennial Survey	Triennial Survey	69%	Triennial Survey	Triennial Survey	Triennial Survey	72%
<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, 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 the fall of FY 2016-17.</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.						
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
Survey on hold	Survey on hold	Survey on hold	Survey on hold	Survey on hold	Survey on hold	Survey on hold
<p>What: The County initiated a Citizen's Opinion Survey that will be conducted every three years to build on the data provided in the ACTION for Healthy Communities survey. The survey tool includes specific questions designed to solicit information from the public relative to whether they received satisfactory service from County employees.</p> <p>Why: The information gained from this survey will be used to help us improve customer service to the public. Based on the data gathered from the Citizen's Opinion Survey, County departments will develop and implement action plans designed to improve the quality of services delivered to the public and we will continue to measure our progress in meeting this goal over time.</p> <p>How are we doing? 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

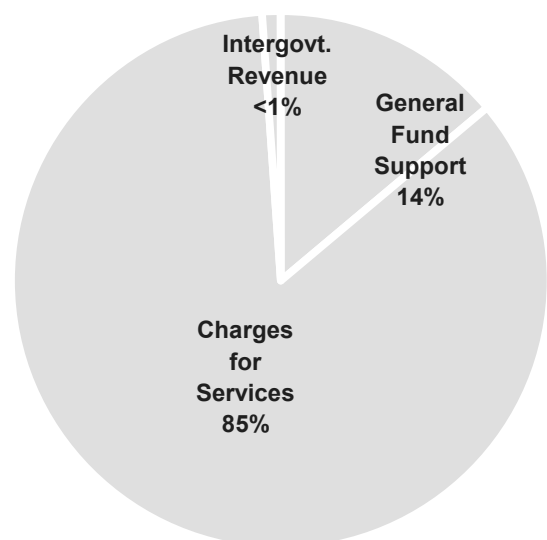
In pursuit of a well-governed community, the County Clerk-Recorder will ensure the integrity of the election process and the records maintained by the office and provide access to these public records, by complying with all applicable laws, employing technology to its fullest and wisely spending the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

	2014-15	2015-16	2016-17	2016-17	2016-17
<u>Financial Summary</u>	<u>Actual</u>	<u>Actual</u>	<u>Requested</u>	<u>Recommended</u>	<u>Adopted</u>
Intergovernmental Revenue	\$ 15,217	\$ 12,739	\$ 13,000	\$ 13,000	\$ 13,000
Charges for Current Services	2,488,621	2,673,728	2,739,144	2,839,144	2,839,144
Other Revenues	3,432	3,272	0	0	0
Interfund	4,420	64,135	0	0	0
**Total Revenue	\$ 2,511,690	\$ 2,753,874	\$ 2,752,144	\$ 2,852,144	\$ 2,852,144
Salary and Benefits	2,034,373	2,106,220	2,154,592	2,154,592	2,154,592
Services and Supplies	897,919	1,094,903	1,029,461	1,132,961	1,132,961
Fixed Assets	0	360,466	19,000	19,000	19,000
**Gross Expenditures	\$ 2,932,292	\$ 3,561,589	\$ 3,203,053	\$ 3,306,553	\$ 3,306,553
Less Intrafund Transfers	0	1,200	0	0	0
**Net Expenditures	\$ 2,932,292	\$ 3,560,389	\$ 3,203,053	\$ 3,306,553	\$ 3,306,553
General Fund Support (G.F.S.)	<u>\$ 420,602</u>	<u>\$ 806,515</u>	<u>\$ 450,909</u>	<u>\$ 454,409</u>	<u>\$ 454,409</u>

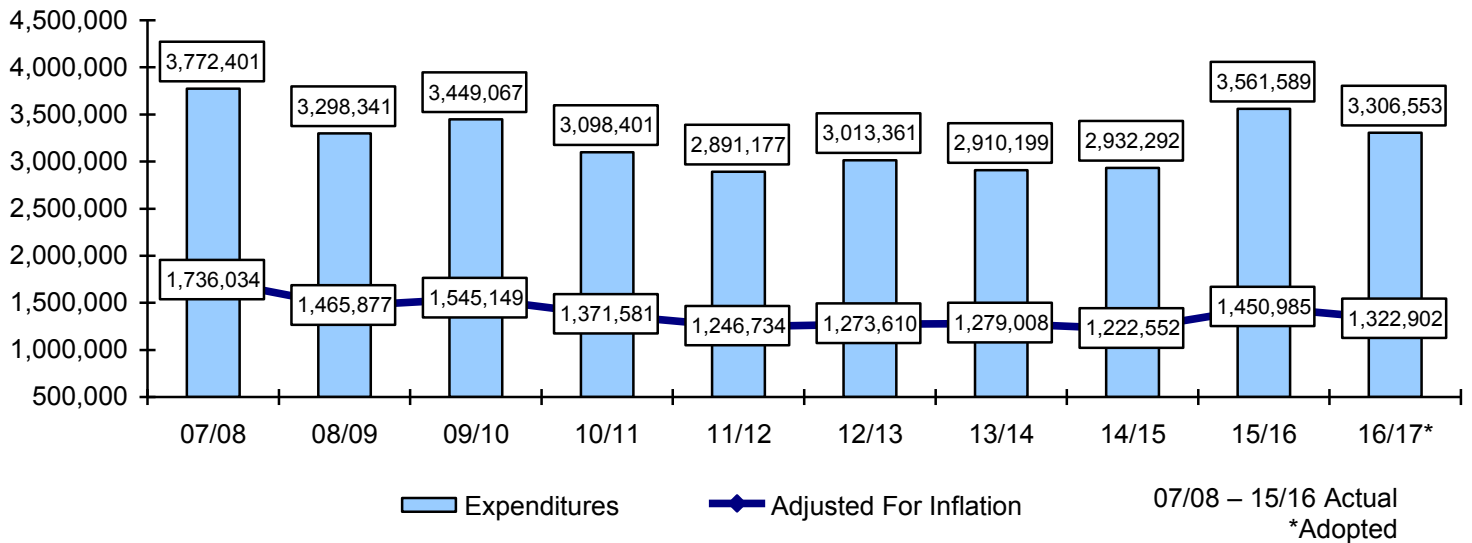
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

The Clerk-Recorder has a total expenditure level of \$3,306,553 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: \$1,666,080 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: \$922,789 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: \$717,684 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, performing civil marriage ceremonies, maintaining Board of Supervisors records and registrations of eligible voters, and conducting elections. 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 Clerk-Recorder has been faced with the need to replace aging technology to streamline mandated duties and increase public access to records. During the past year, the Clerk-Recorder procured a replacement recording and cashiering system by request for proposal (RFP) and began implementation of the new system, converting the images and index information from the previous system used over the past 15 years. This was a major undertaking by the department since the recording system is at the heart of the day-to-day operations of the office. Once the system is installed and fully utilized, the department will be implementing electronic recording technology which will modernize the recording process with title companies and banks. The system is funded with Recorder's restricted revenues.

A new ballot counting system will be slated next. Replacement costs will be funded outside of the General Fund with Help America Vote Act and Voter Modernization Bond funds, although the procurement and implementation of a new voting system will require a significant amount of dedicated staff time while still completing the department's daily duties. However, the combination of emerging voting systems to improve the voting experience and legislative proposals to alter election laws has resulted in a fluid environment which may significantly change the way elections are conducted in the future. This has compelled the Clerk-Recorder to take a "wait and see" approach. It is feasible that a new election system will be implemented in San Luis Obispo County in 2018.

The Presidential General Election will be a challenging election. With the media covering campaign efforts since late 2014, the stakes are high and it is expected that voter activity will be at an all-time high. VoteCal, the statewide voter registration database mandated by the Help America Vote Act (HAVA), will be fully implemented during this election, and it is anticipated that it will require a revamp of many voter registration procedures on a local level.

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

FY 2015-16 Accomplishments

- Replaced the existing Recording and Cashiering System and implementing the selected system. The system went live in February 2016.
- Implemented VoteCal, the statewide voter registration database, in November 2015. San Luis Obispo County was among the first counties to go live in the state.
- Conducted the various activities related to elections for the funding and formation of the Paso Robles Basin Water District.
- Completed second round of historical book restoration: 60 land and vital record books, many of which were in fragile condition, over 100 years old, were restored.
- A 100% passing rate was achieved by 14 employees who completed the test to attain the status of Certified Document Examiner by the County Recorders Association of California.
- All five management and supervisory staff

FY 2016-17 Objectives

- Successfully conduct the Presidential General Election in November 2016, meeting all deadlines.
- Implement additional functionality of Democracy Live (an online ballot access system) with audio sample ballots and voter information guides for voters with disabilities, funded by a Federal HAVA grant.
- Install electronic recording technology to record and process official records, resulting in a more expedient, efficient, and convenient process for customers.
- 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.
- Replace the voting system used since 2000 with an upgraded system that takes advantage of

members attending courses of the Learning and Development Center’s Leadership Development Program.

current technology yet still maintains the integrity of the voting experience expected by San Luis Obispo County voters.

COUNTY ADMINISTRATOR’S COMMENTS AND RECOMMENDATIONS

Financial Summary

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 even-numbered years, election revenue increases and the department requires less General Fund support. However, in odd-number years, election revenue decreases and the department requires increased General Fund support.

FY 2016-17 is an even-number year and as a result, the level of General Fund support is recommended to decrease by \$353,964 or 43% when compared to FY 2015-16 adopted levels. As noted above, the decrease in General Fund support is due to the cyclical nature of election revenue and expenditures. Revenue is anticipated to increase by \$467,096 or 19% due to the \$435,000 or 870% increase in election revenue due to other jurisdictions consolidating their elections with the 2016 Presidential General Election. Recording revenue is increasing slightly, \$20,000 or 1%, compared to FY 2015-16 adopted amounts.

Overall, expenditures are increasing by \$113,132 or 3% when compared to FY 2015-16 adopted amounts. Salaries and benefits are increasing by \$62,198 or 2% from FY 2015-16 adopted levels primarily due to wage and benefit increases approved for FY 2015-16 and an increase in temporary help costs associated with the minimum wage increase effective January 1, 2016. Temporary help is used during elections. Services and supplies are increasing by \$37,034, or 3% again due to the cyclical nature of election expenditures. A large format scanner/printer at the cost of \$19,000 is also recommended for funding. It will replace a large format scanner/printer that is past its useful life.

Service Level Impacts

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

Position Allocation List (PAL) Changes

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

BOARD ADOPTED CHANGES

None.

BUDGET AUGMENTATION REQUESTS ADOPTED

Unit Amount	Description	Results
Gross Annual Cost: \$100,000 for FY 2016-17	Restoration and preservation of historical record books and indices. The book restoration project started in FY 2014-15. FY 2016-17 is year 3 of the 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;
Total Cost of Project: \$300,000 (\$100,000 for the next three (3) fiscal years).		

<p>Funding Source: Recorder's Fees Micrographics</p> <p>Restrict Revenues</p>		<p>3. An average of 60 books per year for the next three (3) fiscal years will be restored. Over the last three (3) phases of the project approximately 181 historical record books and indices will be restored and preserved.</p>
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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.

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
99%	99%	99.5%	99.5%	100%	98%	100%

What: This measure tracks the processing time of official records (e.g. deeds, reconveyances) received in the mail.

Why: Tracking the time it takes to process official records helps to measure how prompt our customer service is to the public, County departments, State, and Federal agencies, and enables us to ensure we are complying with law that requires recordation within two days of receipt of specific documents, which are sent to us by express delivery.

How are we doing? Recording levels for FY 2015-16 increased by 4% (2,563 documents) compared to FY 2014-15 levels. The department has implemented a new recording/cashiering system. The new system had a small effect on the timeliness of recording mail as staff becomes comfortable with the new system. The department currently has a vacant position in the section that processes official records by mail. That vacancy, combined with demands on staff time required in conducting the June Presidential Primary and increased recording levels have resulted in not meeting the stated goal for this fiscal year. The vacant position is currently in the process of being filled and, with our ongoing focus on additional training for staff, we continue to strive towards achieving our target of 100% in FY 2016-17, even as 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.

	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
<p>Online Voter Registration: Percentage of total voter registrations completed online per year.</p>	<p>New Measure</p>	<p>26% (11,614)</p>	<p>16% (3,015)</p>	<p>22% (6,609)</p>	<p>30% (9,900)</p>	<p>53% (33,087)</p>	<p>30% (18,800)</p>
<p>Certified Vital Records Requests without physical appearance: Percentage of total vital requests completed with a credit card through fax per year.</p>	<p>New Measure</p>	<p>13% (1,403)</p>	<p>16% (1,902)</p>	<p>14% (1,529)</p>	<p>15% (1,600)</p>	<p>21% (2,200)</p>	<p>15% (1,600)</p>

Online Polling Place Look-Up: Number of visits to the online polling place look-up per election.	New Measure	9,317	2,877	3,052	4,000	7,245	7,000
Online Voter Registration Status Look-Up: Number of visits to the online voter registration status look-up per election.	New Measure	10,004	1,469	2,322	5,500	8,793	8,000

What: These measures track the use of Clerk-Recorder services available remotely.

Why: When customers can complete transactions and obtain information online without contacting the office via telephone or in person, the customer benefits in convenience as well as time and cost savings. Tracking this measurement will help identify the benefits to our customers as well as allow better allocation of staff and the need for temporary election employees during the busiest times of the year.

How are we doing?

Online Voter Registration: On September 19, 2012, the Secretary of State went live with online voter registrations. This allows voters immediate access to register to vote and 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 2015-16 actual amounts exceeded targeted amounts by 23,187 registrations due to voter interest reaching historic heights during a the highly profiled presidential candidate nomination process. The majority of online registrations were received in the 4th quarter (18,782 which is 57% of online registrations for the year) and a large percentage of those were previously registered voters changing their party affiliation in preparation for the June election. In the current fiscal year, 30% is equivalent to 18,800 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 2015-16 actual results reflect increased usage, possibly due to the increased economic health across the nation, allowing for more activities that may require certified vital records copies to be sent out of county. 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 FY 2015-16 actual results reflects the increased voter interest in Presidential Primary elections. The FY 2016-17 target reflects the even higher voter interest in the Presidential General 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
 FY 2016-17 Target: November 2016 Presidential General 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.

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
\$2.22	\$1.93	\$1.63	\$1.23	\$2.15	\$1.33	\$2.00

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 \$1.33 per vote-by-mail voter. The FY 2015-16 actual results reflect an 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. The FY 2016-17 target reflects the lower cost of non party-specific ballots, as well as the higher voter turnout expected, which increases labor costs. There are no comparable county data at this time.

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
 FY 2016-17 Target: November 2016 Presidential General Election

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

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
\$3.77	\$4.79	\$3.90	\$4.20	\$3.80	\$3.95	\$4.50

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 2015-16 actual results reflect a higher than anticipated voter turnout than what would typically be expected during a Primary Election, as well as the increased ballot printing costs necessary for party specific ballots necessary for the Federal races. The FY 2016-17 target reflects the increased voter turnout expected for a Presidential General election, which translates to increased labor costs. No comparable county data is available at this time.

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
 FY 2016-17 Target: November 2016 Presidential General Election

5. Performance Measure: Voter Participation Rate.

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
48.59%	80%	41.46%	58.42%	60%	61%	75%

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 was 14% higher when compared to the statewide voter turnout of 47% for the Presidential Primary election. It will be hard to predict exactly how the new Motor Voter Law (AB1461), which involves increased opportunity for citizens to register to vote when conducting business with the DMV, will affect voter turnout. An increased number of registered voters who do not intend to vote may have an impact on turnout. Presidential General elections typically have the largest turnout and is reflected in the FY 2016-17 target amount of 75% (116,853 ballots cast).

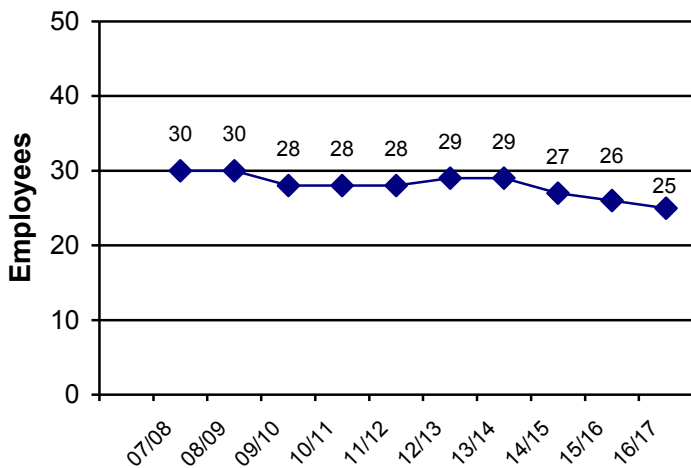
FY 2011-12 Results: June 2012 Presidential Primary Election
FY 2012-13 Results: November 2012 General Presidential Election
FY 2013-14 Results: June 2014 Primary Election
FY 2014-15 Results: November 2014 General Election
FY 2015-16 Results: June 2016 Presidential Primary Election
FY 2016-17 Target: November 2016 Presidential General Election

MISSION STATEMENT

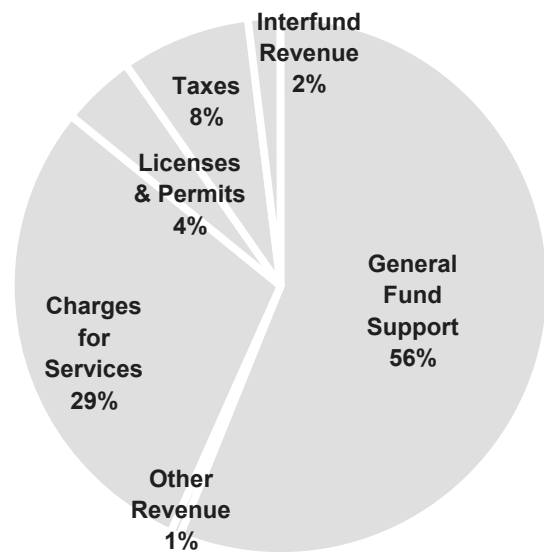
The Auditor-Controller-Treasurer-Tax Collector Office-Public Administrator ensures the public's trust by serving as the guardian of assets and funds administered for the County, cities, schools, and special districts and by being an independent source of financial information and analysis for the public, local governmental agencies, County departments, and all other stakeholders.

	2014-15	2015-16	2016-17	2016-17	2016-17
<u>Financial Summary</u>	<u>Actual</u>	<u>Actual</u>	<u>Requested</u>	<u>Recommended</u>	<u>Adopted</u>
Taxes	\$ 223,177	\$ 212,061	\$ 223,765	\$ 223,765	\$ 223,765
Licenses and Permits	128,257	116,357	109,283	109,283	109,283
Charges for Current Services	818,987	839,521	862,894	862,894	862,894
Other Revenues	24,750	28,343	26,775	26,775	26,775
Interfund	37,874	67,867	0	0	0
**Total Revenue	\$ 1,233,045	\$ 1,264,149	\$ 1,222,717	\$ 1,222,717	\$ 1,222,717
Salary and Benefits	2,463,552	2,463,066	2,574,147	2,574,147	2,574,147
Services and Supplies	420,789	341,963	338,076	338,076	338,076
Other Charges	26,653	0	0	0	0
**Gross Expenditures	\$ 2,910,994	\$ 2,805,029	\$ 2,912,223	\$ 2,912,223	\$ 2,912,223
Less Intrafund Transfers	1,283	6,076	0	0	0
**Net Expenditures	\$ 2,909,711	\$ 2,798,953	\$ 2,912,223	\$ 2,912,223	\$ 2,912,223
General Fund Support (G.F.S.)	<u>\$ 1,676,666</u>	<u>\$ 1,534,804</u>	<u>\$ 1,689,506</u>	<u>\$ 1,689,506</u>	<u>\$ 1,689,506</u>

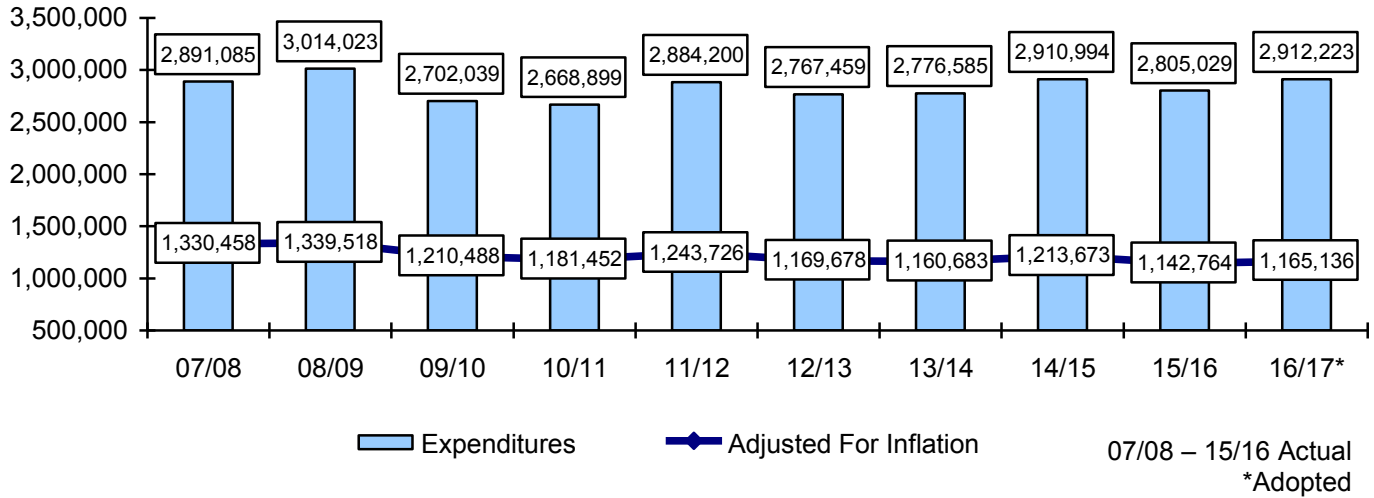
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

The Treasurer, Tax Collector, Public Administrator has a total expenditure level of \$2,912,223 and a total staffing level of 25.00 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: \$204,383 Total Staffing (FTE): 2.07

Public Administrator – See Fund Center 107-Auditor-Controller for FY 2016-17

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. The main revenue and expense accounts for the Public Administrator are in Fund Center 107, but some support items exist in Fund Center 108.

Total Expenditures: \$41,536 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: \$1,345,798 Total Staffing (FTE): 10.70

Supplemental Collections

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

Total Expenditures: \$403,616 Total Staffing (FTE): 3.86

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: \$563,341 Total Staffing (FTE): 4.75

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: \$353,549 Total Staffing (FTE): 3.35

DEPARTMENT COMMENTS

The office of the Treasurer-Tax Collector-Public Administrator was consolidated with the office of the Auditor-Controller on August 12, 2013. The combined office continues to work to develop efficiencies and improvements, with a common goal of providing cost effective, quality service to the community.

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. The department was the first in the State to offer paperless electronic tax bills. The department's systems give the public the ability to access tax information and payment records electronically, pay taxes online, and receive electronic tax bills and email reminders, as well as tools to manage multiple properties. Again during FY 2015-16, numerous improvements to processes were developed, with most of the ideas coming directly from staff. The improvements enabled the department to reduce staff by another 1.50 positions by attrition while also increasing workload. All of the above has been accomplished using fewer employees than the department had twenty years ago.

For FY 2016-17, the department expects to implement a new public service customer feedback system so when the public visits the department they may more easily rate the services they receive. The resulting data can then be used to make further improvements. The department plans to redesign its web site and make it friendlier for mobile devices. Finally, the department continues to develop 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. The above is being accomplished with internal staff only and no external consultants.

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

FY 2015-16 Accomplishments

- After a comprehensive study of tax bills in all 58 counties, the office redesigned property tax bills. The new bills include numbered sections for easy reference, emphasizes due dates rather than delinquency dates in an effort to reduce late penalties, and include use of color to improve readability. By using more modern technology and outsourcing the printing, the new bills were produced at 1/3 less cost than the old bills, saving \$16,000.
- Reduced costs and eliminated 1.50 FTE positions, saving \$104,000, as a result of operating efficiencies gained through new technology and software, specifically new point-of-sale and tax processing software developed internally to allow

FY 2016-17 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. Taxpayers will benefit by having a much lower threshold to begin a payment plan, and having lower monthly payments rather than large annual ones.
- Continue the implementation and testing of the new Property Tax System.
- Redesign the department's web site based on both public and private sector best practices. The goal is to increase information available on the site, as well as make it more user friendly.

- Faster payment processing for taxpayers at the public counter, including receipts by email. The new system enables posting payments on the same day as received, and automates formerly manual processes.
- Completed and implemented a major re-write and modernization of the County Business License Ordinance. Continued to promote paperless billing and electronic payment programs, which increased the total number of tax payments paid electronically by 4% in the first six (6) months of the fiscal year, and increased the number of paperless tax bills by 30%.
- Completed the migration of the Property Tax system off the mainframe to a modern technology platform.
- Develop a new system to more easily gather public feedback so that service levels can be better measured.
- Continue to increase paperless billing and electronic payments and processing, by using billing inserts, press releases, and general taxpayer correspondence. For FY 2016-17, the department expects to process over 280,000 payments, with 100,000 of those being electronic.
- Expand cross-training with the County Assessor's office so the two offices can work together to provide better service to the public.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Financial Summary

The General Fund support for the Treasurer-Tax Collector-Public Administrator is increasing \$62,894 or 3% when compared to FY 2015-16 adopted amounts. Revenue is recommended to decrease by \$32,056 or 2% primarily due to the elimination of the Limited Term Financial Analyst I/II/III position used to backfill for staff working on the Property Tax System upgrade project. The position was funded with revenue from Fund Center 266 – Countywide Automation. The system is anticipated to go-live in FY 2015-16 and as a result, the position is no longer needed.

Overall, expenditures are increasing minimally, \$30,838 or 1%, from FY 2015-16 adopted levels. Salary and benefits are recommended to increase slightly when compared to FY 2015-16 amounts. The increase of \$24,723 is a combination of wage and benefit increases approved for FY 2015-16 and the elimination of the limited term position noted above. Additionally, a vacant Administrative Assistant position is being eliminated and replaced with a Senior Account Clerk position. This change is cost neutral as salaries for these positions are equivalent. Services and supplies are increasing by \$6,115 or 1% compared to FY 2015-16 adopted levels.

Service Level Impacts

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

Position Allocation List (PAL) Changes

The FY 2016-17 recommended PAL for the department includes a net decrease of 1.00 FTE compared to the FY 2015-16 adopted PAL.

FY 2016-17 Recommended PAL Changes

- - 1.00 FTE Limited Term Financial Analyst I/II/III
- - 1.00 FTE Administrative Assistant
- + 1.00 Senior Account Clerk

BOARD ADOPTED CHANGES

None.

BUDGET AUGMENTATION REQUESTS ADOPTED

None requested.

GOALS AND PERFORMANCE MEASURES

<p>Department Goal: Provide helpful, courteous, responsive service to County departments and the public while accommodating all reasonable requests.</p> <p>Communitywide Result Link: <input type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community</p>							
<p>1. Performance Measure: Percentage of customer satisfaction surveys which rate department performance as “excellent” or “good.”</p>							
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target	
100%	100%	100%	100%	100%	100%	100%	
<p>What: This measure tracks the satisfaction survey results collected from customers who are served in person, through the mail, or over the Internet.</p> <p>Why: Customer satisfaction levels are measured and tracked to identify areas in which the department can improve its level of service to the public.</p> <p>How are we doing? In FY 2015-16, the department received 19 completed customer satisfaction surveys available from the public service counter. All 19 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 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 2016-17 remains that 100% of customer satisfaction surveys will indicate that the department’s performance is “excellent” or “good.” In FY 2015-16, the number of comment cards received by the department declined significantly over last year. The department is currently exploring other methods of measuring customer service, and revising this measure for FY 2017-18.</p>							
<p>Department Goal: Manage County funds on deposit in the County Treasury to meet three goals, in order of priority: 1) ensure the safety of principal, 2) provide liquidity to meet the funding needs of participants, and 3) earn an appropriate and competitive yield.</p> <p>Communitywide Result Link: <input type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input checked="" type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community</p>							
<p>2. Performance Measure: Percentage of time in which the net yield of San Luis Obispo County Treasury investments falls within 0.5% of the yield earned by the State of California Local Agency Investment Fund (LAIF).</p>							
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target	
100%	100%	100%	100%	100%	100%	100%	
<p>What: The investment yield (return on investments minus all administrative and banking costs) of the County Treasury Pool is compared to the yield of the State of California investment fund, LAIF. The LAIF is utilized as a standard benchmark for investment yield by most California counties as an indicator that investment portfolios are following the market. The LAIF has a fund balance of over \$60 billion, or about 100 times the size of the County Treasury investment pool. Further, the LAIF is a pure investment fund, whereas the County Treasury’s investment pool must also act as an operating fund, covering the daily operating liquidity needs of participating County departments and agencies. This performance measure is based on achieving a relative net yield within 0.5% of the LAIF.</p> <p>Why: Net investment yield is the third priority for the County Treasury investment pool, after safety and liquidity. Achieving this standard means the County is effectively maximizing its income from investments.</p> <p>How are we doing? The County Treasury net yield was within the targeted variance of 0.5% compared to the LAIF net yield in FY 2015-16. 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>							

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

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
"AAA/V1"	"AAA/V1"	"AAA/V1"	"AAA/V1"	"AAA/V1"	"AAA/V1"	"AAA/V1"

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

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

How are we doing? Fitch has assigned their highest rating to the County Pool since FY 1994-95. The investment pool's "AAA" rating "reflects the fund's vulnerability to losses as a result of defaults based on the actual and prospective average credit quality of the fund's invested portfolio." The pool's "V1" volatility rating "reflects low market risk and a capacity to return stable principal value to meet anticipated cash flow requirements, even in adverse interest rate environments." Most recently, on January 12, 2016, Fitch reaffirmed 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.

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
100%	100%	100%	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: 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 2015-16, the quarterly unannounced audits of the Treasury were conducted on September 30, 2015, October 30, 2015, March 14, 2016, and June 30, 2016. All of these audits resulted in no findings or recommendations. The annual audit for FY 2014-15 which was conducted in October 2015, resulted in no findings or recommendations. It is anticipated that the upcoming annual audit and CTOC compliance audit for FY 2015-16 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.

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
2.2%	1.37%	1.14%	1.08%	1.20%	0.89%	1.20%

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 2014-15, the County had uncollected current secured taxes of \$5,183,970 or 1.08%. The State average for FY 2014-15 was 1.2%. For FY 2015-16, the County had uncollected current secured taxes totaling \$4,704,413.87 or .89%. This is again 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 the County will continue to be lower (better) than the state average in FY 2016-17. The target for FY 2016-17 remains the same: to be better than the statewide average of 1.2%

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.

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
New	New	32.9%	35.5%	37%	38.5%	38%

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 have made electronic payment options more obvious, contributing to the growth in electronic payments. 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. For FY 2015-16, electronic payments grew from 35.5% to 38.5% of the total. Of the 3% growth, 1.3% came from growth in e-checks, 1.0% from credit cards, .6% from mortgage impound accounts, and 0.1% from home banking.

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

Communitywide Result Link: 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.

(This performance measure is being moved from Fund Center 108 (Treasurer-Tax Collector) to Fund Center 107 (Auditor-Controller) for FY 2016-17.)

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
80%	100%	100%	100%	100%	*	*

*Funding and oversight of the function of the Public Administrator has been reallocated to Fund Center 107 – Auditor-Controller's Office.

Support to County Departments

Central Services
Fleet Services

County Counsel

Public Works – Facilities Management

Human Resources
Risk Management
Self Insurance

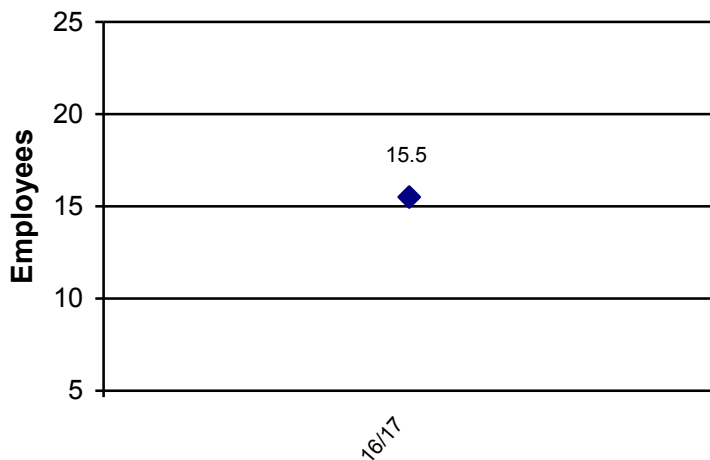
Information Technology

MISSION STATEMENT

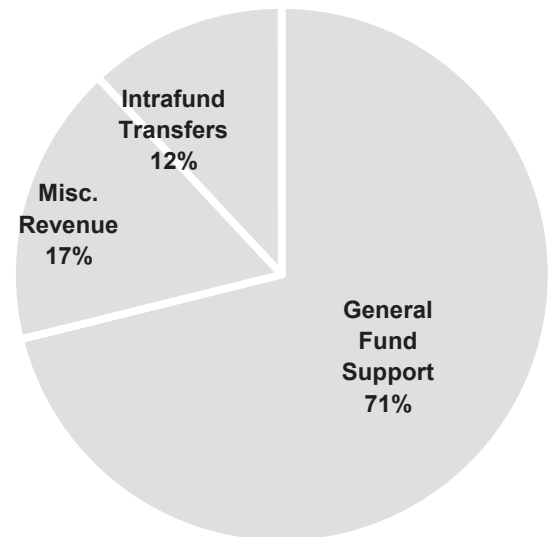
Provide efficient real property, procurement, and fleet services by supporting County departments and the public in the accomplishment of their goals.

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

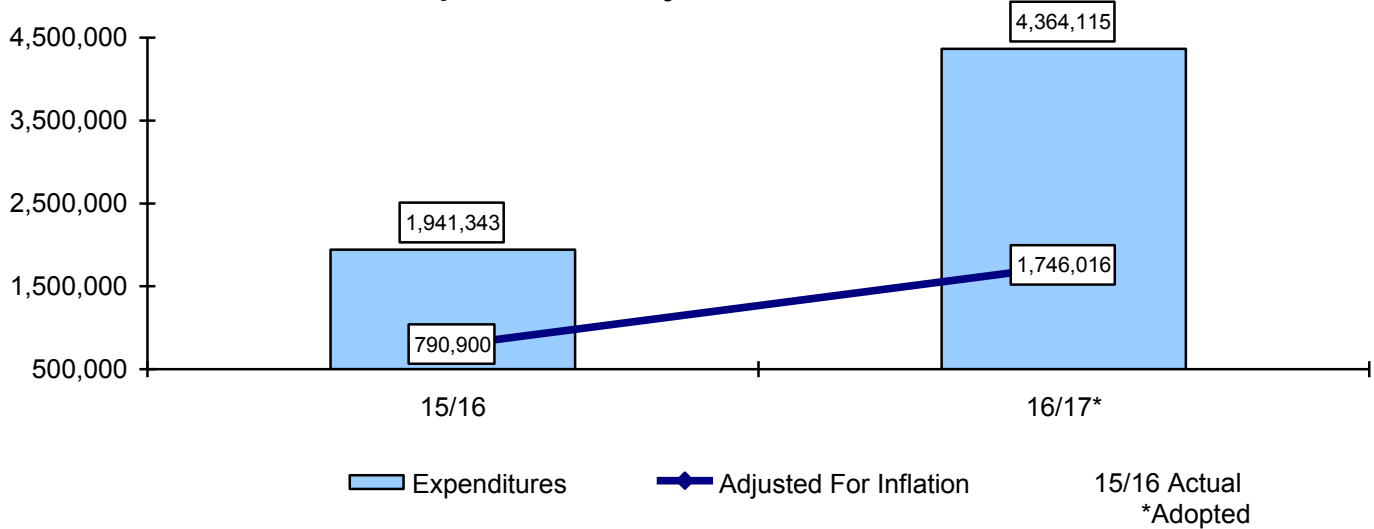
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

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

Administration and Financial Services

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

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

Central Mail Services

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

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

Purchasing Services

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

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

Real Property Services

Manage the utilization, leasing, permitting, acquisition, purchase, sale and transfer of County-owned real property, including land, buildings, and improvements. Procure, negotiate, establish and administer real property lease contracts and agreements for County Departments (i.e. County as Lessee and County as Lessor/Permitter).

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

DEPARTMENT COMMENTS

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

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

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

FY 2015-16 Accomplishments

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

FY 2016-17 Objectives

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

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Financial Summary

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

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

Service Level Impacts

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

Position Allocation List (PAL) Changes

FY 2015-16 Mid-Year PAL Changes

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

FY 2016-17 Recommended Changes

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

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

BOARD ADOPTED CHANGES

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

BUDGET AUGMENTATION REQUESTS ADOPTED

None requested.

GOALS AND PERFORMANCE MEASURES

Department Goal: Manage County purchasing services to maximize value for the County dollar.						
Communitywide Result Link: <input type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community						
1. Performance Measure: Total cost savings provided to all County departments by Purchasing.						
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
New Measure	New Measure	\$1,324,205	\$1,869,716	\$1,500,000	\$1,493,290	\$2,000,000
What: A measure of the total cost savings provided to County departments by subtracting the departmental requisition or estimated cost from the actual cost to purchase the good or service.						
Why: To achieve the most competitive costs for goods or services purchased.						
How are we doing? Purchasing nearly achieved its adopted goal for FY 2015-16. A key factor is the success of the Strategic Procurement program, which aggregates departmental purchases with other local government agencies into single purchases by early purchasing involvement. There was \$191 million in goods procured during FY 2015-16 with key initiatives focusing on vendor negotiations, developing County-wide master contracts, vendor outreach educating suppliers on how to do business with governmental agencies, and implementing process improvements. During the year, the Purchasing division received the prestigious National Institute of Government Purchasing Outstanding Agency Accreditation Award making it one of only 138 recipients in the US and Canada. In addition, the Purchasing division earned the National Procurement Institute Award for Excellence in Procurement for the second year in a row.						
Department Goal: Provide timely, reliable and cost-effective services that meet or exceed customer expectations.						
Communitywide Result Link: <input type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community						
2. Performance Measure: Percentage of customers rating their experience with General Services as satisfactory or better.						
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
New Measure	89%	86%	91%	90%	Deleted	Deleted
What: The percentage of customers responding to an annual survey that rate General Services (Purchasing, Mail, Architectural Services, Maintenance, Custodial services) in terms of both efficiency and quality (timeliness, accuracy, courtesy and satisfaction) as satisfactory or better.						
Why: General Services is dedicated to delivering accurate, reliable, and timely services that are valued by our customers.						
How are we doing? During FY 2015-16 the General Services Department was dissolved forming the Central Services Department and the Public Works Facilities Management division. Central Services will manage Purchasing Services, Mail, Real Property Services, and Fleet Services (reflected in Fund Center 407). Public Works will manage Facility Services and Architectural Services. This measure is being deleted and replaced with new measures in the newly formed Central Services Department and Public Works Facilities Management division.						

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

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

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

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

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

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

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

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

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

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

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

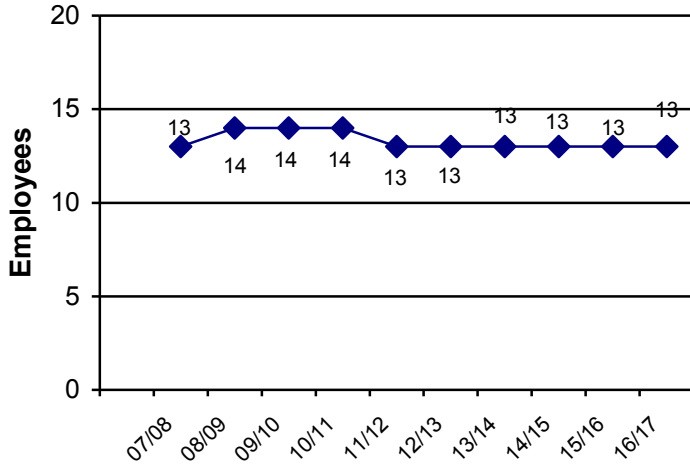
How are we doing? Real Property Services exceeded its adopted FY 2015-16 performance target of 95% based on feedback received from internal and external customers. Point-of-service surveys are distributed to internal and external County customers. The key areas for FY 2016-17 will be to ensure thorough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

MISSION STATEMENT

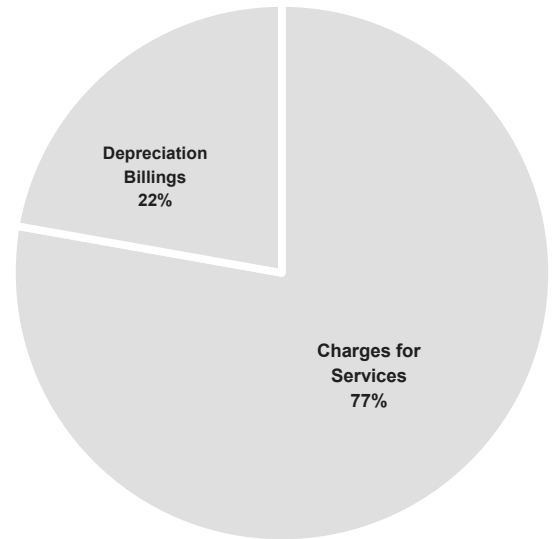
Fleet Services provides reliable and cost effective transportation solutions through innovation and the application of industry best practices.

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

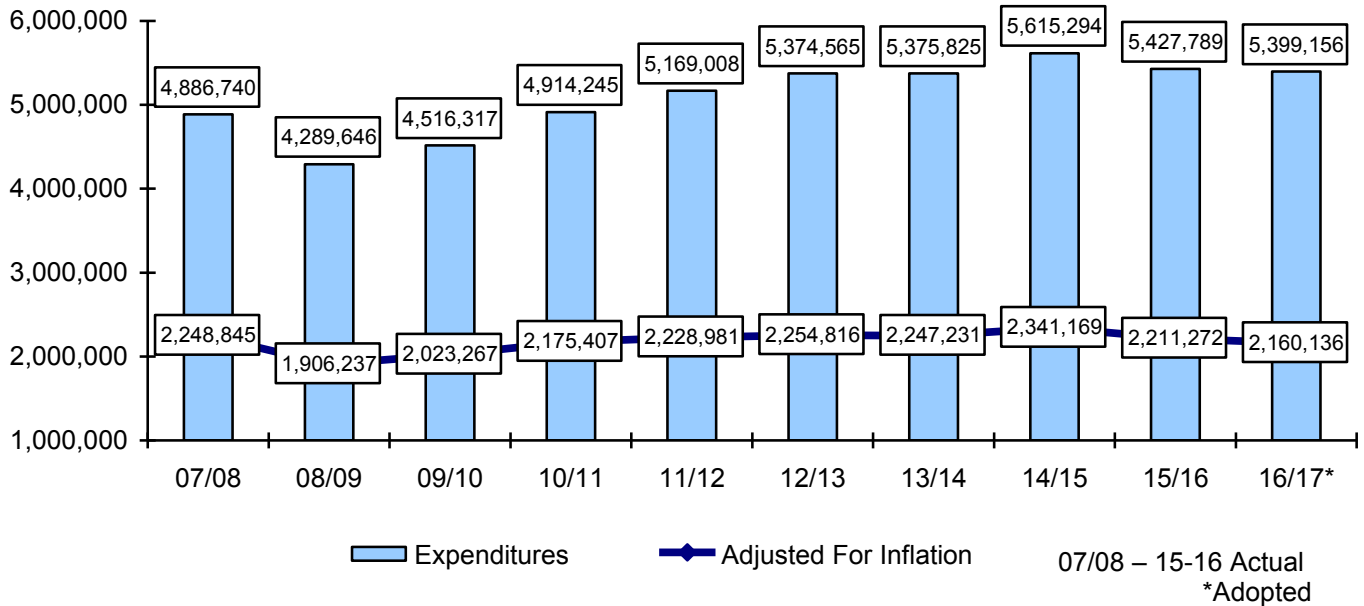
Number of Employees
(Full Time Equivalent)



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

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

Fleet Services Operations

Operate County Fleet Services and the centralized motor pool with a fleet of cars, trucks, law enforcement vehicles, and equipment (mowers/tractors/trailers) for use by various County departments in the most cost effective manner.

Total Expenditures: \$5,399,156 Total Staffing (FTE): 13.00

DEPARTMENT COMMENTS

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

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

FY 2015-16 Accomplishments

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

FY 2016-17 Objectives

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

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Financial Summary

Fleet Services, a division of the Central Services Department, is an Internal Service Fund (ISF), and as such, charges the departments that use its services and does not receive any General Fund support. The State Controller's Office requires that an Operation of Internal Service Fund Schedule 10 be submitted. The format of the Schedule 10, as well as some of the data it contains, is different from how many other County departments' budgets are reported. For consistency purposes, this narrative, Service Programs, and the 10 year Expenditure chart use the information and data from the Schedule 10, including the amount allocated for depreciation. It is important to note that the comparison of estimated amounts in the Schedule 10 differs from the comparison of amounts in General Fund budgets. General Fund budgets compare the adopted budget amount to the recommended budget amount. The Schedule 10 for ISF's compares the estimated actual amount for FY 2015-16 to the proposed amount of new allocated expense and revenues recommended for FY 2016-17.

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

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

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

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

The recommended budget funds the replacement of vehicles which meet replacement criteria, including exceeding 100,000 miles and five years of service. The primary exception is related to replacement of Sheriff Patrol vehicles which are typically replaced at 100,000 miles and three years of service. The recommended budget maintains current service levels associated with the maintenance and replacement of the County's vehicle fleet.

Service Level Impacts

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

Position Allocation List (PAL) Changes

None.

BOARD ADOPTED CHANGES

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

BUDGET AUGMENTATION REQUESTS ADOPTED

None requested.

GOALS AND PERFORMANCE MEASURES

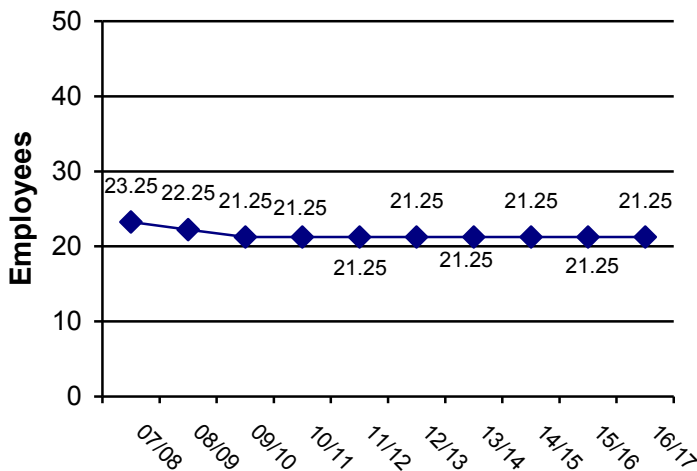
<p>Department Goal: Provide timely, reliable and cost-effective fleet services to County Departments and public safety agencies that meet or exceed customer expectations.</p> <p>Communitywide Result Link: <input checked="" type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/>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

MISSION STATEMENT

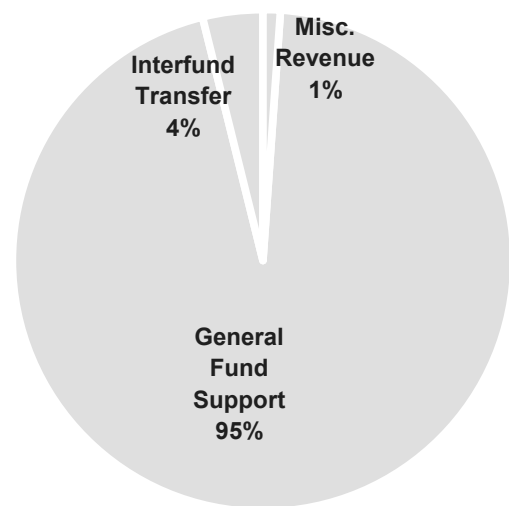
To provide accurate and reliable legal services to County departments, boards, agencies, and special districts in a manner which is cost effective and promotes excellence in delivery of government services to the public.

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

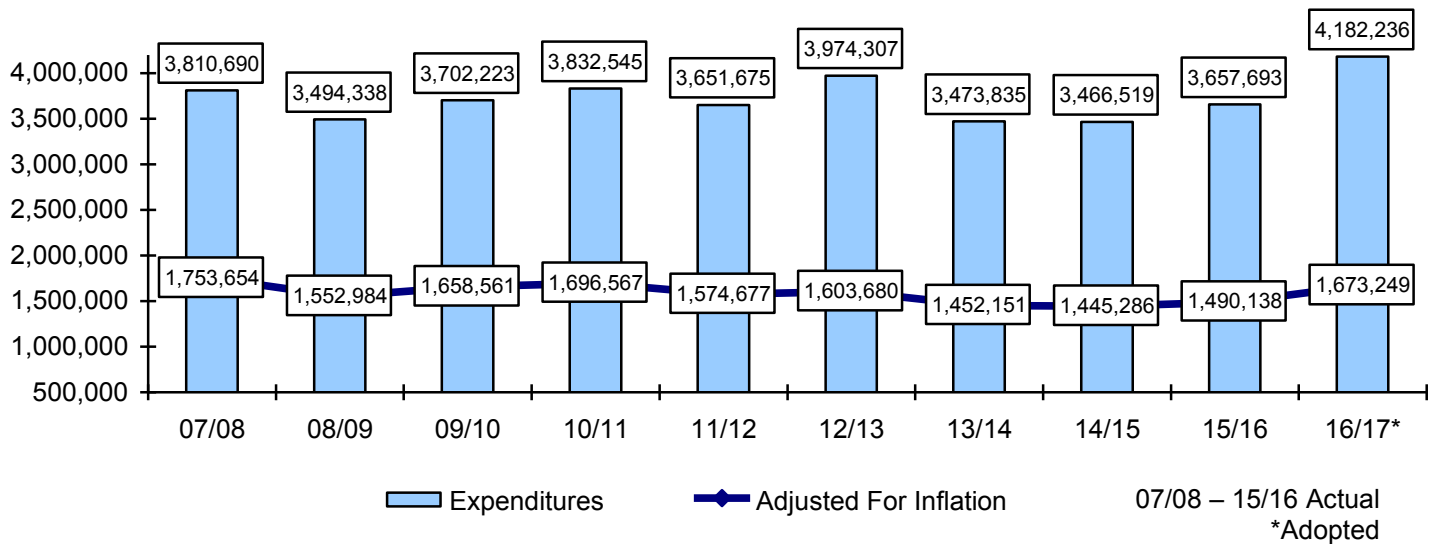
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

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

Litigation

Provide litigation services and defend the County and its special districts in complex lawsuits including tax, personnel, contract, and land use matters to minimize liability and maximize County recovery. Represent the County and protect the interests of the client in cases that address the special needs of fragile populations in the community (children referred to Child Welfare Services, residents receiving mental health care and individuals requiring conservatorship), as well as estates without probate representation.

Total Expenditures: \$1,472,894 Total Staffing (FTE): 8.5

Legal Advice

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

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

DEPARTMENT COMMENTS

The Office of the County Counsel provides legal advice and litigation representation to the Board of Supervisors and approximately 70 County boards, commissions, departments, agencies and special districts. County Counsel attorneys work with their clients to provide accurate and timely legal advice that encourages policy innovation while protecting County resources. When litigation does arise, our attorneys approach each matter strategically. Through the wise use of in-house and outside counsel, we seek to uphold the Board’s policy direction while protecting the County’s assets.

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

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

FY 2015-16 Accomplishments

Representative favorable judgments or settlements:

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

Notable advisory efforts:

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

FY 2016-17 Objectives

Anticipated major projects:

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

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Financial Summary

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

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

Service Level Impacts

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

Position Allocation List (PAL) Changes

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

BOARD ADOPTED CHANGES

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

BUDGET AUGMENTATION REQUESTS ADOPTED

None requested.

GOALS AND PERFORMANCE MEASURES

<p>Department Goal: Represent the County and advocate to protect the interests of the client in cases which address the special needs of fragile populations in the community such as children referred to Child Welfare Services, residents receiving mental health care, individuals requiring financial conservatorship, and estates without probate representation.</p>						
<p>Communitywide Result Link: <input type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community</p>						
<p>1. Performance Measure: Proceedings in which legal advice is provided to Child Welfare Services (CWS) and advocate representation is provided in court to assure that the law is followed while attempting to achieve results that are in the best interest of the child.</p>						
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
695	651	729	776	683	867	954
<p>What: A large number of proceedings are handled annually by Child Welfare Services to protect the children of our community. County Counsel provides legal representation in all matters on the court's weekly CWS calendar, any contested hearings and/or trials, and all CWS mediations.</p>						
<p>Why: If strong legal representation is provided by County Counsel to Child Welfare Services in these matters, then CWS will be successful in protecting the abused and neglected children of our community.</p>						
<p>How are we doing? It should be noted that the County Counsel's office has virtually no influence on the number of proceedings that are referred to our department. We advise and represent the Department of Social Services (DSS) in legal proceedings as requested by DSS. In FY 2015-16, County Counsel handled approximately 417 petitions and/or court calendar items, 391 contested court hearings/trials and 59 mediations. The number of proceedings depends on numerous factors beyond our control, including (1) the number of proceedings initiated by participants in the juvenile court (DSS, parents, children, etc.); (2) the mix of proceedings that need to be disposed of (e.g., more complex proceedings consuming large amounts of court and DSS resources generally means that fewer short cases can be processed by the court and DSS); and (3) the amount of juvenile court resources available to hear proceedings, which tends to be finite. Not included in the figures above are the number of writs and appeals that are filed in regard to these cases. It should also be noted that the number of writs and appeals are beyond our control as are changes in statutes or case law each of which can trigger a significant number of related appeals. Nonetheless, a significant amount of work is required to prepare responses to these writs and appeals and to prepare for argument before the Court of Appeal. No comparable data from other counties is available.</p>						

2. Performance Measure: Cases involving people who are unable to care for themselves in which County Council represents the County to assure that the law is followed while attempting to achieve results that are in the best interest of the individual as determined by the Public Guardian, Public Administrator, or Department of Behavioral Health.						
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
156	153	153	176	168	167	175
<p>What: The Public Guardian is appointed as conservator on an ongoing basis for individuals when it has been determined by the court that they cannot care for themselves. The Department of Behavioral Health assists individuals in urgent, short-term mental health situations such as involuntary detentions for intensive treatment under the Welfare and Institutions Code when it comes to the authorities' attention that such individuals need immediate assistance. These individuals are detained (for not more than 72 hours) until a judge makes a determination as to whether or not they are able to care for themselves. The Public Administrator is appointed by the court to assist in the disposition of the estate of a decedent where no executor is available. County Counsel's role in these matters is to assure that the law is complied with while protecting the rights of those members of our community who are unable to make their own decisions or care for themselves. County Counsel provides advice and legal representation in all court appearances for these matters.</p> <p>Why: If effective legal representation is provided by County Counsel in these matters, the Public Guardian and Public Administrator will be successful in assuring the care of those in the community who are unable to care for themselves and the Department of Behavioral Health will be more likely to improve the mental health of its patients.</p> <p>How are we doing? In FY 2015-16, County Counsel handled 31 involuntary detentions for intensive treatment under the Welfare and Institutions Code. At present, there are 122 ongoing/active conservatorship cases, as well as 14 estate matters from the Public Administrator. The number of conservatorship cases has increased slightly. Further, due to changes in case law, the complexity of these cases continues to increase resulting in more hours of preparation, a greater number of court appearances, and more jury trials than in years past. No comparable data from other counties is available.</p>						
<p>Department Goal: Provide accurate, timely, and reliable document review and legal advice for County boards, commissions, departments, and agencies in order to help these clients achieve their objectives without unnecessary litigation or loss.</p> <p>Communitywide Result Link: <input type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input checked="" type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community</p>						
3. Performance Measure: Percentage of clients who report advice provided by attorneys was clear, relevant, and timely.						
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
100%	98%	99%	100%	100%	100%	100%
<p>What: This measurement reflects the level of satisfaction with County Counsel's departmental support as reported by department representatives during the yearly attorney evaluation process and through frequent contact with managers and staff of client departments.</p> <p>Why: Each of our clients operates under a highly technical set of governing laws and regulations. By helping our client departments understand and meet their legal obligations, we help them serve the community in the most effective manner. Asking departments to evaluate County Counsel's work provides us with the opportunity to improve our services to our client departments.</p> <p>How are we doing? Results are calculated by comparing the number of clients the department represents (106) with the comments attorney management receives from our clients on an on-going basis and in a canvas of our clients done after the start of the fiscal year. In FY 2015-16 as in the previous fiscal year, all 106 clients reported that advice from County Counsel was clear, relevant, and timely. County Counsel strives to maintain a high level of client satisfaction by closely monitoring attorney and staff assignments to create a better fit with the client and by matching attorney and staff experience with client requirements. No comparable data from other counties is available.</p>						
4. Performance Measure: Percentage of projects in which the response to requests for advice or contract review are completed within five working days.						
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
91%	92%	88%	92%	92%	91%	95%
<p>What: This measurement reflects the percentage of time that the review of a variety of legal documents, conduct of research, and rendering of opinions as requested, is completed and work initiated by the assigned attorney within five working days.</p> <p>Why: It is our intent to be in contact with the requestor and initiate work on each written request for legal advice within five working days. Measuring our response time to requests for legal advice enables us to evaluate our customer service and improve the assistance we provide to our clients in achieving their objectives as expeditiously as possible.</p>						

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

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

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

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

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

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

Why: County Counsel strives to keep costs as low as possible while providing effective legal advice and representation to its clients. This measure provides an indication of the cost effectiveness of County Counsel's legal support.

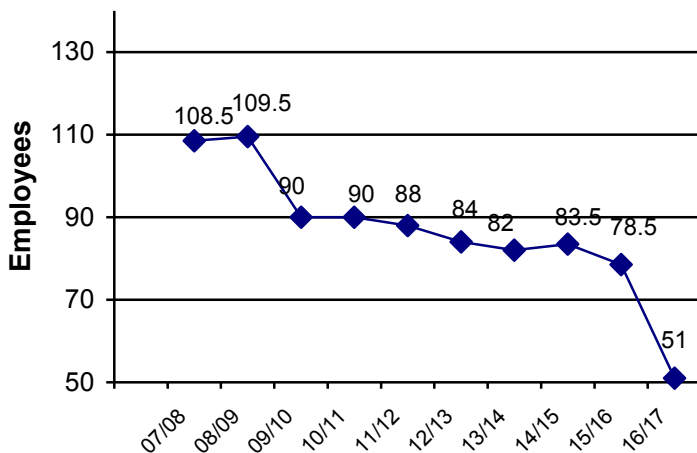
How are we doing? County Counsel's operating budget remains fairly consistent with prior years. The budget status includes funds that are encumbered periodically during the year for professional services (i.e., outside law firms and outside technical experts). These professional services are incurred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

MISSION STATEMENT

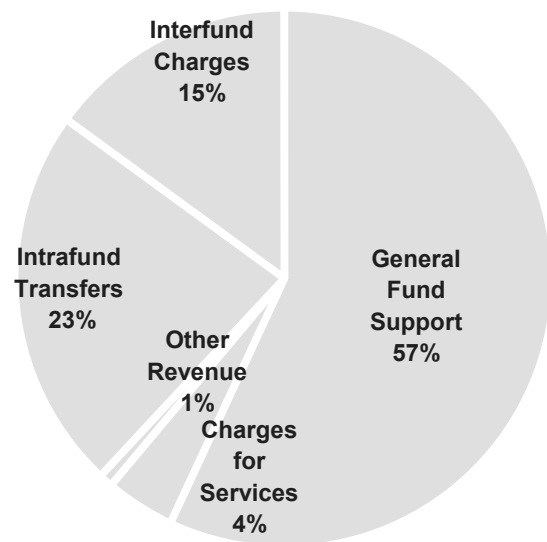
Facilities Management provides cost effective, functional, safe facilities for San Luis Obispo County by delivering excellent services that enable the professional operation of County business.

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

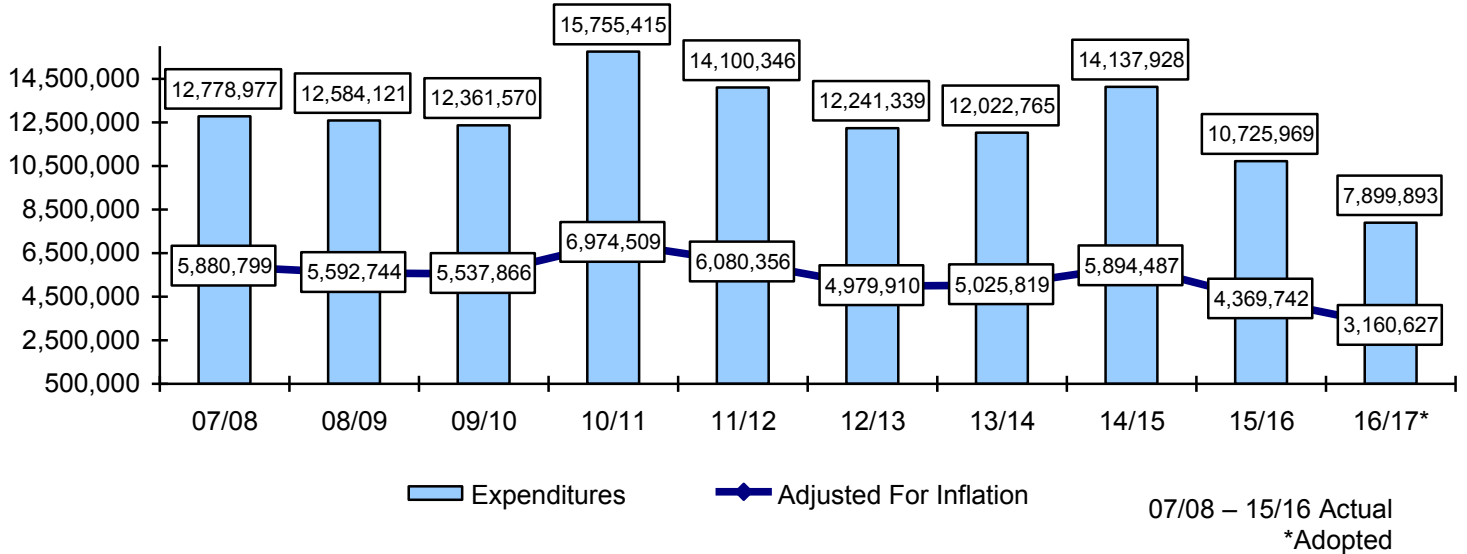
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

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

Administration and Financial Services

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

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

Custodial Services

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

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

Maintenance Services

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

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

Utility Services

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

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

Architectural Services

Manage the construction process (design, bidding, contractor selection, implementation, and contract administration) for capital improvement and maintenance projects for County-owned buildings.

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

DEPARTMENT COMMENTS

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

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

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

FY 2015-16 Accomplishments

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

FY 2016-17 Objectives

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

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Financial Summary

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

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

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

Service Level Impacts

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

Position Allocation List (PAL) Changes

FY 2015-16 Mid-Year PAL Changes

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

FY 2016-17 Recommended Changes

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

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

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

BOARD ADOPTED CHANGES

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

BUDGET AUGMENTATION REQUESTS ADOPTED

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

GOALS AND PERFORMANCE MEASURES

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

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

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

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

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

Why: To monitor and improve the completion percentage for preventive maintenance work orders. Timely completion of these activities contributes to functional facilities and fewer corrective maintenance or 'break-fix' calls. It leads to the most effective deployment of staff and optimizes the usefulness of the facilities to support our customers and the public.

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

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

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

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

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

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

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

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

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

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

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

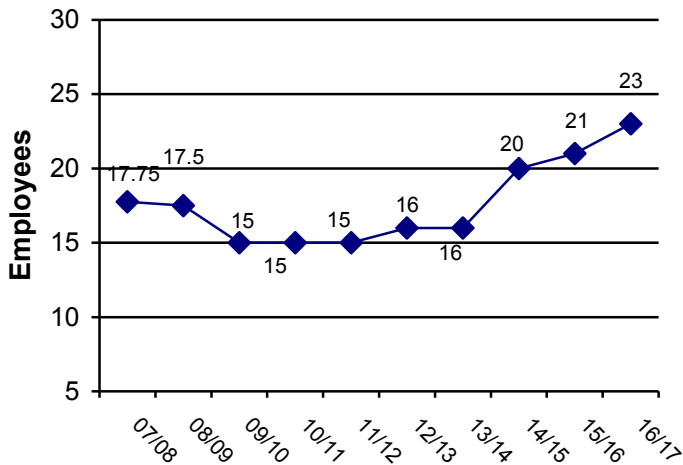
7. Performance Measure: Percentage of issued routine Preventive Maintenance (PM) work orders completed within 14 days.						
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
New Measure	New Measure	New Measure	New Measure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

MISSION STATEMENT

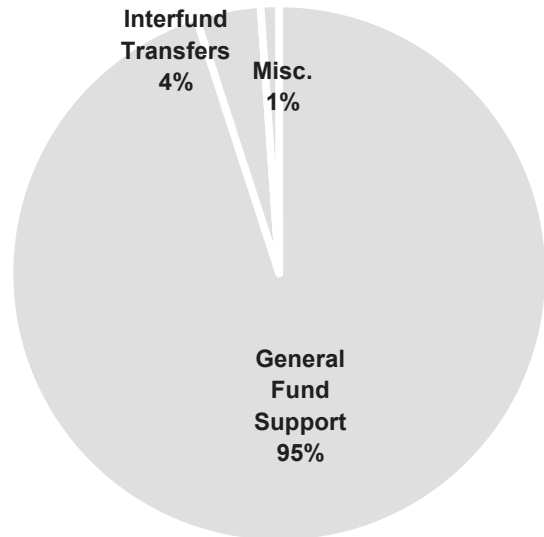
We recruit, select, develop, and support a high performing County workforce to deliver excellence in service to the community.

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

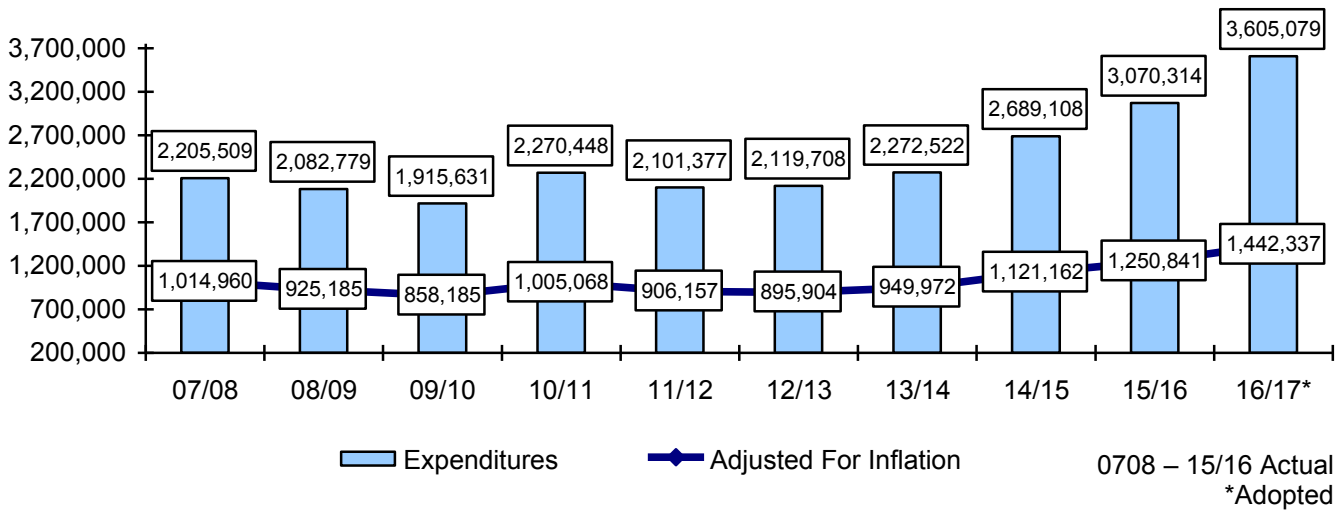
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

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

Human Resource Services

Provide innovative, responsive, valid, reliable and merit-based recruitment and selection services to county departments and job applicants to employ a qualified and diverse workforce to deliver services; maintain a standardized and equitable classification system which defines scope and the nature of job assignments; provide ongoing updates to classification specifications that differentiate among job assignments and expectations and support career development options to hire and retain qualified employees; assist departmental staff in managing performance and employee conduct issues; provide rule, policy and ordinance interpretation and updates; and assist in resolving complaints at the lowest level.

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

Training and Development

Training and development creates and promotes individual and organizational effectiveness by developing and offering innovative and diverse programs to meet organizational needs for employee development. Services include delivery and management of employee development training programs provided by the Learning and Development Center, including new employee orientation, supervisory and management academies, and a variety of other training topics.

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

Civil Service Commission Support

The Human Resources Department, under general direction of the Commission, administers the Civil Service System pursuant to the rules adopted by the Commission. Such administration includes: advising the Commission upon Civil Service matters; furnishing a recording secretary who takes meeting minutes; preparing the operating budget and administering expenditures; administering the programs provided for by the rules; establishing administrative controls and procedures to enforce the rules; making recommendations on policy and rule amendments; and preparing an annual report for the Board of Supervisors.

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

Labor Negotiations and Contract Management

Establish salaries and benefits and maintain an equitable salary plan for all County employees. Negotiate salary and benefit packages with the bargaining units representing approximately 80% of County employees. Implement the terms of contracts with employee organizations. Prepare strategies to implement the Board's Labor Relations direction.

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

DEPARTMENT COMMENTS

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

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

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

FY 2015-16 Accomplishments

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

FY 2016-17 Objectives

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

Term Disability Insurance, and Critical Care/Accident Coverage.

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

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Financial Summary

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

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

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

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

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

Service Level Impacts

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

Position Allocation List (PAL) Changes

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

FY 2015-16 Mid-Year PAL Changes

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

FY 2016-17 Recommended PAL Changes

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

BOARD ADOPTED CHANGES

None.

BUDGET AUGMENTATION REQUESTS ADOPTED

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

BUDGET AUGMENTATION REQUESTS NOT ADOPTED

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

GOALS AND PERFORMANCE MEASURES

Department Goal: Conduct, monitor, and evaluate recruitment and testing in a timely manner in order to provide county departments with qualified candidates while ensuring compliance with regulations and merit principles.						
Communitywide Result Link: <input type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community						
1. Performance Measure: Average number of calendar days to produce eligibility lists for departments for open recruitments.						
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
62 days	62 days	55 days	41 days	50 days	36 days	40 days
What: This measures the time (recruitment final filing date through establishment of eligibility list) it takes Human Resources to provide departments with a list of qualified candidates to fill a vacant position after the recruitment closes.						

Why: The number of days to produce an eligibility list for recruitments is one measure of departmental workload and efficiency. Human Resources endeavors to provide eligibility lists as quickly as possible to maintain staffing levels adequate to provide services to the community.

How are we doing? Elapsed days between recruitment final filing date and the creation of an eligibility list for 249 recruitments was an average of 35.8 days for FY 2015-16. Enhanced staffing levels and improved internal processes contributed to the improved results. Comparable-entity data is not available. Current data suggests we will meet or exceed the 2016-17 target.

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

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

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

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

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

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

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

What: This measure represents the results of surveys completed by departments at the close of open recruitments as to the level of satisfaction with the overall recruitment process.

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

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

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

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

4. Performance Measure: Percentage of County departments that rate Human Resources' service as above satisfactory or better in serving as a strategic business partner and providing Human Resources expertise.

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

What: The Human Resources Department acts as a strategic business partner with County departments to provide innovative, effective, and responsive Human Resource services. Our goal is to attract, select, develop, and retain a talented and diverse workforce so that County departments can achieve their mission, and serve the citizens of the County. The Human Resources department surveys departments each year toward the end of the fiscal year to determine their level of satisfaction with the quality of service our staff provides. The results of the survey reflect client perception of Human Resources' technical expertise as well as partnership in providing effective solutions based upon strategic and operational needs.

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

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

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

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

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

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

What: This measure tracks the rate at which Human Resources resolves grievances/appeals (allegations of improper personnel practices by the County) prior to the matter reaching a Civil Service Commission (CSC) hearing.

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

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

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

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

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

Why: The grievance/appeal rate is a possible reflection of the quality of Human Resources' policies and/or the conduct of departmental supervision or management. Exemplary Human Resources policies and practices, including Human Resources department training and consultation for departmental supervision and management, should minimize the grievance/appeal rate.

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

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

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

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

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

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

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

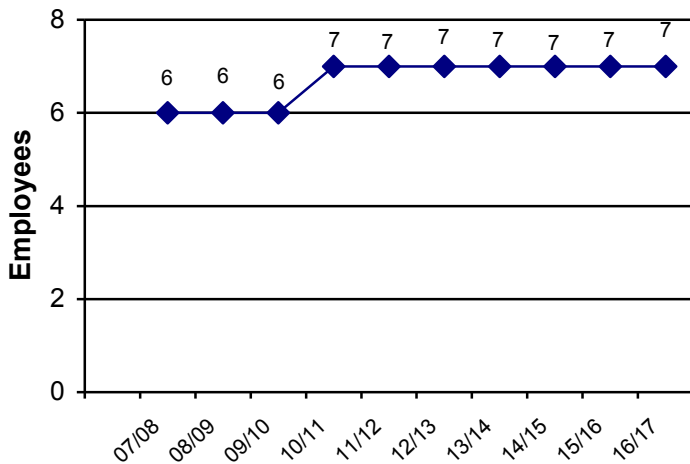
How are we doing? In FY 2015-16, Human Resources has 8.3 FTE per 1,000 employees. This is calculated with permanent employees only, as per industry standards. For this fiscal year, the Human Resources has 22.00 filled permanent FTE (plus a 1.00 Limited Term employee FTE) with a total County employee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

MISSION STATEMENT

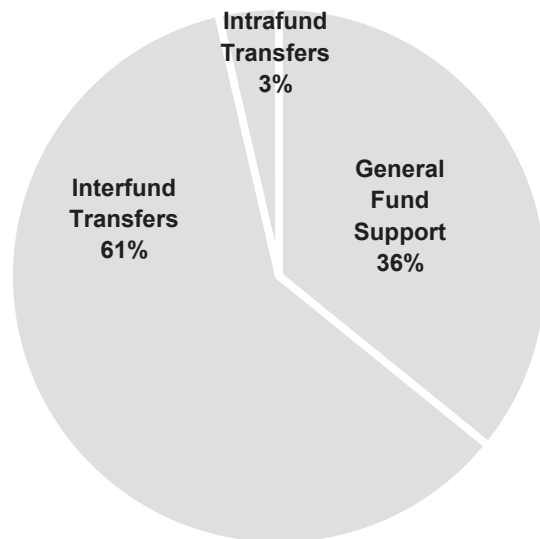
We collaborate with County departments to protect financial stability and promote safe practices by managing and administering the Safety, Benefit, Workers' Compensation, and Liability programs and providing education and training to ensure the health and welfare of all employees and the public we serve.

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

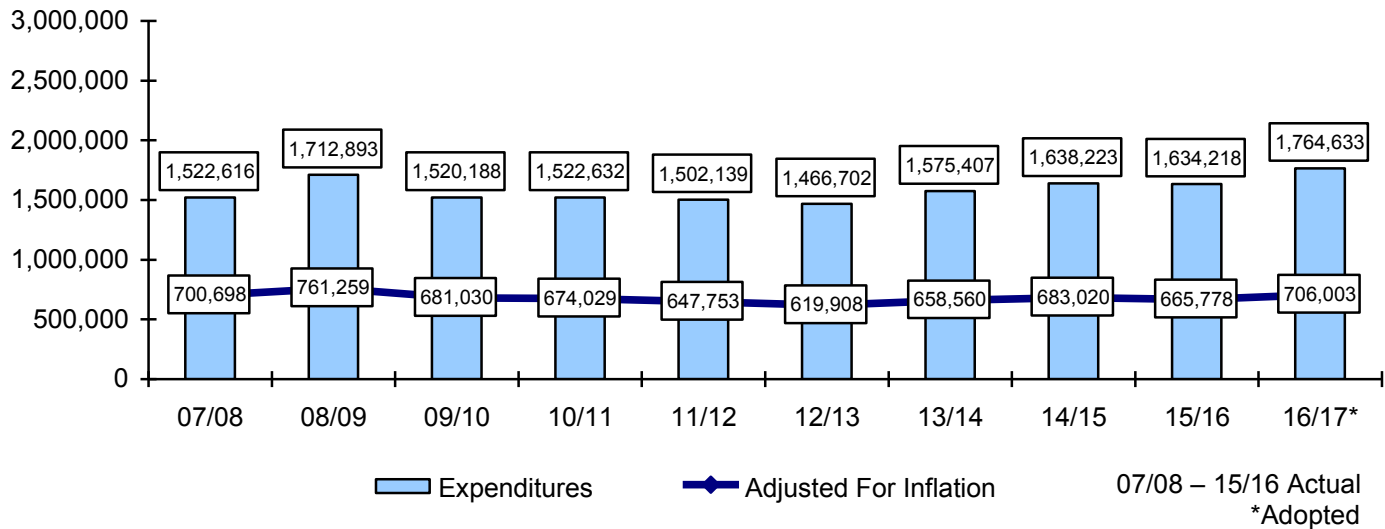
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Risk Management has a total expenditure level of \$1,764,633 and a total staffing level of 7.00 FTE to provide the following services:

Employee Benefits

Provide high quality employee benefit administration services (e.g., health, life insurance, flexible spending accounts for health and dependent care, wellness, etc.) to active employees and retirees.

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

Safety

Implement cost-effective safety programs that ensure a safe work environment, reduce work-related employee injuries, and minimize the costs associated with Workers' Compensation.

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

Liability and Insurance

Effectively manage the Liability program by resolving all tort claims efficiently and fairly while minimizing costs to the taxpayer. Secure cost-effective insurance coverage levels for the County, implement industry standard transfer of risk strategies to protect the County from unnecessary risk, provide advice to departments on insurance matters, issue insurance certificates, process all County-initiated insurance claims, and perform risk analyses.

Total Expenditures: \$852,223 Total Staffing (FTE): 1.45

Workers' Compensation

Effectively manage the Workers' Compensation Program by processing all claims efficiently, fairly and in accordance with the law. Administer the Return to Work program.

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

COUNTY ADMINISTRATOR’S COMMENTS AND RECOMMENDATIONS

Financial Summary

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

The level of General Fund support for this budget is recommended to increase \$6,125 or less than 1% compared to FY 2015-16 adopted levels. Revenues are recommended to increase \$43,750 or 4% and total expenditures are recommended to increase \$49,875 or 3%.

Revenue in this budget consists of transfers in from other fund centers for the services that Risk Management staff provides in managing the County’s various insurance programs.

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

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

Service Level Impacts

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

Position Allocation List (PAL) Changes

FY 2015-16 Mid-Year PAL Changes

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

FY 2016-17 Recommended PAL Changes

None.

BOARD ADOPTED CHANGES

None.

BUDGET AUGMENTATION REQUESTS ADOPTED

None requested.

GOALS AND PERFORMANCE MEASURES

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

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

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

What: The Human Resources department conducts monthly analysis of survey responses of County employees. The Human Resources department sends a survey to employees who have contacted the Benefits Manager by email or phone. The survey evaluates the employees' level of satisfaction with the service provided. The survey addresses the following critical service areas: timeliness, accuracy, responsiveness, and reliability of information.

Why: The Benefits Manager is responsible for educating and providing guidance to County employees on all aspects of benefits, and assisting employees in making informed decisions. Regularly surveying our customers allows us to gauge the quality of our services and make program improvements as needed.

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

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

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

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

What: This measure tracks the number of employee illnesses/injuries per 100 employees in comparison to other local government agencies in California. By collecting injury and illness data, we can compare ourselves to statewide average data prepared by the Department of Industrial Relations. The OSHA Recordable Injury Rate is a regulatory-defined injury statistic that is a common state and national industry benchmark. While injury statistics are maintained for the purposes of managing both safety and workers' compensation programs, the OSHA recordable rate is most appropriate when seeking to measure actual injuries of at least a minimal severity. Workers' compensation claim frequency statistics are not as rigidly defined as OSHA "Recordables", nor are they as descriptive given that the base unit "claims" are not further distinguished between first aid claims, minor injury claims and more significant claims.

Why: This measure helps to track the effectiveness of our Safety Program, which has an impact on the County's budget. An effective safety program limits employee injury and illness, which lowers workers' compensation costs for the County.

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

3. Performance Measure: Annual number of serious employee work-related injuries (i.e., death, loss of limb, overnight hospitalization, etc.) as defined by CAL/OSHA. (This measure is being deleted in FY 2016-17.)						
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
0	1	1	0	0	3	delete
<p>What: OSHA requires reporting of all serious work-related injuries which it defines as death, loss of limb, 24-hour hospitalization for other than observation, etc. This measure reports the number of employees who experience a serious work-related injury.</p> <p>Why: This measure helps track the effectiveness of our Safety Program, which has an impact on the County's budget. An effective safety program limits employee injury and illness, which lowers workers' compensation costs for the County.</p> <p>How are we doing? In FY 2015-16, there were 3 serious employee work-related injuries. Direct comparable-entity comparison data are not available for this measure. This measure is proposed for elimination. This measure is one of 2 measures representing injury severity. This measure's very narrow focus is far less informative than injury severity as represented by Measure 4, and therefore redundant.</p>						
4. Performance Measure: Number of days away from work due to workplace injury.						
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
1,460	656	1,592	963	850	790	900
<p>What: This measure tracks the total number of days that employees are absent during the year due to work-related injuries.</p> <p>Why: This measure helps to track the effectiveness of our safety and workers' compensation programs, which have an impact on the County's budget and the productivity of County employees. Effective safety and workers' compensation programs limit employee injury and illness, which lowers workers' compensation costs for the County and reduces the amount of time that County employees are unable to be at work.</p> <p>How are we doing? The County has experienced a variable rate in number of loss days over the past several years. A prime driver for the variability appears to be use of Labor Code 4850 benefits. Realization of 4850 benefits (full pay for peace officers with lost day injuries) reached a high point in FY 2013-14. The County of San Luis Obispo became subject to Labor Code 4850 upon a legislative change in 2010, and although increases in cost and lost days were anticipated, they have exceeded original estimates. The County will need to consider the continued and increasing impact of 4850 benefits on its safety and workers' compensation performance measure targets. This year, Labor Code 4850 cases represent 37% (293 days) of days away due to workplace injuries. Direct comparable-entity comparison data are not available for this measure.</p>						
Department Goal: To effectively administer the County's Liability Insurance Program.						
Communitywide Result Link: <input type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community						
5. Performance Measure: Number of liability claims filed per \$1 million of payroll.						
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
County: .65 EIA average: .77	County: .57 EIA average: .78	County: .63 EIA average: .75	County: .71 EIA average: .74	Better than the EIA average	County: .66 EIA average: .70	Better than the EIA average
<p>What: This measure represents a comparison of the number of liability claims filed against local California governments. The California State Association of Counties (CSAC) Excess Insurance Authority (EIA) insures the majority of California public agencies and is the second largest public entity property and casualty pool in the nation.</p> <p>Why: Tracking the number of liability claims filed per \$1 million of payroll indicates how San Luis Obispo County compares to other counties as determined by the County's annual actuarial report conducted by Bickmore Risk Services. Keeping liability claims to a minimum has a positive impact on the County's budget because a low number of liability claims contributes to lower liability insurance premiums.</p> <p>How are we doing? Based on our November 2015 actuarial report's weighted and adjusted values, claim frequency of 113 claims for \$171,772,000 of payroll is a decrease compared to prior year's performance. The County's liability program is performing well. The County's number of liability claims per \$1 million of payroll has consistently been below the EIA average since FY 2009-10.</p>						

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

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
County: \$10,350 EIA average: \$8,760	County: \$8,720 EIA average: \$8,967	County: \$7,520 EIA average: \$10,070	County: \$7,460 EIA average: \$8,838	Better than the EIA average	County: \$4,820 EIA average: \$10,284	Better than the EIA average

What: This measure provides an indication of how much money is being spent on average for liability claims. CSAC-EIA insures the majority of California public agencies and is the second largest public entity property and casualty pool in the nation.

Why: Tracking the average dollar loss per liability claim indicates how San Luis Obispo County compares to other counties as determined by the County's annual actuarial report conducted by Bickmore Risk Services. Minimizing liability claims costs reduces the amount of General Fund dollars needed to pay claims, and reduces the cost of excess insurance.

How are we doing? Based on the November 2015 actuarial study, the County's weighted and adjusted loss value was calculated at \$544,660 for state-wide benchmarking purposes. There were 113 claims during the study period. The average loss per claim decreased by 35% from FY 2014-15 levels.

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

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
County: .70 EIA average: .67	County: .50 EIA average: .64	County: .48 EIA average: .65	County: .53 EIA average: .68	Better than the EIA average	County: .41 EIA average: .64	Better than the EIA average

What: This measure provides an indication of the total liability dollars spent per every \$100 of the County's payroll. CSAC-EIA insures the majority of California public agencies and is the second largest public entity property and casualty pool in the nation.

Why: Tracking the dollars of loss per \$100 of payroll indicates how San Luis Obispo County compares to other counties as determined by the County's annual actuarial report conducted by Bickmore Risk Services. Minimizing liability claims costs reduces the amount of General Fund dollars needed to pay claims, and reduces the cost of excess insurance.

How are we doing? Based on the November 2015 actuarial report, the County's weighted and adjusted loss value was calculated at \$704,060 for state-wide benchmarking purposes. Based on payroll of \$171,722,000, the rate per \$100 of payroll was calculated at 0.41. Consequently, the rate per \$100 of payroll decreased from FY 2014-15 by about 14% maintaining the County below the EIA average.

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

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

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

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
County: \$1.13 EIA average: \$2.08	County: \$0.91 EIA average \$2.01	County: \$1.19 EIA average \$2.10	County: \$1.01 EIA average \$2.09	Better than the EIA average	County: \$1.13 EIA average \$2.16	Better than the EIA average

What: This measure provides a comparison of the County's workers' compensation claims costs relative to the annual workers' compensation payroll costs of other counties in California. CSAC-EIA insures the majority of California public agencies and is the second largest public entity property and casualty pool in the nation.

Why: Tracking the dollars of loss per \$100 of payroll for workers' compensation claims indicates how San Luis Obispo County compares to other counties as determined by the County's annual actuarial report conducted by Bickmore Risk Services. Minimizing workers' compensation claims costs reduces the amount of General Fund dollars needed to pay claims, and reduces the cost of excess insurance.

How are we doing? The loss rate is based upon the November 2015 actuarial study which calculated a weighted and adjusted loss of \$1,942,076 for state-wide benchmarking purposes. Based on payroll of \$171,772,000 the rate per \$100 increased from \$1.01 to \$1.13. At approximately half the EIA average, we continue to remain well below our target. Although Labor Code 4850 claims continue to be costly, we experienced overall low claim numbers and costs. Due to safety and loss prevention efforts and excellent claims and program management, SLO County experienced better than average program statistics.

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

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
County: 7.0 Comp Co. avg: 9.0	County: 6.4 Comp Co. avg: 8.6	County: 6.6 Comp Co. avg: 8.6	County: 5.9 Comp Co. avg: 8.1	Better than the Comp Co. average	County: 4.14 Comp Co. avg: 7.7	Better than the Comp Co. average

What: This measures the number of workers' compensation claims per 100 employees for a comparison to the level of claims experienced in other California counties. San Luis Obispo County is compared to 19 other counties in the annual Self Insurance Plan Benchmark report produced by TCS Risk Management Services, and more specifically to four counties considered comparable to San Luis Obispo County (Marin, Santa Barbara, Santa Cruz and Sonoma).

Why: This measure enables us to compare the level of workers' compensation claims within the County to the claim levels experienced by comparably sized and organized California counties. Claim frequency is an indication of the effectiveness of both our workers' compensation and safety programs, which impacts the County's budget. A low level of workers' compensation claims reduces the County's workers' compensation insurance premiums.

How are we doing? At 124 claims in FY 2015-16 for 2,994, permanent, temporary & seasonal employees, the County ranks among the lowest claim rates in the state, when compared to the November 2015 TCS report of comparable counties. Safety and loss prevention efforts contribute to a low level of workers' compensation claims.

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

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

What: This measures the average dollars of loss per workers' compensation claim for a comparison to the average dollars of loss experienced in other Counties as reported by the CSAC-EIA average. The average loss projected by the CSAC-EIA actuary is based on historical loss data and represents ultimate final loss costs for claims from each fiscal year. CSAC-EIA insures the majority of California public agencies and is the second largest public entity property and casualty pool in the nation.

Why: Tracking the average dollars lost per workers' compensation claim provides a measurement of the effectiveness of the County's workers' compensation program as compared to other counties. An effective workers' compensation program limits the number and cost of workers' compensation claims.

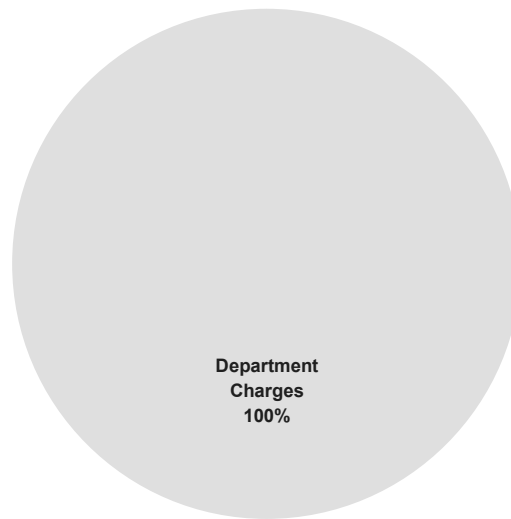
How are we doing? While San Luis Obispo County's claim costs had been decreasing in recent years, the growing cost of the Labor Code 4850 (Peace Officers injured on duty) benefits has reversed this trend. San Luis Obispo County's claim costs are presently 78% of the CSAC-EIA average, but the rise in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

PURPOSE STATEMENT

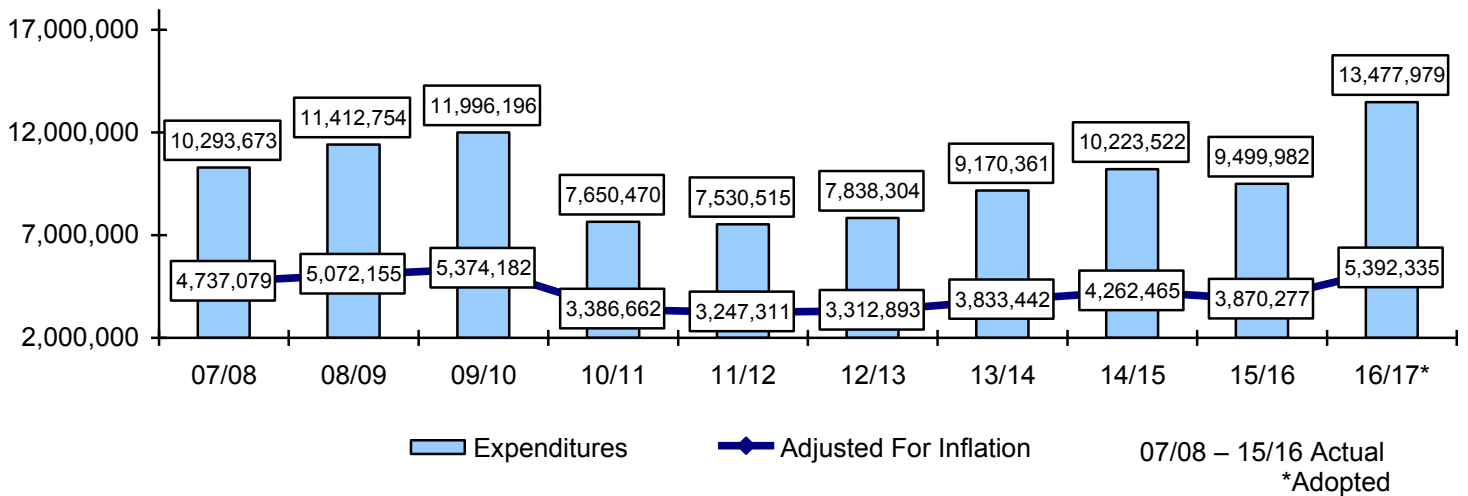
Fund Centers 408-412 comprise the County's self-insurance budget and provide funding for Workers' Compensation (Fund Center 408), Liability Self-Insurance (Fund Center 409), Unemployment Insurance (Fund Center 410), Medical Malpractice (Fund Center 411) and Self-Insured Dental (Fund Center 412). Funding for the self-insurance fund centers comes largely from charges to departments for providing various benefits and insurances to County employees. Staffing for the administration of the self-insurance programs is included in Fund Center 105 - Risk Management.

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

Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Self Insurance has a total expenditure level of \$13,477,979 and no staffing* to provide the following services:

Workers' Compensation

Provides funding for all costs associated with the County's self-insured Workers' Compensation Program, including benefit payments to eligible recipients and administrative expenses.

Total Expenditures: \$7,351,360 Total Staffing (FTE): *

Liability Self-Insurance

Provides funding for all costs associated with the County's self-insured Liability Program, including loss payments to resolve claims/litigation and administrative expenses.

Total Expenditures: \$3,606,808 Total Staffing (FTE): *

Unemployment Insurance

Provides funding for all costs associated with the County's self-insured Unemployment Program, including benefit payments to eligible recipients and administrative expenses.

Total Expenditures: \$333,795 Total Staffing (FTE): *

Medical Malpractice

Provides funding for all costs associated with the County's Medical Malpractice Program, including insurance premiums, deductibles, and administrative expenses.

Total Expenditures: \$370,365 Total Staffing (FTE): *

Dental Plan

Provides funding for all costs associated with the County's self-insured dental plan, including benefit payments and administrative expenses.

Total Expenditures: \$1,815,651 Total Staffing (FTE): *

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

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Financial Summary

The Self Insurance budget consists of Internal Service Funds (ISFs) that charge County departments in order to service the Workers' Compensation (Fund Center 408), Liability (Fund Center 409), Unemployment Insurance (Fund Center 410), Medical Malpractice (Fund Center 411), and Self-Insured Dental (Fund Center 412) programs. Staffing for each of these programs is included in the budget for Fund Center 105 - Risk Management.

Industry norms, including guidelines set by the County's excess insurance carrier, the California State Association of Counties – Excess Insurance Authority (CSAC-EIA), suggest that fund reserve levels for these programs should be maintained between 70% (minimum) and 90% (conservative) confidence levels. The programs in the self-insurance budget have been well managed in recent years, and have been on a good financial foundation. Because of this, it has been reasonable and appropriate to minimize charges to departments during difficult budget years, while still maintaining adequate reserve levels and a confidence level of 70-85%. Setting and maintaining of reserve levels is done in conjunction with annual actuarial studies.

Because the self insurance programs are ISFs, the State Controller's Office requires that an Operation of Internal Service Fund Schedule 10 be submitted. The format of the Schedule 10, as well as some of the data it contains, is different from how many other County departments' budgets are reported. For consistency purposes, this narrative, the Service Programs, and the 10 year Expenditure chart use the information and data from the same budget report (the Form A) as is used for other fund centers.

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

Fund Center 408- Workers' Compensation

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

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

Fund Center 409- Liability

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

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

Fund Center 410- Unemployment Insurance

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

Fund Center 411- Medical Malpractice

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

Fund Center 412- Self-Insured Dental

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

BOARD ADOPTED CHANGES

None.

BUDGET AUGMENTATION REQUESTS ADOPTED

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

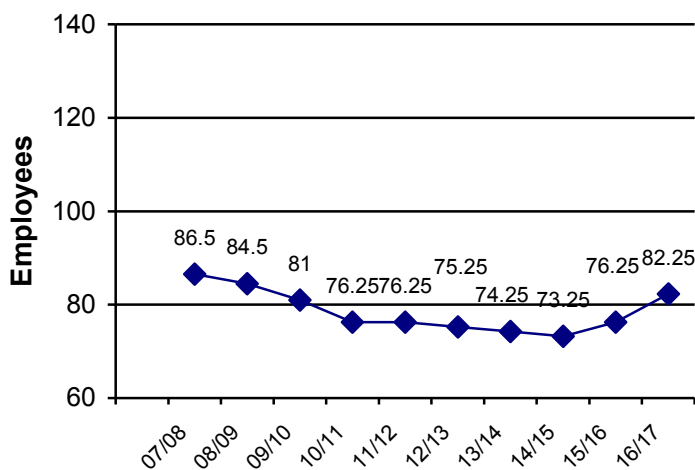
	<ul style="list-style-type: none"> • \$65,000 for the ongoing security service to patrol the main library and other downtown buildings. • \$90,000 to develop a special program for the Sheriff's Department. 	<ol style="list-style-type: none"> 4. Sustain low injury rates as compared to the year prior to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

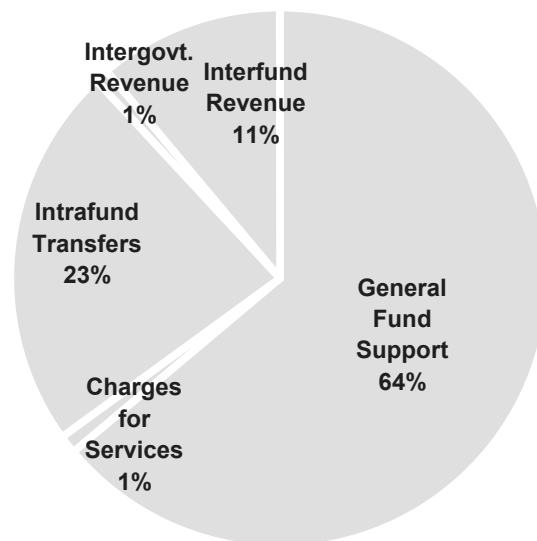
To provide accurate, reliable, cost-effective information technology services to County departments, boards, agencies, and special districts, champion the integration of technology into the business processes of County departments, and promote excellence in the delivery of government services to the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

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

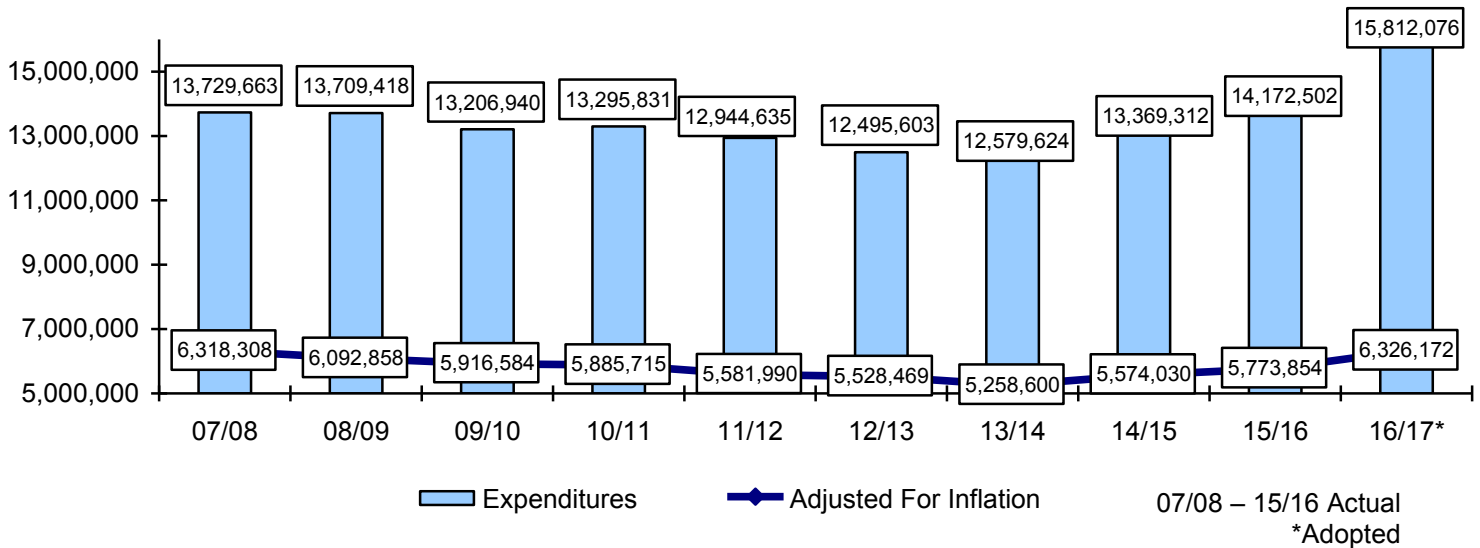
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

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

Departmental Services

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

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

Enterprise Services

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

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

Networked Services

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

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

Radio Communications

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

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

Voice Communications

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

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

DEPARTMENT COMMENTS

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

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

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

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

FY 2015-16 Accomplishments

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

FY 2016-17 Objectives

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

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

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Financial Summary

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

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

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

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

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

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

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

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

Service Level Impacts

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

Position Allocation List (PAL) Changes

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

FY 2016-17 Recommended PAL Changes

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

BOARD ADOPTED CHANGES

None.

BUDGET AUGMENTATION REQUESTS ADOPTED

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

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

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

BUDGET AUGMENTATION REQUESTS NOT ADOPTED

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

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

GOALS AND PERFORMANCE MEASURES

<p>Department Goal: Provide timely, reliable and cost-effective services that meet or exceed customer expectations.</p> <p>Communitywide Result Link: <input checked="" type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input type="checkbox"/> Well-Governed Community</p>						
<p>1. Performance Measure: Percentage of time the County's radio communication system is available.</p>						
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
100%	100%	100%	99.99429%	99.9999%	100%	99.9999%
<p>What: Maintain the availability of the Countywide licensed microwave radio communication system to an outage level of no more than 32 seconds per year (the public safety interconnect industry standard is 99.9999% availability).</p> <p>Why: The microwave radio communication system provides radio coverage of more than 3,300 square miles in San Luis Obispo County for countywide public, safety and emergency service agencies. Radio communications within the County support the Sheriff/Coroner, County Fire, medical/ambulance response, and many other emergency and general government activities. The radio system also provides reliable communications with other local jurisdictions such as cities within the County and our neighboring counties. Lastly, the system allows for coordinated communications response with State and Federal agencies. Full availability and reliability contributes to a safe community.</p> <p>How are we doing? The Information Technology Department (ITD) met its adopted performance measure for FY 2015-16. Critical system infrastructure such as emergency backup generators have been replaced through the County Capital Improvement Plan process thereby ensuring efficient, reliable, and highly-available communications for county radio end-users. These new generators along with buildout of a new communications site will allow for many years of reliable and redundant services. These improvements will allow ITD to meet the public safety communications industry standard of 99.9999% availability target in FY 2016-17.</p>						
<p>Department Goal: Provide timely, reliable and cost-effective services and infrastructure that meet or exceed customer expectations.</p> <p>Communitywide Result Link: <input type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community</p>						
<p>2. Performance Measure: Percentage of time the County's voice mail communication system is available.</p>						
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
99.9%	99.9%	99.9%	99.9%	99.9%	99.996%	99.9%
<p>What: The availability of the voice mail (voice mail boxes) system for internal or external access.</p> <p>Why: Voice mail is an integral management tool for County voice communications.</p>						

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

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

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

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

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

What: This measure tracks the combined average percentages of ITD managed project milestones completed and budget amounts met according to Project Sponsor/Customer expectations and approved change requests.

Why: Increased focus on project management will result in improved communication, strategic focus aligned with County goals, better resource planning, and more effective and efficient expenditure of technology dollars.

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

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

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

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

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

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

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

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

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

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

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

Why: Industry analysis has proven that over 70% of all security breaches are internal to an organization. Education and prevention are the two most cost efficient keys to ensuring systems security. San Luis Obispo County, in a collaborative effort with other California counties, used the International Organization for Standards (ISO) guidelines to create and adopt eighteen security policies. The Security Awareness Program is an essential component of such policies. Therefore, ITD measures the success of that Security Awareness Program each year in order to meet industry standards.

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

Department Goal: To deliver excellent service to every customer.

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

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

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

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

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

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

*The FY 2011-12 survey was revised to include only 2 of 5 choices as "satisfactory" or better and a selection for "neither satisfied nor dissatisfied" was included. The revised survey was likely the contributing factor to the decline in survey results.

Department Goal: Provide cost-effective, accurate, and reliable computing environment and assets for general County, departmental specific, and outside agency use.

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

7. Performance Measure: Percentage of technical issues reported to and resolved by the Information Technology Department Service Desk Call Center. Calls that cannot be resolved by the Service Desk Call Center are dispatched and resolved by other ITD or County department teams.

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

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

Why: The goal is to resolve most technical issues within the Information Technology Service Desk Call Center, allowing other IT and County teams to focus on other activities. This translates into increased department efficiency and greater delivery of technology value to customers.

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

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

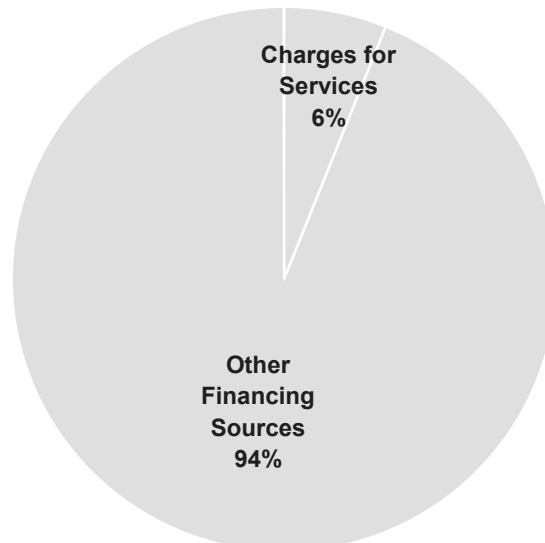
Tax Reduction Reserve

PURPOSE STATEMENT

This fund center provides for the implementation and modernization of large scale automation equipment and systems. Funding levels for this fund are normally derived from the General Fund through overhead charges identified in the County’s Cost Plan. Automation replacement funds are expended based on the priorities established by the Information Technology Executive Steering Committee. There are no County operations, programs, or services directly associated with this fund center.

	2014-15	2015-16	2016-17	2016-17	2016-17
<u>Financial Summary</u>	<u>Actual</u>	<u>Actual</u>	<u>Requested</u>	<u>Recommended</u>	<u>Adopted</u>
Taxes	\$ 1,005,303	\$ 1,226,394	\$ 0	\$ 0	\$ 0
Revenue from Use of Money & Property	473,276	507,908	0	0	0
Charges for Current Services	321,625	(20,449)	0	0	0
Other Financing Sources	3,486,313	4,650,567	0	2,901,152	2,901,152
Interfund	108,680	1,308	0	0	0
Total Revenue	\$ 5,395,197	\$ 6,365,728	\$ 0	\$ 2,901,152	\$ 2,901,152
Fund Balance Available	\$ 449,425	\$ 500,064	\$ 493,754	\$ 0	\$ 507,813
Cancelled Reserves	0	2,150,517	0	0	0
Total Financing Sources	\$ 5,844,622	\$ 9,016,309	\$ 493,754	\$ 2,901,152	\$ 3,408,965
Salary and Benefits	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Services and Supplies	837,497	504,494	799,310	426,505	426,505
Other Charges	25,532	24,978	0	453,211	453,211
Fixed Assets	3,622,876	3,650,530	1,463,246	967,746	967,746
Gross Expenditures	\$ 4,485,905	\$ 4,180,002	\$ 2,262,556	\$ 1,847,462	\$ 1,847,462
Contingencies	0	0	0	0	0
New Reserves	1,699,425	1,489,579	0	1,053,690	1,561,503
Total Financing Requirements	\$ 6,185,330	\$ 5,669,581	\$ 2,262,556	\$ 2,901,152	\$ 3,408,965

Source of Funds



SERVICE PROGRAMS

Countywide Automation has a total expenditure level of \$1,847,462 to provide the following services:

Countywide Automation Replacement

Provides funding for the implementation and modernization of systems and technology which allow for the continuation of essential County services as identified and approved by the Board of Supervisors.

Total Expenditures: \$1,847,462 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 \$1,901,152 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 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 2016-17 is \$2.9 million, a \$2.5 million or 46% decrease from FY 2015-16 adopted levels. This includes \$1.8 million in total operating expenditures and the addition of just over \$1 million to reserves.

Services and supplies are recommended at \$426,505, a \$1.4 million or 76% decrease compared to FY 2015-16 adopted levels. The decrease is due to the types of projects included for FY 2016-17 which require less funding than projects included in the FY 2015-16 adopted budget.

Fixed assets are recommended at \$967,746, a \$515,224 or 34% decrease compared to FY 2015-16 adopted levels. Fixed assets include a variety of equipment replacements.

The recommended total financing sources for this budget is \$2.9 million a 64% increase compared to the FY 2015-16 adopted levels. Funding from General Fund from depreciation charges total \$1.9 million, an increase of \$97,999 or 5% compared to the FY 2015-16 adopted budget. The recommended budget also proposes to increase reserves by just of \$1 million 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 2016-17 Projects Approved by the IT-ESC

IT-ESC is the governance body which reviews and recommends County technology projects to the County Administrative Officer and Administrative Office. The IT-ESC 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 2016-17:

Continued projects from 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, vendor selection, and implementation. A total of \$549,310 of the project funding was budgeted in FY 2016-17 to cover the costs of limited term staff positions to operate as back-fill during the implementation phase, the first year maintenance 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 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 and the FY 2015-16 budget includes \$141,895 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 recommended FY 2016-17 budget includes \$115,406 for the position. The funding in this project will be used to manage the overall project, purchase the software, and support its installation.

New Projects for FY 2016-17

1. Jail Management System Request For Proposal (Non-Recurring)

Expense: \$95,000

Source of Funding: County Automation Funds

This project includes a Project Manager from County ITD to assist during the Request for Proposal (RFP) and vendor selection of the Jail Management System (JMS). The Sheriff's Office purchased the Jail Corrections Management System (JCMS) in 2002 and implementation was completed in 2003. This purchase was made in conjunction with the purchase of the Records Management System (RMS) with the understanding and agreement that these systems were 'seamlessly' integrated and shared information. Since then the vendor for JCMS filed for bankruptcy and has discontinued all support of their system. As such, there are no further bug fixes, enhancements or upgrades to this product. In an effort to meet the needs and expectation of the Sheriff's Office, the community and the inmates housed within the jail, the Sheriff's staff has written custom code connecting JCMS to several other disparate systems and applications across multiple departments and vendors, allowing some of the information maintained within JCMS to be safely and securely accessed through the Internet. This solution is less than ideal, as

it relies upon several automated processes to run continually, exposing multiple potential points of failure, and the specialized knowledge related to this custom software resides with a single software engineer. The JMS Project Manager will provide the Sheriff's Office with the experience and expertise in all phases of the RFP process, helping to properly align the next phase of vendor selection, implementation and training.

Other Projects Recommended for FY 2016-17

1. 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. FY 2015-16 (year 3) and recommended funding in FY 2016-17 (Year 4) will be used to preserve City of San Luis Obispo maps.

2. Upgrade and maintain public safety radio communications equipment and systems (Recurring)

Expense: \$231,000

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 or expanded in FY 2016-17 includes:

- \$22,000 Digital Simulcast Module Card – Vault Expansion
- \$7,000 Tepusquet Ultra High Frequency Combiner Expansion
- \$25,000 Enterprise Video Storage Expansion
- \$40,000 Expansion Voter Shelves And Voter Cards
- \$116,000 La Panza Radio Site Expansion
- \$7,000 Ultra High Frequency Tait Radio for California Highway Patrol Re-broadcast
- \$14,000 Radio Channel Expansion

4. Upgrade and expand equipment housed in the County's data center (Recurring)

Expense: \$736,746

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 2016-17 includes:

- \$275,000 Virtual Computing Infrastructure Upgrade
- \$335,106 Network Switches
- \$83,640 Network Edge and Security
- \$43,000 Sheriff Router and Emergency Operations Center Expansion

BOARD ADOPTED CHANGES

The Countywide Automation Replacement fund center ended FY 2015-16 with a Fund Balance Available (FBA) of \$507,813. On September 13, 2016, the Board approved an increase of \$507,813 in the appropriation to the Automation Replacement designation.

BUDGET AUGMENTATION REQUESTS ADOPTED

None adopted.

BUDGET AUGMENTATION REQUESTS NOT ADOPTED

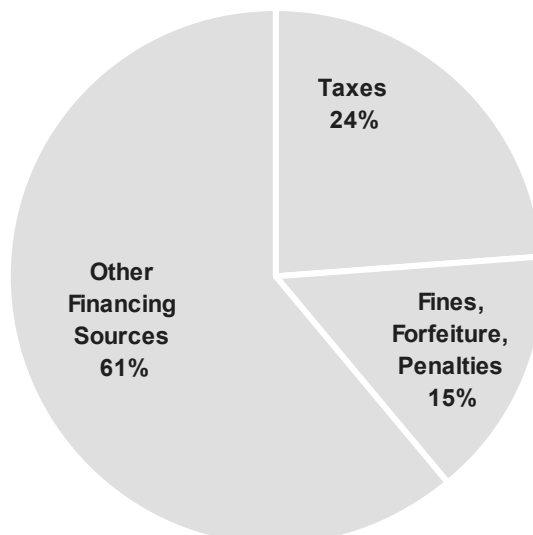
Unit Amount	Description	Results
<u>Gross Annual Cost:</u> \$200,000 <u>Funding Source:</u> FC 266- Countywide Automation Replacement	Countywide Business Continuity Strategic Plan	Would result in a strategic plan that would define an enterprise approach to reducing risk and recommend a methodology to mitigate a sustained outage to critical business processes.
<u>Gross Annual Cost:</u> \$42,000 <u>Funding Source:</u> FC 266- Countywide Automation Replacement	Project management for security program strategic planning	Drive the security program strategic plan project from creation of the RFP through vendor selection and completion of all the deliverables.

PURPOSE STATEMENT

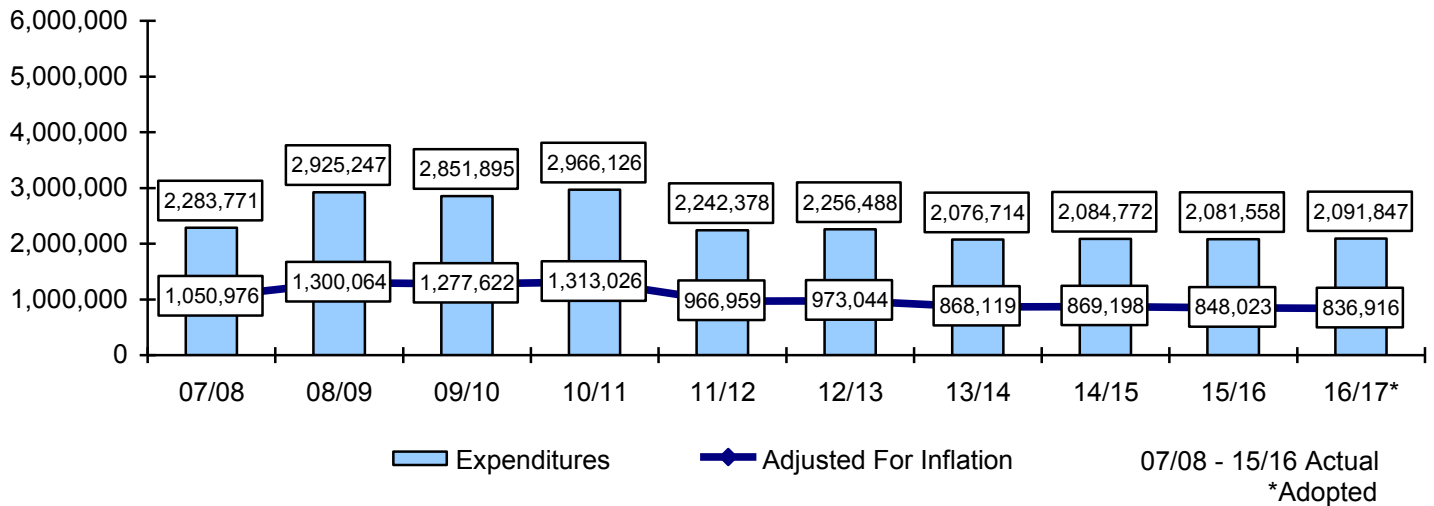
This fund center accounts for the payment of interest and principal associated with the County's long term debt based upon the Board of Supervisors' budget policies. Recommendations for debt financing of major projects are made by the County's Debt Advisory Committee in accordance with the provisions 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.

<u>Financial Summary</u>	<u>2014-15 Actual</u>	<u>2015-16 Actual</u>	<u>2016-17 Requested</u>	<u>2016-17 Recommended</u>	<u>2016-17 Adopted</u>
Taxes	\$ 500,000	\$ 496,606	\$ 500,000	\$ 500,000	\$ 500,000
Fines, Forfeitures and Penalties	309,734	309,834	312,418	312,418	312,418
Other Financing Sources	<u>1,269,258</u>	<u>1,275,119</u>	<u>1,279,429</u>	<u>1,279,429</u>	<u>1,279,429</u>
Total Revenue	\$ 2,078,992	\$ 2,081,559	\$ 2,091,847	\$ 2,091,847	\$ 2,091,847
Fund Balance Available	\$ 10	\$ 0	\$ 0	\$ 0	\$ 0
Cancelled Reserves	0	0	0	0	0
Total Financing Sources	<u>\$ 2,079,002</u>	<u>\$ 2,081,559</u>	<u>\$ 2,091,847</u>	<u>\$ 2,091,847</u>	<u>\$ 2,091,847</u>
Salary and Benefits	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Services and Supplies	5,779	1,500	7,500	7,500	7,500
Other Charges	2,078,993	2,080,058	2,084,347	2,084,347	2,084,347
Fixed Assets	0	0	0	0	0
Gross Expenditures	\$ 2,084,772	\$ 2,081,558	\$ 2,091,847	\$ 2,091,847	\$ 2,091,847
Contingencies	0	0	0	0	0
New Reserves	0	0	0	0	0
Total Financing Requirements	\$ 2,084,772	\$ 2,081,558	\$ 2,091,847	\$ 2,091,847	\$ 2,091,847

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. 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 2016-17 debt payments made through this fund are essentially flat when compared to FY 2015-16 and total \$2.1 million. The overall debt percentage for FY 2016-17 is projected to be less than 3%.

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	\$810,855	\$505,424	\$1,316,279	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: \$416,279
2007 COP for the Paso Robles Courthouse	\$130,000	\$177,918	\$307,918	Payments are funded with Courthouse Construction funds.
2008 COP for the Vineyard Drive interchange in North County (near Templeton)	\$175,000	\$274,650	\$449,650	Payments are funded through Road Impact Fees collected in the Templeton area.
Total	\$1,115,855	\$957,992	\$2,073,847	

In addition to the debt payments noted above, this budget also includes:

- \$10,500 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

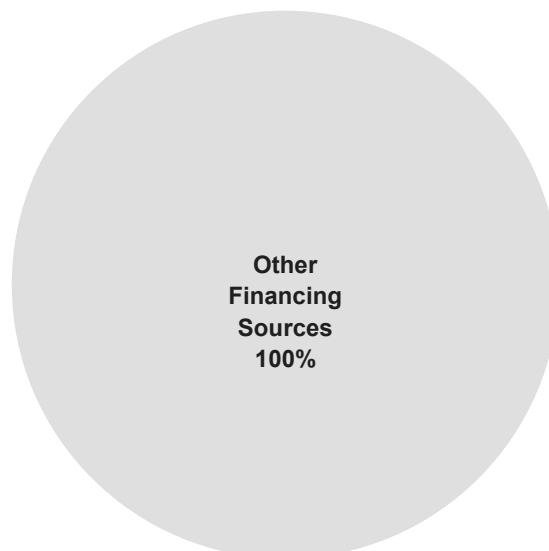
None requested.

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.

<u>Financial Summary</u>	<u>2014-15 Actual</u>	<u>2015-16 Actual</u>	<u>2016-17 Requested</u>	<u>2016-17 Recommended</u>	<u>2016-17 Adopted</u>
Revenue from Use of Money & Property	\$ 62,994	\$ 143,812	\$ 0	\$ 0	\$ 0
Other Financing Sources	<u>6,020,144</u>	<u>7,463,890</u>	<u>2,622,991</u>	<u>4,622,991</u>	<u>6,602,498</u>
Total Revenue	\$ 6,083,138	\$ 7,607,702	\$ 2,622,991	\$ 4,622,991	\$ 6,602,498
Fund Balance Available	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Cancelled Reserves	<u>2,580,552</u>	<u>300,000</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Financing Sources	<u>\$ 8,663,690</u>	<u>\$ 7,907,702</u>	<u>\$ 2,622,991</u>	<u>\$ 4,622,991</u>	<u>\$ 6,602,498</u>
Salary and Benefits	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Services and Supplies	0	0	0	0	0
Other Charges	185,789	2,566,126	0	0	0
Fixed Assets	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Gross Expenditures	\$ 185,789	\$ 2,566,126	\$ 0	\$ 0	\$ 0
Contingencies	0	0	0	0	0
New Reserves	<u>6,083,138</u>	<u>7,607,702</u>	<u>2,622,991</u>	<u>4,622,991</u>	<u>6,602,498</u>
Total Financing Requirements	\$ 6,268,927	\$ 10,173,828	\$ 2,622,991	\$ 4,622,991	\$ 6,602,498

Source of Funds



COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

This fund center supports the long-term commitment to strategic planning as identified in the five-year Capital Improvement Plan and the Countywide Facilities Master Plan. The funding for this fund center is based upon the annual depreciation of County buildings.

The depreciation schedule indicates that \$2,622,991 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 fifth 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 \$2.0 million be added to the reserves, to serve as a potential funding source for future projects.

BOARD ADOPTED CHANGES

At FY 2015-16 year end, the final Fund Balance Available (FBA) for the General Fund was higher than what had been estimated during FY 2016-17 budget development. Of the additional unanticipated FBA, a total of \$1,979,507 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

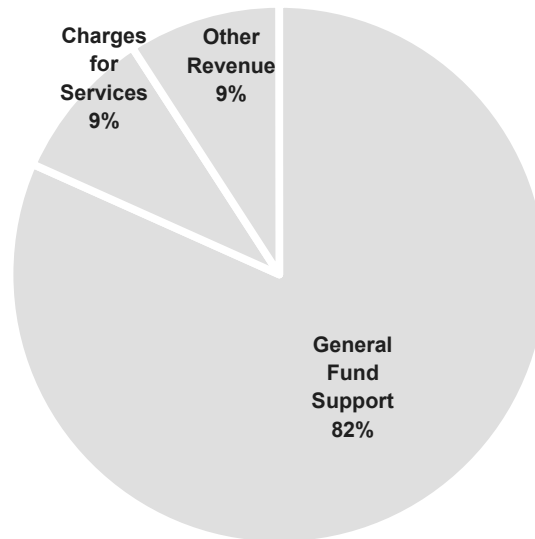
None requested.

PURPOSE STATEMENT

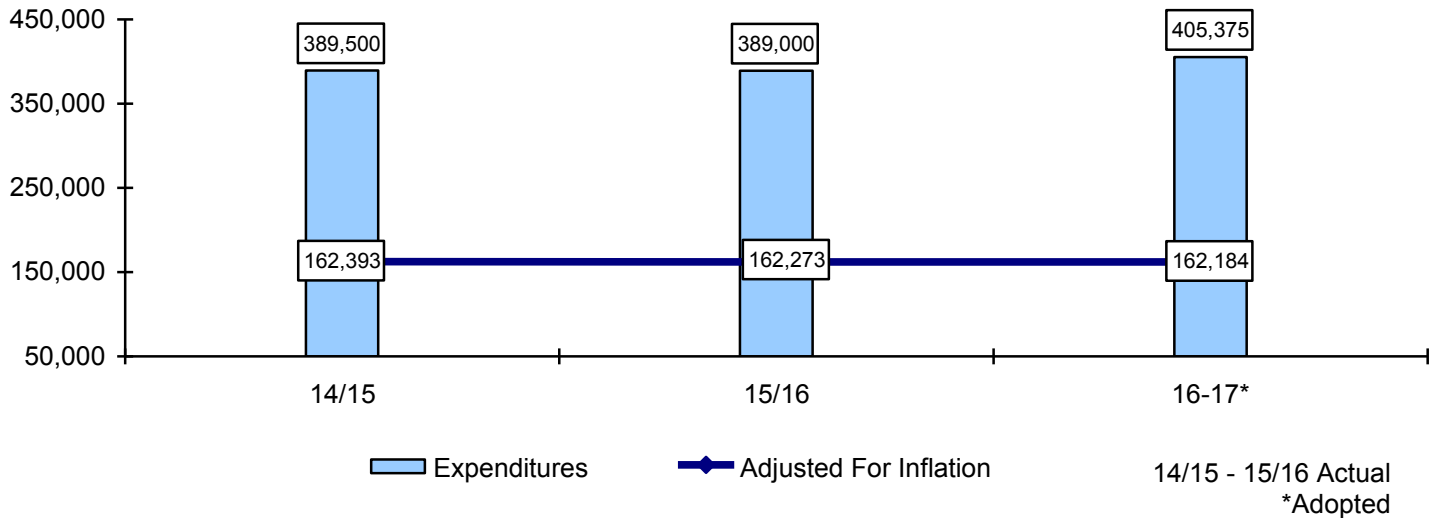
To provide for General Fund expenditures and revenues which are not directly related to any single County department.

Financial Summary	2014-15 Actual	2015-16 Actual	2016-17 Requested	2016-17 Recommended	2016-17 Adopted
Charges for Current Services	\$ 35,296	\$ 37,887	\$ 35,000	\$ 35,000	\$ 35,000
Interfund	36,000	36,000	36,000	36,000	36,000
**Total Revenue	\$ 71,296	\$ 73,887	\$ 71,000	\$ 71,000	\$ 71,000
Services and Supplies	361,450	368,568	405,375	405,375	405,375
**Gross Expenditures	\$ 361,450	\$ 368,568	\$ 405,375	\$ 405,375	\$ 405,375
General Fund Support (G.F.S.)	<u>\$ 290,154</u>	<u>\$ 294,681</u>	<u>\$ 334,375</u>	<u>\$ 334,375</u>	<u>\$ 334,375</u>

Source of Funds



Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Non-Departmental Other Expenditures has a total expenditure level of \$405,375 to provide the following services:

Miscellaneous Expenditures

Provide funds for a variety of County projects and expenditures not specifically related to any single County department.

Total Expenditures: \$370,375 Total Staffing (FTE): 0.00

Deferred Compensation Plan

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

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

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Financial Summary

General Fund support in the amount of \$334,375 reflects an increase of 16,375 or 5% when compared to FY 2015-16 adopted amounts. Revenue in the amount of \$71,000 is budgeted at amounts comparable to FY 2015-16 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 2015-16 amounts. The expenditure for broadcasting the Board of Supervisors meetings is also recommended at the FY 2015-16 amount of \$40,000. This Fund Center also includes funding for the County's membership in the Rural County Representatives of California (RCRC) in the amount of \$14,000.

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 \$184,375 is an estimate as at the time this narrative was written the LAFCO Commission had not yet approved the LAFCO budget. However, it is anticipated that the LAFCO budget will increase, possibly up to 7%, and therefore, an increase of \$12,062 has been budgeted. This increase is based on the actual FY 2015-16 LAFCO expenditure of \$172,313. 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

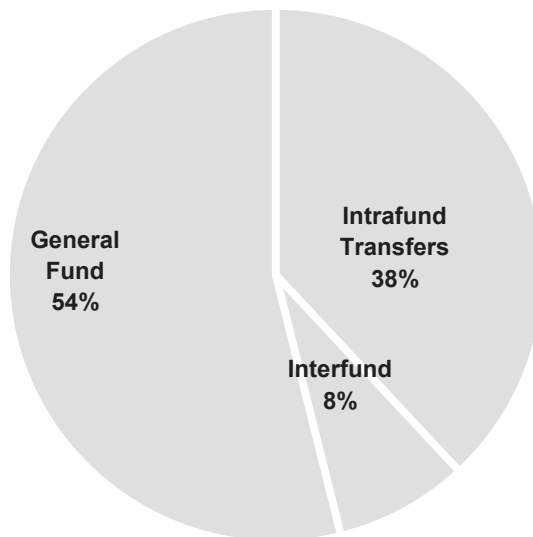
None requested.

PURPOSE STATEMENT

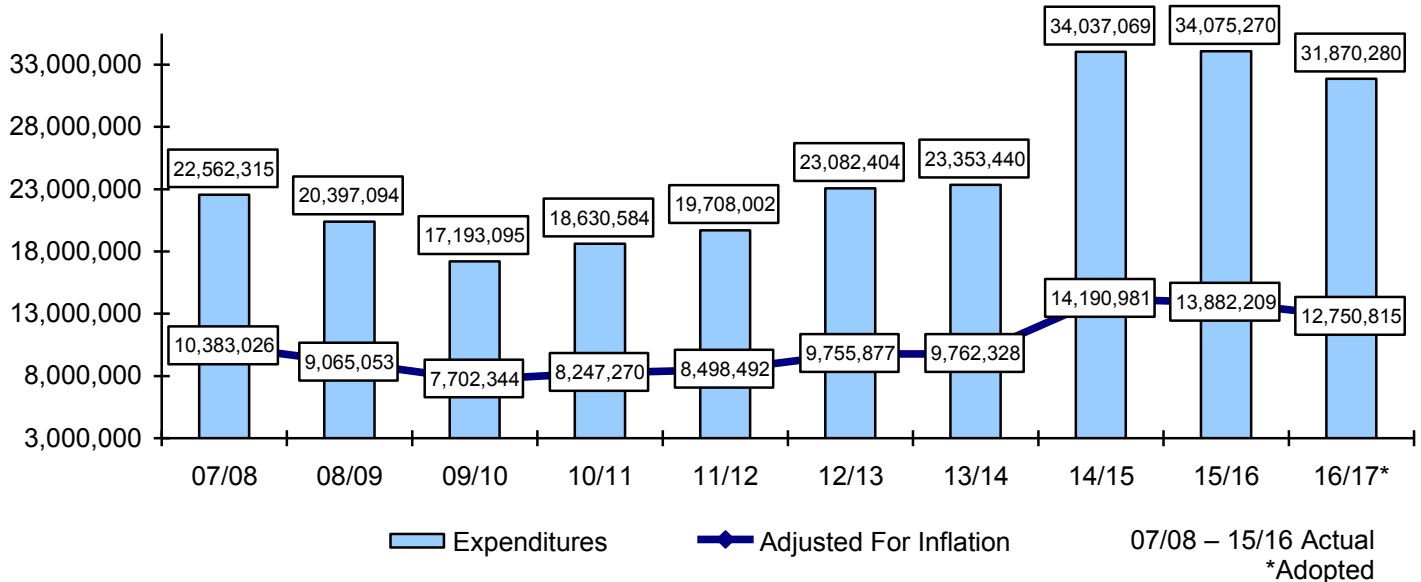
The fund center provides General Fund support to other funds to help finance their operations. This fund center is also the receiving budget for overhead charged to County departments. There are no County operations, programs, or services directly associated with this fund center.

	2014-15	2015-16	2016-17	2016-17	2016-17
<u>Financial Summary</u>	<u>Actual</u>	<u>Actual</u>	<u>Requested</u>	<u>Recommended</u>	<u>Adopted</u>
Charges for Current Services	\$ 0	\$ (19,070)	\$ 76,008	\$ 76,008	\$ 76,008
Other Financing Sources	266,321	507,994	0	0	0
Interfund	<u>1,482,906</u>	<u>3,017,915</u>	<u>4,012,759</u>	<u>2,442,531</u>	<u>2,442,531</u>
**Total Revenue	\$ 1,749,227	\$ 3,506,839	\$ 4,088,767	\$ 2,518,539	\$ 2,518,539
Services and Supplies	0	694,154	0	0	0
Other Charges	<u>34,037,069</u>	<u>33,381,116</u>	<u>19,258,560</u>	<u>29,815,773</u>	<u>31,870,280</u>
**Gross Expenditures	\$ 34,037,069	\$ 34,075,270	\$ 19,258,560	\$ 29,815,773	\$ 31,870,280
Less Intrafund Transfers	<u>9,055,758</u>	<u>10,393,756</u>	<u>13,472,179</u>	<u>12,230,595</u>	<u>12,230,595</u>
**Net Expenditures	\$ 24,981,311	\$ 23,681,514	\$ 5,786,381	\$ 17,585,178	\$ 19,639,685
General Fund Support (G.F.S.)	<u>\$ 23,232,084</u>	<u>\$ 20,174,675</u>	<u>\$ 1,697,614</u>	<u>\$ 15,066,639</u>	<u>\$ 17,121,146</u>

Source of Funds



10 Year Expenditures Adjusted For Inflation



COUNTY ADMINISTRATOR’S COMMENTS AND RECOMMENDATIONS

Financial Summary

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 over \$29.5 million, reflecting a decrease of \$3.5 million or 11% compared to FY 2015-16 adopted levels. The recommended contributions include:

Fund Center	FY 2015-16 Adopted	FY 2016-17 Recommended	Percent Change
FC 305- Parks and Recreation	\$3,616,907	\$3,616,907	0%
FC 245- Roads	\$11,146,107	\$11,553,412	3%
FC 230- Capital Projects	\$4,321,300	\$3,548,400	-17%
FC 377- Library	\$633,683	\$666,552	5%
FC 277- Debt Service	\$425,683	\$427,429	<1%
FC 275- Organizational Development	\$604,839	\$1,081,393	78%
FC 290- Community Development Program	\$591,436	\$591,436	0%
FC 266- Countywide Automation Replacement	\$4,584,099	\$2,901,152	-37%
FC 267- General Government Building Replacement	\$6,610,877	\$4,622,991	-30%
FC 350- Medically Indigent Services Program	\$507,692	\$531,101	4%
FC 425- Airports	\$12,500	\$12,500	0%
FC 427- Golf	\$12,500	\$12,500	0%
Total	\$33,067,623	\$29,565,773	-11%

- 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 General Fund contribution to FC 245- Roads is for the pavement management program and various roads projects. In FY 2015-16, Roads received an ongoing increase of \$740,555 or 10% and a one-time supplement of \$3.0 million to fund pavement management activities. Again in FY 2016-17, it is recommended that Roads receive a one-time supplement of \$3.4 million in General Fund to fund pavement management activities.
- The General Fund contribution to FC 230- Capital Projects provides funding for improvements to County facilities. The recommended contribution to Capital Projects provides full funding for all capital projects that have been approved for FY 2016-17 and also includes the addition of \$2.0 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 2016-17 funds an additional 0.50 FTE position to support the proposed Templeton library.
- 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 and other organizational development programs, including communications and outreach. The historical annual General Fund contribution to Organizational Development is \$450,000. In addition to the \$450,000 contribution, it is recommended that an additional \$631,393 be contributed to Organizational Development to increase Countywide Training reserves.
- The General Fund contribution to FC 290- Community Development includes funding for the Economic Vitality Corporation, the Housing Trust, homeless services, and the SLO HotHouse.
- 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 2016-17 and also includes the addition of just over \$1.0 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 \$2.0 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 increasing slightly due to an increase in costs associated with running the program.
- 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.

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, Central 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 \$14,749,134 which is an increase of \$1,337,217 or 10% compared to FY 2015-16 charges.

BOARD ADOPTED CHANGES

During budget hearings, the Board approved the allocation of an additional \$75,000 to Fund Center 290-Community Development, for distribution to various homeless serving agencies. This increased allocation was funded with General Fund contingencies and was added to Fund Center 102 to be transferred to the Community Development budget.

At FY 2015-16 year end, the final Fund Balance Available (FBA) for the General Fund was higher than what had been estimated during FY 2016-17 budget development. Of the additional unanticipated FBA, a total of \$1,979,507 was allocated to Fund Center 102 for distribution to the General Government Building Replacement-Building Replacement designation to be used as a funding source for future projects.

BUDET AUGMENTATION REQUESTS ADOPTED

None requested.

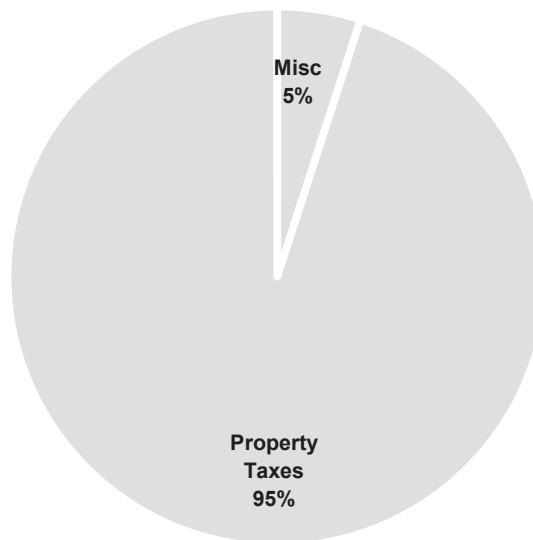
PURPOSE STATEMENT

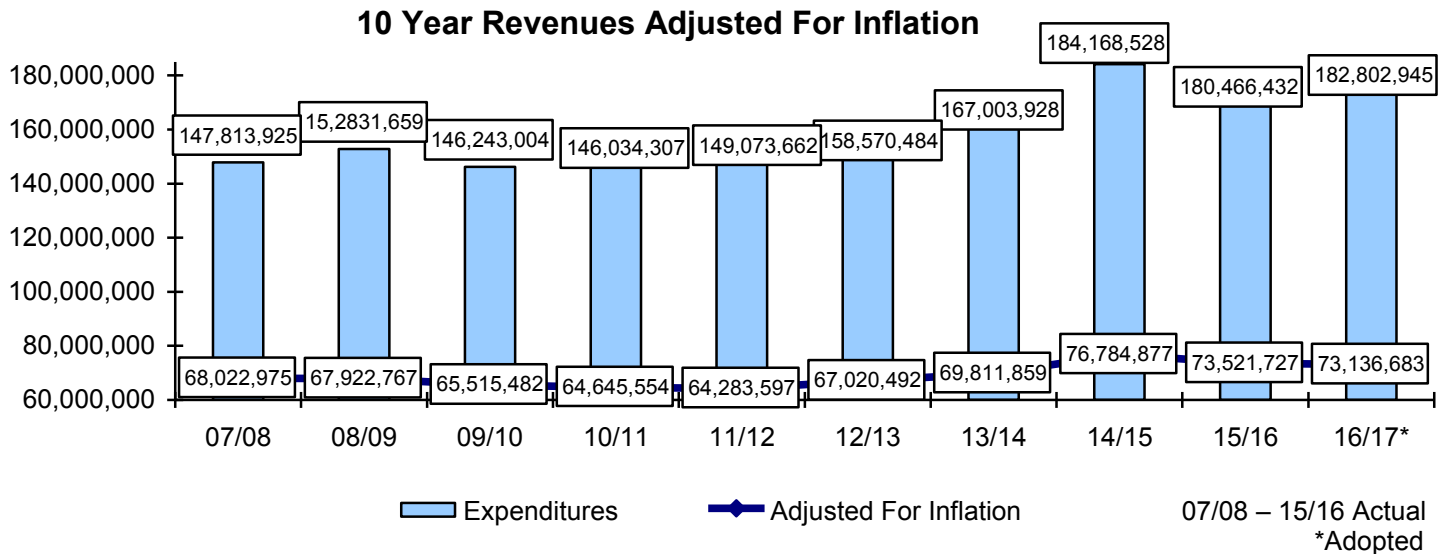
This fund center acts as the receiving budget for all general purpose revenues such as property and sales taxes, license and permit revenue, and some State and Federal aid that are not directly attributable to any single department's activities. Non-departmental revenues are used to fund the Net County Cost for General Fund supported departments. There are no County operations, programs, or services directly associated with this fund center.

<u>Financial Summary</u>	2014-15 <u>Actual</u>	2015-16 <u>Actual</u>	2016-17 <u>Requested</u>	2016-17 <u>Recommended</u>	2016-17 <u>Adopted</u>
Taxes	\$163,317,076	\$169,740,448	\$172,915,711	\$173,493,205	\$173,493,205
Licenses and Permits	3,125,750	3,277,106	3,240,500	3,240,500	3,240,500
Revenue from Use of Money & Property	1,825,273	2,821,844	1,829,000	1,829,000	1,829,000
Intergovernmental Revenue	13,224,346	2,097,956	1,968,328	1,978,954	1,978,954
Charges for Current Services	1,994,601	2,237,233	2,119,281	1,989,281	1,989,281
Other Revenues	410,211	6,826	1,005	1,005	1,005
Interfund	<u>271,271</u>	<u>285,019</u>	<u>271,000</u>	<u>271,000</u>	<u>271,000</u>
**Total Revenue	\$184,168,528	\$180,466,432	\$182,344,825	\$182,802,945	\$182,802,945
Services and Supplies	<u>1</u>	<u>4</u>	<u>0</u>	<u>0</u>	<u>0</u>
**Gross Expenditures	\$ 1	\$ 4	\$ 0	\$ 0	\$ 0

General Fund Support (G.F.S.) (\$184,168,527) (\$180,466,428) (\$182,344,825) (\$182,802,945) (\$182,802,945)

Source of Funds





COUNTY ADMINISTRATOR’S COMMENTS AND RECOMMENDATIONS

Financial Summary

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 \$182.8 million, which is approximately \$13.7 million or 8% over the FY 2015-16 adopted amount of \$169.1 million. In total, there are over 40 sources of revenue for this fund center. The most significant are noted below:

- Current and Secured Property Tax is budgeted at \$105 million, which is \$6.2 million or 6% higher than FY 2015-16 adopted levels. Housing sales and prices are continuing to increase, reflecting a market that is trending upward. Current and Unsecured Property Tax for items such as vessels, airplanes, and farm equipment is budgeted at \$2.5 million, which is only slightly higher than FY 2015-16 adopted levels.
- Property Tax in Lieu of Vehicle License Fee (VLF) revenue is budgeted at \$32.5 million, which is \$2.2 million or 7% higher than FY 2015-16 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 \$9.2 million, which is \$1.1 million or 14% higher than FY 2015-16 adopted levels. FY 2016-17 is anticipated to represent the fifth 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 \$8.1 million, which is \$249,132 or 3% higher than FY 2015-16 adopted levels.
- Sales and Use Taxes are budgeted at \$11.5 million, which is \$1.3 million or 13% higher than FY 2015-16 adopted levels.
- Property Transfer Tax is budgeted at \$2.5 million, which is \$255,000 or 11% higher than FY 2015-16 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 \$1.8 million, which is \$800,000 or 80% higher than FY 2015-16 adopted levels.

BOARD ADOPTED CHANGES

None.

BUDGET AUGMENTATION REQUESTS ADOPTED

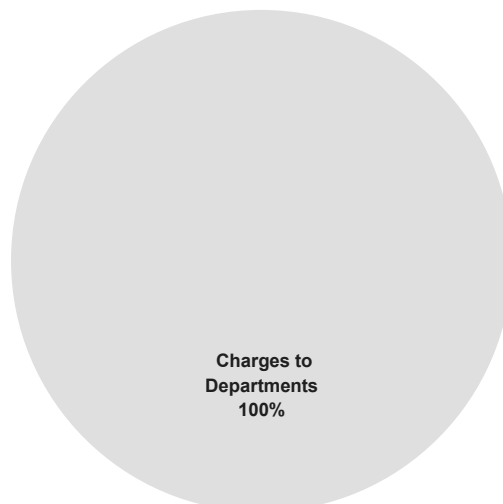
None requested.

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)	2014-15 ACTUAL (2)	2015-16 ACTUAL (3)	2016-17 RECOMMENDED (4)	2016-17 ADOPTED BY THE BOS (5)
OPERATING REVENUES				
Charges to Department	1,519,698	1,557,982	1,676,700	1,676,700
TOTAL OPERATING REVENUES	1,519,698	1,557,982	1,676,700	1,676,700
OPERATING EXPENSES				
Insurance Benefit Payments	1,255,865	1,331,385	1,308,000	1,308,000
Professional Services	10,000	18,552	0	0
Audit/Acct Support	0	10,000	10,000	10,000
TOTAL OPERATING EXPENSES	1,265,865	1,359,937	1,318,000	1,318,000
OPERATING INCOME (LOSS)	253,833	198,045	358,700	358,700
NON-OPERATING REVENUES (EXPENSES)				
Interest	444	0	0	0
Fed Aid Medicare Part D	77,967	0	0	0
Special Dept Expense	(331,772)	(101,529)	(358,700)	(358,700)
TOTAL NON-OPERATING REVENUES (EXPENSES)	(253,361)	(101,529)	(358,700)	(358,700)
INCOME BEF. CAPITAL CONTRBS. & TRANSFERS	472	96,516	0	0
CHANGE IN NET ASSETS	472	96,516	0	0
Net assets - beginning	328	800	800	97,316
Net assets - ending	<u>800</u>	<u>97,316</u>	<u>800</u>	<u>97,316</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 approximately \$11.7 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 2016-17 is just under \$1.7 million, which is \$163,060 or 10% higher than what was set aside in FY 2015-16. In recent years, charges have been based upon an assumption of \$623 per Full Time Equivalent (FTE) position. For FY 2016-17, the charge per position was increased to \$675 in order to assist in paying down unfunded liabilities and current benefit payments. Cost increases are attributable to both staffing increases from FY 2015-16 to FY 2016-17, as well as the increased charge per position noted above.

BOARD ADOPTED CHANGES

None.

BUDGET AUGMENTATION REQUESTS ADOPTED

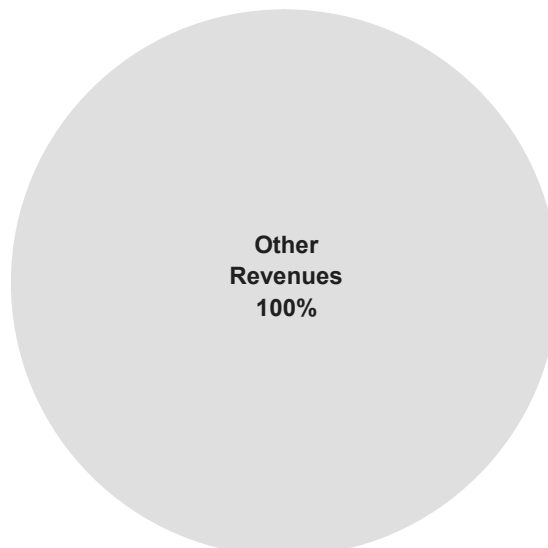
None requested.

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.

<u>Financial Summary</u>	<u>2014-15 Actual</u>	<u>2015-16 Actual</u>	<u>2016-17 Requested</u>	<u>2016-17 Recommended</u>	<u>2016-17 Adopted</u>
Revenue from Use of Money & Property	\$ 18,386	\$ 33,621	\$ 21,000	\$ 21,000	\$ 21,000
Other Revenues	10,215,064	10,668,686	10,643,500	10,643,500	10,643,500
Other Financing Sources	350,000	0	0	0	0
Total Revenue	\$ 10,583,450	\$ 10,702,307	\$ 10,664,500	\$ 10,664,500	\$ 10,664,500
Fund Balance Available	\$ (199,840)	\$ 487,332	\$ 593,740	\$ 593,740	\$ 664,891
Cancelled Reserves	199,840	0	0	0	0
Total Financing Sources	\$ 10,583,450	\$ 11,189,639	\$ 11,258,240	\$ 11,258,240	\$ 11,329,391
Salary and Benefits	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Services and Supplies	30,000	30,000	30,000	30,000	30,000
Other Charges	9,175,990	9,632,201	10,110,636	10,110,636	10,110,636
Fixed Assets	0	0	0	0	0
Gross Expenditures	\$ 9,205,990	\$ 9,662,201	\$ 10,140,636	\$ 10,140,636	\$ 10,140,636
Contingencies	0	0	0	0	0
New Reserves	890,127	862,547	1,117,604	1,117,604	1,188,755
Total Financing Requirements	\$ 10,096,117	\$ 10,524,748	\$ 11,258,240	\$ 11,258,240	\$ 11,329,391

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 2016-17, it is anticipated that \$10,664,500 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	\$ 10,000,000
San Luis Obispo Superior Courts	\$ 504,400
APCD	\$ 122,980
LAFCO	\$ 16,120
Interest	\$ 21,000
TOTAL	\$ 10,664,500

In FY 2013-14, \$1 million was set aside in a reserve to accumulate funding to assist in paying pension debt in the year 2020. In FY 2015-16, an additional \$1 million was set aside in a reserve to assist in paying pension debt in the year 2020 (note that these additions to the reserve are not shown in this fund center, as this fund center is only used to track charges to departments to pay annual POB debt service). No additional funding is recommended to be set aside in FY 2016-17.

BOARD ADOPTED CHANGES

At FY 2015-16 year end, the final Fund Balance Available (FBA) for this fund was \$664,891, which was \$71,151 higher than what was projected during FY 2016-17 budget development. As the FBA is a result of charging departments a percentage of payroll based on the number of employees, the excess FBA was kept within the fund and will be used to pay down pension debt (Pension Obligation Bonds).

BUDGET AUGMENTATION REQUESTS ADOPTED

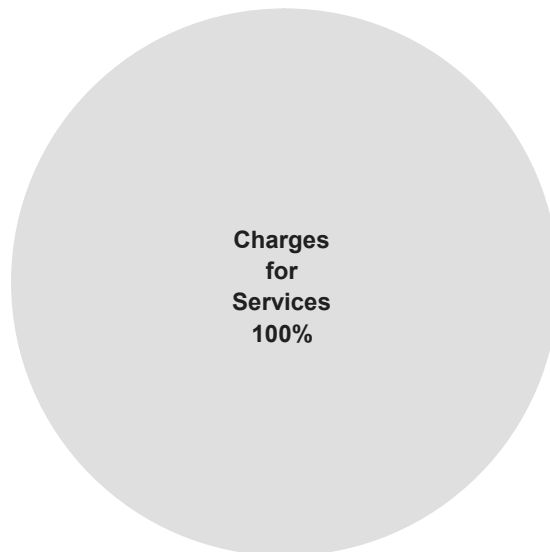
None requested.

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.

	2014-15	2015-16	2016-17	2016-17	2016-17
<u>Financial Summary</u>	<u>Actual</u>	<u>Actual</u>	<u>Requested</u>	<u>Recommended</u>	<u>Adopted</u>
Revenue from Use of Money & Property	\$ 37,655	\$ 60,222	\$ 0	\$ 0	\$ 0
Charges for Current Services	<u>2,055,896</u>	<u>1,877,302</u>	<u>1,851,815</u>	<u>1,851,815</u>	<u>1,851,815</u>
Total Revenue	\$ 2,093,551	\$ 1,937,524	\$ 1,851,815	\$ 1,851,815	\$ 1,851,815
Fund Balance Available	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Cancelled Reserves	<u>1,651,846</u>	<u>674,663</u>	<u>132,234</u>	<u>132,234</u>	<u>132,234</u>
Total Financing Sources	<u>\$ 3,745,397</u>	<u>\$ 2,612,187</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	2,057,666	1,144,367	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	\$ 2,057,666	\$ 1,144,367	\$ 400,000	\$ 400,000	\$ 400,000
Contingencies	0	0	0	0	0
New Reserves	<u>1,897,819</u>	<u>2,349,868</u>	<u>1,584,049</u>	<u>1,584,049</u>	<u>1,584,049</u>
Total Financing Requirements	\$ 3,955,485	\$ 3,494,235	\$ 1,984,049	\$ 1,984,049	\$ 1,984,049

Source of Funds



COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

This fund center tracks the revenues and expenditures associated with Public Facility Fees (PFFs). 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, which is unchanged from the FY 2015-16 adopted level. Recommended financing sources include a combination of new revenues expected to be received in FY 2016-17 and the cancellation of existing PFF reserves. In the current year, PFF receipts are coming in nearly on budget. After several years of significant increases due to an improving economy and building activity associated with the large scale solar projects in California Valley, PFF receipts seem to be normalizing.

PFF revenues earned in each category vary based upon the type of development and the fee structure established for each category. The FY 2016-17 recommended revenues are based on PFF receipts in the first half of FY 2015-16. Actual revenues received during FY 2016-17 will be based upon the number and types of development permits received during the year.

PFF Categories:

Fire

Recommended revenue is \$775,674, flat with the FY 2015-16 adopted level. All Fire PFF revenue is recommended to be added to reserves.

General Government

Recommended revenue is \$267,766, flat with the FY 2015-16 adopted level. 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, flat with the FY 2015-16 adopted level. All Law Enforcement PFF revenue is recommended to be added to reserves.

Library

Recommended revenue is \$156,940, flat with the FY 2015-16 adopted level. All Library PFF revenue is recommended to be added to reserves.

Parks

Recommended revenue is \$499,548, flat with the FY 2015-16 adopted level. 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>2014-15 Actual</u>	<u>2015-16 Actual</u>	<u>2016-17 Requested</u>	<u>2016-17 Recommended</u>	<u>2016-17 Adopted</u>
Revenue from Use of Money & Property	\$ 40,499	\$ 73,547	\$ 0	\$ 0	\$ 0
Other Financing Sources	4,550,000	0	0	0	0
Total Revenue	\$ 4,590,499	\$ 73,547	\$ 0	\$ 0	\$ 0
Fund Balance Available	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Cancelled Reserves	0	11,687,490	0	0	0
Total Financing Sources	\$ 4,590,499	\$ 11,761,037	\$ 0	\$ 0	\$ 0
Salary and Benefits	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Services and Supplies	0	0	0	0	0
Other Charges	0	23	0	0	0
Fixed Assets	0	0	0	0	0
Gross Expenditures	\$ 0	\$ 23	\$ 0	\$ 0	\$ 0
Contingencies	0	0	0	0	0
New Reserves	4,590,499	11,761,037	0	0	0
Total Financing Requirements	\$ 4,590,499	\$ 11,761,060	\$ 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 the Tax Reduction 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.

During the First Quarter of FY 2015-16, \$11.7 million was transferred from the Tax Reduction Reserve Designation to the newly created Airport Terminal Designation within the same fund. The transfer to the new designation was required as a conditions of the receipt of outside funding for the construction of the new Airport Terminal Replacement Project.

No additional funding was recommended to be added to the reserve in FY 2015-16 and no additions are recommended in FY 2016-17.

BOARD ADOPTED CHANGES

None.

BUDGET AUGMENTATION REQUESTS ADOPTED

None requested.

Capital and Maintenance Projects

Capital Projects

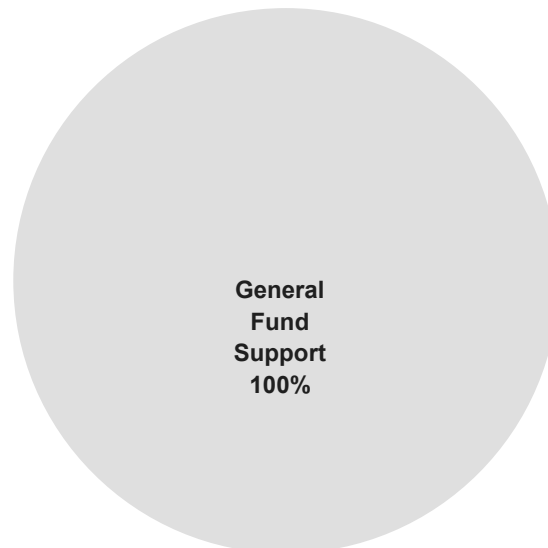
Maintenance Projects

PURPOSE STATEMENT

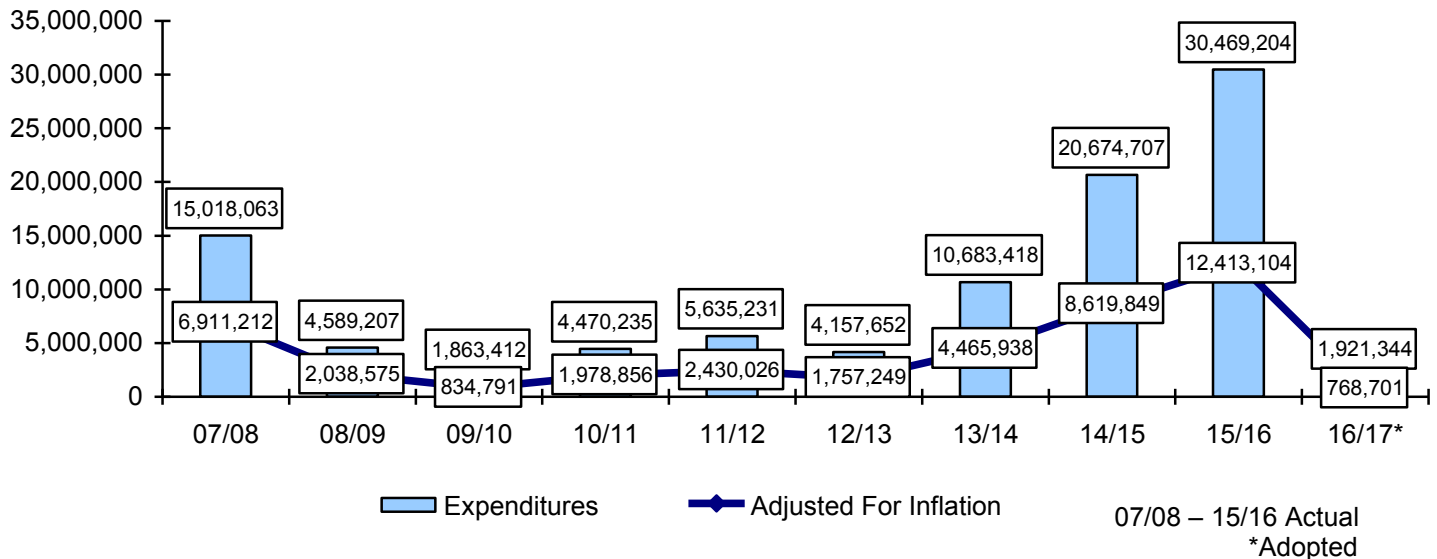
Provides funds for acquiring and constructing buildings, structures and improvements to facilities, which generally cost more than \$25,000. Projects under \$25,000 are generally classified as maintenance projects and are reflected in Fund Center 200 – Maintenance Projects. Policies governing the development and selection of Capital Improvement Projects are set forth in the Budget Policies and Goals approved by the Board each year.

	2014-15	2015-16	2016-17	2016-17	2016-17
<u>Financial Summary</u>	<u>Actual</u>	<u>Actual</u>	<u>Requested</u>	<u>Recommended</u>	<u>Adopted</u>
Fines, Forfeitures and Penalties	\$ 43,585	\$ 65,432	\$ 0	\$ 0	\$ 0
Revenue from Use of Money & Property	83,766	108,271	0	0	0
Intergovernmental Revenue	16,333,048	21,140,997	0	0	0
Charges for Current Services	42,457	6,911	0	0	0
Other Revenues	105,000	187,186	0	0	0
Other Financing Sources	3,809,168	6,680,013	0	3,548,400	3,548,400
Interfund	1,236,724	833,541	0	0	0
Total Revenue	\$ 21,653,748	\$ 29,022,351	\$ 0	\$ 3,548,400	\$ 3,548,400
Fund Balance Available	\$ 59,786	\$ 897,920	\$ 0	\$ 0	\$ 372,944
Cancelled Reserves	855,996	1,199,787	0	0	0
Total Financing Sources	\$ 22,569,530	\$ 31,120,058	\$ 0	\$ 3,548,400	\$ 3,921,344
Salary and Benefits	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Services and Supplies	0	0	0	0	0
Other Charges	11,536	0	0	0	0
Fixed Assets	20,663,171	30,469,204	3,516,150	1,548,400	1,921,344
Gross Expenditures	\$ 20,674,707	\$ 30,469,204	\$ 3,516,150	\$ 1,548,400	\$ 1,921,344
Contingencies	0	0	0	0	0
New Reserves	2,190,709	3,500,000	0	2,000,000	2,000,000
Total Financing Requirements	\$ 22,865,416	\$ 33,969,204	\$ 3,516,150	\$ 3,548,400	\$ 3,921,344

Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Capital Projects has a total expenditure level of \$1,921,344 to provide the following services:

Capital Projects

Funding of Board adopted capital projects in conformance with established policies.

Total Expenditures: \$1,921,344 Total Staffing (FTE): *

* Staffing is reflected in FC 405 – Public Works, FC 113 – Facilities Management, and FC 305 – Parks

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 priority. 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. Two major capital projects are anticipated for separate consideration mid-year in FY 2016-17: a new animal shelter and a co-located dispatch facility. As these projects continue through the planning stages and funding is identified, they will be brought to the Board of Supervisors for approval.

The Capital Projects budget contains financing for major one-time projects such as acquisition of land and buildings, construction of buildings and structures, and significant improvements to facilities. Other capital expenditures, which may include infrastructure and the purchase of vehicles, equipment, or technology projects, are contained in department budgets included in other sections of the document:

- Fund Center 245: Roads – Transportation infrastructure projects such as roads, bridges, and traffic improvements.
- Fund Center 405: Public Works Internal Service Fund and Special Districts Budget – Infrastructure projects such as water, wastewater, and flood control systems.
- Fund Center 407: Fleet Services – Vehicle replacements.
- Fund Center 266: Countywide Automation Replacement – Automation systems projects to support technology-related activities.

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, Central Services, Planning and Building, Parks and Recreation, Airports, 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 16, 2016.

A total of \$1,548,400 is recommended to be allocated from the General Fund to cover the costs of six capital projects, including two pre-existing projects (Los Osos Landfill Remediation and Psychiatric Health Facility Sally Port Entry). This is a decrease of \$170,820 or 10% compared to FY 2015-16 adopted levels. In addition, \$2 million of General Fund is recommended to be allocated to the Facilities Planning designation of Capital Projects Fund reserves.

BOARD ADOPTED CHANGES

At year end, the final Fund Balance Available was \$372,944. The full amount was kept within Fund Center 230 for use on other capital projects.

FY 2016-17 Recommended Capital Improvement Projects

The following capital improvement projects are recommended for funding in the FY 2016-17 budget:

Shandon Well & Water Connection

Recommended Funding Level: \$148,000	Funding Source(s): General Fund
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Project Description: This project allows for the Department of Parks and Recreation to continue to provide irrigation water at CW Clarke Park for the sports fields and park area. The Departments of Public Works and Parks and Recreation currently have a shared well; however it has become necessary to separate PW water (utilized for the community) and Parks water (utilized for irrigation of the park).	Justification: State Law now requires that the water sources for Public Works and the Parks & Recreation Department be separate. This project will allow for each water user to legally obtain their water source with uninterrupted service.
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Operating Cost Impacts: Minimal cost impacts to maintenance are expected.	Intended Outcomes: Provide separate water sources for the Departments of Public Works and Parks and Recreation.
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Map of Project Area:



Backup Power Solution at Carrizo Fire Station

Recommended Funding Level:

\$148,100

Funding Source(s):

General Fund; Cal Fire

Project Description:

This project would provide a backup power supply for the Carrizo Plains fire station. The power supply would provide facility power, radio communications, and water pressure to allow operation of the fire station during regular power outages that last a minimum of 4 hours at a time.

Justification:

This project would help alleviate a threat to the health and safety of CAL FIRE/County Fire employees, and to their ability to provide services to their community.

Operating Cost Impacts:

Moderate cost impacts to maintenance are expected in order to maintain the equipment.

Intended Outcomes:

Provide an on-going power supply to the Carrizo Plains Fire Station.

Map of Project Area:



La Panza Communications Site Tower

Recommended Funding Level:
\$244,000

Funding Source(s):
General Fund

Project Description:

The project will construct a new 80 foot tall public safety radio communications tower to replace the existing microwave dish mounting structure currently installed on a roof top. The tower would provide the required vertical separation for planned public safety radio antennas and microwave dishes.

Justification:

The La Panza site is included in the Communications Site Development Plan and, once activated, will expand the public safety radio dispatch coverage area by approximately 700 square miles.

This project replaces the existing roof mounted scaffold-type structure constructed in the early 1960s and will provide the vertical antenna separation required to minimize interference for our public safety dispatch channels.

Operating Cost Impacts:

Minimal cost impacts to information technology and maintenance are expected in order to operate and manage the system.

Intended Outcomes:

To provide a reliable, fault-tolerant public safety communications infrastructure.

Map of Project Area:



Cuesta Peak Communication Tower

Recommended Funding Level: \$244,000
Funding Source(s): General Fund

Project Description: The project will replace one of the existing Triax brand towers on Cuesta Peak due to the existing communication tower being beyond the useful life. The existing tower is deteriorating due to environmental conditions including, moisture (rust), and wind load fatigue on the steel.

Justification: Replacement of the tower is necessary to maintain functionality of the communication facility and preserve uninterrupted communications system service to emergency first responders.

Operating Cost Impacts: Minimal cost impacts to IT and maintenance are expected in order to operate and manage the system.

Intended Outcomes: To provide a reliable, fault-tolerant public safety communications infrastructure.

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 2016-17 through FY 2020-21 time frame. The County Infrastructure and Facilities Five Year Plan and the complete listing of projects can be found at the following internet address:

http://www.slocounty.ca.gov/GSA/CIP_5_Year_Plan.htm

The following section identifies projects on the County Infrastructure and Facilities Five Year Plan that are already in process. This listing addresses those projects which have an estimated total expense of \$1 million or more and have already received full or partial allocation of funding.

Los Osos Landfill Remediation

Location: Off Turri Road near Los Osos

Expense: \$662,300

Sources of Funding: General Fund

Operational Impacts: A moderate increase in operational and annual maintenance expenses is anticipated from this project due to operational and permitting requirements.

Project Summary and Status:

This project consists of the design and construction of a Groundwater Extraction and Treatment facility at the Landfill to treat contaminated groundwater as part of required corrective action mandated under Regional Water Quality Control Board (RWQCB) Waste Discharge Requirements Order No. R3-2007-0023.

The County has the responsibility for the landfill to meet Federal, State and County health laws, rules and regulations since its closure in 1988. Since then Public Works has been working with the RWQCB to conduct corrective action programs focusing on groundwater contaminant removal. This funding request is an augmentation of the existing project budget to address subsequent phases of work.

Psychiatric Health Facility Sally Port Entry

Location: 2178 Johnson Avenue, San Luis Obispo

Expense: \$102,000

Sources of Funding: General Fund

Operational Impacts: No increase in operational or annual maintenance expenses are anticipated from this project.

Project Summary and Status:

Previously funded as part of the FY 2015-16 Budget, the project will create a new sally port type entrance at the Psychiatric Health Facility off Johnson Avenue. The sally port is a secure entryway to control entrance and egress via a series of doors or gates. The funding request is an augmentation of the existing project budget of \$123,200 to address scope changes.

New Airport Terminal

Location:	901 Airport Drive, San Luis Obispo
Expense:	\$35.4 million
Sources of Funding:	\$26.5 million Federal Aviation Administration (FAA) Grants, \$5.43 million Facility Charges, \$3.45 million Airport Enterprise Fund
Operational Impacts:	Once constructed, the new terminal will experience an increase in operating expense. The facility will accommodate current passenger loads and allow for future growth.

Project Summary and Status:

With the help of initial grant funding from the FAA, the design of the new airport terminal in San Luis Obispo has been completed. A new terminal will resolve FAA compliance issues stemming from proximity of the current terminal and aircraft parking areas to the runway and taxiways, and will provide more space for passengers, staff and airlines. In August 2015 the construction bid was awarded and construction began in October 2015. The terminal is estimated to be completed during summer 2017.

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 notable increase in operational expense is anticipated from this project for operations of a new facility. Annual maintenance expense is expected to slightly decrease.

Project Summary and Status:

The expansion/remodel project was approved in FY 2007-08. However, all construction bids received for the expansion/remodel project were rejected because the lowest responsive bid exceeded the project budget. Project options were presented to the Board of Supervisors during FY 2014-15 recommending a new building and site due to the condition of the existing facility and the history of the current location residing on top of an abandoned landfill.

A site selection study has been completed and a vacant parcel adjacent to the Woods Humane Society at the County Operations Center has been recommended. Authorization to use a design-build project delivery method was given by the Board of Supervisors in April 2016, enabling usage of a best-value option for the County for construction of the new facility. A new capital project will be created upon Board approval of the project funding and cost sharing discussions between the County and the Cities. Total project costs are expected to be approximately \$10-14 million.

**Bob Jones Trail Extension (Ontario Road)
Octagon Barn Staging and Parking Lot Improvements and
South Higuera Left Turn Lane Improvements**

Location: 4400 Octagon Way, San Luis Obispo. Located on South Higuera., south of the San Luis Obispo city limits.

Expense: \$4,039,698

Sources of Funding: \$400,000 National Wildlife Foundation; \$2,585,200 Public Facilities Fees; \$300,000 California Department of Transportation Statewide Transportation Improvement Program (STIP); \$287,698 California Department of Transportation; \$461,800 San Luis Obispo Council of Governments (SLOCOG); \$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:

This project includes the preliminary design, environmental review, permits, right-of way acquisition, construction documents, and construction of the first segment of an approximately 4.4 mile section of a mostly class I multi-use pedestrian/bicycle pathway from the Octagon Barn to the Ontario Road staging area.

This project also includes the Octagon Barn Staging area parking lot improvements and South Higuera left turn lane improvements. 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 Spring 2016. Construction of the parking area and left turn lane will begin prior to the end of FY 2016-17.

Restore Cayucos Pier

Location: Intersection of Ocean Front Street and Cayucos Drive, 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.

Project Summary and Status:

The pier was closed by the County in July 2013 due to public safety concerns. The construction project was undertaken to restore the deteriorating Cayucos Pier. Construction elements included in the pier construction rehabilitation project were replacement of pier piles, pier decking, electrical infrastructure and lighting, safety railing, and dry fire suppression system.

Construction on the pier was planned to occur in two phases. Phase One construction began in December 2013 and was completed in January 2014. Phase Two covered included the substantial pier rehabilitation. Phase Two construction on the pier began in October 2014 and was completed and

reopened to the public in October 2015. The project is in the close-out phase.

Juvenile Hall Expansion

Location:	1065 Kansas Avenue, County Operational Center off Highway 1 between Morro Bay and San Luis Obispo
Expense:	\$19.96 million
Sources of Funding:	\$13.12 million in State SB81 funds; \$3.5 million in Juvenile Hall Detention Reserves, \$0.4 million in Facilities Planning Reserve Designation; \$1.54 million in General Government Building Replacement Designation and \$1.4 million from deferring other projects, and \$24,405 from County Office of Education. (The project will also require \$1.4 million of in-kind match of County resources.)
Operational Impacts:	When fully operational, the Juvenile Hall expansion will require seven additional positions to staff the expanded facility. Annual staffing and operational costs are estimated to be \$660,665. First year expenses for the treatment program mainly due to one-time purchases are estimated to be \$69,426. Annual counseling services for the treatment program are estimated to \$150,000. The Probation Department intends to offset this expense by annual savings in group home placements which are estimated to be \$670,689 and with additional annual revenues from Public Safety Realignment estimated to be \$209,402.

Project Summary and Status:

This project will expand the County 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.

Parks – Replace Morro Bay Golf Course Water Line

Location:	Morro Bay Golf Course – Morro Bay Golf Course and ‘Chorro Flat’ irrigation wells
Expense:	\$1.1 million
Sources of Funding:	The project was initially funded \$100,000 in FY 2006-07 from Facility Planning Reserves. In FY 2014-15, the Department of Parks and Recreation received a \$1 million internal loan from General Fund to finance the irrigation water pipeline replacement project.
Operational Impacts:	No increase in operational expense is anticipated from this utility line replacement. Some decrease in annual maintenance expenses and water charges are 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 the 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 Golf staff. The design will review alternative routes for the new waterline

to minimize environmental and cultural impacts to the area.

The topography and aerial surveys of the route were completed in 2014 and preliminary design work is underway. The County has completed many of the required environmental studies for a Coastal Land Use Permit application, including coordination with 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. The County is currently seeking approval from State Parks to test for an alternate well site in close proximity to the golf course and existing water storage tank.

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; \$50,000 in Building Replacement 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/programs 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 completion of the women's housing unit and security system are scheduled in August 2016 and the medical/programming facility in February 2017.

Elevator Modernization (Old Courthouse, SLO Library, Department of Social Services)

Location: Old Courthouse, 976 Osos St. San Luis Obispo, San Luis Obispo
City/County Library, 995 Palm St., San Luis Obispo
Department of Social Services, 3433 South Higuera St., San Luis Obispo

Expense: \$1.45 million

Sources of Funding: General Fund

Operational Impacts: Once constructed, the elevators in the facilities will experience a slight decrease in maintenance expenses. With the major machine replacement for the elevator located in the Old Courthouse energy efficiency will increase.

Project Summary and Status:

Modernize and make Americans with Disabilities Act (ADA) compliant elevator #8 located at Old Courthouse, which was originally installed in 1942; elevator #9 at the City/County Library, which was installed in 1988; and elevator #12 located at the Department of Social Services, which was installed in

1992. Preliminary elevator assessment to identify specific deficiencies was completed, the Department of Social Services elevator is complete and was placed in service on March 11, 2016, the Old Courthouse Elevator is under contract with the equipment on order and construction expected to start in August 2016, and the City/County Library elevator RFP is in progress with construction starting late October 2016 that aligns with the proposed Library remodel. Construction and State Certification on the Old Courthouse and City/County Library are expected to be complete by the end of the fiscal year.

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. It may also include identification of specifications for equipment and/or furniture and fixtures and other project components unique to the project.
- B - Bidding** This phase involves requests for quotes or informal bids on smaller scale projects and the release of construction documents formal bids on larger projects. It also includes verification of contractor bonds and development of construction contracts.
- C - Construction** This project phase is the actual work on construction, demolition, renovation and installation of the project.
- CO - Close Out** This is the concluding phase of the process and involves the formal Notice of Completion, construction warranty, the final accounting and closing of invoices and purchase orders, and the release of the retention portion of the contract once all conditions have been satisfied. At the end of this process, the project is complete.
- U - Unassigned** This identifies projects that have not yet been assigned to an Architectural Services Coordinator and is awaiting staffing availability to begin the process.
- H - Hold** Projects may be placed on hold when new conditions or situations arise that may inhibit moving forward with the project. This may include site situations discovered during construction, changes to the laws and regulations, project costs that are considerably greater than originally identified, changes to the scope of the project and opposition from community groups or other governmental organizations.

CAPITAL PROJECTS

WBS Project #	Project Description	Original Year Funded	Estimated Total Cost*	Total Approved Funding through 2015-16 **	Balance of Funds Available***	2016-17 Proposed Appropriation	2016-17 Adopted Appropriation	Total Approved Funding ** and 2016-17 Adopted Appropriation	Funding Source	Status****
EFS Bus Area 2300: GENERAL GOVERNMENT - AUC										
1	320037	Information Technology - SLO - Extend Nacimiento Fiber	2010/2011	490,300	490,300	427,576		490,300	Building Replacement Reserve	C
2	320044	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
3	320070	General Government - Various-Energy Efficiency Capital Project	2015/2016	3,049,446	3,049,446	196,288		3,049,446	926,792 California Energy Commission Loan; 360,371 PG&E On-Bill Financing; 1,199,787 County Solar & Energy Designation; 280,001 FC 200 Maintenance Projects; 282,495 FC 230 Capital Projects	D
4	320074	General Government - SLO - Elevator Modernization and ADA Compliance Upgrades	2014/2015	1,446,200	1,446,200	532,082		1,446,200	General Fund	C
5	320086	Information Technology - Santa Margarita - La Panza Comm Site Tower	2016/2017	244,000			244,000	244,000	General Fund	P
6	320087	Information Technology - SLO - Cuesta Peak Comm Tower	2016/2017	244,000			244,000	244,000	General Fund	P
<i>Sub Total:</i>				5,633,846	5,265,846	1,420,116	488,000	488,000	5,753,846	

Not all projects proceed in the year they were funded due to several factors, including but not limited to, programming (master plan development and/or needs assessment), environmental determinations, community input and support, and availability of funding sources outside of County control.

* Estimated Total Cost is a professionally determined cost estimate based upon the preliminary project scope and the market conditions for financing, materials and labor at the time the cost estimate is prepared. The actual cost of projects may vary with changes that may occur in market conditions, site conditions, or project scope.

** Total Approved Funding includes Board actions through report date of 6/30/16.

*** Balance of Funds Available as of 6/30/16. 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

CAPITAL PROJECTS

WBS Project #	Project Description	Original Year Funded	Estimated Total Cost*	Total Approved Funding through 2015-16 **	Balance of Funds Available***	2016-17 Proposed Appropriation	2016-17 Adopted Appropriation	Total Approved Funding ** and 2016-17 Adopted Appropriation	Funding Source	Status****	
EFS Bus Area 2300: HEALTH AND SOCIAL SERVICES - AUC											
7	320021	Health - Operations Center - Animal Services Expansion & Remodel	2007/2008	1,267,600	1,267,600	639,324		1,267,600	1,131,900 Facility Planning Reserves; 135,700 Building Replacement Reserve	P	
8	320076	Health - SLO - Public Health Lab Renovation	2014/2015	444,300	444,300	182,075		444,300	General Fund	C	
9	320079	Health - SLO - Psychiatric Facility - Sallyport Entry	2015/2016	123,200	123,200	222,291	102,000	102,000	225,200	General Fund	D
10	320080	Health - SLO - Crisis Stabilization Unit	2015/2016	869,500	869,500	864,087		869,500	California Health Facilities Financing Authority (CHFFA) Grant	P	
<i>Sub Total:</i>				2,704,600	2,704,600	1,907,778	102,000	102,000	2,806,600		

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CAPITAL PROJECTS

WBS Project #	Project Description	Original Year Funded	Estimated Total Cost*	Total Approved Funding through 2015-16 **	Balance of Funds Available***	2016-17 Proposed Appropriation	2016-17 Adopted Appropriation	Total Approved Funding ** and 2016-17 Adopted Appropriation	Funding Source	Status****	
EFS Bus Area 2300: PUBLIC SAFETY - AUC											
11	300034	Sheriff - Women's Jail Expansion, Phase 1	1999/2000	40,694,786	40,744,786	1,214,704		40,744,786	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; 50,000 Building Replacement Fund	C	
12	320008	Fire - Creston - Fire Station and Design	2006/2007	3,919,288	3,984,288	126,986		3,984,288	3,795,538 Public Facilities Fees - Fire; 123,750 Public Facilities Fees - Law Enforcement. (Note: Estimated Total Cost excludes property purchase of 185,062); 65,000 BHE Renewables Donation	D	
13	320032	Probation - SLO - Juvenile Hall Expansion	2008/2009	18,572,778	19,985,273	778,232		19,985,273	3,500,000 Juvenile Hall Building Desig.; 400,000 Facilities Planning Desig.; 13,120,983 State SB 81; 1,544,552 General Govt Bldg Replacement Desig.; 1,078,611 Capital Projects FC 230; 316,722 Maintenance Projects FC 200; 24,405 COE; 1,376,300 In-Kind Match	C	
14	320061	CDF-SLO-Programming for Co-located Dispatch Center	2013/2014	200,000	200,000	140,034		200,000	100,000 in Fire PFF, 100,000 in Law PFF	P	
15	320062	CDF-Paso Robles - Apparatus Bay Expansion at the Meridian Fire Station	2013/2014	870,500	870,500	695,689		870,500	Fire PFF	B	
16	320081	Sheriff-SLO-Main Jail HVAC	2015/2016	698,100	698,100	656,617		698,100	General Fund	D	
17	320085	Cal Fire - Santa Margarita - Backup Power Solution at Carrizo Fire Station	2016/2017	148,100			148,100	148,100	148,100	General Fund	P
<i>Sub Total:</i>				65,103,552	66,482,947	3,612,261	148,100	148,100	66,631,047		

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**** Status: U/Unassigned; H/Hold; P/Programming; D/Design; B/Bidding; C/Construction; CO/Closeout

CAPITAL PROJECTS

WBS Project #	Project Description	Original Year Funded	Estimated Total Cost*	Total Approved Funding through 2015-16 **	Balance of Funds Available***	2016-17 Proposed Appropriation	2016-17 Adopted Appropriation	Total Approved Funding ** and 2016-17 Adopted Appropriation	Funding Source	Status****	
EFS Bus Area 2300: PUBLIC WORKS - AUC											
18	320071	Public Works-Los Osos Landfill Remediation	2013/2014	203,603	333,103	673,513	662,300	662,300	995,403	203,603 Los Osos remediation fund; 129,500 Facilities Planning Reserves; 662,300 General Fund	D
19	320072	Public Works - COC - Replace Kansas/Oklahoma Ave Waterline	2014/2015	820,100	820,100	697,173		820,100	820,100	General Fund	D
<i>Sub Total:</i>			1,023,703	1,153,203	1,370,686	662,300	662,300	1,815,503			
EFS Bus Area 2300: AIRPORTS - AUC											
20	330019	Airports - SLO Airport - QTA Rental Car Facilities (replaces 300015)	2011/2012	1,659,888						Internal County Financing repaid with CFC-Rental Cars revenues	H
21	330022	Airports-SLO-Airport Layout Plan and Runway Protection Zone Study	2013/2014	367,665	407,665	4,117		407,665	407,665	FAA Grant and Airport Enterprise Fund	P
22	330023	Airports-SLO-Construct New Terminal	2015/2016	35,422,008	35,422,008	2,792,432		35,422,008	35,422,008	26,539,539 FAA Airport Improvement Program (AIP) Grant; 5,056,479 Passenger Facility Charges (PFC); 373,782 Customer Facility Charges (CFC); 3,452,208	C
23	330024	Airports-SLO-Wildlife Hazard Assessment Plan	2015/2016	130,450	130,450	360		130,450	130,450	118,266 FAA AIP Grant; 12,184 Airport Operating Fund	P
<i>Sub Total:</i>			37,580,011	35,960,123	2,796,909			35,960,123			

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CAPITAL PROJECTS

WBS Project #	Project Description	Original Year Funded	Estimated Total Cost*	Total Approved Funding through 2015-16 **	Balance of Funds Available***	2016-17 Proposed Appropriation	2016-17 Adopted Appropriation	Total Approved Funding ** and 2016-17 Adopted Appropriation	Funding Source	Status****
EFS Bus Area 2300: PARKS - AUC										
24	300020	Parks - Avila - Bob Jones Trail Extension (Ontario Rd) (see 320022)	2002/2003	2,472,698	4,039,968	3,564,846		4,039,968	950,996 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
25	300025	Parks - Arroyo Grande - New Biddle Park Playground Equipment	2002/2003	153,800	153,800	151,571		153,800	Public Facilities Fees - Parks	H
26	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	P
27	320015	Parks - Avila - Avila Beach to Harford Pier Trail Connector	2006/2007	300,000	472,000	263,571		472,000	300,000 PG&E Settlement Obligation; 172,000 National Fish and Wildlife Foundation Grant	P
28	320054	Parks - Morro Bay to Cayucos Connector - California Coastal Trail	2011/2012	315,000	615,000	116,160		615,000	315,000 State Aid-Regional State Highway Account; 200,000 Regional State Highway funds; 100,000 Parks-Public Facility Fees	P
29	320056	Parks - North County - Templeton to Atascadero Connector	2012/2013	240,000	560,000	78,852		560,000	120,000 Parks Public Facilities Fees; 200,000 Transportation Enhancement Grant Program; 240,000 CA Mitigation Air Quality Grant	P
30	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
31	320060	Parks - Cayucos - Restore Cayucos Pier Phase I and Phase II	2012/2013	4,013,000	4,048,000	374,911		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	CO

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** Total Approved Funding includes Board actions through report date of 6/30/16.

*** Balance of Funds Available as of 6/30/16. 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

CAPITAL PROJECTS

WBS Project #	Project Description	Original Year Funded	Estimated Total Cost*	Total Approved Funding through 2015-16 **	Balance of Funds Available***	2016-17 Proposed Appropriation	2016-17 Adopted Appropriation	Total Approved Funding ** and 2016-17 Adopted Appropriation	Funding Source	Status****
32 320067	Parks-Expand San Miguel Community Park	2013/2014	1,000,000	1,081,306	942,402			1,081,306	500,000 PFF Parks; 500,000 Land and Water Conservation Grant Funds; 81,306 Housing Related Parks Program Grant	D
33 320068	Parks-Off-Site Road Improvements San Miguel Community Park	2013/2014	433,900	600,369	469,519			600,369	75,369 Housing Related Parks Program Grant, 350,000 Park Projects Reserves; 175,000 SLOCOG	D
34 320084	Parks - Shandon - Well & Water Connection	2016/2017	148,000			148,000	148,000	148,000	General Fund	P
<i>Sub Total:</i>			9,526,398	12,012,756	6,404,146	148,000	148,000	12,160,756		
EFS Bus Area 4270: GOLF COURSES - AUC										
35 340002	Golf Courses - Morro Bay Golf Course - Replace Water Line	2006/2007	750,000	1,100,000	942,031			1,100,000	100,000 Facilities Planning Reserve; 1,000,000 Internal County Financing	P
<i>Sub Total:</i>			750,000	1,100,000	942,031			1,100,000		
<i>Total:</i>			122,322,110	124,679,475	18,453,927	1,548,400	1,548,400	126,227,875		

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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Completed Capital Projects: FY 2015-16

	<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	300030	Parks - Nipomo -Park Master Plan Development <i>EIR Certified and Master Plan approved by the Board on December 18, 2012. Master Plan Project Complete.</i>	100,000	300,000	230,930	77.0%
2	1995/1996	300041	Courts - Courthouse Annex - Courtroom ADA Remediation <i>On-going multi-year project with funding currently in project 350115. Work completed in FY 2015-16 included walk-off carpet at the Courthouse Annex entrances (Palm & Monterey Streets) and remodeling of the 2nd Floor restrooms.</i>	65,800	181,003	122,075	67.4%
3	2009/2010	320035	General Government - North County - "One Stop" Service Center (Extension of North County Regional Center Project 300048) <i>Renovated 7,000 square feet of the 2nd Floor of the Atascadero Library into a North County "One Stop" location for County Services (Building, Clerk, Assessor, Library).</i>	5,185,162	1,766,600	1,512,664	85.6%
4	2010/2011	320038	Information Technology - SLO - Data Center Remodel <i>Removed the existing abandoned HVAC units, duct, patch roof and install new ceiling.</i>	182,000	190,844	188,682	98.9%
5	2011/2012	320046	Parks - Santa Margarita Lake - Upgrade Existing Boat in Camps <i>Project included new boat docks, self-composting toilets and a project funding monument sign. Work occurred at the Kuhs and Sapwi camps within the Santa Margarita Lake park.</i>	300,000	395,957	284,741	71.9%
6	2011/2012	320047	Parks - Santa Margarita Lake - Construct New Boat-in Campsites <i>Constructed three (3) boat-in campgrounds (Kuhs, Sapwi, Chipik) with new docks, composting toilets and camp accessories. Project came in well under budget due to efficient use of internal design and architectural services, and the JOC program.</i>	558,000	662,043	277,529	41.9%

Completed Capital Projects: FY 2015-16

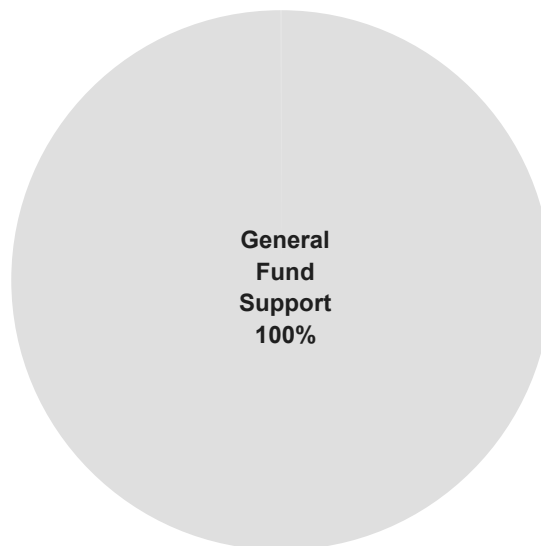
	<i>Yr Funded</i>	<i>WBS Project #</i>	<i>Project Description</i>	<i>Original Funding</i>	<i>Total Funding</i>	<i>Final Project Cost</i>	<i>Actual%</i>
7	2011/2012	320048	General Government-SLO-Upgrade or Replace NGC Fire Alarm System <i>Project cancelled with FY 2014-15 JOC contractor due to timing and performance issues. Funds moved to Government Center Repairs Project 350122 and is under construction with the FY 2015-16 JOC contractor.</i>	513,600	513,600	182,989	35.6%
8	2012/2013	320052	General Services Agency-SLO-Upgrade and add new Building Automation Controls <i>Project cancelled and funding shifted to 350074.12 for project administration and construction of the Energy Conservation Measures and Energy Management Control Systems.</i>	110,120	8,625	8,625	100.0%
9	2012/2013	320065	Parks-Shandon-CW Clarke Tennis Court rehabilitation and repurpose <i>Asphalt re-surfacing of tennis courts, repair and painting of basketball court, replacement of handball wall and basketball backboard.</i>	61,500	61,500	49,368	80.3%
10	2014/2015	320075	AG Commissioner - SLO - Construct Outdoor Pest Detection Workstation <i>Construction of an outdoor pest detection workstation which included a metal building and two (2) work stations and vehicle bays. Provides for inspection and disposal of vegetation and bug samples in an area outside the general office facility.</i>	113,700	113,700	108,037	95.0%
11	2013/2014	330021	Airports-Oceano - Airport Layout Plan Update <i>Oceano (L52) Airport Layout Plan updated to include Public Works project entitled "Oceano Drainage Project at Hwy 1 & 13th Street"</i>	123,249	123,249	127,138	103.2%
Totals:				7,313,131	4,317,121	3,092,778	71.6%

PURPOSE STATEMENT

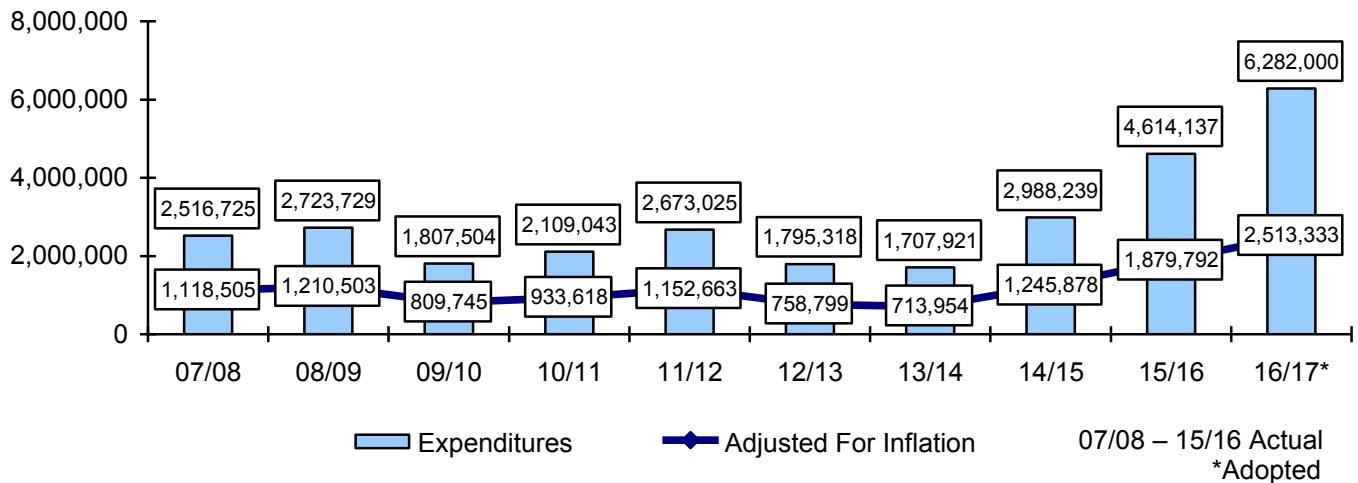
Provides funds for the repair, renovation and maintenance of County facilities.

Financial Summary	2014-15 Actual	2015-16 Actual	2016-17 Requested	2016-17 Recommended	2016-17 Adopted
Fines, Forfeitures and Penalties	\$ 0	\$ 71,986	\$ 0	\$ 0	\$ 0
Intergovernmental Revenue	156,294	(8,321)	0	0	0
Charges for Current Services	42,854	0	0	0	0
Other Revenues	81,375	(29,173)	0	0	0
Other Financing Sources	102,499	1,805,243	0	0	0
Interfund	153,513	230,029	0	0	0
**Total Revenue	\$ 536,535	\$ 2,069,764	\$ 0	\$ 0	\$ 0
Services and Supplies	2,231,345	4,470,759	1,983,700	6,282,000	6,282,000
Other Charges	873,221	192,992	0	0	0
**Gross Expenditures	\$ 3,104,566	\$ 4,663,751	\$ 1,983,700	\$ 6,282,000	\$ 6,282,000
Less Intrafund Transfers	116,327	49,614	0	0	0
**Net Expenditures	\$ 2,988,239	\$ 4,614,137	\$ 1,983,700	\$ 6,282,000	\$ 6,282,000
General Fund Support (G.F.S.)	<u>\$ 2,451,704</u>	<u>\$ 2,544,373</u>	<u>\$ 1,983,700</u>	<u>\$ 6,282,000</u>	<u>\$ 6,282,000</u>

Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

The Maintenance Projects budget has a total expenditure level of \$6,282,000.

Countywide Projects

Provides funding by category of 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 for development of plans and specifications for maintenance activities and renovations of facilities.

Total Expenditures: \$5,803,800 Total Staffing (FTE): *

Facility Maintenance

Provides specific funding for individual maintenance projects necessary to maintain the County's facilities, excluding Parks and Libraries.

Total Expenditures: \$478,200 Total Staffing (FTE): *

* Staffing is reflected in FC 405 – Public Works, FC 113 – Facilities Management, and FC 305 – Parks

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Maintenance project recommendations are based upon the guidance contained in the Board of Supervisors' budget policies to provide adequate funds to maintain County facilities. The majority of funds are for general maintenance such as painting, maintaining County parking lots, replacing heating and air conditioning units, roofing, energy and water conservation measures, and Americans with Disabilities Act (ADA) improvements. This budget primarily funds activities which are considered to be routine expenditures for the maintenance, remodeling, and repair of existing facilities.

Maintenance projects are generally funded either as one of several Countywide maintenance categories or as an individual standalone project. The Countywide maintenance categories are described in a later section of this narrative. The allocations of funding in these categories can be applied to a variety of planned projects as well to address unanticipated or emerging maintenance needs. Standalone projects are projects which receive a specific allocation of funding to accomplish the project identified. Generally, standalone projects are larger projects or are projects that use funding outside of the General Fund.

The historical funding allocation for this budget has averaged approximately \$2.7 million. The allocation of funds for the Countywide Maintenance category has ranged from \$250,000 to \$1.2 million with funding for standalone projects varying with annual needs but ranging from \$125,000 to \$4.8 million. Other Countywide maintenance project categories have fluctuated over the years according to program needs.

The process by which projects are evaluated and selected begins with the annual request to County departments to submit proposed maintenance and capital projects for the annual budget as well as for the Five Year Infrastructure and Facilities Capital Improvement Plan. Submitted projects are evaluated by a team comprised of representatives from the County Public Works, Planning and Building, Parks and Recreation, Human Resources, 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 categories were determined with input from the Public Works Department. The Five Year Infrastructure and Facilities Capital Improvement Plan was approved by the Board on February 16, 2016.

The total recommended expense for FY 2016-17 is \$6,282,000. This is \$795,600 or 11% less than FY 2015-16 adopted levels.

The next sections describe the standalone projects to be established in FY 2016-17 and the recommended allocations for the Countywide categories. Following these is a list of currently active, previously established standalone maintenance projects. Many of these projects may not be receiving any additional allocation in FY 2016-17 because they are either in the construction phase or their previous allocations are sufficient.

BOARD ADOPTED CHANGES

None.

FY 2016-17 MAINTENANCE PROJECTS

There are two standalone maintenance projects, totaling \$478,200. A brief description, the amount allocated, and the source of funding are identified for each of the projects identified below.

STANDALONE PROJECTS

- **Sheriff – Replace Sheriff Admin Roof**

The Sheriff's Administration building was originally built in 1971. The building has a minimally sloped, hot-mop gravel roof that is well beyond its useful life span of 20 years. Repairs and on-going patching of the roof are no longer sufficient to address deficiencies, leaks and other deferred maintenance items. Roof replacement will extend the overall life of the building and reduce on-going maintenance costs at the facility.

- Project Cost: \$240,300
- Funding Source: General Fund

- **Sheriff – West Housing Cell Door Replacement**

This project replaces all cell doors with windows in the West Housing unit with new doors with food/cuff ports. AB 109 (Public Safety Realignment) has increased the number of inmates in the County Jail serving long term sentences for violent felonies. This is the classification of inmate that requires a cell with a food/cuff port. Food/cuff ports are openings in the center of the door which allow cuffing and a passageway for food without having to open the door and risk interacting with a potentially violent inmate.

In other areas of the Jail, cell doors with windows have been replaced with food/cuff port doors; this has proved beneficial in multiple ways. Opening the door of a cell without a food/cuff port puts correctional deputies at risk when interacting with unpredictable and violent inmates. Food/cuff ports provide an additional level of security during a cell extraction. Since the addition of food/cuff ports, there has been a decrease in incidents related to door openings and an increase in deputy efficiency due to the time savings.

- Project Cost: \$237,900
- Funding Source: General Fund

COUNTYWIDE MAINTENANCE PROJECT CATEGORIES

The FY 2016-17 recommended allocation for Countywide maintenance categories is \$5,803,800, an increase of approximately 160% over the adopted FY 2015-16 budget. The recommended increase reflects the capacity of the Public Works Maintenance and Architectural Services staff to implement projects during the year and should be sufficient to cover maintenance needs in FY 2016-17.

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 2016-17 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 \$835,000

Funding in this category is used for the 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. The maintenance projects in this category do not include those in the Library or Community Building categories listed below.

Countywide Facilities Condition Assessment (FCA) Program Repairs \$983,400

This is a new category and represents priority facility repairs that have been identified in the Facility Condition Assessment (FCA) process. As FCAs are conducted on buildings, maintenance issues are identified and categorized according to type and priority. These can then be addressed in an orderly fashion according to staff capacity and available funding. The most urgent priorities generally consist of health and safety-related issues.

Countywide Facilities Master Plan \$525,000

Funding in this category is used to conduct needs assessments, programming, planning and analyses for determining the highest and best use of County property and facilities now and in the future. For FY 2016-7, specific focus will be given to preparing master plans for the County Operations Center and the downtown County buildings in the San Luis Obispo area. Funding will also be used to continue the systematic assessment of facilities as part of the FCA program. Priority repairs that were identified through this process conducted in FY 2015-16 are recommended for funding in the above category.

Countywide Energy & Water Conservation \$1,532,400

Funding in this category finances projects recommended from County energy and water use audits. Many of the projects in this category were the result of a feasibility assessment that was performed on County buildings to identify potential energy saving opportunities. These projects were combined into a mid-year funding package that was approved by the Board of Supervisors on November 3, 2015; however, not all of the projects were able to be funded at the time. The funding in this category will go toward implementing many of these projects.

Countywide Storm Water Pollution Prevention \$778,800

Funding in this category is used to finance projects, plans, improvements, and equipment necessary to comply with Federal and State storm water pollution regulations.

Maintenance Projects
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Fund Center 200

Countywide Department Relocations \$300,000

Funding in this category is for anticipated departmental relocations.

Countywide Community Buildings \$525,400

Funding in this category finances projects to repair and maintain community buildings such as veterans' halls and community centers owned by the County.

Countywide Library Renovations \$253,800

Funding in this category is used for general renovations, maintenance, and repair of County library facilities.

Countywide Americans with Disabilities Act (ADA) Compliance \$70,000

Funding in this category is for upgrades to current facilities in order to help ensure they meet ADA requirements.

LETTER DESIGNATORS FOR STATUS

P - Programming	This is the initial phase of the project that can include development of needs assessments, facility planning, space planning, site analysis/constraints, environmental determination, soils reports and topographic evaluations.
D - Design	This phase is for project design development using County staff or contracted architectural support. Depending upon the size of the project, the phase may include development of documents for conceptual, schematic, design development, and construction documents as well as identification of specifications for equipment and/or furniture and fixtures and other project components unique to the project.
B - Bidding	This phase involves requests for quotes or informal bids on smaller scale projects and the release of construction documents for formal bids on larger projects. It also includes verification of contractor bonds and development of construction contracts.
C - Construction	This project phase is the actual work on construction, demolition, renovation and installation of projects.
CO – Close Out	This is the concluding phase of the process and involves the formal Notice of Completion, construction warranty, the final accounting and closing of invoices and purchase orders, and the release of the retention portion of the contract once all conditions have been satisfied. At the end of this process, the project is complete.
U - Unassigned	This identifies projects that have not yet been assigned to an Architectural Services Coordinator and is awaiting staffing availability to begin the process.
H - Hold	Projects may be placed on hold when new conditions or situations arise that may inhibit moving forward with the project. This may include site situations discovered during construction, changes to the laws and regulations, project costs that are considerable greater than originally identified, changes to the scope of the project and opposition from community groups or other governmental organizations.

MAINTENANCE PROJECTS

WBS Project #	Project Description	Original Year Funded	Estimated Total Cost*	Total Approved Funding through 2015-16 **	Balance of Funds Available***	2016-17 Proposed Appropriation	2016-17 Adopted Appropriation	Total Approved Funding ** and 2016-17 Adopted Appropriation	Funding Source	Status****
EFS Bus Area 2000: GENERAL GOVERNMENT - MAINT										
1	300128	SLO - Johnson Avenue Property Analysis	2004/2005	354,000	354,000	161,698		354,000	Facilities Planning Reserve	C
2	350108	Gen Govt-Various-Replace windows at various locations	2014/2015	323,500	299,400	90,306		299,400	General Fund	C
3	350110	Gen Govt - Simmler - Renovate Community Building	2014/2015	305,000	305,000	264,472		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
4	350115	Gen Govt-SLO-Courthouse ADA Repairs	2015/2016	1,333,800	1,405,786	985,214		1,405,786	1,333,800 General Fund; 71,986 Courthouse Construction Fund from FC 230	D
5	350118	Gen Govt-Templeton-Vets Hall Electrical	2015/2016	134,200	134,200	96,252		134,200	General Fund	P
6	350119	Gen Govt-SLO-Court Annex-Replc Emerg Gen	2015/2016	114,900	114,900	44,844		114,900	General Fund	P
7	350121	Gen Govt-SLO-Reprographics Remodel	2015/2016	523,700	523,700	482,857		523,700	373,700 General Fund; 150,000 Public Works Operating Fund	D
8	350122	Gen Govt-SLO-Govt Center Repairs	2015/2016	2,400,000	2,730,610	1,820,584		2,730,610	2,400,000 General Fund; 330,610 Building Replacement Reserves from FC 230	C
9	350123	Gen Govt-Various-Energy Efficiency Maintenance Project	2015/2016	1,715,332	1,715,332	23,704		1,715,332	1,275,208 California Energy Commission Loan; 407,124 PG&E On-Bill Financing; 35,000 FC 200 Maintenance Projects	D
<i>Sub Total:</i>			7,204,432	7,582,928	3,969,931			7,582,928		

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MAINTENANCE PROJECTS

WBS Project #	Project Description	Original Year Funded	Estimated Total Cost*	Total Approved Funding through 2015-16 **	Balance of Funds Available***	2016-17 Proposed Appropriation	2016-17 Adopted Appropriation	Total Approved Funding ** and 2016-17 Adopted Appropriation	Funding Source	Status****
EFS Bus Area 2000: HEALTH AND SOCIAL SERVICES -MAINT										
10	350034	Health - Operations Center - Animal Services - Roof Replacement	2006/2007	141,700	141,700	118,615		141,700	General Fund	H
11	350101	Animal Services-COC-Paint Animal Shelter Kennel	2013/2014	156,000	156,000	133,985		156,000	General Fund	H
12	350114	Health-SLO-Annex Remodel	2014/2015	625,000	625,000	126,140		625,000	536,000 General Government Building Replacement Reserves; 89,000 Public Health Operating Fund	C
<i>Sub Total:</i>				922,700	922,700	378,740		922,700		
EFS Bus Area 200: PUBLIC SAFETY - MAINT										
13	350116	Probation-COC-Replace JH Control Desks	2015/2016	94,200	94,200	76,534		94,200	General Fund	D
14	350120	Sheriff-COC-Wet Wall Repair	2015/2016	101,100	126,100	572		126,100	General Fund	C
15	350126	Sheriff - COC - Replace Sheriff Admin Roof	2016/2017	240,300		240,300	240,300	240,300	General Fund	P
16	350127	Sheriff - COC - Cell Door Replacement	2016/2017	237,900		237,900	237,900	237,900	General Fund	P
<i>Sub Total:</i>				673,500	220,300	555,306	478,200	478,200	698,500	

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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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 2015-16 **</i>	<i>Balance of Funds Available***</i>	<i>2016-17 Proposed Appropriation</i>	<i>2016-17 Adopted Appropriation</i>	<i>Total Approved Funding ** and 2016-17 Adopted Appropriation</i>	<i>Funding Source</i>	<i>Status****</i>
EFS Bus Area 2000: PARKS - MAINT										
17 350035	Parks - Central County - Park Maintenance (Roll Up)	2006/2007	250,000	153,909	120,132			153,909	153,909 Quimby Fees - Central County Sub-Fund	C
18 350036	Parks - North County - Park Maintenance (Roll Up)	2006/2007	180,000	180,000	37,487			180,000	180,000 Quimby Fees - North County Sub-Fund	C
19 350037	Parks - South County - Park Maintenance (Roll Up)	2006/2007	250,000	250,000	39,743			250,000	250,000 Quimby Fees - South County Sub-Fund	C
20 350038	Parks - Coastal - Park Maintenance (Roll Up)	2006/2007	80,000	81,873	1,873			81,873	40,000 General Fund; 40,000 Parks Fund; 1,873 Quimby Fees	C
21 350039	Parks - East County - Park Maintenance (Roll Up)	2006/2007	61,500	63,953	6,299			63,953	21,500 General Fund; 42,453 Quimby Fees - East County Sub-Fund	C
22 350066	Parks - Lopez Lake - Infrastructure Upgrades	2007/2008	249,480	249,480	29,543			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
23 350093	Parks - Santa Margarita Lake - Paving, Fish Cleaning Station & Electrical	2012/2013	540,000	615,000	563,517			615,000	540,000 Department of Boating and Waterways Grant; 75,000 Parks Reserves	D
24 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
25 350105	Parks - Lopez Lake - Camp French	2013/2014	51,000	51,000	2,015			51,000	Parks Operating Fund	C
26 350111	Parks-Santa Margarita-Dock Replacement	2014/2015	125,000	125,000	125,000			125,000	125,000 Parks Project Reserves	P
27 350112	Parks-Los Osos-Renovate Tennis Court	2014/2015	145,000	145,000	145,000			145,000	145,000 Parks Project Reserves	P
<i>Sub Total:</i>			1,945,980	1,929,215	1,084,609			1,929,215		
<i>Total:</i>			10,746,612	10,655,143	5,988,587	478,200	478,200	11,133,343		

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 6/30/16.

*** Balance of Funds Available as of 6/30/16. 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>2016-17 Proposed Appropriation</i>	<i>2016-17 Adopted Appropriation</i>	<i>Balance of Funds Available and 2016-17 Adopted Appropriation</i>	<i>Funding Source</i>	<i>Status***</i>	
EFS Bus Area 2000: GENERAL GOVERNMENT - MAINT								
1	350050	Countywide Stormwater Pollution Prevention	845,828	778,800	778,800	1,258,800	General Fund	C
2	350070	Countywide Facilities Master Plan	629,711	525,000	525,000	1,022,873	General fund	C
3	350071	Countywide ADA Compliance	250,876	70,000	70,000	1,476,621	General Fund	C
4	350072	Countywide Department Relocations	365,051	300,000	300,000	1,001,527	General Fund	C
5	350074	Countywide Energy and Water Conservation	1,880,191	1,532,400	1,532,400	2,434,533	General Fund	C
6	350104	Countywide Maintenance Projects #2- replaces 350077	2,271,219	835,000	835,000	3,694,975	General Fund	C
7	350125	Countywide Facilities Condition Assessment Repairs	983,400	983,400	983,400	983,400	General Fund	C
		<i>Subtotal:</i>	7,226,276	5,024,600	5,024,600	11,872,729		
EFS Bus Area 2000: LIBRARY - MAINT								
8	350073	Countywide Library Renovations	451,646	253,800	253,800	859,688	General Fund; Library Funds	C
		<i>Subtotal:</i>	451,646	253,800	253,800	859,688		
EFS Bus Area 2000: COMMUNITY SERVICES - MAINT								
9	350010	Countywide Community Buildings Renovations	662,025	525,400	525,400	1,155,526	General Fund; Grant Funds	C
		<i>Subtotal:</i>	662,025	525,400	525,400	1,155,526		
		<i>Total:</i>	8,339,947	5,803,800	5,803,800	13,887,943		

* Prior Year(s) Balance of Funds Available as of 6/30/2016. Changes between the Proposed Budget and Final Budget include additional expenses and/or new or cancelled encumbrances through year-end.

*** Status: U/Unassigned; H/Hold; P/Programming; D/Design; B/Bidding; C/Construction; CO/Closeout

Completed Maintenance Projects: FY 2015-16

	<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	2012/2013	350094	Parks - San Miguel - Repair Rios Caledonia Walls <i>Rios Caledonia was a multi-phased seismic retro fit and restoration project the final phase of the project was completed in FY 2015-16. The work consisted of restoration of the north exterior adobe and the seismic retrofits.</i>	100,000	162,000	155,859	96.2%
2	2011/2012	350095	Information Technology - Rocky Butte - Replace Generator Set <i>The emergency generator at the Information Technology Communication Site located at Rocky Butte was replaced.</i>	60,400	60,400	60,400	100.0%
3	2012/2013	350098	Information Technology - Various - Communication Infrastructure Maintenance <i>The emergency generators at three Information Technology Communication Sites were replaced. The HVAC equipment at five Information Technology Communication Sites and Cal Fire Headquarters were replaced.</i>	203,200	283,200	268,892	94.9%
4	2013/2014	350103	General Government - Courthouse Annex - Replace Courthouse Annex Air Handlers <i>Completed installation of air handlers on the 2nd and 3rd floor of the Courthouse Annex including abatement of asbestos.</i>	200,400	336,440	336,124	99.9%
5	2014/2015	350109	General Government - SLO - New Government Center - Auditor/Treasurer/Tax Collector Office Consolidation <i>Removed the existing wall between the Auditor and Tax Collector's office. Constructed two new offices, new conference room and expanded the kitchen area.</i>	123,700	123,700	123,698	100.0%
6	2015/2016	350117	Probation-COC-JSC HVAC <i>Project cancelled.</i>	134,700	134,700	865	0.6%
Totals:				822,400	1,100,440	945,838	86.0%

Completed Countywide Projects: FY 2015-16

	<i>Project Description</i>	<i>Completed or Cancelled</i>	<i>Cost</i>
Countywide ADA Compliance			145,487
1	Library-Morro Bay-Construct ADA Compliant Site Improvements	COMPLETE	
2	Probation-SLO-Casa Loma ADA Parking	COMPLETE	
3	Gen Govt-COC-ADA striping at JSC	COMPLETE	
4	Gen Govt-COC-ADA sidewalk at JSC	COMPLETE	
Countywide Community Buildings Renovations			41,410
5	Gen Govt-Cambria-Joslyn Center-Replace Railing, windows, and entry gate	COMPLETE	
6	Gen Govt-Cambria-Joslyn Center-Replace Carpet in Main Hall	COMPLETE	
7	Gen Govt-Arroyo Grande-Replace Commercial Gas Stove and Heater Curtains at SCRC	COMPLETE	
8	Gen Govt-Santa Marg-Replace Gas Stove at Community Bldg	CANCELLED	
Countywide Energy and Water Conservation			188,215
9	Gen Govt-Variou-PGE Sustainable Solutions Turnkey (SST) Program	COMPLETE	
10	Gen Govt-COC-Honor Farm-Solar Thermal Heating System Rebate	CANCELLED	
11	Gen Govt-COC-Install Instantaneous Hot Water Heaters	CANCELLED	
Countywide Library Renovations			81,303
12	Library-Morro Bay-Install new countertops	COMPLETE	
13	Library-Nipomo-Patch and paint Nipomo Library interior	COMPLETE	
14	Library-SLO-Remodel Plan	COMPLETE	
15	Library-Cambria-Install New Stone Veneer	COMPLETE	
16	Library-Cambria-Fencing	COMPLETE	
17	Library-Atas-Replace wheelchair lift at Atascadero Library	CANCELLED	
18	Library-Morro Bay-Replace Rain Gutters at Morro Bay Library	COMPLETE	
19	Library-Santa Margarita-Arbor repair	COMPLETE	

Completed Countywide Projects: FY 2015-16

<i>Project Description</i>		<i>Completed or Cancelled</i>	<i>Cost</i>
Countywide Maintenance Projects			361,260
20	Gen Govt-SLO-Grand Jury Replace Deteriorated Sewer Line	COMPLETE	
21	Gen Govt-AG-Vets Hall Electrical Panel Repairs and Code Compliane Upgrades	COMPLETE	
22	Health-SLO-Replace PH Fire Alarm	COMPLETE	
23	Gen Govt-SLO-Install Backwater Valves at CH & NGC	COMPLETE	
24	Probation-COC-Remodel Restrooms and Repair Shower Pans	COMPLETE	
25	Sheriff-COC-Replace Security Screening w/ Stainless @ Jail	CANCELLED	
26	Health-SLO-Replace York Air Cooled Chiller	CANCELLED	
27	Sheriff-COC-Replace West Housing HVAC	COMPLETE	
28	Gen Govt-Kimball-Replace Window Tint	COMPLETE	
29	Sheriff-COC-Honor Farm Laundry Smoke Detectors and Mechanical Room Vent	COMPLETE	
30	Probation-COC-Replace 11 Locks at JSC	COMPLETE	
31	Gen Govt-SLO-DSS - Repair HVAC	COMPLETE	
32	Gen Govt-SLO-Courthouse Annex-Relocate Fire Sprinkler Head	COMPLETE	
33	Gen Govt-Santa Margarita-Community Building Septic Tank Bollads	COMPLETE	
Total:			817,676

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

County of San Luis Obispo
 FY 2011-12 Budget Augmentation Request Results

Fiscal Year 2016-17 Final Budget

Information Technology

Fund Center 114

Budget Augmentation Description	Intended Results	Actual Results FY 2011-12, FY 2012-13, and FY 2013-14	Actual Results FY 2014-15	Administrative Office Comments
<p>Add 1.00 FTE Geographic Information System (GIS) Program Manager</p> <p>Funding for this position will come from a combination of charges to departments with charges being weighted based on the number of GIS licenses held by departments and existing funding in the Information Technology budget.</p> <p><u>Financial Information</u> Total Cost: \$130,000</p> <p>Amount of General Fund support: \$0</p> <p>Approved via the 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 chemical spills. 	<ol style="list-style-type: none"> 1. A data inventory was completed in April 2013 and was updated Fall 2014. 2. Results for developing or updating GIS data layers: <ul style="list-style-type: none"> • Countywide address points and street centerlines were completed. • 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. • The County started acquiring aerial imagery through the San Luis Obispo Regional GIS Collaborative. Completed delivery should occur January 2015.* 3. The development of metadata was completed for all enterprise data layers in Fall 2014. 	<p>Note: results for #1, #3, #4, #5 were reported on in prior years.</p> <p>2. Results for developing or updating GIS data layers:</p> <ul style="list-style-type: none"> • The County started implementation with a vendor to create GIS parcel data to be owned and maintained by the County. This was originally an 18-month project, which has been extended to finish in the spring of 2017 due to delivery delays from the vendor. These delays are being addressed in FY 2015-16. • The County began acquisition of aerial imagery through the San Luis Obispo Regional GIS Collaborative. Final delivery expected in the winter of FY 2015-16. 	<p>The results are partially achieved. All intended results have been met, with the exception of acquiring parcel data and aerial imagery. This item will continue to be reported on again the FY 2017-18 budget.</p>

Information Technology

Fund Center 114

Budget Augmentation Description	Intended Results	Actual Results FY 2011-12, FY 2012-13, and FY 2013-14	Actual Results FY 2014-15	Administrative Office Comments
		<p>4. GIS vendor, licenses were consolidated under IT in Fall 2014, allowing more departments to participate and leverage GIS offerings.</p> <p>5. Environmental Health launched "HealthView" mapping application in Spring 2014, which allows for the visualization of environmental incident data and allows for user-defined analysis.</p> <p>*The FY 15-16 Budget incorrectly stated that the County had acquired aerial imagery. Only partial aerial imagery had been acquired at that time.</p>		

2012-13 Budget Augmentation Results

County of San Luis Obispo
 FY 2012-13 Budget Augmentation Request Results

Fiscal Year 2016-17 Final Budget

Assessor				Fund Center 109
Budget Augmentation Description	Intended Results	Actual Results FY 2012-13 and FY 2013-14	Actual Results FY 2014-15	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>Funding for these positions and the project will come from FC 266 – Countywide Automation.</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 the 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>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. The 3.00 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>County staff continued to work with consultants on the Property Tax System Modernization Project throughout the year. Unanticipated issues uncovered during testing caused the go live date to be delayed until the end of the fiscal year.</p> <p>The 3.00 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 2014-15.</p> <p>The team continued to do extensive testing of the new system and development of the on-line user's manual.</p>	<p>Intended results have not yet been achieved as the Property Tax System project is not anticipated to be completed until the first half of 2016. This item will be reported on again in the FY 2017-18 budget.</p>

County of San Luis Obispo
 FY 2012-13 Budget Augmentation Request Results

Fiscal Year 2016-17 Final Budget

Assessor				Fund Center 109
Budget Augmentation Description	Intended Results	Actual Results FY 2012-13 and FY 2013-14	Actual Results FY 2014-15	Administrative Office Comments
		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.		

County of San Luis Obispo
 FY 2012-13 Budget Augmentation Request Results

Fiscal Year 2016-17 Final Budget

Auditor-Controller

Fund Center 107

Budget Augmentation Description	Intended Results	Actual Results FY 2012-13 and FY 2013-14	Actual Results FY 2014-15	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>Funding for these positions and the project will come from FC 266 – Countywide Automation.</p> <p><u>Financial Information</u> Total Cost: \$212,000 for FY</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 III position remained unfilled in FY 2012-13 and FY 2013-14; it is anticipated it will be filled in FY 2014-15. The Accounting Technician position was eliminated in the FY 2013-14 budget.</p>	<p>County staff continued to work with consultants on the Property Tax System Modernization Project throughout the year. Unanticipated issues uncovered during testing caused the go live date to be delayed until the end of the fiscal year.</p> <p>The Limited Term Auditor-Analyst position was filled in April 2015. Funding for the position was approved through the end of FY 2015-16.</p>	<p>Intended results have not yet been achieved as the Property Tax System project is not anticipated to be completed until the first half of 2016. This item will be reported on again in the FY 2017-18 budget.</p>

**County of San Luis Obispo
 FY 2012-13 Budget Augmentation Request Results**

Fiscal Year 2016-17 Final Budget

Auditor-Controller

Fund Center 107

Budget Augmentation Description	Intended Results	Actual Results FY 2012-13 and FY 2013-14	Actual Results FY 2014-15	Administrative Office Comments
2012-13 Amount of General Fund support: \$0 Approved via the FY 2012-13 Budget Adoption				

County of San Luis Obispo
 FY 2012-13 Budget Augmentation Request Results

Fiscal Year 2016-17 Final Budget

Countywide Automation Replacement

Fund Center 266

Budget Augmentation Description	Intended Results	Actual Results FY 2012-13 and FY 2013-14	Actual Results FY 2014-15	Administrative Office Comments
<p>This Budget Augmentation Request funds the second and final phase of the Property Tax System Re-platform project.</p> <p>This phase funds 7.50 FTE in Limited Term staffing and 1.00 FTE Permanent 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>This project is funded from the Tax Loss Reduction Reserve.</p> <p><u>Financial Information</u> Total Cost: \$2,477,500</p> <p>Amount of General Fund support: \$0</p> <p>Approved via the FY 2012-13 Budget Adoption</p>	<ol style="list-style-type: none"> 1. Reduce annual mainframe hardware and software costs operating costs by \$400,000; 2. Avoid system obsolescence by moving a critical set of applications, commonly described as the Property Tax System, from the mainframe to a more modern application and system development environment; 3. Move Property Tax System data to a modern database; 4. Position the County to provide additional Property Tax related services electronically or on-line; and 5. Extend the life of the current system by a minimum of 10 years. 	<p>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>All five groups of Property Tax System applications were converted by the vendor and are in the process of final validation by the departments (Auditor-Controller-Treasurer-Tax-Collector and Assessor) along with the IT Property Tax support team. These applications are running on a Windows-Intel compatible platform and users employ a web browser to access the application. The new MS SQL server database is being used by the application.</p> <p>IT Developers have been trained to debug the application on the new platform. Testing yielded three critical factors that needed to be addressed by the vendor which included code reconversion and redelivery.</p> <p>Final validation by the Assessor and Tax Collector is not yet complete, which postponed the go-live date</p>	<p>Intended results have not yet been achieved as the Property Tax System project is not anticipated to be completed until March 2016. This item will be reported on again in the FY 2017-18 budget.</p>

**County of San Luis Obispo
 FY 2012-13 Budget Augmentation Request Results**

Fiscal Year 2016-17 Final Budget

Countywide Automation Replacement				Fund Center 266
Budget Augmentation Description	Intended Results	Actual Results FY 2012-13 and FY 2013-14	Actual Results FY 2014-15	Administrative Office Comments
			to March 2016.	

County of San Luis Obispo
 FY 2012-13 Budget Augmentation Request Results

Fiscal Year 2016-17 Final Budget

Treasurer, Tax-Collector, Public Administrator

Fund Center 108

Budget Augmentation Description	Intended Results	Actual Results FY 2012-13 and FY 2013-14	Actual Results FY 2014-15	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>Funding for these positions and the project will come from FC 266 – Countywide Automation.</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 the 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 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. 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>The position was utilized during FY 2014-15 to backfill for existing staff who are involved in extensive testing activity for the Property Tax System Modernization project.</p> <p>The position continues to be filled during FY 2015-16 as testing activity increases in anticipation of the revised project completion at the end of the fiscal year.</p>	<p>Intended results have not yet been achieved as the Property Tax System project is not anticipated to be completed until the first half of 2016. This item will be reported on again in the FY 2017-18 budget.</p>

County of San Luis Obispo
 FY 2012-13 Budget Augmentation Request Results

Fiscal Year 2016-17 Final Budget

Waste Management				Fund Center 130
Budget Augmentation Description	Intended Results	Actual Results FY 2012-13 and FY 2013-14	Actual Results FY 2014-15	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>Funded by Los Osos Landfill reserve designation located in FC 230 – Capital Projects</p> <p><u>Financial Information</u> Total Cost: \$98,230 (\$46,530 – consultant fees; \$51,700 for on-going monitoring and sampling)</p> <p>Amount of General Fund support: \$0</p> <p>Approved via the FY 2012-13 Budget Adoption</p>	<p>The updated WAAP will encompass the following principal 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). 	<ol style="list-style-type: none"> 1. The WAAP update is complete and is awaiting approval from Central Coast RWQCB. <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> <ol style="list-style-type: none"> 2. 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. 3. A consultant will be needed in FY 2014-15 to design and prepare a Program Effectiveness Assessment and 	<ol style="list-style-type: none"> 1. The pending review by the Regional Water Quality Control Board did not take place. New TMDL reporting requirements triggered by the 2013 MS4 Permit are now requiring a new WAAP that will include more requirements than the previous. <p>New TMDL have also been assigned to Nipomo Creek and the Santa Maria Watershed.</p> <ol style="list-style-type: none"> 2, 3. These two factors have resulted in the need to update the WAAP. This is in progress and is expected to be completed in mid to late 2016. As of March, 2016, the department is waiting to hear from the RWQCB for comments on the WAAP. 	<p>Intended results have not yet been achieved. This project will be reported on again in the FY 2017-18 budget.</p>

County of San Luis Obispo
 FY 2012-13 Budget Augmentation Request Results

Fiscal Year 2016-17 Final Budget

Waste Management				Fund Center 130
Budget Augmentation Description	Intended Results	Actual Results FY 2012-13 and FY 2013-14	Actual Results FY 2014-15	Administrative Office Comments
		Improvement Plan (Permit Section E. 14) to be submitted to the RWQCB by June 2015.		

2013-14 Budget Augmentation Results

County of San Luis Obispo
 FY 2013-14 Budget Augmentation Request Results

Fiscal Year 2016-17 Final Budget

Administrative Office				Fund Center 104
Budget Augmentation Description	Intended Results	Actual Results FY 2013-14	Actual Results FY 2014-15	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 the 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>Pacific Gas and Electric partnered with Cal Poly, the Nuclear Energy Institute and Productive Impact to produce an economic impact analysis for Diablo Canyon Power Plant. After a review of that study, it was determined that an additional study was not necessary and the \$50,000 was returned to the General Fund at the end of FY 2014-15.</p>	<p>The intended results have not been achieved as another option was implemented. No further reporting is required.</p>

County of San Luis Obispo
 FY 2013-14 Budget Augmentation Request Results

Fiscal Year 2016-17 Final Budget

Countywide Automation Replacement

Fund Center 266

Budget Augmentation Description	Intended Results	Actual Results FY 2013-14	Actual Results FY 2014-15	Administrative Office Comments
<p>Microsoft Office 365 Project to replace the County's e-mail system. (Groupware Replacement Project)</p> <p>This project will be funded with depreciation charges for technology systems.</p> <p><u>Financial Information</u> Total Cost: \$725,000</p> <p>Amount of General Fund support: \$0</p> <p>Approved via the FY 2013-14 Budget Adoption</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/year; 2. Avoid impending costs for an upgrade to the existing email system and servers – one-time cost of approximately \$260,000. 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; 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 Microsoft 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 Microsoft 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 Microsoft 	<p>An IT governance decision was made to move forward with the purchase of Office 365 licenses after carefully considering the following:</p> <ol style="list-style-type: none"> 1. Other counties were having success with Office 365 adoption; 2. Microsoft began offering a "government only" cloud that could meet stringent security compliance requirements; 3. Microsoft began offering additional migration assistance through a dedicated "On-Boarding Center" as well as credits toward professional services to assist in the migration. These offerings allowed IT to plan a project that would fit within the existing budget allocation. <p>The email replacement project is now anticipated to be completed before the end of FY 2015-16.</p>	<p>The intended results have not yet been achieved. This item will again be reported on in the FY 2017-18 budget.</p>

Countywide Automation Replacement

Fund Center 266

Budget Augmentation Description	Intended Results	Actual Results FY 2013-14	Actual Results FY 2014-15	Administrative Office Comments
		<p>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 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; 3. Learn from other counties who implemented Office 365, and 4. Update goals, determine impact of Microsoft Office 365 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>		

County of San Luis Obispo
 FY 2013-14 Budget Augmentation Request Results

Fiscal Year 2016-17 Final Budget

Social Services				Fund Center 180
Budget Augmentation Description	Intended Results	Actual Results FY 2013-14	Actual Results FY 2014-15	Administrative Office Comments
<p>Add 1.00 FTE Social Worker I - IV to Adult Protective Services to provide case management services for elder and dependent adult clients.</p> <p>Funded with 2011 Realignment allocations for Adult Protective Services.</p> <p><u>Financial Information</u> Total Cost: \$69,765</p> <p>Amount of General Fund support: \$0</p> <p>Approved via the FY 2013-14 Budget Adoption</p>	<ol style="list-style-type: none"> 1. Reduce the number of investigations that each Social Worker must complete by approximately 25%; 2. Provide case management services to elderly and dependent adult clients following investigations; and 3. 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 leave so the results are not what were intended.</p> <ol style="list-style-type: none"> 1. The average investigation case load per Social Worker decreased from 38 to 30, a reduction of 21%. 2. 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. 3. Adult Protective Services received 376 repeat referrals (out of 1,400 total) on clients that had been seen within the past 12 months, resulting in 26.8% repeat referrals. 	<p>Adult Protective Services has seen a rather dramatic increase in referrals in the FY 2014-15, with 2,055 received compared to 1,400 in FY 2013-14.</p> <ol style="list-style-type: none"> 1. The average investigative case load per worker for this fiscal year was 34, an actual increase from the previous year. 2. As a result of increased case load, case management has not been implemented, but the use of a Structured Decision Making (SDM) assessment tool has occurred. 3. Although caseloads have increased, there were 436 repeat referrals of abuse, out of 2,055 on clients that had been seen within the past 12 months. Therefore, recurrence actually decreased from the prior fiscal year to 21% even though workers were handling more referrals. 	<p>Intended results have partially been achieved. This item will be reported on again in the FY 2017-18 budget.</p>

County of San Luis Obispo
 FY 2013-14 Budget Augmentation Request Results

Fiscal Year 2016-17 Final Budget

Social Services				Fund Center 180
Budget Augmentation Description	Intended Results	Actual Results FY 2013-14	Actual Results FY 2014-15	Administrative Office Comments
<p>Add 1.00 FTE Social Worker I - IV to the In Home Supportive Services (IHSS) program to provide ongoing case management and process applications more timely.</p> <p>Funded with State and Federal IHSS allocations</p> <p><u>Financial Information</u> Total Cost: \$69,765</p> <p>Amount of General Fund support: \$0</p> <p>Approved via the 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>There was a reduction in the number of overdue intake processing. 54% of IHSS applications processed by the unit were completed in less than 60 days, which is an improvement over the previous year. Of these, half were completed within 45 days. This number continues to improve as the new staff develops proficiency in the program.</p>	<p>The intended results have been partially achieved. This item will be reported on again in the FY 2017-18 budget.</p>
<p>Add 1.00 FTE Social Services Investigator to the Special Investigations Unit to assist with eliminating investigations backlogs and provide timely response to new referrals.</p> <p>Funded with State and Federal allocations for CalWORKs, CalFresh and Fraud Incentive programs</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 	<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 department also experienced an</p>	<p>Staffing and training issues continue to exist for the Special Investigations Unit (SIU). The hiring of the new SIU Supervisor resulted in a vacancy of an SIU Investigator. That position was filled in June 2015. The new Investigator is currently attending the required POST training and is expected to return to work in January 2016.</p>	<p>Intended results have not been achieved. This item will be reported on again in the FY 2017-18 budget.</p>

County of San Luis Obispo
 FY 2013-14 Budget Augmentation Request Results

Fiscal Year 2016-17 Final Budget

Social Services				Fund Center 180
Budget Augmentation Description	Intended Results	Actual Results FY 2013-14	Actual Results FY 2014-15	Administrative Office Comments
<p><u>Financial Information</u> Total Cost: \$88,082</p> <p>Amount of General Fund support: \$0</p> <p>Approved via the FY 2013-14 Budget Adoption</p>	<p>\$1,159,776 within two years</p>	<p>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 Investigation Unit (SIU) to assist with eliminating investigations backlogs and provide timely response to new referrals.</p> <p>Funded with a combination of State and Federal allocations and 1991 and 2011 Realignment funds.</p> <p><u>Financial Information</u> Total Cost: \$78,873</p> <p>Amount of General Fund support: \$0</p> <p>Approved via the 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 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- 	<p>The promotion of a SIU Program Review Specialist (PRS) to the investigator position resulted in a vacancy of the SIU PRS. That position was filled in September 2015 and the incumbent is currently in training.</p> <ol style="list-style-type: none"> 1. There was an error previously reported. The actual log of open referrals was in fact 6,609 at the beginning of the FY 2014-15 instead of 4,881. SIU received 1,828 referrals during the FY 2014-15 and disposed of 3,786 referrals leaving 4,651 referrals pending as of the close of the FY 2014-15. SIU remains current in the previous 	<p>The intended results have partially been achieved. This item will be reported on again in the FY 2017-18 budget.</p>

County of San Luis Obispo
 FY 2013-14 Budget Augmentation Request Results

Fiscal Year 2016-17 Final Budget

Social Services				Fund Center 180
Budget Augmentation Description	Intended Results	Actual Results FY 2013-14	Actual Results FY 2014-15	Administrative Office Comments
		Internal Revenue Service (IEVS-IRS)/ Beneficiary Earnings Exchange Record (BEER)/ Franchise Tax Board (FTB). <ul style="list-style-type: none"> • Diligent searches. 2. The SIU generated \$190,675 in overpayments cost recovery for CalWORKs in FY 2013-14. 3. The SIU generated \$571,373 in cost avoidance for CalWORKs in FY 2013-14.	areas reported. 2. SIU generated \$266,923 in overpayments cost recovery for the FY 2014-15. 3. SIU generated \$805,100 in cost avoidance for the FY 2014-15.	

County of San Luis Obispo
 FY 2013-14 Budget Augmentation Request Results

Fiscal Year 2016-17 Final Budget

Waste Management

Fund Center 130

Budget Augmentation Description	Intended Results	Actual Results FY 2013-14	Actual Results FY 2014-15	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 the 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>1-3. The performance of the required survey is now anticipated to be performed as a joint effort with the other local MS4 permittees. Progress is expected in late 2016 on determining the participants, method, and the cost sharing for the survey. The topic of the survey will be the shared Pollutants of Concern that each community has identified and incorporated into the Community Based Social Marketing effort of the past year.</p>	<p>Intended results have not yet been achieved. This project will be reported on again in the FY 2017-18 budget.</p>

2013-14 Budget Augmentation Results (Mid-Year Adjustments)

**County of San Luis Obispo
FY 2013-14 Mid-Year Budget Augmentation Request Results**

Fiscal Year 2016-17 Final Budget

Airports

Fund Center 425

Budget Augmentation Description	Intended Results	Actual Results FY 2013-14	Actual Results FY 2014-15	Administrative Office Comments
<p>Transfer \$212,500 from the 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 were 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 (Item #24).</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</p>	<p>Working very closely with its consultant, community partners and the airlines, Airports staff is continuing efforts to recruit additional commercial air service. This past April, staff met with two airlines capable of providing Pacific Northwest service, followed by additional meetings with these carriers in June, and culminating with an airline headquarters meeting in November.</p> <p>Although a firm commitment has not yet been rendered, both carriers continue to express significant interest in providing new service to San Luis Obispo County.</p> <p>While Airports was successful in securing a 2nd grant extension which extended the expiration date from January 14, 2015 to January 15, 2016, a formal request was made on December 8, 2015 to extend the Small Community Air Service Development grant term to January 14, 2017. As of December 16, 2015, Airports had not received</p>	<p>The intended results have not yet been fully achieved. This item will be reported on again in the FY 2017-18 budget.</p>

County of San Luis Obispo
 FY 2013-14 Mid-Year Budget Augmentation Request Results

Fiscal Year 2016-17 Final Budget

Airports

Fund Center 425

Budget Augmentation Description	Intended Results	Actual Results FY 2013-14	Actual Results FY 2014-15	Administrative Office Comments
		<p>obtaining new service, the earliest flight additions would take place in Summer 2015.</p>	<p>DOT approval on their request.</p> <p>As of October 2015, Airports, through local community partnerships, had more than tripled available funding commitments for new route marketing to approximately \$174,000. If Airports is successful, the earliest this proposed new destination service could commence would be summer 2016.</p>	

County of San Luis Obispo
 FY 2013-14 Mid-Year Budget Augmentation Request Results

Fiscal Year 2016-17 Final Budget

Parks and Recreation

Fund Center 305

Budget Augmentation Description	Intended Results	Actual Results FY 2013-14	Actual Results FY 2014-15	Administrative Office Comments
<p>Replace the Nipomo Community Park playground.</p> <p>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>Approved via Board action on 6/17/2014 (Item #7)</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 initiation is planned to follow the completion of litigation and is expected to be completed within a year.</p>	<p>The suit seeking to prevent the County from pursuing elements of the Master Plan is scheduled for trial with a probable outcome in 2016. Assuming successful defense of the Master Plan and EIR, the project will proceed. This project will replace the playground using \$250,000 from Park Facility Fees in addition to the \$120,000 Quimby Fees allocated.</p>	<p>The intended results have not been achieved due to the noted legal action. This item will be revisited in the FY 2017-18 budget.</p>

County of San Luis Obispo
 FY 2013-14 Mid-Year Budget Augmentation Request Results

Fiscal Year 2016-17 Final Budget

Social Services

Fund Center 180

Budget Augmentation Description	Intended Results	Actual Results FY 2013-14	Actual Results FY 2014-15	Administrative Office Comments
<p>Add 18.00 FTEs in various classifications to support implementation of changes to the CalWORKs and CalFresh programs. The new positions include: nine Employment Resource Specialists, three Program Review Specialists, five Administrative Assistants, and one Supervising Administrative Clerk.</p> <p>The cost of these positions will be fully offset with Federal and State allocations.</p> <p><u>Financial Information</u> Total Cost: \$1,346,827</p> <p>Amount of General Fund support: \$0</p> <p>Approved via Board action on 11/26/2013, Item #26</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 of the 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. Financial obligations as a member of the CalWIN consortium have been 	<ol style="list-style-type: none"> 1. ESE contracts were developed with two vendors that enrolled 91 ESE participants. Of the 91 enrollees, 33 completed a training program and 43 acquired unsubsidized employment or are enrolled in post-secondary education. 20.00 FTE Employment Services Supervisors and 30.00 FTE Employment Resource Specialist IVs were trained and implemented Family Stabilization that resulted in 77 Family Stabilization cases. Staff Development received training on Robust Appraisal, specifically on the Online CalWORKs Appraisal Tool (OCAT) in preparation for implementation in September 2015. 2. The State-mandated timeframe for processing both approvals and denials of CalFresh is 30 days. The timeframe 	<p>Intended results have been partially achieved. This item will be reported on again in the FY 2017-18 budget process.</p>

Social Services

Fund Center 180

Budget Augmentation Description	Intended Results	Actual Results FY 2013-14	Actual Results FY 2014-15	Administrative Office Comments
		<p>met and the CalWIN system was updated as required and needed for the implementation of the Affordable Care Act.</p>	<p>for processing CalFresh approvals within 30 days was met 97.6% of the time and the timeframe for CalFresh denials was met 92.6% of the time. Due to increased accuracy, the cost of over-issuances caused by Administrative errors has decreased by 20.5% (from \$313,748 in FY 2013-14 to \$249,364 in FY 2014-15).</p> <p>3. Financial obligations related to membership of the CalWIN consortium continue to be met.</p>	

2014-15 Budget Augmentation Results

**County of San Luis Obispo
FY 2014-15 Budget Augmentation Request Results**

Fiscal Year 2016-17 Final Budget

Administrative Office

Fund Center 104

Budget Augmentation Description	Intended Results	Actual Results FY 2014-15	Administrative Office Comments
<p>Add 1.00 FTE Limited Term Administrative Analyst II to support the replacement of the budget preparation software system.</p> <p>Funding for this position will come from FC 266 – Countywide Automation.</p> <p><u>Financial Information</u> Total Cost: \$106,538</p> <p>Amount of General Fund support: \$0</p> <p>Approved via the FY 2014-15 Budget Adoption</p>	<p>This position will ensure that the Administrative Office is able to provide the full-time, dedicated resource that was identified as being required to support the budget preparation system replacement project.</p>	<p>The position was filled in January of 2015. The project to replace the budget system is currently underway and on track and will go live in the Fall of 2016, to be used for FY 2017-18 budget development.</p>	<p>Intended results have not yet been achieved as the new budget system is not anticipated to be on-line until the middle of FY 2016-17. This item will be reported on again in the FY 2017-18 budget.</p>

**County of San Luis Obispo
FY 2014-15 Budget Augmentation Request Results**

Fiscal Year 2016-17 Final Budget

Assessor

Fund Center 109

Budget Augmentation Description	Intended Results	Actual Results FY 2014-15	Administrative Office Comments
<p>Historic Map Preservation and Storage - Year 2 of 6</p> <p>Continuation of funding to properly preserve, scan for digital retrieval, microfilm, and acquire storage for historic maps.</p> <p>Funded through FC 266-Countywide Automation Replacement (total cost of \$150,000 over six years)</p> <p><u>Financial Information</u> Total Cost: \$25,000</p> <p>Amount of General Fund support: \$0</p> <p>Approved via the FY 2014-15 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>Year 2: The 45-Page Subdivision and the 41-Page Re-subdivision Maps were funded for preservation:</p> <p>Three large-scale map volumes were permanently preserved, encapsulated, and placed in our on-site storage cabinets for access by staff and the public. These maps have also been digitized for increased access, decreased wear and tear on preserved maps, and as a back-up to guard against catastrophic loss.</p> <p>The 41-Page Re-subdivision Maps were preserved and digitized as intended. The 45-Page Subdivision Maps were not preserved due to their smaller map size. Two other larger sized volumes of maps were preserved instead. All of the maps yet to be preserved can be placed in smaller sized envelopes.</p>	<p>The intended results have been achieved.</p>
<p>Add 2.00 FTE Appraiser Trainees</p> <p><u>Financial Information</u> Total Cost: \$142,562</p> <p>Amount of General Fund support: \$142,562</p>	<p>The addition of these positions will assist in addressing the continually increasing workload due to the economic downturn, which has caused an increase in the number of Prop 8 "Decline In Value" reviews. Each full-time position would address on</p>	<p>At the completion of the FY 2013-14 assessment roll (June 30, 2014) the backlog consisted of 8,366 work items, only a 91% completion of the roll. For FY 2014-15, 96% of the assessment roll was completed, surpassing our projected goal of 93%. Each of</p>	<p>The intended results have been achieved.</p>

County of San Luis Obispo
 FY 2014-15 Budget Augmentation Request Results

Fiscal Year 2016-17 Final Budget

Assessor			Fund Center 109
Budget Augmentation Description	Intended Results	Actual Results FY 2014-15	Administrative Office Comments
Approved via the FY 2014-15 Budget Adoption	average 700 work items annually equating to approximately \$327,040 in additional Property Tax Revenue added to the roll.	the two additional Appraiser Trainees achieved the goal of completing approximately 700 work items adding the expected \$327,040 in additional revenues to the roll. Both were instrumental in reducing the backlog for the FY 2014-15 assessment roll (June 30, 2015) to 3,314 work items.	
<p>Add 1.00 FTE Auditor-Appraiser I</p> <p><u>Financial Information</u> Total Cost: \$85,151</p> <p>Amount of General Fund support: \$85,151</p> <p>Approved via the FY 2014-15 Budget Adoption</p>	<p>Assist in addressing increased workload, including a backlog of outstanding audits. The estimated average increase in assessment value is \$96,000 per audit.</p> <p>The new position would handle 55 audits a year, which would increase the assessment roll by \$5,280,000. The timely enrollment of the unsecured supplemental assessments could also increase the assessment roll by an estimated \$10,300,000 (\$155,800 estimated increase in property tax revenue to County).</p>	<p>The added Auditor-Appraiser was instrumental in the completion of the State Mandated audit requirements for San Luis Obispo County for the 2014-15 assessment year. The additional Auditor Appraiser completed twelve mandatory audits after several months of training and contributed heavily to the annual processing workload allowing other more seasoned auditors to complete a larger number of audits. The projected additional 55 audits are a long term goal as training and mentoring at the entry level are time consuming for the both the trainer and the new auditor.</p> <p>All unsecured supplemental bills were issued for FY 2014-15 due to the addition of an Auditor-Appraiser, resulting in an increase of \$5,000,000 in assessed value. The 2014-15 unsecured assessment roll was closed timely,</p>	<p>The intended results have not been met. This item will be reported on again in the FY 2017-18 budget process.</p>

**County of San Luis Obispo
 FY 2014-15 Budget Augmentation Request Results**

Fiscal Year 2016-17 Final Budget

Assessor			Fund Center 109
Budget Augmentation Description	Intended Results	Actual Results FY 2014-15	Administrative Office Comments
		the assessment review numbers were reduced by 22% and unsecured roll revisions were reduced by 52%. The unsecured assessment roll increase 1.77% at roll close.	

County of San Luis Obispo
 FY 2014-15 Budget Augmentation Request Results

Fiscal Year 2016-17 Final Budget

Auditor-Controller

Fund Center 107

Budget Augmentation Description	Intended Results	Actual Results FY 2014-15	Administrative Office Comments
<p>Increase 0.50 FTE Auditor-Analyst II to full time adding capacity to continue the implementation of Enterprise Financial System (EFS) development requests from departments and increase end-user trainings.</p> <p><u>Financial Information</u> Total Cost: \$96,904 (total cost of an Auditor-Analyst II)</p> <p>Amount of General Fund support: \$58,378</p> <p>Approved via the FY 2014-15 Budget Adoption</p>	<ol style="list-style-type: none"> 1. Reduce the number of days to post workers compensation charges after payroll has posted from 26 times per fiscal year to zero. 2. Increase the number of times EFS training courses are offered to end-users by adding one additional session of the Departmental Accounts Payable and Requisitioning and Receiving courses. 3. Develop two new EFS training courses. 4. Develop course materials for the Advanced Financial Reporting course and update the Departmental Controlling course materials. Hold a training session for each. 	<ol style="list-style-type: none"> 1. Beginning July 2014, workers compensation charges posted to departments' budgets on the same day as payroll without exception. 2. In FY 2014-15, EFS Support added one session of Departmental Accounts Payable and one session of Requisitioning and Receiving as part of an on-going effort to increase both the number of courses offered and the number of times each course is offered. 3. In FY 2014-15, EFS Support began work to develop a new three part course on SAP reporting using Business Objects. The course was presented to select departments in August 2015. In addition, staff began developing a new Project Systems course which will be presented to departments in late FY 2015-16. 4. In FY 2014-15, EFS Support developed course materials for the Advanced Financial Reporting course and updated the Departmental Controlling course materials. One training session for each was conducted during the year. 	<p>Intended results have been achieved for items #1-2 and #4. Intended results have not been achieved for item #3. This item will be reported on again in the FY 2017-18 budget process.</p>

**County of San Luis Obispo
FY 2014-15 Budget Augmentation Request Results**

Fiscal Year 2016-17 Final Budget

Behavioral Health

Fund Center 166

Budget Augmentation Description	Intended Results	Actual Results FY 2014-15	Administrative Office Comments
<p>Add 14.00 FTE (various classifications noted below) to offer new Intensive Outpatient Treatment and expanded Voluntary Treatment services to those with Substance Use Disorder, now available due to the implementation of the Affordable Care Act.</p> <p>The positions added include:</p> <ul style="list-style-type: none"> • 6.00 FTE Drug and Alcohol Specialist (DAS) I/II/IV • 3.00 FTE DAS I • 1.00 FTE Drug and Alcohol Program Supervisor • 2.00 FTE Administrative Assistant III • 1.00 FTE Health Information Technician • 1.00 FTE Administrative Services Officer I/II <p>The cost of these positions will be partially offset with Drug Medi-Cal revenue.</p> <p><u>Financial Information</u> Total Cost: \$1,077,662</p> <p>Amount of General Fund support: \$429,697</p> <p>Approved via the FY 2014-15 Budget Adoption</p>	<ol style="list-style-type: none"> 1. A minimum of 200 individuals will be served each year. 2. 100% of those completing the program will have at least 90 days of abstinence prior to completion, complete all individualized treatment plan goals and be engaged in a long-term community based support program such as a twelve step program, community based counseling, etc. 3. Clients in the Intensive Outpatient Program will stay in the program and average of 180 days (the minimum length of time for effective substance use disorder treatment). 	<ol style="list-style-type: none"> 1. For FY 2014-15, a total of 97 individuals participated in the new Intensive Outpatient Treatment program and 162 individuals participated in the expanded Adult Outpatient Treatment, for a total of 259 clients. 2. Because the program started in the 3rd quarter of FY 2014-15, it is too early to measure completion rates as newly enrolled clients have not yet completed the program. 3. The San Luis Obispo Clinic was the first clinic to implement the program in FY 2014-15, and was operating for only nine months. The length of stay for that partial year was 5.34 months. It is anticipated that this goal of 180 days (6 months) will be met in FY 2015-16. 	<p>The intended results have been partially achieved. This item will be reported on again in the FY 2017-18 budget.</p>

County of San Luis Obispo
 FY 2014-15 Budget Augmentation Request Results

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Behavioral Health			Fund Center 166
Budget Augmentation Description	Intended Results	Actual Results FY 2014-15	Administrative Office Comments
<p>Conversion of 5,200 Temporary Help hours to five half-time positions (2.50 FTE) to ensure continuity of regular staffing at the Psychiatric Health Facility (PHF) and to reduce reliance on temporary help for work of an ongoing nature.</p> <p>The positions added include:</p> <ul style="list-style-type: none"> • Four 0.50 FTE Mental Health Worker Aides (2.00 FTE) • One 0.50 FTE Mental Health Therapist II <p>The cost offset comes from savings in temp help expenditures.</p> <p><u>Financial Information</u> Total Cost: \$141,649</p> <p>Amount of General Fund support: \$51,824</p> <p>Approved via the FY 2014-15 Budget Adoption</p>	<ol style="list-style-type: none"> 1. Increase predictability and consistency of staff at the PHF which is expected to improve the quality of care provided to patients. 2. Ensure compliance with the County's policy on use of Temporary Help. 	<p>The conversion of Temp Help to permanent staff has:</p> <ol style="list-style-type: none"> 1. Increased the predictability and consistency of staff at the PHF, and 2. In FY 2014-15, temp help hours for Mental Health Worker Aides on the PHF were reduced by 5,222 hours and Mental Health Therapists by 7,907, thus complying with the County's policy of not utilizing non-permanent staff for work of a continuing nature. 	<p>Intended results have been achieved.</p>
<p>Add 3.00 FTE Drug and Alcohol Specialist IIs to provide Substance Use treatment services at nine high schools that have been recently certified as Drug Medi-Cal sites. This results</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 improved grades and class 	<p>In FY 2014-15, 3.00 FTE Drug & Alcohol Specialist II's were added to the Prevention & Outreach Division. Initially, four of the nine newly certified Drug Medi-Cal (DMC) schools requested</p>	<p>Intended results have been achieved.</p>

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FY 2014-15 Budget Augmentation Request Results**

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Behavioral Health			Fund Center 166
Budget Augmentation Description	Intended Results	Actual Results FY 2014-15	Administrative Office Comments
<p>in contracts to provide these services to six new high school sites and continuation of services at three high schools currently receiving early intervention services.</p> <p>This budget augmentation request will generate Drug Medi-Cal revenue in excess of the total cost of the three positions being added because resources currently paid for with General Fund support will also be eligible for Drug Medi-Cal reimbursement.</p> <p>There will be a net savings of \$53,912 in General Fund support in the first year.</p> <p><u>Financial Information</u> Total Cost: \$282,556</p> <p>Amount of General Fund support: \$0 (\$53,912 in savings)</p> <p>Approved via the FY 2014-15 Budget Adoption</p>	<p>attendance.</p> <p>3. Participants will report reduced feelings of depression and other behavioral health indicators such as reduced suicidal ideations.</p>	<p>services via contracts with the Department. Other Districts increased their contracts for additional (non DMC) student support counseling services. One of the three Specialists was assigned to provide non DMC services, for which the schools paid for directly.</p> <p>The results for those students served by the 3.00 FTE (both DMC and non DMC sites) are as follows:</p> <ol style="list-style-type: none"> 1. Participants reduced their self-reported drug and alcohol use by an average of 33%. 2. Participants improved grades and attendance- grades improved by 17%; absences were reduced by 14%. 3. Participants reported a 31% reduction in feelings of depression and anxiety, a 73% reduction in suicidal ideation, and a 79% reduction in self-harm. 	

County of San Luis Obispo
 FY 2014-15 Budget Augmentation Request Results

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Behavioral Health			Fund Center 166
Budget Augmentation Description	Intended Results	Actual Results FY 2014-15	Administrative Office Comments
<p>Convert a vacant 1.00 FTE Administrative Services Officer I to a 1.00 FTE Mental Health Therapist IV to provide technical assistance and training to staff and community-based organizations using the Behavioral Health Electronic Health Records (BHEHR) system.</p> <p>Funded with Mental Health Services Act revenue.</p> <p><u>Financial Information</u> Total Cost: \$35,792</p> <p>Amount of General Fund support: \$0</p> <p>Approved via the FY 2014-15 Budget Adoption</p>	<ol style="list-style-type: none"> 1.Ensure optimized use of the BHEHR system. 2.Provide 8-10 trainings a month to an estimated 325 system users. 3.Track training courses and participants through the E-Learning system. 	<ol style="list-style-type: none"> 1. The conversion of the Administrative Services Officer to a Mental Health Therapist has provided a licensed clinical staff person as a trainer for the BHEHR system, to train on how and what to document. 2. 55 trainings were held with 137 attendees. More one-on-one technical assistance was needed to be provided to temporary physicians than originally anticipated, resulting in a lower number of attendees than expected. There was a three-month (January 2015 – April 2015) gap in services due to a key staff vacancy. During the final quarter of FY 2014-15 (April – June) staff averaged over eight trainings per month and was performing at target. 3. The utilization of E-learning for the BHEHR system is being phased out as it is not as successful as personalized training. 	<p>Intended results were partially achieved due to a staff vacancy. This item will be reported on again in the FY 2017-18 budget.</p>
<p>Add 1.00 FTE Health Information Technician I/II/III to the BHEHR system technical team to serve as a dedicated help desk support person.</p>	<ol style="list-style-type: none"> 1.Assist in resolving an anticipated 75% increase in requests for technical support as a result of the implementation of a new 	<ol style="list-style-type: none"> 1. 862 requests for technical assistance were resolved during FY 2014-15. Requests to unlock user accounts and provide simple 	<p>Intended results have been achieved. The department overestimated the number of technical support requests that would be generated in FY 2014-</p>

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FY 2014-15 Budget Augmentation Request Results**

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Behavioral Health			Fund Center 166
Budget Augmentation Description	Intended Results	Actual Results FY 2014-15	Administrative Office Comments
<p>This will be fully revenue offset with Mental Health Services Act and Federal Medicaid revenue.</p> <p><u>Financial Information</u> Total Cost: \$67,333</p> <p>Amount of General Fund support: \$0</p> <p>Approved via the FY 2014-15 Budget Adoption</p>	<p>module for the Psychiatric Health Facility (an increase from 800 requests to approximately 1,400).</p> <p>2. Ensure optimized use of the BHEHR system.</p>	<p>technical assistance were not included in the overall ticket count.</p> <p>2. The addition of the Health Information Technician has provided a dedicated staff person to respond to reported issues with the BHEHR system. This has provided consistency in responses.</p>	<p>15.</p>
<p>Add 3.00 FTE to expand and conduct medically-based outpatient detoxification services.</p> <p>The positions added include:</p> <ul style="list-style-type: none"> • 0.50 FTE Nurse Practitioner • 0.50 FTE Health Information Technician • 2.00 FTE Drug and Alcohol Specialist I/II/III/IV <p>The cost of these positions will be partially offset by Drug Medi-Cal revenue.</p> <p><u>Financial Information</u> Total Cost: \$240,255</p> <p>Amount of General Fund support: \$150,013</p> <p>Approved via the FY 2014-15</p>	<p>1. 150 individuals will be treated in the first year.</p> <p>2. The average length of stay in the program for detox clients will be 60 days.</p> <p>3. Less than 15% of clients treated will be re-admitted into the program within one year.</p> <p>4. 90% of clients will be offered case management services in order to provide essential linkages to treatment and social services.</p> <p>5. 70% treated clients will complete detoxification.</p>	<p>1. 175 individuals participated in the outpatient detoxification services during FY 2014-15.</p> <p>2. The average length of stay in the program was 79 days.</p> <p>3. A total of 13 (7%) clients were re-admitted into the outpatient detoxification program within one year.</p> <p>4. 61% of clients received case management services in order to provide essential linkages to treatment and social services. Case management services were impacted by staff changes in the Specialist II position providing those services.</p> <p>5. 31% of clients who participated in the program completed the full detoxification treatment</p>	<p>The intended results have been partially achieved. This item will be reported on again in the FY 2017-18 budget.</p>

Behavioral Health			Fund Center 166
Budget Augmentation Description	Intended Results	Actual Results FY 2014-15	Administrative Office Comments
Budget Adoption		program. Since FY 2014-15 was the first year of the program, maximum caseload targets were set too high and, due to the large demand for services, resulted in less face-to-face time and focused treatment with the clients. This led a higher than expected program dropout rate. Late in the fiscal year, case load targets were revised to a maximum of 40 clients in an effort to improve completion rates.	
<p>Purchase two vehicles, two laptops and fund other startup costs for an expansion of Mobile Crisis Services.</p> <p>Funded by Mental Health Services Act revenue.</p> <p><u>Financial Information</u> Total Cost: \$87,445</p> <p>Amount of General Fund support: \$0</p> <p>Approved via the FY 2014-15 Budget Adoption</p>	<p>Three full-time positions were reassigned from other programs to staff this expansion of Mobile Crisis Services. The staff and additional vehicles and equipment will:</p> <ol style="list-style-type: none"> 1.Reduce response times to local hospitals and law enforcement agencies requesting crisis intervention and transport by 10% - response will be within 45 minutes or 70 minutes for rural and remote areas. 2.Reduce admissions to the Psychiatric Health Facility by 20 clients a year (clients to be placed in other, more appropriate levels of care.) 3.Using the electronic Health 	<p>The three person Crisis Resolution Team (CRT) has closely served both Sierra Vista Hospital and French Hospital. In FY 2014-15 the CRT team provided 136 face to face mental health evaluations.</p> <ol style="list-style-type: none"> 1. The County did not have a recorded baseline of what wait times were in FY 2013-14, but anecdotally wait times have been reduced. CRT is able to respond to the central hospitals within 10 minutes as reported and tracked by the CRT team. The rural and remote areas are carried out by another program and contracted provider, and are not a part of this budget augmentation. 	<p>The intended results have been partially achieved. The department will report on this item again in the FY 2017-18 budget.</p>

Behavioral Health Fund Center 166

Budget Augmentation Description	Intended Results	Actual Results FY 2014-15	Administrative Office Comments
	<p>Records system, crisis clients will be monitored and information will be expedited to reduce barriers to access to services. As a result, there will be a 10% increase in crisis clients (approx. 51 individuals) entering outpatient mental health services.</p>	<p>2. In 2013-14 there were 1,146 total admissions to the PHF and in 2014-15 there 1,122. The CRT team helped to provide lower level of care to clients and helped maintain the 16 bed capacity of the PHF, reducing total admissions by 24.</p> <p>3. Of the 136 clients served, 30% (41) were referred to the PHF, 45% (61) were stabilized in the field and referred to a lower level of care, 14% (19) were placed out of County, and 11% (15) were referred to Outpatient County Mental Health services.</p>	

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FY 2014-15 Budget Augmentation Request Results**

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Clerk-Recorder

Fund Center 110

Budget Augmentation Description	Intended Results	Actual Results FY 2014-15	Administrative Office Comments
<p>Restoration and Preservation of historical record books and indices.</p> <p>Financing will come from Clerk-Recorder's restricted revenue.</p> <p><u>Financial Information</u> Total Cost: \$100,000</p> <p>Amount of General Fund support: \$0</p> <p>Approved via the FY 2014-15 Budget Adoption</p>	<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 73 historical records of the County for posterity. 	<ol style="list-style-type: none"> 1. After restoration, it was determine that document image quality was good and therefore, imaging would not be required. As a result, there was a savings in the amount of approximately \$7,000. 2. 73 books were restored (pages were de-acidified, repaired, and encapsulated) then re-bound in newly-designed water-resistant covers providing additional protection at no extra cost. 	<p>Intended results have been achieved.</p>

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FY 2014-15 Budget Augmentation Request Results**

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County Fire

Fund Center 140

Budget Augmentation Description	Intended Results	Actual Results FY 2014-15	Administrative Office Comments
<p>Augment Winter Staffing at Station 51 - Shandon</p> <p>Add three limited term Firefighter-II positions during the six-month non-fire season each year (equivalent to 1.50 FTE) to the County's fire service contract with CAL FIRE.</p> <p><u>Financial Information</u> Total Cost: \$183,046</p> <p>Amount of General Fund support: \$183,046</p> <p>Approved via the FY 2014-15 Budget Adoption</p>	<p>During non-fire season, a third firefighter will respond to all incidents assigned to Station 51 - Shandon, even when no Paid-Call Firefighters (volunteers) are available. (Shandon is fully staffed during fire season at State expense.)</p>	<p>The additional Firefighter II positions were hired and assigned to Station 51 – Shandon when fire season ended in November 2014. Since that time, they have responded with permanent staff to numerous emergencies, ensuring a third firefighter responds to all incidents during non-fire season, even when no Paid-Call Firefighters (volunteers) are available.</p>	<p>The intended results have been achieved.</p>

**County of San Luis Obispo
FY 2014-15 Budget Augmentation Request Results**

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Countywide Automation Replacement

Fund Center 266

Budget Augmentation Description	Intended Results	Actual Results FY 2014-15	Administrative Office Comments
<p>Information Technology project management and technical staff support to identify the requirements for, and implement a replacement for the current Sheriff Warrants system.</p> <p>Funding for this resource will come from FC 266 – Countywide Automation.</p> <p><u>Financial Information</u> Total Cost: \$75,000</p> <p>Amount of General Fund support: \$0</p> <p>Approved via the FY 2014-15 Budget Adoption</p>	<p>The dedication of IT resources to this project will help to migrate the current system to a modern computing platform, provide business monitoring and reporting capability and provide integration with the new Criminal Justice Information Systems (CJIS) being implemented by the District Attorney, Probation and Superior Court. The new Warrants system will provide the necessary functionality to issue, recall, and re-issue warrants.</p>	<p>During FY 2014-15 requirements were completed and the software development implementation began for the replacement of the Sheriff Warrants system. A contract and requirements for a vendor to provide Warrants/Department of Justice (CLETs) interfaces was completed and development began. The project is approximately 75% complete and scheduled for completion in April 2016.</p>	<p>Intended results have not been achieved. This item will be reported on again in the FY 2017-18 budget.</p>
<p>Information Technology project management to carry out an e-government strategic plan and content management system selection request for proposal (RFP) including global website redesign project management.</p> <p>Funding for this resource will come from FC 266 – Countywide Automation.</p> <p><u>Financial Information</u> Total Cost: \$65,000</p>	<p>The dedication of IT resources to this project will help provide direction on how to move forward with e-government and the implementation of a new content management system. A new content management system will update or replace the County's existing website allowing for integration of mobile device functionality, social media and Americans with Disability Act compliance.</p>	<p>A multi-phased plan was approved by IT governance to issue an RFP to replace the existing content management system (CMS) and redesign the County's website to make it more user-friendly, mobile device compatible, and ADA compliant. Responsibilities for managing the content management system were documented in preparation for assigning website administration duties to a dedicated technical resource.</p>	<p>Intended results have not been achieved. This item will be reported on again in the FY 2017-18 budget.</p>

**County of San Luis Obispo
FY 2014-15 Budget Augmentation Request Results**

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Countywide Automation Replacement

Fund Center 266

Budget Augmentation Description	Intended Results	Actual Results FY 2014-15	Administrative Office Comments
<p>Amount of General Fund support: \$0</p> <p>Approved via the FY 2014-15 Budget Adoption</p>		<p>Future phases will include an on-going review of website content by all departments, followed by strategic planning to further expand County services on-line.</p>	
<p>Update countywide digital aerial imagery to be used for enterprise GIS purposes. The imagery will be purchased through the SLO Regional GIS Collaborative (SLORGC).</p> <p>Funding for this project will come from FC 266 – Countywide Automation.</p> <p><u>Financial Information</u> Total Cost: \$75,000</p> <p>Amount of General Fund support: \$0</p> <p>Approved via the FY 2014-15 Budget Adoption</p>	<ol style="list-style-type: none"> 1. Reduce the overall County cost for reviewing community plans, infrastructure, facility management and safety issues by providing desktop access to current imagery. 2. Provide all County staff the ability to utilize photographic imagery that can be shared and used for a variety of projects as opposed to static, hard copy photographic prints. 3. Decrease amount of staff time spent verifying property information for valuation and land-based permits by at least 10%. 4. Decrease staff time spent reviewing property for compliance with current standards. 5. Provide ability to produce multiple maps with imagery included which can be used for a variety of purposes. 6. Reduce the amount of time preparing disaster mitigation plans: Fire defense, flooding, landslide/mudslide risk, etc. Improves emergency response 	<p>Updated countywide digital aerial imagery to be used for enterprise GIS purposes. Flight acquisition began in the summer of 2014.</p> <p>This project is expected to end by April 2016.</p>	<p>Intended results have been partially achieved. This item will be reported on again in the FY 2017-18 budget.</p>

**County of San Luis Obispo
 FY 2014-15 Budget Augmentation Request Results**

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Countywide Automation Replacement

Fund Center 266

Budget Augmentation Description	Intended Results	Actual Results FY 2014-15	Administrative Office Comments
	<p>times. Citizen safety and property protection strategies will be enhanced resulting in less property loss.</p> <p>7. Increase accuracy of traffic collision locations and encroachment permit mapping due to the use of the current aerial imagery as a base layer by at least 50%.</p>		

County of San Luis Obispo
 FY 2014-15 Budget Augmentation Request Results

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Office of Emergency Services

Fund Center 138

Budget Augmentation Description	Intended Results	Actual Results FY 2014-15	Administrative Office Comments
<p>Contract with a consultant to develop a disaster recovery and continuity of government planning template.</p> <p><u>Financial Information</u> Total Cost: \$24,500</p> <p>Amount of General Fund support: \$12,250</p> <p>Other Funding: \$12,250 in Emergency Management Performance Grants (EMPG).</p> <p>Approved via the FY 2014-15 Budget Adoption</p>	<p>Develop the equivalent of a standard operating procedure that will provide guidance on the extensive disaster recovery processes for State, Federal and related recovery efforts in order to be eligible for State and Federal disaster assistance.</p>	<p>While this project has carried over into FY 2015-16, it has extended beyond the expected guidance document for disaster recovery purposes. There have been significant changes in both the Federal and State recovery processes which are being incorporated into this project to ensure the most effective recovery guidance possible. In addition to development of this guidance, Office of Emergency Services (OES) staff has been receiving formalized training from Cal OES and other recovery experts and the information is being incorporated into the final document. OES shared the recovery information with countywide jurisdictions and agencies including County departments with a training session held in the Board of Supervisors' Chambers in December 2015. That in turn resulted in OES beginning to work with the Auditor's Office on enhancing the County's recovery process. Due to increased cost, this project is being implemented by a temporary help employee instead of a consultant. This project is intended to be complete by the end of FY 2015-16.</p>	<p>Intended results have not yet been achieved. This item will be reported on again in the FY 2017-18 budget.</p>

**County of San Luis Obispo
FY 2014-15 Budget Augmentation Request Results**

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Office of Emergency Services

Fund Center 138

Budget Augmentation Description	Intended Results	Actual Results FY 2014-15	Administrative Office Comments
<p>Implement readiness guidelines from the state-wide TsunamiReady Program and provide community education including hazard awareness and response planning.</p> <p>This will be partially funded by \$1,200 in EMPG funds.</p> <p><u>Financial Information</u> Total Cost: \$12,000</p> <p>Amount of General Fund support: \$10,800</p> <p>Approved via the FY 2014-15 Budget Adoption</p>	<p>Participation in the TsunamiReady program will insure collaboration between local and state jurisdictions and provide the public with visual reminders and information regarding tsunami threats along the coastline.</p>	<p>Due to staffing shortages and a vacancy during FY 2014-15 this project was not completed. No augmented General Support funds were expended for this item. In addition, the funds were never incorporated into the FY 2014-15 Office of Emergency Services (OES) budget.</p>	<p>No further reporting will be required as this project was not implemented due to staffing issues. Additionally, the funds were never allocated due to an accounting error. As a result, a budget adjustment would have to go to the Board to reappropriate the funds. If the staffing situation changes, OES will return to the Board with a request to implement the project.</p>

County of San Luis Obispo
 FY 2014-15 Budget Augmentation Request Results

Fiscal Year 2016-17 Final Budget

Human Resources

Fund Center 112

Budget Augmentation Description	Intended Results	Actual Results FY 2014-15	Administrative Office Comments
<p>Add 2.00 FTE HR Analyst Aide – Confidential positions and 1.00 FTE Administrative Assistant III to enhance the HR Department’s capability to serve the County as a strategic business partner.</p> <p><u>Financial Information</u> Total Cost: \$192,919</p> <p>Amount of General Fund support: \$192,919</p> <p>Approved via the FY 2014-15 Budget Adoption</p>	<ol style="list-style-type: none"> 1. Analysts will transfer certain tasks to HR Analyst Aides, so their time is freed up to implement industry best practices, providing strategically focused HR services. Anticipated increase in analyst time spent on recruitment processing (from 40% to 80%), due to demographic trends, will be avoided. Analyst time spent on recruitment will remain at 40% or decrease to 35%; however, analyst time will be spent more on value-added selection services and less on routine process work. 2. Improve quality and reduce transaction time in the recruitment and selection process from the current target of 60 days to 50 days to list in FY 2014-15. Quality improvement will be initially assessed with customer satisfaction ratings, which are expected to rise from the current target of 85% to 90% in FY 2015-16. 3. Increase job specification updates to 10% of most outdated specifications per year. 	<p>1. Analysts successfully transferred certain recruitment processing tasks (such as ‘routine minimum qualification’ screening) to HR Analyst Aides, and avoided the impending increase in their time spent on recruitment processing. Analyst time spent on recruitment activities remains at approximately 40%. Note, this was also facilitated by the introduction of the new technology (see below). Analysts were able to devote proper time to strategically focused HR services (such as increasing the number of CEB talent measurement assessments used in the selection process, aligning the competencies sought in the recruitment/selection process with those evaluated in employee performance measurement, and improving our social media interface to reach a wider pool of candidates). Success in this arena can be measured by the increased satisfaction in our strategic business partner relationships. Client satisfaction with HR as a business partner, as surveyed at the end of each year,</p>	<p>Intended results have been achieved.</p>

County of San Luis Obispo
 FY 2014-15 Budget Augmentation Request Results

Fiscal Year 2016-17 Final Budget

Human Resources

Fund Center 112

Budget Augmentation Description	Intended Results	Actual Results FY 2014-15	Administrative Office Comments
		<p>increased 12% in FY 2014-15 from 52% in FY 2013-14 to 64% in FY 2014-15.</p> <p>2. Service quality goals and transaction time reductions were met as planned. The performance measure "Days to List" was reduced from 62 days at the time this BAR was written, and 55 days in FY 2013-14, to 41 days in FY 2014-15. Additionally, total time to fill positions went from 160 days in FY 2013-14 to 98 days in FY 2014-15. Customers rating HR services as satisfactory or better rose to 92% in FY 2014-15. These results were achieved despite a 23% increase in recruitment volume.</p> <p>3. Of 591 job specifications, 131 specs (22%) were updated, replaced with new specs, or slated for removal due to obsolescence.</p>	
<p>Add 1.00 FTE Limited Term Personnel Analyst to support the implementation of the on-line application on-boarding and performance management system (to replace JobApps).</p> <p>Funding will come from FC 266 – Countywide Automation.</p>	<p>Replace the outdated applicant tracking system with new industry standard system. Implement technology solution for current manual onboarding and performance management systems.</p>	<p>The applicant tracking system was successfully replaced with a new industry standard product, NeoGov. The NeoGov system's three elements (applicant tracking, employee onboarding, and performance management) were installed within FY 2014-15. The Applicant tracking and onboarding elements are fully integrated and</p>	<p>The intended results have not been achieved as a result of the expanded scope to include competency based performance management. This item will be reported on again in the FY 2017-18 budget.</p>

**County of San Luis Obispo
FY 2014-15 Budget Augmentation Request Results**

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Human Resources

Fund Center 112

Budget Augmentation Description	Intended Results	Actual Results FY 2014-15	Administrative Office Comments
<p><u>Financial Information</u> Total Cost: \$80,337</p> <p>Amount of General Fund support: \$80,337</p> <p>Approved via the FY 2014-15 Budget Adoption</p>		<p>functioning.</p> <p>The project's scope was expanded to make the performance management module fully 'competency based'. As part of the FY 2015-16 budget, a BAR was approved to extend the 1.0 FTE Limited Term Personnel Analyst position for one more year to continue implementation/optimization of the the NEOGOV and CEB talent measurement systems.</p>	

County of San Luis Obispo
 FY 2014-15 Budget Augmentation Request Results

Fiscal Year 2016-17 Final Budget

Law Enforcement Medical Care

Fund Center 184

Budget Augmentation Description	Intended Results	Actual Results FY 2014-15	Administrative Office Comments
<p>Add 0.50 FTE Correctional Nurse Supervisor and 1.00 FTE Administrative Services Officer (ASO) to improve the span of control of supervision of the jail medical staff and to shift responsibility of the administrative oversight/responsibility from the Correctional Nurse Supervisors to the new ASO.</p> <p>Revenue from the 2011 Public Safety Realignment (AB 109) will be used to offset \$35,271 of the cost of these added positions.</p> <p><u>Financial Information</u> Total Cost: \$117,181</p> <p>Amount of General Fund support: \$81,910</p> <p>Approved via the FY 2014-15 Budget Adoption</p>	<ol style="list-style-type: none"> The number of direct reports supervised by the existing 0.75 FTE Correctional Nurse Supervisor will be reduced from 26 to 14. Jail Medical and Mental Health administrative and clinical policies will be reviewed and updated annually. The rate of inpatient days per annual average daily population will decrease by 10%. 	<ol style="list-style-type: none"> With the addition of the 0.50 FTE Correctional Nurse Supervisor (CNS) and the 1.00 FTE ASO, the number of staff directly reporting to the previously existing 0.75 FTE CNS has been reduced from 26 to 16. At the end of FY 2014-15, 16 people reported to the original CNS. Given the subsequent addition of more staff for jail medical, reducing the number of direct reports to 14 is not achievable. Jail Medical and Mental Health administrative and clinical policies underwent a large-scale revision beginning in FY 2014-15. That revision remained in progress during FY 2015-16 and is expected to be completed by January 2017. The rate of inpatient days per annual average daily population (ADP) increased slightly due to a fall in the ADP, but less than 1% from the baseline average rate of 0.1560 (122 days / 782 Total ADP) established in FY 2013-14. In FY 2014-15 the rate increased to 0.1561 (106 days / 679 Total ADP). It therefore did not meet the targeted rate decrease of 10%. The number of inpatient days declined 13.11% (from 122 to 106) while the Total ADP declined 13.17% (from 782 to 679). However, the number of inmates 	<p>Intended results have not been achieved. This item will be reported on again in the FY 2017-18 budget.</p>

County of San Luis Obispo
 FY 2014-15 Budget Augmentation Request Results

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Law Enforcement Medical Care

Fund Center 184

Budget Augmentation Description	Intended Results	Actual Results FY 2014-15	Administrative Office Comments
		with a hospitalization of 10 days or more fell from 6 in FY 2013-14 to 2 in FY 2014-15.	

County of San Luis Obispo
 FY 2014-15 Budget Augmentation Request Results

Fiscal Year 2016-17 Final Budget

Planning & Building

Fund Center 142

Budget Augmentation Description	Intended Results	Actual Results FY 2014-15	Administrative Office Comments
<p>Add 1.00 FTE Land Use Technician</p> <p><u>Financial Information</u> Total Cost: \$69,146</p> <p>Amount of General Fund support: \$69,146</p> <p>Approved via the FY 2014-15 Budget Adoption</p>	<p>The following services will be available at the North County Service Center:</p> <ol style="list-style-type: none"> 1. Building Permit Customer Service (General Public Information) 2. Construction Permit Submittal 3. Construction Permit Review 4. Payment of Fees for Construction Permits 5. Pick up of Issued Construction Permits 	<p>The Building Permit Counter at the North County Service Center (NCSC) opened at the end of August 2014. Hours of operation are M/W/F 7:30-4:00. This newly established Building Permit Counter staffed by a Building Division Land Use Technician has facilitated customer service by allowing the public to:</p> <ol style="list-style-type: none"> 1. Access general land use information 2. Submit construction and land use permit applications 3. Obtain construction permit review 4. Pay permit fees 5. Receive issuance and pick-up construction permits. <p>Due to the continued rebound in the economy and increase in Land Use and Building Permits, customer service contacts continue to increase. Walk-in clients, pre-application meetings and research requests for FY 2014-15 were 19,636. Of these, 766 were contacts at the North County Service Center (NCSC).</p>	<p>Intended results have been achieved.</p>

**County of San Luis Obispo
FY 2014-15 Budget Augmentation Request Results**

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Probation			Fund Center 139
Budget Augmentation Description	Intended Results	Actual Results FY 2014-15	Administrative Office Comments
<p>Add 1.00 Limited Term Deputy Probation Officer (DPO) to provide additional services to families with students enrolled in San Luis Obispo County Office of Education Court and Community schools, as well as students enrolled in district schools countywide. This position was requested by the County Office of Education (COE).</p> <p>This position will be funded entirely by COE.</p> <p><u>Financial Information</u> Total Cost: \$141,511</p> <p>Amount of General Fund support: \$0</p> <p>Approved by the Board April 8, 2014 and via the FY 2014-15 Budget.</p>	<ol style="list-style-type: none"> 1. Improved coordination of services by allied agencies to families of truant minors. 2. Increased case management services to families of truant minors. 3. Increased school attendance of truant minors being served. 	<p>Part way through FY 2014-15 the County Office of Education decided to shift the funding for this position from truancy to school resource officer duties at Loma Vista school.</p> <p>The information below provides results for the period during which this position provide truancy services as originally intended.</p> <ol style="list-style-type: none"> 1. Chaired the County-Wide School Attendance Review Board to coordinate truancy efforts. Assisted the Juvenile Deputy District Attorney chair the monthly School Resources Officer meeting to coordinate truancy efforts with the police departments and Sheriff's Office. Served as the San Luis Obispo County representative for the State School Attendance Review Board. Created the Truancy Citation procedure for the County of San Luis Obispo. Trained all of the County's school based probation, police and sheriff staff assigned to the schools. 2. Case managed 103 cases. Made approximately 40 home visits to work with families with truant minors. Attended Individual Education Programs for approximately 12 truant minors. 3. 21 out of 103 cases managed by the truancy DPO were dismissed by the court due to improved attendance. 	<p>Intended results have been achieved.</p>

County of San Luis Obispo
 FY 2014-15 Budget Augmentation Request Results

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Public Health

Fund Center 160

Budget Augmentation Description	Intended Results	Actual Results FY 2014-15	Administrative Office Comments
<p>Add 1.00 FTE Program Manager II, 1.00 FTE Department Automation Specialist, and \$50,000 in funds to hire consultants and/or purchase required tools to develop/enhance the Health Agency's Compliance Program to ensure that all Health Agency programs are in full compliance with applicable privacy and security laws and regulations.</p> <p><u>Financial Information</u> Total Cost: \$233,409</p> <p>Amount of General Fund support: \$233,409</p> <p>Approved via the FY 2014-15 Budget Adoption</p>	<p>Full compliance with applicable rules and regulations as evidenced in the results of an audit conducted at least two years after the initial program development period.</p>	<p>The Program Manager conducted an analysis of Compliance Program effectiveness and developed work plans to update programs and address gaps in compliance. Major results include updates of several major policies and procedures, development and deployment of training on key compliance topics, development of programs to ensure compliance with required public postings, completion of a comprehensive risk analysis identifying risk in the areas of information privacy and security, and development of automated systems that improve efficiency and ensure compliance.</p> <p>The Department Automation Specialist participated in analysis of data systems and identification of risk areas, to address risk areas: implemented risk mitigation measures such as monitoring for unauthorized devices and software; researched multi-factor authentication programs and related building access systems; and conducted regular monitoring and auditing of system security to ensure protection of the public's protected health information.</p>	<p>Intended results were partially achieved. The audit has yet to be completed to provide evidence of full compliance. This item will be reported on again in the FY 2017-18 budget process.</p>

**County of San Luis Obispo
FY 2014-15 Budget Augmentation Request Results**

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Public Health

Fund Center 160

Budget Augmentation Description	Intended Results	Actual Results FY 2014-15	Administrative Office Comments
<p>Add 0.75 FTE Physical Therapist/Occupational Therapist I/II in the California Children's Services (CCS) Medical Therapy Program, to better meet the treatment needs of clients. This additional staffing will be added to existing part-time positions: a 0.50 FTE Physical Therapist in Oceano and a 0.25 FTE Occupational Therapist in San Luis Obispo.</p> <p>This will be funding with revenue from the CCS trust fund and an increase in the CCS allocation.</p> <p><u>Financial Information</u> Total Cost: \$69,242</p> <p>Amount of General Fund support: \$0</p> <p>Approved via the FY 2014-15 Budget Adoption</p>	<ol style="list-style-type: none"> 1. Achieve 90% of therapy per prescribed treatments (compared to current performance of 75% - 80%). 2. Reduce the number of complaints about reduced treatment time from parents from 4-6/year to 0-2/year. 	<p>Position was not filled due to difficulty in recruiting</p>	<p>Intended results have not been achieved. This item will be reported on again in the FY 2017-18 budget process.</p>
<p>Add 1.00 FTE Department Automation Specialist III to augment the technical team that serves the Health Agency with computer tech support.</p> <p><u>Financial Information</u> Total Cost: \$121,455</p>	<ol style="list-style-type: none"> 1. Reduce existing response time to requests for technical support by 15 minutes (from 25 to 10 minutes). 2. Increase the amount of scheduled routine maintenance by 50% (from once per 6 months to once per 3 months). 	<ol style="list-style-type: none"> 1. By adding the Department Automation Specialist III position as a full time Service Desk lead, the Health Agency was able to reduce the support time from greater than 25 minutes per call to less than 15 minutes per call on 90% 	<p>Intended results were partially achieved. The department will report on this item again in the FY 2017-18 budget.</p>

County of San Luis Obispo
 FY 2014-15 Budget Augmentation Request Results

Fiscal Year 2016-17 Final Budget

Public Health

Fund Center 160

Budget Augmentation Description	Intended Results	Actual Results FY 2014-15	Administrative Office Comments
<p>Amount of General Fund support: \$121,455</p> <p>Approved via the FY 2014-15 Budget Adoption</p>	<p>3.Reduce the number of support requests submitted by 15% (from 300/month to 250/month) due to improved security measures.</p>	<p>of calls and less than 10 minutes on 85% of all calls.</p> <p>2. Assigning a Department Automation Specialist to specific roles has allowed the team to become more proactive in patching both desktops computers and servers. Server patching occurred at irregular intervals with large gaps in patching critical patches prior to filling the Department Automation Specialist position. Health Agency IT staff were able to schedule monthly patching of servers over a 3 month period. This allows all servers within the Health Agency network to be patched quarterly. A single person is responsible for the schedule and assigning tasks to staff to complete.</p> <p>3. During the past 11 months, the number of support tickets created for Health Agency employees has increased by 23%. The number of overall tickets has increased by 812 tickets and the percentage of tickets handled by Health Agency IT staff has increased from 84.76% to 90.79%. This was in part due to the change in</p>	

**County of San Luis Obispo
 FY 2014-15 Budget Augmentation Request Results**

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Public Health

Fund Center 160

Budget Augmentation Description	Intended Results	Actual Results FY 2014-15	Administrative Office Comments
		the down town Service Desk staff and the approximately 50 new staff added to the Health Agency over the past 2 years.	

County of San Luis Obispo
 FY 2014-15 Budget Augmentation Request Results

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Sheriff-Coroner

Fund Center 136

Budget Augmentation Description	Intended Results	Actual Results FY 2014-15	Administrative Office Comments
<p>Add 1.00 FTE Sheriff's Commander position</p> <p><u>Financial Information</u> Total Cost: \$207,115</p> <p>Amount of General Fund support: \$69,835 (new), \$137,280 (existing expense for contract position)</p> <p>Approved via the FY 2014-15 Budget Adoption</p>	<p>Ensure continued staffing of the Professional Standards Unit; implement grant-funded complaint tracking system.</p>	<p>The previous contract position has been converted to a 1.00 FTE Sheriff's Commander position and is providing continued staffing of the Professional Standards Unit. Additionally, the Sheriff's Office has established a Professional Standards Unit compliance tracking system and expanded the system to include reportable Use of Force Reports, avoidable traffic collisions, vehicle pursuits, civil claims and jail grievances.</p>	<p>Intended results have been achieved.</p>
<p>Add 1.00 FTE Sergeant position and a vehicle</p> <p>A single Sergeant position currently supervises 25.50 FTE, including 3.00 FTE coroners, 13.00 FTE detectives, 6.00 FTE lab personnel, and 3.50 FTE clerks.</p> <p><u>Financial Information</u> Total Cost: \$212,324</p> <p>Amount of General Fund support: \$212,324</p> <p>Approved via the FY 2014-15 Budget Adoption</p>	<p>The resulting span of control will split a total of 25.50 FTE positions between two Sergeants instead of one. The new position will provide direct supervision to the Coroner's Unit and Forensic Laboratory personnel, including 3.00 FTE coroners, 6.00 FTE lab personnel, and 1.50 FTE clerks (10.50 FTE positions total). The existing Sergeant will retain supervision duties for the remaining 15.00 FTE positions.</p>	<p>These positions have been filled and the improved supervision ratio has been achieved, resulting in a better span of supervisory control.</p>	<p>Intended results have been achieved.</p>

**County of San Luis Obispo
FY 2014-15 Budget Augmentation Request Results**

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Sheriff-Coroner

Fund Center 136

Budget Augmentation Description	Intended Results	Actual Results FY 2014-15	Administrative Office Comments
<p>Purchase a body image screening system for the jail.</p> <p><u>Financial Information</u> Total Cost: \$185,000</p> <p>Amount of General Fund support: \$125,000</p> <p>Other Funding: \$60,000 Court Security revenue (2011 Public Safety Realignment)</p> <p>Approved via the FY 2014-15 Budget Adoption</p>	<p>Reduce the number of contraband items entering the jail through increased detection and deterrence.</p>	<p>In the ten month period preceding implementation of the body imaging machine (10/15/13 through 8/15/14), there were 23 incidents in which drugs were found in the jail. During the same ten month period following implementation of the body imaging machine (10/15/14 through 8/15/15), there were 9 incidents in which drugs were found in the jail. The use of the body scanning machine therefore resulted in a 61% reduction in incidents in which drugs were found.</p>	<p>Intended results have been achieved.</p>
<p>Add 3.00 FTE Sheriff's Dispatcher positions to provide dispatch services under a contract to the City of Arroyo Grande.</p> <p>The positions will be fully funded by the City of Arroyo Grande.</p> <p><u>Financial Information</u> Total Cost: \$322,576</p> <p>Amount of General Fund support: \$0</p> <p>Approved via the FY 2014-15 Budget Adoption</p>	<p>This contract will be cost effective for City of Arroyo Grande and will increase the level of service for dispatch including emergency medical dispatch.</p>	<p>The Sheriff's Dispatcher positions have been filled and are providing service to the City of Arroyo Grande as agreed in the contract between the City and the County.</p>	<p>Intended results have been achieved.</p>

County of San Luis Obispo
 FY 2014-15 Budget Augmentation Request Results

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Social Services

Fund Center 180

Budget Augmentation Description	Intended Results	Actual Results FY 2014-15	Administrative Office Comments
<p>Add 1.00 FTE Program Manager II to the Staff Development Division to oversee and monitor all employee induction training program materials and processes.</p> <p>Funded entirely with Federal/State allocations and 1991 Realignment funds.</p> <p><u>Financial Information</u> Total Cost: \$128,659</p> <p>Amount of General Fund support: \$0</p> <p>Approved via the FY 2014-15 Budget Adoption</p>	<ol style="list-style-type: none"> 1. Induction training classes will be held year round, on an as-needed basis 2. Staffing shortages throughout the department will be reduced and the duration of position vacancies will decrease 3. Induction classes will be able to accommodate 6-26 new employees 4. Training unit staff will be able to more readily implement new programs and regulations and develop policies and procedures to support them 	<ol style="list-style-type: none"> 1. Induction training classes were held year round, as needed. The induction classes conducted in FY 2014-15 included one CalWORKs/CalFresh/Medical class from which 25 Employment Resource Specialists (ERS) graduated. In addition, two CalWORKs cross-training classes were also held for 24 ERS staff. 2. Staffing shortages for ERS positions were reduced by 35% from 20 vacancies in June of 2014 to 13 vacancies in June of 2015. At the conclusion of one class another recruitment is initiated. Filling every induction class to capacity (maximum 26) reduced the duration of ERS vacancies. 3. Induction class accommodated between 6-26 new employees. 4. Training unit staff was able to implement new programs and regulatory changes and develop policies and procedures to support them. 	<p>Intended results have been achieved.</p>
<p>Add 3.00 FTE Program Review Specialists to the Staff Development Division to support</p>	<ol style="list-style-type: none"> 1. Induction training classes will be held year round, on an as-needed basis 	<ol style="list-style-type: none"> 1. Induction training classes were held year round, as needed. The induction 	<p>Intended results have been achieved.</p>

County of San Luis Obispo
 FY 2014-15 Budget Augmentation Request Results

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Social Services

Fund Center 180

Budget Augmentation Description	Intended Results	Actual Results FY 2014-15	Administrative Office Comments
<p>the development and ongoing management of a year-round induction training program for new employees.</p> <p>Funded entirely with Federal/State allocations and 1991 Realignment funds.</p> <p><u>Financial Information</u> Total Cost: \$280,296</p> <p>Amount of General Fund support: \$0</p> <p>Approved via the FY 2014-15 Budget Adoption</p>	<ol style="list-style-type: none"> 2. Training modules will be updated on an ongoing basis, based on regulatory system and program changes 3. New hires will be better equipped to manage caseloads 	<p>classes conducted in FY 2014-15 included one CalWORKs/CalFresh/Medi-Cal class from which 25 Employment Resource Specialists (ERS) graduated. In addition, two CalWORKs cross-training classes were also held for 24 ERS staff. Filling every induction class to capacity (maximum 26) reduces the duration of ERS vacancies.</p> <ol style="list-style-type: none"> 2. Training unit staff was able to update modules as necessary and implement new programs and regulatory changes and develop policies and procedures to support them. 3. By having additional Program Review Specialists in Staff Development, materials are always current per new regulations. When the newly trained ERS staff go out to the regions to begin their new jobs they have accurate worker tools and policies and procedures for reference and application. 	
<p>Add 2.00 FTE Administrative Assistants to provide administrative support to staff and process a significant amount of client applications for financial</p>	<ol style="list-style-type: none"> 1. 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 	<ol style="list-style-type: none"> 1. Morro Bay opened in June 2015. With the additional 2.00 FTE Administrative Assistants, processing time has been reduced to same 	<p>Intended results have been achieved.</p>

**County of San Luis Obispo
FY 2014-15 Budget Augmentation Request Results**

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Social Services

Fund Center 180

Budget Augmentation Description	Intended Results	Actual Results FY 2014-15	Administrative Office Comments
<p>assistance in the department's new Morro Bay office (department is in the process of acquiring space).</p> <p>Funded entirely with Federal/State allocations and 1991 Realignment funds.</p> <p><u>Financial Information</u> Total Cost: \$139,318</p> <p>Amount of General Fund support: \$0</p> <p>Approved via the FY 2014-15 Budget Adoption</p>	<p>application is submitted.</p>	<p>day as submission.</p>	
<p>Add 1.00 FTE Administrative Assistant to provide clerical and administrative support to the Human Resources Division to support the department's new on-boarding program.</p> <p>Funded entirely with Federal/State allocations and 1991 Realignment funds.</p> <p><u>Financial Information</u> Total Cost: \$69,659</p>	<ol style="list-style-type: none"> 1. Within one year of launching a full and comprehensive on-boarding program, reduce new hire processing time by 30% 2. Within two years, reduce new hire processing time by 50% 3. Reduce the number of staff who choose to leave the department within six months of their hire date 	<ol style="list-style-type: none"> 1. With additional support we have decreased on-boarding processing by 2.5 weeks, from an average of 7.5 weeks to an average of 5 weeks. This is a reduction of 33%. Adding administrative resources to our on-boarding process has expedited hiring practices so candidates do not take other positions before we have the opportunity to make them an offer. 2. This measure will be reported on in the FY 2017-18 budget. 	<p>The intended results have been partially achieved. The department will continue to report on the budget augmentation in the FY 2017-18 budget.</p>

**County of San Luis Obispo
FY 2014-15 Budget Augmentation Request Results**

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Social Services

Fund Center 180

Budget Augmentation Description	Intended Results	Actual Results FY 2014-15	Administrative Office Comments
<p>Amount of General Fund support: \$0</p> <p>Approved via the FY 2014-15 Budget Adoption</p>		<p>3. The number of new hire staff separating from the department within six months of their hire date remains unchanged.</p>	
<p>Add five mid-size cars to the department's fleet for use by staff in various programs. Add one minivan to be used by the Team Services Division to be used for daily mail deliveries and delivering equipment and supplies to various offices.</p> <p>Funded entirely with Federal/State allocations and 1991 Realignment funds.</p> <p><u>Financial Information</u> Total Cost: \$177,204</p> <p>Amount of General Fund support: \$0</p> <p>Approved via the FY 2014-15 Budget Adoption</p>	<p>Reduce the need for staff to use their personal vehicles for departmental business, and reduce the amount of mileage reimbursement that the department must pay to employees.</p> <p>Addition of vehicles will support the recent addition of new staff and will assure that the department can effectively conduct business without violating department policy which does not allow for the use of personal vehicles to transport non-departmental staff (such as children) in the course of business.</p>	<p>The five vehicles were received in February 2015. All of the vehicles were put into service and utilized for department business during the remaining five months of the fiscal year. This has helped to reduce the need for staff to use their own vehicles when transporting non-departmental staff (such as children), thereby adhering to the department policy. The overall cost of reimbursement did increase by \$8,125 from FY 2013-14 to FY 2014-15. This increase is due to the fact that there was also a staffing increase of 61 positions and an increase in the reimbursement rate from .565 cents per mile to .575 cents per mile in the same FY comparison.</p> <p>The minivan for Team Services has been incorporated into the daily business. With the addition of the Morro Bay office we have been able to continue timely service delivery of mail and supplies to all offices. The addition of the van has allowed one van to make deliveries to our north</p>	<p>The intended results have been partially achieved. The total cost of mileage reimbursement increased instead of decreased because the mileage reimbursement rate went up and additional positions were added to the department. The department will not continue to report on this in future budget years.</p>

County of San Luis Obispo
 FY 2014-15 Budget Augmentation Request Results

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Social Services

Fund Center 180

Budget Augmentation Description	Intended Results	Actual Results FY 2014-15	Administrative Office Comments
		county offices, one van to make deliveries to our south county offices and one van to make deliveries to the Morro Bay office and County Government Center.	
<p>Add one Electric Utility Transport vehicle to be used to transport equipment and clients with limited mobility between the department's South Higuera and Empleo offices in San Luis Obispo.</p> <p>Funded entirely with Federal/State allocations and 1991 Realignment funds.</p> <p><u>Financial Information</u> Total Cost: \$15,000</p> <p>Amount of General Fund support: \$0</p> <p>Approved via the FY 2014-15 Budget Adoption</p>	<p>1. Department will be able to quickly access case files or other equipment that may be stored in one office or the other, without having to wait for a departmental vehicle to be available. Department will also be able to easily transport clients with limited mobility between the two offices, as needed.</p>	<p>1. The electric utility transport vehicle was put into service in February 2015. This has been successful in being utilized for transporting supplies to the Higuera office as well as used during days when there are State hearings for transport of staff and files between the two offices. The electric vehicle is available to transport staff or clientele with limited mobility between the Empleo and Higuera office.</p>	<p>Intended results have been achieved.</p>

**County of San Luis Obispo
FY 2014-15 Budget Augmentation Request Results**

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Veterans Services

Fund Center 186

Budget Augmentation Description	Intended Results	Actual Results FY 2014-15	Administrative Office Comments
<p>Add 1.00 FTE Administrative Assistant Aide</p> <p><u>Financial Information</u> Total Cost: \$47,668</p> <p>Amount of General Fund support: \$47,668</p> <p>Approved via the FY 2014-15 Budget Adoption</p>	<p>The addition of the Administrative Assistant Aide will provide administrative assistance at the Veterans Services Office in Paso Robles allowing that location to increase its operating hours to full time.</p>	<p>The position was filled and enabled the Paso Robles office to increase its hours of operation on a full-time basis.</p>	<p>Intended results have been achieved.</p>

2014-15 Budget Augmentation Results (Mid-Year Adjustments)

County of San Luis Obispo
 FY 2014-15 Mid-Year Budget Augmentation Request Results

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Behavioral Health

Fund Center 166

Budget Augmentation Description	Intended Results	Actual Results FY 2014-15	Administrative Office Comments
<p>Add a 1.00 FTE Mental Health Therapist IV, 1.00 FTE Drug and Alcohol Specialist II, and 0.50 FTE Administrative Assistant III to work on a four-year Behavioral Health Treatment Court Collaborative (BHTCC) grant program. All three positions are Limited Term, due to end on January 27, 2019, when the grant expires.</p> <p>Funding for these positions will be entirely offset with grant funds.</p> <p><u>Financial Information</u> Total Annual Cost: \$268,738</p> <p>Amount of General Fund support: \$0</p> <p>Approved via Board action on 1/27/2015 Item # 11</p>	<ol style="list-style-type: none"> 1. The BHTCC program will enroll 60 unduplicated adult participants per year. 2. 240 participants will be served with enhanced intensive outpatient co-occurring treatment services over the four years. 3. Participants in the BHTCC will have achieved and sustained a lifestyle of sobriety and recovery, including learning skills to better manage their lives. 	<ol style="list-style-type: none"> 1. 60 individuals were admitted to the BHTCC program during the first year, October 1, 2014 – September 30, 2015. 2. Considering the first year of implementation covered only nine program months, it is anticipated that the four-year goal will be met or exceeded. 3. Indicators that program participants have improved functioning include: <ul style="list-style-type: none"> • 100% of the program participants are medication compliant during the program. • 41 of the 60 unduplicated intakes (68.3%) reported being homeless at intake, showing that we are meeting our objective for reaching homeless clients. Of those homeless clients, all (100%) of them are meeting with the case manager to find stable housing. Sober living homes and community based organizations help house these clients with success. 	<p>Intended results have partially been achieved. This item will be reported on again in the FY 2017-18 budget.</p>

County of San Luis Obispo
 FY 2014-15 Mid-Year Budget Augmentation Request Results

Fiscal Year 2016-17 Final Budget

Clerk Recorder

Fund Center 110

Budget Augmentation Description	Intended Results	Actual Results FY 2014-15	Administrative Office Comments
<p>Replace the department's recording, cashiering and imaging system.</p> <p>Funds from restricted revenues will be used to offset a portion of this cost.</p> <p><u>Financial Information</u> Total Annual Cost: \$448,123</p> <p>Amount of General Fund support: \$175,000</p> <p>Approved via Board action on 6/2/15 Item # 15</p>	<ol style="list-style-type: none"> 1. Replace the existing recording, cashiering and imaging system. 2. Host the new system on a new server platform. 3. Increase the ability to manage office workflow. 4. Create a more customer-friendly experience for the public 5. Facilitate electronic recordings in the future 6. Avoid risk of catastrophic failure of the current system which is at the end of its useful life. 	<ol style="list-style-type: none"> 1. The new recording, cashiering, and imaging system went live in February. 2. The new system is hosted on standard Microsoft servers running in the County's virtual server infrastructure. 3. As the department is performing User Acceptance Training, the new system is displaying the ability to manage office workflow more effectively. 4. Furthermore, the system has a more customer-friendly interface for the public, including some enhanced functionality on the web. 5. The implementation of electronic recordings is expected to occur in 2017. 6. Moving off of the aging, obsolete, vendor-supported hardware to standard Microsoft servers in the virtual server infrastructure provides multiple layers of support, including County ITD that can mitigate a catastrophic failure. 	<p>It is anticipated that as of February 2016, the Clerk-Recorder's new recording, cashiering and imaging system will go-live. However, at that time it would be too soon to tell if items #3 or #4 have been achieved. Additionally, item #5 is not expected to be implemented until 2017. As a result, this item will be reported on again in the FY 2017-18 budget.</p>

**County of San Luis Obispo
FY 2014-15 Mid-year Budget Augmentation Request Results**

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Public Defender

Fund Center 135

Budget Augmentation Description	Intended Results	Actual Results FY 2014-15	Administrative Office Comments
<p>Amend the contract for primary Public Defender services to add funding for a full-time Attorney, a half-time Investigator and Information Technology resources to address a 30% increase in felony case workload.</p> <p><u>Financial Information</u> Total Annual Cost: \$153,340</p> <p>Amount of General Fund support: \$153,340</p> <p>Approved via Board action on 8/12/2014 Item # 4</p>	<p>The additional resources will further support the Public Defender's responsibility to provide an adequate legal defense for the indigent and help mitigate the possibility of complaints leading to substitution of counsel, or the reversal of a defendant's conviction on appeal.</p>	<p>A full-time Attorney, a half-time Investigator and information technology resources have been added to contract staff providing primary Public Defender services in order to address the increase in felony caseload.</p>	<p>The intended results have been achieved.</p>

County of San Luis Obispo
 FY 2014-15 Mid-Year Budget Augmentation Request Results

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Sheriff Coroner

Fund Center 136

Budget Augmentation Description	Intended Results	Actual Results FY 2014-15	Administrative Office Comments
<p>Add 1.00 FTE Department Automation Specialist II to provide support for existing automation systems and on-going projects to support the Cal-ID program.</p> <p>Funding for this positions will come from the Cal-ID program.</p> <p><u>Financial Information</u> Total Annual Cost: \$114,758</p> <p>Amount of General Fund support: \$0</p> <p>Approved via Board action on 1/27/2015 Item # 15</p>	<p>Support the system for the Cal-ID program and assist in the development and incorporation of new projects on behalf of the program, to the benefit of all law enforcement agencies in the county and the communities they serve.</p>	<p>Due to the difficulty in recruiting for this position, it was not filled until June 22, 2015. The position is currently filled and is providing support for the Cal-ID program and assisting in the development and incorporation of new projects on behalf of the program, as intended.</p>	<p>The intended results have been achieved.</p>

County of San Luis Obispo
 FY 2014-15 Mid-Year Budget Augmentation Request Results

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Social Services

Fund Center 180

Budget Augmentation Description	Intended Results	Actual Results FY 2014-15	Administrative Office Comments
<p>Three year contract (August 26, 2014 through August 25, 2017) with Transitions Mental Health Association in a total amount of \$1,860,098 for housing placement and supportive services for chronically homeless individuals, and a corresponding budget adjustment in the amount of \$578,719 from Social Services Realignment funds to FC 180- Department of Social Services to fund the initial year of the contract.</p> <p><u>Financial Information</u> Total Cost: \$1,860,098</p> <p>Amount of General Fund support: \$0</p> <p>Approved via Board action on 8/26/14 Item # 17</p>	<ol style="list-style-type: none"> 1. Within 9 months permanently house 17 individuals. 2. Within 15 months permanently house 34 individuals (cumulative). 3. Within 21 months permanently house 50 individuals (cumulative). 	<ol style="list-style-type: none"> 1. 27 persons were permanently housed within 9 months. 2. Will be reported on in the FY 2017-18 budget. 3. Will be reported on in the FY 2017-18 budget. 	<p>The intended results have partially been achieved and are exceeding targets to date. This item will be reported on again in the FY 2017-18 budget.</p>
<p>Acquisition and renovation of two apartment complexes to house homeless families participating in the CalWORKs Housing Support Program or who are Child Welfare Services clients for a minimum of 20 years.</p> <p>Funds for this acquisition and renovation project come from the</p>	<ol style="list-style-type: none"> 1. Eight homeless families plus an on-site manager will be housed at any given time over a 20 year period.* 2. Family Care Network will provide case management services for eight families to enable them to stabilize and acquire skills for successful transition to other permanent 	<ol style="list-style-type: none"> 1. Renovations were initiated in preparation for placing homeless families into housing in FY 2015-16. One apartment is occupied by an on-site manager. 2. An Operating Program Agreement with Family Care Network, Inc. (FCN) was initiated and effective May 	<p>Intended results have not yet been achieved. This item will be reported on again in the FY 2017-18 budget.</p>

County of San Luis Obispo
 FY 2014-15 Mid-Year Budget Augmentation Request Results

Fiscal Year 2016-17 Final Budget

Social Services

Fund Center 180

Budget Augmentation Description	Intended Results	Actual Results FY 2014-15	Administrative Office Comments
Social Services Realignment trust. <u>Financial Information</u> Total Annual Cost: \$1,250,000 Amount of General Fund support: \$0 Approved via Board action on 5/5/2015 Item # 24	housing options. *The intended results have been modified from the Board staff report to clarify that eight families will be housed and case managed, and one unit will house an on-site manager (rather than nine homeless families being housed). This is consistent with the executed operating agreement.	2015 for case management services for eight families to enable the families to stabilize and successfully transition to other permanent housing. The first eight families and the on-site manager will be housed in FY 2015-16, and the results will be reported on in the FY 2017-18 budget.	

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 2016-17

Fund Name (1)	TOTAL FINANCING SOURCES				TOTAL FINANCING USES		
	Fund Balance Available June 30, 2016 (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)
Governmental Funds							
General Fund	39,988,682	0	453,202,790	493,191,472	488,792,839	4,398,633	493,191,472
Special Revenue Funds	6,592,133	3,965,651	66,874,779	77,432,563	61,849,474	15,583,089	77,432,563
Capital Projects Funds	372,944	0	3,548,400	3,921,344	1,921,344	2,000,000	3,921,344
Debt Service Funds	664,891	0	12,756,347	13,421,238	12,232,483	1,188,755	13,421,238
Total Governmental Funds	47,618,650	3,965,651	536,382,316	587,966,617	564,796,140	23,170,477	587,966,617
Other Funds							
Internal Service Funds	0	1,746,791	58,119,487	59,866,278	59,866,278	0	59,866,278
Enterprise Funds	0	0	12,349,421	12,349,421	11,726,806	622,615	12,349,421
Special Districts and Other Agencies	11,080,074	3,714,368	49,441,787	64,236,229	58,436,344	5,799,885	64,236,229
Total Other Funds	11,080,074	5,461,159	119,910,695	136,451,928	130,029,428	6,422,500	136,451,928
Total All Funds	58,698,724	9,426,810	656,293,011	724,418,545	694,825,568	29,592,977	724,418,545

Schedule 2

Governmental Funds Summary

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

GOVERNMENTAL FUNDS SUMMARY
 FOR FISCAL YEAR 2016-17

COUNTY FUNDS (1)	Fund Number	TOTAL FINANCING SOURCES				TOTAL FINANCING USES		
		Fund Balance Available June 30, 2016 (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	39,988,682	0	453,202,790	493,191,472	488,792,839	4,398,633	493,191,472
Capital Projects	1100000000	372,944	0	3,548,400	3,921,344	1,921,344	2,000,000	3,921,344
Special Revenue Funds								
Road Fund	1200000000	208,885	582,961	27,453,899	28,245,745	28,036,860	208,885	28,245,745
Comm Dev Pgm	1200500000	27,428	0	4,643,911	4,671,339	4,671,339	0	4,671,339
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	377,746	391,174	9,173,338	9,942,258	9,061,308	880,950	9,942,258
Automtn Replc	1202000000	507,813	0	2,901,152	3,408,965	1,847,462	1,561,503	3,408,965
Building Replcmt	1202500000	0	0	6,602,498	6,602,498	0	6,602,498	6,602,498
Impact Fee	1203500000	4,197,701	2,761,536	0	6,959,237	2,761,536	4,197,701	6,959,237
Wildlife Grazing	1204000000	178	0	3,608	3,786	3,608	178	3,786
DUI	1204500000	25,444	0	1,375,356	1,400,800	1,336,613	64,187	1,400,800
Library	1205000000	1,140,489	0	9,383,360	10,523,849	10,409,678	114,171	10,523,849
Fish & Game	1205500000	16,682	2,715	20,000	39,397	22,715	16,682	39,397
Org Development	1206000000	89,767	95,031	1,088,393	1,273,191	920,906	352,285	1,273,191
MISP	1206500000	0	0	1,526,449	1,526,449	1,526,449	0	1,526,449
Emergency Med Svcs	1207000000	0	0	851,000	851,000	851,000	0	851,000
TOTAL Special Rev. Funds		6,592,133	3,965,651	66,874,779	77,432,563	61,849,474	15,583,089	77,432,563
Debt Service Funds								
Cop Loan DS	1208000000	0	0	2,091,847	2,091,847	2,091,847	0	2,091,847
POB- DSF	1801000000	664,891	0	10,664,500	11,329,391	10,140,636	1,188,755	11,329,391
TOTAL Debt Service Funds		664,891	0	12,756,347	13,421,238	12,232,483	1,188,755	13,421,238
TOTAL GOVERNMENTAL FUNDS		47,618,650	3,965,651	536,382,316	587,966,617	564,796,140	23,170,477	587,966,617
Appropriation Limit	581,245,874							
Appropriation Subject to	380,527,342							

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 2016-17

County Funds (1)	Fund Number	Total Fund Balance	Less: Obligated Fund Balances (Reserves & Designations)			Fund Balance
		as of June 30, 2016 Actual (2)	Encumbrances (3)	Nonspendable Restricted & Committed (4)	Assigned (5)	Available June 30, 2016 Actual (6)
General Fund	1000000000	102,590,174	19,630,165	9,000,000	33,971,327	39,988,682
Capital Projects	1100000000	22,982,194	8,678,577	0	13,930,673	372,944
Special Revenue Funds						
Road Fund	1200000000	6,896,118	4,429,693	0	2,257,540	208,885
Community Devel Pgm	1200500000	27,431	3	0	0	27,428
Public Facility Fees	1201000000	11,838,764	4,499,394	0	7,339,370	0
Parks	1201500000	2,619,351	761,568	0	1,480,037	377,746
Co-Wide Automation Replacement	1202000000	17,521,662	4,364,837	0	12,649,012	507,813
Gen Gov Building Replacement	1202500000	32,072,605	1,348,799	0	30,723,806	0
Tax Reduction Resrv	1203000000	18,680,277	349,634	0	18,330,643	0
Impact Fee-Traffic	1203500000	8,307,024	0	0	4,109,323	4,197,701
Wildlife And Grazing	1204000000	19,756	0	4,671	14,907	178
Driving Under the Influence	1204500000	513,804	1	95,000	393,359	25,444
Library	1205000000	3,252,148	163,597	49,690	1,898,372	1,140,489
Fish And Game	1205500000	187,178	0	54,583	115,913	16,682
Organizational Development	1206000000	2,222,945	72,310	496,042	1,564,826	89,767
Medically Indigent Services Pr	1206500000	776,773	776,773	0	0	0
Emergency Med Svcs	1207000000	355,349	355,349	0	0	0
TOTAL Special Rev. Funds		105,291,185	17,121,958	699,986	80,877,108	6,592,133
Debt Service Funds						
Debt Service-Cert of Participa	1208000000	10,603	10,520	0	83	0
Pension Obligation Bond DSF	1801000000	10,425,661	(1)	0	9,760,771	664,891
TOTAL Debt Service Funds		10,436,264	10,519	0	9,760,854	664,891
TOTAL GOVERNMENTAL FUNDS		241,299,817	45,441,219	9,699,986	138,539,962	47,618,650

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 2016-17

County Funds (1)	Obligated Fund Balances (Reserves & Designations) as of June 30, 2016 (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	2,000,000	4,000,000	13,000,000		
Designations								
Co. Fire Equip. Replace	550,253	0	0	398,633	398,633	948,886		
Designated FB-2020 POB	9,688,657	0	0	0	0	9,688,657		
Internal Financing	2,136,984	0	0	0	0	2,136,984		
Prop 172 Solar	6,319,832	0	0	0	0	6,319,832		
Solar Plant Mitigation	15,275,601	0	0	0	0	15,275,601		
TOTAL General Fund	42,971,327	0	0	2,398,633	4,398,633	47,369,960		
Capital Projects								1100000000
Designations								
Facilities Planning	11,944,273	0	0	2,000,000	2,000,000	13,944,273		
New Govt Buildin Rep	1,986,400	0	0	0	0	1,986,400		
TOTAL Capital Projects	13,930,673	0	0	2,000,000	2,000,000	15,930,673		
SPECIAL REVENUE FUNDS								
Road Fund								1200000000
Designations								
Future Road Projects	1,582,961	582,961	582,961	0	208,885	1,208,885		
Maria Vista Estates	591,579	0	0	0	0	591,579		
N. River Mine Reserve	83,000	0	0	0	0	83,000		
TOTAL Road Fund	2,257,540	582,961	582,961	0	208,885	1,883,464		
Public Facility Fees								1201000000
Designations								
Reserve for County Fire	3,933,479	0	0	775,674	775,674	4,709,153		
Reserve for General Gov't	431,289	132,234	132,234	0	0	299,055		
Reserve for Law Enforcmnt	1,242,813	0	0	151,887	151,887	1,394,700		
Reserve for Library	290,197	0	0	156,940	156,940	447,137		
Reserve for Parks	1,441,592	0	0	499,548	499,548	1,941,140		
TOTAL Public Facility Fees	7,339,370	132,234	132,234	1,584,049	1,584,049	8,791,185		

OBLIGATED FUND BALANCES (RESERVES & DESIGNATIONS) - BY GOVERNMENTAL FUNDS
X Encumbrances excluded FOR FISCAL YEAR 2016-17

County Funds (1)	Obligated Fund Balances (Reserves & Designations) as of June 30, 2016 (2)		Decreases or Cancellation Adopted by The Board of Supervisors Recommended (3)		Increases or New Obligated Fund Balances (Reserves & Designations) Adopted by The Board of Supervisors Recommended (6)		Total Obligated Fund Balances (Reserves & Designations) for Budget Year (7)		Fund (8)
Parks Designations									1201500000
Lopez Park's Projects	490,500	0	50,000	100,000	100,000	540,500			
Parks Projects	989,537	0	341,174	780,950	780,950	1,429,313			
TOTAL Parks	1,480,037	0	391,174	880,950	880,950	1,969,813			
Co-Wide Automation Replacement Designations									1202000000
Automation Replacement	12,649,012	0	0	1,053,690	1,561,503	14,210,515			
TOTAL Co-Wide Automation Repla	12,649,012	0	0	1,053,690	1,561,503	14,210,515			
Gen Gov Building Replacement Designations									1202500000
Gov. Building Rpl	29,025,254	0	0	4,622,991	6,602,498	35,627,752			
Library - Cambria	1,698,552	0	0	0	0	1,698,552			
TOTAL Gen Gov Building Replace	30,723,806	0	0	4,622,991	6,602,498	37,326,304			
Tax Reduction Resrv Designations									1203000000
Desig-Airport Terminal	11,687,490	0	0	0	0	11,687,490			
Desig-Prop Tax Litigation	797,952	0	0	0	0	797,952			
Tax Reduction Reserves	5,845,201	0	0	0	0	5,845,201			
TOTAL Tax Reduction Resrv	18,330,643	0	0	0	0	18,330,643			
Impact Fee-Traffic Designations									1203500000
Improvement Fees	4,109,323	2,761,536	2,761,536	0	4,197,701	5,545,488			
TOTAL Impact Fee-Traffic	4,109,323	2,761,536	2,761,536	0	4,197,701	5,545,488			
Wildlife And Grazing Designations									1204000000
General Reserve	4,671	0	0	0	0	4,671			
Wildlife Projects	14,907	0	0	0	178	15,085			
TOTAL Wildlife And Grazing	19,578	0	0	0	178	19,756			

OBLIGATED FUND BALANCES (RESERVES & DESIGNATIONS) - BY GOVERNMENTAL FUNDS
X Encumbrances excluded FOR FISCAL YEAR 2016-17

County Funds (1)	Obligated Fund Balances (Reserves & Designations) as of June 30, 2016 (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	95,000	0	0	0	0	64,187	159,187		
Designations									
Systems Development	393,359	0	0	0	0	0	393,359		
TOTAL Driving Under the Influe	488,359	0	0	0	0	64,187	552,546		
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	1,854,035	0	0	0	0	114,171	1,968,206		
TOTAL Library	1,948,062	0	0	0	0	114,171	2,062,233		
Fish And Game									1205500000
General Reserve	54,583	2,715	2,715	0	0	0	51,868		
Designations									
Environmental Settlemt	4,513	0	0	0	0	0	4,513		
Fish and Game Projects	111,400	0	0	0	0	16,682	128,082		
TOTAL Fish And Game	170,496	2,715	2,715	0	0	16,682	184,463		
Organizational Development									1206000000
General Reserve	496,042	0	0	0	0	0	496,042		
Designations									
Countywide Training	1,564,826	0	95,031	352,285	352,285	352,285	1,822,080		
TOTAL Organizational Developme	2,060,868	0	95,031	352,285	352,285	352,285	2,318,122		
TOTAL SPECIAL REV. FUNDS	81,577,094	3,479,446	3,965,651	8,493,965	15,583,089	93,194,532			
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
 FOR FISCAL YEAR 2016-17

X Encumbrances excluded

County Funds (1)	Obligated Fund Balances (Reserves & Designations) as of June 30, 2016 (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 (5)		Total Obligated Fund Balances (Reserves & Designations) for Budget Year (7)		Fund (8)
				(4)		(6)			
Pension Obligation Bond DSF Designations									1801000000
Desig - POB Debt Service	9,760,771	0	0		1,117,604	1,188,755	10,949,526		
TOTAL Pension Obligation Bond	9,760,771	0	0		1,117,604	1,188,755	10,949,526		
TOTAL DEBT SERVICE FUNDS	9,760,854	0	0		1,117,604	1,188,755	10,949,609		
TOTAL GOVERNMENTAL FUNDS	<u>148,239,948</u>	<u>3,479,446</u>	<u>3,965,651</u>		<u>14,010,202</u>	<u>23,170,477</u>	<u>167,444,774</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 2016-17

DESCRIPTION (1)	2014-15 ACTUAL (2)	2015-16 ACTUAL (3)	2016-17 RECOMMENDED (4)	2016-17 ADOPTED BY BOS (5)
SUMMARIZATION BY SOURCE				
CURRENT SECURED PROPERTY TAX	110,899,103	117,091,369	121,284,667	121,284,667
CURRENT UNSECURED PROPERTY TAX	3,148,651	3,124,181	2,964,566	2,964,566
SUPPLEMENTAL PROPERTY TAX	2,620,527	2,685,489	1,966,315	1,966,315
OTHER TAX (NON-CURRENT/SUPPL PROP TAX)	57,890,948	58,781,210	58,277,881	58,277,881
Total	174,559,229	181,682,249	184,493,429	184,493,429
LICENSES AND PERMITS	10,470,889	10,394,261	10,057,420	10,057,420
FINES, FORFEITURES AND PENALTIES	5,379,835	4,809,244	5,055,266	5,055,266
REVENUE FROM USE OF MONEY AND PROPERTY	3,040,878	4,277,317	2,300,264	2,300,264
INTERGOVERNMENTAL REVENUES - STATE	200,863,733	193,095,075	181,191,617	181,108,462
- FEDERAL	53,647,533	58,133,182	57,697,319	58,358,363
- OTHER	2,730,622	3,339,380	4,499,026	4,499,026
CHARGES FOR SERVICES	29,779,020	31,157,927	30,120,776	30,120,776
OTHER REVENUES	30,851,427	28,917,151	25,224,750	25,287,389
OTHER FINANCING SOURCES	39,310,148	41,097,040	33,047,414	35,101,921
TOTAL SUMMARIZATION BY SOURCE	<u>550,633,314</u>	<u>556,902,826</u>	<u>533,687,281</u>	<u>536,382,316</u>
SUMMARIZATION BY FUND				
1000000000 General Fund	433,254,815	438,519,803	452,786,354	453,202,790
1100000000 Capital Projects	21,653,748	29,022,351	3,548,400	3,548,400
1200000000 Road Fund	31,268,458	31,477,409	27,453,899	27,453,899
1200500000 Community Devel Pgm	4,465,439	4,346,094	4,344,819	4,643,911
1201000000 Public Facility Fees	2,093,551	1,937,524	1,851,815	1,851,815
1201500000 Parks	10,745,531	9,335,197	9,173,338	9,173,338
1202000000 Co-Wide Automation Replacement	5,395,197	6,365,728	2,901,152	2,901,152
1202500000 Gen Gov Building Replacement	6,083,138	7,607,702	4,622,991	6,602,498
1203000000 Tax Reduction Resrv	4,590,499	73,547	0	0
1203500000 Impact Fee-Traffic	1,553,601	1,627,289	0	0
1204000000 Wildlife And Grazing	3,738	1,995	3,608	3,608
1204500000 Driving Under the Influence	1,338,368	1,316,856	1,375,356	1,375,356
1205000000 Library	11,972,470	9,760,763	9,383,360	9,383,360
1205500000 Fish And Game	15,597	23,491	20,000	20,000
1206000000 Organizational Development	908,591	621,143	1,088,393	1,088,393
1206500000 Medically Indigent Services Program	1,746,857	1,275,245	1,526,449	1,526,449
1207000000 Emergency Med Svcs	881,274	806,823	851,000	851,000
1208000000 Debt Service-Cert of Participation	2,078,992	2,081,559	2,091,847	2,091,847
1801000000 Pension Obligation Bond DSF	10,583,450	10,702,307	10,664,500	10,664,500
TOTAL SUMMARIZATION BY FUND	<u>550,633,314</u>	<u>556,902,826</u>	<u>533,687,281</u>	<u>536,382,316</u>

Schedule 6

Detail of Additional Financing Sources by Fund and Account

This schedule provides information about the County's financing sources other than fund balance and cancelled 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 2016-17

Financing

Fund Name	Source Category	Financing Source Account	2014-15 Actual	2015-16 Actual	2016-17 Recommended	2016-17 Adopted By BOS
(1)	(2)	(3)	(4)	(5)	(6)	(7)
General Fund						
Taxes						
4000005	PROP. TAXES CURR. SECURED		95,519,790	100,875,725	105,021,714	105,021,714
4000007	PROPERTY TAX-UNITARY		7,812,487	8,202,104	8,071,132	8,071,132
4000010	SUPPLEMENTAL-CURR.SECURED		2,419,982	2,477,098	1,800,000	1,800,000
4000015	REDEVELOPMENT AGENCY TAX		(2,909,754)	(3,129,089)	(3,254,254)	(3,254,254)
4000020	RETURN RDA PASSTHRU - S1290		1,635,081	1,824,402	1,781,233	1,781,233
4000021	RPTTF RESIDUAL BALANCE		473,291	398,106	269,000	269,000
4000025	PROP. TAXES CURR. UNSEC.		2,444,241	2,485,808	2,470,042	2,470,042
4000030	SUPPLEMENTAL-CURR.UNSEC.		3,998	2,017	(2,600)	(2,600)
Total - Taxes			107,399,116	113,136,171	116,156,267	116,156,267
Other Taxes						
4010005	PROP. TAXES PRIOR SECURED		(185,027)	(207,308)	(417,000)	(417,000)
4010010	SUPPLEMENTL-PRIOR SECURED		(780)	(2,866)	(11,000)	(11,000)
4010015	PROP. TAXES PRIOR UNSEC.		92,550	91,453	125,000	125,000
4010020	SUPPLEMENTAL-PRIOR UNSEC		22,395	18,988	15,000	15,000
4010025	REDEMPTION FEES		18,220	18,360	23,000	23,000
4010030	DELINQUENT/COST REIMBRSM		181,438	178,942	167,590	167,590
4010035	PENALTIES-DELINQUENT TAX		206,106	274,383	203,900	203,900
4010040	PENALTIES-C O F		74,419	14,454	44,000	44,000
4010045	TLRF PROCEEDS		1,465,000	1,465,000	1,465,000	1,465,000
4010050	SALES AND USE TAXES		11,405,724	9,575,235	11,527,680	11,527,680
4010065	AIRCRAFT TAX		406,043	421,300	420,400	420,400
4010070	PROPERTY TRANSFER TAX		2,370,039	2,655,060	2,500,000	2,500,000
4010073	RACEHORSE TAX		7,990	8,873	8,000	8,000
4010075	TRANSIENT OCCUPANCY TAX		8,724,202	9,248,691	9,160,000	9,160,000
4010076	SALE OF TAX DEEDED PROP.		41,700	33,000	56,175	56,175
4010077	PROPERTY TAX IN-LIEU OF SALES TAX		2,367,899	2,298,527	0	0
4010078	PROPERTY TAX IN-LIEU OF VLF		29,193,219	30,974,246	32,522,958	32,522,958
Total - Other Taxes			56,391,137	57,066,338	57,810,703	57,810,703
Licenses and Permits						
4050005	FRANCHISES-CABLE		801,735	974,225	787,000	787,000
4050006	FRANCHISE FEES-PUB UTIL		1,368,519	1,300,102	1,440,000	1,440,000
4050010	FRANCHISE FEES-GARBAGE		936,945	983,744	995,000	995,000
4050011	FRANCHISE FEES-PETROLEUM		18,551	19,035	18,500	18,500
4050015	ANIMAL LICENSES		801,480	788,752	779,882	779,882
4050020	BUSINESS LICENSES		126,682	113,909	106,559	106,559
4050025	BUILDING PERMITS		2,170,469	2,066,109	2,091,838	2,091,838
4050030	GRADING PERMITS		(23)	72	0	0
4050035	PLAN CHECK FEES		1,873,093	1,771,334	1,736,708	1,736,708
4050040	SUB PERMITS-MECH EL PLUMB		440,479	556,388	399,698	399,698

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
 GOVERNMENTAL FUNDS
 FOR THE FISCAL YEAR ENDED 2016-17

Financing

Fund Name	Source Category	Financing Source Account	2014-15 Actual	2015-16 Actual	2016-17 Recommended	2016-17 Adopted By BOS
(1)	(2)	(3)	(4)	(5)	(6)	(7)
4050043	BLDG STANDARDS ADMIN		1,136	1,068	0	0
4050045	MINOR USE PERMIT APPLICATION		26,309	26,681	25,312	25,312
4050065	LAND USE PERMITS		819,842	680,554	672,061	672,061
4050070	PLOT PLANS		277,864	252,617	250,418	250,418
4050075	GENERAL PLAN AMENDMENTS		48,431	15,536	20,572	20,572
4050080	AGRICULTURAL PRESERVE FEE		28,241	30,512	21,483	21,483
4050081	AG B&P 12241 FEE		3,000	1,000	0	0
4050085	SUBDIVISION PERMITS		189,232	264,274	232,730	232,730
4050090	SPECIFIC PLANS		16,500	0	0	0
4050095	FINGER PRINTING FEES		11,445	7,245	12,500	12,500
4050100	EXPLOSIVE PERMITS		2,570	1,625	2,500	2,500
4050105	OTHER LICENSES AND PERMIT		285,300	340,962	279,450	279,450
4050110	GUN PERMITS		15,740	16,569	15,500	15,500
4050111	DOMESTIC VIOLENCE FEES		64,280	55,370	60,000	60,000
4050120	BURIAL PERMITS		11,695	13,919	11,937	11,937
4050130	MISC PERMITS		87,461	74,990	55,354	55,354
4050145	SUBPOENA DUCES TECUM GC 1563		1,340	1,135	1,500	1,500
4050150	TOBACCO RETAILERS LICENSES		36,900	34,666	38,418	38,418
4050165	NOTARY FEE GC 8211		1,026	628	1,100	1,100
4050170	REPOSSESSION OF VEHICLE GC 26751		1,395	1,240	1,400	1,400
Total - Licenses and Permits			10,467,637	10,394,261	10,057,420	10,057,420

Fines and Forfeitures

4100005	50% EXCESS MOE REVENUE-ST		(72,816)	(599,607)	(450,000)	(450,000)
4100010	LAND USE FINES		825	2,293	200	200
4100015	RED LIGHT - VC21453, 54, 57		12,229	8,134	9,000	9,000
4100045	VEHICLE FORFEITURES-VC14607.6		0	100	0	0
4100055	PROBA DRUG FEE-PC1203.1AB		4,007	3,829	3,360	3,360
4100065	CHILD RESTRNT FEE-COUNTY		5,325	5,050	5,000	5,000
4100070	CHILD RESTRAINT FEE-CITY		3,052	1,693	2,500	2,500
4100085	TRAFFIC SCH-VC42007.1(\$24)		266,054	248,320	260,000	260,000
4100090	CNTY FIX IT-VC 40611		30,180	29,813	30,000	30,000
4100100	CO-FAILURE TO APPEAR(FTA)		0	0	0	0
4100105	CO MOTOR VEH/CRIM FINES		954,169	749,728	800,000	800,000
4100125	DOMESTIC VIOLC-PC1203.097		896	4,692	0	0
4100135	CITIES FIX IT-VC40611		12,607	10,352	10,000	10,000
4100140	SMALL CLAIMS ADVISORY FEE		5,939	4,660	5,500	5,500
4100155	SUPERIOR COURT FINES-BASE		156,450	136,507	140,000	140,000
4100165	SETTLEMENTS/JUDGEMENTS		38,084	2,522	15,000	15,000
4100180	BLDG CODE INVESTIG FEES		40,461	42,355	85,865	85,865
4100195	TRAFFIC SCHOOL FEES		1,370,142	1,278,197	1,300,000	1,300,000
4100206	ASSET FORFEITURES		175,704	56,101	32,000	32,000
4100220	BLOOD ALCOHOL FINES		195,697	254,474	233,000	233,000

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
 GOVERNMENTAL FUNDS
 FOR THE FISCAL YEAR ENDED 2016-17

Financing

Fund Name	Source Category	Financing Source Account	2014-15 Actual	2015-16 Actual	2016-17 Recommended	2016-17 Adopted By BOS
(1)	(2)	(3)	(4)	(5)	(6)	(7)
4100225	AIDS EDUCATION FINE-PC264		1,151	1,310	0	0
4100230	PENALTY AS-FINGERPRINT ID		262,228	382,100	404,365	404,365
4100255	OFF-HIGHWAY MOTOR FINES		0	31,000	0	0
4100260	AGRICULTURE FINES		14,850	14,702	0	0
4100265	BUSINESS & PROFESSIONS		(9,958)	(4,691)	(7,000)	(7,000)
4100270	HEALTH/SAFETY FINES/FORFT		2,514	390	1,000	1,000
4100285	CITIES- ALL MISDEMEANORS		(145,829)	8,175	13,000	13,000
4100290	FEES -ALCOHOL ABUSE & EDU		42,000	60,000	48,000	48,000
4100295	CITIES PARKING		6,503	14,732	12,000	12,000
4100300	CITY MOTOR VEHICLE FINES		85,230	80,064	77,000	77,000
4100320	PENALTY AS-CTHS TEMP CONS		0	71,986	0	0
4100340	ST PENALTY ASSMNTS-PC1464		505,022	487,013	480,000	480,000
4100354	COUNTY PORTION GC 76000		82,363	83,598	89,500	89,500
4100366	ADM PENALTY-HS 25187		0	0	150,000	150,000
4100390	TRAFFIC SCHOOL FEES - CITY		0	0	0	0
4100465	DNA Database		8,168	42,759	5,000	5,000
Total - Fines and Forfeitures			4,053,247	3,512,351	3,754,290	3,754,290
Use of Money and Property						
4150000	INTEREST		389,459	1,769,555	543,000	543,000
4150002	INTEREST REVENUE-PENSION PREPAYMENT		1,448,364	1,065,409	1,300,000	1,300,000
4150003	INTEREST-PROP TAX REFUNDS		(10,922)	(9,212)	(11,000)	(11,000)
4150015	COMMUNICATION LEASE FACIL		12,900	12,900	11,300	11,300
4150020	RENT-LAND/BLDG-SHORT TERM		11,851	11,960	12,318	12,318
4150025	RENT-LAND/BLDG-LONG TERM		163,214	163,953	171,087	171,087
4150035	RENTAL OF VETERANS BLDGS.		72,256	69,012	64,000	64,000
Total - Use of Money and Property			2,087,122	3,083,577	2,090,705	2,090,705
State Aid						
4200005	ST RLGN-SALES TX-SOC SRVC		9,256,443	10,571,293	10,948,983	10,948,983
4200010	ST RLGN-SALES TAX-M H		5,621,414	5,737,317	5,787,130	5,787,130
4200015	ST RLGN-SALES TAX-HEALTH		226,658	177,008	1,083,414	1,083,414
4200020	ST REALGN- VLF		4,666,595	3,740,205	3,019,933	3,019,933
4200022	ST AID REALIGNMENT		2,386,041	2,337,631	1,259,328	1,259,328
4200023	ST AID REALIGNMENT-VLF		106,632	99,273	99,273	99,273
4200035	SB90 STATE MANDATED COSTS		5,274,803	245,822	273,408	273,408
4200040	ST AID- DRUG/MENTL HEALTH		0	16,250	0	0
4200045	STATE AID- EXTRADITION		23,714	24,348	20,000	20,000
4200055	STATE AID FOR AGRICULTURE		724,716	761,145	740,857	740,857
4200065	STATE AID-NUCLEAR PLANNG		1,372,048	1,214,970	1,923,802	1,923,802
4200070	STATE AID VETERAN AFFAIRS		51,067	88,086	60,000	60,000
4200075	HOMEOWNER PROP TAX RELIEF		774,028	784,654	784,654	784,654
4200080	STATE REIMB-CMC/ASH CASES		1,016,913	930,393	980,400	980,400

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
 GOVERNMENTAL FUNDS
 FOR THE FISCAL YEAR ENDED 2016-17

Financing

Fund Name	Source Category	Financing Source Account	2014-15 Actual	2015-16 Actual	2016-17 Recommended	2016-17 Adopted By BOS
(1)	(2)	(3)	(4)	(5)	(6)	(7)
4200090	ST AID-INS FRAUD INVESTIG		82,803	59,419	50,000	50,000
4200095	ST AID-DMV-VEH CRIME INV		279,817	292,115	308,270	308,270
4200105	STATE AWARDED GRANTS		1,151,185	617,332	738,078	738,078
4200125	STATE REIMB FOR DNA TESTING		76,971	69,117	80,669	80,669
4200150	ST AID - CHILD SUP ADMIN		1,489,735	1,441,208	1,545,315	1,525,772
4200170	STATE AID - OTHER		2,138,139	1,746,381	2,100,880	2,100,880
4200175	STATE - WELFARE ADMIN.		25,989,503	27,961,203	32,027,687	32,027,687
4200185	STATE AID-PRIOR YEAR		17,399	(720,507)	(639)	(639)
4200190	STATE AID - ABATEMENT		62,286	54,127	49,601	49,601
4200195	ST AID-CS COLL-FOSTR CARE		41,099	49,890	31,320	31,320
4200200	MEDI-CAL:PATIENTS-ST +FED		15,230,006	16,881,228	18,155,420	18,155,420
4200205	ST AID - REIMB		10,925	0	0	0
4200210	ST AID-CALIF CHILDREN SRVC		1,934,382	(59,771)	0	0
4200212	STATE AID-CENCAL		324,588	472,318	382,300	382,300
4200213	STATE AID-MEDICARE		0	42,640	68,000	68,000
4200215	STATE - HEALTH ADMIN.		379,134	235,290	273,261	273,261
4200226	ST AID-GAS TAX-UNCLAIMED		1,011,240	998,534	1,000,000	1,000,000
4200240	STATE AID CONSTRUCTION		178,218	0	0	0
4200255	ST AID-PUBLIC SAFETY SRVC		30,495,411	25,156,843	26,424,748	26,424,748
4200270	STATE-MOTOR VEH LIC FEE		111,346	97,217	97,200	97,200
4200273	STATE AID-STATE OFFICE OF FAMILY PLANNING		1,046,125	1,075,439	1,148,300	1,148,300
4200275	OTHER STATE IN-LIEU TAXES		653	607	2,100	2,100
4200295	ST-10% SBOC VOC REBATE		7,082	6,374	8,300	8,300
4200305	ST AID - SLESF		751,800	775,181	775,181	775,181
4200320	ST AID-PASS THRU GRANTS		0	68,359	0	0
4200325	ST AID-INCENIVES		336,583	384,554	672,626	672,626
4200335	ST-WELFARE ADMIN-PRIOR YR		5,071,870	3,885,253	0	0
4200340	ST AID - MHSA		7,831,733	9,218,190	11,330,724	11,330,724
4200350	ST RLGN-2011 COURT SECURITY		3,961,902	4,241,522	4,395,752	4,395,752
4200351	ST RLGN-2011 LOCAL COMM		6,143,557	6,686,386	7,984,663	7,921,051
4200352	ST RLGN-2011 DA & PUBLIC DEFENDER		136,903	152,758	190,022	190,022
4200354	ST RLGN-2011 HLTH & HUMAN SVCS		22,747,099	23,389,919	26,536,595	26,536,595
4200355	ST RLGN-2011 SLESF		1,306,284	1,419,767	1,340,495	1,340,495
4200356	ST RLGN-2011 CALWORKS MOE		7,887,193	7,302,433	6,092,098	6,092,098
Total - State Aid			169,734,043	160,729,721	170,790,148	170,706,993
Federal Aid						
4250005	FED AID ENTITLEMNT LAND		1,016,964	1,212,850	1,100,000	1,100,000
4250015	FEDERAL - HEALTH ADMIN		3,464,944	589,000	562,972	570,354
4250016	FEDERAL AID-TARGETED CASE MANAGEMENT		0	400,000	689,434	689,434
4250017	FEDERAL AID-MAA PASS THROUGH		0	692,074	1,480,000	1,480,000
4250018	FEDERAL AID-MATERNAL CHILD HEALTH		0	465,937	507,403	507,403
4250055	FED AID - REIMB		42,014	47,595	29,631	29,631

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
GOVERNMENTAL FUNDS
FOR THE FISCAL YEAR ENDED 2016-17

Financing

Fund Name	Source Category	Financing Source Account	2014-15 Actual	2015-16 Actual	2016-17 Recommended	2016-17 Adopted By BOS
(1)	(2)	(3)	(4)	(5)	(6)	(7)
4250080	FEDERAL FUNDS - SNAP		0	546,497	482,179	482,179
4250085	FEDERAL AID - SECURITY		33,426	9,358	30,000	30,000
4250086	FED AID - SCAAP PASS THRU		126,830	128,078	131,572	131,572
4250090	FED AID-DRUG AND ALCOHOL		1,544,885	1,520,428	1,543,253	1,543,253
4250095	FEDERAL-GRANTS		1,529,621	1,452,064	1,414,060	1,582,497
4250105	FEDERAL AID - OTHER		2,521,015	2,044,006	1,404,384	1,703,454
4250110	FEDERAL - WELFARE ADMIN		26,289,834	29,581,827	32,691,196	32,691,196
4250115	FEDERAL AID - ABATEMENT		25,641	27,421	30,238	30,238
4250120	FEDERAL AID-PRIOR YEAR		(248,518)	(82,968)	0	0
4250130	FED AID-PERINTL SETASIDE		72,201	72,569	72,596	72,596
4250136	FED AID - PUBLIC HEALTH SECURITY		772,143	657,540	779,913	779,913
4250140	FED AID-CHILD SUP ADMIN		2,891,839	2,797,640	2,999,727	2,961,790
4250141	FED-WELFARE ADMN-PRIOR YR		1,379,748	1,136,414	0	0
4250160	FED AID WORKFORCE INVESTMENT ACT		2,121,334	1,450,649	2,447,414	2,447,414
4250165	FED AID - USDA		0	1,325,838	1,279,129	1,279,129
4250171	FED AID-MEDICARE		29,373	0	0	0
4250180	FED AID-SMALL WATER SYS (ST PASS THRU)		0	0	78,810	78,810
4250185	FED AID-CCS		0	1,832,531	2,137,664	2,137,664
4250190	FED AID-CHDP		0	450,678	515,341	515,341
4250205	FEDERAL AID-ARRA/PRIME RECIPIENT		16,443	17,862	0	0
Total - Federal Aid			43,629,737	48,375,888	52,406,916	52,843,868
Other Governmental Aid						
4300005	OTHER GOVT AGENCY REVENUE		2,030,517	1,683,095	1,543,707	1,543,707
4300010	COMBINED FED/ST CALWORKS		700,105	1,656,285	2,955,319	2,955,319
Total - Other Governmental Aid			2,730,622	3,339,380	4,499,026	4,499,026
TOTAL AID FROM GOVERNMENTAL AGENCIES			216,094,402	212,444,989	227,696,090	228,049,887
Charges for Services						
4350101	AFFORDABLE HOUSNG IN-LIEU		3,950	1,036	0	0
4350106	APPEAL FEE		5,100	6,800	3,400	3,400
4350109	AFFORDABLE HOUSING IMPACT FEE		2,300	1,706	2,890	2,890
4350209	REVENUE TRANSFER FROM TRUST FUNDS		72,186	203,773	50,000	50,000
4350235	BILLINGS OH-OUTSIDE AGENCIES		0	(19,070)	76,008	76,008
4350245	OTHER BILLINGS TO COURTS		470,069	391,529	369,992	369,992
4350255	BILLINGS TO OUTSIDE AGENCIES		1,412,856	1,933,814	2,034,453	2,034,453
4350295	PREAPPLICATION PROCESS		26,269	26,038	23,538	23,538
4350305	FLOOD HAZARD PROPERTY REPORTS		393	135	0	0
4350310	FIRE SUPPRESSION/COST REI		105,626	74,238	100,000	100,000
4350311	FIRE SUPPRESSION-EQUIP COST REIM		73,158	134,461	50,000	50,000
4350315	AMBULANCE REIMBURSEMENT		183,662	186,505	194,361	194,361
4350320	INMATE ASSISTANCE REIMBRS		290	243	310	310

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
GOVERNMENTAL FUNDS
FOR THE FISCAL YEAR ENDED 2016-17

Financing

Fund Name	Source Category	Financing Source Account	2014-15 Actual	2015-16 Actual	2016-17 Recommended	2016-17 Adopted By BOS
(1)	(2)	(3)	(4)	(5)	(6)	(7)
4350330	PUBLIC EDUCATION	GOV'T ACCESS FEE	51,961	50,424	0	0
4350335	MONITORING FEE-PC1203.1B		150,850	132,026	145,000	145,000
4350340	JUVENILE INFORMAL SUPERVISION		61,418	60,075	58,000	58,000
4350345	DIVERSN MONITRG-PC1001.53		41	56	0	0
4350350	MITIGATION FEE-AIR		621	575	488	488
4350365	CHANGE OF PLEA		41	0	400	400
4350370	PROBA MGMNT FEE-ADULTS		7,803	7,477	7,834	7,834
4350380	SENTENCING REPORT FEE		42,049	38,271	43,719	43,719
4350385	RESTITN COLL FEE-PC1203.1		40,015	59,587	40,000	40,000
4350390	RECORD SEALING FEE		1,228	345	0	0
4350395	RED INSTALLMENT PLAN FEE		7,632	8,146	10,070	10,070
4350400	ADMINISTRATIVE SERVICES		1,654,457	1,736,508	1,881,647	1,881,647
4350402	ADMIN FEE-SLO CTBID		36,875	38,713	37,600	37,600
4350404	ADMIN FEE - GC 29412		47,726	50,546	53,000	53,000
4350405	SPECIAL ASSESSMENT FEES		143,618	142,290	152,600	152,600
4350407	ADMIN FEE-RDA DISSOLUTION		37,416	44,438	60,849	60,849
4350410	ASSESSMNT APPORTNMNT FEES		0	1,099	0	0
4350415	PROP.REDEMPT.SEARCH FEES		22,330	19,140	26,950	26,950
4350430	ELECTION SERVICES		556,318	90,407	485,000	485,000
4350435	DEFERRED ENTRY OF JUDGMENT		61,997	37,602	48,000	48,000
4350441	SEGREGATIONS FEE		38	38	38	38
4350445	DMV DELINQUENT VESSEL FEE		961	1,261	972	972
4350450	UNSEC DELINQUENT COLL FEE		27,034	32,743	31,190	31,190
4350455	OTHER COURT-ORDERED REIMB		708	2,956	0	0
4350457	PUBLIC DEFENDER REIMBURSEMENT FEES		263,522	266,296	311,370	311,370
4350460	LEGAL SERVICES		21,415	45,028	37,200	37,200
4350465	INVOLUNTARY LIEN NOTICES		9,144	8,328	10,000	10,000
4350470	INSTALLMENT FEES		7,133	9,083	0	0
4350475	PROCESSING FEES		79,154	95,473	73,212	73,212
4350480	ENVIRONMNTL ASSESSMT FEES		146,140	164,716	234,620	234,620
4350490	PUBLICATION FEES		(149)	0	0	0
4350505	FILING FEES-CORNER RECORD		3,228	3,246	3,444	3,444
4350515	ALLOCATION ADMIN FEE		29,357	21,948	24,064	24,064
4350520	ITD BILL OUTSIDE AGENCIES		48,274	62,445	91,950	91,950
4350525	ITD BILL OUTSIDE AGENCIES COMM		6,082	6,323	6,438	6,438
4350530	FIRE PROTECTION SERVICES		2,453,270	2,661,381	2,886,200	2,886,200
4350540	AGRICULTURAL SERVICES		275,792	270,615	225,250	225,250
4350550	HOME DETENTION PROGRAM		335,379	262,317	365,000	365,000
4350555	STANDARDIZATION INSPECTS		7,060	12,025	6,800	6,800
4350560	ALTERNATIVE WORK PROG REV		41,620	40,810	45,000	45,000
4350567	ALT SENTENCING UNIT		70,356	72,434	78,000	78,000
4350570	CIVIL PROCESS SERVICE		76,722	73,770	84,600	84,600
4350580	REIMB JUV COURT PROF FEES		33,822	61,011	30,000	30,000

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
GOVERNMENTAL FUNDS
FOR THE FISCAL YEAR ENDED 2016-17

Financing

Fund Name	Source Category	Financing Source Account	2014-15 Actual	2015-16 Actual	2016-17 Recommended	2016-17 Adopted By BOS
(1)	(2)	(3)	(4)	(5)	(6)	(7)
4350581	ESTATE FEES		35,724	15,200	32,500	32,500
4350585	CONSERVATORSHIP FEES		112,885	88,884	84,000	84,000
4350590	REPRESENTATIVE PAYEE FEES		39,218	39,984	39,852	39,852
4350595	HUMANE SERVICES		5,390	4,724	3,694	3,694
4350600	IMPOUND FEES		33,806	32,643	35,992	35,992
4350605	BOARDING FEES		70,296	58,545	55,439	55,439
4350610	ANIMAL PLACEMENT		118,023	124,606	145,655	145,655
4350616	LAW ENFORCEMENT SERVICES		112,772	167,022	145,500	145,500
4350620	BOOKING FEES (SB 2557)		418,591	456,312	456,312	456,312
4350625	RECORDER'S SPECL PROJECTS		249,809	498,954	443,128	443,128
4350630	RECORDG FEE-MICROGRAPHICS		97,078	311,522	245,391	245,391
4350632	Rec Fees-Real Estate Fraud GC 27388		304,493	313,768	308,000	308,000
4350633	RECORDING FEES-SSN REDACTION		34,510	158,794	18,610	18,610
4350635	RECORDING FEES		1,383,591	1,281,827	1,301,607	1,301,607
4350640	RECORDING FEES-VHS		15,674	11,978	7,055	7,055
4350641	CIVIL SPECIAL FEE GC26746		207,475	254,761	244,080	244,080
4350650	DEVELOPMENT FEE- ADMIN		42,741	38,863	56,000	56,000
4350655	SEPARATE TAX BILL COSTS		66,731	64,894	67,000	67,000
4350656	REIMB FOR PROJ COSTS		0	131,369	129,281	129,281
4350665	ROAD ABANDONMENT FEE		33,043	32,635	38,319	38,319
4350675	CURB & GUTTER WAIVERS		3,592	0	1,066	1,066
4350690	MEDICAL RECORDS FEE		1,345	2,453	2,280	2,280
4350705	NURSING FEES		305,582	285,121	278,000	278,000
4350710	PUBLIC HEALTH VHS FEES		0	180,436	160,000	160,000
4350714	EMERGENCY MEDICAL SERVICES FEES		0	26,234	41,809	41,809
4350715	LABORATORY SERVICES		214,681	186,377	210,700	210,700
4350720	SUPPLEMENTAL ROLL-5% ADMN		629,888	663,610	500,000	500,000
4350725	MENTAL HEALTH SVCS-MEDICARE		25,682	28,818	0	0
4350735	ALCOHOLISM SERVICES		57,216	54,549	45,000	45,000
4350740	COBRA MED INS ADMIN FEE		983	713	800	800
4350745	ENVIRONMENTAL HEALTH SERVICES		2,519,376	2,590,383	2,697,302	2,697,302
4350760	INST CARE/SV-MEDICALSB855		14,926	6,649	0	0
4350765	MEDICAL REMB SERV/PAT CAR		128,596	124,439	0	0
4350770	CUTS & COMBINATN REQUESTS		2,475	3,025	6,000	6,000
4350775	ADOPTION FEES		17,755	18,350	23,200	23,200
4350785	CALIF CHILDREN SERVICES		4,242	2,763	2,000	2,000
4350790	INST.CARE-JUVENILE HALL		50,383	54,279	47,000	47,000
4350795	INSURANCE PAYMENTS		163,571	173,129	153,950	153,950
4350800	INSTITUTIONAL CARE/SERVICE		(249)	0	0	0
4350820	WASTE TIPPING FEES-AB 939		15,202	16,968	16,000	16,000
4350835	COPYING FEES		21,205	25,631	17,000	17,000
4350890	INCOME FROM CONCESSIONS		3,632	3,600	3,600	3,600
4350920	MOBL HOME DUP TX CLEARNCE		84	231	105	105

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
 GOVERNMENTAL FUNDS
 FOR THE FISCAL YEAR ENDED 2016-17

Financing

Fund Name	Source Category	Financing Source Account	2014-15 Actual	2015-16 Actual	2016-17 Recommended	2016-17 Adopted By BOS
(1)	(2)	(3)	(4)	(5)	(6)	(7)
	4350935	OTHER CLERK FEES	508,460	516,027	543,360	543,360
	4350950	MISCELLANEOUS FEES	205,735	213,363	264,679	264,679
	4350953	COMM ACKNOWLEDGEMENT FORM FEE	288	756	3,434	3,434
	4350960	MONUMENTATION FEES	51,061	37,736	41,061	41,061
	4350965	BLDG PRMT REVIEW-DRAINAGE	60,900	60,351	67,981	67,981
	4350966	BLDG PRMT REVIEW-FLD HZD	2,703	1,400	1,592	1,592
	4350990	DEVELOPMENT PLAN INSPECTN	39,349	94,847	85,905	85,905
	4350995	PAR MAP CHECKING THRU T/A	32,054	56,448	52,323	52,323
	4351005	RECORDS OF SURVEY FEES	37,519	38,858	37,834	37,834
	4351010	OTHER SERVICE CHARGES	13,960	92,750	85,260	85,260
	4351025	DEFERRED COMP ADMIN FEE	35,296	37,887	35,000	35,000
	4351040	MENTAL HLTH SVCS-SELF PAY	20,949	27,801	21,600	21,600
	4351045	PROGRAM REV - CHILD&FAMILIES	268,168	267,308	286,870	286,870
	4351055	BOOK,PAMPHLT,BROCHR SALES	938	855	850	850
	4351060	MAP SALES	174	225	200	200
	4351065	PUB INFO SALE-COMP FILES	17,780	18,956	17,292	17,292
	4351070	PM INSPECT-IMP PLANS P11E	38,009	35,007	43,989	43,989
	4351075	TM INSPECT-IMP PLANS P11D	198,544	158,469	181,942	181,942
	4351095	LOT LINE ADJUST APPLICATION	4,472	6,000	6,770	6,770
	4351100	COND USE PMT/DEV PLAN APP	42,126	22,386	21,677	21,677
	4351105	CERT COMPLIANCE APP	476	0	0	0
	4351110	CERT OF CORRECTION	705	385	0	0
	4351115	MAP AMENDMENTS	0	82	0	0
	4351125	LOT LINE ADJUST CHECKING	15,218	9,019	6,731	6,731
	4352240	SB2557 PROPERTY TAX ADMIN FEE	1,257,982	1,322,860	1,258,000	1,258,000
	4352255	BULK TRANSFER FEE	1,248	1,123	1,080	1,080
	4352260	SUBDIVISION/PARCEL TRACT MAP	2,904	3,696	3,350	3,350
	4400020	WATER SALES FOR RESALE	30,832	33,557	27,000	27,000
		Total - Charges for Services	19,666,184	21,226,375	21,660,464	21,660,464
Other Revenues						
	4550000	OTHER REVENUE	273,682	374,651	169,354	169,354
	4550010	SEMINAR/CONF/WORKSHOP FEE	75,493	42,534	93,177	93,177
	4550011	SETTLEMENTS-ENVIRONMENTAL	65,710	20,000	15,000	15,000
	4550020	REV APPLICABLE PRIOR YRS	13,613	674	0	0
	4550025	REF/ADJ-PRIOR YEAR EXPENS	18,709	5,296	0	0
	4550030	REIMBURSEMENTS-ASSISTANCE	304,314	356,325	314,138	314,138
	4550045	REFUNDS/EXCISE TAX	140,795	24,808	0	0
	4550050	TAX DEPT RETRND CHECK FEE	8,598	7,942	8,550	8,550
	4550055	SALE OF FIXED ASSETS	1,800,300	24,995	0	0
	4550062	ADV COSTS TX DEEDED PROP	1,284	1,188	2,100	2,100
	4550065	OTHER REIMBURSEMENTS	205,680	235,946	284,874	284,874
	4550070	EMPLOYEE REIMBURSEMENTS	283	182	250	250

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
 GOVERNMENTAL FUNDS
 FOR THE FISCAL YEAR ENDED 2016-17

Financing

Fund Name	Source Category	Financing Source Account	2014-15 Actual	2015-16 Actual	2016-17 Recommended	2016-17 Adopted By BOS
(1)	(2)	(3)	(4)	(5)	(6)	(7)
4550075	EMPL MEALS/IN-HOUSE FOOD		1,338	1,175	1,400	1,400
4550080	OTHER SALES		13,721	19,652	15,000	15,000
4550085	NUISANCE ABATEMENT		41,744	20,407	17,779	17,779
4550090	SERVICE CHGE RETRND CHKS		8,146	7,841	7,024	7,024
4550100	1915 BOND ACT ASSESSMENT		29,450	33,862	29,245	29,245
4550120	CONTRIBUTIONS - NON GOVTL		91,455	34,130	34,500	34,500
4550125	GRANTS: NON-GOVERNMENTAL		803,246	662,142	926,017	926,017
4550160	CASH OVERAGES		4,964	5,574	975	975
4550170	SETTLEMNTS, DAMAGES, & REST.		417,752	7,300	0	0
4550200	INVOICE VARIANCES		10,288	5,925	1,296	1,296
4550210	TOBACCO SETTLEMENT		2,396,481	1,669,076	1,691,097	1,691,097
4900010	IFR-ADMIN DEPT SUPPORT		15,453	59,446	0	0
4900080	IFR-INT SETT-ITD NETWORK SVCS		237,263	237,096	289,870	289,870
4900090	IFR-INT SETT-PLANNING		3,397	0	0	0
4900100	IFR-INT SETT-GEN SRVS S/S BILLINGS		807,214	592,196	403,949	466,588
4900110	IFR-INT SETT-HEALTH BILLINGS		63,360	72,784	66,845	66,845
4900140	IFR-INT SETT-ITD ENTERPRISE SVCS		508,806	683,822	820,595	820,595
4900160	IFR-INT SETT-PERSONNEL		89,186	0	0	0
4900170	IFR-INT SETT-DRUG & ALCOHOL		81,056	78,184	74,031	74,031
4900190	IFR-INT SETT-ITD DPTMTL SVCS		457,462	590,437	437,523	437,523
4900200	IFR-INT SETT-ITD RADIO COMM		9,073	12,798	8,751	8,751
4900220	IFR-INT SETT-SHERIFF SUPPORT		555,951	666,189	627,093	627,093
4900230	IFR-INT SETT-CENTRAL SERVICES		0	239,819	414,374	414,374
4900250	IFR-INT SETT-MENTAL HEALTH		98,891	0	0	0
4900299	IFR-INT SETT-ALL OTHER DEPTS		224,325	196,857	0	0
4901000	IFR-OVERHEAD-OH ALLOCATIONS		409,367	328,956	0	0
4901020	IFR-OVERHEAD-AGR		113	0	0	0
4902010	IFR-MANUAL COST ALLOC-ITD VOICE		150,031	143,259	133,839	133,839
4902030	IFR-MANUAL COST ALLOC-POSTAGE		35,047	46,258	40,932	40,932
4903010	IFR-IAA-LABOR-REG		483,693	348,076	0	0
4903011	IFR-IAA-LABOR-REG-TEMP		7,506	3,290	0	0
4904000	IFR-IS-W/O SETTLEMENT		38,432	42,128	0	0
4909000	IFR-JOURNAL ENTRY ALLOCATIONS		2,400	2,400	0	0
4909001	IFR-JE-ADMIN OFFICE		65,627	67,034	182,825	182,825
4909005	IFR-JE-RISK MGMT		1,007,196	1,029,515	1,083,514	1,083,514
4909010	IFR-JE-AUDITOR/CONTROLLER		44,410	113,745	30,000	30,000
4909015	IFR-JE-ITD		0	10,015	0	0
4909020	IFR-JE-MAINTENANCE PROJ		155,559	230,029	0	0
4909025	IFR-JE-GENERAL SERVICES		787,708	751,029	730,951	730,951
4909030	IFR-JE-PERSONNEL		141,252	142,595	140,653	140,653
4909035	IFR-JE-COUNTY COUNSEL		216,080	199,115	102,300	102,300
4909040	IFR-JE ALLOC-PUBLIC HEALTH		168,820	160,596	156,981	156,981
4909055	IFR-JE-SHERIFF		525	4,679	551	551

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
 GOVERNMENTAL FUNDS
 FOR THE FISCAL YEAR ENDED 2016-17

Financing

Fund Name	Source Category	Financing Source Account	2014-15 Actual	2015-16 Actual	2016-17 Recommended	2016-17 Adopted By BOS
(1)	(2)	(3)	(4)	(5)	(6)	(7)
4909070	IFR-JE-CDF		531,991	562,878	589,445	589,445
4909080	IFR-JE-PLANNING		392,013	414,193	504,981	504,981
4909085	IFR-JE-SB 2557		271,271	285,019	271,000	271,000
4909090	IFR-JE ALLOC-CO-WIDE OVERHEAD		1,482,906	3,017,915	2,442,531	2,442,531
4909095	IFR-JE-SOCIAL SERVICES		0	89,605	0	0
4909099	IFR-JE-UTILITY CHARGES-OPR CENTER		46,871	39,934	50,000	50,000
4909350	IFR-JE-PW ISF		0	13,474	0	0
		Total - Other Revenues	16,317,301	15,036,990	13,215,310	13,277,949
		Total Fund Revenues	432,476,146	435,901,052	452,441,249	452,857,685
Other Financing Sources						
6000000	OPERATING TRANSFERS IN		102,499	553,534	0	0
6000005	OTI PROCEEDS INTRAFUND		351,158	10,000	0	0
6000122	OTI-GEN GOV BLDG REPLACEMENT		0	397,460	0	0
6000130	TRANSFER IN FR AUTOMATION REPL FUND		25,532	24,978	337,805	337,805
6000240	OP TRANSF-IN-FLEET		33,159	20,536	7,300	7,300
6001000	INTERNAL LOAN REPAYMENT-PRIN		250,968	458,528	0	0
6001001	INTERNAL LOAN REPAYMENT-INT		14,577	49,466	0	0
6001002	INTERNAL LOAN INT REPAYED		776	0	0	0
6001205	Proceeds Issuance of N/L-ASSETS-PGE OBF		0	1,104,249	0	0
		Total - Other Financing Sources	778,669	2,618,751	345,105	345,105
		Total - General Fund Financing Sources	433,254,815	438,519,803	452,786,354	453,202,790
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Capital Projects						
Fines and Forfeitures						
4100320	PENALTY AS-CTHS TEMP CONS		43,585	65,432	0	0
		Total - Fines and Forfeitures	43,585	65,432	0	0
Use of Money and Property						
4150000	INTEREST		83,766	108,271	0	0
		Total - Use of Money and Property	83,766	108,271	0	0
State Aid						
4200105	STATE AWARDED GRANTS		58,437	220,754	0	0
4200141	STATE COASTAL GRANT		1,505,000	0	0	0
4200240	STATE AID CONSTRUCTION		14,556,882	20,601,067	0	0
4200242	STATE AID - REGIONAL STATE HWY ACCOUNT		92,470	85,728	0	0
		Total - State Aid	16,212,789	20,907,549	0	0

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
 GOVERNMENTAL FUNDS
 FOR THE FISCAL YEAR ENDED 2016-17

Financing

Fund Name	Source Category	Financing Source Account	2014-15 Actual	2015-16 Actual	2016-17 Recommended	2016-17 Adopted By BOS
(1)	(2)	(3)	(4)	(5)	(6)	(7)
Federal Aid						
	4250095	FEDERAL-GRANTS	120,259	233,448	0	0
Total - Federal Aid			120,259	233,448	0	0
TOTAL AID FROM GOVERNMENTAL AGENCIES			16,333,048	21,140,997	0	0
Charges for Services						
	4350925	PARKLAND FEE (QUIMBY FEE)	42,457	6,911	0	0
Total - Charges for Services			42,457	6,911	0	0
Other Revenues						
	4550120	CONTRIBUTIONS - NON GOVTL	105,000	187,186	0	0
	4902055	IFR-JE CAPITAL ASSETS FUNDING	1,236,724	833,541	0	0
Total - Other Revenues			1,341,724	1,020,727	0	0
Total Fund Revenues			17,844,580	22,342,338	0	0
Other Financing Sources						
	6000000	OPERATING TRANSFERS IN	185,789	70,580	0	0
	6000120	TRANSFERS IN FROM GEN FND	2,402,502	6,132,558	3,548,400	3,548,400
	6000145	OPR TRF IN - PFF FIRE	81,287	59,418	0	0
	6000150	OPR TRF IN - PFF PARKS	205,791	136,638	0	0
	6000155	OPR TRF IN - PFF LAW ENFORC	2,730	9,544	0	0
	6001000	INTERNAL LOAN REPAYMENT-PRIN	931,069	0	0	0
	6001205	Proceeds Issuance of N/L-ASSETS-PGE OBF	0	271,275	0	0
Total - Other Financing Sources			3,809,168	6,680,013	3,548,400	3,548,400
Total - Capital Projects Funds Fin. Srcs			21,653,748	29,022,351	3,548,400	3,548,400
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Special Revenue Funds						
Road Fund						
Taxes						
	4000005	PROP. TAXES CURR. SECURED	1,200,451	1,267,572	1,247,724	1,247,724
	4000007	PROPERTY TAX-UNITARY	333,008	343,905	385,869	385,869
	4000010	SUPPLEMENTAL-CURR.SECURED	29,354	30,842	2,520	2,520
	4000025	PROP. TAXES CURR. UNSEC.	30,364	30,947	25,785	25,785
	4000030	SUPPLEMENTAL-CURR.UNSEC.	50	25	115	115
Total - Taxes			1,593,227	1,673,291	1,662,013	1,662,013
Other Taxes						
	4010005	PROP. TAXES PRIOR SECURED	(2,302)	(2,574)	(6,062)	(6,062)
	4010010	SUPPLEMENTL-PRIOR SECURED	(7)	(34)	0	0

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
GOVERNMENTAL FUNDS
FOR THE FISCAL YEAR ENDED 2016-17

Financing

Fund Name	Source Category	Financing Source Account	2014-15 Actual	2015-16 Actual	2016-17 Recommended	2016-17 Adopted By BOS
(1)	(2)	(3)	(4)	(5)	(6)	(7)
4010015	PROP. TAXES	PRIOR UNSEC.	1,152	1,136	0	0
4010020	SUPPLEMENTAL-PRIOR	UNSEC	216	200	0	0
4010035	PENALTIES-DELINQUENT	TAX	121	58	0	0
Total - Other Taxes			(820)	(1,214)	(6,062)	(6,062)
Use of Money and Property						
4150000	INTEREST		38,781	62,867	20,000	20,000
4150003	INTEREST-PROP TAX	REFUNDS	(135)	(113)	0	0
Total - Use of Money and Property			38,646	62,754	20,000	20,000
State Aid						
4200075	HOMEOWNER PROP TAX	RELIEF	9,579	9,768	9,811	9,811
4200185	STATE AID-PRIOR YEAR		0	(19,624)	0	0
4200230	STATE - HIGHWAY USERS	TAX	10,271,951	7,659,255	7,100,000	7,100,000
4200235	STATE OFF HWY MTR	VH FEES	(56,603)	0	0	0
4200240	STATE AID CONSTRUCTION		157,901	19,536	0	0
4200241	STATE AID - URBAN STATE	HWY ACCOUNT	78,708	96,861	72,000	72,000
4200242	STATE AID - REGIONAL STATE	HWY ACCOUNT	357,838	481,495	0	0
4200245	TRANS DEV ACT SB 325		3,478,253	2,462,381	2,500,000	2,500,000
4200250	ST AID-ISTEA EXCHANGE		578,060	578,060	578,060	578,060
4200330	STATE AID FOR DISASTER		(88,341)	15,175	0	0
Total - State Aid			14,787,346	11,302,907	10,259,871	10,259,871
Federal Aid						
4250011	FEDERAL AID-FEMA	PRIOR YEAR	0	60,711	0	0
4250020	FEDERAL AID CONSTRUCTION		5,519,667	5,234,768	1,353,207	1,353,207
4250021	FEDERAL AID-BRIDGE	TOLLS	154,798	360,532	120,481	120,481
4250026	FEDERAL AID FOREST	RESERVE	10,941	12,231	10,941	10,941
4250120	FEDERAL AID-PRIOR YEAR		47,040	44,494	0	0
4250123	FED AID-PRIOR YEAR	BRIDGE TOLL	139	0	0	0
Total - Federal Aid			5,732,585	5,712,736	1,484,629	1,484,629
TOTAL AID FROM GOVERNMENTAL AGENCIES			20,519,931	17,015,643	11,744,500	11,744,500

Charges for Services

4350106	APPEAL FEE		828	901	0	0
4350495	PLANNING/ENGINEERING	SVCS	1,353	1,173	3,500	3,500
4350500	ROAD PERMIT FEES		18,670	17,932	20,000	20,000
4350660	ENCROACHMENT PERMIT	FEES	133,473	163,308	125,000	125,000
4350675	CURB & GUTTER	WAIVERS	1,267	18	0	0
4350676	CURB & GUTTER PERMIT	WITH DESIGN	2,652	0	5,000	5,000
4350677	CURB & GUTTER PERMIT	W/O DESIGN	0	0	17,000	17,000
4350678	CURB,GUTTER &	SIDEWALK	1,880	3,858	0	0

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
GOVERNMENTAL FUNDS
FOR THE FISCAL YEAR ENDED 2016-17

Financing

Fund Name	Source Category	Financing Source Account	2014-15 Actual	2015-16 Actual	2016-17 Recommended	2016-17 Adopted By BOS
(1)	(2)	(3)	(4)	(5)	(6)	(7)
	4350950	MISCELLANEOUS FEES	72	438	0	0
		Total - Charges for Services	160,195	187,628	170,500	170,500
		Other Revenues				
	4550000	OTHER REVENUE	10,126	38,157	0	0
	4550065	OTHER REIMBURSEMENTS	39,516	121,745	0	0
	4550080	OTHER SALES	1,140	2,322	0	0
	4550090	SERVICE CHGE RETRND CHKS	0	8	0	0
	4550200	INVOICE VARIANCES	1,270	964	0	0
	4902055	IFR-JE CAPITAL ASSETS FUNDING	62,965	293,676	0	0
	4909020	IFR-JE-MAINTENANCE PROJ	11,422	230,533	0	0
		Total - Other Revenues	126,439	687,405	0	0
		Total Fund Revenues	22,437,618	19,625,507	13,590,951	13,590,951
		Other Financing Sources				
	6000100	ROADS IMPACT FEES	416,740	705,795	2,309,536	2,309,536
	6000120	TRANSFERS IN FROM GEN FND	8,414,100	11,146,107	11,553,412	11,553,412
		Total - Other Financing Sources	8,830,840	11,851,902	13,862,948	13,862,948
		Total - Road Fund	31,268,458	31,477,409	27,453,899	27,453,899
=====						
		Community Devel Pgm				
		Use of Money and Property				
	4150000	INTEREST	1,608	887	0	0
		Total - Use of Money and Property	1,608	887	0	0
		State Aid				
	4200170	STATE AID - OTHER	4,900	6,300	0	0
		Total - State Aid	4,900	6,300	0	0
		Federal Aid				
	4250065	FEDERAL FUNDS - CDBG	1,220,683	2,051,119	1,667,918	1,667,918
	4250070	FEDERAL FUNDS - HOME	1,614,653	466,799	678,610	678,610
	4250075	FEDERAL FUNDS - ESG	168,140	123,240	148,084	372,176
	4250080	FEDERAL FUNDS - SNAP	954,661	1,071,343	1,258,771	1,258,771
	4250100	FEDERAL AID - ENVIRONMENT	107,215	32,827	0	0
		Total - Federal Aid	4,065,352	3,745,328	3,753,383	3,977,475
		TOTAL AID FROM GOVERNMENTAL AGENCIES	4,070,252	3,751,628	3,753,383	3,977,475

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
 GOVERNMENTAL FUNDS
 FOR THE FISCAL YEAR ENDED 2016-17

Financing

Fund Name	Source Category	Financing Source Account	2014-15 Actual	2015-16 Actual	2016-17 Recommended	2016-17 Adopted By BOS
(1)	(2)	(3)	(4)	(5)	(6)	(7)
Other Revenues						
	4550065	OTHER REIMBURSEMENTS	2,143	2,143	0	0
Total - Other Revenues			2,143	2,143	0	0
Total Fund Revenues			4,074,003	3,754,658	3,753,383	3,977,475
Other Financing Sources						
	6000120	TRANSFERS IN FROM GEN FND	391,436	591,436	591,436	666,436
Total - Other Financing Sources			391,436	591,436	591,436	666,436
Total - Community Devel Pgm			4,465,439	4,346,094	4,344,819	4,643,911

Public Facility Fees

Use of Money and Property

	4150000	INTEREST	37,655	60,222	0	0
Total - Use of Money and Property			37,655	60,222	0	0

Charges for Services

	4350100	AFFORDABLE HOUSING FEE TRANSFERRED	(8,357)	(2,336)	0	0
	4350101	AFFORDABLE HOUSNG IN-LIEU	8,358	2,337	0	0
	4350102	PUB FAC FEE-LIBRARY	185,929	158,210	156,940	156,940
	4350103	PUB FACIL FEE-FIRE	831,353	805,404	775,674	775,674
	4350104	PUB FACIL FEE-PARKS	585,676	514,558	499,548	499,548
	4350105	PUB FACIL FEE-GEN GOVT	292,876	261,421	267,766	267,766
	4350107	PUB FAC FEE-LAW ENFORCE	160,061	137,708	151,887	151,887
Total - Charges for Services			2,055,896	1,877,302	1,851,815	1,851,815
Total Fund Revenues			2,093,551	1,937,524	1,851,815	1,851,815
Total - Public Facility Fees			2,093,551	1,937,524	1,851,815	1,851,815

Parks

Licenses and Permits

	4050130	MISC PERMITS	3,252	0	0	0
Total - Licenses and Permits			3,252	0	0	0

Fines and Forfeitures

	4100255	OFF-HIGHWAY MOTOR FINES	76,311	91,291	116,366	116,366
	4100275	LITTER CLEANUP	824	1,111	2,192	2,192
Total - Fines and Forfeitures			77,135	92,402	118,558	118,558

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
GOVERNMENTAL FUNDS
FOR THE FISCAL YEAR ENDED 2016-17

Financing

Fund Name	Source Category	Financing Source Account	2014-15 Actual	2015-16 Actual	2016-17 Recommended	2016-17 Adopted By BOS
(1)	(2)	(3)	(4)	(5)	(6)	(7)
Use of Money and Property						
4150000	INTEREST		12,463	15,599	14,000	14,000
4150020	RENT-LAND/BLDG-SHORT TERM		59,942	43,871	57,259	57,259
4150025	RENT-LAND/BLDG-LONG TERM		72,821	61,460	70,000	70,000
4150030	FARM LAND RENT		1,950	1,650	1,800	1,800
Total - Use of Money and Property			147,176	122,580	143,059	143,059
State Aid						
4200065	STATE AID-NUCLEAR PLANNG		3,161	0	9,233	9,233
Total - State Aid			3,161	0	9,233	9,233
TOTAL AID FROM GOVERNMENTAL AGENCIES			3,161	0	9,233	9,233
Charges for Services						
4350245	OTHER BILLINGS TO COURTS		10,707	7,773	10,000	10,000
4350255	BILLINGS TO OUTSIDE AGENCIES		46,906	47,000	39,352	39,352
4350650	DEVELOPMENT FEE- ADMIN		1,210	2,200	550	550
4350860	CAMPING FEES		3,306,421	3,293,925	3,489,000	3,489,000
4350865	DAILY PASSES		489,015	461,557	498,000	498,000
4350870	GROUP ENTRANCE FEES		191,028	169,101	215,000	215,000
4350875	SEASON PASSES		80,534	58,845	80,000	80,000
4350880	SEASON BOAT LICENSES		33,029	15,005	24,000	24,000
4350885	DAILY BOAT PASSES		80,166	58,676	82,000	82,000
4350890	INCOME FROM CONCESSIONS		107,013	119,021	125,000	125,000
4350895	SWIMMING POOL FEES		69,621	74,331	64,000	64,000
4350905	DOG/DAY USE		63,021	57,201	68,000	68,000
4350910	SHOWERS/LOCKERS		66,468	70,174	65,000	65,000
4350925	PARKLAND FEE (QUIMBY FEE)		127,191	355,578	0	0
4350950	MISCELLANEOUS FEES		18,008	16,588	14,999	14,999
4350970	RECREATIONAL PROGRAMS		38,296	31,134	42,000	42,000
4350971	SKATE PARK FEES		3,087	2,709	4,940	4,940
4350972	SPECIAL EVENTS		14,355	28,647	12,000	12,000
4350980	OTHER RECREATIONAL FEES		25,303	22,640	25,000	25,000
Total - Charges for Services			4,771,379	4,892,105	4,858,841	4,858,841
Other Revenues						
4550000	OTHER REVENUE		11,729	(1,704)	2,745	2,745
4550055	SALE OF FIXED ASSETS		0	9,400	0	0
4550065	OTHER REIMBURSEMENTS		2,460	22,354	3,000	3,000
4550080	OTHER SALES		0	1,295	0	0
4550120	CONTRIBUTIONS - NON GOVTL		42,750	25,021	34,000	34,000
4550125	GRANTS: NON-GOVERNMENTAL		22,580	(12,563)	38,760	38,760
4550130	BAD DEBT RECOVERY		670	0	0	0

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
 GOVERNMENTAL FUNDS
 FOR THE FISCAL YEAR ENDED 2016-17

Financing

Fund Name	Source Category	Financing Source Account	2014-15 Actual	2015-16 Actual	2016-17 Recommended	2016-17 Adopted By BOS
(1)	(2)	(3)	(4)	(5)	(6)	(7)
	4550160	CASH OVERAGES	676	0	1,000	1,000
	4550200	INVOICE VARIANCES	2,704	2,775	0	0
	4900260	IFR-INT SETT-PARKS BILLINGS	87,691	141,934	120,000	120,000
	4901020	IFR-OVERHEAD-AGR	221	0	0	0
	4909025	IFR-JE-GENERAL SERVICES	5,000	0	0	0
	4909200	IFR-JE-PARKS	227,236	227,236	227,235	227,235
		Total - Other Revenues	403,717	415,748	426,740	426,740
		Total Fund Revenues	5,405,820	5,522,835	5,556,431	5,556,431
Other Financing Sources						
	6000120	TRANSFERS IN FROM GEN FND	4,139,303	3,616,907	3,616,907	3,616,907
	6000150	OPR TRF IN - PFF PARKS	1,200,355	366	0	0
	6000205	PROCEEDS OF GF INTERNAL LOAN	0	195,089	0	0
	6000240	OP TRANSF-IN-FLEET	53	0	0	0
		Total - Other Financing Sources	5,339,711	3,812,362	3,616,907	3,616,907
		Total - Parks	10,745,531	9,335,197	9,173,338	9,173,338
=====						
Co-Wide Automation Replacement						
Other Taxes						
	4010045	TLRF PROCEEDS	1,005,303	1,226,394	0	0
		Total - Other Taxes	1,005,303	1,226,394	0	0
Use of Money and Property						
	4150000	INTEREST	52,431	87,063	0	0
	4150010	RENTS AND CONCESSIONS	420,845	420,845	0	0
		Total - Use of Money and Property	473,276	507,908	0	0
Charges for Services						
	4350330	PUBLIC EDUCATION GOV'T ACCESS FEE	321,625	(20,449)	0	0
		Total - Charges for Services	321,625	(20,449)	0	0
Other Revenues						
	4909100	IFR-JE-MAJOR SYSTEM DEV	84,993	0	0	0
	4909105	IDC-JE COWIDE O&M CHARGES	23,687	1,308	0	0
		Total - Other Revenues	108,680	1,308	0	0
		Total Fund Revenues	1,908,884	1,715,161	0	0

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
 GOVERNMENTAL FUNDS
 FOR THE FISCAL YEAR ENDED 2016-17

Financing

Fund Name	Source Category	Financing Source Account	2014-15 Actual	2015-16 Actual	2016-17 Recommended	2016-17 Adopted By BOS
(1)	(2)	(3)	(4)	(5)	(6)	(7)
Other Financing Sources						
	6000120	TRANSFERS IN FROM GEN FND	3,486,313	4,650,567	2,901,152	2,901,152
Total - Other Financing Sources			3,486,313	4,650,567	2,901,152	2,901,152
Total - Co-Wide Automation Replacement			5,395,197	6,365,728	2,901,152	2,901,152
=====						
Gen Gov Building Replacement						
Use of Money and Property						
	4150000	INTEREST	62,994	143,812	0	0
Total - Use of Money and Property			62,994	143,812	0	0
Total Fund Revenues			62,994	143,812	0	0
Other Financing Sources						
	6000000	OPERATING TRANSFERS IN	0	853,013	0	0
	6000120	TRANSFERS IN FROM GEN FND	5,850,498	6,610,877	4,622,991	6,602,498
	6001000	INTERNAL LOAN REPAYMENT-PRIN	169,646	0	0	0
Total - Other Financing Sources			6,020,144	7,463,890	4,622,991	6,602,498
Total - Gen Gov Building Replacement			6,083,138	7,607,702	4,622,991	6,602,498
=====						
Tax Reduction Resrv						
Use of Money and Property						
	4150000	INTEREST	40,499	73,547	0	0
Total - Use of Money and Property			40,499	73,547	0	0
Total Fund Revenues			40,499	73,547	0	0
Other Financing Sources						
	6000120	TRANSFERS IN FROM GEN FND	4,550,000	0	0	0
Total - Other Financing Sources			4,550,000	0	0	0
Total - Tax Reduction Resrv			4,590,499	73,547	0	0
=====						

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
GOVERNMENTAL FUNDS
FOR THE FISCAL YEAR ENDED 2016-17

Financing

Fund Name	Source Category	Financing Source Account	2014-15 Actual	2015-16 Actual	2016-17 Recommended	2016-17 Adopted By BOS
(1)	(2)	(3)	(4)	(5)	(6)	(7)
Impact Fee-Traffic						
	Use of Money and Property					
	4150000	INTEREST	25,722	43,507	0	0
	Total - Use of Money and Property		25,722	43,507	0	0
	Charges for Services					
	4350108	ROAD IMPACT FEES	1,205,879	1,527,782	0	0
	Total - Charges for Services		1,205,879	1,527,782	0	0
	Total Fund Revenues		1,231,601	1,571,289	0	0
	Other Financing Sources					
	6000205	PROCEEDS OF GF INTERNAL LOAN	322,000	56,000	0	0
	Total - Other Financing Sources		322,000	56,000	0	0
	Total - Impact Fee-Traffic		1,553,601	1,627,289	0	0
=====						
Wildlife And Grazing						
	Use of Money and Property					
	4150000	INTEREST	65	106	0	0
	Total - Use of Money and Property		65	106	0	0
	Federal Aid					
	4250025	FEDERAL GRAZING FEES	3,673	1,889	3,608	3,608
	Total - Federal Aid		3,673	1,889	3,608	3,608
	TOTAL AID FROM GOVERNMENTAL AGENCIES		3,673	1,889	3,608	3,608
	Total Fund Revenues		3,738	1,995	3,608	3,608
	Total - Wildlife And Grazing		3,738	1,995	3,608	3,608
=====						
Driving Under the Influence						
	Use of Money and Property					
	4150000	INTEREST	1,977	2,561	2,000	2,000
	Total - Use of Money and Property		1,977	2,561	2,000	2,000

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
 GOVERNMENTAL FUNDS
 FOR THE FISCAL YEAR ENDED 2016-17

Financing

Fund Name	Source Category	Financing Source Account	2014-15 Actual	2015-16 Actual	2016-17 Recommended	2016-17 Adopted By BOS
(1)	(2)	(3)	(4)	(5)	(6)	(7)
Charges for Services						
	4350260	FEES-YOUNG ADULTS PROGRAM	35,079	21,526	24,804	24,804
	4350285	EXTD FIRST OFFENDER FEES	174,563	165,878	189,142	189,142
	4350730	SECOND CHANCE CHARGES-ALC	545,339	550,660	631,112	631,112
	4350815	FIRST OFFENDER FEES	528,596	524,633	512,246	512,246
	4350950	MISCELLANEOUS FEES	731	0	0	0
	4352265	WET & RECKLESS	22,411	25,209	16,052	16,052
Total - Charges for Services			1,306,719	1,287,906	1,373,356	1,373,356
Other Revenues						
	4550065	OTHER REIMBURSEMENTS	0	29	0	0
	4550160	CASH OVERAGES	7	0	0	0
	4900299	IFR-INT SETT-ALL OTHER DEPTS	29,665	26,360	0	0
Total - Other Revenues			29,672	26,389	0	0
Total Fund Revenues			1,338,368	1,316,856	1,375,356	1,375,356
Total - Driving Under the Influence			1,338,368	1,316,856	1,375,356	1,375,356
=====						
Library						
Taxes						
	4000005	PROP. TAXES CURR. SECURED	6,829,907	7,202,807	7,538,802	7,538,802
	4000007	PROPERTY TAX-UNITARY	562,070	590,002	586,446	586,446
	4000010	SUPPLEMENTAL-CURR.SECURED	166,860	175,364	166,000	166,000
	4000015	REDEVELOPMENT AGENCY TAX	(134,843)	(143,856)	(149,611)	(149,611)
	4000020	RETURN RDA PASSTHRU - S1290	50,906	57,797	55,612	55,612
	4000021	RPTTF RESIDUAL BALANCE	28,002	33,465	25,000	25,000
	4000025	PROP. TAXES CURR. UNSEC.	172,753	175,855	174,739	174,739
	4000030	SUPPLEMENTAL-CURR.UNSEC.	283	143	280	280
Total - Taxes			7,675,938	8,091,577	8,397,268	8,397,268
Other Taxes						
	4010005	PROP. TAXES PRIOR SECURED	(13,088)	(14,651)	(35,000)	(35,000)
	4010010	SUPPLEMENTL-PRIOR SECURED	(42)	(196)	40	40
	4010015	PROP. TAXES PRIOR UNSEC.	6,547	6,464	7,000	7,000
	4010020	SUPPLEMENTAL-PRIOR UNSEC	1,225	1,139	1,200	1,200
	4010035	PENALTIES-DELINQUENT TAX	686	330	0	0
Total - Other Taxes			(4,672)	(6,914)	(26,760)	(26,760)
Use of Money and Property						
	4150000	INTEREST	10,192	17,386	13,000	13,000
	4150003	INTEREST-PROP TAX REFUNDS	(772)	(650)	0	0
Total - Use of Money and Property			9,420	16,736	13,000	13,000

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
 GOVERNMENTAL FUNDS
 FOR THE FISCAL YEAR ENDED 2016-17

Financing

Fund Name	Source Category	Financing Source Account	2014-15 Actual	2015-16 Actual	2016-17 Recommended	2016-17 Adopted By BOS
(1)	(2)	(3)	(4)	(5)	(6)	(7)
State Aid						
	4200075	HOMEOWNER PROP TAX RELIEF	54,500	55,510	54,500	54,500
	4200105	STATE AWARDED GRANTS	44,697	57,641	58,000	58,000
	Total - State Aid		99,197	113,151	112,500	112,500
	TOTAL AID FROM GOVERNMENTAL AGENCIES		99,197	113,151	112,500	112,500
Charges for Services						
	4350805	LOST-DAMAGED MATERIALS	10,671	10,432	10,800	10,800
	4350807	MEETING ROOM USE FEE	2,863	2,273	0	0
	4350810	LIBRARY SERVICES	197,239	134,463	172,000	172,000
	4350835	COPYING FEES	20,578	24,032	23,000	23,000
	4350840	LIBRARY REQUEST FEES	17,335	1,167	0	0
	Total - Charges for Services		248,686	172,367	205,800	205,800
Other Revenues						
	4550000	OTHER REVENUE	36,720	14,840	15,000	15,000
	4550090	SERVICE CHGE RETRND CHKS	(44)	(128)	0	0
	4550120	CONTRIBUTIONS - NON GOVTL	1,429,373	182,828	0	0
	4550160	CASH OVERAGES	24	0	0	0
	4550200	INVOICE VARIANCES	500	622	0	0
	4900299	IFR-INT SETT-ALL OTHER DEPTS	0	884	0	0
	Total - Other Revenues		1,466,573	199,046	15,000	15,000
	Total Fund Revenues		9,495,142	8,585,963	8,716,808	8,716,808
Other Financing Sources						
	6000120	TRANSFERS IN FROM GEN FND	2,307,682	633,683	666,552	666,552
	6000140	OPR TRF IN - PFF LIBRARY	169,646	541,117	0	0
	Total - Other Financing Sources		2,477,328	1,174,800	666,552	666,552
	Total - Library		11,972,470	9,760,763	9,383,360	9,383,360
Fish And Game						
Fines and Forfeitures						
	4100250	FISH AND GAME FINES	9,978	19,340	20,000	20,000
	4100310	ST PENALTY F&GAME-PC1464	5,619	4,151	0	0
	Total - Fines and Forfeitures		15,597	23,491	20,000	20,000
	Total Fund Revenues		15,597	23,491	20,000	20,000
	Total - Fish And Game		15,597	23,491	20,000	20,000

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
 GOVERNMENTAL FUNDS
 FOR THE FISCAL YEAR ENDED 2016-17

Financing

Fund Name	Source Category	Financing Source Account	2014-15 Actual	2015-16 Actual	2016-17 Recommended	2016-17 Adopted By BOS
(1)	(2)	(3)	(4)	(5)	(6)	(7)
Organizational Development						
Use of Money and Property						
	4150000	INTEREST	8,590	12,804	7,000	7,000
Total - Use of Money and Property			8,590	12,804	7,000	7,000
Other Revenues						
	4550000	OTHER REVENUE	1	3,500	0	0
Total - Other Revenues			1	3,500	0	0
Total Fund Revenues			8,591	16,304	7,000	7,000
Other Financing Sources						
	6000120	TRANSFERS IN FROM GEN FND	900,000	604,839	1,081,393	1,081,393
Total - Other Financing Sources			900,000	604,839	1,081,393	1,081,393
Total - Organizational Development			908,591	621,143	1,088,393	1,088,393
=====						
Medically Indigent Services Program						
Use of Money and Property						
	4150000	INTEREST	3,239	3,335	2,500	2,500
Total - Use of Money and Property			3,239	3,335	2,500	2,500
State Aid						
	4200065	STATE AID-NUCLEAR PLANNG	534	473	0	0
	4200170	STATE AID - OTHER	0	34,974	19,865	19,865
	4200200	MEDI-CAL:PATIENTS-ST +FED	0	0	0	0
	4200215	STATE - HEALTH ADMIN.	21,763	0	0	0
Total - State Aid			22,297	35,447	19,865	19,865
Federal Aid						
	4250015	FEDERAL - HEALTH ADMIN	95,927	28,919	28,919	28,919
	4250105	FEDERAL AID - OTHER	0	34,974	19,864	19,864
Total - Federal Aid			95,927	63,893	48,783	48,783
TOTAL AID FROM GOVERNMENTAL AGENCIES			118,224	99,340	68,648	68,648
Other Revenues						
	4550000	OTHER REVENUE	30	15	0	0
	4550210	TOBACCO SETTLEMENT	681,637	673,974	679,479	679,479
	4900110	IFR-INT SETT-HEALTH BILLINGS	120,059	144,370	205,963	205,963
	4909040	IFR-JE ALLOC-PUBLIC HEALTH	38,387	36,850	38,758	38,758
Total - Other Revenues			840,113	855,209	924,200	924,200
Total Fund Revenues			961,576	957,884	995,348	995,348

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
 GOVERNMENTAL FUNDS
 FOR THE FISCAL YEAR ENDED 2016-17

Financing

Fund Name	Source Category	Financing Source Account	2014-15 Actual	2015-16 Actual	2016-17 Recommended	2016-17 Adopted By BOS
(1)	(2)	(3)	(4)	(5)	(6)	(7)
Other Financing Sources						
	6000105	TRANSFER IN - GF MED ASST PROG	785,281	317,361	531,101	531,101
Total - Other Financing Sources			785,281	317,361	531,101	531,101
Total - Medically Indigent Services Prog			1,746,857	1,275,245	1,526,449	1,526,449
Emergency Med Svcs						
Fines and Forfeitures						
	4100150	PA-EMERGENCY MED SERVICES	338,479	305,301	375,000	375,000
	4100152	PA-SB1773 RICHIE'S FUND	441,510	403,384	375,000	375,000
	4100365	TRAFFIC SCH FEES-MADDY FUND	100,548	97,049	100,000	100,000
Total - Fines and Forfeitures			880,537	805,734	850,000	850,000
Use of Money and Property						
	4150000	INTEREST	737	1,089	1,000	1,000
Total - Use of Money and Property			737	1,089	1,000	1,000
Total Fund Revenues			881,274	806,823	851,000	851,000
Total - Emergency Med Svcs			881,274	806,823	851,000	851,000
TOTAL Special Revenue Funds Fin. Srcs			83,062,309	76,576,806	64,596,180	66,874,779
Debt Service Funds						
Debt Service-Cert of Participation						
Other Taxes						
	4010045	TLRF PROCEEDS	500,000	496,606	500,000	500,000
Total - Other Taxes			500,000	496,606	500,000	500,000
Fines and Forfeitures						
	4100320	PENALTY AS-CTHS TEMP CONS	309,734	309,834	312,418	312,418
Total - Fines and Forfeitures			309,734	309,834	312,418	312,418
Total Fund Revenues			809,734	806,440	812,418	812,418
Other Financing Sources						
	6000135	TRFR IN FOR DEBT SERVICE	871,400	453,226	879,429	879,429
	6000160	OPR TRF IN - PFF GEN GOV'T	397,858	397,284	400,000	400,000
	6000200	TRANSFERS IN FOR PRIN/INT	0	424,609	0	0
Total - Other Financing Sources			1,269,258	1,275,119	1,279,429	1,279,429
Total - Debt Service-Cert of Participati			2,078,992	2,081,559	2,091,847	2,091,847

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
 GOVERNMENTAL FUNDS
 FOR THE FISCAL YEAR ENDED 2016-17

Financing

Fund Name	Source Category	Financing Source Account	2014-15 Actual	2015-16 Actual	2016-17 Recommended	2016-17 Adopted By BOS
(1)	(2)	(3)	(4)	(5)	(6)	(7)
Pension Obligation Bond DSF						
Use of Money and Property						
	4150000	INTEREST	18,386	33,621	21,000	21,000
Total - Use of Money and Property			18,386	33,621	21,000	21,000
Other Revenues						
	4550140	COUNTY CONTRIBUTIONS	10,215,064	10,668,686	10,643,500	10,643,500
Total - Other Revenues			10,215,064	10,668,686	10,643,500	10,643,500
Total Fund Revenues			10,233,450	10,702,307	10,664,500	10,664,500
Other Financing Sources						
	6000000	OPERATING TRANSFERS IN	350,000	0	0	0
Total - Other Financing Sources			350,000	0	0	0
Total - Pension Obligation Bond DSF			10,583,450	10,702,307	10,664,500	10,664,500
TOTAL Debt Service Funds Fin. Sources			12,662,442	12,783,866	12,756,347	12,756,347
TOTAL ALL FUNDS			550,633,314	556,902,826	533,687,281	536,382,316

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 2016-17

DESCRIPTION (1)	2014-15 ACTUAL (2)	2015-16 ACTUAL (3)	2016-17 RECOMMENDED (4)	2016-17 ADOPTED (BOS) (5)
SUMMARIZATION BY FUNCTION				
General Government	88,400,763	101,727,944	72,876,885	74,172,589
Public Protection	152,676,081	153,880,774	169,207,076	169,800,079
Public Ways & Facilities	31,054,255	41,112,827	31,198,396	31,198,396
Health & Sanitation	72,812,851	78,978,412	89,239,444	89,296,826
Public Assistance	110,425,219	114,823,332	123,554,490	123,662,985
Education	12,756,210	11,648,430	11,762,422	11,762,422
Recreation & Cultural Services	10,274,769	10,067,730	8,861,308	8,861,308
Debt Service	11,290,762	11,743,759	12,232,483	12,232,483
Financing Uses	24,981,311	23,681,514	17,585,178	19,639,685
Total Financing Uses by Function	514,672,221	547,664,722	536,517,682	540,626,773
APPROPRIATIONS FOR CONTINGENCIES				
1000000000 General Fund			22,840,067	23,391,046
1200500000 Community Devel Pgm			0	27,428
1201500000 Parks			200,000	200,000
1204500000 Driving Under the Influence			55,194	55,194
1205000000 Library			379,202	495,699
Total Appropriations for Contingencies			23,474,463	24,169,367
Subtotal Financing Uses	514,672,221	547,664,722	559,992,145	564,796,140
PROVISIONS FOR OBLIGATED FUND BALANCES (Reserves & Designations)				
1000000000 General Fund			2,398,633	4,398,633
1100000000 Capital Projects			2,000,000	2,000,000
1200000000 Road Fund			0	208,885
1201000000 Public Facility Fees			1,584,049	1,584,049
1201500000 Parks			880,950	880,950
1202000000 Co-Wide Automation Replacement			1,053,690	1,561,503
1202500000 Gen Gov Building Replacement			4,622,991	6,602,498
1203500000 Impact Fee-Traffic			0	4,197,701
1204000000 Wildlife And Grazing			0	178
1204500000 Driving Under the Influence			0	64,187
1205000000 Library			0	114,171
1205500000 Fish And Game			0	16,682
1206000000 Organizational Development			352,285	352,285
1801000000 Pension Obligation Bond DSF			1,117,604	1,188,755
Total Obligated Fund Balances (Reserves & Designations)			14,010,202	23,170,477
Total Financing Uses	514,672,221	547,664,722	574,002,347	587,966,617

SUMMARY OF FINANCING USES BY FUNCTION AND FUND

GOVERNMENTAL FUNDS

FOR FISCAL YEAR 2016-17

DESCRIPTION (1)	2014-15 ACTUAL (2)	2015-16 ACTUAL (3)	2016-17 RECOMMENDED (4)	2016-17 ADOPTED (BOS) (5)
SUMMARIZATION BY FUND				
1000000000 General Fund	416,591,000	428,867,078	487,203,438	493,191,472
1100000000 Capital Projects	20,674,707	30,469,204	3,548,400	3,921,344
1200000000 Road Fund	28,130,227	38,809,439	28,036,860	28,245,745
1200500000 Community Devel Pgm	4,470,132	4,358,814	4,344,819	4,671,339
1201000000 Public Facility Fees	2,057,666	1,144,367	1,984,049	1,984,049
1201500000 Parks	10,274,769	10,067,730	9,942,258	9,942,258
1202000000 Co-Wide Automation Replacement	4,485,905	4,180,002	2,901,152	3,408,965
1202500000 Gen Gov Building Replacement	185,789	2,566,126	4,622,991	6,602,498
1203000000 Tax Reduction Resrv	0	23	0	0
1203500000 Impact Fee-Traffic	866,362	1,159,021	2,761,536	6,959,237
1204000000 Wildlife And Grazing	1,750	1,816	3,608	3,786
1204500000 Driving Under the Influence	1,509,486	1,321,289	1,336,613	1,400,800
1205000000 Library	10,775,899	9,838,933	10,293,181	10,523,849
1205500000 Fish And Game	18,223	33,031	22,715	39,397
1206000000 Organizational Development	714,605	817,150	1,273,191	1,273,191
1206500000 Medically Indigent Services Program	1,846,715	1,431,365	1,526,449	1,526,449
1207000000 Emergency Med Svcs	778,224	855,575	851,000	851,000
1208000000 Debt Service-Cert of Participation	2,084,772	2,081,558	2,091,847	2,091,847
1801000000 Pension Obligation Bond DSF	9,205,990	9,662,201	11,258,240	11,329,391
Total Financing Uses	514,672,221	547,664,722	574,002,347	587,966,617

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 2016-17

FUNCTION, ACTIVITY AND BUDGET UNIT (1)	2014-15 ACTUAL (2)	2015-16 ACTUAL (3)	2016-17 RECOMMENDED (4)	2016-17 ADOPTED (BOS) (5)
General Government				
Legislative & Administrative				
100 BOARD OF SUPERVISORS	1,603,585	1,587,182	1,738,772	1,738,772
103 NON-DEPT OTHER EXPENDITURES	361,450	368,568	405,375	405,375
104 ADMINISTRATIVE OFFICE	1,727,887	1,820,273	2,076,465	2,076,465
110 CLERK/RECORDER	2,932,292	3,560,389	3,306,553	3,306,553
275 ORGANIZATIONAL DEVELOPMENT	714,605	817,150	920,906	920,906
290 COMMUNITY DEVELOPMENT PROGRAM	4,470,132	4,358,814	4,344,819	4,643,911
TOTAL Legislative & Administrative	11,809,951	12,512,376	12,792,890	13,091,982
Finance				
101 NON-DEPARTMENTAL REVENUES	1	4	0	0
107 AUDITOR-CONTROLLER	4,968,048	5,112,228	5,347,611	5,347,611
108 TREAS-TAX COLL-PUBLIC ADM	2,909,711	2,798,953	2,912,223	2,912,223
109 ASSESSOR	8,936,617	8,776,994	9,620,329	9,620,329
268 TAX REDUCTION RESERVE	0	23	0	0
TOTAL Finance	16,814,377	16,688,202	17,880,163	17,880,163
Counsel				
111 COUNTY COUNSEL	3,466,519	3,657,693	3,682,236	4,182,236
TOTAL Counsel	3,466,519	3,657,693	3,682,236	4,182,236
Personnel				
112 HUMAN RESOURCES	2,689,108	3,070,314	3,605,079	3,605,079
TOTAL Personnel	2,689,108	3,070,314	3,605,079	3,605,079
Property Management				
113 FACILITIES MANAGEMENT	11,363,731	7,841,169	5,906,338	6,053,977
200 MAINTENANCE PROJECTS	2,988,239	4,614,137	6,282,000	6,282,000
TOTAL Property Management	14,351,970	12,455,306	12,188,338	12,335,977
Plant Acquisition				
230 CAPITAL PROJECTS FUND	20,674,707	30,469,204	1,548,400	1,921,344
267 GEN GOVT BUILDING REPLACEMENT	185,789	2,566,126	0	0
TOTAL Plant Acquisition	20,860,496	33,035,330	1,548,400	1,921,344

DETAIL OF FINANCING USES BY FUNCTION, ACTIVITY AND BUDGET UNIT
GOVERNMENTAL FUNDS
FOR FISCAL YEAR 2016-17

FUNCTION, ACTIVITY AND BUDGET UNIT (1)	2014-15 ACTUAL (2)	2015-16 ACTUAL (3)	2016-17 RECOMMENDED (4)	2016-17 ADOPTED (BOS) (5)
Other General				
105 RISK MANAGEMENT	1,564,000	1,572,980	1,705,426	1,705,426
114 INFORMATION TECHNOLOGY DEPARTMENT	10,334,373	10,814,847	11,355,969	11,355,969
116 CENTRAL SERVICES	0	1,629,096	3,873,913	3,849,942
201 PUBLIC WORKS SPECIAL SERVICES	2,024,064	2,111,798	2,397,009	2,397,009
266 COUNTYWIDE AUTOMATION REPLACEMENT	<u>4,485,905</u>	<u>4,180,002</u>	<u>1,847,462</u>	<u>1,847,462</u>
TOTAL Other General	18,408,342	20,308,723	21,179,779	21,155,808
TOTAL General Government	88,400,763	101,727,944	72,876,885	74,172,589
Public Protection				
Judicial				
131 GRAND JURY	107,586	102,361	130,766	130,766
132 DISTRICT ATTORNEY	14,151,946	14,268,047	15,203,033	15,670,540
134 CHILD SUPPORT SERVICES	4,383,990	4,242,756	4,548,042	4,490,562
135 PUBLIC DEFENDER	5,990,307	5,936,981	6,619,935	6,619,935
143 COURT OPERATIONS	<u>2,396,524</u>	<u>2,394,059</u>	<u>2,426,973</u>	<u>2,426,973</u>
TOTAL Judicial	27,030,353	26,944,204	28,928,749	29,338,776
Police Protection				
136 SHERIFF-CORONER	<u>65,225,244</u>	<u>66,776,440</u>	<u>70,469,271</u>	<u>70,700,593</u>
TOTAL Police Protection	65,225,244	66,776,440	70,469,271	70,700,593
Detention & Correction				
139 PROBATION DEPARTMENT	<u>18,949,089</u>	<u>19,682,609</u>	<u>21,635,879</u>	<u>21,572,267</u>
TOTAL Detention & Correction	18,949,089	19,682,609	21,635,879	21,572,267
Fire Protection				
140 COUNTY FIRE	<u>19,393,395</u>	<u>18,565,911</u>	<u>21,359,274</u>	<u>21,359,274</u>
TOTAL Fire Protection	19,393,395	18,565,911	21,359,274	21,359,274
Flood Control, Soil & Water Conservation				
330 WILDLIFE AND GRAZING	<u>1,750</u>	<u>1,816</u>	<u>3,608</u>	<u>3,608</u>
TOTAL Flood Control, Soil & Water Conservation	1,750	1,816	3,608	3,608
Protective Inspection				
141 AGRICULTURAL COMMISSIONER	<u>5,427,682</u>	<u>5,481,819</u>	<u>5,737,446</u>	<u>5,737,446</u>
TOTAL Protective Inspection	5,427,682	5,481,819	5,737,446	5,737,446

DETAIL OF FINANCING USES BY FUNCTION, ACTIVITY AND BUDGET UNIT
GOVERNMENTAL FUNDS
FOR FISCAL YEAR 2016-17

FUNCTION, ACTIVITY AND BUDGET UNIT (1)	2014-15 ACTUAL (2)	2015-16 ACTUAL (3)	2016-17 RECOMMENDED (4)	2016-17 ADOPTED (BOS) (5)
Other Protection				
130 WASTE MANAGEMNT	579,654	525,967	1,274,863	1,274,863
137 ANIMAL SERVICES	2,352,586	2,315,123	2,722,980	2,738,246
138 EMERGENCY SERVICES	1,190,114	1,218,594	1,786,700	1,786,700
142 PLANNING & BUILDING DEPARTMENT	12,507,991	12,335,260	15,265,591	15,265,591
331 FISH AND GAME	<u>18,223</u>	<u>33,031</u>	<u>22,715</u>	<u>22,715</u>
TOTAL Other Protection	16,648,568	16,427,975	21,072,849	21,088,115
TOTAL Public Protection	152,676,081	153,880,774	169,207,076	169,800,079
Public Ways & Facilities				
Public Ways				
245 ROADS	28,130,227	38,809,439	28,036,860	28,036,860
247 PUBLIC FACILITIES FEES	2,057,666	1,144,367	400,000	400,000
248 ROADS - IMPACT FEES	<u>866,362</u>	<u>1,159,021</u>	<u>2,761,536</u>	<u>2,761,536</u>
TOTAL Public Ways	31,054,255	41,112,827	31,198,396	31,198,396
TOTAL Public Ways & Facilities	31,054,255	41,112,827	31,198,396	31,198,396
Health & Sanitation				
Health				
160 PUBLIC HEALTH	20,044,743	21,389,815	25,875,084	25,932,466
166 BEHAVIORAL HEALTH	<u>52,768,108</u>	<u>57,588,597</u>	<u>63,364,360</u>	<u>63,364,360</u>
TOTAL Health	72,812,851	78,978,412	89,239,444	89,296,826
TOTAL Health & Sanitation	72,812,851	78,978,412	89,239,444	89,296,826
Public Assistance				
Administration				
180 SOCIAL SERVICES ADMINISTRATION	<u>67,893,916</u>	<u>71,424,036</u>	<u>76,256,186</u>	<u>76,256,186</u>
TOTAL Administration	67,893,916	71,424,036	76,256,186	76,256,186
Aid Programs				
181 FOSTER CARE-SOCIAL SERVICES	21,616,985	22,242,061	24,185,811	24,185,811
182 CALWORKS	<u>11,869,320</u>	<u>11,852,459</u>	<u>12,815,910</u>	<u>12,815,910</u>
TOTAL Aid Programs	33,486,305	34,094,520	37,001,721	37,001,721

DETAIL OF FINANCING USES BY FUNCTION, ACTIVITY AND BUDGET UNIT
GOVERNMENTAL FUNDS
FOR FISCAL YEAR 2016-17

FUNCTION, ACTIVITY AND BUDGET UNIT (1)	2014-15 ACTUAL (2)	2015-16 ACTUAL (3)	2016-17 RECOMMENDED (4)	2016-17 ADOPTED (BOS) (5)
Medical Services				
350 Medically Indigent Services Program	1,846,715	1,431,365	1,526,449	1,526,449
351 EMERGENCY MEDICAL SRVS FUND	<u>778,224</u>	<u>855,575</u>	<u>851,000</u>	<u>851,000</u>
TOTAL Medical Services	2,624,939	2,286,940	2,377,449	2,377,449
General Relief				
185 GENERAL ASSISTANCE	<u>1,064,429</u>	<u>1,157,029</u>	<u>1,231,162</u>	<u>1,231,162</u>
TOTAL General Relief	1,064,429	1,157,029	1,231,162	1,231,162
Veterans Services				
186 VETERANS SERVICES	<u>932,916</u>	<u>660,164</u>	<u>698,629</u>	<u>698,629</u>
TOTAL Veterans Services	932,916	660,164	698,629	698,629
Other Assistance				
106 CONTRIBUTIONS TO OTHER AGENCIES	1,673,066	1,818,495	1,779,405	1,887,900
184 LAW ENFORCEMENT MED CARE	<u>2,749,648</u>	<u>3,382,148</u>	<u>4,209,938</u>	<u>4,209,938</u>
TOTAL Other Assistance	4,422,714	5,200,643	5,989,343	6,097,838
TOTAL Public Assistance	110,425,219	114,823,332	123,554,490	123,662,985
Education				
Library Services				
377 LIBRARY	<u>10,775,899</u>	<u>9,838,933</u>	<u>9,913,979</u>	<u>9,913,979</u>
TOTAL Library Services	10,775,899	9,838,933	9,913,979	9,913,979
Agricultural Education				
215 FARM ADVISOR	<u>470,825</u>	<u>488,208</u>	<u>567,024</u>	<u>567,024</u>
TOTAL Agricultural Education	470,825	488,208	567,024	567,024
Other Education				
375 DRIVING UNDER THE INFLUENCE	<u>1,509,486</u>	<u>1,321,289</u>	<u>1,281,419</u>	<u>1,281,419</u>
TOTAL Other Education	1,509,486	1,321,289	1,281,419	1,281,419
TOTAL Education	12,756,210	11,648,430	11,762,422	11,762,422

DETAIL OF FINANCING USES BY FUNCTION, ACTIVITY AND BUDGET UNIT
 GOVERNMENTAL FUNDS
 FOR FISCAL YEAR 2016-17

FUNCTION, ACTIVITY AND BUDGET UNIT (1)	2014-15 ACTUAL (2)	2015-16 ACTUAL (3)	2016-17 RECOMMENDED (4)	2016-17 ADOPTED (BOS) (5)
Recreation & Cultural Services				
Recreation Facilities				
305 PARKS and RECREATION	<u>10,274,769</u>	<u>10,067,730</u>	<u>8,861,308</u>	<u>8,861,308</u>
TOTAL Recreation Facilities	10,274,769	10,067,730	8,861,308	8,861,308
TOTAL Recreation & Cultural Services	10,274,769	10,067,730	8,861,308	8,861,308
Debt Service				
Retirement Of Long-Term Debt				
277 DEBT SERVICE	2,084,772	2,081,558	2,091,847	2,091,847
392 PENSION OBLIGATION BOND DSF	<u>9,205,990</u>	<u>9,662,201</u>	<u>10,140,636</u>	<u>10,140,636</u>
TOTAL Retirement Of Long-Term Debt	11,290,762	11,743,759	12,232,483	12,232,483
TOTAL Debt Service	11,290,762	11,743,759	12,232,483	12,232,483
Financing Uses				
Transfers Out				
102 NON-DEPTL-OTHR FINCNG USE	<u>24,981,311</u>	<u>23,681,514</u>	<u>17,585,178</u>	<u>19,639,685</u>
TOTAL Transfers Out	24,981,311	23,681,514	17,585,178	19,639,685
TOTAL Financing Uses	24,981,311	23,681,514	17,585,178	19,639,685
GRAND TOTAL FINANCING USES BY FUNCTION	<u><u>514,672,221</u></u>	<u><u>547,664,722</u></u>	<u><u>536,517,682</u></u>	<u><u>540,626,773</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	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 REQUESTED	2016-17 PROPOSED	2016-17 ADOPTED
(1)	(2)	(3)	(4)	(5)	(6)
Salary and Benefits	247,387,326	257,076,607	272,689,198	277,256,130	277,727,563
Services and Supplies	140,343,748	150,650,065	159,524,127	164,645,278	165,490,162
Other Charges	110,358,508	107,022,572	94,159,670	104,629,651	107,055,613
Fixed Assets	35,518,296	54,036,218	12,591,837	13,683,449	13,992,781
Transfers	(18,935,657)	(21,120,740)	(24,730,856)	(23,696,826)	(23,639,346)
Contingencies	0	0	22,305,225	23,474,463	24,169,367
TOTAL FINANCING REQUIREMENTS	<u>514,672,221</u>	<u>547,664,722</u>	<u>536,539,201</u>	<u>559,992,145</u>	<u>564,796,140</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)	2014-15 ACTUAL (2)	2015-16 ACTUAL (3)	2016-17 PROPOSED (4)	2016-17 ADOPTED (5)	FUND (6)
CURRENT PROPERTY TAXES						
4000005	PROP. TAXES CURR. SECURED	95,519,790	100,875,725	105,021,714	105,021,714	
4000005	PROP. TAXES CURR. SECURED	1,200,451	1,267,572	1,247,724	1,247,724	Road Fund
4000005	PROP. TAXES CURR. SECURED	6,829,907	7,202,807	7,538,802	7,538,802	Library
4000007	PROPERTY TAX-UNITARY	7,812,487	8,202,104	8,071,132	8,071,132	
4000007	PROPERTY TAX-UNITARY	333,008	343,905	385,869	385,869	Road Fund
4000007	PROPERTY TAX-UNITARY	562,070	590,002	586,446	586,446	Library
4000010	SUPPLEMENTAL-CURR.SECURED	2,419,982	2,477,098	1,800,000	1,800,000	
4000010	SUPPLEMENTAL-CURR.SECURED	29,354	30,842	2,520	2,520	Road Fund
4000010	SUPPLEMENTAL-CURR.SECURED	166,860	175,364	166,000	166,000	Library
4000015	REDEVELOPMENT AGENCY TAX	(2,909,754)	(3,129,089)	(3,254,254)	(3,254,254)	
4000015	REDEVELOPMENT AGENCY TAX	(134,843)	(143,856)	(149,611)	(149,611)	Library
4000020	RETURN RDA PASSTHRU - S1290	1,635,081	1,824,402	1,781,233	1,781,233	
4000020	RETURN RDA PASSTHRU - S1290	50,906	57,797	55,612	55,612	Library
4000021	RPTTF RESIDUAL BALANCE	473,291	398,106	269,000	269,000	
4000021	RPTTF RESIDUAL BALANCE	28,002	33,465	25,000	25,000	Library
4000025	PROP. TAXES CURR. UNSEC.	2,444,241	2,485,808	2,470,042	2,470,042	
4000025	PROP. TAXES CURR. UNSEC.	30,364	30,947	25,785	25,785	Road Fund
4000025	PROP. TAXES CURR. UNSEC.	172,753	175,855	174,739	174,739	Library
4000030	SUPPLEMENTAL-CURR.UNSEC.	3,998	2,017	(2,600)	(2,600)	
4000030	SUPPLEMENTAL-CURR.UNSEC.	50	25	115	115	Road Fund
4000030	SUPPLEMENTAL-CURR.UNSEC.	283	143	280	280	Library
	Total - CURRENT PROPERTY TAXES	116,668,281	122,901,039	126,215,548	126,215,548	
TAXES OTHER THAN CURRENT PROP						
4010005	PROP. TAXES PRIOR SECURED	(185,027)	(207,308)	(417,000)	(417,000)	
4010005	PROP. TAXES PRIOR SECURED	(2,302)	(2,574)	(6,062)	(6,062)	Road Fund
4010005	PROP. TAXES PRIOR SECURED	(13,088)	(14,651)	(35,000)	(35,000)	Library
4010010	SUPPLEMENTL-PRIOR SECURED	(780)	(2,866)	(11,000)	(11,000)	
4010010	SUPPLEMENTL-PRIOR SECURED	(7)	(34)	0	0	Road Fund
4010010	SUPPLEMENTL-PRIOR SECURED	(42)	(196)	40	40	Library
4010015	PROP. TAXES PRIOR UNSEC.	92,550	91,453	125,000	125,000	
4010015	PROP. TAXES PRIOR UNSEC.	1,152	1,136	0	0	Road Fund
4010015	PROP. TAXES PRIOR UNSEC.	6,547	6,464	7,000	7,000	Library
4010020	SUPPLEMENTAL-PRIOR UNSEC	22,395	18,988	15,000	15,000	
4010020	SUPPLEMENTAL-PRIOR UNSEC	216	200	0	0	Road Fund
4010020	SUPPLEMENTAL-PRIOR UNSEC	1,225	1,139	1,200	1,200	Library
4010025	REDEMPTION FEES	18,220	18,360	23,000	23,000	
4010030	DELINQUENT/COST REIMERSMT	181,438	178,942	167,590	167,590	
4010035	PENALTIES-DELINQUENT TAX	206,106	274,383	203,900	203,900	
4010035	PENALTIES-DELINQUENT TAX	121	58	0	0	Road Fund
4010035	PENALTIES-DELINQUENT TAX	686	330	0	0	Library
4010040	PENALTIES-C O F	74,419	14,454	44,000	44,000	
4010045	TLRF PROCEEDS	1,465,000	1,465,000	1,465,000	1,465,000	
4010045	TLRF PROCEEDS	1,005,303	1,226,394	0	0	Automtn Replc
4010045	TLRF PROCEEDS	500,000	496,606	500,000	500,000	Cop Loan DS

ACCT	REVENUE CLASSIFICATION (1)	2014-15 ACTUAL (2)	2015-16 ACTUAL (3)	2016-17 PROPOSED (4)	2016-17 ADOPTED (5)	FUND (6)
4010050	SALES AND USE TAXES	11,405,724	9,575,235	11,527,680	11,527,680	
4010065	AIRCRAFT TAX	406,043	421,300	420,400	420,400	
4010070	PROPERTY TRANSFER TAX	2,370,039	2,655,060	2,500,000	2,500,000	
4010073	RACEHORSE TAX	7,990	8,873	8,000	8,000	
4010075	TRANSIENT OCCUPANCY TAX	8,724,202	9,248,691	9,160,000	9,160,000	
4010076	SALE OF TAX DEEDED PROP.	41,700	33,000	56,175	56,175	
4010077	PROPERTY TAX IN-LIEU OF SALES TAX	2,367,899	2,298,527	0	0	
4010078	PROPERTY TAX IN-LIEU OF VLF	<u>29,193,219</u>	<u>30,974,246</u>	<u>32,522,958</u>	<u>32,522,958</u>	
	Total - TAXES OTHER THAN CURRENT PROP	57,890,948	58,781,210	58,277,881	58,277,881	
	LICENSES AND PERMITS					
4050005	FRANCHISES-CABLE	801,735	974,225	787,000	787,000	
4050006	FRANCHISE FEES-PUB UTIL	1,368,519	1,300,102	1,440,000	1,440,000	
4050010	FRANCHISE FEES-GARBAGE	936,945	983,744	995,000	995,000	
4050011	FRANCHISE FEES-PETROLEUM	18,551	19,035	18,500	18,500	
4050015	ANIMAL LICENSES	801,480	788,752	779,882	779,882	
4050020	BUSINESS LICENSES	126,682	113,909	106,559	106,559	
4050025	BUILDING PERMITS	2,170,469	2,066,109	2,091,838	2,091,838	
4050030	GRADING PERMITS	(23)	72	0	0	
4050035	PLAN CHECK FEES	1,873,093	1,771,334	1,736,708	1,736,708	
4050040	SUB PERMITS-MECH EL PLUMB	440,479	556,388	399,698	399,698	
4050043	BLDG STANDARDS ADMIN	1,136	1,068	0	0	
4050045	MINOR USE PERMIT APPLICATION	26,309	26,681	25,312	25,312	
4050065	LAND USE PERMITS	819,842	680,554	672,061	672,061	
4050070	PLOT PLANS	277,864	252,617	250,418	250,418	
4050075	GENERAL PLAN AMENDMENTS	48,431	15,536	20,572	20,572	
4050080	AGRICULTURAL PRESERVE FEE	28,241	30,512	21,483	21,483	
4050081	AG B&P 12241 FEE	3,000	1,000	0	0	
4050085	SUBDIVISION PERMITS	189,232	264,274	232,730	232,730	
4050090	SPECIFIC PLANS	16,500	0	0	0	
4050095	FINGER PRINTING FEES	11,445	7,245	12,500	12,500	
4050100	EXPLOSIVE PERMITS	2,570	1,625	2,500	2,500	
4050105	OTHER LICENSES AND PERMIT	285,300	340,962	279,450	279,450	
4050110	GUN PERMITS	15,740	16,569	15,500	15,500	
4050111	DOMESTIC VIOLENCE FEES	64,280	55,370	60,000	60,000	
4050120	BURIAL PERMITS	11,695	13,919	11,937	11,937	
4050130	MISC PERMITS	87,461	74,990	55,354	55,354	
4050130	MISC PERMITS	3,252	0	0	0	
4050145	SUBPOENA DUCES TECUM GC 1563	1,340	1,135	1,500	1,500	
4050150	TOBACCO RETAILERS LICENSES	36,900	34,666	38,418	38,418	
4050165	NOTARY FEE GC 8211	1,026	628	1,100	1,100	
4050170	REPOSSESSION OF VEHICLE GC 26751	<u>1,395</u>	<u>1,240</u>	<u>1,400</u>	<u>1,400</u>	
	Total - LICENSES AND PERMITS	10,470,889	10,394,261	10,057,420	10,057,420	

Parks Spl Rev

ACCT	REVENUE CLASSIFICATION (1)	2014-15 ACTUAL (2)	2015-16 ACTUAL (3)	2016-17 PROPOSED (4)	2016-17 ADOPTED (5)	FUND (6)
	FINES, FORFEITURES AND PENALTIES					
4100005	50% EXCESS MOE REVENUE-ST	(72,816)	(599,607)	(450,000)	(450,000)	
4100010	LAND USE FINES	825	2,293	200	200	
4100015	RED LIGHT - VC21453, 54, 57	12,229	8,134	9,000	9,000	
4100045	VEHICLE FORFEITURES-VC14607.6	0	100	0	0	
4100055	PROBA DRUG FEE-PC1203.1AB	4,007	3,829	3,360	3,360	
4100065	CHILD RESTRNT FEE-COUNTY	5,325	5,050	5,000	5,000	
4100070	CHILD RESTRAINT FEE-CITY	3,052	1,693	2,500	2,500	
4100085	TRAFFIC SCH-VC42007.1(\$24)	266,054	248,320	260,000	260,000	
4100090	CNTY FIX IT-VC 40611	30,180	29,813	30,000	30,000	
4100105	CO MOTOR VEH/CRIM FINES	954,169	749,728	800,000	800,000	
4100125	DOMESTIC VIOLC-PC1203.097	896	4,692	0	0	
4100135	CITIES FIX IT-VC40611	12,607	10,352	10,000	10,000	
4100140	SMALL CLAIMS ADVISORY FEE	5,939	4,660	5,500	5,500	
4100150	PA-EMERGENCY MED SERVICES	338,479	305,301	375,000	375,000	Emergency Med Svcs
4100152	PA-SB1773 RICHIE'S FUND	441,510	403,384	375,000	375,000	Emergency Med Svcs
4100155	SUPERIOR COURT FINES-BASE	156,450	136,507	140,000	140,000	
4100165	SETTLEMENTS/JUDGEMENTS	38,084	2,522	15,000	15,000	
4100180	BLDG CODE INVESTIG FEES	40,461	42,355	85,865	85,865	
4100195	TRAFFIC SCHOOL FEES	1,370,142	1,278,197	1,300,000	1,300,000	
4100206	ASSET FORFEITURES	175,704	56,101	32,000	32,000	
4100220	BLOOD ALCOHOL FINES	195,697	254,474	233,000	233,000	
4100225	AIDS EDUCATION FINE-PC264	1,151	1,310	0	0	
4100230	PENALTY AS-FINGERPRINT ID	262,228	382,100	404,365	404,365	
4100250	FISH AND GAME FINES	9,978	19,340	20,000	20,000	Fish & Game
4100255	OFF-HIGHWAY MOTOR FINES	0	31,000	0	0	
4100255	OFF-HIGHWAY MOTOR FINES	76,311	91,291	116,366	116,366	Parks Spl Rev
4100260	AGRICULTURE FINES	14,850	14,702	0	0	
4100265	BUSINESS & PROFESSIONS	(9,958)	(4,691)	(7,000)	(7,000)	
4100270	HEALTH/SAFETY FINES/FORFT	2,514	390	1,000	1,000	
4100275	LITTER CLEANUP	824	1,111	2,192	2,192	Parks Spl Rev
4100285	CITIES- ALL MISDEMEANORS	(145,829)	8,175	13,000	13,000	
4100290	FEES -ALCOHOL ABUSE & EDU	42,000	60,000	48,000	48,000	
4100295	CITIES PARKING	6,503	14,732	12,000	12,000	
4100300	CITY MOTOR VEHICLE FINES	85,230	80,064	77,000	77,000	
4100310	ST PENALTY F&GAME-PC1464	5,619	4,151	0	0	Fish & Game
4100320	PENALTY AS-CTHS TEMP CONS	0	71,986	0	0	
4100320	PENALTY AS-CTHS TEMP CONS	43,585	65,432	0	0	Capital Projects
4100320	PENALTY AS-CTHS TEMP CONS	309,734	309,834	312,418	312,418	Cop Loan DS
4100340	ST PENALTY ASSMNTS-PC1464	505,022	487,013	480,000	480,000	
4100354	COUNTY PORTION GC 76000	82,363	83,598	89,500	89,500	
4100365	TRAFFIC SCH FEES-MADDY FUND	100,548	97,049	100,000	100,000	Emergency Med Svcs
4100366	ADM PENALTY-HS 25187	0	0	150,000	150,000	
4100465	DNA Database	8,168	42,759	5,000	5,000	
	Total - FINES, FORFEITURES AND PENALT	5,379,835	4,809,244	5,055,266	5,055,266	

ACCT	REVENUE CLASSIFICATION (1)	2014-15 ACTUAL (2)	2015-16 ACTUAL (3)	2016-17 PROPOSED (4)	2016-17 ADOPTED (5)	FUND (6)
USE OF MONEY AND PROPERTY						
4150000	INTEREST	389,459	1,769,555	543,000	543,000	
4150000	INTEREST	83,766	108,271	0	0	Capital Projects
4150000	INTEREST	38,781	62,867	20,000	20,000	Road Fund
4150000	INTEREST	1,608	887	0	0	Comm Dev Pgm
4150000	INTEREST	37,655	60,222	0	0	Pub Fac Fees
4150000	INTEREST	12,463	15,599	14,000	14,000	Parks Spl Rev
4150000	INTEREST	52,431	87,063	0	0	Automtn Replc
4150000	INTEREST	62,994	143,812	0	0	Building Replcmt
4150000	INTEREST	40,499	73,547	0	0	Tax Reductn Res
4150000	INTEREST	25,722	43,507	0	0	Impact Fee
4150000	INTEREST	65	106	0	0	Wildlife Grazing
4150000	INTEREST	1,977	2,561	2,000	2,000	DUI
4150000	INTEREST	10,192	17,386	13,000	13,000	Library
4150000	INTEREST	8,590	12,804	7,000	7,000	Org Development
4150000	INTEREST	3,239	3,335	2,500	2,500	MISP
4150000	INTEREST	737	1,089	1,000	1,000	Emergcy Med Svcs
4150000	INTEREST	18,386	33,621	21,000	21,000	POB- DSF
4150002	INTEREST REVENUE-PENSION PREPAYMENT	1,448,364	1,065,409	1,300,000	1,300,000	
4150003	INTEREST-PROP TAX REFUNDS	(10,922)	(9,212)	(11,000)	(11,000)	
4150003	INTEREST-PROP TAX REFUNDS	(135)	(113)	0	0	Road Fund
4150003	INTEREST-PROP TAX REFUNDS	(772)	(650)	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	11,851	11,960	12,318	12,318	
4150020	RENT-LAND/BLDG-SHORT TERM	59,942	43,871	57,259	57,259	Parks Spl Rev
4150025	RENT-LAND/BLDG-LONG TERM	163,214	163,953	171,087	171,087	
4150025	RENT-LAND/BLDG-LONG TERM	72,821	61,460	70,000	70,000	Parks Spl Rev
4150030	FARM LAND RENT	1,950	1,650	1,800	1,800	Parks Spl Rev
4150035	RENTAL OF VETERANS BLDGS.	72,256	69,012	64,000	64,000	
	Total - USE OF MONEY AND PROPERTY	3,040,878	4,277,317	2,300,264	2,300,264	
AID FROM STATE GOVERNMENT						
4200005	ST RLGN-SALES TX-SOC SRVC	9,256,443	10,571,293	10,948,983	10,948,983	
4200010	ST RLGN-SALES TAX-M H	5,621,414	5,737,317	5,787,130	5,787,130	
4200015	ST RLGN-SALES TAX-HEALTH	226,658	177,008	1,083,414	1,083,414	
4200020	ST REALGN- VLF	4,666,595	3,740,205	3,019,933	3,019,933	
4200022	ST AID REALIGNMENT	2,386,041	2,337,631	1,259,328	1,259,328	
4200023	ST AID REALIGNMENT-VLF	106,632	99,273	99,273	99,273	
4200035	SB90 STATE MANDATED COSTS	5,274,803	245,822	273,408	273,408	
4200040	ST AID- DRUG/MENTL HEALTH	0	16,250	0	0	
4200045	STATE AID- EXTRADITION	23,714	24,348	20,000	20,000	
4200055	STATE AID FOR AGRICULTURE	724,716	761,145	740,857	740,857	
4200065	STATE AID-NUCLEAR PLANNG	1,372,048	1,214,970	1,923,802	1,923,802	
4200065	STATE AID-NUCLEAR PLANNG	3,161	0	9,233	9,233	Parks Spl Rev
4200065	STATE AID-NUCLEAR PLANNG	534	473	0	0	MISP

ACCT	REVENUE CLASSIFICATION (1)	2014-15 ACTUAL (2)	2015-16 ACTUAL (3)	2016-17 PROPOSED (4)	2016-17 ADOPTED (5)	FUND (6)
4200070	STATE AID VETERAN AFFAIRS	51,067	88,086	60,000	60,000	
4200075	HOMEOWNER PROP TAX RELIEF	774,028	784,654	784,654	784,654	
4200075	HOMEOWNER PROP TAX RELIEF	9,579	9,768	9,811	9,811	Road Fund
4200075	HOMEOWNER PROP TAX RELIEF	54,500	55,510	54,500	54,500	Library
4200080	STATE REIMB-CMC/ASH CASES	1,016,913	930,393	980,400	980,400	
4200090	ST AID-INS FRAUD INVESTIG	82,803	59,419	50,000	50,000	
4200095	ST AID-DMV-VEH CRIME INV	279,817	292,115	308,270	308,270	
4200105	STATE AWARDED GRANTS	1,151,185	617,332	738,078	738,078	
4200105	STATE AWARDED GRANTS	58,437	220,754	0	0	Capital Projects
4200105	STATE AWARDED GRANTS	44,697	57,641	58,000	58,000	Library
4200125	STATE REIMB FOR DNA TESTING	76,971	69,117	80,669	80,669	
4200141	STATE COASTAL GRANT	1,505,000	0	0	0	Capital Projects
4200150	ST AID - CHILD SUP ADMIN	1,489,735	1,441,208	1,545,315	1,525,772	
4200170	STATE AID - OTHER	2,138,139	1,746,381	2,100,880	2,100,880	
4200170	STATE AID - OTHER	4,900	6,300	0	0	Comm Dev Pgm
4200170	STATE AID - OTHER	0	34,974	19,865	19,865	MISP
4200175	STATE - WELFARE ADMIN.	25,989,503	27,961,203	32,027,687	32,027,687	
4200185	STATE AID-PRIOR YEAR	17,399	(720,507)	(639)	(639)	
4200185	STATE AID-PRIOR YEAR	0	(19,624)	0	0	Road Fund
4200190	STATE AID - ABATEMENT	62,286	54,127	49,601	49,601	
4200195	ST AID-CS COLL-FOSTR CARE	41,099	49,890	31,320	31,320	
4200200	MEDI-CAL: PATIENTS-ST +FED	15,230,006	16,881,228	18,155,420	18,155,420	
4200205	ST AID - REIMB	10,925	0	0	0	
4200210	ST AID-CALIF CHILDREN SRVC	1,934,382	(59,771)	0	0	
4200212	STATE AID-CENCAL	324,588	472,318	382,300	382,300	
4200213	STATE AID-MEDICARE	0	42,640	68,000	68,000	
4200215	STATE - HEALTH ADMIN.	379,134	235,290	273,261	273,261	
4200215	STATE - HEALTH ADMIN.	21,763	0	0	0	MISP
4200226	ST AID-GAS TAX-UNCLAIMED	1,011,240	998,534	1,000,000	1,000,000	
4200230	STATE - HIGHWAY USERS TAX	10,271,951	7,659,255	7,100,000	7,100,000	Road Fund
4200235	STATE OFF HWY MTR VH FEES	(56,603)	0	0	0	Road Fund
4200240	STATE AID CONSTRUCTION	178,218	0	0	0	
4200240	STATE AID CONSTRUCTION	14,556,882	20,601,067	0	0	Capital Projects
4200240	STATE AID CONSTRUCTION	157,901	19,536	0	0	Road Fund
4200241	STATE AID - URBAN STATE HWY ACCOUNT	78,708	96,861	72,000	72,000	Road Fund
4200242	STATE AID - REGIONAL STATE HWY ACCOUN	92,470	85,728	0	0	Capital Projects
4200242	STATE AID - REGIONAL STATE HWY ACCOUN	357,838	481,495	0	0	Road Fund
4200245	TRANS DEV ACT SB 325	3,478,253	2,462,381	2,500,000	2,500,000	Road Fund
4200250	ST AID-ISTEA EXCHANGE	578,060	578,060	578,060	578,060	Road Fund
4200255	ST AID-PUBLIC SAFETY SRVC	30,495,411	25,156,843	26,424,748	26,424,748	
4200270	STATE-MOTOR VEH LIC FEE	111,346	97,217	97,200	97,200	
4200273	STATE AID-STATE OFFICE OF FAMILY PLAN	1,046,125	1,075,439	1,148,300	1,148,300	
4200275	OTHER STATE IN-LIEU TAXES	653	607	2,100	2,100	
4200295	ST-10% SBOC VOC REBATE	7,082	6,374	8,300	8,300	
4200305	ST AID - SLESF	751,800	775,181	775,181	775,181	
4200320	ST AID-PASS THRU GRANTS	0	68,359	0	0	

ACCT	REVENUE CLASSIFICATION (1)	2014-15 ACTUAL (2)	2015-16 ACTUAL (3)	2016-17 PROPOSED (4)	2016-17 ADOPTED (5)	FUND (6)
4200325	ST AID-INCENIVES	336,583	384,554	672,626	672,626	
4200330	STATE AID FOR DISASTER	(88,341)	15,175	0	0	Road Fund
4200335	ST-WELFARE ADMIN-PRIOR YR	5,071,870	3,885,253	0	0	
4200340	ST AID - MHA	7,831,733	9,218,190	11,330,724	11,330,724	
4200350	ST RLGN-2011 COURT SECURITY	3,961,902	4,241,522	4,395,752	4,395,752	
4200351	ST RLGN-2011 LOCAL COMM	6,143,557	6,686,386	7,984,663	7,921,051	
4200352	ST RLGN-2011 DA & PUBLIC DEFENDER	136,903	152,758	190,022	190,022	
4200354	ST RLGN-2011 HLTH & HUMAN SVCS	22,747,099	23,389,919	26,536,595	26,536,595	
4200355	ST RLGN-2011 SLESF	1,306,284	1,419,767	1,340,495	1,340,495	
4200356	ST RLGN-2011 CALWORKS MOE	7,887,193	7,302,433	6,092,098	6,092,098	
	Total - AID FROM STATE GOVERNMENT	200,863,733	193,095,075	181,191,617	181,108,462	
	AID FROM FEDERAL GOVERNMENT					
4250005	FED AID ENTITLEMNT LAND	1,016,964	1,212,850	1,100,000	1,100,000	
4250011	FEDERAL AID-FEMA PRIOR YEAR	0	60,711	0	0	Road Fund
4250015	FEDERAL - HEALTH ADMIN	3,464,944	589,000	562,972	570,354	
4250015	FEDERAL - HEALTH ADMIN	95,927	28,919	28,919	28,919	MISP
4250016	FEDERAL AID-TARGETED CASE MANAGEMENT	0	400,000	689,434	689,434	
4250017	FEDERAL AID-MAA PASS THROUGH	0	692,074	1,480,000	1,480,000	
4250018	FEDERAL AID-MATERNAL CHILD HEALTH	0	465,937	507,403	507,403	
4250020	FEDERAL AID CONSTRUCTION	5,519,667	5,234,768	1,353,207	1,353,207	Road Fund
4250021	FEDERAL AID-BRIDGE TOLLS	154,798	360,532	120,481	120,481	Road Fund
4250025	FEDERAL GRAZING FEES	3,673	1,889	3,608	3,608	Wildlife Grazing
4250026	FEDERAL AID FOREST RESERVE	10,941	12,231	10,941	10,941	Road Fund
4250055	FED AID - REIMB	42,014	47,595	29,631	29,631	
4250065	FEDERAL FUNDS - CDBG	1,220,683	2,051,119	1,667,918	1,667,918	Comm Dev Pgm
4250070	FEDERAL FUNDS - HOME	1,614,653	466,799	678,610	678,610	Comm Dev Pgm
4250075	FEDERAL FUNDS - ESG	168,140	123,240	148,084	372,176	Comm Dev Pgm
4250080	FEDERAL FUNDS - SNAP	0	546,497	482,179	482,179	
4250080	FEDERAL FUNDS - SNAP	954,661	1,071,343	1,258,771	1,258,771	Comm Dev Pgm
4250085	FEDERAL AID - SECURITY	33,426	9,358	30,000	30,000	
4250086	FED AID - SCAAP PASS THRU	126,830	128,078	131,572	131,572	
4250090	FED AID-DRUG AND ALCOHOL	1,544,885	1,520,428	1,543,253	1,543,253	
4250095	FEDERAL-GRANTS	1,529,621	1,452,064	1,414,060	1,582,497	
4250095	FEDERAL-GRANTS	120,259	233,448	0	0	Capital Projects
4250100	FEDERAL AID - ENVIRONMENT	107,215	32,827	0	0	Comm Dev Pgm
4250105	FEDERAL AID - OTHER	2,521,015	2,044,006	1,404,384	1,703,454	
4250105	FEDERAL AID - OTHER	0	34,974	19,864	19,864	MISP
4250110	FEDERAL - WELFARE ADMIN	26,289,834	29,581,827	32,691,196	32,691,196	
4250115	FEDERAL AID - ABATEMENT	25,641	27,421	30,238	30,238	
4250120	FEDERAL AID-PRIOR YEAR	(248,518)	(82,968)	0	0	
4250120	FEDERAL AID-PRIOR YEAR	47,040	44,494	0	0	Road Fund
4250123	FED AID-PRIOR YEAR BRIDGE TOLL	139	0	0	0	Road Fund
4250130	FED AID-PERINTL SETASIDE	72,201	72,569	72,596	72,596	
4250136	FED AID - PUBLIC HEALTH SECURITY	772,143	657,540	779,913	779,913	
4250140	FED AID-CHILD SUP ADMIN	2,891,839	2,797,640	2,999,727	2,961,790	

ACCT	REVENUE CLASSIFICATION (1)	2014-15 ACTUAL (2)	2015-16 ACTUAL (3)	2016-17 PROPOSED (4)	2016-17 ADOPTED (5)	FUND (6)
4250141	FED-WELFARE ADMN-PRIOR YR	1,379,748	1,136,414	0	0	
4250160	FED AID WORKFORCE INVESTMENT ACT	2,121,334	1,450,649	2,447,414	2,447,414	
4250165	FED AID - USDA	0	1,325,838	1,279,129	1,279,129	
4250171	FED AID-MEDICARE	29,373	0	0	0	
4250180	FED AID-SMALL WATER SYS (ST PASS THRU	0	0	78,810	78,810	
4250185	FED AID-CCS	0	1,832,531	2,137,664	2,137,664	
4250190	FED AID-CHDP	0	450,678	515,341	515,341	
4250205	FEDERAL AID-ARRA/PRIME RECIPIENT	16,443	17,862	0	0	
	Total - AID FROM FEDERAL GOVERNMENT	53,647,533	58,133,182	57,697,319	58,358,363	
	AID FROM OTHER GOVERNMENT AGENCIES					
4300005	OTHER GOVT AGENCY REVENUE	2,030,517	1,683,095	1,543,707	1,543,707	
4300010	COMBINED FED/ST CALWORKS	700,105	1,656,285	2,955,319	2,955,319	
	Total - AID FROM OTHER GOVERNMENT AGE	2,730,622	3,339,380	4,499,026	4,499,026	
	TOTAL AID FROM GOVERNMENTAL AGENCIES	257,241,888	254,567,637	243,387,962	243,965,851	
	CHARGES FOR CURRENT SERVICES					
4350100	AFFORDABLE HOUSING FEE TRANSFERRED	(8,357)	(2,336)	0	0	Pub Fac Fees
4350101	AFFORDABLE HOUSNG IN-LIEU	3,950	1,036	0	0	
4350101	AFFORDABLE HOUSNG IN-LIEU	8,358	2,337	0	0	Pub Fac Fees
4350102	PUB FAC FEE-LIBRARY	185,929	158,210	156,940	156,940	Pub Fac Fees
4350103	PUB FACIL FEE-FIRE	831,353	805,404	775,674	775,674	Pub Fac Fees
4350104	PUB FACIL FEE-PARKS	585,676	514,558	499,548	499,548	Pub Fac Fees
4350105	PUB FACIL FEE-GEN GOVT	292,876	261,421	267,766	267,766	Pub Fac Fees
4350106	APPEAL FEE	5,100	6,800	3,400	3,400	
4350106	APPEAL FEE	828	901	0	0	Road Fund
4350107	PUB FAC FEE-LAW ENFORCE	160,061	137,708	151,887	151,887	Pub Fac Fees
4350108	ROAD IMPACT FEES	1,205,879	1,527,782	0	0	Impact Fee
4350109	AFFORDABLE HOUSING IMPACT FEE	2,300	1,706	2,890	2,890	
4350209	REVENUE TRANSFER FROM TRUST FUNDS	72,186	203,773	50,000	50,000	
4350235	BILLINGS OH-OUTSIDE AGENCIES	0	(19,070)	76,008	76,008	
4350245	OTHER BILLINGS TO COURTS	470,069	391,529	369,992	369,992	
4350245	OTHER BILLINGS TO COURTS	10,707	7,773	10,000	10,000	Parks Spl Rev
4350255	BILLINGS TO OUTSIDE AGENCIES	1,412,856	1,933,814	2,034,453	2,034,453	
4350255	BILLINGS TO OUTSIDE AGENCIES	46,906	47,000	39,352	39,352	Parks Spl Rev
4350260	FEES-YOUNG ADULTS PROGRAM	35,079	21,526	24,804	24,804	DUI
4350285	EXTD FIRST OFFENDER FEES	174,563	165,878	189,142	189,142	DUI
4350295	PREAPPLICATION PROCESS	26,269	26,038	23,538	23,538	
4350305	FLOOD HAZARD PROPERTY REPORTS	393	135	0	0	
4350310	FIRE SUPPRESSION/COST REI	105,626	74,238	100,000	100,000	
4350311	FIRE SUPPRESSION-EQUIP COST REIM	73,158	134,461	50,000	50,000	
4350315	AMBULANCE REIMBURSEMENT	183,662	186,505	194,361	194,361	
4350320	INMATE ASSISTANCE REIMBRS	290	243	310	310	
4350330	PUBLIC EDUCATION GOV'T ACCESS FEE	51,961	50,424	0	0	
4350330	PUBLIC EDUCATION GOV'T ACCESS FEE	321,625	(20,449)	0	0	Automtn Replc

ACCT	REVENUE CLASSIFICATION (1)	2014-15 ACTUAL (2)	2015-16 ACTUAL (3)	2016-17 PROPOSED (4)	2016-17 ADOPTED (5)	FUND (6)
4350335	MONITORING FEE-PC1203.1B	150,850	132,026	145,000	145,000	
4350340	JUVENILE INFORMAL SUPERVISION	61,418	60,075	58,000	58,000	
4350345	DIVERSN MONITRG-PC1001.53	41	56	0	0	
4350350	MITIGATION FEE-AIR	621	575	488	488	
4350365	CHANGE OF PLEA	41	0	400	400	
4350370	PROBA MGMNT FEE-ADULTS	7,803	7,477	7,834	7,834	
4350380	SENTENCING REPORT FEE	42,049	38,271	43,719	43,719	
4350385	RESTITN COLL FEE-PC1203.1	40,015	59,587	40,000	40,000	
4350390	RECORD SEALING FEE	1,228	345	0	0	
4350395	RED INSTALLMENT PLAN FEE	7,632	8,146	10,070	10,070	
4350400	ADMINISTRATIVE SERVICES	1,654,457	1,736,508	1,881,647	1,881,647	
4350402	ADMIN FEE-SLO CTBID	36,875	38,713	37,600	37,600	
4350404	ADMIN FEE - GC 29412	47,726	50,546	53,000	53,000	
4350405	SPECIAL ASSESSMENT FEES	143,618	142,290	152,600	152,600	
4350407	ADMIN FEE-RDA DISSOLUTION	37,416	44,438	60,849	60,849	
4350410	ASSESSMNT APPORTNMNT FEES	0	1,099	0	0	
4350415	PROP.REDEMPT.SEARCH FEES	22,330	19,140	26,950	26,950	
4350430	ELECTION SERVICES	556,318	90,407	485,000	485,000	
4350435	DEFERRED ENTRY OF JUDGMENT	61,997	37,602	48,000	48,000	
4350441	SEGREGATIONS FEE	38	38	38	38	
4350445	DMV DELINQUENT VESSEL FEE	961	1,261	972	972	
4350450	UNSEC DELINQUENT COLL FEE	27,034	32,743	31,190	31,190	
4350455	OTHER COURT-ORDERED REIMB	708	2,956	0	0	
4350457	PUBLIC DEFENDER REIMBURSEMENT FEES	263,522	266,296	311,370	311,370	
4350460	LEGAL SERVICES	21,415	45,028	37,200	37,200	
4350465	INVOLUNTARY LIEN NOTICES	9,144	8,328	10,000	10,000	
4350470	INSTALLMENT FEES	7,133	9,083	0	0	
4350475	PROCESSING FEES	79,154	95,473	73,212	73,212	
4350480	ENVIRONMNTL ASSESSMT FEES	146,140	164,716	234,620	234,620	
4350490	PUBLICATION FEES	(149)	0	0	0	
4350495	PLANNING/ENGINEERING SVCS	1,353	1,173	3,500	3,500	Road Fund
4350500	ROAD PERMIT FEES	18,670	17,932	20,000	20,000	Road Fund
4350505	FILING FEES-CORNER RECORD	3,228	3,246	3,444	3,444	
4350515	ALLOCATION ADMIN FEE	29,357	21,948	24,064	24,064	
4350520	ITD BILL OUTSIDE AGENCIES	48,274	62,445	91,950	91,950	
4350525	ITD BILL OUTSIDE AGENCIES COMM	6,082	6,323	6,438	6,438	
4350530	FIRE PROTECTION SERVICES	2,453,270	2,661,381	2,886,200	2,886,200	
4350540	AGRICULTURAL SERVICES	275,792	270,615	225,250	225,250	
4350550	HOME DETENTION PROGRAM	335,379	262,317	365,000	365,000	
4350555	STANDARDIZATION INSPECTS	7,060	12,025	6,800	6,800	
4350560	ALTERNATIVE WORK PROG REV	41,620	40,810	45,000	45,000	
4350567	ALT SENTENCING UNIT	70,356	72,434	78,000	78,000	
4350570	CIVIL PROCESS SERVICE	76,722	73,770	84,600	84,600	
4350580	REIMB JUV COURT PROF FEES	33,822	61,011	30,000	30,000	
4350581	ESTATE FEES	35,724	15,200	32,500	32,500	
4350585	CONSERVATORSHIP FEES	112,885	88,884	84,000	84,000	

ACCT	REVENUE CLASSIFICATION (1)	2014-15 ACTUAL (2)	2015-16 ACTUAL (3)	2016-17 PROPOSED (4)	2016-17 ADOPTED (5)	FUND (6)
4350590	REPRESENTATIVE PAYEE FEES	39,218	39,984	39,852	39,852	
4350595	HUMANE SERVICES	5,390	4,724	3,694	3,694	
4350600	IMPOUND FEES	33,806	32,643	35,992	35,992	
4350605	BOARDING FEES	70,296	58,545	55,439	55,439	
4350610	ANIMAL PLACEMENT	118,023	124,606	145,655	145,655	
4350616	LAW ENFORCEMENT SERVICES	112,772	167,022	145,500	145,500	
4350620	BOOKING FEES (SB 2557)	418,591	456,312	456,312	456,312	
4350625	RECORDER'S SPECL PROJECTS	249,809	498,954	443,128	443,128	
4350630	RECORDG FEE-MICROGRAPHICS	97,078	311,522	245,391	245,391	
4350632	Rec Fees-Real Estate Fraud GC 27388	304,493	313,768	308,000	308,000	
4350633	RECORDING FEES-SSN REDACTION	34,510	158,794	18,610	18,610	
4350635	RECORDING FEES	1,383,591	1,281,827	1,301,607	1,301,607	
4350640	RECORDING FEES-VHS	15,674	11,978	7,055	7,055	
4350641	CIVIL SPECIAL FEE GC26746	207,475	254,761	244,080	244,080	
4350650	DEVELOPMENT FEE- ADMIN	42,741	38,863	56,000	56,000	
4350650	DEVELOPMENT FEE- ADMIN	1,210	2,200	550	550	Parks Spl Rev
4350655	SEPARATE TAX BILL COSTS	66,731	64,894	67,000	67,000	
4350656	REIMB FOR PROJ COSTS	0	131,369	129,281	129,281	
4350660	ENCROACHMENT PERMIT FEES	133,473	163,308	125,000	125,000	Road Fund
4350665	ROAD ABANDONMENT FEE	33,043	32,635	38,319	38,319	
4350675	CURB & GUTTER WAIVERS	3,592	0	1,066	1,066	
4350675	CURB & GUTTER WAIVERS	1,267	18	0	0	Road Fund
4350676	CURB & GUTTER PERMIT WITH DESIGN	2,652	0	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	1,880	3,858	0	0	Road Fund
4350690	MEDICAL RECORDS FEE	1,345	2,453	2,280	2,280	
4350705	NURSING FEES	305,582	285,121	278,000	278,000	
4350710	PUBLIC HEALTH VHS FEES	0	180,436	160,000	160,000	
4350714	EMERGENCY MEDICAL SERVICES FEES	0	26,234	41,809	41,809	
4350715	LABORATORY SERVICES	214,681	186,377	210,700	210,700	
4350720	SUPPLEMENTAL ROLL-5% ADMN	629,888	663,610	500,000	500,000	
4350725	MENTAL HEALTH SVCS-MEDICARE	25,682	28,818	0	0	
4350730	SECOND CHANCE CHARGES-ALC	545,339	550,660	631,112	631,112	DUI
4350735	ALCOHOLISM SERVICES	57,216	54,549	45,000	45,000	
4350740	COBRA MED INS ADMIN FEE	983	713	800	800	
4350745	ENVIRONMENTAL HEALTH SERVICES	2,519,376	2,590,383	2,697,302	2,697,302	
4350760	INST CARE/SV-MEDICALSB855	14,926	6,649	0	0	
4350765	MEDICAL REMB SERV/PAT CAR	128,596	124,439	0	0	
4350770	CUTS & COMBINATN REQUESTS	2,475	3,025	6,000	6,000	
4350775	ADOPTION FEES	17,755	18,350	23,200	23,200	
4350785	CALIF CHILDREN SERVICES	4,242	2,763	2,000	2,000	
4350790	INST.CARE-JUVENILE HALL	50,383	54,279	47,000	47,000	
4350795	INSURANCE PAYMENTS	163,571	173,129	153,950	153,950	
4350800	INSTITUTIONAL CARE/SERVICE	(249)	0	0	0	
4350805	LOST-DAMAGED MATERIALS	10,671	10,432	10,800	10,800	Library
4350807	MEETING ROOM USE FEE	2,863	2,273	0	0	Library

ACCT	REVENUE CLASSIFICATION (1)	2014-15 ACTUAL (2)	2015-16 ACTUAL (3)	2016-17 PROPOSED (4)	2016-17 ADOPTED (5)	FUND (6)
4350810	LIBRARY SERVICES	197,239	134,463	172,000	172,000	Library
4350815	FIRST OFFENDER FEES	528,596	524,633	512,246	512,246	DUI
4350820	WASTE TIPPING FEES-AB 939	15,202	16,968	16,000	16,000	
4350835	COPYING FEES	21,205	25,631	17,000	17,000	
4350835	COPYING FEES	20,578	24,032	23,000	23,000	Library
4350840	LIBRARY REQUEST FEES	17,335	1,167	0	0	Library
4350860	CAMPING FEES	3,306,421	3,293,925	3,489,000	3,489,000	Parks Spl Rev
4350865	DAILY PASSES	489,015	461,557	498,000	498,000	Parks Spl Rev
4350870	GROUP ENTRANCE FEES	191,028	169,101	215,000	215,000	Parks Spl Rev
4350875	SEASON PASSES	80,534	58,845	80,000	80,000	Parks Spl Rev
4350880	SEASON BOAT LICENSES	33,029	15,005	24,000	24,000	Parks Spl Rev
4350885	DAILY BOAT PASSES	80,166	58,676	82,000	82,000	Parks Spl Rev
4350890	INCOME FROM CONCESSIONS	3,632	3,600	3,600	3,600	
4350890	INCOME FROM CONCESSIONS	107,013	119,021	125,000	125,000	Parks Spl Rev
4350895	SWIMMING POOL FEES	69,621	74,331	64,000	64,000	Parks Spl Rev
4350905	DOG/DAY USE	63,021	57,201	68,000	68,000	Parks Spl Rev
4350910	SHOWERS/LOCKERS	66,468	70,174	65,000	65,000	Parks Spl Rev
4350920	MOBL HOME DUP TX CLEARNCE	84	231	105	105	
4350925	PARKLAND FEE (QUIMBY FEE)	42,457	6,911	0	0	Capital Projects
4350925	PARKLAND FEE (QUIMBY FEE)	127,191	355,578	0	0	Parks Spl Rev
4350935	OTHER CLERK FEES	508,460	516,027	543,360	543,360	
4350950	MISCELLANEOUS FEES	205,735	213,363	264,679	264,679	
4350950	MISCELLANEOUS FEES	72	438	0	0	Road Fund
4350950	MISCELLANEOUS FEES	18,008	16,588	14,999	14,999	Parks Spl Rev
4350950	MISCELLANEOUS FEES	731	0	0	0	DUI
4350953	COMM ACKNOWLEDGEMENT FORM FEE	288	756	3,434	3,434	
4350960	MONUMENTATION FEES	51,061	37,736	41,061	41,061	
4350965	BLDG PRMT REVIEW-DRAINAGE	60,900	60,351	67,981	67,981	
4350966	BLDG PRMT REVIEW-FLD HZD	2,703	1,400	1,592	1,592	
4350970	RECREATIONAL PROGRAMS	38,296	31,134	42,000	42,000	Parks Spl Rev
4350971	SKATE PARK FEES	3,087	2,709	4,940	4,940	Parks Spl Rev
4350972	SPECIAL EVENTS	14,355	28,647	12,000	12,000	Parks Spl Rev
4350980	OTHER RECREATIONAL FEES	25,303	22,640	25,000	25,000	Parks Spl Rev
4350990	DEVELOPMENT PLAN INSPECTN	39,349	94,847	85,905	85,905	
4350995	PAR MAP CHECKING THRU T/A	32,054	56,448	52,323	52,323	
4351005	RECORDS OF SURVEY FEES	37,519	38,858	37,834	37,834	
4351010	OTHER SERVICE CHARGES	13,960	92,750	85,260	85,260	
4351025	DEFERRED COMP ADMIN FEE	35,296	37,887	35,000	35,000	
4351040	MENTAL HLTH SVCS-SELF PAY	20,949	27,801	21,600	21,600	
4351045	PROGRAM REV - CHILD&FAMILIES	268,168	267,308	286,870	286,870	
4351055	BOOK, PAMPHLT, BROCHR SALES	938	855	850	850	
4351060	MAP SALES	174	225	200	200	
4351065	PUB INFO SALE-COMP FILES	17,780	18,956	17,292	17,292	
4351070	PM INSPECT-IMP PLANS P11E	38,009	35,007	43,989	43,989	
4351075	TM INSPECT-IMP PLANS P11D	198,544	158,469	181,942	181,942	
4351095	LOT LINE ADJUST APPLICATION	4,472	6,000	6,770	6,770	

ACCT	REVENUE CLASSIFICATION (1)	2014-15 ACTUAL (2)	2015-16 ACTUAL (3)	2016-17 PROPOSED (4)	2016-17 ADOPTED (5)	FUND (6)
4351100	COND USE PMT/DEV PLAN APP	42,126	22,386	21,677	21,677	
4351105	CERT COMPLIANCE APP	476	0	0	0	
4351110	CERT OF CORRECTION	705	385	0	0	
4351115	MAP AMENDMENTS	0	82	0	0	
4351125	LOT LINE ADJUST CHECKING	15,218	9,019	6,731	6,731	
4352240	SB2557 PROPERTY TAX ADMIN FEE	1,257,982	1,322,860	1,258,000	1,258,000	
4352255	BULK TRANSFER FEE	1,248	1,123	1,080	1,080	
4352260	SUBDIVISION/PARCEL TRACT MAP	2,904	3,696	3,350	3,350	
4352265	WET & RECKLESS	22,411	25,209	16,052	16,052	DUI
4400020	WATER SALES FOR RESALE	30,832	33,557	27,000	27,000	
	Total - CHARGES FOR CURRENT SERVICES	29,779,020	31,157,927	30,120,776	30,120,776	
	OTHER REVENUES					
4550000	OTHER REVENUE	273,682	374,651	169,354	169,354	
4550000	OTHER REVENUE	10,126	38,157	0	0	Road Fund
4550000	OTHER REVENUE	11,729	(1,704)	2,745	2,745	Parks Spl Rev
4550000	OTHER REVENUE	36,720	14,840	15,000	15,000	Library
4550000	OTHER REVENUE	1	3,500	0	0	Org Development
4550000	OTHER REVENUE	30	15	0	0	MISP
4550010	SEMINAR/CONF/WORKSHOP FEE	75,493	42,534	93,177	93,177	
4550011	SETTLEMENTS-ENVIRONMENTAL	65,710	20,000	15,000	15,000	
4550020	REV APPLICABLE PRIOR YRS	13,613	674	0	0	
4550025	REF/ADJ-PRIOR YEAR EXPENS	18,709	5,296	0	0	
4550030	REIMBURSEMENTS-ASSISTANCE	304,314	356,325	314,138	314,138	
4550045	REFUNDS/EXCISE TAX	140,795	24,808	0	0	
4550050	TAX DEPT RETRND CHECK FEE	8,598	7,942	8,550	8,550	
4550055	SALE OF FIXED ASSETS	1,800,300	24,995	0	0	
4550055	SALE OF FIXED ASSETS	0	9,400	0	0	Parks Spl Rev
4550062	ADV COSTS TX DEEDED PROP	1,284	1,188	2,100	2,100	
4550065	OTHER REIMBURSEMENTS	205,680	235,946	284,874	284,874	
4550065	OTHER REIMBURSEMENTS	39,516	121,745	0	0	Road Fund
4550065	OTHER REIMBURSEMENTS	2,143	2,143	0	0	Comm Dev Pgm
4550065	OTHER REIMBURSEMENTS	2,460	22,354	3,000	3,000	Parks Spl Rev
4550065	OTHER REIMBURSEMENTS	0	29	0	0	DUI
4550070	EMPLOYEE REIMBURSEMENTS	283	182	250	250	
4550075	EMPL MEALS/IN-HOUSE FOOD	1,338	1,175	1,400	1,400	
4550080	OTHER SALES	13,721	19,652	15,000	15,000	
4550080	OTHER SALES	1,140	2,322	0	0	Road Fund
4550080	OTHER SALES	0	1,295	0	0	Parks Spl Rev
4550085	NUISANCE ABATEMENT	41,744	20,407	17,779	17,779	
4550090	SERVICE CHGE RETRND CHKS	8,146	7,841	7,024	7,024	
4550090	SERVICE CHGE RETRND CHKS	0	8	0	0	Road Fund
4550090	SERVICE CHGE RETRND CHKS	(44)	(128)	0	0	Library
4550100	1915 BOND ACT ASSESSMENT	29,450	33,862	29,245	29,245	
4550120	CONTRIBUTIONS - NON GOVTL	91,455	34,130	34,500	34,500	
4550120	CONTRIBUTIONS - NON GOVTL	105,000	187,186	0	0	Capital Projects

ACCT	REVENUE CLASSIFICATION (1)	2014-15 ACTUAL (2)	2015-16 ACTUAL (3)	2016-17 PROPOSED (4)	2016-17 ADOPTED (5)	FUND (6)
4550120	CONTRIBUTIONS - NON GOVTL	42,750	25,021	34,000	34,000	Parks Spl Rev
4550120	CONTRIBUTIONS - NON GOVTL	1,429,373	182,828	0	0	Library
4550125	GRANTS: NON-GOVERNMENTAL	803,246	662,142	926,017	926,017	
4550125	GRANTS: NON-GOVERNMENTAL	22,580	(12,563)	38,760	38,760	Parks Spl Rev
4550130	BAD DEBT RECOVERY	670	0	0	0	Parks Spl Rev
4550140	COUNTY CONTRIBUTIONS	10,215,064	10,668,686	10,643,500	10,643,500	POB- DSF
4550160	CASH OVERRAGES	4,964	5,574	975	975	
4550160	CASH OVERRAGES	676	0	1,000	1,000	Parks Spl Rev
4550160	CASH OVERRAGES	7	0	0	0	DUI
4550160	CASH OVERRAGES	24	0	0	0	Library
4550170	SETTLEMNTS, DAMAGES, & REST.	417,752	7,300	0	0	
4550200	INVOICE VARIANCES	10,288	5,925	1,296	1,296	
4550200	INVOICE VARIANCES	1,270	964	0	0	Road Fund
4550200	INVOICE VARIANCES	2,704	2,775	0	0	Parks Spl Rev
4550200	INVOICE VARIANCES	500	622	0	0	Library
4550210	TOBACCO SETTLEMENT	2,396,481	1,669,076	1,691,097	1,691,097	
4550210	TOBACCO SETTLEMENT	681,637	673,974	679,479	679,479	MISP
4900010	IFR-ADMIN DEPT SUPPORT	15,453	59,446	0	0	
4900080	IFR-INT SETT-ITD NETWORK SVCS	237,263	237,096	289,870	289,870	
4900090	IFR-INT SETT-PLANNING	3,397	0	0	0	
4900100	IFR-INT SETT-GEN SRVS S/S BILLINGS	807,214	592,196	403,949	466,588	
4900110	IFR-INT SETT-HEALTH BILLINGS	63,360	72,784	66,845	66,845	
4900110	IFR-INT SETT-HEALTH BILLINGS	120,059	144,370	205,963	205,963	MISP
4900140	IFR-INT SETT-ITD ENTERPRISE SVCS	508,806	683,822	820,595	820,595	
4900160	IFR-INT SETT-PERSONNEL	89,186	0	0	0	
4900170	IFR-INT SETT-DRUG & ALCOHOL	81,056	78,184	74,031	74,031	
4900190	IFR-INT SETT-ITD DPTMTL SVCS	457,462	590,437	437,523	437,523	
4900200	IFR-INT SETT-ITD RADIO COMM	9,073	12,798	8,751	8,751	
4900220	IFR-INT SETT-SHERIFF SUPPORT	555,951	666,189	627,093	627,093	
4900230	IFR-INT SETT-CENTRAL SERVICES	0	239,819	414,374	414,374	
4900250	IFR-INT SETT-MENTAL HEALTH	98,891	0	0	0	
4900260	IFR-INT SETT-PARKS BILLINGS	87,691	141,934	120,000	120,000	Parks Spl Rev
4900299	IFR-INT SETT-ALL OTHER DEPTS	224,325	196,857	0	0	
4900299	IFR-INT SETT-ALL OTHER DEPTS	29,665	26,360	0	0	DUI
4900299	IFR-INT SETT-ALL OTHER DEPTS	0	884	0	0	Library
4901000	IFR-OVERHEAD-OH ALLOCATIONS	409,367	328,956	0	0	
4901020	IFR-OVERHEAD-AGR	113	0	0	0	
4901020	IFR-OVERHEAD-AGR	221	0	0	0	Parks Spl Rev
4902010	IFR-MANUAL COST ALLOC-ITD VOICE	150,031	143,259	133,839	133,839	
4902030	IFR-MANUAL COST ALLOC-POSTAGE	35,047	46,258	40,932	40,932	
4902055	IFR-JE CAPITAL ASSETS FUNDING	1,236,724	833,541	0	0	Capital Projects
4902055	IFR-JE CAPITAL ASSETS FUNDING	62,965	293,676	0	0	Road Fund
4903010	IFR-IAA-LABOR-REG	483,693	348,076	0	0	
4903011	IFR-IAA-LABOR-REG-TEMP	7,506	3,290	0	0	
4904000	IFR-IS-W/O SETTLEMENT	38,432	42,128	0	0	
4909000	IFR-JOURNAL ENTRY ALLOCATIONS	2,400	2,400	0	0	

ACCT	REVENUE CLASSIFICATION (1)	2014-15 ACTUAL (2)	2015-16 ACTUAL (3)	2016-17 PROPOSED (4)	2016-17 ADOPTED (5)	FUND (6)
4909001	IFR-JE-ADMIN OFFICE	65,627	67,034	182,825	182,825	
4909005	IFR-JE-RISK MGMT	1,007,196	1,029,515	1,083,514	1,083,514	
4909010	IFR-JE-AUDITOR/CONTROLLER	44,410	113,745	30,000	30,000	
4909015	IFR-JE-ITD	0	10,015	0	0	
4909020	IFR-JE-MAINTENANCE PROJ	155,559	230,029	0	0	
4909020	IFR-JE-MAINTENANCE PROJ	11,422	230,533	0	0	Road Fund
4909025	IFR-JE-GENERAL SERVICES	787,708	751,029	730,951	730,951	
4909025	IFR-JE-GENERAL SERVICES	5,000	0	0	0	Parks Spl Rev
4909030	IFR-JE-PERSONNEL	141,252	142,595	140,653	140,653	
4909035	IFR-JE-COUNTY COUNSEL	216,080	199,115	102,300	102,300	
4909040	IFR-JE ALLOC-PUBLIC HEALTH	168,820	160,596	156,981	156,981	
4909040	IFR-JE ALLOC-PUBLIC HEALTH	38,387	36,850	38,758	38,758	MISP
4909055	IFR-JE-SHERIFF	525	4,679	551	551	
4909070	IFR-JE-CDF	531,991	562,878	589,445	589,445	
4909080	IFR-JE-PLANNING	392,013	414,193	504,981	504,981	
4909085	IFR-JE-SB 2557	271,271	285,019	271,000	271,000	
4909090	IFR-JE ALLOC-CO-WIDE OVERHEAD	1,482,906	3,017,915	2,442,531	2,442,531	
4909095	IFR-JE-SOCIAL SERVICES	0	89,605	0	0	
4909099	IFR-JE-UTILITY CHARGES-OPR CENTER	46,871	39,934	50,000	50,000	
4909100	IFR-JE-MAJOR SYSTEM DEV	84,993	0	0	0	Automtn Replc
4909105	IDC-JE COWIDE O&M CHARGES	23,687	1,308	0	0	Automtn Replc
4909200	IFR-JE-PARKS	227,236	227,236	227,235	227,235	Parks Spl Rev
4909350	IFR-JE-PW ISF	0	13,474	0	0	
	Total - OTHER REVENUES	30,851,427	28,917,151	25,224,750	25,287,389	
	TOTAL COUNTY REVENUES	511,323,166	515,805,786	500,639,867	501,280,395	
	OTHER FINANCING SOURCES					
6000000	OPERATING TRANSFERS IN	102,499	553,534	0	0	
6000000	OPERATING TRANSFERS IN	185,789	70,580	0	0	Capital Projects
6000000	OPERATING TRANSFERS IN	0	853,013	0	0	Building Replcmt
6000000	OPERATING TRANSFERS IN	350,000	0	0	0	POB- DSF
6000005	OTI PROCEEDS INTRAFUND	351,158	10,000	0	0	
6000100	ROADS IMPACT FEES	416,740	705,795	2,309,536	2,309,536	Road Fund
6000105	TRANSFER IN - GF MED ASST PROG	785,281	317,361	531,101	531,101	MISP
6000120	TRANSFERS IN FROM GEN FND	2,402,502	6,132,558	3,548,400	3,548,400	Capital Projects
6000120	TRANSFERS IN FROM GEN FND	8,414,100	11,146,107	11,553,412	11,553,412	Road Fund
6000120	TRANSFERS IN FROM GEN FND	391,436	591,436	591,436	666,436	Comm Dev Pgm
6000120	TRANSFERS IN FROM GEN FND	4,139,303	3,616,907	3,616,907	3,616,907	Parks Spl Rev
6000120	TRANSFERS IN FROM GEN FND	3,486,313	4,650,567	2,901,152	2,901,152	Automtn Replc
6000120	TRANSFERS IN FROM GEN FND	5,850,498	6,610,877	4,622,991	6,602,498	Building Replcmt
6000120	TRANSFERS IN FROM GEN FND	4,550,000	0	0	0	Tax Reductn Res
6000120	TRANSFERS IN FROM GEN FND	2,307,682	633,683	666,552	666,552	Library
6000120	TRANSFERS IN FROM GEN FND	900,000	604,839	1,081,393	1,081,393	Org Development
6000122	OTI-GEN GOV BLDG REPLACEMENT	0	397,460	0	0	
6000130	TRANSFER IN FR AUTOMATION REPL FUND	25,532	24,978	337,805	337,805	

ACCT	REVENUE CLASSIFICATION (1)	2014-15 ACTUAL (2)	2015-16 ACTUAL (3)	2016-17 PROPOSED (4)	2016-17 ADOPTED (5)	FUND (6)
6000135	TRFR IN FOR DEBT SERVICE	871,400	453,226	879,429	879,429	Cop Loan DS
6000140	OPR TRF IN - PFF LIBRARY	169,646	541,117	0	0	Library
6000145	OPR TRF IN - PFF FIRE	81,287	59,418	0	0	Capital Projects
6000150	OPR TRF IN - PFF PARKS	205,791	136,638	0	0	Capital Projects
6000150	OPR TRF IN - PFF PARKS	1,200,355	366	0	0	Parks Spl Rev
6000155	OPR TRF IN - PFF LAW ENFORC	2,730	9,544	0	0	Capital Projects
6000160	OPR TRF IN - PFF GEN GOV'T	397,858	397,284	400,000	400,000	Cop Loan DS
6000200	TRANSFERS IN FOR PRIN/INT	0	424,609	0	0	Cop Loan DS
6000205	PROCEEDS OF GF INTERNAL LOAN	0	195,089	0	0	Parks Spl Rev
6000205	PROCEEDS OF GF INTERNAL LOAN	322,000	56,000	0	0	Impact Fee
6000240	OP TRANSF-IN-FLEET	33,159	20,536	7,300	7,300	
6000240	OP TRANSF-IN-FLEET	53	0	0	0	Parks Spl Rev
6001000	INTERNAL LOAN REPAYMENT-PRIN	250,968	458,528	0	0	
6001000	INTERNAL LOAN REPAYMENT-PRIN	931,069	0	0	0	Capital Projects
6001000	INTERNAL LOAN REPAYMENT-PRIN	169,646	0	0	0	Building Replcmt
6001001	INTERNAL LOAN REPAYMENT-INT	14,577	49,466	0	0	
6001002	INTERNAL LOAN INT REPAYD	776	0	0	0	
6001205	Proceeds Issuance of N/L-ASSETS-PGE O	0	1,104,249	0	0	
6001205	Proceeds Issuance of N/L-ASSETS-PGE O	0	271,275	0	0	Capital Projects
	Total - OTHER FINANCING SOURCES	39,310,148	41,097,040	33,047,414	35,101,921	
	OVERALL COUNTY TOTALS	<u>550,633,314</u>	<u>556,902,826</u>	<u>533,687,281</u>	<u>536,382,316</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	2015-16 ACTUAL	2016-17 REQUESTED	2016-17 RECOMMENDED	2016-17 ADOPTED
101	NON-DEPARTMENTAL REVENUES	4000005 PROP. TAXES CURR. SECURED	100,875,725	105,322,474	105,021,714	105,021,714
		4000007 PROPERTY TAX-UNITARY	8,202,104	8,152,658	8,071,132	8,071,132
		4000010 SUPPLEMENTAL-CURR.SECURED	2,477,098	1,800,000	1,800,000	1,800,000
		4000015 REDEVELOPMENT AGENCY TAX	(3,129,089)	(3,254,254)	(3,254,254)	(3,254,254)
		4000020 RETURN RDA PASSTHRU - S1290	1,824,402	1,781,233	1,781,233	1,781,233
		4000021 RPTTF RESIDUAL BALANCE	398,106	265,200	269,000	269,000
		4000025 PROP. TAXES CURR. UNSEC.	2,485,808	2,470,042	2,470,042	2,470,042
		4000030 SUPPLEMENTAL-CURR.UNSEC.	2,017	(2,600)	(2,600)	(2,600)
		4010005 PROP. TAXES PRIOR SECURED	(207,308)	(417,000)	(417,000)	(417,000)
		4010010 SUPPLEMENTL-PRIOR SECURED	(2,866)	(11,000)	(11,000)	(11,000)
		4010015 PROP. TAXES PRIOR UNSEC.	91,453	125,000	125,000	125,000
		4010020 SUPPLEMENTAL-PRIOR UNSEC	18,988	15,000	15,000	15,000
		4010025 REDEMPTION FEES	18,360	23,000	23,000	23,000
		4010030 DELINQUENT/COST REIMBRSMT	(119)	0	0	0
		4010035 PENALTIES-DELINQUENT TAX	274,383	180,000	203,900	203,900
		4010040 PENALTIES-C O F	14,454	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	9,575,235	10,600,000	11,527,680	11,527,680
		4010065 AIRCRAFT TAX	421,300	416,000	420,400	420,400
		4010070 PROPERTY TRANSFER TAX	2,655,060	2,500,000	2,500,000	2,500,000
		4010073 RACEHORSE TAX	8,873	8,000	8,000	8,000
		4010075 TRANSIENT OCCUPANCY TAX	9,248,691	9,160,000	9,160,000	9,160,000
		4010077 PROPERTY TAX IN-LIEU OF SALES	2,298,527	0	0	0
		4010078 PROPERTY TAX IN-LIEU OF VLF	30,974,246	32,522,958	32,522,958	32,522,958
		4050005 FRANCHISES-CABLE	974,225	787,000	787,000	787,000
		4050006 FRANCHISE FEES-PUB UTIL	1,300,102	1,440,000	1,440,000	1,440,000
		4050010 FRANCHISE FEES-GARBAGE	983,744	995,000	995,000	995,000
		4050011 FRANCHISE FEES-PETROLEUM	19,035	18,500	18,500	18,500
		4150000 INTEREST	1,765,647	540,000	540,000	540,000
		4150002 INTEREST REVENUE-PENSION PREPA	1,065,409	1,300,000	1,300,000	1,300,000
		4150003 INTEREST-PROP TAX REFUNDS	(9,212)	(11,000)	(11,000)	(11,000)
		4200075 HOMEOWNER PROP TAX RELIEF	784,654	774,028	784,654	784,654
		4200270 STATE-MOTOR VEH LIC FEE	92,217	92,200	92,200	92,200
		4200275 OTHER STATE IN-LIEU TAXES	607	2,100	2,100	2,100
		4250005 FED AID ENTITLEMNT LAND	1,212,850	1,100,000	1,100,000	1,100,000
		4250105 FEDERAL AID - OTHER	7,628	0	0	0
		4350315 AMBULANCE REIMBURSEMENT	40,000	40,000	40,000	40,000
		4350400 ADMINISTRATIVE SERVICES	14,500	0	0	0
		4350655 SEPARATE TAX BILL COSTS	64,894	67,000	67,000	67,000
		4350656 REIMB FOR PROJ COSTS	131,369	124,281	124,281	124,281
		4350720 SUPPLEMENTAL ROLL-5% ADMN	663,610	630,000	500,000	500,000
		4352240 SB2557 PROPERTY TAX ADMIN FEE	1,322,860	1,258,000	1,258,000	1,258,000
		4550000 OTHER REVENUE	1,221	1,000	1,000	1,000
		4550160 CASH OVERAGES	20	0	0	0
		4550170 SETTLEMNTS,DAMAGES,&REST.	5,068	0	0	0
		4550200 INVOICE VARIANCES	517	5	5	5
		4909085 IFR-JE-SB 2557	285,019	271,000	271,000	271,000
		TOTAL:	180,466,432	182,344,825	182,802,945	182,802,945

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY DEPARTMENT

DEPARTMENT	REVENUE TYPE	2015-16 ACTUAL	2016-17 REQUESTED	2016-17 RECOMMENDED	2016-17 ADOPTED
102	NON-DEPTL-OTHR FINCNG USE				
	4350235 BILLINGS OH-OUTSIDE AGENCIES	(19,070)	76,008	76,008	76,008
	4909090 IFR-JE ALLOC-CO-WIDE OVERHEAD	3,017,915	4,012,759	2,442,531	2,442,531
	6001000 INTERNAL LOAN REPAYMENT-PRIN	458,528	0	0	0
	6001001 INTERNAL LOAN REPAYMENT-INT	49,466	0	0	0
	TOTAL:	3,506,839	4,088,767	2,518,539	2,518,539
103	NON-DEPT OTHER EXPENDITURES				
	4351025 DEFERRED COMP ADMIN FEE	37,887	35,000	35,000	35,000
	4909001 IFR-JE-ADMIN OFFICE	36,000	36,000	36,000	36,000
	TOTAL:	73,887	71,000	71,000	71,000
104	ADMINISTRATIVE OFFICE				
	4900010 IFR-ADMIN DEPT SUPPORT	59,446	0	0	0
	4909001 IFR-JE-ADMIN OFFICE	31,034	146,825	146,825	146,825
	TOTAL:	90,480	146,825	146,825	146,825
105	RISK MANAGEMENT				
	4350255 BILLINGS TO OUTSIDE AGENCIES	3,871	0	0	0
	4909005 IFR-JE-RISK MGMT	1,028,429	1,083,514	1,083,514	1,083,514
	TOTAL:	1,032,300	1,083,514	1,083,514	1,083,514
106	CONTRIBUTIONS TO OTHER AGENCIE				
	4550210 TOBACCO SETTLEMENT	367,608	374,000	379,000	379,000
	6000000 OPERATING TRANSFERS IN	250,000	0	0	0
	TOTAL:	617,608	374,000	379,000	379,000
107	AUDITOR-CONTROLLER				
	4010045 TLRP PROCEEDS	250,000	250,000	250,000	250,000
	4100295 CITIES PARKING	14,732	12,000	12,000	12,000
	4100354 COUNTY PORTION GC 76000	20,902	16,500	16,500	16,500
	4200035 SB90 STATE MANDATED COSTS	16,544	16,838	16,838	16,838
	4200065 STATE AID-NUCLEAR PLANNG	3,924	2,500	4,122	4,122
	4350209 REVENUE TRANSFER FROM TRUST FU	21,481	50,000	50,000	50,000
	4350255 BILLINGS TO OUTSIDE AGENCIES	1,008	324	324	324
	4350400 ADMINISTRATIVE SERVICES	192,039	189,542	189,542	189,542
	4350404 ADMIN FEE - GC 29412	50,546	53,000	53,000	53,000
	4350405 SPECIAL ASSESSMENT FEES	142,290	152,600	152,600	152,600
	4350407 ADMIN FEE-RDA DISSOLUTION	44,438	43,500	60,849	60,849
	4350581 ESTATE FEES	10,581	32,500	32,500	32,500
	4350740 COBRA MED INS ADMIN FEE	713	800	800	800
	4350820 WASTE TIPPING FEES-AB 939	16,968	16,000	16,000	16,000
	4351055 BOOK,PAMPHLT,BROCHR SALES	275	200	200	200
	4550000 OTHER REVENUE	12,007	13,500	13,500	13,500
	4550100 1915 BOND ACT ASSESSMENT	33,862	29,245	29,245	29,245
	4550200 INVOICE VARIANCES	72	0	0	0
	4909010 IFR-JE-AUDITOR/CONTROLLER	113,745	30,000	30,000	30,000
	6000005 OTI PROCEEDS INTRAFUND	10,000	0	0	0
	TOTAL:	956,127	909,049	928,020	928,020
108	TREAS-TAX COLL-PUBLIC ADM				
	4010030 DELINQUENT/COST REIMBRSMT	179,061	167,590	167,590	167,590
	4010076 SALE OF TAX DEEDED PROP.	33,000	56,175	56,175	56,175
	4050020 BUSINESS LICENSES	111,803	104,993	104,993	104,993
	4050150 TOBACCO RETAILERS LICENSES	4,554	4,290	4,290	4,290
	4350395 RED INSTALLMENT PLAN FEE	8,146	10,070	10,070	10,070
	4350400 ADMINISTRATIVE SERVICES	729,205	747,979	747,979	747,979

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY DEPARTMENT

DEPARTMENT	REVENUE TYPE	2015-16 ACTUAL	2016-17 REQUESTED	2016-17 RECOMMENDED	2016-17 ADOPTED
108	(Continued)				
	4350402 ADMIN FEE-SLO CTBID	38,713	37,600	37,600	37,600
	4350415 PROP.REDEMPT.SEARCH FEES	19,140	26,950	26,950	26,950
	4350441 SEGREGATIONS FEE	38	38	38	38
	4350445 DMV DELINQUENT VESSEL FEE	1,261	972	972	972
	4350450 UNSEC DELINQUENT COLL FEE	32,743	31,190	31,190	31,190
	4350920 MOBL HOME DUP TX CLEARNCE	231	105	105	105
	4350950 MISCELLANEOUS FEES	2,829	2,268	2,268	2,268
	4351065 PUB INFO SALE-COMP FILES	2,396	1,292	1,292	1,292
	4352255 BULK TRANSFER FEE	1,123	1,080	1,080	1,080
	4352260 SUBDIVISION/PARCEL TRACT MAP	3,696	3,350	3,350	3,350
	4550000 OTHER REVENUE	11,068	8,126	8,126	8,126
	4550050 TAX DEPT RETRND CHECK FEE	7,942	8,550	8,550	8,550
	4550062 ADV COSTS TX DEEDED PROP	1,188	2,100	2,100	2,100
	4550090 SERVICE CHGE RETRND CHKS	6,595	7,024	7,024	7,024
	4550160 CASH OVERRAGES	1,550	975	975	975
	4900299 IFR-INT SETT-ALL OTHER DEPTS	67,867	0	0	0
	TOTAL:	1,264,149	1,222,717	1,222,717	1,222,717
109	ASSESSOR				
	4350770 CUTS & COMBINATN REQUESTS	3,025	6,000	6,000	6,000
	4350950 MISCELLANEOUS FEES	10,500	10,000	10,000	10,000
	4351010 OTHER SERVICE CHARGES	6,858	5,000	5,000	5,000
	4351060 MAP SALES	225	200	200	200
	4351065 PUB INFO SALE-COMP FILES	15,625	16,000	16,000	16,000
	4550000 OTHER REVENUE	1,107	0	0	0
	4900299 IFR-INT SETT-ALL OTHER DEPTS	67,255	0	0	0
	6000130 TRANSFER IN FR AUTOMATION REPL	24,978	0	25,000	25,000
	TOTAL:	129,573	37,200	62,200	62,200
110	CLERK/RECORDER				
	4200170 STATE AID - OTHER	12,739	13,000	13,000	13,000
	4350255 BILLINGS TO OUTSIDE AGENCIES	0	3,600	3,600	3,600
	4350430 ELECTION SERVICES	90,407	485,000	485,000	485,000
	4350465 INVOLUNTARY LIEN NOTICES	8,328	10,000	10,000	10,000
	4350625 RECORDER'S SPECL PROJECTS	498,954	443,128	443,128	443,128
	4350630 RECORDG FEE-MICROGRAPHICS	311,522	145,391	245,391	245,391
	4350632 Rec Fees-Real Estate Fraud GC	31,377	33,000	33,000	33,000
	4350633 RECORDING FEES-SSN REDACTION	158,794	18,610	18,610	18,610
	4350635 RECORDING FEES	1,046,341	1,050,000	1,050,000	1,050,000
	4350640 RECORDING FEES-VHS	11,978	7,055	7,055	7,055
	4350935 OTHER CLERK FEES	516,027	543,360	543,360	543,360
	4550160 CASH OVERRAGES	3,272	0	0	0
	4900299 IFR-INT SETT-ALL OTHER DEPTS	61,735	0	0	0
	4909000 IFR-JOURNAL ENTRY ALLOCATIONS	2,400	0	0	0
	TOTAL:	2,753,874	2,752,144	2,852,144	2,852,144
111	COUNTY COUNSEL				
	4100165 SETTLEMENTS/JUDGEMENTS	2,522	0	0	0
	4200065 STATE AID-NUCLEAR PLANNG	0	7,000	10,000	10,000
	4350460 LEGAL SERVICES	45,028	37,200	37,200	37,200
	4350581 ESTATE FEES	4,619	0	0	0
	4350585 CONSERVATORSHIP FEES	3,438	4,000	4,000	4,000
	4550065 OTHER REIMBURSEMENTS	19,727	0	0	0

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY DEPARTMENT

DEPARTMENT		REVENUE TYPE	2015-16 ACTUAL	2016-17 REQUESTED	2016-17 RECOMMENDED	2016-17 ADOPTED
111	(Continued)	4909035 IFR-JE-COUNTY COUNSEL	199,115	102,300	102,300	102,300
		TOTAL:	274,449	150,500	153,500	153,500
112	HUMAN RESOURCES	4200065 STATE AID-NUCLEAR PLANNG	0	5,647	5,647	5,647
		4350255 BILLINGS TO OUTSIDE AGENCIES	29,809	31,786	31,786	31,786
		4350835 COPYING FEES	6,353	0	0	0
		4909005 IFR-JE-RISK MGMT	1,086	0	0	0
		4909030 IFR-JE-PERSONNEL	142,595	140,653	140,653	140,653
		4909350 IFR-JE-PW ISF	13,474	0	0	0
		TOTAL:	193,317	178,086	178,086	178,086
113	FACILITIES MANAGEMENT	4050130 MISC PERMITS	6,281	0	0	0
		4150015 COMMUNICATION LEASE FACIL	7,600	0	0	0
		4150020 RENT-LAND/BLDG-SHORT TERM	5,980	0	0	0
		4150025 RENT-LAND/BLDG-LONG TERM	83,796	0	0	0
		4150035 RENTAL OF VETERANS BLDGS.	24,308	0	0	0
		4200065 STATE AID-NUCLEAR PLANNG	402	0	0	0
		4350245 OTHER BILLINGS TO COURTS	314,532	279,653	279,653	279,653
		4350890 INCOME FROM CONCESSIONS	1,938	0	0	0
		4550000 OTHER REVENUE	12,244	0	0	0
		4550065 OTHER REIMBURSEMENTS	43,151	44,235	44,235	44,235
		4550080 OTHER SALES	9,796	0	0	0
		4550200 INVOICE VARIANCES	2,194	1,291	1,291	1,291
		4900100 IFR-INT SETT-GEN SRVS S/S BILL	592,196	283,395	403,949	466,588
		4901000 IFR-OVERHEAD-OH ALLOCATIONS	328,956	0	0	0
		4902030 IFR-MANUAL COST ALLOC-POSTAGE	18,994	0	0	0
		4903010 IFR-IAA-LABOR-REG	348,076	0	0	0
		4903011 IFR-IAA-LABOR-REG-TEMP	3,290	0	0	0
		4904000 IFR-IS-W/O SETTLEMENT	42,128	0	0	0
		4909025 IFR-JE-GENERAL SERVICES	751,029	730,951	730,951	730,951
		TOTAL:	2,596,891	1,339,525	1,460,079	1,522,718
114	INFORMATION TECHNOLOGY DEPARTM	4150015 COMMUNICATION LEASE FACIL	1,600	0	0	0
		4200065 STATE AID-NUCLEAR PLANNG	192,024	217,158	217,158	217,158
		4350245 OTHER BILLINGS TO COURTS	76,997	322,457	89,077	89,077
		4350520 ITD BILL OUTSIDE AGENCIES	62,445	91,950	91,950	91,950
		4350525 ITD BILL OUTSIDE AGENCIES COMM	6,323	6,438	6,438	6,438
		4550025 REF/ADJ-PRIOR YEAR EXPENS	5,296	0	0	0
		4550200 INVOICE VARIANCES	63	0	0	0
		4900080 IFR-INT SETT-ITD NETWORK SVCS	237,096	289,870	289,870	289,870
		4900140 IFR-INT SETT-ITD ENTERPRISE SV	683,822	820,595	820,595	820,595
		4900190 IFR-INT SETT-ITD DPTMTL SVCS	590,437	497,523	437,523	437,523
		4900200 IFR-INT SETT-ITD RADIO COMM	12,798	8,751	8,751	8,751
		4902010 IFR-MANUAL COST ALLOC-ITD VOIC	140,139	133,839	133,839	133,839
		4909015 IFR-JE-ITD	10,015	0	0	0
		TOTAL:	2,019,055	2,388,581	2,095,201	2,095,201
116	CENTRAL SERVICES	4050130 MISC PERMITS	3,050	5,781	5,781	5,781
		4150015 COMMUNICATION LEASE FACIL	3,700	11,300	11,300	11,300
		4150020 RENT-LAND/BLDG-SHORT TERM	5,980	12,318	12,318	12,318

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY DEPARTMENT

DEPARTMENT	REVENUE TYPE	2015-16 ACTUAL	2016-17 REQUESTED	2016-17 RECOMMENDED	2016-17 ADOPTED
116	(Continued)				
	4150025 RENT-LAND/BLDG-LONG TERM	80,157	171,087	171,087	171,087
	4150035 RENTAL OF VETERANS BLDGS.	44,704	64,000	64,000	64,000
	4200065 STATE AID-NUCLEAR PLANNG	0	5,798	5,798	5,798
	4350245 OTHER BILLINGS TO COURTS	0	1,262	1,262	1,262
	4350890 INCOME FROM CONCESSIONS	1,662	3,600	3,600	3,600
	4550000 OTHER REVENUE	10,078	0	0	0
	4550080 OTHER SALES	468	15,000	15,000	15,000
	4550200 INVOICE VARIANCES	17	0	0	0
	4900230 IFR-INT SETT-CENTRAL SERVICES	239,819	414,374	414,374	414,374
	4902030 IFR-MANUAL COST ALLOC-POSTAGE	27,264	40,932	40,932	40,932
	TOTAL:	416,899	745,452	745,452	745,452
130	WASTE MANAGEMNT				
	4350950 MISCELLANEOUS FEES	28,785	28,784	28,784	28,784
	4550200 INVOICE VARIANCES	112	0	0	0
	TOTAL:	28,897	28,784	28,784	28,784
132	DISTRICT ATTORNEY				
	4050111 DOMESTIC VIOLENCE FEES	55,370	60,000	60,000	60,000
	4100045 VEHICLE FORFEITURES-VC14607.6	100	0	0	0
	4100140 SMALL CLAIMS ADVISORY FEE	4,660	5,500	5,500	5,500
	4100165 SETTLEMENTS/JUDGEMENTS	0	15,000	15,000	15,000
	4100206 ASSET FORFEITURES	655	1,500	1,500	1,500
	4100220 BLOOD ALCOHOL FINES	72,591	85,000	85,000	85,000
	4200035 SB90 STATE MANDATED COSTS	211,746	217,570	217,570	217,570
	4200045 STATE AID- EXTRADITION	24,348	20,000	20,000	20,000
	4200080 STATE REIMB-CMC/ASH CASES	457,962	450,000	450,000	450,000
	4200090 ST AID-INS FRAUD INVESTIG	59,419	50,000	50,000	50,000
	4200095 ST AID-DMV-VEH CRIME INV	139,160	140,000	140,000	140,000
	4200105 STATE AWARDED GRANTS	403,756	403,756	403,756	403,756
	4200170 STATE AID - OTHER	1,719	5,000	5,000	5,000
	4200255 ST AID-PUBLIC SAFETY SRVC	3,355,923	3,525,061	3,525,061	3,525,061
	4200320 ST AID-PASS THRU GRANTS	68,359	0	0	0
	4200351 ST RLG-2011 LOCAL COMM	76,518	78,451	78,451	78,451
	4200352 ST RLG-2011 DA & PUBLC DEFEND	70,858	95,511	95,511	95,511
	4200355 ST RLG-2011 SLESF	96,706	80,000	80,000	80,000
	4250095 FEDERAL-GRANTS	0	0	0	168,437
	4250105 FEDERAL AID - OTHER	290,103	97,728	97,728	396,798
	4350400 ADMINISTRATIVE SERVICES	22,266	20,000	20,000	20,000
	4350435 DEFERRED ENTRY OF JUDGMENT	12,450	10,000	10,000	10,000
	4350632 Rec Fees-Real Estate Fraud GC	282,391	275,000	275,000	275,000
	4350835 COPYING FEES	18,785	17,000	17,000	17,000
	4351010 OTHER SERVICE CHARGES	84,800	80,000	80,000	80,000
	4550000 OTHER REVENUE	16,621	0	0	0
	4550011 SETTLEMENTS-ENVIRONMENTAL	20,000	15,000	15,000	15,000
	4550080 OTHER SALES	4,207	0	0	0
	4550120 CONTRIBUTIONS - NON GOVTL	2,533	3,000	3,000	3,000
	4550160 CASH OVRAGES	17	0	0	0
	TOTAL:	5,854,023	5,750,077	5,750,077	6,217,584

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY DEPARTMENT

DEPARTMENT	REVENUE TYPE	2015-16 ACTUAL	2016-17 REQUESTED	2016-17 RECOMMENDED	2016-17 ADOPTED
134	CHILD SUPPORT SERVICES				
	4150000 INTEREST	3,908	3,000	3,000	3,000
	4200150 ST AID - CHILD SUP ADMIN	1,441,208	1,555,931	1,545,315	1,525,772
	4250140 FED AID-CHILD SUP ADMIN	2,797,640	3,020,335	2,999,727	2,961,790
	TOTAL:	4,242,756	4,579,266	4,548,042	4,490,562
135	PUBLIC DEFENDER				
	4200035 SB90 STATE MANDATED COSTS	(23,940)	0	0	0
	4200080 STATE REIMB-CMC/ASH CASES	320,736	300,000	300,000	300,000
	4200351 ST RLGN-2011 LOCAL COMM	81,000	81,000	81,000	81,000
	4200352 ST RLGN-2011 DA & PUBLIC DEFEND	81,900	94,511	94,511	94,511
	4350457 PUBLIC DEFENDER REIMBURSEMENT	26,625	63,000	63,000	63,000
	4350580 REIMB JUV COURT PROF FEES	61,011	30,000	30,000	30,000
	TOTAL:	547,332	568,511	568,511	568,511
136	SHERIFF-CORONER				
	4050095 FINGER PRINTING FEES	7,245	12,500	12,500	12,500
	4050100 EXPLOSIVE PERMITS	1,625	2,500	2,500	2,500
	4050110 GUN PERMITS	16,569	15,500	15,500	15,500
	4050145 SUBPOENA DUCES TECUM GC 1563	1,135	1,500	1,500	1,500
	4050150 TOBACCO RETAILERS LICENSES	6,624	0	6,100	6,100
	4050165 NOTARY FEE GC 8211	628	1,100	1,100	1,100
	4050170 REPOSSESSION OF VEHICLE GC 267	1,240	1,400	1,400	1,400
	4100206 ASSET FORFEITURES	55,446	30,500	30,500	30,500
	4100220 BLOOD ALCOHOL FINES	43,695	52,000	52,000	52,000
	4100230 PENALTY AS-FINGERPRINT ID	382,100	404,365	404,365	404,365
	4100255 OFF-HIGHWAY MOTOR FINES	31,000	0	0	0
	4100465 DNA Database	27,277	0	0	0
	4200065 STATE AID-NUCLEAR PLANNG	(4,677)	41,342	41,342	41,342
	4200080 STATE REIMB-CMC/ASH CASES	21,874	73,400	73,400	73,400
	4200095 ST AID-DMV-VEH CRIME INV	152,955	168,270	168,270	168,270
	4200125 STATE REIMB FOR DNA TESTING	69,117	80,669	80,669	80,669
	4200170 STATE AID - OTHER	153,197	153,372	153,372	153,372
	4200255 ST AID-PUBLIC SAFETY SRVC	15,129,325	15,891,844	15,891,844	15,891,844
	4200350 ST RLGN-2011 COURT SECURITY	4,241,522	4,395,752	4,395,752	4,395,752
	4200351 ST RLGN-2011 LOCAL COMM	3,090,393	3,510,372	3,510,372	3,510,372
	4200355 ST RLGN-2011 SLESF	1,323,061	1,260,495	1,260,495	1,260,495
	4250086 FED AID - SCAAP PASS THRU	128,078	131,572	131,572	131,572
	4250105 FEDERAL AID - OTHER	490,682	367,500	367,500	367,500
	4250205 FEDERAL AID-ARRA/PRIME RECIPIE	17,862	0	0	0
	4300005 OTHER GOVT AGENCY REVENUE	42,093	41,734	41,734	41,734
	4350255 BILLINGS TO OUTSIDE AGENCIES	610,683	665,246	665,246	665,246
	4350320 INMATE ASSISTANCE REIMBRS	243	310	310	310
	4350340 JUVENILE INFORMAL SUPERVISION	58,000	58,000	58,000	58,000
	4350550 HOME DETENTION PROGRAM	262,317	365,000	365,000	365,000
	4350560 ALTERNATIVE WORK PROG REV	40,810	45,000	45,000	45,000
	4350567 ALT SENTENCING UNIT	72,434	78,000	78,000	78,000
	4350570 CIVIL PROCESS SERVICE	73,770	84,600	84,600	84,600
	4350616 LAW ENFORCEMENT SERVICES	167,022	145,500	145,500	145,500
	4350620 BOOKING FEES (SB 2557)	456,312	456,312	456,312	456,312
	4350641 CIVIL SPECIAL FEE GC26746	254,761	244,080	244,080	244,080
	4350656 REIMB FOR PROJ COSTS	0	0	5,000	5,000
	4350715 LABORATORY SERVICES	65,894	96,700	96,700	96,700

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY DEPARTMENT

DEPARTMENT	REVENUE TYPE	2015-16 ACTUAL	2016-17 REQUESTED	2016-17 RECOMMENDED	2016-17 ADOPTED
136	(Continued)				
	4550000 OTHER REVENUE	44,614	375	375	375
	4550065 OTHER REIMBURSEMENTS	4,394	5,500	5,500	5,500
	4550075 EMPL MEALS/IN-HOUSE FOOD	1,175	1,400	1,400	1,400
	4550090 SERVICE CHGE RETRND CHKS	16	0	0	0
	4550200 INVOICE VARIANCES	2,172	0	0	0
	4550210 TOBACCO SETTLEMENT	116,203	117,152	117,152	117,152
	4900220 IFR-INT SETT-SHERIFF SUPPORT	666,189	627,093	627,093	627,093
	4909055 IFR-JE-SHERIFF	4,679	551	551	551
	6000240 OP TRANSF-IN-FLEET	2,280	0	0	0
	TOTAL:	28,334,034	29,628,506	29,639,606	29,639,606
137	ANIMAL SERVICES				
	4050015 ANIMAL LICENSES	788,752	779,882	779,882	779,882
	4050130 MISC PERMITS	33,641	22,198	22,198	22,198
	4200065 STATE AID-NUCLEAR PLANNG	5,606	0	0	0
	4300005 OTHER GOVT AGENCY REVENUE	886,508	859,706	859,706	859,706
	4350310 FIRE SUPPRESSION/COST REI	(79)	0	0	0
	4350400 ADMINISTRATIVE SERVICES	818	1,745	1,745	1,745
	4350595 HUMANE SERVICES	4,724	3,694	3,694	3,694
	4350600 IMPOUND FEES	32,643	35,992	35,992	35,992
	4350605 BOARDING FEES	58,545	55,439	55,439	55,439
	4350610 ANIMAL PLACEMENT	124,606	145,655	145,655	145,655
	4550000 OTHER REVENUE	3,352	620	620	620
	4550120 CONTRIBUTIONS - NON GOVTL	30,639	28,500	28,500	28,500
	TOTAL:	1,969,755	1,933,431	1,933,431	1,933,431
138	EMERGENCY SERVICES				
	4200065 STATE AID-NUCLEAR PLANNG	892,787	1,265,643	1,343,579	1,343,579
	4250085 FEDERAL AID - SECURITY	9,358	30,000	30,000	30,000
	4250095 FEDERAL-GRANTS	125,156	111,440	144,723	144,723
	4550070 EMPLOYEE REIMBURSEMENTS	0	250	250	250
	TOTAL:	1,027,301	1,407,333	1,518,552	1,518,552
139	PROBATION DEPARTMENT				
	4100055 PROBA DRUG FEE-PC1203.1AB	2,784	3,360	3,360	3,360
	4100155 SUPERIOR COURT FINES-BASE	136,507	140,000	140,000	140,000
	4100225 AIDS EDUCATION FINE-PC264	1,310	0	0	0
	4100465 DNA Database	15,482	5,000	5,000	5,000
	4200005 ST RLG-NT-SALES TX-SOC SRVC	240,574	240,572	240,572	240,572
	4200035 SB90 STATE MANDATED COSTS	41,472	39,000	39,000	39,000
	4200080 STATE REIMB-CMC/ASH CASES	127,805	155,000	155,000	155,000
	4200170 STATE AID - OTHER	1,346,418	1,687,403	1,687,403	1,687,403
	4200255 ST AID-PUBLIC SAFETY SRVC	3,942,077	4,140,758	4,140,758	4,140,758
	4200295 ST-10% SBOC VOC REBATE	6,374	8,300	8,300	8,300
	4200305 ST AID - SLESF	775,181	775,181	775,181	775,181
	4200325 ST AID-INCENIVES	384,554	587,503	672,626	672,626
	4200351 ST RLG-NT-2011 LOCAL COMM	902,753	1,129,596	1,238,141	1,174,529
	4200354 ST RLG-NT-2011 HLTH & HUMAN SVCS	98,378	46,592	46,592	46,592
	4250110 FEDERAL - WELFARE ADMIN	533,521	396,686	396,686	396,686
	4300005 OTHER GOVT AGENCY REVENUE	460,184	460,184	345,138	345,138
	4350209 REVENUE TRANSFER FROM TRUST FU	182,292	0	0	0
	4350335 MONITORING FEE-PC1203.1B	132,026	145,000	145,000	145,000
	4350340 JUVENILE INFORMAL SUPERVISION	2,075	0	0	0

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY DEPARTMENT

DEPARTMENT	REVENUE TYPE	2015-16 ACTUAL	2016-17 REQUESTED	2016-17 RECOMMENDED	2016-17 ADOPTED
139	(Continued)				
	4350345 DIVERSN MONITRG-PC1001.53	56	0	0	0
	4350365 CHANGE OF PLEA	0	400	400	400
	4350370 PROBA MGMT FEE-ADULTS	7,477	7,834	7,834	7,834
	4350380 SENTENCING REPORT FEE	38,271	43,719	43,719	43,719
	4350385 RESTITN COLL FEE-PC1203.1	59,587	40,000	40,000	40,000
	4350390 RECORD SEALING FEE	345	0	0	0
	4350400 ADMINISTRATIVE SERVICES	491,242	681,822	681,822	681,822
	4350455 OTHER COURT-ORDERED REIMB	2,956	0	0	0
	4350457 PUBLIC DEFENDER REIMBURSEMENT	239,671	248,370	248,370	248,370
	4350470 INSTALLMENT FEES	9,083	0	0	0
	4350475 PROCESSING FEES	95,473	73,212	73,212	73,212
	4350790 INST.CARE-JUVENILE HALL	54,279	47,000	47,000	47,000
	4550000 OTHER REVENUE	16,997	17,575	17,575	17,575
	4550070 EMPLOYEE REIMBURSEMENTS	182	0	0	0
	4550160 CASH OVERRAGES	692	0	0	0
	TOTAL:	10,348,078	11,120,067	11,198,689	11,135,077
140	COUNTY FIRE				
	4050035 PLAN CHECK FEES	337,249	282,734	329,000	329,000
	4200065 STATE AID-NUCLEAR PLANNG	0	60,605	60,605	60,605
	4200255 ST AID-PUBLIC SAFETY SRVC	2,729,518	2,867,085	2,867,085	2,867,085
	4250105 FEDERAL AID - OTHER	170,322	0	0	0
	4350310 FIRE SUPPRESSION/COST REI	74,317	100,000	100,000	100,000
	4350311 FIRE SUPPRESSION-EQUIP COST RE	134,461	50,000	50,000	50,000
	4350315 AMBULANCE REIMBURSEMENT	146,505	154,361	154,361	154,361
	4350530 FIRE PROTECTION SERVICES	2,661,381	2,886,200	2,886,200	2,886,200
	4351065 PUB INFO SALE-COMP FILES	935	0	0	0
	4550010 SEMINAR/CONF/WORKSHOP FEE	42,534	93,177	93,177	93,177
	4550055 SALE OF FIXED ASSETS	24,995	0	0	0
	4550065 OTHER REIMBURSEMENTS	358	0	0	0
	4550080 OTHER SALES	5,181	0	0	0
	4550200 INVOICE VARIANCES	726	0	0	0
	4909070 IFR-JE-CDF	562,878	589,445	589,445	589,445
	TOTAL:	6,891,360	7,083,607	7,129,873	7,129,873
141	AGRICULTURAL COMMISSIONER				
	4050065 LAND USE PERMITS	26,284	23,000	23,000	23,000
	4050081 AG B&P 12241 FEE	1,000	0	0	0
	4050105 OTHER LICENSES AND PERMIT	248,595	261,544	261,544	261,544
	4100260 AGRICULTURE FINES	14,702	0	0	0
	4200055 STATE AID FOR AGRICULTURE	761,145	740,857	740,857	740,857
	4200065 STATE AID-NUCLEAR PLANNG	83,951	81,432	81,432	81,432
	4200226 ST AID-GAS TAX-UNCLAIMED	998,534	1,000,000	1,000,000	1,000,000
	4250105 FEDERAL AID - OTHER	885,862	809,456	809,456	809,456
	4350540 AGRICULTURAL SERVICES	270,615	225,250	225,250	225,250
	4350555 STANDARDIZATION INSPECTS	7,150	6,800	6,800	6,800
	4550000 OTHER REVENUE	339	500	500	500
	4550065 OTHER REIMBURSEMENTS	15,779	0	0	0
	4550200 INVOICE VARIANCES	10	0	0	0
	TOTAL:	3,313,966	3,148,839	3,148,839	3,148,839

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY DEPARTMENT

DEPARTMENT		REVENUE TYPE	2015-16 ACTUAL	2016-17 REQUESTED	2016-17 RECOMMENDED	2016-17 ADOPTED
142	PLANNING & BUILDING DEPARTMENT	4050020 BUSINESS LICENSES	2,106	1,566	1,566	1,566
		4050025 BUILDING PERMITS	2,023,755	2,038,864	2,038,864	2,038,864
		4050030 GRADING PERMITS	72	0	0	0
		4050035 PLAN CHECK FEES	1,434,085	1,407,708	1,407,708	1,407,708
		4050040 SUB PERMITS-MECH EL PLUMB	556,388	399,698	399,698	399,698
		4050043 BLDG STANDARDS ADMIN	1,068	0	0	0
		4050065 LAND USE PERMITS	654,270	649,061	649,061	649,061
		4050070 PLOT PLANS	252,617	250,418	250,418	250,418
		4050075 GENERAL PLAN AMENDMENTS	15,536	20,572	20,572	20,572
		4050080 AGRICULTURAL PRESERVE FEE	30,512	21,483	21,483	21,483
		4050085 SUBDIVISION PERMITS	264,274	232,730	232,730	232,730
		4050105 OTHER LICENSES AND PERMIT	92,367	17,906	17,906	17,906
		4050130 MISC PERMITS	32,018	27,375	27,375	27,375
		4100010 LAND USE FINES	2,293	200	200	200
		4100180 BLDG CODE INVESTIG FEES	42,355	85,865	85,865	85,865
		4200065 STATE AID-NUCLEAR PLANNG	0	5,515	5,515	5,515
		4200170 STATE AID - OTHER	2,836	0	0	0
		4300005 OTHER GOVT AGENCY REVENUE	0	0	15,000	15,000
		4350101 AFFORDABLE HOUSNG IN-LIEU	1,036	0	0	0
		4350106 APPEAL FEE	6,800	3,400	3,400	3,400
		4350109 AFFORDABLE HOUSING IMPACT FEE	1,706	2,890	2,890	2,890
		4350295 PREAPPLICATION PROCESS	26,038	23,538	23,538	23,538
		4350350 MITIGATION FEE-AIR	575	488	488	488
		4350400 ADMINISTRATIVE SERVICES	286,438	240,559	240,559	240,559
		4350480 ENVIRONMNTL ASSESSMT FEES	164,716	234,620	234,620	234,620
		4350515 ALLOCATION ADMIN FEE	21,948	24,064	24,064	24,064
		4350650 DEVELOPMENT FEE- ADMIN	38,863	56,000	56,000	56,000
		4350665 ROAD ABANDONMENT FEE	32,635	38,319	38,319	38,319
		4350675 CURB & GUTTER WAIVERS	0	1,066	1,066	1,066
		4350950 MISCELLANEOUS FEES	71,380	79,836	79,836	79,836
		4351010 OTHER SERVICE CHARGES	1,092	260	260	260
		4351055 BOOK,PAMPHLT,BROCHR SALES	580	650	650	650
		4550000 OTHER REVENUE	6,419	6,900	6,900	6,900
		4550065 OTHER REIMBURSEMENTS	246	0	0	0
		4550085 NUISANCE ABATEMENT	20,407	17,779	17,779	17,779
		4550125 GRANTS: NON-GOVERNMENTAL	682,482	926,017	926,017	926,017
		4550160 CASH OVERRAGES	23	0	0	0
		4550170 SETTLEMNTS,DAMAGES,&REST.	544	0	0	0
		4909080 IFR-JE-PLANNING	414,193	484,929	504,981	504,981
		6000130 TRANSFER IN FR AUTOMATION REPL	0	312,805	312,805	312,805
		TOTAL:	7,184,673	7,613,081	7,648,133	7,648,133
143	COURT OPERATIONS	4100005 50% EXCESS MOE REVENUE-ST	(599,607)	(450,000)	(450,000)	(450,000)
		4100015 RED LIGHT - VC21453, 54, 57	8,134	9,000	9,000	9,000
		4100055 PROBA DRUG FEE-PC1203.1AB	1,045	0	0	0
		4100085 TRAFFIC SCH-VC42007.1(\$24)	248,320	260,000	260,000	260,000
		4100090 CNTY FIX IT-VC 40611	29,813	30,000	30,000	30,000
		4100105 CO MOTOR VEH/CRIM FINES	749,728	800,000	800,000	800,000
		4100125 DOMESTIC VIOLC-PC1203.097	4,692	0	0	0
		4100135 CITIES FIX IT-VC40611	10,352	10,000	10,000	10,000

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY DEPARTMENT

DEPARTMENT	REVENUE TYPE	2015-16 ACTUAL	2016-17 REQUESTED	2016-17 RECOMMENDED	2016-17 ADOPTED
143	(Continued)				
	4100195 TRAFFIC SCHOOL FEES	1,278,197	1,300,000	1,300,000	1,300,000
	4100220 BLOOD ALCOHOL FINES	3,188	0	0	0
	4100265 BUSINESS & PROFESSIONS	(4,691)	(7,000)	(7,000)	(7,000)
	4100270 HEALTH/SAFETY FINES/FORFT	390	1,000	1,000	1,000
	4100285 CITIES- ALL MISDEMEANORS	8,175	13,000	13,000	13,000
	4100300 CITY MOTOR VEHICLE FINES	80,064	77,000	77,000	77,000
	4100340 ST PENALTY ASSMNTS-PC1464	487,013	480,000	480,000	480,000
	4100354 COUNTY PORTION GC 76000	62,696	73,000	73,000	73,000
	4200351 ST RLG-2011 LOCAL COMM	110,045	142,959	142,959	142,959
	4350635 RECORDING FEES	233,738	250,000	250,000	250,000
	4550090 SERVICE CHGE RETRND CHKS	1,222	0	0	0
	TOTAL:	2,712,514	2,988,959	2,988,959	2,988,959
160	PUBLIC HEALTH				
	4050120 BURIAL PERMITS	6,795	6,437	6,437	6,437
	4050150 TOBACCO RETAILERS LICENSES	23,488	28,028	28,028	28,028
	4100065 CHILD RESTRNT FEE-COUNTY	5,050	5,000	5,000	5,000
	4100070 CHILD RESTRAINT FEE-CITY	1,693	2,500	2,500	2,500
	4100366 ADM PENALTY-HS 25187	0	150,000	150,000	150,000
	4200005 ST RLG- SALES TX-SOC SRVC	64,843	123,913	123,913	123,913
	4200015 ST RLG- SALES TAX-HEALTH	126,225	942,570	942,570	942,570
	4200020 ST REALGN- VLF	3,025,736	2,417,737	2,417,737	2,417,737
	4200065 STATE AID-NUCLEAR PLANNG	37,382	94,000	94,000	94,000
	4200080 STATE REIMB-CMC/ASH CASES	2,016	2,000	2,000	2,000
	4200170 STATE AID - OTHER	191,641	158,104	158,104	158,104
	4200200 MEDI-CAL: PATIENTS-ST +FED	216,220	227,700	227,700	227,700
	4200210 ST AID-CALIF CHILDRN SRVC	(59,771)	0	0	0
	4200212 STATE AID-CENCAL	457,321	382,300	382,300	382,300
	4200213 STATE AID-MEDICARE	38,315	32,000	32,000	32,000
	4200215 STATE - HEALTH ADMIN.	235,290	273,261	273,261	273,261
	4200273 STATE AID-STATE OFFICE OF FAMI	1,075,439	1,118,300	1,148,300	1,148,300
	4250015 FEDERAL - HEALTH ADMIN	521,583	482,940	482,940	490,322
	4250016 FEDERAL AID-TARGETED CASE MANA	400,000	689,434	689,434	689,434
	4250017 FEDERAL AID-MAA PASS THROUGH	692,074	1,480,000	1,480,000	1,480,000
	4250018 FEDERAL AID-MATERNAL CHILD HEA	465,937	487,676	507,403	507,403
	4250080 FEDERAL FUNDS - SNAP	546,497	482,179	482,179	482,179
	4250095 FEDERAL-GRANTS	198,019	207,735	207,735	207,735
	4250105 FEDERAL AID - OTHER	161,223	129,700	129,700	129,700
	4250136 FED AID - PUBLIC HEALTH SECURI	657,540	779,913	779,913	779,913
	4250165 FED AID - USDA	1,325,838	1,279,129	1,279,129	1,279,129
	4250180 FED AID-SMALL WATER SYS (ST PA	0	78,810	78,810	78,810
	4250185 FED AID-CCS	1,832,531	2,137,664	2,137,664	2,137,664
	4250190 FED AID-CHDP	450,678	515,341	515,341	515,341
	4300005 OTHER GOVT AGENCY REVENUE	98,679	86,025	86,025	86,025
	4350585 CONSERVATORSHIP FEES	85,446	80,000	80,000	80,000
	4350590 REPRESENTATIVE PAYEE FEES	39,984	39,852	39,852	39,852
	4350705 NURSING FEES	284,635	278,000	278,000	278,000
	4350710 PUBLIC HEALTH VHS FEES	180,436	160,000	160,000	160,000
	4350714 EMERGENCY MEDICAL SERVICES FEE	26,234	41,809	41,809	41,809
	4350715 LABORATORY SERVICES	120,483	114,000	114,000	114,000
	4350745 ENVIRONMENTAL HEALTH SERVICES	2,590,383	2,697,302	2,697,302	2,697,302

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY DEPARTMENT

DEPARTMENT	REVENUE TYPE	2015-16 ACTUAL	2016-17 REQUESTED	2016-17 RECOMMENDED	2016-17 ADOPTED
160	(Continued)				
	4350765 MEDICAL REMB SERV/PAT CAR	124,439	0	0	0
	4350785 CALIF CHILDREN SERVICES	2,763	2,000	2,000	2,000
	4350795 INSURANCE PAYMENTS	13,270	5,950	5,950	5,950
	4350835 COPYING FEES	493	0	0	0
	4350950 MISCELLANEOUS FEES	99,869	143,791	143,791	143,791
	4351045 PROGRAM REV - CHILD&FAMILIES	267,308	286,870	286,870	286,870
	4550000 OTHER REVENUE	215,152	118,000	118,000	118,000
	4550125 GRANTS: NON-GOVERNMENTAL	8,833	0	0	0
	4550200 INVOICE VARIANCES	42	0	0	0
	4550210 TOBACCO SETTLEMENT	365,973	368,961	368,961	368,961
	4900110 IFR-INT SETT-HEALTH BILLINGS	72,784	66,845	66,845	66,845
	4909040 IFR-JE ALLOC-PUBLIC HEALTH	160,596	156,981	156,981	156,981
	TOTAL:	17,457,405	19,360,757	19,410,484	19,417,866
166	BEHAVIORAL HEALTH				
	4100220 BLOOD ALCOHOL FINES	135,000	96,000	96,000	96,000
	4100290 FEES -ALCOHOL ABUSE & EDU	60,000	48,000	48,000	48,000
	4200010 ST RLGN-SALES TAX-M H	5,737,317	5,787,130	5,787,130	5,787,130
	4200020 ST REALGN- VLF	48,803	0	0	0
	4200022 ST AID REALIGNMENT	111,005	111,005	111,005	111,005
	4200023 ST AID REALIGNMENT-VLF	99,273	99,273	99,273	99,273
	4200065 STATE AID-NUCLEAR PLANNG	0	4,275	4,275	4,275
	4200105 STATE AWARDED GRANTS	221,897	334,322	334,322	334,322
	4200170 STATE AID - OTHER	27,075	70,214	70,214	70,214
	4200200 MEDI-CAL: PATIENTS-ST +FED	16,655,133	17,490,213	17,849,663	17,849,663
	4200212 STATE AID-CENCAL	14,997	0	0	0
	4200213 STATE AID-MEDICARE	4,325	36,000	36,000	36,000
	4200340 ST AID - MHSA	9,218,190	10,965,911	11,330,724	11,330,724
	4200351 ST RLGN-2011 LOCAL COMM	1,675,673	1,770,547	1,865,983	1,865,983
	4200354 ST RLGN-2011 HLTH & HUMAN SVCS	8,109,905	8,865,028	8,871,841	8,871,841
	4250015 FEDERAL - HEALTH ADMIN	67,417	80,032	80,032	80,032
	4250090 FED AID-DRUG AND ALCOHOL	1,520,428	1,543,253	1,543,253	1,543,253
	4250095 FEDERAL-GRANTS	1,128,889	1,061,602	1,061,602	1,061,602
	4250130 FED AID-PERINTL SETASIDE	72,569	72,596	72,596	72,596
	4300005 OTHER GOVT AGENCY REVENUE	195,631	196,104	196,104	196,104
	4350255 BILLINGS TO OUTSIDE AGENCIES	1,149,743	1,265,154	1,265,154	1,265,154
	4350435 DEFERRED ENTRY OF JUDGMENT	25,152	38,000	38,000	38,000
	4350690 MEDICAL RECORDS FEE	2,453	2,280	2,280	2,280
	4350725 MENTAL HEALTH SVCS-MEDICARE	28,818	0	0	0
	4350735 ALCOHOLISM SERVICES	54,549	45,000	45,000	45,000
	4350760 INST CARE/SV-MEDICALSB855	6,649	0	0	0
	4350795 INSURANCE PAYMENTS	159,859	148,000	148,000	148,000
	4351040 MENTAL HLTH SVCS-SELF PAY	27,801	21,600	21,600	21,600
	4550000 OTHER REVENUE	20,538	0	0	0
	4550020 REV APPLICABLE PRIOR YRS	674	0	0	0
	4550065 OTHER REIMBURSEMENTS	64,139	45,000	45,000	45,000
	4550120 CONTRIBUTIONS - NON GOVTL	398	3,000	3,000	3,000
	4550210 TOBACCO SETTLEMENT	819,292	825,984	825,984	825,984
	4900170 IFR-INT SETT-DRUG & ALCOHOL	78,184	74,031	74,031	74,031
	4902010 IFR-MANUAL COST ALLOC-ITD VOIC	3,120	0	0	0
	TOTAL:	47,544,896	51,099,554	51,926,066	51,926,066

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY DEPARTMENT

DEPARTMENT	REVENUE TYPE	2015-16 ACTUAL	2016-17 REQUESTED	2016-17 RECOMMENDED	2016-17 ADOPTED	
180	SOCIAL SERVICES ADMINISTRATION					
	4200005 ST RLG-N-SALES TX-SOC SRVC	3,181,782	3,164,573	3,164,573	3,164,573	
	4200020 ST REALGN- VLF	304,599	303,374	303,374	303,374	
	4200022 ST AID REALIGNMENT	2,226,626	648,323	1,148,323	1,148,323	
	4200065 STATE AID-NUCLEAR PLANNG	0	29,741	29,741	29,741	
	4200175 STATE - WELFARE ADMIN.	25,629,833	27,562,299	28,792,853	28,792,853	
	4200185 STATE AID-PRIOR YEAR	(719,846)	0	0	0	
	4200335 ST-WELFARE ADMIN-PRIOR YR	3,885,253	0	0	0	
	4200354 ST RLG-N-2011 HLTH & HUMAN SVCS	7,314,987	9,031,355	9,031,355	9,031,355	
	4250110 FEDERAL - WELFARE ADMIN	22,599,836	25,376,825	25,376,825	25,376,825	
	4250120 FEDERAL AID-PRIOR YEAR	(82,968)	0	0	0	
	4250141 FED-WELFARE ADMN-PRIOR YR	1,136,414	0	0	0	
	4250160 FED AID WORKFORCE INVESTMENT A	1,450,649	2,447,414	2,447,414	2,447,414	
	4350775 ADOPTION FEES	18,350	23,200	23,200	23,200	
	4550000 OTHER REVENUE	2,219	2,758	2,758	2,758	
	4550030 REIMBURSEMENTS-ASSISTANCE	(50)	0	0	0	
	4550045 REFUNDS/EXCISE TAX	24,808	0	0	0	
	4550065 OTHER REIMBURSEMENTS	9,455	3,265	3,265	3,265	
	4550120 CONTRIBUTIONS - NON GOVTL	560	0	0	0	
	4909095 IFR-JE-SOCIAL SERVICES	89,605	0	0	0	
6000240 OP TRANSF-IN-FLEET	18,256	7,300	7,300	7,300		
	TOTAL:	67,090,368	68,600,427	70,330,981	70,330,981	
181	FOSTER CARE-SOCIAL SERVICES					
	4200005 ST RLG-N-SALES TX-SOC SRVC	7,084,094	7,419,925	7,419,925	7,419,925	
	4200175 STATE - WELFARE ADMIN.	3,600	0	0	0	
	4200190 STATE AID - ABATEMENT	54,127	49,601	49,601	49,601	
	4200195 ST AID-CS COLL-FOSTR CARE	10,795	9,348	9,348	9,348	
	4200354 ST RLG-N-2011 HLTH & HUMAN SVCS	7,866,649	8,875,435	8,586,807	8,586,807	
	4250055 FED AID - REIMB	8,792	7,472	7,472	7,472	
	4250110 FEDERAL - WELFARE ADMIN	6,226,049	6,716,151	6,659,359	6,659,359	
	4250115 FEDERAL AID - ABATEMENT	27,421	30,238	30,238	30,238	
	4550030 REIMBURSEMENTS-ASSISTANCE	123,908	119,138	119,138	119,138	
	4550065 OTHER REIMBURSEMENTS	67,873	186,218	186,218	186,218	
		TOTAL:	21,473,308	23,413,526	23,068,106	23,068,106
	182	CALWORKS				
4200175 STATE - WELFARE ADMIN.		2,238,689	3,119,067	3,119,067	3,119,067	
4200185 STATE AID-PRIOR YEAR		(23)	0	0	0	
4200195 ST AID-CS COLL-FOSTR CARE		37,095	21,172	21,172	21,172	
4200356 ST RLG-N-2011 CALWORKS MOE		7,302,433	6,092,098	6,092,098	6,092,098	
4250055 FED AID - REIMB		38,803	22,159	22,159	22,159	
4250110 FEDERAL - WELFARE ADMIN		222,421	258,326	258,326	258,326	
4300010 COMBINED FED/ST CALWORKS		1,656,285	2,955,319	2,955,319	2,955,319	
4550030 REIMBURSEMENTS-ASSISTANCE		33,427	30,000	30,000	30,000	
		TOTAL:	11,529,130	12,498,141	12,498,141	12,498,141
184	LAW ENFORCEMENT MED CARE					
	4200015 ST RLG-N-SALES TAX-HEALTH	50,783	140,844	140,844	140,844	
	4200020 ST REALGN- VLF	361,067	298,822	298,822	298,822	
	4200200 MEDI-CAL: PATIENTS-ST +FED	0	78,057	78,057	78,057	
	4200351 ST RLG-N-2011 LOCAL COMM	750,004	1,034,568	1,067,757	1,067,757	
	4350705 NURSING FEES	486	0	0	0	
	4550000 OTHER REVENUE	15	0	0	0	
	TOTAL:	1,162,355	1,552,291	1,585,480	1,585,480	

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY DEPARTMENT

DEPARTMENT	REVENUE TYPE	2015-16 ACTUAL	2016-17 REQUESTED	2016-17 RECOMMENDED	2016-17 ADOPTED
185	GENERAL ASSISTANCE				
	4050120 BURIAL PERMITS	7,124	5,500	5,500	5,500
	4200175 STATE - WELFARE ADMIN.	89,081	115,767	115,767	115,767
	4200185 STATE AID-PRIOR YEAR	(638)	(639)	(639)	(639)
	4200195 ST AID-CS COLL-FOSTR CARE	2,000	800	800	800
	4550030 REIMBURSEMENTS-ASSISTANCE	199,040	165,000	165,000	165,000
	TOTAL:	296,607	286,428	286,428	286,428
186	VETERANS SERVICES				
	4200040 ST AID- DRUG/MENTL HEALTH	16,250	0	0	0
	4200070 STATE AID VETERAN AFFAIRS	88,086	60,000	60,000	60,000
	4200200 MEDI-CAL: PATIENTS-ST +FED	9,875	0	0	0
	4200270 STATE-MOTOR VEH LIC FEE	5,000	5,000	5,000	5,000
	4350255 BILLINGS TO OUTSIDE AGENCIES	138,700	68,343	68,343	68,343
	TOTAL:	257,911	133,343	133,343	133,343
200	MAINTENANCE PROJECTS				
	4100320 PENALTY AS-CTHS TEMP CONS	71,986	0	0	0
	4200105 STATE AWARDED GRANTS	(8,321)	0	0	0
	4550125 GRANTS: NON-GOVERNMENTAL	(29,173)	0	0	0
	4909020 IFR-JE-MAINTENANCE PROJ	230,029	0	0	0
	6000000 OPERATING TRANSFERS IN	303,534	0	0	0
	6000122 OTI-GEN GOV BLDG REPLACEMENT	397,460	0	0	0
	6001205 Proceeds Issuance of N/L-ASSET	1,104,249	0	0	0
	TOTAL:	2,069,764	0	0	0
201	PUBLIC WORKS SPECIAL SERVICES				
	4050025 BUILDING PERMITS	42,354	52,974	52,974	52,974
	4050045 MINOR USE PERMIT APPLICATION	26,681	25,312	25,312	25,312
	4200065 STATE AID-NUCLEAR PLANNG	3,571	20,588	20,588	20,588
	4250105 FEDERAL AID - OTHER	38,186	0	0	0
	4350305 FLOOD HAZARD PROPERTY REPORTS	135	0	0	0
	4350330 PUBLIC EDUCATION GOV'T ACCESS	50,424	0	0	0
	4350410 ASSESSMNT APPORTNMNT FEES	1,099	0	0	0
	4350505 FILING FEES-CORNER RECORD	3,246	3,444	3,444	3,444
	4350555 STANDARDIZATION INSPECTS	4,875	0	0	0
	4350635 RECORDING FEES	1,748	1,607	1,607	1,607
	4350953 COMM ACKNOWLEDGEMENT FORM FEE	756	3,434	3,434	3,434
	4350960 MONUMENTATION FEES	37,736	41,061	41,061	41,061
	4350965 BLDG PRMT REVIEW-DRAINAGE	60,351	67,981	67,981	67,981
	4350966 BLDG PRMT REVIEW-FLD HZD	1,400	1,592	1,592	1,592
	4350990 DEVELOPMENT PLAN INSPECTN	94,847	85,905	85,905	85,905
	4350995 PAR MAP CHECKING THRU T/A	56,448	52,323	52,323	52,323
	4351005 RECORDS OF SURVEY FEES	38,858	37,834	37,834	37,834
	4351070 PM INSPECT-IMP PLANS P11E	35,007	43,989	43,989	43,989
	4351075 TM INSPECT-IMP PLANS P11D	158,469	181,942	181,942	181,942
	4351095 LOT LINE ADJUST APPLICATION	6,000	6,770	6,770	6,770
	4351100 COND USE PMT/DEV PLAN APP	22,386	21,677	21,677	21,677
	4351110 CERT OF CORRECTION	385	0	0	0
	4351115 MAP AMENDMENTS	82	0	0	0
	4351125 LOT LINE ADJUST CHECKING	9,019	6,731	6,731	6,731
	4400020 WATER SALES FOR RESALE	33,557	27,000	27,000	27,000
	4550000 OTHER REVENUE	660	0	0	0
	4550065 OTHER REIMBURSEMENTS	10,824	656	656	656

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY DEPARTMENT

DEPARTMENT	REVENUE TYPE	2015-16 ACTUAL	2016-17 REQUESTED	2016-17 RECOMMENDED	2016-17 ADOPTED
201	(Continued)				
	4550090 SERVICE CHGE RETRND CHKS	8	0	0	0
	4550170 SETTLEMNTS,DAMAGES,&REST.	1,688	0	0	0
	4909099 IFR-JE-UTILITY CHARGES-OPR CEN	39,934	50,000	50,000	50,000
	TOTAL:	780,734	732,820	732,820	732,820
215	FARM ADVISOR				
	4200170 STATE AID - OTHER	10,756	13,787	13,787	13,787
	TOTAL:	10,756	13,787	13,787	13,787
230	CAPITAL PROJECTS FUND				
	4100320 PENALTY AS-CTHS TEMP CONS	65,432	0	0	0
	4150000 INTEREST	108,271	0	0	0
	4200105 STATE AWARDED GRANTS	220,754	0	0	0
	4200240 STATE AID CONSTRUCTION	20,601,067	0	0	0
	4200242 STATE AID - REGIONAL STATE HWY	85,728	0	0	0
	4250095 FEDERAL-GRANTS	233,448	0	0	0
	4350925 PARKLAND FEE (QUIMBY FEE)	6,911	0	0	0
	4550120 CONTRIBUTIONS - NON GOVTL	187,186	0	0	0
	4902055 IFR-JE CAPITAL ASSETS FUNDING	833,541	0	0	0
	6000000 OPERATING TRANSFERS IN	70,580	0	0	0
	6000120 TRANSFERS IN FROM GEN FND	6,132,558	0	3,548,400	3,548,400
	6000145 OPR TRF IN - PFF FIRE	59,418	0	0	0
	6000150 OPR TRF IN - PFF PARKS	136,638	0	0	0
	6000155 OPR TRF IN - PFF LAW ENFORC	9,544	0	0	0
	6001205 Proceeds Issuance of N/L-ASSET	271,275	0	0	0
	TOTAL:	29,022,351	0	3,548,400	3,548,400
245	ROADS				
	4000005 PROP. TAXES CURR. SECURED	1,267,572	1,247,724	1,247,724	1,247,724
	4000007 PROPERTY TAX-UNITARY	343,905	385,869	385,869	385,869
	4000010 SUPPLEMENTAL-CURR.SECURED	30,842	2,520	2,520	2,520
	4000025 PROP. TAXES CURR. UNSEC.	30,947	25,785	25,785	25,785
	4000030 SUPPLEMENTAL-CURR.UNSEC.	25	115	115	115
	4010005 PROP. TAXES PRIOR SECURED	(2,574)	(6,062)	(6,062)	(6,062)
	4010010 SUPPLEMENTL-PRIOR SECURED	(34)	0	0	0
	4010015 PROP. TAXES PRIOR UNSEC.	1,136	0	0	0
	4010020 SUPPLEMENTAL-PRIOR UNSEC	200	0	0	0
	4010035 PENALTIES-DELINQUENT TAX	58	0	0	0
	4150000 INTEREST	62,867	20,000	20,000	20,000
	4150003 INTEREST-PROP TAX REFUNDS	(113)	0	0	0
	4200075 HOMEOWNER PROP TAX RELIEF	9,768	9,811	9,811	9,811
	4200185 STATE AID-PRIOR YEAR	(19,624)	0	0	0
	4200230 STATE - HIGHWAY USERS TAX	7,659,255	7,100,000	7,100,000	7,100,000
	4200240 STATE AID CONSTRUCTION	19,536	0	0	0
	4200241 STATE AID - URBAN STATE HWY AC	96,861	72,000	72,000	72,000
	4200242 STATE AID - REGIONAL STATE HWY	481,495	0	0	0
	4200245 TRANS DEV ACT SB 325	2,462,381	2,500,000	2,500,000	2,500,000
	4200250 ST AID-ISTEA EXCHANGE	578,060	578,060	578,060	578,060
	4200330 STATE AID FOR DISASTER	15,175	0	0	0
	4250011 FEDERAL AID-FEMA PRIOR YEAR	60,711	0	0	0
	4250020 FEDERAL AID CONSTRUCTION	5,234,768	1,353,207	1,353,207	1,353,207
	4250021 FEDERAL AID-BRIDGE TOLLS	360,532	120,481	120,481	120,481
	4250026 FEDERAL AID FOREST RESERVE	12,231	10,941	10,941	10,941

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY DEPARTMENT

DEPARTMENT	REVENUE TYPE	2015-16 ACTUAL	2016-17 REQUESTED	2016-17 RECOMMENDED	2016-17 ADOPTED
245	(Continued)				
	4250120 FEDERAL AID-PRIOR YEAR	44,494	0	0	0
	4350106 APPEAL FEE	901	0	0	0
	4350495 PLANNING/ENGINEERING SVCS	1,173	3,500	3,500	3,500
	4350500 ROAD PERMIT FEES	17,932	20,000	20,000	20,000
	4350660 ENCROACHMENT PERMIT FEES	163,308	125,000	125,000	125,000
	4350675 CURB & GUTTER WAIVERS	18	0	0	0
	4350676 CURB & GUTTER PERMIT WITH DESI	0	5,000	5,000	5,000
	4350677 CURB & GUTTER PERMIT W/O DESIG	0	17,000	17,000	17,000
	4350678 CURB,GUTTER & SIDEWALK	3,858	0	0	0
	4350950 MISCELLANEOUS FEES	438	0	0	0
	4550000 OTHER REVENUE	38,157	0	0	0
	4550065 OTHER REIMBURSEMENTS	121,745	0	0	0
	4550080 OTHER SALES	2,322	0	0	0
	4550090 SERVICE CHGE RETRND CHKS	8	0	0	0
	4550200 INVOICE VARIANCES	964	0	0	0
	4902055 IFR-JE CAPITAL ASSETS FUNDING	293,676	0	0	0
	4909020 IFR-JE-MAINTENANCE PROJ	230,533	0	0	0
	6000100 ROADS IMPACT FEES	705,795	2,309,536	2,309,536	2,309,536
	6000120 TRANSFERS IN FROM GEN FND	11,146,107	8,208,861	11,553,412	11,553,412
	TOTAL:	31,477,409	24,109,348	27,453,899	27,453,899
290	COMMUNITY DEVELOPMENT PROGRAM				
	4150000 INTEREST	887	0	0	0
	4200170 STATE AID - OTHER	6,300	0	0	0
	4250065 FEDERAL FUNDS - CDBG	2,051,119	1,645,011	1,667,918	1,667,918
	4250070 FEDERAL FUNDS - HOME	466,799	605,955	678,610	678,610
	4250075 FEDERAL FUNDS - ESG	123,240	145,085	148,084	372,176
	4250080 FEDERAL FUNDS - SNAP	1,071,343	1,258,771	1,258,771	1,258,771
	4250100 FEDERAL AID - ENVIRONMENT	32,827	0	0	0
	4550065 OTHER REIMBURSEMENTS	2,143	0	0	0
	6000120 TRANSFERS IN FROM GEN FND	591,436	591,436	591,436	666,436
	TOTAL:	4,346,094	4,246,258	4,344,819	4,643,911
247	PUBLIC FACILITIES FEES				
	4150000 INTEREST	60,222	0	0	0
	4350100 AFFORDABLE HOUSING FEE TRANSFE	(2,336)	0	0	0
	4350101 AFFORDABLE HOUSNG IN-LIEU	2,337	0	0	0
	4350102 PUB FAC FEE-LIBRARY	158,210	156,940	156,940	156,940
	4350103 PUB FACIL FEE-FIRE	805,404	775,674	775,674	775,674
	4350104 PUB FACIL FEE-PARKS	514,558	499,548	499,548	499,548
	4350105 PUB FACIL FEE-GEN GOVT	261,421	267,766	267,766	267,766
	4350107 PUB FAC FEE-LAW ENFORCE	137,708	151,887	151,887	151,887
	TOTAL:	1,937,524	1,851,815	1,851,815	1,851,815
305	PARKS and RECREATION				
	4100255 OFF-HIGHWAY MOTOR FINES	91,291	91,366	116,366	116,366
	4100275 LITTER CLEANUP	1,111	2,192	2,192	2,192
	4150000 INTEREST	15,599	14,000	14,000	14,000
	4150020 RENT-LAND/BLDG-SHORT TERM	43,871	57,259	57,259	57,259
	4150025 RENT-LAND/BLDG-LONG TERM	61,460	70,000	70,000	70,000
	4150030 FARM LAND RENT	1,650	1,800	1,800	1,800
	4200065 STATE AID-NUCLEAR PLANNG	0	9,233	9,233	9,233
	4350245 OTHER BILLINGS TO COURTS	7,773	10,000	10,000	10,000

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY DEPARTMENT

DEPARTMENT		REVENUE TYPE	2015-16 ACTUAL	2016-17 REQUESTED	2016-17 RECOMMENDED	2016-17 ADOPTED
305	(Continued)	4350255 BILLINGS TO OUTSIDE AGENCIES	47,000	39,352	39,352	39,352
		4350650 DEVELOPMENT FEE- ADMIN	2,200	550	550	550
		4350860 CAMPING FEES	3,293,925	3,489,000	3,489,000	3,489,000
		4350865 DAILY PASSES	461,557	498,000	498,000	498,000
		4350870 GROUP ENTRANCE FEES	169,101	215,000	215,000	215,000
		4350875 SEASON PASSES	58,845	80,000	80,000	80,000
		4350880 SEASON BOAT LICENSES	15,005	24,000	24,000	24,000
		4350885 DAILY BOAT PASSES	58,676	82,000	82,000	82,000
		4350890 INCOME FROM CONCESSIONS	119,021	125,000	125,000	125,000
		4350895 SWIMMING POOL FEES	74,331	64,000	64,000	64,000
		4350905 DOG/DAY USE	57,201	68,000	68,000	68,000
		4350910 SHOWERS/LOCKERS	70,174	65,000	65,000	65,000
		4350925 PARKLAND FEE (QUIMBY FEE)	355,578	0	0	0
		4350950 MISCELLANEOUS FEES	16,588	14,999	14,999	14,999
		4350970 RECREATIONAL PROGRAMS	31,134	42,000	42,000	42,000
		4350971 SKATE PARK FEES	2,709	4,940	4,940	4,940
		4350972 SPECIAL EVENTS	28,647	12,000	12,000	12,000
		4350980 OTHER RECREATIONAL FEES	22,640	25,000	25,000	25,000
		4550000 OTHER REVENUE	(1,704)	2,745	2,745	2,745
		4550055 SALE OF FIXED ASSETS	9,400	0	0	0
		4550065 OTHER REIMBURSEMENTS	22,354	3,000	3,000	3,000
		4550080 OTHER SALES	1,295	0	0	0
		4550120 CONTRIBUTIONS - NON GOVTL	25,021	34,000	34,000	34,000
		4550125 GRANTS: NON-GOVERNMENTAL	(12,563)	38,760	38,760	38,760
		4550160 CASH OVERRAGES	0	1,000	1,000	1,000
		4550200 INVOICE VARIANCES	2,775	0	0	0
		4900260 IFR-INT SETT-PARKS BILLINGS	141,934	120,000	120,000	120,000
		4909200 IFR-JE-PARKS	227,236	227,235	227,235	227,235
		6000120 TRANSFERS IN FROM GEN FND	3,616,907	3,616,907	3,616,907	3,616,907
		6000150 OPR TRF IN - PFF PARKS	366	0	0	0
		6000205 PROCEEDS OF GF INTERNAL LOAN	195,089	0	0	0
		TOTAL:	9,335,197	9,148,338	9,173,338	9,173,338
266	COUNTYWIDE AUTOMATION REPLACEM	4010045 TLRP PROCEEDS	1,226,394	0	0	0
		4150000 INTEREST	87,063	0	0	0
		4150010 RENTS AND CONCESSIONS	420,845	0	0	0
		4350330 PUBLIC EDUCATION GOV'T ACCESS	(20,449)	0	0	0
		4909105 IDC-JE COWIDE O&M CHARGES	1,308	0	0	0
		6000120 TRANSFERS IN FROM GEN FND	4,650,567	0	2,901,152	2,901,152
		TOTAL:	6,365,728	0	2,901,152	2,901,152
267	GEN GOVT BUILDING REPLACEMENT	4150000 INTEREST	143,812	0	0	0
		6000000 OPERATING TRANSFERS IN	853,013	0	0	0
		6000120 TRANSFERS IN FROM GEN FND	6,610,877	2,622,991	4,622,991	6,602,498
		TOTAL:	7,607,702	2,622,991	4,622,991	6,602,498
268	TAX REDUCTION RESERVE	4150000 INTEREST	73,547	0	0	0

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY DEPARTMENT

DEPARTMENT	REVENUE TYPE	2015-16 ACTUAL	2016-17 REQUESTED	2016-17 RECOMMENDED	2016-17 ADOPTED	
248	ROADS - IMPACT FEES					
	4150000 INTEREST	43,507	0	0	0	
	4350108 ROAD IMPACT FEES	1,527,782	0	0	0	
	6000205 PROCEEDS OF GF INTERNAL LOAN	56,000	0	0	0	
	TOTAL:	1,627,289	0	0	0	
330	WILDLIFE AND GRAZING					
	4150000 INTEREST	106	0	0	0	
	4250025 FEDERAL GRAZING FEES	1,889	3,548	3,608	3,608	
	TOTAL:	1,995	3,548	3,608	3,608	
375	DRIVING UNDER THE INFLUENCE					
	4150000 INTEREST	2,561	2,000	2,000	2,000	
	4350260 FEES-YOUNG ADULTS PROGRAM	21,526	24,804	24,804	24,804	
	4350285 EXTD FIRST OFFENDER FEES	165,878	189,142	189,142	189,142	
	4350730 SECOND CHANCE CHARGES-ALC	550,660	631,112	631,112	631,112	
	4350815 FIRST OFFENDER FEES	524,633	512,246	512,246	512,246	
	4352265 WET & RECKLESS	25,209	16,052	16,052	16,052	
	4550065 OTHER REIMBURSEMENTS	29	0	0	0	
	4900299 IFR-INT SETT-ALL OTHER DEPTS	26,360	0	0	0	
		TOTAL:	1,316,856	1,375,356	1,375,356	1,375,356
377	LIBRARY					
	4000005 PROP. TAXES CURR. SECURED	7,202,807	7,538,802	7,538,802	7,538,802	
	4000007 PROPERTY TAX-UNITARY	590,002	586,446	586,446	586,446	
	4000010 SUPPLEMENTAL-CURR.SECURED	175,364	166,000	166,000	166,000	
	4000015 REDEVELOPMENT AGENCY TAX	(143,856)	(149,611)	(149,611)	(149,611)	
	4000020 RETURN RDA PASSTHRU - S1290	57,797	55,612	55,612	55,612	
	4000021 RPTTF RESIDUAL BALANCE	33,465	25,000	25,000	25,000	
	4000025 PROP. TAXES CURR. UNSEC.	175,855	174,739	174,739	174,739	
	4000030 SUPPLEMENTAL-CURR.UNSEC.	143	280	280	280	
	4010005 PROP. TAXES PRIOR SECURED	(14,651)	(35,000)	(35,000)	(35,000)	
	4010010 SUPPLEMENTL-PRIOR SECURED	(196)	40	40	40	
	4010015 PROP. TAXES PRIOR UNSEC.	6,464	7,000	7,000	7,000	
	4010020 SUPPLEMENTAL-PRIOR UNSEC	1,139	1,200	1,200	1,200	
	4010035 PENALTIES-DELINQUENT TAX	330	0	0	0	
	4150000 INTEREST	17,386	13,000	13,000	13,000	
	4150003 INTEREST-PROP TAX REFUNDS	(650)	0	0	0	
	4200075 HOMEOWNER PROP TAX RELIEF	55,510	54,500	54,500	54,500	
	4200105 STATE AWARDED GRANTS	57,641	58,000	58,000	58,000	
	4350805 LOST-DAMAGED MATERIALS	10,432	10,800	10,800	10,800	
	4350807 MEETING ROOM USE FEE	2,273	0	0	0	
	4350810 LIBRARY SERVICES	134,463	172,000	172,000	172,000	
	4350835 COPYING FEES	24,032	23,000	23,000	23,000	
	4350840 LIBRARY REQUEST FEES	1,167	0	0	0	
	4550000 OTHER REVENUE	14,840	15,000	15,000	15,000	
	4550090 SERVICE CHGE RETRND CHKS	(128)	0	0	0	
	4550120 CONTRIBUTIONS - NON GOVTL	182,828	0	0	0	
	4550200 INVOICE VARIANCES	622	0	0	0	
	4900299 IFR-INT SETT-ALL OTHER DEPTS	884	0	0	0	
	6000120 TRANSFERS IN FROM GEN FND	633,683	633,683	666,552	666,552	
	6000140 OPR TRF IN - PFF LIBRARY	541,117	0	0	0	
		TOTAL:	9,760,763	9,350,491	9,383,360	9,383,360

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY DEPARTMENT

DEPARTMENT	REVENUE TYPE	2015-16 ACTUAL	2016-17 REQUESTED	2016-17 RECOMMENDED	2016-17 ADOPTED
331	FISH AND GAME				
	4100250 FISH AND GAME FINES	19,340	20,000	20,000	20,000
	4100310 ST PENALTY F&GAME-PC1464	4,151	0	0	0
	TOTAL:	23,491	20,000	20,000	20,000
275	ORGANIZATIONAL DEVELOPMENT				
	4150000 INTEREST	12,804	7,000	7,000	7,000
	4550000 OTHER REVENUE	3,500	0	0	0
	6000120 TRANSFERS IN FROM GEN FND	604,839	450,000	1,081,393	1,081,393
	TOTAL:	621,143	457,000	1,088,393	1,088,393
350	Medically Indigent Services Pr				
	4150000 INTEREST	3,335	2,500	2,500	2,500
	4200065 STATE AID-NUCLEAR PLANNG	473	0	0	0
	4200170 STATE AID - OTHER	34,974	19,865	19,865	19,865
	4250015 FEDERAL - HEALTH ADMIN	28,919	28,919	28,919	28,919
	4250105 FEDERAL AID - OTHER	34,974	19,864	19,864	19,864
	4550000 OTHER REVENUE	15	0	0	0
	4550210 TOBACCO SETTLEMENT	673,974	679,479	679,479	679,479
	4900110 IFR-INT SETT-HEALTH BILLINGS	144,370	205,963	205,963	205,963
	4909040 IFR-JE ALLOC-PUBLIC HEALTH	36,850	38,758	38,758	38,758
	6000105 TRANSFER IN - GF MED ASST PROG	317,361	531,101	531,101	531,101
	TOTAL:	1,275,245	1,526,449	1,526,449	1,526,449
351	EMERGENCY MEDICAL SRVS FUND				
	4100150 PA-EMERGENCY MED SERVICES	305,301	375,000	375,000	375,000
	4100152 PA-SB1773 RICHIE'S FUND	403,384	375,000	375,000	375,000
	4100365 TRAFFIC SCH FEES-MADDY FUND	97,049	100,000	100,000	100,000
	4150000 INTEREST	1,089	1,000	1,000	1,000
	TOTAL:	806,823	851,000	851,000	851,000
277	DEBT SERVICE				
	4010045 TLRP PROCEEDS	496,606	500,000	500,000	500,000
	4100320 PENALTY AS-CTHS TEMP CONS	309,834	312,418	312,418	312,418
	6000135 TRFR IN FOR DEBT SERVICE	453,226	879,429	879,429	879,429
	6000160 OPR TRF IN - PFF GEN GOV'T	397,284	400,000	400,000	400,000
	6000200 TRANSFERS IN FOR PRIN/INT	424,609	0	0	0
	TOTAL:	2,081,559	2,091,847	2,091,847	2,091,847
392	PENSION OBLIGATION BOND DSF				
	4150000 INTEREST	33,621	21,000	21,000	21,000
	4550140 COUNTY CONTRIBUTIONS	10,668,686	10,643,500	10,643,500	10,643,500
	TOTAL:	10,702,307	10,664,500	10,664,500	10,664,500
	TOTAL COUNTY REVENUE:	<u>556,902,826</u>	<u>519,692,661</u>	<u>533,687,281</u>	<u>536,382,316</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	2015-16	2016-17	2016-17	2016-17
		ACTUAL	REQUESTED	RECOMMENDED	ADOPTED
4000005 PROP. TAXES CURR. SECURED	101 NON-DEPARTMENTAL REVENUES	100,875,725	105,322,474	105,021,714	105,021,714
	245 ROADS	1,267,572	1,247,724	1,247,724	1,247,724
	377 LIBRARY	7,202,807	7,538,802	7,538,802	7,538,802
	TOTAL:	109,346,104	114,109,000	113,808,240	113,808,240
4000007 PROPERTY TAX-UNITARY	101 NON-DEPARTMENTAL REVENUES	8,202,104	8,152,658	8,071,132	8,071,132
	245 ROADS	343,905	385,869	385,869	385,869
	377 LIBRARY	590,002	586,446	586,446	586,446
	TOTAL:	9,136,011	9,124,973	9,043,447	9,043,447
4000010 SUPPLEMENTAL-CURR.SECURED	101 NON-DEPARTMENTAL REVENUES	2,477,098	1,800,000	1,800,000	1,800,000
	245 ROADS	30,842	2,520	2,520	2,520
	377 LIBRARY	175,364	166,000	166,000	166,000
	TOTAL:	2,683,304	1,968,520	1,968,520	1,968,520
4000015 REDEVELOPMENT AGENCY TAX	101 NON-DEPARTMENTAL REVENUES	(3,129,089)	(3,254,254)	(3,254,254)	(3,254,254)
	377 LIBRARY	(143,856)	(149,611)	(149,611)	(149,611)
	TOTAL:	(3,272,945)	(3,403,865)	(3,403,865)	(3,403,865)
4000020 RETURN RDA PASSTHRU - S1290	101 NON-DEPARTMENTAL REVENUES	1,824,402	1,781,233	1,781,233	1,781,233
	377 LIBRARY	57,797	55,612	55,612	55,612
	TOTAL:	1,882,199	1,836,845	1,836,845	1,836,845
4000021 RPTTF RESIDUAL BALANCE	101 NON-DEPARTMENTAL REVENUES	398,106	265,200	269,000	269,000
	377 LIBRARY	33,465	25,000	25,000	25,000
	TOTAL:	431,571	290,200	294,000	294,000
4000025 PROP. TAXES CURR. UNSEC.	101 NON-DEPARTMENTAL REVENUES	2,485,808	2,470,042	2,470,042	2,470,042
	245 ROADS	30,947	25,785	25,785	25,785
	377 LIBRARY	175,855	174,739	174,739	174,739
	TOTAL:	2,692,610	2,670,566	2,670,566	2,670,566
4000030 SUPPLEMENTAL-CURR.UNSEC.	101 NON-DEPARTMENTAL REVENUES	2,017	(2,600)	(2,600)	(2,600)
	245 ROADS	25	115	115	115
	377 LIBRARY	143	280	280	280
	TOTAL:	2,185	(2,205)	(2,205)	(2,205)
4010005 PROP. TAXES PRIOR SECURED	101 NON-DEPARTMENTAL REVENUES	(207,308)	(417,000)	(417,000)	(417,000)
	245 ROADS	(2,574)	(6,062)	(6,062)	(6,062)
	377 LIBRARY	(14,651)	(35,000)	(35,000)	(35,000)
	TOTAL:	(224,533)	(458,062)	(458,062)	(458,062)
4010010 SUPPLEMENTL-PRIOR SECURED	101 NON-DEPARTMENTAL REVENUES	(2,866)	(11,000)	(11,000)	(11,000)
	245 ROADS	(34)	0	0	0
	377 LIBRARY	(196)	40	40	40
	TOTAL:	(3,096)	(10,960)	(10,960)	(10,960)
4010015 PROP. TAXES PRIOR UNSEC.	101 NON-DEPARTMENTAL REVENUES	91,453	125,000	125,000	125,000
	245 ROADS	1,136	0	0	0
	377 LIBRARY	6,464	7,000	7,000	7,000
	TOTAL:	99,053	132,000	132,000	132,000

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2015-16 ACTUAL	2016-17 REQUESTED	2016-17 RECOMMENDED	2016-17 ADOPTED
4010020 SUPPLEMENTAL-PRIOR UNSEC	101 NON-DEPARTMENTAL REVENUES	18,988	15,000	15,000	15,000
	245 ROADS	200	0	0	0
	377 LIBRARY	1,139	1,200	1,200	1,200
	TOTAL:	20,327	16,200	16,200	16,200
4010025 REDEMPTION FEES	101 NON-DEPARTMENTAL REVENUES	18,360	23,000	23,000	23,000
	TOTAL:	18,360	23,000	23,000	23,000
4010030 DELINQUENT/COST REIMBRSMT	101 NON-DEPARTMENTAL REVENUES	(119)	0	0	0
	108 TREAS-TAX COLL-PUBLIC ADM	179,061	167,590	167,590	167,590
	TOTAL:	178,942	167,590	167,590	167,590
4010035 PENALTIES-DELINQUENT TAX	101 NON-DEPARTMENTAL REVENUES	274,383	180,000	203,900	203,900
	245 ROADS	58	0	0	0
	377 LIBRARY	330	0	0	0
	TOTAL:	274,771	180,000	203,900	203,900
4010040 PENALTIES-C O F	101 NON-DEPARTMENTAL REVENUES	14,454	44,000	44,000	44,000
	TOTAL:	14,454	44,000	44,000	44,000
4010045 TLRP 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	1,226,394	0	0	0
	277 DEBT SERVICE	496,606	500,000	500,000	500,000
	TOTAL:	3,188,000	1,965,000	1,965,000	1,965,000
4010050 SALES AND USE TAXES	101 NON-DEPARTMENTAL REVENUES	9,575,235	10,600,000	11,527,680	11,527,680
	TOTAL:	9,575,235	10,600,000	11,527,680	11,527,680
4010065 AIRCRAFT TAX	101 NON-DEPARTMENTAL REVENUES	421,300	416,000	420,400	420,400
	TOTAL:	421,300	416,000	420,400	420,400
4010070 PROPERTY TRANSFER TAX	101 NON-DEPARTMENTAL REVENUES	2,655,060	2,500,000	2,500,000	2,500,000
	TOTAL:	2,655,060	2,500,000	2,500,000	2,500,000
4010073 RACEHORSE TAX	101 NON-DEPARTMENTAL REVENUES	8,873	8,000	8,000	8,000
	TOTAL:	8,873	8,000	8,000	8,000
4010075 TRANSIENT OCCUPANCY TAX	101 NON-DEPARTMENTAL REVENUES	9,248,691	9,160,000	9,160,000	9,160,000
	TOTAL:	9,248,691	9,160,000	9,160,000	9,160,000
4010076 SALE OF TAX DEEDED PROP.	108 TREAS-TAX COLL-PUBLIC ADM	33,000	56,175	56,175	56,175
	TOTAL:	33,000	56,175	56,175	56,175
4010077 PROPERTY TAX IN-LIEU OF SALES	101 NON-DEPARTMENTAL REVENUES	2,298,527	0	0	0
4010078 PROPERTY TAX IN-LIEU OF VLF	101 NON-DEPARTMENTAL REVENUES	30,974,246	32,522,958	32,522,958	32,522,958
	TOTAL:	30,974,246	32,522,958	32,522,958	32,522,958

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2015-16 ACTUAL	2016-17 REQUESTED	2016-17 RECOMMENDED	2016-17 ADOPTED
4050005 FRANCHISES-CABLE	101 NON-DEPARTMENTAL REVENUES	974,225	787,000	787,000	787,000
	TOTAL:	974,225	787,000	787,000	787,000
4050006 FRANCHISE FEES-PUB UTIL	101 NON-DEPARTMENTAL REVENUES	1,300,102	1,440,000	1,440,000	1,440,000
	TOTAL:	1,300,102	1,440,000	1,440,000	1,440,000
4050010 FRANCHISE FEES-GARBAGE	101 NON-DEPARTMENTAL REVENUES	983,744	995,000	995,000	995,000
	TOTAL:	983,744	995,000	995,000	995,000
4050011 FRANCHISE FEES-PETROLEUM	101 NON-DEPARTMENTAL REVENUES	19,035	18,500	18,500	18,500
	TOTAL:	19,035	18,500	18,500	18,500
4050015 ANIMAL LICENSES	137 ANIMAL SERVICES	788,752	779,882	779,882	779,882
	TOTAL:	788,752	779,882	779,882	779,882
4050020 BUSINESS LICENSES	108 TREAS-TAX COLL-PUBLIC ADM	111,803	104,993	104,993	104,993
	142 PLANNING & BUILDING DEPARTMENT	2,106	1,566	1,566	1,566
	TOTAL:	113,909	106,559	106,559	106,559
4050025 BUILDING PERMITS	142 PLANNING & BUILDING DEPARTMENT	2,023,755	2,038,864	2,038,864	2,038,864
	201 PUBLIC WORKS SPECIAL SERVICES	42,354	52,974	52,974	52,974
	TOTAL:	2,066,109	2,091,838	2,091,838	2,091,838
4050030 GRADING PERMITS	142 PLANNING & BUILDING DEPARTMENT	72	0	0	0
4050035 PLAN CHECK FEES	140 COUNTY FIRE	337,249	282,734	329,000	329,000
	142 PLANNING & BUILDING DEPARTMENT	1,434,085	1,407,708	1,407,708	1,407,708
	TOTAL:	1,771,334	1,690,442	1,736,708	1,736,708
4050040 SUB PERMITS-MECH EL PLUMB	142 PLANNING & BUILDING DEPARTMENT	556,388	399,698	399,698	399,698
	TOTAL:	556,388	399,698	399,698	399,698
4050043 BLDG STANDARDS ADMIN	142 PLANNING & BUILDING DEPARTMENT	1,068	0	0	0
4050045 MINOR USE PERMIT APPLICATION	201 PUBLIC WORKS SPECIAL SERVICES	26,681	25,312	25,312	25,312
	TOTAL:	26,681	25,312	25,312	25,312
4050065 LAND USE PERMITS	141 AGRICULTURAL COMMISSIONER	26,284	23,000	23,000	23,000
	142 PLANNING & BUILDING DEPARTMENT	654,270	649,061	649,061	649,061
	TOTAL:	680,554	672,061	672,061	672,061
4050070 PLOT PLANS	142 PLANNING & BUILDING DEPARTMENT	252,617	250,418	250,418	250,418
	TOTAL:	252,617	250,418	250,418	250,418
4050075 GENERAL PLAN AMENDMENTS	142 PLANNING & BUILDING DEPARTMENT	15,536	20,572	20,572	20,572
	TOTAL:	15,536	20,572	20,572	20,572
4050080 AGRICULTURAL PRESERVE FEE	142 PLANNING & BUILDING DEPARTMENT	30,512	21,483	21,483	21,483
	TOTAL:	30,512	21,483	21,483	21,483

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2015-16 ACTUAL	2016-17 REQUESTED	2016-17 RECOMMENDED	2016-17 ADOPTED
4050081 AG B&P 12241 FEE	141 AGRICULTURAL COMMISSIONER	1,000	0	0	0
4050085 SUBDIVISION PERMITS	142 PLANNING & BUILDING DEPARTMENT	<u>264,274</u>	<u>232,730</u>	<u>232,730</u>	<u>232,730</u>
	TOTAL:	264,274	232,730	232,730	232,730
4050095 FINGER PRINTING FEES	136 SHERIFF-CORONER	<u>7,245</u>	<u>12,500</u>	<u>12,500</u>	<u>12,500</u>
	TOTAL:	7,245	12,500	12,500	12,500
4050100 EXPLOSIVE PERMITS	136 SHERIFF-CORONER	<u>1,625</u>	<u>2,500</u>	<u>2,500</u>	<u>2,500</u>
	TOTAL:	1,625	2,500	2,500	2,500
4050105 OTHER LICENSES AND PERMIT	141 AGRICULTURAL COMMISSIONER	248,595	261,544	261,544	261,544
	142 PLANNING & BUILDING DEPARTMENT	<u>92,367</u>	<u>17,906</u>	<u>17,906</u>	<u>17,906</u>
	TOTAL:	340,962	279,450	279,450	279,450
4050110 GUN PERMITS	136 SHERIFF-CORONER	<u>16,569</u>	<u>15,500</u>	<u>15,500</u>	<u>15,500</u>
	TOTAL:	16,569	15,500	15,500	15,500
4050111 DOMESTIC VIOLENCE FEES	132 DISTRICT ATTORNEY	<u>55,370</u>	<u>60,000</u>	<u>60,000</u>	<u>60,000</u>
	TOTAL:	55,370	60,000	60,000	60,000
4050120 BURIAL PERMITS	160 PUBLIC HEALTH	6,795	6,437	6,437	6,437
	185 GENERAL ASSISTANCE	<u>7,124</u>	<u>5,500</u>	<u>5,500</u>	<u>5,500</u>
	TOTAL:	13,919	11,937	11,937	11,937
4050130 MISC PERMITS	113 FACILITIES MANAGEMENT	6,281	0	0	0
	116 CENTRAL SERVICES	3,050	5,781	5,781	5,781
	137 ANIMAL SERVICES	33,641	22,198	22,198	22,198
	142 PLANNING & BUILDING DEPARTMENT	<u>32,018</u>	<u>27,375</u>	<u>27,375</u>	<u>27,375</u>
	TOTAL:	74,990	55,354	55,354	55,354
4050145 SUBPOENA DUCES TECUM GC 1563	136 SHERIFF-CORONER	<u>1,135</u>	<u>1,500</u>	<u>1,500</u>	<u>1,500</u>
	TOTAL:	1,135	1,500	1,500	1,500
4050150 TOBACCO RETAILERS LICENSES	108 TREAS-TAX COLL-PUBLIC ADM	4,554	4,290	4,290	4,290
	136 SHERIFF-CORONER	6,624	0	6,100	6,100
	160 PUBLIC HEALTH	<u>23,488</u>	<u>28,028</u>	<u>28,028</u>	<u>28,028</u>
	TOTAL:	34,666	32,318	38,418	38,418
4050165 NOTARY FEE GC 8211	136 SHERIFF-CORONER	<u>628</u>	<u>1,100</u>	<u>1,100</u>	<u>1,100</u>
	TOTAL:	628	1,100	1,100	1,100
4050170 REPOSSESSION OF VEHICLE GC 267	136 SHERIFF-CORONER	<u>1,240</u>	<u>1,400</u>	<u>1,400</u>	<u>1,400</u>
	TOTAL:	1,240	1,400	1,400	1,400
4100005 50% EXCESS MOE REVENUE-ST	143 COURT OPERATIONS	<u>(599,607)</u>	<u>(450,000)</u>	<u>(450,000)</u>	<u>(450,000)</u>
	TOTAL:	(599,607)	(450,000)	(450,000)	(450,000)

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2015-16 ACTUAL	2016-17 REQUESTED	2016-17 RECOMMENDED	2016-17 ADOPTED
4100010 LAND USE FINES	142 PLANNING & BUILDING DEPARTMENT	2,293	200	200	200
	TOTAL:	2,293	200	200	200
4100015 RED LIGHT - VC21453, 54, 57	143 COURT OPERATIONS	8,134	9,000	9,000	9,000
	TOTAL:	8,134	9,000	9,000	9,000
4100045 VEHICLE FORFEITURES-VC14607.6	132 DISTRICT ATTORNEY	100	0	0	0
4100055 PROBA DRUG FEE-PC1203.1AB	139 PROBATION DEPARTMENT	2,784	3,360	3,360	3,360
	143 COURT OPERATIONS	1,045	0	0	0
	TOTAL:	3,829	3,360	3,360	3,360
4100065 CHILD RESTRNT FEE-COUNTY	160 PUBLIC HEALTH	5,050	5,000	5,000	5,000
	TOTAL:	5,050	5,000	5,000	5,000
4100070 CHILD RESTRAINT FEE-CITY	160 PUBLIC HEALTH	1,693	2,500	2,500	2,500
	TOTAL:	1,693	2,500	2,500	2,500
4100085 TRAFFIC SCH-VC42007.1(\$24)	143 COURT OPERATIONS	248,320	260,000	260,000	260,000
	TOTAL:	248,320	260,000	260,000	260,000
4100090 CNTY FIX IT-VC 40611	143 COURT OPERATIONS	29,813	30,000	30,000	30,000
	TOTAL:	29,813	30,000	30,000	30,000
4100105 CO MOTOR VEH/CRIM FINES	143 COURT OPERATIONS	749,728	800,000	800,000	800,000
	TOTAL:	749,728	800,000	800,000	800,000
4100125 DOMESTIC VIOLC-PC1203.097	143 COURT OPERATIONS	4,692	0	0	0
4100135 CITIES FIX IT-VC40611	143 COURT OPERATIONS	10,352	10,000	10,000	10,000
	TOTAL:	10,352	10,000	10,000	10,000
4100140 SMALL CLAIMS ADVISORY FEE	132 DISTRICT ATTORNEY	4,660	5,500	5,500	5,500
	TOTAL:	4,660	5,500	5,500	5,500
4100150 PA-EMERGENCY MED SERVICES	351 EMERGENCY MEDICAL SRVS FUND	305,301	375,000	375,000	375,000
	TOTAL:	305,301	375,000	375,000	375,000
4100152 PA-SB1773 RICHIE'S FUND	351 EMERGENCY MEDICAL SRVS FUND	403,384	375,000	375,000	375,000
	TOTAL:	403,384	375,000	375,000	375,000
4100155 SUPERIOR COURT FINES-BASE	139 PROBATION DEPARTMENT	136,507	140,000	140,000	140,000
	TOTAL:	136,507	140,000	140,000	140,000
4100165 SETTLEMENTS/JUDGEMENTS	111 COUNTY COUNSEL	2,522	0	0	0
	132 DISTRICT ATTORNEY	0	15,000	15,000	15,000
	TOTAL:	2,522	15,000	15,000	15,000

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2015-16 ACTUAL	2016-17 REQUESTED	2016-17 RECOMMENDED	2016-17 ADOPTED
4100180 BLDG CODE INVESTIG FEES	142 PLANNING & BUILDING DEPARTMENT	42,355	85,865	85,865	85,865
	TOTAL:	42,355	85,865	85,865	85,865
4100195 TRAFFIC SCHOOL FEES	143 COURT OPERATIONS	1,278,197	1,300,000	1,300,000	1,300,000
	TOTAL:	1,278,197	1,300,000	1,300,000	1,300,000
4100206 ASSET FORFEITURES	132 DISTRICT ATTORNEY	655	1,500	1,500	1,500
	136 SHERIFF-CORONER	55,446	30,500	30,500	30,500
	TOTAL:	56,101	32,000	32,000	32,000
4100220 BLOOD ALCOHOL FINES	132 DISTRICT ATTORNEY	72,591	85,000	85,000	85,000
	136 SHERIFF-CORONER	43,695	52,000	52,000	52,000
	143 COURT OPERATIONS	3,188	0	0	0
	166 BEHAVIORAL HEALTH	135,000	96,000	96,000	96,000
	TOTAL:	254,474	233,000	233,000	233,000
4100225 AIDS EDUCATION FINE-PC264	139 PROBATION DEPARTMENT	1,310	0	0	0
4100230 PENALTY AS-FINGERPRINT ID	136 SHERIFF-CORONER	382,100	404,365	404,365	404,365
	TOTAL:	382,100	404,365	404,365	404,365
4100250 FISH AND GAME FINES	331 FISH AND GAME	19,340	20,000	20,000	20,000
	TOTAL:	19,340	20,000	20,000	20,000
4100255 OFF-HIGHWAY MOTOR FINES	136 SHERIFF-CORONER	31,000	0	0	0
	305 PARKS and RECREATION	91,291	91,366	116,366	116,366
	TOTAL:	122,291	91,366	116,366	116,366
4100260 AGRICULTURE FINES	141 AGRICULTURAL COMMISSIONER	14,702	0	0	0
4100265 BUSINESS & PROFESSIONS	143 COURT OPERATIONS	(4,691)	(7,000)	(7,000)	(7,000)
	TOTAL:	(4,691)	(7,000)	(7,000)	(7,000)
4100270 HEALTH/SAFETY FINES/FORFT	143 COURT OPERATIONS	390	1,000	1,000	1,000
	TOTAL:	390	1,000	1,000	1,000
4100275 LITTER CLEANUP	305 PARKS and RECREATION	1,111	2,192	2,192	2,192
	TOTAL:	1,111	2,192	2,192	2,192
4100285 CITIES- ALL MISDEMEANORS	143 COURT OPERATIONS	8,175	13,000	13,000	13,000
	TOTAL:	8,175	13,000	13,000	13,000
4100290 FEES -ALCOHOL ABUSE & EDU	166 BEHAVIORAL HEALTH	60,000	48,000	48,000	48,000
	TOTAL:	60,000	48,000	48,000	48,000
4100295 CITIES PARKING	107 AUDITOR-CONTROLLER	14,732	12,000	12,000	12,000
	TOTAL:	14,732	12,000	12,000	12,000

SLO COUNTY BUDGET PREPARATION SYSTEM
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REVENUE TYPE	DEPARTMENT	2015-16 ACTUAL	2016-17 REQUESTED	2016-17 RECOMMENDED	2016-17 ADOPTED
4100300 CITY MOTOR VEHICLE FINES	143 COURT OPERATIONS	80,064	77,000	77,000	77,000
	TOTAL:	80,064	77,000	77,000	77,000
4100310 ST PENALTY F&GAME-PC1464	331 FISH AND GAME	4,151	0	0	0
4100320 PENALTY AS-CTHS TEMP CONS	200 MAINTENANCE PROJECTS	71,986	0	0	0
	230 CAPITAL PROJECTS FUND	65,432	0	0	0
	277 DEBT SERVICE	309,834	312,418	312,418	312,418
	TOTAL:	447,252	312,418	312,418	312,418
4100340 ST PENALTY ASSMNTS-PC1464	143 COURT OPERATIONS	487,013	480,000	480,000	480,000
	TOTAL:	487,013	480,000	480,000	480,000
4100354 COUNTY PORTION GC 76000	107 AUDITOR-CONTROLLER	20,902	16,500	16,500	16,500
	143 COURT OPERATIONS	62,696	73,000	73,000	73,000
	TOTAL:	83,598	89,500	89,500	89,500
4100365 TRAFFIC SCH FEES-MADDY FUND	351 EMERGENCY MEDICAL SRVS FUND	97,049	100,000	100,000	100,000
	TOTAL:	97,049	100,000	100,000	100,000
4100366 ADM PENALTY-HS 25187	160 PUBLIC HEALTH	0	150,000	150,000	150,000
4100465 DNA Database	136 SHERIFF-CORONER	27,277	0	0	0
	139 PROBATION DEPARTMENT	15,482	5,000	5,000	5,000
	TOTAL:	42,759	5,000	5,000	5,000
4150000 INTEREST	101 NON-DEPARTMENTAL REVENUES	1,765,647	540,000	540,000	540,000
	134 CHILD SUPPORT SERVICES	3,908	3,000	3,000	3,000
	230 CAPITAL PROJECTS FUND	108,271	0	0	0
	245 ROADS	62,867	20,000	20,000	20,000
	247 PUBLIC FACILITIES FEES	60,222	0	0	0
	248 ROADS - IMPACT FEES	43,507	0	0	0
	266 COUNTYWIDE AUTOMATION REPLACEM	87,063	0	0	0
	267 GEN GOVT BUILDING REPLACEMENT	143,812	0	0	0
	268 TAX REDUCTION RESERVE	73,547	0	0	0
	275 ORGANIZATIONAL DEVELOPMENT	12,804	7,000	7,000	7,000
	290 COMMUNITY DEVELOPMENT PROGRAM	887	0	0	0
	305 PARKS and RECREATION	15,599	14,000	14,000	14,000
	330 WILDLIFE AND GRAZING	106	0	0	0
	350 Medically Indigent Services Pr	3,335	2,500	2,500	2,500
	351 EMERGENCY MEDICAL SRVS FUND	1,089	1,000	1,000	1,000
	375 DRIVING UNDER THE INFLUENCE	2,561	2,000	2,000	2,000
	377 LIBRARY	17,386	13,000	13,000	13,000
	392 PENSION OBLIGATION BOND DSF	33,621	21,000	21,000	21,000
	TOTAL:	2,436,232	623,500	623,500	623,500
4150002 INTEREST REVENUE-PENSION PREPA	101 NON-DEPARTMENTAL REVENUES	1,065,409	1,300,000	1,300,000	1,300,000
	TOTAL:	1,065,409	1,300,000	1,300,000	1,300,000

SLO COUNTY BUDGET PREPARATION SYSTEM
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REVENUE TYPE	DEPARTMENT	2015-16 ACTUAL	2016-17 REQUESTED	2016-17 RECOMMENDED	2016-17 ADOPTED
4150003 INTEREST-PROP TAX REFUNDS	101 NON-DEPARTMENTAL REVENUES	(9,212)	(11,000)	(11,000)	(11,000)
	245 ROADS	(113)	0	0	0
	377 LIBRARY	(650)	0	0	0
	TOTAL:	(9,975)	(11,000)	(11,000)	(11,000)
4150010 RENTS AND CONCESSIONS	266 COUNTYWIDE AUTOMATION REPLACEM	420,845	0	0	0
4150015 COMMUNICATION LEASE FACIL	113 FACILITIES MANAGEMENT	7,600	0	0	0
	114 INFORMATION TECHNOLOGY DEPARTM	1,600	0	0	0
	116 CENTRAL SERVICES	3,700	11,300	11,300	11,300
	TOTAL:	12,900	11,300	11,300	11,300
4150020 RENT-LAND/BLDG-SHORT TERM	113 FACILITIES MANAGEMENT	5,980	0	0	0
	116 CENTRAL SERVICES	5,980	12,318	12,318	12,318
	305 PARKS and RECREATION	43,871	57,259	57,259	57,259
	TOTAL:	55,831	69,577	69,577	69,577
4150025 RENT-LAND/BLDG-LONG TERM	113 FACILITIES MANAGEMENT	83,796	0	0	0
	116 CENTRAL SERVICES	80,157	171,087	171,087	171,087
	305 PARKS and RECREATION	61,460	70,000	70,000	70,000
	TOTAL:	225,413	241,087	241,087	241,087
4150030 FARM LAND RENT	305 PARKS and RECREATION	1,650	1,800	1,800	1,800
	TOTAL:	1,650	1,800	1,800	1,800
4150035 RENTAL OF VETERANS BLDGS.	113 FACILITIES MANAGEMENT	24,308	0	0	0
	116 CENTRAL SERVICES	44,704	64,000	64,000	64,000
	TOTAL:	69,012	64,000	64,000	64,000
4200005 ST RLGN-SALES TX-SOC SRVC	139 PROBATION DEPARTMENT	240,574	240,572	240,572	240,572
	160 PUBLIC HEALTH	64,843	123,913	123,913	123,913
	180 SOCIAL SERVICES ADMINISTRATION	3,181,782	3,164,573	3,164,573	3,164,573
	181 FOSTER CARE-SOCIAL SERVICES	7,084,094	7,419,925	7,419,925	7,419,925
	TOTAL:	10,571,293	10,948,983	10,948,983	10,948,983
4200010 ST RLGN-SALES TAX-M H	166 BEHAVIORAL HEALTH	5,737,317	5,787,130	5,787,130	5,787,130
	TOTAL:	5,737,317	5,787,130	5,787,130	5,787,130
4200015 ST RLGN-SALES TAX-HEALTH	160 PUBLIC HEALTH	126,225	942,570	942,570	942,570
	184 LAW ENFORCEMENT MED CARE	50,783	140,844	140,844	140,844
	TOTAL:	177,008	1,083,414	1,083,414	1,083,414
4200020 ST REALGN- VLF	160 PUBLIC HEALTH	3,025,736	2,417,737	2,417,737	2,417,737
	166 BEHAVIORAL HEALTH	48,803	0	0	0
	180 SOCIAL SERVICES ADMINISTRATION	304,599	303,374	303,374	303,374
	184 LAW ENFORCEMENT MED CARE	361,067	298,822	298,822	298,822
	TOTAL:	3,740,205	3,019,933	3,019,933	3,019,933

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REVENUE TYPE	DEPARTMENT	2015-16 ACTUAL	2016-17 REQUESTED	2016-17 RECOMMENDED	2016-17 ADOPTED
4200022 ST AID REALIGNMENT	166 BEHAVIORAL HEALTH	111,005	111,005	111,005	111,005
	180 SOCIAL SERVICES ADMINISTRATION	<u>2,226,626</u>	<u>648,323</u>	<u>1,148,323</u>	<u>1,148,323</u>
	TOTAL:	2,337,631	759,328	1,259,328	1,259,328
4200023 ST AID REALIGNMENT-VLF	166 BEHAVIORAL HEALTH	<u>99,273</u>	<u>99,273</u>	<u>99,273</u>	<u>99,273</u>
	TOTAL:	99,273	99,273	99,273	99,273
4200035 SB90 STATE MANDATED COSTS	107 AUDITOR-CONTROLLER	16,544	16,838	16,838	16,838
	132 DISTRICT ATTORNEY	211,746	217,570	217,570	217,570
	135 PUBLIC DEFENDER	(23,940)	0	0	0
	139 PROBATION DEPARTMENT	<u>41,472</u>	<u>39,000</u>	<u>39,000</u>	<u>39,000</u>
	TOTAL:	245,822	273,408	273,408	273,408
4200040 ST AID- DRUG/MENTL HEALTH	186 VETERANS SERVICES	16,250	0	0	0
4200045 STATE AID- EXTRADITION	132 DISTRICT ATTORNEY	<u>24,348</u>	<u>20,000</u>	<u>20,000</u>	<u>20,000</u>
	TOTAL:	24,348	20,000	20,000	20,000
4200055 STATE AID FOR AGRICULTURE	141 AGRICULTURAL COMMISSIONER	<u>761,145</u>	<u>740,857</u>	<u>740,857</u>	<u>740,857</u>
	TOTAL:	761,145	740,857	740,857	740,857
4200065 STATE AID-NUCLEAR PLANNG	107 AUDITOR-CONTROLLER	3,924	2,500	4,122	4,122
	111 COUNTY COUNSEL	0	7,000	10,000	10,000
	112 HUMAN RESOURCES	0	5,647	5,647	5,647
	113 FACILITIES MANAGEMENT	402	0	0	0
	114 INFORMATION TECHNOLOGY DEPARTM	192,024	217,158	217,158	217,158
	116 CENTRAL SERVICES	0	5,798	5,798	5,798
	136 SHERIFF-CORONER	(4,677)	41,342	41,342	41,342
	137 ANIMAL SERVICES	5,606	0	0	0
	138 EMERGENCY SERVICES	892,787	1,265,643	1,343,579	1,343,579
	140 COUNTY FIRE	0	60,605	60,605	60,605
	141 AGRICULTURAL COMMISSIONER	83,951	81,432	81,432	81,432
	142 PLANNING & BUILDING DEPARTMENT	0	5,515	5,515	5,515
	160 PUBLIC HEALTH	37,382	94,000	94,000	94,000
	166 BEHAVIORAL HEALTH	0	4,275	4,275	4,275
	180 SOCIAL SERVICES ADMINISTRATION	0	29,741	29,741	29,741
	201 PUBLIC WORKS SPECIAL SERVICES	3,571	20,588	20,588	20,588
	305 PARKS and RECREATION	0	9,233	9,233	9,233
	350 Medically Indigent Services Pr	<u>473</u>	<u>0</u>	<u>0</u>	<u>0</u>
	TOTAL:	1,215,443	1,850,477	1,933,035	1,933,035
	4200070 STATE AID VETERAN AFFAIRS	186 VETERANS SERVICES	<u>88,086</u>	<u>60,000</u>	<u>60,000</u>
TOTAL:		88,086	60,000	60,000	60,000
4200075 HOMEOWNER PROP TAX RELIEF	101 NON-DEPARTMENTAL REVENUES	784,654	774,028	784,654	784,654
	245 ROADS	9,768	9,811	9,811	9,811
	377 LIBRARY	<u>55,510</u>	<u>54,500</u>	<u>54,500</u>	<u>54,500</u>
	TOTAL:	849,932	838,339	848,965	848,965

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2015-16 ACTUAL	2016-17 REQUESTED	2016-17 RECOMMENDED	2016-17 ADOPTED
4200080 STATE REIMB-CMC/ASH CASES	132 DISTRICT ATTORNEY	457,962	450,000	450,000	450,000
	135 PUBLIC DEFENDER	320,736	300,000	300,000	300,000
	136 SHERIFF-CORONER	21,874	73,400	73,400	73,400
	139 PROBATION DEPARTMENT	127,805	155,000	155,000	155,000
	160 PUBLIC HEALTH	<u>2,016</u>	<u>2,000</u>	<u>2,000</u>	<u>2,000</u>
	TOTAL:	930,393	980,400	980,400	980,400
4200090 ST AID-INS FRAUD INVESTIG	132 DISTRICT ATTORNEY	<u>59,419</u>	<u>50,000</u>	<u>50,000</u>	<u>50,000</u>
	TOTAL:	59,419	50,000	50,000	50,000
4200095 ST AID-DMV-VEH CRIME INV	132 DISTRICT ATTORNEY	139,160	140,000	140,000	140,000
	136 SHERIFF-CORONER	<u>152,955</u>	<u>168,270</u>	<u>168,270</u>	<u>168,270</u>
	TOTAL:	292,115	308,270	308,270	308,270
4200105 STATE AWARDED GRANTS	132 DISTRICT ATTORNEY	403,756	403,756	403,756	403,756
	166 BEHAVIORAL HEALTH	221,897	334,322	334,322	334,322
	200 MAINTENANCE PROJECTS	(8,321)	0	0	0
	230 CAPITAL PROJECTS FUND	220,754	0	0	0
	377 LIBRARY	<u>57,641</u>	<u>58,000</u>	<u>58,000</u>	<u>58,000</u>
	TOTAL:	895,727	796,078	796,078	796,078
4200125 STATE REIMB FOR DNA TESTING	136 SHERIFF-CORONER	<u>69,117</u>	<u>80,669</u>	<u>80,669</u>	<u>80,669</u>
	TOTAL:	69,117	80,669	80,669	80,669
4200150 ST AID - CHILD SUP ADMIN	134 CHILD SUPPORT SERVICES	<u>1,441,208</u>	<u>1,555,931</u>	<u>1,545,315</u>	<u>1,525,772</u>
	TOTAL:	1,441,208	1,555,931	1,545,315	1,525,772
4200170 STATE AID - OTHER	110 CLERK/RECORDER	12,739	13,000	13,000	13,000
	132 DISTRICT ATTORNEY	1,719	5,000	5,000	5,000
	136 SHERIFF-CORONER	153,197	153,372	153,372	153,372
	139 PROBATION DEPARTMENT	1,346,418	1,687,403	1,687,403	1,687,403
	142 PLANNING & BUILDING DEPARTMENT	2,836	0	0	0
	160 PUBLIC HEALTH	191,641	158,104	158,104	158,104
	166 BEHAVIORAL HEALTH	27,075	70,214	70,214	70,214
	215 FARM ADVISOR	10,756	13,787	13,787	13,787
	290 COMMUNITY DEVELOPMENT PROGRAM	6,300	0	0	0
	350 Medically Indigent Services Pr	<u>34,974</u>	<u>19,865</u>	<u>19,865</u>	<u>19,865</u>
	TOTAL:	1,787,655	2,120,745	2,120,745	2,120,745
	4200175 STATE - WELFARE ADMIN.	180 SOCIAL SERVICES ADMINISTRATION	25,629,833	27,562,299	28,792,853
181 FOSTER CARE-SOCIAL SERVICES		3,600	0	0	0
182 CALWORKS		2,238,689	3,119,067	3,119,067	3,119,067
185 GENERAL ASSISTANCE		<u>89,081</u>	<u>115,767</u>	<u>115,767</u>	<u>115,767</u>
TOTAL:		27,961,203	30,797,133	32,027,687	32,027,687
4200185 STATE AID-PRIOR YEAR	180 SOCIAL SERVICES ADMINISTRATION	(719,846)	0	0	0
	182 CALWORKS	(23)	0	0	0
	185 GENERAL ASSISTANCE	(638)	(639)	(639)	(639)
	245 ROADS	<u>(19,624)</u>	<u>0</u>	<u>0</u>	<u>0</u>
	TOTAL:	(740,131)	(639)	(639)	(639)

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2015-16 ACTUAL	2016-17 REQUESTED	2016-17 RECOMMENDED	2016-17 ADOPTED
4200190 STATE AID - ABATEMENT	181 FOSTER CARE-SOCIAL SERVICES	54,127	49,601	49,601	49,601
	TOTAL:	54,127	49,601	49,601	49,601
4200195 ST AID-CS COLL-FOSTR CARE	181 FOSTER CARE-SOCIAL SERVICES	10,795	9,348	9,348	9,348
	182 CALWORKS	37,095	21,172	21,172	21,172
	185 GENERAL ASSISTANCE	2,000	800	800	800
	TOTAL:	49,890	31,320	31,320	31,320
4200200 MEDI-CAL: PATIENTS-ST +FED	160 PUBLIC HEALTH	216,220	227,700	227,700	227,700
	166 BEHAVIORAL HEALTH	16,655,133	17,490,213	17,849,663	17,849,663
	184 LAW ENFORCEMENT MED CARE	0	78,057	78,057	78,057
	186 VETERANS SERVICES	9,875	0	0	0
	TOTAL:	16,881,228	17,795,970	18,155,420	18,155,420
4200210 ST AID-CALIF CHILDREN SRVC	160 PUBLIC HEALTH	(59,771)	0	0	0
4200212 STATE AID-CENCAL	160 PUBLIC HEALTH	457,321	382,300	382,300	382,300
	166 BEHAVIORAL HEALTH	14,997	0	0	0
	TOTAL:	472,318	382,300	382,300	382,300
4200213 STATE AID-MEDICARE	160 PUBLIC HEALTH	38,315	32,000	32,000	32,000
	166 BEHAVIORAL HEALTH	4,325	36,000	36,000	36,000
	TOTAL:	42,640	68,000	68,000	68,000
4200215 STATE - HEALTH ADMIN.	160 PUBLIC HEALTH	235,290	273,261	273,261	273,261
	TOTAL:	235,290	273,261	273,261	273,261
4200226 ST AID-GAS TAX-UNCLAIMED	141 AGRICULTURAL COMMISSIONER	998,534	1,000,000	1,000,000	1,000,000
	TOTAL:	998,534	1,000,000	1,000,000	1,000,000
4200230 STATE - HIGHWAY USERS TAX	245 ROADS	7,659,255	7,100,000	7,100,000	7,100,000
	TOTAL:	7,659,255	7,100,000	7,100,000	7,100,000
4200240 STATE AID CONSTRUCTION	230 CAPITAL PROJECTS FUND	20,601,067	0	0	0
	245 ROADS	19,536	0	0	0
	TOTAL:	20,620,603	0	0	0
4200241 STATE AID - URBAN STATE HWY AC	245 ROADS	96,861	72,000	72,000	72,000
	TOTAL:	96,861	72,000	72,000	72,000
4200242 STATE AID - REGIONAL STATE HWY	230 CAPITAL PROJECTS FUND	85,728	0	0	0
	245 ROADS	481,495	0	0	0
	TOTAL:	567,223	0	0	0
4200245 TRANS DEV ACT SB 325	245 ROADS	2,462,381	2,500,000	2,500,000	2,500,000
	TOTAL:	2,462,381	2,500,000	2,500,000	2,500,000
4200250 ST AID-ISTEA EXCHANGE	245 ROADS	578,060	578,060	578,060	578,060
	TOTAL:	578,060	578,060	578,060	578,060

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2015-16 ACTUAL	2016-17 REQUESTED	2016-17 RECOMMENDED	2016-17 ADOPTED
4200255 ST AID-PUBLIC SAFETY SRVC	132 DISTRICT ATTORNEY	3,355,923	3,525,061	3,525,061	3,525,061
	136 SHERIFF-CORONER	15,129,325	15,891,844	15,891,844	15,891,844
	139 PROBATION DEPARTMENT	3,942,077	4,140,758	4,140,758	4,140,758
	140 COUNTY FIRE	<u>2,729,518</u>	<u>2,867,085</u>	<u>2,867,085</u>	<u>2,867,085</u>
	TOTAL:	25,156,843	26,424,748	26,424,748	26,424,748
4200270 STATE-MOTOR VEH LIC FEE	101 NON-DEPARTMENTAL REVENUES	92,217	92,200	92,200	92,200
	186 VETERANS SERVICES	<u>5,000</u>	<u>5,000</u>	<u>5,000</u>	<u>5,000</u>
	TOTAL:	97,217	97,200	97,200	97,200
4200273 STATE AID-STATE OFFICE OF FAMI	160 PUBLIC HEALTH	<u>1,075,439</u>	<u>1,118,300</u>	<u>1,148,300</u>	<u>1,148,300</u>
	TOTAL:	1,075,439	1,118,300	1,148,300	1,148,300
4200275 OTHER STATE IN-LIEU TAXES	101 NON-DEPARTMENTAL REVENUES	<u>607</u>	<u>2,100</u>	<u>2,100</u>	<u>2,100</u>
	TOTAL:	607	2,100	2,100	2,100
4200295 ST-10% SBOC VOC REBATE	139 PROBATION DEPARTMENT	<u>6,374</u>	<u>8,300</u>	<u>8,300</u>	<u>8,300</u>
	TOTAL:	6,374	8,300	8,300	8,300
4200305 ST AID - SLESF	139 PROBATION DEPARTMENT	<u>775,181</u>	<u>775,181</u>	<u>775,181</u>	<u>775,181</u>
	TOTAL:	775,181	775,181	775,181	775,181
4200320 ST AID-PASS THRU GRANTS	132 DISTRICT ATTORNEY	68,359	0	0	0
4200325 ST AID-INCENIVES	139 PROBATION DEPARTMENT	<u>384,554</u>	<u>587,503</u>	<u>672,626</u>	<u>672,626</u>
	TOTAL:	384,554	587,503	672,626	672,626
4200330 STATE AID FOR DISASTER	245 ROADS	15,175	0	0	0
4200335 ST-WELFARE ADMIN-PRIOR YR	180 SOCIAL SERVICES ADMINISTRATION	3,885,253	0	0	0
4200340 ST AID - MHSA	166 BEHAVIORAL HEALTH	<u>9,218,190</u>	<u>10,965,911</u>	<u>11,330,724</u>	<u>11,330,724</u>
	TOTAL:	9,218,190	10,965,911	11,330,724	11,330,724
4200350 ST RLGN-2011 COURT SECURITY	136 SHERIFF-CORONER	<u>4,241,522</u>	<u>4,395,752</u>	<u>4,395,752</u>	<u>4,395,752</u>
	TOTAL:	4,241,522	4,395,752	4,395,752	4,395,752
4200351 ST RLGN-2011 LOCAL COMM	132 DISTRICT ATTORNEY	76,518	78,451	78,451	78,451
	135 PUBLIC DEFENDER	81,000	81,000	81,000	81,000
	136 SHERIFF-CORONER	3,090,393	3,510,372	3,510,372	3,510,372
	139 PROBATION DEPARTMENT	902,753	1,129,596	1,238,141	1,174,529
	143 COURT OPERATIONS	110,045	142,959	142,959	142,959
	166 BEHAVIORAL HEALTH	1,675,673	1,770,547	1,865,983	1,865,983
	184 LAW ENFORCEMENT MED CARE	<u>750,004</u>	<u>1,034,568</u>	<u>1,067,757</u>	<u>1,067,757</u>
	TOTAL:	6,686,386	7,747,493	7,984,663	7,921,051
4200352 ST RLGN-2011 DA & PUBLIC DEFEND	132 DISTRICT ATTORNEY	70,858	95,511	95,511	95,511
	135 PUBLIC DEFENDER	<u>81,900</u>	<u>94,511</u>	<u>94,511</u>	<u>94,511</u>
	TOTAL:	152,758	190,022	190,022	190,022

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2015-16 ACTUAL	2016-17 REQUESTED	2016-17 RECOMMENDED	2016-17 ADOPTED
4200354 ST RLGN-2011 HLTH & HUMAN SVCS	139 PROBATION DEPARTMENT	98,378	46,592	46,592	46,592
	166 BEHAVIORAL HEALTH	8,109,905	8,865,028	8,871,841	8,871,841
	180 SOCIAL SERVICES ADMINISTRATION	7,314,987	9,031,355	9,031,355	9,031,355
	181 FOSTER CARE-SOCIAL SERVICES	<u>7,866,649</u>	<u>8,875,435</u>	<u>8,586,807</u>	<u>8,586,807</u>
	TOTAL:	23,389,919	26,818,410	26,536,595	26,536,595
4200355 ST RLGN-2011 SLESF	132 DISTRICT ATTORNEY	96,706	80,000	80,000	80,000
	136 SHERIFF-CORONER	<u>1,323,061</u>	<u>1,260,495</u>	<u>1,260,495</u>	<u>1,260,495</u>
	TOTAL:	1,419,767	1,340,495	1,340,495	1,340,495
4200356 ST RLGN-2011 CALWORKS MOE	182 CALWORKS	<u>7,302,433</u>	<u>6,092,098</u>	<u>6,092,098</u>	<u>6,092,098</u>
	TOTAL:	7,302,433	6,092,098	6,092,098	6,092,098
4250005 FED AID ENTITLEMNT LAND	101 NON-DEPARTMENTAL REVENUES	<u>1,212,850</u>	<u>1,100,000</u>	<u>1,100,000</u>	<u>1,100,000</u>
	TOTAL:	1,212,850	1,100,000	1,100,000	1,100,000
4250011 FEDERAL AID-FEMA PRIOR YEAR	245 ROADS	60,711	0	0	0
4250015 FEDERAL - HEALTH ADMIN	160 PUBLIC HEALTH	521,583	482,940	482,940	490,322
	166 BEHAVIORAL HEALTH	67,417	80,032	80,032	80,032
	350 Medically Indigent Services Pr	<u>28,919</u>	<u>28,919</u>	<u>28,919</u>	<u>28,919</u>
	TOTAL:	617,919	591,891	591,891	599,273
4250016 FEDERAL AID-TARGETED CASE MANA	160 PUBLIC HEALTH	<u>400,000</u>	<u>689,434</u>	<u>689,434</u>	<u>689,434</u>
	TOTAL:	400,000	689,434	689,434	689,434
4250017 FEDERAL AID-MAA PASS THROUGH	160 PUBLIC HEALTH	<u>692,074</u>	<u>1,480,000</u>	<u>1,480,000</u>	<u>1,480,000</u>
	TOTAL:	692,074	1,480,000	1,480,000	1,480,000
4250018 FEDERAL AID-MATERNAL CHILD HEA	160 PUBLIC HEALTH	<u>465,937</u>	<u>487,676</u>	<u>507,403</u>	<u>507,403</u>
	TOTAL:	465,937	487,676	507,403	507,403
4250020 FEDERAL AID CONSTRUCTION	245 ROADS	<u>5,234,768</u>	<u>1,353,207</u>	<u>1,353,207</u>	<u>1,353,207</u>
	TOTAL:	5,234,768	1,353,207	1,353,207	1,353,207
4250021 FEDERAL AID-BRIDGE TOLLS	245 ROADS	<u>360,532</u>	<u>120,481</u>	<u>120,481</u>	<u>120,481</u>
	TOTAL:	360,532	120,481	120,481	120,481
4250025 FEDERAL GRAZING FEES	330 WILDLIFE AND GRAZING	<u>1,889</u>	<u>3,548</u>	<u>3,608</u>	<u>3,608</u>
	TOTAL:	1,889	3,548	3,608	3,608
4250026 FEDERAL AID FOREST RESERVE	245 ROADS	<u>12,231</u>	<u>10,941</u>	<u>10,941</u>	<u>10,941</u>
	TOTAL:	12,231	10,941	10,941	10,941
4250055 FED AID - REIMB	181 FOSTER CARE-SOCIAL SERVICES	8,792	7,472	7,472	7,472
	182 CALWORKS	<u>38,803</u>	<u>22,159</u>	<u>22,159</u>	<u>22,159</u>
	TOTAL:	47,595	29,631	29,631	29,631

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2015-16 ACTUAL	2016-17 REQUESTED	2016-17 RECOMMENDED	2016-17 ADOPTED
4250065 FEDERAL FUNDS - CDBG	290 COMMUNITY DEVELOPMENT PROGRAM	2,051,119	1,645,011	1,667,918	1,667,918
	TOTAL:	2,051,119	1,645,011	1,667,918	1,667,918
4250070 FEDERAL FUNDS - HOME	290 COMMUNITY DEVELOPMENT PROGRAM	466,799	605,955	678,610	678,610
	TOTAL:	466,799	605,955	678,610	678,610
4250075 FEDERAL FUNDS - ESG	290 COMMUNITY DEVELOPMENT PROGRAM	123,240	145,085	148,084	372,176
	TOTAL:	123,240	145,085	148,084	372,176
4250080 FEDERAL FUNDS - SNAP	160 PUBLIC HEALTH	546,497	482,179	482,179	482,179
	290 COMMUNITY DEVELOPMENT PROGRAM	1,071,343	1,258,771	1,258,771	1,258,771
	TOTAL:	1,617,840	1,740,950	1,740,950	1,740,950
4250085 FEDERAL AID - SECURITY	138 EMERGENCY SERVICES	9,358	30,000	30,000	30,000
	TOTAL:	9,358	30,000	30,000	30,000
4250086 FED AID - SCAAP PASS THRU	136 SHERIFF-CORONER	128,078	131,572	131,572	131,572
	TOTAL:	128,078	131,572	131,572	131,572
4250090 FED AID-DRUG AND ALCOHOL	166 BEHAVIORAL HEALTH	1,520,428	1,543,253	1,543,253	1,543,253
	TOTAL:	1,520,428	1,543,253	1,543,253	1,543,253
4250095 FEDERAL-GRANTS	132 DISTRICT ATTORNEY	0	0	0	168,437
	138 EMERGENCY SERVICES	125,156	111,440	144,723	144,723
	160 PUBLIC HEALTH	198,019	207,735	207,735	207,735
	166 BEHAVIORAL HEALTH	1,128,889	1,061,602	1,061,602	1,061,602
	230 CAPITAL PROJECTS FUND	233,448	0	0	0
	TOTAL:	1,685,512	1,380,777	1,414,060	1,582,497
4250100 FEDERAL AID - ENVIRONMENT	290 COMMUNITY DEVELOPMENT PROGRAM	32,827	0	0	0
4250105 FEDERAL AID - OTHER	101 NON-DEPARTMENTAL REVENUES	7,628	0	0	0
	132 DISTRICT ATTORNEY	290,103	97,728	97,728	396,798
	136 SHERIFF-CORONER	490,682	367,500	367,500	367,500
	140 COUNTY FIRE	170,322	0	0	0
	141 AGRICULTURAL COMMISSIONER	885,862	809,456	809,456	809,456
	160 PUBLIC HEALTH	161,223	129,700	129,700	129,700
	201 PUBLIC WORKS SPECIAL SERVICES	38,186	0	0	0
	350 Medically Indigent Services Pr	34,974	19,864	19,864	19,864
	TOTAL:	2,078,980	1,424,248	1,424,248	1,723,318
4250110 FEDERAL - WELFARE ADMIN	139 PROBATION DEPARTMENT	533,521	396,686	396,686	396,686
	180 SOCIAL SERVICES ADMINISTRATION	22,599,836	25,376,825	25,376,825	25,376,825
	181 FOSTER CARE-SOCIAL SERVICES	6,226,049	6,716,151	6,659,359	6,659,359
	182 CALWORKS	222,421	258,326	258,326	258,326
	TOTAL:	29,581,827	32,747,988	32,691,196	32,691,196
4250115 FEDERAL AID - ABATEMENT	181 FOSTER CARE-SOCIAL SERVICES	27,421	30,238	30,238	30,238
	TOTAL:	27,421	30,238	30,238	30,238

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2015-16 ACTUAL	2016-17 REQUESTED	2016-17 RECOMMENDED	2016-17 ADOPTED
4250120 FEDERAL AID-PRIOR YEAR	180 SOCIAL SERVICES ADMINISTRATION	(82,968)	0	0	0
	245 ROADS	44,494	0	0	0
	TOTAL:	(38,474)	0	0	0
4250130 FED AID-PERINTL SETASIDE	166 BEHAVIORAL HEALTH	72,569	72,596	72,596	72,596
	TOTAL:	72,569	72,596	72,596	72,596
4250136 FED AID - PUBLIC HEALTH SECURI	160 PUBLIC HEALTH	657,540	779,913	779,913	779,913
	TOTAL:	657,540	779,913	779,913	779,913
4250140 FED AID-CHILD SUP ADMIN	134 CHILD SUPPORT SERVICES	2,797,640	3,020,335	2,999,727	2,961,790
	TOTAL:	2,797,640	3,020,335	2,999,727	2,961,790
4250141 FED-WELFARE ADMN-PRIOR YR	180 SOCIAL SERVICES ADMINISTRATION	1,136,414	0	0	0
4250160 FED AID WORKFORCE INVESTMENT A	180 SOCIAL SERVICES ADMINISTRATION	1,450,649	2,447,414	2,447,414	2,447,414
	TOTAL:	1,450,649	2,447,414	2,447,414	2,447,414
4250165 FED AID - USDA	160 PUBLIC HEALTH	1,325,838	1,279,129	1,279,129	1,279,129
	TOTAL:	1,325,838	1,279,129	1,279,129	1,279,129
4250180 FED AID-SMALL WATER SYS (ST PA	160 PUBLIC HEALTH	0	78,810	78,810	78,810
4250185 FED AID-CCS	160 PUBLIC HEALTH	1,832,531	2,137,664	2,137,664	2,137,664
	TOTAL:	1,832,531	2,137,664	2,137,664	2,137,664
4250190 FED AID-CHDP	160 PUBLIC HEALTH	450,678	515,341	515,341	515,341
	TOTAL:	450,678	515,341	515,341	515,341
4250205 FEDERAL AID-ARRA/PRIME RECIPIE	136 SHERIFF-CORONER	17,862	0	0	0
4300005 OTHER GOVT AGENCY REVENUE	136 SHERIFF-CORONER	42,093	41,734	41,734	41,734
	137 ANIMAL SERVICES	886,508	859,706	859,706	859,706
	139 PROBATION DEPARTMENT	460,184	460,184	345,138	345,138
	142 PLANNING & BUILDING DEPARTMENT	0	0	15,000	15,000
	160 PUBLIC HEALTH	98,679	86,025	86,025	86,025
	166 BEHAVIORAL HEALTH	195,631	196,104	196,104	196,104
	TOTAL:	1,683,095	1,643,753	1,543,707	1,543,707
4300010 COMBINED FED/ST CALWORKS	182 CALWORKS	1,656,285	2,955,319	2,955,319	2,955,319
	TOTAL:	1,656,285	2,955,319	2,955,319	2,955,319
4350100 AFFORDABLE HOUSING FEE TRANSFE	247 PUBLIC FACILITIES FEES	(2,336)	0	0	0
4350101 AFFORDABLE HOUSNG IN-LIEU	142 PLANNING & BUILDING DEPARTMENT	1,036	0	0	0
	247 PUBLIC FACILITIES FEES	2,337	0	0	0
	TOTAL:	3,373	0	0	0

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2015-16 ACTUAL	2016-17 REQUESTED	2016-17 RECOMMENDED	2016-17 ADOPTED
4350102 PUB FAC FEE-LIBRARY	247 PUBLIC FACILITIES FEES	158,210	156,940	156,940	156,940
	TOTAL:	158,210	156,940	156,940	156,940
4350103 PUB FACIL FEE-FIRE	247 PUBLIC FACILITIES FEES	805,404	775,674	775,674	775,674
	TOTAL:	805,404	775,674	775,674	775,674
4350104 PUB FACIL FEE-PARKS	247 PUBLIC FACILITIES FEES	514,558	499,548	499,548	499,548
	TOTAL:	514,558	499,548	499,548	499,548
4350105 PUB FACIL FEE-GEN GOVT	247 PUBLIC FACILITIES FEES	261,421	267,766	267,766	267,766
	TOTAL:	261,421	267,766	267,766	267,766
4350106 APPEAL FEE	142 PLANNING & BUILDING DEPARTMENT	6,800	3,400	3,400	3,400
	245 ROADS	901	0	0	0
	TOTAL:	7,701	3,400	3,400	3,400
4350107 PUB FAC FEE-LAW ENFORCE	247 PUBLIC FACILITIES FEES	137,708	151,887	151,887	151,887
	TOTAL:	137,708	151,887	151,887	151,887
4350108 ROAD IMPACT FEES	248 ROADS - IMPACT FEES	1,527,782	0	0	0
4350109 AFFORDABLE HOUSING IMPACT FEE	142 PLANNING & BUILDING DEPARTMENT	1,706	2,890	2,890	2,890
	TOTAL:	1,706	2,890	2,890	2,890
4350209 REVENUE TRANSFER FROM TRUST FU	107 AUDITOR-CONTROLLER	21,481	50,000	50,000	50,000
	139 PROBATION DEPARTMENT	182,292	0	0	0
	TOTAL:	203,773	50,000	50,000	50,000
4350235 BILLINGS OH-OUTSIDE AGENCIES	102 NON-DEPTL-OTHR FINCNG USE	(19,070)	76,008	76,008	76,008
	TOTAL:	(19,070)	76,008	76,008	76,008
4350245 OTHER BILLINGS TO COURTS	113 FACILITIES MANAGEMENT	314,532	279,653	279,653	279,653
	114 INFORMATION TECHNOLOGY DEPARTM	76,997	322,457	89,077	89,077
	116 CENTRAL SERVICES	0	1,262	1,262	1,262
	305 PARKS and RECREATION	7,773	10,000	10,000	10,000
	TOTAL:	399,302	613,372	379,992	379,992
4350255 BILLINGS TO OUTSIDE AGENCIES	105 RISK MANAGEMENT	3,871	0	0	0
	107 AUDITOR-CONTROLLER	1,008	324	324	324
	110 CLERK/RECORDER	0	3,600	3,600	3,600
	112 HUMAN RESOURCES	29,809	31,786	31,786	31,786
	136 SHERIFF-CORONER	610,683	665,246	665,246	665,246
	166 BEHAVIORAL HEALTH	1,149,743	1,265,154	1,265,154	1,265,154
	186 VETERANS SERVICES	138,700	68,343	68,343	68,343
	305 PARKS and RECREATION	47,000	39,352	39,352	39,352
	TOTAL:	1,980,814	2,073,805	2,073,805	2,073,805
4350260 FEES-YOUNG ADULTS PROGRAM	375 DRIVING UNDER THE INFLUENCE	21,526	24,804	24,804	24,804
	TOTAL:	21,526	24,804	24,804	24,804

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2015-16 ACTUAL	2016-17 REQUESTED	2016-17 RECOMMENDED	2016-17 ADOPTED
4350285 EXT'D FIRST OFFENDER FEES	375 DRIVING UNDER THE INFLUENCE	165,878	189,142	189,142	189,142
	TOTAL:	165,878	189,142	189,142	189,142
4350295 PREAPPLICATION PROCESS	142 PLANNING & BUILDING DEPARTMENT	26,038	23,538	23,538	23,538
	TOTAL:	26,038	23,538	23,538	23,538
4350305 FLOOD HAZARD PROPERTY REPORTS	201 PUBLIC WORKS SPECIAL SERVICES	135	0	0	0
4350310 FIRE SUPPRESSION/COST REI	137 ANIMAL SERVICES	(79)	0	0	0
	140 COUNTY FIRE	74,317	100,000	100,000	100,000
	TOTAL:	74,238	100,000	100,000	100,000
4350311 FIRE SUPPRESSION-EQUIP COST RE	140 COUNTY FIRE	134,461	50,000	50,000	50,000
	TOTAL:	134,461	50,000	50,000	50,000
4350315 AMBULANCE REIMBURSEMENT	101 NON-DEPARTMENTAL REVENUES	40,000	40,000	40,000	40,000
	140 COUNTY FIRE	146,505	154,361	154,361	154,361
	TOTAL:	186,505	194,361	194,361	194,361
4350320 INMATE ASSISTANCE REIMBRS	136 SHERIFF-CORONER	243	310	310	310
	TOTAL:	243	310	310	310
4350330 PUBLIC EDUCATION GOV'T ACCESS	201 PUBLIC WORKS SPECIAL SERVICES	50,424	0	0	0
	266 COUNTYWIDE AUTOMATION REPLACEM	(20,449)	0	0	0
	TOTAL:	29,975	0	0	0
4350335 MONITORING FEE-PC1203.1B	139 PROBATION DEPARTMENT	132,026	145,000	145,000	145,000
	TOTAL:	132,026	145,000	145,000	145,000
4350340 JUVENILE INFORMAL SUPERVISION	136 SHERIFF-CORONER	58,000	58,000	58,000	58,000
	139 PROBATION DEPARTMENT	2,075	0	0	0
	TOTAL:	60,075	58,000	58,000	58,000
4350345 DIVERSN MONITRG-PC1001.53	139 PROBATION DEPARTMENT	56	0	0	0
4350350 MITIGATION FEE-AIR	142 PLANNING & BUILDING DEPARTMENT	575	488	488	488
	TOTAL:	575	488	488	488
4350365 CHANGE OF PLEA	139 PROBATION DEPARTMENT	0	400	400	400
4350370 PROBA MGMNT FEE-ADULTS	139 PROBATION DEPARTMENT	7,477	7,834	7,834	7,834
	TOTAL:	7,477	7,834	7,834	7,834
4350380 SENTENCING REPORT FEE	139 PROBATION DEPARTMENT	38,271	43,719	43,719	43,719
	TOTAL:	38,271	43,719	43,719	43,719
4350385 RESTITN COLL FEE-PC1203.1	139 PROBATION DEPARTMENT	59,587	40,000	40,000	40,000
	TOTAL:	59,587	40,000	40,000	40,000

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2015-16 ACTUAL	2016-17 REQUESTED	2016-17 RECOMMENDED	2016-17 ADOPTED
4350390 RECORD SEALING FEE	139 PROBATION DEPARTMENT	345	0	0	0
4350395 RED INSTALLMENT PLAN FEE	108 TREAS-TAX COLL-PUBLIC ADM	8,146	10,070	10,070	10,070
	TOTAL:	8,146	10,070	10,070	10,070
4350400 ADMINISTRATIVE SERVICES	101 NON-DEPARTMENTAL REVENUES	14,500	0	0	0
	107 AUDITOR-CONTROLLER	192,039	189,542	189,542	189,542
	108 TREAS-TAX COLL-PUBLIC ADM	729,205	747,979	747,979	747,979
	132 DISTRICT ATTORNEY	22,266	20,000	20,000	20,000
	137 ANIMAL SERVICES	818	1,745	1,745	1,745
	139 PROBATION DEPARTMENT	491,242	681,822	681,822	681,822
	142 PLANNING & BUILDING DEPARTMENT	286,438	240,559	240,559	240,559
	TOTAL:	1,736,508	1,881,647	1,881,647	1,881,647
4350402 ADMIN FEE-SLO CTBID	108 TREAS-TAX COLL-PUBLIC ADM	38,713	37,600	37,600	37,600
	TOTAL:	38,713	37,600	37,600	37,600
4350404 ADMIN FEE - GC 29412	107 AUDITOR-CONTROLLER	50,546	53,000	53,000	53,000
	TOTAL:	50,546	53,000	53,000	53,000
4350405 SPECIAL ASSESSMENT FEES	107 AUDITOR-CONTROLLER	142,290	152,600	152,600	152,600
	TOTAL:	142,290	152,600	152,600	152,600
4350407 ADMIN FEE-RDA DISSOLUTION	107 AUDITOR-CONTROLLER	44,438	43,500	60,849	60,849
	TOTAL:	44,438	43,500	60,849	60,849
4350410 ASSESSMNT APPORTNMNT FEES	201 PUBLIC WORKS SPECIAL SERVICES	1,099	0	0	0
4350415 PROP.REDEMPT.SEARCH FEES	108 TREAS-TAX COLL-PUBLIC ADM	19,140	26,950	26,950	26,950
	TOTAL:	19,140	26,950	26,950	26,950
4350430 ELECTION SERVICES	110 CLERK/RECORDER	90,407	485,000	485,000	485,000
	TOTAL:	90,407	485,000	485,000	485,000
4350435 DEFERRED ENTRY OF JUDGMENT	132 DISTRICT ATTORNEY	12,450	10,000	10,000	10,000
	166 BEHAVIORAL HEALTH	25,152	38,000	38,000	38,000
	TOTAL:	37,602	48,000	48,000	48,000
4350441 SEGREGATIONS FEE	108 TREAS-TAX COLL-PUBLIC ADM	38	38	38	38
	TOTAL:	38	38	38	38
4350445 DMV DELINQUENT VESSEL FEE	108 TREAS-TAX COLL-PUBLIC ADM	1,261	972	972	972
	TOTAL:	1,261	972	972	972
4350450 UNSEC DELINQUENT COLL FEE	108 TREAS-TAX COLL-PUBLIC ADM	32,743	31,190	31,190	31,190
	TOTAL:	32,743	31,190	31,190	31,190
4350455 OTHER COURT-ORDERED REIMB	139 PROBATION DEPARTMENT	2,956	0	0	0

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2015-16 ACTUAL	2016-17 REQUESTED	2016-17 RECOMMENDED	2016-17 ADOPTED
4350457 PUBLIC DEFENDER REIMBURSEMENT	135 PUBLIC DEFENDER	26,625	63,000	63,000	63,000
	139 PROBATION DEPARTMENT	<u>239,671</u>	<u>248,370</u>	<u>248,370</u>	<u>248,370</u>
	TOTAL:	266,296	311,370	311,370	311,370
4350460 LEGAL SERVICES	111 COUNTY COUNSEL	<u>45,028</u>	<u>37,200</u>	<u>37,200</u>	<u>37,200</u>
	TOTAL:	45,028	37,200	37,200	37,200
4350465 INVOLUNTARY LIEN NOTICES	110 CLERK/RECORDER	<u>8,328</u>	<u>10,000</u>	<u>10,000</u>	<u>10,000</u>
	TOTAL:	8,328	10,000	10,000	10,000
4350470 INSTALLMENT FEES	139 PROBATION DEPARTMENT	9,083	0	0	0
4350475 PROCESSING FEES	139 PROBATION DEPARTMENT	<u>95,473</u>	<u>73,212</u>	<u>73,212</u>	<u>73,212</u>
	TOTAL:	95,473	73,212	73,212	73,212
4350480 ENVIRONMNTL ASSESSMT FEES	142 PLANNING & BUILDING DEPARTMENT	<u>164,716</u>	<u>234,620</u>	<u>234,620</u>	<u>234,620</u>
	TOTAL:	164,716	234,620	234,620	234,620
4350495 PLANNING/ENGINEERING SVCS	245 ROADS	<u>1,173</u>	<u>3,500</u>	<u>3,500</u>	<u>3,500</u>
	TOTAL:	1,173	3,500	3,500	3,500
4350500 ROAD PERMIT FEES	245 ROADS	<u>17,932</u>	<u>20,000</u>	<u>20,000</u>	<u>20,000</u>
	TOTAL:	17,932	20,000	20,000	20,000
4350505 FILING FEES-CORNER RECORD	201 PUBLIC WORKS SPECIAL SERVICES	<u>3,246</u>	<u>3,444</u>	<u>3,444</u>	<u>3,444</u>
	TOTAL:	3,246	3,444	3,444	3,444
4350515 ALLOCATION ADMIN FEE	142 PLANNING & BUILDING DEPARTMENT	<u>21,948</u>	<u>24,064</u>	<u>24,064</u>	<u>24,064</u>
	TOTAL:	21,948	24,064	24,064	24,064
4350520 ITD BILL OUTSIDE AGENCIES	114 INFORMATION TECHNOLOGY DEPARTM	<u>62,445</u>	<u>91,950</u>	<u>91,950</u>	<u>91,950</u>
	TOTAL:	62,445	91,950	91,950	91,950
4350525 ITD BILL OUTSIDE AGENCIES COMM	114 INFORMATION TECHNOLOGY DEPARTM	<u>6,323</u>	<u>6,438</u>	<u>6,438</u>	<u>6,438</u>
	TOTAL:	6,323	6,438	6,438	6,438
4350530 FIRE PROTECTION SERVICES	140 COUNTY FIRE	<u>2,661,381</u>	<u>2,886,200</u>	<u>2,886,200</u>	<u>2,886,200</u>
	TOTAL:	2,661,381	2,886,200	2,886,200	2,886,200
4350540 AGRICULTURAL SERVICES	141 AGRICULTURAL COMMISSIONER	<u>270,615</u>	<u>225,250</u>	<u>225,250</u>	<u>225,250</u>
	TOTAL:	270,615	225,250	225,250	225,250
4350550 HOME DETENTION PROGRAM	136 SHERIFF-CORONER	<u>262,317</u>	<u>365,000</u>	<u>365,000</u>	<u>365,000</u>
	TOTAL:	262,317	365,000	365,000	365,000
4350555 STANDARDIZATION INSPECTS	141 AGRICULTURAL COMMISSIONER	7,150	6,800	6,800	6,800
	201 PUBLIC WORKS SPECIAL SERVICES	<u>4,875</u>	<u>0</u>	<u>0</u>	<u>0</u>
	TOTAL:	12,025	6,800	6,800	6,800

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2015-16 ACTUAL	2016-17 REQUESTED	2016-17 RECOMMENDED	2016-17 ADOPTED
4350560 ALTERNATIVE WORK PROG REV	136 SHERIFF-CORONER	40,810	45,000	45,000	45,000
	TOTAL:	40,810	45,000	45,000	45,000
4350567 ALT SENTENCING UNIT	136 SHERIFF-CORONER	72,434	78,000	78,000	78,000
	TOTAL:	72,434	78,000	78,000	78,000
4350570 CIVIL PROCESS SERVICE	136 SHERIFF-CORONER	73,770	84,600	84,600	84,600
	TOTAL:	73,770	84,600	84,600	84,600
4350580 REIMB JUV COURT PROF FEES	135 PUBLIC DEFENDER	61,011	30,000	30,000	30,000
	TOTAL:	61,011	30,000	30,000	30,000
4350581 ESTATE FEES	107 AUDITOR-CONTROLLER	10,581	32,500	32,500	32,500
	111 COUNTY COUNSEL	4,619	0	0	0
	TOTAL:	15,200	32,500	32,500	32,500
4350585 CONSERVATORSHIP FEES	111 COUNTY COUNSEL	3,438	4,000	4,000	4,000
	160 PUBLIC HEALTH	85,446	80,000	80,000	80,000
	TOTAL:	88,884	84,000	84,000	84,000
4350590 REPRESENTATIVE PAYEE FEES	160 PUBLIC HEALTH	39,984	39,852	39,852	39,852
	TOTAL:	39,984	39,852	39,852	39,852
4350595 HUMANE SERVICES	137 ANIMAL SERVICES	4,724	3,694	3,694	3,694
	TOTAL:	4,724	3,694	3,694	3,694
4350600 IMPOUND FEES	137 ANIMAL SERVICES	32,643	35,992	35,992	35,992
	TOTAL:	32,643	35,992	35,992	35,992
4350605 BOARDING FEES	137 ANIMAL SERVICES	58,545	55,439	55,439	55,439
	TOTAL:	58,545	55,439	55,439	55,439
4350610 ANIMAL PLACEMENT	137 ANIMAL SERVICES	124,606	145,655	145,655	145,655
	TOTAL:	124,606	145,655	145,655	145,655
4350616 LAW ENFORCEMENT SERVICES	136 SHERIFF-CORONER	167,022	145,500	145,500	145,500
	TOTAL:	167,022	145,500	145,500	145,500
4350620 BOOKING FEES (SB 2557)	136 SHERIFF-CORONER	456,312	456,312	456,312	456,312
	TOTAL:	456,312	456,312	456,312	456,312
4350625 RECORDER'S SPECL PROJECTS	110 CLERK/RECORDER	498,954	443,128	443,128	443,128
	TOTAL:	498,954	443,128	443,128	443,128
4350630 RECORDG FEE-MICROGRAPHICS	110 CLERK/RECORDER	311,522	145,391	245,391	245,391
	TOTAL:	311,522	145,391	245,391	245,391
4350632 Rec Fees-Real Estate Fraud GC	110 CLERK/RECORDER	31,377	33,000	33,000	33,000
	132 DISTRICT ATTORNEY	282,391	275,000	275,000	275,000
	TOTAL:	313,768	308,000	308,000	308,000

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REVENUE TYPE	DEPARTMENT	2015-16 ACTUAL	2016-17 REQUESTED	2016-17 RECOMMENDED	2016-17 ADOPTED
4350633 RECORDING FEES-SSN REDACTION	110 CLERK/RECORDER	158,794	18,610	18,610	18,610
	TOTAL:	158,794	18,610	18,610	18,610
4350635 RECORDING FEES	110 CLERK/RECORDER	1,046,341	1,050,000	1,050,000	1,050,000
	143 COURT OPERATIONS	233,738	250,000	250,000	250,000
	201 PUBLIC WORKS SPECIAL SERVICES	1,748	1,607	1,607	1,607
	TOTAL:	1,281,827	1,301,607	1,301,607	1,301,607
4350640 RECORDING FEES-VHS	110 CLERK/RECORDER	11,978	7,055	7,055	7,055
	TOTAL:	11,978	7,055	7,055	7,055
4350641 CIVIL SPECIAL FEE GC26746	136 SHERIFF-CORONER	254,761	244,080	244,080	244,080
	TOTAL:	254,761	244,080	244,080	244,080
4350650 DEVELOPMENT FEE- ADMIN	142 PLANNING & BUILDING DEPARTMENT	38,863	56,000	56,000	56,000
	305 PARKS and RECREATION	2,200	550	550	550
	TOTAL:	41,063	56,550	56,550	56,550
4350655 SEPARATE TAX BILL COSTS	101 NON-DEPARTMENTAL REVENUES	64,894	67,000	67,000	67,000
	TOTAL:	64,894	67,000	67,000	67,000
4350656 REIMB FOR PROJ COSTS	101 NON-DEPARTMENTAL REVENUES	131,369	124,281	124,281	124,281
	136 SHERIFF-CORONER	0	0	5,000	5,000
	TOTAL:	131,369	124,281	129,281	129,281
4350660 ENCROACHMENT PERMIT FEES	245 ROADS	163,308	125,000	125,000	125,000
	TOTAL:	163,308	125,000	125,000	125,000
4350665 ROAD ABANDONMENT FEE	142 PLANNING & BUILDING DEPARTMENT	32,635	38,319	38,319	38,319
	TOTAL:	32,635	38,319	38,319	38,319
4350675 CURB & GUTTER WAIVERS	142 PLANNING & BUILDING DEPARTMENT	0	1,066	1,066	1,066
	245 ROADS	18	0	0	0
	TOTAL:	18	1,066	1,066	1,066
4350676 CURB & GUTTER PERMIT WITH DESI	245 ROADS	0	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	3,858	0	0	0
4350690 MEDICAL RECORDS FEE	166 BEHAVIORAL HEALTH	2,453	2,280	2,280	2,280
	TOTAL:	2,453	2,280	2,280	2,280
4350705 NURSING FEES	160 PUBLIC HEALTH	284,635	278,000	278,000	278,000
	184 LAW ENFORCEMENT MED CARE	486	0	0	0
	TOTAL:	285,121	278,000	278,000	278,000

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REVENUE TYPE	DEPARTMENT	2015-16 ACTUAL	2016-17 REQUESTED	2016-17 RECOMMENDED	2016-17 ADOPTED
4350710 PUBLIC HEALTH VHS FEES	160 PUBLIC HEALTH	180,436	160,000	160,000	160,000
	TOTAL:	180,436	160,000	160,000	160,000
4350714 EMERGENCY MEDICAL SERVICES FEE	160 PUBLIC HEALTH	26,234	41,809	41,809	41,809
	TOTAL:	26,234	41,809	41,809	41,809
4350715 LABORATORY SERVICES	136 SHERIFF-CORONER	65,894	96,700	96,700	96,700
	160 PUBLIC HEALTH	120,483	114,000	114,000	114,000
	TOTAL:	186,377	210,700	210,700	210,700
4350720 SUPPLEMENTAL ROLL-5% ADMN	101 NON-DEPARTMENTAL REVENUES	663,610	630,000	500,000	500,000
	TOTAL:	663,610	630,000	500,000	500,000
4350725 MENTAL HEALTH SVCS-MEDICARE	166 BEHAVIORAL HEALTH	28,818	0	0	0
4350730 SECOND CHANCE CHARGES-ALC	375 DRIVING UNDER THE INFLUENCE	550,660	631,112	631,112	631,112
	TOTAL:	550,660	631,112	631,112	631,112
4350735 ALCOHOLISM SERVICES	166 BEHAVIORAL HEALTH	54,549	45,000	45,000	45,000
	TOTAL:	54,549	45,000	45,000	45,000
4350740 COBRA MED INS ADMIN FEE	107 AUDITOR-CONTROLLER	713	800	800	800
	TOTAL:	713	800	800	800
4350745 ENVIRONMENTAL HEALTH SERVICES	160 PUBLIC HEALTH	2,590,383	2,697,302	2,697,302	2,697,302
	TOTAL:	2,590,383	2,697,302	2,697,302	2,697,302
4350760 INST CARE/SV-MEDICALSB855	166 BEHAVIORAL HEALTH	6,649	0	0	0
4350765 MEDICAL REMB SERV/PAT CAR	160 PUBLIC HEALTH	124,439	0	0	0
4350770 CUTS & COMBINATN REQUESTS	109 ASSESSOR	3,025	6,000	6,000	6,000
	TOTAL:	3,025	6,000	6,000	6,000
4350775 ADOPTION FEES	180 SOCIAL SERVICES ADMINISTRATION	18,350	23,200	23,200	23,200
	TOTAL:	18,350	23,200	23,200	23,200
4350785 CALIF CHILDREN SERVICES	160 PUBLIC HEALTH	2,763	2,000	2,000	2,000
	TOTAL:	2,763	2,000	2,000	2,000
4350790 INST.CARE-JUVENILE HALL	139 PROBATION DEPARTMENT	54,279	47,000	47,000	47,000
	TOTAL:	54,279	47,000	47,000	47,000
4350795 INSURANCE PAYMENTS	160 PUBLIC HEALTH	13,270	5,950	5,950	5,950
	166 BEHAVIORAL HEALTH	159,859	148,000	148,000	148,000
	TOTAL:	173,129	153,950	153,950	153,950
4350805 LOST-DAMAGED MATERIALS	377 LIBRARY	10,432	10,800	10,800	10,800
	TOTAL:	10,432	10,800	10,800	10,800

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2015-16 ACTUAL	2016-17 REQUESTED	2016-17 RECOMMENDED	2016-17 ADOPTED
4350807 MEETING ROOM USE FEE	377 LIBRARY	2,273	0	0	0
4350810 LIBRARY SERVICES	377 LIBRARY	<u>134,463</u>	<u>172,000</u>	<u>172,000</u>	<u>172,000</u>
	TOTAL:	134,463	172,000	172,000	172,000
4350815 FIRST OFFENDER FEES	375 DRIVING UNDER THE INFLUENCE	<u>524,633</u>	<u>512,246</u>	<u>512,246</u>	<u>512,246</u>
	TOTAL:	524,633	512,246	512,246	512,246
4350820 WASTE TIPPING FEES-AB 939	107 AUDITOR-CONTROLLER	<u>16,968</u>	<u>16,000</u>	<u>16,000</u>	<u>16,000</u>
	TOTAL:	16,968	16,000	16,000	16,000
4350835 COPYING FEES	112 HUMAN RESOURCES	6,353	0	0	0
	132 DISTRICT ATTORNEY	18,785	17,000	17,000	17,000
	160 PUBLIC HEALTH	493	0	0	0
	377 LIBRARY	<u>24,032</u>	<u>23,000</u>	<u>23,000</u>	<u>23,000</u>
	TOTAL:	49,663	40,000	40,000	40,000
4350840 LIBRARY REQUEST FEES	377 LIBRARY	1,167	0	0	0
4350860 CAMPING FEES	305 PARKS and RECREATION	<u>3,293,925</u>	<u>3,489,000</u>	<u>3,489,000</u>	<u>3,489,000</u>
	TOTAL:	3,293,925	3,489,000	3,489,000	3,489,000
4350865 DAILY PASSES	305 PARKS and RECREATION	<u>461,557</u>	<u>498,000</u>	<u>498,000</u>	<u>498,000</u>
	TOTAL:	461,557	498,000	498,000	498,000
4350870 GROUP ENTRANCE FEES	305 PARKS and RECREATION	<u>169,101</u>	<u>215,000</u>	<u>215,000</u>	<u>215,000</u>
	TOTAL:	169,101	215,000	215,000	215,000
4350875 SEASON PASSES	305 PARKS and RECREATION	<u>58,845</u>	<u>80,000</u>	<u>80,000</u>	<u>80,000</u>
	TOTAL:	58,845	80,000	80,000	80,000
4350880 SEASON BOAT LICENSES	305 PARKS and RECREATION	<u>15,005</u>	<u>24,000</u>	<u>24,000</u>	<u>24,000</u>
	TOTAL:	15,005	24,000	24,000	24,000
4350885 DAILY BOAT PASSES	305 PARKS and RECREATION	<u>58,676</u>	<u>82,000</u>	<u>82,000</u>	<u>82,000</u>
	TOTAL:	58,676	82,000	82,000	82,000
4350890 INCOME FROM CONCESSIONS	113 FACILITIES MANAGEMENT	1,938	0	0	0
	116 CENTRAL SERVICES	1,662	3,600	3,600	3,600
	305 PARKS and RECREATION	<u>119,021</u>	<u>125,000</u>	<u>125,000</u>	<u>125,000</u>
	TOTAL:	122,621	128,600	128,600	128,600
4350895 SWIMMING POOL FEES	305 PARKS and RECREATION	<u>74,331</u>	<u>64,000</u>	<u>64,000</u>	<u>64,000</u>
	TOTAL:	74,331	64,000	64,000	64,000
4350905 DOG/DAY USE	305 PARKS and RECREATION	<u>57,201</u>	<u>68,000</u>	<u>68,000</u>	<u>68,000</u>
	TOTAL:	57,201	68,000	68,000	68,000

SLO COUNTY BUDGET PREPARATION SYSTEM
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REVENUE TYPE	DEPARTMENT	2015-16 ACTUAL	2016-17 REQUESTED	2016-17 RECOMMENDED	2016-17 ADOPTED
4350910 SHOWERS/LOCKERS	305 PARKS and RECREATION	70,174	65,000	65,000	65,000
	TOTAL:	70,174	65,000	65,000	65,000
4350920 MOBL HOME DUP TX CLEARNCE	108 TREAS-TAX COLL-PUBLIC ADM	231	105	105	105
	TOTAL:	231	105	105	105
4350925 PARKLAND FEE (QUIMBY FEE)	230 CAPITAL PROJECTS FUND	6,911	0	0	0
	305 PARKS and RECREATION	355,578	0	0	0
	TOTAL:	362,489	0	0	0
4350935 OTHER CLERK FEES	110 CLERK/RECORDER	516,027	543,360	543,360	543,360
	TOTAL:	516,027	543,360	543,360	543,360
4350950 MISCELLANEOUS FEES	108 TREAS-TAX COLL-PUBLIC ADM	2,829	2,268	2,268	2,268
	109 ASSESSOR	10,500	10,000	10,000	10,000
	130 WASTE MANAGEMNT	28,785	28,784	28,784	28,784
	142 PLANNING & BUILDING DEPARTMENT	71,380	79,836	79,836	79,836
	160 PUBLIC HEALTH	99,869	143,791	143,791	143,791
	245 ROADS	438	0	0	0
	305 PARKS and RECREATION	16,588	14,999	14,999	14,999
	TOTAL:	230,389	279,678	279,678	279,678
4350953 COMM ACKNOWLEDGEMENT FORM FEE	201 PUBLIC WORKS SPECIAL SERVICES	756	3,434	3,434	3,434
	TOTAL:	756	3,434	3,434	3,434
4350960 MONUMENTATION FEES	201 PUBLIC WORKS SPECIAL SERVICES	37,736	41,061	41,061	41,061
	TOTAL:	37,736	41,061	41,061	41,061
4350965 BLDG PRMT REVIEW-DRAINAGE	201 PUBLIC WORKS SPECIAL SERVICES	60,351	67,981	67,981	67,981
	TOTAL:	60,351	67,981	67,981	67,981
4350966 BLDG PRMT REVIEW-FLD HZD	201 PUBLIC WORKS SPECIAL SERVICES	1,400	1,592	1,592	1,592
	TOTAL:	1,400	1,592	1,592	1,592
4350970 RECREATIONAL PROGRAMS	305 PARKS and RECREATION	31,134	42,000	42,000	42,000
	TOTAL:	31,134	42,000	42,000	42,000
4350971 SKATE PARK FEES	305 PARKS and RECREATION	2,709	4,940	4,940	4,940
	TOTAL:	2,709	4,940	4,940	4,940
4350972 SPECIAL EVENTS	305 PARKS and RECREATION	28,647	12,000	12,000	12,000
	TOTAL:	28,647	12,000	12,000	12,000
4350980 OTHER RECREATIONAL FEES	305 PARKS and RECREATION	22,640	25,000	25,000	25,000
	TOTAL:	22,640	25,000	25,000	25,000
4350990 DEVELOPMENT PLAN INSPECTN	201 PUBLIC WORKS SPECIAL SERVICES	94,847	85,905	85,905	85,905
	TOTAL:	94,847	85,905	85,905	85,905

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REVENUE TYPE	DEPARTMENT	2015-16 ACTUAL	2016-17 REQUESTED	2016-17 RECOMMENDED	2016-17 ADOPTED
4350995 PAR MAP CHECKING THRU T/A	201 PUBLIC WORKS SPECIAL SERVICES	56,448	52,323	52,323	52,323
	TOTAL:	56,448	52,323	52,323	52,323
4351005 RECORDS OF SURVEY FEES	201 PUBLIC WORKS SPECIAL SERVICES	38,858	37,834	37,834	37,834
	TOTAL:	38,858	37,834	37,834	37,834
4351010 OTHER SERVICE CHARGES	109 ASSESSOR	6,858	5,000	5,000	5,000
	132 DISTRICT ATTORNEY	84,800	80,000	80,000	80,000
	142 PLANNING & BUILDING DEPARTMENT	1,092	260	260	260
	TOTAL:	92,750	85,260	85,260	85,260
4351025 DEFERRED COMP ADMIN FEE	103 NON-DEPT OTHER EXPENDITURES	37,887	35,000	35,000	35,000
	TOTAL:	37,887	35,000	35,000	35,000
4351040 MENTAL HLTH SVCS-SELF PAY	166 BEHAVIORAL HEALTH	27,801	21,600	21,600	21,600
	TOTAL:	27,801	21,600	21,600	21,600
4351045 PROGRAM REV - CHILD&FAMILIES	160 PUBLIC HEALTH	267,308	286,870	286,870	286,870
	TOTAL:	267,308	286,870	286,870	286,870
4351055 BOOK,PAMPHLT,BROCHR SALES	107 AUDITOR-CONTROLLER	275	200	200	200
	142 PLANNING & BUILDING DEPARTMENT	580	650	650	650
	TOTAL:	855	850	850	850
4351060 MAP SALES	109 ASSESSOR	225	200	200	200
	TOTAL:	225	200	200	200
4351065 PUB INFO SALE-COMP FILES	108 TREAS-TAX COLL-PUBLIC ADM	2,396	1,292	1,292	1,292
	109 ASSESSOR	15,625	16,000	16,000	16,000
	140 COUNTY FIRE	935	0	0	0
	TOTAL:	18,956	17,292	17,292	17,292
4351070 PM INSPECT-IMP PLANS P11E	201 PUBLIC WORKS SPECIAL SERVICES	35,007	43,989	43,989	43,989
	TOTAL:	35,007	43,989	43,989	43,989
4351075 TM INSPECT-IMP PLANS P11D	201 PUBLIC WORKS SPECIAL SERVICES	158,469	181,942	181,942	181,942
	TOTAL:	158,469	181,942	181,942	181,942
4351095 LOT LINE ADJUST APPLICATION	201 PUBLIC WORKS SPECIAL SERVICES	6,000	6,770	6,770	6,770
	TOTAL:	6,000	6,770	6,770	6,770
4351100 COND USE PMT/DEV PLAN APP	201 PUBLIC WORKS SPECIAL SERVICES	22,386	21,677	21,677	21,677
	TOTAL:	22,386	21,677	21,677	21,677
4351110 CERT OF CORRECTION	201 PUBLIC WORKS SPECIAL SERVICES	385	0	0	0
4351115 MAP AMENDMENTS	201 PUBLIC WORKS SPECIAL SERVICES	82	0	0	0

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2015-16 ACTUAL	2016-17 REQUESTED	2016-17 RECOMMENDED	2016-17 ADOPTED
4351125 LOT LINE ADJUST CHECKING	201 PUBLIC WORKS SPECIAL SERVICES	9,019	6,731	6,731	6,731
	TOTAL:	9,019	6,731	6,731	6,731
4352240 SB2557 PROPERTY TAX ADMIN FEE	101 NON-DEPARTMENTAL REVENUES	1,322,860	1,258,000	1,258,000	1,258,000
	TOTAL:	1,322,860	1,258,000	1,258,000	1,258,000
4352255 BULK TRANSFER FEE	108 TREAS-TAX COLL-PUBLIC ADM	1,123	1,080	1,080	1,080
	TOTAL:	1,123	1,080	1,080	1,080
4352260 SUBDIVISION/PARCEL TRACT MAP	108 TREAS-TAX COLL-PUBLIC ADM	3,696	3,350	3,350	3,350
	TOTAL:	3,696	3,350	3,350	3,350
4352265 WET & RECKLESS	375 DRIVING UNDER THE INFLUENCE	25,209	16,052	16,052	16,052
	TOTAL:	25,209	16,052	16,052	16,052
4400020 WATER SALES FOR RESALE	201 PUBLIC WORKS SPECIAL SERVICES	33,557	27,000	27,000	27,000
	TOTAL:	33,557	27,000	27,000	27,000
4550000 OTHER REVENUE	101 NON-DEPARTMENTAL REVENUES	1,221	1,000	1,000	1,000
	107 AUDITOR-CONTROLLER	12,007	13,500	13,500	13,500
	108 TREAS-TAX COLL-PUBLIC ADM	11,068	8,126	8,126	8,126
	109 ASSESSOR	1,107	0	0	0
	113 FACILITIES MANAGEMENT	12,244	0	0	0
	116 CENTRAL SERVICES	10,078	0	0	0
	132 DISTRICT ATTORNEY	16,621	0	0	0
	136 SHERIFF-CORONER	44,614	375	375	375
	137 ANIMAL SERVICES	3,352	620	620	620
	139 PROBATION DEPARTMENT	16,997	17,575	17,575	17,575
	141 AGRICULTURAL COMMISSIONER	339	500	500	500
	142 PLANNING & BUILDING DEPARTMENT	6,419	6,900	6,900	6,900
	160 PUBLIC HEALTH	215,152	118,000	118,000	118,000
	166 BEHAVIORAL HEALTH	20,538	0	0	0
	180 SOCIAL SERVICES ADMINISTRATION	2,219	2,758	2,758	2,758
	184 LAW ENFORCEMENT MED CARE	15	0	0	0
	201 PUBLIC WORKS SPECIAL SERVICES	660	0	0	0
	245 ROADS	38,157	0	0	0
	275 ORGANIZATIONAL DEVELOPMENT	3,500	0	0	0
	305 PARKS and RECREATION	(1,704)	2,745	2,745	2,745
	350 Medically Indigent Services Pr	15	0	0	0
	377 LIBRARY	14,840	15,000	15,000	15,000
	TOTAL:	429,459	187,099	187,099	187,099
4550010 SEMINAR/CONF/WORKSHOP FEE	140 COUNTY FIRE	42,534	93,177	93,177	93,177
	TOTAL:	42,534	93,177	93,177	93,177
4550011 SETTLEMENTS-ENVIRONMENTAL	132 DISTRICT ATTORNEY	20,000	15,000	15,000	15,000
	TOTAL:	20,000	15,000	15,000	15,000

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2015-16 ACTUAL	2016-17 REQUESTED	2016-17 RECOMMENDED	2016-17 ADOPTED
4550020 REV APPLICABLE PRIOR YRS	166 BEHAVIORAL HEALTH	674	0	0	0
4550025 REF/ADJ-PRIOR YEAR EXPENS	114 INFORMATION TECHNOLOGY DEPARTM	5,296	0	0	0
4550030 REIMBURSEMENTS-ASSISTANCE	180 SOCIAL SERVICES ADMINISTRATION	(50)	0	0	0
	181 FOSTER CARE-SOCIAL SERVICES	123,908	119,138	119,138	119,138
	182 CALWORKS	33,427	30,000	30,000	30,000
	185 GENERAL ASSISTANCE	199,040	165,000	165,000	165,000
	TOTAL:	356,325	314,138	314,138	314,138
4550045 REFUNDS/EXCISE TAX	180 SOCIAL SERVICES ADMINISTRATION	24,808	0	0	0
4550050 TAX DEPT RETRND CHECK FEE	108 TREAS-TAX COLL-PUBLIC ADM	7,942	8,550	8,550	8,550
	TOTAL:	7,942	8,550	8,550	8,550
4550055 SALE OF FIXED ASSETS	140 COUNTY FIRE	24,995	0	0	0
	305 PARKS and RECREATION	9,400	0	0	0
	TOTAL:	34,395	0	0	0
4550062 ADV COSTS TX DEEDED PROP	108 TREAS-TAX COLL-PUBLIC ADM	1,188	2,100	2,100	2,100
	TOTAL:	1,188	2,100	2,100	2,100
4550065 OTHER REIMBURSEMENTS	111 COUNTY COUNSEL	19,727	0	0	0
	113 FACILITIES MANAGEMENT	43,151	44,235	44,235	44,235
	136 SHERIFF-CORONER	4,394	5,500	5,500	5,500
	140 COUNTY FIRE	358	0	0	0
	141 AGRICULTURAL COMMISSIONER	15,779	0	0	0
	142 PLANNING & BUILDING DEPARTMENT	246	0	0	0
	166 BEHAVIORAL HEALTH	64,139	45,000	45,000	45,000
	180 SOCIAL SERVICES ADMINISTRATION	9,455	3,265	3,265	3,265
	181 FOSTER CARE-SOCIAL SERVICES	67,873	186,218	186,218	186,218
	201 PUBLIC WORKS SPECIAL SERVICES	10,824	656	656	656
	245 ROADS	121,745	0	0	0
	290 COMMUNITY DEVELOPMENT PROGRAM	2,143	0	0	0
	305 PARKS and RECREATION	22,354	3,000	3,000	3,000
	375 DRIVING UNDER THE INFLUENCE	29	0	0	0
	TOTAL:	382,217	287,874	287,874	287,874
4550070 EMPLOYEE REIMBURSEMENTS	138 EMERGENCY SERVICES	0	250	250	250
	139 PROBATION DEPARTMENT	182	0	0	0
	TOTAL:	182	250	250	250
4550075 EMPL MEALS/IN-HOUSE FOOD	136 SHERIFF-CORONER	1,175	1,400	1,400	1,400
	TOTAL:	1,175	1,400	1,400	1,400
4550080 OTHER SALES	113 FACILITIES MANAGEMENT	9,796	0	0	0
	116 CENTRAL SERVICES	468	15,000	15,000	15,000
	132 DISTRICT ATTORNEY	4,207	0	0	0
	140 COUNTY FIRE	5,181	0	0	0
	245 ROADS	2,322	0	0	0

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REVENUE TYPE	DEPARTMENT	2015-16 ACTUAL	2016-17 REQUESTED	2016-17 RECOMMENDED	2016-17 ADOPTED
4550080 (Continued)	305 PARKS and RECREATION	1,295	0	0	0
	TOTAL:	23,269	15,000	15,000	15,000
4550085 NUISANCE ABATEMENT	142 PLANNING & BUILDING DEPARTMENT	20,407	17,779	17,779	17,779
	TOTAL:	20,407	17,779	17,779	17,779
4550090 SERVICE CHGE RETRND CHKS	108 TREAS-TAX COLL-PUBLIC ADM	6,595	7,024	7,024	7,024
	136 SHERIFF-CORONER	16	0	0	0
	143 COURT OPERATIONS	1,222	0	0	0
	201 PUBLIC WORKS SPECIAL SERVICES	8	0	0	0
	245 ROADS	8	0	0	0
	377 LIBRARY	(128)	0	0	0
	TOTAL:	7,721	7,024	7,024	7,024
4550100 1915 BOND ACT ASSESSMENT	107 AUDITOR-CONTROLLER	33,862	29,245	29,245	29,245
	TOTAL:	33,862	29,245	29,245	29,245
4550120 CONTRIBUTIONS - NON GOVTL	132 DISTRICT ATTORNEY	2,533	3,000	3,000	3,000
	137 ANIMAL SERVICES	30,639	28,500	28,500	28,500
	166 BEHAVIORAL HEALTH	398	3,000	3,000	3,000
	180 SOCIAL SERVICES ADMINISTRATION	560	0	0	0
	230 CAPITAL PROJECTS FUND	187,186	0	0	0
	305 PARKS and RECREATION	25,021	34,000	34,000	34,000
	377 LIBRARY	182,828	0	0	0
	TOTAL:	429,165	68,500	68,500	68,500
4550125 GRANTS: NON-GOVERNMENTAL	142 PLANNING & BUILDING DEPARTMENT	682,482	926,017	926,017	926,017
	160 PUBLIC HEALTH	8,833	0	0	0
	200 MAINTENANCE PROJECTS	(29,173)	0	0	0
	305 PARKS and RECREATION	(12,563)	38,760	38,760	38,760
	TOTAL:	649,579	964,777	964,777	964,777
4550140 COUNTY CONTRIBUTIONS	392 PENSION OBLIGATION BOND DSF	10,668,686	10,643,500	10,643,500	10,643,500
	TOTAL:	10,668,686	10,643,500	10,643,500	10,643,500
4550160 CASH OVERAGES	101 NON-DEPARTMENTAL REVENUES	20	0	0	0
	108 TREAS-TAX COLL-PUBLIC ADM	1,550	975	975	975
	110 CLERK/RECORDER	3,272	0	0	0
	132 DISTRICT ATTORNEY	17	0	0	0
	139 PROBATION DEPARTMENT	692	0	0	0
	142 PLANNING & BUILDING DEPARTMENT	23	0	0	0
	305 PARKS and RECREATION	0	1,000	1,000	1,000
	TOTAL:	5,574	1,975	1,975	1,975
4550170 SETTLEMNTS, DAMAGES, & REST.	101 NON-DEPARTMENTAL REVENUES	5,068	0	0	0
	142 PLANNING & BUILDING DEPARTMENT	544	0	0	0
	201 PUBLIC WORKS SPECIAL SERVICES	1,688	0	0	0
	TOTAL:	7,300	0	0	0

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REVENUE TYPE	DEPARTMENT	2015-16 ACTUAL	2016-17 REQUESTED	2016-17 RECOMMENDED	2016-17 ADOPTED
4550200 INVOICE VARIANCES	101 NON-DEPARTMENTAL REVENUES	517	5	5	5
	107 AUDITOR-CONTROLLER	72	0	0	0
	113 FACILITIES MANAGEMENT	2,194	1,291	1,291	1,291
	114 INFORMATION TECHNOLOGY DEPARTM	63	0	0	0
	116 CENTRAL SERVICES	17	0	0	0
	130 WASTE MANAGEMNT	112	0	0	0
	136 SHERIFF-CORONER	2,172	0	0	0
	140 COUNTY FIRE	726	0	0	0
	141 AGRICULTURAL COMMISSIONER	10	0	0	0
	160 PUBLIC HEALTH	42	0	0	0
	245 ROADS	964	0	0	0
	305 PARKS and RECREATION	2,775	0	0	0
	377 LIBRARY	622	0	0	0
		TOTAL:	10,286	1,296	1,296
4550210 TOBACCO SETTLEMENT	106 CONTRIBUTIONS TO OTHER AGENCIE	367,608	374,000	379,000	379,000
	136 SHERIFF-CORONER	116,203	117,152	117,152	117,152
	160 PUBLIC HEALTH	365,973	368,961	368,961	368,961
	166 BEHAVIORAL HEALTH	819,292	825,984	825,984	825,984
	350 Medically Indigent Services Pr	673,974	679,479	679,479	679,479
		TOTAL:	2,343,050	2,365,576	2,370,576
4900010 IFR-ADMIN DEPT SUPPORT	104 ADMINISTRATIVE OFFICE	59,446	0	0	0
4900080 IFR-INT SETT-ITD NETWORK SVCS	114 INFORMATION TECHNOLOGY DEPARTM	237,096	289,870	289,870	289,870
		TOTAL:	237,096	289,870	289,870
4900100 IFR-INT SETT-GEN SRVS S/S BILL	113 FACILITIES MANAGEMENT	592,196	283,395	403,949	466,588
		TOTAL:	592,196	283,395	403,949
4900110 IFR-INT SETT-HEALTH BILLINGS	160 PUBLIC HEALTH	72,784	66,845	66,845	66,845
	350 Medically Indigent Services Pr	144,370	205,963	205,963	205,963
		TOTAL:	217,154	272,808	272,808
4900140 IFR-INT SETT-ITD ENTERPRISE SV	114 INFORMATION TECHNOLOGY DEPARTM	683,822	820,595	820,595	820,595
		TOTAL:	683,822	820,595	820,595
4900170 IFR-INT SETT-DRUG & ALCOHOL	166 BEHAVIORAL HEALTH	78,184	74,031	74,031	74,031
		TOTAL:	78,184	74,031	74,031
4900190 IFR-INT SETT-ITD DPTMTL SVCS	114 INFORMATION TECHNOLOGY DEPARTM	590,437	497,523	437,523	437,523
		TOTAL:	590,437	497,523	437,523
4900200 IFR-INT SETT-ITD RADIO COMM	114 INFORMATION TECHNOLOGY DEPARTM	12,798	8,751	8,751	8,751
		TOTAL:	12,798	8,751	8,751
4900220 IFR-INT SETT-SHERIFF SUPPORT	136 SHERIFF-CORONER	666,189	627,093	627,093	627,093
		TOTAL:	666,189	627,093	627,093

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2015-16 ACTUAL	2016-17 REQUESTED	2016-17 RECOMMENDED	2016-17 ADOPTED
4900230 IFR-INT SETT-CENTRAL SERVICES	116 CENTRAL SERVICES	239,819	414,374	414,374	414,374
	TOTAL:	239,819	414,374	414,374	414,374
4900260 IFR-INT SETT-PARKS BILLINGS	305 PARKS and RECREATION	141,934	120,000	120,000	120,000
	TOTAL:	141,934	120,000	120,000	120,000
4900299 IFR-INT SETT-ALL OTHER DEPTS	108 TREAS-TAX COLL-PUBLIC ADM	67,867	0	0	0
	109 ASSESSOR	67,255	0	0	0
	110 CLERK/RECORDER	61,735	0	0	0
	375 DRIVING UNDER THE INFLUENCE	26,360	0	0	0
	377 LIBRARY	884	0	0	0
	TOTAL:	224,101	0	0	0
4901000 IFR-OVERHEAD-OH ALLOCATIONS	113 FACILITIES MANAGEMENT	328,956	0	0	0
4902010 IFR-MANUAL COST ALLOC-ITD VOIC	114 INFORMATION TECHNOLOGY DEPARTM	140,139	133,839	133,839	133,839
	166 BEHAVIORAL HEALTH	3,120	0	0	0
	TOTAL:	143,259	133,839	133,839	133,839
4902030 IFR-MANUAL COST ALLOC-POSTAGE	113 FACILITIES MANAGEMENT	18,994	0	0	0
	116 CENTRAL SERVICES	27,264	40,932	40,932	40,932
	TOTAL:	46,258	40,932	40,932	40,932
4902055 IFR-JE CAPITAL ASSETS FUNDING	230 CAPITAL PROJECTS FUND	833,541	0	0	0
	245 ROADS	293,676	0	0	0
	TOTAL:	1,127,217	0	0	0
4903010 IFR-IAA-LABOR-REG	113 FACILITIES MANAGEMENT	348,076	0	0	0
4903011 IFR-IAA-LABOR-REG-TEMP	113 FACILITIES MANAGEMENT	3,290	0	0	0
4904000 IFR-IS-W/O SETTLEMENT	113 FACILITIES MANAGEMENT	42,128	0	0	0
4909000 IFR-JOURNAL ENTRY ALLOCATIONS	110 CLERK/RECORDER	2,400	0	0	0
4909001 IFR-JE-ADMIN OFFICE	103 NON-DEPT OTHER EXPENDITURES	36,000	36,000	36,000	36,000
	104 ADMINISTRATIVE OFFICE	31,034	146,825	146,825	146,825
	TOTAL:	67,034	182,825	182,825	182,825
4909005 IFR-JE-RISK MGMT	105 RISK MANAGEMENT	1,028,429	1,083,514	1,083,514	1,083,514
	112 HUMAN RESOURCES	1,086	0	0	0
	TOTAL:	1,029,515	1,083,514	1,083,514	1,083,514
4909010 IFR-JE-AUDITOR/CONTROLLER	107 AUDITOR-CONTROLLER	113,745	30,000	30,000	30,000
	TOTAL:	113,745	30,000	30,000	30,000
4909015 IFR-JE-ITD	114 INFORMATION TECHNOLOGY DEPARTM	10,015	0	0	0

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2015-16 ACTUAL	2016-17 REQUESTED	2016-17 RECOMMENDED	2016-17 ADOPTED
4909020 IFR-JE-MAINTENANCE PROJ	200 MAINTENANCE PROJECTS	230,029	0	0	0
	245 ROADS	230,533	0	0	0
	TOTAL:	460,562	0	0	0
4909025 IFR-JE-GENERAL SERVICES	113 FACILITIES MANAGEMENT	751,029	730,951	730,951	730,951
	TOTAL:	751,029	730,951	730,951	730,951
4909030 IFR-JE-PERSONNEL	112 HUMAN RESOURCES	142,595	140,653	140,653	140,653
	TOTAL:	142,595	140,653	140,653	140,653
4909035 IFR-JE-COUNTY COUNSEL	111 COUNTY COUNSEL	199,115	102,300	102,300	102,300
	TOTAL:	199,115	102,300	102,300	102,300
4909040 IFR-JE ALLOC-PUBLIC HEALTH	160 PUBLIC HEALTH	160,596	156,981	156,981	156,981
	350 Medically Indigent Services Pr	36,850	38,758	38,758	38,758
	TOTAL:	197,446	195,739	195,739	195,739
4909055 IFR-JE-SHERIFF	136 SHERIFF-CORONER	4,679	551	551	551
	TOTAL:	4,679	551	551	551
4909070 IFR-JE-CDF	140 COUNTY FIRE	562,878	589,445	589,445	589,445
	TOTAL:	562,878	589,445	589,445	589,445
4909080 IFR-JE-PLANNING	142 PLANNING & BUILDING DEPARTMENT	414,193	484,929	504,981	504,981
	TOTAL:	414,193	484,929	504,981	504,981
4909085 IFR-JE-SB 2557	101 NON-DEPARTMENTAL REVENUES	285,019	271,000	271,000	271,000
	TOTAL:	285,019	271,000	271,000	271,000
4909090 IFR-JE ALLOC-CO-WIDE OVERHEAD	102 NON-DEPTL-OTHR FINCNG USE	3,017,915	4,012,759	2,442,531	2,442,531
	TOTAL:	3,017,915	4,012,759	2,442,531	2,442,531
4909095 IFR-JE-SOCIAL SERVICES	180 SOCIAL SERVICES ADMINISTRATION	89,605	0	0	0
4909099 IFR-JE-UTILITY CHARGES-OPR CEN	201 PUBLIC WORKS SPECIAL SERVICES	39,934	50,000	50,000	50,000
	TOTAL:	39,934	50,000	50,000	50,000
4909105 IDC-JE COWIDE O&M CHARGES	266 COUNTYWIDE AUTOMATION REPLACEM	1,308	0	0	0
4909200 IFR-JE-PARKS	305 PARKS and RECREATION	227,236	227,235	227,235	227,235
	TOTAL:	227,236	227,235	227,235	227,235
4909350 IFR-JE-PW ISF	112 HUMAN RESOURCES	13,474	0	0	0
6000000 OPERATING TRANSFERS IN	106 CONTRIBUTIONS TO OTHER AGENCIE	250,000	0	0	0
	200 MAINTENANCE PROJECTS	303,534	0	0	0
	230 CAPITAL PROJECTS FUND	70,580	0	0	0
	267 GEN GOVT BUILDING REPLACEMENT	853,013	0	0	0
	TOTAL:	1,477,127	0	0	0

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2015-16 ACTUAL	2016-17 REQUESTED	2016-17 RECOMMENDED	2016-17 ADOPTED
6000005 OTI PROCEEDS INTRAFUND	107 AUDITOR-CONTROLLER	10,000	0	0	0
6000100 ROADS IMPACT FEES	245 ROADS	<u>705,795</u>	<u>2,309,536</u>	<u>2,309,536</u>	<u>2,309,536</u>
	TOTAL:	705,795	2,309,536	2,309,536	2,309,536
6000105 TRANSFER IN - GF MED ASST PROG	350 Medically Indigent Services Pr	<u>317,361</u>	<u>531,101</u>	<u>531,101</u>	<u>531,101</u>
	TOTAL:	317,361	531,101	531,101	531,101
6000120 TRANSFERS IN FROM GEN FND	230 CAPITAL PROJECTS FUND	6,132,558	0	3,548,400	3,548,400
	245 ROADS	11,146,107	8,208,861	11,553,412	11,553,412
	266 COUNTYWIDE AUTOMATION REPLACEM	4,650,567	0	2,901,152	2,901,152
	267 GEN GOVT BUILDING REPLACEMENT	6,610,877	2,622,991	4,622,991	6,602,498
	275 ORGANIZATIONAL DEVELOPMENT	604,839	450,000	1,081,393	1,081,393
	290 COMMUNITY DEVELOPMENT PROGRAM	591,436	591,436	591,436	666,436
	305 PARKS and RECREATION	3,616,907	3,616,907	3,616,907	3,616,907
	377 LIBRARY	<u>633,683</u>	<u>633,683</u>	<u>666,552</u>	<u>666,552</u>
	TOTAL:	33,986,974	16,123,878	28,582,243	30,636,750
6000122 OTI-GEN GOV BLDG REPLACEMENT	200 MAINTENANCE PROJECTS	397,460	0	0	0
6000130 TRANSFER IN FR AUTOMATION REPL	109 ASSESSOR	24,978	0	25,000	25,000
	142 PLANNING & BUILDING DEPARTMENT	<u>0</u>	<u>312,805</u>	<u>312,805</u>	<u>312,805</u>
	TOTAL:	24,978	312,805	337,805	337,805
6000135 TRFR IN FOR DEBT SERVICE	277 DEBT SERVICE	<u>453,226</u>	<u>879,429</u>	<u>879,429</u>	<u>879,429</u>
	TOTAL:	453,226	879,429	879,429	879,429
6000140 OPR TRF IN - PFF LIBRARY	377 LIBRARY	541,117	0	0	0
6000145 OPR TRF IN - PFF FIRE	230 CAPITAL PROJECTS FUND	59,418	0	0	0
6000150 OPR TRF IN - PFF PARKS	230 CAPITAL PROJECTS FUND	136,638	0	0	0
	305 PARKS and RECREATION	<u>366</u>	<u>0</u>	<u>0</u>	<u>0</u>
	TOTAL:	137,004	0	0	0
6000155 OPR TRF IN - PFF LAW ENFORC	230 CAPITAL PROJECTS FUND	9,544	0	0	0
6000160 OPR TRF IN - PFF GEN GOV'T	277 DEBT SERVICE	<u>397,284</u>	<u>400,000</u>	<u>400,000</u>	<u>400,000</u>
	TOTAL:	397,284	400,000	400,000	400,000
6000200 TRANSFERS IN FOR PRIN/INT	277 DEBT SERVICE	424,609	0	0	0
6000205 PROCEEDS OF GF INTERNAL LOAN	248 ROADS - IMPACT FEES	56,000	0	0	0
	305 PARKS and RECREATION	<u>195,089</u>	<u>0</u>	<u>0</u>	<u>0</u>
	TOTAL:	251,089	0	0	0
6000240 OP TRANSF-IN-FLEET	136 SHERIFF-CORONER	2,280	0	0	0
	180 SOCIAL SERVICES ADMINISTRATION	<u>18,256</u>	<u>7,300</u>	<u>7,300</u>	<u>7,300</u>
	TOTAL:	20,536	7,300	7,300	7,300

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2015-16 ACTUAL	2016-17 REQUESTED	2016-17 RECOMMENDED	2016-17 ADOPTED
6001000 INTERNAL LOAN REPAYMENT-PRIN	102 NON-DEPTL-OTHR FINCNG USE	458,528	0	0	0
6001001 INTERNAL LOAN REPAYMENT-INT	102 NON-DEPTL-OTHR FINCNG USE	49,466	0	0	0
6001205 Proceeds Issuance of N/L-ASSET	200 MAINTENANCE PROJECTS	1,104,249	0	0	0
	230 CAPITAL PROJECTS FUND	<u>271,275</u>	<u>0</u>	<u>0</u>	<u>0</u>
	TOTAL:	1,375,524	0	0	0
TOTAL COUNTY REVENUE:			<u>556,902,826</u>	<u>519,692,661</u>	
<u>533,687,281</u>	<u>536,382,316</u>				

Appendix

The appendix includes the following information:

- Resolution adopting the FY 2016-17 County Budget
- Budgetary Basis of Accounting
- Glossary
- Acronym glossary
- Index

IN THE BOARD OF SUPERVISORS
COUNTY OF SAN LUIS OBISPO, STATE OF CALIFORNIA

Tuesday, June 21, 2016

PRESENT: Supervisors Frank R. Mecham, Bruce S. Gibson, Adam Hill, Debbie Arnold, and Chairperson Lynn Compton

ABSENT: None

RESOLUTION NO. 2016-167

RESOLUTION ADOPTING THE COUNTY BUDGET AND BUDGETS FOR BOARD GOVERNED DISTRICTS FOR FISCAL YEAR 2016-2017 AND IMPLEMENTING “LAURA’S LAW” (ASSEMBLY BILL 1421 - “ASSISTED OUTPATIENT TREATMENT”) IN THE COUNTY OF SAN LUIS OBISPO

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	\$ 277,727,563
2.	Services and Supplies	164,990,162
3.	Other charges	105,076,106
4.	Fixed Assets	12,071,437
5.	Capital Projects	1,548,400
6.	Intrafund Transfers	(23,639,346)
7.	Provisions for Contingencies:	
	All Funds	22,933,351
8.	Provisions for New Reserve/Designations:	14,010,202
	TOTAL GOVERNMENTAL FUNDS	\$ 574,717,875

WHEREAS, the balance in the General Reserve of the General Fund is estimated to be \$11,000,000; 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 \$581,245,874 and the total annual appropriations subject to limitation is \$200,718,532; and

WHEREAS, the State of California has enacted the "Assisted Outpatient Treatment Demonstration Project Act of 2002", known as Laura's Law, effective July 1, 2002 (Assembly Bill 1421, Chapter 1017, Stats. 2002) contained in Welfare and Institutions Code section 5345 et seq.; and

WHEREAS, the legislation regulates designated assisted outpatient treatment services, which counties may choose to provide their residents who meet specified criteria; and

WHEREAS, counties choosing to implement Laura's law must commit that no voluntary mental health program serving adults and no children's mental health program may be reduced as a result of the implementation of this program.

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 2016-2017 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 2016-17, 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, 2016 through June 30, 2017.

4. Allocated Positions - Employees shall be appointed at class levels shown for allocated permanent positions as indicated by the accompanying Position Allocation resolution.

5. Contingencies - Contingencies for All Funds are appropriated in an amount of \$22,933,351. 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, 2016. 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, 2016 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, 2016.

BE IT FURTHER RESOLVED AND ORDERED as follows:

1. The Board of Supervisors declares the intent to commence Assisted Outpatient Treatment commencing as designated subsequently through this adoption of the County Budget for Fiscal Year 2016-17.

2. The Board of Supervisors finds that no voluntary mental health program serving adults and no children's mental health program may be reduced as a result of expansion of Assisted Outpatient Treatment in the County of San Luis Obispo.

Upon motion of Supervisor Mecham, seconded by Supervisor Hill, and on the following roll call vote, to wit:

AYES: Supervisors Mecham, Hill, Gibson, and Chairperson Compton

NOES: Supervisor Arnold

ABSENT: None

ABSTAINING: None

The foregoing resolution is hereby adopted.

County of San Luis Obispo



Chairperson, Board of Supervisors

Approved by Board Action on:

June 21, 2016

ATTEST:

TOMMY GONG

County Clerk and Clerk of the Board of Supervisors

By: Annette Ramirez

Deputy Clerk

APPROVED AS TO FORM AND LEGAL EFFECT:

RITA L. NEAL
County Counsel

/s/ Nina Negranti
Chief Deputy County Counsel

Dated: June 17, 2016

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 29th day of June, 2016.

TOMMY GONG
County Clerk and Ex-Officio Clerk of the
Board of Supervisors

(SEAL)

By: *Arnette Ramirez*
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, Fleet Services) 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.

TERMS COMMONLY USED IN THIS BUDGET DOCUMENT

- Account: A detailed classification of an expenditure or revenue. For example, "Postage" is an expenditure account; "Property Taxes Secured" is a revenue account.
- Accrual: Accrual is an accounting method that records revenues and expenses when they are incurred, regardless of when cash is exchanged.
- Activity: A specific line of work performed to accomplish a function for which a governmental unit is responsible. This designation is required by the State Controller. Example: "Protective Inspection" is an activity performed in discharging the "Public Protection" function.
- Affordable Care Act: 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.
- Appropriation: An authorization granted by a legislative body to make expenditures and to incur obligations for specific purposes. An appropriation usually is time-limited and must be expended before the deadline.
- Assembly Bill 109 Public Safety Realignment implemented by the State in 2011, also known as 2011 Realignment.
- Assessed Valuation: A valuation set upon real estate or other property by government as a basis for levying taxes.
- Available Financing: All the means of financing a budget including fund balance, revenues, canceled reserves and designations.
- Balanced Budget: 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.
- Bond: 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.
- Budget: A plan of financial operation consisting of an estimate of proposed revenue and expenditures for a given period and purpose, usually one year.
- Capital Assets: Land, improvements to land, easements, buildings, building improvements, vehicles, machinery, equipment, works of art and historical treasures, infrastructure and all other tangible and intangible assets that are used in operations and have useful lives extending beyond a single reporting period. Capital assets are not physically consumed by their use, though their economic usefulness typically declines over time.

TERMS COMMONLY USED IN THIS BUDGET DOCUMENT

<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.
<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.

TERMS COMMONLY USED IN THIS BUDGET DOCUMENT

<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.
<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.

TERMS COMMONLY USED IN THIS BUDGET DOCUMENT

- Performance Measure: A measurement that assesses progress toward achieving predetermined goals. There are three basic types of meaningful performance measures:
- 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.)
- Proposed Budget: The proposed spending plan for the upcoming fiscal year.
- Proposition 1A: 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.
- Proposition 13: 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".
- Proposition 63: Approved by the voters in November 2004, this proposition established a state personal income tax surcharge of one percent on tax payers with annual taxable incomes of more than \$1 million. Funds resulting from the surcharge are to be spent on the expansion of County Mental Health programs.
- Proposition 172: A tax measure proposed by the Legislature and approved by the voters in 1993 to provide counties and cities with a half-cent sales tax for public safety purposes. This measure mitigated some of the 1993-94 property tax shift from counties and cities to schools and community colleges.
- Reimbursement: Payment received for services/supplies expended for another institution, agency or person.
- Reserve: An account that records a portion of funds which must be segregated for some future use and which is, therefore, not available for further appropriation or expenditure.
- Results Based Decision Making (RDBM) Initiative: RDBM is a county sponsored initiative aimed at making the County a "results culture" organization. "Results oriented", means that the County intends to show taxpayers in measurable terms that the county government runs efficiently, provides high quality services, and produces results that are responsive to community desires.
- Revenue: Money received to finance ongoing county governmental services. Example: Property taxes, sales taxes, user fees, etc.

TERMS COMMONLY USED IN THIS BUDGET DOCUMENT

<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.
<u>Teeter Plan:</u>	An alternative method of allocating property tax receipts wherein the various taxing agencies (schools, cities, special districts) receive 100% of their tax levy each year without a deduction for delinquencies. The County General Fund finances the delinquencies and in return the General Fund collects and retains all of the eventual payments of delinquent taxes, including interest and penalties.
<u>Unincorporated Area:</u>	The areas of the county outside city boundaries.
<u>Unsecured Roll:</u>	A tax on properties such as office furniture, equipment, boats and airplanes owned by the assessee.
<u>Use Tax:</u>	A tax on goods purchased outside the state to prevent revenue loss from avoidance of sales taxes by means of out-of- state purchases. A use tax is also levied in order to remove inequities between purchases made within and outside the state.

DEFINITIONS OF ACRONYMS COMMONLY USED IN THIS BUDGET DOCUMENT

<u>AA:</u>	Administrative Assistant	<u>CHIS:</u>	California Health Interview Survey
<u>ACA</u>	Affordable Care Act	<u>CIP:</u>	Capital Improvement Plan
<u>AB109</u>	Assembly Bill 109- Public Safety Realignment	<u>CMC:</u>	California Men’s Colony
<u>ADA:</u>	Americans with Disabilities Act	<u>CMIA:</u>	Confidentiality of Medical Information Act
<u>AED:</u>	Automated External Defibrillators	<u>CMSP:</u>	County Medical Services Program
<u>ALS:</u>	Advanced Life Support	<u>CNI:</u>	California Necessities Index
<u>APCD:</u>	Air Pollution Control District	<u>CO:</u>	Correctional Officer
<u>APWA:</u>	American Public Works Association	<u>COP:</u>	Certificate of Participation
<u>ARRA:</u>	American Recovery and Reinvestment Act	<u>COSE:</u>	Conservation and Open Space Element
<u>ARC:</u>	American Red Cross	<u>COTS:</u>	Commercial off the Shelf
<u>ARCA:</u>	Areas Requiring Corrective Action	<u>CPA:</u>	Certified Public Accountant
<u>ASH:</u>	Atascadero State Hospital	<u>CPE:</u>	Continuing Professional Education
<u>ASM:</u>	Administrative Services Manager	<u>CPS:</u>	Contract Pharmacy Services
<u>ASO:</u>	Administrative Services Officer	<u>CSAC:</u>	California State Association of Counties
<u>BAR:</u>	Budget Augmentation Request	<u>CSAC – EIA:</u>	California State Association of Counties Excess Insurance Authority
<u>BHEHR:</u>	Behavioral Health Electronic Health Record	<u>CSP:</u>	Customer Service Program
<u>BLM:</u>	Bureau of Land Management	<u>CSS:</u>	Community Services and Support
<u>BME:</u>	Budget Management Evaluation	<u>CT:</u>	Certified Tech
<u>BMI:</u>	Body Mass Index	<u>CTOC:</u>	County Treasury Oversight Committee
<u>BOE:</u>	Board of Equalization	<u>CWS:</u>	Child Welfare Services
<u>CACASA:</u>	California Association of Commissioners and Sealers Association	<u>DA:</u>	District Attorney
<u>CAD:</u>	Computer Aided Dispatch	<u>DAS:</u>	Drug and Alcohol Services
<u>CAFR:</u>	Comprehensive Annual Financial Report	<u>DCSS:</u>	Department of Child Support Services
<u>CAL OMS:</u>	California Outcomes Measurement System	<u>DMH:</u>	Department of Mental Health
<u>CALPERS:</u>	California Public Employee Retirement System	<u>DMV:</u>	Department of Motor Vehicles
<u>CAO:</u>	County Administrative Officer	<u>DOJ:</u>	Department of Justice
<u>CAPSLO:</u>	Community Action Partnership of San Luis Obispo	<u>DRP:</u>	Disaster Recovery Planning
<u>CASQA:</u>	California Storm Water Quality Association	<u>DSS:</u>	Department of Social Services
<u>C-CFSR:</u>	California Child and Family Services Review	<u>DSW:</u>	Disaster Service Worker
<u>CCJCC:</u>	Countywide Criminal Justice Coordination Committee	<u>DUI:</u>	Driving Under the Influence
<u>CCS:</u>	California Children’s Services	<u>EIA:</u>	Excess Insurance Authority
<u>CCSAS:</u>	California Child Support Automation System	<u>EFS:</u>	Enterprise Financial System
<u>CDBG:</u>	Community Development Block Grant	<u>EHR:</u>	Electronic Health Record
<u>CDC:</u>	Centers for Disease Control and Prevention	<u>EIR:</u>	Environmental Impact Report
<u>CDSS:</u>	California Department of Social Services	<u>EMAS:</u>	Engineering Materials Arresting System
<u>CEQA:</u>	California Environmental Quality Act	<u>EMS:</u>	Emergency Medical Services
<u>CHADOC:</u>	County Health Agency Departmental Operations Center	<u>EMSA:</u>	Emergency Medical Services Agency
<u>CHC:</u>	Community Health Centers	<u>EMSP:</u>	Emergency Medical Services Program
<u>CHIP:</u>	California Healthcare for Indigents Program	<u>EMTALA:</u>	Emergency Medical Treatment and Active Labor Act
		<u>EQRO:</u>	External Quality Review Organization
		<u>ER:</u>	Emergency Response
		<u>ESC:</u>	Emergency Services Coordination
		<u>ESS:</u>	Employee Self Service
		<u>EVC:</u>	Economic Vitality Corporation
		<u>FAA:</u>	Federal Aviation Administration

DEFINITIONS OF ACRONYMS COMMONLY USED IN THIS BUDGET DOCUMENT

<u>FBA:</u>	Fund Balance Available	<u>LEMC:</u>	Law Enforcement Medical Care
<u>FBI:</u>	Federal Bureau of Investigation	<u>LID:</u>	Low Impact Development
<u>FC:</u>	Fund Center	<u>LSI:</u>	Level of Service Inventory
<u>FEMA:</u>	Federal Emergency Management Agency	<u>LVN:</u>	Licensed Vocational Nurse
<u>FFP:</u>	Federal Financial Participation	<u>MAA:</u>	Medical Administrative Activities
<u>FM:</u>	Family Reunification	<u>MDC:</u>	Mobile Data Computers
<u>FMAP:</u>	Federal Medical Assistance Percentage	<u>MDO:</u>	Mentally Disordered Offender
<u>FSET:</u>	Food Stamps Employment Training	<u>MHSA:</u>	Mental Services Act
<u>FSP:</u>	Full Service Partnership	<u>MHT:</u>	Mental Health Therapist
<u>FTE:</u>	Full Time Equivalent	<u>MISP:</u>	Medically Indigent Services Program
<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>PYD:</u>	Positive Youth Development
<u>IT:</u>	Information Technology	<u>RCL:</u>	Rate Classification Level
<u>IT – ESC:</u>	Information Technology Executive Steering Committee	<u>REHS:</u>	Registered Environmental Health Specialist
<u>ITIL:</u>	Information Technology Infrastructure Library	<u>RFP:</u>	Request for Proposal
<u>ITSP:</u>	Information Technology Strategic Plan	<u>RFQ:</u>	Request for Qualifications
<u>JPA:</u>	Joint Powers Authority	<u>RN:</u>	Registered Nurse
<u>JSC:</u>	Juvenile Services Center	<u>RTA:</u>	Regional Transit Authority
<u>LAFCO:</u>	Local Agency Formation Commission	<u>SAC:</u>	Supervising Administrative Clerk
<u>LAIF:</u>	Local Agency Investment Fund	<u>SAMHSA:</u>	Substance Abuse and Mental Health Services Administration
<u>LAN:</u>	Local Area Network	<u>SART:</u>	Suspected Abuse Response Team
<u>LBGTQ:</u>	Lesbian, Bisexual, Gay, Transgender, Questioning	<u>SCBA:</u>	Self Contained Breathing Apparatus
		<u>SIP:</u>	System Improvement Plan
		<u>SIU:</u>	Special Investigative Unit
		<u>SJSO:</u>	Supervising Juvenile Services Officers
		<u>SLOCOG:</u>	San Luis Obispo Council of Governments
		<u>SLOCTBID:</u>	San Luis Obispo County Tourism and Business Improvement District

DEFINITIONS OF ACRONYMS COMMONLY USED IN THIS BUDGET DOCUMENT

<u>SLORTA:</u>	San Luis Obispo Regional Transit Authority
<u>SLOVCB:</u>	San Luis Obispo Visitors and Conference Bureau
<u>SLVC:</u>	School Located Vaccination Clinics
<u>SOP:</u>	Standard Operating Procedure
<u>STC:</u>	Standard in Training for Corrections
<u>STD:</u>	Sexually Transmitted Diseases
<u>SWMP:</u>	Storm Water Management System
<u>TAY:</u>	Transitional Age Youth
<u>TB:</u>	Tuberculosis
<u>THPP:</u>	Transitional Housing Program Plus
<u>TMHA:</u>	Transitions Mental Health Association
<u>TOW:</u>	Taxes on the Web
<u>TPA:</u>	Third Party Administrator
<u>TSF:</u>	Tobacco Settlement Fund
<u>UCR:</u>	Uniform Crime Reporting
<u>UMAN:</u>	Unified Metropolitan Area Network
<u>USAR:</u>	Urban Search and Rescue Vehicle
<u>USDA:</u>	United States Dept. of Agriculture
<u>VA:</u>	Veterans Administration
<u>VBM:</u>	Vote by Mail
<u>VLF:</u>	Vehicle License Fee
<u>VOIP:</u>	Voiceover Internet Protocol
<u>VTO:</u>	Voluntary Time Off
<u>WET:</u>	Workforce Education and Training
<u>WIA:</u>	Workforce Investment Act
<u>WIC:</u>	Women, Infants and Children
<u>WPR:</u>	Work Participation Rate
<u>YAP:</u>	Young Adult Programs

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