



County of San Luis Obispo

FY 2017-18

RECOMMENDED BUDGET

Prepared by the County Administrative Office

Table of Contents

BUDGET MESSAGE	5
BUDGET GOALS AND POLICIES AND BUDGET BALANCING STRATEGIES AND APPROACHES .	23
BUDGET DEVELOPMENT POLICIES	24
BUDGET BALANCING STRATEGIES AND APPROACHES	31
GENERAL BUDGET INFORMATION	39
COUNTY ORGANIZATIONAL CHART	40
ABOUT SAN LUIS OBISPO COUNTY	41
BUDGET SUMMARY INFORMATION	49
COUNTY BUDGET DEVELOPMENT AND MANAGEMENT PROCESSES	58
PERSONNEL INFORMATION	67
POSITION ALLOCATION BY SERVICE GROUP	68
POSITION ALLOCATION SUMMARY	70
POSITION ALLOCATION BY DEPARTMENT	73
MAJOR COUNTY PAID EMPLOYEE BENEFITS	89
JOB CLASS LISTING BY TITLE	95
FIXED ASSETS	109
DEPARTMENTAL BUDGETS BY SERVICE GROUP	115
LAND BASED	117
AGRICULTURAL COMMISSIONER	118
PLANNING AND BUILDING	128
PLANNING AND BUILDING - COMMUNITY DEVELOPMENT	147
PUBLIC WORKS	154
PUBLIC WORKS - LOS OSOS WASTEWATER SYSTEM	166
PUBLIC WORKS - SPECIAL SERVICES	172
PUBLIC WORKS - ROAD IMPACT FEES	181
PUBLIC WORKS - ROADS	185
PUBLIC PROTECTION	199
HEALTH AGENCY - ANIMAL SERVICES	200
CHILD SUPPORT SERVICES	208
COURT OPERATIONS	214
COUNTY FIRE	217
DISTRICT ATTORNEY	228
ADMINISTRATIVE OFFICE - EMERGENCY SERVICES	241
GRAND JURY	251
PROBATION	254
PUBLIC DEFENDER	271
SHERIFF-CORONER	276
PUBLIC WORKS - WASTE MANAGEMENT	293
HEALTH AND HUMAN SERVICES	299
CONTRIBUTIONS TO OTHER AGENCIES	300
HEALTH AGENCY - BEHAVIORAL HEALTH	307
HEALTH AGENCY - DRIVING UNDER THE INFLUENCE	322
HEALTH AGENCY - EMERGENCY MEDICAL SERVICES	328
HEALTH AGENCY - LAW ENFORCEMENT MEDICAL CARE	331

HEALTH AGENCY - PUBLIC HEALTH	337
SOCIAL SERVICES - ADMINISTRATION	353
SOCIAL SERVICES - CALWORKS	367
SOCIAL SERVICES - FOSTER CARE/ADOPTIONS	371
SOCIAL SERVICES - GENERAL ASSISTANCE	376
VETERANS SERVICES	379
COMMUNITY SERVICES	387
AIRPORTS	388
FARM ADVISOR	397
FISH AND GAME	404
GOLF COURSES	407
LIBRARY	414
PARKS AND RECREATION	423
WILDLIFE AND GRAZING	433
FISCAL AND ADMINISTRATIVE	437
ADMINISTRATIVE OFFICE	438
ORGANIZATIONAL DEVELOPMENT	448
ASSESSOR	457
AUDITOR-CONTROLLER-TREASURER-TAX COLLECTOR-PUBLIC ADMINISTRATOR	466
BOARD OF SUPERVISORS	482
CLERK-RECORDER	486
SUPPORT TO COUNTY DEPARTMENTS	495
CENTRAL SERVICES	496
CENTRAL SERVICES - FLEET SERVICES	503
COUNTY COUNSEL	508
HUMAN RESOURCES	516
HUMAN RESOURCES - RISK MANAGEMENT	525
WORKERS' COMPENSATION SELF-INSURANCE	533
LIABILITY SELF-INSURANCE	535
UNEMPLOYMENT SELF-INSURANCE	537
MEDICAL MALPRACTICE SELF-INSURANCE	539
DENTAL SELF-INSURANCE	541
INFORMATION TECHNOLOGY	543
PUBLIC WORKS - FACILITIES MANAGEMENT	556
FINANCING	565
COUNTYWIDE AUTOMATION	566
DEBT SERVICE	572
GENERAL GOVERNMENT BUILDING REPLACEMENT	574
NON-DEPARTMENTAL OTHER EXPENDITURES	576
NON-DEPARTMENTAL - OTHER FINANCING USES	579
NON-DEPARTMENTAL REVENUE	582
OTHER POST EMPLOYMENT BENEFITS	584
PENSION OBLIGATION BONDS	586
PUBLIC FACILITY FEES	588
TAX REDUCTION RESERVE	590
CAPITAL & MAINTENANCE	591
CAPITAL PROJECTS	592
MAINTENANCE PROJECTS	621

BUDGET AUGMENTATION REQUEST RESULTS	635
2011-12 BUDGET AUGMENTATION REQUEST RESULTS	637
2012-13 BUDGET AUGMENTATION REQUEST RESULTS	640
2013-14 BUDGET AUGMENTATION REQUEST RESULTS	650
2013-14 MID-YEAR BUDGET AUGMENTATION REQUEST RESULTS	660
2014-15 BUDGET AUGMENTATION REQUEST RESULTS	666
2014-15 MID-YEAR BUDGET AUGMENTATION REQUEST RESULTS	692
2015-16 BUDGET AUGMENTATION REQUEST RESULTS	698
2015-16 MID-YEAR BUDGET AUGMENTATION REQUEST RESULTS	756
SUMMARY SCHEDULES	769
SCHEDULE 1	770
SCHEDULE 2	772
SCHEDULE 3	775
SCHEDULE 4	778
SCHEDULE 5	782
SCHEDULE 6	785
SCHEDULE 7	828
SCHEDULE 8	832
SCHEDULE 9	841
SCHEDULE 10	902
SCHEDULE 11	907
APPENDIX	911
BASIS OF BUDGETING	912
GLOSSARY	913
ACRONYM GLOSSARY	920

County Officers

Board of Supervisors

First District - John Peschong
Second District - Bruce Gibson
Third District - Adam Hill
Fourth District - Lynn Compton
Fifth District - Debbie Arnold

County Administrative Officer

Dan Buckshi

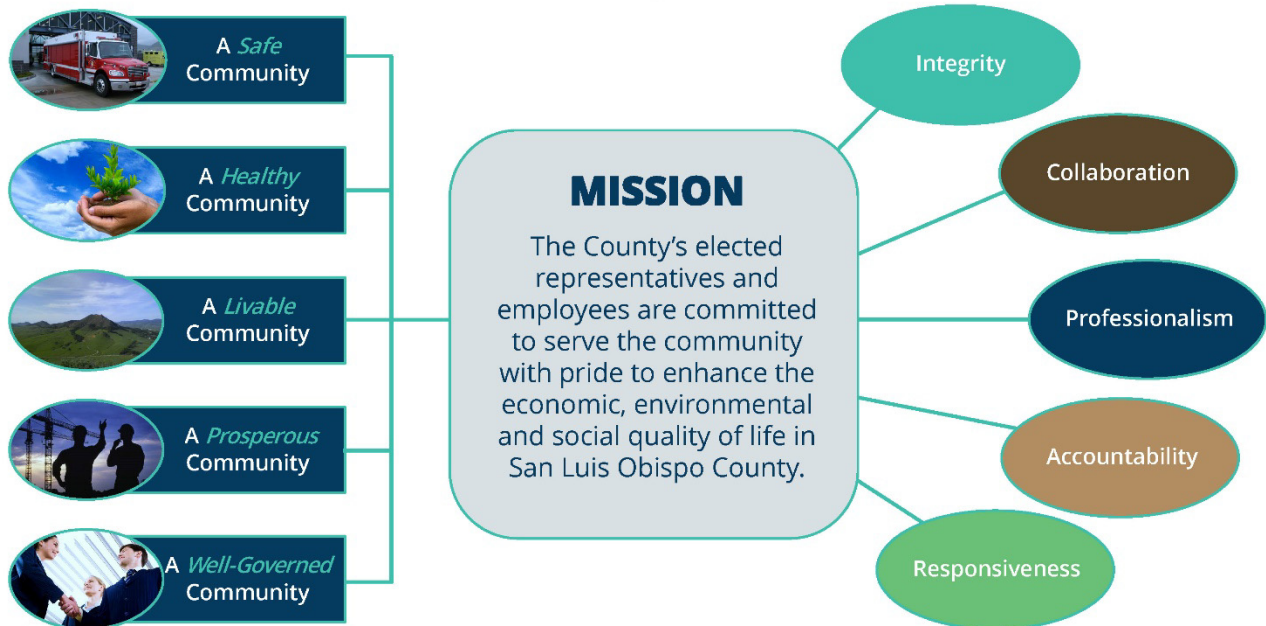
Department Heads

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	Vacant
Public Works Director	Wade Horton
Sheriff-Coroner	Ian Parkinson
Social Services Director	Devin Drake
Veterans' Service Officer	Christopher Lopez

VISION STATEMENT, COMMUNITYWIDE RESULTS



ORGANIZATIONAL VALUES



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
ADMINISTRATIVE OFFICE
 Dan Buckshi *County Administrator*

May 16, 2017

Honorable Board of Supervisors,

I am pleased to present the FY 2017-18 Recommended Budget to your Board and the community. The budget outlines the County's financial plan for the upcoming fiscal year, and is intended to communicate and implement Board policy related to County operations.

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 12th-14th, during which time you may add, delete, or modify the proposal as you deem appropriate.

The FY 2017-18 Recommended Budget document has an updated look to it— a result of the County's existing project to replace its budget preparation system. The new budget system was used for the first time to develop this FY 2017-18 Recommended Budget, and it is expected to provide the ability to do greater budgetary analysis, once the project is complete and the new technology is fully integrated into the County's budget development process.

Approach to FY 2017-18 Budget Development

The 'General Budget Information' section of this document includes a comprehensive discussion of the County's budget development process, which began in the fall of 2016, when staff presented the FY 2017-18 Financial Forecast and your Board reviewed its priorities and Budget Goals and Policies for the coming year. This budget proposal is consistent with general Board direction provided via identified priorities, Budget Goals and Policies, Budget Balancing Strategies and Approaches, and also includes recommendations related to specific direction provided by your Board on major policy initiatives over the last several months. The budget 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.

Consistent with the County's disciplined approach to budgeting and financial management, the FY 2017-18 Recommended Budget represents conservative growth compared to the current year. The County's conservative approach to budgeting has ensured our ability to sustain our fiscal health in recent years, and will be central to our ability to respond potential changes to State and Federal policy as we move into FY 2017-18.

Factors Impacting the FY 2017-18 Budget

With limited ability to increase revenue, development of the budget is a balancing act, requiring compromise in order to address the needs of the County's many and varied customers. There are numerous factors which impact budget development each year; and this was especially true this year, with specific policy direction from your Board, the planned decommissioning of Diablo Canyon Power Plant, as well as potential changes at the State and Federal levels which would have a significant impact to our budget locally.

Board Priorities

One of the County's long-term budget strategies has been to identify Board priorities to guide budget development. In November 2016, your Board reaffirmed its historical priorities, including (in priority order):

1. Meet legal mandates
2. Meet debt service requirements
3. Public Safety- defined as:
 - a. Sheriff-Coroner
 - b. District Attorney
 - c. Probation
 - d. County Fire

During the February 2017 budget update, your Board voted to add Roads as a fourth priority.

Prior Board Direction

In addition to adopting budget priorities, your Board also provided specific policy direction which significantly impacted FY 2017-18 budget development. This includes:

1. Direction to recommend augmentations necessary to regulate medical and non-medical (recreational) cannabis in the FY 2017-18 budget.
2. Direction to evaluate and include extension of the County's contract with Transitions- Mental Health Association (T-HMA) for the continuation of the 50Now Program to house and provide intensive supportive services to 50 of the county's chronically homeless individuals in the FY 2017-18 budget.
3. Direction that the County serve as the Groundwater Sustainability Agency (GSA) with responsibility for developing and implementing a groundwater sustainability plan, per the Sustainable Groundwater Management Act (SGMA).
4. Direction to develop initiatives to help increase affordable housing and streamline the permitting process for development projects.
5. Direction to develop a prioritized list of parks projects in South County and recommend initial funding for these projects in the FY 2017-18 budget.

State Budget

As a political subdivision of the State, the County's operations and budget are greatly impacted by issues and policies at the State level. Moving into FY 2017-18, there are several issues at play:

1. The unwinding of the Coordinated Care Initiative and elimination of the In Home Supportive Services (IHSS) Maintenance of Effort (MOE) will result in a significant increase in the County's share of cost for the IHSS program. Prior to FY 2013-14, the County's share of cost for the IHSS program was based on caseload and authorized hours of care for program participants. When the MOE went into effect, it capped the County's share of cost so that it wasn't impacted by the aging population. As a result of the MOE, the Department of Social

Services saw an approximate \$426,000 decrease to its budget. Due to the budgetary impact to counties, the IHSS MOE is a major focus for the California State Association of Counties (CSAC), which is currently negotiating with the State over the terms under which counties and the State will continue sharing costs for the IHSS program. The Department of Social Services has estimated an approximate \$771,000 General Fund cost increase to its budget in FY 2017-18. However, the latest estimates from the State place the County's impact at approximately \$1.7 million in FY 2017-18. The actual impact to the County's budget is pending negotiation between CSAC and the State and depending on the outcome, a mid-year budget adjustment may be necessary to cover increased costs for this mandated program.

2. In recent years, investment in the State's transportation infrastructure has been a major focus for the State and local governments. In early April 2017, the State Legislature passed Senate Bill 1, to provide \$5.2 billion annually to address critical infrastructure projects across the state. Of the \$5.2 billion, \$1.5 billion will be allocated to cities and counties to better maintain local roads and bridges. Of that amount, it is estimated that \$8.9 million will be allocated directly to the County annually, with a total of \$11 million passing through the San Luis Obispo Council of Governments as part of the State Transportation Improvement Program. In addition, local cities will receive dedicated funding for road maintenance within their jurisdictions.
3. For the last several years, the County has closely tracked State actions related to the drought. Due to water conservation measures and a winter of abundant rain and snow, the Governor ended the drought state of emergency throughout most of California on April 7, 2017. Despite the end of the drought emergency, water reporting requirements and prohibitions on wasteful practices are still in place. At this time, the end of the drought emergency does not appear to have a direct budgetary impact to the County, beyond the enactment of the Sustainable Groundwater Management Act, noted above.

Federal Budget

Moving into FY 2017-18, the Federal budget is a more significant consideration than it has been in recent years, due to potential policy shifts by the new Federal administration. As of the publishing of this document, Congress has not taken formal action that has a direct impact to the County's budget, but there are a few potential policy changes which would have a very significant impact to us locally if enacted:

1. The new Federal administration's proposed FY 2018 budget includes a total of \$6 billion in cuts to the Department of Housing and Urban Development (HUD). Of most relevance to the County, is the potential elimination of the Community Development Block Grant (CDBG) and HOME Investment Partnership programs. Locally, CDBG and HOME grants fund a variety of community development activities that provide affordable housing opportunities or otherwise benefit low income persons. Based on estimates for FY 2017-18 the CDBG and HOME programs will provide approximately \$2.2 million to the County. Much of that funding is passed on to cities, and the portion that the County retains is recommended to be provided to various non-profit organizations who serve low income residents. If enacted, the elimination of these Federal programs would have a significant impact to the ability of the County's many non-profit providers to serve low income residents. In line with Board-adopted policy, the County would not backfill for the loss of this funding to keep programs whole unless specifically directed to do so by your Board.

- Despite the fact that the new Federal administration was not successful in its first attempt to repeal the Affordable Care Act (ACA), staff continues to monitor actions related to the repeal or replacement of the law, due to the significant impact potential changes would have on the community and County budget. Locally, approximately 16,500 individuals obtained Medi-Cal eligibility and coverage as a result of the ACA, and the County's responsibility for providing indigent medical care was also reduced dramatically. The implementation of the ACA resulted in considerable savings for the County, due to the changed role in providing health services to indigent residents. At this time, the County's budget assumes continuation of the ACA in its current form. If any changes are made, it is likely that the budget would have to be adjusted mid-year to fund the County's legal requirement to provide health care to indigent residents.

Diablo Canyon Power Plant Decommissioning

In June of 2016, Pacific Gas and Electric (PG&E) announced that Diablo Canyon Power Plant will be decommissioned by 2025. The closure of Diablo Canyon Power Plant will have significant ramifications to the local community. According to a 2013 study by Cal Poly, Diablo Canyon is one of the largest employers in the county and contributes approximately \$1 billion annually to the local economy. In total, over 80 governmental agencies receive unitary tax paid by PG&E, with the County directly receiving over \$8 million annually. In addition, the County receives over \$2 million annually to fund emergency preparedness and response activities, and PG&E spends approximately \$2.6 million annually on emergency equipment, infrastructure and training which provides a general benefit to the community. The closure of Diablo Canyon will incrementally reduce the County's discretionary revenue over the next several years, reduce emergency preparedness resources in the long term, and eliminate a significant number of high paying jobs, which will impact the overall economic landscape of the community.

FY 2017-18 Recommended Budget Summary

The recommended budget authorizes a governmental funds spending level of \$590 million, with the General Fund budget recommended at \$503.6 million. The Governmental Funds budget represents an increase of 0.35% and the General Fund budget represents an increase of 2.1% compared to the current year. The table below provides an overview of authorized funding levels for all governmental funds. 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.

Fund	FY 2016-17 Adopted	FY 2017-18 Recommended	% Inc/Dec
General Fund	\$493,191,477	\$503,634,749	2.12%
Automation Replacement	\$3,408,965	\$3,598,682	5.57%
General Government Building Replacement	\$6,602,498	\$5,804,427	-12.09%
Capital Projects	\$3,921,344	\$2,112,162	-46.14%
Community Development	\$4,671,339	\$4,229,972	-9.45%
Debt Service	\$2,091,847	\$2,611,294	24.83%
Driving Under the Influence	\$1,400,800	\$1,348,143	-3.76%
Emergency Medical Services	\$851,000	\$801,000	-5.88%

Fish and Game	\$39,397	\$22,715	-42.34%
Library	\$10,523,849	\$10,484,239	-0.38%
Medically Indigent Services Program	\$1,526,449	\$0	-100.00%
Organizational Development	\$1,273,191	\$1,088,338	-14.52%
Parks & Recreation	\$9,942,258	\$9,486,399	-4.59%
Pension Obligation Bonds	\$11,329,391	\$11,169,100	-1.41%
Public Facilities Fees	\$1,984,049	\$2,089,719	5.33%
Road Impact Fees	\$6,959,237	\$2,211,967	-68.22%
Roads	\$28,245,745	\$29,329,532	3.84%
Tax Reduction Reserve	\$0	\$0	0.00%
Wildlife and Grazing	\$3,786	\$3,608	-4.70%
Total	\$587,966,622	\$590,026,046	0.35%

The recommendations included in this budget are a direct response to your Board's priorities and prior direction, and represent a balance between the County's three identified spending areas including: 1. Financial Security, 2. Programs and Services, and 3. Employee Salaries and Benefits.

In line with your Board's Budget Policy 13 related to the use of 'one-time' funds, recommended ongoing expense is funded with sustainable funding sources (i.e. the budget does not rely on one-time revenue). This is especially important moving into FY 2017-18, given uncertainty about how issues at the State and Federal levels may impact counties in the coming year.

Notable recommendations include:

- A General Fund Contingency of \$23.9 million. This level equates to the target 5% of the recommended General Fund budget and is a key indicator of the County's overall financial security.
- \$2.0 million to fund the County's management of groundwater basins in the unincorporated area subject to the Sustainable Groundwater Management Act (SGMA) per prior direction from your Board. \$750,000 of this expense is recommended to be funded by the Flood Control District, with \$1.25 million coming from the General Fund.
- A total General Fund contribution of \$11.6 million to Roads to fund pavement management activities. This amount includes a one-time contribution of \$3.5 million over the \$8.1 million of General Fund that is annually allocated to the pavement management program. This recommended amount 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.
- \$10.0 million in Budget Augmentation Requests to increase service levels to the community. \$3.9 million of this expense is funded with General Fund, with \$6.1 million funded with various other revenue sources. These recommended augmentations increase staffing levels by 38.25 full time equivalent (FTE) positions. Specific augmentations and their intended results are described in the 'Departmental Budgets by Service Group' section of this document. In line with your Board's identified priorities and prior direction, notable recommendations include:

- A significant investment to public safety. Highlights include augmentations to the County’s Gang Task Force, additional jail medical resources, support for the Cyber Crime lab, and enhancement of in-custody treatment for youth in Juvenile Services Center. In total, 19.50 FTE new positions are recommended for these purposes.
- Staffing in the Agricultural Commissioner’s Office, County Counsel, Planning and Building, and Sheriff’s Office and consultant expense to regulate medical and non-medical cannabis use.
- Continuation of the County’s contract with T-MHA for the 50Now Program to house and provide intensive supportive services to the county’s chronically homeless.
- Funding for Planning and Building consultant expense to create or update ordinances which improve the ability to develop affordable housing in the unincorporated areas of the County.
- \$125,000 to fund the Economic Vitality Corporation’s (EVC) coordination of an update to the economic strategy as a result of the planned Diablo Canyon Power Plant decommissioning.
- \$8.0 million to fund capital and maintenance expense, which will address deferred maintenance to County facilities. \$4.9 million of this expense will be funded with General Fund and \$3.1 million will be funded with General Government Building Replacement reserves.

Detailed information about budget changes can be found in the narrative information provided in the ‘Departmental Budgets by Service Group’ section of this document.

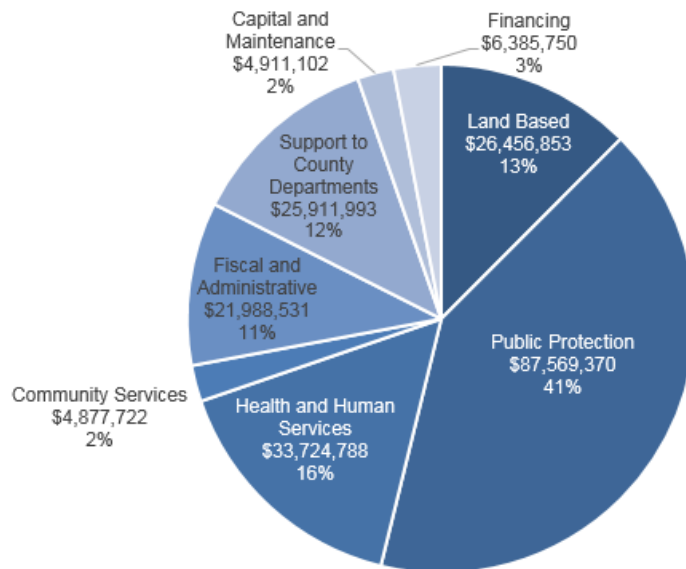
The following table provides a summary of the amount of General Fund dollars allocated to departments or budgets within the General Fund (not total expense):

Department/Budget Name	FY 2016-17 Adopted	FY 2017-18 Recommended	% Inc/Dec
Administrative Office	\$1,929,640	\$2,388,070	23.76%
Administrative Office - Emergency Services	\$268,148	\$365,064	36.14%
Agricultural Commissioner	\$2,588,607	\$2,822,165	9.02%
Assessor	\$9,558,129	\$9,971,789	4.33%
Auditor-Controller	\$4,419,591	\$0	-100.00%
Auditor-Controller-Treasurer-Tax Collector-Public Admin	\$0	\$6,294,350	-
Board of Supervisors	\$1,738,772	\$1,718,684	-1.16%
Central Services	\$3,104,490	\$3,233,082	4.14%
Child Support Services	\$0	\$0	0.00%
Clerk-Recorder	\$454,409	\$944,826	107.92%
Contributions to Other Agencies	\$1,508,900	\$1,551,000	2.79%
County Counsel	\$4,028,736	\$4,415,024	9.59%
County Fire	\$14,229,401	\$15,564,508	9.38%
Court Operations	(\$561,986)	(\$564,986)	0.53%
District Attorney	\$9,452,956	\$10,152,841	7.40%
Farm Advisor	\$553,237	\$569,263	2.90%
Grand Jury	\$130,766	\$135,063	3.29%
Health Agency - Animal Services	\$804,815	\$595,053	-26.06%
Health Agency - Behavioral Health	\$11,438,294	\$11,729,628	2.55%

Health Agency - Law Enforcement Medical Care	\$2,624,458	\$2,734,805	4.20%
Health Agency - Public Health	\$6,514,600	\$7,277,100	11.70%
Human Resources	\$3,426,993	\$3,375,287	-1.51%
Human Resources - Risk Management	\$621,912	\$596,550	-4.08%
Information Technology	\$9,260,768	\$9,410,567	1.62%
Maintenance Projects	\$6,282,000	\$4,911,102	-21.82%
Non-Departmental Other Expenditures	\$334,375	\$375,551	12.31%
Planning and Building	\$7,617,458	\$8,115,807	6.54%
Probation	\$10,437,190	\$10,999,339	5.39%
Public Defender	\$6,051,424	\$6,163,087	1.85%
Public Works - Facilities Management	\$4,531,259	\$4,881,482	7.73%
Public Works - Special Services	\$1,664,189	\$2,918,337	75.36%
Public Works - Waste Management	\$1,246,079	\$1,304,092	4.66%
Sheriff-Coroner	\$41,060,987	\$42,855,310	4.37%
Social Services - Administration	\$5,925,205	\$7,500,235	26.58%
Social Services- CalWORKs	\$317,769	\$290,760	-8.50%
Social Services - Foster Care/Adoptions	\$1,117,705	\$1,152,597	3.12%
Social Services - General Assistance	\$944,734	\$942,719	-0.21%
Treasurer-Tax Collector-Public Administrator	\$1,689,506	\$0	-100.00%
Veterans Services	\$565,286	\$545,943	-3.42%
Total	\$177,880,802	\$188,236,094	5.82%

The following table provides a summary of the amount of General Fund dollars contributed to departments or budgets outside of the General Fund:

Department Name	FY 2016-17 Adopted	FY 2017-18 Recommended	% Inc/Dec
Airports	\$12,500	\$12,500	0.00%
Capital Projects	\$3,548,400	\$0	-100.00%
Community Development	\$666,436	\$954,436	43.21%
Countywide Automation	\$2,901,152	\$2,658,622	-8.36%
Debt Service	\$427,429	\$604,860	41.51%
General Government Building Replacement	\$6,602,498	\$2,746,717	-58.40%
Golf	\$12,500	\$12,500	0.00%
Health Agency- Medically Indigent Services Program	\$531,101	\$0	-100.00%
Library	\$666,552	\$666,552	0.00%
Organizational Development	\$1,081,393	\$670,813	-37.97%
Parks and Recreation	\$3,616,907	\$3,616,907	0.00%
Public Works- Roads	\$11,553,412	\$11,646,107	0.80%
Total	\$31,620,280	\$23,590,014	-25.40%

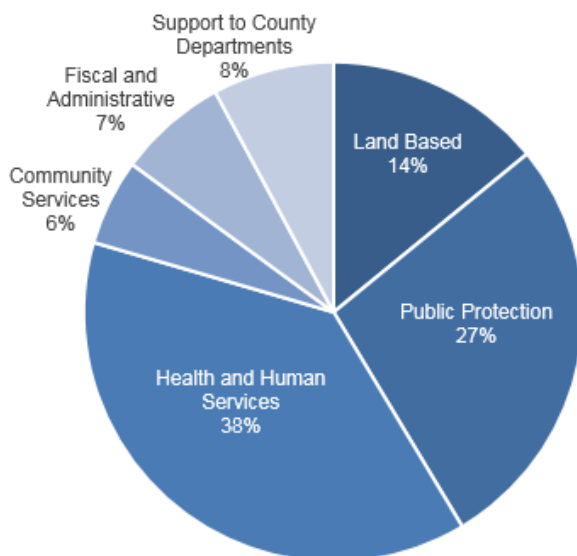


The chart to the left identifies how much General Fund is recommended to be allocated to the various service groups. In line with your Board's priorities, departments that provide public protection and safety services receive 41% of total General Fund allocations. Additionally, of the \$26.5 million of General Fund allocated to the Land Based service group, \$11.6 million is recommended to be allocated to Roads to fund pavement management program work, per your Board's identification of Roads as a priority in February of 2017.

The FY 2017-18 Recommended Budget proposes a staffing level of 2,777.00 Full-Time Equivalent (FTE) permanent and limited term positions. This represents a net increase of 29.50 FTE (1.1%) as compared to current allocations and a net increase of 66.50 FTE compared to FY 2016-17 adopted levels. A net of 37.00 FTE were added mid-year in FY 2016-17. 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 net position allocation changes by department, compared to current staffing levels. The significant changes noted for the Auditor-Controller and Treasurer-Tax Collector- Public Administrator are related to the consolidation of those two budgets and Position Allocation Lists in FY 2017-18.

Department	Net Change
Administrative Office	-1.00
Agricultural Commissioner	1.75
Airports	2.00
Auditor-Controller	-37.50
Auditor-Controller-Treasurer-Tax Collector-Public Admin	63.00
Clerk-Recorder	0.25
County Counsel	2.00
District Attorney	4.00
Information Technology	3.00
Health Agency- Behavioral Health	3.75
Health Agency- Driving Under the Influence	-2.00
Health Agency- Law Enforcement Medical Care	1.00
Health Agency- Medically Indigent Services Program	-4.75
Health Agency- Public Health	5.25
Library	-0.25
Planning and Building	3.00
Probation	2.00
Public Works	3.00
Sheriff-Coroner	7.00
Social Services	-1.00
Treasurer-Tax Collector-Public Administrator	-25.00
TOTAL	29.50



The chart to the left identifies recommended staffing levels by service group.

All County departments are grouped together by service groups, which categorize the types of programs and services that departments provide. Following is a summary of major changes within each service group. Not all departments are identified in this summary. Detailed information for each department can be found in the 'Departmental Budgets by Service Group' section of this document.

Land Based Service Group	
Change to General Fund support from FY 2016-17 adopted levels: \$2.0 million (17%)	Net change to staffing, compared to current levels: +7.75 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).	

The recommended budget reflects the addition of 4.75 FTE positions in the Land Based service group to meet the anticipated workload generated by regulation of cannabis cultivation. While local agencies throughout the State are in the process of determining how to address responsibility and workload related to new Statewide cannabis law, it is important to note that the impact of the regulation of cannabis cultivation on the County is not yet fully known as State and local policy is still rapidly changing. Per Board direction, staff is currently conducting public outreach and developing a permanent ordinance to govern cannabis regulation. As of the writing of this message, it is anticipated that the ordinance will be heard before the Planning Commission in late June or July, and will be brought to your Board in late August or September for action.

Agricultural Commissioner

The recommended level of General Fund support represents an increase of \$233,558 or 9% compared to the FY 2016-17 adopted budget. The increase includes the recommended addition of 1.75 FTE Agricultural Inspector/Biologist to meet anticipated workload generated by regulation of cannabis.

Planning and Building

The recommended level of General Fund support represents an increase of \$498,349 or 7% compared to the FY 2016-17 adopted budget. The increase is largely due to recommended budget augmentations to fund ordinance amendments related to affordable housing and the recommended addition of 2.00 FTE Resource Protection Specialist and 1.00 FTE Administrative Assistant for workload related to cannabis regulation and vacation rental enforcement.

Public Works

Roads

In February of 2017, your Board added Roads as the fourth funding priority, after meeting legal mandates, debt service requirements, and public safety. The General Fund has historically made significant contributions to the Road Fund in order to fund the pavement management program; over the past ten years, from FY 2008-09 to 2017-18, the General Fund has contributed over \$86 million to Roads. For FY 2017-18, it is recommended that Roads receive a General Fund contribution in the amount of \$11.6 million. The \$11.6 million of General Fund support includes a one-time \$3.5 million allocation to the pavement management program. Public Works estimates that pavement management program funding, which has benefited from previous contributions from the General Fund, will maintain the Pavement Condition Index (PCI) score at its current level of 64 in FY 2017-18.

Special Services

The recommended level of General Fund support represents an increase of \$1.25 million or 75% compared to the FY 2016-17 adopted budget. This increase is due to the addition of \$2.0 million in expenditures for the County’s management of the unincorporated areas of groundwater basins, subject to the Sustainable Groundwater Management Act (SGMA). This expense is funded with \$1.25 million in General Fund support, and \$750,000 from the Flood Control District.

Public Protection Service Group	
Change to General Fund support from FY 2016-17 adopted levels: \$4.4 million (5%)	Net change to staffing, compared to current levels: +13.00 FTE
Fund Centers: Animal Services, Child Support Services, County Fire, District Attorney (which includes Victim-Witness), Emergency Services, Grand Jury, Probation, Public Defender, Sheriff-Coroner, Waste Management, and the County’s contribution to Court Operations.	

The Public Protection service group makes up approximately a quarter of the County’s total expenditures, but represents 41% of all General Fund expense. The Board of Supervisors has designated a subset of this service group as ‘Public Safety’ and has identified it as the County’s highest funding priority after meeting legal mandates and debt service requirements. The Public Safety designation includes the Sheriff-Coroner, County Fire, Probation, and the District Attorney.

County Fire

The County provides fire services to the unincorporated area through a contract with the State. The level of General Fund support is recommended to increase \$1.3 million or 9% compared to the FY 2016-17 adopted 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. The recommended budget includes expense for the replacement of fire vehicles including one fire engine, two repair vehicles, and a utility vehicle.

District Attorney

The level of General Fund support is recommended to increase \$699,885 or 7% compared to the FY 2016-17 adopted level. This is due largely to recommended Budget Augmentation Requests. New services provided by the recommended requests include attorney time for misdemeanor cases and the misdemeanor diversion program, dedicated prosecution of adult gang and major narcotic trafficking related cases, cybercrime investigation, and the establishment of a consumer fraud and environmental protection program.

Probation

The level of General Fund support is recommended to increase \$562,149 or 5% compared to the FY 2016-17 adopted level. The increase is driven by a number of factors, including one-time expense for replacement of safety equipment and firearms, replacement and expansion of surveillance video in the Juvenile Hall, as well as ongoing expense for utilities in the new wing of the Juvenile Hall and increased Information Technology network expense. The recommended budget adds new services including additional information technology capacity and administrative support, more resources to support the new in-custody treatment program in juvenile hall, increased capacity in adult supervision and quality assurance in juvenile services, and more capacity to support Probation’s participation in the Sheriff’s Gang Task Force.

Sheriff-Coroner

The level of General Fund support is recommended to increase \$1.8 million or 4% compared to the FY 2016-17 adopted budget. Approximately a third of the increase is due to three budget augmentation requests recommended to be funded from the General Fund in FY 2017-18 totaling \$601,822. These requests add a Dispatch Manager to oversee the operations of the Sheriff's dispatch center, a Program Manager to oversee the Sheriff's use of force training program, and additional Deputies for cannabis related enforcement. Also recommended to be added from non-General Fund sources are additional staff in the Court security division, and staffing for the Sheriff's information technology project to replace the jail management and/or records management systems.

Health and Human Services Service Group	
Change to General Fund support from FY 2016-17 adopted levels: \$2.8 million (9%)	Net change to staffing, compared to current levels: +2.25 FTE
Fund Centers: Contributions to Other Agencies, Health Agency (Behavioral Health, Driving Under the Influence, Emergency Medical Services, Law Enforcement Medical Care, Public Health), Social Services (CalWORKs, Foster Care/Adoptions, General Assistance), Veterans Services.	

The Health and Human Services service group includes mandated programs that are driven by State and Federal legislation and budget allocations. Potential Federal legislative changes and budget priorities could influence state and county budgets in the coming years. One of the most significant potential impacts is the possible repeal of the Affordable Care Act (ACA). While recent initial Federal efforts to repeal the ACA were unsuccessful, there is still the potential that the law might be repealed or replaced in the near future.

Health Agency

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

The level of General Fund support for the Health Agency is recommended to increase \$633,080 or 3% compared to the FY 2016-17 adopted budget. The increase includes the proposed net addition of 3.25 FTE to the Agency's Position Allocation List. Highlights of significant changes affecting the General Fund support for the Health Agency fund centers are provided below.

Behavioral Health

The level of General Fund support represents an increase \$291,334 or 3% compared to the FY 2016-17 adopted budget. This increase includes the net addition of 3.75 FTE positions and additional contracted services. The added positions include 1.00 FTE Licensed Vocational Nurse/Licensed Psychiatric Technician and 1.00 FTE Health Information Technician for services at the County Jail. These are in addition to the 1.00 FTE Correctional Nurse being added in Law Enforcement Medical Care for Jail medical services (see Law Enforcement Medical Care write-up below). The recommended positions and contracted services will provide extended psychiatric care coverage at the County Jail, including additional monitoring of inmates needing emergency medication in the evening and overnight hours, as well as administrative support for data entry of inmate behavioral health and psychiatric care in the electronic health record to ensure continuity of care, particularly upon release from the County Jail. The budget also includes additional administrative support for the Psychiatric Health Facility to reduce

reliance on temporary employees and operations funds for the new Crisis Stabilization Unit, which will provide emergency stabilization services for individuals experiencing a mental health crisis.

Driving Under the Influence (DUI)

DUI is a Special Revenue Fund and does not receive any General Fund support. The recommended budget of \$1.4 million represents a \$52,657 or 4% decrease compared to the FY 2016-17 adopted budget, and includes the deletion of 1.00 FTE Drug and Alcohol Services Specialist and 1.00 FTE Administrative Assistant due to a continued decline in enrollment levels.

Law Enforcement Medical Care

The level of General Fund support represents an increase of \$110,347 or 4% compared to the FY 2016-17 adopted budget. The increase in General Fund support is primarily due to the addition of 1.00 FTE Correctional Nurse to provide medical case management and community re-entry services for medically fragile inmates at the County Jail. This will ensure that inmates in need of life-sustaining medications will have a supply of needed medications upon release from the County Jail and will also ensure that follow-up appointments are made with providers. This is in addition to the 1.00 FTE Licensed Vocational Nurse/Licensed Psychiatric Technician and 1.00 FTE Health Information Technician being added for the Jail in Behavioral Health (see Behavioral Health write-up above).

Public Health

The level of General Fund support represents an increase of \$762,500 or 12% compared to the FY 2016-17 adopted budget, primarily a result of consolidating Fund Center 350- Medically Indigent Services Program (MISP) into Public Health. In addition, 0.50 FTE Public Health Nurse is recommended to be added to Public Health to monitor and provide oversight of psychotropic medication use for children within the child welfare system.

Social Services

The level of General Fund support represents an increase of \$1.6 million or 19% compared to the FY 2016-17 adopted budget. Consistent with prior years, the recommended budget for Social Services sets General Fund support at the minimum contribution to leverage State and Federal programs that require matching funds from the County.

The department's budget is seeing significant growth compared to the current year, due largely to additional expenses in the In-Home Support Services (IHSS) program as a result of the unraveling of the IHSS Coordinated Care Initiative and dismantling of the IHSS Maintenance of Effort (MOE) noted earlier in this budget message. In addition, \$502,332 of increased General Fund expense is recommended, in order to continue the County's contract with Transitions-Mental Health Association (T-MHA) for the 50Now Program, which provides housing and intensive supportive services to chronically homeless individuals.

Community Services Service Group	
Change to General Fund support from FY 2016-17 adopted levels: \$16,026 (<1%)	Net change to staffing, compared to current levels: +1.75 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 group 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.

Golf

Golf is an Enterprise Fund and as such, its budget is funded by revenues generated through user fees. Revenue in the FY 2017-18 budget is estimated at \$2.6 million and expense is estimated at \$3.1 million. The result is a projected deficit of \$485,000 for FY 2017-18. The department does not anticipate having available cash to absorb the deficit and Golf will likely require General Fund contingencies to cover the gap, as approved by your Board in May of 2016. 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.

Airports

Airports is an Enterprise Fund and as such, its budget is funded by revenues generated through user fees. Revenue in the FY 2017-18 budget is estimated at \$5.5 million and expense is estimated at \$5.6 million. The department anticipates having available cash at the end of the current year to absorb the deficit. Construction of the new airport terminal, which began in 2015, is expected to be complete in the fall of 2017, and the new facility will be able to accommodate more passengers and flights. The FY 2017-18 budget includes the recommended addition of 2.00 FTE Airport Maintenance Workers to handle additional operational, maintenance, and custodial duties in the new terminal facility.

Fiscal and Administrative Service Group	
Change to General Fund support from FY 2016-17 adopted levels: \$1.5 million (8%)	Net change to staffing compared to current levels: -0.25 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 \$458,430 or 24% compared to the FY 2016-17 adopted budget. In FY 2017-18, the Administrative Office will undertake two major initiatives, and the increase in the budget is largely related to recommended one-time funding for consultant expense to assist in these activities. These include: 1. Coordination of work between multiple departments on the development and enforcement of regulations related to cannabis cultivation and use; and 2. An update to the County’s Public Facilities Financing Plan to accommodate development in unincorporated areas of the County. These expenses are one time in nature and will be removed from the department’s budget in future years.

Auditor-Controller-Treasurer-Tax Collector-Public Administrator

This consolidated department was created in 2013, and FY 2017-18 will be the first year that the budgets of the two former departments (Auditor-Controller and Treasurer-Tax Collector-Public Administrator) are combined. The recommended level of General Fund support represents an increase of \$223,022 or 4% compared to the FY 2016-17 adopted budget for the formerly separate departments. This increase includes the recommended addition of a 0.50 FTE Senior Account Clerk for a recommended new monthly payment plan for taxpayers with delinquent property taxes. This monthly payment plan will assist delinquent taxpayers by allowing them to make smaller payments rather than large annual payments which come with high fees and interest charges. Your Board will consider creation of this new program and establishing an associated fee during budget hearings in June.

Support to County Departments Service Group	
Change to General Fund support from FY 2016-17 adopted levels: \$937,834 (4%)	Net change to staffing, compared to current levels: +5.00 FTE
Fund Centers: County Counsel, Central Services, Fleet Services, Human Resources, Information Technology, Public Works-Facilities Management, Risk Management, Self-Insurance.	

County Counsel

The recommended level of General Fund support represents an increase of \$386,288 or 10% compared to the FY 2016-17 adopted budget. The increase includes the recommended addition of 1.00 FTE Deputy County Counsel and 1.00 FTE Legal Clerk to focus on cannabis-related activities, including bringing civil enforcement actions against those who violate cannabis-related regulations in the unincorporated areas of the county.

Information Technology

The recommended level of General Fund support represents an increase of \$149,799 or 2% compared to the FY 2016-17 adopted budget. The increase includes the recommended addition of 1.00 FTE Information Technology Supervisor (Security Officer) to expand the security strategy and practices across the County organization, and a 1.00 FTE Accountant which will allow the department to achieve a more efficient management structure. In addition, the recommended budget includes the addition of 1.00 FTE Software Engineer to support the Probation Department.

Overview of Financing/Revenues

The Financing service group in the 'Departmental Budgets by Service Group' 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:

Intergovernmental Revenue

State and Federal revenue is recommended at \$253.4 million and represents 43% of the County's total financing. This is an increase of \$9.5 million or 4% compared to FY 2016-17 adopted levels. 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 \$192.1 million and represent 32% of the County's total financing. This is an increase of just over \$7.6 million or 4% compared to FY 2016-17 adopted levels.

Other Revenues and Financing Sources

Other revenues and financing are recommended at approximately \$57.4 million and represent 10% of the County's total financing. This is a decrease of \$2.9 million or 5% compared to FY 2016-17 adopted levels.

Licenses/Permit Fees/Charges for Services

Licenses, permits fees, and charges for services are recommended at approximately \$40.6 million and represent 7% of the County's total financing. This is an increase of \$413,030 million or 1% compared to FY 2016-17 adopted levels.

Fines, Forfeitures and Penalties

Fines, forfeitures and penalties are recommended at \$5.1 million and represent 1% of the County's total financing. This amount is decreasing by \$55,923 or 1% compared to FY 2016-17 adopted levels.

Interest Earnings

Interest earnings are recommended at \$2.5 million and represent less than 1% of the County's total financing. This amount is increasing by \$216,370 or 4% compared to FY 2016-17 adopted levels.

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 \$31.7 million (for all governmental funds, not just the General Fund), and use of reserves is recommended at just under \$7 million.

Conclusion and Acknowledgements

The FY 2017-18 Recommended Budget is a direct response to your Board's priorities and direction, and outlines a financial plan to move the County towards achieving both. While we remain in a good financial position relative to other agencies, we are very mindful that uncertainty about policy changes at the Federal and State levels, as well as the planned decommissioning of Diablo Canyon Power Plant, impacts us locally. After two years of fairly significant budget growth, this budget represents minimal growth, except in those areas where your Board has provided specific direction.

The production of this recommended 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. Development of the FY 2017-18 Recommended Budget required a bit more effort than it has in past years, due to the implementation of a new budget preparation system, which posed process changes for many. I appreciate the extra effort made by staff this year to develop a budget that is clear, complete and accurate while simultaneously learning how to use new technology.

Finally, I want to recognize the Board of Supervisors for their continued leadership and guidance provided in establishing policies and identifying spending priorities for the allocation of County resources.

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

Sincerely,

A handwritten signature in black ink that reads "Daniel F. Buckshi". The signature is written in a cursive style with a large initial 'D'.

Dan Buckshi
County Administrative Officer

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

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 Budget created by the Administrative Office will comply with the Board's priorities and directives to the extent 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:

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

Consistency with a project identified in the building's Facility Condition Assessment and/or Americans with Disabilities Act Transition Plan update

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.

Facility Condition Assessments: Continue the on-going assessment of the maintenance needs of County facilities, and consider funding critical and potentially critically projects as identified.

Americans with Disabilities Act (ADA): Consider funding a portion of the projects identified in the County's ADA Transition Plan update.

Budget Balancing Strategies and Approaches

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 County's Budget for the coming year. In accordance with the State Budget Act (Government Code 29000-29144), the Board reviews and approves the County's Budget for the upcoming fiscal year during budget hearings in June of each year. Along with 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 short and long term budget gaps, 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 multiples 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)
 - d. Roads
- 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 48% 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.
11. 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 service groups 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

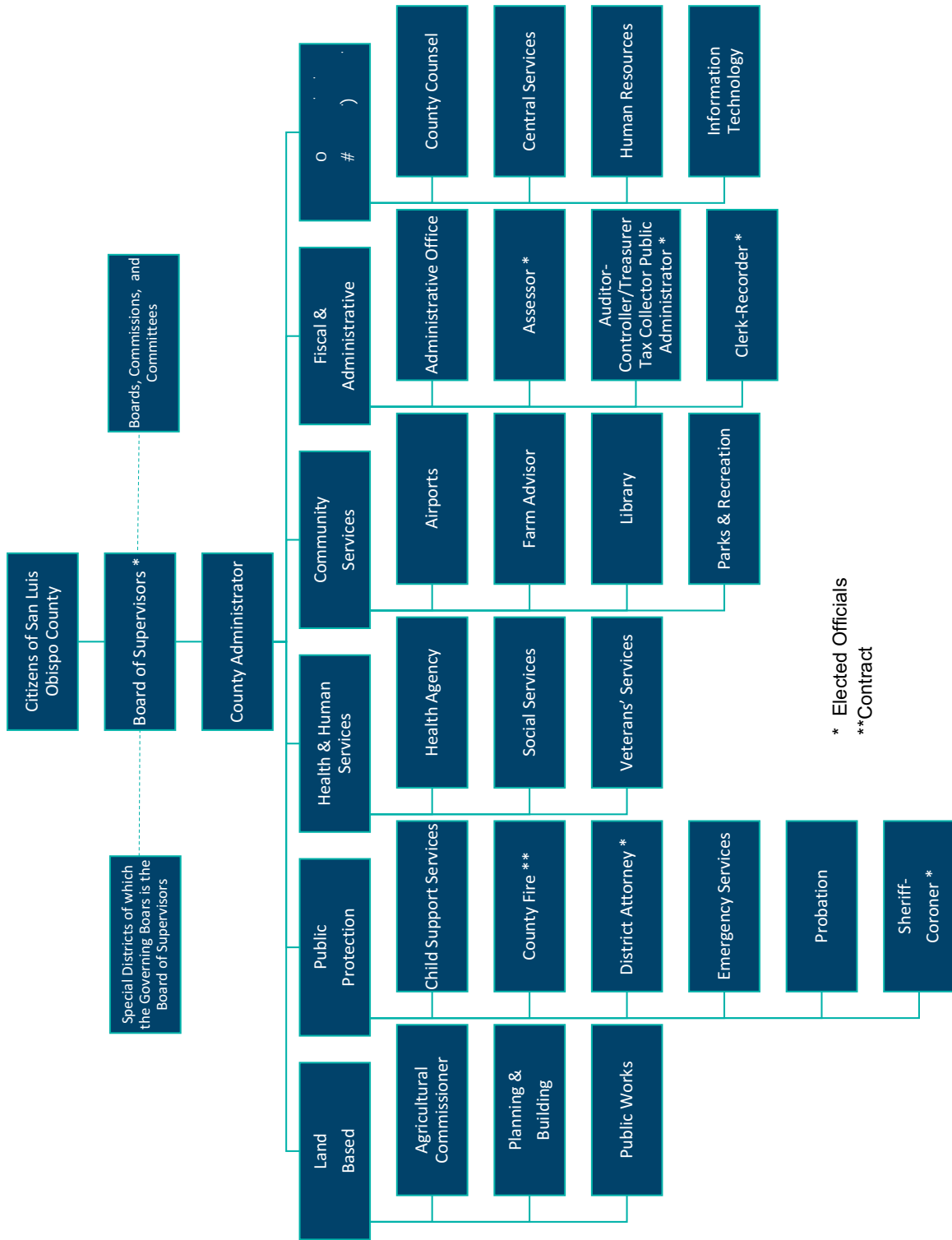
An overview of the County's fund structure

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 Organizational Chart



* Elected Officials
 **Contract

About San Luis Obispo County

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. 2016 estimates from the California Department of Finance place San Luis Obispo County’s population at 277,977 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 internationally renowned 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

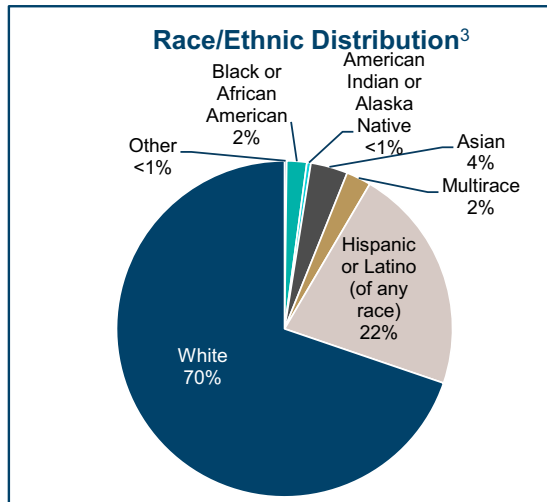
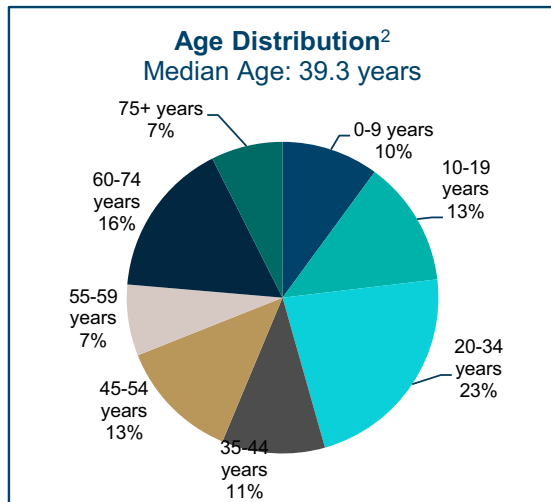
Population

As of January 1, 2016, San Luis Obispo County was home to an estimated 277,977 residents, a 0.6% increase compared to population estimates in the year 2015.

A little over half of the county's residents live within the city limits of the seven cities with the remaining 43% living in various unincorporated communities and areas.

The largest city is San Luis Obispo with 46,117 residents. The smallest is Pismo Beach with 8,181 residents.¹

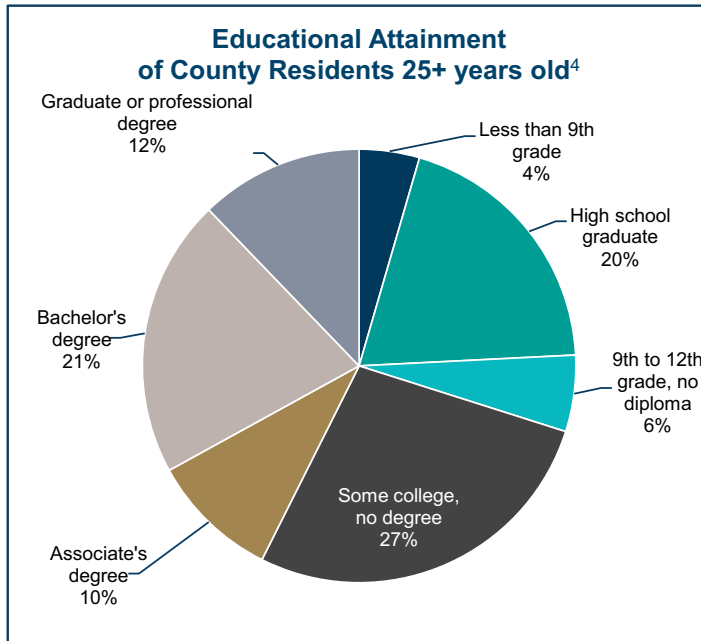
City	Population
Arroyo Grande	17,731
Atascadero	30,879
Grover Beach	13,397
Morro Bay	10,722
Paso Robles	31,398
Pismo Beach	8,181
San Luis Obispo	46,117
<u>Unincorporated</u>	<u>119,552</u>
Total	277,977



The median age of San Luis Obispo County residents was estimated at 39.3 years in 2015. This compares with 35.8 years in California and 37.6 years for the United States.²

In 2015, an estimated 10.5% of the county's population was born in a foreign country, compared with 27% for California and 13.2% for the United States.³

¹ CA Department of Finance 2016 Population Estimates
² US Census Bureau 2015 American Community Survey
³ US Census Bureau 2015 American Community Survey



As of 2015, an estimated 90.3% of county residents over the age of 25 had graduated from high school and 33% had a bachelor's degree or higher.

These percentages are higher than both California where an estimated 81.7% of people have at least graduated from high school and 31.4% have a bachelor's degree or higher and the United States where 86.7% have at least graduated from high school and 29.7% have a bachelor's degree or higher.⁴

Income and Housing

As of 2015, an estimated 7.6% of families in the county lived below the poverty level—an increase from the 6.8% of families living below the poverty level in 2000.⁵

As of the second quarter of 2016, the median single-family home price in the county was \$518,000.⁶

	2015	2000
San Luis Obispo County	\$60,691	\$42,428
California	\$61,818	\$47,493
United States	\$53,889	\$41,994

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 table on the next page lists the top 20 public and private employers in the county.⁷

⁴ US Census Bureau 2015 American Community Survey

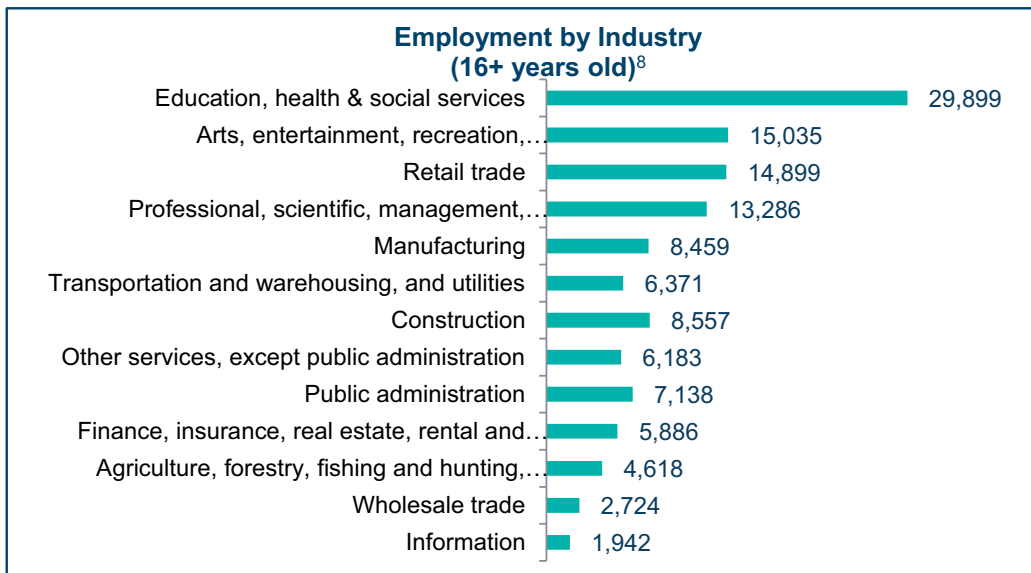
⁵ US Census Bureau 2015 American Community Survey and 2000 US Census

⁶ 2016 Central Coast Economic Forecast, San Luis Obispo County

⁷ San Luis Obispo Chamber of Commerce 2017 Community Economic Profile

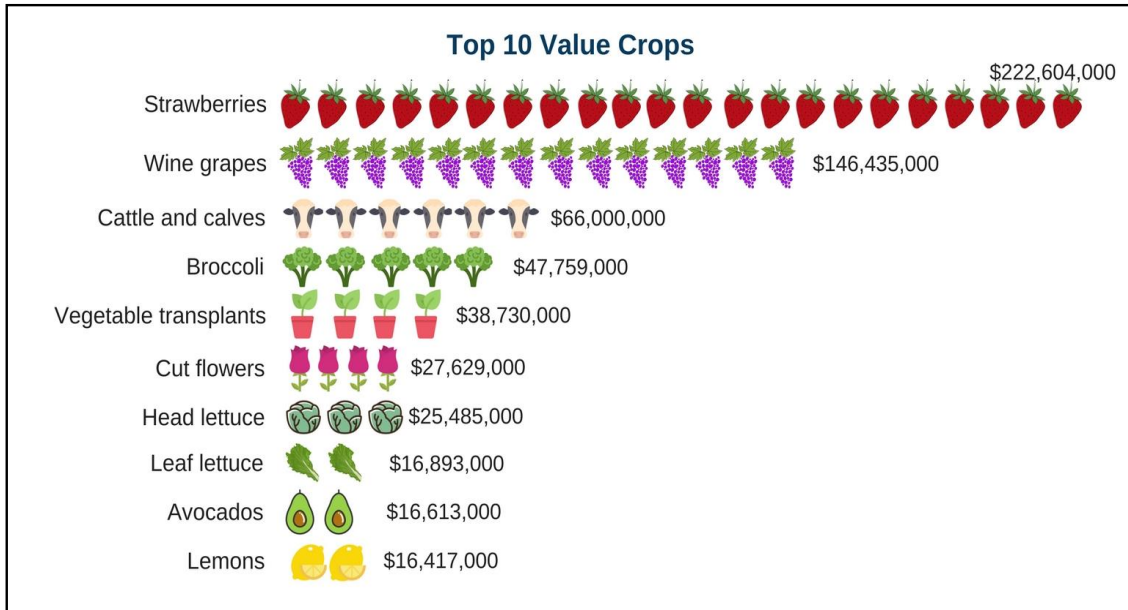
Top 20 Employers in San Luis Obispo County	
Employer	# of Employees
California Polytechnic University	3,000
County of San Luis Obispo	2,920
Department of State Hospitals- Atascadero	2,000
Pacific Gas & Electric	1,866
California Men's Colony	1,517
Cal Poly Corp.	1,400
Tenet Healthcare	1,305
Compass Health Inc.	1,200
Lucia Mar Unified School District	1,000
Paso Robles Public Schools	935
MINDBODY	929
San Luis Coastal Unified School District	760
Atascadero Unified School District	600
French Hospital Medical Center	600
California Department of Transportation	550
Community Action Partnership of San Luis Obispo County	541
California State Parks	450
Cuesta College	440
Arroyo Grande Community Hospital	415
City of San Luis Obispo	400

The chart below details how many county residents over the age of 16 were employed in various industries as of 2015.⁸



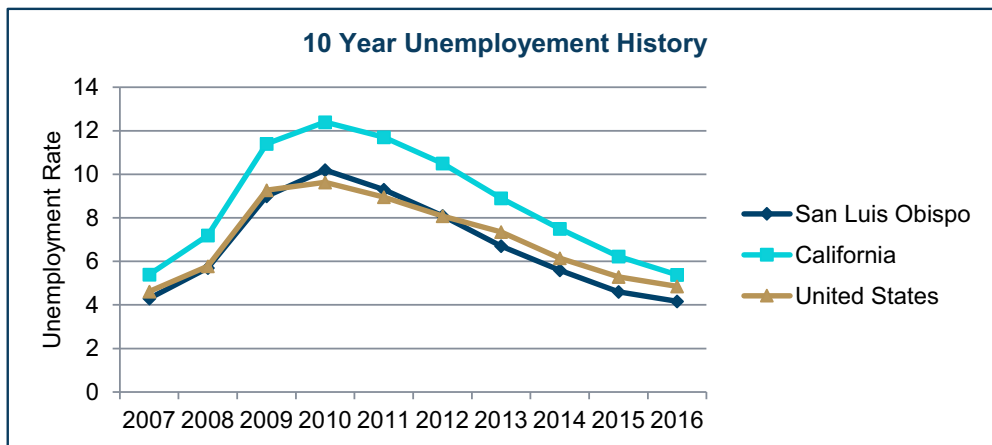
⁸ US Census Bureau 2015 American Community Survey

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



The graph below 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



⁹ San Luis Obispo County Agricultural Commissioner 2015 Crop Report

¹⁰ Bureau of Labor Statistics

Principal Taxpayers

The top ten taxpayers make up 6.40% of total taxable assessed valuation.

Principal Taxpayers 2016-2017
(Secured, Utility, Unsecured & Aircraft)

Top 10 Taxpayers	Type of Property	Taxable Assessed Value	% of Total Assessed Value
Pacific Gas & Electric Co.	Utility	\$2,546,218,862	5.03%
Phillips 66 Company	Oil Refinery	\$149,256,170	0.29%
Beringer Wine Estates Co	Winery	\$89,124,477	0.18%
CAP VIII - Mustang Village LLC	Apartments	\$88,660,000	0.18%
E & J Gallo Winery	Winery	\$78,324,441	0.15%
Martin Hotel Management Co LLC	Hotel	\$66,470,974	0.13%
AT&T California	Telephone	\$62,531,086	0.12%
Pasquini Charles Jr. TRE ETAL	Multi-Property Owner	\$59,062,915	0.12%
Firestone Walker LLC	Brewery	\$56,395,815	0.11%
Brodiaea Inc	Land Management	\$45,865,731	0.09%
Total Top 10 Taxpayers		\$3,241,910,471	6.40%

Budget Summary Information

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 Service Group' 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 of the Summary Schedules section of this document provides a summary of all 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.

It is important to note that there are three different budget amounts included in the budget document as follows:

- The General Fund budget- The General Fund is the largest operating fund for expenditures and revenues for countywide activities.
- The Governmental Funds budget- This includes the General Fund, as well as Special Revenue Funds (refer to the fund structure graphic on the next page for a listing of Special Revenue Funds), Capital Projects, and Debt Service Funds.
- The All Funds budget- This includes Governmental funds, plus Internal Service Funds and Enterprise Funds (refer to the fund structure graphic on the next page for a listing of Internal Service Funds and Enterprise Funds), and Special Districts that are governed by the Board of Supervisors.

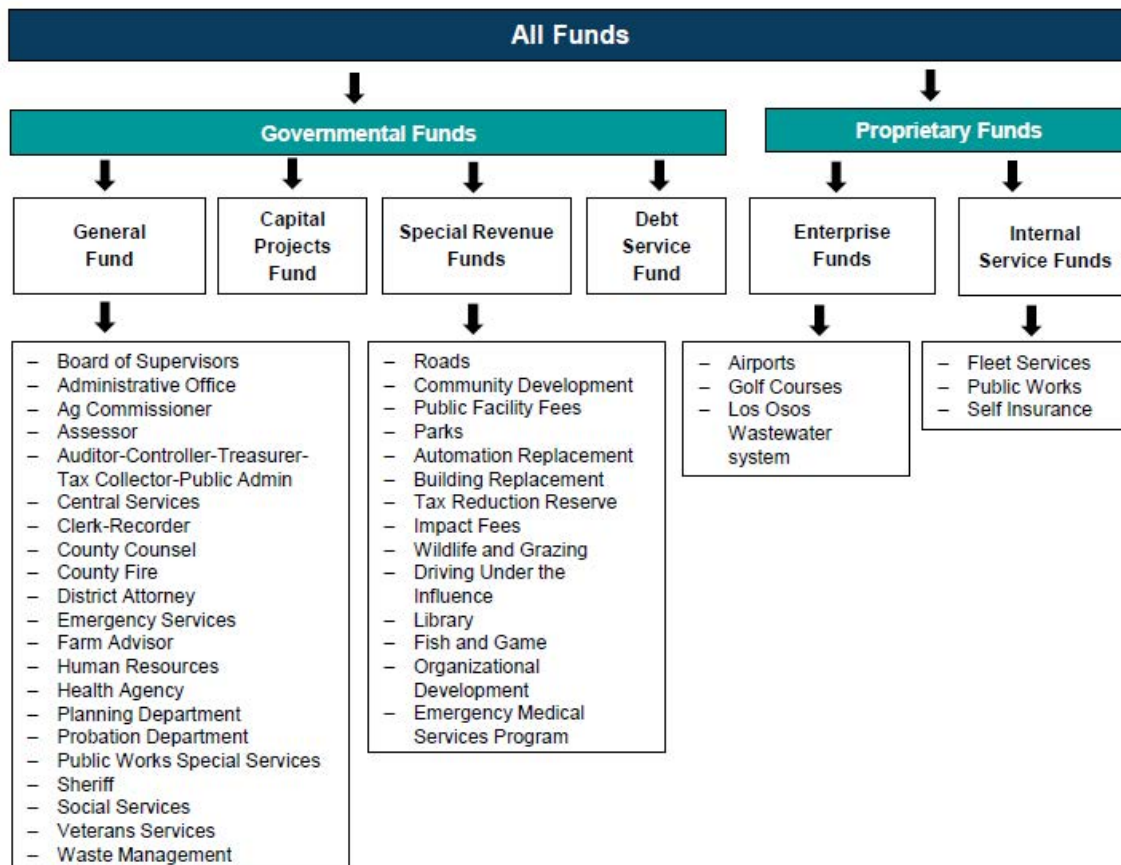
Readers can reference State Summary Schedule 1 at the back of the book for a summary of budget levels for each of these different budget types. This budget book focuses on Governmental Funds. Budget information for special districts is included in the special districts budget book prepared by Public Works.

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.



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:

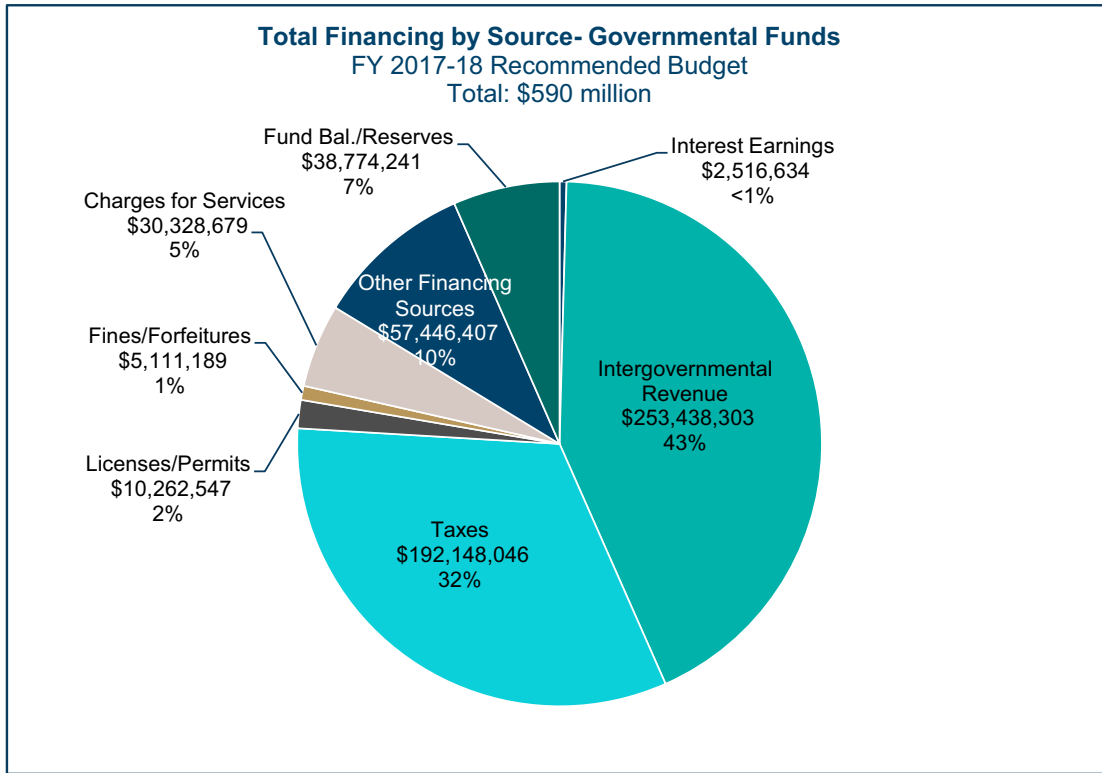
Enterprise Funds- Enterprise funds are established to finance and account for operations that are financed and operated in a manner similar to private business enterprises, where the costs (expenses including depreciation, capital and maintenance) are financed primarily through user charges. In the County,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



Intergovernmental 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 tax, 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 collects 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 Proposition 8 (decline in value) assessments.



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

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

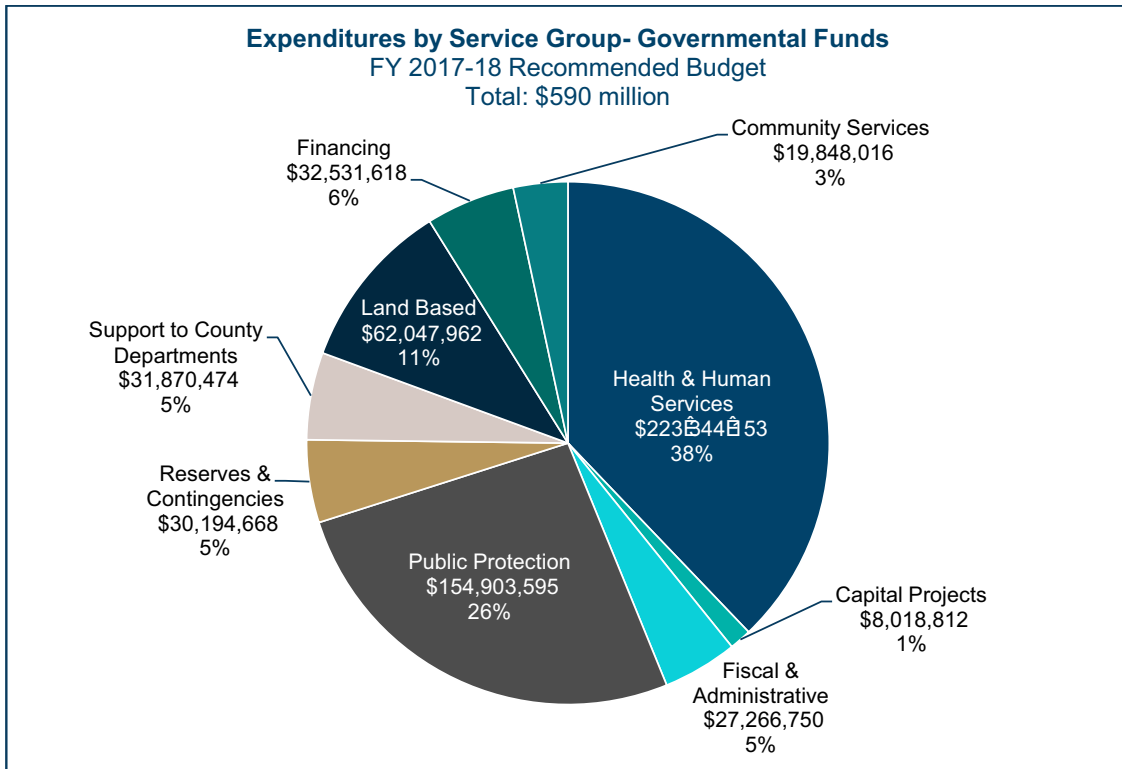
Summary of County Expenditures

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 Service Group' section of this document. The chart on the following page demonstrates how much of the County's total budget is allocated to the various service groups.

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 benefits costs are driven by the number of County employees, negotiated labor agreements, and the cost of employee benefits.

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



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

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

Financial Summaries

The table on the next page provides a summary level presentation of FY 2017-18 recommended and FY 2016-17 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 Service Group’ 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 Adopted	2017-18 Recommended
Financing Sources				
Taxes	174,559,229	181,682,249	184,493,429	192,148,046
Licenses and Permits	10,470,889	10,394,261	10,057,420	10,262,547
Fines, Forfeitures and Penalties	5,379,835	4,809,244	5,055,266	5,111,189
Revenue from Use of Money & Property	3,040,878	4,277,317	2,300,264	2,516,634
Intergovernmental Revenues	257,241,888	254,567,637	243,965,851	253,438,303
Charges for Services	29,779,020	31,157,927	30,120,776	30,328,679
Other Revenues	30,851,427	28,917,151	25,287,389	25,981,326
Fund Balance	0*	0*	47,618,650	6,996,484
Use of Reserves & Designations	0*	0*	3,965,651	31,465,081
Other Financing Sources	39,310,148	41,097,040	35,101,921	31,777,757
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	587,966,617	590,026,046
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Uses of Financing by Function

General Government	88,400,763	101,727,944	74,172,589	118,556,457
Public Protection	152,676,081	153,880,774	169,800,079	176,848,123
Public Ways & Facilities	31,054,255	41,112,827	31,198,396	31,991,499
Health & Sanitation	72,812,851	78,978,412	89,296,826	97,507,915
Public Assistance	110,425,219	114,823,332	123,662,985	124,532,551
Education	12,756,210	11,648,430	11,762,422	12,393,677
Recreation & Cultural Services	10,274,769	10,067,730	8,861,308	9,471,218
Debt Service	11,290,762	11,743,759	12,232,483	13,248,902
Financing Uses	24,981,311	23,681,514	19,639,685	0*
Contingencies	0*	0*	24,169,367	0*
Reserves & Designations	0*	0*	23,170,477	5,475,704
Increases to Fund Balance	35,961,093	9,238,104	0	0

* reflected in individual State functional areas

Total Financing by Function	550,633,314	556,902,826	587,966,617	590,026,046
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Uses of Financing by Type

Salary & Benefits	247,387,326	257,076,607	277,727,563	290,106,313
Services & Supplies	140,343,748	150,650,065	165,490,162	175,429,679
Other Charges	110,358,508	107,022,572	107,055,613	102,205,206
Fixed Assets	35,518,296	54,036,218	13,992,781	17,553,229
Transfers	(18,935,657)	(21,120,074)	(23,639,346)	(25,463,049)
Increases to Reserves/Designations	0*	0*	23,170,477	5,475,704
Increases/(decreases) to Fund Balance	35,961,093	9,238,104	0	0
Contingencies	0*	0*	24,169,367	24,718,964

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

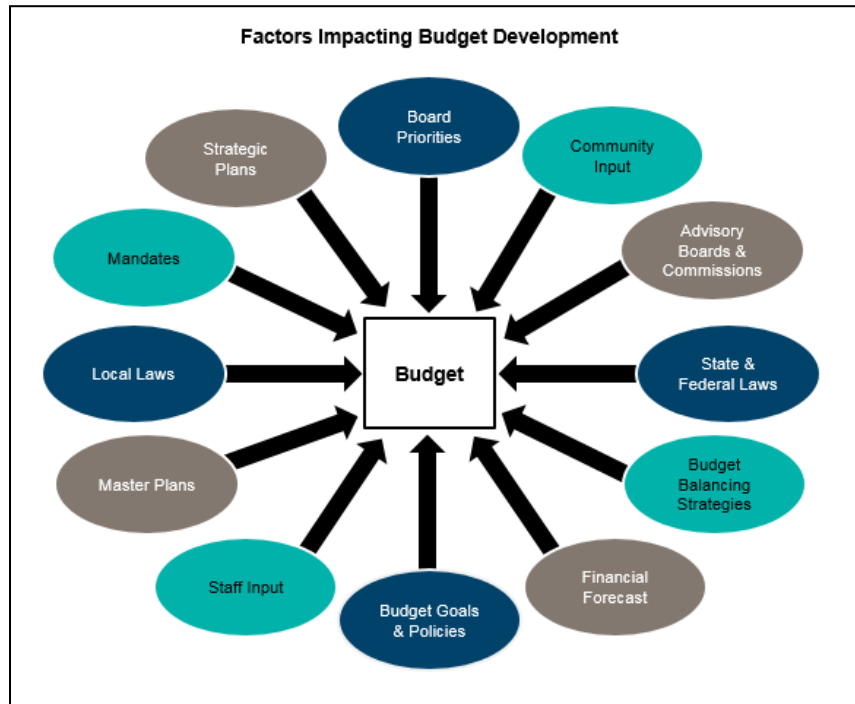
Total Financing by Type	550,633,314	556,902,826	587,966,617	590,026,046
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County Budget Development and Management Process

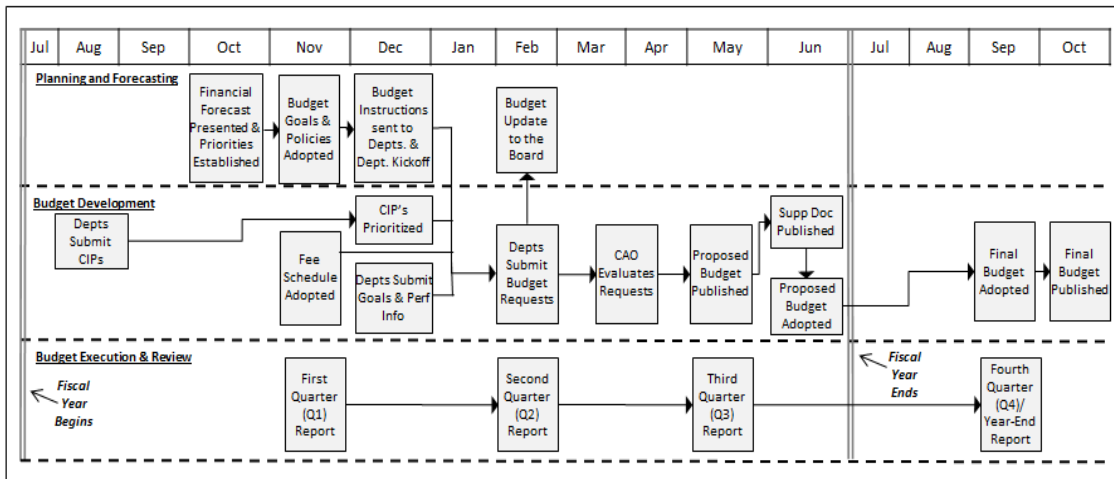
County Budget Development and Management Process

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 recommended 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 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 budget is broken into two phases. During Phase 1, departmental goals, programs, and performance measures are reviewed and refined. In Phase 2, the 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 FYW 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 County 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 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 budget has been finalized, a supplemental budget document is prepared to make any needed technical adjustments to the 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 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 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 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 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	Recommended 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 Recommended 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 Recommended 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.

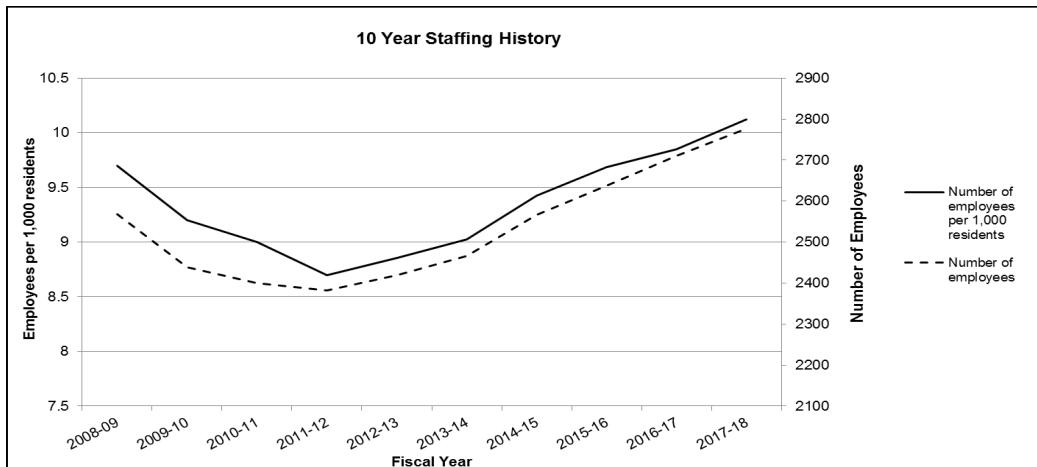
Personnel Information

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

Position Allocation by Service Group

Service Group	2016-17 Budget	Adopted Changes	2016-17 Current Allocation	2017-18 Department Request	2017-18 CAO Recommended	Increase (Decrease)
Community Services	151.75	1.00	152.75	152.50	154.50	1.75
Fiscal & Administrative	193.75 3.00 *	0.00 0.00 *	193.75 3.00 *	193.75 2.00 *	194.50 2.00 *	0.75 -1.00 *
Health/Human Services	1,017.75 9.00 *	27.50 1.75 *	1,045.25 10.75 *	1,041.25 10.75 *	1,047.50 10.75 *	2.25 0.00 *
Land Based	365.75 14.00 *	4.00 0.00 *	369.75 14.00 *	369.75 14.00 *	377.50 14.00 *	7.75 0.00 *
Public Protection	734.00 8.50 *	2.50 0.00 *	736.50 8.50 *	734.00 8.50 *	748.50 9.50 *	12.00 1.00 *
Support to County Departments	213.00	0.25	213.25	213.25	218.25	5.00
Total Permanent FTE's	2,676.00	35.25	2,711.25	2,704.50	2,740.75	29.50
Total Limited Terms	34.50	1.75	36.25	35.25	36.25	0.00
Total Contract FTE's	0.00	0.00	0.00	0.00	0.00	0.00
Total FTE's	2,710.50	37.00	2,747.50	2,739.75	2,777.00	29.50
Permanent Positions						
Full Time	2609	34	2643	2636	2671	28
3/4 Time	32	-1	31	30	31	0
1/2 Time	86	2	88	90	91	3
1/4 Time	0	0	0	0	0	0
Total Permanent	2727	35	2762	2756	2793	31
Limited Term Positions						
Full Time	30	1	31	30	31	0
3/4 Time	0	1	1	1	1	0
1/2 Time	9	0	9	9	9	0
1/4 Time	0	0	0	0	0	0
Total Limited Term	39	2	41	40	41	0

* Indicates Limited Term Positions



Position Allocation Summary

Dept	Title	2016-17 Budget	Adopted Changes	2016-17 Current Allocation	2017-18 Department Request	2017-18 CAO Recommended	Increase (Decrease)
ADMINISTRATIVE OFFICE							
104	ADMINISTRATIVE OFFICE	11.00	0.00	11.00	11.00	11.00	0.00
	*Limited Term	1.00 *	0.00 *	1.00 *	0.00 *	0.00 *	-1.00 *
131	GRAND JURY	0.50	0.00	0.50	0.50	0.50	0.00
138	EMERGENCY SERVICES	6.50	0.00	6.50	6.50	6.50	0.00
275	ORGANIZATIONAL DEVELOPMENT	2.00	0.00	2.00	2.00	2.00	0.00
	Total	21.00	0.00	21.00	20.00	20.00	-1.00
AGRICULTURAL COMMISSIONER							
141	AGRICULTURAL COMMISSIONER	43.50	0.00	43.50	43.50	45.25	1.75
AIRPORTS							
425	AIRPORTS	13.75	0.00	13.75	13.75	15.75	2.00
ASSESSOR							
109	ASSESSOR	84.00	0.00	84.00	84.00	84.00	0.00
	*Limited Term	1.00 *	0.00 *	1.00 *	1.00 *	1.00 *	0.00 *
	Total	85.00	0.00	85.00	85.00	85.00	0.00
AUDITOR-CONTROLLER-TREAS-TAX COLL-PUBLIC ADM							
107	AUDITOR-CONTROLLER	36.50	0.00	36.50	0.00	0.00	-36.50
	*Limited Term	1.00 *	0.00 *	1.00 *	0.00 *	0.00 *	-1.00 *
108	TREAS-TAX COLL-PUBLIC ADM	25.00	0.00	25.00	0.00	0.00	-25.00
117	AUDITOR-CONTROLLER-TREAS-TAX COLL-PUBLIC ADM	0.00	0.00	0.00	61.50	62.00	62.00
	*Limited Term	0.00 *	0.00 *	0.00 *	1.00 *	1.00 *	1.00 *
	Total	62.50	0.00	62.50	62.50	63.00	0.50
BOARD OF SUPERVISORS							
100	BOARD OF SUPERVISORS	13.00	0.00	13.00	13.00	13.00	0.00
CENTRAL SERVICES							
116	CENTRAL SERVICES	15.50	0.00	15.50	15.50	15.50	0.00
407	FLEET SERVICES ISF	13.00	0.00	13.00	13.00	13.00	0.00
	Total	28.50	0.00	28.50	28.50	28.50	0.00
CHILD SUPPORT SERVICES							
134	CHILD SUPPORT SERVICES	37.00	0.00	37.00	37.00	37.00	0.00
CLERK/RECORDER							
110	CLERK/RECORDER	22.25	0.00	22.25	22.25	22.50	0.25
COUNTY COUNSEL							
111	COUNTY COUNSEL	21.25	0.00	21.25	21.25	23.25	2.00
DISTRICT ATTORNEY							
132	DISTRICT ATTORNEY	94.50	0.50	95.00	94.50	99.00	4.00
	*Limited Term	5.50 *	0.00 *	5.50 *	5.50 *	5.50 *	0.00 *
	Total	100.00	0.50	100.50	100.00	104.50	4.00
FARM ADVISOR							
215	FARM ADVISOR	5.50	0.00	5.50	5.50	5.50	0.00
HEALTH AGENCY							
137	ANIMAL SERVICES	20.00	0.00	20.00	20.00	20.00	0.00
160	PUBLIC HEALTH	178.00	0.00	178.00	182.75	183.25	5.25
	*Limited Term	1.00 *	1.75 *	2.75 *	2.75 *	2.75 *	0.00 *
166	BEHAVIORAL HEALTH	279.25	26.50	305.75	303.75	309.50	3.75
	*Limited Term	7.00 *	1.00 *	8.00 *	8.00 *	8.00 *	0.00 *
184	LAW ENFORCEMENT MED CARE	20.75	0.00	20.75	20.75	21.75	1.00
350	MEDICALLY INDIGENT SERVICES PROGRAM	4.75	0.00	4.75	0.00	0.00	-4.75
375	DRIVING UNDER THE INFLUENCE	12.00	0.00	12.00	10.00	10.00	-2.00
	Total	522.75	29.25	552.00	548.00	555.25	3.25
HUMAN RESOURCES							
105	RISK MANAGEMENT	7.00	0.00	7.00	7.00	7.00	0.00
112	HUMAN RESOURCES	23.00	0.00	23.00	23.00	23.00	0.00
	Total	30.00	0.00	30.00	30.00	30.00	0.00
INFORMATION TECHNOLOGY DEPARTMENT							
114	INFORMATION TECHNOLOGY DEPARTMENT	82.25	0.25	82.50	82.50	85.50	3.00
LIBRARY							
377	LIBRARY	72.50	0.00	72.50	72.25	72.25	-0.25
PARKS and RECREATION							
305	PARKS and RECREATION	47.00	1.00	48.00	48.00	48.00	0.00
427	GOLF COURSES	13.00	0.00	13.00	13.00	13.00	0.00
	Total	60.00	1.00	61.00	61.00	61.00	0.00
PLANNING & BUILDING DEPARTMENT							
142	PLANNING & BUILDING DEPARTMENT	93.50	0.00	93.50	93.50	96.50	3.00
	*Limited Term	13.00 *	-1.00 *	12.00 *	12.00 *	12.00 *	0.00 *
	Total	106.50	-1.00	105.50	105.50	108.50	3.00

<u>Dept</u>	<u>Title</u>	<u>2016-17 Budget</u>	<u>Adopted Changes</u>	<u>2016-17 Current Allocation</u>	<u>2017-18 Department Request</u>	<u>2017-18 CAO Recommended</u>	<u>Increase (Decrease)</u>
PROBATION DEPARTMENT							
139	PROBATION DEPARTMENT	159.50	0.00	159.50	157.50	161.50	2.00
	*Limited Term	2.00 *	0.00 *	2.00 *	2.00 *	2.00 *	0.00 *
	Total	161.50	0.00	161.50	159.50	163.50	2.00
PUBLIC WORKS							
405	PUBLIC WORKS - ISF	228.75	4.00	232.75	232.75	235.75	3.00
	*Limited Term	1.00 *	1.00 *	2.00 *	2.00 *	2.00 *	0.00 *
113	FACILITIES MANAGEMENT	51.00	0.00	51.00	51.00	51.00	0.00
	Total	280.75	5.00	285.75	285.75	288.75	3.00
SHERIFF-CORONER							
136	SHERIFF-CORONER	416.00	2.00	418.00	418.00	424.00	6.00
	*Limited Term	1.00 *	0.00 *	1.00 *	1.00 *	2.00 *	1.00 *
	Total	417.00	2.00	419.00	419.00	426.00	7.00
SOCIAL SERVICES							
180	SOCIAL SERVICES ADMINISTRATION	516.00	1.00	517.00	517.00	516.00	-1.00
VETERANS SERVICES							
186	VETERANS SERVICES	7.00	0.00	7.00	7.00	7.00	0.00
	*Limited Term	1.00 *	-1.00 *	0.00 *	0.00 *	0.00 *	0.00 *
	Total	8.00	-1.00	7.00	7.00	7.00	0.00
	Total Permanent Employees	2,676.00	35.25	2,711.25	2,704.50	2,740.75	29.50
	Total Limited Term Employees	34.50 *	1.75 *	36.25 *	35.25 *	36.25 *	0.00 *
	GRAND TOTAL	2,710.50	37.00	2,747.50	2,739.75	2,777.00	29.50

Position Allocation by Department

FC	Class	Title	PT	2016-17 Budget	Adopted Changes	Current	2017-18 Requested	2017-18 Recommended	Recommended Changes
100	BOARD OF SUPERVISORS								
	2223	Administrative Assistant Confidential Series		2.00	0.00	2.00	2.00	2.00	0.00
	8799	Legislative Assistant		5.00	0.00	5.00	5.00	5.00	0.00
	925	Secretary - Confidential		1.00	0.00	1.00	1.00	1.00	0.00
	103	Supervisor		5.00	0.00	5.00	5.00	5.00	0.00
		Department Totals		13.00	0.00	13.00	13.00	13.00	0.00
104	ADMINISTRATIVE OFFICE								
	8887	Administrative Analyst Aide - Confidential		1.00	0.00	1.00	1.00	1.00	0.00
	8891	Administrative Services Officer I							
	8892	or Administrative Services Officer II		1.00	0.00	1.00	1.00	1.00	0.00
	8958	Assistant County Administrative Officer		1.00	0.00	1.00	1.00	1.00	0.00
	205	County Administrative Officer		1.00	0.00	1.00	1.00	1.00	0.00
	680	Division Manager-Administrative Office		2.00	0.00	2.00	2.00	2.00	0.00
	8884	Administrative Analyst I							
	8883	or Administrative Analyst II							
	8882	or Administrative Analyst III							
	8886	or Principal Administrative Analyst		5.00	0.00	5.00	5.00	5.00	0.00
		Limited Permanent							
	8883	Administrative Analyst II		1.00	0.00	1.00	0.00	0.00	-1.00
		Department Totals		12.00	0.00	12.00	11.00	11.00	-1.00
105	RISK MANAGEMENT								
	2223	Administrative Assistant Confidential Series		1.00	0.00	1.00	1.00	1.00	0.00
	2110	Human Resources Analyst Aide-Confidential		1.00	0.00	1.00	1.00	1.00	0.00
	8952	Principal Human Resources Analyst		1.00	0.00	1.00	1.00	1.00	0.00
	9657	Risk Management Analyst I							
	9658	or Risk Management Analyst II							
	9663	or Risk Management Analyst III		4.00	0.00	4.00	4.00	4.00	0.00
		Department Totals		7.00	0.00	7.00	7.00	7.00	0.00
107	AUDITOR-CONTROLLER								
	914	Accounting Technician		4.00	0.00	4.00	0.00	0.00	-4.00
	913	Accounting Technician - Confidential		3.00	0.00	3.00	0.00	0.00	-3.00
	2223	Administrative Assistant Confidential Series		1.00	0.00	1.00	0.00	0.00	-1.00
	900	Assistant Auditor-Controller		1.00	0.00	1.00	0.00	0.00	-1.00
	2056	Auditor-Analyst Trainee							
	2053	or Auditor-Analyst I							
	2054	or Auditor-Analyst II							
	2055	or Auditor-Analyst III		15.00	0.00	15.00	0.00	0.00	-15.00
	109	Auditor-Controller-Treasurer-Tx Coll-Pub Admn		1.00	0.00	1.00	0.00	0.00	-1.00
	2223	Administrative Assistant Confidential Series							
	982	or Data Entry Operator III - Confidential		1.00	0.00	1.00	0.00	0.00	-1.00
	2052	Division Manager-Auditor-Controller		2.00	0.00	2.00	0.00	0.00	-2.00
	722	Principal Auditor-Analyst		6.00	0.00	6.00	0.00	0.00	-6.00
	780	Financial Analyst I							
	781	or Financial Analyst II							
	782	or Financial Analyst III		1.00	0.00	1.00	0.00	0.00	-1.00
	770	or Principal Financial Analyst							
	911	Account Clerk							
	909	or Senior Account Clerk		1.00	0.00	1.00	0.00	0.00	-1.00
	911	Account Clerk	1/2						
	909	or Senior Account Clerk	1/2	0.50	0.00	0.50	0.00	0.00	-0.50
		Limited Permanent							
	2056	Auditor-Analyst Trainee							
	2053	or Auditor-Analyst I		1.00	0.00	1.00	0.00	0.00	-1.00
	2054	or Auditor-Analyst II							
	2055	or Auditor-Analyst III		0.00	0.00	0.00	0.00	0.00	0.00
		Department Totals		37.50	0.00	37.50	0.00	0.00	-37.50
108	TREAS-TAX COLL-PUBLIC ADM								
	914	Accounting Technician		1.00	0.00	1.00	0.00	0.00	-1.00
	8891	Administrative Services Officer I							
	8892	or Administrative Services Officer II		1.00	0.00	1.00	0.00	0.00	-1.00
	8903	Departmental Automation Specialist I							
	8904	or Departmental Automation Specialist II							
	8906	or Departmental Automation Specialist III		1.00	0.00	1.00	0.00	0.00	-1.00
	2052	Division Manager-Auditor-Controller		1.00	0.00	1.00	0.00	0.00	-1.00
	780	Financial Analyst I							
	781	or Financial Analyst II							
	782	or Financial Analyst III		4.00	0.00	4.00	0.00	0.00	-4.00
	770	or Principal Financial Analyst		1.00	0.00	1.00	0.00	0.00	-1.00
	911	Account Clerk							
	909	or Senior Account Clerk		11.00	0.00	11.00	0.00	0.00	
	927	Supervising Admin Clerk I		2.00	0.00	2.00	0.00	0.00	-2.00
	928	Supervising Admin Clerk II		1.00	0.00	1.00	0.00	0.00	-1.00
	893	Supervising Financial Technician		2.00	0.00	2.00	0.00	0.00	-2.00
		Department Totals		25.00	0.00	25.00	0.00	0.00	-25.00

FC	Class	Title	PT	2016-17 Budget	Adopted Changes	Current	2017-18 Requested	2017-18 Recommended	Recommended Changes
109	ASSESSOR								
	914	Accounting Technician		1.00	0.00	1.00	1.00	1.00	0.00
	913	or Accounting Technician - Confidential							
	718	Appraiser Trainee							
	711	or Appraiser I							
	709	or Appraiser II							
	707	or Appraiser III		25.00	0.00	25.00	25.00	25.00	0.00
	8894	Assessment Analyst Trainee							
	941	or Assessment Analyst I							
	942	or Assessment Analyst II							
	943	or Assessment Analyst III		7.00	0.00	7.00	7.00	7.00	0.00
	8948	Assessment Manager		5.00	0.00	5.00	5.00	5.00	0.00
	894	Assessment Technician I							
	895	or Assessment Technician II							
	896	or Assessment Technician III		14.00	0.00	14.00	14.00	14.00	0.00
	897	Assessment Technician IV		2.00	0.00	2.00	2.00	2.00	0.00
	658	Assessment Technician Supervisor		2.00	0.00	2.00	2.00	2.00	0.00
	101	Assessor		1.00	0.00	1.00	1.00	1.00	0.00
	701	Assistant Assessor		1.00	0.00	1.00	1.00	1.00	0.00
	723	Auditor-Appraiser Trainee							
	712	or Auditor-Appraiser I							
	710	or Auditor-Appraiser II							
	708	or Auditor-Appraiser III		6.00	-1.00	5.00	5.00	5.00	0.00
	146	Geographic Info Systems Analyst I							
	147	or Geographic Info Systems Analyst II							
	148	or Geographic Info Systems Analyst III		4.00	0.00	4.00	4.00	4.00	0.00
	587	Property Transfer Tech I							
	588	or Property Transfer Tech II							
	589	or Property Transfer Tech III		9.00	0.00	9.00	9.00	9.00	0.00
	695	or Property Transfer Tech IV		2.00	0.00	2.00	2.00	2.00	0.00
	149	Sr Geographic Info Systems Analyst		1.00	0.00	1.00	1.00	1.00	0.00
	724	Supervising Appraiser		3.00	0.00	3.00	3.00	3.00	0.00
	725	Supervising Auditor-Appraiser		0.00	1.00	1.00	1.00	1.00	0.00
	579	Supervising Property Transfer Technician		1.00	0.00	1.00	1.00	1.00	0.00
		Limited Permanent							
	146	Geographic Info Systems Analyst I							
	147	or Geographic Info Systems Analyst II							
	148	or Geographic Info Systems Analyst III		1.00	0.00	1.00	1.00	1.00	0.00
		Department Totals		85.00	0.00	85.00	85.00	85.00	0.00
110	CLERK/RECORDER								
	8891	Administrative Services Officer I							
	8892	or Administrative Services Officer II		1.00	0.00	1.00	1.00	1.00	0.00
	250	Assistant County Clerk-Recorder		1.00	0.00	1.00	1.00	1.00	0.00
	2203	Administrative Assistant Series							
	2552	or Clerk-Recorder Assistant II		9.00	0.00	9.00	9.00	10.00	1.00
	2553	or Clerk-Recorder Assistant III		4.00	0.00	4.00	4.00	4.00	0.00
	2203	Administrative Assistant Series	3/4						
	2552	or Clerk-Recorder Assistant II	3/4	0.75	0.00	0.75	0.75	0.00	-0.75
	2553	or Clerk-Recorder Assistant III	3/4						
	2203	Administrative Assistant Series	1/2						
	2552	or Clerk-Recorder Assistant II	1/2	0.50	0.00	0.50	0.50	0.50	0.00
	2553	or Clerk-Recorder Assistant III	1/2						
	2554	Clerk-Recorder Assistant IV		2.00	0.00	2.00	2.00	2.00	0.00
	108	County Clerk-Recorder		1.00	0.00	1.00	1.00	1.00	0.00
	2558	Division Supervisor-Clerk-Recorder		2.00	0.00	2.00	2.00	2.00	0.00
	2261	Systems Administrator I							
	2262	or Systems Administrator II							
	2263	or Systems Administrator III		1.00	0.00	1.00	1.00	1.00	0.00
		Department Totals		22.25	0.00	22.25	22.25	22.50	0.25
111	COUNTY COUNSEL								
	2203	Administrative Assistant Series		2.00	0.00	2.00	1.00	1.00	-1.00
	8891	Administrative Services Officer I							
	8892	or Administrative Services Officer II		1.00	0.00	1.00	1.00	1.00	0.00
	303	Assistant County Counsel		1.00	0.00	1.00	1.00	1.00	0.00
	310	Chief Deputy County Counsel		1.00	0.00	1.00	1.00	1.00	0.00
	302	County Counsel		1.00	0.00	1.00	1.00	1.00	0.00
	313	Deputy County Counsel I							
	317	or Deputy County Counsel II							
	318	or Deputy County Counsel III							
	312	or Deputy County Counsel IV		9.00	0.00	9.00	9.00	10.00	1.00
	313	Deputy County Counsel I	3/4						
	317	or Deputy County Counsel II	3/4						
	318	or Deputy County Counsel III	3/4						
	312	or Deputy County Counsel IV	3/4	0.75	0.00	0.75	0.75	0.75	0.00
	313	Deputy County Counsel I	1/2						
	317	or Deputy County Counsel II	1/2						
	318	or Deputy County Counsel III	1/2						

FC	Class	Title	PT	2016-17 Budget	Adopted Changes	Current	2017-18 Requested	2017-18 Recommended	Recommended Changes
	312	or Deputy County Counsel IV	1/2	0.50	0.00	0.50	0.50	0.50	0.00
	2230	Legal Clerk		2.00	0.00	2.00	3.00	4.00	2.00
	2223	Administrative Assistant Confidential Series							
	2235	or Legal Clerk-Confidential		2.00	0.00	2.00	2.00	2.00	0.00
	2231	Supervising Legal Clerk I		1.00	0.00	1.00	1.00	1.00	0.00
		Department Totals		21.25	0.00	21.25	21.25	23.25	2.00
112	HUMAN RESOURCES								
	2223	Administrative Assistant Confidential Series		3.00	0.00	3.00	3.00	3.00	0.00
	8891	Administrative Services Officer I							
	8892	or Administrative Services Officer II		1.00	0.00	1.00	1.00	1.00	0.00
	8903	Departmental Automation Specialist I							
	8904	or Departmental Automation Specialist II							
	8906	or Departmental Automation Specialist III		1.00	-1.00	0.00	0.00	0.00	0.00
	8957	Deputy Director of Human Resources		1.00	1.00	2.00	2.00	2.00	0.00
	2110	Human Resources Analyst Aide-Confidential		6.00	1.00	7.00	7.00	7.00	0.00
	8953	Human Resources Director		1.00	0.00	1.00	1.00	1.00	0.00
	8952	Principal Human Resources Analyst		2.00	-1.00	1.00	1.00	1.00	0.00
	874	Personnel Analyst I							
	873	or Personnel Analyst II							
	864	or Personnel Analyst III		8.00	0.00	8.00	8.00	8.00	0.00
	875	or Principal Personnel Analyst							
		Department Totals		23.00	0.00	23.00	23.00	23.00	0.00
113	FACILITIES MANAGEMENT								
	2203	Administrative Assistant Series		1.00	0.00	1.00	1.00	1.00	0.00
	1301	Building Maintenance Superintendent		1.00	0.00	1.00	1.00	1.00	0.00
	1335	Custodian		24.00	0.00	24.00	24.00	24.00	0.00
	1314	Facilities Maintenance Mechanic I							
	1316	or Facilities Maintenance Mechanic II							
	1315	or Facilities Maintenance Mechanic III		15.00	0.00	15.00	15.00	15.00	0.00
	1312	Locksmith I							
	1311	or Locksmith II		2.00	0.00	2.00	2.00	2.00	0.00
	1307	Maintenance Painter I							
	1308	or Maintenance Painter II		3.00	0.00	3.00	3.00	3.00	0.00
	927	Supervising Admin Clerk I		1.00	0.00	1.00	1.00	1.00	0.00
	1352	Supervising Custodian		2.00	0.00	2.00	2.00	2.00	0.00
	1318	Supervising Facility Maintenance Mechanic		2.00	0.00	2.00	2.00	2.00	0.00
		Department Totals		51.00	0.00	51.00	51.00	51.00	0.00
114	INFORMATION TECHNOLOGY DEPARTMENT								
	905	Accountant I							
	906	or Accountant II							
	907	or Accountant III		0.00	0.00	0.00	0.00	1.00	1.00
	914	Accounting Technician							
	913	or Accounting Technician - Confidential		1.00	0.00	1.00	1.00	1.00	0.00
	2204	Administrative Assistant Aide							
	2201	or Administrative Assistant I							
	2202	or Administrative Assistant II		1.00	0.00	1.00	0.00	0.00	-1.00
	2203	or Administrative Assistant Series		1.00	0.00	1.00	2.00	2.00	1.00
	8795	Administrative Services Manager		1.00	0.00	1.00	1.00	1.00	0.00
	959	Communications Technician I							
	958	or Communications Technician II		5.00	0.00	5.00	5.00	5.00	0.00
	970	Computer Systems Tech Aide - Confidential							
	987	or Computer Systems Tech I - Confidential							
	988	or Computer Systems Tech II - Confidential							
	1989	or Computer Systems Tech III - Confidential		2.00	0.00	2.00	2.00	2.00	0.00
	8903	Departmental Automation Specialist I							
	8904	or Departmental Automation Specialist II							
	8906	or Departmental Automation Specialist III		8.00	0.00	8.00	8.00	8.00	0.00
	241	Director of Information Technology		1.00	0.00	1.00	1.00	1.00	0.00
	146	Geographic Info Systems Analyst I							
	147	or Geographic Info Systems Analyst II							
	148	or Geographic Info Systems Analyst III		1.00	0.00	1.00	1.00	1.00	0.00
	8972	Geographic Information Systems Program Mgr		1.00	0.00	1.00	1.00	1.00	0.00
	2252	Information Technology Manager		3.00	0.00	3.00	3.00	3.00	0.00
	2268	Information Technology Project Manager I							
	2269	or Information Technology Project Manager II							
	2270	or Information Technology Project Manager III		4.00	0.00	4.00	4.00	4.00	0.00
	2267	Information Technology Supervisor		8.00	0.00	8.00	8.00	9.00	1.00
	2257	Network Engineer I							
	2258	or Network Engineer II							
	2259	or Network Engineer III		4.00	0.00	4.00	4.00	4.00	0.00
	1711	Network Hardware Specialist I							
	1712	or Network Hardware Specialist II		1.00	0.00	1.00	1.00	1.00	0.00
	969	Senior Communications Technician		1.00	0.00	1.00	1.00	1.00	0.00
	1714	Senior Computer Sys Tech - Confidential		2.00	0.00	2.00	2.00	2.00	0.00
	2260	Senior Network Engineer		2.00	0.00	2.00	2.00	2.00	0.00
	2255	Senior Software Engineer		5.00	0.00	5.00	5.00	5.00	0.00
	2256	Senior Systems Administrator		1.00	0.00	1.00	1.00	1.00	0.00
	2264	Software Engineer I							
	2265	or Software Engineer II							
	2266	or Software Engineer III		19.00	0.00	19.00	19.00	20.00	1.00
	2264	Software Engineer I	1/2						
	2265	or Software Engineer II	1/2						

FC	Class	Title	PT	2016-17 Budget	Adopted Changes	Current	2017-18 Requested	2017-18 Recommended	Recommended Changes
	2266	or Software Engineer III	1/2	0.50	0.00	0.50	0.50	0.50	0.00
	2261	Systems Administrator I							
	2262	or Systems Administrator II							
	2263	or Systems Administrator III		9.00	0.00	9.00	9.00	9.00	0.00
	961	Telephone Systems Coordinator		0.00	1.00	1.00	1.00	1.00	0.00
	961	Telephone Systems Coordinator	3/4	0.75	-0.75	0.00	0.00	0.00	0.00
		Department Totals		82.25	0.25	82.50	82.50	85.50	3.00
116	CENTRAL SERVICES								
	905	Accountant I							
	906	or Accountant II		1.00	0.00	1.00	1.00	1.00	0.00
	907	or Accountant III							
	2203	Administrative Assistant Series		2.00	0.00	2.00	2.00	2.00	0.00
	8795	Administrative Services Manager		1.00	0.00	1.00	1.00	1.00	0.00
	609	Property Management Aide							
	622	or Assistant Real Property Agent		1.00	0.00	1.00	1.00	1.00	0.00
	623	or Associate Real Property Agent		2.00	0.00	2.00	2.00	2.00	0.00
	2181	Buyer I							
	2182	or Buyer II		3.00	0.00	3.00	3.00	3.00	0.00
	281	Central Services Director		1.00	0.00	1.00	1.00	1.00	0.00
	614	Property Manager		1.00	0.00	1.00	1.00	1.00	0.00
	911	Account Clerk							
	909	or Senior Account Clerk		1.00	0.00	1.00	1.00	1.00	0.00
	911	Account Clerk	1/2	0.50	0.00	0.50	0.50	0.50	0.00
	909	or Senior Account Clerk	1/2						
	2183	Senior Buyer		1.00	0.00	1.00	1.00	1.00	0.00
	928	Supervising Admin Clerk II		1.00	0.00	1.00	1.00	1.00	0.00
		Department Totals		15.50	0.00	15.50	15.50	15.50	0.00
117	AUDITOR-CONTROLLER-TREAS-TAX COLL-PUBLIC ADM								
	914	Accounting Technician		0.00	0.00	0.00	5.00	5.00	5.00
	913	Accounting Technician - Confidential		0.00	0.00	0.00	3.00	3.00	3.00
	2223	Administrative Assistant Confidential Series		0.00	0.00	0.00	1.00	1.00	1.00
	8891	Administrative Services Officer I							
	8892	or Administrative Services Officer II		0.00	0.00	0.00	1.00	1.00	1.00
	900	Assistant Auditor-Controller		0.00	0.00	0.00	1.00	1.00	1.00
	2056	Auditor-Analyst Trainee							
	2053	or Auditor-Analyst I							
	2054	or Auditor-Analyst II							
	2055	or Auditor-Analyst III		0.00	0.00	0.00	15.00	15.00	15.00
	109	Auditor-Controller-Treasurer-Tx Coll-Pub Admn		0.00	0.00	0.00	1.00	1.00	1.00
	2223	Administrative Assistant Confidential Series							
	982	or Data Entry Operator III - Confidential		0.00	0.00	0.00	1.00	1.00	1.00
	8903	Departmental Automation Specialist I							
	8904	or Departmental Automation Specialist II							
	8906	or Departmental Automation Specialist III		0.00	0.00	0.00	1.00	1.00	1.00
	2052	Division Manager-Auditor-Controller		0.00	0.00	0.00	3.00	3.00	3.00
	722	Principal Auditor-Analyst		0.00	0.00	0.00	6.00	6.00	6.00
	780	Financial Analyst I							
	781	or Financial Analyst II							
	782	or Financial Analyst III		0.00	0.00	0.00	5.00	5.00	5.00
	770	or Principal Financial Analyst		0.00	0.00	0.00	1.00	1.00	1.00
	911	Account Clerk							
	909	or Senior Account Clerk		0.00	0.00	0.00	12.00	12.00	12.00
	911	Account Clerk	1/2						
	909	or Senior Account Clerk	1/2	0.00	0.00	0.00	0.50	1.00	1.00
	927	Supervising Admin Clerk I		0.00	0.00	0.00	2.00	2.00	2.00
	928	Supervising Admin Clerk II		0.00	0.00	0.00	1.00	1.00	1.00
	893	Supervising Financial Technician		0.00	0.00	0.00	2.00	2.00	2.00
		Limited Permanent							
	2056	Auditor-Analyst Trainee							
	2053	or Auditor-Analyst I		0.00	0.00	0.00	1.00	1.00	1.00
	2054	or Auditor-Analyst II							
	2055	or Auditor-Analyst III		0.00	0.00	0.00	0.00	0.00	0.00
		Department Totals		0.00	0.00	0.00	62.50	63.00	63.00
131	GRAND JURY								
	2203	Administrative Assistant Series	1/2	0.50	0.00	0.50	0.50	0.50	0.00
		Department Totals		0.50	0.00	0.50	0.50	0.50	0.00
132	DISTRICT ATTORNEY								
	2203	Administrative Assistant Series		4.00	0.00	4.00	4.00	4.00	0.00
	2203	Administrative Assistant Series	1/2	1.00	-0.50	0.50	0.50	0.50	0.00
	8795	Administrative Services Manager		0.00	1.00	1.00	1.00	1.00	0.00
	8891	Administrative Services Officer I							
	8892	or Administrative Services Officer II		2.00	0.00	2.00	2.00	2.00	0.00
	392	Assistant District Attorney		1.00	0.00	1.00	1.00	1.00	0.00
	270	Chief Deputy District Attorney		2.00	0.00	2.00	2.00	2.00	0.00
	9648	Chief District Attorney Investigator		1.00	0.00	1.00	1.00	1.00	0.00
	8903	Departmental Automation Specialist I							
	8904	or Departmental Automation Specialist II							
	8906	or Departmental Automation Specialist III		1.00	0.00	1.00	1.00	1.00	0.00
	308	Deputy District Attorney I							
	309	or Deputy District Attorney II							
	311	or Deputy District Attorney III							

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	314	or Deputy District Attorney IV		30.00	0.00	30.00	29.00	32.00	2.00
	308	Deputy District Attorney I	1/2						
	309	or Deputy District Attorney II	1/2	0.50	0.00	0.50	0.50	0.00	-0.50
	311	or Deputy District Attorney III	1/2						
	314	or Deputy District Attorney IV	1/2	0.00	0.00	0.00	0.50	0.50	0.50
	105	District Attorney		1.00	0.00	1.00	1.00	1.00	0.00
	9645	District Attorney Investigator I							
	9646	or District Attorney Investigator II							
	9647	or District Attorney Investigator III		11.00	0.00	11.00	11.00	13.00	2.00
	684	Division Manager-District Attorney		2.00	0.00	2.00	2.00	2.00	0.00
	380	Economic Crime Officer I							
	381	or Economic Crime Officer II							
	382	or Economic Crime Officer III		1.00	0.00	1.00	1.00	1.00	0.00
	383	Economic Crime Technician I							
	384	or Economic Crime Technician II		1.00	0.00	1.00	1.00	1.00	0.00
	2203	Administrative Assistant Series							
	2230	or Legal Clerk		15.00	0.00	15.00	15.00	15.00	0.00
	2238	Paralegal		3.00	0.00	3.00	3.00	3.00	0.00
	909	Senior Account Clerk		1.00	0.00	1.00	1.00	1.00	0.00
	9620	Senior Victim/Witness Coordinator		2.00	0.00	2.00	2.00	2.00	0.00
	1536	Social Worker I							
	1532	or Social Worker II							
	1524	or Social Worker III							
	1519	or Social Worker IV		1.00	0.00	1.00	1.00	1.00	0.00
	9675	Supervising District Attorney Investigator		2.00	0.00	2.00	2.00	2.00	0.00
	2231	Supervising Legal Clerk I		3.00	0.00	3.00	3.00	3.00	0.00
	2232	Supervising Legal Clerk II		1.00	0.00	1.00	1.00	1.00	0.00
	9614	Victim/Witness Assistance Coordinator Aide							
	9634	or Victim/Witness Assistance Coordinator I		1.00	0.00	1.00	1.00	1.00	0.00
	9637	or Victim/Witness Assistance Coordinator II		6.00	0.00	6.00	6.00	6.00	0.00
	9614	Victim/Witness Assistance Coordinator Aide	1/2						
	9634	or Victim/Witness Assistance Coordinator I	1/2						
	9637	or Victim/Witness Assistance Coordinator II	1/2	1.00	0.00	1.00	1.00	1.00	0.00
		Limited Permanent							
	9645	District Attorney Investigator I							
	9646	or District Attorney Investigator II							
	9647	or District Attorney Investigator III		1.00	0.00	1.00	1.00	1.00	0.00
	2238	Paralegal	1/2	0.50	0.00	0.50	0.50	0.50	0.00
	9614	Victim/Witness Assistance Coordinator Aide							
	9634	or Victim/Witness Assistance Coordinator I		2.00	0.00	2.00	2.00	2.00	0.00
	9637	or Victim/Witness Assistance Coordinator II		2.00	0.00	2.00	2.00	2.00	0.00
		Department Totals		100.00	0.50	100.50	100.00	104.50	4.00
134	CHILD SUPPORT SERVICES								
	8891	Administrative Services Officer I							
	8892	or Administrative Services Officer II		1.00	0.00	1.00	1.00	1.00	0.00
	394	Asst Director of Child Support Services		1.00	0.00	1.00	1.00	1.00	0.00
	256	Director of Child Support Services		1.00	0.00	1.00	1.00	1.00	0.00
	9621	Family Support Officer I							
	9622	or Family Support Officer II							
	9682	or Family Support Officer III		14.00	0.00	14.00	14.00	14.00	0.00
	2203	Administrative Assistant Series							
	2230	or Legal Clerk		14.00	0.00	14.00	14.00	14.00	0.00
	9683	Supervising Family Support Officer		2.00	0.00	2.00	2.00	2.00	0.00
	2231	Supervising Legal Clerk I		1.00	0.00	1.00	1.00	1.00	0.00
	2232	Supervising Legal Clerk II		2.00	0.00	2.00	2.00	2.00	0.00
	2261	Systems Administrator I							
	2262	or Systems Administrator II							
	2263	or Systems Administrator III		1.00	0.00	1.00	1.00	1.00	0.00
		Department Totals		37.00	0.00	37.00	37.00	37.00	0.00
136	SHERIFF-CORONER								
	905	Accountant I							
	906	or Accountant II		1.00	0.00	1.00	1.00	1.00	0.00
	907	or Accountant III							
	914	Accounting Technician		1.00	0.00	1.00	1.00	1.00	0.00
	8795	Administrative Services Manager		1.00	0.00	1.00	1.00	1.00	0.00
	8891	Administrative Services Officer I							
	8892	or Administrative Services Officer II		3.00	0.00	3.00	3.00	3.00	0.00
	1341	Cook I							
	1340	or Cook II							
	1350	or Cook III		7.00	0.00	7.00	7.00	7.00	0.00
	346	Correctional Technician		25.00	0.00	25.00	25.00	25.00	0.00
	350	Crime Prevention Specialist		3.00	0.00	3.00	3.00	3.00	0.00
	2010	Department Personnel Technician		1.00	0.00	1.00	1.00	1.00	0.00
	8906	Departmental Automation Specialist III		3.00	0.00	3.00	3.00	3.00	0.00
	300005	Dispatch Manager		0.00	0.00	0.00	0.00	1.00	1.00
	339	Sheriff's Cadet							
	338	or Deputy Sheriff		105.00	0.00	105.00	105.00	108.00	3.00
	354	Food Service Supervisor - Corrections		1.00	0.00	1.00	1.00	1.00	0.00
	2595	Forensic Pathologist		0.00	1.00	1.00	1.00	1.00	0.00
	447	Laboratory Assistant I	1/2						
	446	or Laboratory Assistant II	1/2	0.50	0.00	0.50	0.50	0.50	0.00
	2203	Administrative Assistant Series							
	2230	or Legal Clerk		23.00	1.00	24.00	24.00	24.00	0.00

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	1583	Program Manager I		1.00	0.00	1.00	1.00	1.00	0.00
	1584	Program Manager II		2.00	0.00	2.00	2.00	3.00	1.00
	909	Senior Account Clerk		2.00	0.00	2.00	2.00	2.00	0.00
	336	Sergeant		16.00	0.00	16.00	16.00	16.00	0.00
	331	Sheriff's Chief Deputy		2.00	0.00	2.00	2.00	2.00	0.00
	2593	Sheriff's Commander		7.00	0.00	7.00	7.00	7.00	0.00
	378	Sheriff's Correctional Captain		1.00	0.00	1.00	1.00	1.00	0.00
	375	Sheriff's Correctional Deputy		111.00	0.00	111.00	111.00	112.00	1.00
	357	Sheriff's Correctional Lieutenant		2.00	0.00	2.00	2.00	2.00	0.00
	335	Sheriff's Correctional Sergeant		14.00	0.00	14.00	14.00	14.00	0.00
	342	Sheriff's Dispatcher		17.00	0.00	17.00	17.00	17.00	0.00
	5000	Sheriff's Dispatcher Supervisor		1.00	0.00	1.00	1.00	1.00	0.00
	8973	Sheriff's Forensic Laboratory Specialist		2.00	0.00	2.00	2.00	2.00	0.00
	2594	Sheriff's Forensic Specialist		3.00	0.00	3.00	3.00	3.00	0.00
	348	Sheriff's Property Officer		2.00	0.00	2.00	2.00	2.00	0.00
	377	Sheriff's Records Manager		1.00	0.00	1.00	1.00	1.00	0.00
	376	Sheriff's Senior Correctional Deputy		15.00	0.00	15.00	15.00	15.00	0.00
	340	Sheriff's Senior Deputy		30.00	0.00	30.00	30.00	30.00	0.00
	343	Sheriff's Senior Dispatcher		3.00	0.00	3.00	3.00	3.00	0.00
	107	Sheriff-Coroner		1.00	0.00	1.00	1.00	1.00	0.00
	8960	Sr Correctional Technician		3.00	0.00	3.00	3.00	3.00	0.00
	1336	Storekeeper I	1/2	0.50	0.00	0.50	0.50	0.50	0.00
	1331	Storekeeper II		1.00	0.00	1.00	1.00	1.00	0.00
	2232	Supervising Legal Clerk II		2.00	0.00	2.00	2.00	2.00	0.00
	2254	Technology Supervisor		1.00	0.00	1.00	1.00	1.00	0.00
	2592	Undersheriff		1.00	0.00	1.00	1.00	1.00	0.00
		Limited Permanent							
	338	Deputy Sheriff		1.00	0.00	1.00	1.00	1.00	0.00
	2264	Software Engineer I							
	2265	or Software Engineer II							
	2266	or Software Engineer III		0.00	0.00	0.00	0.00	1.00	1.00
		Department Totals		417.00	2.00	419.00	419.00	426.00	7.00
137		ANIMAL SERVICES							
	2203	Administrative Assistant Series		3.00	0.00	3.00	3.00	3.00	0.00
	2203	Administrative Assistant Series	1/2	0.50	0.00	0.50	0.50	0.50	0.00
	8891	Administrative Services Officer I							
	8892	or Administrative Services Officer II		2.00	0.00	2.00	2.00	2.00	0.00
	1422	Animal Control Lead Officer		1.00	0.00	1.00	1.00	1.00	0.00
	1417	Animal Control Officer		6.00	0.00	6.00	6.00	6.00	0.00
	1424	Animal Control Supervising Officer		1.00	0.00	1.00	1.00	1.00	0.00
	1410	Animal Services Manager (Non-Vet)							
	1411	or Animal Services Manager (Vet)		1.00	0.00	1.00	1.00	1.00	0.00
	1423	Animal Shelter Registered Veterinary Tech		1.00	0.00	1.00	1.00	1.00	0.00
	1425	Animal Shelter Supervisor		1.00	0.00	1.00	1.00	1.00	0.00
	1420	Kennel Worker		2.00	0.00	2.00	2.00	2.00	0.00
	1420	Kennel Worker	1/2	0.50	0.00	0.50	0.50	0.50	0.00
	911	Account Clerk							
	909	or Senior Account Clerk		1.00	0.00	1.00	1.00	1.00	0.00
		Department Totals		20.00	0.00	20.00	20.00	20.00	0.00
138		EMERGENCY SERVICES							
	8885	Administrative Analyst Aide		1.00	0.00	1.00	1.00	1.00	0.00
	844	Emergency Services Coordinator I							
	845	or Emergency Services Coordinator II							
	846	or Emergency Services Coordinator III		4.00	0.00	4.00	4.00	4.00	0.00
	844	Emergency Services Coordinator I	1/2						
	845	or Emergency Services Coordinator II	1/2						
	846	or Emergency Services Coordinator III	1/2	0.50	0.00	0.50	0.50	0.50	0.00
	8884	Administrative Analyst I							
	8883	or Administrative Analyst II							
	8882	or Administrative Analyst III							
	8886	or Principal Administrative Analyst		1.00	0.00	1.00	1.00	1.00	0.00
		Department Totals		6.50	0.00	6.50	6.50	6.50	0.00
139		PROBATION DEPARTMENT							
	914	Accounting Technician		1.00	0.00	1.00	1.00	2.00	1.00
	913	or Accounting Technician - Confidential							
	2203	Administrative Assistant Series		11.00	0.00	11.00	11.00	12.00	1.00
	8795	Administrative Services Manager		1.00	0.00	1.00	1.00	1.00	0.00
	329	Assistant Chief Probation Officer		1.00	0.00	1.00	1.00	1.00	0.00
	9783	Chief Deputy Probation Officer		4.00	0.00	4.00	4.00	4.00	0.00
	213	Chief Probation Officer		1.00	0.00	1.00	1.00	1.00	0.00
	3501	Collections Officer I		3.00	0.00	3.00	3.00	3.00	0.00
	3502	or Collections Officer II		4.00	0.00	4.00	4.00	4.00	0.00
	2010	Department Personnel Technician		1.00	1.00	2.00	2.00	2.00	0.00
	8903	Departmental Automation Specialist I							
	8904	or Departmental Automation Specialist II		1.00	0.00	1.00	1.00	1.00	0.00
	8906	or Departmental Automation Specialist III		2.00	0.00	2.00	2.00	1.00	-1.00
	324	Deputy Probation Officer I							
	323	or Deputy Probation Officer II		53.00	0.00	53.00	51.00	49.00	-4.00
	321	Deputy Probation Officer III		6.00	0.00	6.00	6.00	11.00	5.00
	370	Juvenile Services Officer I		0.00	0.00	0.00	0.00	0.00	0.00
	371	or Juvenile Services Officer II		33.00	0.00	33.00	33.00	34.00	1.00
	372	Juvenile Services Officer III		6.00	0.00	6.00	6.00	6.00	0.00

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	2203	Administrative Assistant Series							
	2230	or Legal Clerk		9.00	0.00	9.00	9.00	9.00	0.00
	2203	Administrative Assistant Series	1/2						
	2230	or Legal Clerk	1/2	0.50	0.00	0.50	0.50	0.50	0.00
	326	Probation Assistant		2.00	0.00	2.00	2.00	1.00	-1.00
	1583	Program Manager I		1.00	0.00	1.00	1.00	1.00	0.00
	909	Senior Account Clerk		1.00	0.00	1.00	1.00	1.00	0.00
	927	Supervising Admin Clerk I		1.00	-1.00	0.00	0.00	0.00	0.00
	928	Supervising Admin Clerk II		2.00	0.00	2.00	2.00	2.00	0.00
	3503	Supervising Collections Officer		1.00	0.00	1.00	1.00	1.00	0.00
	373	Supervising Deputy Probation Officer		14.00	0.00	14.00	14.00	14.00	0.00
		Limited Permanent							
	324	Deputy Probation Officer I							
	323	or Deputy Probation Officer II		2.00	0.00	2.00	2.00	2.00	0.00
		Department Totals		161.50	0.00	161.50	159.50	163.50	2.00
141		AGRICULTURAL COMMISSIONER							
	914	Accounting Technician		1.00	0.00	1.00	1.00	1.00	0.00
	913	or Accounting Technician - Confidential							
	2203	Administrative Assistant Series		3.00	0.00	3.00	3.00	3.00	0.00
	8795	Administrative Services Manager		1.00	0.00	1.00	1.00	1.00	0.00
	201	Ag Commissioner/Sealer of Weights & Measures		1.00	0.00	1.00	1.00	1.00	0.00
	2731	Agr/Weights & Measures Tech I							
	2732	or Agr/Weights & Measures Tech II		7.00	0.00	7.00	7.00	7.00	0.00
	2732	Agr/Weights & Measures Tech II	3/4	0.75	0.00	0.75	0.75	0.75	0.00
	2731	Agr/Weights & Measures Tech I	1/2						
	2732	or Agr/Weights & Measures Tech II	1/2	0.50	0.00	0.50	0.50	0.50	0.00
	819	Agricultural Inspector/Biologist III	3/4	0.75	0.00	0.75	0.75	0.75	0.00
	2730	Agricultural Resource Specialist		1.00	0.00	1.00	1.00	1.00	0.00
	300004	Assistant Ag Commissioner/Sealer		0.00	0.00	0.00	0.00	1.00	1.00
	802	Chief Deputy-Agricultural Commissioner		1.00	0.00	1.00	1.00	0.00	-1.00
	8903	Departmental Automation Specialist I							
	8904	or Departmental Automation Specialist II							
	8906	or Departmental Automation Specialist III		1.00	0.00	1.00	1.00	1.00	0.00
	816	Agricultural Inspector/Biologist Trainee							
	817	or Agricultural Inspector/Biologist I							
	818	or Agricultural Inspector/Biologist II							
	819	or Agricultural Inspector/Biologist III		15.00	0.00	15.00	15.00	16.00	1.00
	804	or Deputy Agricultural Commissioner		3.00	0.00	3.00	3.00	3.00	0.00
	816	Agricultural Inspector/Biologist Trainee	3/4						
	817	or Agricultural Inspector/Biologist I	3/4						
	818	or Agricultural Inspector/Biologist II	3/4						
	819	or Agricultural Inspector/Biologist III	3/4	0.00	0.00	0.00	0.00	0.75	0.75
	816	Agricultural Inspector/Biologist Trainee	1/2						
	817	or Agricultural Inspector/Biologist I	1/2						
	818	or Agricultural Inspector/Biologist II	1/2						
	819	or Agricultural Inspector/Biologist III	1/2	1.50	0.00	1.50	1.50	1.50	0.00
	804	or Deputy Agricultural Commissioner	1/2						
	800	Deputy Agricultural Commissioner/Sealer		1.00	0.00	1.00	1.00	1.00	0.00
	146	Geographic Info Systems Analyst I							
	147	or Geographic Info Systems Analyst II							
	148	or Geographic Info Systems Analyst III		1.00	0.00	1.00	1.00	1.00	0.00
	826	Weights & Measures Inspector Trainee							
	824	or Weights & Measures Inspector I							
	821	or Weights & Measures Inspector II							
	825	or Weights & Measures Inspector III		4.00	0.00	4.00	4.00	4.00	0.00
		Department Totals		43.50	0.00	43.50	43.50	45.25	1.75
142		PLANNING & BUILDING DEPARTMENT							
	905	Accountant I							
	906	or Accountant II							
	907	or Accountant III		2.00	0.00	2.00	2.00	2.00	0.00
	914	Accounting Technician		1.00	0.00	1.00	1.00	1.00	0.00
	913	or Accounting Technician - Confidential							
	2203	Administrative Assistant Series		6.00	0.00	6.00	6.00	7.00	1.00
	8795	Administrative Services Manager		1.00	0.00	1.00	1.00	1.00	0.00
	8891	Administrative Services Officer I							
	8892	or Administrative Services Officer II		1.00	0.00	1.00	1.00	1.00	0.00
	1606	Building Division Supervisor		5.00	0.00	5.00	5.00	5.00	0.00
	1601	Building Inspector I							
	1602	or Building Inspector II							
	1603	or Building Inspector III		7.00	0.00	7.00	7.00	7.00	0.00
	1701	Building Plans Examiner I							
	1702	or Building Plans Examiner II							
	1703	or Building Plans Examiner III		7.00	0.00	7.00	7.00	7.00	0.00
	8903	Departmental Automation Specialist I							
	8904	or Departmental Automation Specialist II							
	8906	or Departmental Automation Specialist III		3.00	0.00	3.00	3.00	3.00	0.00
	8980	Deputy Director - Planning & Building		2.00	0.00	2.00	2.00	2.00	0.00
	237	Director of Planning/Building		1.00	0.00	1.00	1.00	1.00	0.00
	681	Division Manager-Building (Chief Bldg Offcl)		1.00	0.00	1.00	1.00	1.00	0.00
	690	Division Manager-Planning		1.00	0.00	1.00	1.00	1.00	0.00
	877	Environmental Coordinator		1.00	0.00	1.00	1.00	1.00	0.00
	8415	Environmental Health Specialist III		1.00	0.00	1.00	1.00	1.00	0.00
	146	Geographic Info Systems Analyst I							
	147	or Geographic Info Systems Analyst II							

Personnel Information

FC	Class	Title	PT	2016-17 Budget	Adopted Changes	Current	2017-18 Requested	2017-18 Recommended	Recommended Changes
	148	or Geographic Info Systems Analyst III		2.00	0.00	2.00	2.00	2.00	0.00
	2806	Land Use Technician		4.00	0.00	4.00	4.00	4.00	0.00
	2800	Planner I							
	2801	or Planner II							
	2802	or Planner III		18.00	0.00	18.00	18.00	18.00	0.00
	2803	or Environmental Resource Specialist		1.00	0.00	1.00	1.00	1.00	0.00
	2804	or Principal Environmental Specialist							
	2800	Planner I	3/4						
	2801	or Planner II	3/4						
	2802	or Planner III	3/4	1.50	0.00	1.50	1.50	1.50	0.00
	2803	or Environmental Resource Specialist	3/4						
	2804	or Principal Environmental Specialist	3/4						
	1583	Program Manager I							
	1584	or Program Manager II		1.00	0.00	1.00	1.00	1.00	0.00
	1710	Resource Protection Specialist III		6.00	0.00	6.00	6.00	8.00	2.00
	883	Secretary I		2.00	0.00	2.00	2.00	2.00	0.00
	884	Secretary II		1.00	0.00	1.00	1.00	1.00	0.00
	603	Senior Planner		9.00	0.00	9.00	9.00	9.00	0.00
	928	Supervising Admin Clerk II		1.00	0.00	1.00	1.00	1.00	0.00
	1707	Supervising Planner		6.00	0.00	6.00	6.00	6.00	0.00
	2261	Systems Administrator I							
	2262	or Systems Administrator II							
	2263	or Systems Administrator III		1.00	0.00	1.00	1.00	1.00	0.00
		Limited Permanent							
	2203	Administrative Assistant Series		1.00	0.00	1.00	1.00	1.00	0.00
	1603	Building Inspector III		1.00	0.00	1.00	1.00	1.00	0.00
	1701	Building Plans Examiner I							
	1702	or Building Plans Examiner II							
	1703	or Building Plans Examiner III		2.00	0.00	2.00	2.00	2.00	0.00
	8903	Departmental Automation Specialist I	1/2						
	8904	or Departmental Automation Specialist II	1/2						
	8906	or Departmental Automation Specialist III	1/2	0.50	0.00	0.50	0.50	0.50	0.00
	2806	Land Use Technician	1/2	0.50	0.00	0.50	0.50	0.50	0.00
	2800	Planner I							
	2801	or Planner II							
	2802	or Planner III		5.00	-1.00	4.00	4.00	4.00	0.00
	2803	or Environmental Resource Specialist							
	2804	or Principal Environmental Specialist							
	2800	Planner I	1/2						
	2801	or Planner II	1/2						
	2802	or Planner III	1/2	0.50	0.00	0.50	0.50	0.50	0.00
	2803	or Environmental Resource Specialist	1/2						
	2804	or Principal Environmental Specialist	1/2						
	1708	Resource Protection Specialist I	1/2						
	1709	or Resource Protection Specialist II	1/2						
	1710	or Resource Protection Specialist III	1/2	0.50	0.00	0.50	0.50	0.50	0.00
	603	Senior Planner		2.00	0.00	2.00	2.00	2.00	0.00
		Department Totals		106.50	-1.00	105.50	105.50	108.50	3.00
160		PUBLIC HEALTH							
	905	Accountant I							
	906	or Accountant II		3.00	0.00	3.00	3.00	3.00	0.00
	907	or Accountant III		1.00	0.00	1.00	2.00	2.00	1.00
	914	Accounting Technician		3.00	1.00	4.00	4.00	4.00	0.00
	2203	Administrative Assistant Series		18.00	-2.00	16.00	16.00	16.00	0.00
	2203	Administrative Assistant Series	3/4	1.50	0.00	1.50	1.50	1.50	0.00
	2203	Administrative Assistant Series	1/2	1.00	0.00	1.00	1.00	1.00	0.00
	8795	Administrative Services Manager		1.00	0.00	1.00	1.00	1.00	0.00
	8891	Administrative Services Officer I		1.00	0.00	1.00	1.00	1.00	0.00
	8892	or Administrative Services Officer II		8.00	1.00	9.00	9.00	9.00	0.00
	9632	Communicable Disease Investigator		1.00	0.00	1.00	1.00	1.00	0.00
	410	Cross Connection Inspector		1.00	0.00	1.00	1.00	1.00	0.00
	2010	Department Personnel Technician		2.00	0.00	2.00	2.00	2.00	0.00
	8903	Departmental Automation Specialist I							
	8904	or Departmental Automation Specialist II							
	8906	or Departmental Automation Specialist III		7.00	0.00	7.00	7.00	7.00	0.00
	3005	Deputy Director-Health Agency		1.00	0.00	1.00	1.00	1.00	0.00
	3002	Deputy Health Officer		1.00	0.00	1.00	1.00	1.00	0.00
	8954	Division Manager-Environmental Health		1.00	0.00	1.00	1.00	1.00	0.00
	8950	Division Manager-Health Agency		2.00	1.00	3.00	4.00	4.00	1.00
	8955	Division Manager-Public Health Nursing Serv		1.00	0.00	1.00	1.00	1.00	0.00
	8413	Environmental Health Specialist I							
	8414	or Environmental Health Specialist II							
	8415	or Environmental Health Specialist III		15.00	0.00	15.00	15.00	15.00	0.00
	437	Epidemiologist		1.00	0.00	1.00	1.00	1.00	0.00
	146	Geographic Info Systems Analyst I	3/4						
	147	or Geographic Info Systems Analyst II	3/4						
	148	or Geographic Info Systems Analyst III	3/4	0.75	0.00	0.75	0.75	0.75	0.00
	3003	Health Agency Director		1.00	0.00	1.00	1.00	1.00	0.00
	221	Health Education Specialist		6.00	0.00	6.00	6.00	6.00	0.00
	447	Laboratory Assistant I							
	446	or Laboratory Assistant II		1.00	0.00	1.00	1.00	1.00	0.00
	8974	Lead Health Education Specialist		1.00	0.00	1.00	1.00	1.00	0.00
	459	Licensed Psych Tech/LVN I	3/4						
	460	or Licensed Psych Tech/LVN II	3/4						

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	461	or Licensed Psych Tech/LVN III	3/4	0.75	0.00	0.75	0.75	0.75	0.00	
	420	Community Health Nurse								
	9420	or Community Health Nurse I								
	417	or Public Health Nurse								
	9430	or Public Health Nurse I								
	415	or Senior Community Health Nurse								
	9421	or Community Health Nurse II								
	421	or Senior Public Health Nurse								
	9431	or Public Health Nurse II								
	457	or Nurse Practitioner/Physician's Assistant		29.00	0.00	29.00	30.00	30.00	1.00	
	9432	or Senior Public Health Nurse								
	420	Community Health Nurse	1/2							
	9420	or Community Health Nurse I	1/2							
	417	or Public Health Nurse	1/2							
	9430	or Public Health Nurse I	1/2							
	415	or Senior Community Health Nurse	1/2							
	9421	or Community Health Nurse II	1/2							
	421	or Senior Public Health Nurse	1/2							
	9431	or Public Health Nurse II	1/2							
	457	or Nurse Practitioner/Physician's Assistant	1/2	0.50	0.00	0.50	0.50	1.00	0.50	
	9432	or Senior Public Health Nurse	1/2							
	8966	Nutrition Services Program Manager		1.00	0.00	1.00	1.00	1.00	0.00	
	9784	Oral Health Program Manager		1.00	0.00	1.00	1.00	1.00	0.00	
	8538	Patient Services Representative		3.00	0.00	3.00	4.00	4.00	1.00	
	575	Physical or Occupational Therapist Aide		3.00	0.00	3.00	3.00	3.00	0.00	
	571	Physical or Occupational Therapist I								
	572	or Physical or Occupational Therapist II		6.00	0.00	6.00	6.00	6.00	0.00	
	571	Physical or Occupational Therapist I	3/4							
	572	or Physical or Occupational Therapist II	3/4	0.75	0.00	0.75	0.75	0.75	0.00	
	1583	Program Manager I								
	1584	or Program Manager II		8.00	0.00	8.00	8.00	8.00	0.00	
	3004	Public Health Admin/Health Officer		1.00	0.00	1.00	1.00	1.00	0.00	
	422	Public Health Aide I								
	423	or Public Health Aide II								
	424	or Public Health Aide III		12.00	0.00	12.00	12.00	12.00	0.00	
	8959	Public Health Laboratory Manager		1.00	0.00	1.00	1.00	1.00	0.00	
	442	Public Health Microbiologist I								
	441	or Public Health Microbiologist II		4.00	0.00	4.00	4.00	4.00	0.00	
	442	Public Health Microbiologist I	3/4							
	441	or Public Health Microbiologist II	3/4	0.75	0.00	0.75	0.75	0.75	0.00	
	442	Public Health Microbiologist I	1/2							
	441	or Public Health Microbiologist II	1/2	0.50	0.00	0.50	0.50	0.50	0.00	
	1347	Public Health Nutritionist I								
	1348	or Public Health Nutritionist II		2.00	0.00	2.00	2.00	2.00	0.00	
	1347	Public Health Nutritionist I	3/4	1.50	0.00	1.50	1.50	1.50	0.00	
	1348	or Public Health Nutritionist II	3/4	0.75	0.00	0.75	0.75	0.75	0.00	
	1347	Public Health Nutritionist I	1/2	1.00	0.00	1.00	1.00	1.00	0.00	
	1348	or Public Health Nutritionist II	1/2							
	886	Secretary I - Confidential		1.00	0.00	1.00	1.00	1.00	0.00	
	909	Senior Account Clerk		5.00	-1.00	4.00	4.00	4.00	0.00	
	909	Senior Account Clerk	3/4	0.00	0.00	0.00	0.75	0.75	0.75	
	1536	Social Worker I								
	1532	or Social Worker II								
	1524	or Social Worker III								
	1519	or Social Worker IV		1.00	0.00	1.00	1.00	1.00	0.00	
	1536	Social Worker I	3/4							
	1532	or Social Worker II	3/4							
	1524	or Social Worker III	3/4							
	1519	or Social Worker IV	3/4	0.75	0.00	0.75	0.75	0.75	0.00	
	1536	Social Worker I	1/2							
	1532	or Social Worker II	1/2							
	1524	or Social Worker III	1/2							
	1519	or Social Worker IV	1/2	0.50	0.00	0.50	0.50	0.50	0.00	
	3001	Sr Physical or Occupational Therapist		1.00	0.00	1.00	1.00	1.00	0.00	
	927	Supervising Admin Clerk I		2.00	0.00	2.00	2.00	2.00	0.00	
	8416	Supervising Environmental Health Specialist		3.00	0.00	3.00	3.00	3.00	0.00	
	573	Supervising Physical or Occupational Therapist		1.00	0.00	1.00	1.00	1.00	0.00	
	444	Supervising Public Health Microbiologist		1.00	0.00	1.00	1.00	1.00	0.00	
	414	Supervising Public Health Nurse		4.00	0.00	4.00	4.00	4.00	0.00	
		Limited Permanent								
	8891	Administrative Services Officer I								
	8892	or Administrative Services Officer II		1.00	0.00	1.00	1.00	1.00	0.00	
	1583	Program Manager I								
	1584	or Program Manager II		0.00	1.00	1.00	1.00	1.00	0.00	
	1348	Public Health Nutritionist II	3/4	0.00	0.75	0.75	0.75	0.75	0.00	
		Department Totals		179.00	1.75	180.75	185.50	186.00	5.25	
166	BEHAVIORAL HEALTH									
	905	Accountant I								
	906	or Accountant II		3.00	0.00	3.00	3.00	3.00	0.00	
	907	or Accountant III		3.00	1.00	4.00	4.00	4.00	0.00	
	914	Accounting Technician		2.00	0.00	2.00	2.00	3.00	1.00	
	913	or Accounting Technician - Confidential								
	2203	Administrative Assistant Series		19.00	6.00	25.00	25.00	25.00	0.00	
	2203	Administrative Assistant Series	3/4	0.00	0.00	0.00	0.00	0.75	0.75	

Personnel Information

FC	Class	Title	PT	2016-17 Budget	Adopted Changes	Current	2017-18 Requested	2017-18 Recommended	Recommended Changes
	8795	Administrative Services Manager		1.00	0.00	1.00	1.00	1.00	0.00
	8891	Administrative Services Officer I							
	8892	or Administrative Services Officer II		11.00	2.00	13.00	13.00	13.00	0.00
	3071	Behavioral Health Administrator		1.00	0.00	1.00	1.00	1.00	0.00
	8949	Division Manager-Drug & Alcohol Services		1.00	0.00	1.00	1.00	1.00	0.00
	8951	Division Manager-Mental Health Services		4.00	0.00	4.00	4.00	4.00	0.00
	8610	Drug & Alcohol Program Supervisor		4.00	0.00	4.00	4.00	4.00	0.00
	8620	Drug & Alcohol Services Specialist I							
	8621	or Drug & Alcohol Services Specialist II							
	8622	or Drug & Alcohol Services Specialist III							
	8623	or Drug & Alcohol Services Specialist IV		49.00	3.00	52.00	52.00	52.00	0.00
	8620	Drug & Alcohol Services Specialist I	3/4						
	8621	or Drug & Alcohol Services Specialist II	3/4						
	8622	or Drug & Alcohol Services Specialist III	3/4						
	8623	or Drug & Alcohol Services Specialist IV	3/4	0.75	0.00	0.75	0.75	0.75	0.00
	8620	Drug & Alcohol Services Specialist I	1/2						
	8621	or Drug & Alcohol Services Specialist II	1/2						
	8622	or Drug & Alcohol Services Specialist III	1/2						
	8623	or Drug & Alcohol Services Specialist IV	1/2	1.50	0.00	1.50	1.00	1.00	-0.50
	8606	Drug & Alcohol Worker Aide							
	8607	or Drug & Alcohol Worker I							
	8608	or Drug & Alcohol Worker II		5.00	1.00	6.00	6.00	6.00	0.00
	8606	Drug & Alcohol Worker Aide	1/2						
	8607	or Drug & Alcohol Worker I	1/2						
	8608	or Drug & Alcohol Worker II	1/2	1.00	1.00	2.00	2.00	2.00	0.00
	560	Health Information Technician I							
	561	or Health Information Technician II		10.00	0.00	10.00	10.00	10.00	0.00
	562	or Health Information Technician III		3.00	1.00	4.00	4.00	5.00	1.00
	560	Health Information Technician I	1/2						
	561	or Health Information Technician II	1/2	1.50	0.00	1.50	1.50	1.50	0.00
	562	or Health Information Technician III	1/2	0.00	0.50	0.50	0.50	0.50	0.00
	459	Licensed Psych Tech/LVN I							
	460	or Licensed Psych Tech/LVN II							
	461	or Licensed Psych Tech/LVN III		29.00	2.00	31.00	31.00	32.00	1.00
	459	Licensed Psych Tech/LVN I	1/2						
	460	or Licensed Psych Tech/LVN II	1/2						
	461	or Licensed Psych Tech/LVN III	1/2	3.50	0.00	3.50	3.50	3.50	0.00
	519	Mental Health Medical Director		1.00	0.00	1.00	1.00	1.00	0.00
	8535	Mental Health Medical Records Supervisor		1.00	0.00	1.00	1.00	1.00	0.00
	8568	Mental Health Pre-Licensed Nurse			0.00				
	8570	or Mental Health Nurse Trainee							
	8573	or Mental Health Nurse I							
	8572	or Mental Health Nurse II		6.00	0.00	6.00	6.00	6.00	0.00
	8571	or Mental Health Nurse III							
	8568	Mental Health Pre-Licensed Nurse	1/2						
	8570	or Mental Health Nurse Trainee	1/2						
	8573	or Mental Health Nurse I	1/2						
	8572	or Mental Health Nurse II	1/2	0.50	0.00	0.50	0.50	0.50	0.00
	8571	or Mental Health Nurse III	1/2						
	458	Mental Health Nurse Practitioner		2.00	0.00	2.00	2.00	2.00	0.00
	458	Mental Health Nurse Practitioner	3/4	0.75	0.00	0.75	0.75	0.75	0.00
	458	Mental Health Nurse Practitioner	1/2	0.50	0.00	0.50	0.50	0.50	0.00
	8525	Mental Health Program Supervisor		13.00	1.00	14.00	14.00	15.00	1.00
	8529	Mental Health Therapist I							
	8528	or Mental Health Therapist II							
	8527	or Mental Health Therapist III							
	8526	or Mental Health Therapist IV		78.00	8.00	86.00	86.00	87.00	1.00
	8529	Mental Health Therapist I	3/4						
	8528	or Mental Health Therapist II	3/4						
	8527	or Mental Health Therapist III	3/4						
	8526	or Mental Health Therapist IV	3/4	1.50	0.00	1.50	1.50	1.50	0.00
	8529	Mental Health Therapist I	1/2						
	8528	or Mental Health Therapist II	1/2						
	8527	or Mental Health Therapist III	1/2						
	8526	or Mental Health Therapist IV	1/2	7.50	0.00	7.50	7.00	7.00	-0.50
	8576	Mental Health Worker Aide		1.00	0.00	1.00	1.00	1.00	0.00
	8575	or Mental Health Worker I							
	8574	or Mental Health Worker II		2.00	0.00	2.00	2.00	2.00	0.00
	8576	Mental Health Worker Aide	1/2	2.50	0.00	2.50	2.50	2.50	0.00
	8575	or Mental Health Worker I	1/2						
	8574	or Mental Health Worker II	1/2						
	883	Secretary I		1.00	0.00	1.00	1.00	1.00	0.00
	911	Account Clerk	3/4						
	909	or Senior Account Clerk	3/4	0.75	0.00	0.75	0.75	0.75	0.00
	522	Staff Psychiatrist		4.00	0.00	4.00	4.00	4.00	0.00
	522	Staff Psychiatrist	1/2	2.00	0.00	2.00	2.00	2.00	0.00
	899	Supervising Accounting Technician Limited Permanent		1.00	0.00	1.00	0.00	0.00	-1.00
	2203	Administrative Assistant Series	1/2	0.50	0.00	0.50	0.50	0.50	0.00
	8891	Administrative Services Officer I							
	8892	or Administrative Services Officer II		1.00	0.00	1.00	1.00	1.00	0.00
	8621	Drug & Alcohol Services Specialist II		1.00	0.00	1.00	1.00	1.00	0.00
	8620	Drug & Alcohol Services Specialist I							
	8622	or Drug & Alcohol Services Specialist III							
	8623	or Drug & Alcohol Services Specialist IV		1.00	1.00	2.00	2.00	2.00	0.00

FC	Class	Title	PT	2016-17 Budget	Adopted Changes	Current	2017-18 Requested	2017-18 Recommended	Recommended Changes
	8528	Mental Health Therapist II		1.00	0.00	1.00	1.00	1.00	0.00
	8527	Mental Health Therapist III	1/2	0.50	0.00	0.50	0.50	0.50	0.00
	8529	Mental Health Therapist I							
	8527	or Mental Health Therapist III							
	8526	or Mental Health Therapist IV		1.00	0.00	1.00	1.00	1.00	0.00
	8526	Mental Health Therapist IV	1/2	1.00	0.00	1.00	1.00	1.00	0.00
		Department Totals		286.25	27.50	313.75	311.75	317.50	3.75
180	SOCIAL SERVICES ADMINISTRATION								
	905	Accountant I							
	906	or Accountant II							
	907	or Accountant III		1.00	0.00	1.00	1.00	1.00	0.00
	914	Accounting Technician		3.00	1.00	4.00	4.00	4.00	0.00
	2203	Administrative Assistant Series		79.00	0.00	79.00	79.00	79.00	0.00
	8795	Administrative Services Manager		1.00	2.00	3.00	3.00	3.00	0.00
	1502	Assistant Social Services Director		1.00	0.00	1.00	1.00	1.00	0.00
	3501	Collections Officer I							
	3502	or Collections Officer II		2.00	0.00	2.00	2.00	2.00	0.00
	427	Community Service Aide		16.00	-16.00	0.00	0.00	0.00	0.00
	1501	County Social Services Director		1.00	0.00	1.00	1.00	1.00	0.00
	280	Department Administrator		1.00	0.00	1.00	1.00	1.00	0.00
	2010	Department Personnel Technician		2.00	0.00	2.00	2.00	2.00	0.00
	2011	Department Personnel Technician - Conf.		1.00	0.00	1.00	1.00	1.00	0.00
	8903	Departmental Automation Specialist I							
	8904	or Departmental Automation Specialist II							
	8906	or Departmental Automation Specialist III		5.00	0.00	5.00	5.00	5.00	0.00
	693	Division Manager-Social Services		8.00	0.00	8.00	8.00	8.00	0.00
	1544	Employment/Resource Specialist I							
	1545	or Employment/Resource Specialist II							
	1546	or Employment/Resource Specialist III		135.00	0.00	135.00	135.00	135.00	0.00
	1547	Employment/Resource Specialist IV		32.00	0.00	32.00	32.00	32.00	0.00
	1550	Employment/Services Supervisor		22.00	0.00	22.00	22.00	22.00	0.00
	2203	Administrative Assistant Series			0.00				
	2230	or Legal Clerk		5.00	0.00	5.00	5.00	5.00	0.00
	1560	Personal Care Aide		7.00	0.00	7.00	7.00	7.00	0.00
	1583	Program Manager I							
	1584	or Program Manager II		17.00	-1.00	16.00	16.00	16.00	0.00
	884	Secretary II		1.00	0.00	1.00	1.00	1.00	0.00
	909	Senior Account Clerk		9.00	-1.00	8.00	8.00	8.00	0.00
	3200	Senior Division Manager-Social Services		1.00	0.00	1.00	1.00	1.00	0.00
	2255	Senior Software Engineer		3.00	0.00	3.00	3.00	3.00	0.00
	1531	Social Services Investigator		2.00	0.00	2.00	2.00	2.00	0.00
	1555	Social Svcs Program Review Specialist		41.00	0.00	41.00	41.00	41.00	0.00
	1509	Social Worker Aide I							
	1510	or Social Worker Aide II							
	1511	or Social Worker Aide III		0.00	16.00	16.00	16.00	16.00	0.00
	1536	Social Worker I							
	1532	or Social Worker II							
	1524	or Social Worker III							
	1519	or Social Worker IV		87.00	0.00	87.00	87.00	87.00	0.00
	1536	Social Worker I	1/2						
	1532	or Social Worker II	1/2						
	1524	or Social Worker III	1/2						
	1519	or Social Worker IV	1/2	1.00	0.00	1.00	1.00	1.00	0.00
	1516	Social Worker Supervisor II		15.00	0.00	15.00	15.00	15.00	0.00
	2264	Software Engineer I							
	2265	or Software Engineer II							
	2266	or Software Engineer III		1.00	0.00	1.00	1.00	1.00	0.00
	899	Supervising Accounting Technician		3.00	0.00	3.00	3.00	2.00	-1.00
	927	Supervising Admin Clerk I		1.00	0.00	1.00	1.00	1.00	0.00
	928	Supervising Admin Clerk II		8.00	0.00	8.00	8.00	8.00	0.00
	2231	Supervising Legal Clerk I		1.00	0.00	1.00	1.00	1.00	0.00
	2232	Supervising Legal Clerk II		1.00	0.00	1.00	1.00	1.00	0.00
	1537	Supervising Social Services Investigator		1.00	0.00	1.00	1.00	1.00	0.00
	2261	Systems Administrator I							
	2262	or Systems Administrator II							
	2263	or Systems Administrator III		1.00	0.00	1.00	1.00	1.00	0.00
		Department Totals		516.00	1.00	517.00	517.00	516.00	-1.00
184	LAW ENFORCEMENT MED CARE								
	2203	Administrative Assistant Series		2.00	0.00	2.00	2.00	2.00	0.00
	8891	Administrative Services Officer I							
	8892	or Administrative Services Officer II		1.00	0.00	1.00	1.00	1.00	0.00
	500	Pre-Licensed Correctional Nurse							
	527	or Correctional Nurse I							
	528	or Correctional Nurse II		10.00	0.00	10.00	10.00	11.00	1.00
	524	Correctional Nurse Supervisor		2.00	0.00	2.00	2.00	2.00	0.00
	459	Licensed Psych Tech/LVN I							
	460	or Licensed Psych Tech/LVN II							
	461	or Licensed Psych Tech/LVN III		3.00	0.00	3.00	3.00	3.00	0.00
	459	Licensed Psych Tech/LVN I	3/4						
	460	or Licensed Psych Tech/LVN II	3/4						
	461	or Licensed Psych Tech/LVN III	3/4	0.75	0.00	0.75	0.75	0.75	0.00
	459	Licensed Psych Tech/LVN I	1/2						
	460	or Licensed Psych Tech/LVN II	1/2						

FC	Class	Title	PT	2016-17 Budget	Adopted Changes	Current	2017-18 Requested	2017-18 Recommended	Recommended Changes
	461	or Licensed Psych Tech/LVN III	1/2	1.00	0.00	1.00	1.00	1.00	0.00
	420	Community Health Nurse							
	9420	or Community Health Nurse I							
	417	or Public Health Nurse							
	9430	or Public Health Nurse I							
	415	or Senior Community Health Nurse							
	9421	or Community Health Nurse II							
	421	or Senior Public Health Nurse							
	9431	or Public Health Nurse II							
	457	or Nurse Practitioner/Physician's Assistant		1.00	0.00	1.00	1.00	1.00	0.00
	9432	or Senior Public Health Nurse							
		Department Totals		20.75	0.00	20.75	20.75	21.75	1.00
186	VETERANS SERVICES								
	2203	Administrative Assistant Series		2.00	0.00	2.00	2.00	2.00	0.00
	868	Assistant Veterans Service Officer I							
	866	or Assistant Veterans Service Officer II		4.00	0.00	4.00	4.00	4.00	0.00
	252	Veterans Service Officer Limited Permanent		1.00	0.00	1.00	1.00	1.00	0.00
	868	Assistant Veterans Service Officer I							
	866	or Assistant Veterans Service Officer II		1.00	-1.00	0.00	0.00	0.00	0.00
		Department Totals		8.00	-1.00	7.00	7.00	7.00	0.00
215	FARM ADVISOR								
	813	4-H Program Assistant		1.00	0.00	1.00	1.00	1.00	0.00
	813	4-H Program Assistant	1/2	0.00	0.50	0.50	0.50	0.50	0.00
	2203	Administrative Assistant Series		1.00	0.00	1.00	1.00	1.00	0.00
	2203	Administrative Assistant Series	1/2	0.50	-0.50	0.00	0.00	0.00	0.00
	8891	Administrative Services Officer I							
	8892	or Administrative Services Officer II		1.00	0.00	1.00	1.00	1.00	0.00
	2731	Agr/Weights & Measures Tech I							
	2732	or Agr/Weights & Measures Tech II		1.00	0.00	1.00	1.00	1.00	0.00
	221	Health Education Specialist		1.00	0.00	1.00	1.00	1.00	0.00
		Department Totals		5.50	0.00	5.50	5.50	5.50	0.00
275	ORGANIZATIONAL DEVELOPMENT								
	8884	Administrative Analyst I							
	8883	or Administrative Analyst II							
	8882	or Administrative Analyst III		1.00	0.00	1.00	1.00	1.00	0.00
	8886	or Principal Administrative Analyst							
	874	Personnel Analyst I							
	873	or Personnel Analyst II							
	864	or Personnel Analyst III		1.00	0.00	1.00	1.00	1.00	0.00
	875	or Principal Personnel Analyst							
		Department Totals		2.00	0.00	2.00	2.00	2.00	0.00
305	PARKS and RECREATION								
	905	Accountant I							
	906	or Accountant II							
	907	or Accountant III		1.00	0.00	1.00	1.00	1.00	0.00
	914	Accounting Technician		1.00	0.00	1.00	1.00	1.00	0.00
	913	or Accounting Technician - Confidential							
	2203	Administrative Assistant Series		2.00	0.00	2.00	2.00	2.00	0.00
	8795	Administrative Services Manager		1.00	0.00	1.00	1.00	1.00	0.00
	395	Asst Director Parks & Recreation		0.00	1.00	1.00	1.00	1.00	0.00
	242	Director of Parks and Recreation		1.00	0.00	1.00	1.00	1.00	0.00
	1203	Park Operations Coordinator		1.00	0.00	1.00	1.00	1.00	0.00
	1223	Park Ranger Aide							
	1222	or Park Ranger I							
	1221	or Park Ranger II		20.00	0.00	20.00	20.00	20.00	0.00
	1220	or Park Ranger III		8.00	0.00	8.00	8.00	8.00	0.00
	1210	Park Ranger Specialist		3.00	0.00	3.00	3.00	3.00	0.00
	1251	Parks Superintendent		2.00	0.00	2.00	2.00	2.00	0.00
	2800	Planner I							
	2801	or Planner II							
	2802	or Planner III		1.00	0.00	1.00	1.00	1.00	0.00
	2803	or Environmental Resource Specialist							
	2804	or Principal Environmental Specialist							
	884	Secretary II		1.00	0.00	1.00	1.00	1.00	0.00
	603	Senior Planner		1.00	0.00	1.00	1.00	1.00	0.00
	1204	Supervising Park Ranger		4.00	0.00	4.00	4.00	4.00	0.00
		Department Totals		47.00	1.00	48.00	48.00	48.00	0.00
350	MEDICALLY INDIGENT SERVICES PROGRAM								
	905	Accountant I							
	906	or Accountant II							
	907	or Accountant III		1.00	0.00	1.00	0.00	0.00	-1.00
	8950	Division Manager-Health Agency		1.00	0.00	1.00	0.00	0.00	-1.00
	420	Community Health Nurse							
	9420	or Community Health Nurse I							
	417	or Public Health Nurse		0.00	0.00	0.00	0.00	0.00	0.00
	9430	or Public Health Nurse I							
	415	or Senior Community Health Nurse							
	9421	or Community Health Nurse II							
	421	or Senior Public Health Nurse							
	9431	or Public Health Nurse II		1.00	0.00	1.00	0.00	0.00	-1.00

FC	Class	Title	PT	2016-17 Budget	Adopted Changes	Current	2017-18 Requested	2017-18 Recommended	Recommended Changes
	457	or Nurse Practitioner/Physician's Assistant							
	9432	or Senior Public Health Nurse							
	8538	Patient Services Representative		1.00	0.00	1.00	0.00	0.00	-1.00
	911	Account Clerk	3/4						
	909	or Senior Account Clerk	3/4	0.75	0.00	0.75	0.00	0.00	-0.75
		Department Totals		4.75	0.00	4.75	0.00	0.00	-4.75
375	DRIVING UNDER THE INFLUENCE								
	2203	Administrative Assistant Series		4.00	0.00	4.00	3.00	3.00	-1.00
	8610	Drug & Alcohol Program Supervisor		1.00	0.00	1.00	1.00	1.00	0.00
	8620	Drug & Alcohol Services Specialist I		7.00	0.00	7.00	6.00	6.00	-1.00
	8621	or Drug & Alcohol Services Specialist II							
	8622	or Drug & Alcohol Services Specialist III							
	8623	or Drug & Alcohol Services Specialist IV							
		Department Totals		12.00	0.00	12.00	10.00	10.00	-2.00
377	LIBRARY								
	905	Accountant I							
	906	or Accountant II		1.00	0.00	1.00	0.00	0.00	-1.00
	907	or Accountant III		0.00	0.00	0.00	1.00	1.00	1.00
	8891	Administrative Services Officer I							
	8892	or Administrative Services Officer II		2.00	-1.00	1.00	1.00	1.00	0.00
	1001	Assistant Library Director		1.00	0.00	1.00	1.00	1.00	0.00
	1025	Coordinating Librarian		5.00	-1.00	4.00	4.00	4.00	0.00
	8903	Departmental Automation Specialist I							
	8904	or Departmental Automation Specialist II		1.00	0.00	1.00	1.00	1.00	0.00
	8906	or Departmental Automation Specialist III							
	1024	Librarian		2.00	0.00	2.00	3.00	3.00	1.00
	1003	Librarian I							
	1004	or Librarian II		4.00	0.00	4.00	3.00	3.00	-1.00
	1004	Librarian II	3/4	1.50	0.00	1.50	1.50	1.50	0.00
	1013	Library Assistant	1/2	0.50	0.00	0.50	0.50	0.50	0.00
	1020	Library Associate I							
	1021	or Library Associate II							
	1022	or Library Associate III		33.00	0.00	33.00	32.00	32.00	-1.00
	1020	Library Associate I	3/4						
	1021	or Library Associate II	3/4						
	1022	or Library Associate III	3/4	0.75	0.00	0.75	0.75	0.75	0.00
	1020	Library Associate I	1/2						
	1021	or Library Associate II	1/2						
	1022	or Library Associate III	1/2	3.00	0.00	3.00	4.00	4.00	1.00
	1026	Library Branch Manager		3.00	1.00	4.00	4.00	4.00	0.00
	210	Library Director		1.00	0.00	1.00	1.00	1.00	0.00
	1018	Library Support Services Manager		1.00	0.00	1.00	1.00	1.00	0.00
	1583	Program Manager I							
	1584	or Program Manager II		0.00	1.00	1.00	1.00	1.00	0.00
	1019	Regional Librarian		3.00	0.00	3.00	3.00	3.00	0.00
	911	Account Clerk	3/4						
	909	or Senior Account Clerk	3/4	0.75	0.00	0.75	0.00	0.00	-0.75
	911	Account Clerk	1/2						
	909	or Senior Account Clerk	1/2	0.00	0.00	0.00	0.50	0.50	0.50
	1023	Senior Library Associate		5.00	0.00	5.00	5.00	5.00	0.00
	1023	Senior Library Associate	3/4	1.50	0.00	1.50	1.50	1.50	0.00
	1023	Senior Library Associate	1/2	2.50	0.00	2.50	2.50	2.50	0.00
		Department Totals		72.50	0.00	72.50	72.25	72.25	-0.25
405	PUBLIC WORKS - ISF								
	905	Accountant I							
	906	or Accountant II							
	907	or Accountant III		3.00	1.00	4.00	4.00	4.00	0.00
	914	Accounting Technician		3.00	0.00	3.00	3.00	3.00	0.00
	2203	Administrative Assistant Series		9.00	0.00	9.00	9.00	9.00	0.00
	8795	Administrative Services Manager		6.00	0.00	6.00	6.00	6.00	0.00
	8795	Administrative Services Manager	3/4	0.75	0.00	0.75	0.75	0.75	0.00
	8891	Administrative Services Officer I							
	8892	or Administrative Services Officer II		2.00	0.00	2.00	2.00	2.00	0.00
	624	Architectural Technician		1.00	0.00	1.00	1.00	1.00	0.00
	9687	Assistant Wastewater Systems Superintendent		1.00	0.00	1.00	1.00	0.00	-1.00
	9624	Assistant Water Systems Superintendent		2.00	0.00	2.00	2.00	0.00	-2.00
	609	Property Management Aide							
	622	or Assistant Real Property Agent							
	623	or Associate Real Property Agent		1.00	0.00	1.00	1.00	1.00	0.00
	1353	Capital Planning/Facilities Mgr		1.00	0.00	1.00	1.00	1.00	0.00
	635	Capital Projects Inspector		1.00	0.00	1.00	1.00	2.00	1.00
	2900	Chief Wastewater Treatment Plant Operator		1.00	0.00	1.00	1.00	1.00	0.00
	2901	Chief Water Treatment Plant Operator-Grade 3		1.00	0.00	1.00	1.00	1.00	0.00
	2902	Chief Water Treatment Plant Operator-Grade 4		1.00	0.00	1.00	1.00	1.00	0.00
	2903	Civil Engineering Technician Aide							
	648	or Civil Engineer Technician I							
	650	or Civil Engineer Technician II							
	652	or Civil Engineer Technician III		14.00	-1.00	13.00	13.00	13.00	0.00
	280	Department Administrator		2.00	0.00	2.00	2.00	2.00	0.00
	8903	Departmental Automation Specialist I							
	8904	or Departmental Automation Specialist II							
	8906	or Departmental Automation Specialist III		3.00	1.00	4.00	4.00	4.00	0.00

Personnel Information

FC	Class	Title	PT	2016-17 Budget	Adopted Changes	Current	2017-18 Requested	2017-18 Recommended	Recommended Changes
	666	Deputy Director-Public Works		3.00	0.00	3.00	3.00	3.00	0.00
	245	Director of Public Works and Transportation		1.00	0.00	1.00	1.00	1.00	0.00
	692	Division Manager - Water Resources		1.00	0.00	1.00	1.00	1.00	0.00
	664	Division Manager-Road Maintenance		1.00	0.00	1.00	1.00	1.00	0.00
	632	or Engineer V		4.00	0.00	4.00	4.00	4.00	0.00
	694	Division Manager-Utilities		1.00	0.00	1.00	1.00	1.00	0.00
	641	Engineer I							
	640	or Engineer II							
	634	or Engineer III		29.00	0.00	29.00	29.00	29.00	0.00
	633	Engineer IV		18.00	0.00	18.00	18.00	18.00	0.00
	2904	Environmental Division Manager		1.00	0.00	1.00	1.00	1.00	0.00
	146	Geographic Info Systems Analyst I							
	147	or Geographic Info Systems Analyst II							
	148	or Geographic Info Systems Analyst III		1.00	0.00	1.00	1.00	1.00	0.00
	1106	Grounds Restoration Specialist		1.00	0.00	1.00	1.00	1.00	0.00
	2800	Planner I							
	2801	or Planner II							
	2802	or Planner III							
	2803	or Environmental Resource Specialist		6.00	-1.00	5.00	5.00	5.00	0.00
	2804	or Principal Environmental Specialist		1.00	1.00	2.00	2.00	2.00	0.00
	1583	Program Manager I							
	1584	or Program Manager II		1.00	1.00	2.00	2.00	2.00	0.00
	1115	Public Works Leadworker		9.00	0.00	9.00	9.00	9.00	0.00
	1112	Public Works Section Supervisor		4.00	-1.00	3.00	3.00	3.00	0.00
	1105	Public Works Worker I							
	1117	or Public Works Worker II							
	1119	or Public Works Worker III		30.00	2.00	32.00	32.00	32.00	0.00
	1103	Public Works Worker IV		13.00	0.00	13.00	13.00	13.00	0.00
	642	Right-of-Way Agent		1.00	0.00	1.00	1.00	1.00	0.00
	2807	Safety Coordinator - Public Works		1.00	0.00	1.00	1.00	1.00	0.00
	909	Senior Account Clerk		4.00	0.00	4.00	4.00	4.00	0.00
	613	Assistant Capital Projects Coordinator		1.00	0.00	1.00	1.00	1.00	0.00
	615	or Associate Capital Projects Coordinator		4.00	0.00	4.00	4.00	6.00	2.00
	619	or Senior Capital Projects Coordinator		3.00	0.00	3.00	3.00	3.00	0.00
	1321	Senior Storekeeper		1.00	0.00	1.00	1.00	1.00	0.00
	9613	Senior Water Systems Chemist		1.00	0.00	1.00	1.00	1.00	0.00
	149	Sr Geographic Info Systems Analyst		1.00	0.00	1.00	1.00	1.00	0.00
	927	Supervising Admin Clerk I		1.00	0.00	1.00	1.00	1.00	0.00
	928	Supervising Admin Clerk II		1.00	0.00	1.00	1.00	1.00	0.00
	2180	Utility Coordinator		1.00	0.00	1.00	1.00	1.00	0.00
	9692	Wastewater Systems Superintendent		0.00	1.00	1.00	1.00	1.00	0.00
	9686	Wastewater Systems Worker Trainee		0.00	0.00	0.00	0.00	0.00	0.00
	9688	or Wastewater Systems Worker I							
	9689	or Wastewater Systems Worker II							
	9690	or Wastewater Systems Worker III		4.00	0.00	4.00	4.00	6.00	2.00
	9691	Wastewater Systems Worker IV		1.00	0.00	1.00	1.00	2.00	1.00
	9619	Water Quality Manager		1.00	0.00	1.00	1.00	1.00	0.00
	9617	Water Systems Chemist I							
	9618	or Water Systems Chemist II		4.00	0.00	4.00	4.00	4.00	0.00
	9615	Water Systems Lab Tech I							
	9616	or Water Systems Lab Tech II		3.00	0.00	3.00	3.00	3.00	0.00
	9623	Water Systems Superintendent		1.00	0.00	1.00	1.00	1.00	0.00
	9629	Water Systems Worker Trainee							
	9628	or Water Systems Worker I							
	9627	or Water Systems Worker II							
	9626	or Water Systems Worker III		17.00	0.00	17.00	17.00	14.00	-3.00
	9625	Water Systems Worker IV		0.00	0.00	0.00	0.00	3.00	3.00
		Limited Permanent							
	1106	Grounds Restoration Specialist		0.00	1.00	1.00	1.00	1.00	0.00
	613	Assistant Capital Projects Coordinator							
	615	or Associate Capital Projects Coordinator		1.00	0.00	1.00	1.00	1.00	0.00
	619	or Senior Capital Projects Coordinator							
		Department Totals		229.75	5.00	234.75	234.75	237.75	3.00
407	FLEET SERVICES ISF								
	9653	Automotive Mechanic I							
	9654	or Automotive Mechanic II		4.00	0.00	4.00	4.00	4.00	0.00
	1121	Equipment Mechanic I							
	1120	or Equipment Mechanic II		4.00	0.00	4.00	4.00	4.00	0.00
	2300	Fleet Manager		1.00	0.00	1.00	1.00	1.00	0.00
	2303	Fleet Service Writer		2.00	0.00	2.00	2.00	2.00	0.00
	2301	Fleet Shop Supervisor		1.00	0.00	1.00	1.00	1.00	0.00
	2302	Lead Fleet Mechanic		1.00	0.00	1.00	1.00	1.00	0.00
		Department Totals		13.00	0.00	13.00	13.00	13.00	0.00
425	AIRPORTS								
	905	Accountant I							
	906	or Accountant II							
	907	or Accountant III		1.00	0.00	1.00	1.00	1.00	0.00
	914	Accounting Technician		1.00	0.00	1.00	1.00	1.00	0.00
	913	or Accounting Technician - Confidential							
	2203	Administrative Assistant Series	3/4	0.75	0.00	0.75	0.75	0.75	0.00
	1406	Airport Maintenance Worker		4.00	0.00	4.00	4.00	6.00	2.00
	1402	Airport Operation Specialist		2.00	0.00	2.00	2.00	2.00	0.00
	1403	Airport Operations Supervisor		1.00	0.00	1.00	1.00	1.00	0.00

FC	Class	Title	PT	2016-17 Budget	Adopted Changes	Current	2017-18 Requested	2017-18 Recommended	Recommended Changes
	1401	Assistant Airports Manager		1.00	0.00	1.00	1.00	1.00	0.00
	609	Property Management Aide							
	622	or Assistant Real Property Agent							
	623	or Associate Real Property Agent		1.00	0.00	1.00	1.00	1.00	0.00
	239	Director of Airports		1.00	0.00	1.00	1.00	1.00	0.00
	909	Senior Account Clerk		1.00	0.00	1.00	1.00	1.00	0.00
		Department Totals		13.75	0.00	13.75	13.75	15.75	2.00
427		GOLF COURSES							
	1121	Equipment Mechanic I							
	1120	or Equipment Mechanic II		2.00	0.00	2.00	2.00	2.00	0.00
	1212	Golf Course Superintendent		1.00	0.00	1.00	1.00	1.00	0.00
	1217	Golf Course Supervisor		1.00	0.00	1.00	1.00	1.00	0.00
	1242	Greenskeeper Aide							
	1243	or Greenskeeper I							
	1244	or Greenskeeper II		7.00	0.00	7.00	7.00	7.00	0.00
	1245	or Greenskeeper III		2.00	0.00	2.00	2.00	2.00	0.00
		Department Totals		13.00	0.00	13.00	13.00	13.00	0.00
		County Totals		2,710.50	37.00	2,747.50	2,739.75	2,777.00	29.50

Major County Paid Employee Benefits

Major County Paid Employee Benefits

COUNTY OFFICERS AND DEPARTMENT HEADS FY 2017-18 SALARY SCHEDULE

Elected Officials	Annual Salary
Supervisor	\$ 86,112
Assessor	168,522
Auditor-Controller-Treasurer-Tax Collector-Public Administrator	171,995
County Clerk-Recorder	146,515
District Attorney	206,929
Sheriff-Coroner	201,864

Appointed Department Heads	Annual Salary	
	Minimum	Maximum
Ag Commissioner/Sealer of Weights & Measures	\$118,206	\$143,666
Central Services Director	\$109,075	\$132,579
Director of Parks and Recreation	\$112,965	\$137,301
Director of Information Technology	\$135,699	\$164,965
Director of Airports	\$107,536	\$130,707
Chief Probation Officer	\$135,346	\$164,528
County Administrative Officer	\$196,664	\$239,034
County Counsel	\$175,365	\$213,179
County Social Services Director	\$150,176	\$182,541
Director of Child Support Services	\$141,482	\$171,974
Director of Planning/Building	\$140,629	\$170,934
Director of Public Works and Transportation	\$157,477	\$191,422
Health Agency Director	\$159,910	\$194,376
Human Resources Director	\$134,576	\$163,613
Library Director	\$115,419	\$140,275
Veterans Service Officer	\$ 74,422	\$ 90,459

*These salaries, and the salary schedule on the following pages, are the FY 2017-18 rates known as of April 2017. Actual rates may change during FY 2017-18. For the most current salary information, contact the County Human Resources Department.

MAJOR COUNTY PAID EMPLOYEE BENEFITS FOR FISCAL YEAR 2017-18

1. **Retirement.** The County operates its own independent retirement plan. Participation in the plan is mandatory for all employees except elected officials. The County sold Pension Obligation Bonds (POBs) during FY 2004-05. The County's share of the budgeted retirement contribution based upon salaries for FY 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 \$900. a year per employee and is in addition to the numbers noted in the table below.

Employee Group	County 2017-18	POBs 2017-18	Total
Elected Officials	21.94 %	6.03 %	27.97 %
Attorneys	22.68	6.03	28.71
Management and Confidential	21.94	6.03	27.97
Public Services, Clerical and Supervisory	20.63	6.03	26.66
Trades, Crafts and Services	21.20	6.03	27.23
Probation Management	18.76	5.99	24.75
Probation Officers/Supervisors	18.69	5.99	24.68
Law Enforcement Safety Management	25.91	4.74	30.65
Law Enforcement Safety	29.75	4.74	34.49
Law Enforcement Non-safety	17.58	6.03	23.61
District Attorney Investigators	29.77	4.74	34.51

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

Employee Group	2016-17	2017-18
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	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 2017-2018 based on \$100.00 of payroll for each department:

**RISK
EXPOSURE:**

Code	Classification	Exposure Rate
2	Police	\$ 1.81
3	Clerical	.18
5	Institutional	.86
7	County-Other	1.02
8	County-Manual	3.80
9	Roads	1.51

LOSS EXPOSURE:

Department	Experience Factor	Department	Experience Factor
Administrative Office	1.00	Agricultural Comm.	1.06
Auditor-Controller/Treas- Tax Collector	2.10	Planning & Building	1.05
Assessor	1.31	Animal Services	3.58
County Counsel	1.23	Public Works	2.30
Personnel	1.27	Public Health	1.60
Pension Trust	1.00	Mental Health	4.61
Central Services	2.31	Drug & Alcohol Services	4.61
Information Technology	1.08	Law Library	1.00
Clerk-Recorder	1.26	Social Services	2.48
Board of Supervisors	1.00	Veterans Services	1.00
District Attorney	1.15	Library	11.56
Child Support Services	6.98	Farm Advisor	1.00
Victim Witness	1.15	Sheriff-Coroner	5.00
Probation	3.36	Parks and Recreation	1.98
Law Enforcement Med	1.40	Fleet	4.73
Airport	1.53	Golf	1.06

3. Social Security. The County contribution to Social Security for the 2016 calendar year is 6.20% of wages up to \$127,200. The County also matches the employee's contribution to Medicare. The 2017 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 2017-2018 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 2017 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:

Employee Group	Monthly Contribution per employee
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	991.00 EE only 1,041.00 family 1,058.00 EE only 1,108.00 family
Deputy Sheriffs Association	700.00
Management Law Enforcement	775.00
Dispatchers	1,300.00 700.00 775.00
DA Investigators	816.07
Sworn Deputy Sheriffs Association (formerly ASLOCDS)	900.00 975.00

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

Years of Service	Vacation Days/Year
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. Temporary Employees are eligible for up to 24 hours per year.
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 management employees are allowed six (6) days of administrative leave each fiscal year. Sheriff's management employees are allowed nine (9) days of administrative leave each fiscal year. Attorneys, operations and staff management are allowed four (4) days each fiscal year. Confidential employees are allowed three (3) days each fiscal year. There is no carry-over of unused administrative leave into the next fiscal year and employees are not paid for any administrative leave balances.
13. Annual Leave. Employees who work in designated 24-hour facilities may elect to participate in the annual leave program, which allows the employees to accrue holidays and utilize them as paid time off. Employees are paid for their accrued annual leave upon termination to a maximum of twelve (12) days.

Job Class Listing by Title

Job Class	Title	Range	BU	Monthly Salary	
				Step 1	Step 5
00813	4-H PROGRAM ASSISTANT	01840	13	3,189	3,877
00905	ACCOUNTANT I	02453	07	4,252	5,169
00906	ACCOUNTANT II	02871	07	4,976	6,049
00907	ACCOUNTANT III	03332	07	5,775	7,022
00911	ACCOUNT CLERK	01595	13	2,765	3,361
00914	ACCOUNTING TECHNICIAN	02034	13	3,526	4,287
00913	ACCOUNTING TECHNICIAN-CONF	02095	11	3,631	4,415
08885	ADMIN ANALYST AIDE	02329	01	4,037	4,905
08887	ADMIN ANALYST AIDE-CONF.	02399	11	4,158	5,054
08884	ADMIN ANALYST I	02929	07	5,077	6,171
08883	ADMIN ANALYST II	03395	07	5,885	7,153
08882	ADMIN ANALYST III	03973	07	6,887	8,372
02204	ADMINISTRATIVE ASST AIDE	01317	13	2,283	2,775
02201	ADMINISTRATIVE ASST I	01451	13	2,515	3,058
02221	ADMINISTRATIVE ASST I-CONF	01502	11	2,603	3,165
02202	ADMINISTRATIVE ASST II	01599	13	2,772	3,370
02222	ADMINISTRATIVE ASST II-CONF	01652	11	2,863	3,482
02203	ADMINISTRATIVE ASST III	01759	13	3,049	3,706
02223	ADMINISTRATIVE ASST III-CONF	01819	11	3,153	3,832
08795	ADMIN SERVICES MANAGER	03973	07	6,887	8,372
08891	ADMIN SERVICES OFFICER I	02447	07	4,241	5,155
08892	ADMIN SERVICES OFFICER II	02932	07	5,082	6,179
00201	AGR COMM/SEALER WTS & MEASURES	05683	09	9,851	11,972
00817	AGRICULTURAL INSP/BIOLOGIST I	02288	01	3,966	4,819
00818	AGRICULTURAL INSP/BIOLOGIST II	02528	01	4,382	5,325
00819	AGRICULTURAL INSP/BIOLOGIST III	02867	01	4,969	6,041
00816	AGRICULTURAL INSP/BIOLOGIST TR	02097	01	3,635	4,418
02730	AGRICULTURAL RESOURCE SPEC	03276	01	5,678	6,904
02731	AGR/WEIGHTS & MEASURES TECH I	02097	01	3,635	4,418
02732	AGR/WEIGHTS & MEASURES TECH II	02288	01	3,966	4,819
01403	AIRPORT OPERATIONS SUPERVISOR	02739	05	4,748	5,772
01406	AIRPORTS MAINTENANCE WORKER	02015	02	3,493	4,247
01402	AIRPORTS OPERATION SPECIALIST	02319	01	4,020	4,886
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
08956	ANIMAL SHELTER COORDINATOR	01963	01	3,403	4,136
01423	ANIMAL SHELTER REGISTERED VETERINARY TEC	01961	01	3,399	4,132
01425	ANIMAL SHELTER SUPERVISOR	02633	05	4,564	5,547
00219	ANIMAL SVCS HUMANE EDUCATOR	01770	01	3,068	3,732
01410	ANIMAL SVCS MANAGER (NON-VET)	03878	07	6,722	8,173
01411	ANIMAL SVCS MANAGER (VET)	04656	07	8,070	9,811

Job Class	Title	Range	BU	Monthly Salary	
				Step 1	Step 5
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
00624	ARCHITECTURAL TECHNICIAN	02138	01	3,706	4,505
00941	ASSESSMENT ANALYST I	03044	07	5,276	6,413
00942	ASSESSMENT ANALYST II	03467	07	6,009	7,304
00943	ASSESSMENT ANALYST III	04008	07	6,947	8,443
08894	ASSESSMENT ANALYST TRAINEE	01864	01	3,231	3,928
08948	ASSESSMENT MANAGER	04056	07	7,030	8,547
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 TECH SUPERVISOR	02577	05	4,467	5,429
00101	ASSESSOR	08102	10	14,043	14,043
00701	ASSISTANT ASSESSOR	05454	08	9,454	11,492
00615	ASSOCIATE CAPITAL PROJ COORD	03277	01	5,680	6,906
00623	ASSOCIATE REAL PROPERTY AGENT	03045	01	5,278	6,415
01401	ASST AIRPORTS MANAGER	03973	07	6,887	8,372
00900	ASST AUDITOR-CONTROLLER	05516	08	9,561	11,622
01699	ASST BUILDING OFFICIAL	03723	07	6,453	7,842
00613	ASST CAPITAL PROJ COORD	02723	01	4,720	5,737
00329	ASST CHIEF PROBATION OFFICER	05531	08	9,587	11,653
08958	ASST COUNTY ADMINISTRATIVE OFFICER	07761	08	13,452	16,351
00250	ASST COUNTY CLERK-RECORDER	04712	08	8,167	9,929
00303	ASST COUNTY COUNSEL	07087	08	12,284	14,931
00394	ASST DIRECTOR-CHILD SUPPORT SERV	04762	08	8,254	10,034
00395	ASST DIRECTOR PARKS & RECREATION	04616	08	8,001	9,724
00391	ASST DIRECTOR-PLANNING AND BLD	05314	08	9,211	11,197
00392	ASST DISTRICT ATTORNEY	06851	08	11,875	14,437
01001	ASST LIBRARY DIRECTOR	04145	08	7,185	8,734
00622	ASST REAL PROPERTY AGENT	02627	01	4,553	5,535
01502	ASST SOCIAL SERVICES DIRECTOR	06068	08	10,518	12,785
00393	ASST TREAS/TAX COLL/PUB ADMIN	05196	08	9,006	10,948
00868	ASST VETERANS SERVICE OFF I	01983	01	3,437	4,177
00866	ASST VETERANS SERVICE OFF II	02259	01	3,916	4,761
09624	ASST WATER SYS SUPERINTENDENT	03781	05	6,554	7,966
02053	AUDITOR-ANALYST I	02468	07	4,278	5,200
02054	AUDITOR-ANALYST II	02949	07	5,112	6,214
02055	AUDITOR-ANALYST III	03973	07	6,887	8,372
02056	AUDITOR-ANALYST TRAINEE	02218	07	3,845	4,671

Job Class	Title	Range	BU	Monthly Salary	
				Step 1	Step 5
00712	AUDITOR-APPRAISER I	02457	07	4,259	5,176
00710	AUDITOR-APPRAISER II	02905	07	5,035	6,120
00708	AUDITOR-APPRAISER III	03642	07	6,313	7,673
00109	AUDITOR-CONTRLR-TREASRER TX COLL-PUB ADM	08196	10	14,206	14,206
09653	AUTO MECHANIC I	02237	02	3,877	4,711
09654	AUTO MECHANIC II	02351	02	4,075	4,954
03071	BEHAVIORAL HEALTH ADMINISTRATR	06586	09	11,416	13,875
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 MAINT SUPT	03615	07	6,266	7,616
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
02181	BUYER I	02107	01	3,652	4,439
02182	BUYER II	02427	01	4,207	5,112
00341	CAL ID PROGRAM COORDINATOR	03999	07	6,932	8,424
01353	CAPITAL PLANNING/FACILITIES MANAGER	04385	07	7,601	9,239
00635	CAPITAL PROJECTS INSPECTOR	03277	01	5,680	6,906
00281	CENTRAL SERVICES DIRECTOR	05244	09	9,090	11,048
00802	CHIEF DEPUTY-AGR COMMISSIONER	04583	08	7,944	9,656
00310	CHIEF DEPUTY COUNTY COUNSEL	06431	07	11,147	13,551
00270	CHIEF DEPUTY DISTRICT ATTORNEY	06237	07	10,811	13,140
09783	CHIEF DEPUTY PROBATION OFFICER	04938	08	8,559	10,403
09648	CHIEF DIST ATTY INVESTIGATOR	06046	07	10,480	12,737
00213	CHIEF PROB OFFICER	06507	09	11,279	13,711
02900	CHIEF WASTEWATER TRT PLANT OPER	03876	05	6,718	8,167
02901	CHIEF WATER TRT PLANT OPER-GR3	03394	05	5,883	7,150
02902	CHIEF WATER TRT PLANT OPER-GR4	03781	05	6,554	7,966
02903	CIVIL ENGINEERING TECH AIDE	02114	01	3,664	4,455
00648	CIVIL ENGINEERING TECH I	02634	01	4,566	5,548
00650	CIVIL ENGINEERING TECH II	03016	01	5,228	6,354
00652	CIVIL ENGINEERING TECH III	03462	01	6,001	7,294
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
00552	CLINICAL LAB 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
09632	COMM DISEASE INVESTIGATOR	02188	01	3,793	4,611

Job Class	Title	Range	BU	Monthly Salary	
				Step 1	Step 5
00260	COMMISSIONER-CIVIL SERV	00000	00	0	0
09679	COMMUNICATIONS AIDE	01799	01	3,118	3,789
09677	COMMUNICATIONS MANAGER	04256	07	7,377	8,967
00959	COMMUNICATIONS TECHNICIAN I	02555	01	4,429	5,384
00958	COMMUNICATIONS TECHNICIAN II	02872	01	4,978	6,051
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
08967	COMPUTER SYST TECH AIDE	01677	01	2,907	3,533
00970	COMPUTER SYST TECH AIDE-CONF	01727	11	2,993	3,638
08968	COMPUTER SYST TECH I	02008	01	3,481	4,229
00987	COMPUTER SYST TECH I-CONF	02068	11	3,585	4,358
08969	COMPUTER SYST TECH II	02231	01	3,867	4,701
00988	COMPUTER SYST TECH II-CONF	02298	11	3,983	4,843
08970	COMPUTER SYST TECH III	02568	01	4,451	5,411
01989	COMPUTER SYST TECH III-CONF	02645	11	4,585	5,573
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	09455	09	16,389	19,919
00108	COUNTY CLERK-RECORDER	07044	10	12,210	12,210
00302	COUNTY COUNSEL	08431	09	14,614	17,765
01501	COUNTY SOCIAL SERVICES DIR	07220	09	12,515	15,212
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-CONF	01902	11	3,297	4,007
00280	DEPARTMENT ADMINISTRATOR	04637	07	8,037	9,769
08903	DEPARTMENTAL AUTOMA SPEC I	02593	01	4,495	5,463
08904	DEPARTMENTAL AUTOMA SPEC II	03107	01	5,385	6,545
08906	DEPARTMENTAL AUTOMA SPEC III	03604	01	6,247	7,594
02011	DEPT PERSONNEL TECH-CONF	01957	11	3,392	4,124
02010	DEPT PERSONNEL TECHNICIAN	01900	13	3,293	4,004
00804	DEPUTY AGRICULTURAL COMM	03615	07	6,266	7,616
00800	DEPUTY AGRICULTURAL COMM/SEALER	03974	07	6,888	8,374
00313	DEPUTY COUNTY COUNSEL I	03362	12	5,827	7,084

Job Class	Title	Range	BU	Monthly Salary	
				Step 1	Step 5
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
03002	DEPUTY COUNTY HEALTH OFFICER	07022	08	12,171	14,794
08980	DEPUTY DIRECTOR PLANNING AND BUILDING	05069	08	8,786	10,677
00666	DEPUTY DIRECTOR-PUBLIC WORKS	06001	08	10,402	12,643
03005	DEPUTY DIR-HEALTH AGENCY	05365	08	9,299	11,305
08957	DEPUTY DIR-HUMAN RESOURCES	05573	08	9,660	11,743
00308	DEPUTY DISTRICT ATTORNEY I	03362	04	5,827	7,084
00309	DEPUTY DISTRICT ATTORNEY II	03893	04	6,748	8,202
00311	DEPUTY DISTRICT ATTORNEY III	04503	04	7,805	9,487
00314	DEPUTY DISTRICT ATTORNEY IV	05636	04	9,769	11,875
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	05170	09	8,961	10,892
00256	DIRECTOR OF CHILD SUPPORT SVCS	06802	09	11,790	14,331
00241	DIRECTOR OF INFORMATION TECHNOLOGY	06524	09	11,308	13,747
00242	DIRECTOR OF PARKS AND RECREATION	05431	09	9,414	11,442
00237	DIRECTOR OF PLANNING/BUILDING	06761	09	11,719	14,245
00245	DIRECTOR OF PUBLIC WORKS/TRANS	07571	09	13,123	15,952
09645	DIST ATTY INVESTIGATOR I	03762	06	6,521	7,927
09646	DIST ATTY INVESTIGATOR II	04303	06	7,459	9,065
09647	DIST ATTY INVESTIGATOR III	04703	06	8,152	9,908
00105	DISTRICT ATTORNEY	09916	10	17,188	17,188
00680	DIV MGR-ADMINISTRATIVE OFFICE	05797	08	10,048	12,215
02052	DIV MGR-AUDITOR CONTROLLER	05113	08	8,863	10,773
00681	DIV MGR-BUILDING(CHF BLD OFCL)	04696	08	8,140	9,896
00684	DIV MGR-DISTRICT ATTORNEY	03831	07	6,640	8,072
08949	DIV MGR-DRUG AND ALCOHOL SERVICES	04486	07	7,776	9,452
08954	DIV MGR-ENVIRONMENTAL HEALTH	05449	07	9,445	11,478
08950	DIV MGR-HEALTH AGENCY	04486	07	7,776	9,452
08951	DIV MGR-MENTAL HEALTH SERVICES	04486	07	7,776	9,452
00690	DIV MGR-PLANNING	04371	07	7,576	9,211
08955	DIV MGR- PUBLIC HEALTH NURSING SERVICES	04820	07	8,355	10,156
00664	DIV MGR-ROAD MAINTENANCE	04374	07	7,582	9,216
00693	DIV MGR-SOCIAL SERVICES	04522	07	7,838	9,526
00694	DIV MGR-UTILITIES	04833	07	8,377	10,183
00692	DIV MGR-WATER RESOURCES	04833	07	8,377	10,183
02558	DIV SUPV-CLERK RECORDER	02739	05	4,748	5,772
08610	DRUG & ALCOHOL PROGRAM SUPV	03155	05	5,469	6,649

Job Class	Title	Range	BU	Monthly Salary	
				Step 1	Step 5
08620	DRUG & ALCOHOL SVCS SPEC I	02072	01	3,591	4,366
08621	DRUG & ALCOHOL SVCS SPEC II	02403	01	4,165	5,061
08622	DRUG & ALCOHOL SVCS SPEC III	02646	01	4,586	5,574
08623	DRUG & ALCOHOL SVCS SPEC IV	02921	01	5,063	6,153
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 SERV COORD I	02929	07	5,077	6,171
00845	EMERGENCY SERV COORD II	03258	07	5,647	6,866
00846	EMERGENCY SERV COORD III	03973	07	6,887	8,372
01544	EMPLOYMENT/RESOURCE SPEC I	01781	01	3,087	3,753
01545	EMPLOYMENT/RESOURCE SPEC II	01945	01	3,371	4,098
01546	EMPLOYMENT/RESOURCE SPEC III	02152	01	3,730	4,536
01547	EMPLOYMENT/RESOURCE SPEC 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	04833	07	8,377	10,183
00877	ENVIR COORDINATOR	04739	07	8,214	9,984
02904	ENVIR DIVISION MANAGER	04739	07	8,214	9,984
08406	ENVIR HEALTH AIDE	01955	01	3,389	4,120
08413	ENVIR HEALTH SPECIALIST I	02551	01	4,422	5,377
08414	ENVIR HEALTH SPECIALIST II	02927	01	5,073	6,165
08415	ENVIR HEALTH SPECIALIST III	03230	01	5,599	6,807
02803	ENVIR RESOURCE SPECIALIST	03276	01	5,678	6,904
00437	EPIDEMIOLOGIST	03681	07	6,380	7,755
01121	EQUIPMENT MECHANIC I	02293	02	3,975	4,831
01120	EQUIPMENT MECHANIC II	02500	02	4,333	5,268
01314	FACILITY MAINT MECHANIC I	01858	02	3,221	3,916
01316	FACILITY MAINT MECHANIC II	02015	02	3,493	4,247
01315	FACILITY MAINT 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	02468	07	4,278	5,200

Job Class	Title	Range	BU	Monthly Salary	
				Step 1	Step 5
00781	FINANCIAL ANALYST II	02949	07	5,112	6,214
00782	FINANCIAL ANALYST III	03973	07	6,887	8,372
02300	FLEET MANAGER	04193	07	7,268	8,835
02303	FLEET SERVICE WRITER	01782	02	3,089	3,754
02301	FLEET SHOP SUPERVISOR	02946	05	5,106	6,207
00354	FOOD SERVICE SUPV 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 INFO SYSTEMS PROGRAM MANAGER	04404	07	7,634	9,279
01212	GOLF COURSE SUPERINTENDENT	03562	07	6,174	7,504
01217	GOLF COURSE SUPERVISOR	02930	05	5,079	6,176
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
03003	HEALTH AGENCY DIRECTOR	07688	09	13,326	16,198
00221	HEALTH EDUCATION SPECIALIST	02082	01	3,609	4,387
00560	HEALTH INFORMATION TECH I	01883	13	3,264	3,968
00561	HEALTH INFORMATION TECH II	02074	13	3,595	4,370
00562	HEALTH INFORMATION TECH III	02283	13	3,957	4,810
08953	HUMAN RESOURCES DIRECTOR	06470	09	11,215	13,634
02111	HUMAN RSRCS ANALYST AIDE	02329	01	4,037	4,905
02110	HUMAN RSRCS ANALYST AIDE-CONF	02399	11	4,158	5,054
02252	INFORMATION TECHNOLOGY MANAGER	04741	07	8,218	9,987
02268	INFORMATION TECHNOLOGY PROJECT MGR I	02859	07	4,956	6,025
02269	INFORMATION TECHNOLOGY PROJECT MGR II	03444	07	5,970	7,256
02270	INFORMATION TECHNOLOGY PROJECT MGR III	03817	07	6,616	8,041
02267	INFORMATION TECHNOLOGY SUPERVISOR	04404	07	7,634	9,279
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	KENNEL WORKER	01637	02	2,837	3,449
00447	LABORATORY ASST. I	01561	01	2,706	3,288
00446	LABORATORY ASST. II	01781	01	3,087	3,753
02806	LAND USE TECHNICIAN	02084	01	3,612	4,391
02302	LEAD FLEET MECHANIC	02625	02	4,550	5,531
08974	LEAD HEALTH EDUCATION SPECIALIST	02381	01	4,127	5,016
02230	LEGAL CLERK	01961	13	3,399	4,132
02235	LEGAL CLERK-CONF	02023	11	3,507	4,262
08799	LEGISLATIVE ASSISTANT	03577	07	6,200	6,200

Job Class	Title	Range	BU	Monthly Salary	
				Step 1	Step 5
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	05549	09	9,618	11,690
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	03716	07	6,441	7,829
00459	LICENSED PSYCH TECH/LV NURSE I	02198	01	3,810	4,630
00460	LICENSED PSYCH TECH/LV NURSE II	02545	01	4,411	5,361
00461	LICENSED PSYCH TECH/LV NURSE III	02802	01	4,857	5,902
00543	LICENSED VOCATIONAL NURSE	02028	01	3,515	4,271
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
00519	M.H. MEDICAL DIRECTOR	11074	07	19,195	23,331
08535	M.H. MEDICAL RECORDS SUPV	02514	05	4,358	5,299
08573	M.H. NURSE I	03055	01	5,295	6,436
08572	M.H. NURSE II	03435	01	5,954	7,237
08571	M.H. NURSE III	03724	01	6,455	7,847
00458	M.H. NURSE PRACTITIONER	04635	01	8,034	9,766
08570	M.H. NURSE TRAINEE	02902	01	5,030	6,113
08568	M.H. PRE-LICENSED NURSE	02673	01	4,633	5,632
08525	M.H. PROGRAM SUPERVISOR	03450	05	5,980	7,270
08569	M.H. SUPERVISING NURSE	03992	05	6,919	8,412
08529	M.H. THERAPIST I	02198	01	3,810	4,630
08528	M.H. THERAPIST II	02545	01	4,411	5,361
08527	M.H. THERAPIST III	02802	01	4,857	5,902
08526	M.H. THERAPIST IV	03099	01	5,372	6,529
08576	M.H. WORKER AIDE	01376	01	2,385	2,900
08575	M.H. WORKER I	01755	01	3,042	3,699
08574	M.H. WORKER II	01928	01	3,342	4,061
02257	NETWORK ENGINEER I	03062	07	5,307	6,451
02258	NETWORK ENGINEER II	03628	07	6,289	7,642
02259	NETWORK ENGINEER III	04007	07	6,945	8,441
01711	NETWORK HARDWARE SPECIALIST I	02452	01	4,250	5,167

Job Class	Title	Range	BU	Monthly Salary	
				Step 1	Step 5
01712	NETWORK HARDWARE SPECIALIST II	02755	01	4,775	5,807
00457	NURSE PRACTITIONER/PHYS ASST	04213	01	7,303	8,876
08966	NUTRITION SERVICES PROGRAM MANAGER	03395	07	5,885	7,153
09784	ORAL HEALTH PROGRAM MANAGER	03085	07	5,347	6,500
02238	PARALEGAL	02286	01	3,962	4,815
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
01251	PARKS SUPERINTENDENT	03562	07	6,174	7,504
08538	PATIENT SVCS REPRESENTATIVE	01892	01	3,279	3,987
01560	PERSONAL CARE AIDE	01662	01	2,881	3,501
00874	PERSONNEL ANALYST I	02929	07	5,077	6,171
00873	PERSONNEL ANALYST II	03326	07	5,765	7,008
00864	PERSONNEL ANALYST III	03973	07	6,887	8,372
00575	PHYS OR OCCUPATIONAL THER AIDE	01877	01	3,253	3,957
00571	PHYS OR OCCUPATIONAL THER I	03116	01	5,401	6,566
00572	PHYS OR OCCUPATIONAL THER 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
00255	PLANNING COMMISSIONER	00000	00	0	0
08886	PRINCIPAL ADMIN ANALYST	04637	07	8,037	9,769
00722	PRINCIPAL AUDITOR-ANALYST	04339	07	7,521	9,142
02804	PRINCIPAL ENVIR SPECIALIST	03973	07	6,887	8,372
00770	PRINCIPAL FINANCIAL ANALYST	04339	07	7,521	9,142
08952	PRINCIPAL HUMAN RESOURCE ANALYST	04637	07	8,037	9,769
00326	PROBATION ASSISTANT	02049	01	3,552	4,318
01583	PROGRAM MANAGER I	03085	07	5,347	6,500
01584	PROGRAM MANAGER II	03395	07	5,885	7,153
00614	PROPERTY MANAGER	04259	07	7,382	8,975
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	PUB HEALTH ADMN/HEALTH OFFICER	08260	09	14,317	17,403
00422	PUBLIC HEALTH AIDE I	01470	01	2,548	3,097
00423	PUBLIC HEALTH AIDE II	01561	01	2,706	3,288

Job Class	Title	Range	BU	Monthly Salary	
				Step 1	Step 5
00424	PUBLIC HEALTH AIDE III	01770	01	3,068	3,732
08959	PUBLIC HEALTH LABORATORY MANAGER	04766	07	8,261	10,041
00442	PUBLIC HEALTH MICROBIOL I	02914	01	5,051	6,141
00441	PUBLIC HEALTH MICROBIOL 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 SUPV	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	04545	07	7,878	9,577
01019	REGIONAL LIBRARIAN	03062	07	5,307	6,451
00537	REGISTERED NURSE II	03122	01	5,411	6,578
01708	RESOURCE PROTECTION SPEC I	02381	01	4,127	5,016
01709	RESOURCE PROTECTION SPEC II	02985	01	5,174	6,290
01710	RESOURCE PROTECTION SPEC III	03294	01	5,710	6,942
00642	RIGHT-OF-WAY AGENT	04184	07	7,252	8,816
09657	RISK MGMT ANALYST I	02929	07	5,077	6,171
09658	RISK MGMT ANALYST II	03395	07	5,885	7,153
09663	RISK MGMT ANALYST III	03973	07	6,887	8,372
02807	SAFETY COORDINATOR - PUBLIC WORKS	03973	07	6,887	8,372
03281	SART CLINICAL COORD	03336	01	5,782	7,029
00925	SECRETARY-CONFIDENTIAL	01964	11	3,404	4,137
00883	SECRETARY I	01828	13	3,169	3,851
00886	SECRETARY I-CONFIDENTIAL	01909	11	3,309	4,020
00884	SECRETARY II	01907	13	3,305	4,016
01023	SENIOR LIBRARY ASSOCIATE	01956	05	3,390	4,122
00336	SERGEANT	04483	28	7,771	9,443
00107	SHERIFF-CORONER	09684	10	16,786	16,786
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
00335	SHERIFF'S CORRECTIONAL SGT	03866	14	6,701	8,145
00357	SHERIFF'S CORR. LIEUTENANT	05172	15	8,965	10,897
00342	SHERIFF'S DISPATCHER	02885	22	5,001	6,077

Job Class	Title	Range	BU	Monthly Salary	
				Step 1	Step 5
05000	SHERIFF'S DISPATCHER SUPV	03481	14	6,034	7,335
08973	SHERIFF'S FORENSIC LABORATORY SPECIALIST	03654	21	6,334	7,699
02594	SHERIFF'S FORENSIC SPECIALIST	03480	21	6,032	7,332
00348	SHERIFF'S PROPERTY OFFICER	03088	21	5,353	6,505
00377	SHERIFF'S RECORDS MANAGER	03395	07	5,885	7,153
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
01531	SOCIAL SVCS INVESTIGATOR	02659	01	4,609	5,604
01555	SOCIAL SVCS PROGRAM REVW SPEC	02455	01	4,255	5,172
01509	SOCIAL WORKER AIDE I	01322	01	2,291	2,785
01510	SOCIAL WORKER AIDE II	01454	01	2,520	3,063
01511	SOCIAL WORKER AIDE III	01599	01	2,772	3,370
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	02859	07	4,956	6,025
02265	SOFTWARE ENGINEER II	03444	07	5,970	7,256
02266	SOFTWARE ENGINEER III	03825	07	6,630	8,058
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
00909	SR ACCOUNT CLERK	01861	13	3,226	3,923
00929	SR ACCOUNT CLERK-CONFIDENTIAL	01917	11	3,323	4,040
02183	SR BUYER	02791	01	4,838	5,883
00619	SR CAPITAL PROJECTS COORD	03551	05	6,155	7,483
00969	SR COMMUNICATIONS TECH	03160	01	5,477	6,658
00415	SR COMMUNITY HEALTH NURSE	02981	01	5,167	6,282
01714	SR COMP SYS TECH-CONF	03063	11	5,309	6,453
08960	SR CORRECTIONAL TECHNICIAN	02073	13	3,593	4,368
03200	SR DIV MGR-SOCIAL SERVICES	04719	07	8,180	9,942
00149	SR GEOGRAPHIC INFO SYSTEMS ANALYST	03699	05	6,412	7,793
02260	SR NETWORK ENGINEER	04320	07	7,488	9,102
03001	SR PHYS OR OCCUPATIONAL THER	03685	01	6,387	7,762
00603	SR PLANNER	03439	05	5,961	7,247
00421	SR PUBLIC HEALTH NURSE	03462	01	6,001	7,294
09432	SR PUBLIC HEALTH NURSE	03808	01	6,601	8,022
02255	SR SOFTWARE ENGINEER	04210	07	7,297	8,871
01321	SR STOREKEEPER	01937	02	3,357	4,082

Job Class	Title	Range	BU	Monthly Salary	
				Step 1	Step 5
02256	SR SYSTEMS ADMINISTRATOR	04201	07	7,282	8,852
09620	SR VIC/WIT ASSISTANCE COORD	02548	05	4,417	5,366
09613	SR WATER SYSTEMS CHEMIST	03647	01	6,321	7,682
00522	STAFF PSYCHIATRIST	10097	07	17,501	21,273
01336	STOREKEEPER I	01591	02	2,758	3,354
01331	STOREKEEPER II	01759	02	3,049	3,706
03503	SUPERVISING COLLECTIONS OFFICER	02613	05	4,529	5,505
01352	SUPERVISING CUSTODIAN	01961	05	3,399	4,132
00103	SUPERVISOR-BOARD	04140	17	7,176	7,176
00899	SUPV ACCOUNTING TECH	02360	05	4,091	4,973
00898	SUPV ACCOUNTING TECH-CONF	02431	11	4,214	5,124
00927	SUPV ADMIN CLERK I	02111	05	3,659	4,448
00938	SUPV ADMIN CLERK I-CONF	02174	11	3,768	4,581
00928	SUPV ADMIN CLERK II	02360	05	4,091	4,973
00939	SUPV ADMIN CLERK II-CONF	02431	11	4,214	5,124
00724	SUPV APPRAISER	03551	05	6,155	7,483
00725	SUPV AUDITOR-APPRAISER	04010	07	6,951	8,450
09675	SUPV DA INVESTIGATOR	05111	06	8,859	10,769
00373	SUPV DEPUTY PROBATION OFFICER	03552	32	6,157	7,486
08416	SUPV ENVIR HEALTH SPECIALIST	03744	05	6,490	7,888
01318	SUPV FACILITY MAINT MECHANIC	02920	05	5,061	6,152
09683	SUPV FAMILY SUPPORT OFFICER	02648	05	4,590	5,578
00893	SUPV FINANCIAL TECHNICIAN	02360	05	4,091	4,973
02231	SUPV LEGAL CLERK I	02113	05	3,663	4,453
02236	SUPV LEGAL CLERK I-CONF	02176	11	3,772	4,585
02232	SUPV LEGAL CLERK II	02295	05	3,978	4,838
02237	SUPV LEGAL CLERK II-CONF	02364	11	4,098	4,980
01007	SUPV LIBRARY ASSISTANT	01956	05	3,390	4,122
01623	SUPV MAPPING/GRAPHICS SYS SPEC	03600	05	6,240	7,583
01204	SUPV PARK RANGER	02930	05	5,079	6,176
00573	SUPV PHYS OR OCCUPATIONAL THER	03982	05	6,902	8,391
01707	SUPV PLANNER	03747	05	6,495	7,895
00579	SUPV PROPERTY TRANSFER TECH	02554	05	4,427	5,382
00444	SUPV PUBLIC HEALTH MICROBIOL	03604	05	6,247	7,594
00414	SUPV PUBLIC HEALTH NURSE	04127	05	7,153	8,696
01537	SUPV SOC SVCS INVESTIGATOR	03143	05	5,448	6,621
02261	SYSTEMS ADMINISTRATOR I	02859	07	4,956	6,025
02262	SYSTEMS ADMINISTRATOR II	03444	07	5,970	7,256
02263	SYSTEMS ADMINISTRATOR III	03817	07	6,616	8,041
00110	TAX COLL-TREAS-PUB ADMIN-GUAR	08102	10	14,043	14,043
02254	TECHNOLOGY SUPERVISOR	04404	07	7,634	9,279
02592	UNDERSHERIFF	07380	16	12,792	15,548

Job Class	Title	Range	BU	Monthly Salary	
				Step 1	Step 5
02180	UTILITY COORDINATOR	03499	05	6,065	7,374
00252	VETERANS' SERVICE OFFICER	03578	09	6,202	7,538
09634	VIC/WIT ASSISTANCE COORD I	01981	01	3,434	4,174
09637	VIC/WIT ASSISTANCE COORD II	02308	01	4,001	4,862
09614	VIC/WIT ASST COORD AIDE	01839	01	3,188	3,874
09692	WASTEWATER SYSTEMS SUPERINTENDENT	03944	05	6,836	8,308
09688	WASTEWATER SYS WORKER I	02085	02	3,614	4,392
09689	WASTEWATER SYS WORKER II	02608	02	4,521	5,495
09690	WASTEWATER SYS WORKER III	02868	02	4,971	6,042
09691	WASTEWATER SYS WORKER IV	03056	05	5,297	6,438
09686	WASTEWATER SYS WORKER TRAINEE	01669	02	2,893	3,517
09619	WATER QUALITY MGR	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 INSP I	02288	01	3,966	4,819
00821	WEIGHTS & MEASURES INSP II	02528	01	4,382	5,325
00825	WEIGHTS & MEASURES INSP III	02860	01	4,957	6,027
00826	WEIGHTS & MEASURES INSP TR	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.

Code	Description	2017-18 Department Request			2017-18 CAO Recommendation		
		Qty	Per Unit	Cost	Qty	Per Unit	Cost
109	ASSESSOR						
R	Printer/copiers	3	\$ 10,000	\$ 30,000	3	\$ 10,000	\$ 30,000
	Department Total			\$ 30,000			\$ 30,000
110	CLERK-RECORDER						
R	Server for GEMS election tabulation software	2	\$ 10,000	\$ 20,000	2	\$ 10,000	\$ 20,000
	Department Total			\$ 20,000			\$ 20,000
112	HUMAN RESOURCES						
R	Konica 305ci	1	\$ 6,705	\$ 6,705	1	\$ 6,705	\$ 6,705
	Department Total			\$ 6,705			\$ 6,705
113	FACILITIES MANAGEMENT						
A	Aerial lift	1	\$ 17,000	\$ 17,000	0	\$ 17,000	0
	Department Total			\$ 17,000			0
136	SHERIFF-CORONER						
R	Cellebrite UFED 4PC	2	\$ 7,450	\$ 14,900	2	\$ 7,450	\$ 14,900
R	CLETS Server upgrade NM	1	10,725	10,725	1	10,725	10,725
A	Crime Lab fume hood and	1	8,800	8,800	0	8,800	0
A	Electronic Key Control	1	19,502	19,502	0	19,502	0
R	Gurneys	1	10,051	10,051	1	10,051	10,051
A	HVAC Unit for the Graphic	1	31,005	31,005	0	31,005	0
R	MDC / Inventory	7	7,057	49,399	7	7,057	49,399
R	Portacount Respirator FIT	1	10,820	10,820	1	10,820	10,820
A	Sheriff's Embroidery	1	18,000	18,000	1	18,000	18,000
A	Sheriff's Engraving	1	17,035	17,035	1	17,035	17,035
	Department Total			\$ 190,237			\$ 130,930
138	EMERGENCY SERVICES						
A	Radiation Portal Monitors	7	\$ 13,500	\$ 94,500	7	\$ 13,500	\$ 94,500
	Department Total			\$ 94,500			\$ 94,500
140	COUNTY FIRE						
R	Command Vehicle D3403	1	\$ 47,662	\$ 47,662	1	\$ 47,662	\$ 47,662
R	Command Vehicle EMS-1	1	47,662	47,662	1	47,662	47,662
R	Fire Boat 34	1	204,267	204,267	0	204,267	0
R	Fire Boat 34 Trailer	1	6,128	6,128	0	6,128	0
R	Rescue Water Craft Boat	1	14,980	14,980	1	14,980	14,980
R	Rescue Water Craft Boat	1	14,980	14,980	1	14,980	14,980
R	Squad 10	1	54,471	54,471	1	54,471	54,471
R	Squad 33	1	54,471	54,471	1	54,471	54,471
R	Type I Fire Engine	1	578,756	578,756	1	578,756	578,756
	Department Total			\$ 1,023,377			\$ 812,982
142	PLANNING AND BUILDING						
R	Photocopier	1	\$ 5,462	\$ 5,462	1	\$ 5,462	\$ 5,462
	Department Total's			\$ 5,462			\$ 5,462

A=New

R=Replacement

Code	Description	2017-18 Department Request			2017-18 CAO Recommendation		
		Qty	Per Unit	Cost	Qty	Per Unit	Cost
160	PUBLIC HEALTH						
R	Replacement of Centrifuge	1	\$ 15,000	\$ 15,000	1	\$ 15,000	\$ 15,000
R	Vaccine Refrigerator	1	5,000	5,000	1	5,000	5,000
	Department Total			\$ 20,000			\$ 20,000
180	SOCIAL SERVICES ADMINISTRATION						
R	GBIC switch replacements	4	\$ 5,500	\$ 22,000	4	\$ 5,500	\$ 22,000
R	Replacement copiers	2	6,500	13,000	2	6,500	13,000
R	Replacement file server	1	15,000	15,000	1	15,000	15,000
A	Scanners	2	6,000	12,000	2	6,000	12,000
	Department Total			\$ 62,000			\$ 62,000
266	COUNTYWIDE AUTOMATION REPLACEMENT						
R	Core Network Time Clock Hardware	1	\$ 19,600	\$ 19,600	1	\$ 19,600	\$ 19,600
R	Countywide Aerial Imagery	1	360,000	360,000	0	360,000	0
R	Countywide Voice Mail System	1	50,000	50,000	0	50,000	0
A	Driver Management Software	1	13,000	13,000	1	13,000	13,000
A	Enterprise Data Storage	1	130,000	130,000	1	130,000	130,000
R	Enterprise Storage Backup System	1	291,000	291,000	1	291,000	291,000
A	JMS/RMS Project Manager	1	495,000	495,000	1	165,000	165,000
A	Learning Management System (LMS)	1	278,500	278,500	0	278,500	0
R	Local Area Network (LAN) Switch Hardware	1	272,000	272,000	1	272,000	272,000
R	Optical Multiplexing Hardware	1	36,000	36,000	1	36,000	36,000
A	Sheriff's JMS/RMS LT SW Engineer III 1.00	0	0	0	1	106,295	106,295
A	Software Acquisition and Implementation	1	4,000,000	4,000,000	0	4,000,000	0
R	Tassajera Peak Upgrades	1	42,000	42,000	1	42,000	42,000
R	Telephony Refresh	1	2,498,787	2,498,787	1	2,498,787	2,498,787
R	Utility Management Software	1	100,000	100,000	1	100,000	0
	Department Total			\$ 8,585,887			\$ 3,573,682
305	PARKS AND RECREATION						
A	Gator	3	\$ 9,000	\$ 27,000	3	\$ 9,000	\$ 27,000
A	Honey wagon	1	8,000	8,000	1	8,000	8,000
R	Small riding mower	1	9,500	9,500	1	9,500	9,500
	Department Total			\$ 44,500			\$ 44,500

A=New
R=Replacement

	<u>Code</u>	<u>Description</u>	<u>Qty</u>	<u>Per Unit</u>	<u>Cost</u>	<u>Qty</u>	<u>Per Unit</u>	<u>Cost</u>
405		PUBLIC WORKS ISF						
	R	Conflict Monitor Tester	1	\$ 15,000	\$ 15,000	1	\$ 15,000	\$ 15,000
	R	Ion Chromatograph	1	39,950	39,950	1	39,950	39,950
	A	Loader	1	90,000	90,000	1	90,000	90,000
	R	Mower, Boom Arm	1	170,000	170,000	1	170,000	170,000
	R	Portable Message Board	2	23,000	46,000	2	23,000	46,000
	R	Sewer Cleaner	1	350,000	350,000	1	350,000	350,000
	R	Skid Steer Loader	1	80,000	80,000	1	80,000	80,000
	A	Solar Pump and Panels	1	25,000	25,000	1	25,000	25,000
	R	Spectrophotometer	1	7,657	7,657	1	7,657	7,657
	R	Trailer, Tilt Bed	1	9,000	9,000	1	9,000	9,000
	R	Trailer, Tilt Bed	6	30,000	180,000	6	30,000	180,000
	A	Truck, 1/2 ton	2	33,000	66,000	2	33,000	66,000
	A	Truck, 2 ton w/crane	1	127,500	127,500	1	127,500	127,500
	A	Truck, 3/4 Ton 4WD	1	48,000	48,000	1	48,000	48,000
		Department Total			\$ 1,254,107			\$ 1,254,107
407		FLEET SERVICES ISF						
	A	SUV, Mid Size (Ag Commissioner)	1	\$ 26,000	\$ 26,000	1	26,000	\$ 26,000
	A	Sedan, Mid Size (District Attorney)	1	28,000	28,000	1	28,000	28,000
	A	Sedan, Mid Size (District Attorney)	1	28,000	28,000	1	28,000	28,000
	R	Diesel Exhaust Fluid Dispenser	1	12,500	12,500	1	12,500	12,500
	R	Full Size SUV Patrol	10	44,000	440,000	10	44,000	440,000
	R	Mid Size SUV	1	55,000	55,000	1	55,000	55,000
	A	OES Mobile Unit	1	800,000	800,000	0	800,000	0
	A	SUV, Mid Size (Planning)	1	26,000	26,000	1	26,000	26,000
	A	SUV, Mid Size (Planning)	1	26,000	26,000	1	26,000	26,000
	R	Sedan, Compact, Electric	4	40,000	160,000	4	40,000	160,000
	R	Sedan, Full Size	1	30,000	30,000	1	30,000	30,000
	R	Sedan, Mid Size, Hybrid	13	29,000	377,000	13	29,000	377,000
	A	Sheriff Forensic Van	1	28,000	28,000	0	28,000	0
	A	Sheriff Marked Tahoe	1	37,250	37,250	1	37,250	37,250
	A	Sheriff Trucks	2	36,000	72,000	0	36,000	0
	A	Sheriff Unmarked Fusion	1	28,000	28,000	0	28,000	0
	R	SUV, Compact	5	27,500	137,500	5	27,500	137,500
	R	SUV, Full Size	1	48,000	48,000	1	48,000	48,000
	R	Tire Balancer with Lift NC	1	7,500	7,500	1	7,500	7,500
	R	Truck, 1/2 Ton	8	27,000	216,000	8	27,000	216,000
	R	Truck, 1 Ton CAB and CHAS	1	42,000	42,000	1	42,000	42,000
	R	Truck Diagnostic Tool	1	7,500	7,500	1	7,500	7,500
	R	Van, 1 Ton Utility	1	34,000	34,000	1	34,000	34,000
	R	Van, Mid Size, Passenger	4	26,000	104,000	4	26,000	104,000
	R	Waste Oil Tank	1	9,250	9,250	1	9,250	9,250
		Department Total			\$ 2,779,500			1,851,500

A=New

R=Replacement

<u>Code</u>	<u>Description</u>	2017-18 Department Request			2017-18 CAO Recommendation		
		<u>Qty</u>	<u>Per Unit</u>	<u>Cost</u>	<u>Qty</u>	<u>Per Unit</u>	<u>Cost</u>
427	GOLF COURSES						
R	Mower - Dairy Creek	1	\$ 30,000	\$ 30,000	1	\$ 30,000	\$ 30,000
R	Utility Vehicle - Morro Bay	2	10,000	20,000	2	10,000	20,000
	Department Total			\$ 50,000			\$ 50,000
	County Totals			\$ 14,177,813			\$ 7,950,906

A=New
R=Replacement

Departmental Budgets by Service Group

County departments and fund centers are grouped together by service groups, 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.

Land Based

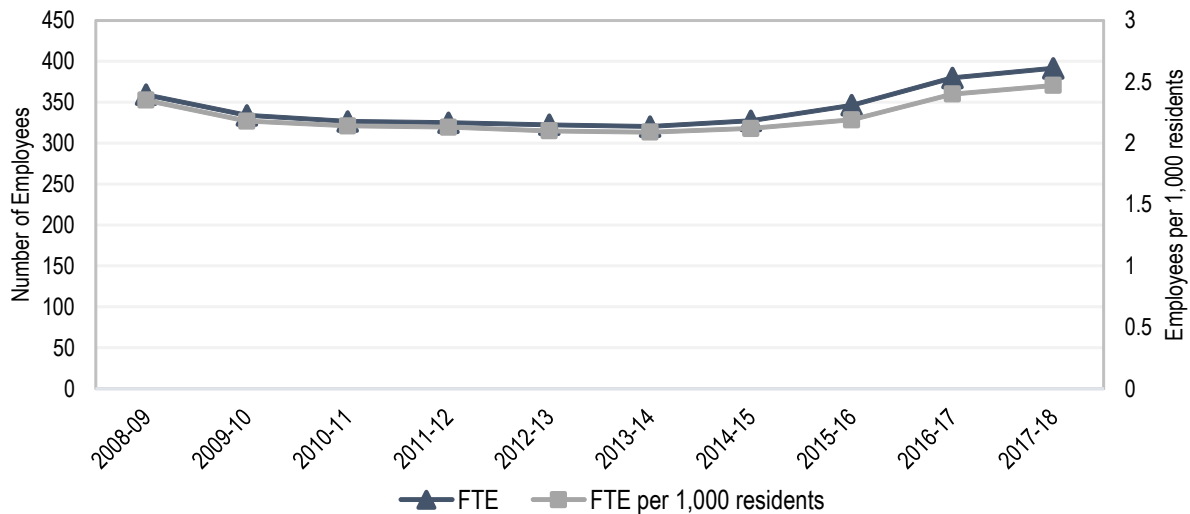
The Land Based Service Group includes those budgets that provide programs and services focused on management of the built environment, including roads, the regulation of agriculture/weights and measures, and the preservation of agricultural and open space.

Budgets in the Land Based Service Group include: Agricultural Commissioner, Planning and Building, Planning and Building - Community Development, Public Works, Public Works - Los Osos Wastewater System, Public Works - Road Impact Fees, Public Works - Roads, and Public Works - Special Services.

SERVICE GROUP BUDGET AT A GLANCE

	FY 2017-18 Recommended	Change from FY 2016-17 Adopted	% Change
Expenditures	\$104,797,300	\$38,320,933	58%
Revenue	\$84,951,459	\$30,345,346	56%
General Fund Support	\$13,856,310	\$1,986,056	17%
Staffing Levels	391.50 FTE	11.75 FTE	3%

Ten Year Staffing History



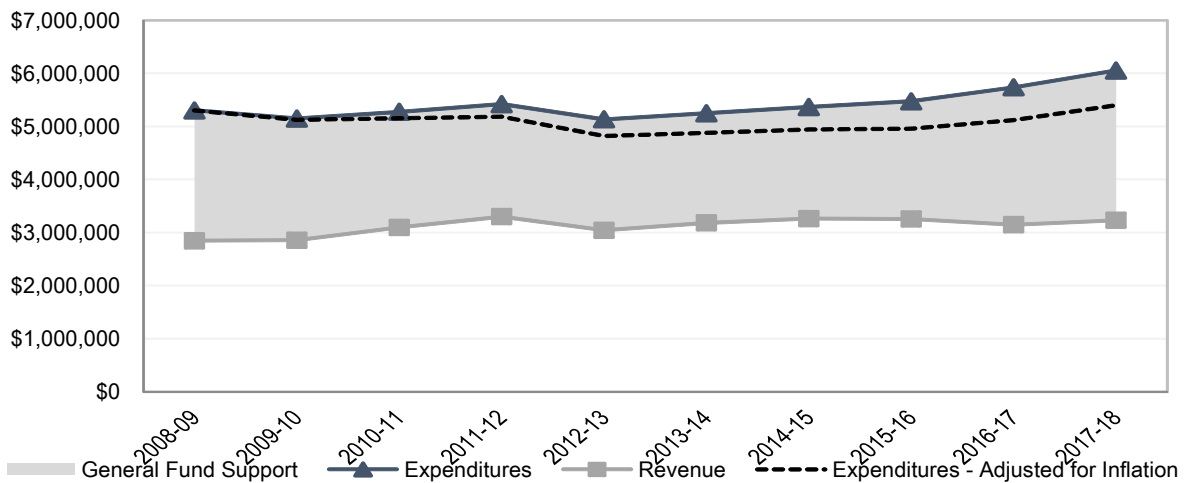
Agricultural Commissioner

The Agricultural Commissioner provides enforcement of state laws and regulations specific to plant quarantine, pesticide use and weights and measures countywide.

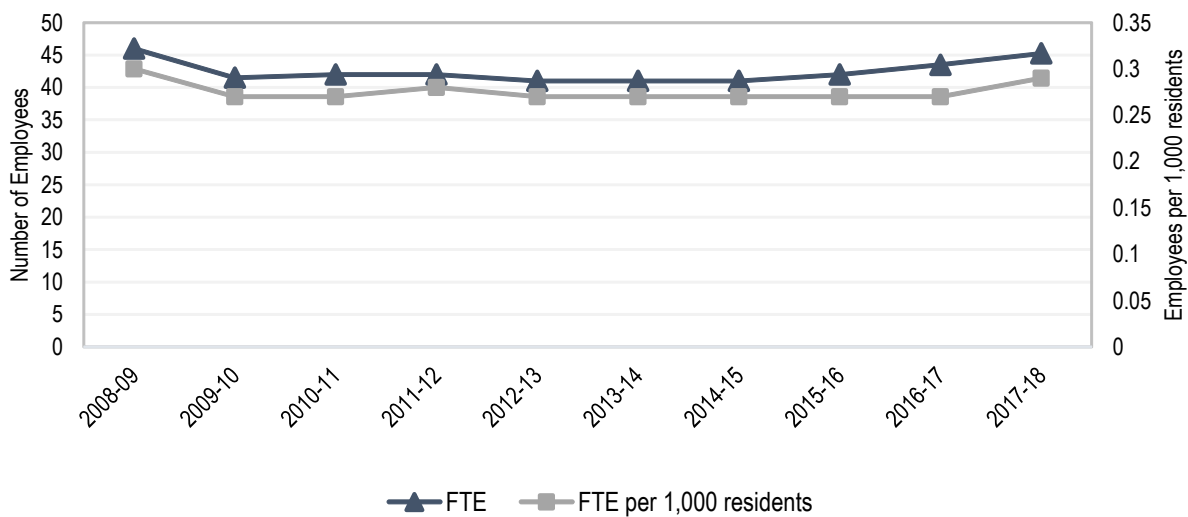
BUDGET AT A GLANCE

	FY 2017-18 Recommended	Change from FY 2016-17 Adopted	% Change
Expenditures	\$6,053,463	\$316,017	6%
Revenue	\$3,231,298	\$82,459	3%
General Fund Support	\$2,822,165	\$233,558	9%
Staffing Levels	45.25 FTE	1.75 FTE	4.02 %

Ten Year Budget History



Ten Year Staffing History



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.

ABOUT THIS BUDGET

The Department of Agriculture/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 Department of Agriculture/Weights and Measures 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 2017-18 include long-term staff retirements leading to the loss of institutional knowledge and increased recruitment and training hours; increased workload related to the anticipated verification of the presence of Sudden Oak death disease in the county, and the impact to several departmental programs related to the regulation of the cultivation of cannabis.

Following are some of the department's notable accomplishments for FY 2016-17 and some specific objectives for FY 2017-18:

FY 2016-17 Accomplishments

- Three additional staff were trained on the department's Standard Operating Procedure, as part of the county's emergency response plan for the Diablo Canyon Power Plant. Five staff participated in the 2016 federally evaluated Diablo Canyon drill. The department clearly demonstrated the ability to assist in the protection of public safety. Evaluators issued zero corrective action notices to the department.
- Assisted in the development of a County cannabis ordinance. Departmental policies and staff inspection training programs will be developed once statewide regulations have been adopted and a local ordinance is established.
- Local implementation of AB 1871, which provides the department enhanced regulatory oversight of Certified Farmers' Markets and certified producers, resulted in 100% inspection of additional farmers' market production sites, as requested through the CDFA Certified Farmers' Market Inspection Cooperative Agreement. An additional 17 inspections resulted due to the implementation of AB 1871.
- The department continued to implement the new California Pesticide Enforcement Activity Tracking System. Training for eleven departmental staff occurred. Use of the System will result in standardized pesticide use enforcement data; alleviate data entry requirements; allow greater access to statewide pesticide user data and will enhance the speed and accuracy of communication with other County Agricultural Commissioners. The identification of pesticide use trends that may need additional monitoring from the department will ensure public safety and protection of the environment.

FY 2017-18 Objectives

- The department will implement California Department of Food and Agriculture's request for reports of credit card skimmer devices found during gas station pump inspections within 30 days of inspection. (Results will be reported to local law enforcement within 24 hours.)
- The department will inspect for accuracy 25%, or 19 of the registered 75 mobile home parks and apartment complexes, which provide utilities including water, electricity and vapor gas through sub metering measuring devices not regulated by the California Public Utilities Commission. The remaining 75%, or 56 registered sites, will be scheduled for inspection over the following three years.
- Implementation of a County ordinance and the finalization of state regulations governing the commercial cannabis is expected by early 2018. The department will collaborate with agencies to establish the department's role in the enforcement of requirements related to commercial cannabis. Nine staff will be trained for enforcement activities specific to pesticide use associated with cannabis production.
- Upon verification and declaration by CDFA that Sudden Oak Death disease (*Phytophthora ramorum*) occurs in the county, the department will enforce quarantine requirements that regulate the movement of plants that could carry the disease. The department will issue compliance agreements to 100% of commercial nurseries required to comply with quarantine regulations.

SERVICE PROGRAMS

The Department of Agriculture/Weights and Measures has a total expenditure level of \$6,055,213 and a total staffing level of 45.25 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: \$1,720,537

Total Staffing (FTE): 12.38

Agricultural Resources Management

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

Total Expenditures: \$263,069

Total Staffing (FTE): 2.29

Pest Management

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

Total Expenditures: \$235,014

Total Staffing (FTE): 0.61

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: \$3,042,501
Total Staffing (FTE): 23.19

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: \$230,389
Total Staffing (FTE): 1.81

Weights and Measures

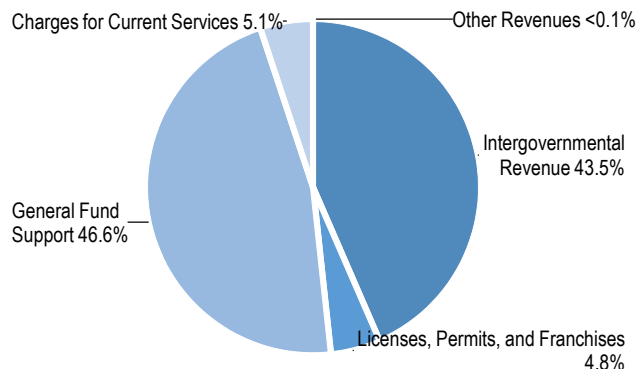
Protect consumers and businesses by inspecting weighing and measuring devices and verifying advertised sales prices and business practices to ensure transaction accuracy and preserve equity in the marketplace.

Total Expenditures: \$563,703
Total Staffing (FTE): 4.97

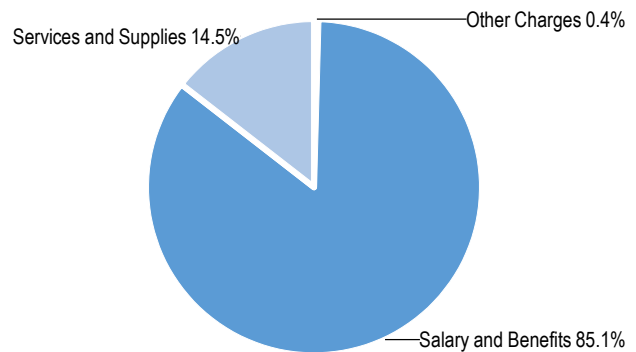
FINANCIAL SUMMARY

	FY 2016-17 Adopted	FY 2016-17 Estimated	FY 2017-18 Requested	FY 2017-18 Recommended	Change from FY 2016-17
Licenses, Permits, and Franchises	\$284,544	\$280,843	\$291,428	\$291,428	\$6,884
Fines, Forfeitures, and Penalties	\$0	\$9,401	\$0	\$0	\$0
Intergovernmental Revenue	\$2,631,745	\$2,642,138	\$2,547,328	\$2,631,120	\$(625)
Charges for Current Services	\$232,050	\$337,050	\$308,250	\$308,250	\$76,200
Other Revenues	\$500	\$11,842	\$500	\$500	\$0
Total Revenue	\$3,148,839	\$3,281,274	\$3,147,506	\$3,231,298	\$82,459
Salary and Benefits	\$4,914,211	\$4,743,907	\$5,028,875	\$5,151,162	\$236,951
Services and Supplies	\$824,985	\$808,252	\$855,380	\$878,051	\$53,066
Other Charges	\$0	\$0	\$0	\$26,000	\$26,000
Gross Expenditures	\$5,739,196	\$5,552,159	\$5,884,255	\$6,055,213	\$316,017
Less Intrafund Transfers	\$(1,750)	\$(1,750)	\$(1,750)	\$(1,750)	\$0
Net Expenditures	\$5,737,446	\$5,550,409	\$5,882,505	\$6,053,463	\$316,017
General Fund Support	\$2,588,607	\$2,269,136	\$2,734,999	\$2,822,165	\$233,558

Source of Funds



Use of Funds



COUNTY ADMINISTRATOR’S COMMENTS AND RECOMMENDATIONS

Financial Summary

General Fund support is recommended to increase \$233,558 or 9% compared to FY 2016-17 adopted levels. Revenues are recommended to increase \$82,459 or 3% and expenditures are recommended to increase \$316,017 or 6% compared to FY 2016-17 adopted levels.

The increase in revenue is primarily due to a \$76,200 or 33% increase in charges for services due to an increase in industry requests for export certifications. 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.” 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 \$236,951 or 5% due largely to the recommended addition of 1.75 FTE Agricultural Inspector/Biologist positions to the department’s Position Allocation List (PAL) to meet anticipated workload generated by regulation of cannabis. This is slightly offset by the department restructure adding 1.00 FTE Assistant Agricultural Commissioner/Sealer and deleting 1.00 FTE Chief Deputy Agricultural Commissioner. The position changes are described in more detail under the Budget Augmentation Requests (BARs) recommended section below.

The FY 2017-18 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 above 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 1.75 FTE Agricultural Inspector/Biologist positions will help meet the anticipated workload generated by regulation of cannabis. The final phase of the multi-year department restructure adding 1.00 FTE Assistant Agricultural Commissioner/Sealer and deleting 1.00 FTE Chief Deputy Agricultural Commissioner will provide a fully licensed backup to the Agricultural Commissioner/Sealer and allow the department head to focus more on local, state, and federal issues.

Position Allocation List Changes

The FY 2017-18 recommended Position Allocation List (PAL) for the department includes a net increase of 1.75 FTE positions compared to FY 2016-17 adopted PAL.

FY 2016-17 Mid-Year PAL Changes:

None.

FY 2017-18 Recommended PAL Changes:

- Addition of 1.75 FTE Agricultural Inspector/Biologist positions to meet anticipated workload generated by regulation of cannabis.
- Addition of 1.00 FTE Assistant Agricultural Commissioner/Sealer and deletion of 1.00 FTE Chief Deputy Agricultural Commissioner due to the final phase of the multi-year department restructure.

BUDGET AUGMENTATION REQUESTS RECOMMENDED

Title: Add 1.00 FTE Assistant Agricultural Commissioner/Sealer and delete 1.00 FTE Chief Deputy Agricultural Commissioner for final phase of the multi-year department restructure.	
Expense: (\$15,987)	Funding Source(s): General Fund support: (\$15,987)
Intended Results:	
1. An Assistant Agricultural Commissioner/Sealer of Weights and Measures provides a fully licensed backup to the Agricultural Commissioner/Sealer of Weights of Measures.	
2. Departmental alignment allowing for the Agricultural Commissioner/Sealer of Weights and Measures to focus on local, state and federal issues.	
3. Increase direct supervision from four to five staff members.	
4. Shift direct oversight of all agricultural and weights and measures programs to Assistant Agricultural Commissioner/Sealer of Weights and Measures.	
5. Shift human resources and budget responsibilities held by Chief Deputy Agricultural Commissioner to Administrative Services Manager.	
6. Establishment of a complete promotional pathway from the line staff level through the department head level.	

Title: Add 1.75 FTE Agricultural Inspector/Biologist positions and one vehicle to meet anticipated workload generated by regulation of commercial cannabis.	
Expense: \$207,164	Funding Source(s): General Fund support: \$97,372 CDFA contract: \$36,638 Unclaimed Gas Tax: \$47,109
Intended Results:	
<ol style="list-style-type: none"> 1. Issuance of 100 Restricted Materials permits or Operator Identification Numbers requested by San Luis Obispo County licensed cannabis cultivators. 2. Conduct educational outreach to cannabis growers on all pesticide related legal requirements. 3. Conduct routine inspections of cannabis production sites. 4. Conduct enforcement as needed in response to all pesticide use violations. 5. Respond to and investigate all pesticide related complaints associated with cannabis production. 6. Issuance of 100 cannabis cultivation licenses as established by CDFA, as allowed by local jurisdictions and as dictated by rules developed by CDFA. 7. Establish a local "Track and Trace" program as outlined by CDFA regulation ensuring that all product, whether harvested product or nursery stock, produced within San Luis Obispo County is monitored from the production site to final destination. 	

BUDGET AUGMENTATION REQUESTS NOT RECOMMENDED

None.

GOALS AND PERFORMANCE MEASURES

Department Goal: Uphold the commitment to serve the community as outlined in the department's mission statement, which is in alignment with county adopted Communitywide Results.

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

1. 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)

12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
12.2	16.9	9.4	6.2	10.0	15.0	Delete

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? From July 1, 2016 through October 22, 2016, staff inspected 736 packages at Federal Express. 18 were denied entry into the county for an overall rejection rate of 24.4 packages per 1,000 inspected. The increase in package rejections over the past year was primarily due to a new shipping trend of 'boxed meal' shipments which lack proper origin and other labeling requirements resulting in shipping violations. It is anticipated that the overall regulatory compliance rate will return to the adopted level once the shippers of 'boxed meals' adjust and comply with the labeling requirements. Package rejections for the presence of live pests has increased slightly over the same time period. The projected number of packages rejected and denied entry for FY 2016-17 was increased from the adopted level reflecting actual inspection results.

We are eliminating this outcome measure in FY 2017-18 as it no longer provides useful data. This measure is susceptible to the high variability of types of shippers and number of packages received by the facility and cannot be compared to statewide data. Due to this, the measure does not provide useful information to better manage the program or value to the public, and it is not an accurate reflection of our overall inspection program. We are evaluating the need to develop a more meaningful performance measure in FY 2018-19.

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

12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
92.6%	92.9%	92.6%	91.2%	90.0%	95.0%	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 12 of 12 planted quality control insect specimens for an interception rate of 100% in the first quarter of FY 2016-17. In order to maintain an interception rate of 95.0% or greater, training for all Pest Detection Trappers will continue to focus on providing target insect identification to temporary help Pest Detection Trappers.

The target for FY 2017-18 remains at 90%.

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

12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
97.8%	97.5%	98.9%	97.9%	98.0%	98.0%	98.0%

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

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

How are we doing? The Pesticide Use Enforcement Program continues to provide a high level of protection for the community. During July through September 2016, staff inspected 2,717 requirements and found 2,674 to be in compliance, for a 98.4% compliance rate. The compliance rate is based on conformance with standardized statewide requirements applicable to each type of inspection, including agricultural pesticide use monitoring, records audits and structural pest control. The overall statewide compliance rate for 2015 was 98.6% (the most current data available from the California Department of Pesticide Regulation). However, each county has a unique work plan negotiated with the California Department of Pesticide Regulation that focuses inspections on specific areas of concern. San Luis Obispo County's compliance rate is slightly lower than the state average due to our focus on pesticide use in areas where compliance rates have been historically low.

The target for FY 2017-18 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 program is also focusing inspection efforts on agricultural pesticide use adjacent to schools and field fumigant use. (The Pesticide Use Enforcement program is transitioning to the California Pesticide Enforcement Activities Tracking System, a mandatory statewide software program currently under implementation. This new computer tracking 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 for FY 2017-18).

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

12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
SLO County 89.4%	SLO County 90.5%	SLO County 89.4%	SLO County 93.3%	To equal or exceed the statewide compliance average	SLO County 89.6%	To equal or exceed the statewide compliance average
Statewide 93.4%	Statewide 93.0%	Statewide 92.6%	Statewide data not currently available		Statewide data not currently available	

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

Why: The use of weighing and measuring devices within tolerances outlined in regulation protects consumers and helps insure that merchants compete fairly.

How are we doing? The annual statewide compliance rate for all California counties combined averaged 93.0% during the previous five years. Our results averaged 90.8% during this period. During the first four months of FY 2016-17, 372 weighing and measuring devices were found in compliance out of 415 devices inspected, for an 89.6% overall compliance rate. Statewide compliance data for FY 2015-16 will be published in Spring 2017. Thoroughness of inspections results in slightly lower local compliance rates as compared to the statewide average.

The standard target for FY 2017-18 is to equal or exceed the statewide compliance average.

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

12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
SLO County 98.6%	SLO County 99.1%	SLO County 98.2%	SLO County 98.3%	To equal or exceed the statewide compliance average	SLO County 98.0 %	To equal or exceed the statewide compliance average
Statewide 98.3%	Statewide 98.6%	Statewide 98.4%	Statewide 98.5%		Statewide data not currently available	

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

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

How are we doing? The annual statewide compliance rate for all California counties combined averaged 98.3% during the previous five years. Our results averaged 98.7% during this period. During the first four months of FY 2016-17, 314 items were found in compliance out of 322 items inspected, for a 97.5% compliance rate. Statewide compliance data for FY 2015-16 will be published in Spring 2017.

The standard target for FY 2017-18 is to equal or exceed the statewide compliance average.

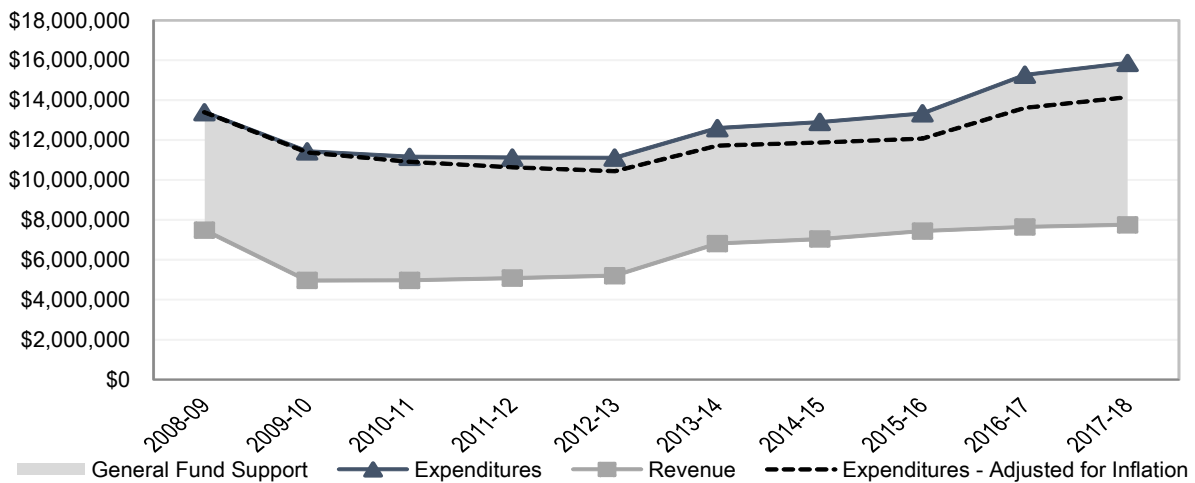
Planning and Building

Planning and Building provides land use planning, development and permit review, and resource management and monitoring for the unincorporated areas of the county.

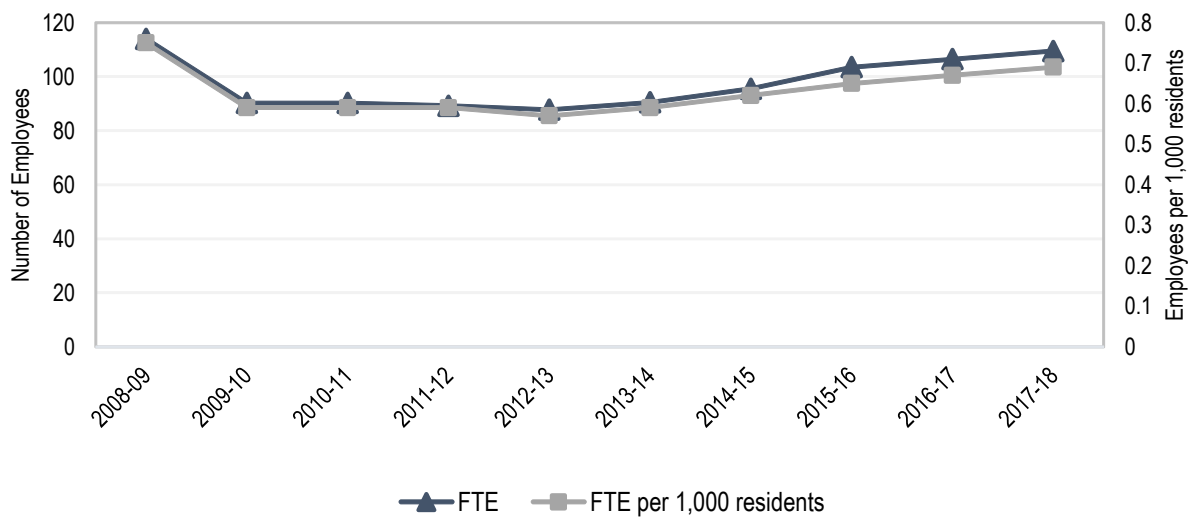
BUDGET AT A GLANCE

	FY 2017-18 Recommended	Change from FY 2016-17 Adopted	% Change
Expenditures	\$15,864,741	\$599,150	4%
Revenue	\$7,748,934	\$100,801	1%
General Fund Support	\$8,115,807	\$498,349	7%
Staffing Levels	108.50 FTE	2.00 FTE	1.88 %

Ten Year Budget History



Ten Year Staffing History



MISSION STATEMENT

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

ABOUT THIS BUDGET

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.

During the past year, the department has been challenged by workload associated with the Permit Tracking System software replacement project and events associated with Phillips 66 Rail Spur expansion application. Staff also developed three Urgency Ordinances: Agricultural Ponds, Oak Woodland Preservation and Commercial Medical Marijuana Land Use. The department also faced increased workload in response to the passage of Proposition 64 Adult Use of Marijuana Act in the processing of permits and developing the department's role in monitoring and enforcement.

The county and the department continue to face challenges for housing affordability. In FY 2017-18 the department will continue to work on Board directed housing ordinance updates and prepare studies that will assist in addressing workforce housing issues. The department continues to face challenges in addressing long-term water conservation measures through water offset and model water efficient and landscape ordinances. The department is also facing challenges in dealing with the passage of statewide legislation legalizing certain aspects of cannabis. This includes drafting and ensuring compliance with new local regulations. In FY 2017-18, the department will also continue to work on the Permit Tracking System software replacement project. The current system has been in place for nearly two decades. Project and resource management processes are in place to minimize the impact on customers use of the system during the periods before, during and after system change over.

Following are some of the department's notable accomplishments for FY 2016-17 and some specific objectives for FY 2017-18:

FY 2016-17 Accomplishments

- San Miguel Community Plan updated through the initial Public Hearings.
- Published a public review draft of the Los Osos Community Plan, which provided opportunity to the public to comment on the draft so that the plan is reflective of the community's input.
- Conducted outreach to the community for the Energy Watch energy efficiency audits and financing program.
- Completed and coordinated department charters to align mission and strategies so that the public receives more consistency in experience. Coordination results in a consistent, fair and more efficient review and processing of applications.

- Created and encouraged customers to utilize a web-based tool to submit building applications electronically. 25% of Building applications were submitted electronically.
- Provided permit processing/inspections for 4,500 sewer connections to the Los Osos Wastewater Treatment Plant.
- Implemented efforts to improve vehicle location and employee safety through the installation of GPS location devices. Future uses will include coordination in dispatch thereby reducing the response time to the public.

FY 2017-18 Objectives

- Implement new permit tracking system; to include data migration of 198,818 records by January 31, 2018.
- Present Local Agency Management Plan (LAMP) for approval by June 30, 2018 to ensure compliance with the State Water Resources control board for management of wastewater resources.
- Improve safety measures with permit center cameras and active shooter response training by June 30, 2018.
- Present permanent cannabis ordinance for adoption by June 30, 2018. If adopted, the ordinance will regulate cannabis cultivation within San Luis Obispo County.
- Develop Code Enforcement Strategic Plan by June 30, 2018. The strategic plan will provide for better coordination between Code Enforcement and other departments and within the communities regarding proactive code enforcement activities.
- Completion of short-term housing package items by June 30, 2018 providing additional development opportunities for affordable housing within the county.
- All managers and supervisors to complete the County's Manager and Supervisory Academies by June 30, 2018.

SERVICE PROGRAMS

Planning and Building has a total expenditure level of \$15,864,741 and a total staffing level of 108.50* 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: \$5,771,714

Total Staffing (FTE): 46.75*

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: \$8,247,203

Total Staffing (FTE): 45.50*

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: \$1,845,824

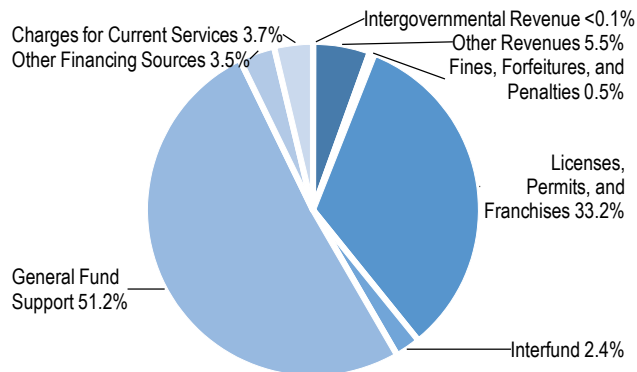
Total Staffing (FTE): 16.25*

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

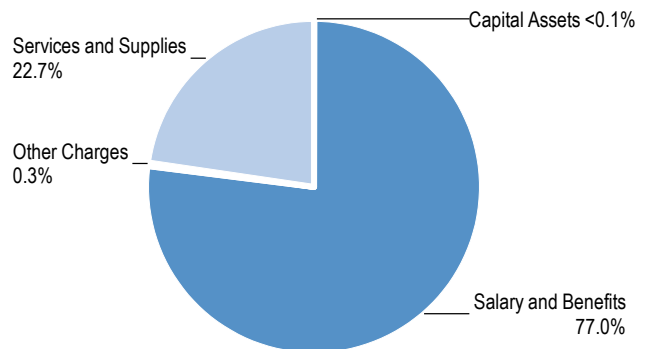
FINANCIAL SUMMARY

	FY 2016-17 Adopted	FY 2016-17 Estimated	FY 2017-18 Requested	FY 2017-18 Recommended	Change from FY 2016-17
Licenses, Permits, and Franchises	\$5,067,381	\$6,348,064	\$5,137,885	\$5,266,025	\$198,644
Fines, Forfeitures, and Penalties	\$86,065	\$43,947	\$75,810	\$75,810	\$(10,255)
Intergovernmental Revenue	\$20,515	\$20,515	\$5,515	\$5,515	\$(15,000)
Charges for Current Services	\$705,690	\$611,882	\$592,144	\$592,144	\$(113,546)
Other Revenues	\$950,696	\$946,151	\$868,988	\$868,988	\$(81,708)
Interfund	\$504,981	\$504,981	\$387,843	\$387,843	\$(117,138)
Other Financing Sources	\$312,805	\$312,805	\$552,609	\$552,609	\$239,804
Total Revenue	\$7,648,133	\$8,788,345	\$7,620,794	\$7,748,934	\$100,801
Salary and Benefits	\$11,900,216	\$11,338,448	\$12,023,027	\$12,210,281	\$310,065
Services and Supplies	\$3,365,375	\$5,004,854	\$2,475,661	\$3,596,998	\$231,623
Other Charges	\$0	\$0	\$0	\$52,000	\$52,000
Capital Assets	\$0	\$0	\$5,462	\$5,462	\$5,462
Gross Expenditures	\$15,265,591	\$16,343,302	\$14,504,150	\$15,864,741	\$599,150
Less Intrafund Transfers	\$0	\$(1,426)	\$0	\$0	\$0
Net Expenditures	\$15,265,591	\$16,341,876	\$14,504,150	\$15,864,741	\$599,150
General Fund Support	\$7,617,458	\$7,553,531	\$6,883,356	\$8,115,807	\$498,349

Source of Funds



Use of Funds



COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Financial Summary

The level of General Fund support for Planning and Building is recommended to increase \$498,349 or 7% compared to the FY 2016-17 adopted budget. Revenues are recommended to increase \$100,801 or 1% and expenditures are recommended to increase \$599,150 or 4% compared to FY 2016-17 adopted levels.

Grant revenue is decreasing by \$220,133 or 15% primarily due to an \$117,138 decrease in U.S. Department of Housing and Urban Development (HUD) grant funding available to offset administrative costs. There is also an \$87,955 decrease in energy grants and \$15,000 of revenue from cities to fund a homeless point-in-time count funding has been eliminated as the count is now being conducted biannually.

Overall, building revenue is budgeted to decrease by \$55,579 or 1% to reflect the reduction in sewer hook-up permit fees for the Los Osos Sewer Improvement project and offset by an increase in current permit activity trends. The decrease in building revenue is offset by Land Use application revenue increasing by \$132,233 or 8% primarily due to increases in the Conditional Use Permits and Revised Plan submittals. Additionally, revenue from FC 266 – Countywide Automation to offset costs associated with the Permit Tracking System software replacement project is increasing by \$239,804 or 42% in order to move funding from the project fund to FC 142 in order to pay for backfill consulting expenditures.

As noted above, recommended expenditures are increasing \$599,150 or 4% compared to the FY 2016-17 adopted budget. Salaries and benefits are increasing \$310,065 or 3% largely due to the recommended budget augmentation requests to add 2.00 FTE Resource Protection Specialists and 1.00 FTE Administrative Assistant associated with cannabis and vacation rental enforcement (see budget augmentation requests recommended below).

Services and supplies are increasing by \$231,623 or 7% compared to FY 2016-17 adopted levels. This increase is primarily due to fluctuation 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. Consultant contract expenditures are increasing by \$235,629 or 13% primarily due to the recommended budget augmentation requests totaling \$1 million for consulting services for the accessory dwelling ordinance, farmworker housing ordinance, and the new residential county constraints mapping (see budget augmentation requests recommended below). Other services and supplies are increasing and decreasing by smaller amounts as compared to the FY 2016-17 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. The recommended budget also includes funding for three housing related budget augmentation requests to be completed in FY 2017-18.

Position Allocation List Changes

The FY 2017-18 recommended Position Allocation List (PAL) for the department includes a net increase 2.00 FTE positions compared to FY 2016-17 adopted PAL.

FY 2016-17 Mid-Year PAL Changes:

- Delete 1.00 FTE Limited Term Planner III position (Expired 12/31/16)

FY 2017-18 Recommended PAL Changes:

- Add 2.00 FTE Resource Protection Specialist III position for workload related to cannabis cultivation and vacation rental enforcement

- Add 1.00 FTE Administrative Assistant III position for workload related to cannabis cultivation enforcement

BUDGET AUGMENTATION REQUESTS RECOMMENDED

Title: Funding for Accessory Dwelling Ordinance amendment consultant services	
Expense: \$250,000	Funding Source(s): General Fund support: \$250,000
Intended Results:	
<ol style="list-style-type: none"> 1. Analyze Title 22 of the County Code to identify additional opportunities to allow secondary units within certain residential zoning categories in the San Luis Obispo County unincorporated areas to help facilitate the development of affordable housing. 2. Conduct public outreach in all areas that indicate additional secondary unit opportunities to hear concerns related to infrastructure limitations, neighborhood compatibility, and environmental impacts. 3. Present analysis and recommended amendments to Title 22 to the Planning Commission for review and recommendation to the Board of Supervisors. 4. Present Planning Commission recommendation to the Board of Supervisors. 	
Title: Funding for Farmworker Housing Ordinance amendment consultant services	
Expense: \$250,000	Funding Source(s): General Fund support: \$250,000
Intended Results:	
<ol style="list-style-type: none"> 1. Conduct outreach to developers of farmworker housing, focusing on housing consistent with H2A Visa requirements to better understand why Section 22.30.480 - Residential Uses in the Agriculture Land Use Category, has not been utilized. 2. Conduct outreach to H2A Farmworkers to better understand their preferences for design attributes. 3. Using information gained from the outreach, prepare revisions to Section 22.30.480 to better reflect economic, social, infrastructure, and design requirements achievable by farmworker housing developers. 4. Conduct public outreach to hear concerns related to infrastructure limitations, neighborhood compatibility, and environmental impacts. 5. Present analysis and recommended amendments to Section 22.30.480, including environmental review, to the Planning Commission for review and recommendation to the Board of Supervisors. 6. Present Planning Commission recommendations to the Board of Supervisors. 	
Title: Funding for County constraints mapping to identify new residential development areas study	
Expense: \$500,000	Funding Source(s): General Fund support: \$500,000

Intended Results:	
<ol style="list-style-type: none"> 1. Develop a GIS analysis illustrating constraints to development caused by current General Plan and Land Use Ordinance policies and priorities. 2. Present an analysis of opportunities to build housing based upon a reprioritization of General Plan and Land Use Ordinance policies and priorities to help facilitate the development of affordable housing. 	
Title: Add 1.00 FTE Resource Protection Specialist position and one vehicle for workload related to cannabis and vacation rental enforcement	
Expense: \$154,862	Funding Source(s): General Fund support: \$154,862
Intended Results:	
<ol style="list-style-type: none"> 1. All registered cannabis cultivations will be inspected on a quarterly basis for code compliance. 2. Provide staff resources to be able to investigate non-registered cannabis cultivations. 3. Ensure that property owners of all non-licensed vacation rentals in the county will be notified to obtain licenses. 	
Title: Add 1.00 FTE Resource Protection Specialist position and one vehicle for workload related to cannabis cultivation and vacation rental enforcement	
Expense: \$104,862	Funding Source(s): General Fund support: \$104,862
Intended Results:	
<ol style="list-style-type: none"> 1. All registered cannabis cultivations will be inspected on a quarterly basis for code compliance. 2. Provide staff resources to be able to investigate non-registered cannabis cultivations. 3. Ensure that property owners of all non-licensed vacation rentals in the county will be notified to obtain licenses. 	
Title: Add 1.00 FTE Administrative Assistant III to perform work on Cannabis program and general code enforcement administrative duties.	
Expense: \$60,256	Funding Source(s): General Fund support: \$60,256
Intended Results:	
<ol style="list-style-type: none"> 1. All Cannabis and vacation rental audit registrations and inspections will be completed. 2. Administrative duties of the cannabis and vacation rental programs will be completed. 	

BUDGET AUGMENTATION REQUESTS NOT RECOMMENDED

Title: Funding for consultant services to assist staff with updating the Surface Mining and Reclamation (SMARA) Program and Ordinance Amendment.	
Expense: \$45,000	Funding Source(s): General Fund support: \$45,000
Intended Results: <ol style="list-style-type: none"> 1. The County will produce updated program processes required by AB1142 and SB209 including inspections, mine inspector qualifications, financial assurances and County Ordinances if needed. 2. Compliance with State SMARA reform bills, through updated processes and procedures, will allow existing and new mining operations located within the County to legally operate, supporting this segment of the economy and providing mining products to local industries that rely on those products. 	
Title: Funding for consultant services to assist staff in preparing an implementation plan for the formation of a Tri-County Regional Energy Network (REN).	
Expense: \$50,000	Funding Source(s): General Fund support: \$50,000
Intended Results: <ol style="list-style-type: none"> 1. Staff will be provided with necessary technical professional services and assistance to complete the REN Implementation Plan. 2. A successful REN will allow for a more efficient and effective local residential energy efficiency program. 	
Title: Funding for consultant services to assist staff with updating the EnergyWise Plan. This will include an update to greenhouse gas emissions inventory.	
Expense: \$200,000	Funding Source(s): General Fund support: \$200,000
Intended Results: <ol style="list-style-type: none"> 1. Staff will be provided with necessary technical professional services and assistance to update the EnergyWise Plan. 	
Title: Add 1.00 FTE Land Use Technician to complete technical tasks related to processing certain permits, documents, public records act requests and the County of San Luis Obispo Addressing Program.	
Expense: \$62,636	Funding Source(s): General Fund support: \$4,197 Land Use Subdivision and Grading Permit Fees: \$58,439
Intended Results: <ol style="list-style-type: none"> 1. This administrative support is expected to allow 450 hours of project manager time to be assigned to case processing thus supporting the department in meeting performance measures of timely processing of land use and subdivision cases. 2. Decrease number of errors in Board items. 	

GOALS AND PERFORMANCE MEASURES

Department Goal: Effectively and efficiently manage the Agricultural Preserve Program.							
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.							
<i>(This measure is being deleted for FY 2017-18)</i>							
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target	
796,907 acres protected	785,609 acres protected	784,882 acres protected	785,378 acres protected	786,675 acres protected	788,161 acres protected	Deleted	
<p>What: The objective of the Agricultural Preserve Program (Williamson Act) is to protect agricultural lands for continued production of food and 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 whose property meets 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 adopted of 786,675 acres could be exceeded. Due to the cyclical nature of the program which is highly dependent on the desires of land owners, the department does not believe this measure reflects staff performance and will no longer report on agriculture preservation acreage as a performance measure after FY 2016-17. The statistic (acres protected through Williamson Act contracts) will instead be provided as part of the Department's narrative.</p>							
Department Goal: Ensure the protection of public health and safety by fully implementing the California Building Standards Code while providing timely, quality service that saves time, money, and frustration for the property owner.							
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 Building project types processed within established timelines for representative project types.							
	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
Building Permit Applications							
2a.: Single-family dwelling permits - 20 days to complete plan check	98%	45%	55%	80%	80%	73%	80%
2b: Commercial project permits - 30 days to complete plan check	99%	76%	76%	79%	80%	80%	80%
Building Inspection							

2c: All building inspections requested completed by the next day	99%	98%	99%	99%	99%	99%	99%
<p>What: Provide timely plan review and building inspections services which allows the issuance of building permits and certificates of occupancy under the California Building Code Standards.</p> <p>Why: The County implements the California Building Standards Code (also known as Title 24 of the California Code of Regulations or simply “the building code”) to ensure safe, accessible, and energy efficient structures throughout the county. Implementation of the building code also assists in achieving key goals of the County’s General Plan and adds value to the tax base and local economy. How we implement the building code is as important as the code itself. Because of this, we strive to provide timely, quality service that saves time, money, and frustration for the property owner. In order to gauge our performance in implementing the California Building Standards Code and our service commitment to our customers, the department has chosen three important aspects of our work as referenced in this performance measure: (1 and 2) the timely initial review of new single family and commercial building plans, and (3) our ability to inspect construction activities within 24 hours of a request.</p> <p>How are we doing? Our adopted performance measure for FY 2016-17 was to complete 80% of the initial plan review for new dwellings within 20 working days and 80% of initial commercial project reviews within 30 days. The department operates within the confines of the State of California’s rigorous regulations which establish our minimum codes and procedures, as well as a 30% increase in plan review activities (2,847 cases from July 1st through mid-November 2016 versus 2,097 cases from July 1st through November 2015). To date, in FY 2016-17, considering the increase in workload and being impacted by having two separate versions of codes to work in, we reviewed 73% of the dwellings within 20 days and 80% of the commercial projects within 30 days.</p> <p>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. Through October of FY 2016-17, we have completed 6,789 inspections on the date requested out of 6,850 total requests (more than 99%), the few exceptions having occurred in remote locations within the county. For FY 2016-17, we are on pace to exceed the number of inspections for FY 2015-16 (14,713). Inspections for Los Osos sewer hook-ups are averaging almost 500 inspections per month with a total year-to-date through October 2016 of 1,940 inspections.</p> <p>Anticipated challenges for the next fiscal year include:</p> <ul style="list-style-type: none"> • Adoption of the California Building Standards Codes takes effect January 1, 2017. The new version of the building code has changes to each of the 13 different volumes which address Administration, Building, Residential, Electrical, Mechanical, Plumbing, Energy, Historic Buildings, Fire, and Green standards. The new codes will likely impact review times and we expect to have slight increases in building permit cases during the last few weeks of December 2016 as a result of applicants submitting their project before the code change, which secures the project under the current codes. • We currently have 3 Building Division staff members dedicated to providing support and expertise for the implementation of the new permit tracking system. A portion of the work of these staff members has been assigned to an outside review firm. • In addition to processing project permits, we will continue to devote time to: (a) in-house code training (b) processing Business Assistance Team (BAT) projects in-house, (c) providing consultations to customers for expired or abandoned projects and unpermitted construction due to the changing economy, (d) preparing a Local Area Wastewater Management Program (LAMP) as required by the Regional Water Quality Control Board (RWQCB), and (e) administering the National Storm Water Pollution Program (NSWPP). <p>The FY 2017-18 target more accurately reflects the recent challenges in achieving the department’s review and inspection cycle times and to acknowledge a key variable of plan review that is outside of our control – the quality of plans submitted to the department.</p> <p>No comparable county information is available.</p>							
<p>Department Goal: Ensure the protection of public health and safety and the fulfillment of the vision of the General Plan by providing the timely review of discretionary land use applications.</p>							
<p>Communitywide Result Link: <input checked="" type="checkbox"/> Safe <input checked="" type="checkbox"/> Healthy <input checked="" type="checkbox"/> Livable <input checked="" type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community</p>							
<p>3. Performance Measure: Percentage of Land Use project types processed within established timelines for representative project types. <i>(Submeasure 3c. is a new measure for FY 2017-18)</i></p>							

	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
Land Use Permit & Subdivision Applications							
3a: Projects Exempt from CEQA to hearing within 60 days of acceptance	55%	48%	46%	67%	75%	74%	75%
3b: Projects with Negative Declarations to hearing within 180 days of acceptance	71%	71%	63%	85%	75%	86%	75%
3c: Percent of projects approved by decision-making bodies	New Measure	New Measure	New Measure	New Measure	New Measure	New Measure	95%
<p>What: Provide timely processing, review, feedback, scheduling and noticing of hearings for discretionary land use applications.</p> <p>Why: The timely processing, review, feedback, noticing and scheduling of hearings for discretionary land use applications is a key component in fulfilling the vision of the General Plan, protecting public health and safety, maintaining a robust local economy, conserving open space and environmental resources, and assisting private investment in constructing housing, retail, office, and industrial buildings. Guiding projects through California's planning framework is difficult and a successful project is one that complies with the General Plan and all applicable laws, is economically viable for the property owner, and will successfully survive legal challenge. Best results are obtained by planners who are (1) dedicated to achieving the vision of the General Plan, (2) knowledgeable of county land use policies and the legal framework of planning, (3) well versed in the California Environmental Quality Act, (4) knowledgeable of the expectations of the community where a project is being proposed, (5) knowledgeable of past decisions by Planning Department Hearing Officers and the Planning Commission, (6) capable of finding solutions to issues identified during the review process, and (7) effectively able to communicate these issues and potential solutions to the applicant team. Another key concept is to generally work to get projects designed which require the lowest level of Environmental Review in order to assure the least environmental impact, substantially reduce review time, and limit costly mitigation measures for the applicant and staff.</p> <p>How are we doing? The number of land use and subdivision applications processed in FY 2015-16 was 151 (as compared to 128 in FY 2014-15). The number of land use and subdivision applications processed from July 1, 2016 through October 31, 2016 was 37, which projects to an estimated total of 111 for the entire FY 2016-17. The percentages of projects processed within the processing time goals increased for Negative Declarations (77% to 86%) and increased for exempt projects (58% to 74%) when compared to the same time period in FY 2015-16. This is due to the effects of both staff reassignments and continued training of new staff. From July 1, 2016 through October 31, 2016, 74% of exempt projects (17 out of 23) were processed within 60 days compared to 58% during the same time period in FY 2015-16. The average processing time for exempt projects remained the same at 65 days. A total of 86% of the projects subject to Negative Declarations (12 out of 14) were processed within 180 days compared to 77% during the same time period in FY 2015-16. The average processing time for Negative Declaration projects decreased from 162 days to 132 days, which is well below the goal of 180 days.</p> <p>The first two goals as outlined in this performance measure will always fall short of 100% achievement due to the high variability of aspects not within the control of the department, such as project type, location, property and infrastructure deficiencies, the level of community concern and advocacy, and the skills, willingness, and resources of the applicant team. Projects that don't make this timeline should be reviewed to understand the circumstances and identify any cause related to service issues within the control of the department. These statistics reflect projects with complete application packages. Projects "on hold" by the applicant are not included. "On hold" projects are regularly reviewed and when applications are complete, processed to hearings.</p> <p>The third goal is a measure of a successful project and is indicative of the performance of the entire entitlement review process, including the applicant, planning staff, Planning Department Hearing Officers, and the Planning Commission. A high percentage of approved projects indicates successful achievement of the attributes of a successful project by complying with the General Plan and all applicable laws, is economically viable for the property owner, and will most likely successfully survive legal challenge. Additionally, a high percentage of approved projects should indicate to an applicant that staff is highly skilled and knowledgeable about the process and the community and that cooperation leads to a successful entitlement.</p> <p>Changed procedures and increased training have resulted in efficiencies and reduced processing times. The department foresees that appeals and controversial projects will continue to require significant staff time.</p> <p>No comparable county information is available.</p>							

Department Goal: Protect public health and safety by effective and timely administration of development regulations through responsive code enforcement.							
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							
4. Performance Measure: Percentage of Code Enforcement project types processed within established time lines for representative project types.							
	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
Code Enforcement							
4a: All complaints reviewed within 10 working days	100%	100%	100%	75%	100%	90%	100%
4b: Voluntary compliance plans / agreements established within 45 days of initial inspection	60%	40%	60%	60%	70%	60%	60%
<p>What: Timely response to code enforcement complaints and effectiveness in achieving voluntary compliance within a reasonable amount of time.</p> <p>Why: Code Enforcement is a key component of implementing the General Plan and the California Building Standards Code. A high performing code enforcement program protects the public's health and safety, property values, and adds value to the tax base and local economy.</p> <p>The first goal and its timeframe of 10 days gives an initial investigation period that allows flexibility for staff to prioritize calls based on potential impact to safety and for efficiency in travel to various locations in the county while still providing for a timely response for less impactful complaints.</p> <p>The second goal reflects the County's Code Enforcement philosophy of attempting to gain voluntary compliance of code enforcement violations instead of a more costly and less effective penalty-focused process. Attaining a high percentage of compliance generally indicates the Code Enforcement team's ability to have positive conversations with property owners, to suggest reasonable and achievable solutions to the violation, and to fairly enforce the corrective action plan. Due to aspects beyond our control, such as the willingness of a violator to comply, a target of 70% voluntary compliance is determined to be reasonable.</p> <p>How are we doing? For the first six months of FY 2016-17, the Code Enforcement unit has been impacted by staffing shortages and training new staff. In addition, the section has had to begin enforcement on new ordinances for cannabis cultivation and will begin implementing a new ordinance for vacation rentals. Consequently, the section has not achieved the stated performance for complaints reviewed within 10 days and does not anticipate fully meeting them in FY 2016-17. However, programs are being modified to allow for more time in the field. We anticipate being fully staffed by FY 2017-18 so the 100% initial inspection target will be met. The voluntary compliance target of 60% is lower for FY 2017-18 than the year prior due to the Cannabis Cultivation urgency ordinance and the proposed permanent ordinance. Compliance on this complex issue will be more difficult than with other conventional code enforcement cases due to the fact that most growers are not property owners, and the penalties proposed are limited to civil injunctions which are time consuming.</p>							
Department Goal: Following Board direction of policy priorities, effectively and efficiently research, complete outreach, and develop draft land use policy documents to be considered by the Board.							
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							
5. Performance Measure: Percentage of Long Range Planning project types processed within established timelines.							
	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
Long Range Planning							

Goal: Complete public review drafts within the timeframes established by Priority Reports	42%	87%	79%	80%	85%	85%	85%
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What: Provide timely completion of long range planning initiatives.

Why: Timely completion of long range plans ensures a General Plan and Land Use Ordinance that is up-to-date and addresses new issues related to how land is used in the county.

How are we doing? Approximately 85% of the reports and public review drafts of long range plans within FY 2016-17 were completed within the time frames set by their work programs. Of the 16 plans or studies either completed or in process, 13 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. As an example, during FY 2016-17 the Board directed staff to prepare six ordinances addressing various high priority issues, some of which were urgency ordinances. Preparation of these ordinances required the department to shift resources to address Board direction. Similarly, staff time required to meet unanticipated state or federal mandates can affect project schedules. In addition, many long range projects require substantial coordination, input and review 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 2017-18 is realistic as the majority of vacant staff positions have been filled and our project management processes have been refined and improved.

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 and funded an update to the Avila Beach Community Plan. Staff has initiated this work effort and held the first of a series of public outreach workshops on October 27, 2016. A projected schedule has been developed; the community plan update process is expected to require 5 years to complete, a time frame that is in part driven by state agency review. The County is primarily engaging in the public outreach process and will continue to do so over the next year. The next major milestone is completion of a background report in June 2017. 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.) Oak Woodland Protection 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. On August 16, 2016, the Board extended the urgency ordinance for nine months (until April 16, 2017), and directed staff to prepare a permanent ordinance for the protection of oak trees. Staff has begun the preparation of the permanent ordinance and several public outreach meetings are scheduled from October to December 2016. An update on the progress of the permanent ordinance is scheduled for the Board of Supervisors on January 24, 2017. A Planning Commission hearing is tentatively scheduled for February of 2017 and a hearing on the permanent ordinance is tentatively scheduled in front of the Board of Supervisors in March 2017. A hearing to discuss a final extension of the urgency ordinance, if necessary, will occur prior to the expiration of the urgency ordinance. This work effort is expected to be completed within established time frames.

(3.) Inland Vacation Rental Ordinance. The Board directed staff to prepare an Inland Vacation Rental Ordinance. Staff has prepared an initial draft of the ordinance using the County's existing coastal zone vacation rental ordinance as a model, with adjustments to address issues that are of particular concern in the inland part of the county, such as the use of vacation rentals as temporary events venues. The public review draft was released on January 12, 2016 with comments due by February 26, 2016. During the public review period, staff received numerous comments from the wedding and events industry raising concerns about the economic impacts of the proposal. In response to these concerns, at the February 16, 2016 Strategic Planning session, the Board directed staff to conduct more stakeholder outreach and focus on areas of the county where vacation rentals have generated the most complaints and neighborhood compatibility issues. This work effort is expected to be completed within established time frames.

(4.) Commercial Medical Marijuana Land Use Ordinance. Planning and Building staff are preparing commercial marijuana ordinances (for adoption in Titles 22 and 23 – Land Use Ordinance and Coastal Zone Land Use Ordinance). Staff has prepared initial drafts of the inland and coastal ordinances and has circulated the drafts for legal and internal department review. The next steps will be to revise the draft ordinances and circulate the revised drafts to other departments and outside agencies (e.g. Sheriff, Cal Fish and Wildlife). Comments will then be reviewed and incorporated and the ordinances will be released for public review. The Planning Commission was tentatively scheduled to review the ordinances in February/March 2017 and we expect to have the ordinances ready for the Board of Supervisors hearings in April/May 2017. This work effort is expected to be completed within established time frames.

(5.) Adelaida Vacation Rental Ordinance. The Board directed staff to prepare a Adelaida/Willow Creek Area Vacation Rental Ordinance

on July 12, 2016. As with the proposed Inland Vacation Rental Ordinance, the proposed Adelaida/Willow Creek Vacation Rental Ordinance is based on the existing Coastal Zone regulations and would expressly prohibit temporary events at sites with vacation rentals unless required permits are first obtained pursuant to the County's existing temporary events ordinance. The ordinance focuses on the Adelaida/Willow Creek area as this is where vacation rentals have generated the most controversy and health and safety concerns due to a high concentration of visitor-serving uses in a rural area with limited infrastructure. The Adelaida/Willow Creek Vacation Rental Ordinance was approved by the Board of Supervisors on November 15, 2016. This work effort is expected to be completed within established time frames.

(6.) Agricultural Pond Urgency Ordinance. The Board directed staff to prepare an Agricultural Pond Urgency Ordinance and on July 15, 2016, the Board adopted an interim zoning/urgency ordinance that eliminated the Alternative Review Program as a permitting option for new groundwater-filled agricultural ponds and reservoirs and required applications for such projects to include a water supply study. The purpose of the ordinance is to ensure opportunities for public involvement and adequate environmental review for agricultural ponds and reservoirs. The interim zoning/urgency ordinance had an initial life of 45 days and on August 16, 2016 was extended to May 14, 2017. Staff intends to work with the Resource Conservation Districts, Agricultural Liaison Advisory Board, and other stakeholders to develop a permanent ordinance for the Board's consideration prior to the May 14, 2017 expiration date. This work effort is expected to be completed within established time frames.

(7) 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. This work effort has encountered delays primarily due to the complexities of the project and the extensive coordination and review that is required by state and federal agencies. The next major milestone is release of the Draft Environmental Impact Report for public review, scheduled for May 2017. The project is expected to be completed within the revised timeframes based on the incorporation of the Habitat Conservation Plan and Basin Management Plan.

(8) San Miguel Community Plan Update. On November 1, 2011, the Board authorized the Community Plan Update. This comprehensive community-based plan is intended to streamline new development, enhance the quality of life, and bring vitality to San Miguel. A public review draft of the Community Plan update was released in June 2013. The Draft Environmental Impact Report was released for public review in early August 2016 and the comment period closed late September 2016. The first Planning Commission meeting was held on October 27, 2016. The Community Plan was heard again by the Planning Commission on November 10, 2016, and as a result of a 5-0 vote, has recommended approval to the Board of Supervisors. The Board heard and tentatively approved the Plan on November 22, 2016. Final approval was scheduled for December 6, 2016, and final action took place on December 13, 2016. This work effort was completed within the revised time frames established.

(9) 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 on December 6, 2016 with a request for authorization. This work effort will be coordinated with the Office of Emergency Services and County Fire, and other governmental agencies. A work plan for this effort will be completed upon authorization.

(10) 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 Planning Commission recommended approval of the ordinance on October 27, 2016 and the Board approved the ordinance on November 22, 2016. The project did meet expected time frames.

(11) 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.

(12) 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. Staff is now working on implementation of the program which will be a significant ongoing work effort.

(13) Annual Report on the General Plan (annually). The Annual Report for FY 2015-16 will be presented to the Planning Commission and the Board in winter FY 2016-17. The report fulfills the state requirements to measure progress in implementing the County's General Plan. This work effort will be completed within the time frames established.

(14) Clean up Amendments. The department will be bringing a "clean up" package to the Board in March 2017, which will be bundled into the General Plan amendment cycle. The "clean up" effort has encountered delays due to shifting Board priorities and meeting the requirements of other state mandates. 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.

(15) Resource Management System (RMS) and Growth Management Ordinance (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% countywide, 0% Cambria, and 1.8% Nipomo Mesa growth rates for FY 2016-17. This work effort was completed within the time frames established.

(16) 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 winter 2017 so that it may be presented to the Water Resources Advisory Committee and considered the Board in spring of FY 2016-17. This work effort expected to be completed within the revised time frames.

6. 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.

12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
95%	82%	82%	88%	95%	85%	90%

What: The Planning and Building Department’s customers who request information or 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 remaining a leader in delivering exceptional service. 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 FY 2015-16, 30 of the 34 responses (or 88%) that the department received 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 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.

In order to enable a more encompassed response to survey requests, the department intends to focus on generating a higher volume of survey responses and a more accurate rating of how well the department met customer needs. The department intends to target customer feedback in all areas of Planning and Building services.

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

7. Performance Measure: Number of newly constructed/purchased affordable housing units, homeless set aside units provided, and rehab units funded.*

12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
44 housing units	13 housing units	151 housing units	99 housing units	15 housing units	15 housing units	20* housing units

*Note: This measure is being revised in FY 2017-18 to include homeless set aside units provided and rehab units funded.

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 projected number of housing units to be constructed or rehabilitated in FY 2016-17 is 15 units. The actual numbers of completed units are dependent upon market factors, land availability and other financing variables. For FY 2016-17, It is anticipated that 8 affordable units will be constructed privately (6

secondary dwellings and 2 farm support quarters). In addition, 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 due to the construction of affordable housing being cyclical and, for the most part, out of the department's control. The County's Title 29 funds and federal HUD funds have been allocated to several housing projects that began construction in 2016. 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. 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 engage with 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

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

(This measure is being deleted in FY 2017-18)

12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
93%	100%	100%	100%	100%	100%	Deleted

What: To provide public information, training, and gather public input through outreach on specific topics of interest that impact the residents and business owners of the unincorporated areas of the county.

Why: To improve, strengthen and foster maximum participation in the planning and building process through listening to concerns, needs, and ideas of residents and sharing information about department processes and 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 disseminate information to the general public about the planning and building process. Our public outreach and education is designed to promote public awareness for a wide variety of audiences and stakeholders.

In FY 2016-17, the department completed, as well as added, several outreach activities, thereby increasing the number of planning outreach activities to 187 (15 on-going and 2 new/additional efforts).

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

- CDBG / HOME (and other housing grants) Outreach & Public Workshops (10 meetings)
- 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 in 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. While a history of collaboration with agencies, organizations and residents has proven successful, the department has determined the need to modify the way in which this performance measure is gathered and reported to better capture the department's effectiveness in providing material at outreach events that is accurate, well-prepared and informative and receiving citizen participation in various outreach objectives. With that in mind, this measure will be tracked internally beginning in FY 2017-18 and replaced by a similarly equally meaningful measure highlighting the department's outreach effectiveness.

Department Goal: To reduce energy use, demand, and cost in San Luis Obispo County.						
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						
9. Performance Measure: Cost savings to customers and reduction in kilowatt hours of energy use by implementing the San Luis Obispo County Energy Watch Partnership Program.						
<i>(This is a new measure for FY 2017-18)</i>						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
N/A	2,749,543 kWh/ \$426,316*	4,029,616 kWh/ \$654,611*	2,321,153 kWh/ \$405,969*	N/A	2,500,000 kWh/ \$445,000*	3,000,000 kWh/ \$534,000*
<p>*Note: Annual energy savings (kWh) data are only provided by PG&E and included here if they are directly associated with an incentive or rebated project implemented by the San Luis Obispo Energy Watch Partnership. Unlike energy savings, cost savings data are not provided by PG&E. Therefore, the cost savings metric for FY 2013-14 through FY 2017-18 is based on average annual bundled system electric rates for PG&E territory in California.</p> <p>What: Investor owned utilities collect fees via a Public Goods Surcharge from California ratepayers. Per direction from the California Public Utilities Commission, part of this money is distributed to local government partnerships such as the San Luis Obispo County Energy Watch Partnership (SLO Energy Watch) to support energy efficiency programs and help reduce energy use, demand, and cost for customers.</p> <p>SLO Energy Watch offers energy efficiency programs to local government agencies – including the County, Special Districts, and the incorporated Cities – and small to medium sized commercial businesses. SLO Energy Watch has been in existence for six years. From 2010 – 2012, it was implemented by the Economic Vitality Corporation; beginning on January 1, 2013, the County became the lead implementer. In addition, SLO Energy Watch supports both the County Planning and Building and Public Works departments implementation of the County’s EnergyWise Plan.</p> <p>This performance measure assesses how many kilowatt hours of energy are effectively reduced, as well as how many dollars are saved, in San Luis Obispo County as a result of SLO Energy Watch and its programs. A kilowatt hour (kWh) is a unit of energy used to measure consumption. It is equivalent to one kilowatt of power used for one hour.</p> <p>Why: Reduced energy use, as measured by kWh, will result in businesses and government agencies spending less money on energy - effectively enabling them to allocate their resources elsewhere and keep more dollars in our local economy.</p> <p>How are we doing? SLO Energy Watch has achieved the majority of its energy use, demand, and cost savings through its commercial program. In more recent years, however, and especially in the future, savings have and will increasingly come from municipal programs and projects. SLO Energy Watch is currently working with the County Public Works Department to implement the Sustainable Solutions Turnkey (SST) project. SST is the single largest energy efficiency retrofit project in the County’s history and will result in annual savings of approximately 1.6M kilowatt hours and over \$330,000 in energy and maintenance costs. This represents a 6.1% reduction in annual energy costs, a 5.6% reduction in energy use, and a 10.7% reduction in greenhouse gas emissions from 2013 levels. By replacing aging and inefficient equipment, there will be less staff time and resources devoted to corrective maintenance and more time and resources devoted to preventative maintenance.</p> <p>SLO Energy Watch is similarly working with several special districts. Following nearly two dozen technology specific energy assessments in mid-2015, participating special districts now have the most comprehensive understanding of their energy use and costs to date, as well as prioritized recommendations for cost-effectively reducing energy use and cost, and improving overall operations. Projects are actively underway, including a freshwater retrofit project at Los Osos Community Services District and a wastewater retrofit project at San Miguel Community Services District.</p> <p>From FY 2013-14 through FY 2015-16, customers served by SLO Energy Watch benefited from cumulative savings of approximately \$3,000,000 as cost savings realized in each fiscal year are actualized in each successive year. It is projected that in FY 2016-17, customers will save approximately \$445,000. This will be a result of 2.5 million kWh in anticipated energy savings delivered through our programs, including those serving local government agencies and small to medium sized commercial businesses.</p>						
10 Performance Measure: Percentage of attendees at outreach events who found material to be accurate, well-prepared, and informative.						
<i>(This is a new measure for FY 2017-18)</i>						

12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
New Measure	New Measure	New Measure	New Measure	New Measure	New Measure	90%
<p>What: To provide public information and training at outreach events in which information is communicated clearly and found to be effective by citizen participants. Feedback from resident and business owner participants of San Luis Obispo's unincorporated areas will be gathered through various evaluation tools, to include surveys and other polling devices.</p> <p>Why: To improve, strengthen and foster maximum participation in the planning and building process through listening to concerns, needs, and ideas of residents and sharing information about department processes and planning and building programs.</p> <p>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 disseminate information to the general public about the planning and building process. Our public outreach and education is designed to promote public awareness for a wide variety of audiences and stakeholders. In FY 2016-17, the department completed several outreach activities as well as added several new outreach activities (e.g., Tree and Ag Pond Urgency ordinances), thereby increasing the number of planning outreach activities to 18.</p> <p>Our on-going activities 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 (e.g., 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.</p> <p>To continue our successful collaboration with agencies, organizations and residents, the Department is proposing to continue many of the outreach and education initiatives from FY 2016-17 to FY 2017-18. The number shown in parentheses following each of the respective efforts below represents the number of meetings anticipated to occur within FY 2017-18. Where a program's specific outreach was completed in FY 2016-17, it has been removed from the list for FY 2017-18. For FY 2017-18, the department projects a similar number of efforts for public (17 on-going and 1 new/additional efforts) outreach.</p> <p><u>Completed in FY 2016-17 and continuing to FY 2017-18</u></p> <ul style="list-style-type: none"> • CDBG/HOME (and other housing grants) Outreach & Public Workshops (10 meetings) • Homeless Services Oversight Council Meetings (20 meetings) • Energy Retrofit Training (4 events and 1 (one) 5-week Home Performance Building Course for Contractors) • Stormwater Training & Outreach (5 meetings) • Public Education (Water, Oak Woodlands, Mining, GIS, etc.) (2 meetings) • Stakeholder Outreach (Building Industry, Environmental Interests, Professional Organizations, Service Organizations, etc.) (10 meetings) • SLO County Housing Trust Fund Commission (10 meetings) • User Group Outreach (2 meetings) • Energy Efficiency Financing Outreach (47 events held throughout the county) • Supportive Housing Consortium (11 meetings) • HMIS User Group Outreach (2 meetings) • Economic Vitality Corporation Board of Directors meetings (5 meetings) • Avila Community Plan Update (10 meetings) • Permanent Ordinance – Ag Ponds (20 meetings) • Permanent Ordinance – Trees (30 meetings) • Cannabis Ordinance Outreach (7 meetings) • Inland Vacation Rental Ordinance (10 meetings) <p><u>Completed in FY 2016-17 and not continuing to FY 2017-18</u></p> <ul style="list-style-type: none"> • San Miguel Community Plan Outreach (6 meetings) • Workforce Housing Coalition (15 meetings) • Countywide Water Conservation Program (25 meetings) • Urgency Ordinance – Ag Ponds (5 meetings) • Urgency Ordinance – Trees (5 meetings) • Adelaida Vacation Rental Ordinance (8 meetings) <p><u>Identified to begin in FY 2017-18</u></p> <ul style="list-style-type: none"> • Safety Element Update Outreach (5 meetings) 						

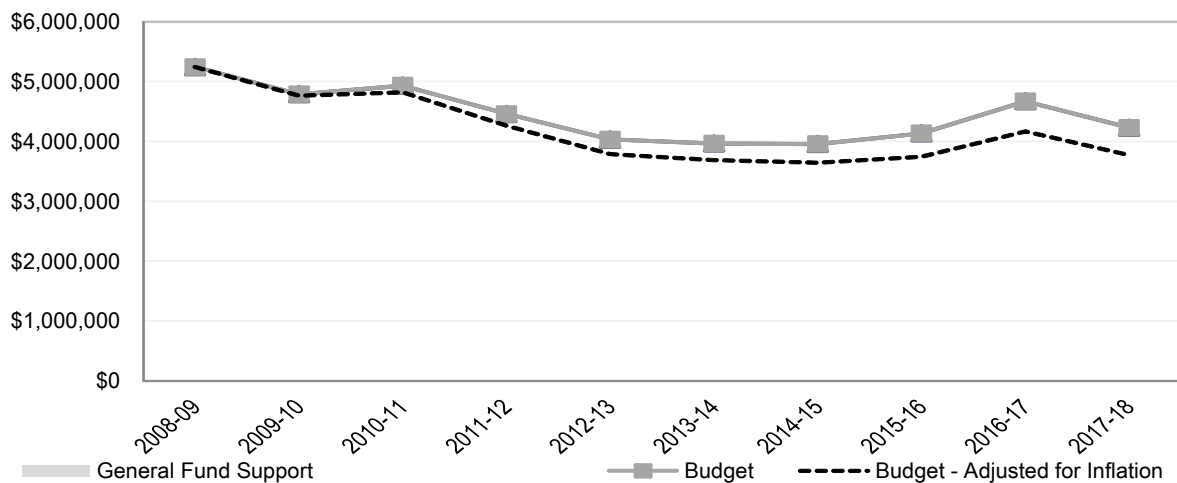
Planning and Building - Community Development

Community Development provides programs that support affordable housing, emergency shelter services, economic development opportunities, and public improvements. Community Development operates as a Special Revenue Fund outside the County General Fund and is funded primarily by State and Federal grant revenue.

BUDGET AT A GLANCE

	FY 2017-18 Recommended	Change from FY 2016-17 Adopted	% Change
Expenditures	\$4,229,972	\$(441,367)	(9)%
Revenue	\$4,229,972	\$(441,367)	(9)%
General Fund Support	\$0	\$0	0%
Staffing Levels	0.00 FTE	0.00 FTE	0.00 %

Ten Year Budget History



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.

ABOUT THIS BUDGET

Community Development obtains, administers and distributes Federal funds to assist six cities and local organizations in providing affordable housing, public services, and improvements to public facilities. This fund center also manages General Fund support for shelter and services for homeless persons, economic development financing and technical assistance by the Economic Vitality Corporation, operating costs for the San Luis Obispo County Housing Trust Fund, and CalPoly SLO HotHouse program.

Staffing to administer U.S. Department of Housing and Urban Development (HUD) grant programs and contracts funded with General Fund support is budgeted in Fund Center 142 - Planning and Building. The amount of funding from HUD that is available to the County to support Federally required grant administration work has declined significantly in the past six years, while the amount of work required by HUD has increased. A three-year cooperation agreement was implemented beginning in FY 2015-16 (approved in FY 2014-15) between the County and the six partnering cities assigning the necessary administrative responsibilities to the County. The County is in process of updating the next three-year cooperative agreement spanning 2018 – 2020. Over the past two years, County staff administered all six cities' public services, affordable housing, public facilities, and infrastructure projects with an ongoing effort to fully implement changing HUD regulations. The implementation of HUD's regulations has occurred in a phased approach due to HUD's method of correcting project documentation post project completion. The Department of Planning and Building is anticipating additional workload to administer the Community Development Block Grant (CDBG) including an increase in monitoring efforts due to recent audits and HUD requirements.

Following are some of the department's notable accomplishments for FY 2016-17 and some specific objectives for FY 2017-18:

FY 2016-17 Accomplishments

- Administered and distributed \$4,644,479 in Federal grant funds for affordable housing, public facilities and public services to individuals, cities, unincorporated communities and local non-profit organizations.
- Provided nearly \$298,870 of General Fund support for shelter and other services for homeless persons countywide.
- Constructed handicapped accessible curb/sidewalk improvements in the cities of Arroyo Grande, San Luis Obispo and Morro Bay.
- Allocated \$457,726 for up to 66 disadvantaged households in Los Osos to finance mandated sewer lateral connections.
- Provided \$1,476,548 of HOME funds to People's Self-Help Housing Corporation to construct 30 units of rental housing for low, very low, and extremely low income households.

FY 2017-18 Objectives

- Distribute approximately \$3,275,536 in Federal grant funds for affordable housing, public facilities and public services to individuals, cities, unincorporated communities and local non-profit organizations.
- Coordinate \$240,500 of General Fund support with non-profits to provide shelter, warming stations, and other services for the homeless persons and families.
- Provide \$200,000 of General Fund Support to Economic Vitality Corporation (EVC) to conduct an Economic Analysis related to the planned closure of Diablo Canyon Power Plant, to support the creation of an updated economic strategy.
- Provide \$826,000 of combined CDBG and HOME funds to Transitions-Mental Health Services (TMHA) to create 34 new affordable housing units for mental health clients.

- Provide \$241,088 of HOME funds to Paso Robles Housing Authority (PRHA) for Phase 3 of the Oak Park project, an affordable multifamily housing community consisting of 76 units.
- In coordination with cities and subrecipients administered funding for Americans with Disabilities Act (ADA) improvements in Arroyo Grande, Atascadero, and Paso Robles.

SERVICE PROGRAMS

Community Development functions under the Planning and Building Department. Community Development has a total expenditure level of \$4,229,972 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: \$1,600,000
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: \$605,000
Total Staffing (FTE): *

Federal Emergency Solutions Grants (ESG)

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

Total Expenditures: \$142,000
Total Staffing (FTE): *

Continuum of Care (CoC) Funds

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

Total Expenditures: \$928,536
Total Staffing (FTE): *

General Fund Support for Programs Benefiting the Homeless

Provides funding for emergency shelter services for homeless persons.

Total Expenditures: \$240,500
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: \$673,775
Total Staffing (FTE): *

General Fund Support for SLO Co Housing Trust Fund

Provides funding for housing finance services throughout the County.

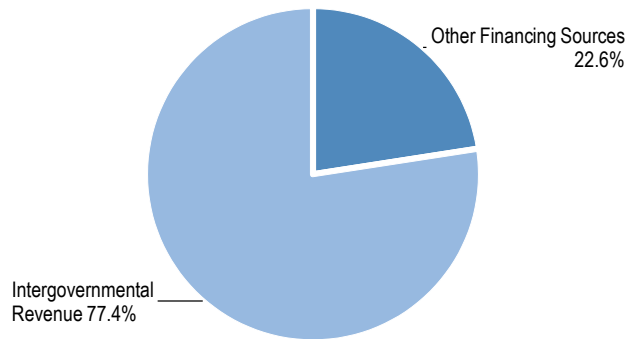
Total Expenditures: \$40,161
Total Staffing (FTE): *

*Staff is budgeted in FC 142 – Planning and Building

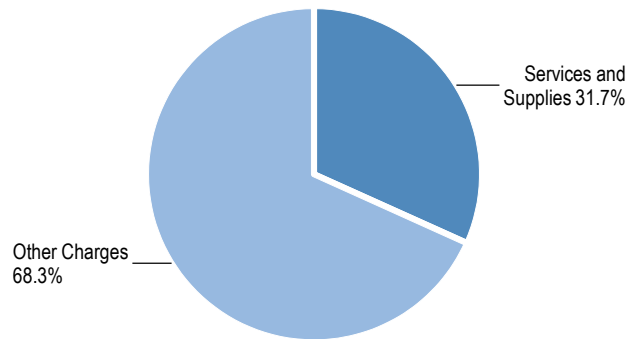
FINANCIAL SUMMARY

	FY 2016-17 Adopted	FY 2016-17 Estimated	FY 2017-18 Requested	FY 2017-18 Recommended	Change from FY 2016-17
Intergovernmental Revenue	\$3,977,475	\$4,644,479	\$3,275,536	\$3,275,536	\$(701,939)
Other Financing Sources	\$666,436	\$666,436	\$829,436	\$954,436	\$288,000
Total Revenue	\$4,643,911	\$5,310,915	\$4,104,972	\$4,229,972	\$(413,939)
Fund Balance Available	\$27,428	\$0	\$0	\$0	\$(27,428)
Total Financing Sources	\$4,671,339	\$5,310,915	\$4,104,972	\$4,229,972	\$(441,367)
Services and Supplies	\$1,087,448	\$1,119,253	\$1,217,279	\$1,342,279	\$254,831
Other Charges	\$3,556,463	\$4,191,662	\$2,887,693	\$2,887,693	\$(668,770)
Gross Expenditures	\$4,643,911	\$5,310,915	\$4,104,972	\$4,229,972	\$(413,939)
Contingencies	\$27,428	\$0	\$0	\$0	\$(27,428)
Total Financing Requirements	\$4,671,339	\$5,310,915	\$4,104,972	\$4,229,972	\$(441,367)

Source of Funds



Use of Funds



COUNTY ADMINISTRATOR’S COMMENTS AND RECOMMENDATIONS

Financial Summary

Total financing sources for Community Development are recommended to decrease by \$441,367 or 9% compared to the FY 2016-17 adopted budget. Contingencies in the amount of \$27,428 were included in the FY 2016-17 adopted budget due to a Fund Balance Available at year end. The recommended FY 2017-18 budget does not include any Contingencies or FBA.

Approximately \$3.2 million of the total \$4.2 million in revenue budgeted in FY 2017-18 represents grant funding from the U.S. Department of Housing and Urban Development (HUD) and includes the following:

HUD Grant	Amount
Community Development Block Grant (CDBG)	\$1,600,000
HOME Grant	\$605,000
Emergency Shelter Grant (ESG)	\$142,000
Continuum of Care Grants (CoC)	\$928,536
Total HUD Grants	\$3,275,536

Funding levels for grants provided through the U.S. Department of Housing and Urban Development (HUD) are not yet known. The recommended budget assumes a 4% decrease in CDBG grant funds, an 11% decrease in the HOME grant, a 26% increase in the CoC grant, a 4% decrease in the Emergency Solutions Grant (ESG), and discontinuing the state Bonus ESG grant of \$224,000 granted during FY 2016-17 compared to the FY 2016-17 adopted budget. More than \$840,459 in CDBG funds will be distributed to six incorporated cities, with the largest shares going to the City of San Luis Obispo (\$384,942) and the City of Paso Robles (\$159,896). Grover Beach does not participate in the Urban County of San Luis Obispo, as they apply directly to the State. In addition, approximately \$2 million in grant funds from the CDBG, HOME, ESG and CoC programs will be distributed to various non-profit organizations.

For FY 2017-18, the level of General Fund support is recommended to increase by \$288,000 or 43% compared to the FY 2016-17 adopted budget. The increase is due to an additional \$325,000 for work on an economic study related to the decommissioning of the Diablo Canyon Power Plant. Of the \$325,000, \$200,000 will fund consultant expense to update the economic impact analysis related to the closure of Diablo Canyon Power Plant. The additional \$125,000 will be allocated to the Economic Vitality Commission (EVC) to fund staff costs to lead a countywide effort including a coalition of cities, local school districts and business leaders to update the economic strategy due to the closure of the Plant. The \$325,000 increase is partially offset by the elimination of one-time expense approved by the Board during budget hearings last year.

The recommended General Fund support for FY 2017-18 includes \$240,500 for Homeless Programs, \$40,161 for the San Luis Obispo Housing Trust Fund, \$200,000 for the SLO HotHouse, \$148,775 for the Economic Vitality Commission (EVC) to fund economic development activities, and a total of \$325,000 to fund work to determine and address economic impacts related to the decommissioning of the Diablo Canyon Power Plant as noted above.

Of the \$240,500 for Homeless Programs, \$218,000 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. At its November 16, 2016 meeting, the HSOC approved the initial allocation recommendations for the FY 2017-17 County General Fund support for homeless services programs. The recommendations are shown below:

Homeless Services Programs	FY 2017-18 General Fund support Allocations
Maxine Lewis Shelter by CAPSLO	\$91,537
Prado Day Center by CAPSLO	\$42,530
ECHO Shelter Services	\$25,358
Women's Shelter Program of SLO County	\$23,249
Transitional Food and Shelter	\$10,452
Tenant Based Rental Assistance by Housing Consortium	\$24,874
Total General Fund support funds	\$218,000

In addition to the \$218,000 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 2017-18, \$387,843 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. Per the agreement, for FY 2017-18, the County will retain \$125,587 of the cities' share of general administration funds to administer the cities' CDBG funds.

Service Level Impacts

The total \$701,939 decrease in grant funding from FY 2016-17 is no longer 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. As described above, an additional \$325,000 is recommended to be used to support an economic study related to the decommissioning of the Diablo Canyon Power Plant.

Position Allocation List Changes

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

BUDGET AUGMENTATION REQUESTS RECOMMENDED

None requested.

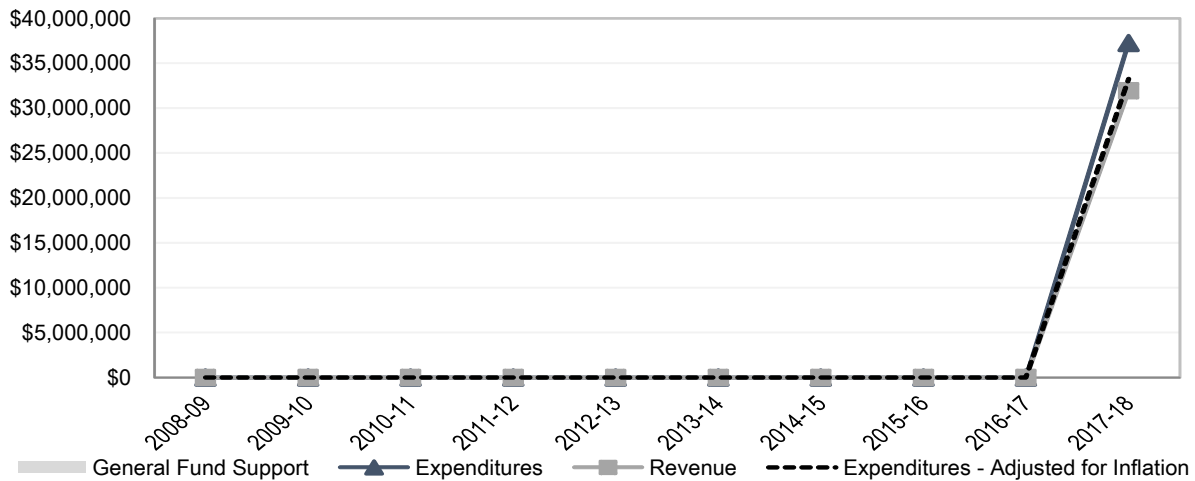
Public Works

Public Works manages the County's roadways, water and wastewater systems, provides maintenance and custodial services for County facilities, and planning, design, and construction management for capital projects. Public Works operates as an Internal Service Fund outside the County General Fund and is funded primarily through charges to special districts, State and Federal funding, General Fund programs, and charges to County departments.

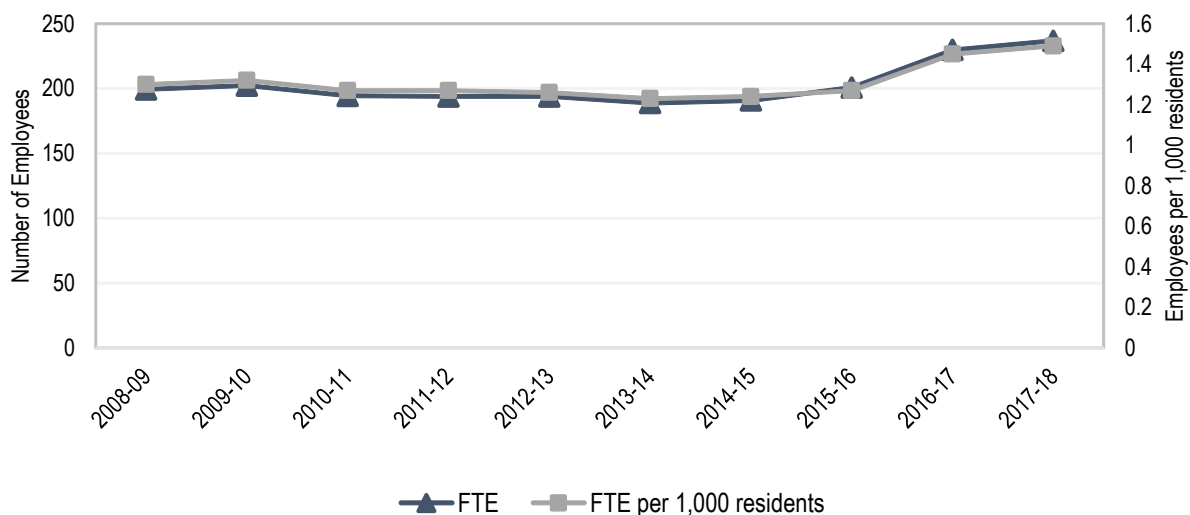
BUDGET AT A GLANCE

	FY 2017-18 Recommended	Change from FY 2016-17 Adopted	% Change
Expenditures	\$37,257,341	\$37,257,341	0%
Revenue	\$31,923,624	\$31,923,624	0%
General Fund Support	\$0	\$0	0%
Staffing Levels	237.75 FTE	8.00 FTE	3.48%

Ten Year Budget History



Ten Year Staffing History



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.

ABOUT THIS BUDGET

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 employees in the department, and accounts for the department's equipment and other reserves. The ISF incurs the departmental labor, direct, and indirect cost of operations that are then recovered from programs, projects and services through departmental labor charges and overhead allocations.

Following are some of the department's notable accomplishments for FY 2016-17 and some specific objectives for FY 2017-18:

FY 2016-17 Accomplishments

- Delivered over \$10 million in Public Works infrastructure projects.
- Complete construction of Shandon State Water Turnout project, which connects the Coastal Branch of the State Water Project to the CSA 16 (Shandon) water distribution system.
- Continued to comply with Emergency Water Conservation Regulations per the Governor's Executive Order, reducing residential water usage in County operated water systems by approximately 20%.
- Increased water supply reliability by developing water supply exchange agreements among State Water Project partners.
- Continued implementation of the Lopez Reservoir Low Reservoir Response Plan to preserve water within the reservoir and extend water supply reliability for a minimum of three to four years under continued drought conditions.
- Collaborated with Lopez Water Supply Project contractors to assess projected water supply, supply reliability, and supply options.
- Improved safety plans and increased personnel safety training for all water systems and waste water systems workers to promote and protect personnel safety.
- Analyzed energy usage by the Nacimiento Water Project facilities and defined measures and practices to reduce energy usage in the system.
- Collaborated with County Office of Emergency Services (OES), Cal Fire, and other emergency responders to mitigate potential flood risks associated with the Arroyo Grande Creek Flood Control Channel in the community of Oceano.

FY 2017-18 Objectives

- Continue to coordinate work efforts to meet the requirements of the newly passed Sustainable Groundwater Management Act and serve as a Groundwater Sustainability Agency to manage the unincorporated areas of six water basins in the county.
- Continue to meet regularly with advisory committees, the public, the Board of Supervisors, and numerous Federal and State agencies to understand customer needs and be a valued partner enhancing quality of life for our fellow county residents.
- Setup and refine processes and documenting procedures for operating and maintaining the new Los Osos Water Recycling Facility.
- Develop infrastructure replacement plans and programs for implementing repair and replacement of aging water system facilities, thereby reducing potential for water service interruptions as well as water wasted from leaks and pipeline breaks.
- Develop a plan for reducing energy usage for the Nacimiento Water Project facilities commencing FY 2018-19.

SERVICE PROGRAMS

The Public Works Internal Services Fund (ISF) has a total expenditure level of \$37,257,341 and a total staffing level of 237.75 FTE* to provide the services below. The ISF Fund Center (FC) reflects appropriation amounts included in other fund centers including Roads (FC 245), Special Services (FC 201), Waste Management (FC 130), Los Osos Waste Water System (FC 430) a portion of Facilities Management (FC 113), and Special Districts.

Development Services (FC 201)

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: \$693,165

Total Staffing (FTE): 4.52

Operations Center - Water and Sewer (FC 201)

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: \$139,304

Total Staffing (FTE): 0.97

Roads (FC 245)

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: \$6,632,594

Total Staffing (FTE): 91.00

Services to Special Districts (FC 201)

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: \$286,836
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: \$26,115,326
Total Staffing (FTE): 115.43

Waste Management Programs (FC 130)

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: \$465,524
Total Staffing (FTE): 3.47

Work for Outside Departments (FC 405)

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: \$120,326
Total Staffing (FTE): 1.00

Los Osos Wastewater System (FC 430)

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

Total Expenditures: \$1,939,402
Total Staffing (FTE): 14.24

Administration and Financial Services (FC 113)

Provide general management and financial management to Facilities Planning/Architectural Services and Utilities Services.

Total Expenditures: \$375,421

Total Staffing (FTE): 2.36

Utility Services (FC 113)

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: \$200,580

Total Staffing (FTE): 1.38

Facilities Planning/Architectural Services (FC 113)

Manage and support countywide assessments and facility plans, as well as estimate capital improvement project costs for budgetary purposes.

Total Expenditures: \$288,863

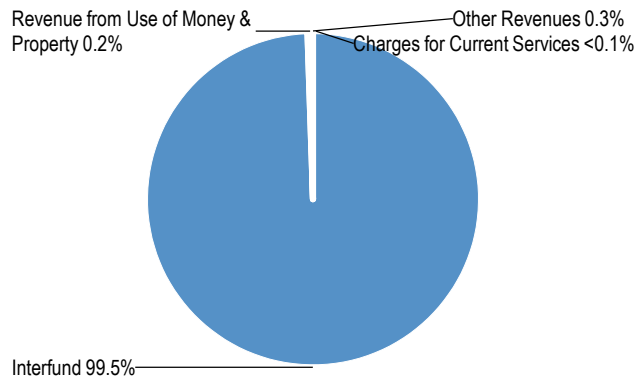
Total Staffing (FTE): 1.74

* Staffing for the activities of Fund Center 430 – Los Osos Wastewater System, Fund Center 201 – Special Services, Fund Center 245 – Roads, Fund Center 130 – Waste Management, and Fund Center 113 – Facilities Management are reflected in Fund Center 405 – Public Works.

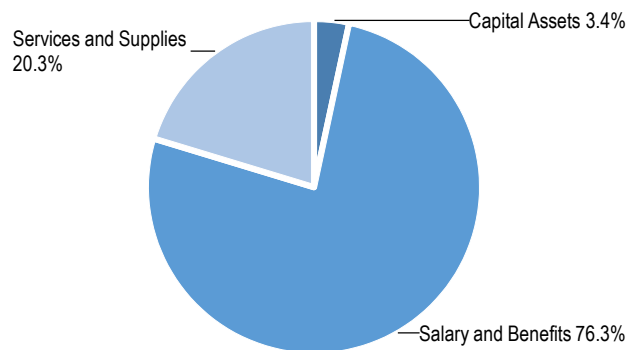
FINANCIAL SUMMARY

	FY 2016-17 Adopted	FY 2016-17 Estimated	FY 2017-18 Requested	FY 2017-18 Recommended	Change from FY 2016-17
Revenue from Use of Money & Property	\$0	\$0	\$60,062	\$60,062	\$60,062
Charges for Current Services	\$0	\$0	\$544	\$544	\$544
Other Revenues	\$0	\$0	\$110,839	\$110,839	\$110,839
Interfund	\$0	\$0	\$31,517,663	\$31,752,179	\$31,752,179
Total Revenue	\$0	\$0	\$31,689,108	\$31,923,624	\$31,923,624
Total Financing Sources	\$0	\$0	\$31,689,108	\$31,923,624	\$31,923,624
Salary and Benefits	\$0	\$0	\$28,201,839	\$28,433,843	\$28,433,843
Services and Supplies	\$0	\$0	\$7,569,591	\$7,569,391	\$7,569,391
Capital Assets	\$0	\$0	\$1,254,107	\$1,254,107	\$1,254,107
Gross Expenditures	\$0	\$0	\$37,025,537	\$37,257,341	\$37,257,341
Total Financing Requirements	\$0	\$0	\$37,025,537	\$37,257,341	\$37,257,341

Source of Funds



Use of Funds



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, Fund Center 113 – Facilities Management, Fund Center 430 – Los Osos Wastewater System, and Special District budgets. Charges for services represent sources of revenue for the ISF. Recommended appropriations for those budgets, along with summaries for each program that purchases services from the ISF, are indicated in those fund centers.

The recommended FY 2017-18 operating expenses is \$37.3 million. Although a Schedule 10 is prepared for the Internal Service Fund in accordance with State requirements, FY 2017-18 will be the first year that a traditional budget is prepared for the budget book; therefore, there is no adopted budget or current forecast for FY 2016-17 displayed in the financial section above.

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 (\$26.1 million or 70%) is comprised of charges to Special Districts. Although the service charges for Special Districts are included in this amount, each district has its own budget that is separate from the overall County budget. These budgets are contained in the Special District budget document prepared by Public Works and approved by the Board of Supervisors during the County’s annual budget hearings in June.

The other five functional areas in the ISF--Roads (Fund Center 245), Special Services (Fund Center 201), Waste Management (Fund Center 130), the Los Osos Wastewater System (Fund Center 430), and Facilities Management (Fund Center 113)--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 \$1.3 million, which is an increase of \$69,107, or about 6%, from FY 2016-17 adopted levels (seen on the Schedule 10). 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.

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	Milestone Completion at 6/30/18	Funding Requirements for 17/18	Previous Years Balance to be Encumbered	New Funding to be Appropriated 17/18
Development Services					
300451	Oak Shores Track 2162 - Phase 1 Bond Claim Work	30% Construction	286,947	286,947	0
Total Development Services			286,947	286,947	0
Los Osos Wastewater Project					
300448	Los Osos Wastewater Project	1st Year Mitigation Complete	11,056,948	11,056,948	0
Total Los Osos Wastewater Project			11,056,948	11,056,948	0
Waste Management					
320071	Los Osos Landfill - Groundwater Contamination Corrective Action, Pump and Treat Remediation Project	Construction Com- plete	709,261	639,261	70,000
Total Waste Management			709,261	639,261	70,000
TOTAL			12,053,156	11,983,156	70,000

Service Level Impacts

There are no major service level impacts as a result of the recommended FY 2017-18 budget.

Position Allocation List Changes

The FY 2017-18 recommended Position Allocation List (PAL) for the department includes a net increase of 8.00 FTE positions compared to the FY 2016-17 adopted PAL, including a net of 5.00 FTE mid-year changes.

FY 2016-17 Mid-Year PAL Changes:

- +1.00 FTE Wastewater Systems Superintendent (approved July 19, 2016)
- +1.00 FTE Program Manager I/II (approved November 22, 2016)
- +2.00 FTE Public Works Worker I/II/III (approved November 22, 2016)
- -1.00 FTE Public Works Section Supervisor (approved November 22, 2016)
- -1.00 FTE Civil Engineering Technician I/II/III (approved November 22, 2016)
- +1.00 FTE Department Automation Specialist I/II/III (approved February 28, 2017)
- +1.00 FTE Accountant I/II/III (approved February 28, 2017)
- +1.00 FTE Principle Environmental Specialist (approved February 28, 2017)
- +1.00 FTE Limited Term Grounds Restoration Specialist (approved February 28, 2017)
- -1.00 FTE Environmental Resource Specialist (approved February 28, 2017)

BUDGET AUGMENTATION REQUESTS RECOMMENDED

<p>Title: Utilities Division reorganization</p> <ul style="list-style-type: none"> • Add 3.00 FTE Water Systems Worker IV • Delete 3.00 FTE Water Systems Worker III • Add 2.00 FTE Wastewater Systems Worker III • Delete 2.00 FTE Assistant Water Systems Superintendent • Add 1.00 FTE Wastewater Systems Worker IV • Delete 1.00 FTE Assistant Wastewater Systems Superintendent 	
<p>Expense: \$(29,771)</p>	<p>Funding Source(s): Savings</p>
<p>Intended Results:</p> <ol style="list-style-type: none"> 1. Increase operational efficiency for water and wastewater systems. 2. Successfully recruit and fill positions based on no longer requiring multiple certifications for both water and wastewater disciplines for the same position. 3. Lower costs. 	
<p>Title: Add 2.00 FTE Associate Capital Project Coordinators to be responsible for project development and implementation related to county facilities</p>	
<p>Expense: \$174,383</p>	<p>Funding Source(s): Various capital and maintenance project budgets.</p>
<p>Intended Results:</p> <ol style="list-style-type: none"> 1. Provide capacity to deliver approximately \$7 million in capital and maintenance projects. 	

Title: Add 1.00 FTE Capital Projects Inspector to be responsible for performing contract administration and inspection	
Expense: \$87,192	Funding Source(s): Various capital and maintenance project budgets.
Intended Results: 1. Provide capacity to deliver approximately \$7 million in capital and maintenance projects.	

BUDGET AUGMENTATION REQUESTS NOT RECOMMENDED

Title: Add 1.00 FTE Administrative Assistant I/II to Water Resources Division	
Expense: \$46,753	Funding Source(s): Flood Control District
Intended Results: 1. Relieve staff of administrative duties. 2. Administer grants. 3. Manage reporting for various water resources programs.	

Title: Add 1.00 FTE Division Manager to oversee functions of architectural services, capital project planning, facility maintenance, and custodial services	
Expense: \$131,546	Funding Source(s): General Fund support: \$87,698 Public Works ISF: \$43,848
Intended Results: 1. Coordinate capital projects planning. 2. Oversee all facility maintenance and custodial programs.	

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), Facilities Maintenance Projects (Fund Center 200) and Facilities Capital Projects (Fund Center 230).

Department Goal: Deliver Capital and Major Maintenance 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 Infrastructure Capital and Major Maintenance projects that are completed on time.						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
84%	80%	71%	63%	85%	83%	85%
<p>What: This measures the percentage of Infrastructure Capital and Major Maintenance Project phases actually completed compared to the phase estimated to be complete as stated in each year's budget.</p> <p>Why: To determine the timeliness of capital and major maintenance 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 is projecting a result of 83% for FY 2016-17. We anticipate completing 53 out of 64 project milestones on-schedule. Eleven projects are expected to be delayed for the following reasons:</p> <ul style="list-style-type: none"> • Five projects will have regulatory agency delays • Two projects were delayed due to staffing shortages • Two projects were reassigned a lower priority • One project will require additional environmental review time • One project will require additional design time 						
2016-17 Projected Results						
Public Works Projects by Unit		Actual % Completed				
Facilities (Managed by Utilities)		100%				
Transportation		81%				
Utilities		84%				
All Units		83%				
There is no standardized comparable data available.						
2. Performance Measure: Percentage of capital projects that are completed at or under budget. (This measure is being deleted in FY 2017-18.)						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
91%	93%	90%	95%	90%	94%	Deleted
<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>						

How are we doing? A favorable result of 94% is projected for FY 2016-17. It's anticipated that of the 53 project milestones expected to be completed on schedule, 50 of these will be completed within the allocated budget. The three project that are anticipated to exceed their allocated budget can be grouped as follows:

- Two projects have higher than anticipated construction costs
- One project had a change in scope

2016-17 Projected Results

Public Works Projects by Unit	Actual % At or Under Budget
Facilities (Managed by Utilities)	100%
Transportation	94%
Utilities	94%
All Units	94%

This measure will be replaced by performance measure 3, below.

3. Performance Measure: Percentage of Infrastructure Capital and Major Maintenance projects that are completed in the current fiscal year at or under budget.

12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
New Measure	New Measure	New Measure	New Measure	New Measure	New Measure	90%

What: The percentage of Infrastructure Capital and Major Maintenance projects where actual costs are at or under budget for completed projects approved by the Board of Supervisors in a given fiscal year. Infrastructure is defined as roads, bridges, and utility and flood control systems.

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

How are we doing? This is a new measure for FY 17-18.

There is no standardized comparable data available.

4. Performance Measure: Percentage of Facilities Capital and Major Maintenance projects that were completed within expected time estimates.

12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
New Measure	New Measure	New Measure	New Measure	New Measure	New Measure	85%

What: The percentage of Facilities Capital and Major Maintenance projects (funded and tracked in Fund Centers 230 and 200) that were completed within expected time estimates and according to Project Customer expectations. Facilities are defined as buildings and other vertical structures not included in infrastructure as defined in performance measure 3.

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? This is a new measure for FY 17-18 (formerly reported in Fund Center 113).

There is no standardized comparable data available.

5. Performance Measure: Percentage of County-owned facilities that were assessed in the fiscal year.

	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
Percent of total Facilities Assessed	N/A	N/A	N/A	10%	New Measure	20%	20%
Percent of cumulative total within 5-year period	N/A	N/A	N/A	10%	New Measure	40%	60%

Number of Facilities Assessed	New Measure	New Measure	New Measure	19	New Measure	18	50
Cumulative total number of Facilities	New Measure	New Measure	New Measure	19	New Measure	37	87
Percent of total Facilities Assessed	New Measure	New Measure	New Measure	10%	New Measure	10%	26%
Cumulative total % of Facilities	New Measure	New Measure	New Measure	10%	New Measure	20%	46%
Sq. Ft. of Facilities Assessed	New Measure	New Measure	New Measure	323,301	New Measure	426,164	300,000
Cumulative total Sq. Ft.	New Measure	New Measure	New Measure	323,301	New Measure	749,465	1,049,465
Percent of total Sq. Ft. Assessed	New Measure	New Measure	New Measure	23%	New Measure	30%	21%
Cumulative total % of Sq. Ft.	New Measure	New Measure	New Measure	23%	New Measure	53%	74%
<p>What: A relatively new initiative for the Facilities Planning Division is to conduct assessments of buildings to provide a status of current conditions, including all deficiencies. The goal is to assess 100% of County-owned facilities in a five-year period; therefore, the target percentage for FY 2017-18 is 20%.</p> <p>Why: The Facility Condition Assessments will guide future spending by identifying and prioritizing building deficiencies and deferred maintenance. Also, once all buildings have been assessed and assigned a Facility Condition Index (FCI), the County will have a benchmark to create a new performance measure to improve the average FCI each year.</p> <p>How are we doing? The Facilities Planning Division is anticipating completing FY 2016-17 with 54% of the total County-owned facility square footage assessed, which is ahead of the 40% completion target.</p>							

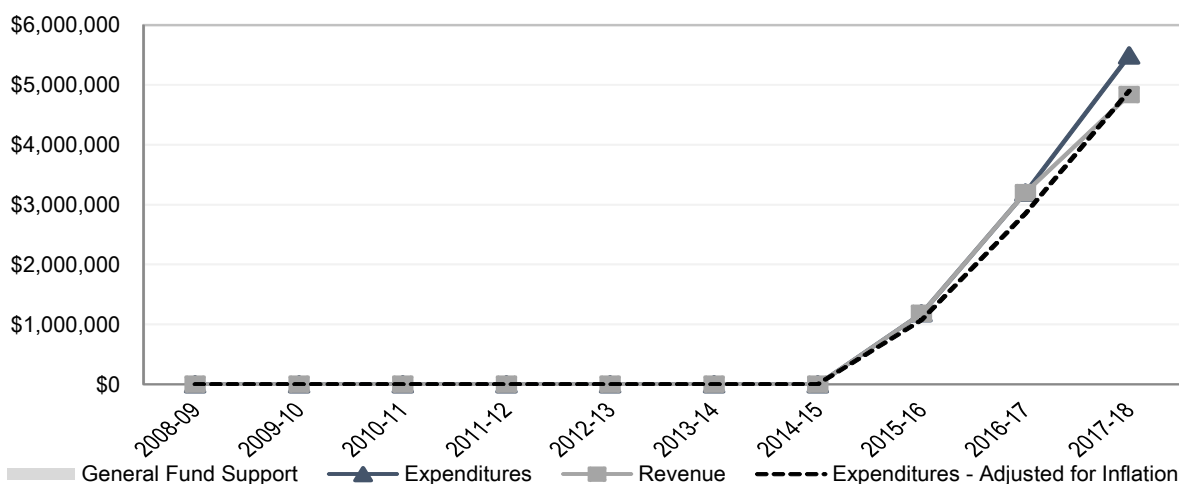
Public Works - Los Osos Wastewater System

The Los Osos Wastewater System provides wastewater collection, treatment, and recycling services for the Los Osos community. The Los Osos Wastewater System operates as an Enterprise Fund outside the County General Fund and is funded through user fees.

BUDGET AT A GLANCE

	FY 2017-18 Recommended	Change from FY 2016-17 Adopted	% Change
Expenditures	\$5,491,997	\$2,291,997	72%
Revenue	\$4,836,183	\$1,636,183	51%
General Fund Support	\$0	\$0	0%
Staffing Levels	0.00 FTE	0.00 FTE	0.00 %

Ten Year Budget History



MISSION STATEMENT

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

ABOUT THIS BUDGET

The Los Osos Wastewater System Operating Fund is an Enterprise Fund 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 system users to cover the operations and maintenance costs. The system began operations during the latter half of FY 2015-2016, although the collection system continued buildout through FY 2016-17 and is expected to be substantially complete in FY 2017-18.

Following are some of the department's notable accomplishments for FY 2016-17 and some specific objectives for FY 2017-18:

FY 2016-17 Accomplishments

- Completed transition from the construction phase to the startup phase of operations.
- Hired and trained staff to operate and maintain the system.
- Started the process of connecting nearly 4,200 customers over a 12-month phased connection plan.
- Provided financial grant assistance to low income households for connecting to the system.
- Submitted an application for Waste Discharge Requirements to State Water Resources Control Board to sell water to agricultural and urban irrigation users.
- Finalized draft emergency response plan and vulnerability assessment in accordance with the United States Department of Agriculture (USDA) funding conditions and updated the Sanitary Sewer Management Plan.
- Implemented a database work order system to schedule routine maintenance and track maintenance efforts.
- Assisted households through a water conservation program to reduce indoor water use.

FY 2017-18 Objectives

- Substantially complete plan of connecting customers (over 95% will be connected).
- Stabilize treatment process operations to optimize product water quality and stabilize use of chemicals and power.
- Complete populating the database and scheduling of preventive maintenance functions to maintain collections and treatment system reliability.
- Collect user charges on property tax bills for approximately 4,700 customers.
- Obtain permit to sell recycled water to agricultural and urban users to help offset groundwater pumping, connect identified users and begin sales.
- Complete a habitat management plan at specific construction locations.
- Institute monitoring plans for habitat and groundwater.

SERVICE PROGRAMS

The Los Osos Wastewater System functions under the Department of Public Works. It has a total operating expenditure level of \$5,491,997 to provide the following services:

Los Osos Wastewater System

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

Total Expenditures: \$5,491,997

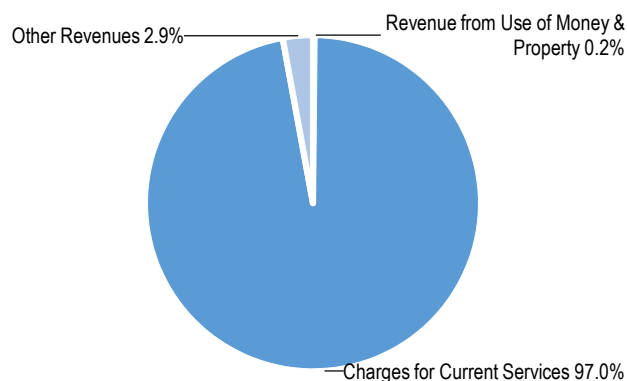
Total Staffing (FTE): *

* Staffing is reflected in Fund Center 405 – Public Works

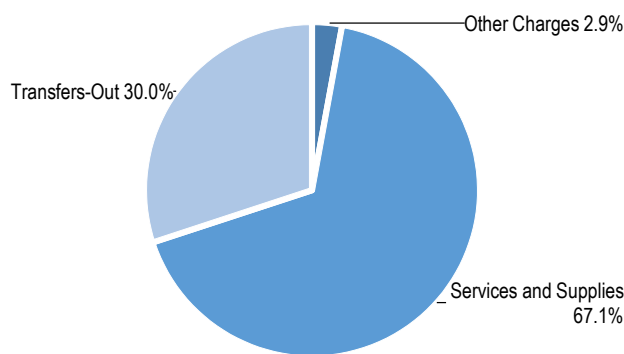
FINANCIAL SUMMARY

	FY 2016-17 Adopted	FY 2016-17 Estimated	FY 2017-18 Requested	FY 2017-18 Recommended	Change from FY 2016-17
Taxes	\$1,620,000	\$0	\$0	\$0	\$(1,620,000)
Revenue from Use of Money & Property	\$0	\$7,500	\$7,500	\$7,500	\$7,500
Charges for Current Services	\$0	\$1,620,000	\$4,688,683	\$4,688,683	\$4,688,683
Other Revenues	\$0	\$0	\$140,000	\$140,000	\$140,000
Other Financing Sources	\$1,580,000	\$1,580,000	\$0	\$0	\$(1,580,000)
Total Revenue	\$3,200,000	\$3,207,500	\$4,836,183	\$4,836,183	\$1,636,183
Cancelled Reserves	\$0	\$0	\$0	\$0	\$0
Total Financing Sources	\$3,200,000	\$3,207,500	\$4,836,183	\$4,836,183	\$1,636,183
Services and Supplies	\$3,200,000	\$2,558,905	\$3,683,334	\$3,683,334	\$483,334
Other Charges	\$0	\$0	\$158,850	\$158,850	\$158,850
Transfers-Out	\$0	\$125,115	\$1,649,813	\$1,649,813	\$1,649,813
Gross Expenditures	\$3,200,000	\$2,684,020	\$5,491,997	\$5,491,997	\$2,291,997
New Reserves	\$0	\$206,300	\$0	\$0	\$0
Total Financing Requirements	\$3,200,000	\$2,890,320	\$5,491,997	\$5,491,997	\$2,291,997

Source of Funds



Use of Funds



COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Financial Summary

Revenue from service charges is estimated at \$4,688,683, a 100% increase over FY 2016-17. Labor (accounted for in the FC 405 – Public Works Internal Service Fund) is budgeted at \$1,857,604. There is also approximately \$1.6 million in loan repayments budgeted. The previous two fiscal years included a total of three bridge loans from Flood Control District (FCD) reserves, to account for the phase-in of sewer hook-ups occurring throughout the fiscal year and the

revenue that had yet to be received. For FY 2017-18, no more bridge loans are needed, and this Enterprise Fund will begin paying back loans received from Flood Control District reserves, as well from the State Revolving Fund.

Service Level Impacts

Completion of the nearly 4,700 hook-ups is expected to be completed in FY 2016-17; FY 2017-18 will be the first fiscal year at full operation.

Position Allocation List Changes

This fund center does not have a Position Allocation List.

BUDGET AUGMENTATION REQUESTS RECOMMENDED

None requested.

GOALS AND PERFORMANCE MEASURES

Department Goal: Administer, operate and maintain the Los Osos wastewater and recycled water systems providing collection, conveyance, treatment, and recycling of wastewater; protecting environmental and public health maintaining regulatory compliance in an efficient and 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 can meet mandated water quality standards.						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
N/A	N/A	N/A	N/A	100%	100%	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 community health and safety.						
How are we doing? The wastewater system began operations in mid-2016. The system is meeting waste discharge requirements.						
2. Performance Measure: Number of wastewater system failures per year.						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
N/A	N/A	N/A	N/A	0	1	0
What: Occurrences of all unscheduled wastewater service failures (i.e. blockages, spills) during the year.						
Why: The number of failures per year can reflect system integrity, maintenance and/or operational condition. Closely monitoring the location and frequency of failures can help identify areas where additional resources may need to be provided for to assure continued system integrity and to protect the environment.						
How are we doing? As a normal consequence of starting a new system there have been anomalies; however, with one exception the system has met all system requirements without consequence. The exception involves one August 2016 spill of approximately 40 gallons which was cleaned up in a storm gutter before it entered a waterway.						
3. Performance Measure: Percentage of recycled water sold for agricultural irrigation.						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
N/A	N/A	N/A	N/A	10%	0%	10%
What: This measures the percentage of total recycled water produced that is sold for agricultural irrigation.						
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.						
How are we doing? The recycled water system began operations in mid-2016. Recycled water meeting California Title 22 requirements is being discharged to leach fields for beneficial groundwater recharge. Some water contracts are in place to sell recycled water for municipal and agricultural irrigation purposes, however permits are still in process. Over the long term, the department will pursue the maximum percentage sale of recycled water for acceptable potable water replacement purposes.						

4. Performance Measure: Percentage of recycled water sold for non-agricultural irrigation uses.						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
N/A	N/A	N/A	N/A	N/A	0%	5%
<p>What: This measures the percent of recycled water sold for non-agricultural landscape irrigation, such as schools, golf courses and parks, of total recycled water produced.</p> <p>Why: The priority is to replace potable water uses with tertiary effluent consistent with the Water Code section 13550.</p> <p>How are we doing? The recycled water system began operations in mid-2016. Recycled water meeting California Title 22 requirements is being discharged to leach fields for beneficial groundwater recharge. Over the long term, the department will pursue the maximum percentage sale of recycled water for acceptable potable water replacement purposes.</p>						

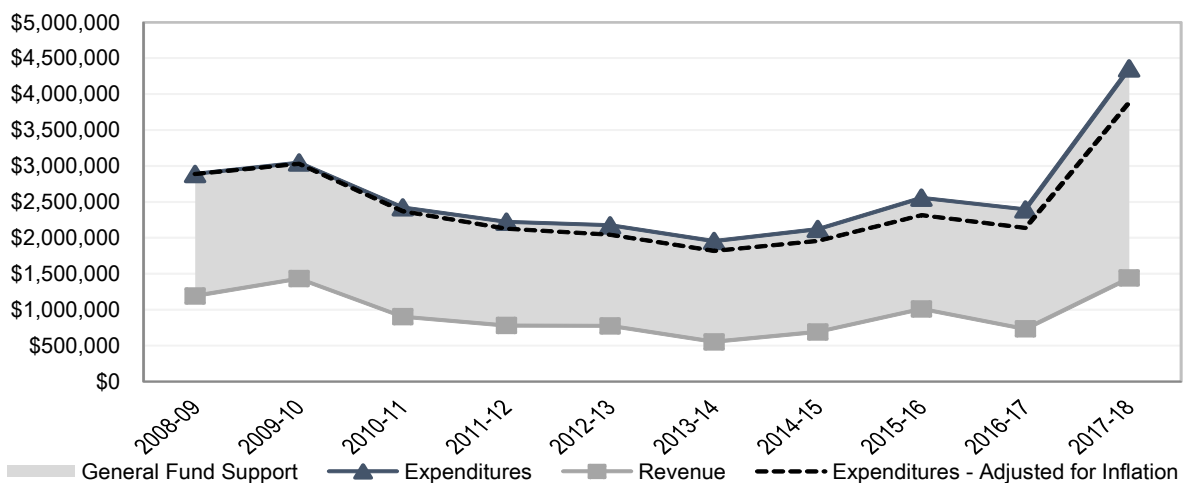
Public Works - Special Services

Special Services provides review of recommended land development, water and wastewater for the County operations center, services for special districts, and franchise administration.

BUDGET AT A GLANCE

	FY 2017-18 Recommended	Change from FY 2016-17 Adopted	% Change
Expenditures	\$4,358,286	\$1,961,277	82%
Revenue	\$1,439,949	\$707,129	96%
General Fund Support	\$2,918,337	\$1,254,148	75%
Staffing Levels	0.00 FTE	0.00 FTE	0.00 %

Ten Year Budget History



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.

ABOUT THIS BUDGET

The primary programs of the Special Services budget 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. Also budgeted in this fund center, and new for FY 2017-18, is the estimated annual cost for the County's management of specific groundwater basins in

compliance with the Sustainable Groundwater Management Act (SGMA). On April 4, 2017, the Board of Supervisors directed that the County would serve as the Groundwater Sustainability Agency (GSA) for the unincorporated areas of each groundwater basin subject to SGMA.

SGMA established a new structure for managing groundwater resources by local agencies. By June 30, 2017, GSAs must be formed by eligible local agencies for high- and medium-priority groundwater basins and subbasins, as identified by the State Department of Water Resources. GSAs are responsible for developing and implementing groundwater sustainability plans to ensure that a basin is operated within its sustainable yield. Each basin may include several independent GSAs, but they must coordinate through the development and implementation of groundwater sustainability plans. It is expected that each GSA, or combination of GSAs within a basin, will have its own governance, reporting, and administrative structure.

Following are some of the department's notable accomplishments for FY 2016-17 and some specific objectives for FY 2017-18:

FY 2016-17 Accomplishments

- Achieved an average 1 week turnaround time for permit processing and map checking services, well under the statutory 4 week limit.
- Updated the County's Public Improvement Standards, which establish the minimum requirements for the design and construction of any public improvement in the San Luis Obispo County.
- Continued to meet all water quality regulations for the County Operations Center system.
- Constructed Kansas Avenue waterline improvements to increase available fire flow to County facilities.

FY 2017-18 Objectives

- Complete water master plan update for the County Operations Center.
- Complete 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 Community Cable franchise to a State franchise agreement.
- Replace the outdated Special Districts Budget Preparation System.
- Perform increased sewer system cleaning in identified sewer segments of the County Operations Center to prevent sewer spills.
- Work with other regional partners in six groundwater basins to prepare Groundwater Sustainability Plans that meet the requirements of SGMA, per Board of Supervisors direction in April 2017.

SERVICE PROGRAMS

Special Services has a total expenditure level of \$4,358,286 to provide the following services:

Development Services

Provide engineering and survey review of land development projects, and right-of-way permitting and inspection services to the general public, professional consultants, contractors, utility companies, County Departments, and outside agencies to ensure compliance with local, state and federal codes and regulations.

Total Expenditures: \$1,045,352
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: \$955,144
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: \$357,790
Total Staffing (FTE): *

Groundwater Basin Management

Provide cost match or full costs for professional services related to Sustainable Groundwater Management Act compliance, including the development of groundwater sustainability plans and Groundwater Sustainability Agency activities and administration.

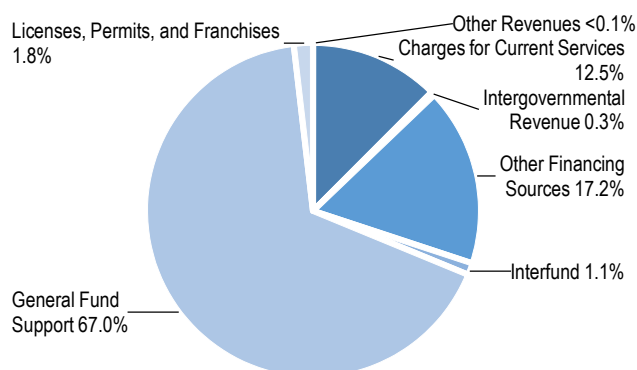
Total Expenditures: \$2,000,000
Total Staffing (FTE): *

* Staffing is reflected in Fund Center 405 – Public Works

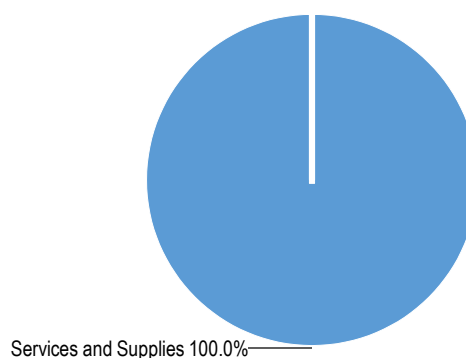
FINANCIAL SUMMARY

	FY 2016-17 Adopted	FY 2016-17 Estimated	FY 2017-18 Requested	FY 2017-18 Recommended	Change from FY 2016-17
Licenses, Permits, and Franchises	\$78,286	\$73,669	\$79,873	\$79,873	\$1,587
Intergovernmental Revenue	\$20,588	\$254,030	\$15,144	\$15,144	\$(5,444)
Charges for Current Services	\$583,290	\$856,760	\$544,086	\$544,086	\$(39,204)
Other Revenues	\$656	\$5,249,532	\$846	\$846	\$190
Interfund	\$50,000	\$40,000	\$50,000	\$50,000	\$0
Other Financing Sources	\$0	\$0	\$0	\$750,000	\$750,000
Total Revenue	\$732,820	\$6,473,991	\$689,949	\$1,439,949	\$707,129
Services and Supplies	\$2,371,988	\$4,001,128	\$2,358,286	\$4,358,286	\$1,986,298
Other Charges	\$0	\$3,868,472	\$0	\$0	\$0
Transfers-Out	\$25,021	\$291,332	\$0	\$0	\$(25,021)
Gross Expenditures	\$2,397,009	\$8,160,932	\$2,358,286	\$4,358,286	\$1,961,277
General Fund Support	\$1,664,189	\$1,686,941	\$1,668,337	\$2,918,337	\$1,254,148

Source of Funds



Use of Funds



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 it is in other types of budgets.

General Fund support is recommended to increase by \$1,254,148 or 75% compared to FY 2016-17 adopted levels. The large increase is due to a policy change in how groundwater management efforts under SGMA are performed. On April 4, 2017, the Board of Supervisors directed that the County would serve as the GSA for the unincorporated areas of each groundwater basin subject to the new law. In order to provide adequate funding for this new

program, \$2,000,000 is budgeted in professional services, funded with \$750,000 from the Flood Control District and \$1,250,000 from General Fund support. The \$707,129 increase in revenue is partially due to the transfer of \$750,000 from the Flood Control District.

Service Level Impacts

Budgeting for groundwater management efforts under SGMA is a significant change in service level and comprises a new program for the County.

Position Allocation List Changes

This fund center does not have a Position Allocation List.

BUDGET AUGMENTATION REQUESTS RECOMMENDED

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 collection system to protect the public, ensure safety and environmental health, and maintain regulatory compliance. Customers of the County Operations Center water and wastewater systems include other County department, 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 system meets mandated water quality standards.</p>						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 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 drinking water is mandatory to provide for efficient operation of County facilities and community health and safety.</p> <p>How are we doing? The system is meeting water system distribution regulatory requirements 100% of the time.</p> <p>The FY 2076-18 target remains at 100% regulatory compliance 100% of the time.</p>						
<p>2. Performance Measure: Number of wastewater collection system and water system failures per year.</p>						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 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 reflects a water or wastewater system's integrity, maintenance, and/or operational condition. Closely monitoring the location and frequency of failures can help identify areas where additional resources may need to be provided for to assure continued system integrity and to protect the environment.</p> <p>How are we doing? The system is meeting wastewater collection system regulatory requirements 100% of the time, which means no overflows or system interruptions.</p>						
<p>3. Performance Measure: Maintain and execute a current five-year water/wastewater specific capital improvement program.</p>						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
New Measure	New Measure	New Measure	New Measure	New Measure	New Measure	80%
<p>What: This measures the effectiveness of a water/wastewater system capital improvement program by measuring the time since the last plan update and the successful execution of identified capital projects. The Program looks five years ahead; the goal is to update the program on an annual basis so it remains current, and implement all scheduled capital improvements as planned.</p> <p>Why: Water and wastewater distribution and collection systems require a continuing program of infrastructure replacement to ensure that all components of the system (pipes, pumps, measuring devices) remain within their service life. A current capital improvement program is needed to properly plan for and implement component replacements to avoid predictable failures and consequent impacts to public health and safety.</p> <p>How are we doing? The five-year capital improvement program is current, with one capital improvement project underway. It is anticipated that other priorities in other systems will result in the Program not being fully updated in FY 17-18, resulting in an 80% target for the Program, which is appropriate for a system that has no identified substantial deficiencies.</p>						

4. Performance Measure: Maintain an up-to-date drought contingency plan.						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
New Measure	New Measure	New Measure	New Measure	New Measure	New Measure	100%
<p>What: This measures the status of the drought contingency plan for the water system. The Plan's objective is to ensure that the per-capita health and safety water needs for the County Operations Center are met.</p> <p>Why: As the County enters a 5th year of drought, with the potential for additional years and/or future severe droughts, it is important to document the plans, agreements, and infrastructure contingencies that are and/or need to be in place to replace one or more lost water supply sources. The County Operations Center, along with the rest of the Chorro Valley government institutions, depend on potable water sourced from Whale Rock Reservoir, Chorro Valley Reservoir, local groundwater, and the State Water Project, each of which has unique drought vulnerabilities. The overall objective of the Plan is to ensure that health and safety water supply needs are met in the event the primary water source (State Water) is unavailable due to drought.</p> <p>How are we doing? Intergovernmental relationships, including lines of communication, understanding of the status of the various water sources and lines of supply, have been established through Chorro Valley Working Group meetings. Infrastructure assessments and mapping (primarily the responsibility of the State and the County Flood Control District) are 95% complete. Potential solutions to water source shortages have been vetted through the Working Group. Next steps are the formalization/documentation of previously developed contingency measures and the development and execution of formal inter-agency agreements necessary to address potential source supply shortages.</p>						
<p>Department Goal: Review and approve applications, maps, and plans for new development projects in a timely manner to ensure compliance with regulatory requirements, enhance customer service, and protect the public's safety.</p> <p>Communitywide Result Link: <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>						
5. Performance Measure: Annual number of improvement plan reviews per Full Time Equivalent (FTE) employee. (This measure is being deleted in FY 2017-18.)						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
88	78	87	95	90	83	Deleted
<p>What: Total number of private improvement plan reviews by the Plan Check Unit divided by the number of FTE employees.</p> <p>Why: Measures staff efficiency in reviewing improvement plans.</p> <p>How are we doing? The projected results show a slight decrease in public improvement plan check efficiency. However, this decrease can be attributed to the large, 65 lot residential subdivision at the Woodlands development in Nipomo. The developer paid for expedited service so their map could record in 2016, in turn requiring a staff member to be assigned to review and approve the project. The increased staff hours to process this single complicated project resulted in the slight decline of efficiency. This performance measure will be deleted in FY 2017-18 because no county or similar agency data is available for comparing our performance.</p>						
6. Performance Measure: Number of weeks to review improvement plans. (This measure is being deleted in FY 2017-18.)						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
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	3.0 weeks	2.4 weeks	Deleted
<p>What: Average time it takes to commence review of private improvement construction plans associated with subdivision development from receipt from engineers.</p> <p>Why: California Government Code §66456.2 requires that subdivision improvement plans be acted upon within 60 working days (12 weeks) of submittal. We have historically adopted a target goal well below the statutory requirement. This measure tracks our goal of providing timely service.</p>						

How are we doing? Staff completes all plan reviews well below the 12-week statutory requirement, and regularly meets or exceeds our targeted goal. A proposed target remains reasonable and no adjustment of staffing and/or assignments is necessary to meet present goals. In future reports, this performance measure will be represented in a new format, as shown in Performance Measure 9, below.

7. Performance Measure: Annual number of survey map reviews per Full Time Equivalent (FTE) employee. (This measure is being deleted in FY 2017-18.)

12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
1,086	1,298	1,780	1,200	1,200	995	Deleted

What: Total number of survey map (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 FTE employees.

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

How are we doing? The projected results show a decrease in map check efficiency, which was anticipated with the hiring and training of our new County Surveyor. The reduction can also be attributed to the renewed activity of the Woodlands development in Nipomo, taking significant staff hours to process this large subdivision's mapping requirements. This performance measure will be deleted in FY 2017-18 because there is no county or similar agency data available for comparing our performance.

8. Performance Measure: Number of weeks to review survey maps. (This measure is being deleted in FY 2017-18.)

12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
1.1 weeks	1.4 weeks	1.2 weeks	1.4 weeks	1.5 weeks	1.2 weeks	Deleted

What: Average time it takes to commence review of survey documents (maps, corner records, records of survey, etc.) after receipt from land surveyors.

Why: California Land Surveyors Act §8773.2 requires corner record to be acted upon within 20 working days (4 weeks) of submittal. We apply this same statutory time limit to all map reviews then establish an adopted target goal below this requirement. This measure accomplishes our goal of providing timely service.

How are we doing? Staff completes all map reviews well below the 4-week statutory requirement, and regularly meets or exceeds our targeted goal of two (2) weeks. Our proposed target goal remains reasonable and no adjustment of staffing is necessary to achieve our goals, especially as our new County Surveyor gains experience. In future reports, this performance measure will be represented in a new format, as shown in Performance Measure 9, below.

9. Performance Measure: Number of plans, maps, permits, and referrals processed, processing time, and client rating of the services we provide.

Performance Measures	12-13 Actuals	13-14 Actuals	14-15 Actuals	15-16 Actuals	16-17 Adopted	16-17 Projected	17-18 Target
No. Maps Processed	495	628	833	761	New Measure	744	700
No. Subdivision Plans Processed	26	46	39	53	New Measure	40	40
No. Building Permits Processed	756	1,240	1,405	1,119	New Measure	1,908	1,300
No. Encroachment Permits Processed	942	1,163	1,283	1,090	New Measure	1,196	1,100
No. Planning Dept. Referrals Processed	146	165	178	188	New Measure	180	170
Total processed:	2,365	3,242	3,728	3,317	N/A	4,068	3,310
Map Processing Time	1.1 wks.	1.4 wks.	1.2 wks.	1.4 wks.	1.5 wks.	1.2 wks.	2.0 (4.0) wks. ¹
Subdivision Plan Processing Time	3.7 wks.	5.4 wks.	2.3 wks.	3.0 wks.	3.0 wks.	2.4 wks.	3.0 (12.0) wks. ²
Building Permit Processing Time	0.6 wks.	1.0 wks.	1.3 wks.	1.0 wks.	New Measure	1.4 wks.	2.0 wks.
Encroachment Permit Processing Time	0.7 wks.	0.7 wks.	0.9 wks.	1.0 wks.	New	0.7 wks.	1.0 wks.

					Measure		
Referral Processing Time	2.4 wks.	1.4 wks.	2.4 wks.	1.4 wks.	New Measure	1.4 wks.	2.0 wks.
Percent of Clients rating our combined services as satisfactory or above	100%	100%	81%	95%	New Measure	95% ³	90%

¹ Goal (Statutory requirement per CA LSA §8773.2).

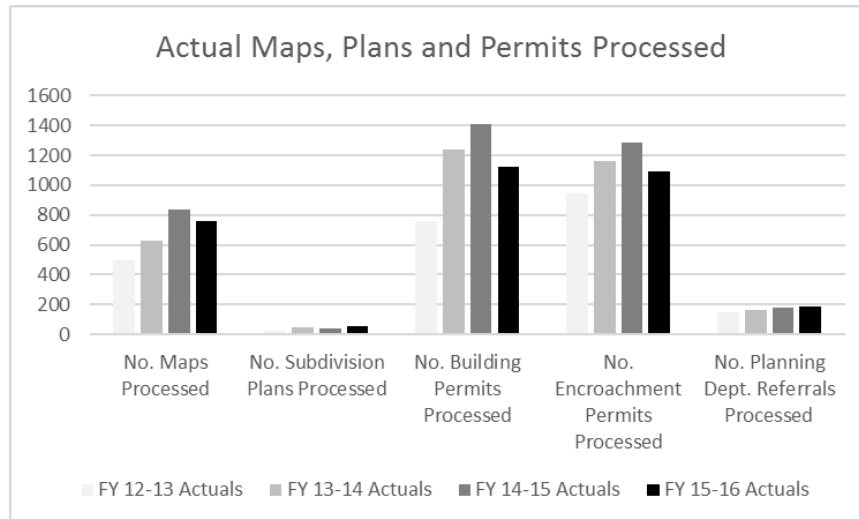
² Goal (Statutory requirement per CA GC §66456.2).

³ Estimation is based on the previous fiscal year's actual results.

What: Development Services provides technical engineering and surveying services to departments, agencies, professional engineers and land surveyors, public utility companies, community services districts, construction contractors, private and corporate developers, and the general public to ensure private development complies with county, state, and federal codes and regulations.

Why: Reviewing private land development maps, plans, and permits for compliance with laws and adherence to industry standard engineering and surveying practices is an essential and necessary function to protect the health and safety of the public. The regulated and prudent development, as outlined in the General Plan, within the County contributes to the financial health of the County and community. Because of the importance of both, Development Services selected performance standards that measure quantity of projects reviewed and the review turn-around time, then compares our services against the expectations of our clients.

How are we doing? Development Services has typically reported on only our subdivision plan and map processing services. For FY 2017-18 we will expand our reporting to include data from other services we provide, including processing building permits, encroachment permits, and new project referrals. Because we have historically collected this data the actual number of maps, plans, permits, and referrals over the previous four years is presented in the following chart to summarize the historic trends.



For the reporting period, Development Services staffing continues to be comprised of two (2) land surveyors, two (2) plan checkers, two (2) permit checkers, one (1) field inspector, and one (1) referral engineer. To achieve the high number of projects processed our staff continuously receives cross-training to ensure staffing resources are readily distributed where needed so our assignments may be processed in a timely manner.

Our project processing efficiency is measured by tracking the amount of time needed to for processing maps, plans, permits, and referrals, in comparison to how our clients perceive the way we provide these services. The following summarizes how we perform:

Although statutory time limits exist for commencing action on specific map and subdivision improvement plan checks, all other services we provide have unconstrained time limits. Therefore, we have set time goals for both statutory and unconstrained services in accordance with the expectations of our clients. In previous fiscal year reporting periods, we did not consistently meet our goals for plan processing and referral processing services. However, our staff is on track to meet or exceed all time goals for fiscal year 2016-17.

Since this survey is only sent annually no mid-year data is available to evaluate. However, we continue to receive positive comments on our map checking, permit processing, and referral processing services; both on timeliness and helpfulness. On the other hand, we have received some concern that our improvement plan turnaround time is not always up to our customer's expectations (but still well under the statutory requirements).

Public Works will continue to focus on performance measures that emphasize providing quality client service in accordance with our mission statement, while continuing our responsibility to promote the public's health and safety.

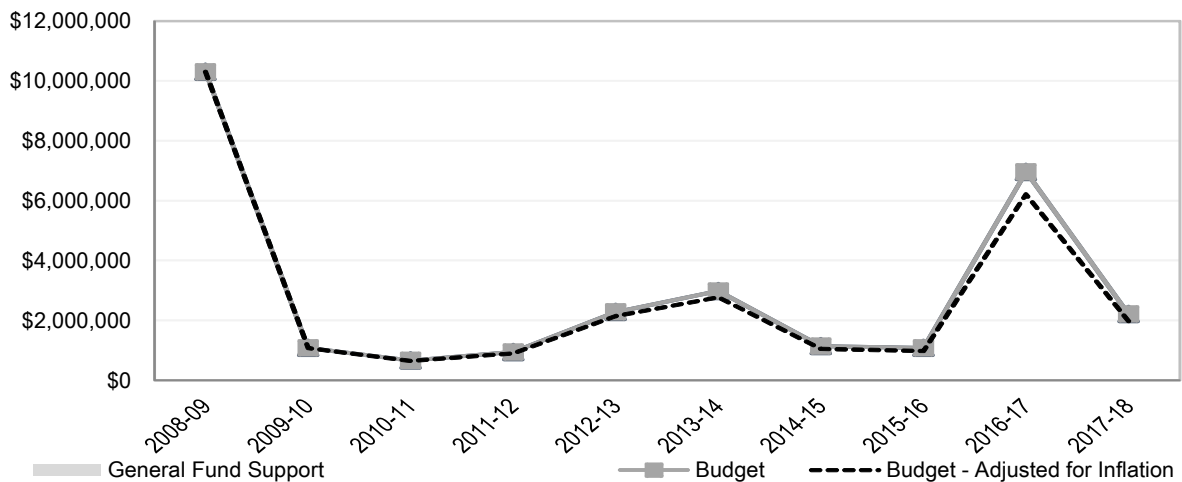
Public Works - Road Impact Fees

Road Impact Fees collects fee revenue from eleven specific areas in the county and allocates funds for future road projects within those areas. Road Impact Fees is a Special Revenue Fund outside the County General Fund and is funded by development impact fees.

BUDGET AT A GLANCE

	FY 2017-18 Recommended	Change from FY 2016-17 Adopted	% Change
Expenditures	\$2,211,967	\$(4,747,270)	(68)%
Revenue	\$2,211,967	\$(4,747,270)	(68)%
General Fund Support	\$0	\$0	0%
Staffing Levels	0.00 FTE	0.00 FTE	0.00 %

Ten Year Budget History



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.

ABOUT THIS BUDGET

This Fund Center is a Special Revenue Fund. Road Impact Fees are collected in 11 specific areas of the county to fund road projects that are needed to address the impact of new development in those areas. These fees are collected as building permits are issued. The fees are accounted for separately for each specific area.

Budgeted expenditures from this fund fluctuate from year to year reflecting the fact that most capital projects are multi-year projects completed in phases with costs varying from phase to phase. Planned expenditures of \$2,211,967 represent 10 projects that are reflected in the

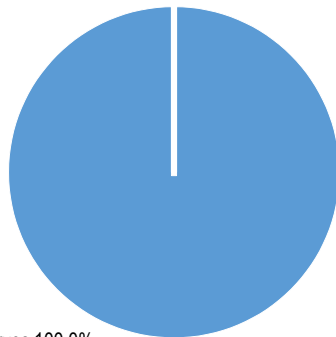
Department's FY 2017-18 recommended budget for Fund Center 245 – Roads and a debt Service Payment to repay debt incurred on the Vineyard Drive project. Proposed projects and debt service payments include:

Project Name	Amount of Fees Allocated
1. Avila Traffic Study	\$25,000
2. Templeton Traffic Study	\$40,000
3. San Miguel Traffic Study	\$5,000
4. Nipomo One Traffic Study	\$5,000
5. Nipomo Two Traffic Study	\$5,000
6. Willow Road Interchange	\$535,657
7. Avila Beach/Hwy 101 Operational Improvements	\$50,000
8. Main Street/Hwy 101 Templeton Operational Improvements	\$750,000
9. Tefft Street/Hwy 101 Operational Improvements	\$200,000
10. Los Berros Road Widening @ Avis Street	\$144,310
Debt Service Pmt Due from Templeton Area for Vineyard Drive	\$452,000
Total Fees Allocated	\$2,211,967

FINANCIAL SUMMARY

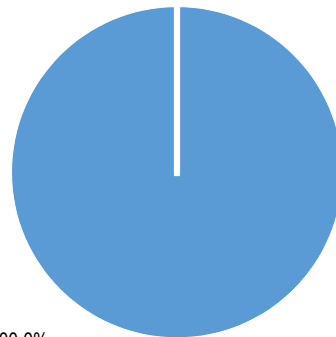
	FY 2016-17 Adopted	FY 2016-17 Estimated	FY 2017-18 Requested	FY 2017-18 Recommended	Change from FY 2016-17
Revenue from Use of Money & Property	\$0	\$60,978	\$0	\$0	\$0
Charges for Current Services	\$0	\$1,919,484	\$0	\$0	\$0
Total Revenue	\$0	\$1,980,462	\$0	\$0	\$0
Fund Balance Available	\$4,197,701	\$4,197,701	\$0	\$0	\$(4,197,701)
Cancelled Reserves	\$2,761,536	\$2,761,536	\$2,211,967	\$2,211,967	\$(549,569)
Total Financing Sources	\$6,959,237	\$8,939,699	\$2,211,967	\$2,211,967	\$(4,747,270)
Transfers-Out	\$2,761,536	\$2,761,536	\$2,211,967	\$2,211,967	\$(549,569)
Gross Expenditures	\$2,761,536	\$2,761,536	\$2,211,967	\$2,211,967	\$(549,569)
New Reserves	\$4,197,701	\$6,178,163	\$0	\$0	\$(4,197,701)
Total Financing Requirements	\$6,959,237	\$8,939,699	\$2,211,967	\$2,211,967	\$(4,747,270)

Source of Funds



Cancelled Reserves 100.0%

Use of Funds



Transfers-Out 100.0%

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Financial Summary

The recommended budget for FY 2017-18 represents a decrease of \$549,569 or 20% compared to FY 2016-17 adopted levels for planned new projects. 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 are used to repay the loaned funds, with interest.

Service Level Impacts

Ten various traffic projects and studies are recommended for funding compared to 16 in FY 2016-17. As project needs are studied and improvements planned, funds are then allocated toward construction of the improvements as transfers to Fund Center 245 – Roads.

Position Allocation List Changes

This fund center does not have a Position Allocation List.

BUDGET AUGMENTATION REQUESTS RECOMMENDED

None requested.

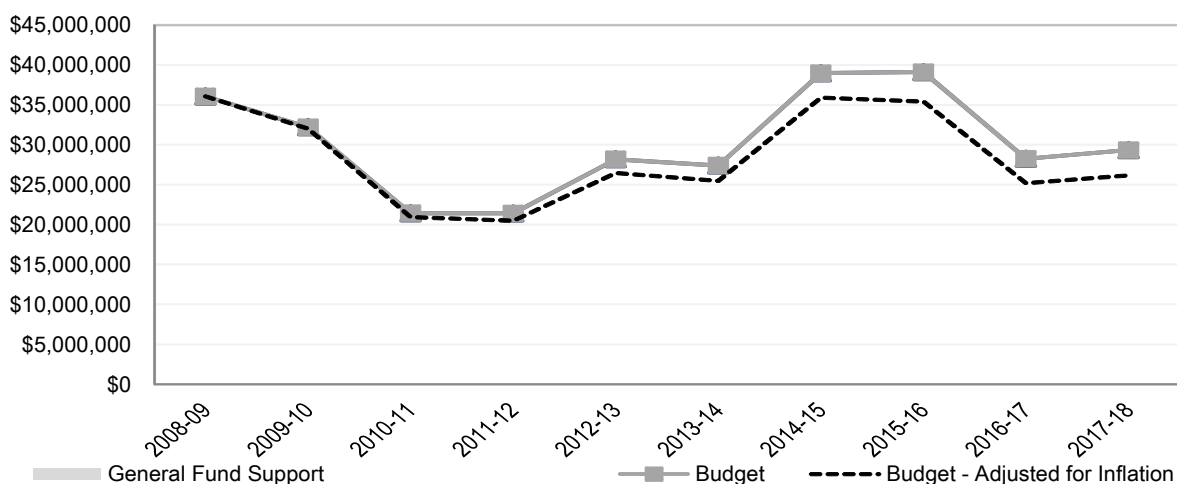
Public Works - Roads

Roads provides for the maintenance and construction of roadways and bridges within the county. Roads is a Special Revenue Fund outside the County General Fund and is funded primarily by State and Federal funds, contributions from the County General Fund, and tax revenue.

BUDGET AT A GLANCE

	FY 2017-18 Recommended	Change from FY 2016-17 Adopted	% Change
Expenditures	\$29,329,532	\$1,083,787	4%
Revenue	\$29,329,532	\$1,083,787	4%
General Fund Support	\$0	\$0	0%
Staffing Levels	0.00 FTE	0.00 FTE	0.00 %

Ten Year Budget History



MISSION STATEMENT

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

ABOUT THIS BUDGET

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

Maintenance related activities include County road crew work to maintain these structures as well as administration of a pavement management program on over 1,330 miles of County Roads and a bridge maintenance program on nearly 200 bridges. Construction related activities include new roads, enhancements to existing roads, road reconstruction, new lights and traffic signals, bridges, pedestrian ways and bike paths, drainage improvements, transportation planning, right of way acquisition, environmental mitigation, encroachment inspections, curb gutter and sidewalk design, and administration.

Following are some of the department's notable accomplishments for FY 2016-17 and some specific objectives for FY 2017-18:

FY 2016-17 Accomplishments

- Completed 60 miles of chip seal and surface treatments on arterial, collector, and local roads to improve pavement preservation with one-time funding from the General Fund.
- Completed five miles of asphalt overlay on arterial roads to improve pavement preservation with one time funding from the General Fund.
- Delivered over \$10 million in capital projects to address safety, capacity and drainage concerns including:
 - Price Canyon Road widening from Route 227 to Ormonde Road
 - Installation of centerline rumble strip on 82 miles of County roads
 - Drainage improvements along Main Street in Templeton
 - Widening of Buckley Road south of San Luis Obispo

FY 2017-18 Objectives

- Chip seal or surface treat approximately 60 miles of roadway to improve pavement preservation.
- Asphalt overlay approximately five miles of high use arterial roadway to improve pavement preservation.
- Complete the Cypress Mountain Road Bridge Replacement.
- Complete the Shandon Pedestrian Bridge.
- Complete the Route 1 at 13th Street drainage improvements in Oceano.
- Install driver feedback warning signs.
- Install new LED streetlights along arterial and collector streets in Los Osos and Nipomo.

SERVICE PROGRAMS

Roads has a total expenditure level of \$29,329,532 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: \$10,590,306

Total Staffing (FTE): *

Roads Maintenance

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

Total Expenditures: \$18,739,226

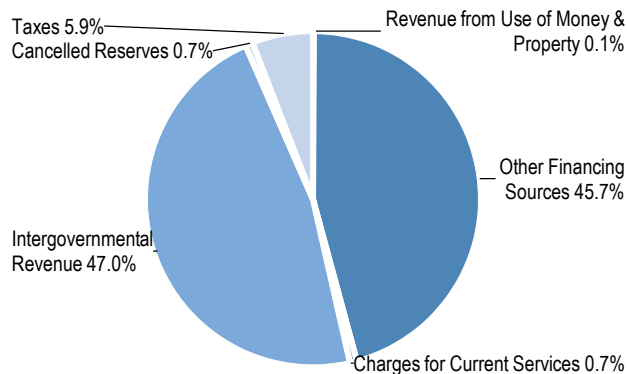
Total Staffing (FTE): *

* Staffing is reflected in Fund Center 405 – Public Works

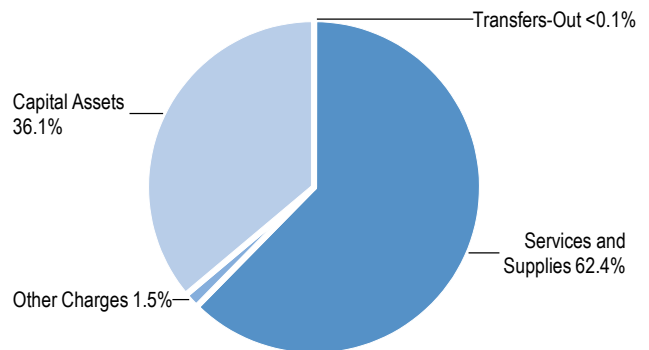
FINANCIAL SUMMARY

	FY 2016-17 Adopted	FY 2016-17 Estimated	FY 2017-18 Requested	FY 2017-18 Recommended	Change from FY 2016-17
Taxes	\$1,655,951	\$1,655,951	\$1,720,801	\$1,720,801	\$64,850
Revenue from Use of Money & Property	\$20,000	\$20,000	\$25,000	\$25,000	\$5,000
Intergovernmental Revenue	\$11,744,500	\$11,776,300	\$13,773,272	\$13,773,272	\$2,028,772
Charges for Current Services	\$170,500	\$172,962	\$195,500	\$195,500	\$25,000
Other Revenues	\$0	\$8,029	\$0	\$0	\$0
Other Financing Sources	\$13,862,948	\$13,862,948	\$10,313,379	\$13,406,074	\$(456,874)
Total Revenue	\$27,453,899	\$27,496,190	\$26,027,952	\$29,120,647	\$1,666,748
Fund Balance Available	\$208,885	\$208,880	\$0	\$0	\$(208,885)
Cancelled Reserves	\$582,961	\$582,961	\$208,885	\$208,885	\$(374,076)
Total Financing Sources	\$28,245,745	\$28,288,031	\$26,236,837	\$29,329,532	\$1,083,787
Services and Supplies	\$18,235,600	\$18,235,600	\$18,288,830	\$18,288,830	\$53,230
Other Charges	\$413,500	\$413,500	\$446,382	\$446,382	\$32,882
Capital Assets	\$9,383,746	\$9,383,746	\$7,497,611	\$10,590,306	\$1,206,560
Transfers-Out	\$4,014	\$4,014	\$4,014	\$4,014	\$0
Gross Expenditures	\$28,036,860	\$28,036,860	\$26,236,837	\$29,329,532	\$1,292,672
New Reserves	\$208,885	\$208,885	\$0	\$0	\$(208,885)
Total Financing Requirements	\$28,245,745	\$28,245,745	\$26,236,837	\$29,329,532	\$1,083,787

Source of Funds



Use of Funds



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 2017-18 of \$7 million, of which, all is supported by the General Fund, the department estimates that the PCI score of 64 currently projected for the end of FY 2016-17 could be maintained through FY 2017-18. For comparison purposes, according to the 2016 California Statewide Local Streets and Roads Needs Assessment Report, the statewide PCI average is 65.

The recommended FY 2017-18 budget for Roads provides for General Fund support in the amount of \$11.6 million. The FY 2016-17 adopted budget included a one-time \$3.4 million allocation for the pavement management program and road maintenance in addition to the ongoing \$8.1 million baseline General Fund contribution. The FY 2017-18 recommended budget includes a one-time General Fund support allocation, of which \$3.1 million will go to the pavement management program and approximately \$400,000 to road maintenance. The General Fund amount will go toward improving countywide road conditions and will not be used for overhead, new positions, or equipment.

The overall Roads budget (both financing sources and expenditures) is recommended to increase by \$1.3 million or 5% compared to FY 2016-17 adopted levels. This includes the General Fund contribution of \$11.6 million, 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 increasing by \$2.0 million or 17%, compared to FY 2016-17 levels.

The Roads budget has budgeted \$10.6 million for fixed asset expense, which represents capital projects work including bridge replacements, traffic signals, drainage improvements, pedestrian improvements, etc. This requested funding represents an increase of \$1.2 million or 13% compare to FY 2016-17, reflecting the fluctuation of available funding for transportation projects.

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

FY 2017-18 Road Fund	
Work Program Statement	
Administration	\$3,635,675
Construction	\$10,590,306
Maintenance	\$14,657,151
Aid to Other Governmental Agencies	-
Acquisition of Equipment	\$446,400
Plant Acquisition	-
Reimbursable Work	-
Cost Transfers and Reimbursements	-
Total	\$29,329,532

Project No.	Project Description	Milestone Completion at 6/30/18	Funding Requirements for 17/18	Previous Years Balance to be Encumbered	New Funding to be Appropriated 17/18
ROADS					
New Road Construction					
300140	South Oakglen Operations Study - Operational Improvements	On Hold	6,478	6,478	0
300129.09.04	Thompson Avenue near Rancho Road - Oak Habitat Mitigation (Willow Road Project)	4th Year Mitigation Complete	944,925	409,268	535,657
300348	Nacimiento Lake Drive at Adelaida Road - Left Turn Lanes	Construction Complete	407,670	407,670	0
300372	Halcyon Road at Route 1, Phase 1 - Intersection Realignment	Field Studies Completed	1,039,392	1,039,392	0
300520	El Camino Real at Santa Clara Road - Left Turn Lane	On Hold	5,179	5,179	0
Total New Road Construction			2,403,644	1,867,987	535,657
Road Reconstruction					

300147	Tefft Street and US 101 - Operational Improvement	60% Plans, Specs, Est	411,935	211,935	200,000
300150	Main Street Interchange, Templeton - Operational Improvements	Project Footprint Defined	1,005,270	255,270	750,000
300273	Small Safety Betterments	N/A	12,723	0	12,723
300321	Los Berros/Thompson Avenue Interchange - Operational Improvements	On Hold	242,224	242,224	0
300364	San Luis Bay Drive Interchange - Operational Improvements	Project Execution Plan Complete	84,414	84,414	0
300384	Los Berros Road at Dale Avenue - Left Turn Lane	On Hold	104,134	104,134	0
300464	Price Canyon Road Phase II - Road Widening	Construction Complete	485,314	485,314	0
300506	Avila Beach Drive Interchange - Operational Improvements	30% Plans, Specs, Est	972,354	922,354	50,000
300521	Nacimiento Lake Drive at Chimney Rock Road - Intersection Realignment	On Hold	23,790	23,790	0
300523	Ontario Road Park-n-Ride Expansion, San Luis Obispo - Facility Expansion	iReady to Advertise Checklist Complete	184,449	184,449	0
300552	Santa Rosa Creek slope stabilization - Slope Failure	30% Plans, Specs, Est	(555)	(555)	0
New	Los Berros at Avis Street - Road Widening	Project Execution Plan Complete	843,100	0	843,100
New	Metal Beam Guardrail Upgrades - Countywide	Project Execution Plan Complete	1,281,412	0	1,281,412
Total Road Reconstruction			5,650,564	2,513,329	3,137,235
New Road Lights, Traffic Signals					
300570	Installation of Dynamic Speed Warning Signs	Construction Complete	438,650	438,650	0

Land Based
Public Works - Roads

300575	Nipomo St at South Bay Boulevard, Los Osos - Traffic Signal	iReady to Advertise Checklist Complete	227,522	227,522	0
New	Intersection Lighting Improvements - Countywide	Project Execution Plan Complete	614,800	0	614,800
Total New Road Lights, Traffic Signals			1,280,972	666,172	614,800
Drainage Improvements					
300465	Highway 1 and 13th Street, Oceano - Drainage Improvements	60% Construction	2,032,905	2,032,905	0
Total Drainage Improvements			2,032,905	2,032,905	0
Pedestrian Ways & Bike Paths					
300485	San Juan Creek Pedestrian Bridge, East Centre Street east of 5th Street - Pedestrian Improvements	Construction Complete	(860)	(860)	0
300526	Front Street between 4th and 19th, Oceano - Community Enhancement/Safety Improvement	Final Environ. Document	29,250	9,250	20,000
300572	Burton Drive, Cambria - Pedestrian Improvements	30% Plans, Specs, Est	72,000	72,000	0
New	ADA Ramp Construction FY 2017-18	Construction Complete	60,000	0	60,000
New	Crosswalk Improvements - Countywide	Project Execution Plan Complete	262,518	0	262,518
Total Pedestrian Ways & Bike Paths			422,908	80,390	342,518
Pavement Management System					
300571	Asphalt Concrete Overlay 2016-17	Construction Complete	4,787,661	4,787,661	0
New	Asphalt Concrete Overlay 2017-18	iReady to Advertise Checklist Complete	5,020,505	0	5,020,505
Total Pavement Management System			9,808,166	4,787,661	5,020,505
Bridges					
300180	Main Street Bridge at Santa Rosa Creek - Bridge Replacement	3rd Year Mitigation Complete	545,829	545,829	0

300382	River Grover Drive at Estrella River - Bridge Rehabilitation	iReady to Advertise Checklist Complete	136,257	136,257	0
300385	Tar Spring Creek Bridge on Branch Mill Road - Bridge Replacement	2nd Year Mitigation Complete	636,821	636,821	0
300387	Geneseo Road at Huerhuero Creek - Bridge Replacement	Acquisitions Complete	588,314	588,314	0
300430	Air Park Drive at Oceano Lagoon - Bridge Replacement	Utilities Notified to Relocate	133,960	133,960	0
300432	Klau Creek Bridge on Cypress Mountain Drive - Bridge Replacement	Construction Complete	2,535,370	2,535,370	0
300434	Huasna Road at Huasna River - Bridge Replacement	On Hold	(329)	(329)	0
300439	El Camino Real at Santa Margarita Creek - Bridge Replacement	Final Environ. Document	365,676	115,676	250,000
300452	Lopez Drive Bridge No. 2 at Lake Lopez - Bridge Seismic Retrofit	60% Plans, Specs, Est	856,651	856,651	0
300455	South Bay Boulevard Bridge over Los Osos Creek - Bridge Replacement	Draft Environ. Document	477,829	93,238	384,591
300456	Avila Beach Drive at San Luis Obispo Creek - Bridge Seismic Retrofit	Permits Received	156,140	71,140	85,000
300514	Dover Canyon Road at Jack Creek - Bridge Replacement	60% Plans, Specs, Est	738,157	538,157	200,000
300556	Jack Creek Road at Paso Robles Creek - Bridge Replacement	30% Plans, Specs, Est	1,002,454	982,454	20,000
300557	Toro Creek Road at Toro Creek - Bridge Replacement	30% Plans, Specs, Est	460,055	460,055	0
Total Bridges			8,633,184	7,693,593	939,591
TOTAL ROADS			30,232,343	19,642,037	10,590,306

Service Level Impacts

To the degree that activity in this budget fluctuates according to funding and expenditures for multi-year projects, FY 2017-18 includes a service level increase in construction activity, partially as a result of the significant General Fund contribution amount.

Position Allocation List Changes

This fund center does not have a Position Allocation List. Staffing for the activities in this fund center are included in Fund Center 405 – Public Works.

BUDGET AUGMENTATION REQUESTS RECOMMENDED

None requested.

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.						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
60	61	61	65	63	64	62
<p>What: Pavement Condition Index (PCI, also called Pavement Condition Rating) is a numerical index between 0 and 100 which is used to indicate the general condition of a pavement system. A PCI of 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 2016 the Public Works Department reviewed the 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 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>Based on the \$11.2M pavement management effort done under FY 2015-16, our field inventory conducted in the Summer of 2016 shows our 1,000 mile paved roadway system at the Board adopted target of 65.</p> <p>For FY 2016-17, pavement management work included four pavement contracts. This was made possible by one-time supplemental funding of \$3.0M, in addition to status quo funding of \$4.0M, for a total budget of \$7.0M. Two contracts will provide overlay on eight miles of road countywide. Two other contracts will provide surface treatments to about sixty miles of road throughout the County. At fiscal year end, the projected average PCI for FY 2016-17 per road category shows our Arterials at 75, Collector roads at 63, and Local roads at 63. The overall system wide PCI is projected to improve to 64, just below the Board adopted goal of 65.</p> <p>Based on a "status quo" FY 2017-18 pavement management budget of \$4.0 million, Public Works expects to complete surface treatment on at least sixty miles and overlay about six miles. This assumes continuing with the strategy described in our 2015 Pavement Management Report and directing our overlay efforts to the heavily used collectors. The status quo funding amount is less than what is needed to keep up with pavement maintenance. Therefore, the overall system wide PCI is anticipated to decline to 62 by the end of FY 2017-18.</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. (This measure is being deleted in FY 2017-18.)						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
22	22	20	22	22	23	Deleted
<p>What: Five-year average of the number of collisions per 100 million vehicles entering a non-signalized intersection.</p> <p>Why: To determine if this component of the road system is maintaining its expected safety level. To review possible safety problem areas if the measure exceeds expectations and determine which improvements are warranted.</p>						

How are we doing? The collision rate at non-signalized intersections has remained steady over the past four years. Public Works monitors approximately 150 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 FY 2016-17 rate is expected to be equal or slightly higher than the FY 2015-16 rate.

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.

In FY 2017-18, this measure will be deleted and replaced with one countywide measure of collision rates.

3. Performance Measure: Collisions per 100 million entering vehicles at signalized intersections. (This measure is being deleted in FY 2017-18.)

12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
28	31	34	38	30	36	Deleted

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 2015-16 over previous years. During FY 2015-16, Public Works began updating the signal timing at signalized intersections for compliance with current standards. With timing changes, the collision rate is expected to decrease to previous levels. The FY2015-16 rate was equal to the statewide average of 38 per 100 million vehicles entering the intersection. The FY2016-17 rate is expected to be lower.

Traffic signals were completed in June 2016 on Willow Road at Pomeroy Road; and on Thompson Road at Titan Way (Nipomo High School) in the community of Nipomo. To date, no collisions have been reported at Thompson Road and Titan Way since the signal was installed. One collision has been reported at Pomeroy Road and Willow Road.

In FY 2017-18, this measure will be deleted and replaced with one countywide measure of collision rates.

4. Performance Measure: Collisions per 100 million miles on rural roads. (This measure is being deleted in FY 2017-18.)

12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
148	145	104	115	125	115	Deleted

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 and was updated again in FY 2015-16 to reduce the roadway analysis sections to 3 miles or less. The collision rate continues to be below the statewide average of 138 per 100 million vehicle miles traveled. The FY 2016-17 rate is expected to be the same or slightly lower based on the completion of approximately 80 miles of roadway centerline.

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, Marking Audits and also determine if additional maintenance or larger capital improvements to pave roads are recommended.

In FY 2017-18, this measure will be deleted and replaced with one countywide measure of collision rates.

5. Performance Measure: Collisions per 100 million miles on suburban roads. (This measure is being deleted in FY 2017-18.)

12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
172	159	156	154	172	156	Deleted

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 211 per 100 million vehicle miles traveled. The collision rate is expected to be the same or slightly higher in FY 2016-17 based on the reported collisions to date.

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.

This measure is being deleted and replaced with a simpler and easier to understand measure based on age of asset.

6. Performance Measure: Total reported traffic collisions per 100 million vehicle miles traveled

12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
New Measure	New Measure	New Measure	New Measure	New Measure	New Measure	138

What: Five-year average of the total number of Traffic Collisions for County maintained roadways divided by 100 million vehicle miles traveled by motorists on San Luis Obispo County Roadways. Vehicle Miles Traveled are based on the 2014 Caltrans Highway Performance Measures.

Why: To determine if the road system is maintaining its expected safety level. To review possible safety problem areas if the measure exceeds expectations. To determine how we compare to national averages.

How are we doing? The average number of collisions per year has been steadily decreasing since 2008. During FY 2015-16, the average number of collisions reached 1999-2000 levels. In 2014 (most recent data available) the National Highway Traffic Safety Administration indicated that there were 200 collisions per 100 million vehicle miles traveled nationwide. The County rate is 30% below the national average. The Office of Traffic Safety provides benchmark data for comparison of County rate.

Public Works continues to apply for and be successful in receiving California Highway Safety Improvement Program (HSIP) grant funding for safety improvements. Center line rumble strips and roadway widening on River Road and Buckley Road were completed in 2016 with HSIP funding. Price Canyon Road shoulder widening is also under construction. Shoulder widening improvements are expensive and development of these projects has decreased and will continue to decrease due to lack of funding. Public Works has begun reviewing signal timing at all 20 traffic signal locations and continues to work toward low cost signing and striping improvements. It may be difficult to achieve a continued reduction without additional funding for safety improvements. Public Works is targeting a 2% reduction per year in the overall collision rate. This reduction target is consistent with State and Federal guidance for performance measures.

7. Performance Measure: Total fatal collisions per 100 million vehicle miles traveled.

12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
New Measure	New Measure	New Measure	New Measure	New Measure	New Measure	1.83

What: Five-year average of the total number of fatal Traffic Collision Reports received for County maintained roadways divided by 100 million vehicle miles (MVM) traveled on County Roadways. Vehicle miles traveled are based on the 2014 Caltrans Highway Performance Measures.

Why: To determine if the road system is maintaining its expected safety level. To review possible safety problem areas if the measure exceeds expectations. To determine how we compare to national averages.

How are we doing? The average number of fatal collisions per year has fluctuated over the past 15 years. During FY 2015-16, the fatal collisions rose slightly. San Luis Obispo County is performing approximately 14% better than the National Rural Roadway Average of 2.17 Fatal Collision/MVM as averaged in the 2015 California Office of Traffic Safety Annual Performance Report.

Fatal collisions are occurring mostly on high speed rural roads with lack of paved shoulders. The Caltrans Highway Safety Improvement Program (HSIP) grant application was revised to focus improvements on fatal and severe injury collision locations. The program was also revised to focus on lower cost systematic improvements rather than costly spot shoulder widening improvements. Recently center line rumble strips were installed on approximately 80 miles of roadway and 20 curve warning vehicle feedback speed signs are currently being developed using HSIP funding. It will be important to focus on lower cost signage and striping improvements due to reduced state funding. Public Works will be evaluating curve warning signs countywide and will continue to apply for available grant funding.

8. Performance Measure: Percentage of bridges with a State-assigned sufficiency rating over 50. (This measure is being deleted in FY 2017-18.)

12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
93%	93%	95%	93%	96%	96%	Deleted

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, while the remaining two bridges are programmed for bridge rehabilitation in future 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.

In FY 2017-18 this measure will be deleted as result of Federal changes in the method used to determine a bridge's sufficiency rating. This will be replaced with a simpler and easier to understand measure.

9. Performance Measure: Average age of bridges within the County.

12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
New Measure	New Measure	New Measure	New Measure	New Measure	New Measure	50.3 years

What: The average age of County owned bridges over 20 feet in length. Bridges less than 20 feet serve rural areas, are not on the National Bridge Inventory and the age of the bridge is unknown.

Why: To monitor the health of the County's bridge inventory, and the ability of the County to effectively use and prioritize bridge improvement funds.

How are we doing? The San Luis Obispo County's bridge program includes bridge replacements, seismic retrofits, historic bridge preservation, and maintenance and rehabilitation.

- * San Luis Obispo County owns and operates a total of 187 roadway bridges.
- * 136 of these County bridges are inspected and rated by Caltrans every 2 or 4 years depending on bridge condition.
- * 51 of these County bridges are inspected and rated by County staff every 4 to 5 years depending on bridge condition.
- * Eighteen weight-limited bridges are identified in the "2014 Bridge Maintenance Program".

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. The County's bridges not only carry trucks and cars, but also carry pedestrians, bicyclists, water mains, gas lines, communications lines, and other utilities. The bridge program delivers one or more major bridge projects each year to keep the bridge inventory safely in service. Bridge projects are mainly selected based on safety concerns, but the project focus includes overall improvement in the level of service, aesthetic improvements, long-term reduced maintenance, reduced flooding, and many other factors.

Currently the average age of a County owned bridge is 50.3 years old. The average age of a bridge in California is 46 years old as of 2012. A bridge's age is a good indicator of its overall condition. Bridges nationwide are designed for a 75-year service life. The life expectancy can be increased with preventive maintenance and appropriate retrofits, which the department has pursued.

Five bridges scheduled for replacement or rehabilitation in the next five years are:

- 1) Cypress Mountain Road at Klau Creek near Adelaida, (built 1953)
- 2) Air Park Drive at Oceano Lagoon, (built 1940)
- 3) River Grove Drive at Estrella River, Whitley Gardens area, (built 1910)
- 4) El Camino Real at Santa Margarita Creek, (built 1937)
- 5) Dover Canyon Road at Jack Creek, near Templeton, (built 1920)

Upcoming seismic rehabilitation projects (with estimated construction dates) include:

- 1) Avila Beach Drive at San Luis Obispo Creek – Seismic Retrofit (2018)
- 2) South Bay Boulevard at Los Osos Creek – Bridge Replacement (2022)
- 3) Lopez Drive at Lopez Lake -- Seismic Retrofit (2022)

Public Works will continue tracking the number of bridges within the County maintained system with weight limitations. It is a reasonable expectation by most road users that each bridge can 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. Currently the number of weight restricted bridges is 14, an overall improvement since the 2014 Bridge Maintenance Program was implemented.

10. Performance Measure: Road Maintenance staff completion rate of corrective maintenance notifications within eight weeks of being notified of the repair request.

12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
New Measure	New Measure	New Measure	New Measure	New Measure	New Measure	90%

What: The percentage of corrective maintenance (CM) work orders completed within the expected eight-week time frame for the fiscal year. The average number of CM work orders per fiscal year is approximately 3,595.

Why: Road Maintenance requests are varied in scope and priority with some being urgent and attended to within 24 hours or less and others postponed until a crew is in the area. Overall, timely completion of routine maintenance work orders helps ensure that road requests are addressed efficiently, and that minor issues do not escalate to major issues. Routine maintenance is usually scheduled 4-6 weeks in advance. New routine/non-emergency notifications are added to the end of the scheduled maintenance work. Approximately 5-10% of requests may require work during certain windows of time. This time constraint infers that 90% completion inside of 8 weeks is a reasonable target.

How are we doing? This is a new performance measure. The number of CM work orders varies year to year due to factors outside of our control, such as weather, funding, and environmental protection requirements. Road Maintenance staff completed over 3,500 CM work orders in FY 2015-16. This equated to approximately \$6 million in repairs and maintenance for County-maintained roads.

Public Protection

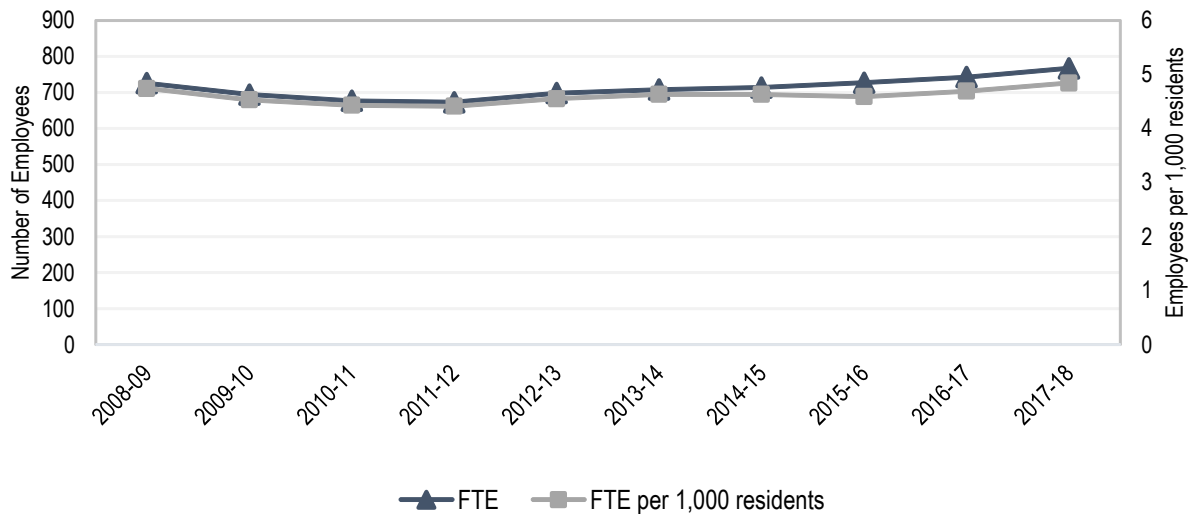
The Public Protection Service Group includes those budgets that provide for public safety, law enforcement, criminal justice administration, emergency preparedness, community supervision, and offender rehabilitation services.

Budgets in the Public Protection Service Group include: Administrative Office - Emergency Services, Child Support Services, County Fire, Court Operations, District Attorney, Grand Jury, Health Agency - Animal Services, Probation, Public Defender, Public Works - Waste Management, Sheriff-Coroner.

SERVICE GROUP BUDGET AT A GLANCE

	FY 2017-18 Recommended	Change from FY 2016-17 Adopted	% Change
Expenditures	\$154,903,595	\$6,132,876	4%
Revenue	\$67,334,225	\$1,683,286	3%
General Fund Support	\$87,569,370	\$4,449,590	5%
Staffing Level	758.00 FTE	15.50 FTE	2%

Ten Year Staffing History



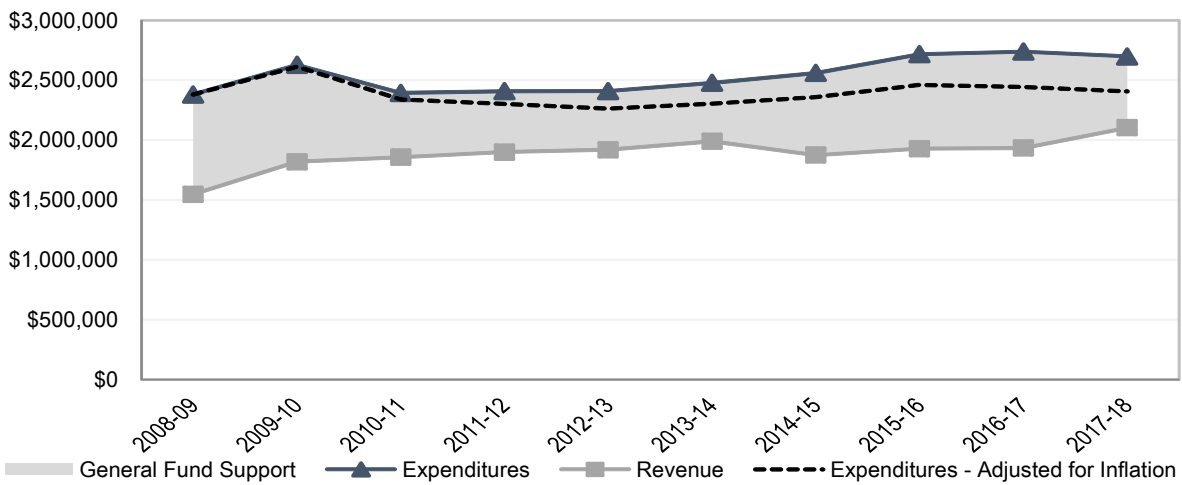
Health Agency - Animal Services

Animal Services provides animal care and control services for the entire county, and operates the County's Animal Shelter.

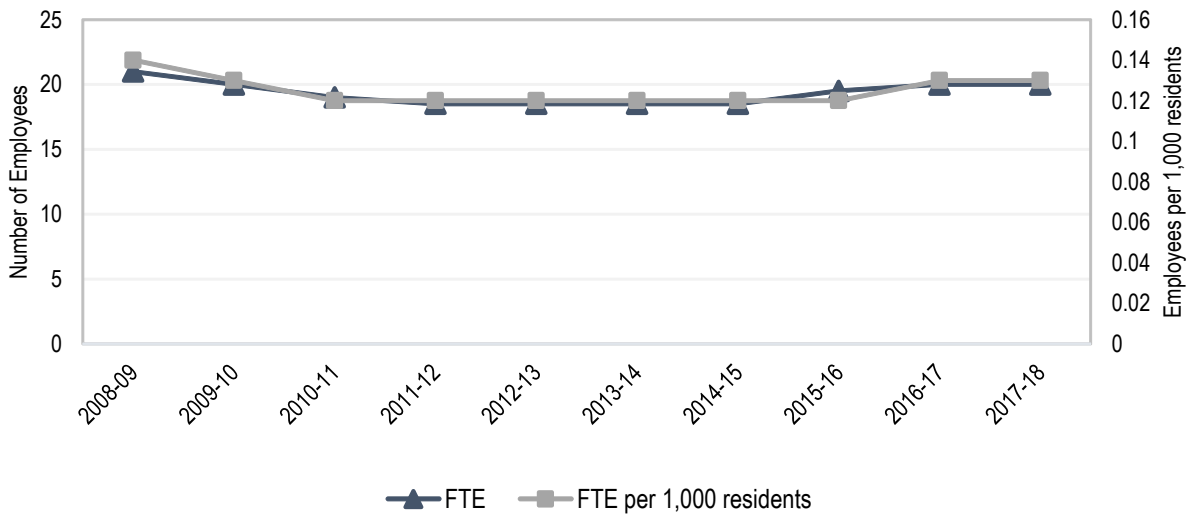
BUDGET AT A GLANCE

	FY 2017-18 Recommended	Change from FY 2016-17 Adopted	% Change
Expenditures	\$2,697,767	\$(40,479)	(1)%
Revenue	\$2,102,714	\$169,283	9%
General Fund Support	\$595,053	\$(209,762)	(26)%
Staffing Levels	20.00 FTE	0.00 FTE	0.00 %

Ten Year Budget History



Ten Year Staffing History



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.

ABOUT THIS BUDGET

The Animal Services division of the Health Agency 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.

Animal Services operations for FY 2016-17 were significantly defined by a number of complex and consequential investigations and field services responses. In particular, an animal welfare and hoarding investigation at the beginning of the year resulted in the seizure of 46 large breed dogs, many with medical and behavioral concerns. Managing this sudden and prolonged influx of animals, while still maintaining normal shelter operations, required significant logistical and personnel adaptations.

Accommodation of these seizure related impacts was further complicated by significant shortages in paid staffing, as well as Honor Farm labor assigned to provide basic animal care functions such as daily feeding and kennel cleaning. While paid personnel vacancies have been filled during the course of the year, periodic and significant fluctuations in the availability of Honor Farm labor are anticipated to present continued challenges to the division's shelter operations into FY 2017-18.

The initial design phase for the new animal shelter facility is underway. In February 2017, a contract was approved with a Master Architect and Construction Manager. Additionally, a Memorandum of Understanding was approved by all seven local cities and the County for the allocation of construction and financing costs for the shelter. The division will continue to work with Public Works in FY 2017-18 as the project progresses in the design and development phase, and construction is anticipated to begin in 2018.

Following are some of the department's notable accomplishments for FY 2016-17 and some specific objectives for FY 2017-18:

FY 2016-17 Accomplishments

- Successfully managed a large scale animal seizure of 46 dogs requiring significant logistic coordination, prolonged expansion of kenneling capacities, and the care of multiple animals with special medical and handling needs.
- Maintained a high live animal outcome rate (93%) and success in achieving humane placements for sheltered animals.
- Worked with Public Works staff to complete preplanning of a new shelter facility, including contracting with a Master Architect and Construction Manager for initial design of the project.

FY 2017-18 Objectives

- Maintain a live animal outcome rate of above 90%.

- Facilitate collaborative review of county-wide animal care and control ordinances with local cities, with the objective of establishing conformity between jurisdictions.
- Review and update currently incomplete permit standards for commercial animal kennels and pet shops by the end of the fiscal year.
- Continue collaborative work with Public Works staff and representatives of service contract cities to facilitate continued progression toward construction of new Animal Services shelter facility.

SERVICE PROGRAMS

Animal Services has a total expenditure level of \$2,697,767 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 response programs having an animal health nexus; and provide dispatch support to field personnel.

Total Expenditures: \$1,362,001
Total Staffing (FTE): 11.60

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: \$21,023
Total Staffing (FTE): 0.20

Shelter Operations

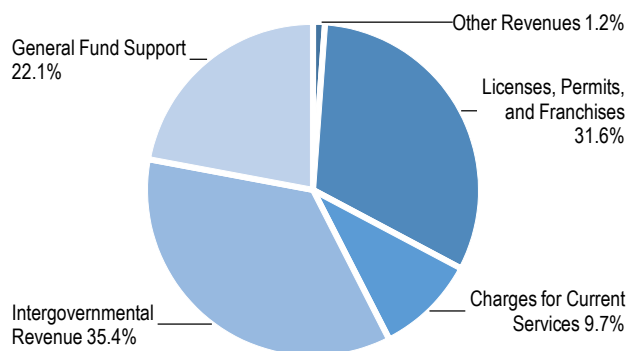
Receive and intake stray and owner-surrendered animals; process and manage lost and found reports; provide and maintain animal housing and care; provide basic medical and grooming needs for sheltered animals; evaluate and process animals for adoption availability; coordinate alternative placement for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

Total Expenditures: \$1,314,743
Total Staffing (FTE): 8.20

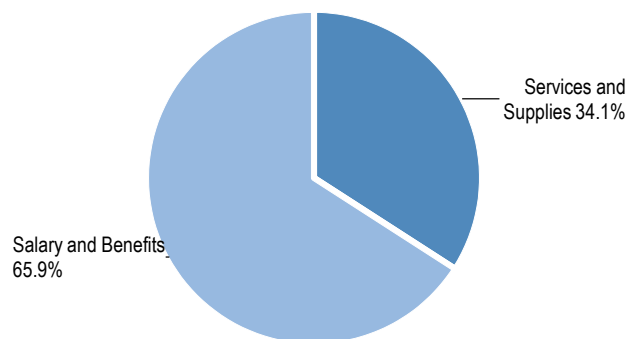
FINANCIAL SUMMARY

	FY 2016-17 Adopted	FY 2016-17 Estimated	FY 2017-18 Requested	FY 2017-18 Recommended	Change from FY 2016-17
Licenses, Permits, and Franchises	\$802,080	\$839,937	\$852,581	\$852,581	\$50,501
Intergovernmental Revenue	\$859,706	\$859,706	\$956,647	\$956,647	\$96,941
Charges for Current Services	\$242,525	\$276,587	\$262,408	\$262,408	\$19,883
Other Revenues	\$29,120	\$48,919	\$31,078	\$31,078	\$1,958
Total Revenue	\$1,933,431	\$2,025,149	\$2,102,714	\$2,102,714	\$169,283
Salary and Benefits	\$1,827,653	\$1,582,089	\$1,777,913	\$1,777,913	\$(49,740)
Services and Supplies	\$910,593	\$951,822	\$925,070	\$919,854	\$9,261
Gross Expenditures	\$2,738,246	\$2,533,911	\$2,702,983	\$2,697,767	\$(40,479)
General Fund Support	\$804,815	\$508,763	\$600,269	\$595,053	\$(209,762)

Source of Funds



Use of Funds



COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Financial Summary

General Fund support for Animal Services is recommended to decrease \$209,762 or 26% compared to FY 2016-17 adopted levels. Revenues are recommended to increase \$169,283 or 9% and expenditures are recommended to decrease \$40,479 or less than 2% compared to FY 2016-17 adopted levels.

Revenue from the cities related to contracts for services is recommended to increase \$96,941 or 11%, based on a service based model that allocates cost based on field services provided, licensing, and shelter costs for animals originating from city jurisdictions. Animal licenses revenue is increasing \$47,019 or 6% based on increased compliance for purchasing new and renewal licenses for dogs, based on prior year averages. Additionally, starting in FY 2017-18, transfer licenses will only be granted when more than half of the time remains on a current license. Animal placement (shelter adoption services) revenue is increasing \$9,977 or 7% based

on prior year averages. Boarding fee revenue for stray animals is increasing \$7,136 or 13% based on an increase in owner redemptions and an increase in collections from balances owed. Revenue from other sources are decreasing by smaller dollar amounts.

The decrease in expenditures is largely driven by a \$49,470 or 3% decrease in salaries and benefits. Animal Services hired several new Animal Control Officers at pay steps lower than previously filled. Services and supplies expenditures are relatively flat, increasing in total by 1%.

Service Level Impacts

This fund center's budget provides funds to continue operating its programs in FY 2017-18, with no service level impacts.

Position Allocation List Changes

The recommended Position Allocation List (PAL) is unchanged compared the FY 2016-17 adopted PAL.

BUDGET AUGMENTATION REQUESTS RECOMMENDED

None requested.

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.						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
22 minutes	18 minutes	17 minutes	12 minutes	19 minutes	19 minutes	18 minutes
<p>What: This measure tracks the average amount of time, in minutes, elapsed between a priority service call being dispatched to an officer and their arrival on scene. Priority calls are defined as those involving immediate danger or risk to a person, immediate risk or suffering of an animal, and other calls of a general urgency such as assistance requests from other public safety agencies.</p> <p>Projected values are based upon actual data for priority calls during the preceding 12 month interval (October through September). Targeted values are calculated based upon an average of actual results from the previous three fiscal years as well as an assessment of reasonable expectations based upon allocated field staffing levels and service area geography.</p> <p>Why: Animal Services' average response time to priority service calls is a direct measurement of our ability to promptly address critical situations in which animals present a threat to the public safety or in which domestic animals are in immediate need of assistance.</p> <p>How are we doing? The average response time for FY 2016-17 is on target to meet the adopted average of 19 minutes. Over a substantial portion of the preceding 12 month period, Animal Services experienced multiple vacancies in field personnel positions. Despite the limited availability of response personnel, the Division remains committed to providing prompt responses for the highest priority calls.</p> <p>Correlated comparison data from other jurisdictions is not available for this performance measure.</p>						
2. Performance Measure: Percentage of countywide dog population that is licensed.						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
37%	39%	39%	38%	39%	40%	40%
<p>What: This measure compares the actual number of licensed dogs in the County of San Luis Obispo to the total dog population as estimated using US Census data and the American Veterinary Medical Association (AVMA) pet ownership calculator (https://www.avma.org/KB/Resources/Statistics/Pages/US-pet-ownership-calculator.aspx?PF=1).</p> <p>Projected values are based upon actual data during the preceding 12 month interval (October through September). Targeted values are calculated based upon an average of actual results from the previous three fiscal years, as well as an assessment of current capacity for expanding licensing compliance.</p> <p>Why: Dog licensing is required by ordinance, protects the public by ensuring all licensed dogs are vaccinated for rabies, and helps reunite animals with their owners when lost. Revenue generated through licensing fees also helps offset costs incurred by the County and contracting cities as a result of having to provide services related to community-wide impacts of pet ownership.</p> <p>How are we doing? The percentage of dogs licensed as of November 1, 2016 compared to the calculated total dog population for the County was 40% (25,159/63,207), slightly exceeding the adopted target. Animal Services anticipates continued success in maintaining this licensing compliance rate and projects FY 2017-18 licensing rates will remain relatively consistent with the current and previous year levels.</p> <p>Based upon information published in the 2015 California Local Rabies Control Activities Report, this compliance rate exceeds that of several comparable communities (Contra Costa – 28%, Santa Barbara – 33%, Santa Clara – 16%, Ventura – 45%, Kern – 17%, and Monterey – 13%).</p>						

3. Performance Measure: Live animal outcome rate.						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
80%	89%	91%	93%	90%	93%	93%
<p>What: The percentage of animals discharged from Animal Services' shelter alive. The Live Animal Outcome Rate (LAOR) 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 (e.g. Euthanasia, escapes, or died in kennel).</p> <p>Projected values are based upon actual data during the preceding 12 month interval (October through September). Targeted values are calculated based upon an average of actual results from the previous three fiscal years, as well as an assessment of opportunities for continued improvement.</p> <p>Why: This measure reflects Animal Services' success in achieving a humane outcome for impounded animals through reunification of lost pets with their owners and in placing adoptable animals into new homes.</p> <p>How are we doing? Based upon data from the preceding 12 month interval, Animal Services is projecting a LAOR for FY 2016-17 of 93% (3,034 live outcomes versus a total of 3,271 total outcomes). More specifically, the LAOR for dogs during the same period was 93% (1,555 live versus 1,674 total outcomes) and cats 92% (1,292 live versus 1,398 total outcomes).</p> <p>This calculation takes into consideration those animals brought to the shelter with serious injuries or medical conditions as well as those with significant aggression and similar behavioral concerns. Animal Services' <i>Shelter, Neuter, Return</i> program, an active reporting and matching process for lost and found animals, and similar proactive programs have been a key to achieving this success rate. Through a continued commitment to these efforts, Animal Services expects to maintain an equally high LAOR in FY 2017-18. The Division's LAOR of 93% represents a high degree of success in achieving a positive outcome for impounded and sheltered animals, particularly in comparison to comparable and neighboring counties as calculated from data published in the 2015 California Local Rabies Control Activities Report (Contra Costa – 67%, Santa Barbara – 77%, Santa Clara – 67%, Ventura – 90%, Kern – 41%, and Monterey – 45%).</p>						
4. Performance Measure: Percentage of customer survey respondents who rated their overall contact and exposure to Animal Services as "satisfactory", "above satisfactory" or "excellent."						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
96%	96%	Data Not Available	81%	100%	85%	100%
<p>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".</p> <p>Projected values are based upon actual data during the preceding 12 month interval (October through September).</p> <p>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.</p> <p>How are we doing? Animal Services is projecting an 85% satisfaction rate for FY 2016-17 based on a total of 600 surveys sent during the first and second quarter with a response rate of 6% (37). Of those, 30 respondents rated their experience with Animal Services as satisfactory or above while only four respondents rated their experience as less than satisfactory, and three either did not answer or chose a neutral response.</p> <p>While these surveys generate a relatively low response rate, Animal Services looks to the feedback received for opportunities to improve the service provided. Although a 100% satisfaction rate may not be realistically achievable, this target aligns consistently with the Division's effort to remain responsive to community needs. Alternative survey methodologies that may generate a higher response rate are being evaluated.</p> <p>Correlated comparison data from other jurisdictions is not available for this performance measure.</p>						

5. Performance Measure: Kennel operation expenditures per animal kennel day.						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
\$10.63	\$13.67	\$11.16	\$13.75	\$19.97	\$21.97	\$21.31
<p>What: This measure tracks the total kennel operation costs divided by the number of animal kennel days (the cumulative number of days sheltered and impounded animals spent in Animal Services kennels) during a given period. Prior to FY 2016-17, kennel costs reported excluded indirect expenses such as staff salaries and supplies for kennel related clerical functions. In order to most accurately and completely reflect the true cost associated with kennel operations and management, Animal Services has updated the calculation methodology for this performance measure to include those indirect kennel costs. This is reflected starting in the FY 2016-17 adopted target. This increase does not necessarily reflect an expected increase in the actual cost of operations, but rather results from the inclusion of all kennel related expenses.</p> <p>Why: Monitoring and promotion of cost effective kenneling functions encourages responsible fiscal management of shelter operations.</p> <p>How are we doing? The FY 2016-17 projected kennel operation expenditures per animal kennel day is \$21.97. This is based on projected expenditures totaling \$1,236,532, which is \$29,648 below the budgeted amount of \$1,266,000, and day stays projected at 56,284 compared to the previous projection of 63,380 (a decrease of 7,096). During the first quarter of FY 2016-17, Animal Services seized and sheltered a significant number of dogs in conjunction with an animal welfare investigation. Accommodating this intake required a quick and significant expansion of the Division's normal kenneling capacity. Costs associated with the establishment of temporary kennel facilities, necessary medical care, and similar expenses were approximately \$70,000. These unanticipated kennel expenses are projected to contribute to an increase in average per day kennel costs above targeted levels for FY 2016-17. The FY 2017-18 target is based on increases in salaries and benefits and services and supplies.</p> <p>Correlated comparison data from other jurisdictions is not available for this performance measure.</p>						

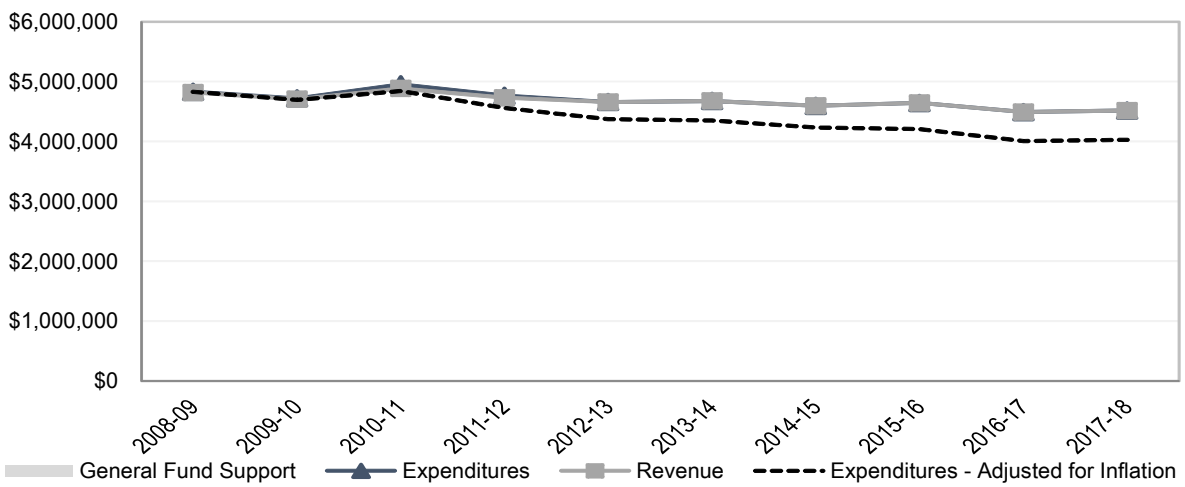
Child Support Services

Child Support Services provides for the establishment and enforcement of child support.

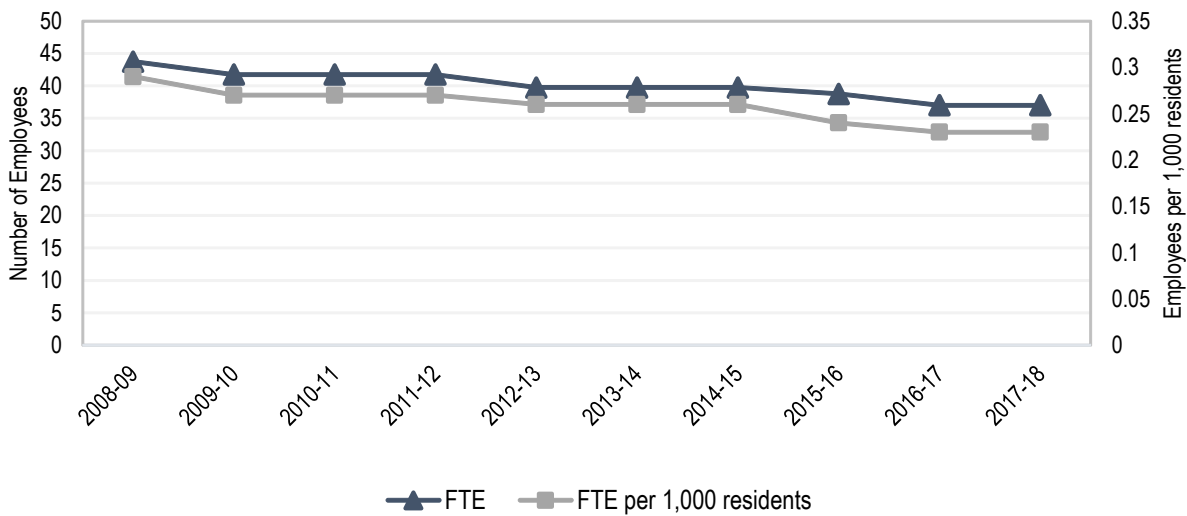
BUDGET AT A GLANCE

	FY 2017-18 Recommended	Change from FY 2016-17 Adopted	% Change
Expenditures	\$4,517,094	\$26,532	1%
Revenue	\$4,517,094	\$26,532	1%
General Fund Support	\$(0)	\$(0)	0%
Staffing Levels	37.00 FTE	0.00 FTE	0.00 %

Ten Year Budget History



Ten Year Staffing History



MISSION STATEMENT

Your Children, Our Priority - Improving quality of life and creating opportunities for children through establishing and enforcing child support.

ABOUT THIS BUDGET

The primary function of Child Support Services is to ensure that children receive the support to which they are entitled. The department establishes paternity and court orders for child and medical support, and enforces court orders by collecting support from non-custodial parents. We primarily deal with civil legal matters involving child support establishment and enforcement functions. The department believe 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 the program efficiently and effectively. Both parents are encouraged 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 2017-18 are to operate more efficiently and effectively, while engaging customers and measuring workload and performance under the current State allocation as the cost of doing business continues to increase.

Following are some of the department's notable accomplishments for FY 2016-17 and some specific objectives for FY 2017-18:

FY 2016-17 Accomplishments

- Established court orders for child and medical support for 3,775 of 3,912 cases or 96.5% 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 \$11,194,535 or 79% of all current child support owed. Support is primarily used for basic needs of food, clothing and shelter. Basic needs are essential for creating healthier and successful families and community.
- Collected past due child support for 3,188 of 3,912 cases or 81.5% of cases in which past due support was owed.
- Finalized the department's five-year Strategic Plan to establish guiding principles from both the State and the County
- Updated department vision and mission statement to support current rebranding throughout the County.

FY 2017-18 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 79% of all current child support owed, so that children receive the support that they are entitled to.

- Collect past due child support for 82% 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.
- Personalize services that meet the needs of the department's customers to deliver excellent and consistent service.

SERVICE PROGRAMS

Child Support Services has a total expenditure level of \$4,517,094 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.

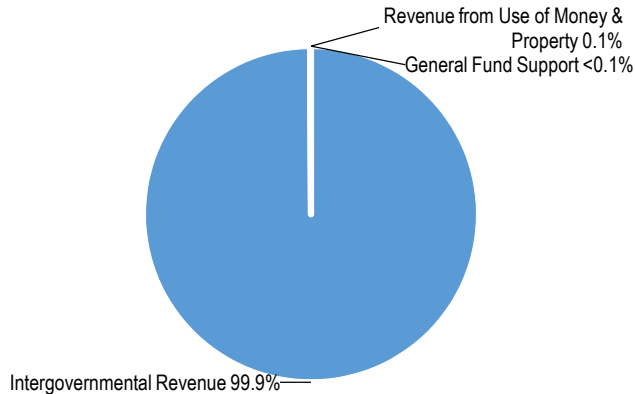
Total Expenditures: \$4,517,094

Total Staffing (FTE): 37.00

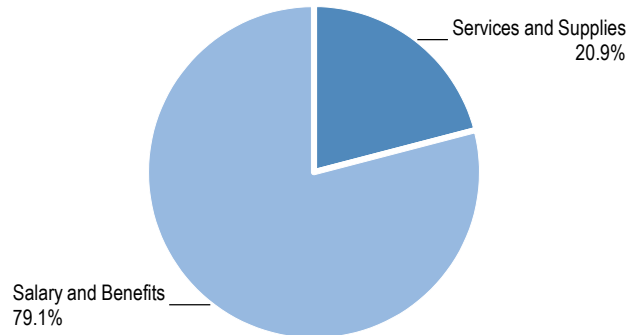
FINANCIAL SUMMARY

	FY 2016-17 Adopted	FY 2016-17 Estimated	FY 2017-18 Requested	FY 2017-18 Recommended	Change from FY 2016-17
Revenue from Use of Money & Property	\$3,000	\$3,000	\$4,000	\$4,000	\$1,000
Intergovernmental Revenue	\$4,487,562	\$4,089,395	\$4,513,094	\$4,513,094	\$25,532
Total Revenue	\$4,490,562	\$4,092,395	\$4,517,094	\$4,517,094	\$26,532
Salary and Benefits	\$3,521,999	\$3,141,930	\$3,571,330	\$3,571,330	\$49,331
Services and Supplies	\$968,563	\$951,505	\$945,764	\$945,764	\$(22,799)
Gross Expenditures	\$4,490,562	\$4,093,435	\$4,517,094	\$4,517,094	\$26,532
General Fund Support	\$0	\$1,040	\$(0)	\$(0)	\$(0)

Source of Funds



Use of Funds



COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Financial Summary

The budget recommended for Child Support Services requires no General Fund support in FY 2017-18. The fund center operates entirely on revenue from State and Federal sources. Revenue is increasing slightly, \$26,532 or less than 1% when compared to FY 2016-17 adopted levels.

Overall, expenditures are increasing commensurate with the increase in revenue. Services and supplies are decreasing by \$22,799 or 2%. The primary driver of the decrease is a reduction in the amount of services needed by the District Attorney's Office for criminal prosecution due the State Department of Child Services moving towards a more family centered, poverty prevention program and steering away from the prior punitive enforcement/prosecution model.

Service Level Impacts

The reduction in the amount of services needed by the District Attorney's Office will not affect service levels for FY 2017-18. The reduction in these services aligns with State Department of Child Support Service's vision of a more family centered, poverty prevention program and steering away from the prior more punitive enforcement actions, in hopes of working with families as opposed to punishing them.

Position Allocation List Changes

The FY 2017-18 recommended Position Allocation List (PAL) for the department includes no changes to the FY 2016-17 adopted PAL.

BUDGET AUGMENTATION REQUESTS RECOMMENDED

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 2015-16 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.						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
97.4%	96.9%	96.7%	Not Available Until early 2017	96.7%	96.5%	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.						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
77.8%	78.9%	78.4 %	Not Available Until early 2017	78.9%	78.9%	79%
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 as 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.						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
79.5%	81.9%	82.1%	Not Available Until early 2017	82.2%	82%	82%
<p>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.</p> <p>Why: To ensure children receive the financial support to which they are legally entitled.</p> <p>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 number one 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 as 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.</p>						
4. Performance Measure: Maintain a customer satisfaction rating of 4.5 or better.						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
New Measure	New Measure	New Measure	4.0	4.5	2.5	Delete
<p>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.</p> <p>Why: To identify the areas of needed improvement to consistently provide the level of service to meet the needs of our community.</p> <p>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 12-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. We do not plan to continue this Performance Measure in FY 2017-18 as the decline in participants does not provide an accurate picture of the service we provide.</p> <p>To ensure customer satisfaction efforts continue to improve, DCSS will survey case participants with various communication options. Currently, our primary forms of communication with case participants are via written correspondence, telephone calls and occasional e-mail. The data collected from the survey will help provide more personalized services to meet individual needs and increase the level of engagement with case participants. Other communication options may include text messaging and various forms of social media. DCSS wants to communicate in a timely, effective and responsive manner with all our case participants to continue customer satisfaction. The results of the data collected will assist in developing a new performance measure for FY 2018-19.</p>						

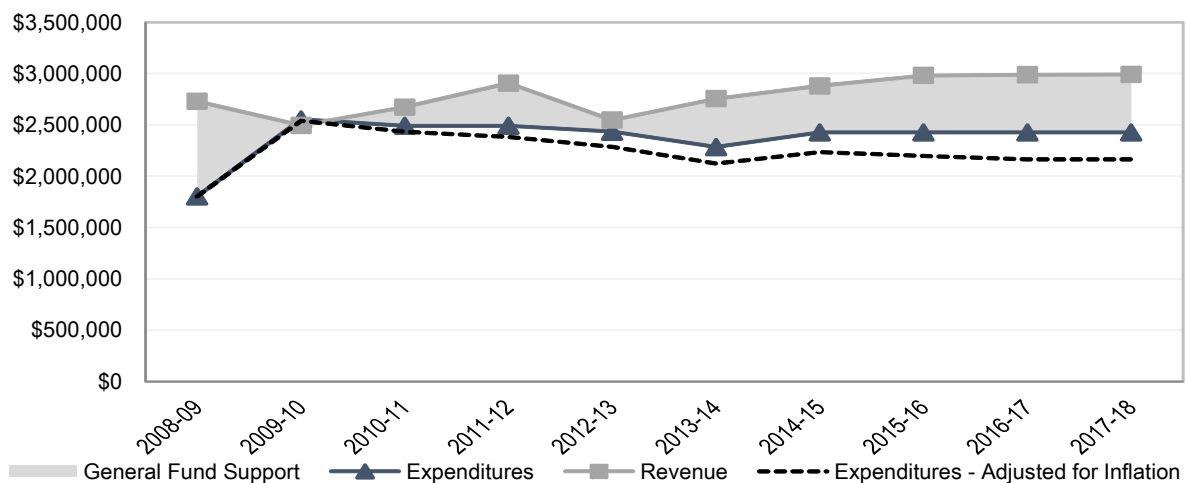
Court Operations

Contributions to Court Operations provides funding for the County's financial maintenance of effort obligations for the operations of the San Luis Obispo County Superior Court.

BUDGET AT A GLANCE

	FY 2017-18 Recommended	Change from FY 2016-17 Adopted	% Change
Expenditures	\$2,426,973	\$0	0%
Revenue	\$2,991,959	\$3,000	0%
General Fund Support	\$(564,986)	\$(3,000)	1%
Staffing Levels	0.00 FTE	0.00 FTE	0.00 %

Ten Year Budget History



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.

ABOUT THIS BUDGET

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.

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.

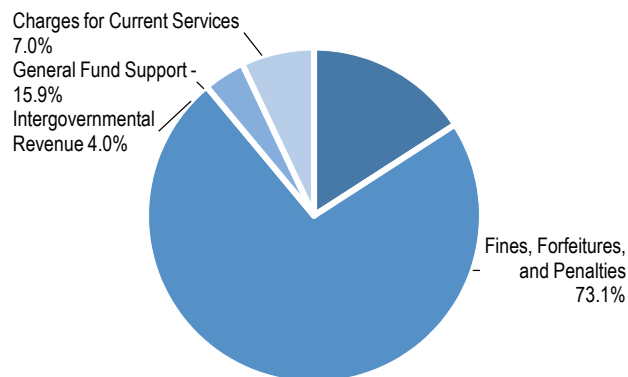
Total Expenditures: \$2,426,973

Total Staffing (FTE): 0.00

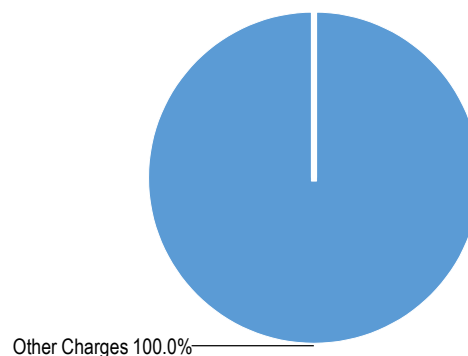
FINANCIAL SUMMARY

	FY 2016-17 Adopted	FY 2016-17 Estimated	FY 2017-18 Requested	FY 2017-18 Recommended	Change from FY 2016-17
Fines, Forfeitures, and Penalties	\$2,596,000	\$2,662,859	\$2,599,000	\$2,599,000	\$3,000
Intergovernmental Revenue	\$142,959	\$142,959	\$142,959	\$142,959	\$0
Charges for Current Services	\$250,000	\$30,000	\$250,000	\$250,000	\$0
Total Revenue	\$2,988,959	\$2,835,818	\$2,991,959	\$2,991,959	\$3,000
Other Charges	\$2,426,973	\$2,426,973	\$2,459,077	\$2,426,973	\$0
Gross Expenditures	\$2,426,973	\$2,426,973	\$2,459,077	\$2,426,973	\$0
General Fund Support	\$(561,986)	\$(408,845)	\$(532,882)	\$(564,986)	\$(3,000)

Source of Funds



Use of Funds



COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Financial Summary

The two main expenditure items in this budget are the State mandated Maintenance of Effort (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 2017-18 is \$564,986, an increase of less than 1% compared to the FY 2016-17 adopted budget. Other charges are budgeted to remain unchanged in FY 2017-18.

Revenues from fees, fines and penalties, totaling \$2,991,959 in FY 2017-18, 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.
- Public Defender expense for the criminal defense of indigents, which 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 Changes

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

BUDGET AUGMENTATION REQUESTS RECOMMENDED

None requested.

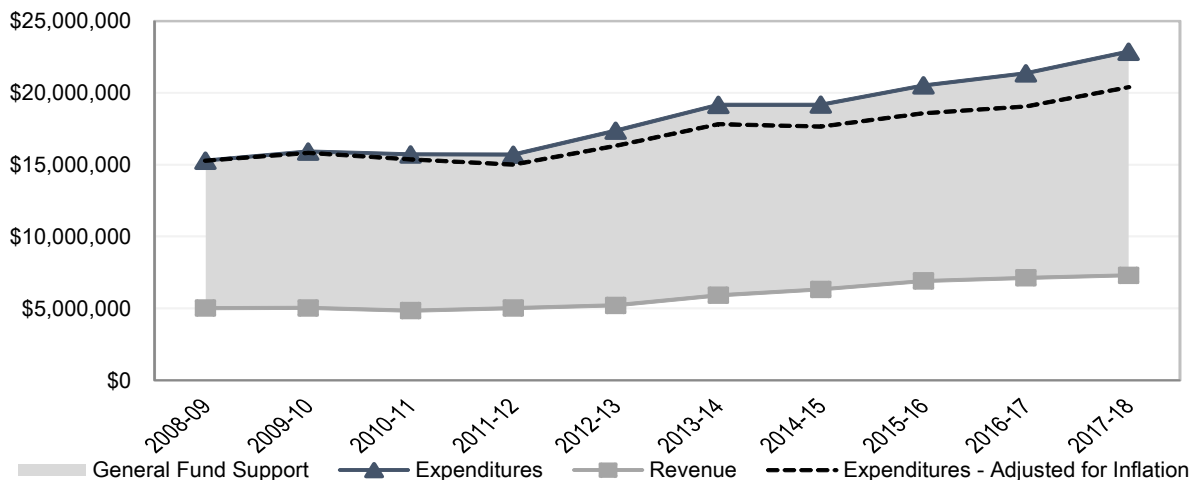
County Fire

County Fire provides fire protection services and emergency medical response to the unincorporated areas of the county. Services are provided under a contract with the State of California through CAL FIRE.

BUDGET AT A GLANCE

	FY 2017-18 Recommended	Change from FY 2016-17 Adopted	% Change
Expenditures	\$22,865,534	\$1,506,260	7%
Revenue	\$7,301,026	\$171,153	2%
General Fund Support	\$15,564,508	\$1,335,107	9%
Staffing Levels	0.00 FTE	0.00 FTE	0.00 %

Ten Year Budget History



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.

ABOUT THIS BUDGET

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

CAL FIRE, a department of the State of California, has proudly served as the County Fire Department under a contract with the County for over 80 years. This partnership serves both the County and the State well, maximizing the capabilities and resources for both agencies and all citizens of San Luis Obispo County. County Fire protects all of the unincorporated urban and

rural areas of the county that are not protected by a special district. With 21 fire stations, including both County and State Facilities, the department responds to over 11,383 incidents a year.

County Fire is a combination department that includes both CAL FIRE paid staff, and County Paid-Call Firefighters (PCFs). The PCFs are a critical part of the organization as they provide surge capacity and initial response. PCFs respond with the highly needed water tenders and rescues. Like all volunteerism nationwide, the department is seeing a significant decline in department volunteers. County Fire allocates roughly 100 PCF positions. On average, the department is able to maintain roughly 50-60 PCFs. The turnover on a yearly average is about 15-20. This adds an additional work load both training and field staff. The reliability rate has declined in the last few years, requiring augmentation of paid engines to respond to larger events to meet staffing needs. County Fire will become more aggressive towards recruitment of new PCFs and will evaluate the current response plans to see where changes need to be made to staff larger emergencies quicker.

As with other fire agencies, County Fire has seen an increase in attrition due to retirements and promotions. This leads to the hiring of new personnel, in most cases from outside the county. New personnel are sometimes challenged with local knowledge, equipment, and standard operating guidelines. County Fire has begun work on establishing a one-week training course that teaches new personnel the local knowledge needed to be successful and provides skill training on department equipment.

County Fire manages the local Urban Search and Rescue and Hazardous Materials teams. In addition, County fire staffs the required Aircraft Rescue and Fire Fighting (ARFF) Truck at Fire Station 21 to the San Luis Obispo Regional Airport and operates several water rescue boats throughout the County. All of these services require specialized initial and reoccurring training. Maintaining appropriate staffing on a daily basis is challenging due to leave and out of county fire assignments. Staff will evaluate current staffing levels of trained personnel and will work towards recruiting additional personnel to serve on these specialized teams, while finding ways to reduce other commitments.

Following are some of the department's notable accomplishments for FY 2016-17 and some specific objectives for FY 2017-18:

FY 2016-17 Accomplishments

- Re-directed department resources to improve efficiency and cost-effectiveness of operations, based on the Fire Service Level Analysis.
- Utilized Homeland Security Grant funding to improve technical and operational capabilities of the department. County Fire purchased a new Patient Care Reporting system that will provide data storage and distribution of patient care reports for County Fire and several local agencies. County Fire also purchased ballistic vests and helmets to protect county firefighters in an active shooter situation.
- Completed construction of a fire training structure and expanded the departments urban search and rescue props. County Fire's drill ground plays a vital role in preparing firefighters for the hazardous conditions they face as first responders to emergencies.

- County Fire's management team implemented a new committee structure to encourage management communications from the bottom up. As the Battalion Chiefs provide field leadership, they are also responsible for communicating the field's needs to the UMT. The vision is that a firefighter in the field will have the ability to identify a problem or situation and help make positive change for the good of the department and the public.

FY 2017-18 Objectives

- Publish 36 Standard Operating Guidelines by December 31, 2017. These will serve as the department's operational manual that addresses both administrative and operational procedures.
- Complete the County Fire strategic plan by December 31, 2018. The strategic plan will plot the roadmap for County Fire and will include targets for staffing levels, station locations, services to be provided, and will identify efficiencies.
- Develop an Information Technology (IT) and Mobile Data Computer strategic plan by September 1, 2017. The strategic plan will help us develop a systematic approach to maintain and improve the infrastructure that coincides with the County IT Department.
- Receive certification from the State Fire Marshal to teach a Rescue Systems I class at the County Fire Training Grounds by December 31, 2017. Firefighters must spend many hours training under realistic conditions that simulate hazardous conditions such as smoke, darkness, and confined spaces.
- Develop a county wide business occupancy inspection program by October 1, 2017 to ensure that all buildings such as offices, gas stations, shops, and other businesses are operating safely and that people can escape in the event of fire.
- Complete security plans and retrofit all facilities as needed by August 1, 2017 to ensure that first responders are safe and that the facilities are secured quickly when responders leave for an emergency.
- Review and modify all Automatic Aid Agreements by December 1, 2017. County Fire has several agreements with other agencies that outline the conditions of mutual aid that is provided automatically. These agreements must be reviewed to ensure that they are still needed and that services are balanced.

SERVICE PROGRAMS

County Fire has a total expenditure level of \$22,865,534 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).

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: \$18,926,069

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: \$2,797,364

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.

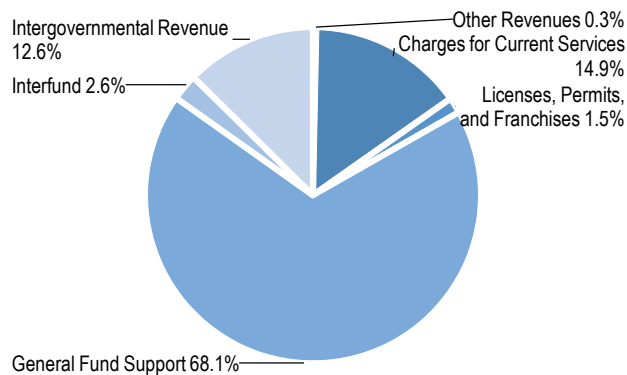
Total Expenditures: \$1,142,101

Total Staffing (FTE): 0.00

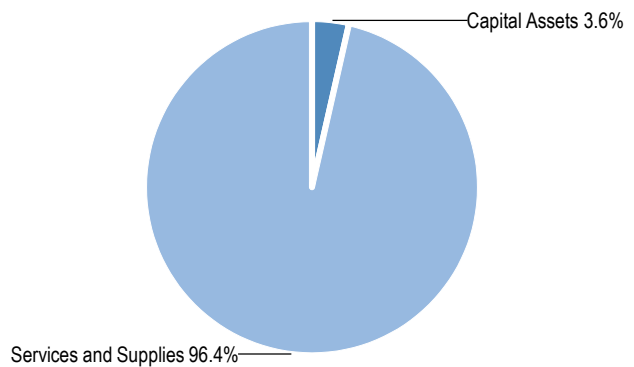
FINANCIAL SUMMARY

	FY 2016-17 Adopted	FY 2016-17 Estimated	FY 2017-18 Requested	FY 2017-18 Recommended	Change from FY 2016-17
Licenses, Permits, and Franchises	\$329,000	\$329,000	\$345,451	\$345,451	\$16,451
Intergovernmental Revenue	\$2,927,690	\$3,100,032	\$2,882,400	\$2,882,400	\$(45,290)
Charges for Current Services	\$3,190,561	\$3,363,844	\$3,308,914	\$3,414,284	\$223,723
Other Revenues	\$93,177	\$105,983	\$73,910	\$73,910	\$(19,267)
Interfund	\$589,445	\$589,445	\$559,767	\$584,981	\$(4,464)
Total Revenue	\$7,129,873	\$7,488,304	\$7,170,442	\$7,301,026	\$171,153
Services and Supplies	\$20,665,164	\$20,688,030	\$21,871,507	\$22,052,552	\$1,387,388
Capital Assets	\$694,110	\$2,788,810	\$1,023,377	\$812,982	\$118,872
Gross Expenditures	\$21,359,274	\$23,476,840	\$22,894,884	\$22,865,534	\$1,506,260
General Fund Support	\$14,229,401	\$15,988,536	\$15,724,442	\$15,564,508	\$1,335,107

Source of Funds



Use of Funds



COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Financial Summary

County Fire's General Fund support is recommended to increase \$1,335,107 or 9% compared to the adopted FY 2016-17 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 \$215,447 or 3% due to an increase in revenue received from other agencies that receive fire services through the County's contract with CAL FIRE. This revenue source is increasing 7% primarily due to the anticipated increase in the cost of the contract with CAL FIRE.

Expenditures are recommended to increase \$1,506,260 or 7%, mainly due to an anticipated increase in the cost of the contract with CAL FIRE totaling \$1,167,647 or 6.5%. The cost of the County's contract with CAL FIRE is expected to increase compared to the prior year as the result of increases in State negotiated labor rates, as well as the contract rate for benefits and administration costs. The total recommended contract cost for FY 2017-18 is \$19,167,735 and includes a total of 100.50 full time CAL FIRE positions. Of the total contract amount, \$3.3 million is associated with fire service provided to the communities of Los Osos and Avila Beach, dispatch services for these communities and other additional jurisdictions, the County Airport, and a contract with one of the solar project firms to provide partial funding for services in California Valley. These expenses are offset by revenue received in this budget. The remaining \$15,472,831 is offset by County General Fund expense.

The recommended budget includes expense for the replacement of fire vehicles totaling \$1,029,317. 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 recommended level of General Fund support maintains services at current levels.

Position Allocation List Changes

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

BUDGET AUGMENTATION REQUESTS RECOMMENDED

None.

BUDGET AUGMENTATION REQUESTS NOT RECOMMENDED

Title: Add 1.00 FTE Battalion Chief to address increasing needs of department.	
Expense: \$251,268	Funding Source(s): General Fund support: \$251,268
Intended Results:	
1. Meet an increasing workload, without sacrificing the day-to-day duties of the department's existing chief officers.	
2. Provide an adequate number of chief officers for station supervision.	
Title: Add 1.00 FTE Division Chief to address increasing needs of the department.	
Expense: \$281,796	Funding Source(s): General Fund support: \$281,796
Intended Results:	
1. Meet an increasing workload, without sacrificing the day-to-day duties of the department's existing chief officers.	
2. Provide an adequate number of chief officers for station supervision.	

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:						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
New Measure FY 13-14	a) to calls in areas designated Urban.					
	7 min/84%	7 min/84%	7 min/73%	7 min/90%	7 min/90%	7 min/90%
	b) to calls in areas designated Suburban.					
	8 min/92%	8 min/89%	8 min/54%	8 min/90%	8 min/90%	8 min/90%
	c) to calls in areas designated Rural.					
	15 min/98%	15 min/97%	15 min/85%	15 min/85%	15 min/85%	15 min/85%
	d) to calls in areas designated Remote.					
	20 min/100%	20 min/98%	20 min/87%	20 min/80%	20 min/80%	20 min/80%
	e) to calls in areas designated Undeveloped.					
	30 min/100%	* Not avail.	30 min/83%	30 min/75%	30 min/75%	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 2016-17 projected results, therefore, are from calls in CY 2016.						
In CY 2015 (FY 2015-16), 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 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 has been reviewing call data in an attempt to determine why this occurred. In spite of these declines, the department supports the targets the same for FY 2017-18.						
<ul style="list-style-type: none"> (a) Projected results for calls in areas designated Urban for FY 2016-17, are first units arriving within seven minutes or less, on 90% or more of calls. We anticipate meeting our projected goal, therefore our target for FY 2017-18 will remain the same. (b) Projected results for calls in areas designated Suburban for FY 2016-17, are first units arriving within 8 minutes or less, on 90% or more of calls. We anticipate meeting our projected goal, therefore our target for FY 2017-18 will remain the same. (c) Projected results for calls in areas designated Rural for FY 2016-17, are first units arriving within 15 minutes or less, on 85% or more of calls. We anticipate meeting our projected goal, therefore our target for FY 2017-18 will remain the same. (d) Projected results for calls in areas designated Remote for FY 2016-17, are first units arriving within 20 minutes or less, on 80% or more of calls. We anticipate meeting our projected goal, therefore our target for FY 2017-18 will remain the same. (e) Projected results for calls in areas designated Undeveloped for FY 2016-17, are first units arriving within 30 minutes or less, on 75% of calls. We anticipate meeting our projected goal, therefore our target for FY 2017-18 will remain the same. 						
Ongoing strategies employed to reduce response times include improving dispatch procedures and technology, reviewing and updating maps used for dispatch, fine-tuning details of response plans, and improving communications between responders and dispatchers. The department is in the process of developing 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: Quickly respond to calls for help, in order to begin providing assistance as rapidly as possible.

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

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

12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
New Measure FY 13-14	a) to calls in areas designated Urban.					
	11 min/92%	11 min/94%	11 min/86%	11 min/90%	11 min/90%	11 min/90%
	b) to calls in areas designated Suburban.					
	13 min/89%	13 min/78%	13 min/60%	13 min/90%	13 min/90%	13 min/90%
	c) to calls in areas designated Rural.					
	18 min/97%	18 min/99%	18 min/88%	18 min/85%	18 min/85%	18 min/85%
d) to calls in areas designated Remote.						
28 min/99%	28 min/100%	28 min/92%	28 min/80%	28 min/80%	29 min/80%	
e) to calls in areas designated Undeveloped.						
45 min/100%	* Not available	45 min/82%	45 min/75%	45 min/75%	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 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 2016-17 projected results, therefore, are from calls in CY 2016.

In CY 2015 (FY 2015-16), 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 targets the same for FY 2017-18.

- (a) Projected results for calls in areas designated Urban for FY 2016-17, are first units arriving within seven minutes or less, on 90% - or more of calls. We anticipate meeting our projected goal, therefore our target for FY 2017-18 will remain the same.
- (b) Projected results for calls in areas designated Suburban for FY 2016-17, are first units arriving within 8 minutes or less, on 90% or more of calls. We anticipate meeting our projected goal, therefore our target for FY 2017-18 will remain the same.
- (c) Projected results for calls in areas designated Rural for FY 2016-17, are first units arriving within 15 minutes or less, on 85% or more of calls. We anticipate meeting our projected goal, therefore our target for FY 2017-18 will remain the same.
- (d) Projected results for calls in areas designated Remote for FY 2016-17, are first units arriving within 20 minutes or less, on 80% or more of calls. We anticipate meeting our projected goal, therefore our target for FY 2017-18 will remain the same.
- (e) Projected results for calls in areas designated Undeveloped for FY 2016-17, are first units arriving within 30 minutes or less, on 75% of calls. We anticipate meeting our projected goal, therefore our target for FY 2017-18 will remain the same.

Ongoing strategies employed to reduce response times include improving dispatch procedures and technology, reviewing and updating maps used for dispatch, fine-tuning details of response plans, and improving communications between responders and dispatchers. The department is in the process of developing 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.

12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
\$28,845	\$28,901	\$30,340	\$24,350	No more than \$30,000	No more than \$30,000	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.

The total dollar value per thousand residents 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 was \$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 projection for FY 2016-17 and target for FY 2017-18 remains the same.

The FY 2015-16 actual amount of \$24,350 per thousand population 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; and 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.

12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
0.065	0.044	0.027	0.54	0	0	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. Our projection for FY 2016-17 and target for FY 2017-18 is zero fire related deaths.

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.

12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
0.90	0.88	0.88	0.86	0.90	0.90	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? In 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 2016-17 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. Our projection for FY 2016-17 and target for FY 2017-18 is .90 per thousand population. This 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.

12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
\$161.65	\$165.49	\$170.54	\$180.08	No more than \$213.00	No more than \$213.00	No more than \$213.00

What: This measure evaluates what it costs the department to operate, in terms of total operating cost, on a per resident basis.

Why: Controlling operating costs is an important factor in the department's efforts to manage the department efficiently and cost-effectively.

How are we doing? The department's operating costs have steadily increased every year since FY 2009-10, with a jump in costs in our FY 2014-15 and FY 2015-16 actual amounts. Actual expenses for FY 2014-15 were \$170.54 per capita, an increase of \$5.05 or 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.

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 2016-17, when the state minimum wage is set to increase again. In addition to the wage increase, we have increased staffing with five additional FTE's since FY 2012-13. These increases resulted in the target for FY 2016-17 increasing to \$213.00 per capita. Our projection for FY 2016-17 and target for 2017-18 remains \$213.00. The department has explored cost saving strategies in an effort to reduce the operating cost per resident. However, public safety remains our top priority and we are not willing to reduce staffing levels in order to achieve this. We will continue to try to identify cost

saving alternatives that will not compromise public safety. No results are available for comparison with comparable counties.						
The number of residents is calculated for County Fire jurisdictions only. Capital Outlay (equipment purchases) 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.						
7. Performance Measure: Portion of the cost of department operations which is paid for with non-General Fund support dollars.						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
34%	33%	30%	31%	No less than 35%	35%	No less than 35%
What: This measure evaluates the department's ability to fund operations from sources other than the General Fund.						
Why: The department is committed to fulfilling its mission in an efficient and cost-effective manner, providing maximum value per tax dollar.						
How are we doing? The department consistently brings in revenues which offset approximately one third of its expenditures, reducing the department's need for General Fund support. For FY 2016-17, department revenue is projected to be \$7,288,620, which results in a rate of 35.4%, an increase over actual results from the prior four years. This remains consistent with the target of no less than 35%, which remains unchanged for FY 2017-18.						
The department's non-General Fund support revenues come from many sources, including fees for services, grants and reimbursements for firefighting activities. Specific types and amounts of revenues are subject to significant changes from year-to-year, which could adversely affect the department's ability to meet this performance measure. No results are available for comparison with comparable counties.						

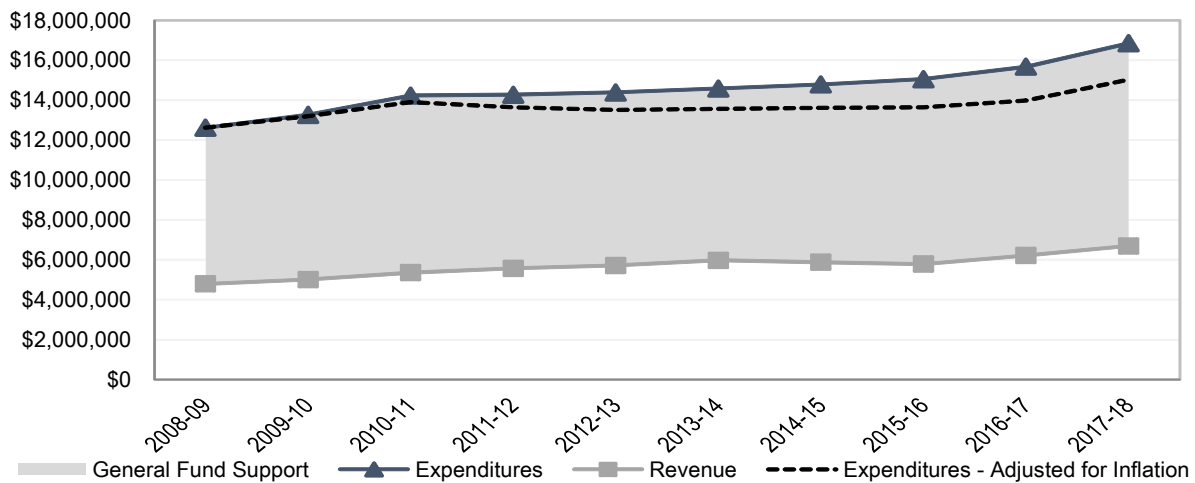
District Attorney

The District Attorney's Office provides criminal prosecution and protects the rights of crime victims in the county. The office is headed by an elected District Attorney.

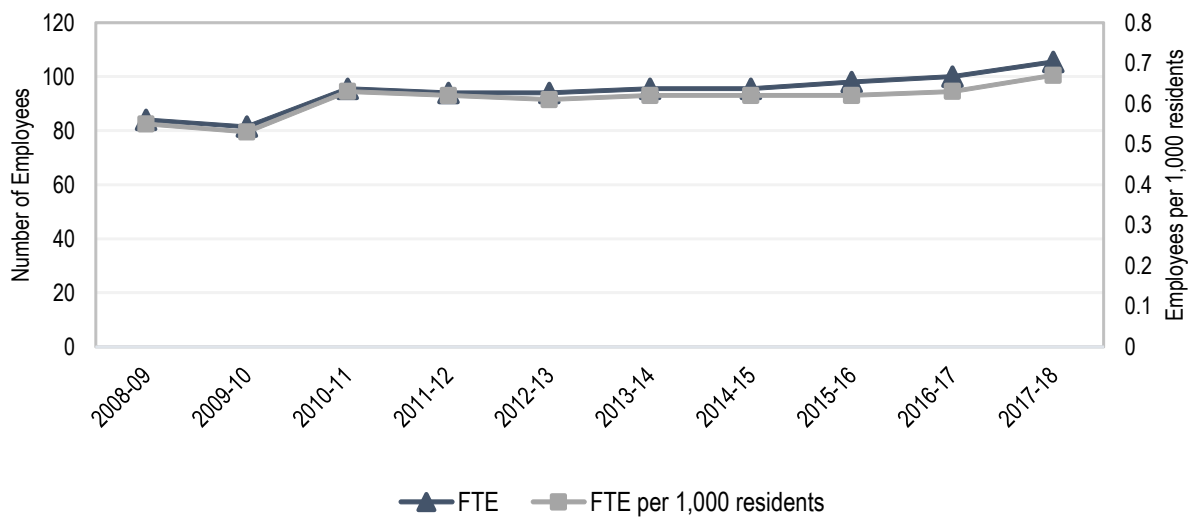
BUDGET AT A GLANCE

	FY 2017-18 Recommended	Change from FY 2016-17 Adopted	% Change
Expenditures	\$16,849,116	\$1,178,576	8%
Revenue	\$6,696,275	\$478,691	8%
General Fund Support	\$10,152,841	\$699,885	7%
Staffing Levels	104.50 FTE	4.50 FTE	4.50 %

Ten Year Budget History



Ten Year Staffing History



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.

ABOUT THIS BUDGET

The District Attorney's Office received requests for the filing of 2,269 felony, and 11,458 misdemeanor cases from local law enforcement agencies including seven homicide cases in 2016. Of those requests, the office filed and prosecuted 1,594 felony cases and 9,202 misdemeanor cases. This represents a reduction in the number of felony cases and a significant increase in the number of misdemeanor cases compared to the previous calendar year, due largely to the continuing impact of Proposition 47, which reclassified many felonies as misdemeanors with its passage in November of 2014.

Calendar year 2016 marked the first full year of the District Attorney's Office's Misdemeanor Diversion Program (MDP). The program is administered by Pacific Educational Services, Inc. (PES), with whom the District Attorney's Office contracts for education and awareness training for first time, low level, misdemeanor offenders.

PES also collects restitution on behalf of victims where appropriate. For those cases diverted prior to a criminal case being filed, the office will not file a criminal complaint against those who successfully complete their diversion program and pay all fees and restitution. For the very small number of cases diverted after a criminal case was filed, the District Attorney's Office will dismiss the pending complaint after successful completion and full payment of fees and restitution. In 2016, 1,293 cases were referred to the program. This represents approximately 10% of all misdemeanor case referrals. Those completing the program totaled 963, while 374 failed to complete the program and 459 were in process at year's end. PES collected \$36,498 in restitution for victims of these crimes during the year.

The District Attorney's new case management system was fully implemented and allowed the office to complete the transition to a paperless file system in all misdemeanor cases. It is anticipated that the paperless transition will be complete for felony cases during 2017. The District Attorney's Office also implemented a system that uses smart phone technology to send subpoenas to law enforcement witnesses electronically. The system also immediately notifies witness when they are no longer required to come to court, and alerts the prosecutor if witnesses are unavailable on certain dates when potential hearing dates are proposed.

The District Attorney's Office received a grant from the California Attorney General/Department of Justice in the amount of \$68,358 to create a county-wide cyber forensics laboratory. The lab will support the investigation and prosecution of piracy and privacy violations. Using this grant, the District Attorney's Office, in cooperation with California Polytechnic State University (Cal Poly), the California National Guard, the San Luis Obispo County Sheriff's Office, and other local law enforcement agencies, established the Central Coast Cyber Forensics Laboratory (CCCFL) at Camp San Luis Obispo. The mission of the lab is to provide each law enforcement agency within the county with access to a fully functional computer and high-tech (cyber) evidence collection capability, including expertly trained personnel and forensic equipment. The lab officially opened its doors March 1, 2017.

Following are some of the department's notable accomplishments for FY 2016-17 and some specific objectives for FY 2017-18:

FY 2016-17 Accomplishments

- Developed an updated first responder video focusing on cases involving victims with disabilities and underserved victims. Staff will use this video as a training opportunity for many partner agencies within the county.
- Expanded victim advocacy services and outreach awareness programs for the unserved/underserved population to include victims with disabilities through the addition of new staff funded by a State grant.
- During Crime Victims' Rights Month (April 2017), commemorated 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 experiences as a result of victimization.
- Dedicated the Victim Witness Assistance Center to the memory of Hon. Christopher G. Money, former elected District Attorney and Judge (Retired).
- Established the Public Integrity Division of the District Attorney's Office, responsible for the investigation and prosecution of cases involving corruption of public officials and employees in the performance of their duties. This unit also enforces the provisions of the Political Reform Act as it relates to campaign filings and practices and the Elections Code, and the Brown Act, which guarantees the public's right to attend and participate in meetings of local legislative bodies.
- In conjunction with the County Information Technology Department, improved office-wide statistical data reports to adequately and accurately measure workload effort and productivity.

FY 2017-18 Objectives

- Create a vertical prosecution program for anti-gang efforts by hiring an additional Deputy District Attorney whose duties will include anti-gang efforts through educational and outreach programs, in addition to the aggressive vertical prosecution of completed gang crimes.
- Expand collaboration with partner agencies to better serve the community through efficient enforcement and prosecution of environmental, consumer protection, major fraud, and white collar crimes.
- Develop and implement a plan to represent the interests of the People of the State of California, victims and their families at early release parole proceedings as a result of the recently passed Proposition 57, the Public Safety and Rehabilitation Act of 2016.
- 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.

SERVICE PROGRAMS

The District Attorney has a total expenditure level of \$16,964,981 and a total staffing level of 104.50 FTE to provide the following services:

Administration

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

Total Expenditures: \$1,187,548
Total Staffing (FTE): 7.50

Consumer/Environmental

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

Total Expenditures: \$848,249
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: \$2,884,046
Total Staffing (FTE): 18.50

Prosecutions

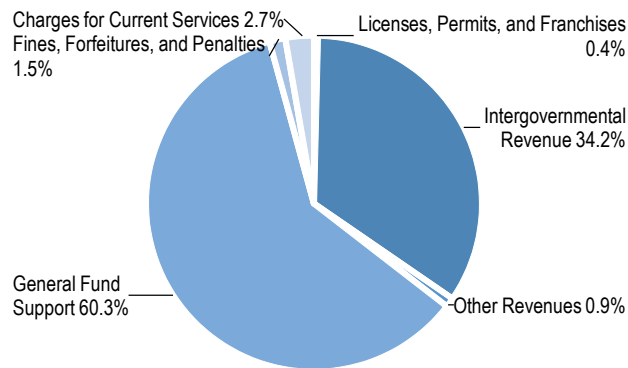
To review, file, investigate and prosecute felony, misdemeanor and juvenile criminal violations in a vigorous, efficient, just and ethical manner.

Total Expenditures: \$12,045,138
Total Staffing (FTE): 73.50

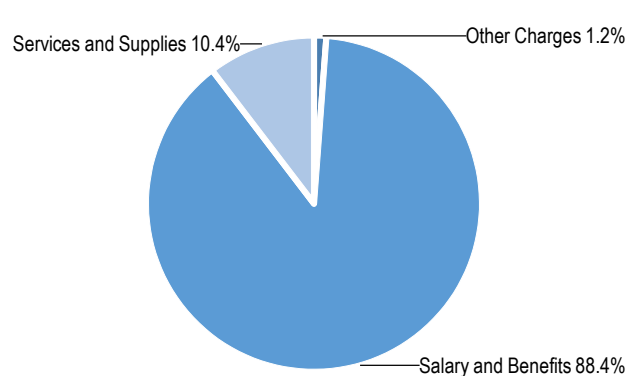
FINANCIAL SUMMARY

	FY 2016-17 Adopted	FY 2016-17 Estimated	FY 2017-18 Requested	FY 2017-18 Recommended	Change from FY 2016-17
Licenses, Permits, and Franchises	\$60,000	\$72,422	\$65,000	\$65,000	\$5,000
Fines, Forfeitures, and Penalties	\$107,000	\$76,357	\$92,000	\$257,143	\$150,143
Intergovernmental Revenue	\$5,630,584	\$5,868,382	\$5,675,196	\$5,759,315	\$128,731
Charges for Current Services	\$402,000	\$447,722	\$461,817	\$461,817	\$59,817
Other Revenues	\$18,000	\$8,768	\$3,000	\$153,000	\$135,000
Total Revenue	\$6,217,584	\$6,473,651	\$6,297,013	\$6,696,275	\$478,691
Salary and Benefits	\$14,124,659	\$13,797,106	\$14,503,589	\$15,001,460	\$876,801
Services and Supplies	\$1,555,945	\$1,626,686	\$1,690,481	\$1,761,999	\$206,054
Other Charges	\$151,843	\$188,105	\$145,522	\$201,522	\$49,679
Capital Assets	\$7,673	\$7,655	\$0	\$0	\$(7,673)
Gross Expenditures	\$15,840,120	\$15,619,552	\$16,339,593	\$16,964,981	\$1,124,861
Less Intrafund Transfers	\$(169,580)	\$(154,977)	\$(115,865)	\$(115,865)	\$53,715
Net Expenditures	\$15,670,540	\$15,464,575	\$16,223,728	\$16,849,116	\$1,178,576
General Fund Support	\$9,452,956	\$8,990,924	\$9,926,715	\$10,152,841	\$699,885

Source of Funds



Use of Funds



COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Financial Summary

General Fund support for the District Attorney's Office is recommended to increase \$699,885 or 7% compared to the FY 2016-17 adopted level. This is due largely to the recommended Budget Augmentation Requests.

Revenues are increasing \$478,691 or 8%, primarily due to \$399,262 of settlements and judgments revenue recommended to be added as part a Budget Augmentation Request that would establish a division within the District Attorney’s Office dedicated to consumer fraud and environmental protection.

Expenditures are recommended to increase \$1.2 million or 8% compared to the FY 2016-17 adopted amount. The increase includes \$727,954 of expense resulting from the four recommended Budget Augmentation Requests detailed below.

Service Level Impacts

The recommended level of General Fund support maintains services at current levels, with the exception of the recommended Budget Augmentation Requests noted below. New services provided by the recommended requests include attorney time for misdemeanor cases and the misdemeanor diversion program, dedicated prosecution of adult gang and major narcotic trafficking related cases, cybercrime investigation, and the establishment of a Consumer Fraud and Environmental Protection program.

Position Allocation List Changes

The FY 2017-18 recommended Position Allocation List (PAL) for the department includes a net increase of 4.50 FTE positions compared to FY 2016-17 adopted PAL.

FY 2016-17 Mid-Year PAL Changes:

On October 18, 2016, the Board approved the following changes:

- - 0.50 FTE Administrative Assistant III
- + 1.00 FTE Administrative Services Manager

FY 2017-18 Recommended PAL Changes:

The following changes are recommended as a result of the recommended Budget Augmentation Requests:

- +1.00 FTE Deputy District Attorney III
- +1.00 FTE Deputy District Attorney IV
- +2.00 FTE District Attorney Investigator II

BUDGET AUGMENTATION REQUESTS RECOMMENDED

Title: Increase Deputy District Attorney III from 0.50 FTE to 1.00 FTE.	
Expense: \$84,119	Funding Source(s): State Reimbursement Revenue: \$84,119
Intended Results:	
1. Increase misdemeanor cases reviewed for filing by 5% over the FY 2015-16 baseline, for a target of 11,900 cases.	
2. Increase pre-filing misdemeanor diversion program referrals by 15% over the FY 2015-baseline to 975 for a target of 1,121.	

Title: Add 1.00 FTE Deputy District Attorney III to prosecute adult gang and major narcotic trafficking related cases.

Expense:
\$127,969

Funding Source(s):
General Fund support: \$127,969

Intended Results:

1. Increase Major Narcotic trafficking related cases by 10% over the FY 2015-16 baseline, for a target of 109 cases.
2. Establish on-going coordination with the Sheriff's Gang Task Force and Anti-Gang Coordinating Commission by the second quarter of FY 2017-18.
3. Enhance the safety of the county's citizens by providing regular public outreach and education to schools in the community by the third quarter of FY 2017-18.

Title: Add 1.00 District Attorney Investigator II for specialized assignment of Cyber-Crime digital forensics investigator.

Expense:
\$176,106

Funding Source(s):
General Fund support: \$ 176,106

Intended Results:

1. Examine 100 cellular phones and 90 computer hard drives a year, beginning in FY 2017-18.
2. Generate a 10% increase in case filings resulting from cell phone and hard drive examinations in FY 2017-18.
3. Establish on-going coordination and training with all 13 law enforcement agencies in San Luis Obispo County by the fourth quarter of FY 2017-18.

Title: Add 1.00 FTE Deputy District Attorney IV position and 1.00 FTE District Attorney Investigator II position to establish Consumer Fraud and Environmental Protection Division.

Expense:
\$315,143

Funding Source(s):
Settlements & Judgments: \$315,143

Intended Results:

1. Increase active investigations and prosecutions of Consumer Fraud and/or Environmental cases from 5 to 10 in FY 2017-18.
2. Convene and chair the San Luis Obispo County Environmental Enforcement Group by the second quarter of FY 2017-18. This will be an on-going effort.
3. Begin providing regular public outreach and education to consumer advocacy groups in the community by the third quarter of FY 2017-18. This will be an on-going effort.

BUDGET AUGMENTATION REQUESTS NOT RECOMMENDED

Title: Add 1.00 FTE Deputy District Attorney III \$ 176,106 to establish elder abuse vertical prosecution program.

Expense:
\$127,969

Funding Source(s):
General Fund support: \$127,969

Intended Results:

1. Significantly increase the number of elder abuse cases identified for criminal prosecution through effective collaboration with partnership with the Department of Social Services and local law enforcement.
2. Increase education and awareness.

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>						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
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 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)	Crime rate lower than 73% of counties statewide serving populations of 100,000 or more (2016)	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>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. The data source for this performance measure is the <i>California Criminal Justice Profile Statewide and by County</i>, both produced annually by the California Department of Justice.</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>Pending any unforeseen changes in legislature FY 2016-17 Projected and FY 2017-18 Target figures are expected to remain consistent and a crime rate for San Luis Obispo County that remains below the statewide average.</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>						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
94.5%	Data Unavailable	Data Unavailable	83.9%	Pending data	84%	84%
<p>What: The percentage of 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 last 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 calendar year 2017, the case disposition update function may then be fully implemented and allow for immediate case disposition results.

Data captured at the end of FY 2015-16 (July 2016) reflects a 90-day case aging percentage of 83.9%. It should be noted that, because of the lack of an operational automated judgment exchange with the Court, case disposition data was manually entered by District Attorney legal clerk staff. Similarly data captured in December 2016 reflects a 90-day case aging percentage of 84.1% in the early part of FY 2016-17, resulting in the FY 2016-17 projected percentage of 84%. While results in previous years were significantly improved, future disposition rates should improve as manual data entry lags will be eliminated with integration of the judgment exchange. The District Attorney's successful Misdemeanor Diversion Program (MDP) is expected to have a positive impact on results once the remaining judgment interface integration is complete and more accurate aged data becomes available. However, in January 2017 the San Luis Obispo County Superior Court is eliminating the dedicated misdemeanor arraignment/early disposition program court which had been operational since November 2014, and which supported very efficient dispositions of misdemeanor cases. For example, in the early part of FY 2016-17, that court achieved a case aging percentage of 92% for the cases it handled. The elimination of that court program for misdemeanor cases, may negatively impact the case aging percentage.

Comparison data is not available from other counties.

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

3. Performance Measure: Number of juvenile criminal prosecution petitions reviewed and filed annually.

12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
726	298	274	257	250	204	180

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.

First Quarter FY 2016-17 results indicate 51 total juvenile cases handled, reflecting a projection of 204 cases. Regarding the passage of Prop 64, we will be seeing fewer marijuana charges in juvenile court (these cases could also contain other charges, thus not all of these cases will be eliminated by Prop 64.) We are estimating approximately 20 fewer marijuana cases will be filed in juvenile court in FY 2017-18. Reports ran reflect for the 12 months prior there were 21 such cases, and for FY 15-16 there were 31 such cases.

Juvenile diversion programs, under primary leadership of 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.

Comparison data is not available from other counties.

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

4. Performance Measure: Bad check restitution recovery.

12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
114%	88%	91%	90%	90%	91%	91%

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 2016-17 amidst a market-driven decline in checks submitted to the Bad Check Unit for collection. This is reflected in the First Quarter in FY 2016-17 actual results in which 111 cases were submitted for payment; 10 were rejected and returned to victims, and 101, or 91%, experienced restitution recovery (101 of 111). 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.

5. Performance Measure: Average restitution recovery period from case opening.

12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
52 Days	53 Days	49 Days	43 Days	50 Days	43 Days	43 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. First Quarter FY 2016-17 results indicate a recovery period of 43 days, which is consistent with FY 2015-16 actual results. FY 2015-16 results indicate a recovery period of 43 days which reflected 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. This is anticipated to continue into FY 2017-18.

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

6. 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.

12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
86%	85%	87%	93%	97%	97%	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 person's 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 case being filed. 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). At the mid-year mark of FY 2016-17 we are projecting a higher rate of victim contact due to our implementing an Emergency Protective Order (EPO) project at the beginning of 2017. First Quarter DA 2016-17 results indicate our eight day target has already surpassed last fiscal year at 94% compared to 93%, and our 24 to 72 hour target is at 84% compared to 80%.

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.

7. 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.

12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
100%	96%	94%	92%	97%	97%	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% (298 of 318). Sixteen applications processed during this period were denied by VCGCB of which three were duplicates. While the approval rate stayed the same from the previous fiscal year, the average processing time improved from 23 days in FY 2013-14 to 15 days in FY 2014-15 and improved once again in FY 2015-16 to 13 days. 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. At this time, projections reflect an error rate of 6% which is just 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

8. Performance Measure: Percentage of civilian witnesses who receive mailed subpoenas and which subpoenas are confirmed by Victim/Witness.

12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
96%	96%	97%	94%	96%	96%	96%

What: For a subpoena to have legal effect it must be personally served or mailed and its receipt confirmed. This measure tracks the percentage of mailed subpoenas that are confirmed by Victim/Witness in an effort to save law enforcement the time and expense of personally serving subpoenas.

Why: This demonstrates how cost effectively we confirm the receipt of mailed subpoenas to civilian witnesses. Based on the 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. After the first quarter of FY 2016-17 we are averaging 93% of confirmed subpoenas to civilian witnesses. It is the goal of Victim/Witness staff to continue to improve our witness contacts to help enhance public safety.

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.

9. Performance Measure: The annual number of victims that receive direct, coordinated services and the coordination of subpoenaed witnesses.

12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
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	6,952 victims; 8,174 subpoenaed witness court appearances	7,500 victims; 9,000 subpoenaed witness court appearances	7,500 victims; 9,000 subpoenaed witness court appearances	8,000 victims; 9,500 subpoenaed witness court appearances

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

Why: The California Constitution was amended in November of 2008 granting California crime victims a substantial number of Constitutional and statutory rights that are provided by Victim/Witness personnel. That same amendment defined more broadly the definition of victim, increasing the number of victims per case. For that reason, we 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. Based on our subpoenas produced in the First Quarter of FY 2016-17, we will be on target to hit 9,500 subpoenaed witnesses and over 7,500 victims for FY 21016-17. 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.

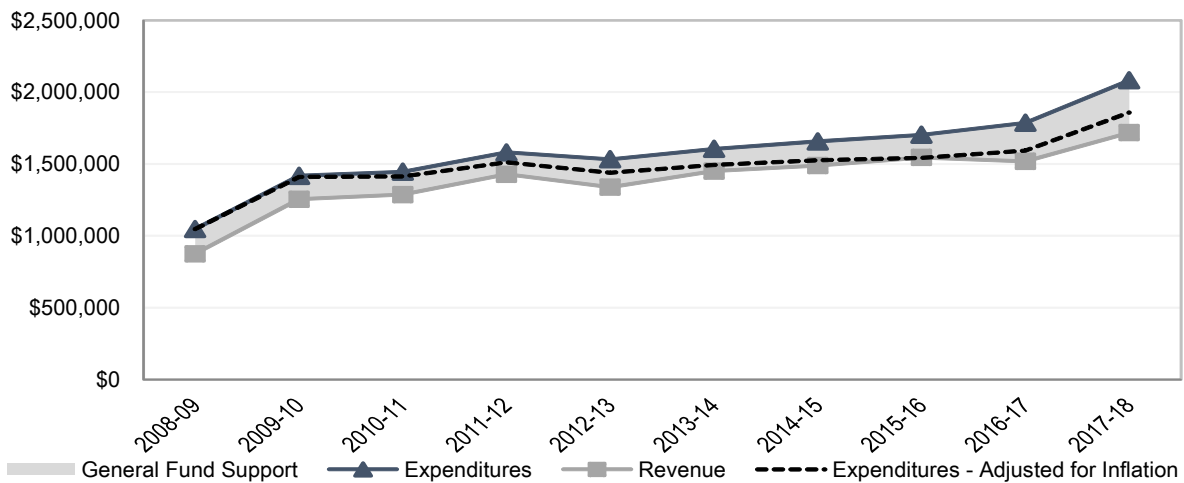
Administrative Office - Emergency Services

Emergency Services provides coordinated County response to disasters and large scale emergencies.

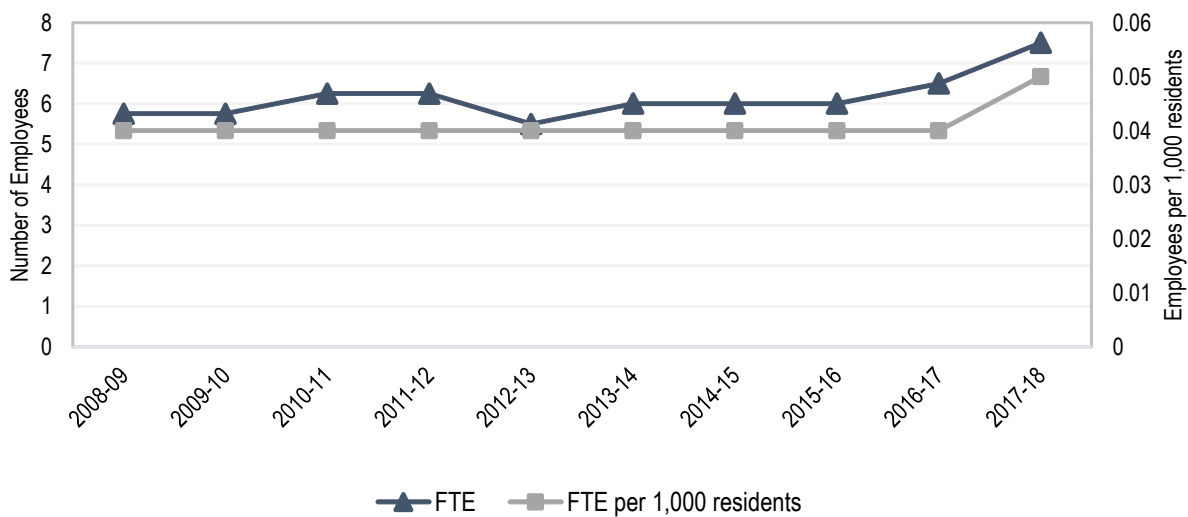
BUDGET AT A GLANCE

	FY 2017-18 Recommended	Change from FY 2016-17 Adopted	% Change
Expenditures	\$2,082,552	\$295,852	17%
Revenue	\$1,717,488	\$198,936	13%
General Fund Support	\$365,064	\$96,916	36%
Staffing Levels	6.50 FTE	0.00 FTE	0.00 %

Ten Year Budget History



Ten Year Staffing History



MISSION STATEMENT

The 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.

ABOUT THIS BUDGET

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, and agencies. Key activities in FY 2017-18 will include the coordination of three large scale Evacuee Monitoring and Decontamination (EMAD) exercises involving many local agencies and Pacific Gas & Electric (PG&E).

Following are some of the department's notable accomplishments for FY 2016-17 and some specific objectives for FY 2017-18:

FY 2016-17 Accomplishments

- Provided local jurisdictions with approximately 3,711 hours of training covered various emergency response tasks. This training prepared offsite response organizations to effectively implement response plans and procedures and demonstrate that appropriate measures will be taken to protect the health and safety of the public.
- Coordinated and participated in two extensive, large scale Federal Emergency Management Agency (FEMA) evaluated nuclear power plant exercises that took place on September 21-23, 2016 and on November 2-4, 2016, which involved many local, State and Federal agencies and PG&E. The exercises demonstrated the County's capability and expertise to continue to provide reasonable assurance that appropriate measures can be taken to protect the health and safety of the public.
- Emergency plans were updated, including approximately 60 NPP procedures as well as general plans including the Emergency Operations Plan, which is County's master emergency plan. Updating these plans will enhance local emergency response and preparedness, and increase public protection.
- Managed and administered numerous grant programs, including the Homeland Security Grant Program and Emergency Management Performance Grant, that enhance local emergency response and preparedness capabilities, and increase public protection.
- OES staffed the Emergency Operations Center (EOC) and coordinated with other agencies to support response efforts for the Chimney Fire. The EOC was used for multiple days for coordination efforts that included public information and local agency support. OES also provided field support for the fire and other incidents, including performing damage assessments and providing logistical support.
- OES coordinated the disaster recovery from three winter storm events that were both State and Federal declared disasters by facilitating the Applicant's Briefings for the Public Assistance Program, which provided information on the application procedures, cost

eligibility, documentation requirements, payment processing, and deadlines for submitting applications for Federal and State assistance for local government entities and special districts.

FY 2017-18 Objectives

- Coordinate the development of a Multi-Jurisdictional Local Hazard Mitigation Plan (LHMP). Development of this plan will reduce our vulnerability to natural and manmade hazards and develop strategies to reduce the risks associated with those hazards.
- Coordinate and participate in three large scale Evacuee Monitoring and Decontamination Exercises. These exercises will be evaluated by FEMA and will involve many local agencies and PG&E. These exercises enable us to practice and demonstrate that plans and procedures are adequate to provide continued assurance that appropriate measures will be taken to protect the health and safety of the public.
- Complete the development of the Tsunami Emergency Response Plan which includes evacuation for the public, mapping development, placement of tsunami warning signs, and public outreach. This project will improve public awareness of the tsunami risk on our coastline and allow them to evacuate appropriately should we be threatened by a tsunami.
- Manage and administer numerous grant programs, including Homeland Security Grant Program and Emergency Management Performance Grant, that enhance local emergency response and preparedness capabilities, and increase public protection and is consistent with the countywide goal of a safe community.
- Develop and maintain disaster and emergency contingency plans to ensure compliance with State and Federal guidelines regarding multi-hazard planning and enhance local emergency response and preparedness.
- 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, and test emergency response plans.
- Disseminate emergency information during large emergencies for which the County is a lead agency and 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.
- Coordinate initial disaster recovery operations between cities, special districts, County departments, the California Office of Emergency Services and FEMA. Coordinate damage assessment and assist the public and local government jurisdictions in determining eligibility for and obtaining State and/or Federal disaster assistance.

SERVICE PROGRAMS

The Office of Emergency Services has a total expenditure level of \$2,082,552 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: \$407,673

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: \$996,540

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: \$360,275

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: \$246,537

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

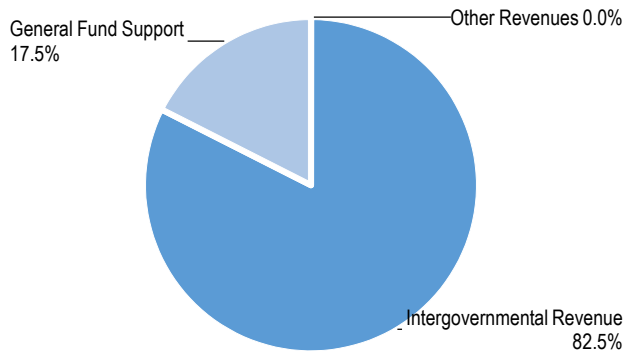
Coordinate initial disaster recovery operations between cities, special districts, County departments, the California Office of Emergency Services and the Federal Emergency Management Agency. Coordinate damage assessment and assist the public and local government jurisdictions in determining eligibility for and obtaining State and/or Federal disaster assistance.

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

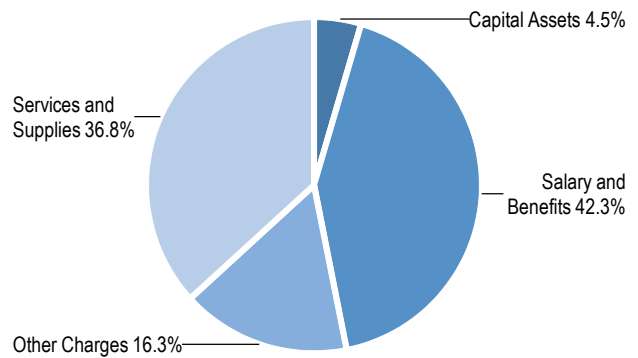
FINANCIAL SUMMARY

	FY 2016-17 Adopted	FY 2016-17 Estimated	FY 2017-18 Requested	FY 2017-18 Recommended	Change from FY 2016-17
Intergovernmental Revenue	\$1,518,302	\$1,380,398	\$1,607,238	\$1,717,238	\$198,936
Other Revenues	\$250	\$0	\$250	\$250	\$0
Total Revenue	\$1,518,552	\$1,380,398	\$1,607,488	\$1,717,488	\$198,936
Salary and Benefits	\$861,170	\$861,170	\$881,731	\$881,731	\$20,561
Services and Supplies	\$523,430	\$421,071	\$663,541	\$766,321	\$242,891
Other Charges	\$376,100	\$356,100	\$340,000	\$340,000	\$(36,100)
Capital Assets	\$26,000	\$9,000	\$0	\$94,500	\$68,500
Gross Expenditures	\$1,786,700	\$1,647,341	\$1,885,272	\$2,082,552	\$295,852
General Fund Support	\$268,148	\$266,943	\$277,784	\$365,064	\$96,916

Source of Funds



Use of Funds



COUNTY ADMINISTRATOR’S COMMENTS AND RECOMMENDATIONS

Financial Summary

General Fund support is recommended to increase by \$96,916 or 36% compared to FY 2016-17 adopted levels. Revenue overall is increasing by \$198,936 or 13% when compared to FY 2016-17 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. This increase is primarily related to the recommended Budget Augmentation Requests (BARs) described below.

Overall expenditures are recommended to increase by \$295,852 or 17% compared to FY 2016-17 adopted levels. The majority of expenditure increases are related to services and supplies which are recommended to increase by \$242,891 or 46% compared to FY 2016-17 adopted amounts. The Budget Augmentation Request (BAR) for the radiological protection equipment includes a requested for fixed assets in the amount of \$94,500.

Service Level Impacts

The Office of Emergency Services’ ability to response to emergencies will be increased by providing additional equipment and supplies and improving procedures.

Position Allocation List Changes

The FY 2017-18 recommended Position Allocation List (PAL) for the department includes no changes compared to the FY 2016-17 adopted PAL.

BUDGET AUGMENTATION REQUESTS RECOMMENDED

Title: Purchase of Radiological Protection Equipment	
Expense: \$130,000	Funding Source(s): Nuclear Power Plant Emergency Preparedness Program: \$130,000

<p>Intended Results:</p> <ol style="list-style-type: none"> 1. Demonstrate to FEMA the ability to more efficiently respond to contaminated injured individuals at local hospitals during an event at Diablo Canyon Power Plant. 2. Provide each hospital in San Luis Obispo County and Marian Hospital in Santa Barbara County with radiation detection portal monitors and handheld monitoring equipment. 3. Reduce the time between identifying contamination and beginning decontamination procedures by 15 minutes per person.
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Title: Update of Local Hazard Mitigation Plan

<p>Expense: \$55,000</p>	<p>Funding Source(s): General Fund support: \$45,000 Emergency Management Performance Grant: \$10,000</p>
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<p>Intended Results:</p> <ol style="list-style-type: none"> 1. Updating and revising the County’s Local Hazard Mitigation Plan and receiving FEMA approval of the plan will continue to allow the County to be eligible to apply for and receive federal hazard mitigation grant funds on a competitive basis. 2. The current Local Hazard Mitigation Plan (LHMP) needs to be updated and approved by the Board of Supervisors no later than June 2019, to enable Cal OES and FEMA time to review and approve it prior to our current LHMP approval expiring in December 2019. The plan is required to be reviewed and updated every 5 years to maintain program eligibility for related grant programs. 3. This plan will reduce our vulnerability to natural and manmade hazards and develop strategies to reduce the risks associated with those hazards.
--

Title: Update and expand the County’s Tsunami Emergency Response Plan.

<p>Expense: \$40,000</p>	<p>Funding Source(s): General Fund support: \$30,000 Emergency Management Performance Grant: \$10,000</p>
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<p>Intended Results:</p> <ol style="list-style-type: none"> 1. Incorporate new tsunami inundation mapping into plans. 2. Finalize the tsunami signage plan and coordinate installation of the signs in the coastal zone after obtaining local review and approval. 3. Redesign, update and print Geographic Information Systems (GIS) tsunami preplans that will enable appropriate and informed evacuation information to be delivered to the public. 4. Seek and obtain TsunamiReady Certification, which provides access to technical support from the National Weather Service and National Tsunami Hazard Mitigation Program partners, provides eligibility for credit points from the FEMA Community Rating System, which provides discounts on flood insurance in participating communities. The certification also provides improved positioning to receive Federal and State financial support. 5. This project will improve public awareness of the tsunami risk on our coastline and allow them to evacuate appropriately should we be threatened by a tsunami.
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Title: Earthquake Training	
Expense: \$50,000	Funding Source(s): General Fund support: \$25,000 Emergency Management Performance Grant: \$25,000
Intended Results:	
<ol style="list-style-type: none"> 1. A four-day California Specialized Training Institute (CSTI) earthquake training workshop for various local government and private organizations staff will be held. 2. Participation in three earthquake exercises as part of the workshop. 3. Significantly enhance the readiness of the County to respond to a damaging earthquake by training key lead and support staff. 	

BUDGET AUGMENTATION REQUESTS NOT RECOMMENDED

Title: Mobile Joint Information Center	
Expense: \$802,300	Funding Source(s): General Fund support: \$52,300 Nuclear Power Plant Emergency Prepared- ness Program: \$750,000
Intended Results:	
<ol style="list-style-type: none"> 1. Capability to establish a mobile emergency command and medial information center. 2. Act as an alternate joint media center in the event the Joint Information Center (JIC) at the EOC or alternate EOC is not available. 3. Ability to have remote connectivity as the vehicle has a self-contained local area network and internet satellite for telephone, fax and television service. 	

GOALS AND PERFORMANCE MEASURES

Department Goal: Coordinate emergency planning efforts of government and community based organizations to ensure a consistent, countywide response to emergency situations and compliance with regulatory requirements.						
Communitywide Result Link: <input checked="" type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input type="checkbox"/> Well-Governed Community						
1. Performance Measure: 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.						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
0	0	0	0	0	0	0
<p>What: The Federal Emergency Management Agency (FEMA) evaluates large scale nuclear power plant emergency exercises at least every two years and additional smaller evaluated exercises from time-to-time. These evaluations are conducted to ensure local agencies, working with State and Federal agencies, can adequately protect public health and safety and are in compliance with regulatory requirements. This Performance Measure is specific to a Deficiency rating (recently re-titled as a Level I finding by FEMA). This is a unique, critical rating in that receipt of a Deficiency/Level 1 indicates an identified issue that could, by itself, have an adverse impact on public health and safety. Any such identified finding must be repeated and in turn be reevaluated by FEMA within 120 days. Since having an approved and effective offsite emergency response plan, as measured by FEMA in part through these exercise evaluations, is a condition of the licensing requirements for Diablo Canyon, a Deficiency/Level 1 is a level of rating that is measured independently of others due to its distinct rating criteria and consequences.</p> <p>Why: A zero Deficiency/Level 1 rating by FEMA is a statement that local response agencies, coordinated by County OES, demonstrated and passed the most critical and vital areas of emergency planning, training, and coordination during the evaluated exercise(s). FEMA then certifies to the Nuclear Regulatory Commission that the County has reasonably demonstrated it can protect the public health and safety. This in turn meets one of Diablo Canyon's continued licensing requirements.</p> <p>How are we doing? Large scale emergency response exercises that demonstrate compliance with regulations are conducted at least every two years. The most recent FEMA evaluated exercise was conducted in FY 2016-17; the preliminary report is that no Deficiencies/Level 1 finds were identified. There was also a separate FEMA drill in FY 2016-17, which was an evaluated medical drill. The preliminary report is that no Deficiencies/Level 1 finds were identified.</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.						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
0	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 emergency response, planning or training. Unlike a rating of Deficiency/Level 1, individual ARCAs do not indicate a decreased level of public health and safety; they instead shed light on areas the County and related agencies can improve upon. They are not considered to adversely impact the public health and safety. Improvement can be demonstrated in future evaluated exercises. (Areas Requiring Corrective Action has recently been re-titled as Level II Finding by FEMA. This will be reflected in future performance measure reports).</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, the FEMA Evaluated Exercise was conducted in FY 2016-17, and the preliminary report is that no ARCAs were identified. There was one FEMA Evaluated Medical Drill in FY 2016-17 and the preliminary report is that no ARCAs were identified.</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.						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
80%	80%	100%	86%	90%	90%	90%
What: This measures the effectiveness of our coordination efforts with various local agencies.						

<p>Why: This feedback is important so that we can continually improve our coordination efforts.</p> <p>How are we doing? OES surveys partner agencies from time-to-time to measure the effectiveness of coordination efforts. For FY 2015-16, fourteen responses (out of 48 sent) were received reporting an 86% overall average rating of good to excellent. Additional surveys are being requested and future reports will include a larger feedback baseline response.</p>						
<p>4. Performance Measure: Percentage of survey results rating training done by the Office of Emergency Services as “good” to “excellent”.</p>						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
97%	95%	97%	96%	95%	95%	95%
<p>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.</p> <p>Why: Survey results are a reflection of the effectiveness of the training as determined by the training participants.</p> <p>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.</p>						
<p>5. Performance Measure: General Fund support costs per capita for emergency management services (excluding nuclear power planning activities).</p>						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
56¢	32¢	52¢	57¢	68¢	61¢	72¢
<p>What: This measure provides a baseline for comparing the costs of emergency services to other like agencies.</p> <p>Why: In order to demonstrate that emergency management costs are reasonable for the value and services received.</p> <p>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 \$1.88 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. However, during 2016-17 OES had reduced staffing levels due to unavoidable long term time-off needs for some staff members. Combined with the large scale nuclear power plant exercise, this resulted in less General Fund support related activities. General Fund support activities that include most non-nuclear power plant emergency preparedness efforts continues to have needed attention. As such, for FY 2017-18 the target includes a projected increase of about 5% for a status quo budget.</p>						

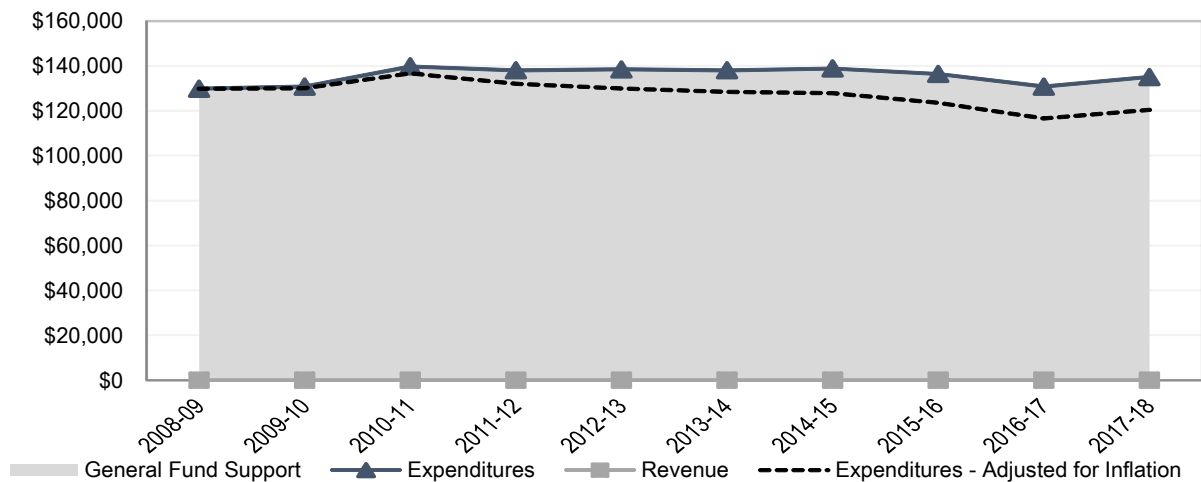
Grand Jury

The Grand Jury is responsible for reviewing public entity operations and management, and if necessary, conducting special investigations of public entities to ensure the efficient functioning of local government.

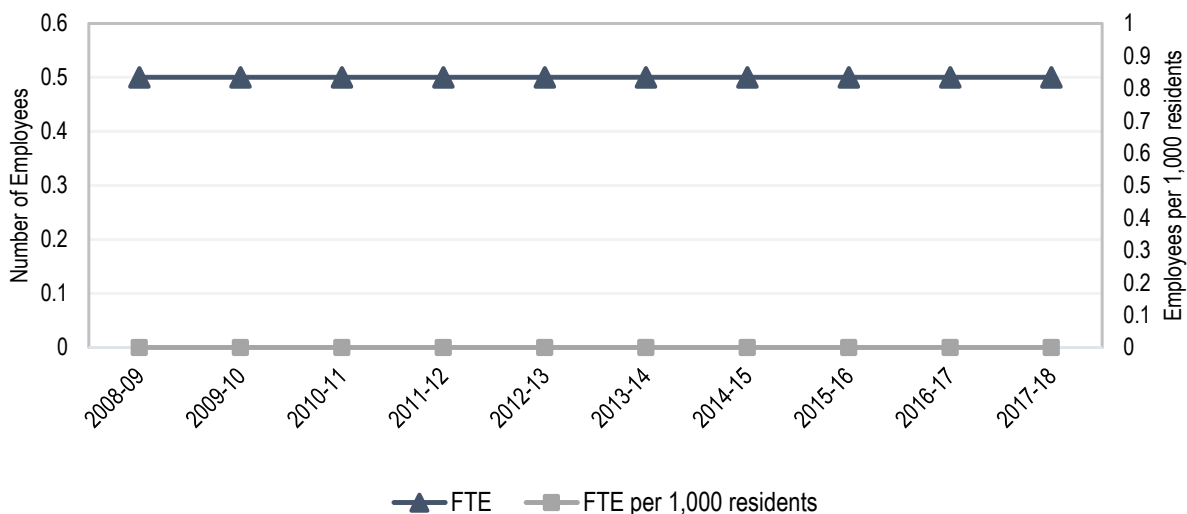
BUDGET AT A GLANCE

	FY 2017-18 Recommended	Change from FY 2016-17 Adopted	% Change
Expenditures	\$135,063	\$4,297	3%
Revenue	\$0	\$0	0%
General Fund Support	\$135,063	\$4,297	3%
Staffing Levels	0.50 FTE	0.00 FTE	0.00 %

Ten Year Budget History



Ten Year Staffing History



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.

SERVICE PROGRAMS

The Grand Jury has a total expenditure level of \$135,063 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: \$121,763

Total Staffing (FTE): 0.39

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.

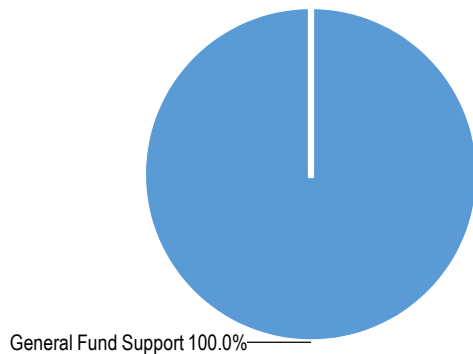
Total Expenditures: \$13,300

Total Staffing (FTE): 0.11

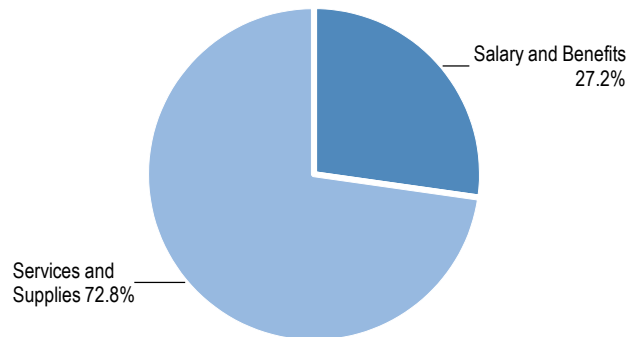
FINANCIAL SUMMARY

	FY 2016-17 Adopted	FY 2016-17 Estimated	FY 2017-18 Requested	FY 2017-18 Recommended	Change from FY 2016-17
Salary and Benefits	\$31,501	\$15,750	\$36,792	\$36,792	\$5,291
Services and Supplies	\$99,265	\$74,765	\$98,271	\$98,271	\$(994)
Gross Expenditures	\$130,766	\$90,515	\$135,063	\$135,063	\$4,297
General Fund Support	\$130,766	\$90,515	\$135,063	\$135,063	\$4,297

Source of Funds



Use of Funds



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 increase by \$4,297 compared to FY 2016-17 adopted levels.

In FY 2017-18, salaries and benefits are increasing and services and supplies will see a decrease in recommended expenditure levels.

Service Level Impacts

There are no service level impacts as a result of the recommended level of General Fund support for FY 2017-18.

Position Allocation List Changes

The FY 2017-18 recommended Position Allocation List (PAL) for the department includes no changes compared to the FY 2016-17 adopted PAL.

BUDGET AUGMENTATION REQUESTS RECOMMENDED

None requested.

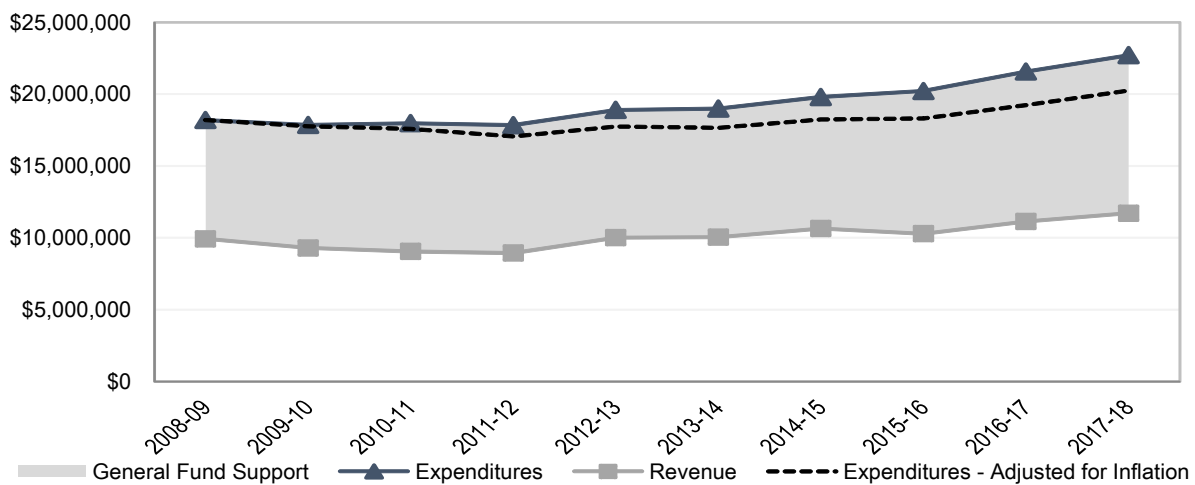
Probation

Probation provides community supervision of adult and juvenile offenders and operates the County Juvenile Hall.

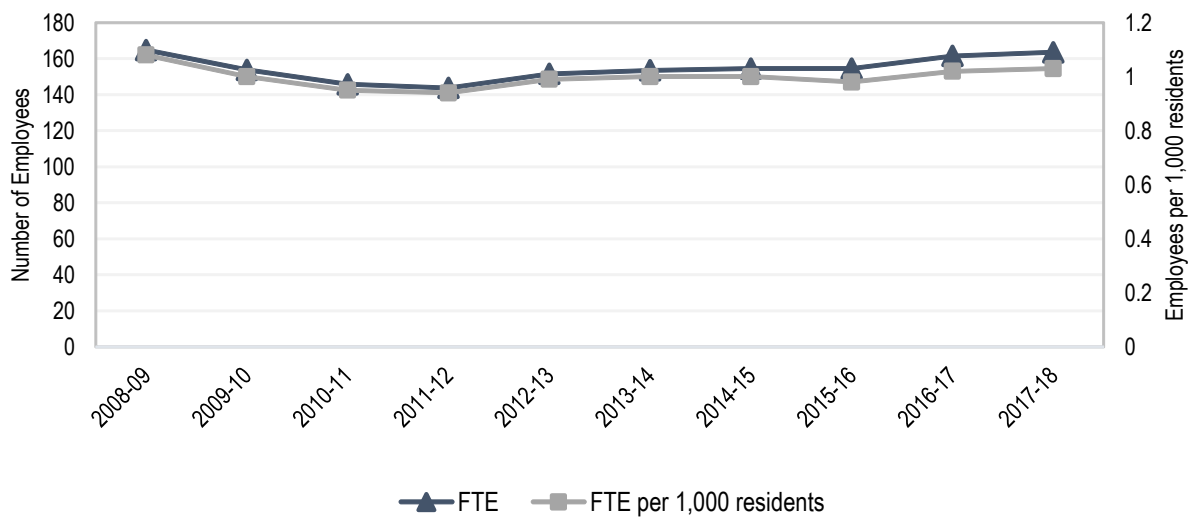
BUDGET AT A GLANCE

	FY 2017-18 Recommended	Change from FY 2016-17 Adopted	% Change
Expenditures	\$22,708,867	\$1,136,600	5%
Revenue	\$11,709,528	\$574,451	5%
General Fund Support	\$10,999,339	\$562,149	5%
Staffing Levels	163.50 FTE	2.00 FTE	1.24 %

Ten Year Budget History



Ten Year Staffing History



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.

ABOUT THIS BUDGET

The Probation Department is responsible for providing community corrections services, which are mandated by law. The Department is organized into four areas of service to meet these mandates:

- 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 the 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 65 bed County Juvenile Hall.
- Revenue Recovery is responsible for the collection of fines and 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 the department's commitment to public safety. The Probation Department supervises offenders based on risk, need and responsivity principles. Supervision levels are based on a defendant's level of risk to reoffend. Treatment is targeted at criminogenic needs and is delivered in a methodology and dosage shown by correctional research to reduce recidivism.

The Probation Department is committed to having a strong community supervision presence and working closely with law enforcement partners. The Department serves an important function to the criminal and juvenile courts and is relied on by judicial officers to give unbiased and informed recommendations as to the disposition of cases.

The Probation Department also operates the County Juvenile Hall and prides itself on providing a safe and positive environment for youth detained by the Juvenile Court.

Following are some of the department's notable accomplishments for FY 2016-17 and some specific objectives for FY 2017-18:

FY 2016-17 Accomplishments

- Completed construction of the Juvenile Hall Expansion project in August 2016. The expansion was completed on time and within budget. Total cost of the expansion was \$19,984,110.

- Initiated the Coastal Valley Academy Treatment (CVA) Program at the Juvenile Hall began operation on March 6, 2017. It is projected the CVA Treatment Program will serve approximately 15 youth per year. The capability to serve this population with intensive treatment services and maintain them in the County will significantly reduce Probation's group home placements and improve family reunification efforts.
- Completed the department's Evidence Based Practices (EBP) Strategic Plan. The EBP strategic plan guides the department's efforts to adopt evidence-based practices and strategies shown to reduce recidivism and change offender behavior. In October 2016, the University of Cincinnati Corrections Institute assessed the department utilizing the Correctional Program Checklist-Community Supervision Agency (CPC-CSA) tool. The CPC-CSA tool evaluates probation and parole department's adherence to evidence-based practices. The Probation Department was assessed above the national average in 5 of the 6 areas measured.
- Implemented the use of Targeted Case Management (TCM) in October 2016 to receive federal reimbursement for Probation Officers providing case management services to juveniles and their families. TCM provides case management services to Medi-Cal eligible individuals in specific target groups to gain access to needed medical, social, educational and other services. Two of the target groups, children under age 21 and individuals in jeopardy of negative health or psycho-social outcomes, are common among the juvenile probation population.

FY 2017-18 Objectives

- Develop a survey for parents to complete at the end of the child's probation to evaluate the services provided to juveniles and their families under court-ordered supervision. It is projected that approximately 85-90 youth and families will be surveyed at the time of case closure in FY 2017-18. The information collected from survey will assist in ensuring juvenile services delivery is consistent with the department's mission and expectations of parental/family engagement with the youth's rehabilitation plan to reduce recidivism and change behavior.
- Develop an implementation plan to operationalize the Positive Behavior Intervention Support (PBIS) system to provide evidence based behavioral interventions to youth detained at the Juvenile Hall. 200 studies of school-based PBIS programs (Durlak, et al., 2011) revealed that classroom time spent on social, emotional, and behavioral learning and self-management helped to significantly increase students' academic performance, interpersonal success, emotional self-control and well-being, and behavioral skills and development. PBIS implementation will replace the current behavioral management system throughout the facility.
- Develop data metrics and outcomes for the Juvenile Custody Division. This is an ongoing effort to implement ProbationStat in each of the operation divisions. ProbationStat is the primary method to analyze the overall effectiveness of department performance strategies and objectives through the use of data; reviewing division and unit monthly performance measures; follow-up on previous decisions and commitments to improve performance; and establish the next performance objectives. Implementation will begin in July of 2017 by initially identifying baseline data and indicators.

- Develop a standardized adult offender treatment survey that will be administered to offenders under probation supervision at the completion of treatment. The survey will assist Probation in understanding participants overall satisfaction with the program and effect on changing their attitudes, thinking and beliefs. Survey information will be shared with providers to promote overall effectiveness of these programs.

SERVICE PROGRAMS

The Probation Department has a total expenditure level of \$23,028,225 and a total staffing level of 163.50 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: \$2,016,126
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: \$2,188,669
Total Staffing (FTE): 12.00

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: \$1,384,597
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: \$6,626,102
Total Staffing (FTE): 46.00

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 Expenditures: \$4,023,989
Total Staffing (FTE): 30.50

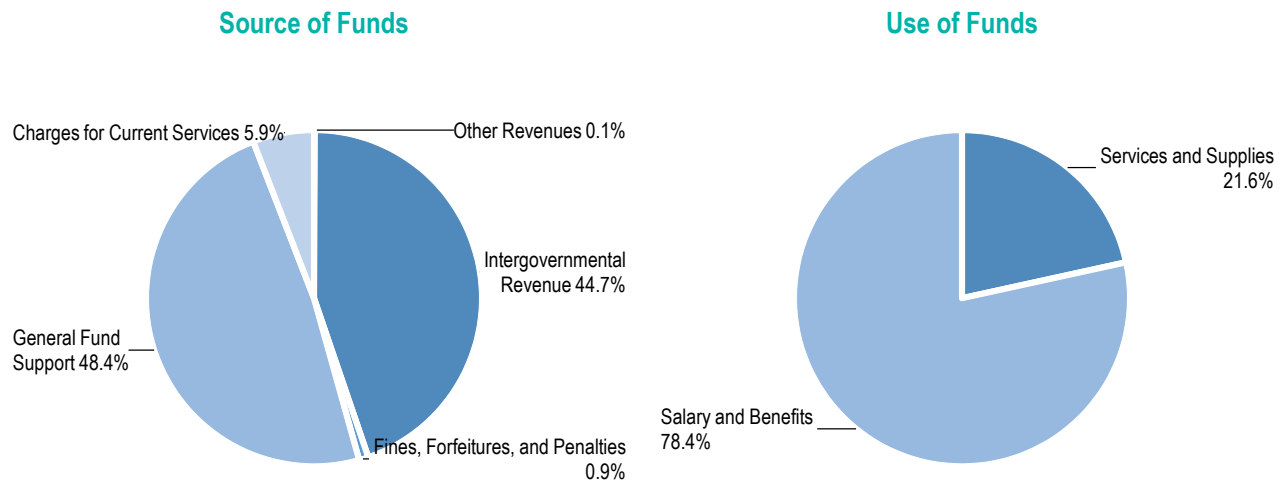
Adult Services

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: \$6,788,743
Total Staffing (FTE): 53.00

FINANCIAL SUMMARY

	FY 2016-17 Adopted	FY 2016-17 Estimated	FY 2017-18 Requested	FY 2017-18 Recommended	Change from FY 2016-17
Fines, Forfeitures, and Penalties	\$148,360	\$222,249	\$205,860	\$205,860	\$57,500
Intergovernmental Revenue	\$9,681,785	\$9,539,634	\$9,715,040	\$10,146,879	\$465,094
Charges for Current Services	\$1,287,357	\$1,176,025	\$1,338,964	\$1,338,964	\$51,607
Other Revenues	\$17,575	\$17,858	\$17,825	\$17,825	\$250
Total Revenue	\$11,135,077	\$10,955,766	\$11,277,689	\$11,709,528	\$574,451
Salary and Benefits	\$17,370,001	\$16,559,647	\$17,759,292	\$18,060,458	\$690,457
Services and Supplies	\$4,519,046	\$4,644,763	\$4,821,979	\$4,967,767	\$448,721
Other Charges	\$0	\$5,000	\$0	\$0	\$0
Capital Assets	\$0	\$39,789	\$0	\$0	\$0
Gross Expenditures	\$21,889,047	\$21,249,199	\$22,581,271	\$23,028,225	\$1,139,178
Less Intrafund Transfers	\$(316,780)	\$(367,512)	\$(319,358)	\$(319,358)	\$(2,578)
Net Expenditures	\$21,572,267	\$20,881,687	\$22,261,913	\$22,708,867	\$1,136,600
General Fund Support	\$10,437,190	\$9,925,921	\$10,984,224	\$10,999,339	\$562,149



COUNTY ADMINISTRATOR’S COMMENTS AND RECOMMENDATIONS

Financial Summary

General Fund support for the Probation Department in FY 2017-18 is recommended to increase \$562,149 or 5% over the FY 2016-17 adopted level. The increase is driven by a number of factors, including approximately \$265,961 of one-time expenses for replacement of safety equipment and firearms, replacement and expansion of surveillance video in the Juvenile Hall, as well as ongoing expense for utilities in the new wing of the Juvenile Hall and increased Information Technology network expense.

Revenues are increasing \$574,451 or 5% compared to the FY 2016-17 adopted budget primarily due to increases in SB 678 Community Corrections Performance Incentive Funds from the State. This revenue source is increasing in large part due to the ten Budget Augmentation Requests totaling \$431,839 in revenue.

Expenditures are recommended to increase \$1,136,600 or 5%. The increase includes \$446,953 of expense related to the ten recommended Budget Augmentation Requests detailed below. The expense for each of the recommended augmentations is offset with SB 678 Community Corrections Performance Incentive Funds. SB 678 established a system of performance-based funding that shares State General Fund savings with county probation departments when they demonstrate success in reducing the number of adult felony probationers going to State prison because of committing new crimes or violating the terms of probation.

Service Level Impacts

The recommended budget maintains services at current levels, with the exception of the Budget Augmentation Requests recommended below. New services provided by the recommended requests include additional information technology capacity and administrative support, additional resources to support the new in-custody treatment program in the juvenile hall, increased capacity in adult supervision and quality assurance in juvenile services, and more capacity to support Probation’s participation in the Sheriff’s Gang Task Force.

Position Allocation List Changes

The FY 2017-18 recommended Position Allocation List (PAL) for the department includes a net increase of 2.00 FTE positions compared to the FY 2016-17 adopted PAL.

FY 2016-17 Mid-Year PAL Changes:

On December 13, 2016, the Board of Supervisors approved the following changes:

- -1.00 FTE Supervising Admin Clerk I
- +1.00 Departmental Personnel Technician

FY 2017-18 Recommended PAL Changes:

- -2.00 FTE Deputy Probation Officer II, due to the loss of funding from the County Office of Education.

The following changes are the result of the Budget Augmentation Requests:

- -1.00 FTE Departmental Automation Specialist
- +1.00 FTE Accounting Technician.
- +1.00 FTE Juvenile Services Officer I
- +1.00 FTE Deputy Probation Officer I
- -1.00 FTE Probation Assistant
- +1.00 FTE Deputy Probation Officer III
- +1.00 FTE Deputy Probation Officer III
- -1.00 FTE Deputy Probation Officer II
- +1.00 FTE Deputy Probation Officer III
- -2.00 FTE Deputy Probation Officer II
- +2.00 FTE Deputy Probation Officer III
- +1.00 FTE Administrative Assistant III

BUDGET AUGMENTATION REQUESTS RECOMMENDED

Title: Add 1.00 FTE Software Engineer III and delete 1.00 FTE Departmental Automation Specialist to build additional capacity necessary to manage specific IT needs.	
Expense: \$56,583	Funding Source(s): Community Corrections Performance Incentive Fund (SB 678): \$56,583

Intended Results:	
<ol style="list-style-type: none"> 1. Provide reliable, cross-trained programming support to deliver on-going technical support and related business process services specific to the Probation Department. Measurable results include: Reduced risk of system outages, data inaccuracies, and increase system efficiencies. Improve existing response times on compliance and mandated changes to complex systems. Reduce system risk by having a software engineer familiar with systems. 2. More quickly address the backlog of enhancement requests. Measurable results include: Completing the backlog of enhancement requests by assigning these to the software engineer. Provide estimates to projects within a month and revise project list with management monthly. 	
Title: Add 1.00 FTE Accounting Technician to provide support and backup to Administrative Services Manager.	
Expense: \$57,238	Funding Source(s): Community Corrections Performance Incentive Funds (SB 678): \$57,238
Intended Results:	
<ol style="list-style-type: none"> 1. Accounting Technician will be trained on and assume responsibility for claiming and reporting by January 1, 2018. 2. Administrative Services Manager will increase by 25% time spent on reviewing claims, revenues and programs for fiscal compliance and accuracy, thereby decreasing the risk of material findings in future audits. 	
Title: Add 1.00 FTE Juvenile Services Officer I to In-Custody Treatment Program at new juvenile hall.	
Expense: \$65,083	Funding Source(s): Community Corrections Performance Incentive Fund (SB 678): \$65,083
Intended Results:	
<ol style="list-style-type: none"> 1. The in-custody treatment program will reduce first time group home placements by 50% in the first fiscal year, as the program will only be in operation for 6 months of that year, and 75% in the second fiscal year. 2. The in-custody treatment program will provide cognitive behavioral treatment and life skills building activities to 100% of youth who participate in the program. 3. Youth who complete the program will have a 15% reduction in their risk for recidivism as demonstrated by Youth Level of Service – Case Management Inventory risk assessment score at the outset of the program versus at program completion. 	
Title: Add 1.00 FTE Deputy Probation Officer I to Post Release Community Supervision Unit.	
Expense: \$73,526	Funding Source(s): Public Safety Realignment (AB 109) funds: \$73,526
Intended Results:	
<ol style="list-style-type: none"> 1. Reduce the current caseload ratio (cases per officer) in the Post Release Community Supervision Unit from 56:1 to 40:1. Lower caseloads will help officers meet their caseload management responsibilities which are based on risk level and the criminogenic needs of offenders. 	

Title: Add 1.00 FTE Deputy Probation Officer I and delete 1.00 FTE Probation Assistant to enhance juvenile services to placement and in-custody treatment youth.	
Expense: \$15,933	Funding Source(s): Community Corrections Performance Incentive Fund (SB 678): \$15,933
Intended Results: <ol style="list-style-type: none"> 1. Meet the federal monthly caseworker visit requirement of 90% for all youth in foster care. This will provide necessary case management and oversight for all foster youth to support their safety, permanency and wellbeing. It will also provide for continued federal reimbursement for foster care maintenance costs in all eligible cases. 2. Reduce first time group home placements by 75% in new fiscal year (first full fiscal year of operation). This will better serve the delinquent youth in the community who require out of home treatment by providing a safe and local alternative to group home placement. It will also provide for increased safety of the community by maintaining youth in a more safe and structured environment during the initial phases of their treatment as well as by providing intensive transition services when returning the youth to their homes. 	
Title: Add 1.00 FTE Deputy Probation Officer III to the Gang Task Force.	
Expense: \$86,904	Funding Source(s): Community Corrections Performance Incentive Fund (SB 678): \$86,904
Intended Results: <ol style="list-style-type: none"> 1. Increase the Sheriff's Gang Task Force FY 2016-17 target arrest rate by 10% for a total of 20 gang-related arrests. 2. Increase the Sheriff's Gang Task Force FY 2016-17 field contact rate by 10% for a target of 440 gang-related field contacts. 	
Title: Add 1.00 FTE Deputy Probation Officer III & delete 1.00 FTE Deputy Probation Officer II to enhance juvenile services to placement and in-custody treatment youth.	
Expense: \$6,491	Funding Source(s): Community Corrections Performance Incentive Fund (SB 678): \$6,491
Intended Results: <ol style="list-style-type: none"> 1. Implement Child and Family Teams for 100% of youth in group homes as of January 1st, 2017, youth entering all foster care placement types after January 1st, 2017 and youth in the in-custody treatment program. 2. Implement improved quality assurance for foster care technical requirements such as monthly contacts, case plans and psychotropic medication by including these data elements in "ProbationStat" reviews by September 1, 2017. Once fully implemented, this will enable the Probation Department to create written reports on these data elements on a monthly basis. This will enhance quality of service by providing for regular internal review of practice and performance as well as improve efficiency by providing streamlined data sources. It will also improve timeliness in correcting any issues identified and thereby help maintain eligibility for associated funding sources related to foster care. 3. Increase the number of families referred by Probation to the Resource Family Approval (RFA) program by 15%. Increasing the capacity for home based foster care in the county is a vital component of successful implementation of changes brought about by Continuum of Care Reform. 	

Title: Add 2.00 FTE Deputy Probation Officer III and delete 2.00 FTE Deputy Probation Officer II for the Gang Task Force.	
Expense: \$12,981	Funding Source(s): Community Corrections Performance Incentive Fund (SB 678): \$12,981
Intended Results: <ol style="list-style-type: none"> 1. Provide specialized probation expertise and services on the Sheriff's Gang Task Force to support the detection, investigation, arrest and prosecution of individuals associated with gang activity and crime. 2. Act as the Probation Department's principal liaison by providing public education and training on gangs and gang activity to help reduce gang-related crimes throughout the County. 	
Title: Add 1.00 FTE Deputy Probation Officer III for Quality Assurance and delete 1. 00 FTE Deputy Probation Officer.	
Expense: \$6,491	Funding Source(s): Community Corrections Performance Incentive Fund (SB 678): \$6,491
Intended Results: <ol style="list-style-type: none"> 1. Provide Cognitive Behavioral Interventions (CBIs) to at least 75% of all new moderate or high risk juvenile offenders placed on court ordered supervision who reside in San Luis Obispo County. This will reduce their risk of recidivism and thereby provide for a safer community. 2. Provide formal training on risk assessment and case plans to all Deputy Probation Officers by the end of the first year of their assignment in the Juvenile Services Division. This will provide for better trained officers and increased fidelity in the use of these important evidence based practices. 3. Enhance quality assurance measures as demonstrated by having current risk assessments and meeting required contact standards on at least 80% of all juvenile cases. This will insure the department is meeting case management standards in order to allocate appropriate resources towards those juvenile offenders most likely to recidivate in the community. 	
Title: Add 1.00 FTE Administrative Assistant III to assist the professional standards unit.	
Expense: \$50,609	Funding Source(s): Community Corrections Performance Incentive Fund (SB 678): \$50,609
Intended Results: <ol style="list-style-type: none"> 1. Increase time spent on training management issues including arranging training and maintaining strict compliance with Federal, State, County and department requirements by 53%. 2. Reduce time needed to complete face to face interviews for hiring backgrounds from an average of 30 business days to 27 business days. 3. Increase time spent in the field as a Field Training Officer with newly hired officers by 10%. 	

BUDGET AUGMENTATION REQUESTS NOT RECOMMENDED

None.

GOALS AND PERFORMANCE MEASURES

Department Goal: Provide an efficient and cost effective alternative to incarcerating adult felons and misdemeanants through the enforcement of court orders and support of successful completion of term of probation, thus enhancing public safety.						
Communitywide Result Link: <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: Cost avoided by supervising felons on probation instead of sending them to state prison. <i>(This measure is being deleted in FY 2017-18)</i>						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
\$68,866,197	\$86,661,327	\$73,707,854	\$65,440,645	\$74,644,018	\$68,289,977	Delete
<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, the calculations since FY 2013-14 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> <p>Why: To demonstrate that Probation is a cost effective alternative to State incarceration.</p> <p>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.</p> <p>In addition to the normal socio-economic factors that influence criminality, implementation of Public Safety Realignment (AB 109) in late 2011 and Proposition 47 in 2014 have had differing impacts on the number of adults on probation. Locally, the number of active felony level probationers decreased from a high of 1,725 at the end of FY 2013-14 to 1,236 at the end of FY 2015-16. However, as of September 30, 2016, the number of active felony level probationers was 1,272.</p> <p>Adult Division operational costs for FY 2016-17 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 an increased level of expenditures for evaluation and training purposes.</p> <p>In line with the actual number of felony level probationers in FY 2015-16 and in the first quarter of FY 2016-17 the projected value for FY 2016-17 is estimated to be approximately \$68,289,977.</p> <p>This measure will no longer be used as a budget performance measure, so no target has been established for FY 2017-18.</p> <p>Comparison data with other counties is not available.</p>						
2. Performance Measure: Percentage of felons who were sent to State prison. <i>(This measure is being deleted in FY 2017-18)</i>						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
11.1	9.9%	10.9%	11.3%	11.0%	11.0%	Delete
<p>What: The proportion of the felony probation case closures in the time period that were sent to state prison.</p> <p>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.</p>						

How are we doing? During FY 2015-16, the actual percentage of felons sent to state prison was 11.3% (66 out of 586). Because the annual result has been approximately 11.0% for the last four years, the department has modified its FY 2016-17 target to 11.0%. Probation closures in the first quarter of FY 2016-17 indicated that 10.9% (10 of 92) of felony level probationers were sent to prison, thus the department is on track to meet its target.

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.

This measure will no longer be used as a budget performance measure, so no target has been established for FY 2017-18.

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. (This measure is being deleted in FY 2017-18)

12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
12.1%	8.7%	15.7%	12.9%	15.0%	15.0%	Deleted Measure

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, eight out of 62 offenders – or 12.9% - were sent to prison on a revocation or new conviction. PRCS closures in the first quarter of FY 2016-17 indicated that 2.8% (1 of 36) of PRCS offenders were sent to prison, thus the department is more than on track to meet its target. However, because random variation, or fluctuations, occurs when counting few occurrences in a small population, the Department is cautious about modifying its projected year-end rate.

The majority of PRCS offenders (68%) 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 Department 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.

This measure will no longer be used as a budget performance measure, so no target has been established for FY 2017-18.

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. (This measure is being deleted in FY 2017-18)

12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
71%	83%	78%	82%	70%	70%	Delete

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? Eighty-two percent (267 out of 324) of juvenile referrals in FY 2015-16 were diverted from the Juvenile Court system. Data from the first quarter of FY 2016-17 indicate that 79.8.8% (87 of 109) of juvenile referrals were diverted, thus the Department is on track to meet its target.

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.

This measure will no longer be used as a budget performance measure, so no target has been established for FY 2017-18.

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. (This measure is being deleted in FY 2017-18)

12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
86%	88%	87%	84%	80%	85%	Delete

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. During the first quarter of FY 2016-17, 93.3% (28 of 30) of juveniles remained at home. The projection for FY 2016-17 is 85%.

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.

This measure will no longer be used as a budget performance measure, so no target has been established for FY 2017-18.

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.

12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
\$.38 for every dollar collected	\$.39 for every dollar collected	\$.43 for every dollar collected	\$.37 for every dollar collected	\$.40 for every dollar collected	\$.40 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, the Department collected \$3,273,105 at an expense of \$1,188,279. Our year-end result was \$.37 expended for every dollar collected. The new collections data system is functional, yet is still being refined to make more compatible with our uses. Data available through the end of October 2016 indicates that our ratio is approximately \$.41. At this point in the year, this ratio is expected as the bulk of revenues arrives during the second half of the fiscal year.

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.

Department Goal: Promote behavior change among adult offenders while under community supervision to reduce criminality and enhance community safety.

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

7. Performance Measure: Recidivism rate among Adult Formal Probationers.
(This measure is being added in FY 2017-18)

12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
32.6%	38.0%	44.4%	39.9%	40.0%	40.0%	40.0%

What: The recidivism rate is a percentage that is calculated among probation cases that closed for any reason. The number of probationers who were convicted of a new law violation during his/her period of supervision is divided by the total number of adult formal probation cases that closed during the fiscal year period.

Why: Recidivism is one of the most fundamental concepts in criminal justice. It refers to a person's relapse into criminal behavior, often after the person receives sanctions or undergoes intervention for a previous crime; i.e., being granted a term of probation and any programmatic services associated with that term of probation. The level of recidivism among probationers is an indicator of the Probation Department's effectiveness to promote non-criminogenic behavior and deter further crime among offenders under its supervision.

How are we doing? Between Fiscal Years 2013-14 and 2014-15, the recidivism rate among adult formal probationers increased from 32.6% to 44.4% (456 of 1,027), but then decreased to 39.9% (423 of 1060) during FY 2015-16. The adopted and projected recidivism rate for FY 2016-17 is 40%. In the first quarter of FY 2016-17, 31.5% of probationers whose case closed had recidivated.

The recidivism rate among adult formal probationers has fluctuated over the past four years. During this time period, the number of people on formal probation has also fluctuated, in part driven by legislative actions. However, over the same time period, the proportion of probationers assessed as medium-high or high risk to recidivate has remained approximately 30% each year. Beginning in FY 2013-14, the department has been reallocating staff resources to decrease the officer-to-offender caseload ratio for those working with the higher risk cases. Lower caseload ratios enable officers to remain in closer contact with probationers on their caseloads. Additionally, the Department is working closely with community partners to increase probationer engagement and retention in service programs, such as cognitive-behavioral therapy and drug and alcohol treatment.

Comparison data with other counties is not available as data definitions vary between counties.

8. Performance Measure: Recidivism rate among Adult Post Release Community Supervision (PRCS) Offenders.
(This measure is being added in FY 2017-18)

12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
27.5%	40.7%	39.1%	31.7%	35.0%	35.0%	35.0%

What: The recidivism rate is a percentage that is calculated among Post-Release Community Supervision (PRCS) cases that closed for any reason. The number of PRCS offenders who were convicted of a new law violation during his/her period of supervision is divided by the total number of PRCS cases that closed during the fiscal year period. This is a distinct and different population; those released from prison onto community supervision, compared to those persons who granted adult formal probation.

Why: Recidivism is one of the most fundamental concepts in criminal justice. It refers to a person's relapse into criminal behavior, often after the person receives sanctions or undergoes intervention for a previous crime; i.e., being granted a term of probation and any programmatic services associated with that term of probation. The level of recidivism among probationers is an indicator of the Probation Department's effectiveness to promote non-criminogenic behavior and deter further crime among offenders under its supervision.

How are we doing? In FY 2015-16, the actual recidivism rate among PRCS offenders was 31.7% (20 of 63), a noticeable decrease from the higher rate of 40.7% (44 of 108) seen in FY 2013-14. On average, about 103 PRCS cases closed each year; random variation, or fluctuation, occurs when counting few occurrences in a small population. The adopted and projected PRCS recidivism rate for FY 2016-17 is 35%. In the first quarter of FY 2016-17, 19.4% of PRCS offenders whose case closed had recidivated.

Approximately 70% of the PRCS are assessed as medium-high or high risk to recidivate. The department maintains a low officer-to-offender caseload ratio when working with this population. Additionally, this population benefits from a strong collaborative, post-release program with the Behavior Health Department. This program, Post-Release Treatment Services, enables quick assessment and entry into drug and alcohol and co-occurring disorders treatment. The program also provides case management services to help address offenders' criminogenic needs.

Comparison data with other counties is not available as data definitions vary between counties.

Department Goal: Reduce the number of juvenile referrals to Probation through the use of community-based prevention services.

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

9. Performance Measure: Number of Juveniles Referred to Juvenile Probation by Law Enforcement Agencies.
(This measure is being added in FY 2017-18)

12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
542	484	456	435	450	450	450

What: This measure is a count of the number of non-duplicated juveniles referred to Juvenile Probation by Law Enforcement Agencies for a criminal allegation during the fiscal year.

Why: A juvenile referral from Law Enforcement Agencies to Juvenile Probation is the first step in launching criminal allegations against a youth. The number of referrals received is an indication of both the level of criminal activity within the community and the level of necessary involvement by Juvenile Probation in the juvenile justice process. The Probation Department is responsible for investigating each referral, assessing the juvenile for risk to recidivate, and preparing any necessary documents for submission to the District Attorney and the Juvenile Courts.

How are we doing? The number of juveniles referred to Juvenile Probation has steadily decreased from 542 juveniles in FY 2012-13 to 435 juveniles in FY 2015-16. The adopted and projected number of juvenile referred to Probation for FY 2016-17 is 450. In the first quarter of FY 2016-17, 134 juveniles had been referred.

Comparison data is not available.

Department Goal: Promote behavior change among juvenile offenders while under community supervision to reduce criminality and enhance community safety.

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

10. Performance Measure: Recidivism Rate among Juvenile Probationers.
(This measure is being added in FY 2017-18)

12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
23.1%	31.9%	35.2%	23.9%	30.0%	30.0%	30.0%

What: The number of juvenile probationers whose court-ordered probation cases were closed during the fiscal year that had a new delinquency petition sustained in juvenile court or an adult criminal conviction during his or her period of supervision

Why: Recidivism is one of the most fundamental concepts in criminal justice. It refers to a person's relapse into criminal behavior, often after the person receives sanctions or undergoes intervention for a previous crime; i.e., being granted a term of probation and any programmatic services associated with that term of probation. The level of recidivism among probationers is an indicator of the Probation Department's effectiveness to promote non-criminogenic behavior and deter further crime among offenders under its supervision.

How are we doing? The annual recidivism rate among juvenile court-ordered probation cases increased from 23.1% (53 out of 229) in FY 2012-13 to 35.2% (51 out of 145), and then decreased to 23.9% (34 out of 142) in FY 2015-16. As the juvenile probation population is decreasing, the recidivism rate may be influenced by random variation, or fluctuation, occurs when counting few occurrences in a small population. The adopted and projected juvenile recidivism rate for FY 2016-17 is 30%. In the first quarter of FY 2016-17, 24.5% of juveniles whose case closed had recidivated.

Juvenile Probation maintains small officer-to-offender caseload ratios for high risk and high need juveniles on probation. The department has been working closely with community partners to strengthen and expand the range of supportive services available for juveniles. In FY 2016-17, the department will begin providing intensive treatment services through its expanded Juvenile Hall.

Comparison data is not available.

Department Goal: Promote the judicious use of detention among juveniles. (This measure is new in FY 2017-18.)

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

11. Performance Measure: Number of Bookings into Juvenile Hall.

12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
638	520	433	355	400	400	400

What: This measure is a count of the total numbers of bookings during the fiscal year. A booking may occur for various reasons, including suspected law violation, technical violation of conditions of probation, and warrant apprehension. An individual juvenile may be booked multiple times during the fiscal year.

Why: The number of juvenile bookings reflects both the level of alleged criminal activity within the community and the degree to which probation violations are sanctioned with detention by Probation. Depending upon the seriousness of the charge or violation, Juvenile Probation seeks to reduce the number and duration of juvenile bookings. Research indicates that juveniles who are detained are more likely to have continued involvement with the juvenile justice system.

How are we doing? The total number of bookings into juvenile hall has steadily decreased from 638 bookings in FY 2012-13 to 355 in FY 2015-16. The adopted and projected number of Juvenile Hall bookings for FY 2016-17 is 400. In the first quarter of FY 2016-17, there were 103 bookings.

The steady decrease in the total number of bookings reflects several factors: the overall juvenile population is decreasing in our county; the use of risk assessment tools to guide detention and supervision oversight; the increased use of home detention as a means to sanction a juvenile who has violated the terms of their probation; and close coordination with law enforcement and child welfare to provide services to juveniles and their families to address behavior needs in lieu of confinement.

FY 2014-15 comparison data is available from the CA Board of State and Community Corrections' Juvenile Detention Survey. However, it should be noted that each county has its own circumstances, including differing juvenile population sizes and number of available juvenile hall bed spaces. Marin, 269; Monterey, 1040; Napa, 352; Placer, 444; Santa Barbara, 1249; Santa Cruz, 459.

**12. Performance Measure: Average Daily Population in Juvenile Hall.
(This measure is being added in FY 2017-18)**

12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
34.0	26.6	27.8	23.0	25.0	25.0	25.0

What: The Average Daily Population (ADP) is calculated by dividing the number of juvenile detainees on each day of the fiscal year by the number of days in the year.

Why: The Average Daily Population (ADP) is a reflection of both the number of juvenile bookings and the duration of each detention. Research indicates that decreasing the number and duration of juvenile bookings reduces the risk of self-harm, avoids disruption of a youth's education especially those with a special education needs, and supports the youth's connection with family and community.

How are we doing? The Juvenile Hall ADP has decreased from 34.0 in FY 2012-13 to 23.0 in FY 2015-16. The adopted and projected Juvenile Hall ADP for FY 2016-17 is 25. In the first quarter of FY 2016-17, the ADP was 21.7.

The Probation Department uses screening and assessment tools to divert low risk juveniles away from the juvenile justice system. Additionally, the department has strengthened its use of internal controls including the use of graduated non-custodial sanctions and home detention as alternatives to incarceration, which both decreases the number of juveniles booked on probation violations and the duration of detention.

FY 2014-15 comparison data is available from the CA Board of State and Community Corrections' Juvenile Detention Survey. However, it should be noted that each county has its own circumstances, including differing population sizes and number of available juvenile hall bed spaces. Marin, 11; Monterey, 54; Napa, 20; Placer, 21; Santa Barbara, 61; Santa Cruz, 19.

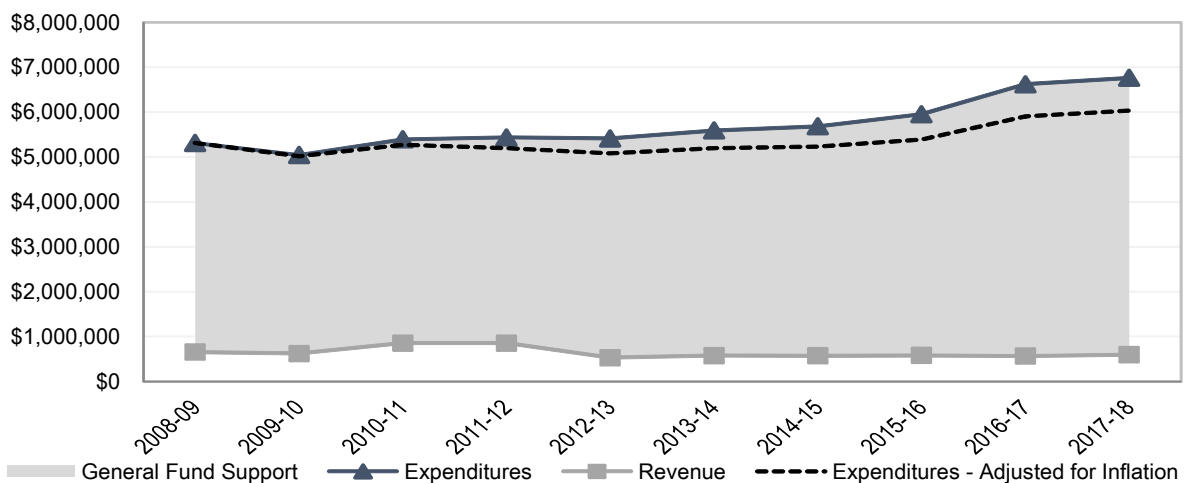
Public Defender

Public Defender provides for the legal defense of criminal defendants that cannot afford an attorney. Services are provided under contracts with private attorneys.

BUDGET AT A GLANCE

	FY 2017-18 Recommended	Change from FY 2016-17 Adopted	% Change
Expenditures	\$6,761,087	\$141,152	2%
Revenue	\$598,000	\$29,489	5%
General Fund Support	\$6,163,087	\$111,663	2%
Staffing Levels	0.00 FTE	0.00 FTE	0.00 %

Ten Year Budget History



PURPOSE

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

ABOUT THIS BUDGET

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 these 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.

SERVICE PROGRAMS

The Public Defender has a total expenditure level of \$6,761,087 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: \$4,552,705

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: \$744,569

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: \$383,633

Total Staffing (FTE): 0.00

Conflict-Conflict-Conflict Public Defense

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: \$782,838

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).

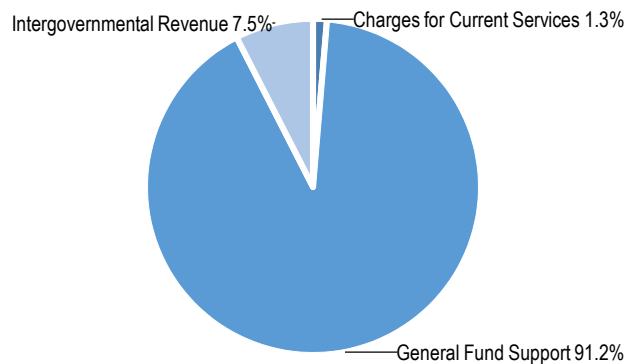
Total Expenditures: \$297,342

Total Staffing (FTE): 0.00

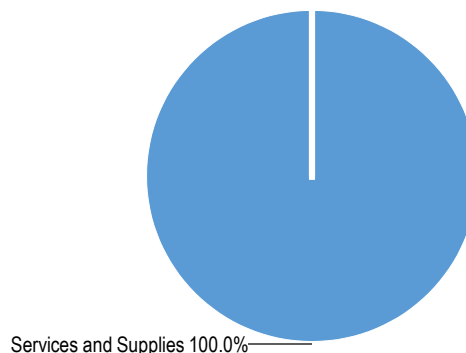
FINANCIAL SUMMARY

	FY 2016-17 Adopted	FY 2016-17 Estimated	FY 2017-18 Requested	FY 2017-18 Recommended	Change from FY 2016-17
Intergovernmental Revenue	\$475,511	\$477,716	\$508,000	\$508,000	\$32,489
Charges for Current Services	\$93,000	\$100,000	\$90,000	\$90,000	\$(3,000)
Total Revenue	\$568,511	\$577,716	\$598,000	\$598,000	\$29,489
Services and Supplies	\$6,619,935	\$6,547,935	\$6,761,087	\$6,761,087	\$141,152
Gross Expenditures	\$6,619,935	\$6,547,935	\$6,761,087	\$6,761,087	\$141,152
General Fund Support	\$6,051,424	\$5,970,219	\$6,163,087	\$6,163,087	\$111,663

Source of Funds



Use of Funds



COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Financial Summary

The level of General Fund support for this budget is recommended to increase \$111,663 or 2% compared to the FY 2016-17 adopted budget. Overall revenues are budgeted to increase \$29,489 or 5% due to growth in State revenue for 2011 Public Safety Realignment expense and reimbursement for case related defense of Mentally Disordered Offenders and crimes committed at Atascadero State Hospital and the California Men's Colony. Expenditures are increasing \$141,152 or 2%. 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 2017-18, based on the annual CPI for calendar year 2016, for a total increase of \$106,788. Annual payments to the County's four contract Public Defender firms, totaling more than \$5.5 million in FY 2017-18, 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.

Service Level Impacts

The recommended level of General Fund support maintains services at current levels.

Position Allocation List Changes

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

BUDGET AUGMENTATION REQUESTS RECOMMENDED

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.						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 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 projected be met again in FY 2016-17 and FY 2017-18. 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.						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
\$21.97	\$19.47	\$21.46	\$21.10	\$23.28	\$23.28	\$23.37
<p>What: This measure shows the per capita gross costs to provide public defender services, based on budgeted amounts.</p> <p>Why: Per capita gross public defender costs is being measured in an effort to capture efficiency data.</p> <p>How are we doing? Annual costs for public defender services averaged around \$21 per capita until FY 2016-17 when costs increased 10% to \$23.28 per capita. The FY 2016-17 target reflects 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. Those resources were 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. 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. The FY 2017-18 target likewise assumes a 1% increase in countywide population, as well as an estimated 1.8% CPI increase for contract law firms.</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, and 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>						

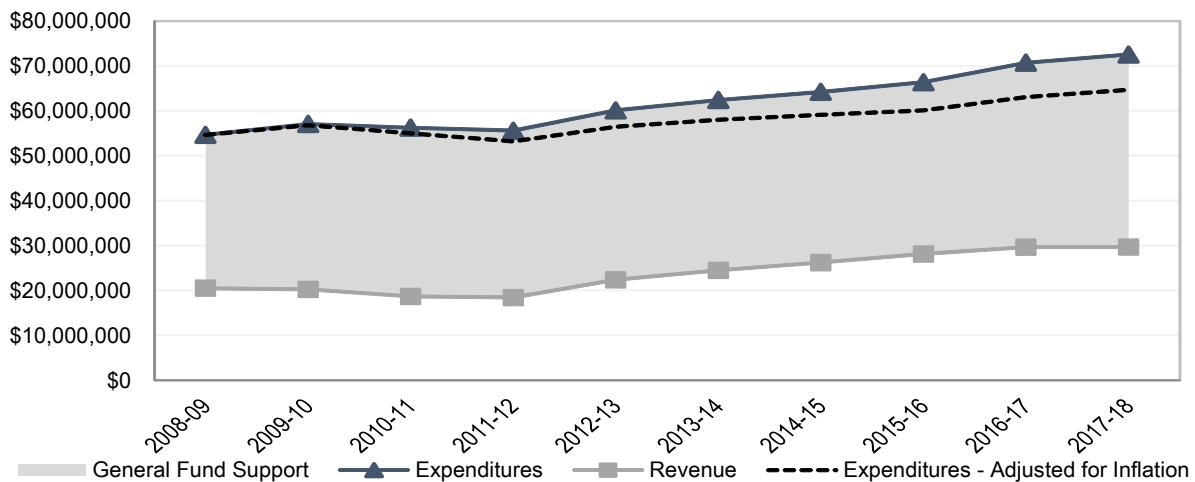
Sheriff-Coroner

The Sheriff's Office provides law enforcement services for the unincorporated area of the county and correctional services for the entire county through operation of the County Jail. The office is headed by an elected Sheriff.

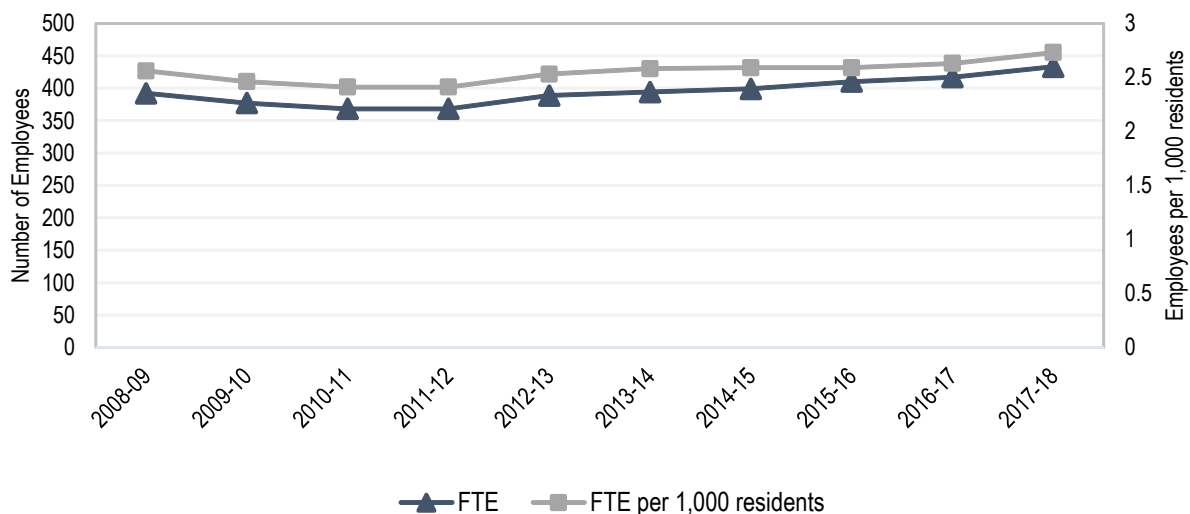
BUDGET AT A GLANCE

	FY 2017-18 Recommended	Change from FY 2016-17 Adopted	% Change
Expenditures	\$72,526,667	\$1,826,074	3%
Revenue	\$29,671,357	\$31,751	0%
General Fund Support	\$42,855,310	\$1,794,323	4%
Staffing Levels	426.00 FTE	9.00 FTE	2.16%

Ten Year Budget History



Ten Year Staffing History



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.

ABOUT THIS BUDGET

The Sheriff's Office is divided into three primary bureaus: Field Operations, Custody, and Support Services.

Field Operations is responsible for the delivery of law enforcement and related emergency services to the unincorporated areas of San Luis Obispo County, an area of approximately 3,200 square miles. The Operations Bureau also provides law enforcement assistance to the seven incorporated cities of San Luis Obispo County and two college campuses. Divisions of Field Operations include Patrol, Detectives, Special Operations, and the Coroner's Office.

Custody is responsible for operation of the County Jail, operation of the Honor Farm and transportation of inmates. Increases in the jail population, longer lengths of stay, and more criminally sophisticated inmates have influenced jail culture. The jail population has fluctuated between 500 to 600 inmates. Proposition 47 had significant impacts and resulted in a 10-15% reduction in the jail population. Even though the overall numbers have decreased, the increase of criminal sophistication, prison politics and mental health complications of the inmates requires more of them to be separated into single occupancy cells, which means the jail crowding concerns have remained consistent. To help ease overcrowding and reduce recidivism, the Jail Programs Unit has focused on expanding vocational programs for the inmates and strengthening collaborations with community agencies and various non-profits to provide more services for inmate reentry. A snapshot of classes offered to inmates throughout the jail from July 2016 to September 2016 showed that 193 inmates participated in classes ranging from emotional/personal training, educational/employment training, attitudes/orientation training, family/marital training to leisure/recreational training. A program manager was recently hired to develop a curriculum and provide instruction for a construction-based program that is designed to make inmates marketable in the construction industry when they are released.

Support Services is responsible for human resources, safety, workers' compensation, risk management, litigation, discipline and training. This bureau also includes records and warrants, training and property/evidence, capital improvement coordination and project management, including the new Women's Jail construction. Phase I of the new Women's Jail project, which provides a new women's housing wing, was completed in April of 2017. This allowed for Phase II of the project to begin. Phase II includes tearing down the previous Women's Jail and building a new state-of-the-art medical facility and more programming rooms for the inmates. Phase II is estimated to be completed in spring of 2018.

The Sheriff's Office continues to implement new and improved technology, such as a body scanner for the jail, installation and update of the County's reverse 911 system, a new state-of-the-art use of force simulator, video visitation system for inmates, the installation of new/updated mobile data computers and digital video cameras in the patrol vehicles. The entire video surveillance/security system in the existing jail is being updated as part of the new Women's Jail project. The Sheriff's Office has spearheaded an active shooter map program that will have upgradable GIS maps for 75% of the schools within the entire county. These maps will be shared with all law enforcement agencies to assist with consistency and communication when multiple

agencies are responding to this type of incident. The Sheriff's Office continues to have a strong K-9 program with six dogs and handlers (four patrol, two detection) that has improved patrol coverage and response times.

The County had zero homicides in 2016, but realized a doubling in the number of robberies from five to ten, when compared to the previous year. The increase in these cases strains investigative resources in the Detectives and Forensic Services units and the Crime Lab. Managing rising costs within tight funding constraints continues to be a challenge. The influx of cannabis cultivation sites in the County had additional impacts on department resources. An Urgency Ordinance was passed by the Board of Supervisors by the required 4/5ths vote to assist with the explosion of large-scale grows that were affecting the County. The Urgency Ordinance provided a measure to help manage the growing number of more than 400 identified large-scale cannabis cultivations. Several of the cultivations were causing significant environmental impacts and increased calls for service. In California Valley, where the majority of the large scale grows were occurring, calls for service increased from 76 in 2014, to 84 in 2015, to 181 by October of 2016. The Urgency Ordinance is a temporary measure until a permanent ordinance is adopted that will work in conjunction with new State laws governing cannabis. The Sheriff's Office is collaborating with other county departments to form a cannabis compliance team to handle the impacts from this new and evolving industry and the changes brought by the passage of Proposition 64.

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 fourth through eighth grades. The program focuses on preventing bullying, respecting others, making good life choices, conflict resolution, and anger recognition and management. The program continues to include School Resource Deputies coordinating three G.R.E.A.T. summer camps throughout the county, including educational field trips, competitive games/activities, and other fun activities, all designed to provide life skills to help youth avoid making decisions that include violence to solve problems. More than 300 students from a variety of school districts within the County were able to attend one of the free summer G.R.E.A.T. camps.

Following are some of the department's notable accomplishments for FY 2016-17 and some specific objectives for FY 2017-18:

FY 2016-17 Accomplishments

- Opening of the Women's Jail (Phase I) in April 2017. This project broke ground in 2014 and although it has had delays, the finished project is a state of the art facility that will enhance security and safety for both inmates and employees.
- Began Phase II of Women's Jail project in April of 2017 to construct new medical facility and programming classrooms for the inmates at site of the existing Women's Jail.
- Completed first full year of operations with the newly acquired marine response vessel. The County's coastline border was being exploited as an entry point for Panga boats to smuggle illegal drugs and aliens. Since the deployment of the marine response vessel in January 2015, Panga boat activity was significantly reduced. In 2013, there were six verified Panga boat landings. In 2014, there were five verified Panga boat landings. In 2015, the Sheriff's Office assisted Monterey County with one verified Panga boat landing just outside the County border. In 2016, there were zero verified Panga boat landings.

- Continued with the planning phase of a co-located dispatch center that will be built and shared with CAL FIRE at the County Operations Center on Kansas Avenue in San Luis Obispo.
- Monitored potential impacts of Prop 47 on jail population and field patrol activities. Prop 47 resulted in the jail population being reduced by 10-15%. At the same time, the jail witnessed a significant increase in prison type politics and the sophistication level of inmates. This new type of jail population has resulted in more single person cells being utilized. The result is that the jail has the same overcrowding issues as before the implementation of Prop 47.
- Developed and coordinated a countywide Active Shooter response mapping system that includes maps for 98 schools from every school district in the County. When the rapid response mapping system is fully implemented, it will provide for a consistent response and communications plan for first responders to these rapidly evolving events.

FY 2017-18 Objectives

- Transition female inmates from Women's Jail and female Honor Farm to new women's facility and bring to full operation. This will allow for a more consistent population of female inmates being available to attend programming. Currently about 10% of programming classes are cancelled because there are not enough females available at the Honor Farm to attend.
- Complete Phase II of the Woman's Jail project in spring of 2018. Project will add new medical and programing space.
- Begin programing/design and schematic design for co-located dispatch center with County.
- Complete project of distributing and implementing active shooter first responder maps for 75% of schools within the County. This project will include a new communication protocol for all law enforcement agencies responding to an incident. Seventeen law enforcement agencies within the County will implement the mapping project and communication plan. This will assist with consistency and improve communication when responding to active shooter incidents.
- Coordinate and oversee Mobile Field Force training for eleven different law enforcement agencies throughout the County. Training will include completing a train the trainer course for cadre of instructors from at least six different law enforcement agencies. The instructors will then hold three different training courses for first responders from all agencies. The goal is to train at least 20-25% of all agency first responders in Mobile Field Force tactics and response in FY 2017-18, the first year of the training.
- Begin field operation of a Cessna 182. This aircraft was donated by the San Bernardino County Sheriff's Office to the Aerosquadron for use during Search and Rescue missions and airborne support for law enforcement activities.

SERVICE PROGRAMS

The Sheriff-Coroner has a total expenditure level of \$72,718,407 and a total staffing level of 426.00 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: \$7,986,509

Total Staffing (FTE): 16.00

Field Operations

Field Operations includes:

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

Total Expenditures: \$30,778,228

Total Staffing (FTE): 180.50

Support Services

Support Services organizes the recruitment of all Sheriff's personnel, coordinates personnel investigations and civil litigation, coordinates training and continuing education, maintains the Property/Evidence area and coordinates and manages capital improvement projects. Support Services also includes Records and Warrants, which processes, stores, and maintains the Sheriff's Office criminal records and warrants, receives and processes permit applications, coordinates extraditions, fingerprints applicants, and registers all sex, drug, and arson offenders residing within the Sheriff's Office jurisdiction.

Total Expenditures: \$2,576,070

Total Staffing (FTE): 18.00

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.

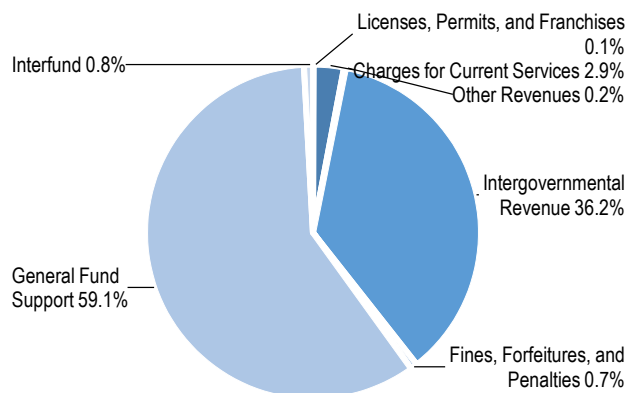
Total Expenditures: \$31,377,600

Total Staffing (FTE): 211.50

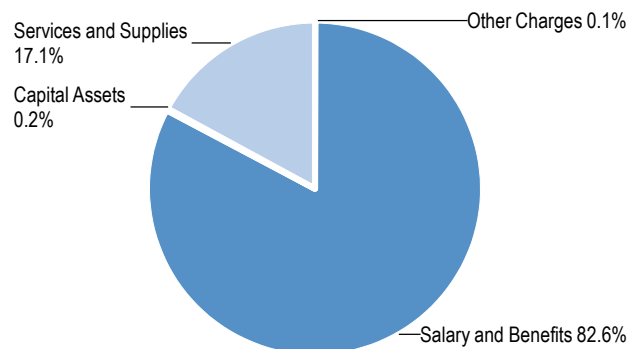
FINANCIAL SUMMARY

	FY 2016-17 Adopted	FY 2016-17 Estimated	FY 2017-18 Requested	FY 2017-18 Recommended	Change from FY 2016-17
Licenses, Permits, and Franchises	\$40,600	\$33,738	\$40,600	\$40,600	\$0
Fines, Forfeitures, and Penalties	\$486,865	\$894,569	\$481,367	\$481,367	\$(5,498)
Intergovernmental Revenue	\$26,116,322	\$26,076,117	\$26,037,515	\$26,286,588	\$170,266
Charges for Current Services	\$2,243,748	\$2,170,459	\$2,114,349	\$2,114,349	\$(129,399)
Other Revenues	\$124,427	\$285,917	\$123,255	\$123,255	\$(1,172)
Interfund	\$627,644	\$630,255	\$518,903	\$625,198	\$(2,446)
Total Revenue	\$29,639,606	\$30,091,055	\$29,315,989	\$29,671,357	\$31,751
Salary and Benefits	\$58,749,424	\$58,530,162	\$59,352,615	\$60,128,342	\$1,378,918
Services and Supplies	\$11,832,447	\$11,657,537	\$12,280,431	\$12,421,885	\$589,438
Other Charges	\$171,550	\$226,550	\$0	\$37,250	\$(134,300)
Capital Assets	\$123,412	\$692,600	\$95,895	\$130,930	\$7,518
Gross Expenditures	\$70,876,833	\$71,106,849	\$71,728,941	\$72,718,407	\$1,841,574
Less Intrafund Transfers	\$(176,240)	\$(185,574)	\$(191,740)	\$(191,740)	\$(15,500)
Net Expenditures	\$70,700,593	\$70,921,275	\$71,537,201	\$72,526,667	\$1,826,074
General Fund Support	\$41,060,987	\$40,830,220	\$42,221,212	\$42,855,310	\$1,794,323

Source of Funds



Use of Funds



COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Financial Summary

The level of General Fund support for the Sheriff-Coroner is recommended to increase \$1.8 million or 4% compared to the FY 2016-17 adopted budget. Approximately a third of the increase is due in part to three Budget Augmentation Requests recommended to be funded from the General Fund in FY 2017-18 totaling \$601,822.

Revenues are budgeted to remain essentially flat, increasing only \$31,751 over the FY 2016-17 adopted revenue budget of \$29.6 million. Revenue from three of the seven recommended Budget Augmentation Requests totals \$355,369, all of which offsets an equal amount of recommended expense. Setting this revenue aside, revenue in the Sheriff-Coroner's base budget is declining \$323,617 or 1% in FY 2017-18. This is primarily due to a projected decline in Prop 172 Public Safety revenue totaling \$267,831 or 2%. Prop 172 revenue is the State's ½ cent sales tax for public safety and is the largest revenue source for the Sheriff's Office, accounting for 53% of budgeted revenue in FY 2017-18.

Total expenditures are recommended to increase \$1.8 million or 3% compared to the FY 2016-17 adopted level. Most of this increase is in salaries and benefits expenditures, which are recommended to increase \$1.3 million or 2%. Just over half of the increase in salaries and benefits, a total of \$775,727, is due to the addition of a total of 7.00 FTE positions recommended through budget augmentation requests, three of which are offset with revenue from non-general fund sources. All seven recommended Budget Augmentation Requests, totaling \$989,446 of new expense, are detailed below.

Services and supplies are recommended to increase \$589,438 or 5% compared to the FY 2016-17 adopted budget. \$214,965 of the increase is a result of the recommended Budget Augmentation Requests. Other notable increases include expense for inmate transport, which is increasing \$36,710, and a one-time increase of \$48,151 for the purchase for Court Security, which is offset by State revenue. A total of \$222,980 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. Of this transfer, \$115,980 is funded from the Sheriff's share of Tobacco Settlement revenue. The remainder is General Fund expense.

Service Level Impacts

The recommended budget maintains services at the current level, with the exception of the Budget Augmentation Requests recommended for approval below. New services provided by the recommended requests include the creation of a Dispatch Manager position to oversee the operations of the Sheriff's dispatch center, the addition of a Program Manager to oversee the Sheriff's use of force training program, additional Sheriff's deputies to serve on the County's cannabis compliance team, additional staff in the Court security division, staffing for the Sheriff's information technology project to replace the jail management and records management systems, and purchase of an embroidery machine and an engraving machine as part of vocational training provided to jail inmates.

Position Allocation List Changes

The FY 2017-18 recommended Position Allocation List (PAL) for the department includes a net increase of 9.00 FTE positions compared to FY 2016-17 adopted PAL.

FY 2016-17 Mid-Year PAL Changes:

On December 13, 2016 the Board of Supervisors approved the following changes:

- +1.00 FTE Forensic Pathologist
- +1.00 FTE Legal Clerk

FY 2017-18 Recommended PAL Changes:

The following changes are recommended as part of the budget augmentations detailed below:

- +1.00 FTE Dispatch Manager
- +1.00 FTE Program Manager
- +2.00 FTE Deputy Sheriff
- +1.00 FTE Deputy Sheriff
- +1.00 FTE Sheriff's Correctional Deputy
- +1.00 FTE limited term Software Engineer III

BUDGET AUGMENTATION REQUESTS RECOMMENDED

Title: Add 1.00 FTE Dispatch Manager to appropriately manage the operation of dispatch center.	
Expense: \$159,748	Funding Source(s): General Fund support: \$159,748
Intended Results: 1. Improve span of control from 1:20 to 1:7. 2. Serve as liaison between contract cities and the Dispatch Center. 3. Work with the cities to stay in compliance with California Department of Justice requirements in recording California Law Enforcement Telecommunications System (CLETS) usage. 4. Ensure 9-1-1 calls for County, Arroyo Grande City, and Morro Bay City are answered in 15 seconds 95% of the time.	
Title: Add 1.00 FTE Program Manager II.	
Expense: \$102,331	Funding Source(s): General Fund support: \$102,331
Intended Results: 1. Update and ensure firearms range use permit is current with all agencies utilizing range on an annual basis. 2. Work with training coordinators for patrol and custody to ensure minimum perishable skill training related to use of force is documented on an annual basis. 3. Update qualification logs to ensure maintenance and firearm armor services/inspections are current for all department firearms on an annual basis.	
Title: Add 2.00 FTE Deputy Sheriff to serve on the County's cannabis compliance team.	
Expense: \$339,743	Funding Source(s): General Fund support: \$339,743

Intended Results: 1. Review and make recommendations on all received security plans within 5 business days. 2. Test remote access to video camera information annually, where applicable. 3. Assist County Counsel in the investigations and prosecution of non-compliant/illegal cannabis cultivation.	
Title: Add 1.00 FTE Deputy Sheriff, and 1.00 FTE Sheriff's Correctional Deputy to help provide overage as bailiff at Superior Court.	
Expense: \$203,573	Funding Source(s): 2011 Public Safety Realignment Court Security Fund: \$203,573
Intended Results: 1. Reduce overtime expenditures in FY 2017-18 for Deputy Sheriffs at the Court House due to training and scheduled leave by 10.5% compared to the FY 2015-16 baseline. 2. Provide an additional Deputy Sheriff at high risk court proceedings. 3. Reduce overtime expenditures in FY 2017-18 for Correctional Deputies in the Court hold facility by 45% compared to the FY 2015-16 baseline.	
Title: Purchase an embroidery machine and computer to add an embroidery program to graphic arts program.	
Expense: \$23,000	Funding Source(s): 2011 Public Safety Realignment revenue: \$23,000
Intended Results: 1. A minimum of 40 inmates will participate in the program in FY 2017-18. 2. 26 or more inmates with an identified criminogenic need addressed by vocational training will participate in the program. 3. A minimum of 300 inmate community service hours will be completed through the program. 4. At least 1,500 items will be produced by inmates through the program. 5. At least 1,200 items produced by inmates will be sold through the program. 6. At least \$5,500 of sales revenue that directly offsets program cost will be generated by the program.	
Title: Purchase a new engraving machine and computer to replace outdated one purchased in 90's.	
Expense: \$22,500	Funding Source(s): Public Safety Realignment revenue: \$22,500

<p>Intended Results:</p> <ol style="list-style-type: none"> 1. A minimum of 50 inmates will participate in the program in FY 2017-18. 2. 32 or more inmates with an identified criminogenic need addressed by vocational training will participate in the program. 3. A minimum of 3,700 inmate community service hours will be completed through the program. 4. At least 3,200 items will be produced by inmates through the program. 5. At least 3,000 items produced by inmates will be sold through the program. 6. At least \$9,500 of sales revenue that directly offsets program cost will be generated by the program.
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Title: Add 1.00 FTE limited term Software Engineer III and funding for Information Technology Department Project Manager time to support the first year of an estimated three year project to replace the Sheriff's jail management and records management systems.

<p>Expense: \$271,295</p>	<p>Funding Source(s): Countywide Automation Replacement Fund: \$271,295</p>
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<p>Intended Results:</p> <ol style="list-style-type: none"> 1. The Software Engineer position will: a) Create, analyze and validate functional specifications with vendor; b) Facilitate design sessions with developers (internal and external); c) Coordinate and perform system testing activities. 2. The Project Manager position will: a) Create baseline project plan; b) Complete system configuration; c) Complete system testing; d) Complete User Acceptance testing; e) Complete go-live on approved system modules.

BUDGET AUGMENTATION REQUESTS NOT RECOMMENDED

Title: Add 1.00 FTE Patrol Sergeant to restore Sheriff's Office to pre-recession supervisor numbers and allow for more field supervision and direct oversight of deputies in the field.

<p>Expense: \$148,678</p>	<p>Funding Source(s): General Fund support: \$148,678</p>
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<p>Intended Results:</p> <ol style="list-style-type: none"> 1. Restoring a previously cut position will provide better field supervision and restore the Sheriff's Office to pre-recession supervisor numbers at the field level.

Title: Add 1.00 Supervising Legal Clerk provide additional supervision to Correctional Technicians and Senior Correctional Technicians.

<p>Expense: \$76,274</p>	<p>Funding Source(s): General Fund support: \$76,274</p>
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<p>Intended Results:</p> <ol style="list-style-type: none"> 1. The funding of a Supervising Legal Clerk II allocation will allow daily direct supervision, accurate and timely policy and procedure changes, expedient response for Jail Management System changes and additions, and provide necessary active involvement with each recruitment process.

Title: Add 1.00 FTE Sheriff's Forensic Specialist to provide appropriate distribution of workload and better 24/7 on-call coverage for response to crime.

Expense: \$168,442	Funding Source(s): General Fund support: \$168,442
Intended Results: 1. Allow for more even distribution of the workload and decrease the wait-time experienced by agencies that have submitted evidence for processing, distribute the on-call (after hours) responsibilities, decrease the reliance on outside agencies and increase the efficiency of local response, Provide for more expert personnel (three instead of two) at a crime scene.	
Title: Add 2.00 FTE Administrative Service Officer II to perform employee background investigations.	
Expense: \$243,410	Funding Source(s): General Fund support: \$243,410
Intended Results: 1. Greatly improve (by 133%) the ability to plan, coordinate, organize and complete the background investigations required to fill vacant positions. This will be done in a more organized and timely manner, expediting the on-boarding process. This in turn will reduce the amount of overtime caused by staffing a shortage of patrol and custody with overtime funds currently offset by salary savings.	
Title: Add 1.00 FTE Deputy Sheriff to Gang Task Force.	
Expense: \$180,182	Funding Source(s): General Fund support: \$180,182
Intended Results: 1. Adding the Deputy to the Gang Task Force would make the County more effective in its response to the gang problem. The new team would result in the identification of gang members in the county and enforcement contacts with those gang members.	
Title: Purchase electronic key control system.	
Expense: \$19,502	Funding Source(s): General Fund support: \$19,502
Intended Results: 1. Streamline the process of applicable keyset assignment while reducing the risk of non-compliant key access or loss. Purchase of this product will increase employee productivity and time consumed facilitating key distribution during emergency events; provide a means for rapidly locating missing keysets; and enhance security of critical infrastructure and equipment assets deployed from the office of the Sheriff's Watch Commander	

Title: HVAC installation in Graphic arts room to protect computer equipment and printing materials.	
Expense: \$31,005	Funding Source(s): General Fund support: \$31,005
Intended Results: 1. Engraving involves computer graphic design and computer controlled equipment that can produce a variety of custom laser engraved items. Products include wood and acrylic plaques, identification signs, glassware and many more items. Such products and services would be produced or manufactured and made available for sale outside the jail to county and state agencies, federal government, municipalities and qualified nonprofit entities. It would also offset the costs of this program by offering these products and services for use by the department at a substantial savings.	
Title: Purchase and install a fingerprint examination fume hood and ventilation assembly for the crime lab.	
Expense: \$8,800	Funding Source(s): General Fund support: \$8,800
Intended Results: 1. Provide the necessary ventilation to quickly exhaust the fumes associated with the DFODFO (1,8-Diazafluoren-9-One) fingerprint process. The measurable result would be a greater utilization of the most efficient process when developing fingerprints on porous surfaces. The timely ventilation of the surrounding workspace would eliminate the need for employees to vacate their space or interrupt their work for the duration that the fumes exist. Greater utilization of the DFO process would increase the likelihood of suspect identification through fingerprint analysis where other methods may not be as successful. Suspect identification would lead to successful prosecution of offenders in a timely manner.	
Title: Add 2.00 FTE Deputy Sheriff to Shandon area.	
Expense: \$339,743	Funding Source(s): General Fund support: \$339,743
Intended Results: 1. Increase North Station response time target from 15 minutes or less 70% of the time to 73% of the time. 2. Increase proactive patrol related presence in Shandon. This will be measured by comparing self-initiated activities by deputies (field interview cards, contacts without a call for service, etc.) with FY 2014-15 and FY 2015-16. 3. Increase presence and activity in the Shandon School District. This will be measured by how much time deputies spend at the school district not related to a call for service compare to FY 2014-15 and FY 2015-16.	

GOALS AND PERFORMANCE MEASURES

Department Goal: Perform all mandates of the Office of Sheriff-Coroner, investigate crime, enforce laws, prevent criminal activities, maintain a safe and secure jail, provide security for the courts, plan for and implement emergency response for disasters and acts of terrorism.						
Communitywide Result Link: <input checked="" type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community						
1. Performance Measure: Crime rate compared to California law enforcement agencies serving populations between 250,000 and 499,999.						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
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	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 2015 statistics from the Federal Bureau of Investigator's Uniform Crime Reporting, the San Luis Obispo County crime rate was lower than three (60%) of the five comparable counties. The 2015 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 845; Monterey 1,502; San Luis Obispo 1,674; Placer 1,962; Santa Barbara 1,954 and Santa Cruz 2,245.</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.						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
68%	65%	71%	69%	75%	69%	75%
<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 10:27 minutes for July 2016 through November 2016. The Coast Patrol received 70 high priority calls and of those calls 48 or 69% were responded to in the targeted 10-minute time frame. Looking at a response time of one additional minute shows that of those 70 high priority calls, 53 or 76% were responded to in 11 minutes or less. 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> <p>Note: The FY 2016-17 Adopted response target was increased from 70% to 75% due to the approval of a budget augmentation request in the FY 2016-17 budget hearings that added a Deputy Sheriff position to Coast Station.</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.						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
69%	62%	79%	65%	70%	68%	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 16:15 minutes for July 2016 through November 2016. This patrol station has the largest geographical area, but is the least populated area of the three patrol stations. The North Station received 76 high priority calls and of those calls 52 or 68% were responded to in the targeted time. Looking at a response time of one additional minute shows that of those 76 high priority calls, 57 or 75% were responded to in 11 minutes or less. 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 (one-Resident Deputy/Creston, one- K9 Deputy, and two- Deputies North Sub-Station) at the North Station which were funded through temporary/alternative funds which expired last fiscal year. This is the second year since adding these deputy positions that the targeted time frame has not been met. Last year the volume of priority calls when compared to the same time period in the previous year showed there was a 24% increase in high priority calls. This year the volume of high priority calls for service have continued to climb. When compared to the same time frame from last year, it shows an additional 6% increase over the 24% increase from the previous year. This year several of the high priority calls for service have been associated crime involving the increased marijuana grows in Cal Valley, which is one of our most remote areas of service. 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.

12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
78%	84%	82%	76%	87%	77%	87%

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 11:08 minutes in July 2016 through November 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 117 high priority calls and of those calls 90 or 77% 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.

This is an area of the County that has increased in population and activity over the years. Last year the volume of priority calls when compared to the same time period in the previous year showed there was a 28% increase in high priority calls. This year the volume of high priority calls for service have continued to climb. When compared to the same time frame from last year, it shows an additional 6% increase over the 28% increase from the previous year. This increase has been partially responsible for the rise in response times. 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.

Note: The FY 2016-17 Adopted response target was increased from 80% to 87% due to the approval of a budget augmentation request in the FY 2016-17 budget hearings that added a Deputy Sheriff position to South Station.

**5. Performance Measure: Arrest rate for crimes classified as homicide.
(This measure is being deleted in FY 2017-18)**

12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
50%	100%	100%	100%	100%	100%	Delete

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 no homicides between July 1, 2016 and November 30, 2016. The most recent FBI UCR data available at this time for percent of offenses cleared by arrest is from 2015. For population groups between 250,000 and 499,999 the clearance rate reported by FBI was 54.5%. The most recent DOJ UCR data available at this time for clearance rate is from 2015 which was reported as 61.5%.

Performance Measures 5 through 8 are being combined in FY 2017-18 as one performance measure (Measure #12) 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.

6. Performance Measure: Arrest rate for crimes classified as forcible rape.
(This measure is being deleted in FY 2017-18)

12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
40%	17%	56%	67%	56%	43%	Delete

What: Using national and state Uniform Crime Reporting (UCR) data collected by the FBI and DOJ, this measure shows the percentage of forcible rape investigations that result in an arrest by the Sheriff's Office. *Please Note: UCR clearance is indicative of the status of the offender not the status of the case.*

Why: Arrest/Clearance rates are indicative of effectiveness.

How are we doing? Fourteen rapes were reported during the period from July 1, 2016 through November 30, 2016. During that same time frame six 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 43%. The national clearance rate for the population groups between 250,000 to 499,999 for 2015 is 39.5%. 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.

Performance Measures 5 through 8 are being combined in FY 2017-18 as one performance measure (Measure #12) 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.

7. Performance Measure: Arrest rate for crimes classified as robbery.
(This measure is being deleted in FY 2017-18)

12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
52%	80%	64%	50%	64%	40%	Delete

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.

Why: Arrest/Clearance rates are indicative of effectiveness.

How are we doing? Ten robbery offenses were reported during the period from July 1, 2016 through November 30, 2016. During that same time frame four robbery cases were cleared. This resulted in a clearance rate of 40%.

The national clearance rate for population groups between 250,000 to 499,999 for 2015 was 23.7%. The statewide clearance rate for 2015 was 30.8%. These percentages reflect the most current UCR data available from FBI and DOJ.

Performance Measures 5 through 8 are being combined in FY 2017-18 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.

8. Performance Measure: Arrest rate for crimes classified as aggravated assault. (This measure is being deleted in FY 2017-18)						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
80%	74%	82%	80%	80%	69%	Delete
<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 129 aggravated assault offenses that occurred during the period from July 1, 2016 through November 30, 2016 and a reported 89 aggravated assault cases cleared. This resulted in a clearance rate of 69%.</p> <p>The national clearance rate for population groups between 250,000 to 499,999 for 2015 was 49.3%. The statewide clearance rate for 2015 was 54.1%. These percentages reflect the most current UCR data available from FBI and DOJ.</p> <p>Performance Measures 5 through 8 are being combined in FY 2017-18 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>						
9. Performance Measure: Average monthly number of physical altercations among inmates in the San Luis Obispo County Jail, per 100 inmates.						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
1.7	1.3	1.0	0.4	1.0	2.0	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, 2016 through November 30, 2016, the total number of altercations was 42 with 116 involved inmates, for an average of eight altercations per month. The average daily population housed inside the Jail during that period was 560. Based on this, the Sheriff's Office average number of physical altercations among inmates was 1.50 per 100 inmates as of November 30, 2016. However, there were two multi confrontations that occurred during this time period which inflates the numbers whereas the one on one remains the same.</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, three in FY 2015-16. During the time period July 1, 2016 to November 30, 2016, there were seven which can be attributed to more mentally unstable inmates. 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. (This performance is being deleted in FY 2017-18)						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
3.2%	3.4%	4.2%	4.6%	3.0%	4.4%	Delete
<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>						

Why: Barring unforeseen emergencies/events, overtime costs can be kept in check by employing sound scheduling and management techniques. Tracking our efforts in this area demonstrates the Sheriff's commitment to maximizing the use of limited resources.

How are we doing Overtime hours have increased slightly this fiscal year compared to the prior fiscal year. Overtime is estimated to increase slightly from FY 2015-16. This increase is attributed to an increase in vacancies in Jail staffing and the time required for the hiring process. As of November 30, 2016, there are four Correctional Deputies and ten 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 2017-18.

11. Performance Measure: Recruitment and hiring efforts to reduce sworn vacancies which impact levels of service and overtime costs.

(This measure is being added in FY 2017-18)

12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
New Measure	New Measure	New Measure	New Measure	New Measure	Patrol: 9.5% Custody: 7.1%	Patrol: 10% Custody: 10%

What: This measure tracks the percentage of full time employee vacancies for sworn personnel who work both custody and patrol staffing

Why: Vacancy rates for both patrol services and custody services can have an impact on the levels of service provided as well as financial impacts due to overtime being required to ensure minimal staffing levels are met. Unforeseen emergencies/events also have similar impacts but these events due to their very nature cannot be controlled. Tracking our vacancy rates and our efforts to recruit and retain employees who demonstrate the Sheriff's Office commitment to providing outstanding service levels while maintaining fiscal responsibility.

How are we doing? For the past several years, overtime hours for custody have been used as a performance measure. We found that vacancy rates for our sworn personnel have the most significant impact on the amount of overtime hours being used. We are now tracking the vacancy rates for both patrol and custody sworn personnel as a performance measure to more accurately reflect what impacts the vacancy rate can have both financially and on levels of service. The hiring process for our sworn personnel consists of a written test, physical test, oral board interviews, background investigation, psychiatric evaluation and medical examination. This extensive hiring process is required and necessary for these high level sworn positions. Once the sworn personnel are hired, they are then required to complete an extensive field training officer program before they can work as a solo deputy to fill a vacant position. The hiring process from start to finish averages approximately six months and the training program can be an additional four to six months. This process is more complex and extensive than any other County department. The Sheriff's Office has implemented and is always looking for new ways to streamline the hiring process without lowering standards. The percentage of vacancies for the sworn Patrol Deputy and Custody Deputy positions are shown as projected % for FY 2016-17 and target % FY 2017-18. The causes for the vacancies that occurred from July 2016 to November 2016 are listed below.

Patrol	Custody
Retirement = 1	Retirement = 3
Promotion = 2	Promotion = 2
New Positions = 7	Transfer to Another Agency = 1
Resignation = 2	Separation / Failed Probation = 3
Transfer to other County Agency = 1	

No comparison data is available from other counties.

12. Performance Measure: Arrest rate for crimes classified as violent crimes.

(This measure is being added in FY 2017-18)

12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
New Measure	New Measure	New Measure	New Measure	New Measure	65%	65%

What: Using national and state Uniform Crime Reporting (UCR) data collected by the FBI and DOJ, this measure shows the percentage of violent crimes that result in an arrest by the Sheriff's Office. Violent crimes include homicide, forcible rape, robbery and aggravated assault.

Why: Arrest/Clearance rates are indicative of effectiveness.

How are we doing? During the period from July 1, 2016 through November 30, 2016, there were a reported 153 violent crimes in our county. During that same time frame 99 violent crime cases were cleared. Often times the clearance of a violent crimes will fall into a different reporting period than the crime itself. Clearance rate for this reporting period is 65%. The national clearance rate for the population groups between 250,000 to 499,999 for 2015 is 38.4%. The statewide clearance rate for 2015 was 45.8%.

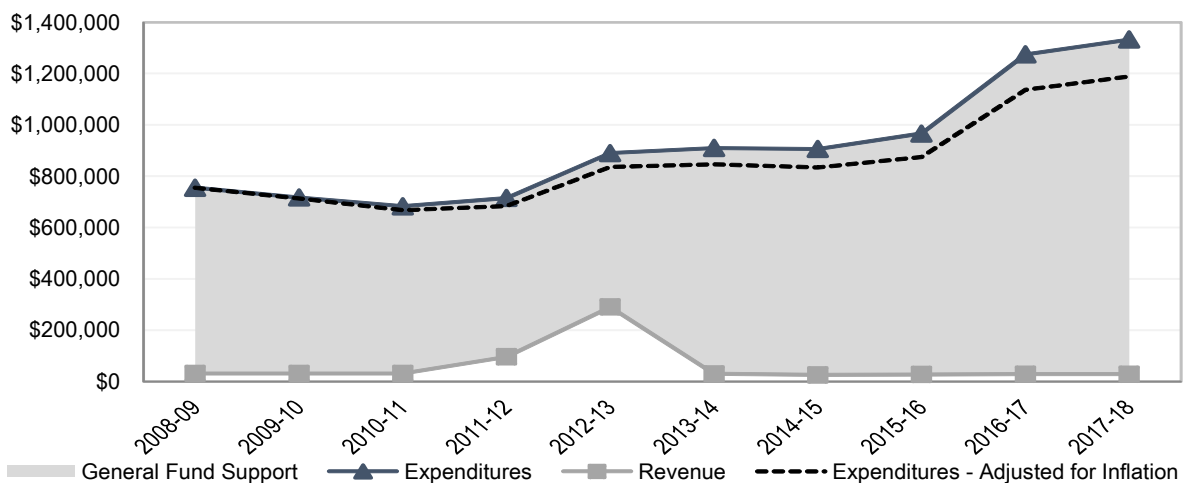
Public Works - Waste Management

Waste Management provides services for mandated programs related to stormwater, landfill, and solid waste management.

BUDGET AT A GLANCE

	FY 2017-18 Recommended	Change from FY 2016-17 Adopted	% Change
Expenditures	\$1,332,876	\$58,013	5%
Revenue	\$28,784	\$0	0%
General Fund Support	\$1,304,092	\$58,013	5%
Staffing Levels	0.00 FTE	0.00 FTE	0.00 %

Ten Year Budget History



MISSION STATEMENT

Provide post-closure monitoring and maintenance of the Los Osos Landfill; administration of 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.

ABOUT THIS BUDGET

The primary programs in the Waste Management budget are mandated under Federal and State laws and regulations. They include Landfill Management which provides post-closure maintenance of the Los Osos landfill, Solid Waste Coordination which works with the Integrated Waste Management Association on countywide recycling and waste management efforts, and the countywide implementation of the National Pollutant Discharge Elimination System (NPDES).

Following are some of the department's notable accomplishments for FY 2016-17 and some specific objectives for FY 2017-18:

FY 2016-17 Accomplishments

- Completed five required stormwater planning documents including the Program Effectiveness Assessment and Improvement Plan, Wasteload Allocation Attainment Plan, the Arroyo Grande Creek 303(d) Monitoring Plan, Arroyo Grande Creek Quality Assurance Project Plan, and Enforcement Response Plan.
- Through various media, broadcasted the storm water pollution prevention message via television media to educate the public throughout the county.
- Substantially completed the GIS mapping of County-owned properties which includes identifying all structural best management practices (i.e. bio-swales, storm drains, etc.) that must be inspected and maintained by County staff on a regular basis.
- Implemented processes and procedures to ensure all Public Works Department construction projects meet all stormwater requirements through the design, construction, and post construction phases of a project. This included the development and use of a comprehensive checklist to assure regulatory compliance.
- Continued to participate with regional partners to implement all public information and outreach requirements of the National Pollutant Discharge Elimination System (NPDES) Stormwater Permit.
- Continued preventative maintenance program implantation 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.
- Completed the design of the pump and treat facility at the closed Los Osos Landfill.

FY 2017-18 Objectives

- Continue to implement strategies for Federal stormwater permit compliance.
- Participate with regional partners in the development of the countywide Stormwater Resource Plan.
- Continue to provide oversight and support of the County's Stormwater Program.
- 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. Construction bids are expected to be awarded in the first quarter of FY 2017-2018 and construction complete in the same quarter.

SERVICE PROGRAMS

Waste Management has a total expenditure level of \$1,332,876 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 planned corrective action as currently written and amended in the future.

Total Expenditures: \$666,168

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: \$85,991

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: \$580,717

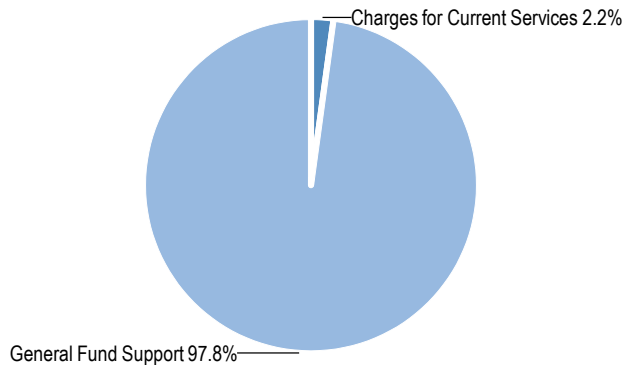
Total Staffing (FTE): *

* Staffing is reflected in Fund Center 405 – Public Works

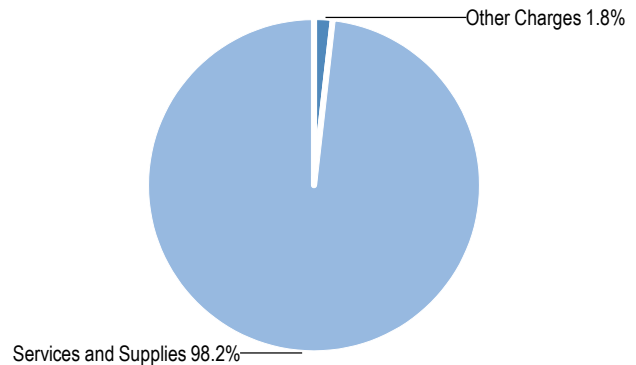
FINANCIAL SUMMARY

	FY 2016-17 Adopted	FY 2016-17 Estimated	FY 2017-18 Requested	FY 2017-18 Recommended	Change from FY 2016-17
Charges for Current Services	\$28,784	\$28,784	\$28,784	\$28,784	\$0
Other Revenues	\$0	\$651	\$0	\$0	\$0
Total Revenue	\$28,784	\$29,435	\$28,784	\$28,784	\$0
Services and Supplies	\$1,253,113	\$1,308,529	\$1,308,876	\$1,308,876	\$55,763
Other Charges	\$0	\$0	\$24,000	\$24,000	\$24,000
Capital Assets	\$21,750	\$865	\$0	\$0	\$(21,750)
Gross Expenditures	\$1,274,863	\$1,309,394	\$1,332,876	\$1,332,876	\$58,013
General Fund Support	\$1,246,079	\$1,279,959	\$1,304,092	\$1,304,092	\$58,013

Source of Funds



Use of Funds



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 in other types of budgets.

General Fund support is recommended to increase by \$58,013 or 5% compared to FY 2016-17 adopted levels. The increase is primarily due to a greater volume of water testing at the pump and treat facility for the Los Osos Landfill and hotspot testing throughout the county, required by the Regional Water Quality Control Board.

Service Level Impacts

There are no service level impacts as a result of the recommended FY 2017-18 budget.

Position Allocation List Changes

This fund center does not have a Position Allocation List.

BUDGET AUGMENTATION REQUESTS RECOMMENDED

None requested.

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>						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
71% 4.3 lbs.	68% 4.7 lbs.	67% 4.9 lbs.	66% 5.1 lbs.	68% 4.4 lbs	66% 5.1 lbs	68% 5.1lbs
<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 projected at 66%, exceeding the State average of 63% and well above the 50% State mandate. Until we implement new programs on a wide-spread basis, such as food waste collection, we will not see further 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 2017.</p>						

Health and Human Services

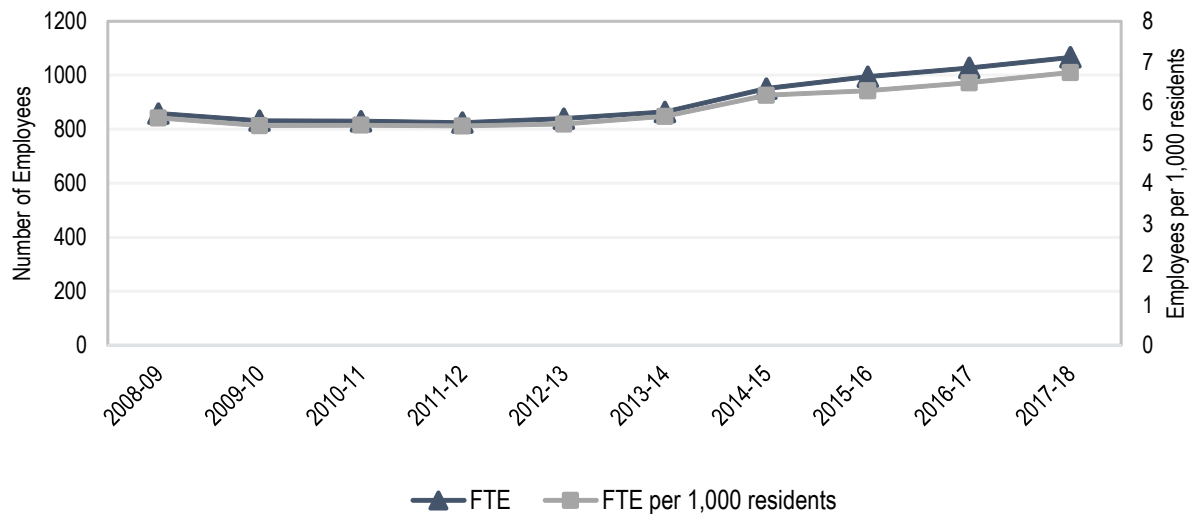
The Health and Human Services Service Group includes those budgets that provide programs and services related to health and welfare, including public health, medical and behavioral health services, public assistance, child protection, foster care and adoption, and services for veterans.

Budgets in the Health and Human Services Service Group include: Contributions to Other Agencies, Health Agency - Behavioral Health, Health Agency - Driving Under the Influence, Health Agency - Emergency Medical Services, Health Agency - Law Enforcement Medical Care, Health Agency - Public Health, Social Services - Administration, Social Services - CalWORKs, Social Services - Foster Care/Adoptions, Social Services - General Assistance, and Veterans Services.

SERVICE GROUP BUDGET AT A GLANCE

	FY 2017-18 Recommended	Change from FY 2016-17 Adopted	% Change
Expenditures	\$223,388,610	\$9,027,999	4%
Revenue	\$189,663,822	\$6,260,162	3%
General Fund Support	\$33,724,788	\$2,767,837	9%
Staffing Levels	1,058.25 FTE	31.50 FTE	3%

Ten Year Staffing History



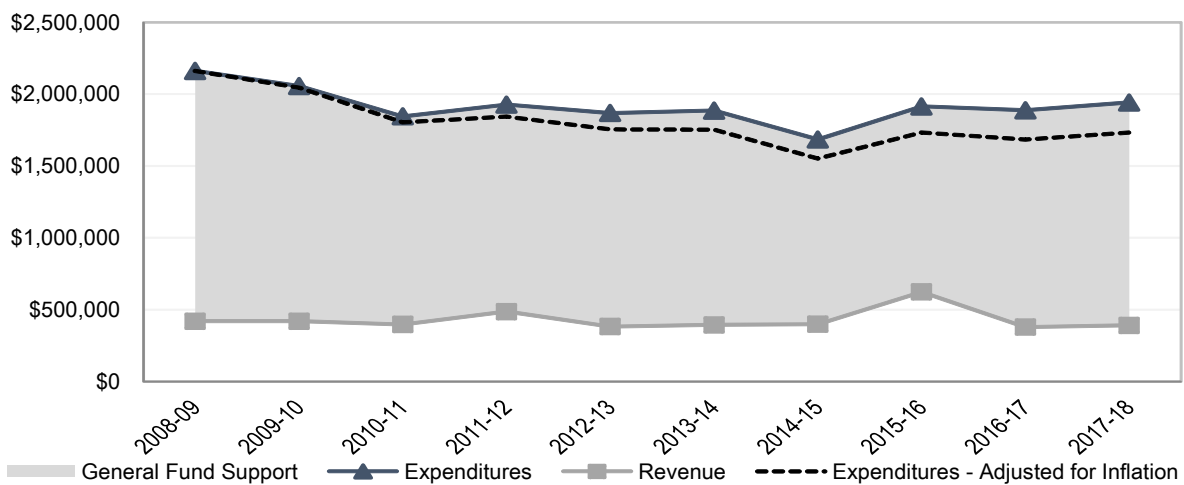
Contributions to Other Agencies

Contributions to Other Agencies provides financial support to non-profit agencies and organizations to support services not provided by the County.

BUDGET AT A GLANCE

	FY 2017-18 Recommended	Change from FY 2016-17 Adopted	% Change
Expenditures	\$1,942,000	\$54,100	3%
Revenue	\$391,000	\$12,000	3%
General Fund Support	\$1,551,000	\$42,100	3%
Staffing Levels	0.00 FTE	0.00 FTE	0.00 %

Ten Year Budget History



SERVICE PROGRAMS

Contributions to Other Agencies has a total expenditure level of \$1,942,000 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 County's annual budget and are considered by the Board of Supervisors during the County's annual budget hearings.

Total Expenditures: \$1,005,500
Total Staffing (FTE): 0.00

Preventative 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 County's annual budget and are considered by the Board of Supervisors during the County's annual budget hearings.

Total Expenditures: \$401,500
Total Staffing (FTE): 0.00

Other Agency Requests

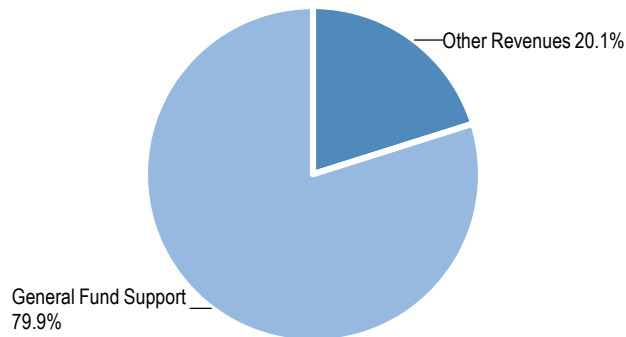
Provide funds for a variety of non-profit organizations for operations and specific projects. Some of these organizations are funded on a recurring basis and others are funded for specific one-time projects. Eligible organizations submit applications in January of each year. Funding requests are considered by the Board of Supervisors during the County's annual budget hearings.

Total Expenditures: \$285,000
Total Staffing (FTE): 0.00

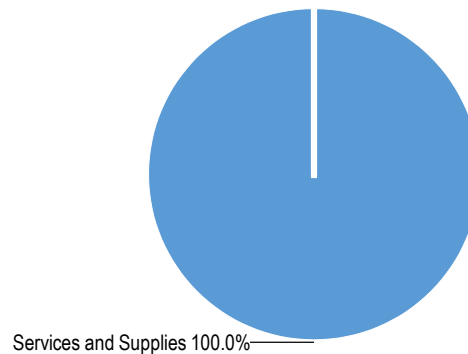
FINANCIAL SUMMARY

	FY 2016-17 Adopted	FY 2016-17 Estimated	FY 2017-18 Requested	FY 2017-18 Recommended	Change from FY 2016-17
Other Revenues	\$379,000	\$379,000	\$379,000	\$391,000	\$12,000
Total Revenue	\$379,000	\$379,000	\$379,000	\$391,000	\$12,000
Services and Supplies	\$1,887,900	\$1,887,900	\$1,877,900	\$1,942,000	\$54,100
Gross Expenditures	\$1,887,900	\$1,887,900	\$1,877,900	\$1,942,000	\$54,100
General Fund Support	\$1,508,900	\$1,508,900	\$1,498,900	\$1,551,000	\$42,100

Source of Funds



Use of Funds



COUNTY ADMINISTRATOR’S COMMENTS AND RECOMMENDATIONS

Financial Summary

The recommended level of General Fund support for this fund center, at \$1,551,000, is an increase of \$42,100 or 3% compared to FY 2016-17 adopted levels. Overall, the recommended budget provides for \$1,942,000 in grant funds, an increase of \$54,100 or 3% compared to FY 2016-17. Grants are funded through a combination of General Fund support and tobacco settlement dollars. The recommended budget includes \$25,000 of unallocated funding. The following is a description, by category, of the recommended funding distribution.

District Community Project Grants: For FY 2017-18, it is recommended that funding for District Community grants remain at FY 2016-17 adopted levels of \$250,000 or \$50,000 per supervisorial district. As in prior years, any district funds remaining from FY 2016-17 will be carried forward to FY 2017-18. The exact amount of funds to be carried forward will be determined at the end of FY 2016-17.

District Community Projects	2016-17 Adopted	2017-18 Requested	2017-18 Recommended
District 1 Community Projects	\$ 50,000 + carryover	\$ 50,000 + carryover	\$ 50,000 + carryover
District 2 Community Projects	\$ 50,000 + carryover	\$ 50,000 + carryover	\$ 50,000 + carryover
District 3 Community Projects	\$ 50,000 + carryover	\$ 50,000 + carryover	\$ 50,000 + carryover
District 4 Community Projects	\$ 50,000 + carryover	\$ 50,000 + carryover	\$ 50,000 + carryover
District 5 Community Projects	\$ 50,000 + carryover	\$ 50,000 + carryover	\$ 50,000 + carryover
Total	\$250,000	\$250,000	\$250,000

Community Based Organization (CBO) and Preventive Health Grant (PHG):

The Community Based Organizations/Preventive Health Grant 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 65 project proposals, requesting \$1.8 million in grant funds, from 54 non-profit organizations, were reviewed and prioritized with emphasis placed on an organization's ability to leverage the grant funds and/or fundraise, a requirement to obtain a public match, projected performance measures/results/outcomes, prior year results/outcomes, cost per population served, community need, distribution of services provided, project and/or organization sustainability with funds granted, and total resources available to carry out the project.

Funding for 62 proposals totaling \$1,407,000 is recommended. This level of funding represents a \$19,100 or 1.4% overall increase when compared to FY 2016-17. Overall, funding for the CBO and PHG grants program are increasing by \$11,600 or 1% and \$7,500 or 2% respectively, compared to FY 2016-17 adopted amounts. 41 proposals will be funded through the CBO grants program. 17 proposals will be funded through the PHGs program. Four proposals are recommended to be funded through both grant programs. 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 2017-18:

Organization	2016-17 Adopted	2017-18 Requested	2017-18 PHG Recommended	2017-18 CBO Recommended
Food Programs				
Atascadero Loaves & Fishes	20,000	25,000		20,000
Five Cities Meals on Wheels	10,000	15,000		10,000
Food Bank	100,000	125,000		100,000
Senior Nutrition Program	70,000	70,000		70,000
Senior Programs				
Community Action Partners - Adult Day Service Centers	31,500	33,000		33,000
Life Steps Foundation Inc.	2,500	5,000	2,500	
Long Term Care Ombudsman Services	15,000	20,000		15,000
RISB Foundation/Coast Caregiver Resource Center	10,000	10,000		10,000
SLO Legal Assistance Foundation	15,000	23,000		20,000
Senior Volunteer Services				
RSVP Program	12,000	12,000		12,000
Community Volunteer Program	8,000	8,000		8,000
Wilshire Community Services				
Sr Peer Counseling Program	4,500	5,000		5,000
Caring Callers	4,500	5,000		5,000
Good Neighbor Program	5,000	5,000		5,000
Creative Mediation Elder Mediation Program	0	10,000	0	0
Women's Programs				
Community Action Partners - Forty Wonderful Program	6,000	6,500	6,000	

RISE		20,000		20,000
Sexual Assault Counseling Program	20,000			
Domestic Violence Program (Counseling for Victims of domestic violence)	30,000	30,000		30,000
Women's Shelter Program	12,000	12,000		12,000
Alcohol/Drug Programs				
Access Support Network for SLO Syringe Exchange Program	10,000	10,000	10,000	
Cambria Connection	50,000	60,000	50,000	
Casa Solana	0	45,000	0	0
North County Connection	30,000	40,000	30,000	
Children's/Families Programs				
Alpha Pregnancy and Parenting Support	12,000	13,700		12,000
Assistance League	10,000	10,000		10,000
Bakari Program	45,000	45,000		45,000
Big Brothers Big Sisters	9,000	15,000		10,000
Boys and Girls Club of South San Luis Obispo County	10,000	0		
Center for Family Strengthening				
Kidz tool Box for Personal Safety	5,000	10,000	5,000	
Children's Dental Services Project	13,000	20,000	15,000	
Promotores Collaborative	15,400	40,500		25,000
Central Coast LINK - North County SAFE Program	17,350	31,000	18,000	
Child Development Resource Center of the Central Coast	37,000	42,000		37,000
Children's Resource Network of Central Coast	15,000	20,000		15,000
Coastal Unified School District	22,500	0		
Community Action Partnership - South County SAFE Program	17,350	19,500	18,000	
Community Health Centers of the Central Coast	4,800	11,000	0	0
Court Appointed Special Advocates (CASA)				
Services to children under the jurisdiction of Juvenile Court	25,000	25,000		25,000
Services to infants/toddlers ages 0 to 3 years	5,000	5,000		5,000
Kayla Peach Memorial Foundation	5,000	0		

Health and Human Services
Contributions to Other Agencies

Lucia Mar Unified School District	25,000	40,000	32,500	
Partnership for Children	30,000	32,000		30,000
SLO County Drug & Alcohol Services, Division of Behavioral Health Department	22,500	22,500	22,500	
San Miguel Joint Unified School District	0	22,500	22,500	
South County Youth Coalition	22,500	22,500	22,500	
Women's Shelter Program	23,000	23,000		23,000
YMCA	10,000	15,000	10,000	2,000
Miscellaneous Programs				
5Cities Homeless Shelter	15,000	25,000	15,000	
Access Support Network				
Hepatitis C Project	25,000	25,000	25,000	
Low Income Residential Housing Assistance	20,000	23,000	20,000	3,000
American Red Cross	2,000	3,300		3,000
Central Coast LINK (first responder)	4,000	0		
Community Action Partners				
Adult Wellness and Prevention	10,000	15,000		10,000
Liberty Tattoo Removal Program	8,500	9,500		9,500
Community Counseling Center	24,000	24,000	20,000	
County District Attorney's Office/Victim Witness on behalf of the First Responder Committee	10,000	0		
El Camino Homeless Organization	40,000	90,000		40,000
Literacy FOR LIFE	20,000	50,000		20,000
One Cool Earth	0	20,000	10,000	2,500
Pacific Wildlife Care	5,000	6,000		6,000
Partners/Veterans in Equestrian Therapy	7,000	10,000	7,000	
People's Self-Help Housing	25,000	50,000		25,000
Project Surf Camp	2,500	3,000		2,500
SLO Bike Coalition	4,500	11,070		5,000
SLO Noor Foundation	175,000	180,000		175,000
Transitional Food and Shelter	40,000	50,000	40,000	3,000
Transitions-Mental Health Association				
SLO Growing Grounds	18,000	20,000		20,000
North County Wellness Center	10,000	13,000		12,000
HOTLINE	30,000	30,000		30,000
United Way	25,000	25,000		25,000

Total	\$ 1,387,900	\$1,762,570	\$401,500	\$1,005,500
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Other Agency Requests:

General Fund support for the programs within this category is recommended to increase by \$10,000 or 4% compared to FY 2016-17 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 \$35,000 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 remain at FY 2016-17 funding of \$30,000 each.

Other Agency Requests	2016-17 Adopted	2017-18 Requested	2017-18 Recommended
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
Central Coast Veterans Memorial Museum	0	10,000	10,000
Coastal San Luis Resources Conservation District	30,000	40,065	30,000
San Luis Obispo County Arts Council/ARTS Obispo	35,000	36,150	35,000
Upper Salinas-Las Tablas Resources Conservation District	30,000	45,000	30,000
Tourism Infrastructure Grant program	100,000	100,000	100,000
Total	\$250,000	\$286,215	\$260,000

Service Level Impacts

The increased General Fund support enables the County to provide a greater level of financial support to community based organizations.

Position Allocation List Changes

There is no staffing associated with this fund center.

BUDGET AUGMENTATION REQUESTS RECOMMENDED

None requested.

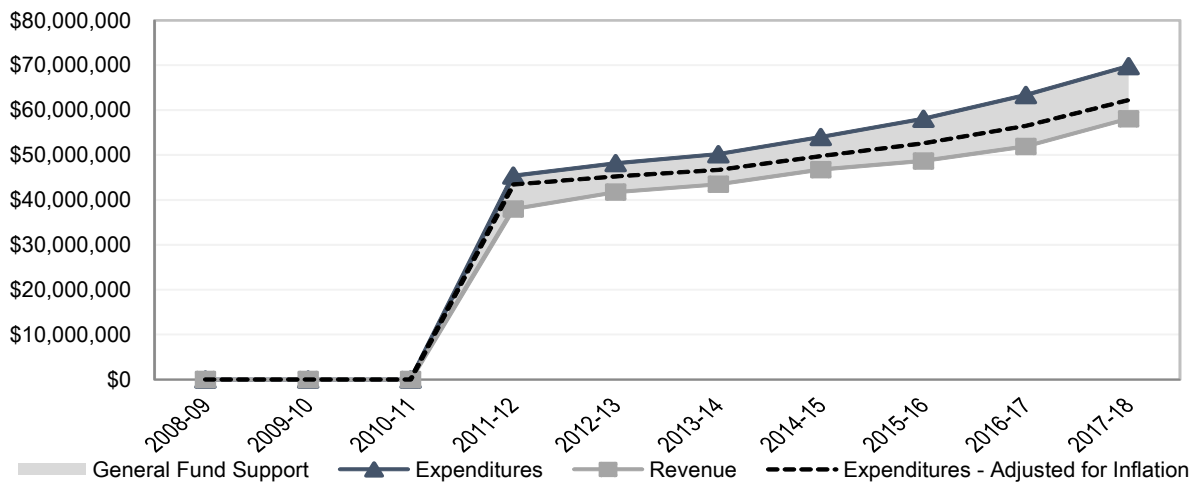
Health Agency - Behavioral Health

Behavioral Health provides services and programs countywide for individuals experiencing symptoms related to disabling mental illnesses and substance abuse disorders.

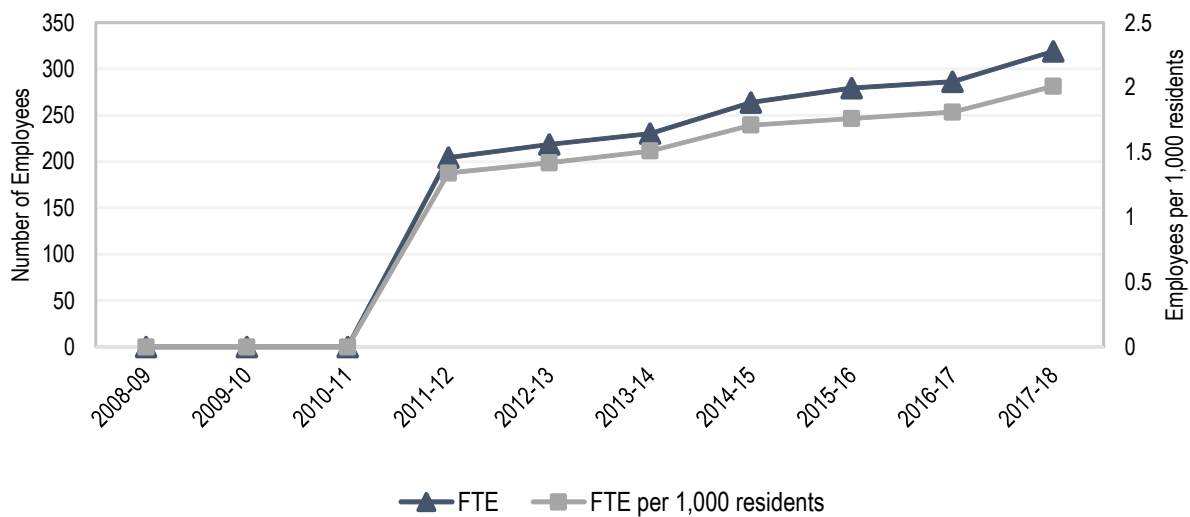
BUDGET AT A GLANCE

	FY 2017-18 Recommended	Change from FY 2016-17 Adopted	% Change
Expenditures	\$69,811,679	\$6,447,319	10%
Revenue	\$58,082,051	\$6,155,985	12%
General Fund Support	\$11,729,628	\$291,334	3%
Staffing Levels	317.50 FTE	31.25 FTE	10.92 %

Ten Year Budget History



Ten Year Staffing History



MISSION STATEMENT

San Luis Obispo County Behavioral Health 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.

ABOUT THIS BUDGET

Behavioral Health functions under the Health Agency and is commissioned by the State of California to provide county residents access to services and programs that assist them to better manage their symptoms and improve their lives. Services are provided primarily to Medi-Cal beneficiaries who experience severe and disabling mental illnesses, substance use disorders, and children with serious emotional disturbances. Behavioral Health works with the community to inform, educate, and build skills which promote wellness, thus reducing barriers to care and increasing positive health outcomes.

Funding for Behavioral Health 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), vehicle license fee Realignment revenue, client fees, and State, and Federal, and private foundation 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 a dedicated mix of vehicle license fees and sales tax dollars. Effective October 1, 2011, those revenues were shifted to other social services (case driven) 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 Medi-Cal 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 were also realigned to the counties under the 2011 Realignment act. One hundred percent of the non-Federal share of cost (“match”) of these services must now be funded by the County with the same sales tax initiative or other local funds.

Behavioral Health is greatly impacted by State and Federal actions. The FY 2016-17 budget continued to be affected by the Affordable Care Act (ACA) in several ways. The number of San Luis Obispo County residents who are eligible for Medi-Cal coverage continued to increase. Approximately 49,000 residents were covered in 2014 compared to 55,574 in calendar year 2016. Of the approximately 6,000 individuals served by Behavioral Health and its contractors, 9.2% of individuals served in outpatient treatment were covered by the expanded Medi-Cal benefit created by the ACA, and almost 16% of bed days in the Psychiatric Health Facility Inpatient Unit (PHF) were for individuals covered under this benefit.

The local match for the ACA expansion benefit clients is 5% in calendar year 2017, and will rise to 6% in 2018. For individuals who are seniors or persons with disabilities, the local match is 50%. An additional effect of the ACA has been the added benefit of Medi-Cal coverage for individuals with mild to moderate mental health disorders. These individuals receive care through a network of providers contracted through CenCal Health via the Holman Group. Previously, some of these individuals had been seen in the Specialty Mental Health program as, once they had stabilized and improved functioning, there had been no reliable referral resources.

The largest change to Behavioral Health has been in the coverage for individuals seeking substance use disorder treatment. As a result of the Section 1115 Medi-Cal Waiver, counties have the option to expand services under an Organized Delivery Services (ODS) model. The Board approved the County's participation in this delivery system in August 2016 and implementation is underway. ODS implementation will continue to expand available substance use disorder services to Medi-Cal beneficiaries.

Another legislation change impacting Behavioral Health is the implementation of the Continuum of Care Reform for foster children. Additional requirements for treatment modalities (Foster Care treatment expansion, Child and Family Teams, resource families) have been implemented. The department's collaboration with the Department of Social Services and the Probation Department in managing the placement and care for foster youth has been successful, with a focus on moving children in out of county group homes into homes in San Luis Obispo County.

Behavioral Health will continue to increase quality of care, efficiency, and standardized data collection and reporting to manage both clinical and programmatic outcomes.

Following are some of the department's notable accomplishments for FY 2016-17 and some specific objectives for FY 2017-18:

FY 2016-17 Accomplishments

- In conjunction with the implementation of the Public Health Electronic Health Record, County Jail Psychiatric Services began using the electronic health records in cooperation with Law Enforcement Medical services at the end of the fiscal year to integrate medical records, scheduling and billing, and to improve documentation.
- The Crisis Stabilization Unit (CSU) building project, which will provide emergency stabilization services for individuals experiencing a mental health crisis for up to 23 hours, is underway and expected to be operational by February 2018.
- The implementation plan for the Drug Medi-Cal Organized Delivery system was approved by the Board and is awaiting final approval from the State.
- The Behavioral Health Integration Project (BHIP) continued to bring a collaboration of physical health, behavioral health, and community social support groups together to coordinate services. As a result of the BHIP collaboration, the County received grant funds from the Substance Abuse Mental Health Services Agency (SAMHSA) to provide coordinated care for adults with mental illness with the Community Clinics of the Central Coast (CHC) through joint treatment planning and on-site physical health services at the Behavioral Health clinics (this project is named San Luis Obispo Health Integration Project or SLO-HIP).
- The Mental Health Services Act Trauma Informed Care training project was launched with the support of the County Learning and Development Center.
- The Assisted Outpatient Treatment program began receiving referrals in October 2016 to help individuals in the community with severe untreated mental illness through court-ordered treatment.
- A new South County Adult Mental Health Clinic was opened, allowing children and adults to have separate clinics.

FY 2017-18 Objectives

- Complete start-up and fully operate (either through County or contracted services) a 4-bed Crisis Stabilization Unit to provide emergency stabilization services for individuals experiencing a mental health crisis for up to 23 hours.
- Provide integrated physical/behavioral health care services for 200 adults with mental illness through the Substance Abuse Mental Health Services Agency (SAMHSA) funded San Luis Obispo-Health Integration project (SLO-HIP).
- As a community partner in the final year of the Behavioral Health Integration Project (BHIP), the County will focus on integration of substance use disorder services in conjunction with physical health services.
- Open a new site and operate expanded behavioral health services in Paso Robles, as a result of the new Drug Medi-Cal Organized Delivery System services.
- Continue expansion of in-custody mental health treatment through extended psychiatric and licensed psychiatric technician coverage.

SERVICE PROGRAMS

Behavioral Health has a total expenditure level of \$71,220,964 and a total staffing level of 317.50 FTE to provide the following services:

Outreach and Education

Outreach and Education programs provide advocacy, education and awareness with a goal of increasing recognition of the early signs of mental illness; stigma and discrimination reduction; suicide and crisis prevention; and increasing access to services.

Total Expenditures: \$2,565,149

Total Staffing (FTE): 8.00

Prevention

Behavioral Health Prevention programs include efforts to increase access to underserved populations; improve access to linkage and referral at the earliest onset of mental illness; strategies, programs and initiatives which reduce both direct and indirect personal, social, health and economic consequences resulting from problematic alcohol or other drug (AOD) availability.

Total Expenditures: \$1,999,386

Total Staffing (FTE): 7.50

Early Intervention

Early Intervention programs are intended to prevent mental illness from becoming severe, and reduce the duration of untreated severe mental illness, allowing people to live fulfilling, productive lives. In addition, Behavioral Health programs range in activity from student substance abuse screening, user education, brief intervention and individual and group counseling.

Total Expenditures: \$4,137,746

Total Staffing (FTE): 16.00

Treatment

A Behavioral Health interdisciplinary team provides a range of specialty mental health services and substance use disorder services including; individual, family, and group therapy; rehabilitation services; intensive home based services; case management; intensive care coordination and psychiatric services and medications support for adults and children.

Total Expenditures: \$48,881,445
Total Staffing (FTE): 247.50

Residential

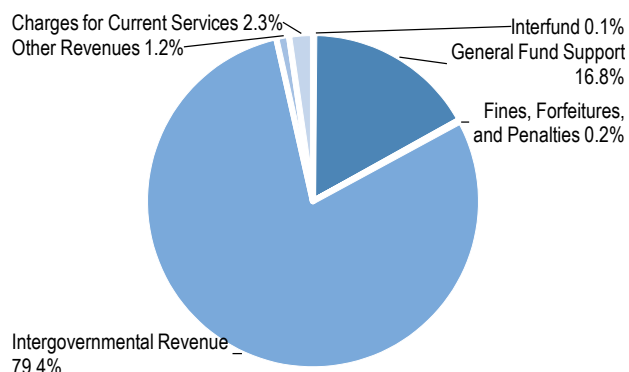
Residential Services in Behavioral Health includes a range of locked facilities supporting individuals with mental illness to local residential housing supports for individuals receiving specialty mental health services or substance use treatment.

Total Expenditures: \$13,637,238
Total Staffing (FTE): 38.50

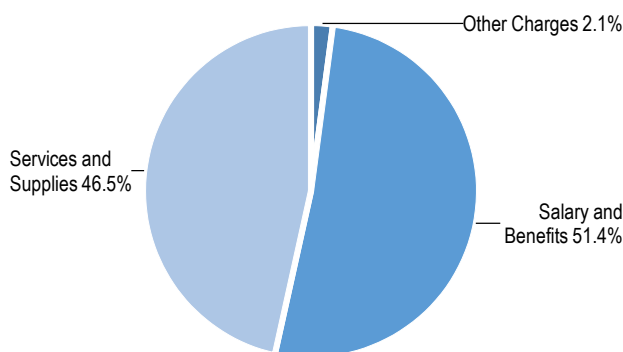
FINANCIAL SUMMARY

	FY 2016-17 Adopted	FY 2016-17 Estimated	FY 2017-18 Requested	FY 2017-18 Recommended	Change from FY 2016-17
Fines, Forfeitures, and Penalties	\$144,000	\$144,000	\$118,000	\$118,000	\$(26,000)
Intergovernmental Revenue	\$49,314,017	\$51,525,257	\$54,204,138	\$55,409,862	\$6,095,845
Charges for Current Services	\$1,520,034	\$1,490,195	\$1,518,383	\$1,602,578	\$82,544
Other Revenues	\$873,984	\$879,534	\$865,724	\$865,724	\$(8,260)
Interfund	\$74,031	\$74,031	\$85,887	\$85,887	\$11,856
Total Revenue	\$51,926,066	\$54,113,017	\$56,792,132	\$58,082,051	\$6,155,985
Salary and Benefits	\$32,130,364	\$32,500,796	\$36,223,772	\$36,584,606	\$4,454,242
Services and Supplies	\$31,112,005	\$32,314,984	\$32,097,416	\$33,141,445	\$2,029,440
Other Charges	\$1,308,905	\$2,288,192	\$1,494,913	\$1,494,913	\$186,008
Gross Expenditures	\$64,551,274	\$67,103,972	\$69,816,101	\$71,220,964	\$6,669,690
Less Intrafund Transfers	\$(1,186,914)	\$(1,437,590)	\$(1,409,285)	\$(1,409,285)	\$(222,371)
Net Expenditures	\$63,364,360	\$65,666,382	\$68,406,816	\$69,811,679	\$6,447,319
General Fund Support	\$11,438,294	\$11,553,365	\$11,614,684	\$11,729,628	\$291,334

Source of Funds



Use of Funds



COUNTY ADMINISTRATOR’S COMMENTS AND RECOMMENDATIONS

Financial Summary

The recommended budget reflects a \$6.2 million or 12% increase in revenue, a \$6.7 million or 10% increase in expenditures, and a \$291,334 or 3% increase in General Fund support compared to the FY 2016-17 adopted budget.

The most significant variance in the revenue accounts compared to the FY 2016-17 adopted budget is a \$3.4 million or 19% increase in Medi-Cal revenue, due primarily to implementation of the Drug Medi-Cal Organized Delivery System (ODS) approved in August 2016. The Medi-Cal ODS program provides new drug and alcohol related services to Medi-Cal beneficiaries under a Federal waiver program. Other significant revenue increases include a \$618,841 or 5% increase in Mental Health Services Act (MHSA) funds related primarily to MHSA funds budgeted for operation of the new Crisis Stabilization Unit, a \$575,083 or 54% increase in Substance Abuse Mental Health Services Administration (SAMHSA) grant funds and Office of Traffic Safety grant funds approved mid-year in FY 2016-17, and new Realignment Vehicle License Fee (VLF) base and growth revenue budgeted at \$758,190 per State VLF projections.

The \$6.7 million increase in expenditures compared to the FY 2016-17 adopted budget is largely driven by salaries and benefits which are recommended to increase \$4.5 million or 14%. The recommended increase incorporates 27.50 FTE positions added mid-year in FY 2016-17, primarily due to implementation of the Medi-Cal ODS waiver program, the elimination of 2.00 FTE in FY 2017-18, and the recommended addition of 5.75 FTE new positions in FY 2017-18. These staffing changes are listed below. Another key factor influencing the overall recommended amount in salaries and benefits is the inclusion of \$788,840 in salary and benefit expenses for 2.00 FTE Staff Psychiatrists that are currently vacant and filled with contracted psychiatrists.

Services and supplies are recommended to increase \$2.0 million or 7% primarily driven by a \$1.8 million or 12% increase for contracted services, due in large part to:

- A new \$892,809 budgeted expense for operations of the Crisis Stabilization Unit, expected to be completed in FY 2017-18.

- A new \$440,000 budgeted expense for mental health services related to Continuum of Care Reform (CCR) implementation, which focuses on returning youth currently in out of county group homes back to local homes.
- A \$372,000 or 27% increase for therapeutic behavioral services related to CCR implementation.

Service Level Impacts

The recommended budget for Behavioral Health includes funds that will result in increased service levels, including:

- Additional fiscal controls and accountability for the Mental Health Services Act program through the addition of 1.00 FTE Accounting Technician.
- Operating funds for the new 4-bed Crisis Stabilization Unit (CSU) that is adjacent to the existing Psychiatric Health Facility. The CSU will provide emergency stabilization services for individuals experiencing a mental health crisis for up to 23 hours.
- Monitoring and oversight of psychotropic medication use for children, youth, and non-minor dependents in foster care through the addition of 0.50 FTE Public Health Nurse.
- Additional oversight and therapy for the Educationally Related Mental Health Services program through the addition of 1.00 FTE Mental Health Program Supervisor and 1.00 FTE Mental Health Therapist.
- Additional psychiatric services and administrative support at the County Jail and Psychiatric Health Facility (PHF) through the addition of 1.00 FTE Licensed Psychiatric Technician/ Licensed Vocational Nurse to monitor County Jail inmates who may require emergency medication or who have other complicating factors, the addition of four hours per week of psychiatric care for extended coverage at the County Jail, the addition of 1.00 FTE Health Information Technician at the County Jail, and additional administrative support at the PHF through the addition of 1.00 FTE Administrative Assistant.

Position Allocation List Changes

The FY 2017-18 recommended Position Allocation List (PAL) for the department includes a net increase of 31.25 FTE positions compared to FY 2016-17 adopted PAL.

FY 2016-17 Mid-Year PAL Changes:

On August 9, 2016, the Board approved the following changes to the department's PAL:

- +1.00 FTE Accountant I/II/III
- +6.00 FTE Administrative Assistant Aides I/II/III
- +2.00 FTE Administrative Services Officer I/II
- +3.00 FTE Drug and Alcohol Specialist I/II/III/IV
- +1.00 FTE Drug and Alcohol Worker Aide I/II
- +1.00 FTE Drug and Alcohol Worker Aide I/II- half time
- +1.00 FTE Health Information Technician

- +0.50 FTE Health Information Technician
- +2.00 Licensed Psychiatric Technician/Licensed Vocational Nurse I/II/III
- +1.00 FTE Mental Health Program Supervisor
- +8.00 FTE Mental Health Therapist I/II/III

On November 1, 2016, the Board approved the following change to the department's PAL:

- +1.00 Drug and Alcohol Specialist I/II/III/IV – limited term

FY 2017-18 Recommended PAL Changes:

- -1.00 FTE Supervising Accounting Technician
- -0.50 FTE Drug and Alcohol Specialist I/II/III/IV
- -0.50 FTE Mental Health Therapist I/II/III/IV
- +1.00 FTE Accounting Technician
- +1.00 FTE Mental Health Program Supervisor
- +1.00 FTE Mental Health Therapist I/II/III/IV
- +1.00 FTE Licensed Psychiatric Technician/Licensed Vocational Nurse I/II/III
- +1.00 FTE Health Information Technician I/II/III
- +0.75 FTE Administrative Assistant

BUDGET AUGMENTATION REQUESTS RECOMMENDED

Title: Add 1.00 FTE Accounting Technician to provide support for the Mental Health Services Act (MHSA) program.	
Expense: \$57,524	Funding Source(s): Mental Health Services Act: \$57,524
Intended Results:	
1. Develop written policies around how to access funds and how funds should be distributed per statute and regulations.	
2. Improve the timeliness of financial reports to program staff to ensure they are distributed by the 15 th of each month.	
3. Increase fiscal transparency by performing a fiscal audit at least once per year on MHSA contractors (Accountant and Accounting Technician will do this together).	
Title: Crisis Stabilization Unit (CSU) Operations.	
Expense: \$967,829	Funding Source(s): State Medi-Cal: \$370,775 State Mental Health Services Act (MHSA): \$597,054

<p>Intended Results:</p> <ol style="list-style-type: none"> 25% (151) reduction in Psychiatric Health Facility (PHF) admissions by the Mental Health Evaluation Team (MHET) staff. In FY 2015-16, MHET staff admitted 603 individuals to the PHF. A reduction of 25% equates to 151 fewer admissions during the first year of CSU operation. Decrease in CSU patients who re-admit to the CSU after post-discharge by 10% after first year baseline (estimated 375 patients annually with a 10% reduction or 38 in the following year). Decrease in CSU patients who return to the CSU from a hospital, Psychiatric Health Facility, or Jail within 15 days, by 10% after first year baseline. Decrease in CSU patients who return to the CSU from a hospital, Psychiatric Health Facility, or Jail within 30 days, by 10% after first year baseline.
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Title: Add 1.00 FTE Mental Health Program Supervisor to oversee educationally related mental health services in local school district therapeutic learning classrooms.

<p>Expense: \$88,214</p>	<p>Funding Source(s): State Medi-Cal: \$44,227 Outside Agencies (revenue from the schools): \$43,987</p>
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<p>Intended Results:</p> <ol style="list-style-type: none"> Increase clinical productivity of Mental Health staff providing services to Therapeutic Learning Classrooms from 39% to 50%. Reduce the number of direct reports for the San Luis Obispo Youth Services Program Supervisor who is currently overseeing educationally related mental health services from 22 to 15 or less, to allow that supervisor to focus on increased oversight of clinic and Juvenile Hall services.
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Title: Add 1.00 FTE Mental Health Therapist to meet the department's contract requirements with the Special Education Local Area Plan (SELPA) and local school districts.

<p>Expense: \$80,596</p>	<p>Funding Source(s): State Medi-Cal: \$40,388 Outside Agencies (revenue from schools): \$40,208</p>
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<p>Intended Results:</p> <ol style="list-style-type: none"> Mental Health staff will complete the Educationally Related Mental Health Services assessment and report by the 60 day benchmark 100% of the time.
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Title: Add 1.00 FTE Licensed Vocational Nurse/Licensed Psychiatric Technician for psychiatric medication management in the evening and overnight shifts at the County Jail and add four hours per week of psychiatric care services.

<p>Expense: \$114,471</p>	<p>Funding Source(s): General Fund support: \$51,906 State Medi-Cal: \$62,565</p>
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<p>Intended Results:</p> <ol style="list-style-type: none"> Reduce number of safety cell days by 5% (from 274 to 261). Provide evening and overnight mental health support for inmates.
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Title: Add 1.00 FTE Health Information Technician III to provide in-custody records administrative support.	
Expense: \$54,244	Funding Source(s): General Fund support: \$37,971 2011 Realignment/AB 109: \$16,273
Intended Results: <ol style="list-style-type: none"> 1. Improve timely data entry, review, and processing of medical records for behavioral health services provided within the County Jail by opening all cases electronically within 24 hours and all paper charts processed and completed within 48 hours to ensure continuity of care. 2. All case discharges will be completed within five working days of receipt to ensure continuity of care for community re-entry services. 	
Title: Add 0.75 FTE Administrative Assistant III to support implementation of the electronic health record at the Psychiatric Health Facility (PHF).	
Expense: \$41,986	Funding Source(s): General Fund support: \$25,068 State Medi-Cal: \$16,918
Intended Results: <ol style="list-style-type: none"> 1. Convert temporary help staff hours to regular employee hours to produce an increased level of predictability and consistency in meeting staffing obligations. 2. Administrative Assistant staff will ensure that medical records are completed in accordance with Title 22, which dictates completion within 14 days following a patient's discharge, thereby reducing risk of disallowance for reimbursement. 	

BUDGET AUGMENTATION REQUESTS NOT RECOMMENDED

Title: Add 1.00 FTE Mental Health Therapist IV to manage out of county adult mental health clients.	
Expense: \$40,264	Funding Source(s): State Medi-Cal: \$40,264
Intended Results: <ol style="list-style-type: none"> 1. Reduce the number of conservatees residing in out-of-county placements by 10% (6) in the first year. 2. Reduce the cost of supplemental rates to support conservatees in placements by 5%. 	
Title: Add 0.50 FTE Drug & Alcohol Services Specialist IV to be the Opioid Safety Coordinator.	
Expense: \$51,556	Funding Source(s): General Fund support: \$25,306 State grant: \$26,250

Intended Results:

1. Reduce deaths related to opioid pharmaceuticals by 20% countywide (as measured by California Department of Public Health, Vital Statistics Death Statistical Master and Multiple Case of Death files) over the next five years.
2. Increase the number of licensed physicians accepting referrals for buprenorphine treatment by 5% over the next five years.
3. Increase the number of naloxone distribution locations or access points by 5%.
4. All education forum participants (100%) will report an increase in knowledge of opioid and prescription drug misuse/abuse factors.

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: <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: Rate of client satisfaction with County mental health services.						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
85%	85%	85%	92%	87%	91%	90%
<p>What: The 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 two one-week periods 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."</p> <p>Why: Client satisfaction is one indicator of the quality of services provided for mental health services.</p> <p>How are we doing? The Consumer Perception Survey is administered twice annually, during the end of November and May. In November of 2016, 327 surveys were collected and 91% (298/327) are satisfied with County Mental Health services.</p> <p>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. The FY 2017-18 target is based upon the FY 2016-17 projected percentage, after two years of showing an upward trend in satisfaction.</p> <p>Due to the fact that the State report remains delayed, no comparable data is available.</p>						
2. Performance Measure: Day treatment days provided to youth in out-of-county group home facilities. <i>(This measure is being deleted in FY 2017-18)</i>						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
1,885	1,764	1,613	1,381	1,920	911	Delete
<p>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.</p> <p>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.</p> <p>How are we doing? FY 2016-17 started off with two clients and has remained at two through the first quarter of the year. It is projected this year that 911 total days will be provided, which is below the FY 2016-17 Adopted level of 1,920 days. This lower projection is based on new legislation Assembly Bill 403: Continuum of Care Reform (CCR). One policy change of CCR is that group homes will be transformed into a new category of congregate care facility called Short-Term Residential Treatment Centers (STRTC). STRTCs are for short term use only and used as a last resort when a youth's needs cannot be safely met within a family setting. CCR becomes effective January 2017 and Behavioral Health has been diligent in anticipating the new policies and making sure youth clients are placed appropriately, thereby minimizing placement in group homes.</p> <p>A target figure for FY 2017-18 is not provided due to the impending implementation of CCR so it is anticipated that few, if any, clients will remain in group homes, and, therefore, this measure would no longer be an accurate measure of youth mental health. This measure is being deleted in FY 2017-18, and will be replaced in FY 2018-19 to better measure Continuum of Care reform progress.</p> <p>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.</p>						

3. Performance Measure: Net Mental Health Services Act (MHSA) operating cost per unduplicated full service partnership enrollee.

12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
\$11,955	\$12,727	\$20,117	\$18,570	\$16,023	\$16,265	\$16,700

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 projected net MHSA operating cost per FSP enrollee for FY 2016-17 is slightly higher than the adopted amount. The projected estimate is based on the amount of MHSA dollars to be spent in FY 2016-17 on FSP clients divided by the estimated number of FSP clients to be served (\$2,700,000 divided by 166 = \$16,265).

The department is expecting that the cost per client in FY 2017-18 will be higher than the FY 2016-17 adopted budget. The projected increase is due to the addition of the Assisted Outpatient Treatment (AOT) FSP program. This program was added during the FY 2016-17 budget process. However, costs were calculated at nine months rather than a full year. The FY 2017-18 budget will include a full year of costs, thus increasing the overall cost per client.

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 county-to-county, so it has been difficult to draw any substantial or meaningful conclusions based on that report. As a result of that report, the Department of Health Care Services has been working with the California Behavioral Health Director's Association in developing an evaluation tool called Measurements, Outcomes, and Quality Assessments (MOQA) that will assist in county to county comparisons in the future. Additionally, the Mental Health Oversight and Accountability Commission has recently been tasked by the State to develop a database to do further county-to-county comparisons of MHSA programs, including FSP. These tools are expected to be available during FY 2017-18.

(Data Source: County's Enterprise Financial System and Anasazi)

4. Performance Measure: Average annual cost of services per unduplicated Medi-Cal client.

12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
\$5,926	\$5,562	\$5,303	\$5,546	\$5,500	\$5,850	\$5,850

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? Based on first quarter activity, the FY 2016-17 costs per Medi-Cal client are projected to be \$5,850 (\$24,580,921/4,202). Broken down by age group: the average cost per youth client is projected to be \$8,890 (\$14,150,107/1,592), while the average cost per adult client is projected to be \$3,997 (\$10,430,814/2,610). Medi-Cal costs for FY 2016-17 are projected to increase over the FY 2015-16 Actual amount by 5.5% per client due to salary and other budgetary expense increases. In addition, San Luis Obispo County client counts are projected to increase by approximately 1% primarily due to the expansion of services available to all youth that was previously limited to Katie A.

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.

12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
10.6%	12.9%	12.7%	7.2%	10%	7.7%	8%

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 the first quarter of FY 2016-17, 19 individuals were readmitted to the PHF out of a total of 246 admissions or 7.7%. 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 increased capacity provided by the expansion of Adult Services, the 50 Now Program, the Adult Full Service Partnership Program, and a new Mobile Crisis provider. The department will need to continue to track the data for a longer period of time before any determination is made if this is a downward trend. The FY 2017-18 target is set at a conservative 8%.

As a comparison in CY 2014, Monterey County's readmission rate was 10.2% and Orange County's rate was 11.4%.

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

6. Performance Measure: Percentage of the county's population reached through Drug & Alcohol Prevention services.

12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 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? As most of these services are provided on school campuses during the school year, only one full month of services is captured in the first quarter of FY 2016-17. During September of 2016-17 approximately 1.5% of county residents (4,446 of 281,401) were reached through a variety of activities and campaigns including countywide information, education, and interventions provided by Behavioral Health's Prevention and Outreach Division. As these numbers are on target for a full month of service, it is anticipated that the target will be 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 2017. Based on the current system, the number of individuals reached in FY 2015-16 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. It is anticipated that the target remain the same for FY 2017-8, however with many other Prevention indicators now available, Behavioral Health intends to research and develop a more meaningful measure in the future.

Data Sources: California Outcomes Measurement System – Prevention; Web Based Prevention and Outreach data collection tool.

7. 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.

12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
94%	97.6%	94.8%	92.2%	97%	90.3%	94%

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 the first quarter of FY 2016-17, 62 individuals were discharged from 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 90.3%. Of the 62 individuals discharged from treatment, 43 (70%) achieved abstinence, 1 (1%) reduced their alcohol and other drug use, 12 (19.3%) maintained their sobriety, and 6 (9.7%) showed an increase in alcohol or other drug use. In prior years, satisfaction with treatment programs was measured by a client satisfaction survey. A new performance measure will be incorporated into the FY 2018-19 budget to measure Drug and Alcohol services client satisfaction based on a new standardized instrument focusing on meaningful client outcomes, such as the reduction, elimination, or maintenance of sobriety from alcohol or other drug use upon completion from services.

By comparison, 94% 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 the first quarter of FY 2016-17. The FY 2017-18 target is set at the California statewide rate of 94%.

Data Source: California Outcomes Measurement System – Treatment

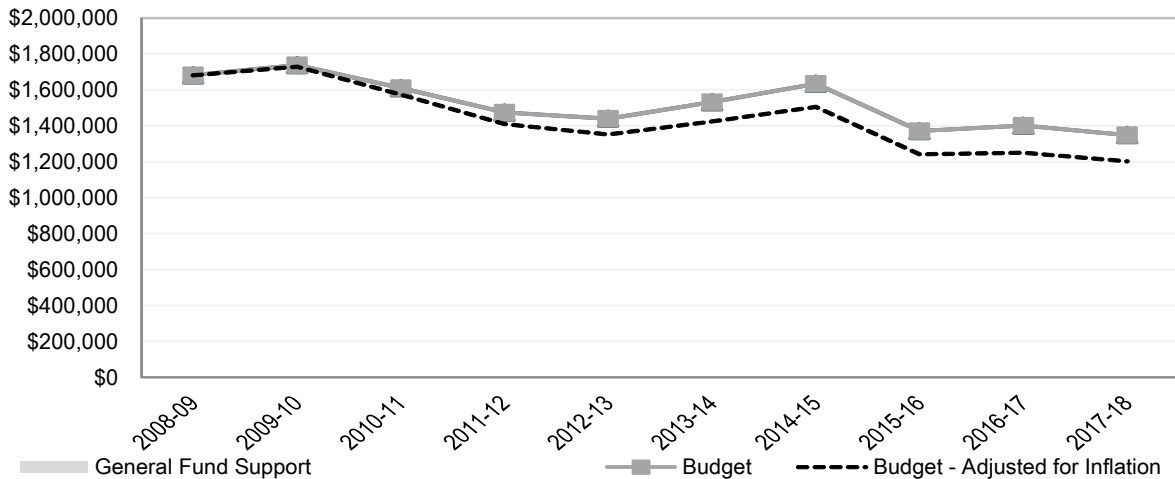
Health Agency - Driving Under the Influence

Driving Under the Influence (DUI) provides services to individuals countywide with convictions related to driving under the influence of drugs or alcohol. DUI operates as a Special Revenue Fund outside the County General Fund and is funded primarily through user fees.

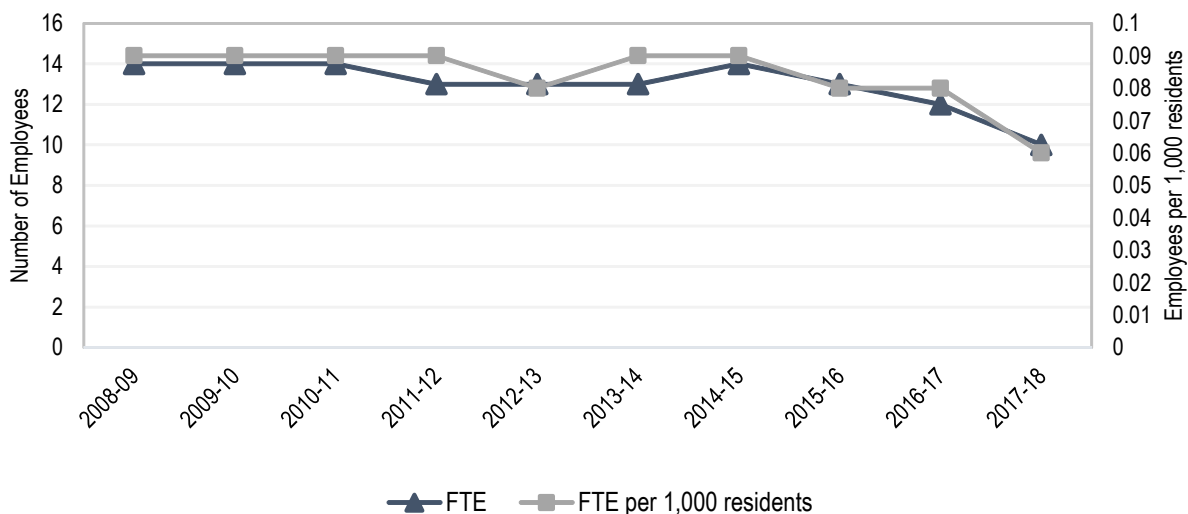
BUDGET AT A GLANCE

	FY 2017-18 Recommended	Change from FY 2016-17 Adopted	% Change
Expenditures	\$1,348,143	\$(52,657)	(4)%
Revenue	\$1,348,143	\$(52,657)	(4)%
General Fund Support	\$0	\$0	0%
Staffing Levels	10.00 FTE	(2.00) FTE	(16.67) %

Ten Year Budget History



Ten Year Staffing History



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.

ABOUT THIS BUDGET

For over three decades, County of San Luis Obispo Behavioral Health has operated the Driving Under the Influence (DUI) program providing quality, professional, and confidential services for individuals convicted of driving under the influence of alcohol or other drugs. Services include education, group counseling, and individual sessions with state certified counselors.

The DUI program is regulated by the State and required to be self-supporting through client fees, therefore the DUI program receives no General Fund support. The DUI program expects to enroll 1,128 participants in FY 2017-18 in First Offender, Second Chance, and other DUI programs, a 6% (72 enrollments) decrease compared to FY 2016-17. Due to a continued decline in DUI convictions statewide and locally, the DUI program has responded by reducing expenditures, mainly through reducing the number of staff administering and implementing the program by recommending the elimination of two vacant positions.

Following are some of the department's notable accomplishments for FY 2016-17 and some specific objectives for FY 2017-18:

FY 2016-17 Accomplishments

- Implemented the evidence based program, Prime for Life, which provides standardization in the information presented to the clients.
- Completed a needs assessment with Court officials to streamline and improve written documentation required for criminal justice programs.
- Maintained fiscal viability despite declining enrollments by starting new staff at lower levels and reducing the number of staff that work on the program.

FY 2017-18 Objectives

- As a result of Proposition 64 and the legalization of cannabis, adjust the program curriculum to address cannabis effects on driving abilities.
- Coordinate with Court officials to implement updated written documentation required for criminal justice programs as a result of the needs assessment completed in FY 2016-17.
- Review viable DUI computer systems in order to make a recommendation for replacement of DUI's aging database and financial system, which will need to be replaced within the next two years.

SERVICE PROGRAMS

The Driving Under the Influence (DUI) fund center has a total expenditure level of \$1,303,686 and a total staffing level of 10.00 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: \$586,658
Total Staffing (FTE): 4.50

Multiple Offender Program

The Multiple Offender program is an eighteen-month intervention program for drivers who are multiple offenders of driving under the influence of alcohol or other drugs. This program consists of group and individual counseling and education sessions. There are 26 biweekly individual and 26 biweekly group sessions for the first twelve months of the program, with a subsequent six months of case management.

Total Expenditures: \$664,880
Total Staffing (FTE): 5.10

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: \$26,074
Total Staffing (FTE): 0.20

Young Adult Programs

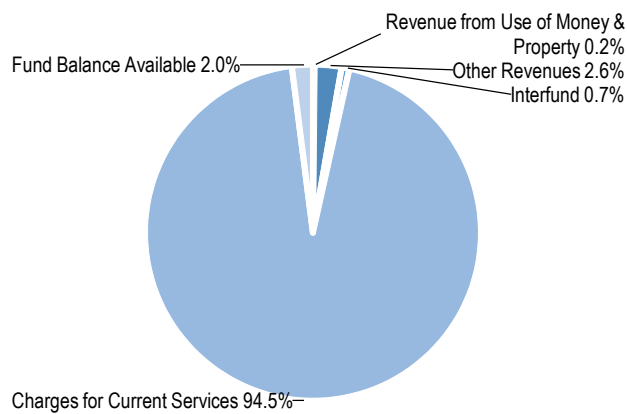
Drug and Alcohol Services offers two Young Adult programs for alcohol impaired drivers ages 18 through 20. Young Adults 1 participants are those arrested with a blood alcohol level of .08% or lower, or who refused testing when arrested. Young Adults 1 participants complete a course of six educational 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: \$26,074
Total Staffing (FTE): 0.20

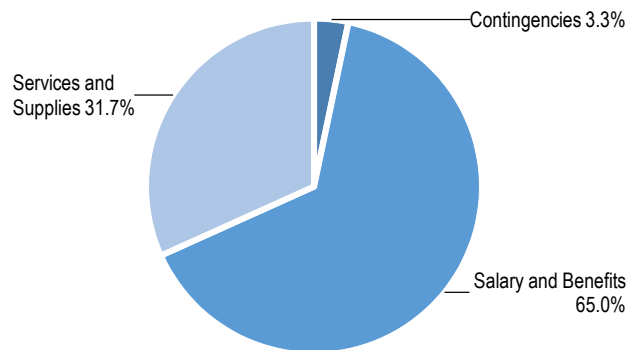
FINANCIAL SUMMARY

	FY 2016-17 Adopted	FY 2016-17 Estimated	FY 2017-18 Requested	FY 2017-18 Recommended	Change from FY 2016-17
Revenue from Use of Money & Property	\$2,000	\$1,772	\$2,000	\$2,000	\$0
Charges for Current Services	\$1,373,356	\$1,240,161	\$1,273,941	\$1,273,941	\$(99,415)
Other Revenues	\$0	\$2	\$35,000	\$35,000	\$35,000
Interfund	\$0	\$7,241	\$10,000	\$10,000	\$10,000
Total Revenue	\$1,375,356	\$1,249,176	\$1,320,941	\$1,320,941	\$(54,415)
Fund Balance Available	\$25,444	\$0	\$27,202	\$27,202	\$1,758
Total Financing Sources	\$1,400,800	\$1,249,176	\$1,348,143	\$1,348,143	\$(52,657)
Salary and Benefits	\$949,582	\$826,843	\$875,938	\$875,938	\$(73,644)
Services and Supplies	\$331,837	\$356,389	\$427,748	\$427,748	\$95,911
Gross Expenditures	\$1,281,419	\$1,183,232	\$1,303,686	\$1,303,686	\$22,267
Contingencies	\$55,194	\$0	\$44,457	\$44,457	\$(10,737)
New Reserves	\$64,187	\$0	\$0	\$0	\$(64,187)
Total Financing Requirements	\$1,400,800	\$1,183,232	\$1,348,143	\$1,348,143	\$(52,657)

Source of Funds



Use of Funds



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 decline \$52,657 or 4% due to a continued decline in program enrollments.

Fee revenue is the largest source of financing for this budget and is budgeted at approximately \$1.3 million. The decreases in fee revenue, compared to the prior year, are from the First Offender and Extended First Offender programs, expected to decrease by \$101,472 or 20% and \$22,033 or 12% respectively due primarily to declining enrollments.

Total budgeted expenditures in FY 2017-18 are decreasing \$52,657 or 4% compared to the prior year. Gross expenditures (excluding contingencies), are budgeted to increase \$22,267 or almost 2%. Salaries and benefits are decreasing \$73,644 or 8% in total due primarily to the recommended elimination of two vacant positions. The use of temporary help is budgeted to cover staff that go on vacation or sick leave.

Services and supplies are increasing \$95,911 or 29% compared to FY 2016-17 adopted levels. The most significant variance is a \$65,287 expense for Countywide overhead. A total of \$44,457 is also budgeted for contingencies (3.4% of budgeted gross expenditures) to cover unanticipated costs. The DUI program has a balance of \$552,546 in its reserves.

Service Level Impacts

This fund center's budget provides funds to continue operating its programs in FY 2017-18, with no service level impacts.

Position Allocation List Changes

The FY 2017-18 recommended Position Allocation List (PAL) for the department includes a net decrease of 2.00 FTE positions compared to FY 2016-17 adopted PAL.

FY 2017-18 Recommended PAL Changes:

The following positions are recommended to be eliminated as part of the status quo budget:

- -1.00 FTE Administrative Assistant
- -1.00 FTE Drug and Alcohol Specialist

BUDGET AUGMENTATION REQUESTS RECOMMENDED

None requested.

GOALS AND PERFORMANCE MEASURES

Division Goal: To enhance public safety by providing efficient and effective intervention and education to court ordered individuals referred for driving under the influence of alcohol or other drugs.						
Communitywide Result Link: <input checked="" type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input type="checkbox"/> Well-Governed Community						
1. Performance Measure: Percentage of First Offender Driving Under the Influence (DUI) program completers who re-offend and are remanded to our Multiple Offender Program within 12 months of First Offender Program completion.						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
1%	1.3%	1.01%	0.2%	1.3%	1%	1%
What: Measures recidivism and effectiveness of the First Offender program.						
Why: If our First Offender DUI program is effective, graduates will not be arrested for another alcohol-related driving offense within the first 12 months of graduation from the program. If they do re-offend, they will be remanded to the Multiple Offender program. 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.						
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.						
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%. This measure is calculated annually in July, and will be updated at year end. As this measure has remained stable over several years, the target is set at the same level.						
The California State re-offense rate after one year is 3.75%, according to 2013 Department of Motor Vehicles data published in 2015.						
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".						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
85%	84%	84%	82%	86%	84%	84%
What: Measures client satisfaction with the services provided by Driving Under the Influence staff.						
Why: Because Drug and Alcohol Services is committed to providing high quality service, client satisfaction is an indication of program quality. The client satisfaction survey allows us to improve our programs based on participant feedback. The DUI Client Satisfaction Survey offers the following levels of satisfaction: Extremely Satisfied, Very Satisfied, Satisfied, Unsatisfied and Very Unsatisfied. Rates of "high satisfaction" measure the percent of survey respondents who mark "Extremely Satisfied" or "Very Satisfied".						
How are we doing? Of the 232 program participants who completed services during the first quarter of FY 2016-17, 187 clients completed surveys for a survey response rate of 81%. Based on the results, 84% or 157 of the 187 survey respondents rated their experience with the program as "Very Satisfied" or "Extremely Satisfied." Of the remaining respondents, 16% (29) indicated that they were "Satisfied" while only one (<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. The FY 2017-18 target is set based upon the FY 2016-17 projection.						
Since satisfaction rates are not part of a statewide database, no comparison data is available.						

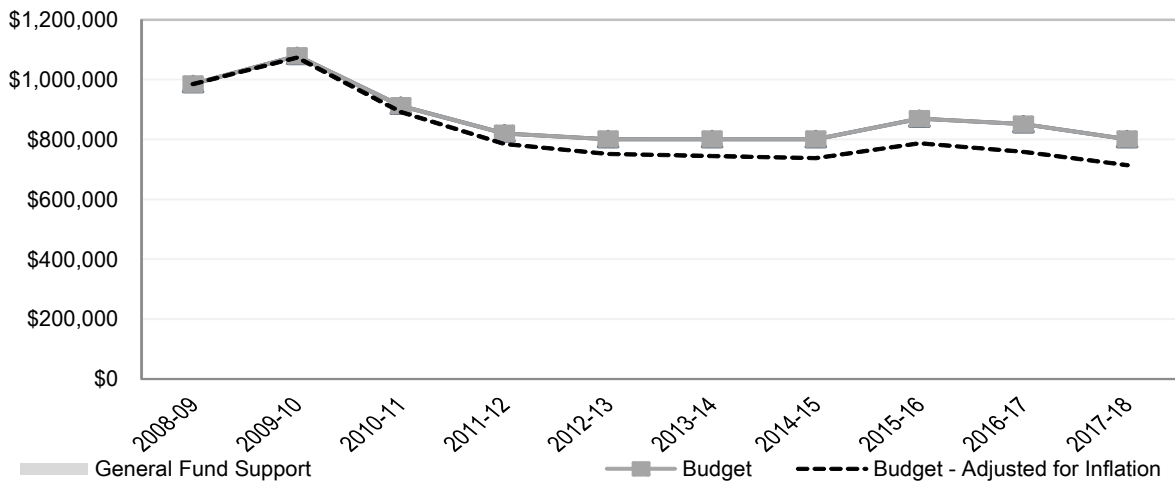
Health Agency - Emergency Medical Services

Emergency Medical Services provides funding to medical providers to offset uncompensated emergency room care and to help fund the County's pre-hospital emergency medical care system. Emergency Medical Services is a Special Revenue Fund outside the County General Fund and is funded by fines established through the Court.

BUDGET AT A GLANCE

	FY 2017-18 Recommended	Change from FY 2016-17 Adopted	% Change
Expenditures	\$801,000	\$(50,000)	(6)%
Revenue	\$801,000	\$(50,000)	(6)%
General Fund Support	\$0	\$0	0%
Staffing Levels	0.00 FTE	0.00 FTE	0.00 %

Ten Year Budget History



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.

ABOUT THIS BUDGET

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 EMS Fund partially compensates physicians and surgeons for uncompensated emergency medical care. The EMS Fund also provides funding to hospitals and the County's pre-hospital emergency medical care system.

SERVICE PROGRAMS

The County of San Luis Obispo's Emergency Medical Services fund functions under Public Health and has a total expenditure level of \$801,000 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: \$801,000

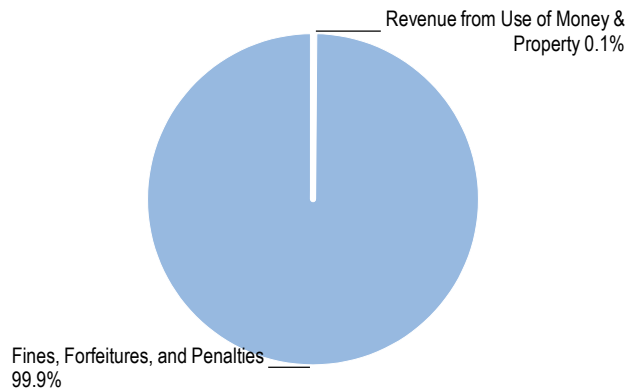
Total Staffing (FTE): *

*Staffing is reflected in Fund Center 160 – Public Health

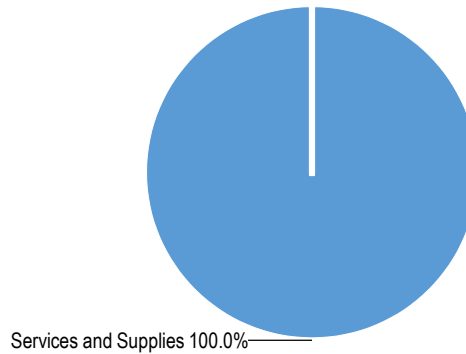
FINANCIAL SUMMARY

	FY 2016-17 Adopted	FY 2016-17 Estimated	FY 2017-18 Requested	FY 2017-18 Recommended	Change from FY 2016-17
Fines, Forfeitures, and Penalties	\$850,000	\$850,000	\$800,000	\$800,000	\$(50,000)
Revenue from Use of Money & Property	\$1,000	\$1,000	\$1,000	\$1,000	\$0
Total Revenue	\$851,000	\$851,000	\$801,000	\$801,000	\$(50,000)
Total Financing Sources	\$851,000	\$851,000	\$801,000	\$801,000	\$(50,000)
Services and Supplies	\$851,000	\$851,000	\$801,000	\$801,000	\$(50,000)
Gross Expenditures	\$851,000	\$851,000	\$801,000	\$801,000	\$(50,000)
Total Financing Requirements	\$851,000	\$851,000	\$801,000	\$801,000	\$(50,000)

Source of Funds



Use of Funds



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 2017-18, available funding is projected to decrease \$50,000 or 6% compared to FY 2016-17 adopted levels based on FY 2016-17 revenue projections. Assuming the budgeted revenue is realized, \$175,845 will be allocated to hospitals, \$407,959 to physicians, \$52,566 to pediatric trauma services, and \$127,012 will be allocated to the Emergency Medical Services Agency for emergency medical services. An additional \$38,758 or 5% will be used to cover Health Agency administrative costs, such as processing and payment of the medical claims. This program does not receive any General Fund support.

Service Level Impacts

The recommended budget maintains services at current levels.

Position Allocation List Changes

This fund center does not have a Position Allocation List (PAL).

BUDGET AUGMENTATION REQUESTS RECOMMENDED

None requested.

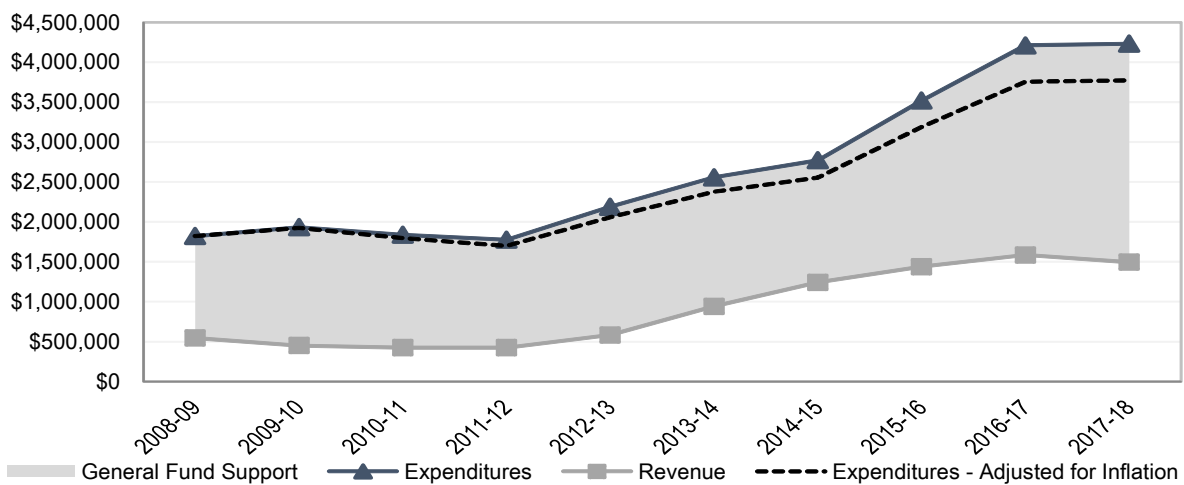
Health Agency - Law Enforcement Medical Care

Law Enforcement Medical Care (LEMC) provides medical care for County Jail inmates and for Juvenile Services Center wards.

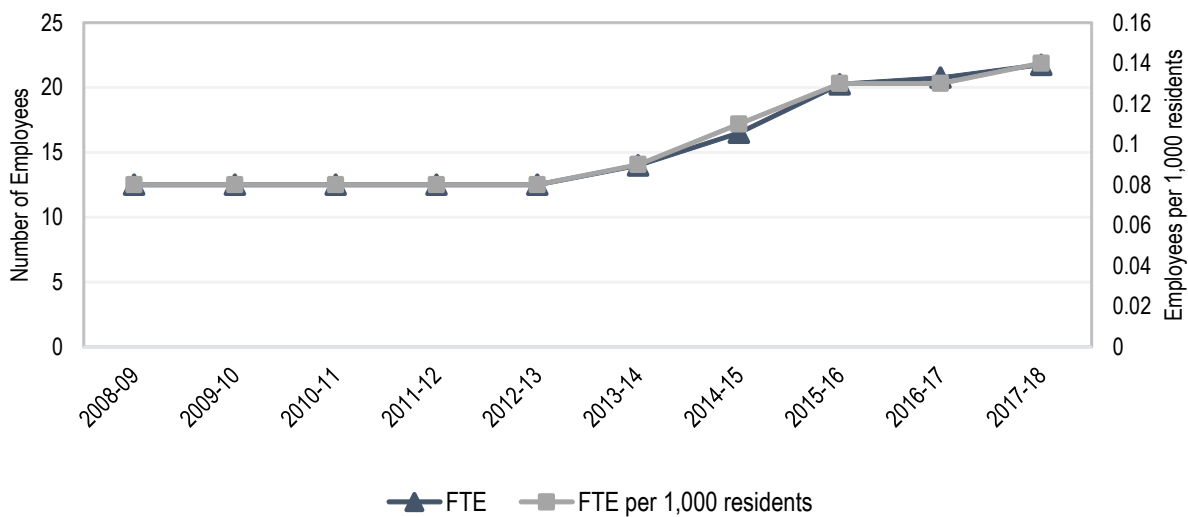
BUDGET AT A GLANCE

	FY 2017-18 Recommended	Change from FY 2016-17 Adopted	% Change
Expenditures	\$4,230,885	\$20,947	0%
Revenue	\$1,496,080	\$(89,400)	(6)%
General Fund Support	\$2,734,805	\$110,347	4%
Staffing Levels	21.75 FTE	1.00 FTE	4.82 %

Ten Year Budget History



Ten Year Staffing History



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.

ABOUT THIS BUDGET

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 and other 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 of inmates at the County Jail held steady over the past year at approximately 550, reaching a high of 575 inmates in August 2016 and beginning the year in January with a low of 522. This is an overall decrease in the Jail's population since 2014 when the average daily population peaked at over 800 inmates. Although the in-custody population has declined over the past four years due to changes in sentencing guidelines and Proposition 47, the medical demands of the population have remained significant and additional duties have been added to medical staff at the same time. In 2016, LEMC staff conducted approximately 26,500 medical visits with inmates throughout the Jail. Additionally, LEMC staff arranged 1,489 appointments for inmates with specialty care providers throughout the year including visits with radiologists, dentists, oncologists, oral surgeons, urologists and many others. Of those specialty care visits, 1,083 (73%) occurred inside the Jail, saving on custody and transportation costs. In addition to the care provided, LEMC Correctional Nurses began completing all medical pre-booking screenings in the Intake and Release Center (IRC) in late 2015. Over 10,000 such screenings were performed by Correctional Nurses in the IRC in calendar year 2016 along with about 700 other medical welfare checks on inmates being held in the IRC. More consistent Correctional Nurse participation in the pre-screening process has also helped ensure that inmates in need of immediate medical attention are sent to the local hospital's emergency room before booking. In 2016, over 200 people were sent to the hospital for medical clearance before booking due to the Correctional Nurse identification of medical need during the pre-screen process.

Using partial funding from AB 109, since FY 2012-13, LEMC has added 8.25 FTE positions to the program, as well as physician hours. In FY 2016-17, additional staff capacity was added to help support the growing staff needing additional supervision and training for new duties. However, it has proven hard to fill and retain positions in LEMC due to the competitive market for registered nurses on the Central Coast.

Following are some of the department's notable accomplishments for FY 2016-17 and some specific objectives for FY 2017-18:

FY 2016-17 Accomplishments

- Completed a Memorandum of Understanding between the County and the California Department of Corrections to accommodate hospitalized inmates in the locked medical unit at Twin Cities Community Hospital when medical needs exceed capacity of the LEMC unit.
- Maintained a schedule of two nurses most shifts allowing them to complete all medical pre-screens for inmates being booked at the County Jail. These staff completed 10,100 intakes in calendar year 2016.

- Coordinated 486 inmate visits with a dentist on-site at the Jail and approximately 70 visits with the volunteer podiatrist.
- Educated 346 juvenile wards at the Juvenile Services Center about the importance of safe sexual practices to prevent unwanted pregnancies and sexually transmitted diseases.
- Increased sexually transmitted infection testing at the Juvenile Services Center by 38% (10 tests) over the previous year (36 tests in 2016 vs. 26 tests in 2015).

FY 2017-18 Objectives

- Implement the new Electronic Health Record system at the Jail and Juvenile Services Center to include electronic medication administration records.
- Implement preventive care services onsite, such as cancer and chronic disease screenings, for approximately 200 inmates housed for more than one year.
- Revise, improve and implement new Quality Improvement (QI) protocols to ensure efficiency and quality of inmate care.
- Maintain testing for sexually-transmitted infections per new guidelines implemented in calendar year 2015, which equates to at least 36 minors being tested in FY 2017-18.

SERVICE PROGRAMS

Law Enforcement Medical Care has a total expenditure level of \$4,830,322 and a total staffing level of 21.75 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: \$4,230,885

Total Staffing (FTE): 19.00

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.

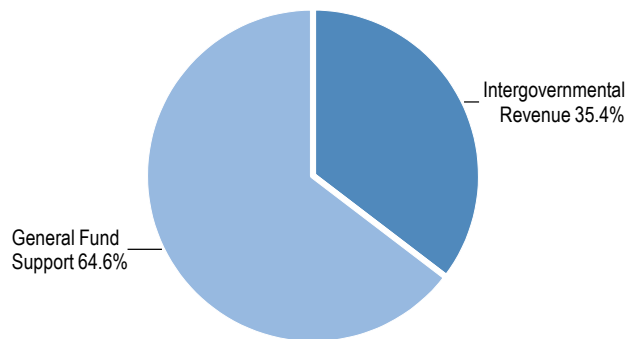
Total Expenditures: \$599,437

Total Staffing (FTE): 2.75

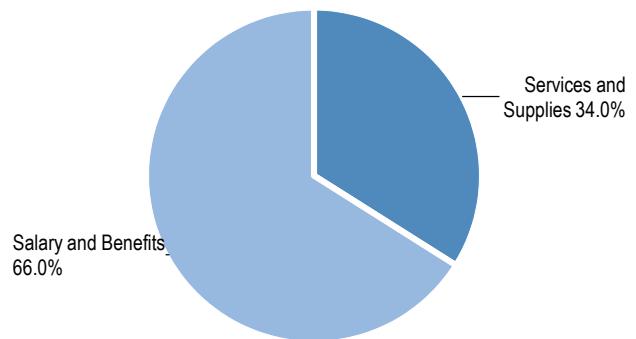
FINANCIAL SUMMARY

	FY 2016-17 Adopted	FY 2016-17 Estimated	FY 2017-18 Requested	FY 2017-18 Recommended	Change from FY 2016-17
Intergovernmental Revenue	\$1,585,480	\$1,475,202	\$1,455,260	\$1,496,080	\$(89,400)
Total Revenue	\$1,585,480	\$1,475,202	\$1,455,260	\$1,496,080	\$(89,400)
Salary and Benefits	\$3,150,522	\$2,835,470	\$3,085,793	\$3,189,949	\$39,427
Services and Supplies	\$1,666,076	\$1,620,076	\$1,603,701	\$1,640,373	\$(25,703)
Gross Expenditures	\$4,816,598	\$4,455,546	\$4,689,494	\$4,830,322	\$13,724
Less Intrafund Transfers	\$(606,660)	\$(606,660)	\$(599,437)	\$(599,437)	\$7,223
Net Expenditures	\$4,209,938	\$3,848,886	\$4,090,057	\$4,230,885	\$20,947
General Fund Support	\$2,624,458	\$2,373,684	\$2,634,797	\$2,734,805	\$110,347

Source of Funds



Use of Funds



COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Financial Summary

General Fund support for LEMC in FY 2017-18 is recommended to increase \$110,347 or 4% compared to the FY 2016-17 adopted levels. The increase is primarily due to the addition of 1.00 FTE Correctional Nurse to provide medical case management and community re-entry services to medically fragile inmates.

Revenues are recommended to decrease \$89,400 or 6% compared to the FY 2016-17 adopted level due to a \$121,344 or 86% decrease in Realignment sales tax revenue based on FY 2016-17 base projections and a \$78,057 or 100% decrease in Medi-Cal revenue- the result of the State's new claiming protocol for the Medi-Cal County Inmate Program (MCIP) agreement. The MCIP agreement allows local hospitals to directly bill the State for Medi-Cal reimbursement for inmates that receive care at their facilities, rather than requesting reimbursement through the

County. The decreases are partially off-set by increases in other revenue sources. The largest revenue increase is a \$70,338 or 24% increase in Realignment Vehicle License Fee revenue based on FY 2016-17 projections.

Expenditures are recommended to increase by less than 1% compared to the prior year. While salaries and benefits are increasing due to the recommended addition of 1.00 FTE Correctional Nurse, expenditures in services and supplies are decreasing overall. The largest expenditure decrease is an \$81,663 or 12% decrease in contracted services, primarily related to a reduction in expense related to the new MCIP process, as described above. Expenditures in other accounts vary by smaller amounts.

Service Level Impacts

The recommended addition of 1.00 FTE Correctional Nurse will provide medical case management and community re-entry services to medically fragile inmates, including the provision of a 10-day supply of life sustaining medications upon release from the County Jail when needed.

Position Allocation List Changes

The FY 2017-18 recommended Position Allocation List (PAL) for the department includes a net increase of 1.00 FTE position compared to the FY 2016-17 adopted PAL.

FY 2016-17 Mid-Year PAL Changes:

None.

FY 2017-18 Recommended PAL Changes:

- +1.00 FTE Correctional Nurse

BUDGET AUGMENTATION REQUESTS RECOMMENDED

Title: Add 1.00 FTE Correctional Nurse to ensure inmates with extensive medical needs receive medical case management and community re-entry services.	
Expense: \$136,065	Funding Source(s): General Fund support: \$95,245 2011 Realignment/AB109: \$40,820
Intended Results:	
<ol style="list-style-type: none"> 1. Ensure that inmates in need of life-sustaining medications have a supply of medications in their possession as they leave the County Jail. 2. Attend 85% of case management and Jail to Community (J2C) Coordination meetings with County Jail programs staff to ensure better, more coordinated, transitional care to releasing inmates. 3. Track and collect statistical data on inmates released with medical conditions, including recidivism rates. 	

BUDGET AUGMENTATION REQUESTS NOT RECOMMENDED

None.

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.						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
\$8.24	\$9.37	\$12.62	\$16.96	\$17.00	\$20.24	\$21.05
<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 2016-17 projected medical cost per inmate day is \$20.24 (calculated by \$4.210 million divided by 570 in-custody inmates divided by 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. The projected cost per inmate day is expected to exceed the adopted budget due to increases in expenditures. Expenditures are projected to increase by \$687,000 from the prior year. Salary and benefit costs alone are projected to increase by \$474,000, primarily due to an additional 0.25 FTE Correctional Nurse Supervisor added, additional Correctional Nurse shifts, an increase in prevailing wages, and an increase in Correctional Nurse salaries to address retention and recruitment issues. In addition to salary and benefit costs, services and supplies are projected to increase by \$212,000 as a result of increased overhead as well as software costs associated with the implementation of an Electronic Health Record at the jail. The FY 2016-17 adopted amount of \$17.00 was based on the prior year's projected amount, which closely matched the FY 2015-16 actual result of \$16.96.</p> <p>The FY 2017-18 target of \$21.05 is based on FY 2016-17 projected expenditures and assumes the same average daily population of inmates. It also includes additional public safety realignment expenditures to provide case management services for medically fragile inmates.</p> <p>Since FY 2014-15, this measure has been 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. In 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, which included 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.						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
New Measure	New Measure	85%	82%	90%	84%	84%
<p>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 screenings, dental extractions, OB/GYN, podiatry, x-rays, optometry, fracture casting, suboxone treatment, and speech therapy services.</p> <p>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.</p> <p>How are we doing: In the first quarter of FY 2016-17, 84% or 303 out of a total of 359 specialty care visits were in-house. Of the 359 specialty care visits, 63% or 226 visits were for dental services. The first quarter results will be used as a basis for the FY 2016-17 projected and FY 2017-18 target. This is a fairly new measure with only two years of historical data and no known comparable statistics from other counties.</p> <p>No comparison data is available at this time.</p>						

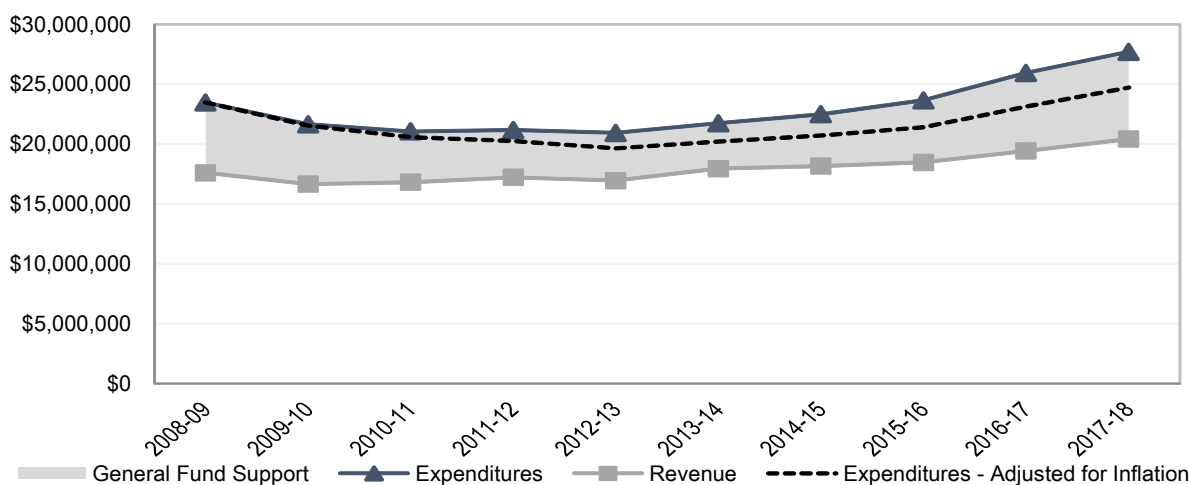
Health Agency - Public Health

Public Health provides a broad range of services and programs to residents countywide related to community and environmental health, medical services, and public health.

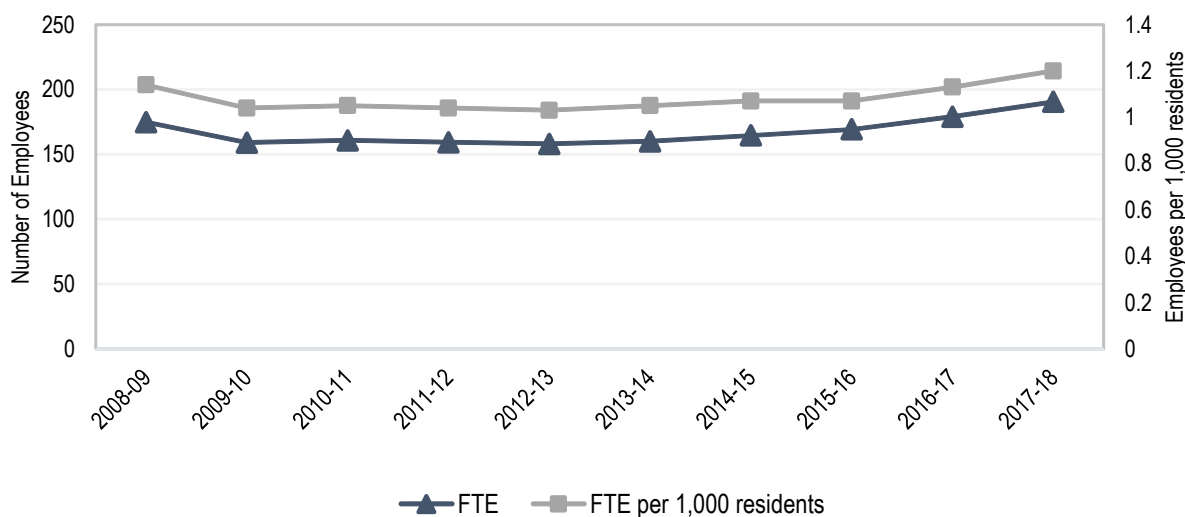
BUDGET AT A GLANCE

	FY 2017-18 Recommended	Change from FY 2016-17 Adopted	% Change
Expenditures	\$27,696,236	\$1,763,770	7%
Revenue	\$20,419,136	\$1,001,270	5%
General Fund Support	\$7,277,100	\$762,500	12%
Staffing Levels	186.00 FTE	7.00 FTE	3.91 %

Ten Year Budget History



Ten Year Staffing History



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.

ABOUT THIS BUDGET

Public Health operates under the Health Agency and 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 for at-risk pregnant women and young children related to substance use, nutrition, oral health, and special medical needs; public health emergency disaster planning and response and oversight of the Emergency Medical Services (EMS) system; family planning and women's health care; medical care for County Jail inmates and juvenile wards; assurance of access to medical care and more.

Public Health recently initiated several technology projects to improve client services. Environmental Health field inspectors can now access and share online hazardous materials reports and guidance materials—critical information for firefighters. Public Health also posted an online data dashboard of more than 100 county-specific health and quality of life indicators. This tool makes health data easily accessible to the public and supports collaborative efforts for community health assessment, improvement planning and evaluation. Public Health went live with an Electronic Health Record (EHR) system in January 2017 making the complex and time-consuming transition from paper charts, which integrates medical records, scheduling, and billing. Similarly, the EMS Division is coordinating with all local EMS providers to adopt statewide metrics for pre-hospital patient care data, which will allow the county to more effectively evaluate, plan and implement the local EMS system.

In FY 2016-17, Public Health collaborated with community partners to address local health issues as diverse as well water quality, perinatal depression, senior falls, opioid abuse, and more. Environmental Health developed new well drilling guidelines for better detection of penetration of lower quality aquifers, thereby protecting drinking water quality. A new Perinatal Mood and Anxiety Disorders Project creates a system of care across obstetrics, child health and mental health to confront perinatal depression and its impacts. Finally, Public Health joined resources and expertise with County Behavioral Health to launch the Opioid Safety Coalition. Opioid abuse is a national epidemic and San Luis Obispo County has not been spared, as evident by the record-high 36 overdose deaths in calendar year 2015. The Coalition takes a multi-pronged approach to reduce opioid abuse through more rigorous provider prescribing practices, community education, increased availability of medication-assisted treatment, and expanded access to the opioid antagonist naloxone. The overarching goal is to move the curve downward on the number of opioid-related deaths, emergency department visits and hospitalizations, and also in total use of opioids for pain control.

Public Health formed the Health Policy, Evaluation and Planning Program in 2016 to coordinate data-driven strategic planning, program evaluation and policy development efforts. The program is steering efforts towards public health accreditation and to more effectively engage, educate and inform the public, employees and key stakeholders and policy makers.

There are a number of growing demands for services and organizational improvements amidst difficulties in maintaining adequate staffing levels, particularly nurses and health educators. Several cases of uncommon yet serious diseases in early 2017 necessitated rapid response and

reallocation of staffing resources to mitigate further risk to the public, including measles, bacterial meningitis, E. coli, Legionnaires, Multi-drug resistant tuberculosis, coccidioidomycosis (Valley Fever) and Zika. To better assess local risk for Zika, Public Health entered into agreements with two vector control districts to conduct mosquito surveillance. New and re-emerging diseases and environmental risks will continue to demand additional time, attention and expertise.

Following are some of the department's notable accomplishments for FY 2016-17 and some specific objectives for FY 2017-18:

FY 2016-17 Accomplishments

- Made food facility inspection reports available through a mobile application to help the public make informed decisions when they are choosing an eating establishment.
- Participated in the FEMA-graded decennial Diablo Canyon Power Plant Ingestion Pathway Emergency Preparedness Exercise.
- Responded to the Chimney Fire alongside public safety entities to provide health information and safe clean-up guidance.
- Added three state-of-the-art testing systems for HIV, multi-drug resistant tuberculosis, and respiratory and gastrointestinal illnesses, producing test results days faster, ultimately resulting in quicker identification, response and intervention to certain public health risks.
- Received nationally-recognized Model Practices Award from the National Association of County and City Health Officials for *OutsideIn SLO* - climate change and health co-benefit campaign, and educated 1,200 WIC families about *OutsideIn SLO* principles.
- Expanded the Women, Infants and Children (WIC) program lactation consultant services from three to six clinic sites.
- Added 200 patient visits for reproductive health services at the coastal area clinic.
- Re-tested 90% of clients within six months of initial positive chlamydia test result.
- Increased the rate of kindergarteners receiving all required immunizations from 87% to 90%.
- Provided fluoride varnish treatments to over 1,800 low-income children.
- Added Public Health Nursing capacity to meet a mandate to monitor safe and appropriate use of psychotropic medication for children and youth in foster care.
- Increased social media to 2,600 followers (a 46% increase).
- Provided care coordination and assistance through the Medically Indigent Services Program (MISP), Medi-Cal or other health insurance for over 750 individuals, including enrolling 50 clients in MISP.

FY 2017-18 Objectives

- Complete a FDA Voluntary Retail Food Regulatory Standard.
- Work with contracted ambulance providers to ensure compliance with updated California Emergency Medical Services Information System (CEMSIS) and National Emergency Medical Services Information System (NEMSIS) Version 3 reporting requirements.

- Train 10 local therapists through the Perinatal Mood and Anxiety Disorder (PMAD) Project to screen 1,200 (50%) of patients at local hospitals using the PMAD tool.
- Complete a Public Health Communication Plan.
- Develop training courses for Infection Control, Bloodborne Pathogens and Aerosolized Transmissible Diseases for Health Agency staff.
- Implement the Medi-Cal County Inmate Program so that hospitals providing care for Jail inmates can bill the State directly for Medi-Cal reimbursement, saving County funds.

SERVICE PROGRAMS

Public Health has a total expenditure level of \$29,820,884 and a total staffing level of 186.00 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: \$3,884,290

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: \$10,453,399

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, Senior Fall Prevention and Children Injury Prevention, and Oral Health Promotion.

Total Expenditures: \$3,463,608
Total Staffing (FTE): 27.00

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: \$1,245,394
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: \$2,036,095
Total Staffing (FTE): 10.25

Medically-Indigent Services Program

The Medically-Indigent Services 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: \$859,551
Total Staffing (FTE): 4.75

Health Agency Administration

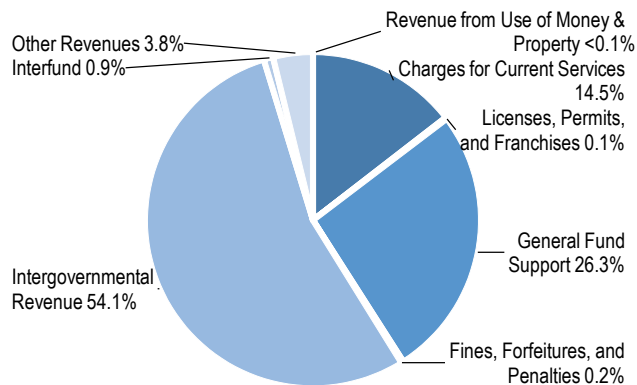
Health Agency Administration provides administration, Information Technology, accounts payable, and Human Resources support to all of the Health Agency and oversight of the office of Public Guardian.

Total Expenditures: \$7,878,547
Total Staffing (FTE): 37.00

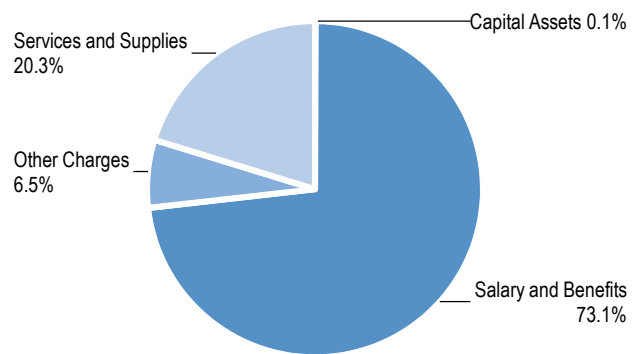
FINANCIAL SUMMARY

	FY 2016-17 Adopted	FY 2016-17 Estimated	FY 2017-18 Requested	FY 2017-18 Recommended	Change from FY 2016-17
Licenses, Permits, and Franchises	\$34,465	\$34,465	\$40,043	\$40,043	\$5,578
Fines, Forfeitures, and Penalties	\$157,500	\$7,500	\$57,500	\$57,500	\$(100,000)
Revenue from Use of Money & Property	\$0	\$0	\$2,500	\$2,500	\$2,500
Intergovernmental Revenue	\$14,665,540	\$16,302,949	\$14,637,750	\$14,985,675	\$320,135
Charges for Current Services	\$3,849,574	\$3,857,859	\$4,022,450	\$4,022,450	\$172,876
Other Revenues	\$486,961	\$445,092	\$1,062,957	\$1,062,957	\$575,996
Interfund	\$223,826	\$225,981	\$248,011	\$248,011	\$24,185
Total Revenue	\$19,417,866	\$20,873,846	\$20,071,211	\$20,419,136	\$1,001,270
Salary and Benefits	\$20,234,331	\$18,888,372	\$21,514,570	\$21,814,560	\$1,580,229
Services and Supplies	\$5,708,290	\$5,996,149	\$5,937,178	\$6,040,367	\$332,077
Other Charges	\$1,580,000	\$4,130,000	\$1,945,957	\$1,945,957	\$365,957
Capital Assets	\$41,000	\$41,000	\$15,000	\$20,000	\$(21,000)
Gross Expenditures	\$27,563,621	\$29,055,521	\$29,412,705	\$29,820,884	\$2,257,263
Less Intrafund Transfers	\$(1,631,155)	\$(1,732,620)	\$(2,124,648)	\$(2,124,648)	\$(493,493)
Net Expenditures	\$25,932,466	\$27,322,901	\$27,288,057	\$27,696,236	\$1,763,770
General Fund Support	\$6,514,600	\$6,449,055	\$7,216,846	\$7,277,100	\$762,500

Source of Funds



Use of Funds



COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Financial Summary

General Fund support for Public Health in FY 2017-18 is recommended to increase \$762,500 or 12% compared to the FY 2016-17 adopted budget. The increase is due mainly to the consolidation of Fund Center (FC) 350- Medically Indigent Services Program (MISP) into FC 160- Public Health. That consolidation added approximately \$587,000 of General Fund expense into Public Health's budget for the MISP services and 4.75 FTE staff for the program.

Revenues are recommended to increase \$1.0 million or 5% compared to the FY 2016-17 adopted budget. The increase is primarily driven by a \$668,996 increase in revenue from Tobacco Settlement funds, which was transferred from FC 350 to FC 160 in the FY 2017-18 recommended budget. State and Federal funding is also increasing in various accounts. The most notable increase is revenue from State Aid Health programs which includes a \$360,012 or 132% increase compared to the prior year, due to the addition of \$352,011 of new revenue as a result of Proposition 56- Tobacco Tax Initiative.

Expenditures are recommended to increase \$2.3 million or 8% compared to the FY 2016-17 adopted budget. The increase is primarily due to increases in personnel expense. Salaries and benefits are recommended to increase \$1.6 million or 8%, due in part to the transfer of 4.75 FTE from FC 350- Medically Indigent Services Program (MISP) to FC 160. Additionally, a net of 1.75 FTE were added mid-year for lactation consultant services and Office of Traffic Safety grant implementation, and a 0.50 FTE Public Health Nurse is recommended for approval in FY 2017-18 to monitor and provide oversight of psychotropic medication use for children within the child welfare system.

Services and supplies are recommended to increase \$332,077 or 6%, primarily due to medical payments from the MISP transferring to Public Health.

Other charges, which consist mainly of pass thru funds to agencies, is increasing \$365,957 or 23% due primarily to the transfer of \$665,000 of Tobacco Settlement funds from Fund Center 350 to Fund Center 160 to pay for uncompensated emergency medical services provided by emergency room physicians and hospitals. That increase is partially off-set by a \$200,000 reduction in Medi-Cal Administrative Activities (MAA) program expenses due to a school district opting to no longer participate in the program, and a \$100,000 reduction for risk assessment toxicologist fees that will now be offset by sanitation services fees.

Fixed assets expense is recommended to decrease \$21,000 or 51% due to one-time purchases made in the prior fiscal year.

Transfers in (expense offsets) from other Health Agency fund centers are recommended to increase \$493,493 or 30%. The increase is related to internal 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.

Service Level Impacts

The recommended budget includes the addition of a 0.50 FTE Public Health Nurse to monitor and provide oversight of psychotropic medication use for children within the child welfare system.

Position Allocation List Changes

The FY 2017-18 recommended Position Allocation List (PAL) for the department includes a net increase of 7.00 FTE positions compared to the FY 2016-17 adopted PAL. This includes 4.75 FTE moved from FC 350- Medically Indigent Services Program, which is now a division of FC 160- Public Health, as well as the additions listed below.

FY 2016-17 Mid-Year PAL Changes:

On July 12, 2016, the Board approved the following changes to the department's PAL:

- -1.00 FTE Administrative Assistant Aide I/II/III
- +1.00 FTE Administrative Services Officer I

On July 26, 2016 the Board approved the following changes to the department's PAL:

- +0.75 FTE Public Health Nutritionist I/II- limited term

On September 13, 2016, the Board approved the following changes to the department's PAL:

- -1.00 FTE Supervising Administrative Clerk I
- +1.00 FTE Program Manager I/II

On November 1, 2016, the Board approved the following changes to the department's PAL:

- +1.00 FTE Program Manager I/II- limited term

On November 8, 2016, the Board approved the following changes to the department's PAL:

- -1.00 FTE Administrative Assistant Aide I/II/III
- +1.00 FTE Supervising Administrative Clerk I

On November 22, 2016, the Board made the following changes to the department's PAL:

- -1.00 FTE – 00909 Senior Account Clerk
- +1.00 FTE – 00914 Accounting Technician
- -1.00 FTE – 01584 Program Manager I or II
- +1.00 FTE – 08950 Division Manager – Health Agency

FY 2017-18 Recommended PAL Changes:

- +0.50 FTE Public Health Nurse to provide oversight and monitoring of children and youth in foster care who are treated with psychotropic medications.

The following positions are being transferred from Fund Center 350- Medically Indigent Services Program (MISP) to Fund Center 160:

- +1.00 FTE Accountant I/II/III
- +1.00 FTE Division Manager – Health Agency
- +1.00 FTE Public Health Nurse/Community Health Nurse I/II/Senior

- +1.00 FTE Patient Service Representative
- +0.75 FTE Senior Account Clerk

BUDGET AUGMENTATION REQUESTS RECOMMENDED

Title: Add 0.50 FTE Public Health Nurse to provide oversight and monitoring of children and youth in foster care who are treated with psychotropic medications.	
Expense: \$56,164	Funding Source(s): Federal Aid – Childhood Health and Disability Prevention: \$56,164
Intended Results:	
<ol style="list-style-type: none"> 1. Assure that 90% of JV220s (applications for psychotropic medication) are fully complete within 30 days of receipt. 2. Perform an audit on 80% of the entire caseload every 6 months to verify that a JV220, an application for psychotropic medication, is in place for clients on psychotropic medication. 3. Notify the Social Worker that a new JV220, an application for psychotropic medication, is required for soon-to-expire JV220s no less than 90% of the time. 4. Update 90% of Health Education Passports to include all psychotropic medications. 	

BUDGET AUGMENTATION REQUESTS NOT RECOMMENDED

Title: Add 1.00 FTE Public Health Aide III to improve the efficiency of clinical operations.	
Expense: \$48,048	Funding Source(s): State Office of family Planning: \$37,631 Maternal Child and Adolescent Health grant: \$10,417
Intended Results:	
<ol style="list-style-type: none"> 1. Increase patient encounters at Morro Bay and San Luis Obispo Reproductive Health clinics by 10/week, or 440/year in FY 2017-18. Baseline is about 500 patient encounters annually. 2. Provide outreach and education on reproductive health and maternal and child health resources to at least 300 clients. 3. Distribute over 400 information pamphlets to various locations in the north coastal locations and health fairs. 	
Title: Add 1.00 FTE Departmental Automation Specialist to bridge gap between users and IT department.	
Expense: \$100,419	Funding Source(s): General Fund support: \$100,419

Intended Results:	
<ol style="list-style-type: none"> 1. Measurably reduce the backlog from one year down to 24 months days assuming consistent trends in business requirements. 2. Work with key stakeholders to develop an application strategic plan for the Health Agency within one year. Including the review of in house developed and vendor abandoned applications that do not meet the agency legal mandates. As a Health Care organization the agency must meet a number of legal requirements for data storage. Some of the in house and vendor abandon applications do not meet these requirements and require an in-depth review of the application and the business process. 3. Develop and implement an IT project governance structure within six months. 4. Work with key stakeholders to develop a standard approach to application and process documentation in the first year. 5. In the first year work with software engineers to develop data maps of the data collected and stored by the agency and identify the legal requirements for the data. 	
Title: Add 1.00 FTE Administrative Assistant III to the Human Resources team.	
Expense: \$55,109	Funding Source(s): General Fund support: \$55,109
Intended Results:	
<ol style="list-style-type: none"> 1. Reduce the number of errors made, returning calls and meeting deadlines. 2. Reduce Human Resources database backlog of data entry from three months behind to on time. 3. Maintain departmental employee files according in accordance with the county records retention policy. 	
Title: Add 1.00 FTE Administrative Assistant III and 0.50 FTE Nurse Practitioner/Physician's Assistant to Martha's Place to comply with the Department of Health Care Services timelines.	
Expense: \$118,563	Funding Source(s): General Fund support: \$40,122 Cen-Cal: \$50,136 Federal Maternal Child and Adolescent Services: \$28,305
Intended Results:	
<ol style="list-style-type: none"> 1. Decrease current time from referral to medical/developmental assessment from 30 days to 20 days in FY 2017-18, and to 15 days thereafter. 2. Nurse Practitioner/Physician Assistant will see five to seven comprehensive physical/development assessments per month and 10-15 follow up appointments per month. 3. Public Health Nurse overtime accrual will decrease to near zero. 4. Full written team assessments will be sent to primary care provider, families, and referring entities (with release of information, as needed) within two weeks. 	

GOALS AND PERFORMANCE MEASURES

Department Goal: Prevent epidemics and the spread of disease or injury.						
Communitywide Result Link: <input type="checkbox"/> Safe <input checked="" type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input type="checkbox"/> Well-Governed Community						
1. Performance Measure: Annual rate of reported retail foodborne disease outbreaks per 100,000 county population.						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
1.49	.36	.36	.72	.72	1.1	1.1
<p>What: Measures the number of reported outbreaks originating from food sources (restaurants, other retail food preparation facilities, or community meals) as a rate per 100,000 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."</p> <p>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.</p> <p>How are we doing? There was one reported foodborne outbreak during the first quarter of FY 2016-17 compared to none reported during the first quarter of FY 2015-16. 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. Our ability to detect foodborne pathogens continues to increase, as evidenced by our first outbreak this year, which was detected using a previously unavailable gastrointestinal panel test performed by the Public Health Laboratory.</p> <p>Given the increased capacities of laboratories to detect pathogens, it is not unreasonable to expect an additional outbreak in coming years. Based on the historical data and current results, the FY 2016-17 projected rate is anticipated to increase to 1.1, or three outbreaks per year based on a population of 279,083 rather than two outbreaks, and the FY 2017-18 target rate be set at 1.1, or three outbreaks per year based on a population of 281,401.</p> <p>Benchmark Data: The State has stopped publishing foodborne outbreak data in the California Reportable Diseases Monthly Summary Report. Data is not readily available from other counties; therefore, no benchmark data is available at this time. Population data is taken from the United States Census Bureau.</p>						
Department Goal: Promote accessible, appropriate and responsive health services to all members of the community.						
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						
2. Performance Measure: Rate of newly diagnosed Human Immunodeficiency Virus (HIV) cases per 100,000 population.						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
5.6	5.0	5.8	7.9	7.9	7.9	8.1
<p>What: Measure denotes the number of unduplicated, newly reported HIV cases throughout the County (excluding the prison system) per 100,000 of County population.</p> <p>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.</p>						

How are we doing? During the first quarter of FY 2016-17, two cases of HIV were reported within the county, based on a population of 279,083. This compared to five reported during the first quarter of FY 2015-16, based on a population of 276,443. In the United States, people who get syphilis and gonorrhea often also have HIV or are more likely to get HIV in the future. Behaviors that put someone at risk for a sexually transmitted disease (STD) such as not using condoms, multiple partners, and anonymous partners, often put them at risk for other infections like HIV. All leading indicators reflect an increase in STDs. In 2015, California saw a significant increase in STDs resulting in a 29% increase in early syphilis cases and a 20% increase in gonorrhea cases from 2014 to 2015. We expect the FY 2016-17 projection remain at 7.9 based on 22 annual cases out of a population of 279,083 and the FY 2017-18 target rate be set at 8.1 based on 23 annual cases out of a population of 281,401.

Benchmark Data: STD rates for California and other STD information are taken from the California Department of Public Health's 2015 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>. Population data is taken from the United States Census Bureau.

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.

12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
10.4	8.2	8.3	6.9	8.1	8.1	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 1,000.

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 the first quarter of FY 2016-17, seven females in the age range of 15 to 17 gave birth out of an estimated population of 4,175 females within that age range, compared to six out of an estimated population of 4,437 females during the first quarter of FY 2015-16. The total population of females in the county is determined by the California Department of Finance Demographic Research Unit's population estimates.

Based on the latest data from the Centers for Disease Control and Prevention 2013 Youth Risk Behavior Surveillance, national 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 have greater access to no cost youth-friendly family planning services. In California, the Office of Family Planning administers the Family Planning, Access, Care, and Treatment (Family PACT) program to provide comprehensive family planning services to eligible low income individuals. The County provides Family PACT services in the San Luis Obispo and Paso Robles Clinics to eligible residents.

Given current historical data, the projected rate for FY 2016-17 will remain at 8.1, (109 births over three years based on a total three year population of 13,443) and the FY 2017-18 target rate is set at 8.1 (103 births over three years based on a total three year population of 12,772).

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.

Department Goal: Promote accessible, appropriate and responsive health services to all members of the community.

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

4. Performance Measure: Percentage of low birth weight infants.

12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
5.5%	5.8%	6.2%	6.1%	6.0%	6.0%	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 two fiscal years and through the first quarter of FY 2016-17 was 5.7% (338 LBW babies divided by total live births of 5,903). 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 lower than average 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 projected rate is expected to remain at 6.0% based on 469 LBW babies divided by total live births of 7,823. The FY 2016-17 projection is based on a three year average of LBW babies and total number of infants born and is heavily weighted by the previous two years, which have been at 6.2% and 6.1% respectively. The FY 2017-18 target rate is 6.0% based on 469 LBW babies over three years divided by total live births of 7,823 over that same time.

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>

Department Goal: Promote accessible, appropriate and responsive health services to all members of the community.

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

5. Performance Measure: Percentage of live born infants whose mothers received prenatal care in the first trimester.

12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
80%	79%	79%	80%	81%	81%	82%

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 the first quarter of FY 2016-17, 78% of mothers (500 mothers out of a total of 640) sought prenatal care in their first trimester, compared to 80% (573 mothers out of a total of 720) during the first quarter of FY 2015-16. 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 preventative 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, the FY 2016-17 projected rate remains the same at 81% (2,074 mothers out of a total of 2,560) and the FY 2017-18 target rate is set at 82% (2,100 mothers out of a total of 2,560).

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>

Department Goal: Promote accessible, appropriate and responsive health services to all members of the community.						
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						
6. Performance Measure: Percentage of the State allocated caseload enrolled in the Women, Infants & Children (WIC) Program.						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
99%	95%	91%	86%	83%	75%	75%
<p>What: Measures the number of San Luis Obispo County women, infants and children receiving supplemental food coupons as a percentage of the State allocated caseload. Nutrition education and referrals to health care services are also provided 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.</p> <p>Why: Numerous studies have shown that the WIC program helps reduce complications of pregnancy; lowers the incidence of low birth weight, reduces iron deficiency anemia in children; and promotes optimum growth and development of infants and young children. Ensuring high program participation enhances the health of low-income women, infants and children.</p> <p>How are we doing? During the first quarter of FY 2016-17, the average number of women, infants and children participating in the WIC program was 3,672 per month, or 78%, compared to 4,305 per month, or 91.6%, during the first quarter of FY 2015-16. The State allocated caseload is 4,700.</p> <p>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 caseload deficits. The decrease in caseloads is also impacting counties we benchmark against. For example, first quarter caseloads compared to their first quarter FY 2015-16 averages decreased for Monterey (3.2%), Napa (5.7%), Santa Barbara (3.3%), and Santa Cruz (3.1%). Only Marin (1%) and Placer (0.6%) experienced minor caseload increases. Reasons for decreased caseloads are complex and multifaceted. On average for the first quarter, in San Luis Obispo County, 960 food coupons (20% of the caseload) were not issued due to eligible clients not being able to keep their WIC appointment. Low income clients often find it difficult to keep WIC appointments due to lack of transportation and the inability to take time off of work to attend appointments. Critics of the WIC program believe the WIC paper voucher system is driving some women away from the program. One potential solution to the stigma involved in using paper vouchers to obtain WIC benefits would be converting to a card program similar to California's Electronic Benefit Transfer (EBT) Card system. WIC staff are making attempts to increase caseload through increased outreach efforts at Obstetric and Pediatric offices, DSS and other community service agencies. Also, appointment reminder calls and text messages are sent out daily and staff call all missed appointments throughout the month in an attempt to reschedule appointments. All WIC sites serve walk-in clients, and evening and noon time appointments are available.</p> <p>Given the historical data and current results, it is projected that the FY 2016-17 adopted rate of 83% will not be met. Therefore, the FY 2016-17 projected rate is decreasing to 75% (3,525 cases divided by the allocated caseload of 4,700) and the FY 2017-18 target rate is set at 75% (3,525 divided by the allocated caseload of 4,700) based on FY 2016-17 trends to date.</p> <p>Benchmark Data: First quarter FY 2016-17: Marin County 2,776 (95.1%); Monterey County 18,845 (92.5%); Napa County 2,698 (76.4%); Placer County 3,573 (93.5%); Santa Barbara County 16,380 (89.8%); Santa Cruz County 7,576 (86.4%); Statewide 1,150,347 (84.5%).</p>						
Department Goal: Protect against environmental hazards.						
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						
7. Performance Measure: Percentage of Small Water systems in compliance with State or Federal bacteriological drinking water standards.						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
94.8%	95%	97%	97%	96%	96%	96%
<p>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.</p> <p>Why: Water systems contaminated with fecal material can cause diseases such as typhoid fever, cholera, shigella and cryptosporidiosis. By performing routine inspections for 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.</p>						

How are we doing? During the first quarter of FY 2016-17, 95% (474 out of 497) of the routine water samples were in compliance with the drinking water standards, compared to 95% (452 out of 478) during the first quarter of FY 2015-16. 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 projected rate will remain at 96% (1,835 in compliance out of a total of 1,912), and the FY 2017-18 target rate is set 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.

Department Goal: Promote accessible, appropriate and responsive health services to all members of the community.

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

8. 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.

12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
51%	50%	66%	49%	65%	60%	60%

What: Measures the percentage of pregnant and parenting women who are referred to our County's Public Health Nursing case management services due to a positive drug and/or alcohol screen or who admitted substance abuse and subsequently enroll in Public Health Nursing Case Management programs. The calculation is derived by the number of referrals to the program resulting in enrollment divided by the total number of referrals received.

Why: Using alcohol, drugs or smoking during pregnancy can substantially affect newborn health and increase the healthcare costs associated with the newborn. The percentage is a measure of how well the program reaches and enrolls this very high-risk target population.

How are we doing? During the first quarter of FY 2016-17, Public Health Nursing received 28 referrals for pregnant or parenting women with a positive drug and/or alcohol screen or admitted substance abuse. Of those 28 referrals, 15 clients were enrolled into the program (54%) and none remained on a wait list. Of the 13 clients not enrolled in services, six refused or declined services, one client did not qualify for the program, five could not be located, and one moved out of the county. Comparatively, during the first quarter of FY 2015-16 Public Health Nursing received 46 referrals for pregnant or parenting women with a positive drug and/or alcohol screen or admitted substance abuse. Of those 46 referrals, 24 clients (52%) were enrolled into the program, 11 remained on a wait list and 11 did not enroll.

These low-income, high-risk pregnant women represent a population that is difficult to locate. The measure represents mothers who have admitted past or present drug use, and they are often mistrustful of agencies, are frequently homeless, relocate often and provide inaccurate or frequently changing contact information. The department makes every effort to locate these women, but it is unlikely that the percentage of enrollment will increase.

Given the historical data the FY 2016-17 projected rate is 60% (67 enrollments out of 112 referrals), and the FY 2017-18 target rate is set at 60% (67 enrollments out of 112 referrals).

Benchmark Data: None available.

Department Goal: To ensure access to health care for medically indigent adults who lack health insurance.

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

9. Performance Measure: Number of people receiving information to help them obtain coverage for health care costs.

12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
N/A	N/A	473	1,296	1,200	1,035	1,035

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.

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.

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.

How are we doing? FY 2016-17 will represent the third full year for which data has been collected on this measure. In the first four months of FY 2016-17, MISP staff recorded 345 encounters with individuals seeking information about health insurance coverage. Of those encounters, 212 or 61% received health insurance coverage information and 66 or 19% received information regarding health ombudsman services, the remaining 67 encounters requested assistance with other specific medical related questions. For the first quarter of FY 2016-17 15 were enrolled in MISP, 23 were enrolled in Medi-Cal, and 15 were enrolled in Covered California.

The MISP program receives funding from two grants, a Medi-Cal Outreach/Enrollment and Medi-Cal Renewal grant from the State Department of Health Care Services. Both grants provide a funding base allowing MISP staff to provide Medi-Cal outreach and enrollment assistance to vulnerable target populations. 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 grants, 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.

Enrollment services were expected to spike during the first few years of Affordable Care Act implementation and then stabilize in FY 2016-17 as client's health insurance questions are answered and coverage needs are met. The FY 2016-17 projected and FY 2017-18 target amounts of 1,035 encounters per year is based on activity from the first four months of this year.

In prior years, the MISP program existed as a separate fund center (FC 350). In FY 2017-18, the MISP program is being consolidated within the existing Public Health Department's budget (FC 160).

No comparison data is available at this time.

(Data Source: San Luis Obispo County Medically Indigent Services Program Encounter Log)

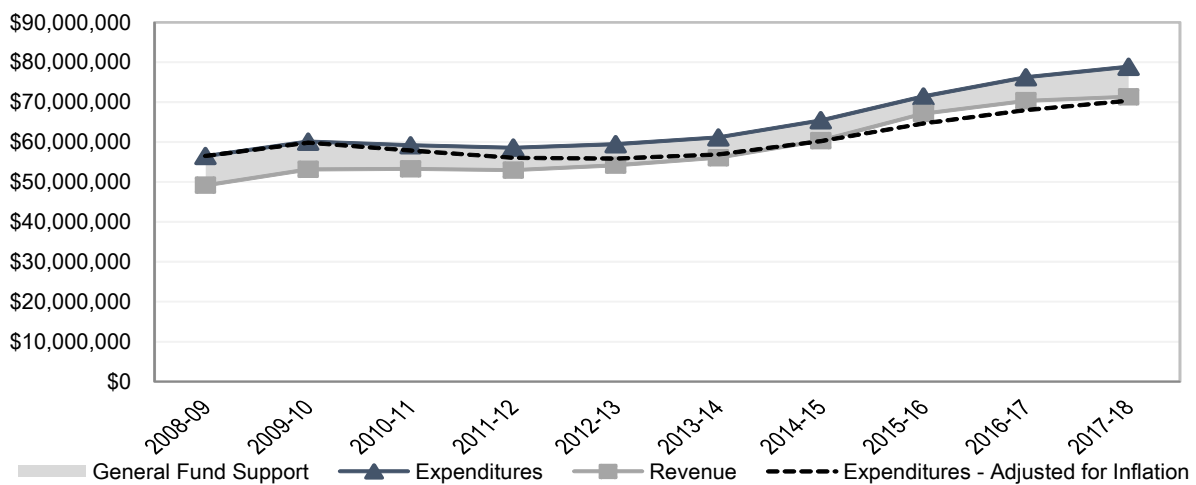
Social Services - Administration

Social Services Administration provides mandated social services programs countywide for children and adults.

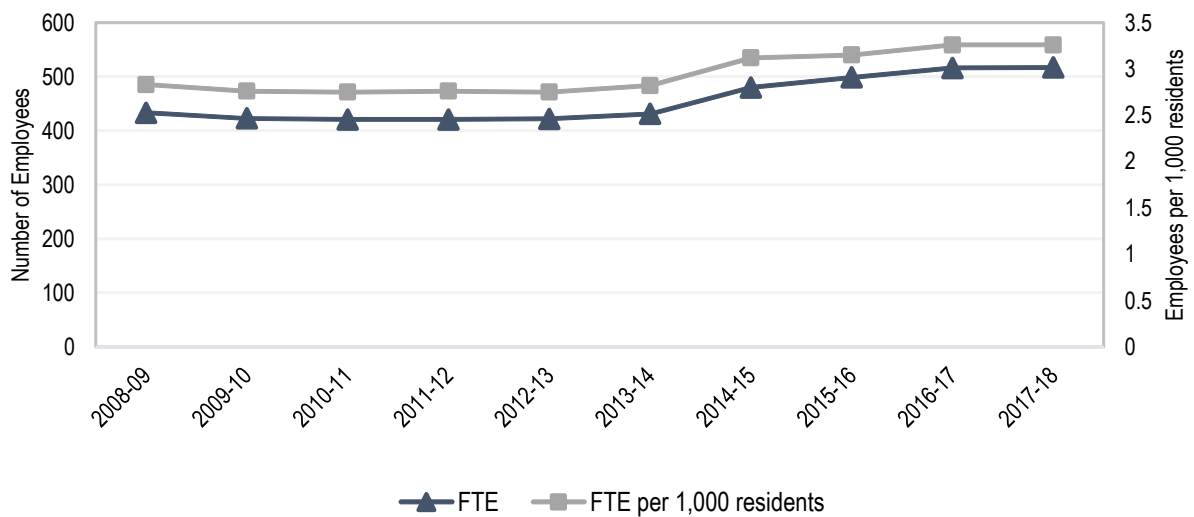
BUDGET AT A GLANCE

	FY 2017-18 Recommended	Change from FY 2016-17 Adopted	% Change
Expenditures	\$78,840,416	\$2,584,230	3%
Revenue	\$71,340,181	\$1,009,200	1%
General Fund Support	\$7,500,235	\$1,575,030	27%
Staffing Levels	516.00 FTE	0.00 FTE	0.00 %

Ten Year Budget History



Ten Year Staffing History



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.

ABOUT THIS BUDGET

Social Services – Administration includes the budget necessary to administer mandated Social Services activities, including salaries and benefits for all of its programs, as well as transfers to other departments for various contracts and the County’s mandated share of In-Home Supportive Services program costs. Mandated services include Child Welfare Services, Adult Services, cash assistance, eligibility determination for Medi-Cal, CalFresh, and CalWORKs programs, and other smaller programs and services. Additional information about the department’s programs can be found in Fund Center 181 – Foster Care and Adoptions, Fund Center 182 – CalWORKs, and Fund Center 185 – General Assistance, which include expenditures associated with direct payments to beneficiaries of the programs.

Given the constraints of the many statutory mandates and performance measures the Department of Social Services works under, it is proud of the work it does, as the most vulnerable members of the community are served. Continuing caseload has increased by 79% (representing an increase of 18,035 cases) over the last five years. One of the main drivers of the caseload increase has been a 159% (17,665 cases) increase in Medi-Cal caseloads (from 11,147 to 28,812 cases), due to the implementation of the Affordable Care Act. While Federal efforts to repeal the Affordable Care Act were recently put on hold, there is still the potential that the Act could be repealed in the coming years.

The department will be faced with some challenges in the coming year with the elimination of the existing In-Home Supportive Services Maintenance of Effort (MOE) that was implemented in FY 2012-13. The State’s elimination of that MOE shifts costs to counties that were previously paid for by the State. While the existing MOE is being dismantled, the State is considering ways that it can mitigate the impacts to counties. Additionally, the department will continue to implement the Continuum of Care Reform, which focuses on bringing children currently in out of county group homes back to local homes. One of the focuses in FY 2017-18 will be to increase bed capacity for foster children locally through the recruitment of additional foster parents. Although these challenges will have an impact on the department, it will continue to contribute to the safety, health, livability, and prosperity of the County by serving the most vulnerable in the community.

Following are some of the department’s notable accomplishments for FY 2016-17 and some specific objectives for FY 2017-18:

FY 2016-17 Accomplishments

- With the focus on bringing children and youth back from group homes, the department diverted three youth from entering group homes, and moved 13 children out of group homes with a 62% success rate as five of these children re-entered congregate care.
- In the most recent month for which statistics are available, the County’s performance in key Child Welfare Services program measures exceeded the State’s average in 70% of the measures, including these key indicators:
 - Timely response in immediate response situations is 2.5% higher.
 - Timely response in “10-Day” (less immediate) response situations is 8.4% higher.

- Children who enter care in the 12-month period and who reunified with their parent(s)/ guardian(s) within 12 months is 16.9% higher.
- Placement in group homes or shelter upon entry is 10% lower.
- Rate of monthly visits to children placed outside their home is 3.6% higher.
- Achieved and maintained compliance with annual reassessment requirements in the Medi-Cal and In-Home Supportive Services programs, in which the County had fallen short in the last two years. The department received a letter of commendation for this achievement.
- The department, with its community partners, exceeded the goal of placing 50 of the most vulnerable chronically homeless persons into permanent supportive housing through the 50 Now Program by placing 64 persons and seven of their family members into housing. To date, 77% remained in permanent housing or moved to other permanent housing. As of October 2016, 50 Now participants experienced a 97% reduction in the number of arrests, a 98% reduction in the number of days in jail, a 52% reduction in the number of Emergency Room visits, and a 69% reduction in days spent in the County's Psychiatric Health Facility in the one year after clients were housed.
- Advocated for the passage of California Assembly Bill 2254 which was approved by Governor Brown on September 22, 2016, making the Atascadero armory available as a temporary shelter for homeless persons from October 15 through April 15 every year.
- In conjunction with County Behavioral Health, developed a joint management information system and a protocol to ensure oversight and review of each prescription for each child in care and to monitor ongoing treatment.
- Met or exceeded all Federal requirements under the Workforce Innovation and Opportunity Act requirements.
- Implemented countywide same day applications and interviews for CalFresh, eliminating the prior two to three week client wait for an interview.
- Successfully incorporated the Community Collaborative and the District Attorney's Human Trafficking Task Force into one joint task force focused on the prevention and intervention of human trafficking victims countywide.

FY 2017-18 Objectives

- By January 2018, work with County Behavioral Health to improve the protocol for the joint management information system regarding the use of psychotropic drugs in the treatment of youth in care to address tracking and treatment requirements and best practices.
- Surpass State averages in at least 75% of performance measures related to Child Welfare Services (CWS).
- Continue to assist homeless CalWORKs families by helping at least 85% of the families referred in obtaining and retaining permanent housing.
- Implement significant reforms in CalWORKs aimed at engaging participants in more intensive work activities as early as possible while also providing more flexibility in work activity options and increased incentives for work as participants move towards self-sufficiency.

- Increase bed capacity by 25 for foster children, with a focus on teens, keeping siblings together, returning high needs youth back to the community, and keeping children from being placed outside of the county.

SERVICE PROGRAMS

The Department of Social Services has a total expenditure level of \$78,906,186 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: \$11,305,232
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: \$9,668,994
Total Staffing (FTE): 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: \$14,780,254
Total Staffing (FTE): 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: \$13,531,670
Total Staffing (FTE): 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: \$853,376
Total Staffing (FTE): 2.75

Medi-Cal

California's version of the Federal Medicaid program provides financial assistance for health care including medical and mental health services, devices and prescription drugs for eligible people. The Department of Social Services determines program eligibility based upon the application of Federal and State regulations, which include the consideration of a person's age, physical or mental disability, other public assistance status, property and income. The purpose of the Medi-Cal program is to provide comprehensive medical care benefits to all public assistance recipients and to certain other eligible persons who do not have sufficient funds to meet the costs of their medical care.

Total Expenditures: \$15,680,490
Total Staffing (FTE): 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, CalFresh Employment and Training (CFET), and family preservation services.

Total Expenditures: \$10,766,651
Total Staffing (FTE): 38.00

Workforce Investment and Opportunity Act (WIOA)

The Workforce Investment and Opportunity 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.

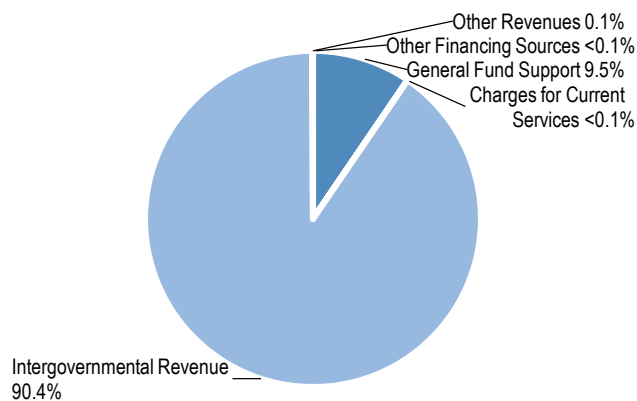
Total Expenditures: \$2,319,519
Total Staffing (FTE): 4.25

*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.

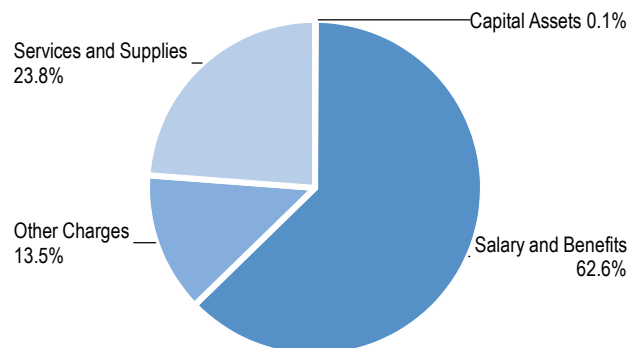
FINANCIAL SUMMARY

	FY 2016-17 Adopted	FY 2016-17 Estimated	FY 2017-18 Requested	FY 2017-18 Recommended	Change from FY 2016-17
Intergovernmental Revenue	\$70,294,458	\$69,937,532	\$71,546,598	\$71,256,239	\$961,781
Charges for Current Services	\$23,200	\$13,000	\$15,000	\$15,000	\$(8,200)
Other Revenues	\$6,023	\$41,879	\$61,642	\$61,642	\$55,619
Other Financing Sources	\$7,300	\$7,300	\$7,300	\$7,300	\$0
Total Revenue	\$70,330,981	\$69,999,711	\$71,630,540	\$71,340,181	\$1,009,200
Salary and Benefits	\$47,909,274	\$47,218,898	\$49,720,249	\$49,423,011	\$1,513,737
Services and Supplies	\$17,601,263	\$17,770,723	\$18,689,489	\$18,771,933	\$1,170,670
Other Charges	\$10,553,458	\$10,798,137	\$10,146,910	\$10,649,242	\$95,784
Capital Assets	\$257,500	\$202,500	\$62,000	\$62,000	\$(195,500)
Gross Expenditures	\$76,321,495	\$75,990,258	\$78,618,648	\$78,906,186	\$2,584,691
Less Intrafund Transfers	\$(65,309)	\$(65,309)	\$(65,770)	\$(65,770)	\$(461)
Net Expenditures	\$76,256,186	\$75,924,949	\$78,552,878	\$78,840,416	\$2,584,230
General Fund Support	\$5,925,205	\$5,925,238	\$6,922,338	\$7,500,235	\$1,575,030

Source of Funds



Use of Funds



COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Financial Summary

The level of General Fund support for this fund center is recommended to increase \$1.6 million or 27% compared to FY 2016-17 adopted levels. The increase in General Fund support is largely driven by a \$502,332 expense for the continuance of the 50 Now Program, which provides housing and services to 50 of the most vulnerable chronically homeless individuals in the county. Additionally, \$771,117 of the General Fund support increase is attributed to increasing expenditures for the In-Home Support Services program, discussed below. Revenues are recommended to increase \$1.0 million or 1% and total expenses are recommended to increase \$2.6 million or 3% compared to FY 2016-17 adopted levels.

Legislative changes in recent years have significantly impacted the department's budget and operations. The department continued to see changes in FY 2016-17 with the implementation of changes to Child Welfare Services (CWS) due to AB 403, Continuum of Care Reform. Continuum of Care Reform is focused on moving children placed in group homes into home settings. The FY 2017-18 budget includes \$144,000 of additional expenditures to increase the capacity of emergency shelter beds, which provide temporary placement in contracted services for foster children until a safe home can be provided. This additional capacity is an effort to continue focusing on keeping children in the county rather than placing them in out of county group homes.

The most significant change in FY 2017-18 will be the impact from the State's unraveling of the In-Home Support Services (IHSS) Coordinated Care Initiative (CCI) and Maintenance of Effort (MOE) enacted in 2012 and 2013. On January 10, 2017, the Director of the State Department Finance issued a notice that the State will end the IHSS CCI and MOE. The MOE limited county IHSS costs to a base year calculation of FY 2011-12 costs plus an annual 3.5 percent inflator. In FY 2017-18 alone, the County's share of IHSS costs are budgeted to increase by \$644,173 compared to the FY 2016-17 adopted levels due to the dismantling of the IHSS MOE. Also, \$126,944 of additional expense is included in the budget for wage increases approved for IHSS caregivers in FY 2016-17 that will not be billed by the State to the County until FY 2017-18, for a total increase of \$771,117 for IHSS expenditures. The State is considering options to mitigate the costs to counties in FY 2017-18 and in future years, but it has not finalized its plan. Depending on State actions related to IHSS, the budget may need to be adjusted mid-year. Other recently enacted policies have also impacted the IHSS program, including:

- Minimum wage increases and sick leave- Senate Bill 3, signed into law in 2016, increases minimum wage to \$15 per hour by 2022. IHSS caregiver wages are currently \$11.85 per hour in the County per the current Memorandum of Understanding. The bill also guarantees paid sick days starting in 2018, and the counties will be responsible for paying these costs.
- Overtime- Effective February 1, 2016, employers were required to begin compensating IHSS caregivers for overtime and for travel and waiting time for medical appointments, with a limit of 66 hours per week of work. The counties will be responsible for paying for overtime costs.

The \$1.0 million increase in revenue is due largely to increased Federal allocations as a result of increased caseloads and administrative costs, and based on the Governor's proposed January budget. Federal Welfare Administration revenue is increasing \$1.6 million or 6%. State Realignment Social Services growth is also increasing based on caseload growth information from the State. State Welfare Administration revenue, which includes Medi-Cal for continuing Affordable Care Act administration and other revenue for social services programs, is decreasing \$1.0 million or 4% based on FY 2016-17 projections and the Governor's proposed January budget. 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 Fund Center 181- Foster Care and Adoptions to cover the County share of cost for Foster Care and Adoptions. The amount allocated to Fund Center 181 is increasing by 5% compared to FY 2016-17 adopted levels.

Services and supplies are recommended to increase \$1.2 million or 7% compared to FY 2016-17 adopted levels. Notable increases include: 1) a \$450,000 one-time expense in maintenance-software related to implementation of the department's Electronic Data Management System,

which provides timely paperless eligibility determinations and issuance of benefits, 2) a \$279,515 or 110% increase in expense related to drug and alcohol related residential treatment for Child Welfare clients, 3) a \$147,684 or 26% increase in IT Enterprise related services, and 4) additional IHSS expenses expected in FY 2017-18, as discussed previously.

Fixed assets are recommended to decrease \$195,500 or 76% compared to FY 2016-17 adopted levels and includes funding for replacement copiers, a replacement file server, scanners, and switch replacements.

Service Level Impacts

This fund center's budget provides funds to continue operating its programs in FY 2017-18, with no service level impacts. While State driven changes may affect the budget, service levels will not be impacted.

Position Allocation List Changes

The FY 2017-18 recommended PAL for the department includes no net change compared to FY 2016-17 adopted levels.

FY 2016-17 Mid-Year PAL Changes:

On July 26, 2016, the Board approved the following changes to the department's PAL:

- -16.00 FTE Community Services Aide
- +16.00 FTE Social Worker Aide I/II/III

On November 22, 2016, the Board approved the following changes to the department's PAL:

- -1.00 FTE Program Manager II
- +1.00 FTE Administration Services Manager

On February 7, 2017, the Board approved the following changes to the department's PAL:

- -1.00 FTE Senior Account Clerk
- +1.00 FTE Accounting Technician
- +1.00 FTE Administration Services Manager
- -1.00 FTE Supervising Accounting Technician (to be deleted as part of the FY 2017-18 budget)

BUDGET AUGMENTATION REQUESTS RECOMMENDED

Title: Three year renewal of the contract with Transitions Mental Health Association for continuance of the 50 Now program to provide housing and supportive services to chronically homeless individuals.	
Expense: \$502,332	Funding Source(s): General Fund support: \$502,332

<p>Intended Results:</p> <ol style="list-style-type: none"> 1. Housed participants with a history of incarceration will demonstrate a 50% reduction in the number of bed days in an incarceration setting in the first 24 months of being housed compared to the previous 24 months pre-housing. 2. Housed participants with a history of arrests will demonstrate a 50% reduction in the number of arrests in the first 24 months of being housed compared to the previous 24 months pre-housing. 3. Housed participants with a history of emergency room (ER) visits will demonstrate a 50% reduction in the number of ER visits in the first 24 months post housing compared to the 24 months immediately prior to housing placement. 4. Housed participants with a history of Psychiatric Health Facility (PHF) stays will demonstrate a 50% reduction in the number of bed days in the County of San Luis Obispo's PHF in the first 24 months post-housing compared to the first 24 months immediately prior to housing.
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BUDGET AUGMENTATION REQUESTS NOT RECOMMENDED

<p>Title: Add 1.00 FTE Program Review Specialist and delete 1.00 Administrative Assistant to help with the homeless services unit and the federal Continuum of Care grant from the U.S. Department of Housing and Urban Development.</p>	
<p>Expense: \$24,193</p>	<p>Funding Source(s): General Fund support: \$3,146 State Aid: \$12,338 Federal Aid-Welfare Administration: \$8,709</p>
<p>Intended Results:</p> <ol style="list-style-type: none"> 1. Perform at least one additional targeted review per year. 2. Offer at least three additional staff trainings. 3. Insure at least 90% of corrective actions are completed within mandated time frames. 	
<p>Title: Add 1.00 FTE Social Worker I to support In-Home Support Services and Quality Assurance.</p>	
<p>Expense: \$70,267</p>	<p>Funding Source(s): General Fund support: \$10,594 State Aid: \$24,719 Federal Aid-Welfare Administration: \$35,314</p>
<p>Intended Results:</p> <ol style="list-style-type: none"> 1. Perform at least one additional targeted review per year. 2. Offer at least three additional staff trainings. 3. Insure at least 90% of corrective actions are completed within mandated time frames. 	
<p>Title: Expand the 50 Now program to a 65 Now Housing program through a three year contract with Transitions Mental Health Association to provide housing and supportive services to chronically homeless individuals.</p>	
<p>Expense: \$628,750 (126,418 more than 50 Now)</p>	<p>Funding Source(s): General Fund support: \$628,750</p>

Intended Results:

1. Housed participants with a history of incarceration will demonstrate a 50% reduction in the number of bed days in an incarceration setting in the first 24 months of being housed compared to the previous 24 months pre-housing.
2. Housed participants with a history of arrests will demonstrate a 50% reduction in the number of arrests in the first 24 months of being housed compared to the previous 24 months pre-housing.
3. Housed participants with a history of emergency room (ER) visits will demonstrate a 50% reduction in the number of ER visits in the first 24 months post housing compared to the 24 months immediately prior to housing placement.
4. Housed participants with a history of Psychiatric Health Facility (PHF) stays will demonstrate a 50% reduction in the number of bed days in the County of San Luis Obispo's PHF in the first 24 months post-housing compared to the first 24 months immediately prior to housing.

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 who do <u>not</u> reenter foster care within 12 months of being reunified with their families.						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
83%	91%	77%	76%	92%	82%	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.						
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, <i>"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."</i> (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 2016-17 projected result of 82% is below the Federal target of 92%. In FY 2015-16, 76% (44 of 58) did not reenter foster care within 12 months of being reunified with family. There is no data yet available to the department for the first quarter of FY 2016-17. As it was with the previous measure regarding reentry, the department's goal is ambitious, and the continuing challenge of increasing caseloads in Child Welfare Services have caused this measure to be out of reach. Projected results for FY 2016-17 represent an average of the last four years' actual results.						
2. 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.						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
74%	71.3%	71.6%	97%	80%	80%	85%
What: Child Welfare referrals may warrant either an "Immediate" response or a "10-day" response, depending on the severity of the allegation. Beginning in FY 2015-16, the State began measuring performance as a percentage of referrals in which in-person contact was made with the family and the alleged victim 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 continued 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 projected result for FY 2016-17 of 80% is on target, but below the State average of 92% by twelve percentage points. There is no data yet available to the department for the first quarter of FY 2016-17. Actual FY 2015-16 results reflect the yearly average through third quarter, where 1,081 of 1,118 referrals were responded to within the time period (97%). Actual FY 2014-15 results of 71.6% (1,010 of 1,411) reflect the yearly average for that fiscal year. Without current year data to project from, the department is conservative in its projection of 80%, consistent with the Adopted Target.						
3. Performance Measure: Percentage of children in out-of-home care who are placed with all of their siblings.						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
61%	57%	51%	52%	68%	60%	65%
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 2016-17 projected result (60%) is below the County's target by eight percentage points but above the State average (50%) by ten percentage points. Actual FY 2015-16 results of 52% (302 of 584) reflect a yearly average based on data through the third quarter of FY 2015-16. These FY 2015-16 actual results are sixteen percentage points below the FY 2015-16 adopted target of 68%, however, results rose one percentage point from FY 2014-15 actual results. There is no data yet available to the department for the first quarter of FY 2016-17. Although the department always strives to keep siblings together, there are several factors impacting 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. Without current year data to project from, the department is conservative in its projection of 60%.

Department Goal: To provide services in a manner that is both effective and efficient.

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

4. Performance Measure: Percentage of Social Security Income (SSI) approvals that occurred within one year after disabled individuals began receiving assistance in applying for these benefits.

12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
New Measure	New Measure	59%	55%	63%	55%	60%

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 2016-17 projected result of 55% is below target by eight percentage points. In the first quarter of FY 2016-17, actual results are 50% (9 of 18) and reflect a yearly average based on data through first quarter of FY 2016-17. In FY 2015-16, a total of 55% (39 of 71) 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. However, based on current year data, increasing caseloads and staffing shortages, the department projects to be under target.

There is no comparable county or state data for this measure.

5. Performance Measure: Timely face to face contacts with children in Foster Care.

12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
92%	94%	97%	98%	95%	95%	97%

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 2016-17 projected result of 95% is on target and above the State average of 93% by two percentage points. Actual FY 2015-16 results of 98% (2,406 of 2,464 contacts) reflect a yearly average based on data through third quarter of FY 2015-16. There is no data yet available for the first quarter of FY 2016-17. The target remains higher than the State average, as the department has consistently performed well on this measure, exceeding the State's average for more than a year. Without current year data to project from, the department is conservative in its projection of 95%, consistent with the Adopted Target.

6. Performance Measure: Timeliness of Medi-Cal approvals.

12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
67%	41%	52%	65%	90%	80%	85%

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 or the State may impose a corrective action plan.

How are we doing? The County's FY 2016-17 projected result of 80% is ten percentage points below target. In FY 2015-16, actual results of timely approvals were 65% (7,003 of 10,787). 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. However, the rate has continued to improve each year since, although it has not yet risen to the expectation (and target) of the department.

There is no comparable county or state data for this measure.

Department Goal: To enhance opportunities for individuals to achieve self-sufficiency.

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

7. Performance Measure: Percentage of CalWORKs participant families who are able to leave the CalWORKs public assistance program due to increased earned income.

12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
New Measure	10%	13%	14%	18%	15%	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 2016-17 projected result of 15% is slightly below target by three percentage points. Actual results for FY 2015-16 were 14% (279 of 2,016) through fourth quarter of FY 2015-16. The data continues to reflect a trend of consistent increase over the last three fiscal years. Current year data through the first quarter of FY 2016-17 reflects actual results of 14.2% (90 of 635), which is a slight increase over last year's actual results of 13.8%. 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 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: <input checked="" type="checkbox"/> Safe <input checked="" type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input type="checkbox"/> Well-Governed Community						
8. 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.						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
87%	84%	82%	79%	95%	90%	90%
What: This measure demonstrates the extent to which initial interventions by Social Services were effective.						
Why: This performance measure reflects effectiveness of initial services and quality of assessment. It is our commitment to provide long-term and intensive case management to prevent any repeat of abuse to disabled adults and seniors. Initial interventions have been effective in reducing risk to the elderly and disabled.						
How are we doing? The County's FY 2016-17 projected result of 90% is below target by five percentage points. Current year data reflects that 91% (102 of 112) did not have another substantiated report within a 12-month period. Contrary to the 97% actual result that was reported at the end of FY 2015-16, the FY 2015-16 actual result is 79% (263 of 333). The department was notified since the last report that the calculation of FY 2015-16 data was incorrect. Updated actual results reflect a yearly average based on data through the end of FY 2015-16. Although there was a dip in results in FY 2015-16, current data reflects an improvement that is much closer to target. There is no comparable county or state data for this measure.						
9. Performance Measure: Percentage of timely Adult Protective Services (APS) face to face responses.						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
New Measure	New Measure	77%	81%	85%	85%	85%
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.						
Why: Responding in a timely manner 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.						
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 data yet available to the department for first quarter of FY 2016-17. Without current year data to project from, the department is conservative in its projection of 85%, consistent with the FY 2016-17 Adopted Target.						
There is no comparable county or state data for this measure.						

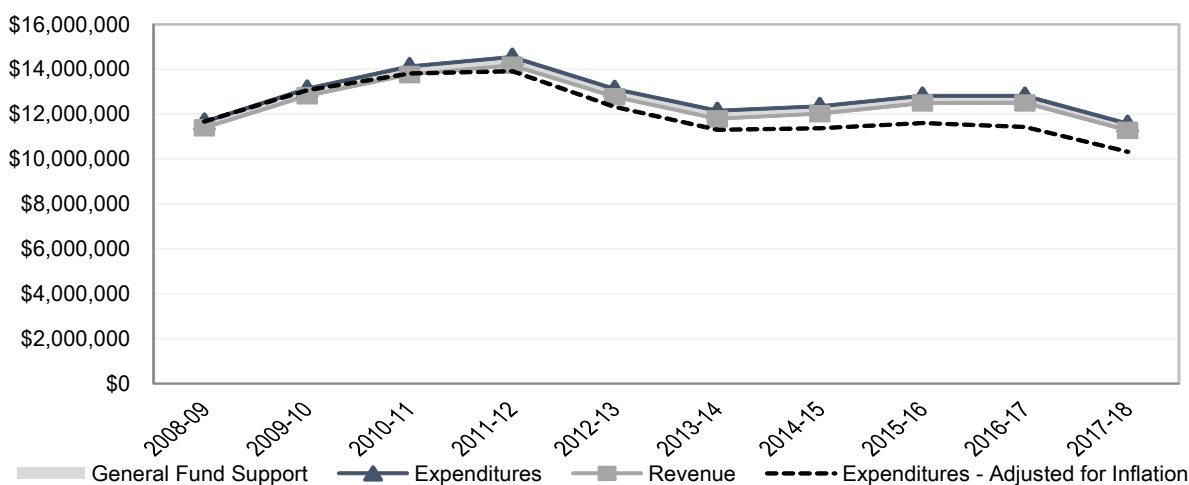
Social Services - CalWORKs

CalWORKs provides cash assistance and employment services to families with children county-wide.

BUDGET AT A GLANCE

	FY 2017-18 Recommended	Change from FY 2016-17 Adopted	% Change
Expenditures	\$11,570,238	\$(1,245,672)	(10)%
Revenue	\$11,279,478	\$(1,218,663)	(10)%
General Fund Support	\$290,760	\$(27,009)	(8)%
Staffing Levels	0.00 FTE	0.00 FTE	0.00 %

Ten Year Budget History



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.

ABOUT THIS BUDGET

The CalWORKs program provides temporary cash assistance to low income families with children to meet basic needs and welfare to work services so that families may become self-sufficient. The department's goal for the CalWORKs program is to maximize the number of participants moving towards self-sufficiency. Success in this area is measured in part by the Work Participation Rate (WPR), the Federal and State measurement by which the County of San Luis Obispo 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 at 2,183 cases. The FY 2016-17 average continuing caseload of 1,544 fell 11% (191 cases) from the FY 2015-16 average caseload of 1,735 and is 15.5% (284 cases) below the prior year caseload of 1,828. However, with the department's amplified efforts to increase the number of eligible persons receiving CalWORKs through the "one worker per family" model and the repeal of the Maximum Family Grant rule, the department is confident that caseloads will increase. The "one worker per family" model assesses each family for all programs which they may be eligible for and entitled to receive. Repeal of the Maximum Family Grant rule, effective January 1, 2017, requires that no applicant be denied cash aid for a child born into the applicant's family during a period in which the family was receiving aid. The department estimates that an additional 300 to 500 children will be added to current caseloads as a result.

This fund center is an assistance expenditure budget only; refer to the narrative for Fund Center 180- Social Services Administration for a discussion of departmental key results and objectives.

SERVICE PROGRAMS

CalWORKs functions under the Department of Social Services. CalWORKs has a total expenditure level of \$11,570,238 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: \$11,570,238

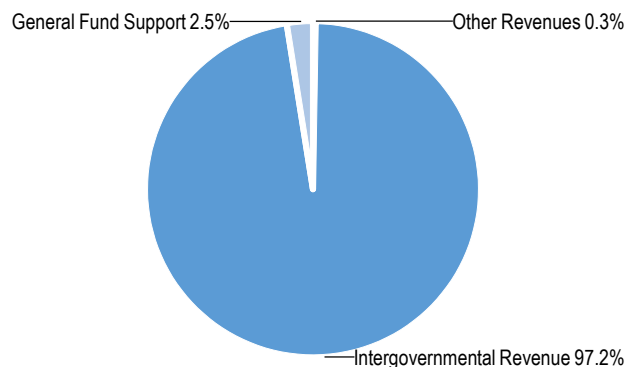
Total Staffing (FTE): *

*Staffing is reflected in Fund Center 180 – Social Services Administration

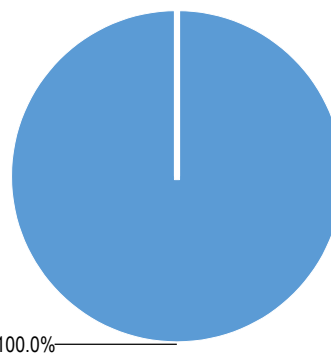
FINANCIAL SUMMARY

	FY 2016-17 Adopted	FY 2016-17 Estimated	FY 2017-18 Requested	FY 2017-18 Recommended	Change from FY 2016-17
Intergovernmental Revenue	\$12,468,141	\$10,716,171	\$11,249,136	\$11,249,136	\$(1,219,005)
Other Revenues	\$30,000	\$30,342	\$30,342	\$30,342	\$342
Total Revenue	\$12,498,141	\$10,746,513	\$11,279,478	\$11,279,478	\$(1,218,663)
Other Charges	\$12,815,910	\$11,019,274	\$11,570,238	\$11,570,238	\$(1,245,672)
Gross Expenditures	\$12,815,910	\$11,019,274	\$11,570,238	\$11,570,238	\$(1,245,672)
General Fund Support	\$317,769	\$272,761	\$290,760	\$290,760	\$(27,009)

Source of Funds



Use of Funds



COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Financial Summary

The level of General Fund support for this budget is recommended to decrease by \$27,009 or 8.5% compared to FY 2016-17 adopted levels. Revenues are recommended to decrease \$1.2 million or 10%, and expenditures are recommended to decrease over \$1.2 million or 10% compared to 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 CalWORKs restructuring of the program in recent years, which placed greater restrictions on eligibility for low income families. Monthly average caseloads are down 29% (639 cases) in FY 2016-17 from the high in FY 2010-11 (from 2,183 to 1,544 cases). Despite the declining caseload, the department is budgeting a 5% increase for CalWORKs participants in FY 2017-18 compared to FY 2016-17 estimates to cover any potential cost increases, related primarily to the repeal of the Maximum Family Grant rule which will add children to current caseloads as a result.

Service Level Impacts

This fund center's budget provides funds to continue operating its programs in FY 2017-18, with no service level impacts.

Position Allocation List Changes

This fund center does not have a Position Allocation List (PAL).

BUDGET AUGMENTATION REQUESTS RECOMMENDED

None requested.

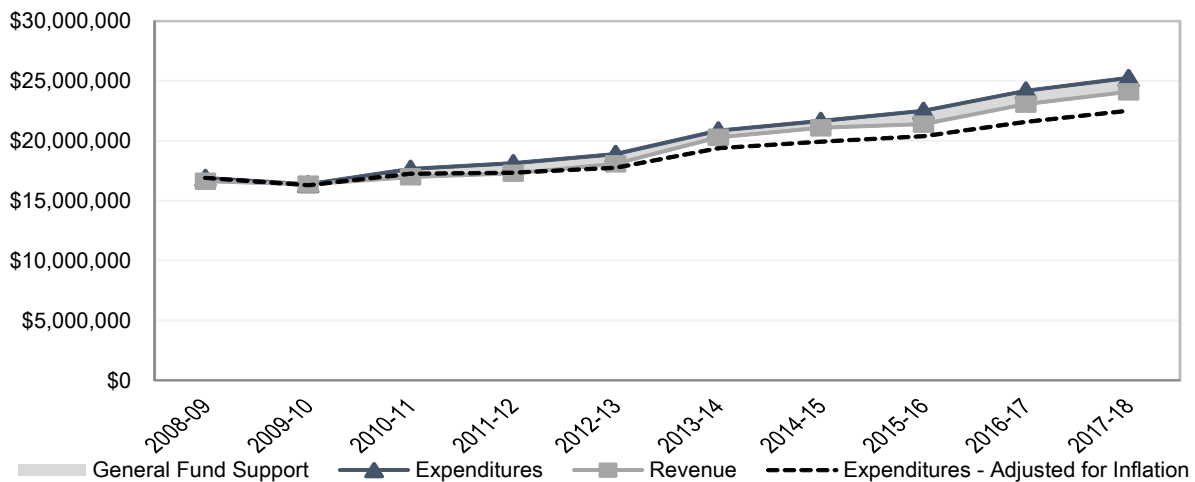
Social Services - Foster Care/Adoptions

Foster Care/ Adoptions provides temporary homes for children who cannot remain safely in their own homes, as well as adoption assistance, supportive services, and transitional housing for youth ages 18-21.

BUDGET AT A GLANCE

	FY 2017-18 Recommended	Change from FY 2016-17 Adopted	% Change
Expenditures	\$25,236,454	\$1,050,643	4%
Revenue	\$24,083,857	\$1,015,751	4%
General Fund Support	\$1,152,597	\$34,892	3%
Staffing Levels	0.00 FTE	0.00 FTE	0.00 %

Ten Year Budget History



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.

ABOUT THIS BUDGET

The Department of Social Services administers expenditures for a number of Foster Care and Adoption programs through this fund center, including:

- Foster Care (Social Services) is the system of temporary homes for children who are at risk of abuse or neglect and cannot remain safely in their own homes.
- Foster Care (Probation) provides similar services for children who have been placed outside of their own home as a result of criminal charges, typically because the parent is unable to provide the necessary supervision to control the minor.

- The Adoption Assistance Program provides ongoing support to families who have adopted children.
- The Wraparound Services Program provides a comprehensive scope of services to families in order to avoid placement of one or more children in out-of-home care.
- The Transitional Housing Program-Plus (THPP) provides transition age youth (ages 18-24) with housing as they move from foster care to independence.

Foster Care caseload grew incrementally for three years straight before declining in FY 2014-15, a decline that continued into FY 2015-16, albeit at a slower pace of decline. However, the FY 2016-17 average year caseload (312 cases) increased since the prior year and the department is currently running about 3.3% (10 cases) above the FY 2015-16 average caseload of 302 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 has continued to grow and this entitlement program now represents nearly 37% of the fund center's total expenditures. The current average year caseload (650 cases) has increased since the prior year and the department is currently running about 2.5% (16 cases) above the FY 2015-16 average caseload of 634 cases.

This year is expected to be a year of flux as the County continues to implement the statutory changes required by AB 403, the "Continuum of Care Reform." Under the provisions of this statute, the department is working with County Behavioral Health and the Probation Department to find alternative means of providing mental health treatment to children who previously were provided care in group homes. As the State began to unravel the many complex parts of the Continuum of Care Reform in FY 2016-17, it realized that more time is needed to fully implement the provision of the assembly bill. For example, the rate structure for resource families is estimated to be in effect in December 2017, approximately one year later than expected. The department is continuing to move forward with moving as many children out of group homes and back into the community as possible. The department's biggest obstacle currently is recruiting enough resource families to house the children in group homes in the county.

This fund center is an assistance expenditure budget only; refer to the narrative for Fund Center 180- Social Services Administration for a discussion of departmental key results and objectives.

SERVICE PROGRAMS

Foster Care functions under the Department of Social Services. Foster Care has a total expenditure level of \$25,474,590 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: \$15,594,511

Total Staffing (FTE): *

Adoptions

The Adoptions Assistance Program provides ongoing support to families who have adopted children.

Total Expenditures: \$9,454,373

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: \$425,706

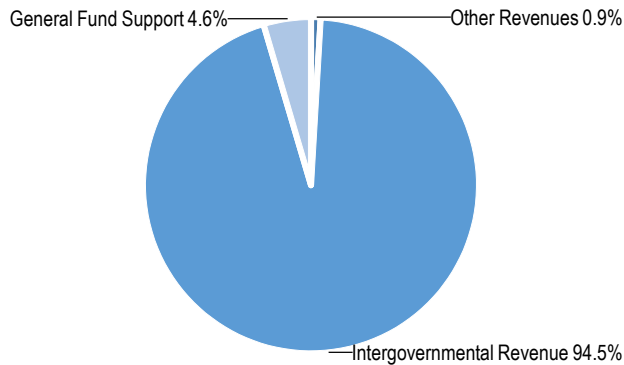
Total Staffing (FTE): *

*Staffing is reflected in Fund Center 180 – Department of Social Services

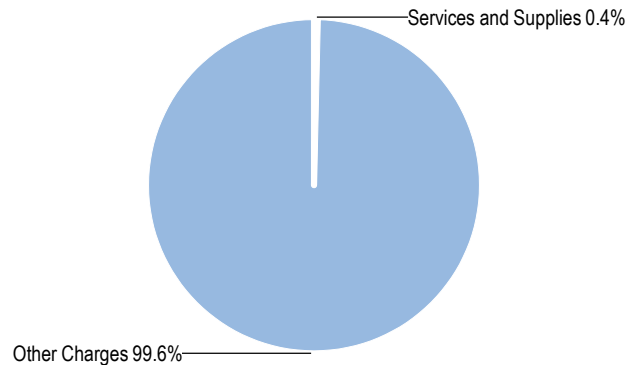
FINANCIAL SUMMARY

	FY 2016-17 Adopted	FY 2016-17 Estimated	FY 2017-18 Requested	FY 2017-18 Recommended	Change from FY 2016-17
Intergovernmental Revenue	\$22,762,750	\$23,134,228	\$23,849,116	\$23,849,116	\$1,086,366
Other Revenues	\$305,356	\$210,321	\$234,741	\$234,741	\$(70,615)
Total Revenue	\$23,068,106	\$23,344,549	\$24,083,857	\$24,083,857	\$1,015,751
Services and Supplies	\$67,873	\$67,873	\$92,165	\$92,165	\$24,292
Other Charges	\$24,356,074	\$24,843,444	\$25,382,425	\$25,382,425	\$1,026,351
Gross Expenditures	\$24,423,947	\$24,911,317	\$25,474,590	\$25,474,590	\$1,050,643
Less Intrafund Transfers	\$(238,136)	\$(410,053)	\$(238,136)	\$(238,136)	\$0
Net Expenditures	\$24,185,811	\$24,501,264	\$25,236,454	\$25,236,454	\$1,050,643
General Fund Support	\$1,117,705	\$1,156,715	\$1,152,597	\$1,152,597	\$34,892

Source of Funds



Use of Funds



COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Financial Summary

The level of General Fund support for this budget is recommended to increase almost \$35,000 or 3% compared to FY 2016-17 adopted levels. This budget only includes expenses for program participant benefits. Revenues and expenses overall are recommended to increase approximately \$1.1 million or 4%. 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 2017-18 is based on the number and types of cases being administered through this fund center. In FY 2017-18, the recommended level of General Fund support represents 4.6% of total expenditures, the same percentage as the FY 2016-17 adopted budget.

Increased expenditures are due to an overall increase in expense within aid types, which are based upon caseload growth in some programs and cost per case. Additionally, a 3% State granted rate increase (cost of living adjustment) for foster care and adoption care providers is budgeted. Caseloads are up overall in this fund center. Most notably:

- Foster Care cases are up 3.3% (10 cases) in FY 2016-17 compared to the prior year.
- Adoptions cases are up 2.5% (16 cases) in FY 2016-17 compared to the prior year.
- Extended Foster Care (EFC) cases, which provide foster care benefits for youth ages 18 to 21, are also up slightly at 1.6% (one case) in FY 2016-17 compared to the prior year.

The department is budgeting the same expense and revenue for Probation youth group home placements in FY 2017-18 as it did in the FY 2016-17 adopted budget. In FY 2016-17, the Probation Department began moving youth currently served in group homes into the expanded Juvenile Hall. Moving these youth into the Juvenile Hall will occur over a period of time, so it is anticipated that some of the Probation youth will still remain in group homes in FY 2017-18.

Service Level Impacts

This fund center's budget provides funds to continue operating its programs in FY 2017-18, with no service level impacts.

Position Allocation List Changes

This fund center does not have a Position Allocation List.

BUDGET AUGMENTATION REQUESTS RECOMMENDED

None requested.

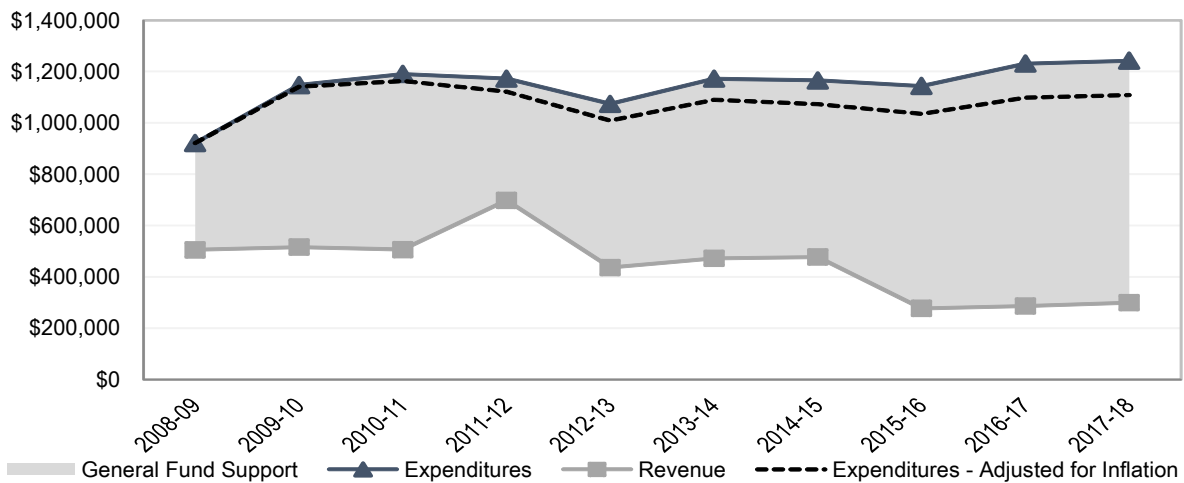
Social Services - General Assistance

General Assistance provides cash aid for individuals and families countywide who are not eligible for assistance under any other program.

BUDGET AT A GLANCE

	FY 2017-18 Recommended	Change from FY 2016-17 Adopted	% Change
Expenditures	\$1,242,385	\$11,223	1%
Revenue	\$299,666	\$13,238	5%
General Fund Support	\$942,719	\$(2,015)	(0)%
Staffing Levels	0.00 FTE	0.00 FTE	0.00 %

Ten Year Budget History



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.

ABOUT THIS BUDGET

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 General Assistance Fund Center includes expenditures associated with three different programs, the largest of which is the General Assistance program. In addition to cash aid, that program also provides interim assistance to applicants for Supplemental Security Income/State Supplementary Program (SSI/SSP) and, when SSI/SSP is approved, the County is reimbursed for its interim expenditures on the applicants' behalf. The

other two programs include the Indigent Burials and Cash Assistance Program for Immigrants (CAPI). The CAPI program provides funds to eligible aged, blind, and disabled non-citizens who are not eligible for SSI/SSP solely due to their immigration status.

The General Assistance caseload hit a record high average caseload of 291 per month in FY 2012-13, declined in each of the next two years before rebounding significantly in FY 2015-16 to 258 cases. The FY 2016-17 caseload of 250 represents a decrease of 3.1% (8 cases) from FY 2015-16.

This fund center is an assistance expenditure budget only; refer to the narrative for Fund Center 180- Social Services Administration for a discussion of departmental key results and objectives.

SERVICE PROGRAMS

General Assistance functions under the Department of Social Services. General Assistance has a total expenditure level of \$1,242,385 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: \$1,242,385

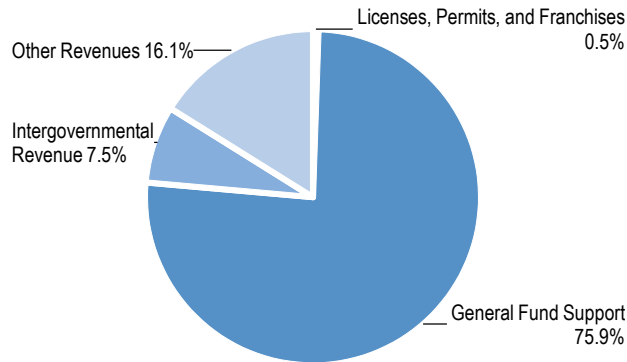
Total Staffing (FTE): *

*Staffing is reflected in Fund Center 180 – Social Services Administration

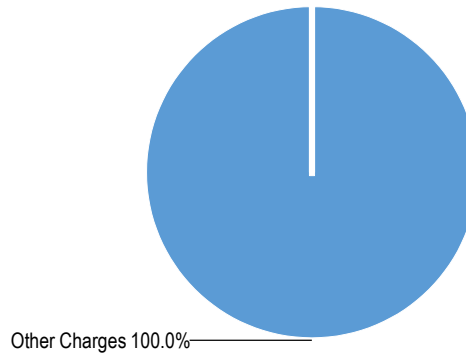
FINANCIAL SUMMARY

	FY 2016-17 Adopted	FY 2016-17 Estimated	FY 2017-18 Requested	FY 2017-18 Recommended	Change from FY 2016-17
Licenses, Permits, and Franchises	\$5,500	\$6,543	\$6,543	\$6,543	\$1,043
Intergovernmental Revenue	\$115,928	\$84,316	\$92,748	\$92,748	\$(23,180)
Other Revenues	\$165,000	\$194,539	\$200,375	\$200,375	\$35,375
Total Revenue	\$286,428	\$285,398	\$299,666	\$299,666	\$13,238
Other Charges	\$1,231,162	\$1,179,208	\$1,242,385	\$1,242,385	\$11,223
Gross Expenditures	\$1,231,162	\$1,179,208	\$1,242,385	\$1,242,385	\$11,223
General Fund Support	\$944,734	\$893,810	\$942,719	\$942,719	\$(2,015)

Source of Funds



Use of Funds



COUNTY ADMINISTRATOR’S COMMENTS AND RECOMMENDATIONS

Financial Summary

The level of General Fund support for this budget is recommended to remain essentially flat (a decrease of approximately \$2,000) compared to FY 2016-17 adopted levels. Revenues are recommended to increase by \$13,238 or 5% and expenditures are recommended to increase by \$11,223 or 1% compared to FY 2016-17 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 \$35,375 or 21% compared to FY 2016-17 adopted levels, in line with the revenue realized from SSI/SSP reimbursements in FY 2016-17.

The 1% recommended increase in expenditures accounts for any potential General Assistance caseload increases in FY 2017-18.

Service Level Impacts

This fund center’s budget provides funds to continue operating its programs in FY 2017-18, with no service level impacts.

Position Allocation List Changes

This fund center does not have a Position Allocation List.

BUDGET AUGMENTATION REQUESTS RECOMMENDED

None requested.

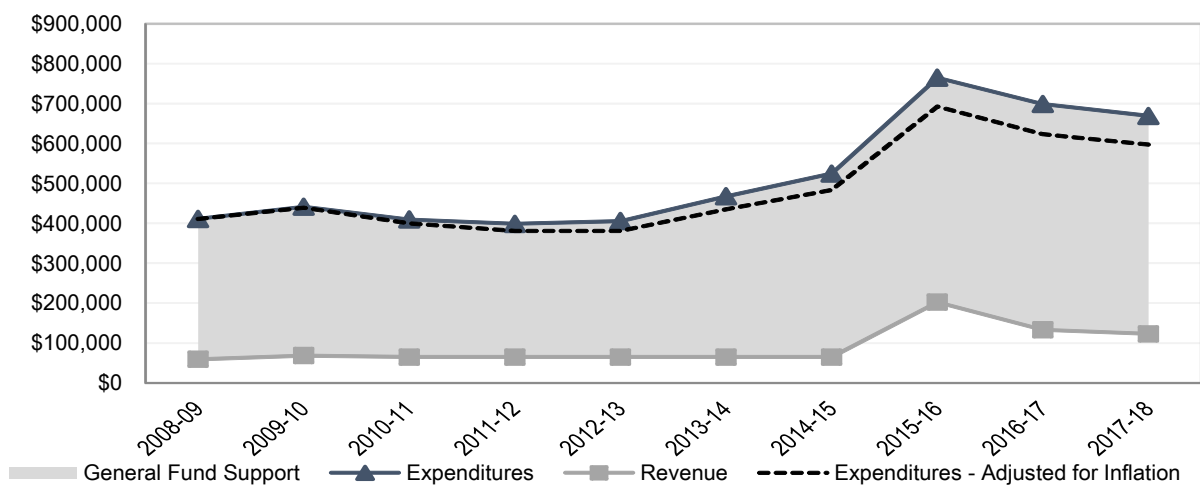
Veterans Services

Veterans Services provides advocacy and benefit services for veterans and their dependents.

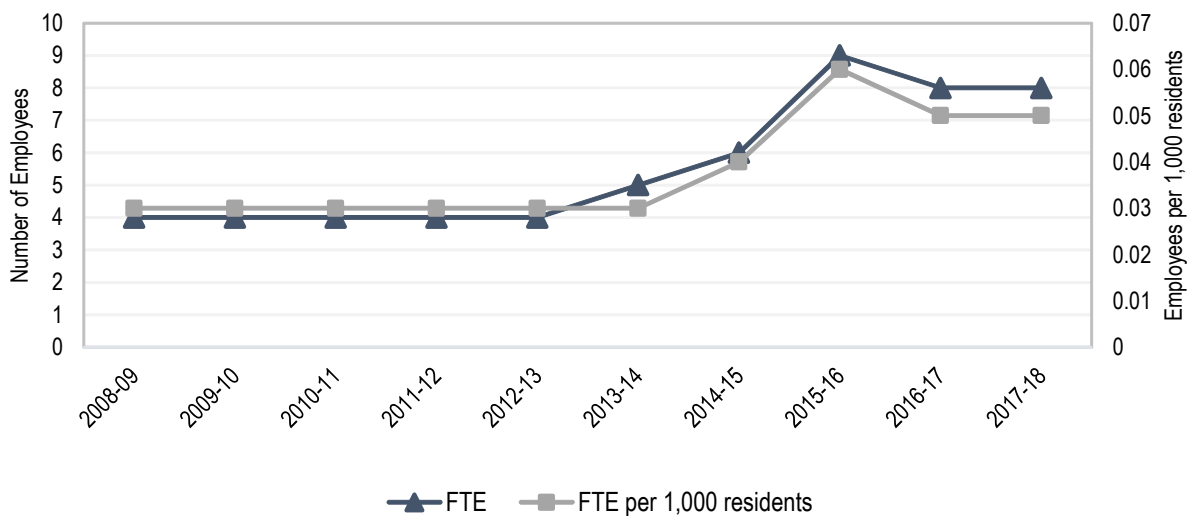
BUDGET AT A GLANCE

	FY 2017-18 Recommended	Change from FY 2016-17 Adopted	% Change
Expenditures	\$669,173	\$(29,456)	(4)%
Revenue	\$123,230	\$(10,113)	(8)%
General Fund Support	\$545,943	\$(19,343)	(3)%
Staffing Levels	7.00 FTE	(1.00) FTE	(12.50) %

Ten Year Budget History



Ten Year Staffing History



MISSION STATEMENT

To promote the health, safety, and welfare of local veterans and their dependents/survivors by advocating on their behalf to the Department of Veterans Affairs and other service organizations in order to provide them with benefits and services to which they may be entitled.

ABOUT THIS BUDGET

The Veterans Services Department provides advocacy and assistance to the county's approximately 21,000 men and women who serve and have served in the nation's armed forces. The department also serves the dependents and survivors of these veterans. The focus is to assist the veteran community in applying for and maintaining available benefits and entitlements.

The department continues to work with the Community Action Partnership of San Luis Obispo (CAPSLO) to assist in-need and at-risk veterans with emergency, cost-subsidized housing that supports veterans in their efforts to become self-reliant. The County Supportive Services for Veterans and their Families (SSVF) representative continues to expedite all appointments and benefit claims for SSVF participants.

The department, with all staff vacancies filled, will focus on the maintenance and improvement of satellite offices in north and south county in order to provide equal accessibility to services for all of the county's veterans. The department will continue to focus on enhancing outreach activities including events for homeless and at-risk veterans and their families.

Following are some of the department's notable accomplishments for FY 2016-17 and some specific objectives for FY 2017-18:

FY 2016-17 Accomplishments

- Reduced average appointment scheduling wait times from 75 days to 5 days, for a 93% reduction.
- Reduced average time from initial filing of claim to award of benefits from 302 days to 236 days, for a 22% reduction.
- Declared a Medi-Cal worksite, which will result in General Fund support offset revenue for the County Department of Behavioral Health.
- Conducted 225 outreach activities including 148 days with an Assistant Veterans Services Officer dedicated to outreach appointments.
- Conducted three veteran Stand Down events connecting over 160 homeless and at-risk veterans to more than 50 local service providers.
- Secured \$7,926,558 in new compensation and pension benefits that goes directly to veterans in the community, which is a 31% increase over the \$6,049,671 secured in FY 2015-16.

FY 2017-18 Objectives

- Increase the number of claims filed by the department by 15% (baseline of 3,910 claims).
- Continue to decrease time from original claim until benefits received (baseline of 276 days).
- Conduct two veteran Stand Down events and connect 200 homeless and at-risk veterans to 60 service providers.

- Expand outreach activities and seek new and innovative ways to reach veterans in order to increase the number of new veterans assisted for the first time in filing claims (baseline of 1,434 new veterans).
- Form new relationships with public and private organizations that serve veterans and dependents, which will expand awareness of services provided by the department.

SERVICE PROGRAMS

Veterans Services has a total expenditure level of \$669,173 and a total staffing level of 7.00 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. Attendance of staff and department head at trainings and conferences held throughout the year to maintain and expand knowledge and authorizations necessary to advocate during the claims process.

Total Expenditures: \$401,504
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 free of charges related to tuition.

Total Expenditures: \$22,092
Total Staffing (FTE): 0.10

Outreach and Referral

Outreach efforts include presentations to deploying troops (Soldier Readiness Processing events), veterans and civic organizations, operation of satellite offices in North & South County, and 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, and 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. These outreach efforts, as well as the standard in-office claim appointments, regularly include referral of veterans and their families to appropriate outside organizations such as County Mental Health.

Total Expenditures: \$167,933
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 such as the County Jail. This is done to ensure that these veterans are given the same chance as all other veterans to file and maintain the claims for benefits and services to which they are entitled. This is also done to treat the possible cause of his/her criminal activity, to help them adjust to civilian life and to prevent recidivism.

Total Expenditures: \$33,460

Total Staffing (FTE): 0.35

Veterans At Risk (Low income)/Homeless

Give priority appointment access for the homeless and at risk veterans. Provide opportunities for employment, housing, health services, and assistive programs through Stand Downs and by providing access to programs such as Supportive Services for Veterans Families (SSVF), through Community Action Partnership of San Luis Obispo (CAPSLO), and counseling and counseling referral services, through County Mental Health.

Total Expenditures: \$0

Total Staffing (FTE): 0.00

VA Work Study

Provide work opportunities for veterans and their dependents pursuing a degree program. This program equips veterans with tools to transition back to the civilian work force and assists dependents in funding their education while providing them with valuable experience.

Total Expenditures: \$22,092

Total Staffing (FTE): 0.10

Veterans Mental Health

Mental health is a main focus at veteran Stand Downs, in partnerships with CAPSLO, the VTC, and County Mental Health, and during all claim appointments. Housing of a Mental Health Therapist from County Mental Health at the main office to ensure maximum likelihood that clients will accept and keep referral appointments. In-person referrals are made to The Vet Center for mental health counseling at Soldier Readiness Processing (SRP) events. Conduct presentations to local community organizations highlighting veteran mental health issues and mental health services available to veterans.

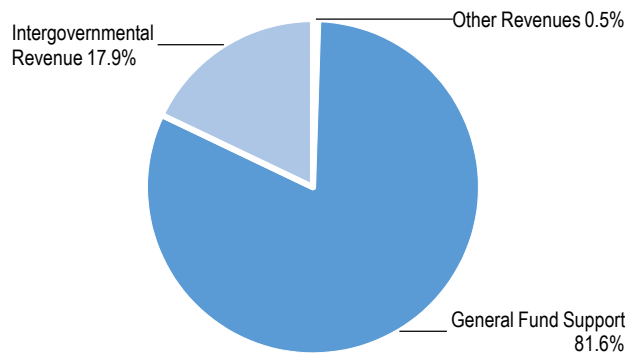
Total Expenditures: \$22,092

Total Staffing (FTE): 0.10

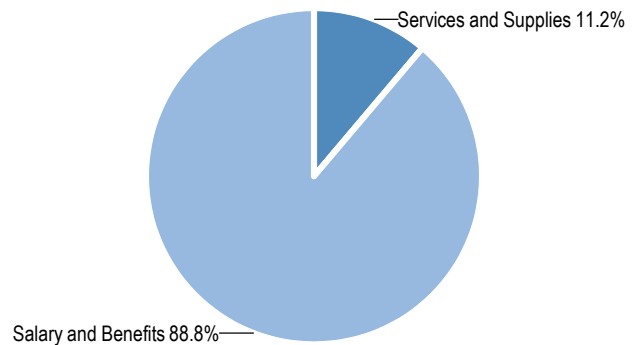
FINANCIAL SUMMARY

	FY 2016-17 Adopted	FY 2016-17 Estimated	FY 2017-18 Requested	FY 2017-18 Recommended	Change from FY 2016-17
Intergovernmental Revenue	\$65,000	\$102,379	\$119,884	\$119,884	\$54,884
Charges for Current Services	\$68,343	\$13,174	\$0	\$0	\$(68,343)
Other Revenues	\$0	\$7,992	\$3,346	\$3,346	\$3,346
Total Revenue	\$133,343	\$123,545	\$123,230	\$123,230	\$(10,113)
Salary and Benefits	\$649,729	\$639,286	\$594,354	\$594,354	\$(55,375)
Services and Supplies	\$48,900	\$121,753	\$74,819	\$74,819	\$25,919
Gross Expenditures	\$698,629	\$761,039	\$669,173	\$669,173	\$(29,456)
General Fund Support	\$565,286	\$637,494	\$545,943	\$545,943	\$(19,343)

Source of Funds



Use of Funds



COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Financial Summary

General Fund support is recommended to decrease \$19,343 or 3% compared to FY 2016-17 adopted levels. Intergovernmental revenue is increasing \$54,884 or 84% and expenditures are decreasing by \$29,456 or 4% compared to FY 2016-17 adopted levels. Revenue is increasing due to greater efficiency in processing claims and reimbursements received from the CDVA. The decreased General Fund support is due to higher revenues for claims processing, reflecting dramatically increased efficiency of the department, as mentioned above under FY 2016-17 accomplishments.

Service Level Impacts

There are no service level impacts as a result of the recommended FY 2017-18 budget.

Position Allocation List Changes

The FY 2017-18 recommended PAL for the department includes a net change of -1.00 FTE compared to the FY 2016-17 adopted PAL.

FY 2016-17 Mid-Year PAL Changes:

- -1.00 FTE Limited Term Assistant Veterans Services Officer

FY 2017-18 Recommended PAL Changes:

None.

BUDGET AUGMENTATION REQUESTS RECOMMENDED

None requested.

GOALS AND PERFORMANCE MEASURES

<p>Department Goal: Provide veterans, their eligible dependents, and survivors with advice and assistance on compensatory, healthcare, insurance, educational and other government benefits available.</p>						
<p>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</p>						
<p>1. Performance Measure: Percentage of customer satisfaction surveys which rated the services performed by the Veterans Services Department as “extremely satisfied” or “very satisfied”.</p>						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
100%	98.4%	98%	100%	98.5%	100%	100%
<p>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.</p>						
<p>Why: To ensure consistently high quality service and to evaluate department staff performance.</p>						
<p>How are we doing? Of the customer satisfaction surveys provided to clients, approximately 16 survey responses were received. Of those 16 surveys, 14 surveys reflected that clients were 'extremely satisfied', and 2 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.</p>						
<p>Department Goal: To ensure all veterans, eligible dependents, and survivors receive the highest possible benefit rating of filed and consequently awarded claims.</p>						
<p>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</p>						
<p>2. Performance Measure: Dollar amount of compensation and pension benefits secured for new monetary claims (annualized and cumulative).</p>						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
\$5,692,497	\$4,377,240	\$5,200,000	\$6,049,671	\$5,000,000	\$7,926,558	\$7,000,000
\$14,689,792	\$19,067,032	\$24,267,032	\$30,316,703	\$35,316,703	\$43,243,261	\$50,243,261
<p>What: The annualized and cumulative dollar amount awarded to veterans from the United States Department of the Treasury for compensation and pension claims filed for clients of the San Luis Obispo Department of Veterans Services.</p>						
<p>Why: To assess and track the effectiveness of the department in its effort to maximize the entitled benefit award amounts of veterans served.</p>						
<p>How are we doing? The total retroactive and monthly benefits secured for veterans at this point in FY 2016-17 is \$3,302,733 as reported to CalVet each year. If monetary awards continue at this rate, we are projecting to have a much higher dollar amount for new monetary claims than was adopted for this fiscal year. This is attributable to the significant outreach that was conducted in FY 2015-16. However, a part of the reason that the dollar amount is so high this early in the year is because the department is now fully staffed and has prioritized the documentation in a timely manner. Awards are not expected to increase at this rate for the remainder of the year. The money that is awarded to veterans contributes to our county's economy in the form of consumer spending, housing, etc. Improving the financial security of our local veterans helps to improve the financial security of the entire county - individuals, government, and businesses alike.</p>						

Department Goal: Conduct outreach in the community to reach veterans where they live, work, and engage in recreation 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 contacted through outreach efforts in the community.

12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
2,274	2,075	1,864	2,969	3,000	3,147	3,500

What: Outreach efforts are conducted throughout the county to reach veterans where they live, work and engage in recreational activities.

Why: To increase awareness of veteran issues, to increase accessibility to the services provided by the department, and to educate veterans about the benefits and services to which they may be entitled.

How are we doing? At this point in the year we estimate that we have reached approximately 1,311 veterans in the community through our outreach activities. If outreach continues to operate at the current rate, we project that we will reach approximately 3,147 by the end of FY 2016-17. Our office has recently hired an outreach coordinator who is working collaboratively with the community to increase access to services and benefits for veterans. New outreach efforts will include: posting of flyers at local establishments, advertising in local theaters, holding multiple Stand Down events, and connecting with additional organizations who serve veterans and their dependents. We are continuing our website dedicated to informing the public about Stand Down events, collaboration with 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

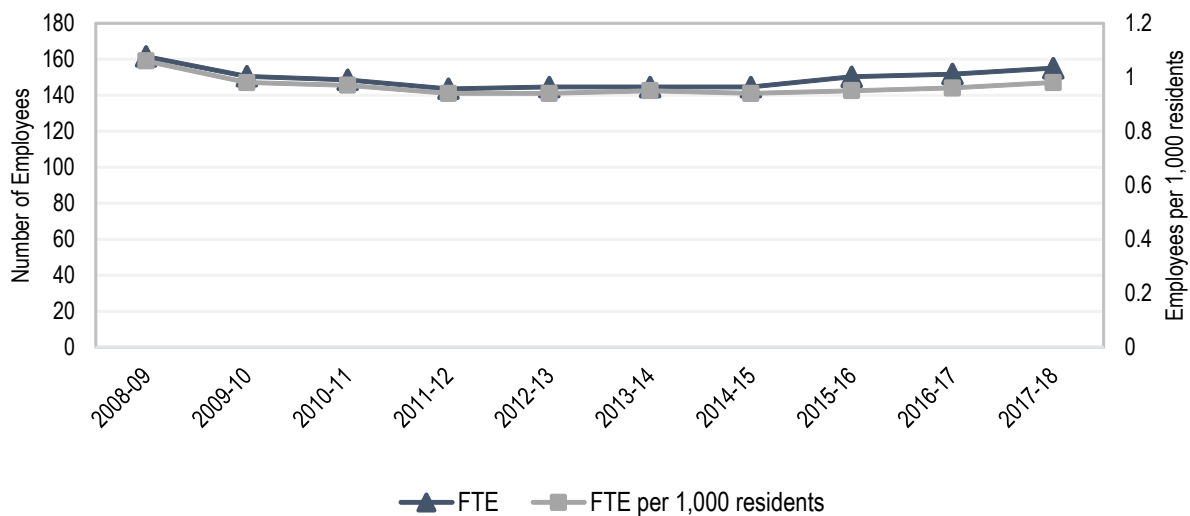
The Community Services Service Group includes those budgets that provide programs and services of general benefit to residents and visitors, including airports, libraries, golf courses, parks, and recreation areas.

Budgets in the Community Services Service Group include: Airports, Farm Advisor, Fish and Game, Golf Courses, Library, Parks and Recreation, and Wildlife and Grazing.

SERVICE GROUP BUDGET AT A GLANCE

	FY 2017-18 Recommended	Change from FY 2016-17 Adopted	% Change
Expenditures	\$29,314,816	\$1,205,144	4%
Revenue	\$28,097,582	\$1,269,502	5%
General Fund Support	\$569,263	\$16,026	3%
Staffing Levels	154.50 FTE	2.75 FTE	2%

Ten Year Staffing History



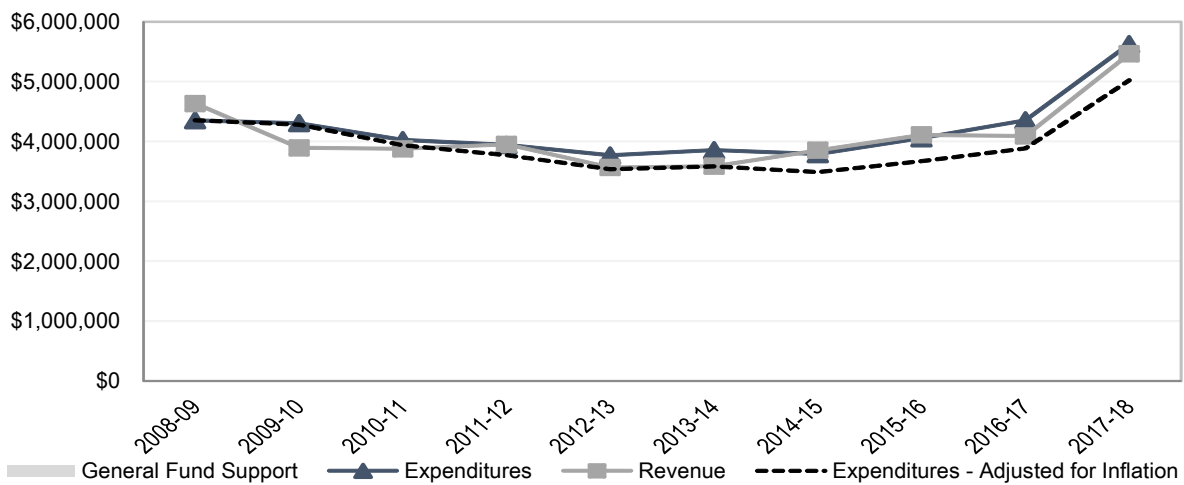
Airports

Airports provides commercial and general aviation services at the San Luis Obispo County Airport and general aviation services at the Oceano Airport. Airports operates as an Enterprise Fund outside the County General Fund and is funded primarily through user fees and lease revenue.

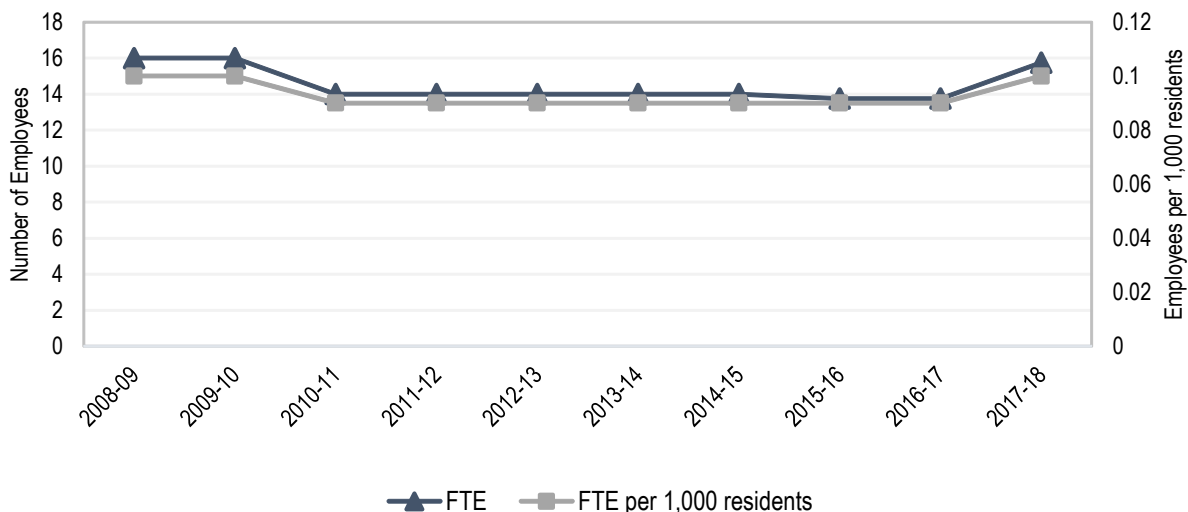
BUDGET AT A GLANCE

	FY 2017-18 Recommended	Change from FY 2016-17 Adopted	% Change
Expenditures	\$5,627,351	\$1,273,118	29%
Revenue	\$5,464,378	\$1,371,269	34%
General Fund Support	\$0	\$0	0%
Staffing Levels	15.75 FTE	2.00 FTE	14.55 %

Ten Year Budget History



Ten Year Staffing History



MISSION STATEMENT

Deliver a safe and convenient airport experience, which exceeds customer expectations and connects our community to the world.

ABOUT THIS BUDGET

The County operates two airports: the San Luis Obispo County Regional Airport (SBP), and the Oceano Airport. The San Luis Obispo County Regional Airport serves over 300,000 passengers and nearly 90,000 aircraft operations each year, making air travel accessible to those who live in the vicinity, including commercial and general aviation operations. The Airport also facilitates cargo delivery, allowing companies to provide overnight deliveries to county residents and businesses, and provides facilities for pilots to fuel, fly and store their aircraft. Oceano 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 throughout the country as well as larger airports in nearby major cities. The Airport continues to address the issue of competition with air service development efforts, marketing and providing quality facilities and services at reasonable rates to tenants and customers.

Both the San Luis Obispo County Regional and Oceano Airports have deferred maintenance and repairs of the airport pavements and structures that are continuously being resolved. The outcome of addressing deferred maintenance is a safe and well-maintained airport.

Following are some of the department's notable accomplishments for FY 2016-17 and some specific objectives for FY 2017-18:

FY 2016-17 Accomplishments

- Secured new airline service to Seattle (Alaska Airlines) in April 2017.
- Added additional American Airlines flight frequency in February 2016, and United flight frequency in March 2017.
- Executed UBER agreement, effectively bringing transportation network companies to the San Luis Obispo County Regional Airport.
- Participated in multi-agency Federal Aviation Administration (FAA) and Transportation Security Administration (TSA)-required annual tabletop airport safety exercise.
- Continued construction of the new terminal project currently projected to be complete prior to the contract completion date of October 31, 2017.
- Provided leadership training for key employees, including participation in the County's START program, Supervisory Academy, and Manager Academy. One staff obtained the industry designation of Accredited Airport Executive from the American Association of Airport Executives.
- Developed financial plan and obtained fully eligible FAA grant funding for construction of a new Automated Weather Observing System (AWOS)/Beacon project in Oceano.

- Executed an MOU with Public Works regarding Oceano drainage project to mitigate flooding on and around the Oceano Airport.
- Worked with Site Lima tenant for completion of renovation project.
- Obtained 4th extension from the Department of Transportation for Small Community Air Service Development Grant, to expire in January 2018. This grant will allow the department to attract more air service providers and/or new connections and flights.
- Implemented Veoci software to track the FAA's airport safety inspections and related work orders.

FY 2017-18 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, and relocate operations and administration to new building with no interruption in service, by the fall of 2017.
- Remodel existing airport operations and maintenance facility to enable rental car "quick turn-around" operations.
- Continue to work with Airport Land Use Commission, the City of San Luis Obispo and CalTrans on land use compatibility planning in the areas adjacent to the San Luis Obispo County Airport.
- Re-negotiate existing leases, and relocate airline, rental car, law enforcement, TSA and food and beverage concessions to new terminal.

SERVICE PROGRAMS

Airports has a total operating expenditure level of \$5,627,351 and a total staffing level of 15.75 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 three 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, and Alaska Airlines offers a single daily flight to Seattle.

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, 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.

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: \$5,627,351

Total Staffing (FTE): 15.75

Oceano Airport Operations

Operate, maintain and develop aviation facilities supporting general aviation. Ensure the safety of airport users, by implementing local, State and Federal aviation regulations and 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: \$0

Total Staffing (FTE): 0.00

Capital Projects at County Airports

Includes funding of approved capital projects carried out at the San Luis Obispo County 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.

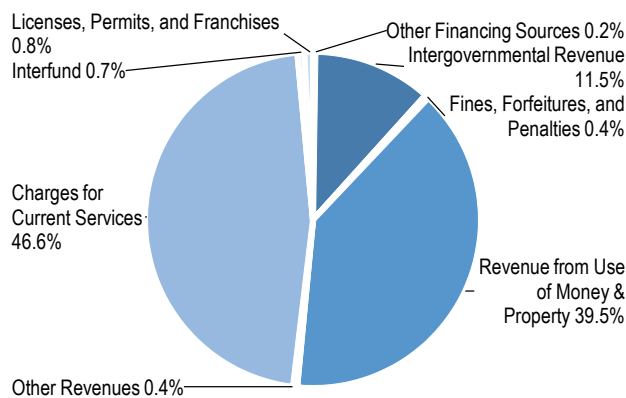
Total Expenditures: \$0

Total Staffing (FTE): 0.00

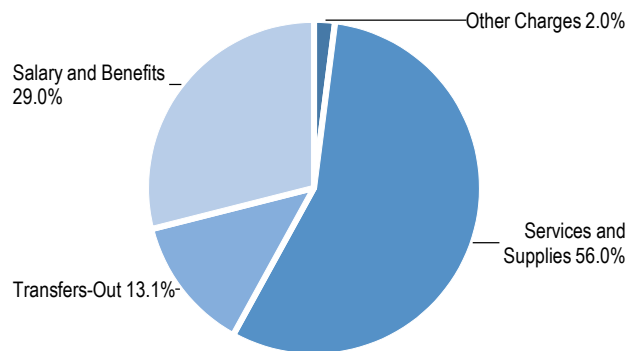
FINANCIAL SUMMARY

	FY 2016-17 Adopted	FY 2016-17 Estimated	FY 2017-18 Requested	FY 2017-18 Recommended	Change from FY 2016-17
Licenses, Permits, and Franchises	\$45,170	\$45,800	\$45,170	\$45,170	\$0
Fines, Forfeitures, and Penalties	\$18,000	\$20,000	\$20,000	\$20,000	\$2,000
Revenue from Use of Money & Property	\$1,749,566	\$1,918,837	\$2,156,039	\$2,156,039	\$406,473
Intergovernmental Revenue	\$131,365	\$15,934,072	\$126,000	\$626,000	\$494,635
Charges for Current Services	\$2,083,399	\$7,480,190	\$2,546,947	\$2,546,947	\$463,548
Other Revenues	\$17,109	\$25,893	\$21,722	\$21,722	\$4,613
Interfund	\$36,000	\$36,000	\$36,000	\$36,000	\$0
Other Financing Sources	\$12,500	\$8,896,425	\$126,250	\$12,500	\$0
Total Revenue	\$4,093,109	\$34,357,217	\$5,078,128	\$5,464,378	\$1,371,269
Cancelled Reserves	\$0	\$115,235	\$0	\$0	\$0
Total Financing Sources	\$4,093,109	\$34,472,452	\$5,078,128	\$5,464,378	\$1,371,269
Salary and Benefits	\$1,472,535	\$1,472,535	\$1,515,153	\$1,629,140	\$156,605
Services and Supplies	\$2,354,341	\$2,831,127	\$2,753,046	\$3,149,980	\$795,639
Other Charges	\$110,204	\$113,673	\$113,673	\$113,673	\$3,469
Capital Assets	\$0	\$29,646,742	\$0	\$0	\$0
Transfers-Out	\$417,153	\$1,148,929	\$734,558	\$734,558	\$317,405
Gross Expenditures	\$4,354,233	\$35,213,006	\$5,116,430	\$5,627,351	\$1,273,118
Less Intrafund Transfers	\$0	\$(65,513)	\$0	\$0	\$0
Net Expenditures	\$4,354,233	\$35,147,493	\$5,116,430	\$5,627,351	\$1,273,118
Total Financing Requirements	\$4,354,233	\$35,147,493	\$5,116,430	\$5,627,351	\$1,273,118

Source of Funds



Use of Funds



COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Financial Summary

The department's recommended budget fully funds the operational services at current service levels. Recommended operating revenue for FY 2017-18 is \$5.5 million, a \$1.4 million or 34% increase compared to FY 2016-17 adopted levels. Recommended operating expense for FY 2016-17 is \$5.6 million, a \$1.3 million or 30% increase compared to FY 2016-17 adopted levels. The large increase in revenue and expenses reflects significantly improved flight activity and related fee-based income from the San Luis Obispo County Regional Airport. While the recommended budget deficit is expected to require use of available fund balance, it is anticipated that revenues will continue to improve throughout the fiscal year with additional flight frequencies and possible destinations.

Salaries and benefits for FY 2017-18 are \$1.6 million, an increase of \$156,605 or 11% compared to FY 2016-17 adopted levels. The increase includes the addition of 2.00 FTE Airport Maintenance Workers, which provide additional maintenance, custodial, and operations capacity for the new airport terminal. Services and supplies for FY 2017-18 are \$3.1 million, an increase of \$795,639 or 34% compared to FY 2016-17 adopted levels. The increase is primarily due to \$500,000 being budgeted for the use of the Department of Transportation's portion of the Small Community Air Service Development (SCASD) grant. This grant is to support the revenue guarantee program to recruit additional air service out of the County Regional Airport.

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 County Regional Airport, experienced reductions in the number of commercial flights and an overall decline in enplanements. After two years of decreasing enplanements during the recession, enplanements have grown over the last five years, hitting an eight-year high of 155,744 in FY 2015-16.

Although revenues are anticipated to increase, Airports' operating deficit remains a concern. Part of the deficit is due to annual debt service related to Airports' fuel farm, financed hangars, and various other capital projects internally financed. Airports is also anticipating additional operating costs associated with the new terminal, including additional debt service, increased labor costs (reflected in the recommended additional 2.00 FTE Airport Maintenance Workers), increased utility costs, and various other operating costs. Although increased costs are anticipated to be significant, management is optimistic that ongoing air service development efforts supporting the new facilities will be successful in offsetting the increased costs over the long-term. The Airports Enterprise Fund will need to be closely monitored to balance investments in airport improvements with financial sustainability.

The following table summarizes enplanements from FY 2007-08 to present, along with the annual percentage changes. There was strong growth (5.5%) in the second quarter enplanements of FY 2016-17 over the same quarter of the previous fiscal year, due primarily to the additional flights mentioned above. Larger aircraft which have greater seat capacity than the smaller aircraft previously serving the airport were also a factor.

San Luis Obispo County Regional Airport Enplanement Levels						
Fiscal Year	Q1	Q2	Q3	Q4	Cumulative	% Change
2007-08	51,343	48,784	38,794	43,364	182,285	NA
2008-09	42,697	32,566	26,866	30,619	132,748	-27.2%
2009-10	32,968	30,873	27,645	33,666	125,152	-5.7%
2010-11	36,301	36,128	30,496	36,984	139,909	11.8%
2011-12	35,631	34,493	30,185	33,935	134,244	-4.0%
2012-13	35,457	31,850	30,354	34,654	132,315	-1.4%
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%
2016-17	43,414	42,501	39,789	TBD	TBD	8.9%

Note: Percent increase for FY 2016-17 is the difference between the third quarters of FY 2015-16 and 2016-17.

Service Level Impacts

The new airport terminal represents a significant expansion of capacity which will enable the County Regional Airport to have more flights and serve more destinations in a new facility.

Position Allocation List Changes

The FY 2017-18 recommended PAL for the department includes a net change of 2.00 FTE compared to FY 2016-17 adopted levels.

FY 2016-17 Mid-Year PAL Changes:

None.

FY 2017-18 Recommended PAL Changes:

- +2.00 FTE Airport Maintenance Workers

BUDGET AUGMENTATION REQUESTS RECOMMENDED

Title: Add 2.00 FTE Airport Maintenance Workers to assist in airport operations for the new airport terminal at the San Luis Obispo County Regional Airport	
Expense: \$117,171	Funding Source(s): Airport Enterprise Funds
Intended Results:	
1. Meet airport maintenance, safety, and security needs.	
2. Provide additional maintenance and custodial capacity for the new, larger airport terminal.	

BUDGET AUGMENTATION REQUESTS NOT RECOMMENDED

None.

GOALS AND PERFORMANCE MEASURES

<p>Department Goal: Manage the San Luis Obispo and Oceano Airports in a manner that ensures the safety of the traveling public and complies with Federal, State, and local aviation and airport rules, regulations and advisories.</p> <p>Communitywide Result Link: <input checked="" type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input type="checkbox"/> Well-Governed Community</p>						
<p>1. Performance Measure: Percentage compliance with annual Federal Aviation Administration (FAA) inspections of appropriate safety and security measures.</p>						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
100%	98%	98%	N/A	100%	98%	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 was completed in October of 2016 with a 98% compliance rate. A few non-critical discrepancies were identified by the inspector related to signage associated with fueling, two airfield signs and a missing inspection report. All discrepancies have been corrected or are in the process of being corrected. The Airport ensures safety is a top priority, proactively addressing repairs and maintenance in order to achieve the FY 2017-18 target of 100% compliance.</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 tenants and customers satisfied with Airport communications.</p>						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
82%	91.5%	88%	77%	85%	77%	80%
<p>What: Measures Airports' effectiveness in communications with customers and tenants, as determined by responses to the Airport survey provided to users of the free County Wi-Fi network. Wi-Fi users are asked to accept terms and conditions for usage. They will then be redirected to a brief online survey.</p> <p>Why: Customer feedback allows management to evaluate tenant and customer opinions regarding pricing, quality, and safety of Airport facilities. The responses to the Airport survey provide tenants and customers a resource to share their opinions with Airport Management, informing an opportunity to improve services offered.</p> <p>How are we doing? During FY 2016-17, staff sent out 778 surveys with a response rate of 10%, with 77% of completed surveys reflecting a satisfied, very satisfied, or outstanding response. Airports fell short of its goal of 85% for FY 2016-17; however, Airports management continues to make improvements and listen to the tenants' needs and concerns, making adjustments as necessary.</p> <p>The FY 2017-18 survey is scheduled to be available online by March 2018, with an emphasis placed on meeting or exceeding tenant and customer expectations.</p>						

3. Performance Measure: Total annual operating income.						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
New Measure	New Measure	\$742,108	\$1,038,708	\$502,129	\$265,513	\$250,000
<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 plans 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 approximately 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> <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.</p> <p>Airports completed FY 2015-16 with an annual operating income of \$1,038,708. After debt service payments, the Airport had a surplus of \$657,047.</p> <p>FY 2016-17's projected operating income totals \$265,513. Although the projection exceeds budget, due primarily to increased revenues related to parking, it falls short of the FY 2016-17 adopted target due primarily to timing. The budget has been updated to reflect actual circumstances subsequent to the initial adoption for FY 2016-17.</p> <p>Airports plans to use 100% of the projected operating income for planned debt service payments (totaling \$695,816) to yield a projected deficit of \$430,303, to be absorbed by Airports' fund balance. Although Airports has the ability to cover the projected deficit in the near term, management will continue to pursue cost-controlling measures while seeking to enhance existing revenue streams and pursuing new sources of revenue.</p> <p>The target for FY 2017-18 is \$250,000 operating income net of debt service expenditures, and includes \$115,235 cash reserve for equipment replacement.</p>						
4. Performance Measure: Total annual enplaned passengers.						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
132,315	147,105	149,558	155,744	170,000	170,000	178,500
<p>What: Measures Airport's enplaned (boarding) passenger count. Enplanements vary depending on many independent circumstances, including load factor (percentage of the airplane seats sold), equipment assigned to San Luis Airport by airlines, Gross Domestic Product (GDP) and the general state of the economy.</p> <p>Why: This measure is a baseline indicator of the financial health of the Airport. It demonstrates Airports' ability to maintain and grow airline service levels. Even though Airports has little direct control over enplanements, they are considered an important measure for the Airport.</p> <p>How are we doing? 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.</p> <p>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.</p>						

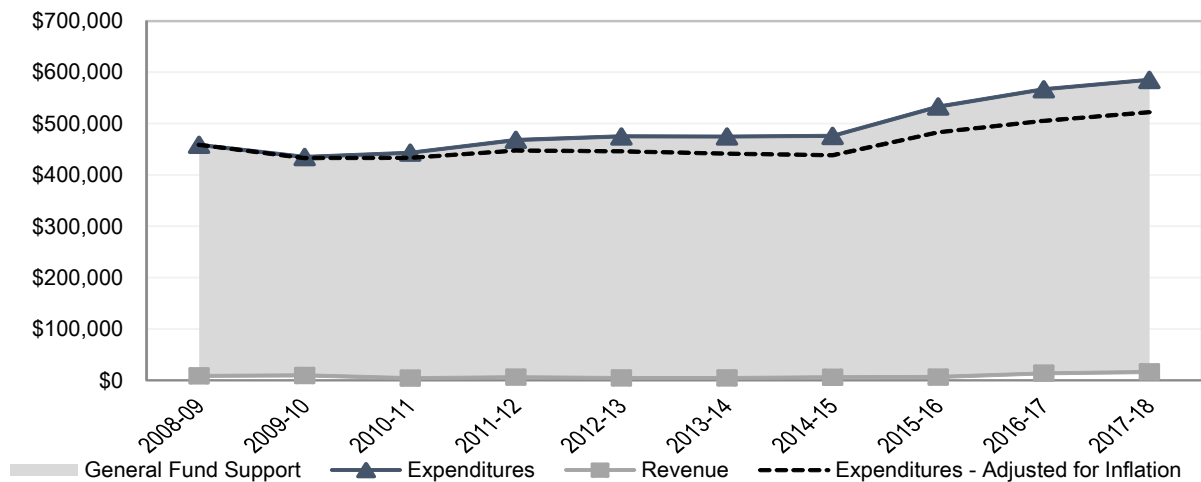
Farm Advisor

The Farm Advisor, through University of California Cooperative Extension advisors, provides and shares research-based knowledge in agriculture, natural resource conservation, and youth and family development.

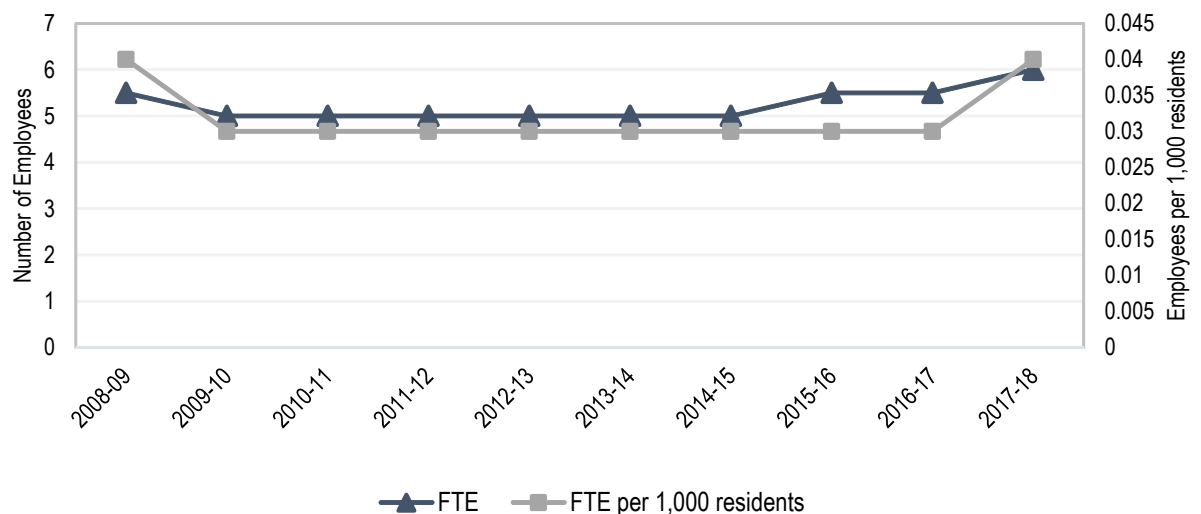
BUDGET AT A GLANCE

	FY 2017-18 Recommended	Change from FY 2016-17 Adopted	% Change
Expenditures	\$585,400	\$18,376	3%
Revenue	\$16,137	\$2,350	17%
General Fund Support	\$569,263	\$16,026	3%
Staffing Levels	5.50 FTE	0.00 FTE	0.00 %

Ten Year Budget History



Ten Year Staffing History



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.

ABOUT THIS BUDGET

The Farm Advisor Cooperative Extension serves San Luis Obispo County through the development, sharing, and application of knowledge in agricultural sustainability, natural resource conservation, and youth and family development. The department, through its University of California (UC) Cooperative Extension Advisors and other academic and paraprofessional staff, brings the significant resources of the University's Division of Agriculture and Natural Resources as well as other Land-Grant Institutions to the county. As critical issues arise in service areas, staff members quickly and efficiently respond through the research and knowledge base available from Cooperative Extension's state and national resources. Stakeholders are reached via various delivery methods, including 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 4H youth development programs. Through resources from UC, United States Department of Agricultural, and grants and gifts, the department generates approximately \$3.00 for every \$1.00 the County spends.

Following are some of the department's notable accomplishments for FY 2016-17 and some specific objectives for FY 2017-18:

FY 2016-17 Accomplishments

- To date, secured grants/gifts for research and extension education programs, totaling \$287,273.
- Advisors were active participants in the Agricultural Liaison Advisory Board, Agricultural Preserve Review Committee and the County Drought Task Force.
- The Viticulture Program expanded the network of research weather stations capturing water and frost conditions for vineyards in the Paso Robles region. The program collaborated with the City of Paso Robles recycled water program and continued advising on agricultural water usage and conservation in the county.
- The Rangeland Watershed Program collected critical data for forage production measurements demonstrating drought impacts to county rangelands that support the Agricultural Commissioner and USDA drought disaster declarations and producer support programs which totaled \$1,321,958 for 2015.
- The Small Farms Program led a local project sampling redberry mite infestation in different varieties (primocane vs floracane) of blackberries. Redberry mites can devastate fruit on traditional floracane varieties; these studies will verify whether primocane types have more resistance to mites.
- The UC Master Gardener Volunteers provided 3,247 volunteer hours. "Advice to Grow By" workshops and the annual Tomato Extravaganza held in the demonstration garden had over 700 attendees. Outreach efforts include 1,645 monthly email recipients, 18,414 blog hits, weekly advice columns in the Tribune, 433 Facebook followers and 291 Instagram followers.

- The Youth, Families, and Communities (YFC) program served over 2,570 youth through UC 4-H Youth Development Program and UC CalFresh Nutrition Education. The YFC Program, including the UC Master Food Preserver Program, engaged 400 adult volunteers, who provided educational programming, activities, and events to youth, families, and community residents throughout the county.

FY 2017-18 Objectives

- Seek grants for research and extension education programs in all program areas. Continue to compare County fiscal contributions with benchmark counties.
- Provide information and resources on ground water recharge and oak woodlands to County departments.
- Develop forage production information for county rangelands, research on water conservation in vineyards; rainfall, soil moisture and temperature data collection in agricultural areas enabling vineyard growers and ranchers to better manage their crop and rangeland.
- Increase Latino youth participation in 4-H programming by 60 youth, focusing on Science, Technology, Engineering, and Mathematics (S.T.E.M.) and Healthy Living projects. Build youth leadership, civic engagement, and public speaking skills through youth-adult partnerships.
- Five Master Food Preserver (MFP) food preservation demonstrations will educate low-income residents on how to maximize their food budget and utilize produce received at Food Bank distribution sites. Monthly classes from March-October will provide knowledge to county residents on how to preserve local produce.

SERVICE PROGRAMS

The Farm Advisor has a total expenditure level of \$585,400 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: \$133,713

Total Staffing (FTE): 1.00

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: \$166,522

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.

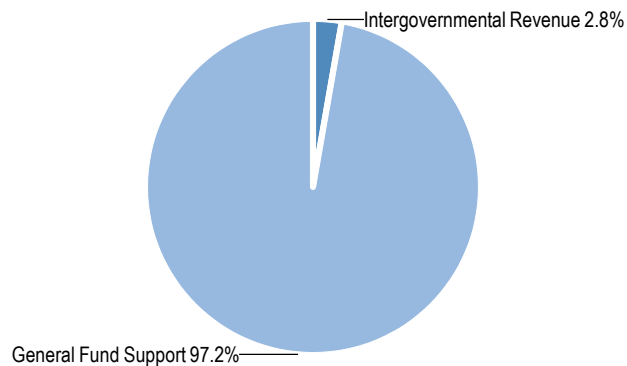
Total Expenditures: \$285,165

Total Staffing (FTE): 3.25

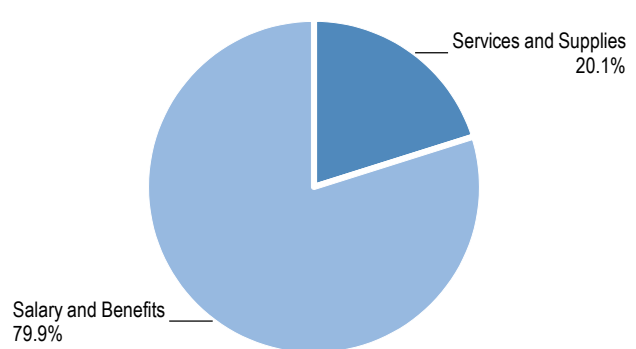
FINANCIAL SUMMARY

	FY 2016-17 Adopted	FY 2016-17 Estimated	FY 2017-18 Requested	FY 2017-18 Recommended	Change from FY 2016-17
Intergovernmental Revenue	\$13,787	\$14,512	\$16,137	\$16,137	\$2,350
Total Revenue	\$13,787	\$14,512	\$16,137	\$16,137	\$2,350
Salary and Benefits	\$447,083	\$431,953	\$467,497	\$467,497	\$20,414
Services and Supplies	\$119,941	\$115,163	\$117,903	\$117,903	\$(2,038)
Gross Expenditures	\$567,024	\$547,116	\$585,400	\$585,400	\$18,376
General Fund Support	\$553,237	\$532,604	\$569,263	\$569,263	\$16,026

Source of Funds



Use of Funds



COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Financial Summary

General Fund support is recommended to increase by \$16,026 or 3% when compared to FY 2016-17 adopted amounts. Revenue is increasing by \$2,350 or 17% compared to FY 2016-17 amounts. Revenue for services provided to the University of California and Santa Barbara County are received on a dollar for dollar reimbursement basis.

Services and supplies are decreasing by \$2,038 or 2% from FY 2016-17 adopted levels which is primarily driven by decreases in vehicle and fuel charges, \$4,376 or 21% and \$2,089 or 16% respectively.

Service Level Impacts

There are no service level impacts as a result of the recommended level of General Fund support for FY 2017-18.

Position Allocation List Changes

The FY 2017-18 recommended Position Allocation List (PAL) for the department includes no changes compared to the FY 2016-17 adopted PAL.

FY 2016-17 Mid-Year PAL Changes:

- Deleted 0.50 FTE Administrative Assistant III
- Added 0.50 FTE 4-H Program Assistant Position

FY 2017-18 Recommended PAL Changes:

None.

BUDGET AUGMENTATION REQUESTS RECOMMENDED

None recommended.

BUDGET AUGMENTATION REQUESTS NOT RECOMMENDED

Title: Increase 0.50 FTE 4-H Program Assistant to 1.00 FTE	
Expense: \$21,680	Funding Source(s): General Fund support: \$21,680
Intended Results:	
<ol style="list-style-type: none"> 1. Provide bilingual 4-H Youth Development Program (YDP) support for all 4-H community clubs (currently 31) in San Luis Obispo County. 2. Coordinate with all clubs (currently 31) and corresponding Community Club Leaders to ensure access to bilingual recruitment materials. 3. Train all active volunteers (currently 343 volunteers) utilizing the state-developed cultural awareness training (pending state release of training). 4. Increase Latino/Hispanic youth club enrollment in the 4-H Youth Development Program (YDP) in San Luis Obispo County by 60 youth. 5. Continue to retain and engage current 4-H community while expanding overall youth enrollment by at least 200 youth members and 20 adult volunteers. 	

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: <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: 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.						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
95%	97%	97%	98.1%	98%	98%	98%
<p>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.</p> <p>Why: Knowledge gain is a key factor for positive behavior change.</p> <p>How are we doing? In FY 2016-17 we continue 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. With these efforts we have captured 268 evaluations from our total of 1,076 participants for a 25% response rate. Correcting for participants who identified as County residents and for non-responses we have collected program evaluations completed by 236 respondents during the first 5 months of FY 2016-17. Evaluation results indicated there was a useful knowledge gain by 231 or 98% of respondents. Based on the results so far this year, we fully expect to meet our adopted goal of 98% for FY 2016-17. Because of the continued high quality of our department's educational programs, we have every expectation that our target goal of 98% for FY 2017-18 is also obtainable.</p>						
2. Performance Measure: Percentage of 4-H Club members enrolled in formal 4-H leadership projects.						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
N/A	N/A	22%	22%	20%	20%	20%
<p>What: This measure tracks the number of 4-H Club members enrolled in 4-H leadership projects in the program.</p> <p>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.</p> <p>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 current enrollment, 1,072 youth members are enrolled in the 4-H Club program and 174 are involved in formal leadership opportunities, equaling 16%. Through educational and awareness efforts, we feel that we are on target to meet our FY 2016-17 goal of 20% of 4-H members who are involved in leadership projects in the 4-H Youth Development Program. We have every expectation that the target of 20% for FY 2017-18 is obtainable.</p>						
Department Goal: To cost-effectively manage the Farm Advisor Department.						
Communitywide Result Link: <input type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community						
3. Performance Measure: San Luis Obispo County fiscal contributions to the Farm Advisor budget based on agricultural acreage as compared to the five County-utilized benchmark counties.						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
\$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	0.44/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	\$0.48/ag acre for San Luis Obispo County compared to \$0.77/ag acre for benchmark counties	\$0.48/ag acre for San Luis Obispo County compared to \$0.77/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 an average of our benchmark counties (Marin, Monterey, Napa, Santa Barbara and Placer). Due to drought impacts, we project that our San Luis Obispo costs per ag acre will exceed the adopted goal by 14% (or \$0.06) for FY 2016-17 year; however, we predict that the benchmark counties will also exceed by 9% (or \$0.07). We do not know if the drought will continue and if so, how the continuing drought conditions will affect our cost per ag acre in FY 2017-18, 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. Because of this uncertainty, our target for FY 2017-18 will reflect our projected target for FY 2016-17.

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: Number of community contacts provided by volunteers with the UCCE Master Gardener Program through community outreach and education programs.

12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
New Measure	New Measure	2,261 contacts	2,880 contacts	2,093 contacts	2,093 contacts	2,302 contacts

What: The UCCE Volunteer Management System is an online database that allows Master Gardener volunteers to capture the number of community contacts they make as a result of their outreach efforts and education programs.

Why: The UCCE provides non-mandated outreach programs to the community at large that promote safe, healthy, and livable communities. This program also increases the efficiency of the Farm Advisor Department in delivering information on sustainable landscape practices that is responsive to community desires. Volunteers with our Master Gardener Program increase the capacity, efficiency and impact of our programs in delivery of home horticulture, pest identification, landscape management, and other environmental and natural resource information.

How are we doing? 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, reports recorded through our UCCE Volunteer Management System indicated a total of 2,880 face-to-face contacts, 41% higher than our target. Our FY 2016-17 target of 2,093 contacts reflected a 2% increase compared to the previous year target. Current results for FY 2016-17 indicate we have 1,894 face-to-face contacts with clientele so we are confident we will meet or exceed our FY 2016-17 adopted target of 2,093 contacts. Based on the past two years of exceeding our targets by more than 10%, we feel confident that our FY 2017-18 of 2,302 contacts (a 10% increase) is obtainable. No comparable county data available at this time.

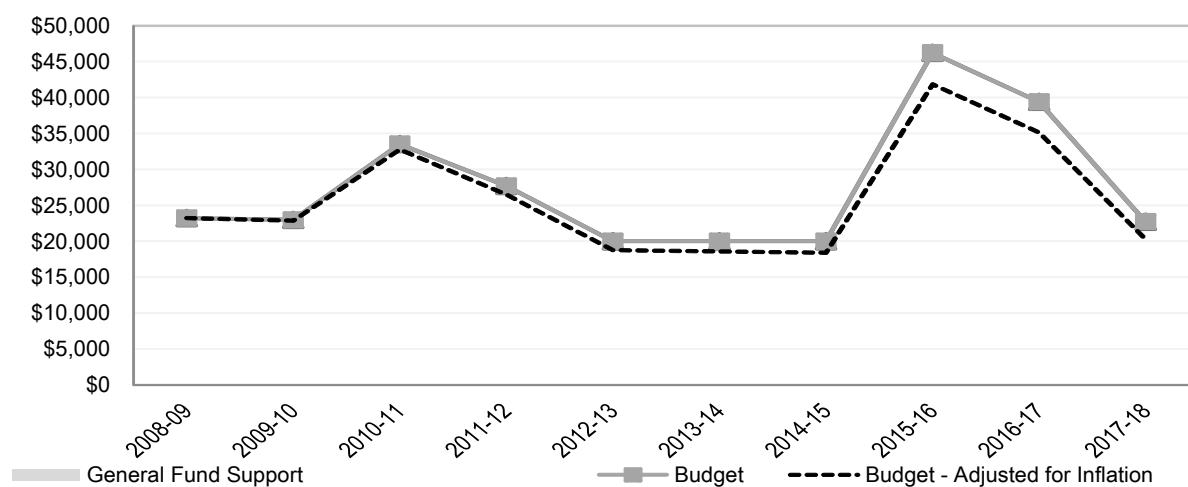
Fish and Game

Fish and Game provides educational opportunities for the public, as well as habitat improvement, and research to support and maintain species. Fish and Game is a Special Revenue Fund outside the County General Fund and is funded by settlements and fines collected on fish and game violations committed in the county.

BUDGET AT A GLANCE

	FY 2017-18 Recommended	Change from FY 2016-17 Adopted	% Change
Expenditures	\$22,715	\$(16,682)	(42)%
Revenue	\$22,715	\$(16,682)	(42)%
General Fund Support	\$0	\$0	0%
Staffing Levels	0.00 FTE	0.00 FTE	0.00 %

Ten Year Budget History



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.

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

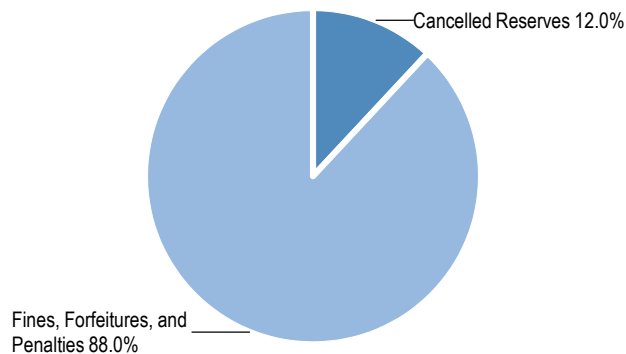
Fisheries and wildlife research, habitat reconnaissance, historical fisheries and wildlife surveys, and studies to support and maintain species.

Total Expenditures: \$5,000
Total Staffing (FTE): 0.00

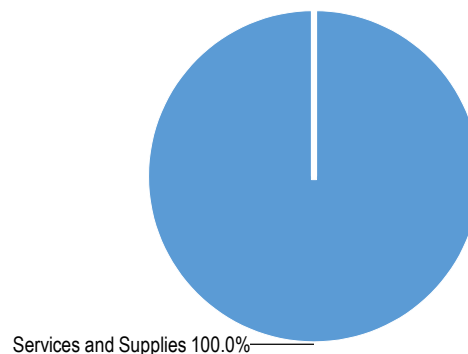
FINANCIAL SUMMARY

	FY 2016-17 Adopted	FY 2016-17 Estimated	FY 2017-18 Requested	FY 2017-18 Recommended	Change from FY 2016-17
Fines, Forfeitures, and Penalties	\$20,000	\$20,000	\$20,000	\$20,000	\$0
Total Revenue	\$20,000	\$20,000	\$20,000	\$20,000	\$0
Fund Balance Available	\$16,682	\$16,682	\$0	\$0	\$(16,682)
Cancelled Reserves	\$2,715	\$2,715	\$2,715	\$2,715	\$0
Total Financing Sources	\$39,397	\$39,397	\$22,715	\$22,715	\$(16,682)
Services and Supplies	\$22,715	\$22,715	\$22,854	\$22,715	\$0
Gross Expenditures	\$22,715	\$22,715	\$22,854	\$22,715	\$0
New Reserves	\$16,682	\$16,682	\$0	\$0	\$(16,682)
Total Financing Requirements	\$39,397	\$39,397	\$22,854	\$22,715	\$(16,682)

Source of Funds



Use of Funds



COUNTY ADMINISTRATOR’S COMMENTS AND RECOMMENDATIONS

Financial Summary

Fish and Game is a Special Revenue Fund and does not receive General Fund support. The Fish and Game Fines Committee requests expenditure levels based upon need, with consideration of revenue projections and existing reserves. The Fish and Game Fines Committee meets the second Wednesday of each month to discuss current issues and approve funding requests. Requests for funding include 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 2016-17 at \$20,000. The majority of the offsetting \$22,715 in expenditures will be used to fund Fish and Game projects in FY 2017-18. 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.

Service Level Impacts

There are no service level impacts anticipated.

Position Allocation List Changes

This fund center does not have a Position Allocation List.

BUDGET AUGMENTATION REQUESTS RECOMMENDED

None requested.

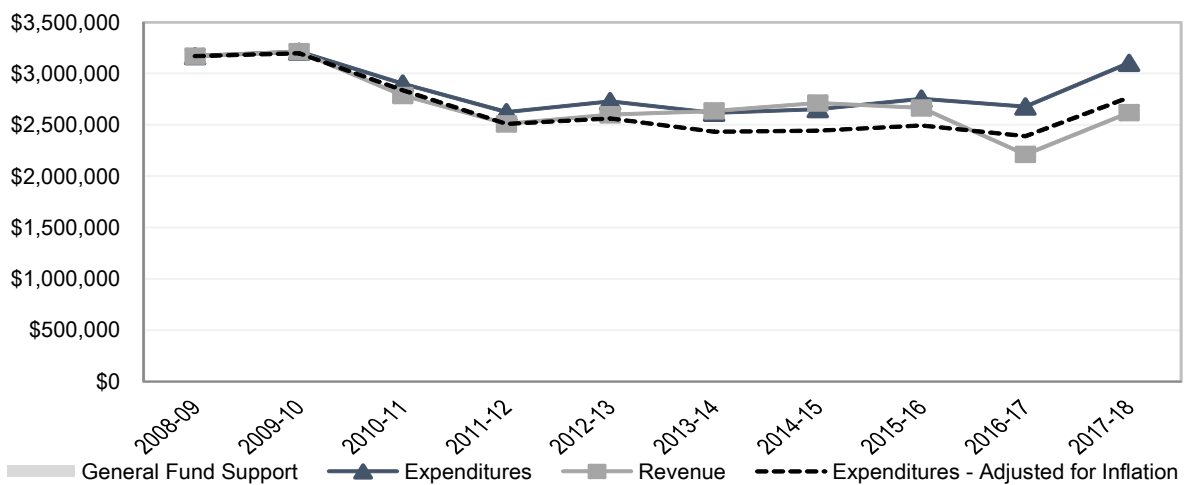
Golf Courses

Golf Courses provides for recreation on three public golf courses. Golf Courses operates as an Enterprise Fund outside the County General Fund and is funded by user fees.

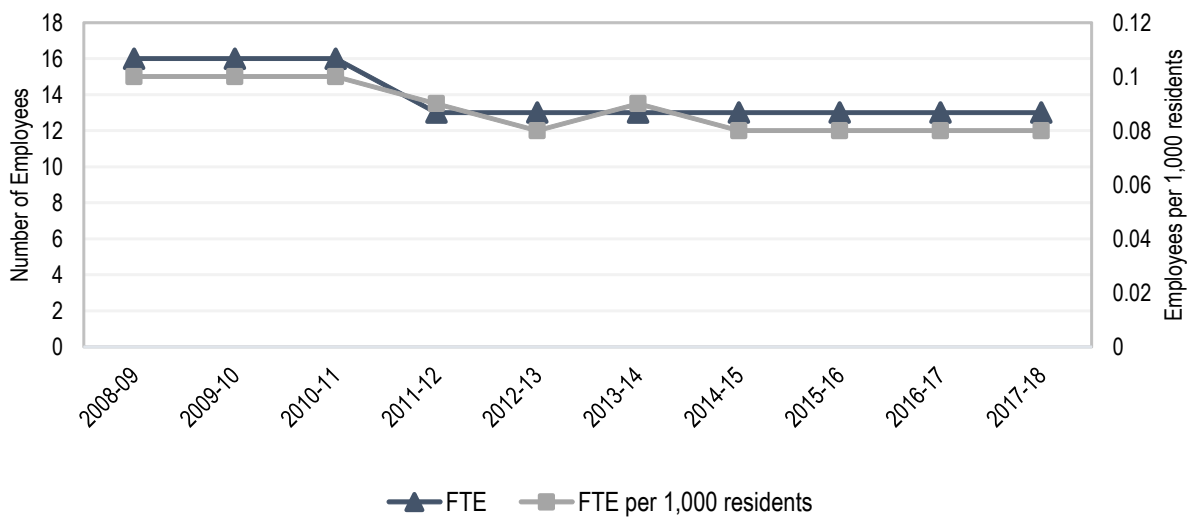
BUDGET AT A GLANCE

	FY 2017-18 Recommended	Change from FY 2016-17 Adopted	% Change
Expenditures	\$3,105,104	\$425,979	16%
Revenue	\$2,620,106	\$408,212	18%
General Fund Support	\$0	\$0	0%
Staffing Levels	13.00 FTE	0.00 FTE	0.00 %

Ten Year Budget History



Ten Year Staffing History



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.

ABOUT THIS BUDGET

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 the County's 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 to play golf. These programs further lower the local golfers' willingness to pay.

The goal for the County's golf program is to provide quality affordable golf recreation for 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.

A Programming Plan has been completed for El Chorro Regional Park, which includes Dairy Creek Golf Course. Dairy Creek was a driver of this plan since the available water resources for the golf course have been significantly reduced in recent years. Portions of the Programming Plan address issues to enhance the experience at Dairy Creek and El Chorro Regional Park with the goal of creating a fun atmosphere and culture that encourages more people to try the sport of golf. Cal Poly's golf teams, the Department of Experience Industry Management, and Department of Horticulture and Crop Sciences have expressed interest in forming partnerships with Dairy Creek Golf Course to provide educational and athletic programming for their students and student athletes.

Dairy Creek Golf Course continues to earn awards for its environmental efforts related to its Zero Waste Park. Previously, Dairy Creek received an Environmental Leaders in Golf Award (ELGA), the California Golf Course Owner's Association Community Environmental Award, and this year the County's Golf Superintendent was the recipient of the President's Award from the Golf Course Superintendent's Association of America. The courses' reductions in waste help to protect natural resources, reduce inputs, and educate people within and beyond our communities.

Following are some of the department's notable accomplishments for FY 2016-17 and some specific objectives for FY 2017-18:

FY 2016-17 Accomplishments

- Completed the Programming Plan for El Chorro Regional Park and Dairy Creek Golf Course.
- Chalk Mountain Golf Course hosted its fourth annual Community Walk to fight diabetes. The event has received donations in excess of \$13,000 since its inception.

- Adjusted water programming to increase efficiency of golf course irrigation systems by controlling automatic irrigation and using hand-watering.
- Chalk Mountain has adopted the use of sheep to maintain out of play native areas within the golf course property.
- A non-profit group was established to facilitate funds for the Morro Bay Golf Course Monarch Butterfly Trail project and other improvements to the Monarch Butterfly Grove.
- Golf Superintendent received the Golf Course Superintendent's Association of America (GCSAA) National President's Award.

FY 2017-18 Objectives

- Work with Public Works to complete permitting for the Morro Bay Golf Course irrigation mainline project.
- Begin to implement aspects of the Programming Plan for Dairy Creek Golf Course in an effort to reduce the net loss to the property.
- Work with newly formed non-profit to apply for approximately \$100,000 in grants for the Monarch Butterfly Trail at Morro Bay Golf Course.
- Implement Zero Waste efforts at Morro Bay Golf Course by removing trash receptacles and replacing with recycle and compost containers.

SERVICE PROGRAMS

Golf has a total expenditure level of \$3,105,104 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: \$1,776,825
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: \$810
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.

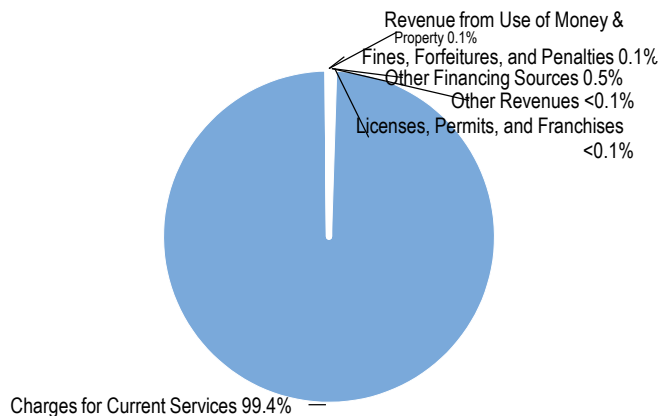
Total Expenditures: \$1,327,469

Total Staffing (FTE): 7.00

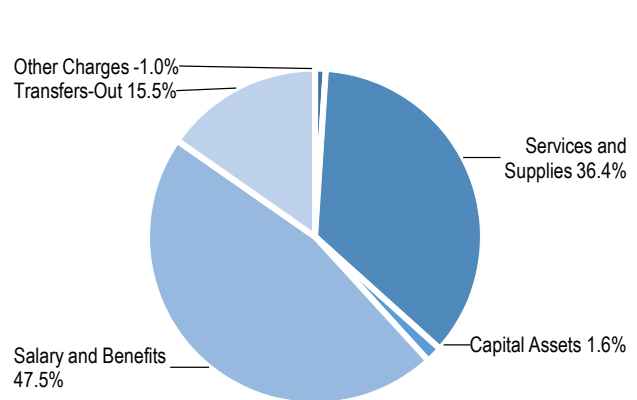
FINANCIAL SUMMARY

	FY 2016-17 Adopted	FY 2016-17 Estimated	FY 2017-18 Requested	FY 2017-18 Recommended	Change from FY 2016-17
Licenses, Permits, and Franchises	\$500	\$500	\$500	\$500	\$0
Fines, Forfeitures, and Penalties	\$1,500	\$1,500	\$1,500	\$1,500	\$0
Revenue from Use of Money & Property	\$2,209	\$2,209	\$2,209	\$2,209	\$0
Intergovernmental Revenue	\$0	\$101,549	\$0	\$0	\$0
Charges for Current Services	\$2,195,185	\$2,191,732	\$2,603,297	\$2,603,297	\$408,112
Other Revenues	\$0	\$101	\$100	\$100	\$100
Interfund	\$0	\$152	\$0	\$0	\$0
Other Financing Sources	\$12,500	\$32,460	\$12,500	\$12,500	\$0
Total Revenue	\$2,211,894	\$2,330,203	\$2,620,106	\$2,620,106	\$408,212
Total Financing Sources	\$2,211,894	\$2,330,203	\$2,620,106	\$2,620,106	\$408,212
Salary and Benefits	\$1,310,339	\$1,331,109	\$1,473,385	\$1,473,385	\$163,046
Services and Supplies	\$880,962	\$1,017,014	\$1,128,976	\$1,128,976	\$248,014
Other Charges	\$(32,785)	\$(32,785)	\$(32,785)	\$(32,785)	\$0
Capital Assets	\$35,000	\$59,660	\$50,000	\$50,000	\$15,000
Transfers-Out	\$485,609	\$485,609	\$485,528	\$485,528	\$(81)
Gross Expenditures	\$2,679,125	\$2,860,607	\$3,105,104	\$3,105,104	\$425,979
Total Financing Requirements	\$2,679,125	\$2,860,607	\$3,105,104	\$3,105,104	\$425,979

Source of Funds



Use of Funds



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. Low revenues at Dairy Creek, however, have necessitated a General Fund subsidy of up to \$485,000 per year to ensure that operations can be sustained until permanent changes can be made and to ensure that the Golf program can make its debt payments. To minimize use of the subsidy, it is not budgeted as revenue—instead, each year the department will track its revenues and expenses and if, in the third quarter, it is determined necessary to draw on the funds to end the year in a viable financial position, the budget transfer will be made at that time.

Operating revenue is estimated to increase by \$408,212 or 19% and operating expense is estimated to increase by \$425,979 or 16% compared to the FY 2016-17 adopted budget. These variances are due to the concessionaire at Dairy Creek ending their management of the Golf Pro Shop and the County assuming its management. Although revenues will increase from retail sales, driving range fees, and golf fees, the additional staff costs required to run the operation is expected to exceed the revenue.

The recommended FY 2017-18 budget identifies full utilization of the General Fund subsidy of \$485,000 due to the lack of revenue at Dairy Creek; it is anticipated that this will be addressed through a mid-year budget transfer, as explained above.

Service Level Impacts

There are no service level impacts as a result of the recommended level of General Fund support for FY 2017-18. Any Board decision regarding operations at Dairy Creek as a result of the Programming Plan mid-year in FY 2016-17 could impact service levels, but are not proposed as part of the recommended budget.

Position Allocation List Changes

The FY 2017-18 recommended PAL for the department includes no changes compared to the FY 2016-17 adopted PAL.

BUDGET AUGMENTATION REQUESTS RECOMMENDED

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.						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
99%	104%	101%	92%	100%	82%	85%
<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? The projected FY 2016-17 result is 82.2%, which is 17.8% lower than the adopted target of 100% self-sufficiency. We were able to calculate the actual data for FY 2011-12 through 2014-15 and the average of these years was used to establish our adopted target for FY 2016-17 as the actual results for FY 2015-16 had not yet been realized. Rounds of golf played are projected to finish 7% below the FY 2016-17 target. Dry conditions at Dairy Creek Golf Course continue to be the primary contributing factor to the lack of rounds played. Revenue and expenses are each projected to finish within 1% budgeted figures. The FY 2017-18 target represents a modest increase based upon expected operational efficiency and increased revenues as a result of changes that may take place as the result of the Master Plan process for El Chorro Regional Park and Dairy Creek Golf Course.</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.						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
91%	97%	90%	93%	87%	85%	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 projection for FY 2016-17 is 2% below the adopted target for the current year and 8% below FY 2015-16 actual results. The uncertainty surrounding the future operations at Dairy Creek are expected to negatively affect the level of satisfaction within our Dairy Creek customer groups, which will have a significant impact to the overall program satisfaction levels. The target for FY 2017-18 is based upon the FY 2016-17 projection and our goal of restoring consistency and confidence to our customers within the next year. 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.</p>						

3. Performance Measure: The total number of golf rounds played at County-managed golf courses.						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
123,010 rounds	122,874 rounds	117,007 rounds	112,044 rounds	115,000 rounds	106,892 rounds	110,000 rounds
<p>What: This measure tracks the total number of rounds played at County-managed golf courses relative to the prior year.</p> <p>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.</p> <p>How are we doing? The projection for FY 2016-17 is 7% or 8,108 rounds below the adopted target. The dry conditions at Dairy Creek and accompanied rumors and uncertainty surrounding the courses' future continue to be the primary contributing factor to the lack of rounds played. The target for FY 2017-18 is based upon the goal of restoring consistency and confidence to our customers as a result of completing and acting upon a Master Plan for El Chorro Regional Park including Dairy Creek Golf Course.</p>						

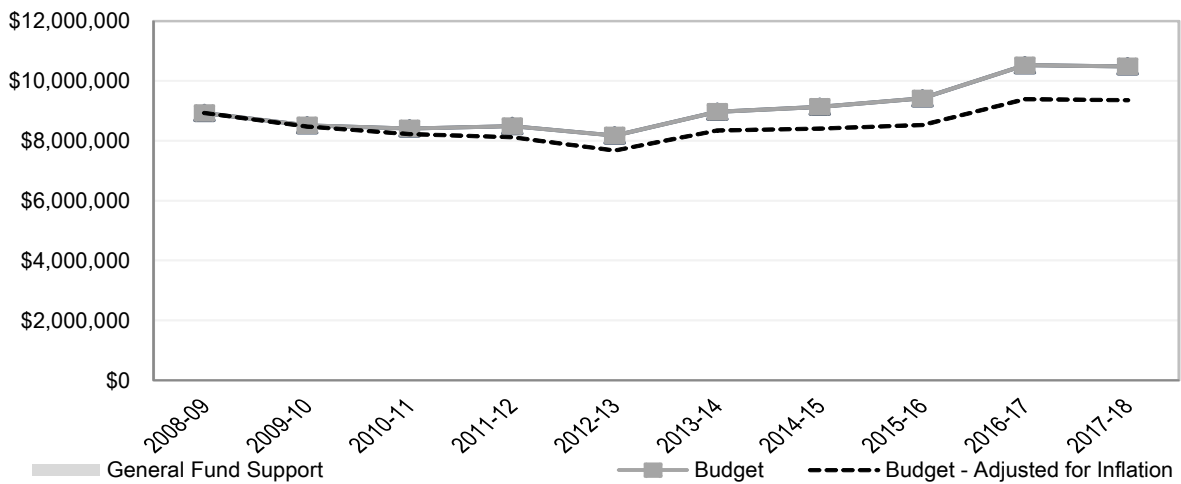
Library

The Library provides materials and services countywide through 14 branch libraries and one main library. The Library operates as a Special Revenue Fund outside the County General Fund and is funded primarily by tax revenue and user fees.

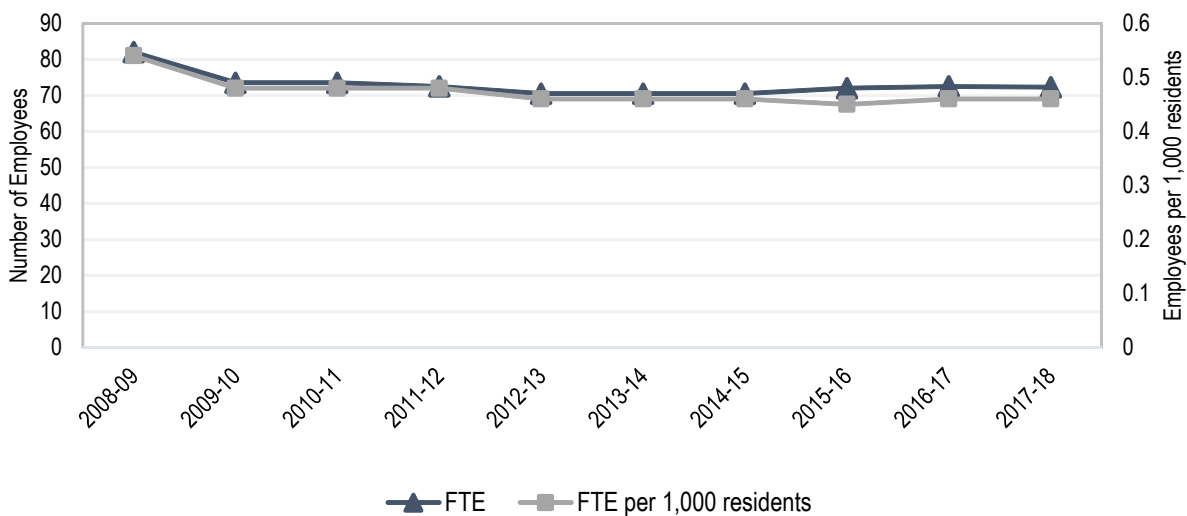
BUDGET AT A GLANCE

	FY 2017-18 Recommended	Change from FY 2016-17 Adopted	% Change
Expenditures	\$10,484,239	\$(39,610)	(0)%
Revenue	\$10,484,239	\$(39,610)	(0)%
General Fund Support	\$0	\$0	0%
Staffing Levels	72.25 FTE	(0.25) FTE	(0.34) %

Ten Year Budget History



Ten Year Staffing History



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.

ABOUT THIS BUDGET

The Library offers traditional services including the lending of books and audiovisual materials, answering informational questions, and providing reference books and other materials for consultation. In addition, progressive services are now being offered such as access to e-books, streaming videos/music, downloadable audiobooks, digital magazines, and a creative lab to edit video/photography. 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, various reading and educational programs, support of book clubs for adults, film nights, technology training, and topical programs such as career guidance, job-searches, and entrepreneurship.

Library services are provided in physical buildings and also virtually, via the Library's website. A total of 14 branch libraries offer public internet, computers, and/or WiFi access with one exception in an outlying location with limited internet capabilities.

Extending services to the community in equitable and accessible ways has continued to be the focus of the Library this fiscal year. Examples of services provided to the community include a partnership with Veterans Services to provide referral services to veterans out of the Arroyo Grande branch. The Genealogy Society provides ancestry research services in two library facilities: Arroyo Grande and San Luis Obispo. Literacy for Life focuses on literacy training for adult populations. The SLO MakerSpace provides opportunities for library cardholders to create by providing access to their workshop. The SLO Seedsavers partner with the library to provide seed exchange at four of our branches. 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 continues to rely upon other library jurisdictions within the Black Gold cooperative to fulfill patron requests. This reliance upon other jurisdictions for patron requests is due to an insufficient collection budget compounded by a voracious reader/viewership in the County. Moreover, the necessity to borrow from other jurisdictions creates longer wait times for patrons and higher costs to the department as Black Gold bills partially based upon annual usage. To address this challenge the Library has hired a Collection Development Coordinator, as a part of an already approved position allocation, to assess patron behavior. In addition, the Library is moving towards community driven rotating collections where items move with the shifting demands of patrons thereby permitting the "marketplace" to determine where materials reside, cutting down on wait times, delivery costs, and duplicate copies thought to be necessary in other locations.

Following are some of the department's notable accomplishments for FY 2016-17 and some specific objectives for FY 2017-18:

FY 2016-17 Accomplishments

- Restructured organization to improve programming, collection, and training for better public service.
- Remodeled San Luis Obispo branch creating 1,800 square feet of additional public space.
- Loaned wireless hotspots to provide patrons with remote internet access.
- Created a more robust adult programming schedule with trimester programs.
- Forged stronger ties with our Foundation and Friends of the Library groups with financial support being given system-wide. A \$25,000 donation from a Friends group to use on digital collections is an excellent example of this fundamental change in philosophy.
- Continued process improvement and customer-service models with the purchase of automation equipment, including automated materials handling, new self-checks, security gates, and Radio Frequency Identification tags.
- Refined customer-service model by updating policies/procedures and ensuring consistent best practices are upheld throughout the library system. Implementing three-hour computer sessions at all of our branches is an example of meeting this goal.
- Used metrics to showcase driving times to branches for not only current but prospective cardholders. This tool helps inform management decisions to ensure service, equity, and access for all county residents.
- Increased public awareness of library services with print and radio coverage. Increased social media footprint by posting more frequently which resulted in a 46% increase in followers of library content on Facebook.

FY 2017-18 Objectives

- Monitor automation effectiveness and look to purchase another Automated Materials Handling Machine to be placed at the Atascadero Regional Library. Reports of automation effectiveness should be ready for review by the fourth quarter of FY 2017-18.
- Create a targeted fundraising campaign for the Foundation to purchase a mobile library vehicle. Plans, including cost analysis, for fundraising should be ready for implementation by the end of the second quarter of FY 2017-18.
- Utilize the County's Facility Condition Assessment to plan for deferred maintenance repairs. Plans will be contingent upon other departmental priorities and Public Works capacity.
- Identify the root cause of the department's net borrowing status within the Black Gold consortium and work to reduce the dependence on other jurisdictions for library materials. Reports of circulation will be monitored throughout FY 2017-18 with a goal of reducing net borrowing by 5% when compared to the previous fiscal year.
- Increased adult programming activities that support the library's mission of lifelong learning. FY 2017-18 should realize a 10% increase in adult programs offered as compared to the previous fiscal year.
- Learn community aspirations by meeting with community members to better align resources with community needs.
- Increase Spanish language collections by 10%.

SERVICE PROGRAMS

The Library has a total expenditure level of \$9,965,075 and a total staffing level of 72.25 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.

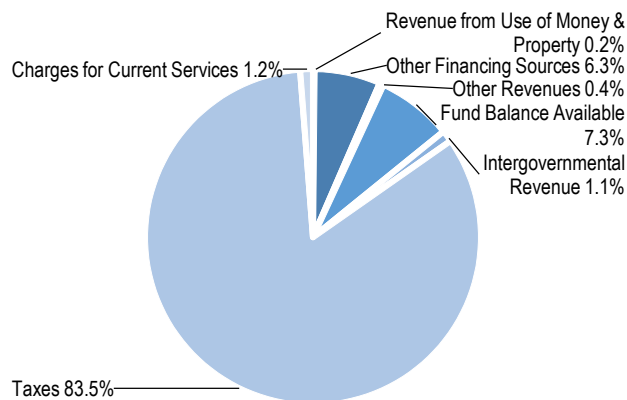
Total Expenditures: \$9,965,075

Total Staffing (FTE): 72.25

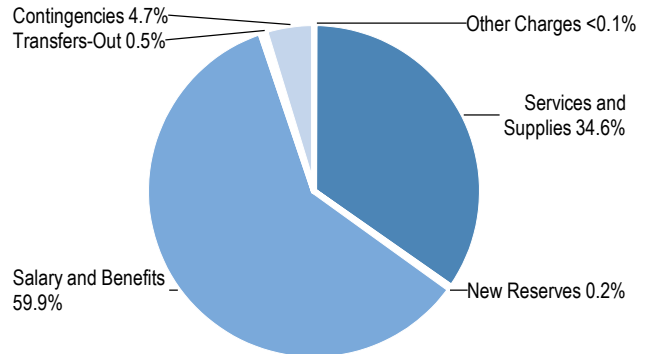
FINANCIAL SUMMARY

	FY 2016-17 Adopted	FY 2016-17 Estimated	FY 2017-18 Requested	FY 2017-18 Recommended	Change from FY 2016-17
Taxes	\$8,370,508	\$8,384,416	\$8,753,690	\$8,753,690	\$383,182
Revenue from Use of Money & Property	\$13,000	\$16,720	\$16,720	\$16,720	\$3,720
Intergovernmental Revenue	\$112,500	\$114,500	\$116,477	\$116,477	\$3,977
Charges for Current Services	\$205,800	\$128,800	\$128,500	\$128,500	\$(77,300)
Other Revenues	\$15,000	\$15,600	\$15,600	\$40,600	\$25,600
Other Financing Sources	\$666,552	\$666,552	\$666,552	\$666,552	\$0
Total Revenue	\$9,383,360	\$9,326,588	\$9,697,539	\$9,722,539	\$339,179
Fund Balance Available	\$1,140,489	\$0	\$761,700	\$761,700	\$(378,789)
Total Financing Sources	\$10,523,849	\$9,326,588	\$10,459,239	\$10,484,239	\$(39,610)
Salary and Benefits	\$6,195,213	\$5,995,213	\$6,304,317	\$6,277,359	\$82,146
Services and Supplies	\$3,288,766	\$3,445,239	\$3,632,716	\$3,632,716	\$343,950
Other Charges	\$5,000	\$2,428	\$5,000	\$5,000	\$0
Capital Assets	\$425,000	\$425,000	\$0	\$0	\$(425,000)
Transfers-Out	\$0	\$0	\$0	\$50,000	\$50,000
Gross Expenditures	\$9,913,979	\$9,867,880	\$9,942,033	\$9,965,075	\$51,096
Contingencies	\$495,699	\$0	\$495,059	\$495,059	\$(640)
New Reserves	\$114,171	\$22,147	\$24,105	\$24,105	\$(90,066)
Total Financing Requirements	\$10,523,849	\$9,890,027	\$10,461,197	\$10,484,239	\$(39,610)

Source of Funds



Use of Funds



COUNTY ADMINISTRATOR’S COMMENTS AND RECOMMENDATIONS

Financial Summary

The FY 2017-18 recommended budget for the Library reflects financing sources and total expenditures that are decreasing by \$39,610 or less than 1%. There is no change to the recommended amount of General Fund support for the Library compared to the FY 2016-17 adopted amount. The recommended General Fund support of \$666,552 represents 6% of the Library’s total budget of approximately \$10.5 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 2017-18 property tax revenues are budgeted to increase by approximately \$383,182 or 5% compared to FY 2016-17 adopted levels. Also available to fund the Library’s operating budget is \$761,700 in Fund Balance Available, which is comprised of expected expenditures savings at year end, unanticipated revenue, and unspent contingencies budgeted in FY 2016-17. It is important to note that the closure of the Diablo Canyon Power Plant will have a significant impact on the Library’s budget in the coming years due to the decrease in unitary tax. Unitary tax makes us approximately The Library receives approximately 5% of the Library’s budget.

The total balance in the Library’s reserves going into FY 2016-17 is a little over \$2 million. Approximately \$1.9 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 2017-18 includes \$495,059 in contingencies, which represents 5% of total expenditures.

Salary and benefits are recommended to remain generally flat compared to the FY 2016-17 adopted budget. Services and supplies are recommended to increase \$343,950 or 10%. Significant variances in this set of accounts include a \$268,732 or 19% increase in charges from County departments for support services. The most significant amounts occurring from Public Works for the services associated with the San Luis Obispo Library maintenance and expansion project. The recommended budget also includes a \$24,107 or 5% increase in in Black Gold Automated Circulation System expense, an increase of \$30,883 or 5% in the budget for Library

materials, and a new expense of \$38,000 for the second year warranty and license renewal costs associated with the Radio Frequency Identification (RFID)/Automated Materials Handling (AMH)/Materials Self-Check And Security.

Included in the FY 2016-17 budget was RFID system as a fixed asset in the amount of \$425,000. The FY 2017-18 budget does not include any fixed assets.

Service Level Impacts

As noted above, the recommended budget will allow the department to purchase \$30,883 in Library materials. In addition, as the RFID system, approved by the Board in FY 2016-17 is fully implemented, staff will be repurposed allowing for quicker checkouts of materials and greater circulation of materials.

Position Allocation List Changes

The FY 2017-18 recommended Position Allocation List (PAL) for the department includes a net decrease of 0.25 FTE positions compared to FY 2016-17 adopted PAL.

FY 2016-17 Mid-Year PAL Changes:

- Reclassification of 1.00 FTE Administrative Services Officer position to 1.00 FTE Program Manager position (Board approved 9/13/16).
- -1.00 FTE Coordinating Librarian position to align with the previously Board approved departmental restructure (Board approved 11/1/16).
- +1.00 FTE Library Branch Manager position to align with the previously Board approved departmental restructure (Board approved 11/1/16).

FY 2017-18 Recommended PAL Changes:

- -0.75 FTE Senior Account Clerk position and add 0.50 FTE Senior Account Clerk position to more accurately align position responsibilities.
- -1.00 FTE Librarian I-II position and add 1.00 FTE Librarian position to align with the departmental restructure approved by the Board on 4/19/2016.
- Split up 1.00 FTE Library Associate position to two 0.50 FTE Library Associates to allow more flexibility to increase public facing customer service levels following implementation of RFID/ Automation Materials Handling equipment.

BUDGET AUGMENTATION REQUESTS RECOMMENDED

None requested.

GOALS AND PERFORMANCE MEASURES

Department Goal: Maximize onsite and remote public access to a diverse collection of library materials, services and programs to meet research, educational, and recreational needs of the community.						
Communitywide Result Link: <input type="checkbox"/> Safe <input type="checkbox"/> Healthy <input checked="" type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community						
1. Performance Measure: Annual expenditures per capita.						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
\$34.35	\$35.50	\$36.13	\$36.27	\$37.90	\$37.93	\$37.95
What: The average annual expenditure per capita for the total library budget in libraries serving comparable populations is \$36.87. Two hundred 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 2016</i>).						
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.						
How are we doing? The projected FY 2016-17 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 2016). 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 projected FY 2016-17 amount of \$37.93 was calculated using an estimated population of 246,579 and a \$9,352,575 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>						
2. Performance Measure: Annual number of items circulated per capita.						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
10.1	9.8	9.6	10.5	10.3	10.9	10.9
What: The average annual number of items circulated per resident for public libraries serving comparable populations is 7.89. One hundred and ninety 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 2016</i>).						
Why: High circulation reflects success in meeting the educational, recreational, and informational needs, along with reading, viewing, and listening interests of the community.						
How are we doing? The projected FY 2016-17 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 2016-17 rate of 10.9 is based on an estimated population of 246,579 and a total circulation of 2,683,779. <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>						
3. Performance Measure: Annual expenditures per capita for library materials to include new and replacement copies.						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
\$2.29	\$2.74	\$2.76	\$2.82	\$2.85	\$2.86	\$2.87
What: The average annual expenditure per capita for library materials in libraries serving comparable populations is \$4.22. One hundred and ninety nine 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 2016</i>).						
Why: Adequate per capita spending is needed to keep and distribute a viable and current collection of library materials.						

How are we doing? Projected expenditures per capita continue to be low compared to similar public libraries throughout the nation. The Library's FY 2016-17 amount is below the national average of \$4.22 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 projected FY 2016-17 amount of \$2.86 was calculated using an estimated population of 246,579 and an expenditure amount of \$705,119. *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).

12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
New Measure	New Measure	1,037% (10.37 visits)*	3.5 visits*	4.00 visits	3.45 visits	3.75 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 projected FY 2016-17 facility utilization of 3.45 visits per capita per year anticipates that the Library will fall short of the adopted goal of 4.00 visits, which is likely in part the result of the closure and renovation of the San Luis Obispo Library, one of the busiest County libraries. It is estimated that without the closure of the San Luis Obispo Library, libraries would have seen 3.66 visits per capita, which although still short of the adopted 4.00 represents an increase in usage. The Library's target for FY 2017-18 reflects an expected increase in visits for the San Luis Obispo Library due to new amenities and continued interest in programming and services. The Library's projected 3.45 visits for FY 2016-17 was calculated using an estimated 850,110 visits divided by the population of 246,579.

There is no comparison data available at this time.

5. Performance Measure: Percentage of Current Cardholders per capita in the County.

12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
New Measure	New Measure	31%	25%	34%	26%	26%

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 two 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 two years) and dividing by census population data.

How are we doing? The Library's projected FY 2016-17 percentage of cardholders per capita of 26% was calculated using an estimated population of 246,579 and 64,525 current cardholders. The projected result of 26% is lower than the Library's target of 34% due to a patron reconciliation process that is conducted on an annual basis which will be reflected in all future calculations. During patron reconciliation accounts that had been inactive for more than two years are expunged from the Library's patron database. This process helps the Library maintain parity with other libraries in the Black Gold Cooperative, but is more precise than the Library's previous method of calculation based on three years of inactivity. While this significantly affects results for FY 2016-17, it will provide a standard 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; and offer new types of resources to reach underserved populations. The Library continues to partner with SLO MakerSpace, SLO Seed Exchange, and the County Jail. The Library has also begun circulating mobile Wifi hotspots and offering digital music downloads to appeal to new demographic segments. It should be noted, 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 total available Internet hours used by Library patrons.						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
New Measure	New Measure	42%	40%	41%	42%	50%
<p>What: For this measure, 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 will be added to meet customer needs.</p> <p>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.</p> <p>How are we doing? The projected use rate for the Library's public internet computers is 42% for FY 2016-17. This projection exceeds the adopted goal of 41%, indicating increased usage of public computers in Library facilities. The projection exceeding expectations for the current fiscal year, and projected growth in public computer hours for FY 2017-18 reflects a change in Library policy allowing more time per person on public computer stations. Another factor that affects the use of public internet stations is more library users bringing personal devices, or using the Library provided Chromebook computers to access the internet. Library customers are projected to use 27.9 Terabytes of information over the Library's WiFi during FY 2016-17, an increase of 5.4 Terabytes from the FY 2015-16 usage of 22.5 Terabytes. The Simmler Library 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 projected rate of 42% was calculated using an estimated 126,078 available hours with 53,145 hours of usage.</p> <p>There is no comparison data available at this time.</p>						

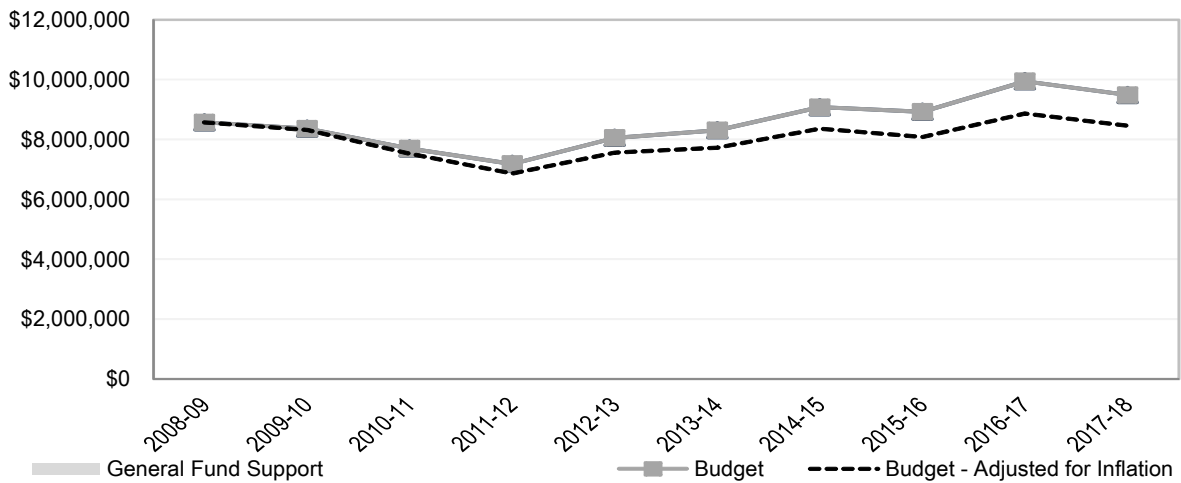
Parks and Recreation

Parks and Recreation provides recreational opportunities throughout the county with open space, parks, beaches, trails, lakes, and natural areas. Parks and Recreation operates as a Special Revenue Fund outside the County General Fund and is funded primarily through user fees and contributions from the County General Fund.

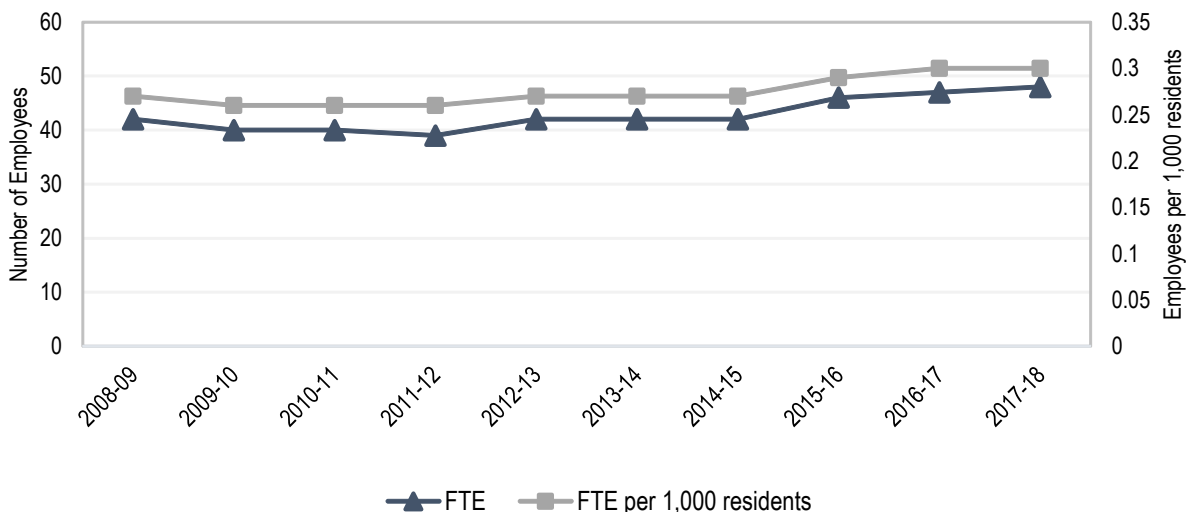
BUDGET AT A GLANCE

	FY 2017-18 Recommended	Change from FY 2016-17 Adopted	% Change
Expenditures	\$9,486,399	\$(455,859)	(5)%
Revenue	\$9,486,399	\$(455,859)	(5)%
General Fund Support	\$0	\$0	0%
Staffing Levels	48.00 FTE	1.00 FTE	2.13 %

Ten Year Budget History



Ten Year Staffing History



MISSION STATEMENT

The 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.

ABOUT THIS BUDGET

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 residents, the County's lakes, beaches, trails and parks draw thousands of visitors each year and contribute to the county's large tourism industry. County Park Rangers also maintain the public grounds that surround all of our many public buildings to provide safe, usable and attractive properties that welcome residents, visitors and employees.

County Park Rangers operate park facilities for the enjoyment of 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, the department 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 parks and provide an invaluable service. 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 anticipating increased numbers of visitors and improvement in fee-based revenues compared to the last several years largely due to the rain and rising lake levels this winter season. Boats are able to launch at Santa Margarita and Lopez lakes which will have a large positive impact on direct, and non-direct, revenues. As this trend continues, staff intends to complete projects deferred in past years. Staff is also consistently exploring 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.

Following are some of the department's notable accomplishments for FY 2016-17 and some specific objectives for FY 2017-18:

FY 2016-17 Accomplishments

- Began the process of national accreditation as per the Commission for Accreditation of Park and Recreation Agencies (CAPRA) standards, and completed 50 of the 151 standards.
- Assisted with the Dairy Creek Golf Course water issues and participated with the stakeholder team to begin the process to create a sustainable future for El Chorro Park/Dairy Creek Golf Course.
- Increased recreational activities by gaining Board of Supervisors approval for expanded concessionaire services at Vista Lago Adventure Park and Mustang Water Park, including new ziplines.
- Achieved an overall customer satisfaction rating of 93% based on surveys.

- Completed the rehabilitation of 28 campsites from primitive to full hook up sites at Lopez Lake, increasing revenue by \$40,000 per year. Installed the County's first four campground cabins.
- Completed rainbow trout plants at Lopez Lake, working with Fish and Wildlife, that increased recreational opportunities for the public and program revenue generation.
- Completed the new well and electrical work at C.W. Clarke Park in Shandon.
- Developed a seasonal hiring policy to better clarify and streamline hiring practices for Park Aides, Golf Aides, and Lifeguards (up to 80 individuals per year).
- Created a Zero Waste policy for the Parks and Recreation administrative offices.
- Enhanced the use of the new Parks and Recreation Department website for customer information and interactive use and increased reservations made online to approximately 50%.
- Used 73,000 hours of volunteer service in parks and facilities.
- Continued to create new and comprehensive marketing strategies focusing on Camp French that significantly increased the number of events and improved revenues.

FY 2017-18 Objectives

- Continue the national accreditation process and complete 89 additional standards of the 151 total standards.
- Continue the department's cost recovery plan project to determine proper cost recovery goals for the various facilities and services within the department.
- Implement the park-related recreational portion of the El Chorro Regional Park Programming Plan.
- Continue to develop additional revenue generating opportunities.
- Develop an updated departmental policy for donor and sponsorship recognition guidelines including commemorative benches.
- Complete the dock replacement at Santa Margarita Lake.

SERVICE PROGRAMS

Parks and Recreation has a total expenditure level of \$9,271,218 and a total staffing level of 48.00 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: \$8,952,774

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: \$318,444

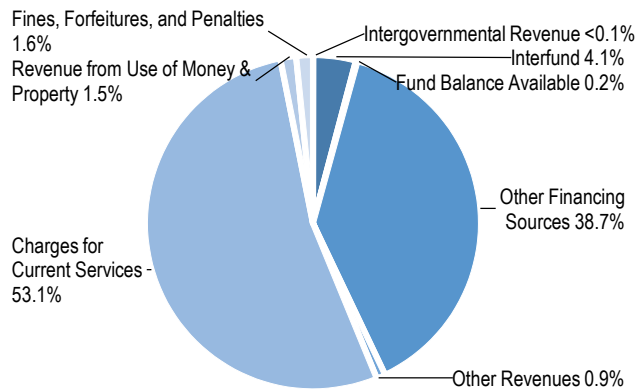
Total Staffing (FTE): 3.00

FINANCIAL SUMMARY

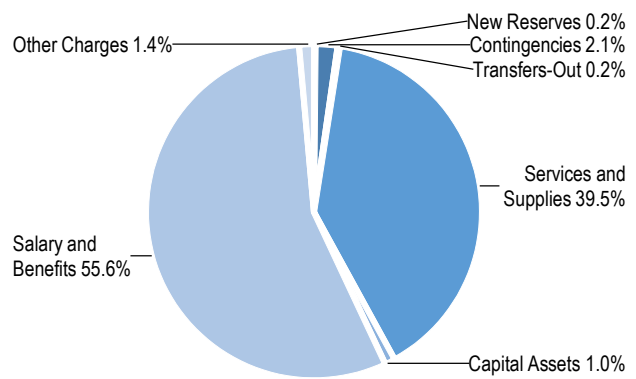
	FY 2016-17 Adopted	FY 2016-17 Estimated	FY 2017-18 Requested	FY 2017-18 Recommended	Change from FY 2016-17
Fines, Forfeitures, and Penalties	\$118,558	\$185,619	\$91,891	\$151,891	\$33,333
Revenue from Use of Money & Property	\$143,059	\$130,800	\$144,800	\$144,800	\$1,741
Intergovernmental Revenue	\$9,233	\$0	\$3,000	\$3,000	\$(6,233)
Charges for Current Services	\$4,858,841	\$4,613,392	\$5,035,875	\$5,035,875	\$177,034
Other Revenues	\$79,505	\$78,677	\$81,510	\$81,510	\$2,005
Interfund	\$347,235	\$374,070	\$387,974	\$387,974	\$40,739
Other Financing Sources	\$3,616,907	\$4,027,597	\$3,616,907	\$3,666,907	\$50,000
Total Revenue	\$9,173,338	\$9,410,155	\$9,361,957	\$9,471,957	\$298,619
Fund Balance Available	\$377,746	\$649,540	\$14,442	\$14,442	\$(363,304)
Cancelled Reserves	\$391,174	\$453,210	\$0	\$0	\$(391,174)
Total Financing Sources	\$9,942,258	\$10,512,905	\$9,376,399	\$9,486,399	\$(455,859)
Salary and Benefits	\$5,186,706	\$5,049,240	\$5,270,944	\$5,270,944	\$84,238
Services and Supplies	\$3,496,625	\$4,134,904	\$3,690,177	\$3,750,177	\$253,552
Other Charges	\$106,175	\$1,242,517	\$134,795	\$134,795	\$28,620
Capital Assets	\$51,000	\$51,000	\$9,500	\$94,500	\$43,500
Transfers-Out	\$20,802	\$20,802	\$20,802	\$20,802	\$0
Gross Expenditures	\$8,861,308	\$10,498,463	\$9,126,218	\$9,271,218	\$409,910
Contingencies	\$200,000	\$0	\$200,000	\$200,000	\$0
New Reserves	\$880,950	\$14,442	\$15,181	\$15,181	\$(865,769)
Total Financing Requirements	\$9,942,258	\$10,512,905	\$9,341,399	\$9,486,399	\$(455,859)

Community Services

Source of Funds



Use of Funds



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 contributions from the General Fund. The General Fund contribution of \$3,616,907 is recommended to remain the same as the FY 2016-17 adopted amount. Revenues are recommended to increase by \$298,619 or 3% and expenditures to increase by \$409,910 or 5% compared to FY 2016-17 adopted levels. Of its revenues, the department is projecting increases in camping fees (\$74,235 or 2%) and seasonal boat fees (\$36,000 or 150%), based on current year trends and the increased rainfall over the winter, which will provide ideal lake conditions going into the summer.

As it has in the past, the department will continue to budget contingencies at \$200,000 and also place \$15,181 into reserves for future maintenance projects. In addition, \$50,000 of Parks Public Facility Fees is recommended to be transferred into this fund center to develop options and scope for implementation of Nipomo Area Parks Plan. Although the funds for this project will reside in this fund center, it is discussed and reported on in Fund Center 230 – Capital Projects.

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 2017-18, there is \$86,391 available for distribution to outside governmental and non-profit agencies. Parks and Recreation received seven applications totaling \$127,920 during the competitive application period, exceeding funding available by \$41,529. 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:

- Maintenance, operation, planning, or development of off highway trails and facilities associated with off highway vehicles.
- Ecological restoration or repair of damage caused by off highway vehicles.
- Law enforcement entities and related equipment.
- 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 \$86,391 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	\$9,950	Partial payment to purchase OHV	\$9,950
2	Central Coast Concerned Mountain Bikers	Non-Profit	\$4,000	Pay workers to maintain Fernandez Trail a bike/hike trail within the OHV use area of Las Padres National Forest	WITHDRAWN
3	Central Coast Motorcycle Association	Non-Profit	\$40,000	Trail maintenance of six OHV trails at Los Padres National Forest	\$30,000
4	Central Coast Motorcycle Association	Non-Profit	\$27,000	Pozo La Panza Restoration Project. Restore areas where prior trails were located.	\$21,901
5	Central Coast Motorcycle Association	Non-Profit	\$14,343	Obtain sea train storage containers and cover for trail maintenance equipment storage at Los Padres National Forest	-
6	San Luis Obispo Fire Department	Government	\$32,627	Build a Utility Task Vehicle to provide rescue and law enforcement in the open spaces in San Luis Obispo	\$24,540
Total			\$127,920		\$86,391

Service Level Impacts

There are no service level impacts as a result of the recommended level of General Fund support for FY 2017-18.

FY 2016-17 Mid-Year PAL Changes:

- + 1.00 FTE Assistant Director of Parks

Position Allocation List Changes

The FY 2017-18 recommended Position Allocation List (PAL) for the department includes a net change of 1.00 FTE positions compared to FY 2016-17 adopted PAL.

BUDGET AUGMENTATION REQUESTS RECOMMENDED

Title: Replace fencing in Off Highway Vehicle (OHV) storage area at Coastal Dunes Campground	
Expense: \$60,000	Funding Source(s): General Fund support: \$0 OHV Funding: \$60,000
Intended Results:	
<ol style="list-style-type: none"> 1. Repair fencing around Coastal Dunes Campground for screening campers and their equipment that are used at Oceano Dunes. 2. Screen park users from the new Grover Beach Multi Modal Transit Center through the use of fencing, hardscape and plant material. 	

BUDGET AUGMENTATION REQUESTS NOT RECOMMENDED

None.

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.						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
New Measure	New Measure	New Measure	New Measure	59 (out of 151)	59	89
<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. While 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> <p>How are we doing? 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's goal is to complete 59 of the 151 planned standards for FY 2016-17A 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.</p>						
Department Goal: The Department will continuously improve its service delivery.						
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						
2. Performance Measure: Percentage of responses to Customer Satisfaction Survey rating overall park experience as "Satisfactory" or better.						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
95%	98%	98%	93%	95%	93%	93%
<p>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.</p> <p>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.</p> <p>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.</p>						

3. Performance Measure: Number of volunteer work hours performed yearly per Full-Time Equivalent (FTE) in County Parks and facilities.						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
New Measure	New Measure	New Measure	New Measure	980/FTE	980/FTE	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 changed 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 from year to year, but the Commission for Accreditation of Park and Recreation Agencies (CAPRA) benchmark standards demonstrate that volunteer hours per FTE ranges between 506 and 551. 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.</p> <p>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>						

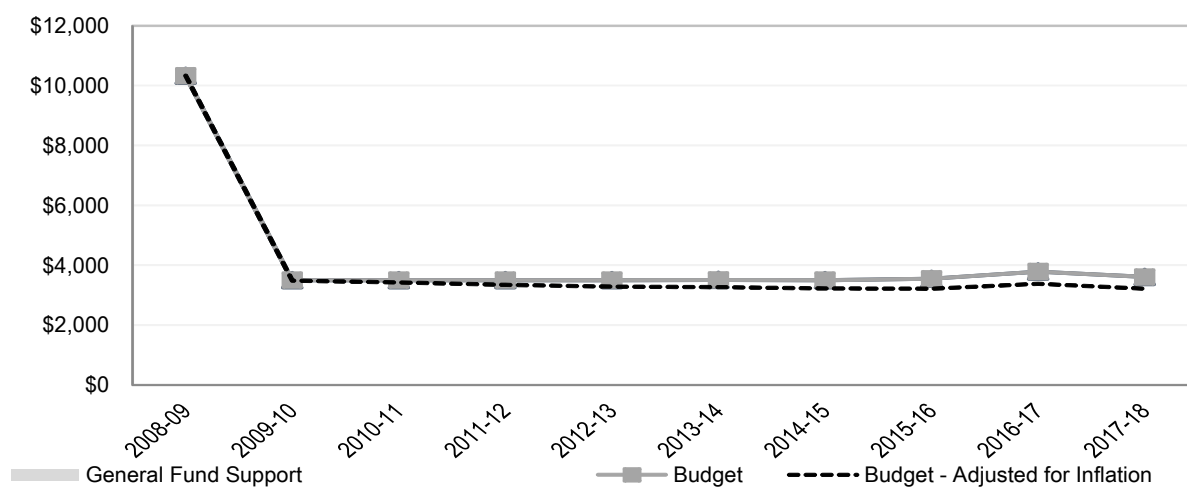
Wildlife and Grazing

Wildlife and Grazing provides land management in the form of rangeland development and predator control. Wildlife and Grazing is a Special Revenue Fund outside the County General Fund and is funded by grazing fees collected on Bureau of Land Management land and passed through to the County by the State of California.

BUDGET AT A GLANCE

	FY 2017-18 Recommended	Change from FY 2016-17 Adopted	% Change
Expenditures	\$3,608	\$(178)	(5)%
Revenue	\$3,608	\$(178)	(5)%
General Fund Support	\$0	\$0	0%
Staffing Levels	0.00 FTE	0.00 FTE	0.00 %

Ten Year Budget History



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.

SERVICE PROGRAMS

Wildlife and Grazing has a total expenditure level of \$3,608.

Predator Control

Provides funds to offset contracted services from the U.S. Department of Agriculture to manage predator/wildlife conflicts occurring on both urban and rural properties throughout the County.

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.

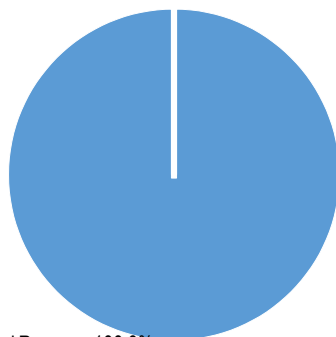
Total Expenditures: \$1,858

Total Staffing (FTE): 0.00

FINANCIAL SUMMARY

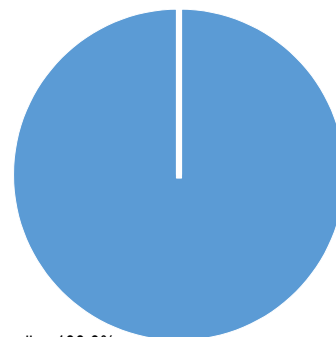
	FY 2016-17 Adopted	FY 2016-17 Estimated	FY 2017-18 Requested	FY 2017-18 Recommended	Change from FY 2016-17
Intergovernmental Revenue	\$3,608	\$3,608	\$3,608	\$3,608	\$0
Total Revenue	\$3,608	\$3,608	\$3,608	\$3,608	\$0
Fund Balance Available	\$178	\$178	\$0	\$0	\$(178)
Total Financing Sources	\$3,786	\$3,786	\$3,608	\$3,608	\$(178)
Services and Supplies	\$3,608	\$3,627	\$3,611	\$3,608	\$0
Gross Expenditures	\$3,608	\$3,627	\$3,611	\$3,608	\$0
New Reserves	\$178	\$178	\$0	\$0	\$(178)
Total Financing Requirements	\$3,786	\$3,805	\$3,611	\$3,608	\$(178)

Source of Funds



Intergovernmental Revenue 100.0%

Use of Funds



Services and Supplies 100.0%

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Financial Summary

The annual meeting of the Wildlife and Grazing Advisory Board (GAB) took place on April 6, 2017, after the FY 2017-18 recommended budget was finalized. The recommended funding levels for this fund center remain relatively consistent with those from previous fiscal years. Proposed expenditures of \$3,608 for FY 2017-18 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 funding for this fund center is Bureau of Land Management (BLM) 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.

Service Level Impacts

There are no service level impacts anticipated.

Position Allocation List Changes

This fund center does not have a Position Allocation List.

BUDGET AUGMENTATION REQUESTS RECOMMENDED

None requested.

Fiscal and Administrative

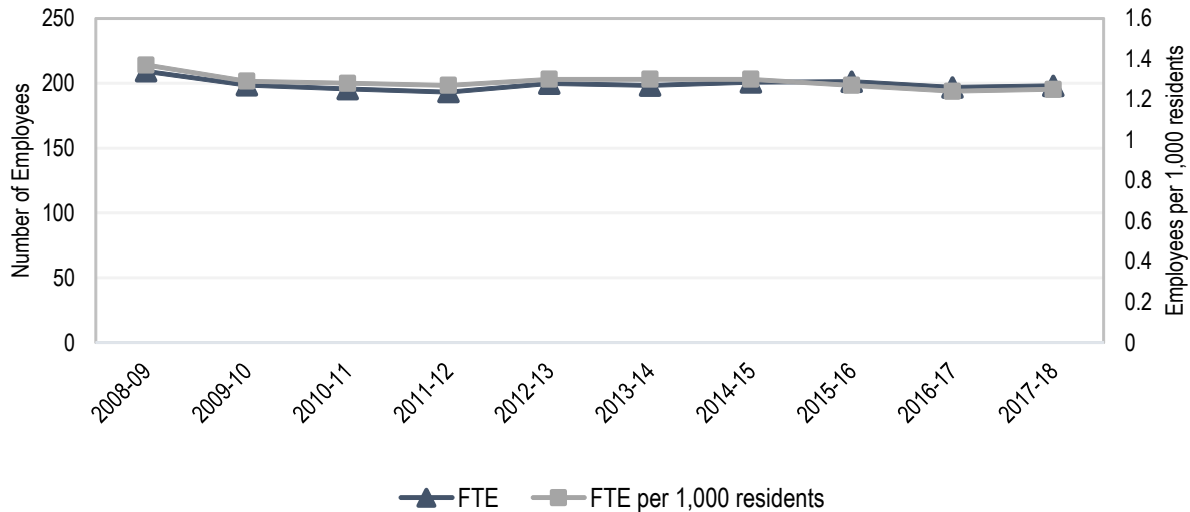
The Fiscal and Administrative Service Group includes those budgets that support the governance of the County as an organization, beginning with the Board of Supervisors, and including the recording and management of public documents, tax assessment and collection, auditing and accounting, and general administration of County departments, budgets and policies.

Budgets in the Fiscal and Administrative Service Group include: Administrative Office, Assessor, Auditor-Controller-Treasurer-Tax Collector-Public Admin, Board of Supervisors, Clerk-Recorder, and Organizational Development.

SERVICE GROUP BUDGET AT A GLANCE

	FY 2017-18 Recommended	Change from FY 2016-17 Adopted	% Change
Expenditures	\$27,266,750	\$991,606	4%
Revenue	\$5,949,031	\$(536,066)	(8)%
General Fund Support	\$21,317,718	\$1,527,671	8%
Staffing Levels	196.50 FTE	(0.25) FTE	(<1)%

Ten Year Staffing History



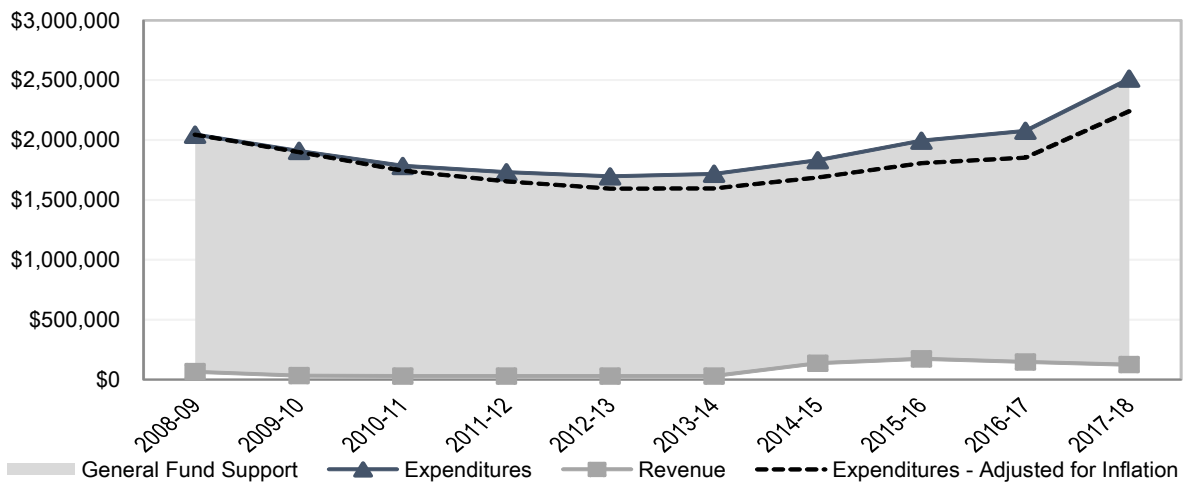
Administrative Office

The Administrative Office provides staff support to the Board of Supervisors and organizational support and oversight of all County departments.

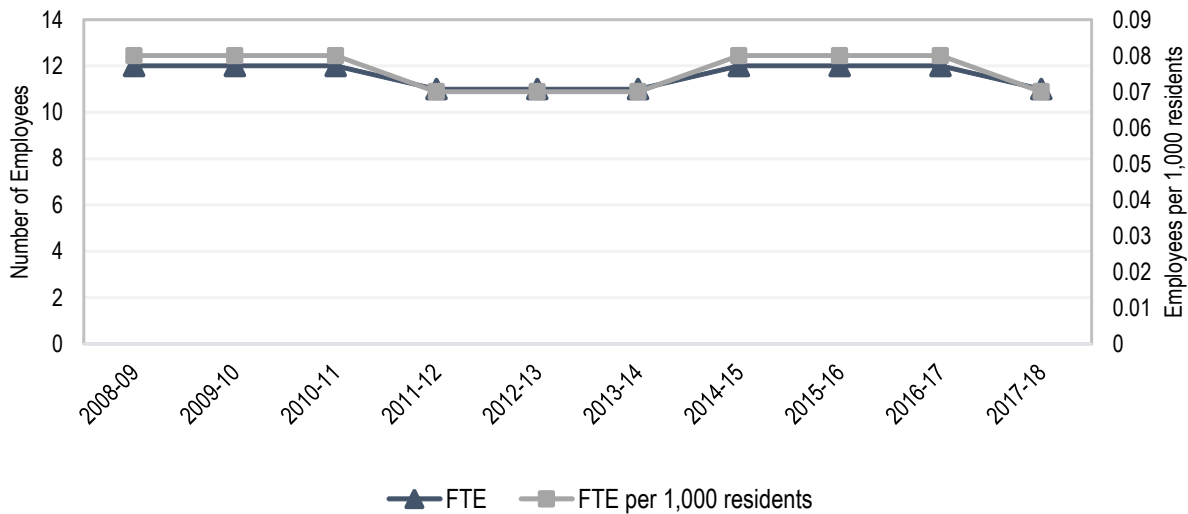
BUDGET AT A GLANCE

	FY 2017-18 Recommended	Change from FY 2016-17 Adopted	% Change
Expenditures	\$2,512,306	\$435,841	21%
Revenue	\$124,236	\$(22,589)	(15)%
General Fund Support	\$2,388,070	\$458,430	24%
Staffing Levels	11.00 FTE	(1.00) FTE	(8.33) %

Ten Year Budget History



Ten Year Staffing History



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.

ABOUT THIS BUDGET

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, monitor and assess the impacts of cannabis in order to ensure local control, and coordinate negotiation settlements with PG&E to ease the local impacts of the planned closure of Diablo Canyon Power Plant.

Following are some of the department's notable accomplishments for FY 2016-17 and some specific objectives for FY 2017-18:

FY 2016-17 Accomplishments

Program Coordination

- Coordinated the proclamation of local emergency related to the Chimney Fire and the potential waiver of fees for people who lost structures in the fire.
- Coordinated the settlement negotiations with PG&E, San Luis Coastal Unified School District and the seven cities aimed at easing the local impacts expected from the planned closure of Diablo Canyon Power Plant in 2025.
- Provided assistance to Homeless Services Oversight Council and Transitions Mental Health Association to continue implementing the 50Now Program as well as worked to encourage increased availability of affordable housing. Currently 50 of the 50 have been housed.
- Monitored and assessed the impacts of the Medical Cannabis Regulation and Safety Act (MCRSA) and Proposition 64 Adult Use of Marijuana Act (AUMA) and provided the Board with the necessary considerations to be made regarding the County's responsibility in order to ensure local control. Coordinated a cannabis urgency ordinance that established a moratorium on the cultivation of cannabis in all unincorporated areas of the County, with certain exceptions.

Water

- Led a County Drought Task Force to create contingency and emergency plans for the most vulnerable communities and provided 14 updates to the Board of Supervisors.
- 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.

Countywide Project Coordination

- Co-led, with Information Technology, the effort of implementing a new Budget Preparation (BP) system that will replace the current system that is over 20 years old and mitigate impacts of the enterprise system upgrade to County departments.
- Continued to support efforts of the Airport and Public Works departments to construct a new airport terminal building.
- Supported efforts of the Health Agency and Public Works department to finance and construct a new animal shelter, including working with the seven cities to agree on a cost sharing methodology.
- In conjunction with the Planning and Building department, prepared and presented an Affordable Housing report that assessed the current housing situation and provided a list of policy alternatives.

Communications

- Earned a 2016 Gold MarCom Award for the County's 6th annual report and published the 7th annual report. (www.slocountyannualreport.com)
- Received the 6th consecutive Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award for the FY 2016-17 Final Budget, representing a budget document of the very highest quality and best budget practices.
- Implemented two new County e-newsletters; one for the public and one for County employees.

FY 2017-18 Objectives

Program Coordination

- Continue to coordinate the programs and services provided by multiple departments to ensure that the County is able to provide vital services to residents.
- Coordinate negotiations with PG&E, the coalition of local cities, and San Luis Coastal Unified School District, and participate in hearings with the Public Utilities Commission (PUC).
- Provide assistance to Homeless Services Oversight Council and Transitions-Mental Health Association to continue implementation of the 50Now program as well as working to encourage increased availability of affordable housing.
- Coordinate County implementation of medical and non-medical cannabis regulations.

Water

- 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.

Countywide Project Coordination

- Complete implementation of a new budget preparation system that will replace the current system that is over 20 years old and mitigate impacts of the enterprise system upgrade to County departments.

- Continue to support efforts of the Airport and Public Works departments to finance and construct a new terminal building.
- Continue to support efforts of the Health Agency and Public Works department to construct a new animal shelter.
- Support early efforts to construct a co-located (Sheriff, Fire, Ambulance) dispatch center.

Communications

- Publish an 8th 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.

SERVICE PROGRAMS

The Administrative Office has a total expenditure level of \$2,597,306 and a total staffing level of 11.00 FTE to provide the following services.

Citizen Outreach Support

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

Total Expenditures: \$242,848

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: \$2,219,398

Total Staffing (FTE): 10.00

Organizational Effectiveness

Represents efforts geared toward creating a high performance, “results oriented” County organization. Activities include 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).

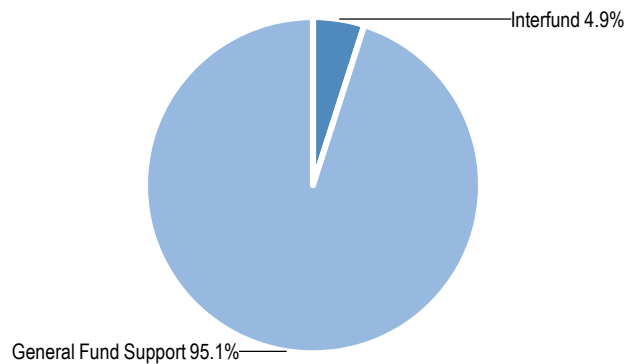
Total Expenditures: \$135,060

Total Staffing (FTE): 0.50

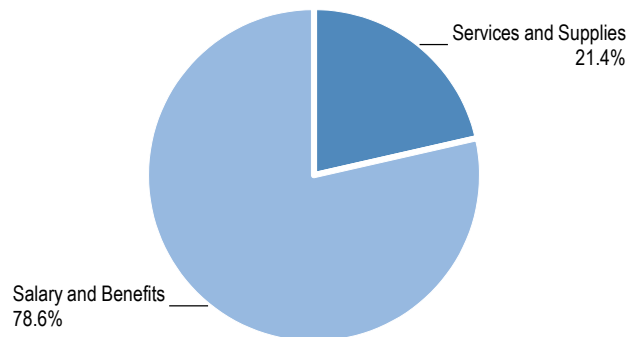
FINANCIAL SUMMARY

	FY 2016-17 Adopted	FY 2016-17 Estimated	FY 2017-18 Requested	FY 2017-18 Recommended	Change from FY 2016-17
Interfund	\$146,825	\$146,825	\$146,825	\$124,236	\$(22,589)
Total Revenue	\$146,825	\$146,825	\$146,825	\$124,236	\$(22,589)
Salary and Benefits	\$1,952,856	\$1,952,460	\$2,040,525	\$2,040,525	\$87,669
Services and Supplies	\$208,609	\$196,416	\$231,781	\$556,781	\$348,172
Gross Expenditures	\$2,161,465	\$2,148,876	\$2,272,306	\$2,597,306	\$435,841
Less Intrafund Transfers	\$(85,000)	\$(85,000)	\$(85,000)	\$(85,000)	\$0
Net Expenditures	\$2,076,465	\$2,063,876	\$2,187,306	\$2,512,306	\$435,841
General Fund Support	\$1,929,640	\$1,917,051	\$2,040,481	\$2,388,070	\$458,430

Source of Funds



Use of Funds



COUNTY ADMINISTRATOR’S COMMENTS AND RECOMMENDATIONS

Financial Summary

The recommended budget includes \$2.39 million of General Fund support, an increase of \$458,430 or 24% compared to FY 2016-17 adopted levels. Revenue is decreasing by \$22,589 or 15% compared to FY 2016-17 levels primarily due to reduced budgeting for the BP Replacement Project funded from FC 266 – Countywide Automation which is still in progress after initial implementation in FY 2016-17.

Overall, expenditures are recommended to increase by \$435,841 or 21% compared to FY 2016-17 adopted levels. Services and supplies are recommended to increase by \$348,172 or 167% compared to FY 2016-17 adopted levels. The increase in expenditures is driven by the one-time expense of the recommended Budget Augmentation Requests (BARs) noted below. The BARs include \$150,000 to fund consultant work necessary to coordinate the efforts of multiple departments resulting from new laws related to the cultivation of medical and recreational cannabis, as well as \$175,000 for consultant costs related to the necessary update to the County’s Public Facilities Financing Plan. This one time expense will be removed from the department’s budget in future years.

Service Level Impacts

The increase in recommended General Fund support for FY 2017-18 enables the Administrative Office to concentrate on the major focus of cannabis coordination as well as to maintain existing service levels.

Position Allocation List Changes

The FY 2017-18 recommended Position Allocation List (PAL) includes a net decrease of 1.00 FTE positions compared to FY 2016-17 adopted PAL. This change reflects elimination of the Limited Term position added in FY 2014-15 to support the replacement of the County’s budget preparation system

BUDGET AUGMENTATION REQUESTS RECOMMENDED

Title: Administrative Office Cannabis Consulting and coordination	
Expense: \$150,000	Funding Source(s): General Fund support: \$150,000
Intended Results:	
<ol style="list-style-type: none"> 1. Allow continued consultation of cannabis regulations and continued coordination of the anticipated increase in workload for departments to create a permanent ordinance by the end of 2017. 2. The Administrative Office will host at least one meeting a month to coordinate the efforts of multiple departments. 	

Title: Public Facilities Financing Plan Update Consultant Services	
Expense: \$175,000	Funding Source(s): General Fund support: \$175,000
<p>Intended Results:</p> <ol style="list-style-type: none"> 1. Update the Public Facilities Financing Plan projecting the costs of facilities for unincorporated area services necessary to accommodate development in unincorporated areas of the County to the year 2045 and demonstrating the nexus established between the public facilities fees collected and expended. 	

BUDGET AUGMENTATION REQUESTS NOT RECOMMENDED

None.

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.						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
3.5%	3.2%	3.0%	2.4%	2.6%	2.6%	2.5%
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.						
2. Performance Measure: Ratio of total contingencies and reserves to the County's General Fund operating budget.						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
20%	24%	27%	29%	20%	29%	20%
What: This measure shows how much money the County has in "savings" relative to our daily, ongoing expenses.						
Why: The measure provides staff, the Board and public with information on the financial health of the County. Our goal is to have a prudent level of savings that allows us to plan for future needs and withstand economic downturns. The target is to have a 20% reserve/contingency as a percent of the operating budget.						
How are we doing? This measure reflects the total amount of contingencies and reserves that could be accessed by the General Fund (some contingencies and reserves are restricted in use and are not available for use in the General Fund). A ratio of 29% of reserves to ongoing general fund expenses is above the generally accepted industry standard (20%) 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 standard in future years as funding set aside for planned capital facilities and deferred facility maintenance projects is committed.						
Department Goal: To provide high quality staff support in an effort to maximize the effectiveness of the Board of Supervisors.						
Communitywide Result Link: <input type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community						
3. Performance Measure: Percentage of Board members who respond to a survey indicating that Administrative Office staff provide satisfactory or better agenda support.						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
100%	100%	100%	100%	100%	100%	100%
What: The County Administrative Office surveys the Board of Supervisors annually to determine their level of satisfaction with our staff support relative to the accuracy, readability, and overall quality of the agenda reports.						
Why: The information gained from this survey allows us to continuously improve staff support to the Board.						
How are we doing? The 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.						

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

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

4. Performance Measure: Average percentage of responses from departments to a survey indicating the Administrative Office staff provides satisfactory or better support services.

12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
100%	100%	100%	100%	100%	100%	100%

What: The County Administrative Office surveys departments annually to determine their level of satisfaction with our staff support relative to accuracy, responsiveness, responsibility, timeliness and trustworthiness.

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

How are we doing? Based upon the 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.

Department Goal: To create an environment whereby all employees feel valued and are proud to work for the County.

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

5. Performance Measure: Overall average employee job satisfaction rating (on a 6 point scale).

12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
TBD- Survey Delayed	TBD Survey Delayed	4.96	Triennial Survey	Triennial Survey	Triennial Survey	Deleted

What: The County Administrative Office administers a survey to all permanent County employees in order to gauge their overall level of engagement 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 Organization 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. The plan is for the Employee Engagement and Needs Assessment Survey to be conducted every three years. The next survey is planned to take place in FY 2017-18, and will be administered through the Organizational Development department. Therefore, the Administrative Office will be transferring this performance measure to Organizational Development in FY 2017-18.

Department Goal: To create an environment whereby all employees feel valued and are proud to work for the County.

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

6. Performance Measure: Full-time equivalent Administrative Office analyst staff per 1,000 County employees.

12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
2.51	2.45	2.35	2.58	2.27	2.27	2.21

What: This measure shows the County of San Luis Obispo Administrative Office analyst 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 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. San Luis Obispo County comes in at 2.21 analyst staffing per 1,000 employees. 2.21 analyst staffing per 1,000 employees is considered adequate staffing, too high of a number would mean the Administrative office is overstaffed and too low would mean the office is understaffed.

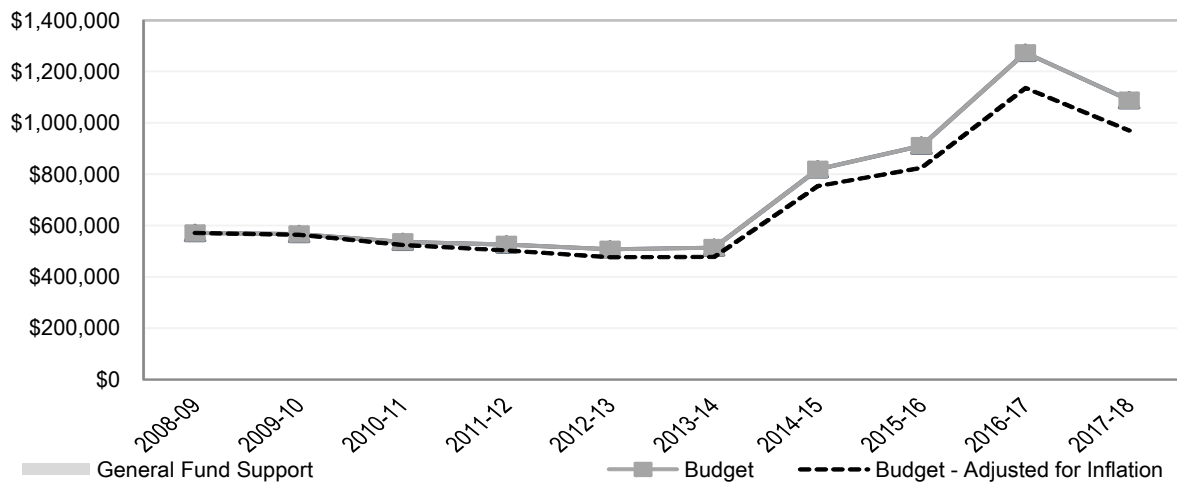
Organizational Development

Organizational Development provides County employees with opportunities for training and support to encourage the development of skills to support the County's organizational goals, and also provides for public awareness of available County services. Organizational Development operates as a Special Revenue Fund outside the County General Fund and is primarily funded by contributions from the County General Fund.

BUDGET AT A GLANCE

	FY 2017-18 Recommended	Change from FY 2016-17 Adopted	% Change
Expenditures	\$1,088,338	\$(184,853)	(15)%
Revenue	\$1,088,338	\$(184,853)	(15)%
General Fund Support	\$0	\$0	0%
Staffing Levels	2.00 FTE	0.00 FTE	0.00 %

Ten Year Budget History



Ten Year Staffing History



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.

ABOUT THIS BUDGET

Organizational Development is responsible for improving the County's interactive communication with the public; strategic planning, developing leadership within the organization, and training staff to support the County's organizational goals and objectives. This fund center includes the budget for the County's Learning and Development Center.

As FY 2017-18 approaches, the contract with the Centre for Organization Effectiveness will be recommended for renewal to provide employee development and training through the County's Learning and Development Center (LDC) 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 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 engagement with County government. The Communications division of Organizational Development will continue to roll out the County's new identity standards, complete with a new logo and seal. Organizational Development plans to continue using interactive communications tools, such as social media and e-newsletters, to effectively and strategically communicate with and engage members of the public and employees regarding important local issues.

Organizational Development staff 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.

Following are some of the department's notable accomplishments for FY 2016-17 and some specific objectives for FY 2017-18:

FY 2016-17 Accomplishments

- Delivered leadership development academies to approximately 120 County managers and supervisors. From the Fall of 2014 up to now, 276 managers and supervisors have been trained in these academies, representing about 61% of managers and supervisors.
- Designed and implemented an impact evaluation of the leadership academies, surveying approximately 240 program participants and their supervisors. This evaluation was designed to measure the degree to which program participants applied the knowledge, skills and tools taught in the academies, in their work, and to capture the benefits that resulted from that application.
- Provided over 100 training courses to County employees covering a wide range of topics such as leadership, customer service, communications, conflict resolution, and computer skills.
- Provided training on the DISC model for improving communications to 106 employees, as of the first half of FY 2016-17.

- Administered a follow-up County Employee Engagement survey focused on measuring progress made in meeting employee needs related to training resources and support. A total of 833 employees responded to this survey, which represents approximately 27% of the workforce. Notable survey results include:
 - 65% of respondents agree or strongly agree that they are provided enough training to perform their jobs well; and
 - 62% agree or strongly agree that the training options offered by the Learning and Development Center are valuable to their career.
- Launched the Learning and Development Center lending library to provide County employees with additional resources for their professional development.

FY 2017-18 Objectives

- Partner with the Centre for Organization Effectiveness to develop and deliver a new employee development program for line-level staff. Four two-day sessions will be held, training approximately 120 employees in FY 2017-18.
- Administer a full Employee Engagement Survey to measure progress made compared to the baseline data gathered in 2014, and funds to support the County Performance Management and Measurement initiative.
- Offer at least six webinars available from the ICMA Coaching program to interested County employees.
- Expand content on the Learning and Development Center website to facilitate self-directed, independent learning.
- Support development and implementation of the County's Performance Management and Measurement initiative by training department staff in creating effective performance metrics and in goals and measures development through the organization to all staff.

For accomplishments and objectives related to Communications, review FC 104 Administrative Office.

SERVICE PROGRAMS

Organizational Development has a total expenditure level of \$1,088,338 and a total staffing level of 2.00 FTE to provide the following services.

Employee Development and Training

Employee training and development creates and promotes individual and organizational effectiveness by developing and offering innovative and diverse programs to meet employee development needs aligned with the needs of the organization. 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: \$730,639

Total Staffing (FTE): 1.00

Social Media and Communications

Communications efforts focus on increasing citizen and employee awareness of County services, programs, policies and ordinances as well as increasing citizen and employee engagement with County government. A variety of web technologies are used to help the County communicate effectively with the people we serve. These tools help increase government responsiveness, improve information sharing, and facilitate greater public participation in County government.

Total Expenditures: \$277,699

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.

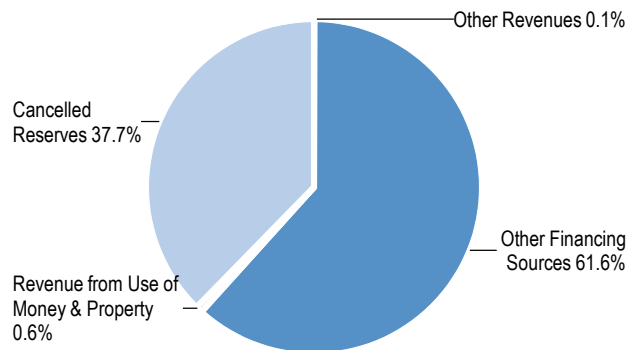
Total Expenditures: \$80,000

Total Staffing (FTE): 0.00

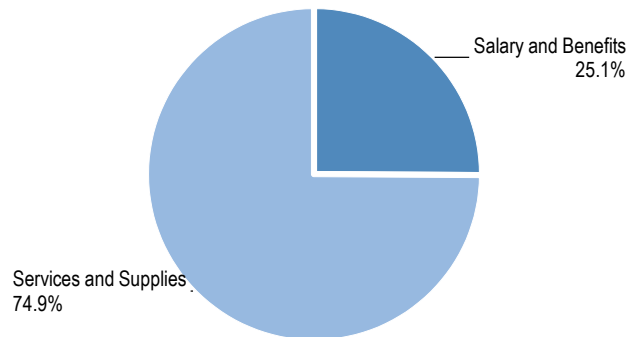
FINANCIAL SUMMARY

	FY 2016-17 Adopted	FY 2016-17 Estimated	FY 2017-18 Requested	FY 2017-18 Recommended	Change from FY 2016-17
Revenue from Use of Money & Property	\$7,000	\$7,493	\$7,000	\$7,000	\$0
Other Revenues	\$0	\$600	\$600	\$600	\$600
Other Financing Sources	\$1,081,393	\$1,081,393	\$907,736	\$670,813	\$(410,580)
Total Revenue	\$1,088,393	\$1,089,486	\$915,336	\$678,413	\$(409,980)
Fund Balance Available	\$89,767	\$89,767	\$0	\$0	\$(89,767)
Cancelled Reserves	\$95,031	\$95,031	\$0	\$409,925	\$314,894
Total Financing Sources	\$1,273,191	\$1,274,284	\$915,336	\$1,088,338	\$(184,853)
Salary and Benefits	\$263,724	\$266,932	\$272,973	\$272,973	\$9,249
Services and Supplies	\$657,182	\$671,400	\$677,569	\$815,365	\$158,183
Gross Expenditures	\$920,906	\$938,332	\$950,542	\$1,088,338	\$167,432
New Reserves	\$352,285	\$352,285	\$0	\$0	\$(352,285)
Total Financing Requirements	\$1,273,191	\$1,290,617	\$950,542	\$1,088,338	\$(184,853)

Source of Funds



Use of Funds



COUNTY ADMINISTRATOR’S COMMENTS AND RECOMMENDATIONS

Financial Summary

The recommended budget includes a General Fund contribution in the amount of \$670,813.

Total revenue is decreasing by \$409,980 or 38% compared to FY 2016-17 adopted levels due to the elimination of the one-time allocation of General Fund support to increase Organizational Development reserves in FY 2016-17. In order to balance this budget, it is recommended that \$409,925 of reserves be cancelled in order to maintain current service levels.

Total expenditures are recommended to increase by \$167,432 or 18% compared to FY 2016-17 adopted levels due to increases in the costs of contracts with Organizational Development training vendors, for the addition of classes to meet the training needs of County employees and increases in printing costs for countywide training and communications.

Services and supplies are recommended to increase \$158,183 or 24% compared to adopted FY 2016-17 levels. Most of these increases are a result of more countywide training services as well as improved outreach and communications. Transfers to other departments are increasing to reimburse those departments for the time that staff spends on organizational development activities.

Service Level Impacts

The recommended level of services will increase due to Budget Augmentation requests for an additional START training course and a third Supervisor Academy Session in FY 2017-18 as noted below.

Position Allocation List Changes

The FY 2017-18 recommended Position Allocation List (PAL) for Organizational Development includes no changes compared to FY 2016-17 adopted PAL.

BUDGET AUGMENTATION REQUESTS RECOMMENDED

Title: Additional START training course	
Expense: \$14,000	Funding Source(s): Countywide Training Reserves: \$14,000
Intended Results:	
<ol style="list-style-type: none"> 1. Current waiting list of 28 employees will be eliminated once the course is completed in FY 2017-18. 2. The number of employees trained in the START curriculum will increase by 50%, from 60 to 90 employees once the course is completed in FY 2017-18. 	
Title: Third Supervisor Academy Session in FY 2017-18	
Expense: \$35,500	Funding Source(s): Countywide Training Reserves: \$35,500
Intended Results:	
<ol style="list-style-type: none"> 1. The number of employees trained in the Supervisor Academy curriculum will increase by 50%, from 60 to 90 employees. 2. The number of employees trained from the Health Agency, Social Services and Public Works will increase approximately 94% (from 32 to 62) in FY 2017-18. 	

BUDGET AUGMENTATION REQUESTS NOT RECOMMENDED

Title: Purchase and Installation of a Learning Management System	
Expense: \$301,000	Funding Source(s): Countywide Training Reserves: \$301,000
Intended Results:	
<ol style="list-style-type: none"> 1. The number of unique County employees taking a training course through the Learning and Development Center will increase from 806 to 900 by 2020. 2. A minimum of 100 unique County employees will take at least one on-line training course offered by the Learning and Development Center in the first full year of operation of the system. 3. The time required for LDC to generate data for performance measure reporting will be reduced by from 8 to 4 hours or by 50% due to the ability to create ad hoc reports that require little or no manipulation of data by LDC staff. 4. The average overall participant satisfaction rating for on-line training courses offered by the Learning and Development Center in the first full year of operation will be at least 4.0 on a 5 point scale, with 1 = "poor", 2 = "fair", 3 = "good", 4 = "very good", and 5 = "outstanding." 	

GOALS AND PERFORMANCE MEASURES

Department Goal: To ensure that high-quality training opportunities aimed at creating a competent, results-oriented workforce are made available to County employees.						
Communitywide Result Link: <input type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community						
1. Performance Measure: Overall average participant satisfaction rating of training programs offered by the Learning and Development Center.						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
4.6	4.3	4.4	4.5	4.4	4.4	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 the first four months of FY 2016-17, the Learning and Development Center offered a total of 38 classes and, after most classes, sent an e-survey to all participants asking for their feedback on the course. Out of approximately 443 surveys sent out, 160 responses were received, representing a 36% response rate. The average overall program rating was 4.3 out of 5, indicating that the courses were rated, on average, as very good to outstanding. This result is slightly below the goal of achieving an overall average rating of 4.4 for the fiscal year. Given that this early result is so close to our target, the Learning and Development Center projects achieving its target rating by year end.</p> <p>Of the 160 responses received, 85 participants gave courses they attended a rating of outstanding and 48 gave a rating of very good. Comparison data is not available.</p>						
2. Performance Measure: Percentage of County employees annually impacted by the Learning and Development Center.						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
New Measure	New Measure	New Measure	31%	30%	30%	30%
<p>What: Provides data on the percentage of County employees taking advantage of non-mandated 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 training into the organization. This can indicate how successfully the center promotes its course offerings and can also indicate the quality and relevance of the offerings.</p> <p>How are we doing? In the first four months of FY 2016-17, a total of 466 employees attended non-mandatory training courses, 342 of which were unique employees. Based on a total permanent employee count of 2,540 at the end of the first quarter, the Learning and Development Center reached 13% of employees as of the end of October 2016. Based on participation rate and additional courses planned for the second half of the fiscal year, the Learning and Development Center anticipates meeting its target of reaching 30% of County permanent employees in FY 2016-17. Comparison data is not available.</p>						
3. Performance Measure: Percentage of eligible County employees who have successfully completed leadership academy training. (This measure is being deleted in FY 2017-18)						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
New Measure	New Measure	New Measure	28%	30%	27%	Delete
<p>What: Provides data on the percentage of eligible staff members who successfully completed leadership academy training delivered by the Centre for Organization Development (COE).</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>						

How are we doing? The County currently contracts with the Centre for Organization Effectiveness (COE) to provide leadership academies for County supervisors, managers and executives. Approximately 450 County employees are eligible for the Supervisor and Manager academies. In Fall 2016, 28 employees participated in the Manager Academy and 30 employees participated in the Supervisor Academy, for a total of 58 participants. Enrollment numbers for Spring 2016 sessions expect to be similar or slightly higher, which would bring the total for the year to approximately 120 participants; 27% of the 450 eligible population. Per the contract the County holds with COE, the total maximum number of participants in each academy per session is 30, for a total of 120 for the year. In total, 276 eligible employees will have been trained in these academies through December 2016, representing a 61% penetration rate. Comparison data is not available. This measure is recommended for deletion in order to focus more on higher level, outcome-based measures. However, the Learning and Development Center will continue to track this metric internally to ensure all eligible employees are able to participate in the Supervisor or Manager academies.

4. Performance Measure: Percentage of training participants that apply the new knowledge and skills learned in select training programs, in their job. (This measure is being added in FY 2017-18)

12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
New Measure	New Measure	New Measure	New Measure	New Measure	New Measure	60%

What: This measure provides data on the percentage of employees who participate in certain training programs offered by the Learning and Development Center that apply the new knowledge and skills learned in the program, in their jobs. This is known as a Level 3 evaluation in the Kirkpatrick training evaluation model; an industry best practice. Such evaluation is typically performed on key, strategic training courses selected by the organization; courses for which the organization has made a substantial investment to address an organizational need. Initially the Learning and Development Center will conduct a Level 3 evaluation of the Manager and Supervisor Academies and report the percentage of academy graduates that report they are applying the knowledge and skills they learned in the academy, in their work.

Why: It is not enough to teach employees new skills: it is imperative that training program participants also practice and apply the new skills learned in order to achieve the organization's goals for the training. The County has made a substantial investment in the delivery of the Manager and Supervisor Academies, which are designed to ensure participants gain skills in key competencies deemed essential for public sector leaders. Thus, it is important that academy graduates practice and apply the skills learned in the academies in their roles as supervisors and managers to ensure their effectiveness as County leaders.

How are we doing? The Learning and Development Center is developing an evaluation strategy to gather this data for the Supervisor and Manager Academies and anticipates surveying all academy alumni who participated in the academies from Fall 2014 through Spring 2016, by February 2017. Information on tangible and intangible benefits of the academy will also be gathered as part of this evaluation. The target of 60% is our best estimate of the percentage of participants that are using at least some of the knowledge and skills gained in the academies.

Moving forward, the Learning and Development Center plans to survey all participants of selected training courses six to nine months after they have completed the course. Comparison data has not yet been determined for this new measure.

Department Goal: To create an environment whereby all employees feel valued and are proud to work for the County.

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

5. Performance Measure: Overall average employee job satisfaction rating (on a 6 point scale).

12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
TBD- Survey Delayed	TBD Survey Delayed	4.96	TBD- Survey Delayed	TBD- Survey Delayed	TBD- Survey Delayed	4.9

What: This measure was transferred from FC 104 - Administrative Office. The Learning and Development Center (LDC) 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 Organization 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. The LDC plans to administer the next Engagement and Needs Assessment in early FY 2017-18. Current plans are to administer this assessment on a triennial basis. Comparison data is not available.

Department Goal: To improve transparency and increase public awareness of County services and programs.						
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: Percentage of people who like the County's Facebook page and are residents of San Luis Obispo County. (This measure is being added in FY 2017-18)						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
New Measure	New Measure	New Measure	New Measure	New Measure	New Measure	75%
<p>What: This measure tracks the percentage of total page likes of people who have indicated that they live in San Luis Obispo County. This information helps track how well the County is enhancing direct communication with the community on the public's most used and most popular social network.</p> <p>Why: This helps measure the effectiveness of the County's communications efforts on Facebook. The County aims to ensure that the majority of people who like its Facebook page are actually county residents to help raise awareness of the programs and services the County provides to the people we serve.</p> <p>How are we doing? This is a new measure for FY 2017-18. At the end of the first quarter of FY 2016-17, 69% of those who have liked the County's Facebook page lived in San Luis Obispo County. In other words, at this point in time, 3,891 of the 5,645 people who had liked the County's Facebook page were San Luis Obispo County residents. In the first quarter of FY 2016-17, approximately 190,000 people age 18+ have indicated that they live in San Luis Obispo County. Of those, 3,891 have liked the County's Facebook page at some point, opting in to receive public messages from the County on Facebook. That means about 2% of adult county residents on Facebook could have potentially seen the County's Facebook messages in the first quarter of FY 2016-17. Comparison data is not available.</p>						
7. Performance Measure: The number of subscribers to the monthly County News e-newsletter. (This measure is being added in FY 2017-18)						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
New Measure	New Measure	New Measure	New Measure	New Measure	1,000	2,000
<p>What: The County distributes a monthly e-newsletter to the public in an effort to raise awareness of County news, services and programs. This measure tracks the number of subscribers to that newsletter.</p> <p>Why: This measures the effectiveness of the County's communications efforts through its monthly e-newsletter and focuses on increasing access to government information and services online.</p> <p>How are we doing? This is a new measure for FY 2017-18. In an effort to enhance the County's communication with the community, the County began producing a monthly e-newsletter for the public in January 2016. The County expects to reach at least 1,000 subscribers before the end of the fiscal year. As of the first quarter of FY 2016-17, the County is on track to reach this goal. Comparison data is not available.</p>						
8. Performance Measure: Percentage of annual visits to the County of San Luis Obispo website (www.slocounty.ca.gov) from people who are in San Luis Obispo County. (This measure is being added in FY 2017-18)						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
New Measure	New Measure	New Measure	New Measure	New Measure	New Measure	55%
<p>What: The County's website receives more than 1 million sessions (visits) per year from people trying to access County services and information. This measures the percentage of visits coming from somewhere in the County.</p> <p>Why: The County aims to create website content that is informative and useful for residents. Therefore, the County wants the primary users of the site to be residents of the County. This measure tracks how successful the County is at attracting and engaging San Luis Obispo County residents online.</p> <p>How are we doing? This is a new measure. Comparison data is not available.</p>						

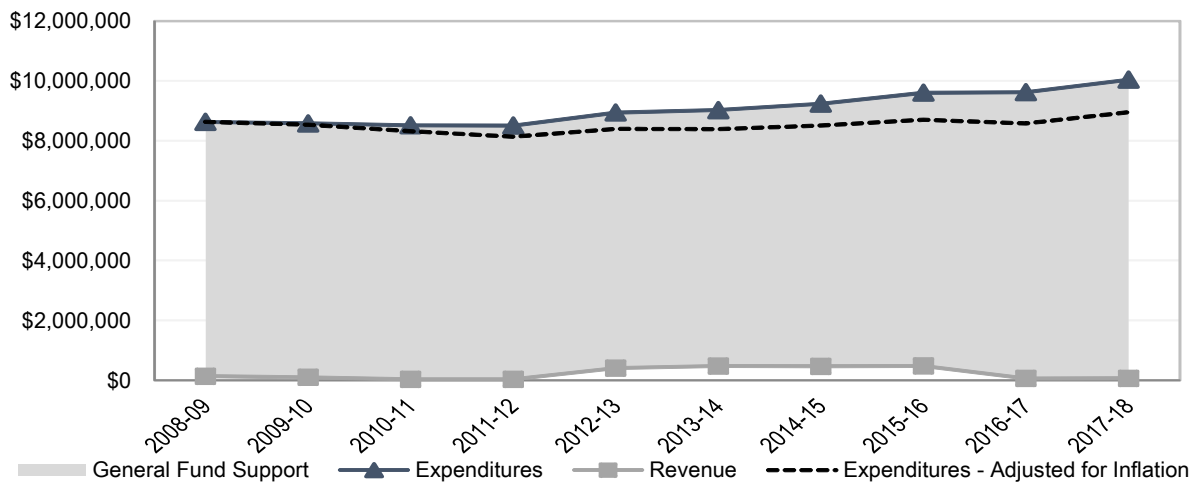
Assessor

The Assessor provides services to locate taxable property, identify ownership, and determine the value of real, business, and personal property within the county. The Assessor's Office is headed by an elected Assessor.

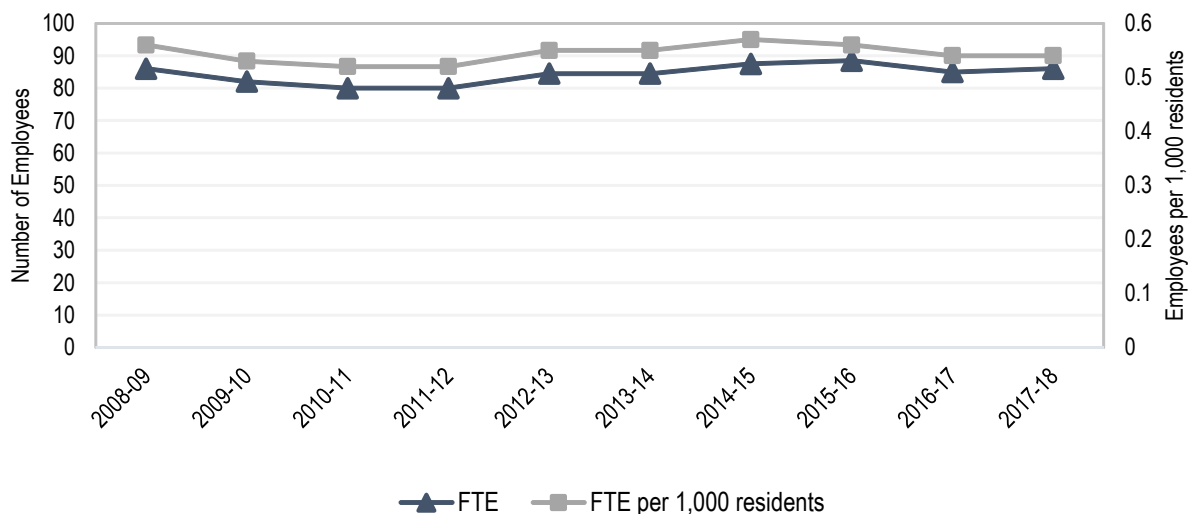
BUDGET AT A GLANCE

	FY 2017-18 Recommended	Change from FY 2016-17 Adopted	% Change
Expenditures	\$10,038,989	\$418,660	4%
Revenue	\$67,200	\$5,000	8%
General Fund Support	\$9,971,789	\$413,660	4%
Staffing Levels	85.00 FTE	0.00 FTE	0.00 %

Ten Year Budget History



Ten Year Staffing History



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.

ABOUT THIS BUDGET

The Assessor is constitutionally responsible for locating taxable property, identifying ownership, and determining the value of real, business, and personal property within the San Luis Obispo County. 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 maps and track the ownership for all parcels in the County.

In FY 2017-18, Assessor staff will address an ongoing combination of challenging issues. The real estate market's decline in property values, which began in 2006, continues to impact 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 factored base year value, as required by statute. In addition, 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.

The Assessor's mapping section is committed to its collaboration with Environmental Systems Research, Incorporated (Esri) to create a parcel fabric for the County. This project is a key component of the County's GIS strategic plan and will allow the department to maintain timely and accurate assessment maps and a GIS parcel map layer that can be used by all County departments and participating cities. Due to Esri's underestimation of the complexities of the contracted work, significant delays have occurred. Despite recent progress, the project will continue to impact the department into FY 2017-18.

Following are some of the department's notable accomplishments for FY 2016-17 and some specific objectives for FY 2017-18:

FY 2016-17 Accomplishments

- Scanned over 1,100,000 pages of historic recorded documents that contain assessor annotations for digital retrieval by Assessor's staff.
- The new Property Tax System went live in 2016.
- Completed multiple system enhancements to improve effectiveness of Assessment Evaluation System, Attribute Inventory Rewrite, and Appeals Tracking Systems through collaborative efforts of department staff and County IT.
- Twelve staff members who perform change of ownership and exemption duties were certified by the State Board of Equalization.
- The Assessment Evaluation Service System, which is used to track appraiser's workload, store property photos, and determine property values based on the property characteristics, was successfully upgraded to Office 2013.

FY 2017-18 Objectives

- Complete the parcel map conversion of 126,500 parcels to Esri and enter the maintenance phase of a Countywide GIS parcel layer that will serve all County departments partnering cities, and the public.
- Eliminate the 2,824 assessment roll work backlogs that resulted from the market downturn in 2006 by the end of FY 2017-18.
- Succession planning focused on staff education, training and cross-training, and procedural documentation, especially for critical tasks.
- Design and implement a back-file conversion plan to digitize the majority of the department's over 2,000,000 records.
- Eliminate all printing previously performed by county IT, through the use of the county Integrated Document Management (IDM) system and an outside vendor which will include both reports and correspondences with taxpayers.

SERVICE PROGRAMS

The Assessor has a total expenditure level of \$10,038,989 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: \$944,845
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: \$4,369,913
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: \$590,529

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: \$708,635

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.

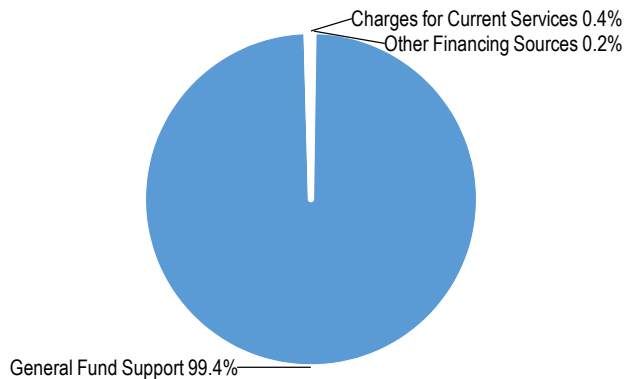
Total Expenditures: \$3,425,067

Total Staffing (FTE): 29.00

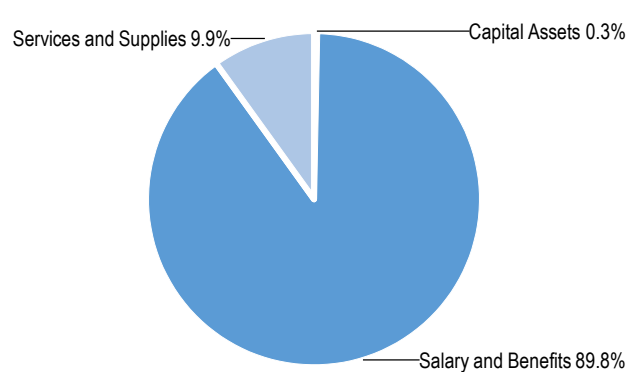
FINANCIAL SUMMARY

	FY 2016-17 Adopted	FY 2016-17 Estimated	FY 2017-18 Requested	FY 2017-18 Recommended	Change from FY 2016-17
Charges for Current Services	\$37,200	\$37,200	\$42,200	\$42,200	\$5,000
Other Financing Sources	\$25,000	\$25,000	\$0	\$25,000	\$0
Total Revenue	\$62,200	\$62,200	\$42,200	\$67,200	\$5,000
Salary and Benefits	\$8,655,370	\$7,530,000	\$9,011,066	\$9,011,066	\$355,696
Services and Supplies	\$920,459	\$920,459	\$972,047	\$997,922	\$77,463
Capital Assets	\$44,500	\$44,500	\$30,000	\$30,000	\$(14,500)
Gross Expenditures	\$9,620,329	\$8,494,959	\$10,013,114	\$10,038,989	\$418,660
General Fund Support	\$9,558,129	\$8,432,759	\$9,970,914	\$9,971,789	\$413,660

Source of Funds



Use of Funds



COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Financial Summary

The level of General Fund support for this budget is recommended to increase \$413,660 or 4% compared to FY 2016-17 adopted levels. Revenues are recommended to increase \$5,000 or 8% and total expenditures are recommended to increase \$418,660 or 4% when compared to FY 2016-17 adopted levels.

Revenues are increasing due to an anticipated increase in the volume of map bonds submitted due to the improving market.

Salaries and benefits are recommended to increase \$355,696 or 4% due to wage and benefit contribution increases for staff positions.

Services and supplies are recommended to increase \$77,463 or 8% due to a variety of factors. Charges from other departments are increasing by \$42,388 or 9% primarily due to email charges for the department shifting from FC 114 – Information Technology. Training expense is recommended to increase by \$11,700 or 30%. The recommended budget also includes an increase of \$35,000 or 41% due to a change in process for postage costs for the department's extensive number of required mailings to county taxpayers.

Three replacement printers at a cost of \$10,000 each are the only fixed assets recommended in FY 2017-18.

As stated under the department comments, the department is currently designing and implementing a back-file conversion plan to digitize the majority of the department's over 2,000,000 records. At FY 2016-17 year end, it will be recommended that the department utilize any salary savings from FY 2016-17 and carry the funds into FY 2017-18 to help fund this effort.

Service Level Impacts

There are no significant service level changes. The department continues to focus on programmatic changes as a result of the newly coveted Property Tax System and remains committed completing the parcel map conversion project.

Position Allocation List Changes

The FY 2017-18 recommended Position Allocation List (PAL) for the department includes a net change of 0.00 FTE positions compared to FY 2016-17 adopted PAL.

FY 2016-17 Mid-Year PAL Changes:

- -1.00 FTE Auditor-Appraiser III position as part of a departmental restructure to provide supervision and leadership for the Business Property Valuation Section in the Assessor's Office (Board approved 11/22/16)
- +1.00 FTE Supervising Auditor-Appraiser position as part of a departmental restructure to provide supervision and leadership for the Business Property Valuation Section in the Assessor's Office (Board approved 11/22/16)

FY 2017-18 Recommended PAL Changes:

None.

BUDGET AUGMENTATION REQUESTS RECOMMENDED

Title: Historic Map Preservation and Storage - Year 5 of 6	
Expense: \$25,000 Total Program Cost: \$150,000 over six years	Funding Source(s): FC 266 Countywide Automation Replacement: \$25,000
Intended Results:	
<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: Vol. 1 Township Maps of San Luis Obispo County • Year 2: Re-subdivision Maps, Associated Almond Growers Subdivisions, and Map of Atascadero Beach • Year 3: Acquire storage cabinets to house the largest of the Assessor's historic maps yet to be preserved (all of the maps outlined for Years 4, 5, and 6) • Year 4: Atascadero Colony Parks & Townsites • Years 5 - 6: City of San Luis Obispo – Blocks 2. Assure that historic maps are preserved and available as a part of the public record for 300- 500 years in the future as required by the State. 3. Enable the department to provide accurate assessment rolls in the future. 	

BUDGET AUGMENTATION REQUESTS NOT RECOMMENDED

Title: Add 1.00 FTE Auditor Appraiser I	
Expense: 74,988	Funding Source(s): General Fund support: \$74,988
Intended Results: 1. Increase in tax dollars. 2. Decrease in Assessment Appeals.	
Title: Preserve microfilm, scan for digital retrieval, bind and acquire storage for Historic maps	
Expense: \$1,500,000	Funding Source(s): General Fund support: \$1,500,000
Intended Results: 1. Additional archival storage cabinets and shelving will be acquired. 2. The abstract of deeds will be bound in archival bindings and stored in shelving units designed for long-term storage. 3. Preserved maps will be available for public record for 300 to 500 years into the future.	

Note: The department will continue to coordinate with the Administrative Office to determine the best path forward for the preservation of the Historic maps and may request a mid-year BAR during FY 2017-18.

GOALS AND PERFORMANCE MEASURES

Department Goal: To levy fair and equitable assessments on taxable property in an accurate and timely manner by using accepted appraisal principles and prevailing assessment practices.						
Communitywide Result Link: <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 the assessment roll completed by June 30th of each year.						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
89%	91%	96.3%	96.3%	98%	97%	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 set the target completion rate at 98% for FY 2016-17. This reflected the appraiser position added to the department's staff during the FY 2015-16 budget cycle. The department continues to face ongoing challenges resulting from the retirement of long term upper level appraisal staff members as well as implementation of the new property tax system. Significant vacancy levels have impacted the department's ability to eliminate backlog resulting in a projection of 97% complete. Once backlogs are eliminated, staff will again be able to complete current year work items and focus on data collection, cost research, record maintenance, and database enhancement that, which due to excessive workloads combined with prior reduced staffing 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.						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
3,306	3,359	3,232	2,928	3,300	3,000	3,000
<p>What: This measurement tracks the workload per appraiser from year to year.</p> <p>Why: Tracking changes in workload is an indicator of changes in production levels as new procedures or automated systems are introduced, and helps to evaluate the efficiency of departmental procedures and service to the public.</p> <p>How are we doing? The number of completed assessments per appraiser 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.</p> <p>The department also set 3,300 as the target for FY 2016-17. The department does not expect to meet this target because vacancies have continued to be problematic and is now projecting 3,000 for FY 2016-17, targeting this same amount for FY 2017-18. The valuation section continues to experience high levels of staff turnover primarily due to staff retirement. 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.</p> <p>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 in combination with staffing concerns noted above impact the actual number of appraisals that each appraiser is able to complete.</p>						

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: <input type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community						
3. Performance Measure: The number of assessment appeals filed for every 1,000 assessments.						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
2.7	3.5	1.3	0.85	1.3	1.0	1.0
<p>What: When property owners disagree with their property's assessed value, they may file for an Assessment Appeal hearing with the Assessment Appeals Board. The number of real property appeals is used as an indicator of accuracy and equity among assessments. A low number of appeals is associated with a greater degree of accuracy and the property owner's satisfaction with their assessments.</p> <p>Why: The Assessor strives to make accurate and thorough assessments when property is initially valued in an effort to control the costs associated with producing the assessment roll. This measure enables the department to track accuracy and equity among assessments.</p> <p>How are we doing? As the real estate market strengthens, property values 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 appeal. 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.</p> <p>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 our 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 2014-15), San Luis Obispo County continues to have the lowest number of assessment appeals filed among the comparable counties of Santa Barbara (2.4), Marin (3.2), Monterey (4.2), Sonoma (3.2), Napa (3.5), Placer (3.1), and Ventura (8.9).</p> <p>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 but ultimately did not due to the exceptional public service of the department's staff. The department projects the FY 2016-17 results at 1.0 and targets this for FY 2017-18 due to the ongoing market strength and the department's proactive public service efforts.</p>						
4. Performance Measure: Cost per assessment.						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
\$43.97	\$44.77	\$47.11	\$49.51	\$51.50	\$51.50	\$52.50
<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 is projecting a cost per assessment of \$51.50 for FY 2016-17 based on an expected 186,000 assessments. The most recent California State Board of Equalization Report on Budgets, Workloads, and Assessment Appeals Activities for Assessor's Offices (statistics for FY 2014-15) shows San Luis Obispo County as one of the counties with a lower cost per assessment among the comparable counties of Santa Barbara (\$63.59), Marin (\$64.32), Placer (\$65.18), Napa (\$59.37), Ventura (\$48.80), Sonoma (\$42.71), and Monterey (\$34.25).</p> <p>The Department is targeting an amount of \$52.50 for the FY 2017-18. The increase is due to an anticipated increase in salary and benefits and service and supply costs.</p>						

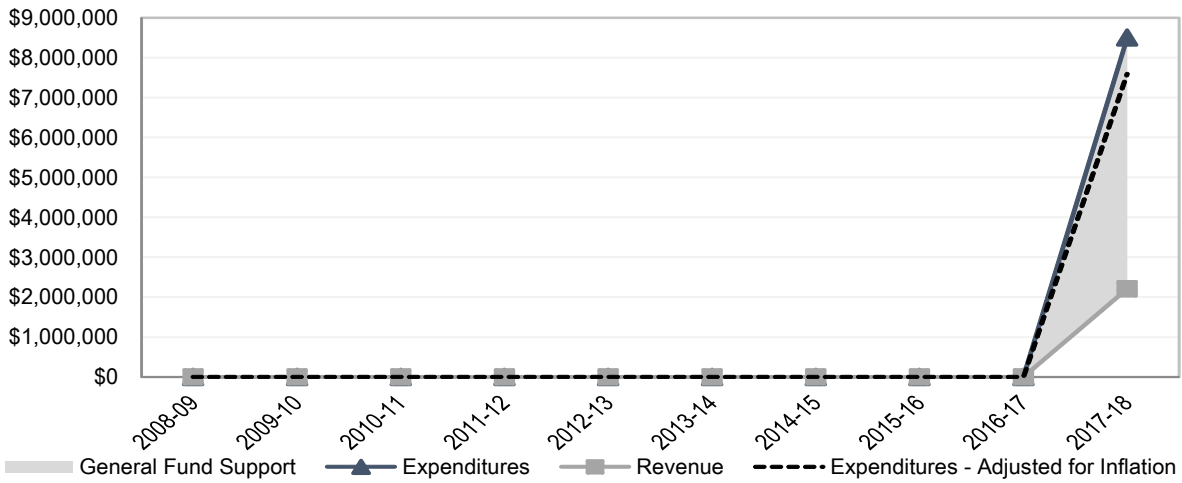
Auditor-Controller-Treasurer-Tax Collector-Public Admin

The Auditor-Controller Treasurer-Tax Collector-Public Administrator's Office (ACTTCPA) provides for all accounting and auditing functions of County government, collects taxes and other assessments, and invests funds on behalf of County departments and agencies. The Office is headed by an elected Auditor-Controller Treasurer-Tax Collector-Public Administrator.

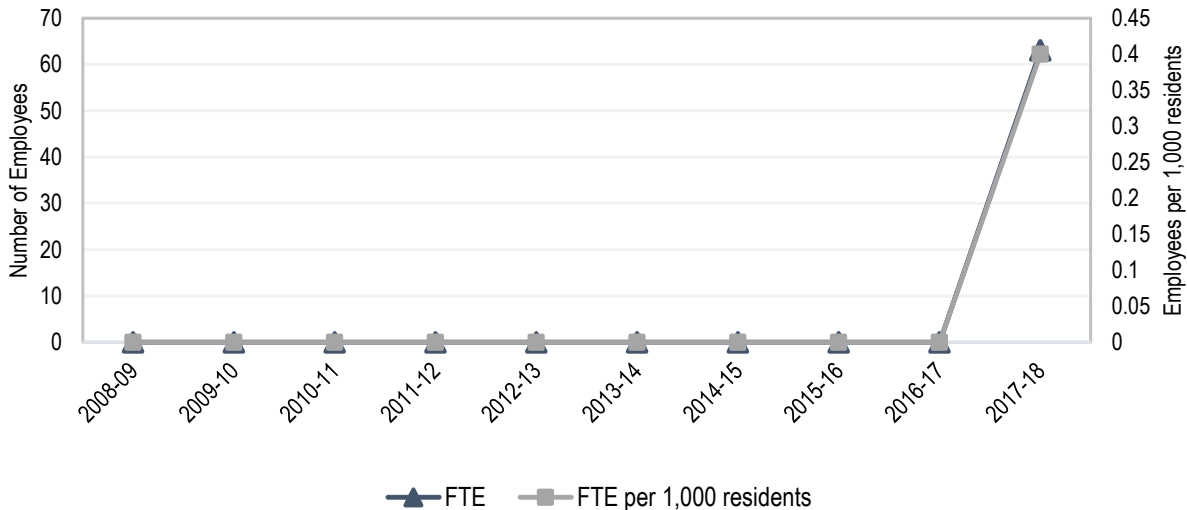
BUDGET AT A GLANCE

	FY 2017-18 Recommended	Change from FY 2016-17 Adopted	% Change
Expenditures	\$8,506,147	\$8,506,147	0%
Revenue	\$2,211,797	\$2,211,797	0%
General Fund Support	\$6,294,350	\$6,294,350	0%
Staffing Levels	63.00 FTE	63.00 FTE	0.00 %

Ten Year Budget History



Ten Year Staffing History



MISSION STATEMENT

The Auditor-Controller-Treasurer-Tax Collector's Office ensures the public's trust by serving as the guardian of assets and funds administered for the County, cities, schools, and special districts and by being an independent source of financial information and analysis for the public, local governmental agencies, County departments, and all other stakeholders.

ABOUT THIS BUDGET

The Auditor-Controller-Treasurer-Tax Collector-Public Administrator (ACTTCPA) 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 the County, the ACTTCPA 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. As the County Tax Collector, the ACTTCPA collects taxes and other assessments, as required by law. As the County Treasurer, the ACTTCPA holds and invests funds on behalf of County departments, agencies and related entities, such as school districts.

In August 2013, the offices of Auditor-Controller and Treasurer-Tax Collector-Public Administrator merged. FY 2017-18 is the first year that the department's budget is included in a single fund center. The 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.

In FY 2017-18, the department plans to redesign its web site and make it more friendly for mobile devices. Additionally, the department plans to enhance the Taxes on the Web (TOW) software system, which was among the first in the state to allow taxpayers to view and pay their property taxes online.

Following are some of the department's notable accomplishments for FY 2016-17 and some specific objectives for FY 2017-18:

FY 2016-17 Accomplishments

- Successfully completed a multi-department project to convert the County's mainframe property tax system to a less expensive and more modern database environment, saving over \$500,000 annually countywide.
- Implemented a new survey system for the public to easily provide feedback on the service they receive at the department's public service counter.
- Expanded cross-training with the County Assessor's Office so the two offices can work together to provide better service to the public.
- Implemented a new Cost Plan software program and used it to prepare the County's FY 2017-18 Cost Plan. The new Cost Plan program replaced the County's outdated DOS based system.
- Updated the County Travel Policy.
- Installed six of the latest enhancement packs for the County's enterprise financial system (EFS). Support packs are applied annually to maintain existing functionality.

FY 2017-18 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 thereby reducing fees and interest charged to taxpayers.
- Redesign the department's web site, including Taxes on the Web, based on both public and private sector best practices. One of the goals of the website redesign is to make it more friendly for mobile devices.
- Continue to increase paperless billing and electronic payments and processing, by using billing inserts, press releases, and general taxpayer correspondence. For FY 2017-18, the department expects to process over 280,000 payments, with 100,000 of those being electronic.
- Install an enhancement pack which will bring the EFS system up to date with the most current version of SAP which would be required for any future upgrades to the system.
- Identify funding options for the new Animal Services facility which is estimated to cost \$14,000,000. Potential financing sources include use of reserves and issuance of debt.

SERVICE PROGRAMS

The Auditor-Controller-Treasurer-Tax Collector's Office has a total expenditure level of \$8,530,738 and a total staffing level of 63.00 FTE to provide the following services:

Accounts Payable

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

Total Expenditures: \$595,609

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. Review all County fees. 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: \$684,488

Total Staffing (FTE): 4.50

General Accounting and Budget/Cost Plan

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. Manage all County debt service issues including accounting, budgeting, and disclosure requirements. Assist the County

Administrator and Board of Supervisors in developing the proposed and final County budget. Analyze and forecast annual budget expenditures. Prepare countywide cost allocations, state mandated program claims, indirect cost rate proposals and special reporting requests.

Total Expenditures: \$1,163,446

Total Staffing (FTE): 7.00

Payroll Processing

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

Total Expenditures: \$1,187,134

Total Staffing (FTE): 8.00

Property Tax Administration

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: \$575,450

Total Staffing (FTE): 5.00

Systems Support and Automation

Maintain the operations of the department's automation and technology related hardware, software, and infrastructure. Evaluate existing manual departmental processes and make recommendations for improved efficiencies through automation. Design and support tax collection related systems. Maintain the countywide enterprise resource planning system. Provide training and prepare manuals and documentation related to supported systems.

Total Expenditures: \$1,704,092

Total Staffing (FTE): 10.00

Tax and Assessment Collections

Manage the billing, collection, and accounting of property taxes for both secured property (residential and commercial land and buildings) and unsecured property (business fixtures and equipment, racehorses, airplanes, and boats). Collect delinquent property taxes and coordinate the sale of tax-defaulted property through sealed bid sales, "Chapter 8" agreement sales, and public auctions. 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, the San Luis Obispo County Tourism Business Improvement District assessment, and the Tourism Marketing District assessment. Collect payments for tickets for violations issued by the County Airport, California Highway Patrol, and County Sheriff. Collect Local Agency Formation Commission (LAFCO) budget payments.

Total Expenditures: \$1,939,537

Total Staffing (FTE): 17.82

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: \$450,097
Total Staffing (FTE): 4.42

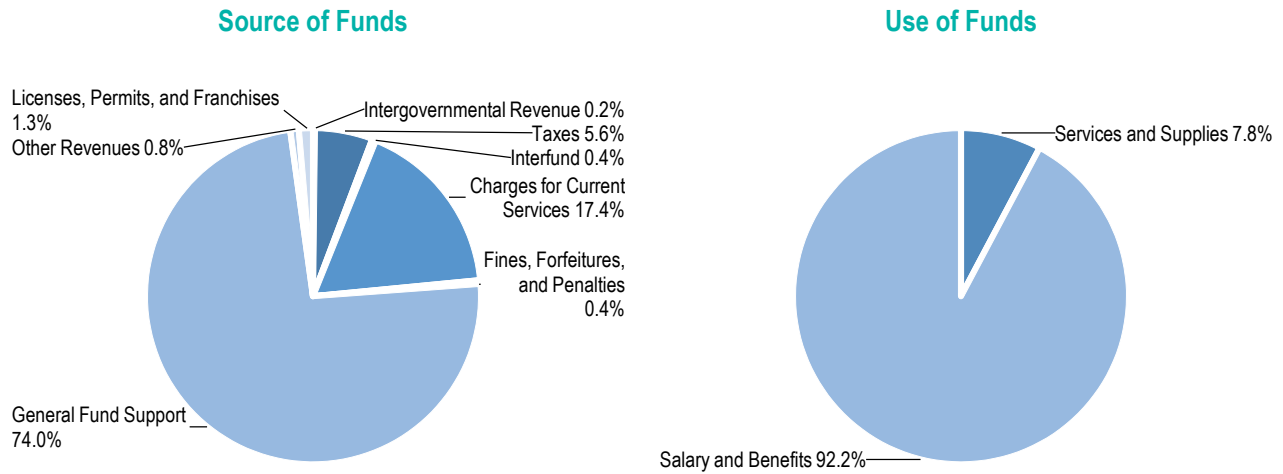
Public Administrator

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: \$230,885
Total Staffing (FTE): 1.26

FINANCIAL SUMMARY

	FY 2016-17 Adopted	FY 2016-17 Estimated	FY 2017-18 Requested	FY 2017-18 Recommended	Change from FY 2016-17
Taxes	\$0	\$473,765	\$473,765	\$473,765	\$473,765
Licenses, Permits, and Franchises	\$0	\$109,283	\$114,444	\$114,444	\$114,444
Fines, Forfeitures, and Penalties	\$0	\$29,000	\$30,500	\$30,500	\$30,500
Intergovernmental Revenue	\$0	\$16,726	\$15,633	\$15,633	\$15,633
Charges for Current Services	\$0	\$1,412,943	\$1,439,389	\$1,477,158	\$1,477,158
Other Revenues	\$0	\$65,025	\$70,297	\$70,297	\$70,297
Interfund	\$0	\$30,000	\$30,000	\$30,000	\$30,000
Total Revenue	\$0	\$2,136,742	\$2,174,028	\$2,211,797	\$2,211,797
Salary and Benefits	\$0	\$7,623,834	\$7,831,870	\$7,868,889	\$7,868,889
Services and Supplies	\$0	\$702,860	\$661,099	\$661,849	\$661,849
Gross Expenditures	\$0	\$8,326,694	\$8,492,969	\$8,530,738	\$8,530,738
Less Intrafund Transfers	\$0	\$(21,239)	\$(24,591)	\$(24,591)	\$(24,591)
Net Expenditures	\$0	\$8,305,455	\$8,468,378	\$8,506,147	\$8,506,147
General Fund Support	\$0	\$6,168,713	\$6,294,350	\$6,294,350	\$6,294,350



COUNTY ADMINISTRATOR’S COMMENTS AND RECOMMENDATIONS

Financial Summary

As referenced in the department’s narrative, the Auditor-Controller’s Office and Treasurer-Tax Collector-Public Administrator offices were combined into a single department in 2013. The budgets were not consolidated at that time as the County was in the process of designing a new budget system. With implementation of the new budget system, FY 2017-18 is the first year of a single year budget for the ACTTCPA. This narrative compares the previous two FY 2016-17 budgets to the FY 2017-18 combined department budget.

General Fund support is recommended to increase by \$223,022 or 4% when compared to the consolidated FY 2016-17 adopted levels. Revenue is increasing minimally, \$23,291 or 1%.

Expenditures, overall, are increased by \$245,563 or 3%. Contributing to this increase is the recommended addition of a 0.50 FTE Senior Account Clerk who will be dedicated to developing and implementing a new monthly payment plan for taxpayers with delinquent property taxes. Additional information can be found in the Budget Augmentation Request (BAR) below. Services and supplies are projected to increase by \$54,977 or 9% primarily due to increases in network services costs.

Service Level Impacts

Approval of the recommended additional staff will allow the ACTTCPA to offer the new program to 300 taxpayers who are currently delinquent with their property taxes.

Position Allocation List Changes

The FY 2017-18 recommended Position Allocation List (PAL) for the department includes a net increase of a 0.50 FTE position compared to FY 2016-17 adopted PAL.

FY 2016-17 Mid-Year PAL Changes:

None.

FY 2017-18 Recommended PAL Changes:

- Add 0.50 Account Clerk/Senior Account Clerk.

BUDGET AUGMENTATION REQUESTS RECOMMENDED

Title: Add 0.50 FTE Account Clerk/Senior Account Clerk position	
Expense: \$37,769	Funding Source(s): Installment Plan fees: \$37,769
Intended Results:	
<ol style="list-style-type: none"> 1. Program software website development completed by October 1, 2017. 2. Development of payment plan educational materials for taxpayers utilizing the program. 3. Development of final policies and procedures by December 31, 2017. 4. Establish 100 active plans by December 31, 2017, 200 active plans by March 31, 2018 for a total of 300 active payment plans by June 30, 2018. 	

BUDGET AUGMENTATION REQUESTS NOT RECOMMENDED

Title: Continued funding for SAP consulting services	
Expense: \$45,000	Funding Source(s): General Fund support: \$45,000
Intended Results:	
<ol style="list-style-type: none"> 1. Obtain recommendations on best practices for Family Medical Leave Act (FMLA), Organizational Management (OM), and Personnel Administration (PA) business processes. 2. Obtain recommendations from consultants on a technology plan and timeline for updating and implementing new technologies for HR modules such as Employee Self Service (ESS), Manager Self Service (MSS), Professional Self Service, Leave Management, Compensation Management, Personnel Cost Planning among others. 3. Obtain recommendations for developing methods to update Business Intelligence (BI). 4. Obtain recommendations for the best strategy for capturing information to satisfy reporting requirements for non-County properties pertaining to Stormwater Mandates. 5. On-demand consulting as projects and/or issues arise that are beyond the expertise of staff. 	

GOALS AND PERFORMANCE MEASURES

Several years ago, the departments of the Auditor-Controller and Treasurer-Tax Collector-Public Administrator were consolidated into one department. At the time, the decision was made to not combine the budgets until the County implemented a new budget system. The FY 2017-18 budget will be the first budget implemented in the new budget system. The department has taken the opportunity to review and either combine, streamline or delete or create new performance measures that better reflect the consolidated department.

(Measures #1, 2, 4, 5, 6 and 7 listed below are being added for FY 2017-18.)

<p>Department Goal: Provide periodic reviews 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. Improve and strengthen internal controls in areas that need improvement.</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 audit recommendations implemented.</p>						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 projected	17-18 Target
N/A	N/A	N/A	N/A	N/A	100%	100%
<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. This measure tracks the percentage of recommendations made by the Internal Audit Division that are implemented.</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; as well as review and research duties. Audits and other reports prepared by the Audit staff are submitted to the Board of Supervisors and are available to the public for comment. This is a new performance measure effective FY 2017-18. Actual results were not tracked prior to FY 2016-17.</p>						
<p>Department Goal: Meet all statutory, regulatory and external mandates for timely, accurate, and comprehensive reporting.</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: Obtain favorable audits resulting in no findings for all audits of reports prepared by the Auditor-Controller-Treasurer-Tax Collector's Office.</p>						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 projected	17-18 Target
N/A	N/A	N/A	N/A	N/A	2 Audits with exceptions	Audits with no exceptions
<p>What: A clean opinion from outside auditors measures the reliability, integrity and accuracy of the information presented in reports prepared by staff in the Auditor-Controller-Treasurer-Tax Collectors Office.</p> <p>Why: As the Chief Financial Officer of the County and guardian of public funds, the Auditor-Controller-Treasurer-Tax Collector (ACTTC) is responsible for the fiscal integrity of the County's financial records. Audits performed by various State agencies and the County's outside auditors provide assurance that the ACTTC's Office is providing strong control and management over the County's finances.</p> <p>How are we doing? This is a new performance measure effective FY 2017-18. The State Controller's Office and the County's outside auditors completed several audits in recent years. Two major audits, the Property Tax Apportionment and Allocation Audit and the Court Revenue Audit, covered six or more fiscal years. There were no findings associated with the Property Tax Audit and four minor findings associated with the Court Revenue Audit. Corrections to distribution of DNA penalties and DUI fines were made in response to the Court Revenue Audit. Additional audits that resulted in no findings included the Cost Plan, Counties Financial Transactions Report, four quarterly audits of the County Treasury, and County Investment Policy Compliance. The County received a clean opinion on the FY 2015-16 Comprehensive Annual Financial Report (CAFR) and is waiting for the results of the June 30, 2016 Single Audit Report.</p>						

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

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

3. Performance Measure: Maintain an “AAAF/S1” credit rating by Fitch Ratings for the Treasury Combined Pool Investments.

12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 projected	17-18 Target
“AAA/V1”	“AAA/V1”	“AAA/V1”	“AAA/V1”	“AAA/V1”	“AAAF/S1”	“AAAF/S1”

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. Effective August 23, 2016, Fitch changed their rating system and revised their highest possible rating from AAA/V1 to AAf/S1.

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 previous “V1” volatility rating has been replaced by the new “S1” market sensitivity rating and “reflects low market risk and a capacity to return stable principal value to meet anticipated cash flow requirements, even in adverse interest rate environments.” The “f” suffix indicates a fund rather than an issuer. Most recently, on January 12, 2016, Fitch reaffirmed the County Pool’s “AAf/S1” rating.

Department Goal: Provide helpful, courteous, responsive service to County departments and the public while accommodating all reasonable requests.

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

4. Performance Measure: Percentage of customers that “Agree” or “Strongly Agree” that we provided courteous service, answered questions knowledgeably, and resolved their issues.

12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 projected	17-18 Target
N/A	N/A	N/A	N/A	N/A	N/A	90% “Strongly Agree” or “Agree”

What: This measure attempts to track the quality of the customer service provided by the department in terms of courteous service, staff knowledgeability, and the ability to resolve customer issues. Performance is specifically tracked for customer visits related to “Property Taxes”, “Business License/Transient Occupancy Taxes”, “Employee HR/Payroll”, “County Treasury”, and “Other”.

Why: Quality customer service is one of the core values of the department. This measure is tracked to recognize excellent achievement when appropriate and identify areas in which the department can improve levels of service to customers

How are we doing? Previously, the department attempted to measure the quality of customer service by encouraging customers to fill out a paper survey card. While the results of these surveys were always very positive (100% “Excellent” or “Good” over the previous 8 years), the number that were filled out annually was declining. Beginning in FY 2017-18, the department will have implemented a new simple touch screen electronic survey system immediately adjacent to the Public Service lobby exit, that should make it easier for customers to respond by agreeing or disagreeing with three simple questions. Additionally, the new survey divides survey responses into “Property Taxes”, “Business License/Transient Occupancy Tax”, “Payroll”, “County Treasury”, and “Other”. It is expected that allowing customers to provide feedback in a more frequent, easy, and granular fashion will enable the department to improve customer service. This is a new performance measure effective FY 2017-18.

<p>Department Goal: Process tax payments promptly, accurately, and as efficiently as possible to provide timely availability of funds to the government agencies for which taxes are collected.</p> <p>Communitywide Result Link: <input type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community</p>																				
<p>5. Performance Measure: Tax Collections Cost Ratio</p> <table border="1"> <thead> <tr> <th>12-13 Actual Results</th> <th>13-14 Actual Results</th> <th>14-15 Actual Results</th> <th>15-16 Actual Results</th> <th>16-17 Adopted</th> <th>16-17 projected</th> <th>17-18 Target</th> </tr> </thead> <tbody> <tr> <td>.57%</td> <td>.55%</td> <td>0.54%</td> <td>0.53%</td> <td>N/A</td> <td>0.52%</td> <td>0.52%</td> </tr> </tbody> </table> <p>What: This is a broad measure of how efficiently the County Tax and Treasury departments are at collecting, processing, depositing and managing the County's funds. Very simply, the numerator is the total expense of operating the Tax Collection and Treasury departments, and the denominator is the total amount of taxes collected. The result can be considered "cost of collections" as a % of funds collected.</p> <p>Why: This measure tracks at a high level how efficient the County is over time at tax collections.</p> <p>How are we doing? This is a new performance measure effective FY 2017-18. Actuals for prior years were tracked and included in the new measure. In FY 2015-16, the County set a record low cost of collections at 0.53%. This is due to an increase in tax revenues driven by higher property values along with lower costs of operations. Further improvements are forecast for FY 2016-17.</p>							12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 projected	17-18 Target	.57%	.55%	0.54%	0.53%	N/A	0.52%	0.52%
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 projected	17-18 Target														
.57%	.55%	0.54%	0.53%	N/A	0.52%	0.52%														
<p>Department Goal: Gain efficiencies through the use of technology. Reduce postage costs and decrease the amount of staff time necessary to process and manage warrants by increasing the number of disbursements made electronically.</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: Increase the percentage of vendor payments made electronically by 5%</p> <table border="1"> <thead> <tr> <th>12-13 Actual Results</th> <th>13-14 Actual Results</th> <th>14-15 Actual Results</th> <th>15-16 Actual Results</th> <th>16-17 Adopted</th> <th>16-17 projected</th> <th>17-18 Target</th> </tr> </thead> <tbody> <tr> <td>N/A</td> <td>N/A</td> <td>N/A</td> <td>68%</td> <td>N/A</td> <td>68%</td> <td>73%</td> </tr> </tbody> </table> <p>What: The County gives vendors the option of receiving payments either by check or ACH. Electronic payments are made via an Automated Clearing House (ACH) network and replace traditional paper warrants or checks. When ACH is used, funds are deposited directly into a vendor's bank account eliminating the need to mail checks or take them to the bank for processing. ACH is a secure and efficient method of processing payments.</p> <p>Why: Disbursing payments electronically is significantly more efficient than paying by check. Each payment made by check involves several manual steps and requires more staff time than those made electronically. When a warrant is issued, it must be monitored from the time it is issued until it is cashed. Warrants that are lost must be replaced and warrants that become stale must go through the escheat process. Making payments electronically saves the time it takes staff to print, stuff, mail, and track warrants. It is also more environmentally friendly.</p> <p>How are we doing? This is a new performance measure for FY 2017-18. Looking back at FY 2015-16, we noted that approximately 68% of the total amount disbursed by the County, excluding welfare and County school warrants, was made electronically. We intend to increase the total amount paid electronically by 5% in FY 2017-18 using the percentage in FY 2015-16 as the baseline. FY 2016-17 is shaping up to look much like FY 2015-16. Year to date results indicate that 68% of the vendor payments were made via the ACH network.</p>							12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 projected	17-18 Target	N/A	N/A	N/A	68%	N/A	68%	73%
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 projected	17-18 Target														
N/A	N/A	N/A	68%	N/A	68%	73%														
<p>Department Goal: Provide ongoing training opportunities to employees on the enterprise financial, logistics, human resources, and payroll systems.</p> <p>Communitywide Result Link: <input type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community</p>																				
<p>7. Performance Measure: Number of Enterprise Financial System (EFS) training classes offered to employees.</p> <table border="1"> <thead> <tr> <th>12-13 Actual Results</th> <th>13-14 Actual Results</th> <th>14-15 Actual Results</th> <th>15-16 Actual Results</th> <th>16-17 Adopted</th> <th>16-17 Projected</th> <th>17-18 Target</th> </tr> </thead> <tbody> <tr> <td>N/A</td> <td>N/A</td> <td>N/A</td> <td>N/A</td> <td>N/A</td> <td>12+</td> <td>12</td> </tr> </tbody> </table> <p>What: The enterprise "EFS" system training classes are offered at the basic, intermediate, and advanced levels. At least six basic classes and six intermediate or advanced classes will be offered. Classes will be available through the Learning and Development Center and will be conducted by staff in the Auditor-Controller-Treasurer-Tax Collector's Office.</p> <p>Why: All County departments use the "EFS" system for financial, logistics, human resources, and payroll-related business processes. Increasing user knowledge about the system improves the accuracy of data and efficiency of processing the data.</p>							12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target	N/A	N/A	N/A	N/A	N/A	12+	12
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target														
N/A	N/A	N/A	N/A	N/A	12+	12														

How are we doing? This is a new performance measure for FY 2017-18. EFS Support staff developed new training courses in Project Systems and Financial Reporting. The courses were presented in FY 2016-17 along with existing courses in Financial Reporting, Requisitioning and Receiving, Accounts Payable, Funds Management, Time Processing, Departmental Controlling, and Plant Maintenance. Projected totals for FY 2016-17 are expected to exceed the FY 2017-18 target due to a one time increase in the number of introductory reporting courses offered for staff that will be preparing budgets in the County's new budget preparation system. Results of a survey given to participants in all classes indicated that 91% felt their skill level in the subject matter had improved by taking the class.

Several years ago, the departments of the Auditor-Controller and Treasurer-Tax Collector-Public Administrator were consolidated into one department. At the time, the decision was made to not combine the budgets until the County implemented a new budget system. The FY 2017-18 budget will be the first budget implemented in the new budget system. The department has taken the opportunity to review and either combine, streamline or delete or create new performance measures that better reflect the consolidated department.

(The measures listed below are being deleted for FY 2017-18.)

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

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

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

12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 projected	17-18 Target
20	11	12	8	15	15	Delete

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

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

How are we doing? The Audit staff 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 2016-17 are expected to be in line with the adopted budget.

Note: This performance measure is being deleted in FY 2017-18. New performance measure #1 in FC 117 was created for the Internal Audit Division.

2. Performance Measure: Number of concessionaire, Transient Occupancy Tax (bed tax), or service provider audits completed.

12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 projected	17-18 Target
24	18	20	8	11	11	Delete

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

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

How are we doing? In FY 2016-17, Audit staff expect 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.

Note: This performance measure is being deleted in FY 2017-18. New performance measure #1 in FC 117 was created for the Internal Audit Division.						
Department Goal: Maintain the financial health of the County by developing effective annual budgets, accurately identifying expenditures, and ensuring recovery of revenues from State and Federal sources.						
Communitywide Result Link: <input type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community						
3. Performance Measure: 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.						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 projected	17-18 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	Delete
What: State and Federal agencies allow for County's overhead cost reimbursement through numerous programs and grants. The Countywide Cost Allocation Plan is a tool used to distribute overhead costs to programs and departments within the County.						
Why: The County is reimbursed for overhead costs.						
How are we doing? The State Controller's Office performed an audit of the FY 2016-17 Countywide Cost Allocation Plan. There were no findings or adjustments as a result of the audit. This performance measure is being deleted in FY 17-18 and replaced by one that covers audits of all reports prepared by the Auditor-Controller-Treasurer-Tax Collector's Office.						
Note: This performance measure is being deleted in FY 2017-18. It was combined with similar measures for other service areas of the office into a single measure now known as new Performance Measure #2 for FC 117.						
Department Goal: Provide timely and accurate financial information for the public, Board of Supervisors, and County departments.						
Communitywide Result Link: <input type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community						
4. Performance Measure: Received a clean auditor's opinion on the Comprehensive Annual Financial Report (CAFR).						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 projected	17-18 Target
1	1	1	1	1	1	Delete
What: A clean opinion from outside auditors measures the reliability, integrity and accuracy of the information presented in the County financial statements.						
Why: Provides assurance to the public, investors and others that the County's financial position is presented fairly and accurately.						
How are we doing? The review of the County's financial statements is required to be done and submitted to the State Controller's Office by December 31 following the end of each fiscal year. The external auditors completed their annual audit of the FY 2015-16 financial statements in late December and issued an unqualified or clean opinion.						
Note: This performance measure is being deleted in FY 2017-18. It was combined with similar measures for other service areas of the office into a single measure now known as new Performance Measure #2 for FC 117.						
Department Goal: Provide high quality, cost effective Auditor-Controller 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						
5. Performance Measure: Auditor Controller staff per 100 County employees.						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 projected	17-18 Target
1.6	1.6	1.5	1.4	1.4	1.4	Delete
What: This shows Auditor Controller staffing levels per 100 County employees.						

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

How are we doing? Staffing levels per 100 employees for our comparable counties (5 counties surveyed) ranged from a low of 1.1 in Monterey County to a high of 2.9 in Marin County. The Auditor's Office maintains levels slightly below the average of 1.6 for our comparable counties. We are on track for meeting our adopted goal of 1.4 in FY 2016-17.

Note: This performance measure is being deleted in FY 2017-18. It was eliminated as part of a departmental effort to streamline and reduce the number of key measurements reported.

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

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

6. Performance Measure: Percentage of legal mandates implemented within established deadlines.

12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 projected	17-18 Target
100%	100%	100%	100%	100%	100%	Delete

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

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

How are we doing? During FY 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 FY 2016-17, in response to a court decision involving another government agency, our staff revised the method used to calculate the regular rate of pay for employees who receive a cash payment in lieu of medical benefits. Additionally, property tax staff implemented required changes related to redevelopment. Payments to successor agencies are now being made annually. The number of legal mandates varies from year to year depending on changes at the State and Federal levels.

Note: This performance measure is being deleted in FY 2017-18. It was eliminated as part of a departmental effort to streamline and reduce the number of key measurements reported.

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.

12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 projected	17-18 Target
100%	100%	100%	100%	100%	100%	Delete

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. All 30 were investigated and determined within the 15-business day policy. During the first six months of FY 2016-17, the office received referrals for 14 new cases. In 12 of those cases 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 2 estates were accepted for administration by the Public Administrator pursuant to California Probate Code. All 14 estate referrals were investigated and determined within the 15-business day policy.

Note: This performance measure is being deleted in FY 2017-18. It was eliminated as part of a departmental effort to streamline and reduce						
Department Goal: Provide helpful, courteous, responsive service to County departments and the public while accommodating all reasonable requests.						
Communitywide Result Link: <input type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community						
8. Performance Measure: Percentage of customer satisfaction surveys which rate department performance as “excellent” or “good.”						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 projected	17-18 Target
100%	100%	100%	100%	100%	100%	Delete
What: This measure tracks the satisfaction survey results collected from customers who are served in person, through the mail, or over the Internet.						
Why: Customer satisfaction levels are measured and tracked to identify areas in which the department can improve its level of service to the public.						
How are we doing? In FY 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. 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.”						
NOTE: This performance measure is being deleted in FY 2017-18. This measure is being replaced by new measure # 4 which allows for more discreet feedback and utilizes an electronic survey rather than a paper one.						
Department Goal: Manage County funds on deposit in the County Treasury to meet three goals, in order of priority: 1) ensure the safety of principal, 2) provide liquidity to meet the funding needs of participants, and 3) earn an appropriate and competitive yield.						
Communitywide Result Link: <input type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input checked="" type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community						
9. 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).						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 projected	17-18 Target
100%	100%	100%	100%	100%	100%	Delete
What: The investment yield (return on investments minus all administrative and banking costs) of the County Treasury Pool is compared to the yield of the State of California investment fund, LAIF. The LAIF is utilized as a standard benchmark for investment yield by most California counties as an indicator that investment portfolios are following the market. The LAIF has a fund balance of over \$60 billion, or about 100 times the size of the County Treasury investment pool. Further, the LAIF is a pure investment fund, whereas the County Treasury’s investment pool must also act as an operating fund, covering the daily operating liquidity needs of participating County departments and agencies. This performance measure is based on achieving a relative net yield within 0.5% of the LAIF.						
Why: Net investment yield is the third priority for the County Treasury investment pool, after safety and liquidity. Achieving this standard means the County is effectively maximizing its income from investments.						
How are we doing? The County Treasury net yield was within the targeted variance of 0.5% compared to the LAIF net yield for the first six months in FY 2016-17. The County Treasury continues to explore ways to reduce costs and aggressively search for options to obtain better yields without jeopardizing safety and liquidity.						
NOTE: This performance measure is being deleted in FY 2017-18. Achieving the performance measure as stated is almost a given, but alternative measures are inappropriate as the tradeoffs among safety, liquidity, and yield are complex and no single measure best reflects performance.						

the number of key measurements reported.						
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: <input type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input checked="" type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community						
11. 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.						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 projected	17-18 Target
100%	100%	100%	100%	100%	100%	Delete
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 CTOC compliance audit and the annual audit for FY 2015-16 which were conducted in October 2016, resulted in no findings or recommendations. So far, during FY 2016-17, quarterly unannounced audits of the Treasury were conducted on September 26, 2016 and October 20, 2016. It is anticipated that these audits and the subsequent audits during the remaining quarters of the fiscal year will result in no findings or recommendations						
NOTE: This performance measure is being deleted in FY 2017-18. It is now combined with similar measures from other parts of the combined office, resulting in a single measure, as shown in the new Performance Measure #2.						
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: <input type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input checked="" type="checkbox"/> Prosperous <input type="checkbox"/> Well-Governed Community						
12. Performance Measure: Percentage of annual current secured property taxes owed that is not collected.						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 projected	17-18 Target
1.37%	1.14%	1.08%	0.89%	1.20%	1.00%	Delete
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%						
NOTE: This performance measure is being deleted in FY 2017-18. It was eliminated as part of a departmental effort to streamline and reduce the number of key measurements reported.						

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

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

12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 projected	17-18 Target
New	32.9%	35.5%	38.5%	38%	39%	Delete

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. So far in FY 2016-17 the department is on track to achieve the target level of 39%.

NOTE: This performance measure is being deleted in FY 2017-18. It was eliminated as part of a departmental effort to streamline and reduce the number of key measurements reported.

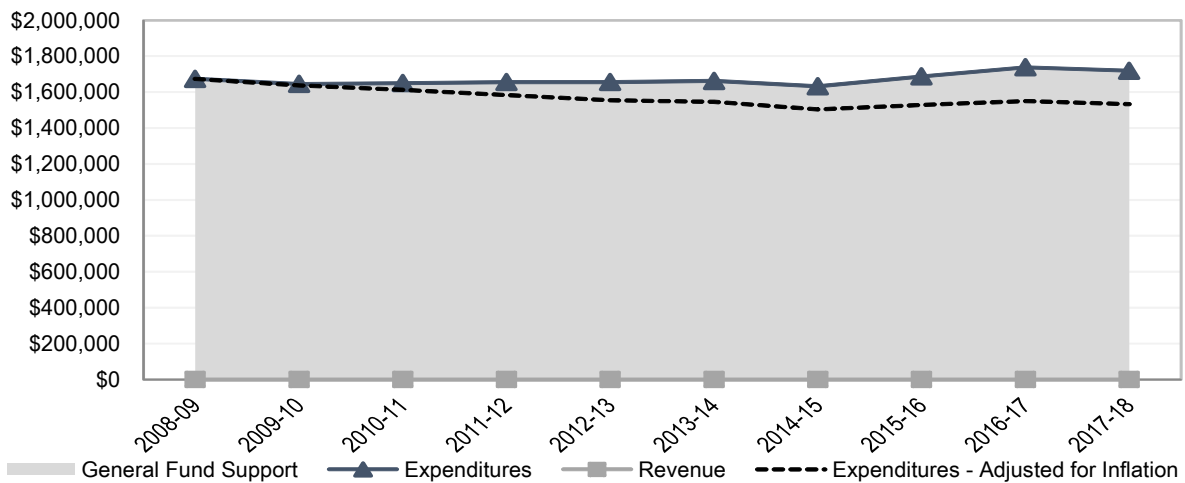
Board of Supervisors

The Board of Supervisors serves as the County's legislative body, setting policies and priorities to best serve the needs of the community.

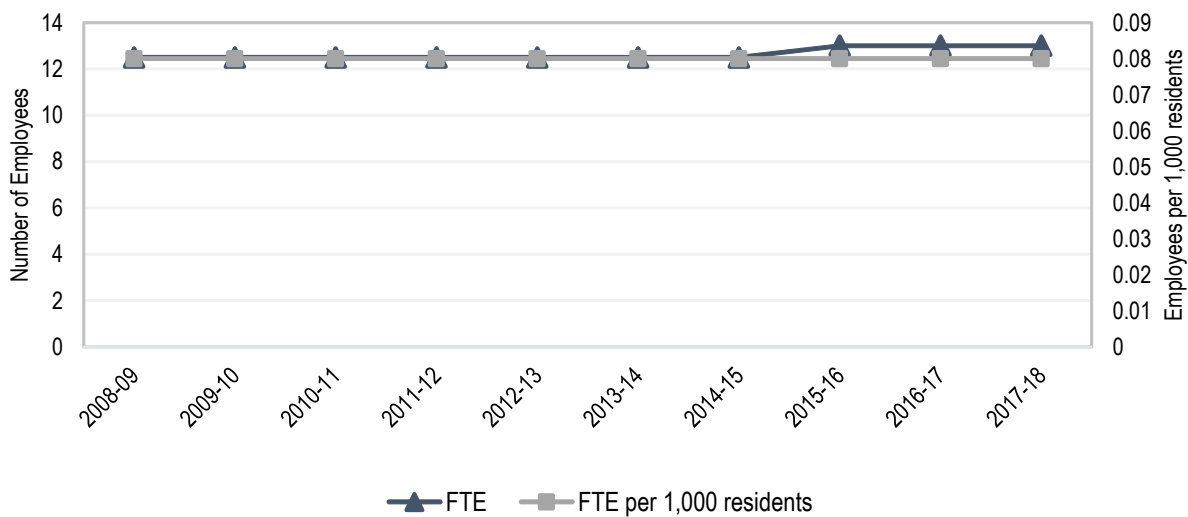
BUDGET AT A GLANCE

	FY 2017-18 Recommended	Change from FY 2016-17 Adopted	% Change
Expenditures	\$1,718,684	\$(20,088)	(1)%
Revenue	\$0	\$0	0%
General Fund Support	\$1,718,684	\$(20,088)	(1)%
Staffing Levels	13.00 FTE	0.00 FTE	0.00 %

Ten Year Budget History



Ten Year Staffing History



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.

SERVICE PROGRAMS

The Board of Supervisors has a total expenditure level of \$1,759,628 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.

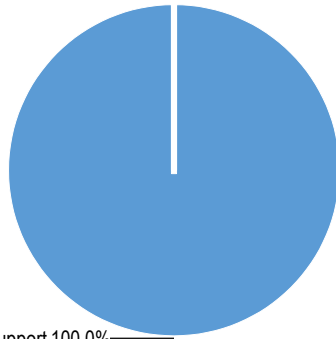
Total Expenditures: \$1,634,628

Total Staffing (FTE): 13.00

FINANCIAL SUMMARY

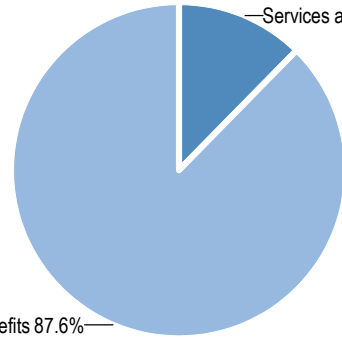
	FY 2016-17 Adopted	FY 2016-17 Estimated	FY 2017-18 Requested	FY 2017-18 Recommended	Change from FY 2016-17
Salary and Benefits	\$1,560,206	\$1,560,206	\$1,542,207	\$1,542,207	\$(17,999)
Services and Supplies	\$217,540	\$207,816	\$217,421	\$217,421	\$(119)
Gross Expenditures	\$1,777,746	\$1,768,022	\$1,759,628	\$1,759,628	\$(18,118)
Less Intrafund Transfers	\$(38,974)	\$(38,974)	\$(40,944)	\$(40,944)	\$(1,970)
Net Expenditures	\$1,738,772	\$1,729,048	\$1,718,684	\$1,718,684	\$(20,088)
General Fund Support	\$1,738,772	\$1,729,048	\$1,718,684	\$1,718,684	\$(20,088)

Source of Funds



General Fund Support 100.0%

Use of Funds



Salary and Benefits 87.6%

Services and Supplies 12.4%

COUNTY ADMINISTRATOR’S COMMENTS AND RECOMMENDATIONS

Financial Summary

General Fund support is recommended to decrease by \$20,088 compared to FY 2016-17 adopted levels. There is a nominal decrease in services and supplies expenditures compared to FY 2016-17 adopted levels. The decrease is attributed to the reduction of the number of computers needed to be replaced which is based on the technology replacement schedule that coincides with the election cycle for the Board of Supervisors. In FY 2016-17, there were six computers budgeted for replacement for Districts 1, 3, and 5. In FY 2017-18, two replacement computers for line level staff in the office of the Board of Supervisors are budgeted according to the technology replacement schedule.

Service Level Impacts

There are no service level impacts as a result of the recommended level of General Fund support for FY 2017-18.

Position Allocation List Changes

The FY 2017-18 recommended Position Allocation List (PAL) for the department includes no changes compared to FY 2016-17 adopted PAL.

BUDGET AUGMENTATION REQUESTS RECOMMENDED

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".						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
Triennial Survey	69%	Triennial Survey	Triennial Survey	72%	67.8%	Triennial Survey
<p>What: This measures citizen satisfaction with County services using data from the ACTION for Healthy Communities telephone survey which is 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 may 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 2016 ACTION telephone survey asked 1,400 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?" 67.8% of the respondents rated the County as "good" to "excellent" with 36.1% rating the County "good", 20% "very good", and 11.7% "excellent". These results show an increase in those respondents rating County services as "excellent", and "very good", but demonstrate a slight decline from the 2013 survey in which 69% rated the County as "good" (40%), "very good" (19%) or "excellent" (10%). The 2016 ACTION survey will be presented to the Board in January or February of 2017. The survey results will be posted on the County's website after the presentation to the Board of Supervisors. The next ACTION telephone survey is planned for the fall of FY 2019-20.</p>						

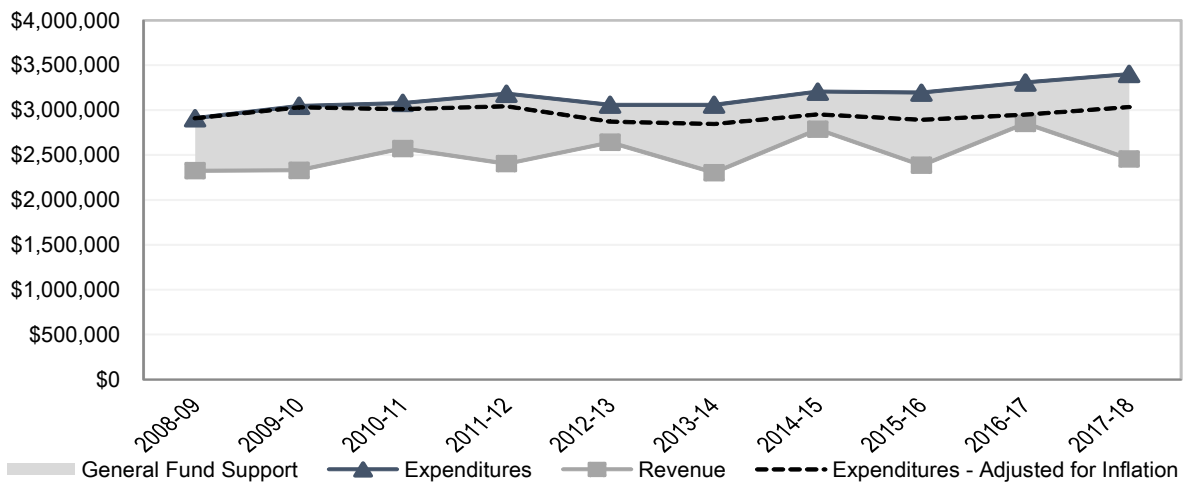
Clerk-Recorder

The Clerk-Recorder's Office conducts elections and ensures the integrity of official and vital records.

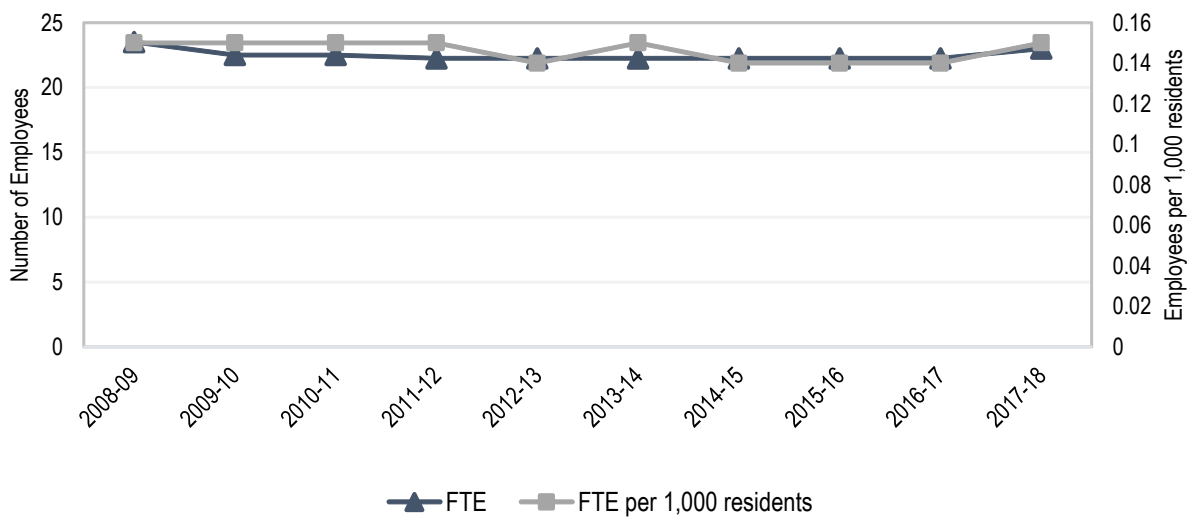
BUDGET AT A GLANCE

	FY 2017-18 Recommended	Change from FY 2016-17 Adopted	% Change
Expenditures	\$3,402,286	\$95,733	3%
Revenue	\$2,457,460	\$(394,684)	(14)%
General Fund Support	\$944,826	\$490,417	108%
Staffing Levels	22.50 FTE	0.25 FTE	1.12 %

Ten Year Budget History



Ten Year Staffing History



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.

ABOUT THIS BUDGET

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 its duties within the legislated mandates and deadlines.

During the election, Vote Cal, the statewide voter registration database mandated by the Help America Vote Act, became the official list of all registered voters in the State of California which county election offices maintain. While features such as online voter registration assisted in efficiently processing large numbers of records, many staff hours were spent with implementation and new processes as well as coordinating with the Secretary of State staff and voter registration system vendors. This continues to be an ongoing effort to implement other requirements, such as Conditional Voter Registration (aka Same Day Registration).

The County is among 14 counties given the option of implementing SB 450 (Voter's Choice Act) in 2018, which utilizes a Vote By Mail/Vote Center election model. The Clerk-Recorder will study the feasibility of option of implementing this model in FY 2017-18. A new ballot counting system will be sought, with replacement costs to be funded outside of the General Fund with Help America Vote Act and Voter Modernization Bond funds.

The Clerk-Recorder department successfully implemented a replacement recording and cashing system in February 2016. The next step toward automation and more efficient operations is the utilization of electronic recording technology to modernize the recording process with title companies and banks, covered by Recorder's restricted revenues. It is expected that the department will begin implementing electronic recordings in late 2017.

Following are some of the department's notable accomplishments for FY 2016-17 and some specific objectives for FY 2017-18:

FY 2016-17 Accomplishments

- Successfully conducted the record-breaking Presidential General Election, meeting all statutory deadlines. A record-number of Vote By Mail (VBM) ballots were sent (121,467) and received (99,836) in the county. A record-breaking 139,685 ballots were cast, with 70.65% of those as VBM ballots.
- Fully implemented VoteCal, the statewide voter registration database, during the election. An unprecedented 168,257 of citizens registered to vote shattering the previous record of 162,459 set in 2004.

- Implemented additional functionality of Democracy Live (an online ballot access system) with audio sample ballots/voter information guides for voters with disabilities.
- Replaced historical Board of Supervisors index, the last Clerk-Recorder mainframe system, providing greater search capabilities and expanded access to other departments and the public.
- Restored approximately 90 land and vital record books, many of which were in fragile condition, over 100 years old, and of great need for restoration.

FY 2017-18 Objectives

- Perform a feasibility study of the Vote By Mail/Vote Center election model (SB 450- Voter's Choice Act) to determine if the County will perform elections in this manner beginning in 2018.
- Replace voting system with upgraded system that takes advantage of current technology.
- Implement the requirements of Same Day Registration for next elections
- Install electronic recording technology to record and process official records, resulting in a more expedient, efficient, and convenient process for customers.

SERVICE PROGRAMS

The Clerk-Recorder has a total expenditure level of \$3,402,286 and a total staffing level of 22.50 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: \$1,695,931
Total Staffing (FTE): 13.00

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: \$994,365
Total Staffing (FTE): 4.50

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.

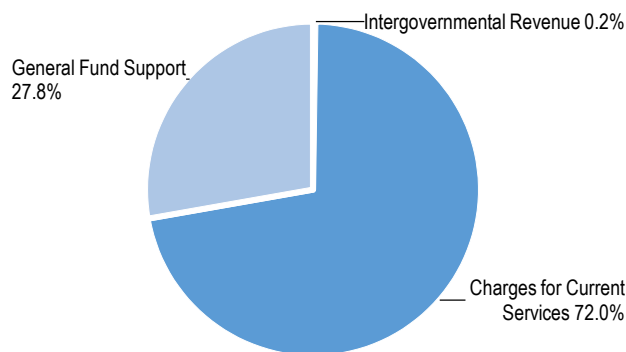
Total Expenditures: \$711,990

Total Staffing (FTE): 5.00

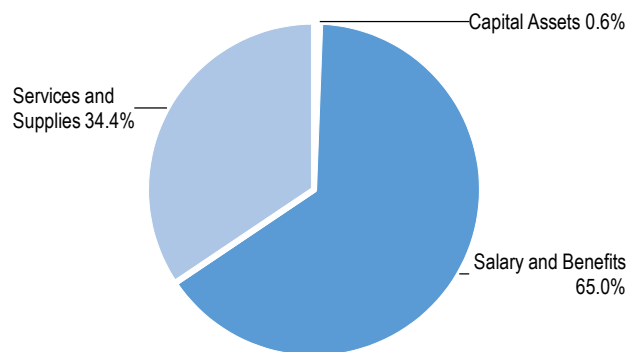
FINANCIAL SUMMARY

	FY 2016-17 Adopted	FY 2016-17 Estimated	FY 2017-18 Requested	FY 2017-18 Recommended	Change from FY 2016-17
Intergovernmental Revenue	\$13,000	\$168,225	\$8,000	\$8,000	\$(5,000)
Charges for Current Services	\$2,839,144	\$3,473,824	\$2,449,460	\$2,449,460	\$(389,684)
Other Revenues	\$0	\$2,418	\$0	\$0	\$0
Total Revenue	\$2,852,144	\$3,644,467	\$2,457,460	\$2,457,460	\$(394,684)
Salary and Benefits	\$2,154,592	\$2,154,592	\$2,203,155	\$2,211,308	\$56,716
Services and Supplies	\$1,132,961	\$1,513,335	\$1,170,692	\$1,170,978	\$38,017
Capital Assets	\$19,000	\$30,330	\$20,000	\$20,000	\$1,000
Gross Expenditures	\$3,306,553	\$3,698,257	\$3,393,847	\$3,402,286	\$95,733
General Fund Support	\$454,409	\$53,790	\$936,387	\$944,826	\$490,417

Source of Funds



Use of Funds



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 2017-18 is an odd-number year and thus, the level of General Fund support is recommended to increase by \$490,417 or 108% when compared to FY 2016-17 adopted levels. As noted above, the increase in General Fund support is due to the cyclical nature of election revenue and expenditures.

Overall, expenditures are increasing by \$95,733 or 3% when compared to FY 2016-17 adopted amounts. It is recommended that a 0.75 FTE Clerk-Recorder Assistant III position be increased to full-time per the Budget Augmentation Request (BAR) below. Services and supplies are increasing by \$38,017, or 3% due the cyclical nature of election expenditures and an increase in the number of registered voters and vote by mail voters resulting in the need for additional ballot supplies. In addition, fixed assets are recommended at a total cost of \$20,000 to replace servers. The servers are used in support of the election tabulation software system and are approaching the end of their useful lives.

Service Level Impacts

There are no service level impacts as a result of the recommended level of General Fund support for FY 2017-18. While the recommended budget includes increasing a 0.75 FTE Clerk-Recorder Assistant II position to full-time, the position's duties are currently performed by staff working overtime.

Position Allocation List Changes

The FY 2017-18 recommended Position Allocation List (PAL) for the department includes a net increase of a 0.25 FTE position compared to FY 2016-17 adopted PAL.

FY 2016-17 Mid-Year PAL Changes:

None.

FY 2017-18 Recommended PAL Changes:

- Increase 0.75 FTE Clerk-Recorder Assistant II position to 1.00 FTE per the Budget Augmentation Request below.

BUDGET AUGMENTATION REQUESTS RECOMMENDED

Title: Increase 0.75 FTE Clerk-Recorder Assistant II position to 1.00 FTE	
Expense: \$8,153	Funding Source(s): General Fund support: \$8,153
Intended Results:	
<ol style="list-style-type: none"> 1. Reduction in overtime costs. 2. Meet State requirements for the implementation of VoteCal (voter registration database) processes. 3. Meet provisions and timeframes of the election code pertaining to Conditional Voter Registration (aka Same Day Registration). 	

BUDGET AUGMENTATION REQUESTS NOT RECOMMENDED

Title: Increase a 0.50 FTE Administrative Assistant II to 1.00 FTE	
Expense: \$25,684	Funding Source(s): General Fund support: \$25,684
Intended Results:	
<ol style="list-style-type: none"> 1. Provide additional capacity, expertise and flexibility to meet statutory deadlines. 2. Reduction in overtime. 3. Reduction in number of days to process voter registration to 5 days of receipt of request. 4. Reduction in number of days to complete verification of official recorders from one month to seven days. 5. Reduction in number of days that recorded documents are mailed from three to four weeks to one to two days. 	

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: <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 documents received by mail which are examined and recorded, or returned within two business days.							
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target	
99%	99.5%	99.5%	98%	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 the first five months of FY 2016-17 have increased by 14% (4,027 documents) when compared to the same time period of FY 2015-16. The department has implemented a new recording/cashiering system. The new system had a small effect on the timeliness of recording mail as staff had become accustomed with the system. Some staffing shortages, combined with demands on staff time required in conducting the November Presidential election and increased recording levels, affected meeting the stated goal for this fiscal year. The newly hired staff members are currently in the process of being trained in recordings, and we continue to strive towards achieving our target of 100% in FY 2017-18, 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: <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: 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.							
	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
Online Voter Registration: Percentage of total voter registrations completed online per year.	26% (11,614)	16% (3,015)	22% (6,609)	53% (33,087)	30% (18,800)	60% (37,000)	20% (12,000)
Certified Vital Records Requests without physical appearance: Percentage of total vital requests completed with a credit card through fax per year.	13% (1,403)	16% (1,902)	14% (1,529)	21% (2,200)	15% (1,600)	15% (1,600)	15% (1,600)
Online Polling Place Look-Up: Number of visits to the online polling place look-up per election.	9,317	2,877	3,052	7,245	7,000	8,000	3,000
Online Voter Registration Status Look-Up: Number of visits to the online voter registration status look-up per election.	10,004	1,469	2,322	8,793	8,000	9,000	3,000

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 2016-17 projected amounts are expected to exceed targeted amounts by 18,200 registrations due to voter interest reaching historic heights during the highly profiled presidential election process. The majority of online registrations will be received in the first half of the fiscal year due to the November election. In the current fiscal year, 20% is equivalent to 12,000 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 2016-17 projected results, as well as the FY 2017-18 target amount reflect steady usage. 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 2016-17 projected results reflects the increased voter interest in the Presidential General election. The FY 2017-18 target reflects the lowered voter interest in Gubernatorial Primary 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 Results: November 2016 Presidential General Election
 FY 2017-18 Target: June 2018 Primary Election

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

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

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

12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
\$1.93	\$1.63	\$1.23	\$1.33	\$2.00	\$2.65	\$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 \$2.65 per vote-by-mail voter. The FY 2016-17 projected results are above the adopted amount due to the November Presidential election requiring a 19 inch ballot, and record-high numbers of registered voters and voter turnout this county has ever experienced. Of those numbers, 127,114 vote-by-mail ballots were issued and 99,637 VBM ballots were returned, which increased labor and supply costs. The FY 2017-18 target reflects the lower voter interest in the Gubernatorial elections. Beginning in the 2018 election cycle, San Luis Obispo County has the option of conducting elections more efficiently, with a vote by mail/vote center model. If the County decides to participate, this measurement will likely need to be combined with the "cost per registered voter" measure, as they will essentially be the same number. Possible effects on the cost are not known at this time. There are no comparable county data at this time.

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 Results: November 2016 Presidential General Election						
FY 2017-18 Target: June 2018 Primary Election						
4. Performance Measure: Average cost per registered voter in the County.						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
\$4.79	\$3.90	\$4.20	\$3.95	\$4.50	\$5.60	\$4.00
<p>What: This measures the cost of conducting a countywide election per registered voter.</p> <p>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.</p> <p>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 2016-17 projected results reflect a historically high voter turnout, which increases printing, postage and labor costs. The FY 2017-18 target reflects the lower voter turnout expected for a Gubernatorial Primary election, which requires less labor costs. No comparable county data is available at this time.</p> <p>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 Results: November 2016 Presidential General Election FY 2017-18 Target: June 2018 Primary Election</p>						
5. Performance Measure: Voter Participation Rate.						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
80%	41.46%	58.42%	61%	75%	80%	40%
<p>What: This measures San Luis Obispo County voter turnout in elections.</p> <p>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.</p> <p>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 historically averages around 10% higher when compared to the statewide voter turnout. 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 projected amount of 80% (134,605 ballots cast). The FY 2017-18 target amount of 40% is reflective of past Gubernatorial Primary voter participation.</p> <p>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 Results: November 2016 Presidential General Election FY 2017-18 Target: June 2018 Primary Election</p>						

Support to County Departments

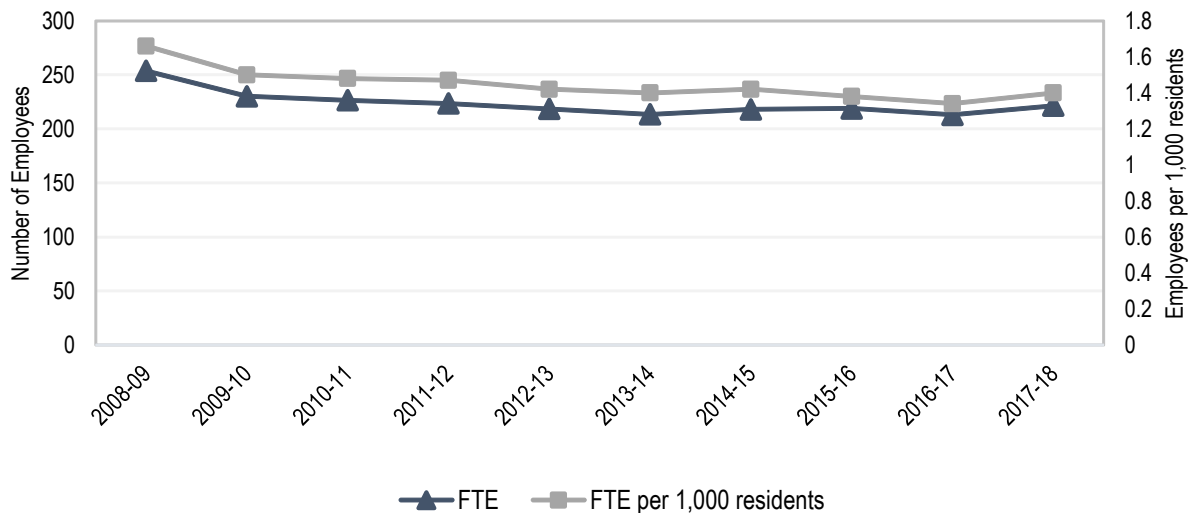
The Support to County Departments Service Group includes those budgets that provide supportive services to County departments, including employment, benefit, and personnel services, risk management and insurance, legal counsel, fleet and property management, maintenance and custodial services, and information technology.

Budgets in the Support to County Departments Service Group include: Central Services, Central Services - Fleet Services, County Counsel, Dental Self-Insurance, Human Resources, Human Resources - Risk Management, Information Technology, Liability Self-Insurance, Medical Malpractice Self-Insurance, Public Works - Facilities Management, Unemployment Self-Insurance, and Workers' Compensation Self-Insurance.

SERVICE GROUP BUDGET AT A GLANCE

	FY 2017-18 Recommended	Change from FY 2016-17 Adopted	% Change
Expenditures	\$51,981,983	\$1,156,233	2%
Revenue	\$23,357,048	\$226,116	1%
General Fund Support	\$25,911,993	\$937,835	4%
Staffing Levels	218.25 FTE	5.25 FTE	2%

Ten Year Staffing History



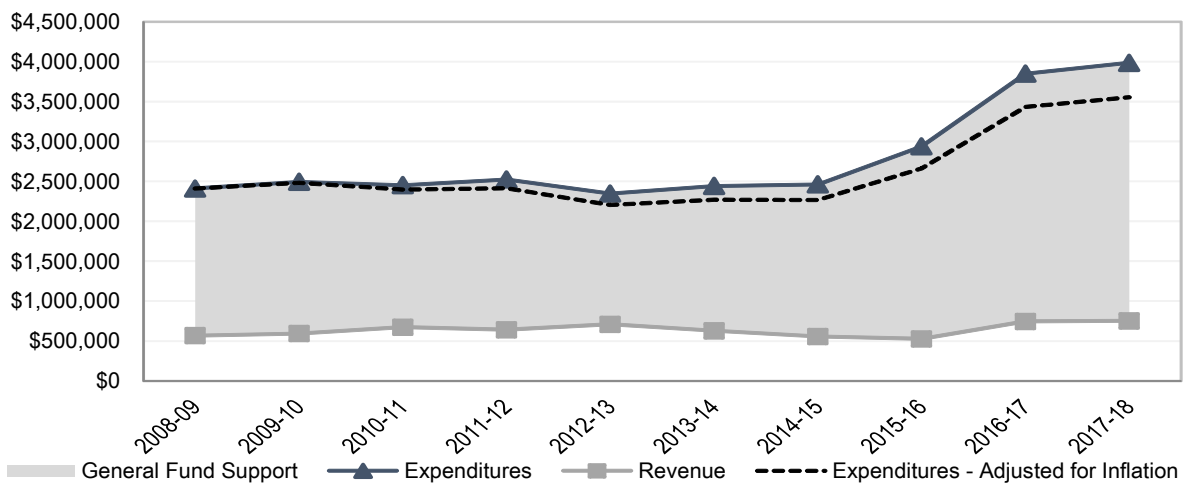
Central Services

Central Services provides purchasing, mail, and real property services to County departments.

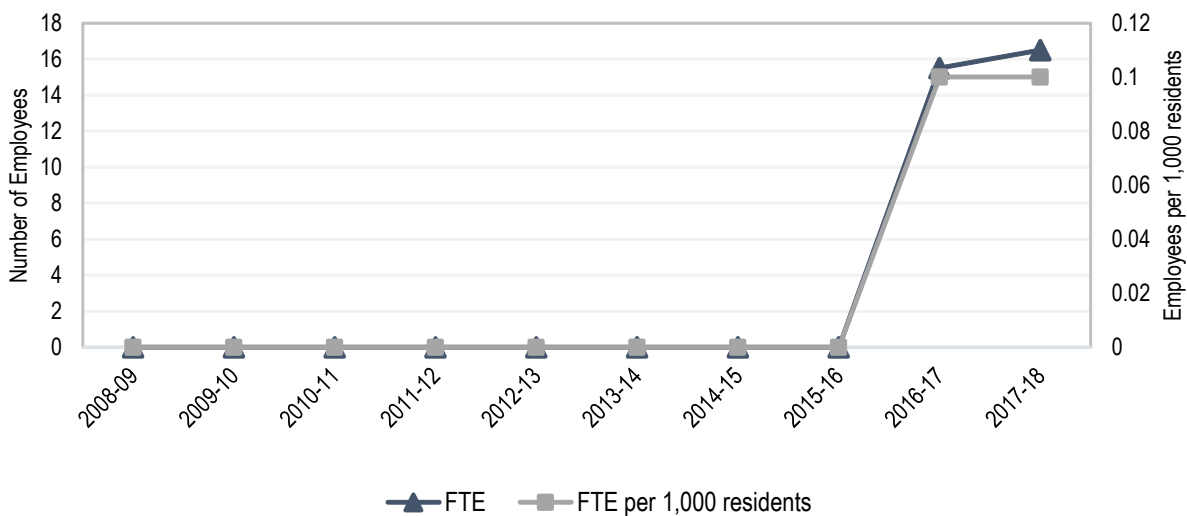
BUDGET AT A GLANCE

	FY 2017-18 Recommended	Change from FY 2016-17 Adopted	% Change
Expenditures	\$3,985,605	\$135,663	4%
Revenue	\$752,523	\$7,071	1%
General Fund Support	\$3,233,082	\$128,592	4%
Staffing Levels	15.50 FTE	0.00 FTE	0.00 %

Ten Year Budget History



Ten Year Staffing History



MISSION STATEMENT

Central Services will partner with customers through responsive and cost effective procurement, fleet management, real property management, and mail delivery to achieve customer goals.

ABOUT THIS BUDGET

The Central Services Department provides all departments and agencies of the County of San Luis Obispo purchasing, mail, real property, and fleet 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. These divisions provide management of 150 leased properties and 274 County owned real properties; centralized purchasing of all goods and services for County departments representing \$221 million in County purchases; and delivery of over 1 million pieces of external and internal mail. Comments regarding Fleet Services are addressed in a separate section (see Fund Center 407).

Following are some of the department's notable accomplishments for FY 2016-17 and some specific objectives for FY 2017-18:

FY 2016-17 Accomplishments

- Received the Annual Achievement of Excellence in Procurement Award from the National Procurement Institute for the second consecutive year.
- Awarded the Outstanding Agency Accreditation Achievement Award from the National Institute of Governmental Purchasing.
- Achieved \$2 million in cost savings through Purchasing by developing negotiating strategies and procurement initiatives.
- Modified County Code and Purchasing policy to comply with the newly adopted Federal Uniform Administrative Requirements procurement standard.
- Realized \$175,000 of increased surplus sales by implementing an online in-house disposal model and heavy equipment sales.
- Obtained the Board's approval of a resolution which delegated lease and license authority per the California Government Code to the Director of Central Services resulting in real property efficiencies by reducing costs and processing time for lease and license issues.
- Acquired 18,703 sq. ft. of new leased facility space for expanded health and human services programs as a result of Affordable Care Act implementation by departments.
- All Real Property Management division agents are licensed by the State of California, for the first time in the division's history.

FY 2017-18 Objectives

- Achieve \$2 million in cost savings by strategically partnering with County departments.
- Continue to receive the National Procurement Institute of Governmental Purchasing for excellence in procurement and accreditation.

- Restructure management of the San Luis Obispo Veterans Hall to meet the best interests of the County, user groups, veteran stakeholders and the public, by implementing new rules, regulations and real property management guidelines for use and reservation of the facility.
- Provide focused leasing services specific to the needs of various County departments for purposes of expanding their departmental operations as a result of federal, state, and local statutes.
- Implement an online reservation system for the San Luis Obispo Veterans Hall to improve customer service.

SERVICE PROGRAMS

Central Services has a total expenditure level of \$4,525,155 and a total staffing level of 15.50 FTE to provide the following services:

Administration and Financial Services

Provide general and financial management for Central Services and Fleet Services.

Total Expenditures: \$845,038
Total Staffing (FTE): 5.50

Central Mail Services

Pick-up, process, and delivery of all County departmental mail in a cost effective, efficient and reliable manner.

Total Expenditures: \$610,112
Total Staffing (FTE): 2.00

Purchasing Services

Manages the centralized procurement of goods, materials, and services for all County Departments to maintain the public trust in the expenditure of funds.

Total Expenditures: \$388,382
Total Staffing (FTE): 4.00

Real Property Services

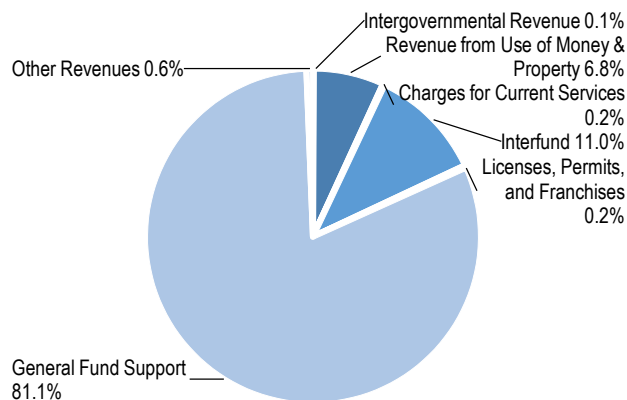
Centralized, full-service provider of efficient, value-added professional government real estate services on all County real property holdings, to County departments, governmental agencies, outside entities, and the public, and offering innovative solutions to complex real property matters while acting in the best interest of the County at all times.

Total Expenditures: \$2,681,623
Total Staffing (FTE): 4.00

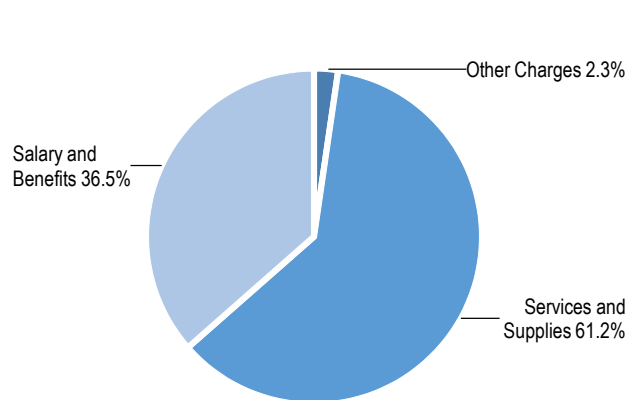
FINANCIAL SUMMARY

	FY 2016-17 Adopted	FY 2016-17 Estimated	FY 2017-18 Requested	FY 2017-18 Recommended	Change from FY 2016-17
Licenses, Permits, and Franchises	\$5,781	\$13,136	\$9,459	\$9,459	\$3,678
Revenue from Use of Money & Property	\$258,705	\$297,967	\$269,614	\$269,614	\$10,909
Intergovernmental Revenue	\$5,798	\$2,655	\$3,143	\$3,143	\$(2,655)
Charges for Current Services	\$4,862	\$5,446	\$7,240	\$7,240	\$2,378
Other Revenues	\$15,000	\$39,196	\$25,000	\$25,000	\$10,000
Interfund	\$455,306	\$447,340	\$438,067	\$438,067	\$(17,239)
Total Revenue	\$745,452	\$805,740	\$752,523	\$752,523	\$7,071
Salary and Benefits	\$1,610,002	\$1,529,019	\$1,650,576	\$1,650,576	\$40,574
Services and Supplies	\$2,651,360	\$2,650,997	\$2,770,079	\$2,770,079	\$118,719
Other Charges	\$102,753	\$102,753	\$104,500	\$104,500	\$1,747
Capital Assets	\$0	\$14,000	\$0	\$0	\$0
Gross Expenditures	\$4,364,115	\$4,296,769	\$4,525,155	\$4,525,155	\$161,040
Less Intrafund Transfers	\$(514,173)	\$(528,987)	\$(539,550)	\$(539,550)	\$(25,377)
Net Expenditures	\$3,849,942	\$3,767,782	\$3,985,605	\$3,985,605	\$135,663
General Fund Support	\$3,104,490	\$2,962,042	\$3,233,082	\$3,233,082	\$128,592

Source of Funds



Use of Funds



COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Financial Summary

General Fund support is recommended to increase by \$128,592 or 4% when compared to FY 2016-17 adopted amounts. The majority of this increase is due to annual adjustments for building leases managed by the department's Real Property Services division. Revenues are generally flat compared to FY 2016-17 adopted levels.

Overall, expenditures are increasing by \$161,040 or 4% compared to FY 2016-17 adopted levels. Services and supplies are projected to increase by \$118,719 or 4%. This increase is attributed to an approximate \$100,000 or 5% increase in rents paid on behalf of the Department of Social Services (DSS). The majority of the \$2,102,358 budgeted for rents and leases are DSS leases. These rental expenses are captured through countywide overhead paid by DSS through the cost plan. In addition to the aforementioned rental payments, the department also budgets for the annual stipend for the County Historical Museum/History Center. The \$103,000 being budgeted for the History Center includes annual Consumer Price Index (CPI) adjustment of \$1,747.

Service Level Impacts

There are no service level impacts as result of the recommended FY 2017-18 budget.

Position Allocation List Changes

The FY 2017-18 recommended Position Allocation (PAL) for the department proposed no changes from the FY 2016-17 adopted PAL.

BUDGET AUGMENTATION REQUESTS RECOMMENDED

None recommended.

BUDGET AUGMENTATION REQUESTS NOT RECOMMENDED

Title: Add 1.00 FTE Purchasing Manager position and convert a 1.00 FTE Senior Buyer to a 1.00 FTE Buyer I position to reorganize the Purchasing division	
Expense: \$107,187	Funding Source(s): General Fund support: \$107,187
Intended Results:	
<ol style="list-style-type: none"> 1. Increase measured cost savings to departments on purchases from \$2 million from \$2.2 million. 2. Evaluate the cost and effectiveness of moving to a centralized method of purchasing services and if appropriate, move towards implementation of centralization by the end of FY 2017-18. 3. Evaluate the cost and effectiveness of shifting contract management from departments to the Purchasing Division and if appropriate, moves towards that model by the end of FY 2017-18. 	

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.						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
New Measure	\$1,324,205	\$1,869,716	\$1,493,290	\$2,000,000	\$2,000,000	\$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? It is expected that Purchasing will meet its adopted goal for FY 2016-17. Mid-way through FY 2016-17 the department has realized \$1.1million of cost savings. The implementation of buyer category assignments after the conversion of an Administrative Assistant to a Buyer, has allowed staff to more effectively distribute workload and gain efficiencies in how staff manage their acquisitions, resulting in an additional \$500,000 of anticipated cost savings above prior year results. The four buyers are assigned to the following categories: (1) Construction, Land Use, and Environmental, (2) Public Safety, Fleet, and Surplus, (3) Health, Human, Community Services, and Finance, and (4) Technology, General Government, and Procurement Card. Early Purchasing involvement and aggregating department purchases has contributed to savings in the current fiscal year and is essential for meeting this target in the future. For example, one purchase made by the Information Technology Department for Cisco hardware and software resulted in \$322,000 of savings from our Purchasing's division competitive bid process.						
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 Purchasing Services as satisfactory or better.						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
85%	86%	91%	94%	95%	95%	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 will receive survey responses in Spring 2017, however surveys can be completed anytime, by clicking the survey link in Purchasing staff's email signature block. During 2016, the Purchasing division received its first National Institute of Governmental Purchasing (NIGP) Outstanding Agency Accreditation Achievement Award. The County was one of only 138 government entities throughout the United States and Canada to achieve this distinction as well as the National Procurement Institute (NPI) Achievement of Excellence in Procurement Award and one of only 48 counties in the United States and Canada to receive this award for the second consecutive year.						
Department Goal: Provide efficient, value-added, professional real property services to County departments, governmental agencies, outside entities and the public, and offer innovative solutions to complex real property matters to support the operational needs of County departments.						
Communitywide Result Link: <input type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community						
3. 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.						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
100%	91%	100%	100%	95%	100%	95%
What: The percentage of permittees, 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 anticipates exceeding its FY 2016-17 adopted performance target of 95%, based on feedback received from customers via point-of-service surveys distributed at the conclusion of a transaction. The key areas for FY 2017-18 are to ensure the services provided are: 1) efficient; 2) value-added; 3) professional and of high quality; 4) innovative; and 5) in the best interest of the County, at all times. This will be achieved by: 1) revising the point-of-service survey questions to better reflect these five key areas; and 2) develop an internal, divisional "lessons learned" procedure to evaluate project outcomes, ensuring clear expectations and accountability to achieve performance measure projections and meet expectations.

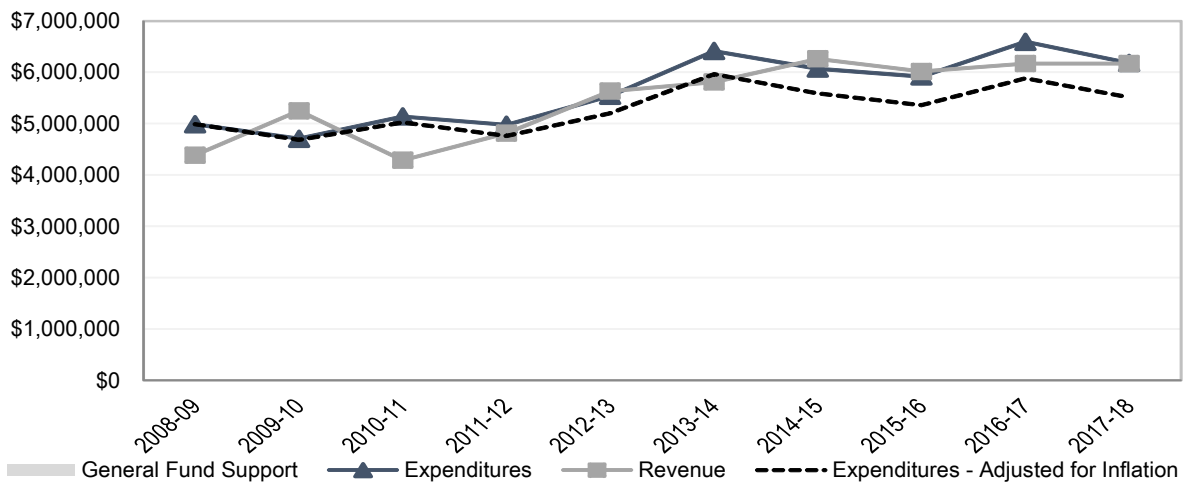
Central Services - Fleet Services

Fleet Services provides for the management and maintenance of vehicles on behalf of County departments. Fleet Services operates as an Internal Service Fund (ISF) outside the County General Fund and is funded primarily through charges to other County departments.

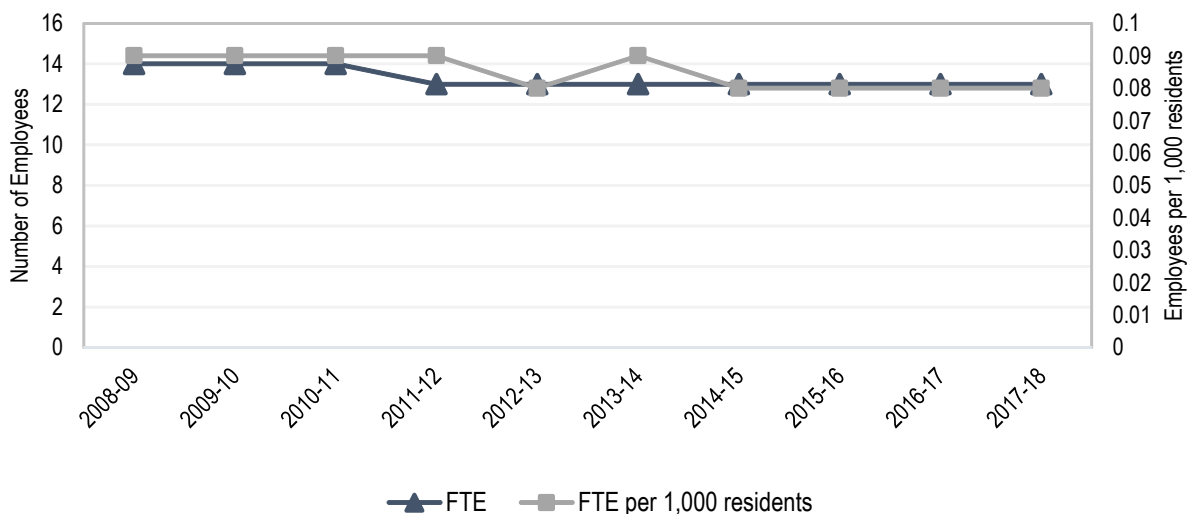
BUDGET AT A GLANCE

	FY 2017-18 Recommended	Change from FY 2016-17 Adopted	% Change
Expenditures	\$6,181,135	\$(414,007)	(6)%
Revenue	\$6,170,767	\$(1,313)	(0)%
General Fund Support	\$0	\$0	0%
Staffing Levels	13.00 FTE	0.00 FTE	0.00 %

Ten Year Budget History



Ten Year Staffing History



MISSION STATEMENT

Fleet Services provides reliable and cost effective transportation solutions to customers through innovation and the application of industry best practices.

ABOUT THIS BUDGET

Fleet Services is responsible for providing consistent, economical, and efficient transportation solutions for all County departments. Fleet Services provides full life cycle fleet solutions designed to meet the specific needs of each department's unique operational requirements. Fleet Services is tasked with acquiring, maintaining, and repairing a wide variety of vehicles and equipment in a timely, efficient, and cost effective manner. Fleet Services performs all maintenance and repairs for the County-owned fleet and provides emergency repair services 24 hours per day, 7 days per week. Fleet Services manages an on-site fuel station and fuel card system which interfaces with the County's Fleet Management software.

The County fleet has over 1,000 vehicles and equipment which includes automotive, law enforcement, construction equipment, and various other specialty vehicles used in support of the County's mission across most departments. The fleet is driven over 7.5 million miles per year and has an acquisition cost of \$27 million.

Following are some of the department's notable accomplishments for FY 2016-17 and some specific objectives for FY 2017-18:

FY 2016-17 Accomplishments

- Recognized as one of the 100 Best Fleets in North America by the National Association of Fleet Administrators (NAFA).
- Implemented a car sharing program that allows 13 underutilized vehicles to be shared between multiple departments.
- Converted three of the County Sheriff's Canine patrol vehicles from the Chevrolet Caprice to the Chevrolet Tahoe.
- Replaced five mid-size sedans with hybrid models and two compact sedans with electric vehicles and the installation of two more electric vehicles charging stations.
- Reduced the County's annual fuel consumption by 3,550 gallons and reduced greenhouse gas emission production by 20.5 million grams of carbon dioxide.

FY 2017-18 Objectives

- Reduce the County's annual fuel consumption by over 4,000 gallons and reduce greenhouse gas emission production by a minimum of 40 million grams of carbon dioxide.
- Upgrade the San Luis Obispo Fleet maintenance facility's oil storage and distribution system to double walled tanks to reduce the likelihood of an oil spill of new or used oils.
- Replace 14 mid-size sedans with hybrid models and three compact sedans with electric vehicles and the installation of electric vehicle charging stations.
- Maintain ranking within the top 100 Best Fleets in North America.

SERVICE PROGRAMS

Central Services - Fleet services has a total operating expenditure level of \$6,181,135 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 for use by various County departments in a reliable and cost effective manner.

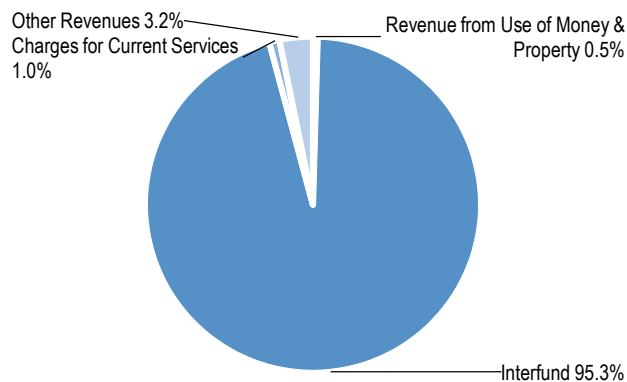
Total Expenditures: \$6,181,135

Total Staffing (FTE): 13.00

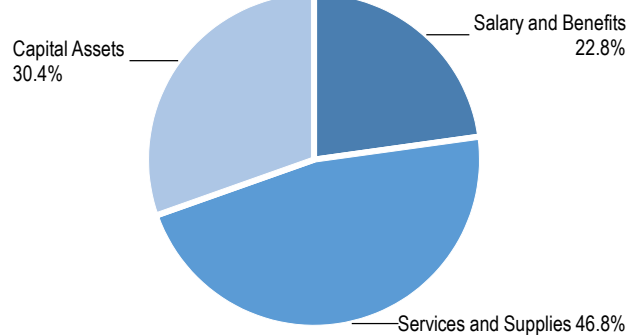
FINANCIAL SUMMARY

	FY 2016-17 Adopted	FY 2016-17 Estimated	FY 2017-18 Requested	FY 2017-18 Recommended	Change from FY 2016-17
Revenue from Use of Money & Property	\$10,949	\$15,541	\$28,356	\$28,356	\$17,407
Charges for Current Services	\$59,645	\$40,283	\$61,149	\$61,149	\$1,504
Other Revenues	\$220,000	\$199,030	\$197,500	\$197,500	\$(22,500)
Interfund	\$5,881,486	\$5,586,033	\$5,712,512	\$5,883,762	\$2,276
Total Revenue	\$6,172,080	\$5,840,887	\$5,999,517	\$6,170,767	\$(1,313)
Total Financing Sources	\$6,172,080	\$5,840,887	\$5,999,517	\$6,170,767	\$(1,313)
Salary and Benefits	\$1,325,013	\$1,236,124	\$1,409,284	\$1,409,284	\$84,271
Services and Supplies	\$2,879,579	\$2,477,501	\$2,892,351	\$2,892,351	\$12,772
Capital Assets	\$2,390,550	\$2,322,198	\$1,708,250	\$1,879,500	\$(511,050)
Transfers-Out	\$0	\$12,103	\$0	\$0	\$0
Gross Expenditures	\$6,595,142	\$6,047,926	\$6,009,885	\$6,181,135	\$(414,007)
Total Financing Requirements	\$6,595,142	\$6,047,926	\$6,009,885	\$6,181,135	\$(414,007)

Source of Funds



Use of Funds



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.

Overall, revenue is essentially flat when compared to FY 2016-17 adopted amounts.

Expenditures overall are decreasing by \$414,007 or 6% when compared to FY 2016-17 adopted budget. This decrease is primarily due to a 21% decrease in fixed assets requests. Services and supplies are essentially flat compared to FY 2016-17 adopted levels.

The recommended budget includes a total of \$1.9 million in capital outlay expense. The majority of this fund 49 vehicle replacements, and four pieces of equipment. This represents a decrease of 19 replacement vehicles compared to FY 2016-17 adopted amounts. Included in the total amount of capital outlay expense are six new vehicles that were included as part of other departments’ Budget Augmentation Requests (BARs). 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.

Service Level Impacts

There are no service level impacts as result of the recommended budget for FY 2017-18. The recommended budget maintains current service levels associated with the maintenance and replacement of the County’s vehicle fleet.

Position Allocation List Changes

The FY 2017-18 recommended Position Allocation List (PAL) for the department includes no changes compared to the FY 2016-17 adopted PAL.

BUDGET AUGMENTATION REQUESTS RECOMMENDED

None recommended.

BUDGET AUGMENTATION REQUESTS NOT RECOMMENDED

Title: Convert 1.00 FTE Fleet Service Write to a Fleet Service Writer II	
Expense: \$23,704	Funding Source(s): Fleet ISF budget: \$23,704
Intended Results:	
<ol style="list-style-type: none"> 1. Creation of written procedural documents including updating the Fleet Procedure Manual and creation of policies as required by the American Public Works Association (APWA). 2. Achieve the American Public Works Association (APWA) accreditation by November 2018. 3. Increase Fleet Shop Supervisor billable productive hours by 500 (from 300 to 800 hours). 	

GOALS AND PERFORMANCE MEASURES

Department Goal: Provide timely, reliable and cost-effective fleet services to County Departments and public safety agencies that meet or exceed customer expectations.

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

1. Performance Measure: Percentage of vehicles brought in for either preventive or non-preventive maintenance completed within 24 hours of delivery of vehicle, if parts are available.

12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
80%	82%	83%	91%	87%	90%	90%

What: Fleet Services' policy is to perform preventive maintenance on the current Fleet inventory of approximately 1,000 vehicles every four months or 4,000 miles. Public Safety vehicles, representing 20% of Fleet, have maintenance intervals of every two months or 5,000 miles. Fleet Services' goal is to perform maintenance service requests within 24 hours of receiving the vehicle.

Why: To minimize costly repairs and enhance productivity for vehicle drivers and to ensure departments have sufficient vehicles to perform their mission in support of the citizens of San Luis Obispo County.

How are we doing? Through the end of the first quarter of FY 2016-17, Fleet Services has completed just over 90% of all work orders within 24 hours, exceeding the adopted performance measure of 87%. This percentage is above historical results due to process improvements and a greater focus on preventive maintenance beginning in FY 2015-16. Based on these results, Fleet Services projects to exceed the adopted target by 3% and establish a 90% target for FY 2017-18.

2. Performance Measure: Percentage of survey respondents who rated the quality of vehicle maintenance as satisfactory or better.

12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
98%	99%	99%	99%	98%	98%	98%

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.

Why: To ensure satisfied customers and meet their vehicle needs.

How are we doing? Fleet Services has received a total of 37 survey responses through the first quarter of FY 2016-17, with 98% of ratings being satisfied or above. Having achieved the adopted target of 98% after the first quarter, Fleet services projects that it will achieve the adopted goal in this performance measure and has established the FY 2017-18 target to remain at 98%. To obtain customer satisfaction input, Fleet Services conducts point-of-service surveys throughout the year.

3. Performance Measure: Fleet Services' cost per brake service on Sheriff's patrol vehicles compared to a private vendor.

12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
\$571.74 Fleet \$883.45 Private vendor	\$651.98 Fleet \$945.84 Private vendor	\$621.19 Fleet \$ 904.58 Private vendor	\$873.08 Fleet \$1,483.21 Private vendor	\$775.32 Fleet \$994.50 Private Vendor	\$900 Fleet \$1,600 Private Vendor	\$1,100 Fleet \$1,600 Private Vendor

What: This measure shows the labor and parts costs incurred by Fleet Services to carry out a routine front and rear brake replacement on a Sheriff's patrol vehicle compared to the quoted price from local private vendors. This includes parts and labor cost for like model vehicles.

Why: This measure helps to demonstrate Fleet Services' cost competitiveness.

How are we doing? Current Fleet work orders have averaged a cost of \$857 in FY 2016-17, while quotes from private vendors show a cost of \$1,438 for the same service. Based on this, we project our cost will exceed the adopted cost of \$775.32; however Fleet Services projects to be 44% less expensive than private shops. The cost increase for both Fleet Services and private vendors is directly attributed to the size and complexity of the Chevrolet Tahoe Police Pursuit Vehicle brake system as they replace the Chevrolet Caprice. To date, the Tahoe brake service costs have been 29% higher than the Caprice and by next year Tahoe's will replace all remaining Caprices currently in service. Therefore, the FY 2017-18 target is projected to be \$1,100 for Fleet Services and \$1,600 for private vendor costs.

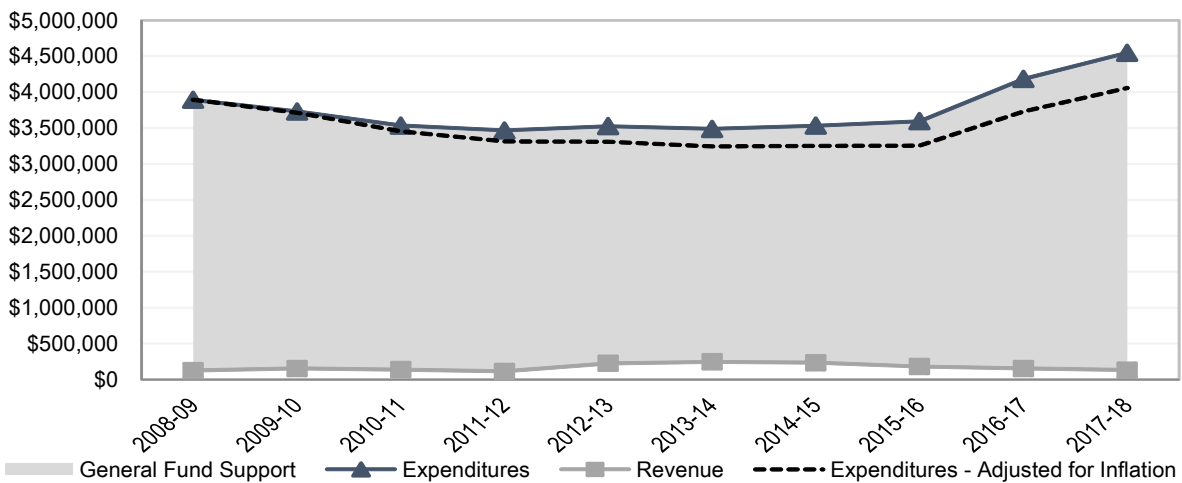
County Council

County Council provides legal advice and litigation representation to the Board of Supervisors and County boards, commissions, departments, agencies and special districts.

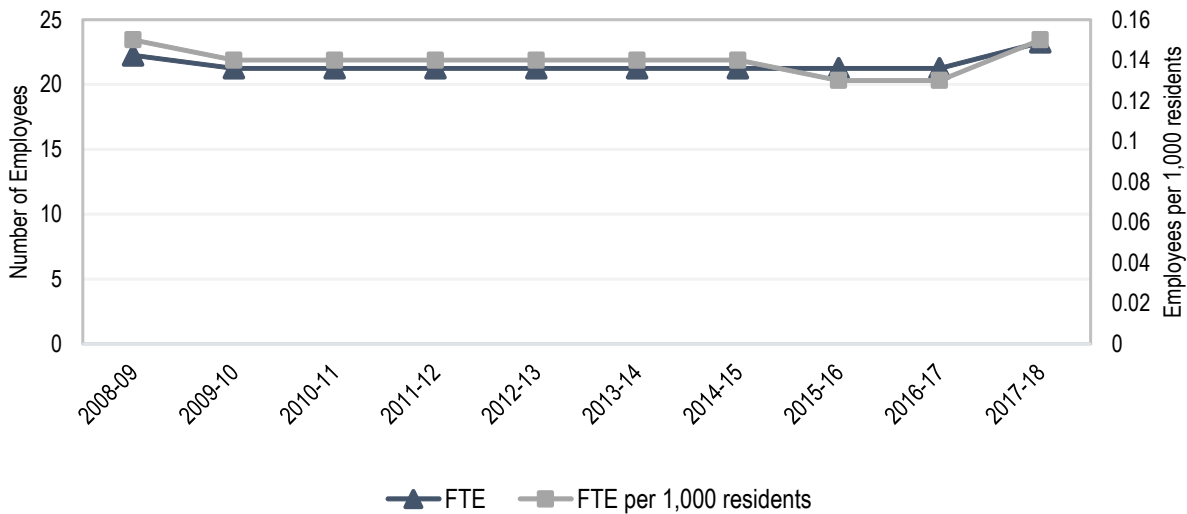
BUDGET AT A GLANCE

	FY 2017-18 Recommended	Change from FY 2016-17 Adopted	% Change
Expenditures	\$4,548,024	\$365,788	9%
Revenue	\$133,000	\$(20,500)	(13)%
General Fund Support	\$4,415,024	\$386,288	10%
Staffing Levels	23.25 FTE	2.00 FTE	9.41 %

Ten Year Budget History



Ten Year Staffing History



MISSION STATEMENT

The County Counsel's Office is a team of legal professionals providing advice and representation to County departments, agencies, boards, commissions, and special districts. Our work supports client policy innovations and promotes excellence, civility, and integrity in the delivery of government services. This advances the County's broader mission to provide a safe, healthy, livable, prosperous, and well-governed community.

ABOUT THIS BUDGET

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, the department's attorneys approach each matter strategically. Using in-house and outside counsel, the department upholds the Board's policy direction while protecting the County's assets.

To the extent feasible, County Counsel seeks to reduce the use of outside counsel and to handle matters in-house to preserve County funds. The department continues to transition to on-line publications and legal research to decrease expenses. In the next year, it is anticipated that the department will be spending a significant amount of attorney time on groundwater management compliance and implementation of medical and non-medical cannabis legislation and regulation.

Following are some of the department's notable accomplishments for FY 2016-17 and some specific objectives for FY 2017-18:

FY 2016-17 Accomplishments

- Successfully defended a writ imposing a \$1.4 million penalty against Eastgate Petroleum and Bay Area Petroleum in a Certified Unified Program Agency (CUPA) enforcement action.
- Successfully defended the Conservatorship of H.W. through the Superior Court, the Court of Appeal and the California Supreme Court.
- Continued to advise on significant water issues to assure compliance with all water legislation.
- Assisted with the negotiation of a proposed \$89 million settlement with PG&E regarding the closure of Diablo Canyon Power Plant.
- Advised on the creation and implementation of strategies to deal with the discovery of groundwater pollution near the San Luis County Regional Airport.
- Advised on new legislation regarding medical cannabis to assist the Board of Supervisors in establishing a comprehensive medical cannabis strategy.
- Advised on the request of Phillips 66 Company to increase the number of train cars transporting crude oil to the Santa Maria refinery in Arroyo Grande (Rail Spur Project).

FY 2017-18 Objectives

- Advise on new legislation regarding cannabis to assist the Board of Supervisors in establishing a comprehensive strategy in addressing medical and non-medical cannabis.

- Defend the County in the Phillips 66 Company lawsuit through trial and potential appeal.
- Advise on groundwater issues, particularly regarding the Sustainable Groundwater Management Act (SGMA) and the creation of groundwater sustainability agencies.
- Advise on the closure of Diablo Canyon Power Plant and decommissioning issues.

SERVICE PROGRAMS

County Counsel has a total expenditure level of \$4,548,024 and a total staffing level of 23.25 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: \$1,819,210

Total Staffing (FTE): 9.25

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.

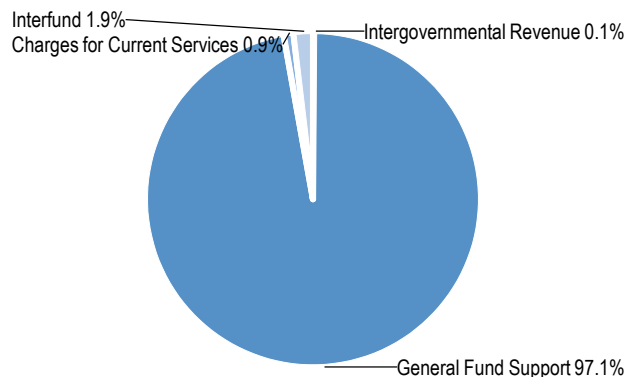
Total Expenditures: \$2,728,814

Total Staffing (FTE): 14.00

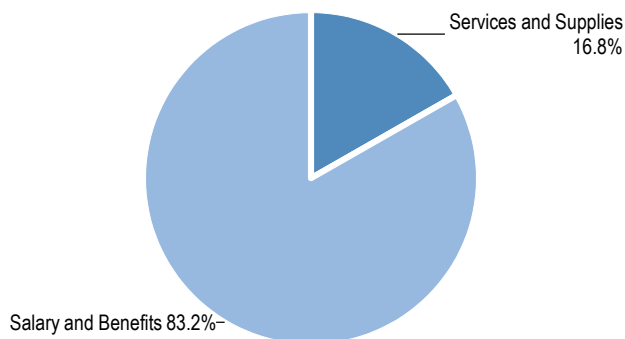
FINANCIAL SUMMARY

	FY 2016-17 Adopted	FY 2016-17 Estimated	FY 2017-18 Requested	FY 2017-18 Recommended	Change from FY 2016-17
Intergovernmental Revenue	\$10,000	\$5,000	\$5,000	\$5,000	\$(5,000)
Charges for Current Services	\$41,200	\$42,750	\$42,750	\$42,750	\$1,550
Interfund	\$102,300	\$85,250	\$85,250	\$85,250	\$(17,050)
Total Revenue	\$153,500	\$133,000	\$133,000	\$133,000	\$(20,500)
Salary and Benefits	\$3,453,268	\$3,461,068	\$3,564,808	\$3,786,185	\$332,917
Services and Supplies	\$728,968	\$693,189	\$746,304	\$761,839	\$32,871
Gross Expenditures	\$4,182,236	\$4,154,257	\$4,311,112	\$4,548,024	\$365,788
General Fund Support	\$4,028,736	\$4,021,257	\$4,178,112	\$4,415,024	\$386,288

Source of Funds



Use of Funds



COUNTY ADMINISTRATOR’S COMMENTS AND RECOMMENDATIONS

Financial Summary

General Fund support for County Counsel is recommended to increase by \$386,288 or 10% compared to FY 2016-17 adopted levels. Revenue is decreasing by \$20,500 or 13%, primarily attributed to the less legal services provided to departments.

Expenditures are increasing by \$365,788 or 9% primarily due to recommended adoption of two new positions for cannabis related work noted in the Budget Augmentation Request below.

Services and supplies are projected to increase by \$32,871 or 5%. Contributing to this increase is the budgeting for MS Office 365 and annual and one-time services and supply costs associated with the two new positions.

Service Level Impacts

There are no service level impacts as a result of the recommended level of General Fund support for FY 2017-18. With the addition of two new positions, the department will be able to accommodate the additional workload from cannabis-related activities.

Position Allocation List Changes

The FY 2017-18 recommended Position Allocation List (PAL) for the department includes a net increase of 2.00 FTE positions compared to FY 2016-17 adopted PAL.

FY 2016-17 Mid-Year PAL Changes:

None.

FY 2017-18 Recommended PAL Changes:

- Add 1.00 FTE Deputy County Counsel III
- Add 1.00 FTE Legal Clerk

BUDGET AUGMENTATION REQUESTS RECOMMENDED

Title: Add 1.00 FTE Deputy County Counsel III and 1.00 FTE Legal Clerk	
Expense: \$181,241	Funding Source(s): General Fund support: \$181,241
Intended Results:	
<ol style="list-style-type: none"> 1. Develop a program to implement all cannabis-related regulation, licensing, and taxing activities. 2. Bring civil enforcement actions against those who violate regulations regarding all cannabis-related activities in the unincorporated areas of the County. 	

BUDGET AUGMENTATION REQUESTS NOT RECOMMENDED

None.

GOALS AND PERFORMANCE MEASURES

Department Goal: Represent the County and advocate to protect the interests of the client in cases which address the special needs of fragile populations in the community such as children referred to Child Welfare Services, residents receiving mental health care, individuals requiring financial conservatorship, and estates without probate representation.

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

1. Performance Measure: Proceedings in which legal advice is provided to Child Welfare Services (CWS) and advocate representation is provided in court to assure that the law is followed while attempting to achieve results that are in the best interest of the child.

12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
651	729	776	867	954	936	901

What: A large number of proceedings are handled annually by Child Welfare Services to protect the children of our community. County Counsel provides legal representation in all matters on the court's weekly CWS calendar, any contested hearings and/or trials, and all CWS mediations.

Why: If strong legal representation is provided by County Counsel to Child Welfare Services in these matters, then CWS will be successful in protecting the abused and neglected children of our community.

How are we doing? It should be noted that the County Counsel's office has virtually no influence on the number of proceedings that are referred to our department. We advise and represent the Department of Social Services (DSS) in legal proceedings as requested by DSS. In FY 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. The number of new cases this fiscal year remains on par with previous fiscal years although the number of new cases varies from month to month and is very difficult to predict. With the improving economy and in spite of the significant challenges our office remains hopeful and is therefore projecting fewer families in crisis in the coming years. Nonetheless, a significant amount of work is required to prepare responses to these writs and appeals and to prepare for argument before the Court of Appeal. No comparable data from other counties is available.

2. Performance Measure: Cases involving people who are unable to care for themselves in which County Counsel represents the County to assure that the law is followed while attempting to achieve results that are in the best interest of the individual as determined by the Public Guardian, Public Administrator, or Department of Behavioral Health.

12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
153	153	176	167	175	193	178

What: The Public Guardian is appointed as conservator on an ongoing basis for individuals when it has been determined by the court that they cannot care for themselves. The Department of Behavioral Health assists individuals in urgent, short-term mental health situations such as involuntary detentions for intensive treatment under the Welfare and Institutions Code when it comes to the authorities' attention that such individuals need immediate assistance. These individuals are detained (for not more than 72 hours) until a judge makes a determination as to whether or not they are able to care for themselves. The Public Administrator is appointed by the court to assist in the disposition of the estate of a decedent where no executor is available. County Counsel's role in these matters is to assure that the law is complied with while protecting the rights of those members of our community who are unable to make their own decisions or care for themselves. County Counsel provides advice and legal representation in all court appearances for these matters.

Why: If effective legal representation is provided by County Counsel in these matters, the Public Guardian and Public Administrator will be successful in assuring the care of those in the community who are unable to care for themselves and the Department of Behavioral Health will be more likely to improve the mental health of its patients.

How are we doing? In FY 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.

Department Goal: Provide accurate, timely, and reliable document review and legal advice for County boards, commissions, departments, and agencies in order to help these clients achieve their objectives without unnecessary litigation or loss.

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

3. Performance Measure: Percentage of clients who report advice provided by attorneys was clear, relevant, and timely.

12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
98%	99%	100%	100%	100%	100%	100%

What: This measurement reflects the level of satisfaction with County Counsel's departmental support as reported by department representatives during the yearly attorney evaluation process and through frequent contact with managers and staff of client departments.

Why: Each of our clients operates under a highly technical set of governing laws and regulations. By helping our client departments understand and meet their legal obligations, we help them serve the community in the most effective manner. Asking departments to evaluate County Counsel's work provides us with the opportunity to improve our services to our client departments.

How are we doing? Results are calculated by comparing the number of clients the department represents (106) with the comments 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. At the beginning of FY 2015-16, as in the previous fiscal years, all 106 clients reported that advice from County Counsel was clear, relevant, and timely. County Counsel strives to maintain a high level of client satisfaction by closely monitoring attorney and staff assignments to create a better fit with the client and by matching attorney and staff experience with client requirements. No comparable data from other counties is available.

4. Performance Measure: Percentage of projects in which the response to requests for advice or contract review are completed within five working days.

12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
92%	88%	92%	91%	95%	91%	95%

What: This measurement reflects the percentage of time that the review of a variety of legal documents, conduct of research, and rendering of opinions as requested, is completed and work initiated by the assigned attorney within five working days.

Why: It is our intent to be in contact with the requestor and initiate work on each written request for legal advice within five working days. Measuring our response time to requests for legal advice enables us to evaluate our customer service and improve the assistance we provide to our clients in achieving their objectives as expeditiously as possible.

How are we doing? In FY 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. Last fiscal year our targets were unrealistic; however, the office's actual performance was in line with most of the previous fiscal year's performance. 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.

12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
.66%	.76%	.72%	.72%	.62%	.69%	.71%

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 2016-17 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. Last fiscal year our targets were unrealistic; however, the office's actual performance was in line with the previous fiscal year's performance. The target for County Counsel's expenses FY 2017-18 is an average of previous years actual expenses (rounded down) in spite of increased workloads. 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.

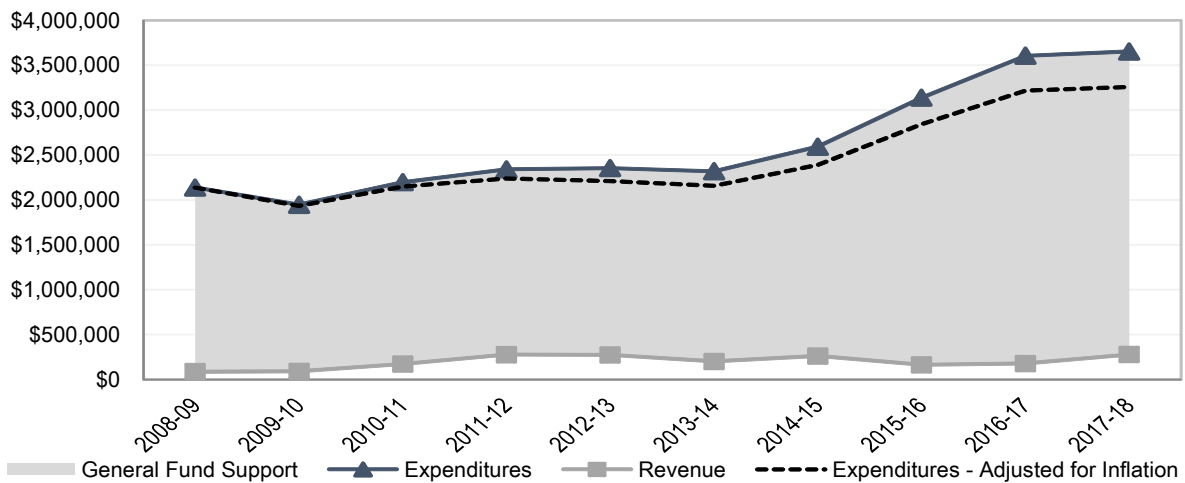
Human Resources

Human Resources provides recruitment and personnel management services, as well as labor relations, benefits management, and risk management services.

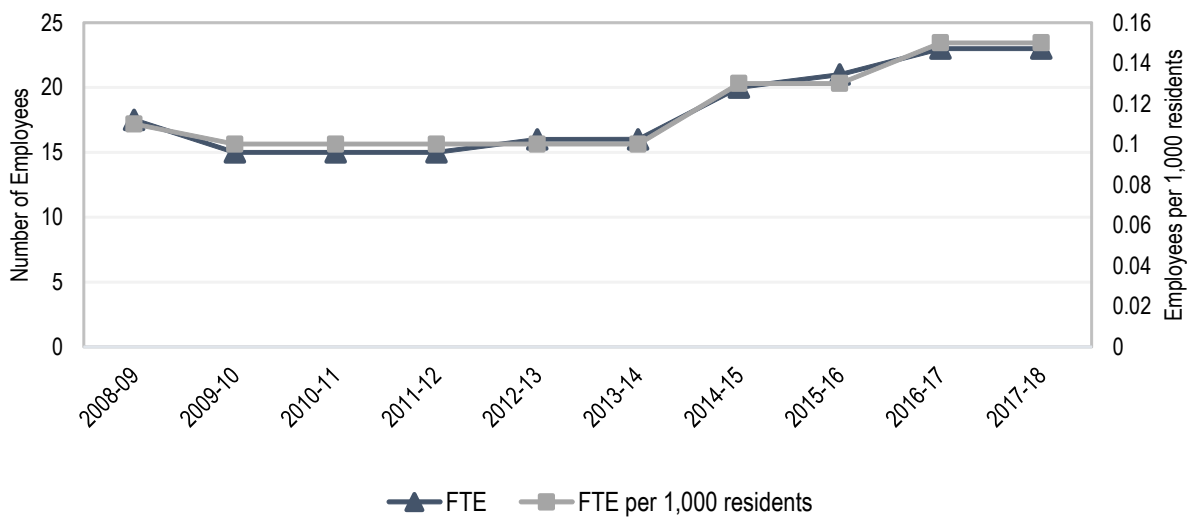
BUDGET AT A GLANCE

	FY 2017-18 Recommended	Change from FY 2016-17 Adopted	% Change
Expenditures	\$3,653,175	\$48,096	1%
Revenue	\$277,888	\$99,802	56%
General Fund Support	\$3,375,287	\$(51,706)	(2)%
Staffing Levels	23.00 FTE	0.00 FTE	0.00 %

Ten Year Budget History



Ten Year Staffing History



MISSION STATEMENT

We recruit, select, develop, and support a high performing County workforce to deliver excellence in service to the community.

ABOUT THIS BUDGET

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 and Management system (NEOGOV) into County practices, meeting the recruitment demands created by a retiring 'baby boomer' generation, navigating an increasingly complex labor relations landscape, managing compensation and benefit costs while maintaining competitiveness to recruit, developing and retaining a new generation of employees, and keeping pace with the reality of workplace ergonomics and wellness as these shape and define workers' compensation liabilities for the foreseeable future.

Following are some of the department's notable accomplishments for FY 2016-17 and some specific objectives for FY 2017-18:

FY 2016-17 Accomplishments

- As of January 2017, the County Enterprise Financial System (SAP) has been established as the system of record for the Position Allocation List (PAL) and development of position cost estimates, new vacancy reports, and salary projections.
- The Performance Measurement module of NEOGOV has been implemented: ten workshops to address ongoing technology training needs were held, training 219 employees. In addition, adjustments have been made to the system to optimize use of this tool, including goal cascading capabilities.
- Personnel data analytics were created to provide insight on recruitment, staffing, turnover and retention trends. HR quarterly reporting processes have been standardized and documented and a new vacancy report for departments has been implemented.
- The Loss Prevention Initiative program improved 325 office workstations in response to employee wellness needs. In addition, downtown building security presence was increased to a full time security guard, resulting in improved employee and patron safety.
- Introduced and completed open enrollment to offer voluntary Term Life, Long Term Disability, Short Term Disability, Critical Illness and Accident insurance plans to all County employees effective January 1, 2017. Nearly 1,000 met with a Benefits Counselor to review voluntary plans and health options. There were a total of 1,399 enrollments in the voluntary benefits.
- Improved the post-offer, pre-employment background process for employment candidates by automating the process, resulting in an average reduction of 3 days (from 12 to 9) to complete the process.

FY 2017-18 Objectives

- Develop a technology roadmap to optimize HR information systems and plan for future technology needs, by the end of August 2017.
- Deliver at least six workshops to educate County employees at different stages on their career of the County's benefits package to increase communication and knowledge.
- Further enculturate the new performance management system by implementing goal cascading and training managers and supervisors on developing and tracking goals and personal development plans in NEOGOV. This is a joint HR and Learning and Development Center performance management initiative in conjunction with departments. At least 80% of County departments will have goals established in the system that align with department and Countywide goals by June 30, 2018.
- Prepare workforce planning reports for all 23 County departments to support data driven decision making related to succession planning, employee development needs and recruitment and retention issues.
- Create a Standard Operating Procedure (SOP) for communication and collaboration between departments and Risk Management on risk-related incidents by June 30, 2018.
- By September 2017, evaluate the effectiveness of the new electronic background check and preplacement physical processes to determine if any further improvements of timeliness and quality can be gained.

SERVICE PROGRAMS

Human Resources has a total expenditure level of \$3,653,175 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: \$2,085,806

Total Staffing (FTE): 14.85

Training and Development

Training and development creates and promotes individual and organizational effectiveness by developing and offering innovative and diverse programs to meet organizational needs for employee development. Services include 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: \$242,230
Total Staffing (FTE): 1.90

Civil Service Commissions 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: \$369,222
Total Staffing (FTE): 2.15

Labor Negotiations and Contract Management

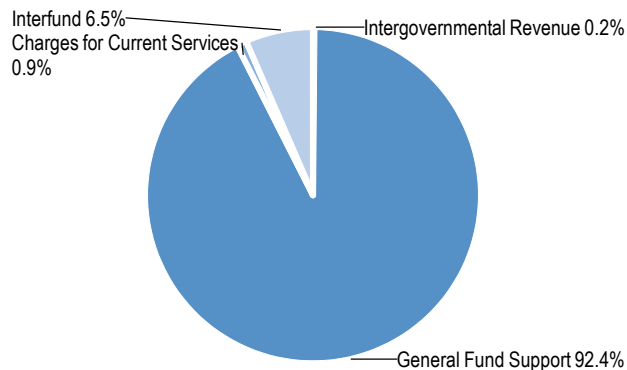
Establish salaries and benefits and maintain an equitable salary plan for all County employees. Negotiate salary and benefit packages with the bargaining units representing approximately 80% of County employees. Implement the terms of contracts with employee organizations. Prepare strategies to implement the Board's Labor Relations direction.

Total Expenditures: \$955,917
Total Staffing (FTE): 4.10

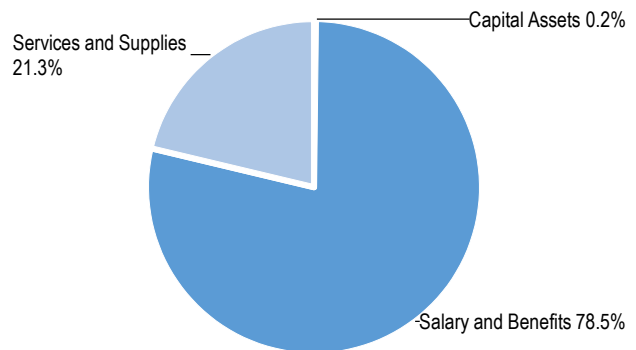
FINANCIAL SUMMARY

	FY 2016-17 Adopted	FY 2016-17 Estimated	FY 2017-18 Requested	FY 2017-18 Recommended	Change from FY 2016-17
Intergovernmental Revenue	\$5,647	\$2,468	\$5,204	\$5,204	\$(443)
Charges for Current Services	\$31,786	\$34,965	\$34,550	\$34,550	\$2,764
Interfund	\$140,653	\$140,653	\$238,134	\$238,134	\$97,481
Total Revenue	\$178,086	\$178,086	\$277,888	\$277,888	\$99,802
Salary and Benefits	\$2,893,860	\$2,568,860	\$2,869,500	\$2,869,500	\$(24,360)
Services and Supplies	\$711,219	\$888,334	\$797,052	\$776,969	\$65,750
Capital Assets	\$0	\$0	\$6,705	\$6,705	\$6,705
Gross Expenditures	\$3,605,079	\$3,457,194	\$3,673,258	\$3,653,175	\$48,096
General Fund Support	\$3,426,993	\$3,279,108	\$3,395,370	\$3,375,287	\$(51,706)

Source of Funds



Use of Funds



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 decrease \$77,068 or 2% compared to the FY 2016-17 adopted levels. (Information on the Self Insurance Internal Service Funds are reported separately.)

The most significant decrease in General Fund support is in FC 112 - Human Resources; decreasing \$51,706 or 2%. Revenues in FC 112 are recommended to increase \$99,802 or 56% and total expenditures are recommended to increase \$48,096 or 1%.

Revenues are increasing primarily due to a \$97,481 or 69% increase in interfund transfers for additional oversight for the Self Insurance Internal Service Funds (408,409,410, and 412) due to a department reorganization approved by the Board on December 13, 2016.

Salaries and benefits are decreasing by \$24,360 or less than 1% primarily due to a number of new employees in the department hired in at lower steps and at a Tier 3 pension benefits.

Services and supplies are increasing \$65,750 or 9% primarily due to increases in departmental employee training and development and countywide recruitment expenditures.

Service Level Impacts

In December 2016, the Board approved resolution amending the Position Allocation List for Human Resources by deleting 1.00 FTE Principal Human Resources Analyst and 1.00 FTE Departmental Automation Specialist I-III and adding 1.00 FTE Deputy Director and 1.00 FTE Human Resources Analyst Aide. Key expected outcomes of this change include creating a proper management structure, aligning functions to increase business efficiencies, and enhancing the Human Resources Director and both Deputy Directors’ 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. The FY 2017-18 recommended budget continues to accommodate the key outcomes of this change.

Position Allocation List Changes

The FY 2017-18 recommended Position Allocation List (PAL) for the department is unchanged compared to FY 2016-17 adopted PAL.

FY 2016-17 Mid-Year PAL Changes:

The following changes were approved by the Board on December 13, 2016 due to a department reorganization:

- Deletion of 1.00 FTE Principal Human Resources Analyst
- Deletion of 1.00 FTE Departmental Automation Specialist I-III
- Addition of 1.00 FTE Deputy Director - Human Resources
- Addition of 1.00 FTE Human Resources Analyst Aide

FY 2017-18 Recommended PAL Changes:

None.

BUDGET AUGMENTATION REQUESTS RECOMMENDED

None requested.

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.						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
62 days	55 days	41 days	36 days	40 days	45 days	40 days
What: This measures the time (recruitment final filing date through the establishment of eligibility list) it takes Human Resources (HR) to provide departments with a list of qualified candidates to fill a vacant position after the recruitment closes.						
Why: The number of days to produce an eligibility list for recruitments is one measure of departmental 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? Our average is currently 45 days to produce eligibility lists for departments with open recruitments. Although this duration is 9 days longer than our actual results of 36 days for FY 2015-16, we have received feedback and increased demand that indicate we have increased the quality of our candidates by using assessments at different stages in the hiring process and by keeping hard to fill positions open longer to allow more candidates to apply. We are also using social media to advertise recruitments and partnering with departments to ensure we are running quality recruitments, versus strictly quick recruitments. We continue to strive to provide departments with timely, quality recruitments. Comparable data shows that Santa Barbara County takes an average of 65 days and Kern County takes an average of 44 days. We will make efforts to obtain additional comparable data.						
2. Performance Measure: Average number of calendar days to fill positions for departments with open recruitments.						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
New	New	98 days	93 days	100 days	100 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? As noted above, this measure encompasses the recruitment process from beginning to end. Although Human Resources does not control all aspects of recruitments, we assert that this 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. In the first quarter, we are currently averaging 118 days; however, we project to be on target for FY 2016-17 despite the increased number of recruitments. In the last four fiscal years, recruitments have steadily increased by 41% overall, from 342 to 568 per year. The number of applications over that same period increased by 77.85%, from 7,698 in FY 2012-13 to 15,944 in FY 2015-16. As a result of the two new process initiatives we are implementing for background checks and medical exams, we expect the days to fill positions will decrease, allowing us to meet our projected goal. Comparison data is not available, however, we plan to make additional efforts to obtain this data in the future.						
3. Performance Measure: Percentage of departments rating their level of satisfaction with the overall recruitment process as above satisfactory or better.						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
80%	84%	72%	93%	85%	85%	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? To date in FY 2016-17, a total of 238 recruitments have been administered and surveys had been sent to departments. Only 15 survey responses from departments were received; a 6.3% response rate. Of the 15 responses received, the average rating was 4.46, which equates to an 89% rating of equal to 'above satisfactory' or better. Given the low response rate, we are revamping our survey to be shorter and easier to respond to with the goal of increasing participation and obtaining more meaningful data. HR strives to meet the recruitment needs of departments and we plan to continue to reach our goal of 85%, even with the projected increase in response rates. Comparison 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.

12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
New	52%	64%	80%	75%	80%	80%

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 on 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 mentioned above in Performance Measure #3. It is sent out at the end of the fiscal year and it reflects Human Resources' focus on the value of strategic business partnerships. Of the 26 departments/agencies* surveyed in FY 2016-17, 10 responses were received (a 38% response rate). Eight (80%) of departments that responded rated Human Resources services as above satisfactory or better. Comparison data is not available.

*Human Resources serves the San Luis Obispo Regional Transit Authority and the San Luis Obispo County Air Pollution Control District as well County departments.

Department Goal: To provide an 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.

12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
85%	100%	87.5%	100%	80%	85%	85%

What: This measure tracks the rate at which Human Resources resolves grievances/appeals (allegations of improper personnel practices by the County) prior to the matter reaching a Civil Service Commission (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. This measure is tracked because of the significant resources expended by HR to resolve work-place conflicts while staying in compliance with all applicable rules and laws.

How are we doing? There were seven grievances/appeals concluded in FY 2015-16, all of which were resolved prior to a Civil Service Commission hearing. Certain grievances/appeals may sometimes be more appropriately heard by the Civil Service Commission, rather than resolved prior to the hearing; therefore, a result of 100% resolution represents a high, but not always optimal achievement rate. To date in FY 2016-17, we have received 10 grievances/appeals, 4 (40%) of which have been resolved prior to a hearing. The department is projecting to achieve an 85% conclusion rate at year end given the time remaining in the year to resolve these grievances and appeals and our past experience. In future years, we will integrate information reported in Performance Measure #6 into the status report for this performance measure (i.e. the total number of County staff and the number of grievances and appeals per 1,000 employees) to reflect the scale of grievances and appeals filed. Comparison data is not available.

6. Performance Measure: Number of grievances and appeals filed per 1,000 employees. (This measure is being deleted for FY 2017-18)						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
4.51	8.63	4.43	5.3	Less than 10	5.0	delete
<p>What: This measure tracks the number of grievances and appeals filed per 1,000 employees.</p> <p>Why: The grievance/appeal rate is a possible reflection of the quality of Human Resources' policies and/or the conduct of departmental supervision or management. Exemplary Human Resources policies and practices, including Human Resources department training and consultation for departmental supervision and management, should minimize the grievance/appeal rate.</p> <p>How are we doing? To date, 10 grievances and appeals were filed for FY 2016-17. Based on a workforce of 2,654, this translates to a rate of 3.78 grievances and appeals per 1,000 employees. As noted above, the department will integrate the information we have been reporting for this performance measure into the status report for Performance Measure #5 in future years. These two measures are closely related and both measure are not necessary. Therefore, we would like to delete this measure. Comparison data is not available.</p>						
<p>Department Goal: Provide an appropriate level of Human Resources support to enable our strategic business partners to cost-effectively attain their mission and goals.</p> <p>Communitywide Result Link: <input type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community</p>						
7. Performance Measure: Number of full-time equivalent Human Resources department staff per 1,000 employees.						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
6.6	5.6	County: 7.4 Industry Standard: 8.8	County: 8.3 Industry Standard: 9.8	Consistent with Industry Standards	County: 8.3 Industry Standard: 9.8	Consistent with Industry Standards
<p>What: This measures the number of Human Resources department full-time equivalent (FTE) staffing per 1,000 employees.</p> <p>Why: This data can be compared with other Human Resources departments with similar responsibilities to provide one measure of whether or not we are appropriately staffed for providing personnel services.</p> <p>How are we doing? For this fiscal year, Human Resources has 8.30 FTE per 1,000 employees, which is calculated with permanent employees only, per industry standards. Human Resources has 22.00 filled permanent FTE and the County employee count is currently 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 9.80 per 1,000 employees in FY 2015-16. The staffing level for FY 2016-17 in San Luis Obispo County remains slightly below current industry standards.</p>						

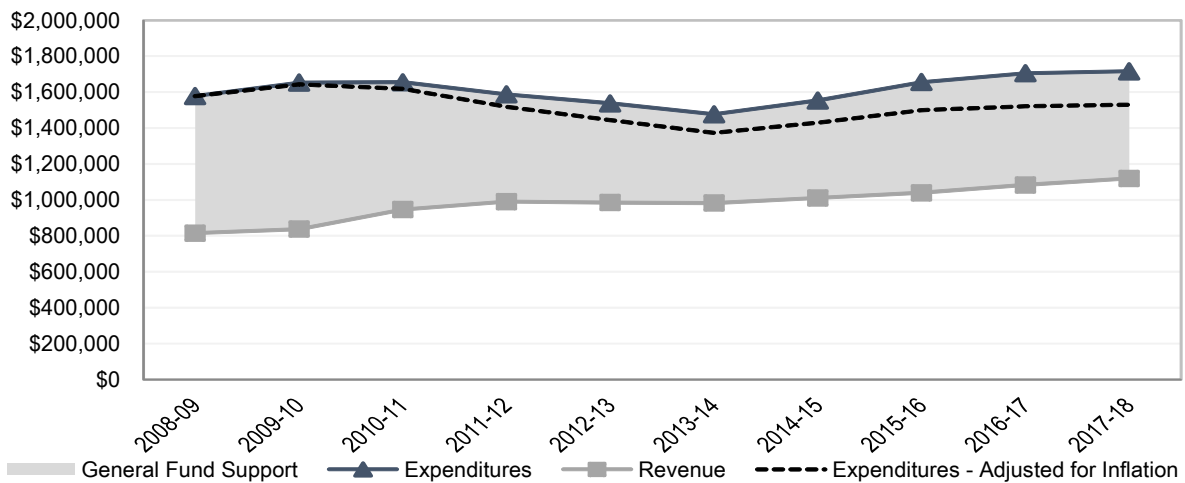
Human Resources - Risk Management

Risk Management provides management and administration of the County's safety, benefit, workers' compensation, and liability programs.

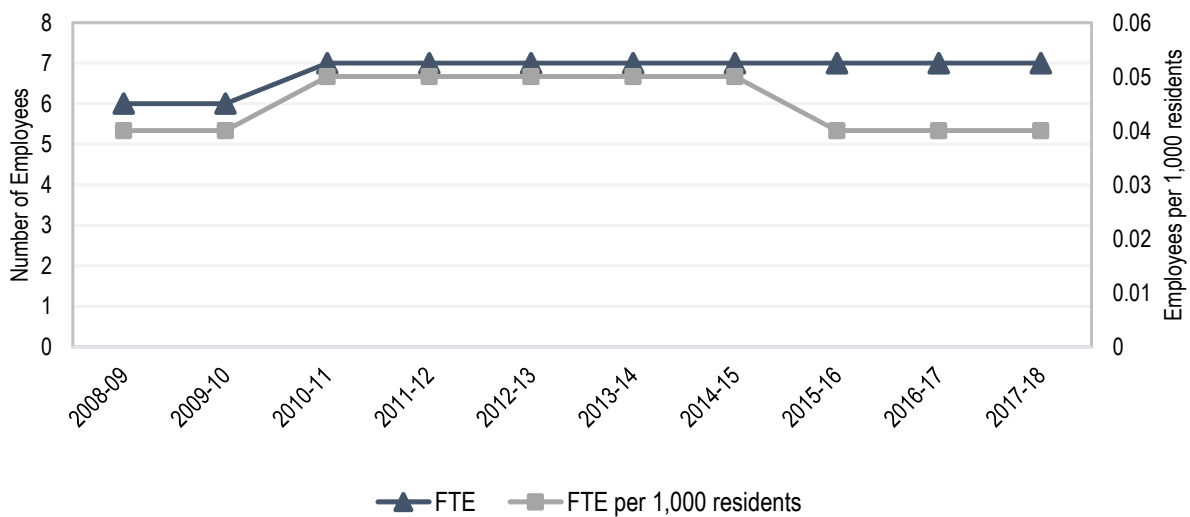
BUDGET AT A GLANCE

	FY 2017-18 Recommended	Change from FY 2016-17 Adopted	% Change
Expenditures	\$1,716,048	\$10,622	1%
Revenue	\$1,119,498	\$35,984	3%
General Fund Support	\$596,550	\$(25,362)	(4)%
Staffing Levels	7.00 FTE	0.00 FTE	0.00 %

Ten Year Budget History



Ten Year Staffing History



MISSION STATEMENT

We collaborate with County departments to protect financial stability and promote safe practices to ensure the health and welfare of employees and the public.

ABOUT THIS BUDGET

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 Center 112 – Human Resources narrative.

SERVICE PROGRAMS

Risk Management has a total expenditure level of \$1,776,988 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: \$326,850

Total Staffing (FTE): 1.10

Safety

Implement cost-effective safety programs and loss prevention efforts to ensure a safe work environment, reduce work-related employee injuries, and minimize the costs associated with Workers' Compensation.

Total Expenditures: \$281,115

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: \$851,178

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.

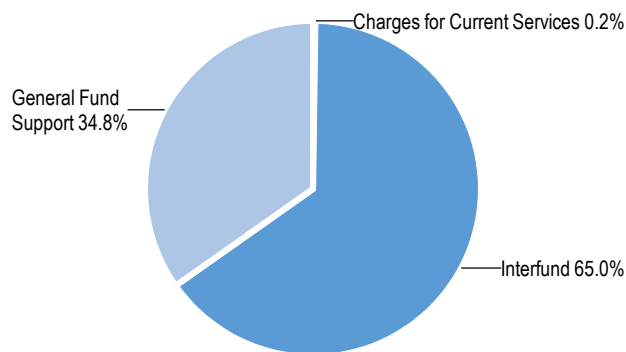
Total Expenditures: \$317,845

Total Staffing (FTE): 2.45

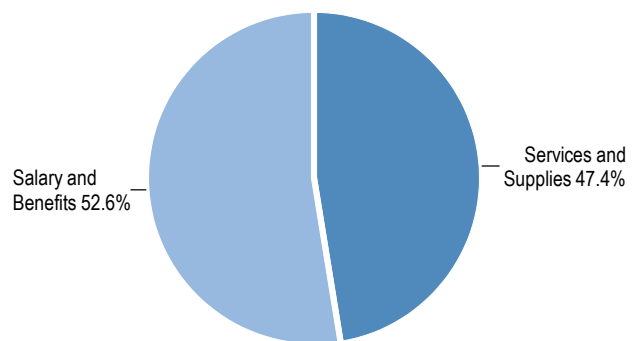
FINANCIAL SUMMARY

	FY 2016-17 Adopted	FY 2016-17 Estimated	FY 2017-18 Requested	FY 2017-18 Recommended	Change from FY 2016-17
Charges for Current Services	\$0	\$4,091	\$0	\$4,000	\$4,000
Interfund	\$1,083,514	\$1,083,514	\$1,115,498	\$1,115,498	\$31,984
Total Revenue	\$1,083,514	\$1,087,605	\$1,115,498	\$1,119,498	\$35,984
Salary and Benefits	\$921,653	\$944,653	\$933,891	\$933,891	\$12,238
Services and Supplies	\$842,980	\$782,724	\$843,097	\$843,097	\$117
Gross Expenditures	\$1,764,633	\$1,727,377	\$1,776,988	\$1,776,988	\$12,355
Less Intrafund Transfers	\$(59,207)	\$(59,207)	\$(60,940)	\$(60,940)	\$(1,733)
Net Expenditures	\$1,705,426	\$1,668,170	\$1,716,048	\$1,716,048	\$10,622
General Fund Support	\$621,912	\$580,565	\$600,550	\$596,550	\$(25,362)

Source of Funds



Use of Funds



COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Financial Summary

The level of General Fund support for this budget is recommended to decrease \$25,362 or 4% compared to FY 2016-17 adopted levels. Revenues are recommended to increase \$35,984 or 3% and total expenditures are recommended to increase \$10,622 or less than 1%.

Revenue in this budget consists of transfers in from other fund centers and outside agencies for the services that Risk Management staff provides in managing the County's various insurance programs. Revenues are increasing primarily due to a \$31,132 or 6% increase from FC 408 – Workers Compensation for increased oversight of that program.

There are no significant changes to recommended expenditure levels.

Service Level Impacts

As stated above, revenues are increasing primarily due to an interfund transfer increase from FC 408 – Workers Compensation for increased oversight by Risk Management. No other service level impacts to other departments or to the community are expected.

Position Allocation List Changes

The FY 2017-18 recommended Position Allocation List (PAL) for the department is unchanged compared to FY 2016-17 adopted PAL.

BUDGET AUGMENTATION REQUESTS RECOMMENDED

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: <input type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community						
1. Performance Measure: Percentage of County employees who contacted the benefits program and rated the services provided by the Benefits Manager as above satisfactory or better.						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
New	82%	85%	83%	85%	84%	85%
<p>What: The Human Resources department conducts monthly analysis of survey responses of County employees. The Human Resources department sends a survey to employees who have contacted the Benefits 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.</p> <p>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.</p> <p>How are we doing? The success target for this measure is aggressive at above satisfactory or better. To date in FY 2016-17, we have received a total of 223 survey responses out of 354, 188 (84%) 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. To date 15 workshops have been held with 354 attendees. During 2016 Open Enrollment employees were given an opportunity to meet with a benefit counselor to review benefit options. 913 employees attended one on one meetings. The goal is to help employees better understand their benefits.</p>						
Department Goal: To promote a safe work environment for County employees.						
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: 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.						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
3.9	3.8	3.7	2.9	3.8	2.9	3.6
<p>What: This measure tracks the number of employee illnesses/injuries per 100 employees in comparison to other local government agencies in California. By collecting injury and illness data, we can compare ourselves to statewide average data prepared by the Department of Industrial Relations. The OSHA Recordable Injury Rate is a 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.</p> <p>Why: This measure helps to track the effectiveness of our Safety Program, which has an impact on the County's budget. An effective safety program limits employee injury and illness, which lowers workers' compensation costs for the County.</p> <p>How are we doing? The OSHA Recordable Injury Rate is calculated using OSHA's formula, which normalizes rates to represent 100 employees working 40 hours per week for 50 weeks per year. From July 1 through November 2016, the County had 33 recordable injuries for 3,050 permanent, temporary, and seasonal employees. When extrapolated for the entire fiscal year, the injury rate would be 2.9 per 100 employees in FY 2016-17. 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.</p>						

3. Performance Measure: Number of days away from work due to workplace injury.						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
656	1,592	963	790	900	750	800
<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? Over the past three years, the County has experienced a decline in the number of days employees are away from work due to work-related injuries, demonstrating the effectiveness of our safety and Workers' Compensation programs. Specifically, the Loss Prevention Initiative, which focuses on prevention of injury, has helped reduce the rate of workplace injuries by approximately 20%, from 3.7 down to 2.9, in the last year. This low rate continues in the first quarter of FY 2016-17. In addition, the Return to Work program, designed to return employees back to work as quickly as they are able, has contributed to a reduction in the number of days away from work. In the first four months of FY 2016-17 we have had 8 employees out due to workplace injury, for a total of 157 lost days. Time lost on these cases, when combined with anticipated new cases and their potential lost days, causes us to project that we will end the year with 750 days away from work due to work-related injuries.</p>						
<p>Department Goal: To effectively administer the County's Liability Insurance Program.</p> <p>Communitywide Result Link: <input type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community</p>						
4. Performance Measure: Number of liability claims filed per \$1 million of payroll.						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
County: .57 EIA average: .78	County: .63 EIA average: .75	County: .71 EIA average: .74	County: .66 EIA average: .70	Better than the EIA average	County: .58 EIA average: .63	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 October 2016 actuarial report's weighted and adjusted values, claim frequency of 99 claims for \$171,116,000 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>						
5. Performance Measure: Average dollar loss/liability claim.						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
County: \$8,720 EIA average: \$8,967	County: \$7,520 EIA average: \$10,070	County: \$7,460 EIA average: \$8,838	County: \$4,820 EIA average: \$10,284	Better than the EIA average	County: \$5,790 EIA average: \$10,236	Better than the EIA average
<p>What: This measure provides an indication of how much money is being spent on average for liability claims. CSAC-EIA insures the majority of California public agencies and is the second largest public entity property and casualty pool in the nation.</p> <p>Why: Tracking the average dollar loss per liability claim indicates how San Luis Obispo County compares to other counties as determined by the County's annual 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.</p> <p>How are we doing? Based on the October 2016 actuarial study, the County's weighted and adjusted loss value was calculated at \$573,210 for state-wide benchmarking purposes. There were 99 claims during the study period. The average loss per claim increased by 20% from FY 2015-16 levels, but we remain below the EIA average.</p>						

6. Performance Measure: Dollars of loss per \$100 of payroll for liability claims.						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
County: .50 EIA average: .64	County: .48 EIA average: .65	County: .53 EIA average: .68	County: .41 EIA average: .64	Better than the EIA average	County: .33 EIA average: .58	Better than the EIA average
<p>What: This measure provides an indication of the total liability dollars spent per every \$100 of the County's payroll. CSAC-EIA insures the majority of California public agencies and is the second largest public entity property and casualty pool in the nation.</p> <p>Why: Tracking the dollars of loss per \$100 of payroll indicates how San Luis Obispo County compares to other counties as determined by the County's annual actuarial 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.</p> <p>How are we doing? Based on the October 2016 actuarial report, the County's weighted and adjusted loss value was calculated at \$564,683 for state-wide benchmarking purposes. Based on payroll of \$171,116,000, the rate per \$100 of payroll was calculated at 0.33. Consequently, the rate per \$100 of payroll decreased from FY 2015-16 by about 14% maintaining the County below the EIA average.</p>						
<p>Department Goal: Administer a cost-effective Workers' Compensation program for County employees.</p> <p>Communitywide Result Link: <input type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community</p>						
7. Performance Measure: Dollars of loss per \$100 of payroll for Workers' Compensation claims.						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
County: \$0.91 EIA average \$2.01	County: \$1.19 EIA average \$2.10	County: \$1.01 EIA average \$2.09	County: \$1.13 EIA average: \$2.16	Better than the EIA average	County: \$.99 EIA average: \$2.11	Better than the EIA average
<p>What: This measure provides a comparison of the County's workers' compensation claims costs relative to the annual workers' compensation payroll costs of other counties in California. CSAC-EIA insures the majority of California public agencies and is the second largest public entity property and casualty pool in the nation.</p> <p>Why: Tracking the dollars of loss per \$100 of payroll for workers' compensation claims indicates how the 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.</p> <p>How are we doing? The loss rate is based upon the October 2016 actuarial study which calculated a weighted and adjusted loss of \$1,694,048 for state-wide benchmarking purposes. Based on payroll of \$171,116,000, the rate per \$100 of payroll decreased from \$1.13 to \$.99. 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, the County experienced better than average program statistics.</p>						
8. Performance Measure: Number of Workers' Compensation claims per 100 employees.						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
County: 6.4 Comp Co. avg: 8.6	County: 6.6 Comp Co. avg: 8.6	County: 5.9 Comp Co. avg: 8.1	County: 4.14 Comp Co. avg: 7.7	Better than the Comp Co. average	County: 4.2 Comp Co. avg: 7.6	Better than the Comp Co. average
<p>What: This measures the number of workers' compensation claims per 100 employees for a comparison to the level of claims experienced in other California counties. San Luis Obispo County is compared to 19 other counties in the annual Self Insurance Plan Benchmark report produced by TCS Risk Management Services, and more specifically to four counties considered comparable to San Luis Obispo County (Marin, Santa Barbara, Santa Cruz and Sonoma).</p> <p>Why: This measure enables us to compare the level of workers' compensation claims within the County to the claim levels experienced by comparably sized and organized California counties. Claim frequency is an indication of the effectiveness of both our workers' compensation and safety programs, which impacts the County's budget. A low number of workers' compensation claims reduces the County's workers' compensation insurance premiums.</p>						

How are we doing? At 126 claims in FY 2015-16 for 2,984 permanent, temporary and seasonal employees, the County ranks among the lowest claim rates in the state, when compared to the October 2016 TCS report of comparable counties. Safety and loss prevention efforts contribute to a low number of workers' compensation claims.

9. Performance Measure: Average dollars loss per Workers' Compensation claim.

12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
County: \$5,260 EIA average: \$11,902	County: \$7,890 EIA average: \$12,389	County: \$8,630 EIA average: \$12,637	County: \$10,730 EIA average: \$13,727	Better than the EIA average	County: \$9,540 EIA average: \$15,086	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? The County's projected FY 2016-17 loss per claim is approximately 63% of the CSAC-EIA average. This is an 11% decrease in cost per claim compared to FY 2015-16 actuals, at a time when the CSAC-EIA average cost rose by 10%. The Workers' Compensation Program, a team effort involving in-house staff, a Third Party Claims Administrator, and a third party management consultant, is among the highest performing programs in the state. The maturity of our program contributes to our lower cost per claim than the EIA average.

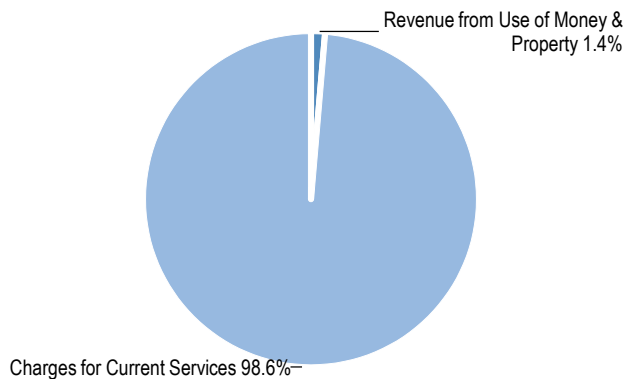
Workers' Compensation Self-Insurance

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. The Workers' Compensation program is budgeted in an Internal Service Fund outside the County General Fund and is funded primarily through charges to County departments.

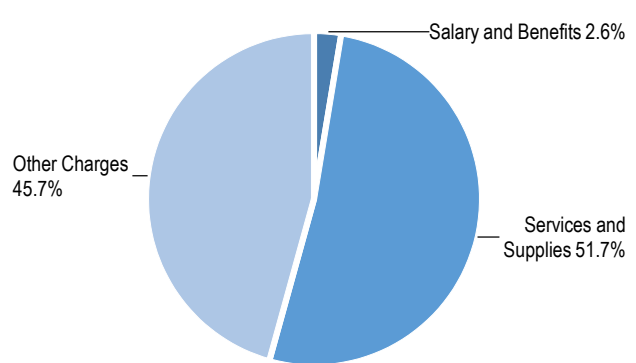
FINANCIAL SUMMARY

	FY 2016-17 Adopted	FY 2016-17 Estimated	FY 2017-18 Requested	FY 2017-18 Recommended	Change from FY 2016-17
Revenue from Use of Money & Property	\$55,000	\$100,000	\$85,000	\$85,000	\$30,000
Charges for Current Services	\$6,200,000	\$6,100,000	\$6,200,000	\$6,200,000	\$0
Other Revenues	\$0	\$380,404	\$0	\$0	\$0
Total Revenue	\$6,255,000	\$6,580,404	\$6,285,000	\$6,285,000	\$30,000
Total Financing Sources	\$6,255,000	\$6,580,404	\$6,285,000	\$6,285,000	\$30,000
Salary and Benefits	\$0	\$150,000	\$200,000	\$200,000	\$200,000
Services and Supplies	\$3,851,360	\$3,642,115	\$3,959,021	\$3,959,021	\$107,661
Other Charges	\$3,500,000	\$3,350,000	\$3,500,000	\$3,500,000	\$0
Gross Expenditures	\$7,351,360	\$7,142,115	\$7,659,021	\$7,659,021	\$307,661
Total Financing Requirements	\$7,351,360	\$7,142,115	\$7,659,021	\$7,659,021	\$307,661

Source of Funds



Use of Funds



COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Financial Summary

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. Setting and maintaining of reserve levels is done in conjunction with annual actuarial studies.

This is the largest of the five self-insurance fund centers, with more than \$7.6 million in appropriation recommended. Revenues generated from charges to departments are recommended to remain flat with the FY 2016-17 adopted budget. These rates are set to generate \$6.2 million in FY 2017-18.

Expenditures are recommended to increase \$307,661 or 4% compared to FY 2016-17 adopted levels due to a variety of factors. The recommended budget includes an expected \$106,000 or 7% decrease to the County's workers' compensation insurance premium, based on an estimate provided by CSAC-EIA, a \$142,207 increase in in pre-employment physicals and management services, and a \$70,099 increase in staffing cost transferred to Fund Center 112 - Human Resources. There has been a change in the accounting of the cost for salaries paid to injured sworn peace officers. The new salary account has been added to FY 2017-18 budget to ensure that a portion of the injured sworn peace officer's benefit is paid from the workers compensation fund. Other expenditure accounts are increasing or decreasing by smaller amounts.

Service Level Impacts

No other service level impacts to other departments or to the community are expected.

BUDGET AUGMENTATION REQUESTS RECOMMENDED

None requested.

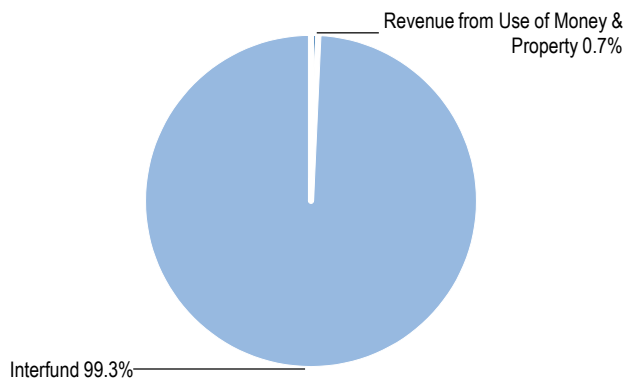
Liability Self-Insurance

Liability provides funding for all costs associated with the County’s self-insured Liability program, including loss payments to resolve claims and litigation, and administrative expenses. The Liability program is budgeted in an Internal Service Fund outside the County General Fund and is funded primarily through charges to County departments.

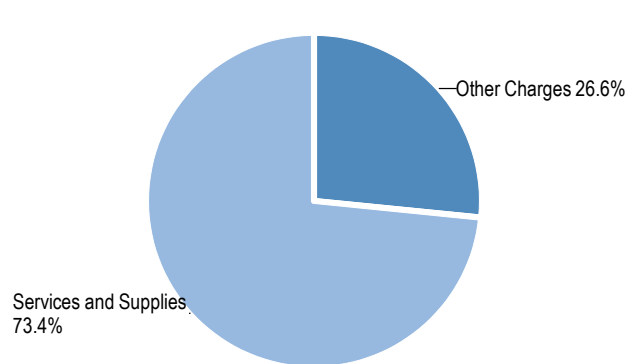
FINANCIAL SUMMARY

	FY 2016-17 Adopted	FY 2016-17 Estimated	FY 2017-18 Requested	FY 2017-18 Recommended	Change from FY 2016-17
Revenue from Use of Money & Property	\$12,000	\$21,996	\$19,500	\$19,500	\$7,500
Other Revenues	\$0	\$221,477	\$0	\$0	\$0
Interfund	\$2,700,000	\$2,700,000	\$2,700,000	\$2,700,000	\$0
Total Revenue	\$2,712,000	\$2,943,473	\$2,719,500	\$2,719,500	\$7,500
Total Financing Sources	\$2,712,000	\$2,943,473	\$2,719,500	\$2,719,500	\$7,500
Services and Supplies	\$2,606,808	\$2,788,506	\$2,761,270	\$2,761,270	\$154,462
Other Charges	\$1,000,000	\$35,000	\$1,000,000	\$1,000,000	\$0
Gross Expenditures	\$3,606,808	\$2,823,506	\$3,761,270	\$3,761,270	\$154,462
Total Financing Requirements	\$3,606,808	\$2,823,506	\$3,761,270	\$3,761,270	\$154,462

Source of Funds



Use of Funds



COUNTY ADMINISTRATOR’S COMMENTS AND RECOMMENDATIONS

Financial Summary

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. Setting and maintaining of reserve levels is done in conjunction with annual actuarial studies.

Revenues are recommended to increase \$7,500 or less than 1% compared to FY 2016-17 adopted levels due to increased interest revenue.

Expenditures are recommended to increase \$154,462 or 4% compared to FY 2016-17 adopted levels due to an \$11,000 decrease in the liability insurance premium cost, a \$13,081 increase in overhead charges, an increase of \$45,764 in staffing cost transferred to Fund Center 105 - Risk Management and FC 112 – Human Resources, and a \$100,000 increase in the use of outside legal counsel to due to a case requiring special counsel.

Service Level Impacts

No other service level impacts to other departments or to the community are expected.

BUDGET AUGMENTATION REQUESTS RECOMMENDED

None requested.

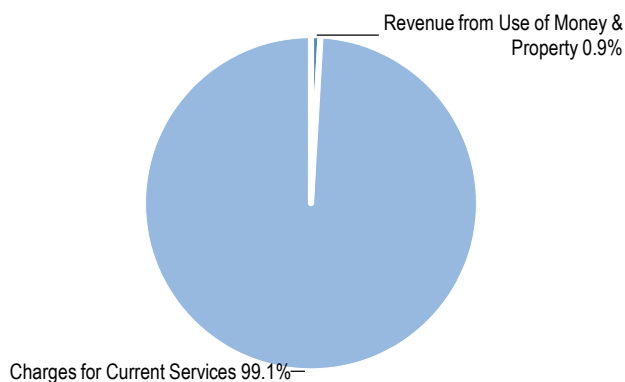
Unemployment Self-Insurance

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. The Unemployment Insurance program is budgeted in an Internal Service Fund outside the County General Fund and is funded primarily through charges to County departments.

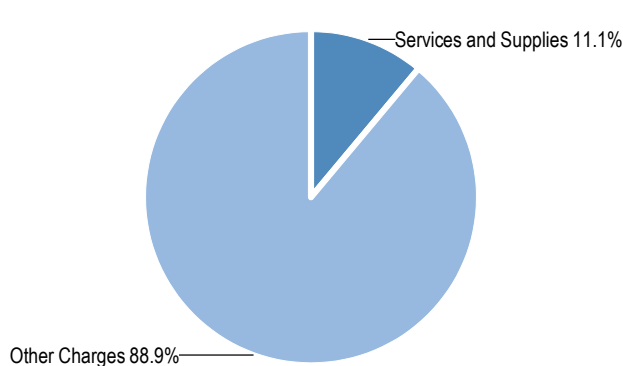
FINANCIAL SUMMARY

	FY 2016-17 Adopted	FY 2016-17 Estimated	FY 2017-18 Requested	FY 2017-18 Recommended	Change from FY 2016-17
Revenue from Use of Money & Property	\$1,200	\$1,400	\$1,300	\$1,300	\$100
Charges for Current Services	\$136,817	\$140,613	\$142,000	\$142,000	\$5,183
Total Revenue	\$138,017	\$142,013	\$143,300	\$143,300	\$5,283
Total Financing Sources	\$138,017	\$142,013	\$143,300	\$143,300	\$5,283
Services and Supplies	\$33,795	\$31,705	\$37,424	\$37,424	\$3,629
Other Charges	\$300,000	\$180,000	\$300,000	\$300,000	\$0
Gross Expenditures	\$333,795	\$211,705	\$337,424	\$337,424	\$3,629
Total Financing Requirements	\$333,795	\$211,705	\$337,424	\$337,424	\$3,629

Source of Funds



Use of Funds



COUNTY ADMINISTRATOR’S COMMENTS AND RECOMMENDATIONS

Financial Summary

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. Setting and maintaining of reserve levels is done in conjunction with annual actuarial studies.

Revenue generated from payroll billings to departments is increasing \$5,183 or 4% compared to FY 2016-17 adopted levels and is set to produce \$142,000 in revenue. Expenditures are recommended to increase \$3,629 or 1% compared to FY 2016-17 adopted levels due to an increase in staffing cost transferred to Fund Center 105- Risk Management and FC 112 – Human Resources.

Service Level Impacts

No other service level impacts to other departments or to the community are expected.

BUDGET AUGMENTATION REQUESTS RECOMMENDED

None requested.

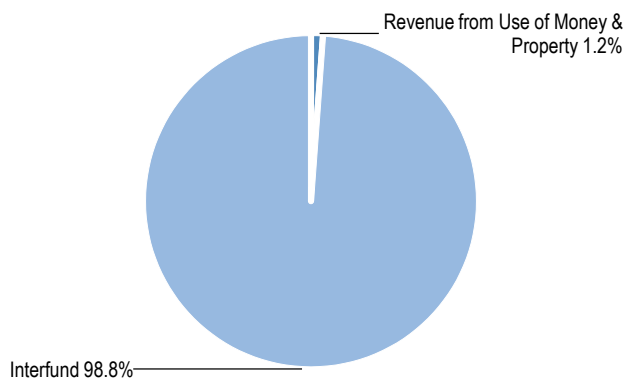
Medical Malpractice Self-Insurance

Medical Malpractice provides funding for all costs associated with the County’s self-insured Medical Malpractice program, including insurance premiums, deductibles, and administrative expenses. The Medical Malpractice program is budgeted in an Internal Service Fund outside the County General Fund and is funded primarily through charges to County departments.

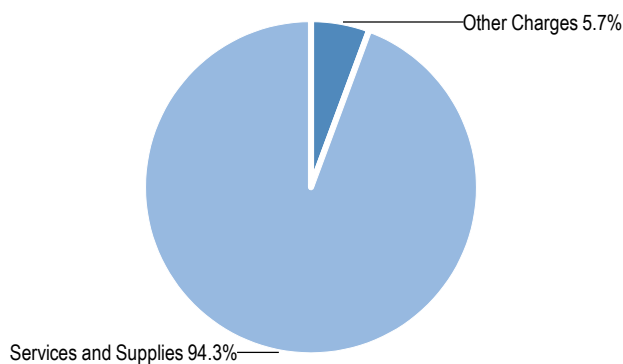
FINANCIAL SUMMARY

	FY 2016-17 Adopted	FY 2016-17 Estimated	FY 2017-18 Requested	FY 2017-18 Recommended	Change from FY 2016-17
Revenue from Use of Money & Property	\$2,000	\$3,820	\$3,500	\$3,500	\$1,500
Interfund	\$300,000	\$300,000	\$300,000	\$300,000	\$0
Total Revenue	\$302,000	\$303,820	\$303,500	\$303,500	\$1,500
Total Financing Sources	\$302,000	\$303,820	\$303,500	\$303,500	\$1,500
Services and Supplies	\$350,365	\$297,019	\$333,820	\$333,820	\$(16,545)
Other Charges	\$20,000	\$6,000	\$20,000	\$20,000	\$0
Gross Expenditures	\$370,365	\$303,019	\$353,820	\$353,820	\$(16,545)
Total Financing Requirements	\$370,365	\$303,019	\$353,820	\$353,820	\$(16,545)

Source of Funds



Use of Funds



COUNTY ADMINISTRATOR’S COMMENTS AND RECOMMENDATIONS

Financial Summary

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. Setting and maintaining of reserve levels is done in conjunction with annual actuarial studies.

Revenues are recommended to increase \$1,500 or less than 1% and expenditures are recommended to decrease \$16,545 or 4% compared to FY 2016-17 adopted levels. The decrease in expenditures is primarily due to a \$16,500 or 5% decrease in insurance premiums.

Service Level Impacts

No other service level impacts to other departments or to the community are expected.

BUDGET AUGMENTATION REQUESTS RECOMMENDED

None requested.

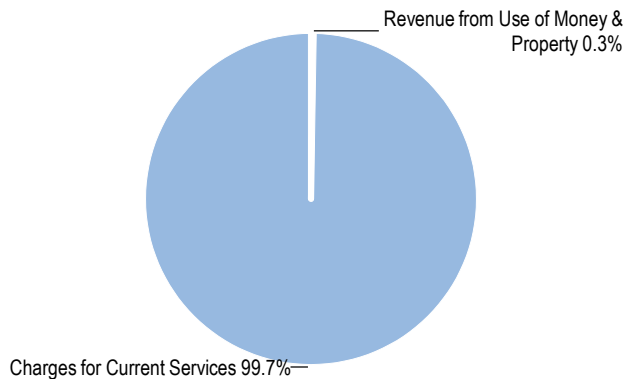
Dental Self-Insurance

Dental provides funding for all costs associated with the County’s self-insured Dental program, including benefit payments and administrative expenses. The Dental program is budgeted in an Internal Service Fund outside the County General Fund and is funded primarily through charges to County departments.

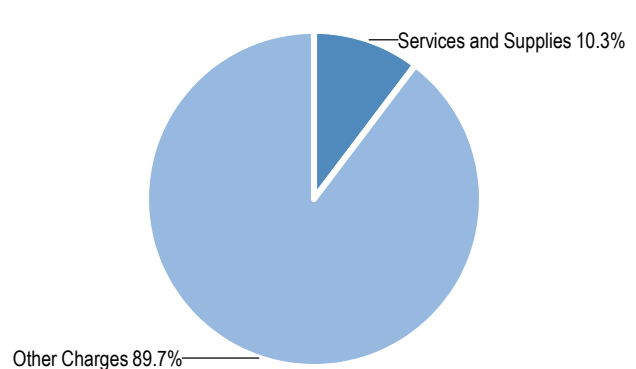
FINANCIAL SUMMARY

	FY 2016-17 Adopted	FY 2016-17 Estimated	FY 2017-18 Requested	FY 2017-18 Recommended	Change from FY 2016-17
Revenue from Use of Money & Property	\$2,500	\$4,800	\$4,500	\$4,500	\$2,000
Charges for Current Services	\$1,770,864	\$1,765,300	\$1,772,000	\$1,772,000	\$1,136
Other Revenues	\$0	\$25,078	\$0	\$0	\$0
Total Revenue	\$1,773,364	\$1,795,178	\$1,776,500	\$1,776,500	\$3,136
Total Financing Sources	\$1,773,364	\$1,795,178	\$1,776,500	\$1,776,500	\$3,136
Services and Supplies	\$184,512	\$170,637	\$187,700	\$187,700	\$3,188
Other Charges	\$1,631,139	\$1,325,000	\$1,631,139	\$1,631,139	\$0
Gross Expenditures	\$1,815,651	\$1,495,637	\$1,818,839	\$1,818,839	\$3,188
Total Financing Requirements	\$1,815,651	\$1,495,637	\$1,818,839	\$1,818,839	\$3,188

Source of Funds



Use of Funds



COUNTY ADMINISTRATOR’S COMMENTS AND RECOMMENDATIONS

Financial Summary

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. Setting and maintaining of reserve levels is done in conjunction with annual actuarial studies.

Revenues are recommended to increase \$3,136 or less than 1% and expenditures are recommended to increase \$3,188 or less than 1% compared to FY 2016-17 adopted levels. The recommended budget assumes no increase in the cost of dental plan benefits, set at more than \$1.6 million.

Service Level Impacts

No other service level impacts to other departments or to the community are expected.

BUDGET AUGMENTATION REQUESTS RECOMMENDED

None requested.

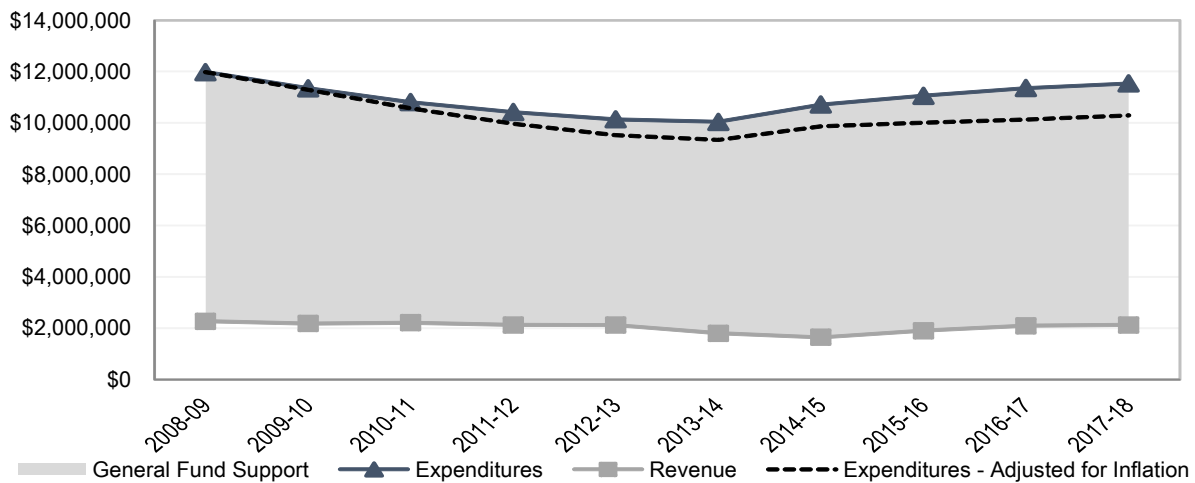
Information Technology

Information Technology provides radio, voice, network, and enterprise services to County departments, boards, agencies, and special districts.

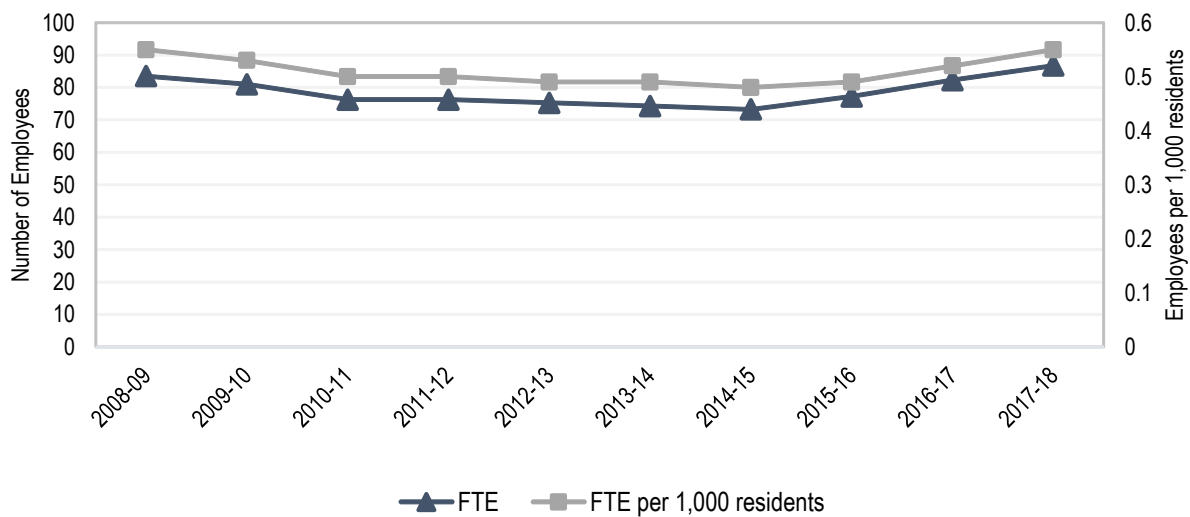
BUDGET AT A GLANCE

	FY 2017-18 Recommended	Change from FY 2016-17 Adopted	% Change
Expenditures	\$11,539,572	\$183,603	2%
Revenue	\$2,129,005	\$33,804	2%
General Fund Support	\$9,410,567	\$149,799	2%
Staffing Levels	85.50 FTE	3.25 FTE	3.95 %

Ten Year Budget History



Ten Year Staffing History



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.

ABOUT THIS BUDGET

The County's Information Technology Executive Steering Committee (IT-ESC) governs the prioritization and execution of major Information Technology (IT) projects County-wide. The San Luis Obispo County Information Technology Strategic Plan (ITSP) addresses four primary goals and major benefits as follows:

- Build citizen-centric solutions to meet the operational needs and service expectations of our customers.
- Enable a technology-capable workforce.
- Commit to proactive, accountable, well-governed IT services.
- Invest to maintain a current, sustainable, and secure infrastructure.

During FY 2017-18, the Information Technology Department (ITD) will continue helping multiple departments improve their business processes, data accuracy, and efficiencies by initiating and managing projects to replace outdated systems. ITD will enhance collaboration and data sharing countywide by leveraging the Office 365 investment and researching Voice over IP (VoIP) potential. New systems, new technology, and new business processes will, without a doubt, trigger new challenges in finding, hiring, and retaining the right talent in IT disciplines such as cyber security, business analysis, data integration and analytics, project management, and IT leadership. ITD will address those challenges through surgical consulting, strategic planning and hiring, proper advertisement, and drawing and training qualified candidates from the area. Through its well-developed, mature disciplines, ITD will continue to help departments accurately identify and size their business needs and broker, implement, and manage solutions to address those needs effectively.

Complementing ITD's focus on business partnerships is its on-going investment in the management of critical infrastructure serving the entire community. ITD maintains the County's largest public safety radio network, which is used by the Sheriff, local law enforcement, Cal Fire and the County's Office of Emergency Services. ITD also provides secure, high-speed network connectivity to all County departments, an environmentally-controlled, 24-hour data center which hosts mission critical assets for the enterprise, a Service Desk providing a single point of contact for customers to report IT-related incidences, and a centrally-organized GIS program that leverages and efficiently coordinates GIS activities across the region.

Following are some of the department's notable accomplishments for FY 2016-17 and some specific objectives for FY 2017-18:

FY 2016-17 Accomplishments

- After 40 years of service and many years planning its retirement, decommissioned the mainframe during summer 2016. As part of this project, modernized the Property Tax, Warrants, and case management systems for both Superior Courts and the District Attorney Office.
- Supported the replacement of the custom-built, 20 year old Budget Prep application with Budget Formulation and Management (BFM), a modern, off-the-shelf product.
- Supported the implementation of the new Content Management System and redesigned County website making it easier to search for, find and utilize County services from any computer or mobile device.
- Managed RFP process and consulting services to build a Countywide Security Program Strategic Plan which will provide recommendations and a roadmap to reduce the risk of financial and reputational harm caused by cybersecurity incidences.
- Documented Jail Management System (JMS) and Record Management System (RMS) business requirements and issued Request for Proposal (RFP).
- Supported the implementation of an electronic health record for Public Health clinical programs, Jail Medical, and Oral Health.
- Implemented Microsoft Office 365 Email and Calendar product and modernized dozens of dated electronic forms with a web-based portal. The O365 platform is strategically aligned with the County's goals of providing enhanced mobility, collaboration, and system resiliency.
- Installed high-speed optical fiber network connectivity to the Sheriff-Coroner's facility.
- Replaced emergency backup power generators at four mountain-top public safety communication sites.
- Expanded wireless data access and network connectivity to over 42 sites throughout the county.
- Installed new video surveillance systems at several Sheriff Facilities including the Honor Farm, Courts Custody, Jail, and Property Room.

FY 2017-18 Objectives

- Support the implementation of a new permitting system for the Planning and Building Department by June 2018.
- Replace the County's 33 year old telephony system with a modern, flexible, scalable, and cost-effective Voice over IP (VoIP) system. This project, if approved, would start in July 2017, finish by June 2019, and result in over \$300,000 in annual recurring savings to the County.
- In collaboration with the City of Grover Beach, coordinate the installation of joint, high-speed optical fiber network within Grover Beach and provide data network connectivity to several Health Agency facilities by December 2017.
- Partner with the San Luis Obispo County Office of Education to bring high-speed optical fiber to Shandon's CalFire, Public Works, and High School facilities by December 2017 at an estimated cost of \$175,000.

- Complete the build-out of new communications site at La Panza including installation of new radio tower and communications equipment by January 2018.
- Upgrade battery and power systems at three mountain-top public safety communication sites by March 2018.
- Integrate GIS with EnerGov, the County's new Permit Tracking System, by January 2018.
- Complete the GIS parcel data project by June 2018.

SERVICE PROGRAMS

Information Technology has a total expenditure level of \$17,036,423 and a total staffing level of 85.50 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: \$8,081,439

Total Staffing (FTE): 42.84

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: \$4,629,285

Total Staffing (FTE): 24.54

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: \$1,594,028

Total Staffing (FTE): 8.45

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: \$1,560,072
Total Staffing (FTE): 8.27

Voice Communications

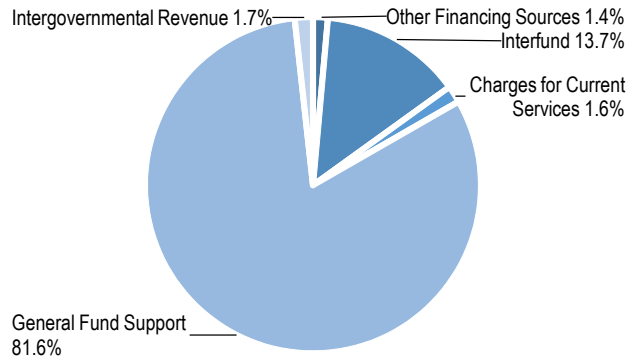
Coordinate County's contract with AT&T (adds, changes, deletes); coordinate all voice communications, equipment installation with AT&T, manage voice communication billings, and administer County's voice mail system (adds, changes, deletes).

Total Expenditures: \$1,171,599
Total Staffing (FTE): 1.40

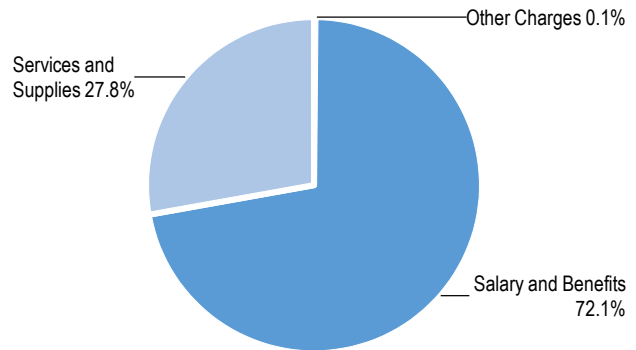
FINANCIAL SUMMARY

	FY 2016-17 Adopted	FY 2016-17 Estimated	FY 2017-18 Requested	FY 2017-18 Recommended	Change from FY 2016-17
Revenue from Use of Money & Property	\$0	\$1,600	\$0	\$0	\$0
Intergovernmental Revenue	\$217,158	\$217,158	\$201,329	\$201,329	\$(15,829)
Charges for Current Services	\$187,465	\$187,465	\$188,874	\$188,874	\$1,409
Other Revenues	\$0	\$16,775	\$0	\$0	\$0
Interfund	\$1,690,578	\$1,887,080	\$1,573,802	\$1,573,802	\$(116,776)
Other Financing Sources	\$0	\$0	\$0	\$165,000	\$165,000
Total Revenue	\$2,095,201	\$2,310,078	\$1,964,005	\$2,129,005	\$33,804
Salary and Benefits	\$11,544,933	\$11,585,292	\$11,914,343	\$12,275,189	\$730,256
Services and Supplies	\$4,267,143	\$4,574,537	\$4,730,877	\$4,738,377	\$471,234
Other Charges	\$0	\$0	\$22,857	\$22,857	\$22,857
Gross Expenditures	\$15,812,076	\$16,159,829	\$16,668,077	\$17,036,423	\$1,224,347
Less Intrafund Transfers	\$(4,456,107)	\$(4,649,104)	\$(5,369,558)	\$(5,496,851)	\$(1,040,744)
Net Expenditures	\$11,355,969	\$11,510,725	\$11,298,519	\$11,539,572	\$183,603
General Fund Support	\$9,260,768	\$9,200,647	\$9,334,514	\$9,410,567	\$149,799

Source of Funds



Use of Funds



COUNTY ADMINISTRATOR’S COMMENTS AND RECOMMENDATIONS

Financial Summary

The level of General Fund support for this budget is recommended to increase by \$149,799 or 2% compared to the FY 2016-17 adopted level. Revenues are recommended to increase \$33,804 or 2% and expenditures are recommended to increase \$183,603 or 2%.

The increase in recommended revenue is due primarily to a \$48,224 or 3% increase in charges to departments for services.

Salaries and benefits are recommended to increase \$730,256 or 6% due in part, to the recommended addition of 1.00 FTE Accountant III and 1.00 FTE Information Technology Supervisor, and 1.00 FTE Software Engineer III to the department’s Position Allocation List (PAL). The Software Engineer III position is being added to support FC 139 – Probation and is revenue offset for the IT Department. The recommended PAL also includes the addition of 0.25 FTE Telephone Systems Coordinator approved by the Board on February 28, 2017 (see below).

Services and supplies are recommended to increase \$471,234 or 11% primarily due to increases in maintenance expenditures. Maintenance equipment, software, and contract expenditures are increasing due to various maintenance agreements coming due as a result of recent various project completions, such as the new Property Tax System Modernization project.

Intrafund expense offsets are recommended to increase \$1 million or 23% due to Microsoft Office 365 charges and an increase in enterprise services provided to county departments.

No fixed asset expense is recommended in FY 2017-18.

Service Level Impacts

The recommended budget for FY 2017-18 enables IT to expand current service levels. The recommended budget augmentation requests will allow the department to achieve a more efficient management structure and expand the security strategy and practices across the County organization as outlined in the recommended Budget Augmentation Requests below. In addition, the increase in training expenditures will assist in maintaining a skilled workforce.

Position Allocation List Changes

The FY 2017-18 recommended Position Allocation List (PAL) for the department includes a net increase of 3.25 FTE positions compared to FY 2016-17 adopted PAL.

FY 2016-17 Mid-Year PAL Changes:

- Add 0.25 FTE to the department’s existing 0.75 FTE Telephone Systems Coordinator for present and future telephony needs (Board approved 2/28/17)

FY 2017-18 Recommended PAL Changes:

- Add 1.00 FTE Accountant III to achieve a more efficient management structure.
- Add 1.00 FTE Information Technology Supervisor (Security Officer) to coordinate security strategy and practices across the county.
- Add 1.00 FTE Software Engineer III for FC 139 – Probation to build additional capacity for IT needs (see FC 139 – Probation for the BAR details)

BUDGET AUGMENTATION REQUESTS RECOMMENDED

Title: Add 1.00 FTE Accountant III	
Expense: \$96,455	Funding Source(s): General Fund support: \$96,455
Intended Results: <ol style="list-style-type: none"> 1. Help achieve a more efficient management structure by properly delegating and assigning job duties to a resource with the appropriate subject matter expertise and experience, as well as provide a back-up financial resource to support ITD’s business services, reporting responsibilities, and critical purchasing processes resulting in fewer interruptions and delays related to these activities. 2. Improve the level of service provided to both County departments and external customers, including monthly audits of IT-ESC project budgets prior to Steering Committee meetings, timely distribution of invoices for pass-services such as telephone and Office 365, and more thorough and timely analysis of customer requested changes to ITD’s annual fee structure. 3. Increase capacity on the IT leadership team to focus less on administrative activities and more on technical strategy, planning and IT governance, service quality and timely customer service. 	

Title: Add 1.00 FTE Security Officer	
Expense: \$144,599	Funding Source(s): General Fund support: \$144,599
<p>Intended Results:</p> <ol style="list-style-type: none"> 1. Develop a Countywide Information Security Program to improve the management of cyber security risks at the County. 2. Modernize Countywide security policies within one year and present new recommendations to IT-ESC annually. 3. Within eighteen months, increase the County's score from 1.5 to 3.0 on the security maturity scale as measured in the National Cybersecurity Review assessment. 4. Within two years, develop a formal service offering to conduct departmental security assessments. 5. Conduct annual training for departmental IT staff on security fundamentals. 6. Increase security awareness level of County staff by organizing and conducting information security training campaigns for all County workers. 7. Formalize ITD's incident response plan and conduct security drills involving multiple departments at least annually. 	

BUDGET AUGMENTATION REQUESTS NOT RECOMMENDED

Title: Add 1.00 FTE IT Project Manager / Business Analyst Position	
Expense: \$127,047	Funding Source(s): General Fund support: \$127,047
<p>Intended Results:</p> <ol style="list-style-type: none"> 1. Contribute to the achievement of IT/business partnership and improved accountability goals as recommended in the FY 2014-15 to 2018-19 Countywide IT Strategic Plan for Proactive, Accountable IT Service. 2. The Project Manager Office (PMO) will have 20% more capacity to manage projects or to assist departments with County IT governance processes. This increased capacity will be demonstrated on the ITD PMO resource plan whereby the IT PMO capacity will measure will be adjusted by the capacity approved in this BAR. The value calculation of this extra capacity is dependent on the cumulative value delivered in each additional IT project. That calculation is variable and is evaluated, approved and monitored by IT-ESC, Admin, and the individual project steering committees. 3. Increase the availability of project management staff to collaborate with departments to develop business cases. 4. Increase capacity within the PMO to improve processes and templates. With the addition of another IT Project Manager, six often-used project management templates will be reviewed, revised and improved in FY2017-18: Business case template, project cost estimation, client profile, RFP template, standard contract, Project portfolio management, budget tracker, change management, and business process documentation. These templates will be made available on ITD's intranet website for other departments to reference. 	

GOALS AND PERFORMANCE MEASURES

Department Goal: Provide timely, reliable and cost-effective services that meet or exceed customer expectations.						
Communitywide Result Link: <input checked="" type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input type="checkbox"/> Well-Governed Community						
1. Performance Measure: Percentage of time the County's radio communication system is available.						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
100%	100%	99.99429%	100%	99.9999%	99.9999%	99.9999%
What: Maintain the availability of the Countywide licensed microwave radio communication system to an outage level of no more than 32 seconds per year to meet the public safety interconnect industry 99.9999% availability standard.						
Why: The microwave radio communication system provides radio coverage of more than 3,300 square miles in San Luis Obispo County for countywide public, safety and emergency service agencies. Radio communications within the County support the Sheriff/Coroner, County Fire, medical/ambulance response, and many other emergency and general government activities. The radio system also provides reliable communications with other local jurisdictions such as cities within the county and our neighboring counties. Lastly, the system allows for coordinated communications response with State and Federal agencies. Full availability and reliability contributes to a safe community.						
How are we doing? The Information Technology Department (ITD) is expecting to meet its adopted performance measure for FY 2016-17. Critical system infrastructure such as emergency backup generators have been replaced through the County's 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 2017-18.						
Department Goal: Provide timely, reliable and cost-effective services and infrastructure that meet or exceed customer expectations.						
Communitywide Result Link: <input type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community						
2. Performance Measure: Percentage of time the County's voice mail communication system is available.						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
99.9%	99.9%	99.9%	99.996%	99.9%	99.9%	99.9%
What: The availability of the voice mail (voice mail boxes) system for internal or external access.						
Why: Voice mail is an integral management tool for County voice communications.						
How are we doing? The Information Technology Department (ITD) is expecting to meet its FY 2016-17 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 2017-18.						
Department Goal: Provide timely, reliable and cost-effective services and infrastructure that meet or exceed customer expectations.						
Communitywide Result Link: <input type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community						
3. Performance Measure: Percentage of ITD managed project milestones completed within expected baseline budget and time estimates. (This measure is being deleted in FY 2017-18)						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
97.73%	95%	98%	93%	95%	95%	Delete
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? While the Information Technology Department (ITD) did not meet its 95% goal of completed project milestones within expected budget and time estimates during FY 2015-16, all major completion deadlines were met. It was an especially ambitious year as the County migrated to a new Warrants system, a new Property Tax system, and a new cloud-hosted email system, as well as retired the extensive legacy mainframe computing environment. The missed milestones represented unplanned adjustments during the execution of the projects. It is expected that through tighter coordination with steering committees and the utilization of formalized change management practices, performance figures during FY 2016-17 will rise. The application of a consistent project management framework continues to provide a repetitive, predictable, and measurable discipline which aligns business needs with technology and also ensures that business requirements are properly documented and met in the majority of information technology implementations.

In FY 2017-18, ITD will replace this performance measurement and adopt a new set of performance metrics for the Project Management Office. The new performance measurement, shown below, will be based on multiple factors rather than concentrating strictly on meeting milestones and should provide insight into the kind of training and knowledge needed to seamlessly execute projects.

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

4. Performance Measure: Percentage of responses to Customer Satisfaction Survey rating the Project Management Office's overall effectiveness as "satisfactory" or better.

(This measure is being added in FY 2017-18)

12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
New Measure	New Measure	New Measure	New Measure	New Measure	New Measure	85%

What: This measure tracks the composite of three measures collected through timely customer surveys: 1) Was the project manager courteous and professional? 2) Was he/she knowledgeable and resourceful in addressing concerns? 3) Did he/she address project needs or clearly explain why he/she could not? Surveys will be sent to multiple layers of stakeholders including project team members, project sponsor, and project steering committee members. Surveys will be sent, at least once a year, upon the completion of key project milestones or the project itself, or any other time at the request of any interested party including project sponsors, steering members, or Information Technology leadership. The survey utilizes a five rating scale (strongly agree, agree, neither, disagree, and strongly disagree) and customer satisfaction percentages are calculated on the basis of the overall sum of strongly agree and agree responses, all three measures (professional, knowledgeable, and addressing the project needs) divided into the total number of responses.

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? In FY 2017-18, ITD will adopt a new set of performance metrics for the Project Management Office (PMO). The new performance measurement will be based on multiple factors rather than concentrating strictly on meeting milestones and should provide surgical insight into the kind of training and knowledge needed to seamlessly execute projects. This new measure will provide better insight into the quality of PMO services and its ability to meet customers' need and projects' goals. The application of a consistent project management framework continues to provide a repetitive, predictable, and measurable discipline which aligns business needs with technology and also ensures that business requirements are properly documented and met in the majority of information technology implementations. Scores will be collected from project participants and stakeholders after each project is completed. The baseline target for this new measure will be 85% in FY 2017-18. Such baseline is based on a test survey sent to a limited user base during October 2016.

5. Performance Measure: Percentage of time the Information Technology Department managed Local-Area-Network (LANs) and Wide-Area-Network (WAN) are available.

12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
99%	99.5%	99.81%	99.56%	99%	99%	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) is expecting to meet its FY 2016-17 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 2017-18.

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

6. Performance Measure: Percentage of County staff that have received security training or reviewed an annual information security awareness reminder.

12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
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	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, posters 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) is expecting to meet its FY 2016-17 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 (2,905 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 all new and existing employees in FY 2017-18.

Department Goal: To deliver excellent service to every customer.

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

7. Performance Measure: Percentage of responses to Customer Satisfaction Survey rating the Information Technology Department's overall effectiveness as "satisfactory" or better.

12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
95.6%	95%	97%	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) is expecting to meet its FY 2016-17 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. Large ITD efforts in FY 2016-17 include, expanding the use of Office 365 capabilities, moving the digital government initiative forward, implementing a new budget formulation system, and migrating the County's server environment to a faster processing platform. Information Technology expects to meet its targeted performance goal for customer satisfaction in FY 2017-18.

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

8. 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.

(This measure is being deleted in FY 2017-18)

12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
67%	59%	72%	50%	65%	65%	Delete

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's (ITD's) Service Desk is expecting to meet its FY 2016-17 first call problem resolution goal. ITD has begun the process of rebuilding the team's capabilities in order to meet the FY 2016-17 objectives for resolving issues directly. We have adopted an improvement plan which includes redirection of unsupported departmental calls, increased technical training, process improvements, and ownership of additional Tier 1 support duties. Through the implementation of this plan, we expect to see a significant improvement year over year in our percentage of service requests resolved on the first call. In addition to the improvement plan, we have begun rotating technical personnel onto the Service Desk to help augment the level of support offered by the team. By following-through on these measures ITD expects the Service Desk will meet its FY 2016-17 performance goals, provide greater quality of service, improve the experience for the end user, and free up resources for technically challenging tasks.

In FY 2017-18, ITD will adopt a new set of performance metrics for the Service Desk. The new performance measurement, as shown below, will be based on multiple factors rather than concentrating strictly on solving issues or redirecting resolution on the first call to the Service Desk and should provide surgical insight into the kind of training and knowledge needed to improve customer service.

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

9. Performance Measure: Percentage of responses to Customer Satisfaction Survey rating the Service Desk overall effectiveness as "satisfactory" or better.

(This measure is being added in FY 2017-18)

12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
New Measure	New Measure	New Measure	New Measure	New Measure	New Measure	80%

What: This measure tracks the composite of three measures collected through timely customer surveys: 1) Was the assistance from the Service Desk courteous and professional? 2) Was the Service Desk personnel knowledgeable and resourceful in addressing concerns; 3) Did the Service Desk address customers' requests or clearly explain why it could not? Surveys will be sent to all Service Desk requesters whose tickets were closed since the beginning of the current fiscal year. The survey utilizes a five rating scale (strongly agree, agree, neither, disagree, and strongly disagree) and customer satisfaction percentages are calculated on the basis of the overall sum of strongly agree and agree responses, for all three measures (professional, knowledgeable, and addressing the project needs) divided into the total number of responses.

Why: The goal is to provide courteous, professional, and knowledgeable service and resolve, or provide guidance, on most technical issues on the first call to the Information Technology Service Desk Call Center. Meeting such goal should enable other IT personnel 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 new performance measurement will be based on multiple factors rather than concentrating strictly on solving issues or redirecting resolution on the first call to the Service Desk and should provide insight into the kind of training and knowledge needed to improve customer service. The score will be a composite of three measures collected through timely customer surveys: 1) Was the assistance from the Service Desk courteous and professional? 2) Was the Service Desk personnel knowledgeable and resourceful in addressing concerns; 3) Did the Service Desk address customers' requests or clearly explain why it could not? Scores will be collected from Service Desk users and stakeholders in a timely manner.

The Information Technology Department's (ITD's) Service Desk has begun the process of rebuilding the team's capabilities in order to meet the 2017-18 objectives for resolving issues directly in a courteous, professional, and knowledgeable manner. ITD has adopted an improvement plan which includes redirection of unsupported departmental calls, increased technical training, process improvements, and ownership of additional Tier 1 support duties. Through the implementation of this plan, ITD expects to see a significant improvement year over year in our percentage of service requests resolved on the first call. In addition to the improvement plan, we have begun rotating technical personnel onto the Service Desk to help augment the level of support offered by the team. By following through on these measures ITD expects the Service Desk will meet its FY 2017-18 performance goals, provide greater quality of service, improve the experience for the end user, and free up resources for technically challenging tasks. The baseline target for this new measure will be 80% in FY 2017-18. Such baseline is based on a test survey sent to a limited user base during October 2016.

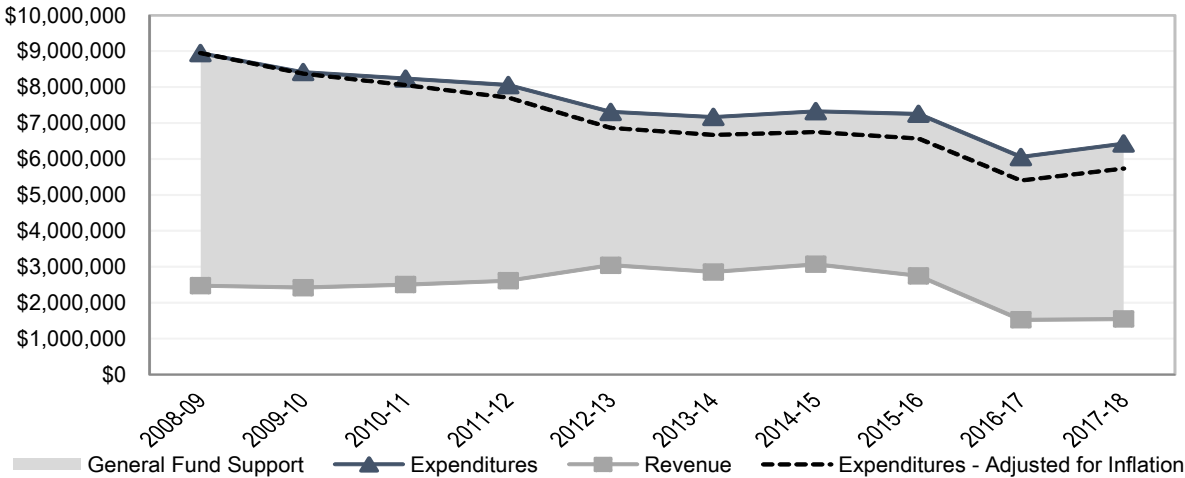
Public Works - Facilities Management

Facilities Management provides maintenance and custodial services for County-occupied facilities.

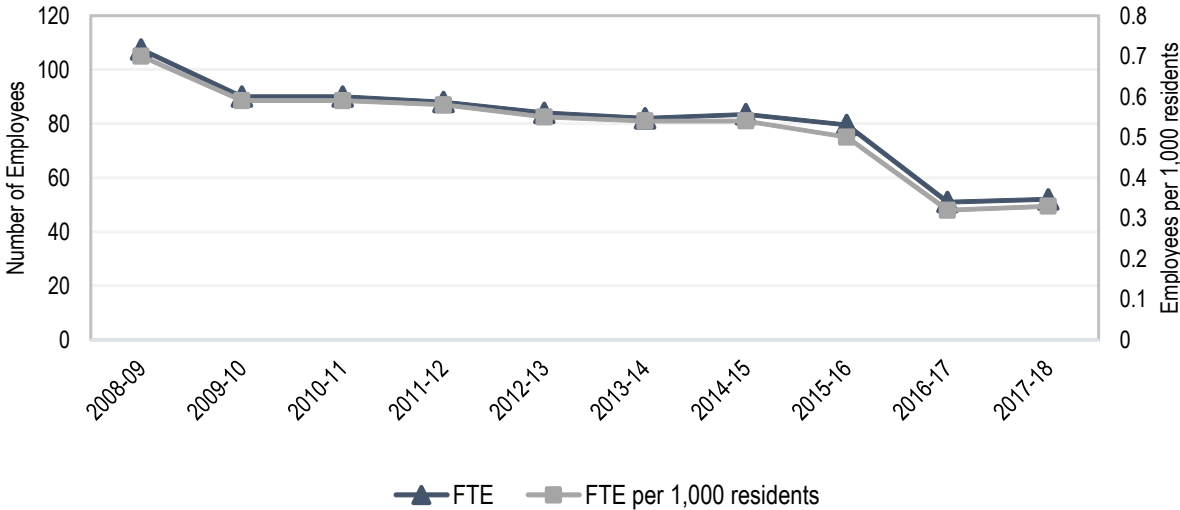
BUDGET AT A GLANCE

	FY 2017-18 Recommended	Change from FY 2016-17 Adopted	% Change
Expenditures	\$6,428,049	\$374,072	6%
Revenue	\$1,546,567	\$23,849	2%
General Fund Support	\$4,881,482	\$350,223	8%
Staffing Levels	51.00 FTE	0.00 FTE	0.00 %

Ten Year Budget History



Ten Year Staffing History



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.

ABOUT THIS BUDGET

Facilities Management provides all County of San Luis Obispo departments and agencies cost effective facility maintenance, custodial services, and utilities support enhancing County operations.

Facilities Management is comprised of three divisions; Maintenance, Custodial and Utilities. 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. Custodial provides restroom cleaning, trash and recycling removal, 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, and raising, lowering, and replacing flags. The Utilities division oversees payment of the majority of the County utility bills as well as provides support for energy efficiency efforts within the County.

Following are some of the department's notable accomplishments for FY 2016-17 and some specific objectives for FY 2017-18:

FY 2016-17 Accomplishments

- Completed 2,040 corrective maintenance work orders during the first six months of FY 2016-17.
- Completed 513 preventive maintenance work orders during the first six months of FY 2016-17.
- Completed 62 project work orders, providing assistance to facilities projects during the first six months of FY 2016-17.
- Completed the first six months of all scheduled heavy cleaning routes at a 99% completion rate.
- Completed Phase I of energy efficiency projects that resulted in decreased energy usage and lower utilities expenditures to County departments and the General Fund.

FY 2017-18 Objectives

- Complete 4,080 corrective maintenance work orders during FY 2017-18.
- Complete 1,026 preventive maintenance work orders during FY 2017-18.
- Complete 124 project work orders, providing assistance to Facilities projects during FY 2017-18.
- Complete 99% of all scheduled heavy cleaning and cleaning routes during FY 2017-18.

- Continuation of corrective maintenance and work identified as critical and potentially critical in the Facility Condition Assessment.
- Complete Phase II of the energy efficiency projects and identify and prioritize new energy efficiency projects that will result in lower utilities expenditures to County departments and the General Fund.
- Replace utility management software to manage County utility billing and reporting.

SERVICE PROGRAMS

Facilities Management has a total expenditure level of \$8,125,820 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: \$583,053

Total Staffing (FTE): *

Custodial Services

Provide custodial services to County facilities, Courts and some leased facilities.

Total Expenditures: \$2,166,492

Total Staffing (FTE): 26.00

Maintenance Services

Provide operational and maintenance services to County-owned facilities, Courts and some leased facilities.

Total Expenditures: \$3,670,129

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: \$1,355,448

Total Staffing (FTE): *

Facilities Planning / Architectural Services

Manage and support countywide assessments and facility plans, as well as estimate capital improvement project costs for budgetary purposes.

Total Expenditures: \$350,698

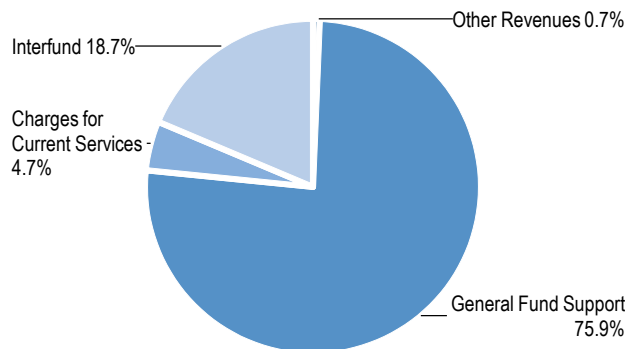
Total Staffing (FTE): *

* Staffing is reflected in Fund Center 405 – Public Works

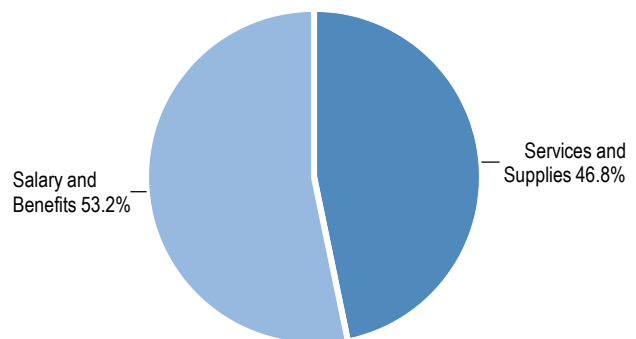
FINANCIAL SUMMARY

	FY 2016-17 Adopted	FY 2016-17 Estimated	FY 2017-18 Requested	FY 2017-18 Recommended	Change from FY 2016-17
Charges for Current Services	\$279,653	\$276,912	\$305,011	\$305,011	\$25,358
Other Revenues	\$45,526	\$38,061	\$41,928	\$41,928	\$(3,598)
Interfund	\$1,197,539	\$1,238,922	\$1,199,628	\$1,199,628	\$2,089
Total Revenue	\$1,522,718	\$1,553,895	\$1,546,567	\$1,546,567	\$23,849
Salary and Benefits	\$4,337,165	\$4,256,087	\$4,326,314	\$4,326,314	\$(10,851)
Services and Supplies	\$3,383,828	\$3,393,219	\$3,540,643	\$3,799,506	\$415,678
Other Charges	\$169,900	\$169,900	\$0	\$0	\$(169,900)
Capital Assets	\$9,000	\$20,880	\$17,000	\$0	\$(9,000)
Gross Expenditures	\$7,899,893	\$7,840,086	\$7,883,957	\$8,125,820	\$225,927
Less Intrafund Transfers	\$(1,845,916)	\$(1,903,514)	\$(1,697,771)	\$(1,697,771)	\$148,145
Net Expenditures	\$6,053,977	\$5,936,572	\$6,186,186	\$6,428,049	\$374,072
General Fund Support	\$4,531,259	\$4,382,677	\$4,639,619	\$4,881,482	\$350,223

Source of Funds



Use of Funds



COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Financial Summary

General Fund support is recommended to increase by \$350,223 or 8% compared to the FY 2016-17 adopted budget. 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. The main component of the General Fund support increase is due to a change in how the activities under the Facilities

Planning service program are budgeted. Previously, these activities were not captured in a specific location and were included in the Public Works Internal Service Fund. The activities include facility planning, facility project estimating, and development of the five-year capital improvement plan.

Service Level Impacts

There are no service level impacts as a result of the recommended level of General Fund support for FY 2017-18.

Position Allocation List Changes

The FY 2017-18 recommended PAL for the department includes no changes compared to the FY 2016-17 adopted PAL.

BUDGET AUGMENTATION REQUESTS RECOMMENDED

None recommended.

BUDGET AUGMENTATION REQUESTS NOT RECOMMENDED

Title: Convert 3.00 FTE Custodians to 3.00 FTE Lead Custodians	
Expense: \$12,105	Funding Source(s): General Fund support: \$12,105
Intended Results: <ol style="list-style-type: none"> 1. Ensure staff presence during operational hours that can direct the work of other custodians. 2. Improve the operational efficiency of crews. 	
Title: Add 1.00 FTE Custodial Manager to oversee functions of custodial services	
Expense: \$62,489	Funding Source(s): General Fund support: \$62,489
Intended Results: <ol style="list-style-type: none"> 1. Provide management of custodial services as its own division. 	
Title: Replace existing County utility manager software with a new system	
Expense: \$130,000	Funding Source(s): General Fund support: \$130,000
Intended Results: <ol style="list-style-type: none"> 1. Improve ability to monitor utility usage and cost. 2. Enhance reporting capabilities and data access for all departments. 3. Provide operators with information to improve energy efficiency. 	

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.						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
89%	86%	91%	91%	90%	90%	Deleted
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 is dedicated to delivering accurate, reliable, and timely services that are valued by our customers.						
How are we doing? Due to on-going customer service efforts, it is anticipated Facility Services will meet the projected performance measure target of 90% satisfaction. This standalone measure will be deleted in FY 2017-18 and will be included in the new performance measure #5, below.						
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.						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
-4% / -\$0.14	-4%/- \$0.17	+5.7%/ +\$0.22	-1%/- \$0.04	4%/\$0.16	-8%/- \$0.32	Deleted
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? The cost per square foot is projected to decrease due to an approximate \$500,000 in salary savings. The savings were predominately a result of multiple maintenance mechanic recruitments which were not filled the first opening. Those positions will ultimately be filled and the savings eliminated. Overall square footage of facilities did not materially change. This performance measure will be deleted in FY 2017-18. The new performance measure implemented in FY 2017-18 will measure the square feet per Custodian/Maintenance Mechanic and compare it to the International Facility Management Association (IFMA) benchmark. The reason for deleting this performance measure is that it does not accurately measure the cost of facility services per square foot, as external factors out of facility services' control (for example adding new office space in a fiscal year) would skew the cost per square foot.						
3. Performance Measure: The percentage of urgent and emergent corrective maintenance work orders completed by Maintenance staff within 3 days.						
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
New Measure	New Measure	New Measure	84%	90%	90%	Deleted
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 mail problems do not become major issues, and contributes to excellent customer service.						
How are we doing? Facility Services is on track to meet the projected performance measure of 90%. This performance measure will be deleted in FY 2017-18 and will be addressed in the new performance measure #5.						

4. Performance Measure: Percentage of issued routine Preventive Maintenance (PM) work orders completed within 14 days.							
12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target	
New Measure	New Measure	New Measure	64%	70%	70%	Deleted	
<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 on track to meet the adopted performance measure target of 90%. This performance measure will be deleted in FY 2017-18. The reason for deleting this performance measure is that measuring the completion of preventative work orders within 14 days does not indicate performance. In the future, Public Works intends on measuring the effectiveness of preventative work orders as compared to the number of corrective work orders per asset.</p>							
5. Performance Measure: Industry benchmark staffing levels, work order information, and customer satisfaction rating.							
	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Actual Results	16-17 Adopted	16-17 Projected	17-18 Target
What/How Much We Do							
Number of Custodians	New Measure	New Measure	22	22	New Measure	24	24
No. of Sq. Ft. Maintained	New Measure	New Measure	966,253	999,928	New Measure	978,959	978,608
Number of Maintenance Mechanics	New Measure	New Measure	18	17	New Measure	20	20
No. of Sq. Ft. Maintained	New Measure	New Measure	1,586,873	1,520,969	New Measure	1,567,990	1,562,086
No. of Total Maintenance Work Orders	New Measure	New Measure	6,471	6,539	New Measure	6,600	6,600
How Well We Do It							
Ratio of Square Feet per Custodian	New Measure	New Measure	43,921	45,451	New Measure	40,790	40,775
Ratio to International Facility Management Association Benchmark 25,000 sq. ft. (1 equals benchmark; greater than 1 is below benchmark) for Custodians	New Measure	New Measure	1.76	1.82	New Measure	1.63	1.63
Ratio of Square Feet per Maintenance Mechanic	New Measure	New Measure	88,160	89,469	New Measure	78,400	78,104
Ratio to International Facility Management Association Benchmark 50,000 sq. ft. (1 equals benchmark; greater than 1 is below benchmark) for Maintenance Mechanics	New Measure	New Measure	1.76	1.79	New Measure	1.57	1.56
Number of Urgent and Emergent Work Orders	New Measure	New Measure	1,096	1,478	New Measure	1,300	1,300
Percentage of Urgent and Emergent Work Orders Completed Within 3 Days	New Measure	New Measure	80%	83%	90%	90%	90%
Is Anyone Better Off?							
Percent of Clients Rating Services Satisfactory or Better	New Measure	New Measure	91%	90%	90%	90%	90%

What: This new panel of combined performance measures is to convey a more complete picture of the performance of Facility Services, considering the staffing levels and the amount of square footage under the responsibility of both Custodial and Maintenance staff. It compares these figures to industry standards in order to demonstrate how we rank against other organizations. It also looks at how many urgent/emergent work orders are issued in a fiscal year, and what percentage of those work orders are completed within 3 days. Finally, as a customer service division we survey our customers and obtain feedback on the overall satisfaction of the services we are providing.

Why: Understanding staffing levels and the amount of facilities to maintain are a baseline for information. When looked collectively with the industry benchmark, work order information, and customer satisfaction ratings we can understand if staffing levels need to be adjusted, if organizational strategies need review or if overall performance is adequate. The general objective is to see a downward trend over time in both overall and urgent/emergent work orders, and an upward trend over time in the completion rate of urgent/emergent work orders as well as overall customer satisfaction.

How are we doing? Currently our staffing levels are significantly below industry standards, which makes it challenging to provide a high level of service to our customers. This is of further concern, since the standard assumes facilities are located in a campus setting, within close proximity of each other. The County facilities maintained by Facility Services are located all over the county, which means significant drive time is necessary to get to these facilities, which directly impacts productivity. Public Works is currently investigating how custodial services can be organized more strategically in order to maximize efficiency.

Urgent/emergent work orders have risen over the last few years and can be attributed to two primary factors. First, maintenance staffing levels are significantly below industry standards, which means there is not enough staff to perform regular preventative maintenance. Preventative maintenance is instrumental in assuring assets operate as expected and do not cause disruptions by malfunctioning. These staffing levels have not returned to pre-recession levels, and at the same time, the County has added additional facilities necessary to be maintained. Secondly, the older age of most County facilities and deferred maintenance on these facilities has caused many assets to be used beyond their useful life, which requires more frequent maintenance service calls. It is anticipated the on-going Facility Condition Assessment program, and subsequent funding of improvements under this program, will stabilize or reduce urgent/emergent work orders over time. As a reflection of the competence, professionalism and prioritization of maintenance staff, the number of urgent/emergent work orders completed within 3 days has increased over the last few years.

Customer satisfaction has remained constant over the last few years at or around 90%. As Public Works re-evaluates organizational strategies and staffing levels become more in-line with industry standards, it is anticipated departmental satisfaction will increase.

Financing

The Financing Service Group includes those budgets in which the County collects revenue and sets aside financial resources to fund expenditures that are not connected to a specific department.

Budgets in the Financing Service Group include: Countywide Automation, Debt Service, General Government Building Replacement, Non-Departmental - Other Financing Uses, Non-Departmental Other Expenditures, Non-Departmental Revenue, Other Post Employment Benefits, Pension Obligation Bonds, Public Facility Fees, and Tax Reduction Reserve.

SERVICE GROUP BUDGET AT A GLANCE

	FY 2017-18 Recommended	Change from FY 2016-17 Adopted	% Change
Expenditures	\$39,924,846	\$(7,213,669)	(15)%
Revenue	\$221,308,914	\$8,822,975	4%
General Fund Support	\$(181,384,068)	\$(16,036,644)	10%
Staffing Levels	0.00 FTE	0.00 FTE	0.00 %

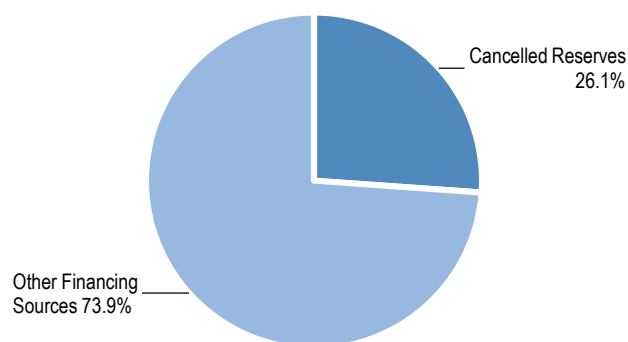
Countywide Automation

Countywide Automation provides funding for the implementation and modernization of large scale automation equipment and systems. Countywide Automation is a Special Revenue Fund outside the County General Fund and is funded primarily through depreciation charges to County departments. 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.

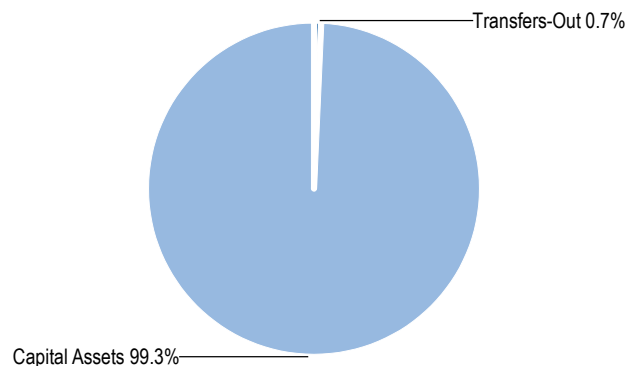
FINANCIAL SUMMARY

	FY 2016-17 Adopted	FY 2016-17 Estimated	FY 2017-18 Requested	FY 2017-18 Recommended	Change from FY 2016-17
Taxes	\$0	\$510,023	\$0	\$0	\$0
Revenue from Use of Money & Property	\$0	\$535,322	\$0	\$0	\$0
Charges for Current Services	\$0	\$31,401	\$0	\$0	\$0
Interfund	\$0	\$234,100	\$0	\$0	\$0
Other Financing Sources	\$2,901,152	\$2,901,152	\$0	\$2,658,622	\$(242,530)
Total Revenue	\$2,901,152	\$4,211,998	\$0	\$2,658,622	\$(242,530)
Fund Balance Available	\$507,813	\$0	\$0	\$0	\$(507,813)
Cancelled Reserves	\$0	\$0	\$975,060	\$940,060	\$940,060
Total Financing Sources	\$3,408,965	\$4,211,998	\$975,060	\$3,598,682	\$189,717
Services and Supplies	\$426,505	\$886,211	\$100,000	\$0	\$(426,505)
Capital Assets	\$967,746	\$5,050,735	\$840,600	\$3,573,682	\$2,605,936
Transfers-Out	\$453,211	\$1,048,594	\$0	\$25,000	\$(428,211)
Gross Expenditures	\$1,847,462	\$6,985,540	\$940,600	\$3,598,682	\$1,751,220
New Reserves	\$1,561,503	\$0	\$0	\$0	\$(1,561,503)
Total Financing Requirements	\$3,408,965	\$6,985,540	\$940,600	\$3,598,682	\$189,717

Source of Funds



Use of Funds



COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Financial Summary

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 2017-18 is \$3.6 million, a \$189,717 or 6% increase from FY 2016-17 adopted levels. The depreciation schedule for Countywide Automation identifies that \$2,658,622 is available to finance the expense in this budget. These charges are related to the depreciation of automation assets. Funding from cancelled Automation Reserves total \$940,060 for FY 2017-18.

No services and supplies expense are recommended for FY 2017-18, which represents a decrease of \$426,505 or 100% compared to FY 2016-17 adopted levels. The decrease is due to the types of projects included for FY 2017-18 which are budgeted under capital assets.

Fixed assets are recommended at \$3,573,682, a \$2,605,936 or 270% increase compared to FY 2016-17 adopted levels. Fixed assets include recommended projects and a variety of equipment replacements discussed in more detail below.

The following section provides a brief description of the projects recommended for approval in FY 2017-18. 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 2017-18 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. Eleven are permanent members, and to assure that all stakeholders have an opportunity for direct representation, 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 2017-18:

New Projects for FY 2017-18

- Voice over IP (VoIP) technology-based telephone system replacement (Non-Recurring)

Expense: \$2,498,787

Source of Funding: County Automation Funds

This project replaces the County's existing AT&T Centrex telephone system with a new Voice over IP (VoIP) technology-based telephone system, or in more common terms phone system over the internet. The existing telephone system is AT&T Centrex Voice Services and is anticipated to be retired by AT&T no sooner than January 2020. A new Voice over IP (VoIP) telephone system will provide departments with a modern telephony and communications system to leverage and integrate into current and future business systems and processes. The County currently spends over \$1 million per year for AT&T Centrex Voice Services. Annual costs for the replacement system are estimated to be significantly lower than Centrex and the return on investment is determined to be less than four years, with an on-going annual savings of over \$400,000/year. Annual operational costs of the new VoIP telephony system will be funded through FC 114 – Information Technology.

- Staff support for the Sheriff's Jail Management System (JMS) and Records Management System replacement (RMS) (Non-Recurring)

Expense: \$271,295

Source of Funding: County Automation Funds

This project replaced aging technology used by the Sheriff's Office. The project includes a Project Manager from County Information Technology Department and a Limited Term Software Engineer position for a FC 136 – Sheriff-Coroner for a period of three years to assist during the implementation and training of the Jail Management System (JMS) and potentially the Records Management System (RMS). 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 FY 2016-17 budget included \$95,000 for a Project Manager from County ITD to assist during the Request for Proposal (RFP) and vendor selection of the JMS. Staff is currently in the vendor selection phase of that project. This project will provide the staff support for the implementation and training of the JMS and potentially the RMS. It is anticipated that the Sheriff's Department will return to the Board mid-year for board approval for the contract(s) and associated funding.

Other Projects Recommended for FY 2017-18

- 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 six-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. In FY 2015-16 (year 3), automation funds were used to acquire storage cabinets for the maps outlined for Years 4, 5, and 6. In FY 2016-17 (year 4), automation were used to preserve Atascadero Colony Parks & Townsites. In FY 2017-18 (year 5), automation funds will be used to preserve City of San Luis Obispo maps.

- Enterprise Software Driver Management System (Non-Recurring)

Expense: \$13,000

Source of Funding: County Automation Funds

This system will manage the deployment of computer hardware drivers enterprise wide. Driver software is used to ensure the stable interaction between the operating system and computer hardware. Ensuring drivers are accurately deployed improves the reliability of computer operations. Currently, each individual department that uses automated operating system deployments manages their own driver packages. This leads to duplication of effort, duplication of enterprise storage usage and occasionally poor computer system operation due to drivers not being updated and installed on a regularly basis on newly deployed systems. This system will allow for the implementation of an automated driver management package that can be utilized by any department in the County.

- Upgrade and maintain public safety radio communications equipment and systems (Recurring)

Expense: \$42,000

Source of Funding: County Automation Funds

The County's Public Safety Radio team, a division within County Information Technology Department, 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 2017-18 includes:

- \$42,000 Tassajara Peak Radio Upgrades (Replacement)
- Upgrade and expand equipment housed in the County's data center (Recurring)

Expense: \$748,600

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 2017-18 includes:

- \$272,000 Local Area Network (LAN) Switch Hardware (Replacement)
- \$36,000 Optical Multiplexing Hardware (Replacement)
- \$19,600 Core Network Time Clock Hardware (Replacement)
- \$291,000 Enterprise Storage Backup System (Replacement)
- \$130,000 Enterprise Data Storage (New)

BUDGET AUGMENTATION REQUESTS RECOMMENDED

Title: Voice over IP (VoIP) technology-based telephone system replacement	
Expense: \$2,498,787	Funding Source(s): Countywide Automation Fund: \$2,498,787
Intended Results:	
<ol style="list-style-type: none"> 1. County departments will have a modern telephony and communications system to leverage and integrate into current and future business systems and processes by the fourth quarter of FY 2018-19. 2. When emergency 911 calls are placed, an accurate physical address of the callers building, as well as floor and room number detail is automatically provided to first responders by fourth quarter of FY 2018-19. Staff within the vicinity is automatically notified that an emergency call has been placed. 3. After the 3.6-year return on investment, the County will save over \$400,000 per year. Over the ten-year useful life of the new system, the County will realize over \$2,500,000 in savings. 	

Title: Funding for an Enterprise Software Driver Management System that will manage the deployment of computer hardware drivers enterprise wide.	
Expense: \$13,000 for purchase \$9,000/year for maintenance	Funding Source(s): Countywide Automation Fund: \$13,000
Intended Results:	
<ol style="list-style-type: none"> 1. Implementation of an enterprise driver management system will enable the County to have better performing, more reliable and more secure workstations deployed across the enterprise. 2. Over 400 GB of disk storage will be freed up to use for other County needs. 3. Over 180 hours of time saved per year by information technology personnel avoiding software driver management tasks. Additional savings would be realized with fewer PC deployment failures, fewer return trips to fix drivers, fewer interruptions to end users, and fewer PC vulnerabilities to exploit. 	

BUDGET AUGMENTATION REQUESTS NOT RECOMMENDED

Title: Funding for maintenance activities in support of countywide information security program	
Expense: \$150,000	Funding Source(s): Countywide Automation Fund: \$150,000
Intended Results:	
<ol style="list-style-type: none"> 1. Building and maintaining accurate inventories of authorized and unauthorized computing devices within the County's computing environment. 2. Purchasing tools and services to proactively monitor and identify suspicious activities on the County network and prevent unauthorized access. 3. Network penetration tests to identify infrastructure vulnerabilities. 4. Tools to more thoroughly collect and analyze audit logs, which can be critical in the discovery and removal of threats. 5. Improve end-user educational and awareness campaigns. 	

Title: Update countywide digital aerial imagery to be used for enterprise Geographic Information Systems (GIS) purposes	
Expense: \$360,000	Funding Source(s): Countywide Automation Fund: \$360,000
<p>Intended Results:</p> <ol style="list-style-type: none"> 1. Reduces the overall County cost for reviewing community plans, infrastructure, facility management and safety issues by providing desktop and mobile access to current imagery. 2. Provides all County staff the ability to utilize aerial imagery that can be shared and used for a variety of projects as opposed to static, hard copy photographic prints. 3. Saves at least 10% of staff time verifying property information for valuation and land-based permits; saves time and money for our customers and our staff by reducing total office visits and field trips. 4. Saves staff time reviewing property for compliance with current standards (site evaluation); reduces total field trips. 5. Provides the ability to produce multiple maps with imagery included which can be used for a variety of purposes. 6. Saves time preparing disaster mitigation plans (e.g., fire defense, flooding, landslide/mudslide risk, etc.) and improves emergency response times. Citizen safety and property protection strategies will be enhanced resulting in diminished property loss. 7. Better protection of natural resources by creation of accurate crop boundaries, field irrigation plans, pesticide containment areas, and groundwater management data. 8. Increased ability to locate and manage registered cannabis grows for public safety purposes. 	

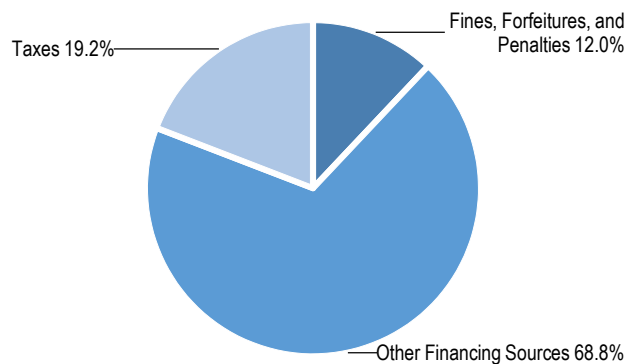
Debt Service

Debt Service 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.

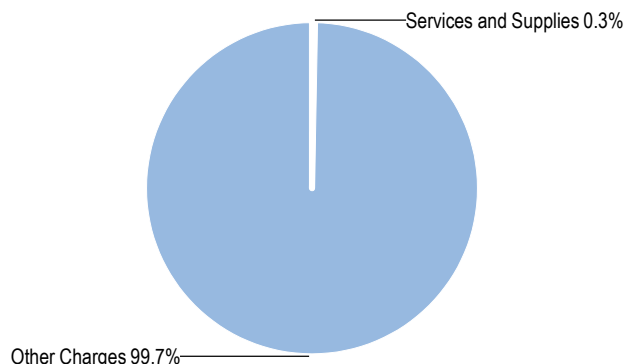
FINANCIAL SUMMARY

	FY 2016-17 Adopted	FY 2016-17 Estimated	FY 2017-18 Requested	FY 2017-18 Recommended	Change from FY 2016-17
Taxes	\$500,000	\$0	\$500,000	\$500,000	\$0
Fines, Forfeitures, and Penalties	\$312,418	\$0	\$314,118	\$314,118	\$1,700
Other Financing Sources	\$1,279,429	\$0	\$1,797,176	\$1,797,176	\$517,747
Total Revenue	\$2,091,847	\$0	\$2,611,294	\$2,611,294	\$519,447
Total Financing Sources	\$2,091,847	\$0	\$2,611,294	\$2,611,294	\$519,447
Services and Supplies	\$7,500	\$0	\$7,500	\$7,500	\$0
Other Charges	\$2,084,347	\$0	\$2,603,794	\$2,603,794	\$519,447
Gross Expenditures	\$2,091,847	\$0	\$2,611,294	\$2,611,294	\$519,447
Total Financing Requirements	\$2,091,847	\$0	\$2,611,294	\$2,611,294	\$519,447

Source of Funds



Use of Funds



COUNTY ADMINISTRATOR’S COMMENTS AND RECOMMENDATIONS

Financial Summary

The Debt Advisory Committee was established by the Board of Supervisors in FY 1991-92. 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 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 2017-18 debt payments made through this fund are increasing \$519,447 or 25% compared to FY 2016-17 and total \$2.6 million. The increase is due to the addition of payments on the California Infrastructure and Economic Development Bank loan for construction of the new Airport terminal, and the California Energy Commission loan for energy efficiency upgrades to County facilities. Despite the increase, the overall debt percentage remains under the County's 5% target noted above.

The debt payments budgeted in this fund center are as follows:

Debt Issuance	Principal	Interest	Total	Funding Source
Certificate of Participation for the New County Government Center located in the City of San Luis Obispo	\$843,728	\$472,332	\$1,316,060	Payments on this issuance are funded with a variety of sources including: - General Government Public Facility Fee funds: \$400,000 - Teeter- Tax Loss Reserve funds: \$500,000 - General Fund: \$424,860
Certificate of Participation for the Paso Robles Courthouse	\$135,000	\$172,618	\$307,618	Payments are funded with Courthouse Construction funds.
Certificate of Participation for the Vineyard Drive interchange in North County (near Templeton)	\$180,000	\$267,650	\$447,650	Payments are funded through Road Impact Fees collected in the Templeton area.
California Infrastructure and Economic Development Bank (iBank) Loan for construction of the new Airport Terminal	\$222,978	\$117,188	\$340,166	Payments are funded through the Airport's operating budget.
California Energy Commission Loan	\$105,751	\$74,249	\$180,000	General Fund.
Total	\$1,487,457	\$1,104,037	\$2,591,494	

In addition to the debt payments noted above, this budget also includes:

- \$12,300 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.

BUDGET AUGMENTATION REQUESTS RECOMMENDED

None requested.

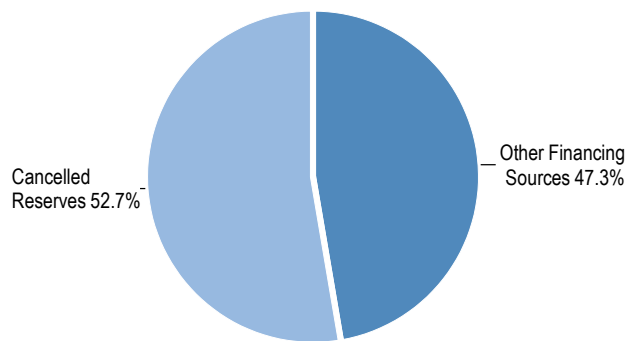
General Government Building Replacement

General Government Building Replacement holds funding which is intended to help pay for the replacement of the County’s general government buildings. General Government Building Replacement is a Special Revenue Fund outside the County General Fund and is funded primarily through depreciation charges to County departments. 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.

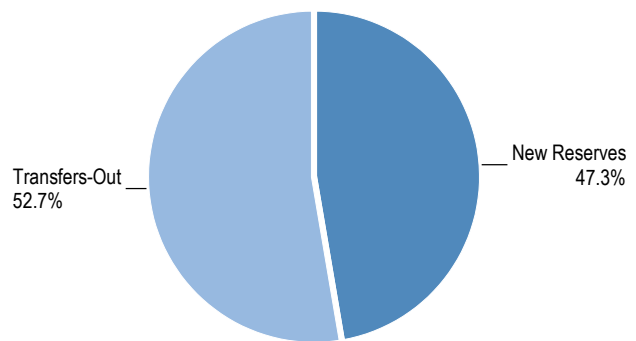
FINANCIAL SUMMARY

	FY 2016-17 Adopted	FY 2016-17 Estimated	FY 2017-18 Requested	FY 2017-18 Recommended	Change from FY 2016-17
Other Financing Sources	\$6,602,498	\$6,602,498	\$2,746,717	\$2,746,717	\$(3,855,781)
Total Revenue	\$6,602,498	\$6,602,498	\$2,746,717	\$2,746,717	\$(3,855,781)
Cancelled Reserves	\$0	\$0	\$0	\$3,057,710	\$3,057,710
Total Financing Sources	\$6,602,498	\$6,602,498	\$2,746,717	\$5,804,427	\$(798,071)
Transfers-Out	\$0	\$0	\$0	\$3,057,710	\$3,057,710
Gross Expenditures	\$0	\$0	\$0	\$3,057,710	\$3,057,710
New Reserves	\$6,602,498	\$6,602,498	\$2,746,717	\$2,746,717	\$(3,855,781)
Total Financing Requirements	\$6,602,498	\$6,602,498	\$2,746,717	\$5,804,427	\$(798,071)

Source of Funds



Use of Funds



COUNTY ADMINISTRATOR’S COMMENTS AND RECOMMENDATIONS

Financial Summary

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 \$2,746,717 should be placed into reserves to help fund replacement and new building projects. In each of the last six years, the full depreciation amount has been added to reserves. In FY 2017-18, it is recommended that \$3,057,710 be cancelled from the General Government Building Replacement reserve in order to fund capital project expense, and a portion of maintenance project expense in FY 2017-18. Despite the recommended cancellation of reserves, the General Government Building Replacement reserve will remain well funded in FY 2017-18.

BUDGET AUGMENTATION REQUESTS RECOMMENDED

None requested.

Non-Departmental Other Expenditures

Non-Departmental Other Expenditures provides funding for programs and other expenditures that are not directly related to any single County department.

SERVICE PROGRAMS

Non-Departmental Other Expenditures has a total expenditure level of \$447,551 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: \$411,551

Total Staffing (FTE): 0.00

Deferred Compensation Plan

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

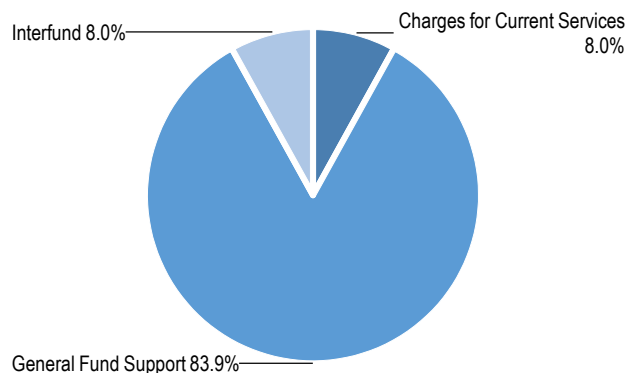
Total Expenditures: \$36,000

Total Staffing (FTE): 0.00

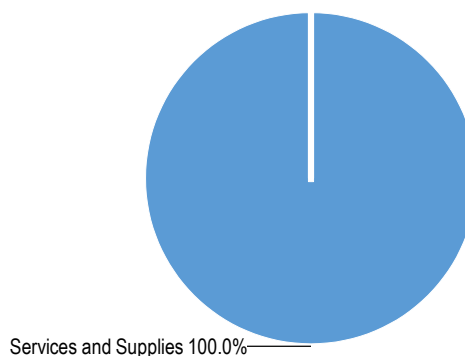
FINANCIAL SUMMARY

	FY 2016-17 Adopted	FY 2016-17 Estimated	FY 2017-18 Requested	FY 2017-18 Recommended	Change from FY 2016-17
Charges for Current Services	\$35,000	\$36,000	\$36,000	\$36,000	\$1,000
Interfund	\$36,000	\$36,000	\$36,000	\$36,000	\$0
Total Revenue	\$71,000	\$72,000	\$72,000	\$72,000	\$1,000
Services and Supplies	\$405,375	\$404,319	\$422,551	\$447,551	\$42,176
Gross Expenditures	\$405,375	\$404,319	\$422,551	\$447,551	\$42,176
General Fund Support	\$334,375	\$332,319	\$350,551	\$375,551	\$41,176

Source of Funds



Use of Funds



COUNTY ADMINISTRATOR’S COMMENTS AND RECOMMENDATIONS

Financial Summary

The services provided through the expenditure of these funds are not specific to the operations of any one department but rather are a benefit to the entire County. General Fund support in the amount of \$375,551 reflects an increase of \$41,176 or 12% when compared to FY 2016-17 adopted amounts. Revenue in the amount of \$72,000 represents a \$1,000 increase compared to FY 2016-17 adopted levels and represents reimbursement from Fund Center 405 – Public Works Internal Service Fund for half of the cost of the County’s Federal lobbyist contract.

The table below provides a summary of recommended expenditures in this budget compared to FY 2016-17 adopted amounts.

	2016-17 Adopted	2017-18 Recommended	Difference	% Difference
AGP Video	40,000	40,000	0	0%
Deferred Comp Administrative Fee	35,000	36,000	1,000	3%
Federal Lobbyist	72,000	72,000	0	0%
Local Agency Formation Commission (LAFCO)	184,375	200,551	16,176	9%
Radio Broadcasting - Board meetings		25,000	25,000	
Rural County Representatives of California	14,000	14,000	0	0%
State Lobbyist	60,000	60,000	0	0%
Total	405,375	447,551	42,176	10.40%

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. Recommended funding for this expense in the amount of \$200,551 is an estimate at the time the budget was developed, the LAFCO Commission had not approved the LAFCO budget. However, it is anticipated that the LAFCO budget will increase, possibly up to 10%, and therefore, an

increase of \$18,232 over the current year actual budget of \$182,319 is recommended. 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.

Service Level Impacts

There are no service level impacts as a result of the recommended level of General Fund support for FY 2017-18.

Position Allocation List Changes

This fund center does not have a position allocation list.

BUDGET AUGMENTATION REQUESTS RECOMMENDED

None requested.

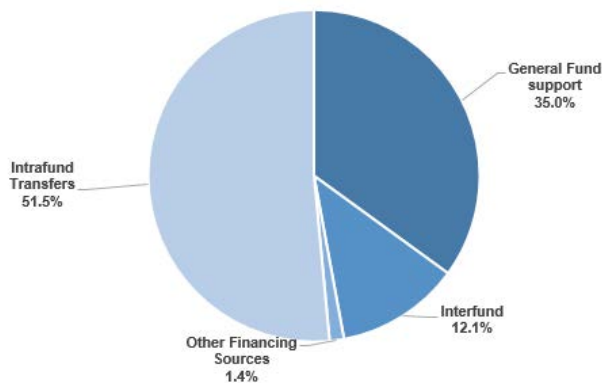
Non-Departmental - Other Financing Uses

Non-Departmental Other Financing Uses provides General Fund support to fund centers outside of the General Fund to help finance their operations. This fund center is also the receiving budget for overhead charged to County departments. There are no County operations, programs, or services directly associated with this fund center.

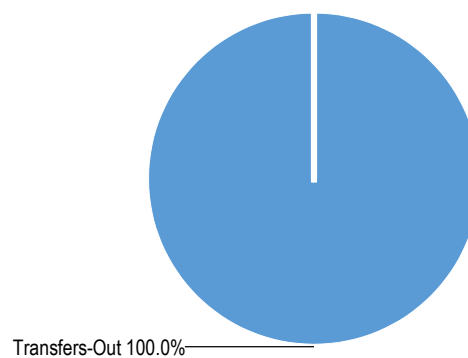
FINANCIAL SUMMARY

	FY 2016-17 Adopted	FY 2016-17 Estimated	FY 2017-18 Requested	FY 2017-18 Recommended	Change from FY 2016-17
Charges for Current Services	\$76,008	\$76,008	\$0	\$0	\$(76,008)
Interfund	\$2,442,531	\$2,442,531	\$3,010,507	\$2,930,798	\$488,267
Other Financing Sources	\$0	\$0	\$340,165	\$340,165	\$340,165
Total Revenue	\$2,518,539	\$2,518,539	\$3,350,672	\$3,270,963	\$752,424
Transfers-Out	\$31,870,280	\$31,870,280	\$20,793,823	\$24,180,181	\$(7,690,099)
Gross Expenditures	\$31,870,280	\$31,870,280	\$20,793,823	\$24,180,181	\$(7,690,099)
Less Intrafund Transfers	\$(12,230,595)	\$(12,230,595)	\$(12,235,881)	\$(12,451,413)	\$(220,818)
Net Expenditures	\$19,639,685	\$19,639,685	\$8,557,942	\$11,728,768	\$(7,910,917)
General Fund Support	\$17,121,146	\$17,121,146	\$5,207,270	\$8,457,805	\$(8,663,341)

Source of Funds



Use of Funds



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. General Fund contributions to other funds make up the largest portion of this budget, and are discussed below. Other revenues and expenditures in this fund center represent pass throughs between other funds.

Summary of General Fund contributions to Other Funds

The recommended General Fund contribution to other funds is just over \$23.6 million, reflecting a decrease of \$8.0 million or 25% compared to FY 2016-17 adopted levels. The decrease is largely due to the fact that in FY 2016-17, a significant amount of funding was added to reserves. The recommended contributions include:

Fund Center	FY 2016-17 Adopted	FY 2017-18 Recommended	Percent Change
FC 305- Parks and Recreation	\$3,616,907	\$3,616,907	0%
FC 245- Roads	\$11,553,412	\$11,646,107	1%
FC 230- Capital Projects	\$3,548,400	\$0	-100%
FC 377- Library	\$666,552	\$666,552	0%
FC 277- Debt Service	\$427,429	\$604,860	42%
FC 275- Organizational Development	\$1,081,393	\$670,813	-38%
FC 290- Community Development Program	\$666,436	\$954,436	43%
FC 266- Countywide Automation Replacement	\$2,901,152	\$2,658,622	-8%
FC 267- General Government Building Replacement	\$6,602,498	\$2,746,717	-58%
FC 350- Medically Indigent Services Program	\$531,101	\$0	-100%
FC 425- Airports	\$12,500	\$12,500	0%
FC 427- Golf	\$12,500	\$12,500	0%
Total	\$31,620,280	\$23,590,014	-25%

- 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. The ongoing General Fund contribution to the pavement management program is \$8.1 million. In FY 2016-17, Roads received a one-time supplement of \$3.4 million to fund pavement management activities. Again in FY 2017-18, it is recommended that Roads receive a one-time supplement of \$3.5 million in General Fund to fund pavement management activities. As of the preparation of this budget book, the State has made headway on plans to fund roads and other infrastructure projects Statewide, though the details on changes to State funding for roads are pending.
- In some years, a General Fund contribution to FC 230- Capital Projects provides funding for improvements to County facilities. In FY 2016-17, recommended capital projects were funded almost entirely with General Fund dollars. In FY 2017-18, capital projects are recommended to be funded with the cancellation of General Government Building Replacement reserves rather than General Fund dollars.
- The General Fund contribution to FC 377- Library is to pay for the Library Director position, as required by statute, as well as to cover other Library expenses.

- The General Fund contribution to FC 277- Debt Service has historically been 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. This year, the General Fund contribution to Debt Service also funds repayment of a loan from the California Energy Commission.
- 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 General Fund contribution to FC 290- Community Development includes funding for the Economic Vitality Corporation, the Housing Trust, homeless services, SLO HotHouse, and in FY 2017-18, an economic analysis related to the planned decommissioning of Diablo Canyon Power Plant.
- 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 on the depreciation schedule for automation assets per the Board adopted Cost Allocation Plan.
- 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.
- The General Fund contribution FC 350- Medically Indigent Services Program was historically used 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. Due to the implementation of the Affordable Care Act, the Medically Indigent Services Program has shrunk considerably in recent years. As a result, the program’s budget has been moved into FC 160- Public Health and the General Fund associated with the program is reflected in that budget.
- 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.

BUDGET AUGMENTATION REQUESTS RECOMMENDED

None requested.

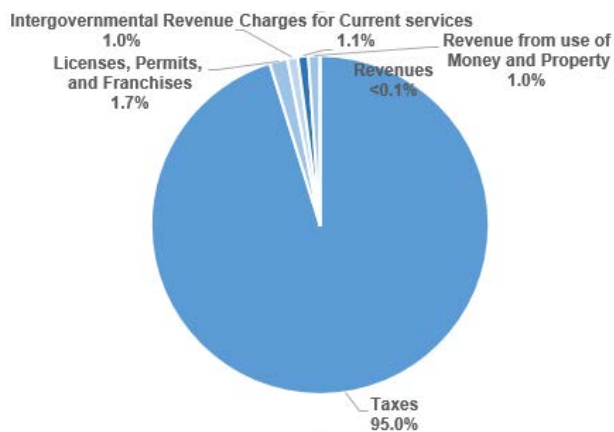
Non-Departmental Revenue

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 General Fund support for departments in the General Fund. There are no County operations, programs, or services directly associated with this fund center.

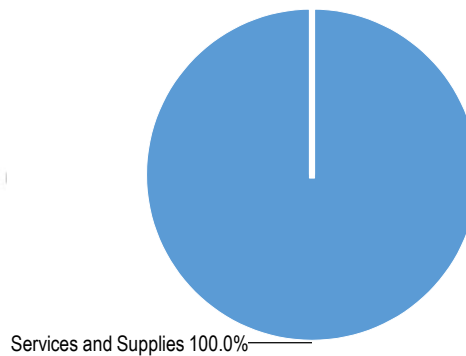
FINANCIAL SUMMARY

	FY 2016-17 Adopted	FY 2016-17 Estimated	FY 2017-18 Requested	FY 2017-18 Recommended	Change from FY 2016-17
Taxes	\$173,493,205	\$175,208,010	\$179,807,405	\$180,699,790	\$7,206,585
Licenses, Permits, and Franchises	\$3,240,500	\$2,978,100	\$3,151,100	\$3,151,100	\$(89,400)
Revenue from Use of Money & Property	\$1,829,000	\$1,954,000	\$1,954,000	\$1,954,000	\$125,000
Intergovernmental Revenue	\$1,978,954	\$1,977,454	\$1,977,454	\$1,988,325	\$9,371
Charges for Current Services	\$1,989,281	\$2,132,245	\$2,138,009	\$2,138,009	\$148,728
Other Revenues	\$1,010	\$19,244	\$1,005	\$1,205	\$195
Interfund	\$271,000	\$285,000	\$285,000	\$285,000	\$14,000
Total Revenue	\$182,802,950	\$184,554,053	\$189,313,973	\$190,217,429	\$7,414,479
Services and Supplies	\$5	\$5	\$5	\$5	\$0
Gross Expenditures	\$5	\$5	\$5	\$5	\$0
General Fund Support	\$(182,802,945)	\$(184,554,048)	\$(189,313,968)	\$(190,217,424)	\$(7,414,479)

Source of Funds



Use 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 \$190.2 million, which is approximately \$7.4 million or 4% over the FY 2016-17 adopted amount of \$182.8 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 \$110.3 million, which is \$5.3 million or 5% higher than FY 2016-17 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 \$2.6 million, which is only slightly higher than FY 2016-17 adopted levels.
- Property Tax in Lieu of Vehicle License Fee (VLF) revenue is budgeted at \$34.1 million, which is \$1.5 million or 5% higher than FY 2016-17 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 \$9.8 million, which is \$625,000 or 7% higher than FY 2016-17 adopted levels. FY 2017-18 is anticipated to represent the sixth year of consistent growth and is reflective of an improving economy.
- Unitary Taxes (the Property Taxes on utilities such as power plants as well as pipelines throughout the County) are budgeted at \$7 million, which is \$1 million or 13% lower than FY 2016-17 adopted levels. This decrease is largely due to the planned decommissioning of Diablo Canyon Power Plant and reflects the first of several years of expected decreases to Unitary Tax revenues for the County.
- Sales and Use Taxes are budgeted at \$11.1 million, which is \$440,680 or 4% lower than FY 2016-17 adopted levels.
- Property Transfer Tax is budgeted at \$2.7 million, which is \$155,000 or 6% higher than FY 2016-17 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 \$2.2 million, which is \$369,000 or 21% higher than FY 2016-17 adopted levels.

BUDGET AUGMENTATION REQUESTS RECOMMENDED

None requested.

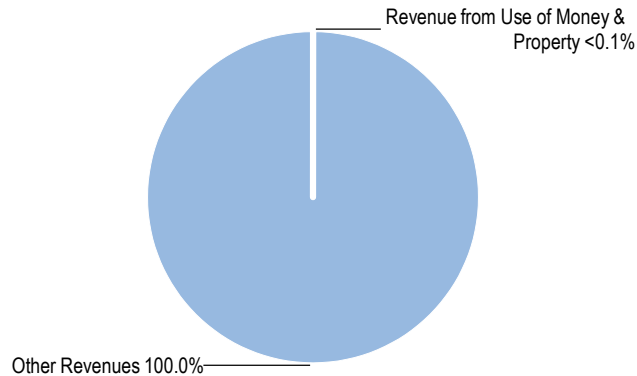
Other Post Employment Benefits

Other Post Employment Benefits (OPEB) accounts for the payment of retiree health 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.

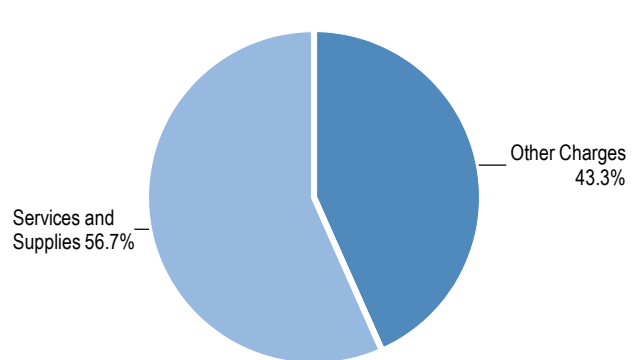
FINANCIAL SUMMARY

	FY 2016-17 Adopted	FY 2016-17 Estimated	FY 2017-18 Requested	FY 2017-18 Recommended	Change from FY 2016-17
Revenue from Use of Money & Property	\$0	\$300	\$300	\$300	\$300
Other Revenues	\$1,676,700	\$1,856,000	\$2,475,000	\$2,475,000	\$798,300
Total Revenue	\$1,676,700	\$1,856,300	\$2,475,300	\$2,475,300	\$798,600
Total Financing Sources	\$1,676,700	\$1,856,300	\$2,475,300	\$2,475,300	\$798,600
Services and Supplies	\$1,318,000	\$1,397,000	\$1,402,300	\$1,402,300	\$84,300
Other Charges	\$358,700	\$556,615	\$1,073,000	\$1,073,000	\$714,300
Gross Expenditures	\$1,676,700	\$1,953,615	\$2,475,300	\$2,475,300	\$798,600
Total Financing Requirements	\$1,676,700	\$1,953,615	\$2,475,300	\$2,475,300	\$798,600

Source of Funds



Use of Funds



COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Financial Summary

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.

Departments are charged via payroll costs in order to fund this liability. The total amount to be set aside for FY 2017-18 is just under \$2.5 million, which is \$798,600 or 48% higher than what was set aside in FY 2016-17. For many years, charges were based upon an assumption of \$623

per Full Time Equivalent (FTE) position. In FY 2016-17, the charge per position was increased to \$675. In FY 2017-18, the per position charge is again recommended to increase, to \$900 per employee, in order to assist in paying down unfunded liabilities and current benefit payments. Cost increases are attributable to both staffing increases, and increases in health care costs.

BUDGET AUGMENTATION REQUESTS RECOMMENDED

None requested.

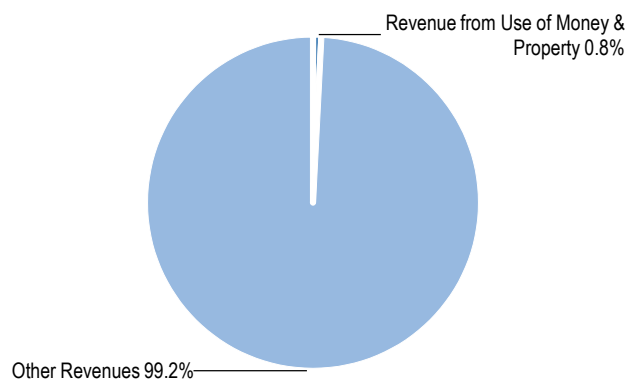
Pension Obligation Bonds

Pension Obligation Bonds (POBs) accounts for debt service payments towards bonds that have been issued to help cover unfunded pension costs. Funding for debt service payments comes from payroll charges to County departments and other organizations that participate in the County's pension plan. There are no County operations, programs, or services directly associated with this fund center.

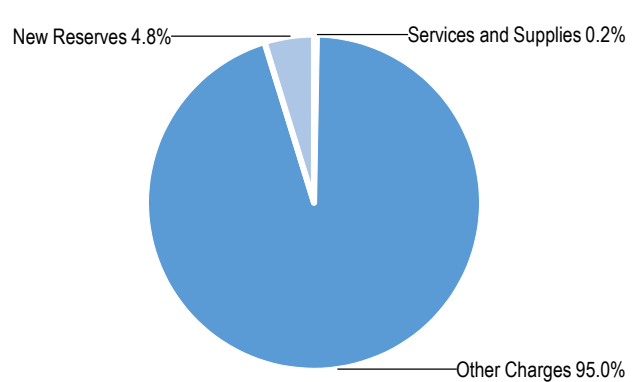
FINANCIAL SUMMARY

	FY 2016-17 Adopted	FY 2016-17 Estimated	FY 2017-18 Requested	FY 2017-18 Recommended	Change from FY 2016-17
Revenue from Use of Money & Property	\$21,000	\$90,000	\$90,000	\$90,000	\$69,000
Other Revenues	\$10,643,500	\$11,026,036	\$11,079,100	\$11,079,100	\$435,600
Total Revenue	\$10,664,500	\$11,116,036	\$11,169,100	\$11,169,100	\$504,600
Fund Balance Available	\$664,891	\$0	\$0	\$0	\$(664,891)
Total Financing Sources	\$11,329,391	\$11,116,036	\$11,169,100	\$11,169,100	\$(160,291)
Services and Supplies	\$30,000	\$30,000	\$30,000	\$30,000	\$0
Other Charges	\$10,110,636	\$10,110,636	\$10,607,608	\$10,607,608	\$496,972
Gross Expenditures	\$10,140,636	\$10,140,636	\$10,637,608	\$10,637,608	\$496,972
New Reserves	\$1,188,755	\$1,012,029	\$0	\$531,492	\$(657,263)
Total Financing Requirements	\$11,329,391	\$11,152,665	\$10,637,608	\$11,169,100	\$(160,291)

Source of Funds



Use of Funds



COUNTY ADMINISTRATOR’S COMMENTS AND RECOMMENDATIONS

Financial Summary

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 2017-18, it is anticipated that \$11,169,100 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 those agencies 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	\$10,400,000
San Luis Obispo Superior Courts	\$540,000
APCD	\$121,000
LAFCO	\$18,100
Interest	\$90,000
TOTAL	\$11,169,100

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 2017-18.

BUDGET AUGMENTATION REQUESTS RECOMMENDED

None requested.

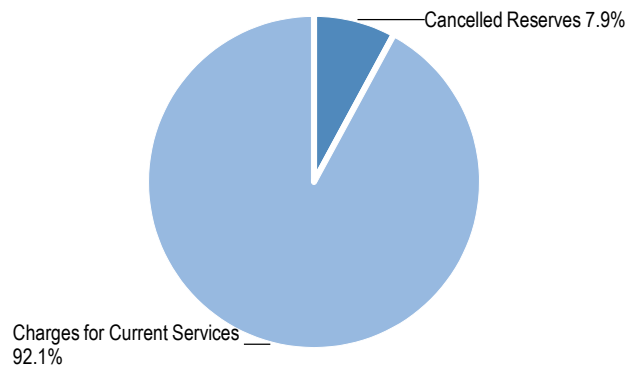
Public Facility Fees

Public Facility Fees (PFFs) provides funding to finance new public facilities and improvements to facilities 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. Public Facility Fees is a Special Revenue Fund outside the County General Fund and is funded by development impact fees.

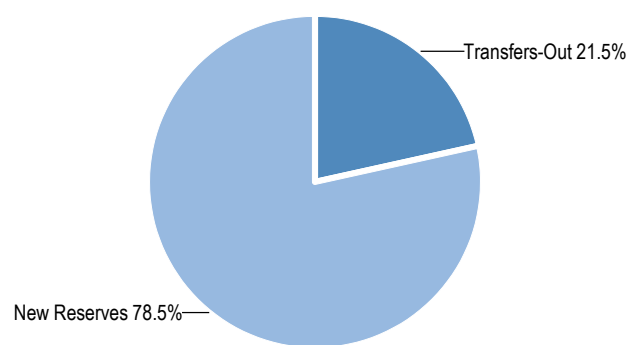
FINANCIAL SUMMARY

	FY 2016-17 Adopted	FY 2016-17 Estimated	FY 2017-18 Requested	FY 2017-18 Recommended	Change from FY 2016-17
Charges for Current Services	\$1,851,815	\$2,565,995	\$1,924,497	\$1,924,497	\$72,682
Total Revenue	\$1,851,815	\$2,565,995	\$1,924,497	\$1,924,497	\$72,682
Cancelled Reserves	\$132,234	\$132,234	\$115,222	\$165,222	\$32,988
Total Financing Sources	\$1,984,049	\$2,698,229	\$2,039,719	\$2,089,719	\$105,670
Transfers-Out	\$400,000	\$400,000	\$400,000	\$450,000	\$50,000
Gross Expenditures	\$400,000	\$400,000	\$400,000	\$450,000	\$50,000
New Reserves	\$1,584,049	\$2,298,229	\$1,639,719	\$1,639,719	\$55,670
Total Financing Requirements	\$1,984,049	\$2,698,229	\$2,039,719	\$2,089,719	\$105,670

Source of Funds



Use of Funds



COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Financial Summary

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 \$2,089,719, which is an increase of \$105,670 or 5% compared to the FY 2016-17 adopted level. Recommended financing sources include a combination of new revenues expected to be received in FY 2017-18 and the cancellation of existing PFF reserves. In the current year, PFF receipts in most categories are coming in above budget, due to increased building activity.

PFF revenues earned in each category vary based upon the type of development and the fee structure established for each category. The FY 2017-18 recommended revenues are based on PFF receipts in the first half of FY 2016-17. Actual revenues received during FY 2017-18 will be based upon the number and types of development permits received during the year. Recommended revenue by PFF category are as follows:

General Government:

Recommended revenue is \$284,778, which is an increase of \$17,012 or 6% compared to the FY 2016-17 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 \$115,222 will come from reserves.

Fire:

Recommended revenue is \$574,338, which is a decrease of \$201,336 or 26% compared to the FY 2016-17 adopted level. All Fire PFF revenue is recommended to be added to reserves.

Law Enforcement:

Recommended revenue is \$148,989, which is a decrease of \$2,898 or 2% compared to the FY 2016-17 adopted level. All Law Enforcement PFF revenue is recommended to be added to reserves.

Library:

Recommended revenue is \$204,518, which is an increase of \$47,578 or 30% compared to the FY 2016-17 adopted level. All Library PFF revenue is recommended to be added to reserves.

Parks:

Recommended revenue is \$711,874, which is an increase of \$212,326 or 43% compared to the FY 2016-17 adopted level. Expenditures are budgeted at \$50,000 in order to fund work related to scoping and prioritization of parks and recreation projects in Nipomo. The remainder of Parks PFF revenue is recommended to be added to reserves.

BUDGET AUGMENTATION REQUESTS RECOMMENDED

None requested.

Tax Reduction Reserve

The Tax Reduction Reserve holds funding which is intended to offset potential losses of property tax revenue related to the depreciation of the Diablo Canyon Power Plant. The Tax Reduction Reserve is a Special Revenue Fund outside the County General Fund and is primarily funded with periodic contributions from the General Fund. There are no County operations, programs, or services directly associated with this fund center.

BUDGET AT A GLANCE

	FY 2017-18 Recommended	Change from FY 2016-17 Adopted	% Change
Expenditures	\$0	\$0	0%
Revenue	\$0	\$0	0%
General Fund Support	\$0	\$0	0%
Staffing Levels	0.00 FTE	0.00 FTE	0.00 %

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Financial Summary

This fund was established in 1998, 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 condition of the receipt of outside funding for the construction of the new Airport Terminal Replacement Project.

No additional funding is recommended to be added to the reserve in FY 2017-18.

BUDGET AUGMENTATION REQUESTS RECOMMENDED

None requested.

Capital & Maintenance

The Capital and Maintenance Projects Service Group includes those budgets that provide for expenditures needed to construct, improve, or repair County buildings, structures, and facilities.

Budgets in the Capital & Maintenance Service Group include: Capital Projects and Maintenance Projects.

SERVICE GROUP BUDGET AT A GLANCE

	FY 2017-18 Recommended	Change from FY 2016-17 Adopted	% Change
Expenditures	\$8,018,812	\$(2,184,532)	(21)%
Revenue	\$3,107,710	\$(813,634)	(21)%
General Fund Support	\$4,911,102	\$(1,370,898)	(22)%
Staffing Levels	0.00 FTE	0.00 FTE	- %

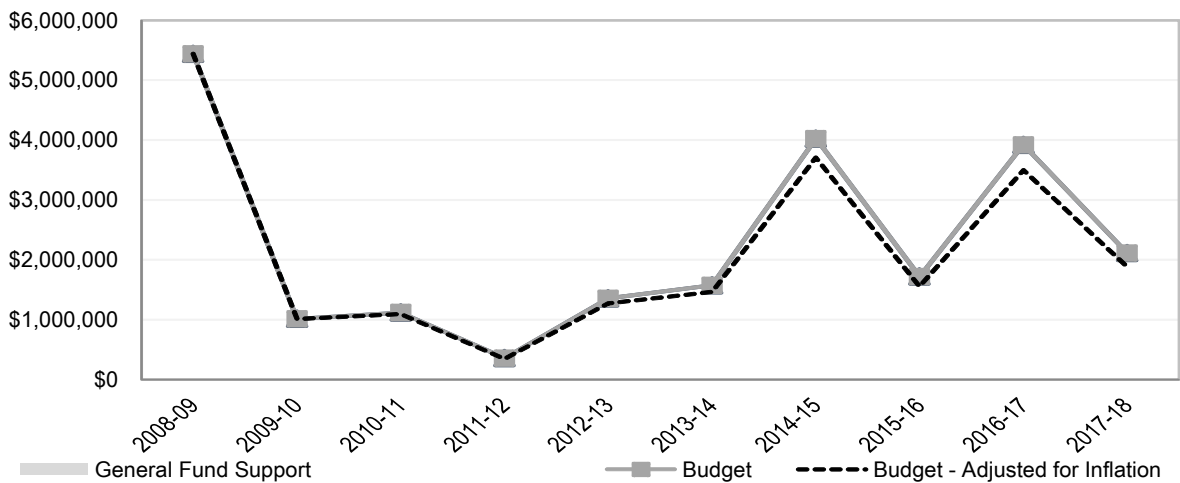
Capital Projects

Capital Projects provides funding for the planning and construction of County facility capital projects.

BUDGET AT A GLANCE

	FY 2017-18 Recommended	Change from FY 2016-17 Adopted	% Change
Expenditures	\$2,112,162	\$(1,809,182)	(46)%
Revenue	\$2,112,162	\$(1,809,182)	(46)%
General Fund Support	\$0	\$0	0%
Staffing Levels	0.00 FTE	0.00 FTE	0.00 %

Ten Year Budget History



SERVICE PROGRAMS

Capital Projects has a total expenditure level of \$2,112,162 to provide the following services:

Capital Projects

Funding of capital projects in conformance with established policies.

Total Expenditures: \$2,112,162

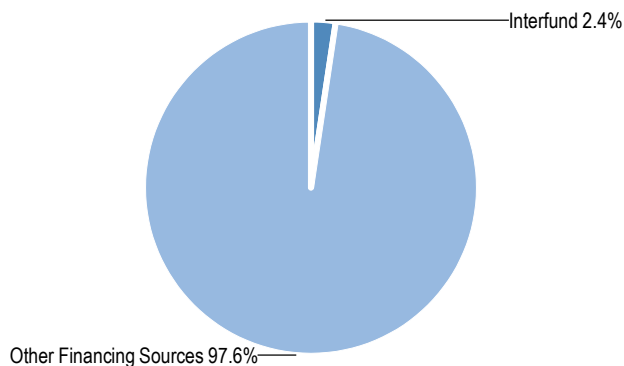
Total Staffing (FTE): *

* Staffing is reflected in FC 405 – Public Works, FC 113 – Facilities Management, and FC 305 – Parks

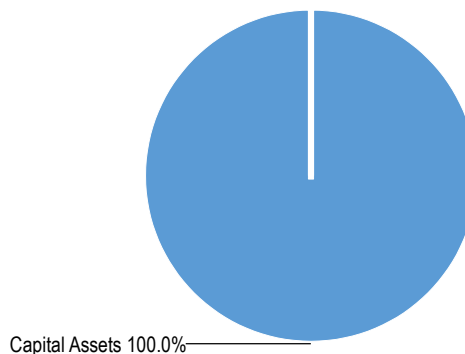
FINANCIAL SUMMARY

	FY 2016-17 Adopted	FY 2016-17 Estimated	FY 2017-18 Requested	FY 2017-18 Recommended	Change from FY 2016-17
Interfund	\$0	\$0	\$0	\$50,000	\$50,000
Other Financing Sources	\$3,548,400	\$0	\$0	\$2,062,162	\$(1,486,238)
Total Revenue	\$3,548,400	\$0	\$0	\$2,112,162	\$(1,436,238)
Fund Balance Available	\$372,944	\$0	\$0	\$0	\$(372,944)
Total Financing Sources	\$3,921,344	\$0	\$0	\$2,112,162	\$(1,809,182)
Capital Assets	\$1,921,344	\$0	\$0	\$2,112,162	\$190,818
Gross Expenditures	\$1,921,344	\$0	\$0	\$2,112,162	\$190,818
New Reserves	\$2,000,000	\$0	\$0	\$0	\$(2,000,000)
Total Financing Requirements	\$3,921,344	\$0	\$0	\$2,112,162	\$(1,809,182)

Source of Funds



Use of Funds



COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Financial Summary

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, occasionally in the form of grants or other funding, that may become available during the fiscal year. These projects are 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 2017-18: a new animal shelter and a co-located dispatch facility. As these projects continue through the planning and design stages and funding is identified, they will be brought to the Board of Supervisors for approval of the various stages.

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:

- Fund Center 245 – Roads: Transportation infrastructure projects such as roads, bridges, and traffic improvements.
- Fund Center 305 – Parks: Recreational improvements and equipment.
- Fund Center 407 – Fleet Services: Vehicle replacements.
- Fund Center 266 – Countywide Automation Replacement: Projects to support technology-related activities.
- Special Districts Budget: Infrastructure projects such as water, wastewater, and flood control systems.

There are two primary processes used to identify projects. The first is the Facilities Condition Assessment (FCA) process, where all County buildings are evaluated on a five-year rolling basis to identify and prioritize any structural or maintenance issues. The goal of the FCA process is to provide accurate and objective information on the condition of facilities and their components. Each component is assessed and rated according to the expected useful life remaining, how critical the issue is, its estimated cost, and when it should be repaired or replaced in order to avoid further deterioration or equipment and structural failure. The purpose of the FCA process is not to expand facilities or provide new improvements or renovations, but to maintain their condition and protect the County's assets. Depending on the size and nature of a repair, a necessary project may be funded in either this fund center or Fund Center 200 – Maintenance Projects.

The second process for identifying projects is an annual request to County departments to submit proposed projects for the recommended budget as well as for the Five Year Infrastructure and Facilities Capital Improvement Plan. Rather than addressing facility condition issues, these projects focus on expansions, remodels, reconfigurations, or construction of new facilities. Submitted projects are evaluated by a team comprised of representatives from Public Works, Central Services, and the Administrative Office. Each project is reviewed and ranked based on the criteria in the Budget Policies adopted by the Board of Supervisors. All of the proposed projects, including major maintenance projects in Fund Center 200, are then presented to the Capital Improvement Executive Steering Committee (CI-ESC), which is chaired by the County Administrator and comprised of ten County department heads. The projects recommended in this budget are the result of the CI-ESC's review.

A total of \$2.1 million is recommended to be allocated from the General Government Building Replacement Reserve (as well as Parks Public Facility Fees and Library funds) to cover the costs of nine capital projects. This is an increase of \$190,818 or 10% compared to FY 2016-17 adopted levels.

FY 2017-18 Recommended Capital Improvement Projects

The following new capital improvement projects are recommended for funding in the FY 2017-18 budget:

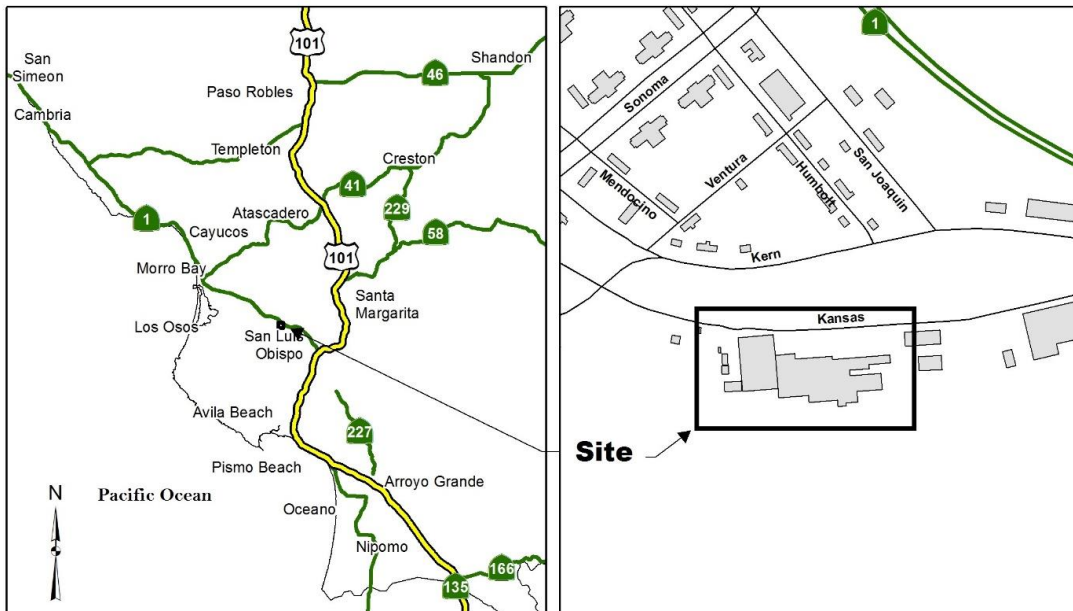
Main Jail Plumbing Upgrades (FCA)

Recommended Funding Level:	Funding Source(s):
\$418,700	General Government Building Replacement Reserve

Project Description:	Justification:
Replace plumbing fixtures, valves, domestic water piping and vent piping at the Main Jail. These deficiencies were identified in the Facility Condition Assessment report as critical deficiencies.	The building's plumbing systems are very old and in poor condition. Widespread maintenance issues persist; waste and vent lines are cracked in many locations; valves serving prisoner areas are aged and heavily corroded. Fixtures in general population (including water closets, lavatories, and showers) are very old and in poor condition, and repeated failures are commonplace.

Operating Cost Impacts:	Intended Outcomes:
Reduction in long-term maintenance costs.	Provide a reliable, functioning wastewater system at the Main Jail facility.

Project Vicinity Map:



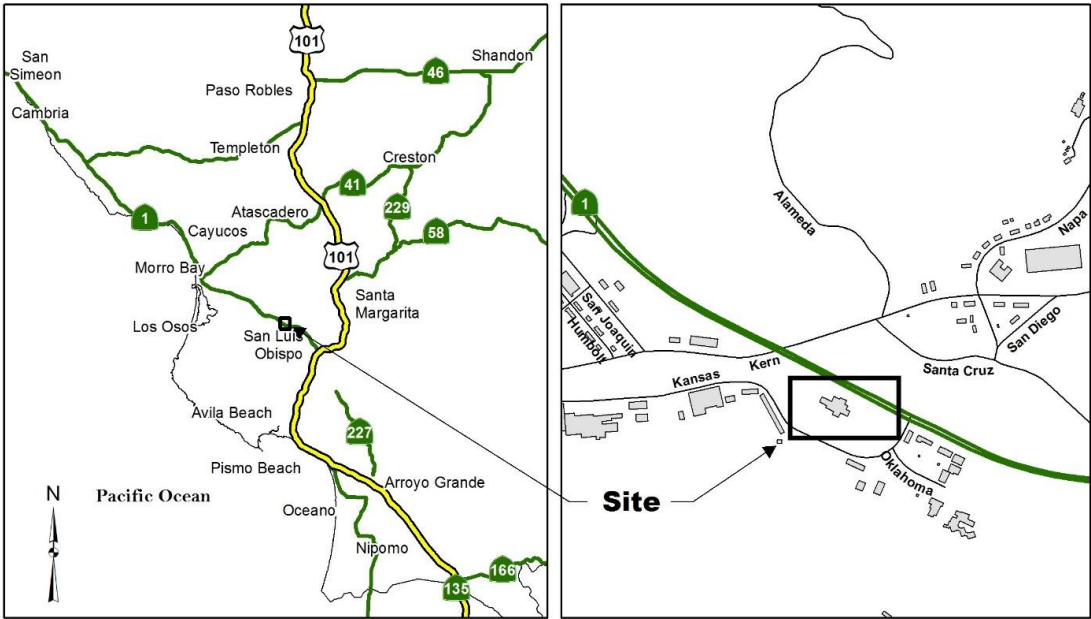
Juvenile Services Center Parking Lot Replacement (FCA)

Recommended Funding Level: \$302,000	Funding Source(s): General Government Building Replacement Reserve
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Project Description: Remove and replace asphalt paving and base at the main parking lot of the Juvenile Services Center, and correct the drainage and sloping of the lot to allow compliant accessible parking areas. This project was identified in the Facility Condition Assessment report as a critical deficiency.	Justification: The main parking lot is in very poor condition. The parking lot also slopes to the west and current handicap parking spaces have excessive, non-ADA compliant cross slopes.
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Operating Cost Impacts: Reduction in long-term maintenance costs.	Intended Outcomes: Provide safe, reliable access to the facility parking lot.
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Project Vicinity Map:



Juvenile Services Center HVAC System Replacement (FCA)

Recommended Funding Level:

\$303,600

Funding Source(s):

General Government Building
Replacement Reserve

Project Description:

Replace existing air handler with chiller/boiler system, serving the prisoner intake and courtroom areas, with a Variable Refrigerant Volume (VRV) system with high energy efficiency and flexibility for zone control. This project was identified in the Facility Condition Assessment report as a critical deficiency.

Justification:

The existing mechanical system regularly breaks down. Replacement with a VRV system will provide more appropriate for the application and be less complicated and less expensive to operate and maintain than the existing system.

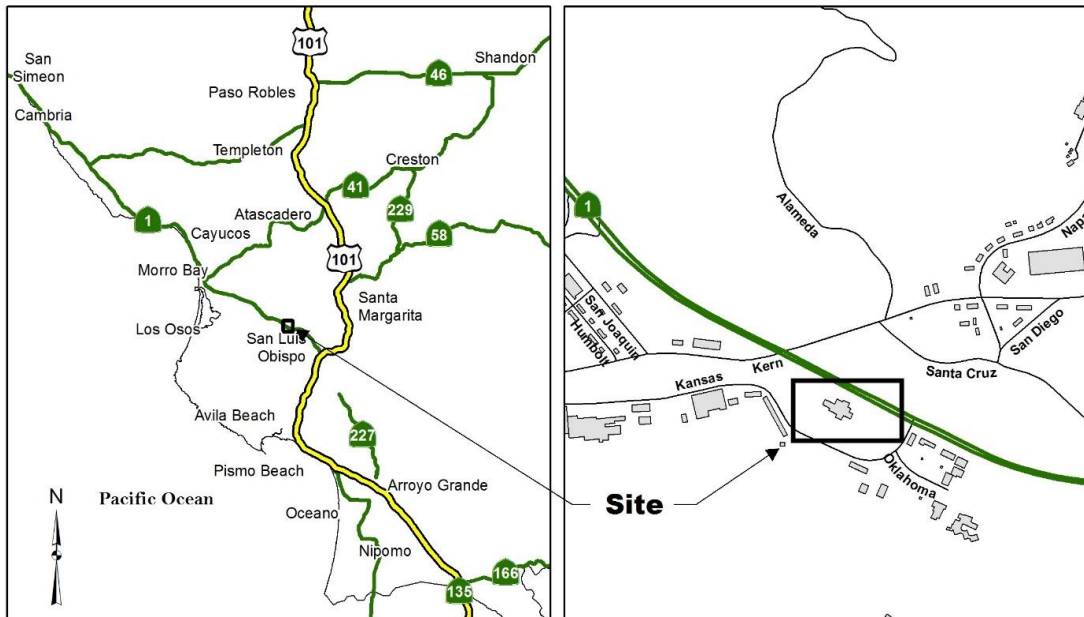
Operating Cost Impacts:

Reduction in long-term maintenance costs.

Intended Outcomes:

To provide a well-functioning, operational and conditioned spaces at the JSC facility.

Project Vicinity Map:



Public Health Roof Replacement (FCA)

Recommended Funding Level: \$152,500	Funding Source(s): General Government Building Replacement Reserve
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Project Description: Replace the roofing on the Public Health building, install curbs to raise mechanical rooftop units, provide new gutters and flashing, and properly connect to storm drain system. This project was identified in the Facility Condition Assessment report as a critical deficiency.	Justification: The existing roof of the Public Health building at 2191 Johnson Ave is at the end of its lifecycle and in need of replacement. The building is occupied by the County Public Health Laboratory, staff offices, and serves the public on a daily basis. The roof has a history of chronic leaks during rains.
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Operating Cost Impacts: Reduction in long-term maintenance costs.	Intended Outcomes: To extend the life of the facility by improving condition of the building envelope.
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Project Vicinity Map:



San Luis Obispo Library Roof Replacement (FCA)

Recommended Funding Level:

\$226,562

Funding Source(s):

General Government Building
Replacement Reserve

Project Description:

Provide a new roof for the County library in San Luis Obispo. The existing roof, which is a combination of concrete tiles and built-up volcanic rock, is 30 years old. This project was identified in the Facility Condition Assessment report as a critical deficiency. The funding level assumes 50% contribution of the construction costs by the City of San Luis Obispo, per the MOU between the City and County.

Justification:

The existing roof is at the end of its lifecycle and in need of replacement. The roof has a history of chronic leaks during rains. There are cracked concrete tiles and the roof membrane below has deteriorated.

Operating Cost Impacts:

Reduction in long-term maintenance costs.

Intended Outcomes:

To extend the life of the facility by improving condition of the building envelope.

Project Vicinity Map:



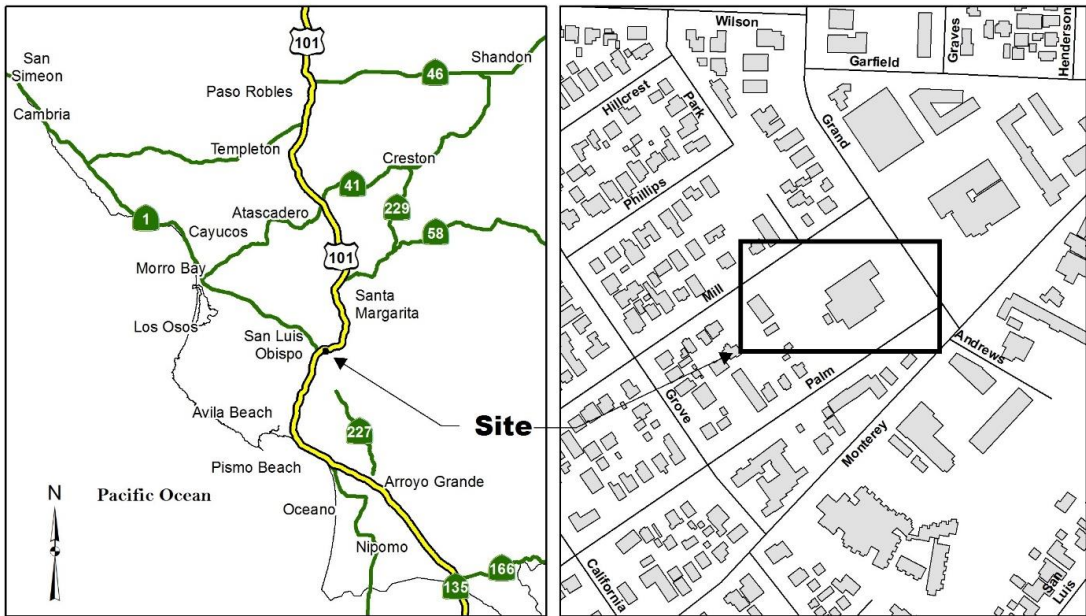
San Luis Obispo Veterans' Hall Roof Replacement (FCA)

Recommended Funding Level: \$588,800	Funding Source(s): General Government Building Replacement Reserve
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Project Description: Provide a new clay tile roof for the Veterans' Hall in San Luis Obispo, including repair to dry-rot wood and removal and reinstallation of gutters. This project was identified in the Facility Condition Assessment report as a critical deficiency.	Justification: The existing mission-style clay tile roof is original to the building, past its useful life, and is leaking. In addition, many of the ridge beams and rafter tails have dry rot and need replacement. The project will provide new roofing in a matching style and color and will re-use as much of the original tile as possible to maintain the historic appearance.
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Operating Cost Impacts: Reduction in long-term maintenance costs.	Intended Outcomes: To extend the life of the facility by improving condition of the building envelope.
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Project Vicinity Map:



Nipomo Area Parks Plan

Recommended Funding Level:
\$50,000 (in Fund Center 305 – Parks)

Funding Source(s):
Public Facility Fees - Parks

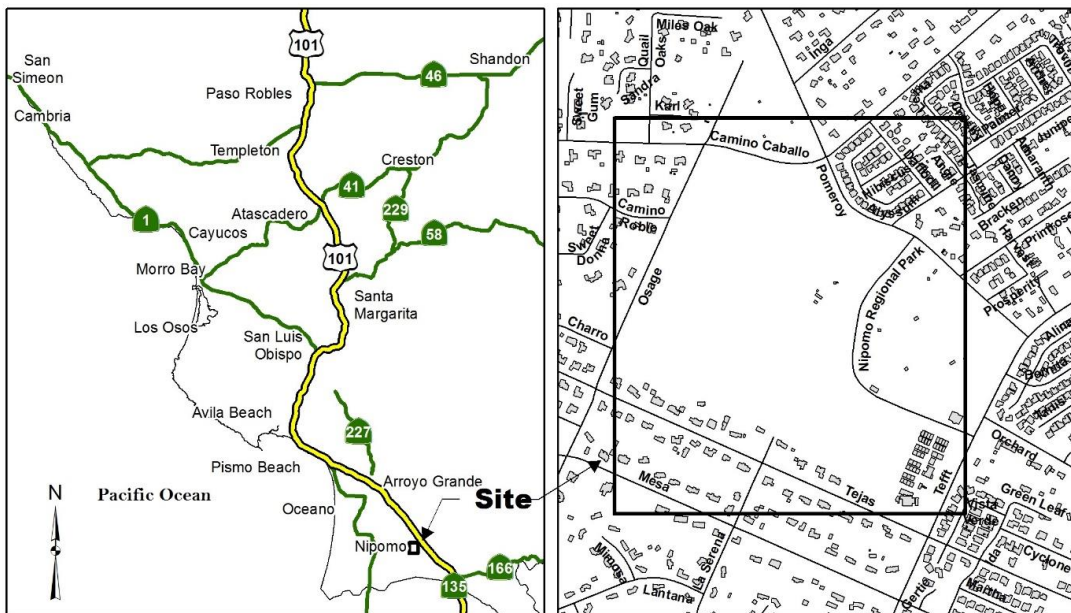
Project Description:
Develop scope for implementation of Nipomo Area Parks Plan at four potential locations: Nipomo Community Park, Jack Ready Park, Dana Adobe, and Jim O'Miller Park.

Justification:
This effort is consistent with the Nipomo Community Park Master Plan and initial design was requested by the Board of Supervisors to be funded during the review of the Five Year Infrastructure and Facilities Capital Improvement Plan on February 21, 2017.

Operating Cost Impacts:
Operating costs are unknown until specific projects are designed.

Intended Outcomes:
To provide diverse recreation opportunities to the community.

Project Vicinity Map:



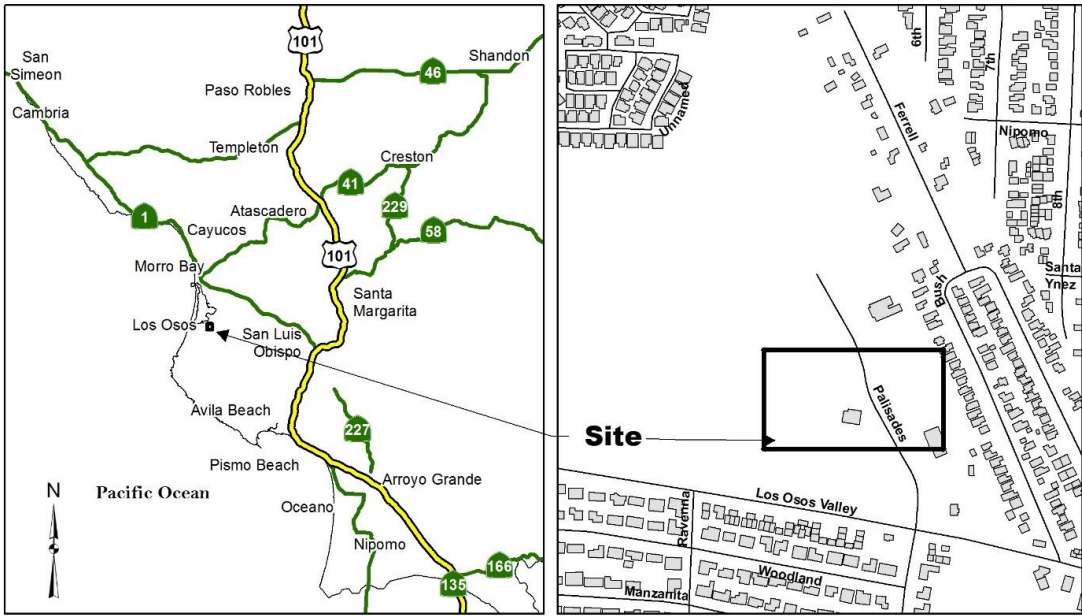
Los Osos Library Conceptual Design

Recommended Funding Level: \$50,000	Funding Source(s): Library Fund & Los Osos Friends of the Library
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Project Description: Research and develop options for expansion of the existing 3,900 square foot library in Los Osos.	Justification: The current library is undersized relative to the population of Los Osos. The community has raised a significant portion of the funds needed for this project.
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Operating Cost Impacts: Operating costs are unknown until the project is designed.	Intended Outcomes: To provide better library services to the community.
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Project Vicinity Map:



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 2017-18 through FY 2021-22 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/PW/capitalprojects/cip.htm>

The following section identifies projects on the County Infrastructure and Facilities Five Year Plan that are already in process. This listing addresses those projects which have an estimated total expense of \$1 million or more and have already received full or partial allocation of funding.

Los Osos Landfill Remediation

Location: Off Turri Road near Los Osos
Expense: \$995,403
Sources of Funding: General Fund
Operational Impacts: A moderate increase in operational and annual maintenance expenses are 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 Regional Water Quality Control Board (RWQCB) to conduct corrective action programs focusing on groundwater contaminant removal with construction anticipated in FY 2017-18. This project is recommended for an augmentation of \$70,000 to address subsequent phases of work required by the RWQCB.

Psychiatric Health Facility (PHF) Sally Port Entry

Location: 2178 Johnson Avenue, San Luis Obispo
Expense: \$225,200
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 and augmented in FY 2016-17, 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. Design of the facility is underway with construction anticipated in FY 2017-18.

New Airport Terminal

Location: 901 Airport Drive, San Luis Obispo
Expense: \$39.5 million
Sources of Funding: \$26.5 million FAA Grants, \$5.43 million Facility Charges, \$7.5 million Airport Enterprise Fund
Operational Impacts: Once constructed, the new terminal will experience an increase in operation 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 Federal Aviation Administration (FAA), construction is nearing completion and the new terminal is anticipated to be operational in the fall of 2017. 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 capacity to serve passengers, and accommodate staff and airlines. In August 2015 the construction bid was awarded and construction began in October 2015.

Animal Shelter Design-Build Project

Location: 885 Oklahoma Avenue, County Operational Center off Highway 1 between Morro Bay and San Luis Obispo
Expense: \$1.7 million
Sources of Funding: \$1.2 million in Building Replacement Fund, \$575,000 from existing Animal Services Expansion/Remodel project (WBS 320021)
Operational Impacts: Operation and maintenance of the new facility will be in accordance with existing and future agreements between the County and the seven incorporated Cities associated with construction and operation of the facility.

Project Summary and Status:

In April 2016, the Board of Supervisors authorized development of a new Animal Shelter via the design-build delivery method. In February 2017, capital project (WBS 320088) was created after Board approval of a cost sharing agreement between the County and the cities.

A construction management firm and the master architect have been retained to update the needs assessment and develop bridging documents for the project. Upon completion of the program and bridging documents, the design-build entity will be chosen through a design competition. The responsibility for design, permitting of construction documents and construction will rest with the design-build entity.

The \$1.7 million expense will cover estimated Phase 1 project costs through the preliminary design and design-build selection process. It is anticipated that an additional \$12.0 million will be required to complete facility construction, plus extension of County-owned utilities. The total design and construction costs exclude \$1.1 million of other potential costs identified related to demolition and depreciation of the existing facility and land costs. A design-build team is expected to be selected in the fall of 2018 with construction starting in 2018 and completing by 2020.

**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:** \$4.6 million
- Sources of Funding:** \$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
- 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. Construction of the parking area and left turn lane is scheduled to begin in FY 2017-18.

Restore Cayucos Pier

- Location:** Intersection of Ocean Front St. and Cayucos Dr., Cayucos
- Expense:** \$4.0 million
- Sources of Funding:** \$1.7 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:** Maintenance of the facility is on-going and being managed in conjunction with the Parks and Recreation Department.

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.

Phase One of the pier construction began in December 2013 and was completed in January 2014 with Phase Two construction beginning in October 2014. The project was completed and reopened to the public in October 2015. The project is currently in the warranty period.

Juvenile Hall Expansion

Location:	1065 Kansas Avenue, County Operational Center off Highway 1 between Morro Bay and San Luis Obispo
Expense:	\$20.0 million
Sources of Funding:	\$13.1 million in State SB81 funds; \$3.5 million in Juvenile Hall Detention Reserves, \$400,000 in Facilities Planning Designation; \$1.5 million in General Government Building Replacement Designation and \$1.4 million from deferring other projects, \$24,405 County Office of Education and \$1.4 million of in-kind match.
Operational Impacts:	The facility is in operation and the Department is managing operational costs.

Project Summary and Status:

This project expanded the County's 45-bed Juvenile Hall with the addition of 20 high security beds, classrooms, an indoor multipurpose/recreational space, and staff offices. In addition, 15 of the existing 45 detention beds were converted to an in-custody treatment facility for habitual offenders. 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 was completed in the fall of 2016 and continues through the audit and warranty periods.

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 \$1,000,000 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 the existing 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 topography and aerial surveys of the route were completed in 2014; environmental work and design work is continuing. The County has completed many of the required environmental studies for a City of Morro Bay 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.

Women's Jail Expansion

Location:	1585 Kansas Avenue –off Highway 1 between Morro Bay and San Luis Obispo at the County Operational Center
Expense:	\$41.8 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, \$3.7 million in Facility Planning Reserves; \$897,000 in Capital Project Savings; \$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 \$41.8 million. Construction on the women's housing unit began in February 2014 and was completed in April 2017. Construction of the medical/programming facility began in April 2017 and is planned to be completed in January 2018.

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:	\$1.5 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 efficient will increase.

Project Summary and Status:

Modernize and make ADA compliant elevator #8 located at the Old Courthouse building, 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.

Construction of the elevator modernization projects are complete and the projects are in the warranty phase.

Letter Designators for Status of Capital Projects

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 indicator, explained below.

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.

CAPITAL PROJECTS

WBS Project #	Project Description	Original Year Funded	Estimated Total Cost*	Total Approved Funding through 2016-17 Available**	2017-18 Proposed Appropriation	Total Approved Funding and 2017-18 Proposed Appropriation	Funding Source	Status***
EFS Bus Area 2300: GENERAL GOVERNMENT - AUC								
1	320037 Information Technology - SLO - 2010/2011 Extend Nacimiento Fiber	2010/2011	490,300	490,300	415,731	490,300	Building Replacement Reserve	D
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	B
3	320070 General Government - Various - Energy Efficiency Capital Project	2015/2016	3,049,446	3,049,446	97,722	3,049,446	926,792 California Energy Commission Loan; 360,371 P&G&E On-Bill Financing; 1,199,787 County Solar & Energy Designation; 280,001 FC 200 Maintenance Projects; 282,495 FC 230 Capital Projects	CO
4	320074 General Government - SLO - Elevator Modernization and ADA Compliance Upgrades	2014/2015	1,446,200	1,446,200	407,101	1,446,200	General Fund	CO
5	320086 Information Technology - Santa Margarita - La Panza Comm Site Tower	2016/2017	244,000	244,000	243,869	244,000	General Fund	P
6	320087 Information Technology - SLO - Cuesta Peak Comm Tower	2016/2017	244,000	244,000	244,000	244,000	General Fund	P

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** Balance of Funds Available as of 2/28/17. As work continues, the balance of funds available will continue to reduce through the fiscal year and project duration.

*** Status: U/Unassigned; H/Hold; P/Programming; D/Design; B/Bidding; C/Construction; CO/Closeout

CAPITAL PROJECTS

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7 320095	General Government - SLO - Replace Clay Tile Roof at SLO Veteran's Hall (FCA)	2017/2018	688,800	100,000	100,000	588,800	688,800	588,800 General Government Building Replacement Reserve; 100,000 FC 200 Facilities Maintenance Projects	U
<i>Sub Total:</i>			6,322,646	5,853,846	1,772,594	588,800	6,442,646		

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CAPITAL PROJECTS

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EFS Bus Area 2300: HEALTH AND SOCIAL SERVICES - AUC								
8	320021 Health - Operations Center - Animal Services Expansion & Remodel	2007/2008	1,267,600	589,260	1,267,600	1,267,600	1,131,900 Facility Planning Reserves; 135,700 Building Replacement Reserve	P
9	320076 Health - SLO - Public Health Lab Renovation	2014/2015	444,300	78,037	444,300	444,300	General Fund	C
10	320079 Health - SLO - Psychiatric Facility - Sallyport Entry	2015/2016	123,200	175,059	225,200	225,200	General Fund	D
11	320080 Health - SLO - Crisis Stabilization Unit	2015/2016	869,500	781,504	869,500	869,500	California Health Facilities Financing Authority (CHFFA)	D
12	320088 Health-COC-New Animal Shelter	2016/2017	1,741,600	1,741,600	1,741,600	1,741,600	1,166,600 General Government Building Replacement Fund; 575,000 FC 230 Capital Projects	D
13	320093 Health - SLO - Replace roof at Public Health (FCA)	2017/2018	152,500		152,500	152,500	General Government Building Replacement Reserve	U
			Sub Total:	4,598,700	4,548,200	3,365,461	4,700,700	

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CAPITAL PROJECTS

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EFS Bus Area 2300: LIBRARY - AUC									
14 320082	Library - SLO - SLO Library Renovation	2016/2017	473,968	473,968	22,567		473,968	289,558 Library Public Facility Fees; 204,410 Facilities Planning Reserve	C
15 320094	Library - SLO - Roof replacement at SLO Library (FCA)	2017/2018	226,562			226,562	226,562	General Government Building Replacement Reserve	U
16 320097	Library - Los Osos - Los Osos Library Conceptual Design	2017/2018	50,000			50,000	50,000	25,000 Los Osos Friends of the Library; 25,000 Library Reserves	U
			Sub Total:	750,530	22,567	276,562	750,530		

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CAPITAL PROJECTS

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EFS Bus Area 2300: PUBLIC SAFETY - AUC								
17 300034	Sheriff - Women's Jail Expansion, Phase 1	1999/2000	40,694,786	41,844,786	1,029,969	41,844,786	25,125,630 State AB 900 funding; 694,000 General Fund; 4,350,652 Facility Planning Reserve; 7,000,000 Detention Facility Reserve; 4,421,504 Criminal Justice Facility Construction Fund; 203,000 Capital Project Savings; 50,000 Building Replacement Fund	C
18 320008	Fire - Creston - Fire Station and Design	2006/2007	3,919,288	3,984,288	114,491	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
19 320032	Probation - SLO - Juvenile Hall Expansion	2008/2009	18,572,778	19,985,273	389,412	19,985,273	3,500,000 Juvenile Hall Building Desig.; 400,000 Facilities Planning Desig.; 13,120,983 State SB 81; 1,544,582 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	CO
20 320061	CDF - SLO - Programming for Co-located Dispatch Center	2013/2014	200,000	200,000	80,620	200,000	100,000 in Fire PFF; 100,000 in Law PFF	P

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CAPITAL PROJECTS

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21 320081	Sheriff - SLO - Main Jail HVAC	2015/2016	698,100	698,100	654,892	698,100	General Fund	D
22 320085	Cal Fire - Santa Margarita - Backup Power Solution at Carrizo Fire Station	2016/2017	148,100	148,100	138,778	148,100	General Fund	P
23 320090	Sheriff - COC - Main Jail Plumbing upgrades (FCA)	2017/2018	418,700			418,700	General Government Building Replacement Reserve	U
24 320091	Probation - COC - Replace asphalt paving at JSC parking lot (FCA)	2017/2018	302,000			302,000	General Government Building Replacement Reserve	U
25 320092	Probation - COC - Replace HVAC system at JSC (FCA)	2017/2018	303,600			303,600	General Government Building Replacement Reserve	U
			Sub Total:	65,257,352	66,860,547	2,408,161	1,024,300	67,884,847

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CAPITAL PROJECTS

WBS Project #	Project Description	Original Year Funded	Estimated Total Cost*	Total Approved Funding through 2016-17 Available**	Balance of Funds	2017-18 Proposed Appropriation	Total Approved Funding and 2017-18 Proposed Appropriation	Funding Source	Status***
EFS Bus Area 2300: PUBLIC WORKS - AUC									
26 320071	Public Works - Los Osos Landfill Remediation	2013/2014	203,603	995,403	633,771	70,000	1,065,403	203,603 Los Osos remediation fund; 129,500 Facilities Planning Reserves; 732,300 General fund	D
27 320072	Public Works - COC - Replace Kansas/ Oklahoma Ave Waterline	2014/2015	820,100	820,100	611,635		820,100	General Fund	B
			<i>Sub Total:</i>	1,815,503	1,245,407	70,000	1,885,503		

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CAPITAL PROJECTS

WBS Project #	Project Description	Original Year Funded	Estimated Total Cost*	Total Approved Funding through 2016-17 Available**	2017-18 Proposed Appropriation	Total Approved Funding and 2017-18 Proposed Appropriation	Funding Source	Status***
EFS Bus Area 2300: AIRPORTS - AUC								
28 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
29 330022	Airports - SLO - Airport Layout Plan and Runway Protection Zone Study	2013/2014	367,665	407,665	4,117	407,665	FAA Grant and Airport Enterprise Fund	D
30 330023	Airports - SLO - Construct New Terminal	2015/2016	35,422,008	39,472,008	5,807,209	39,472,008	26,539,539 FAA Airport Improvement Program Grant; 5,056,479 Passenger Facility Charges; 373,782 Customer Facility Charges; 3,452,208 IBank Loan; 3,604,500 Tax Reduction Reserve Fund Airport Terminal Designation; 445,500 Unrestricted Net Assets	C
31 330024	Airports - SLO - Wildlife Hazard Assessment Plan	2015/2016	130,450	130,450	360	130,450	118,266 FAA AIP Grant; 12,184 Airport Operating Fund	P
32 330025	Airports - Oceano - AWOS/Beacon	2016/2017	503,921	408,899	345,116	408,899	359,219 Federal Aviation Administration-Airport Improvement Program Grant; 49,680 Airport Enterprise Fund	C
			Sub Total:	38,083,932	40,419,022	6,156,802	40,419,022	

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CAPITAL PROJECTS

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EFS Bus Area 2300: PARKS - AUC								
33 300020	Parks - Avila - Bob Jones Trail Extension (Ontario Rd) (see 320022)	2002/2003	2,472,698	4,590,694	3,483,433	4,590,694	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
34 300025	Parks - Arroyo Grande - New Biddle Park Playground Equipment	2002/2003	153,800	153,800	151,571	153,800	Parks Public Facility Fees	H
35 300101	Parks - Nipomo - Park Playground Replacement	2004/2005	250,000	370,000	370,000	370,000	250,000 Public Facility Fees - Parks; 120,000 Quimby Fees	D
36 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
37 320054	Parks - Morro Bay to Cayucos Connector - California Coastal Trail	2011/2012	315,000	615,000	114,003	615,000	315,000 State Aid-Regional State Highway Account; 200,000 Regional State Highway funds; 100,000 Parks-Public Facility Fees	P

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CAPITAL PROJECTS

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38 320056	Parks - North County - Templeton to Atascadero Connector	2012/2013	240,000	560,000	75,058	560,000	120,000 Parks Public Facility Fees; 200,000 Transportation Enhancement Grant Program; 240,000 CA Mitigation Air Quality Grant	P
39 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
40 320060	Parks - Cayucos - Restore Cayucos Pier Phase I and Phase II	2012/2013	4,013,000	4,048,000	363,894	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
41 320067	Parks - Expand San Miguel Community Park	2013/2014	1,000,000	1,675,374	71,716	1,675,374	500,000 PFF Parks; 500,000 Land and Water Conservation Grant Funds; 81,306 Housing Related Parks Program Grant; 200,196 Quimby Funds; 350,000 Parks Public Facility Fees; 43,872 Parks Projects Reserves	C
42 320068	Parks - Off-Site Road Improvements San Miguel Community Park	2013/2014	433,900	814,707	86,158	814,707	75,369 Housing Related Parks Program Grant, 564,338 Parks Projects Reserves; 175,000 SLOCOG	C

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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 2016-17 Available**	Balance of Funds	2017-18 Proposed Appropriation	Total Approved Funding and 2017-18 Proposed Appropriation	Funding Source	Status***
43 320084	Parks - Shandon - Well & Water Connection	2016/2017	148,000	148,000	142,491		148,000	General Fund	B
44 320096	Parks - Nipomo - Nipomo Area Parks Plan	2017/2018	50,000			50,000	50,000	Parks Public Facility Fees	U
		<i>Sub Total:</i>	9,576,398	13,519,888	5,194,209	50,000	13,569,888		
EFS Bus Area 4270: GOLF COURSES - AUC									
45 340002	Golf Courses - Morro Bay Golf Course - Replace Water Line	2006/2007	750,000	1,100,000	897,690		1,100,000	100,000 Facilities Planning Reserve; 1,000,000 Internal County Financing	P
		<i>Sub Total:</i>	750,000	1,100,000	897,690		1,100,000		
		<i>Total:</i>	26,363,261	34,590,974	21,062,889	2,162,162	36,753,136		

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Completed Capital Projects: FY 2016-17

Yr Funded	WBS Project #	Project Description	Original Funding	Total Funding	Final Project Cost	Actual%
1 2013/2014	320062	CDF-Paso Robles - Apparatus Bay Expansion at the Meridian Fire Station <i>Project cancelled. Unable to receive a construction bid that was within the project budget. CALFire decided against supplementing with additional Public Facility Fees (PFF), and will consider other options to address operational needs.</i>	870,500	870,500	150,262	17.3%
Totals:			870,500	870,500	150,262	17.3%

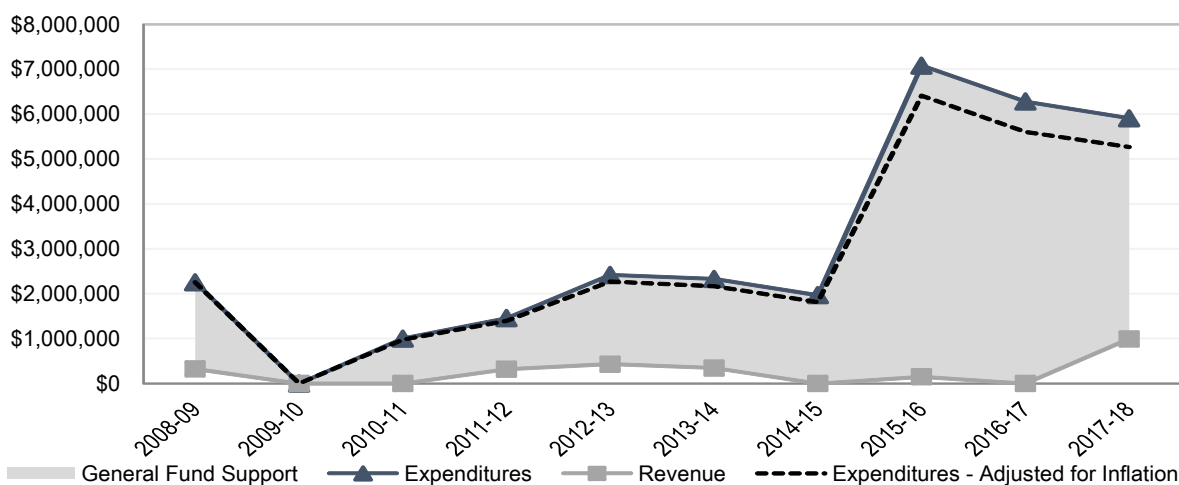
Maintenance Projects

Maintenance Projects provides funding for the planning and construction of County facility maintenance projects.

BUDGET AT A GLANCE

	FY 2017-18 Recommended	Change from FY 2016-17 Adopted	% Change
Expenditures	\$5,906,650	\$(375,350)	(6)%
Revenue	\$995,548	\$995,548	0%
General Fund Support	\$4,911,102	\$(1,370,898)	(22)%
Staffing Levels	0.00 FTE	0.00 FTE	0.00 %

Ten Year Budget History



SERVICE PROGRAMS

The Maintenance Projects budget has a total expenditure level of \$5,906,650:

Countywide Projects

Most of the recommended funding in this category is a result of identifying critical maintenance needs through the Facilities Condition Assessment (FCA) process. This service program 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 access way maintenance; energy conservation, storm water pollution control, and for the development of plans and specifications for maintenance and renovations of facilities.

Total Expenditures: \$5,621,450

Total Staffing (FTE): *

Facility Maintenance

Provides funding for standalone maintenance projects and facility plans to maintain the County's facilities, excluding Parks and Libraries.

Total Expenditures: \$285,200

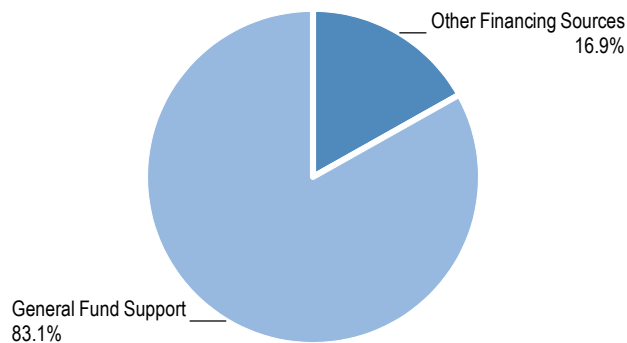
Total Staffing (FTE): *

* Staffing is reflected in FC 405 – Public Works, FC 113 – Facilities Management, and FC 305 – Parks

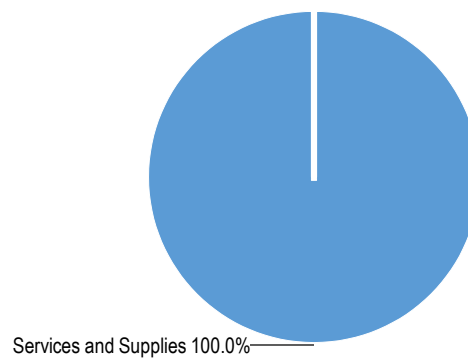
FINANCIAL SUMMARY

	FY 2016-17 Adopted	FY 2016-17 Estimated	FY 2017-18 Requested	FY 2017-18 Recommended	Change from FY 2016-17
Other Financing Sources	\$0	\$0	\$0	\$995,548	\$995,548
Total Revenue	\$0	\$0	\$0	\$995,548	\$995,548
Services and Supplies	\$6,282,000	\$6,282,000	\$1,983,700	\$5,906,650	\$(375,350)
Gross Expenditures	\$6,282,000	\$6,282,000	\$1,983,700	\$5,906,650	\$(375,350)
General Fund Support	\$6,282,000	\$6,282,000	\$1,983,700	\$4,911,102	\$(1,370,898)

Source of Funds



Use of Funds



COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Financial Summary

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 for FY 2017-18 prioritize critical deferred maintenance issues.

Maintenance projects are generally funded either in one of several Countywide maintenance categories or as an individual standalone project. The maintenance categories are described in more detail below. The allocations of funding in these categories can be applied to a variety of

planned projects as well AS to address unanticipated or emerging maintenance needs. Standalone projects are projects which typically receive over \$100,000 in funding to accomplish the project identified. Generally, standalone projects are larger projects or are projects that use funding outside of the General Fund. There are no new standalone maintenance projects identified for recommended funding in FY 2017-18; however, there are augmentations to existing standalone projects, as identified in the list of currently active, previously established projects following this discussion.

There are two primary processes used to identify projects. The first is the Facilities Condition Assessment (FCA) process, where all County buildings are evaluated on a five-year rolling basis to identify and prioritize any structural or maintenance issues. The goal of the FCA process is to provide accurate and objective information on the condition of facilities and their components. Each component is assessed and rated according to the expected useful life remaining, how critical the issue is, its estimated cost, and when it should be repaired or replaced in order to avoid further deterioration or equipment and structural failure. The purpose of the FCA process is not to expand facilities or provide new improvements or renovations, but to maintain their condition and protect the County's assets. Depending on the size and nature of a repair, a necessary project may be funded in either this fund center or Fund Center 230 – Capital Projects.

The second process for identifying projects is an annual request to County departments to submit proposed projects for the recommended budget as well as for the Five Year Infrastructure and Facilities Capital Improvement Plan. Rather than addressing facility condition issues, these projects focus on expansions, remodels, reconfigurations, or construction of new facilities. Submitted projects are evaluated by a team comprised of representatives from Public Works, Central Services, 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, including both capital and maintenance project categories, are then presented to the Capital Improvement Executive Steering Committee (CI-ESC), which is chaired by the County Administrator and comprised of ten County department heads. The projects recommended in this budget are the result of the CI-ESC's review. The most recent Five Year Infrastructure and Facilities Capital Improvement Plan was approved by the Board on February 21, 2017.

The amount recommended prioritizes critical deferred maintenance needs above other requests. The total recommended expense for FY 2017-18 is \$5.9 million. This is \$375,350 or 6% less than FY 2016-17 adopted levels.

The next sections describe recommended allocations for the Countywide categories. Following this discussion is a list of currently active, previously established standalone maintenance projects. Two of these projects, the Government Center Repairs and SLO Master Plan, are recommended to receive funding augmentations in the amount of \$285,200. The remaining projects are not recommended for any additional allocation in FY 2017-18 because their previous allocations are sufficient.

COUNTYWIDE MAINTENANCE PROJECT CATEGORIES

The FY 2017-18 recommended allocation for Countywide maintenance categories is \$5.6 million, a decrease of approximately 3% compared to the adopted FY 2016-17 budget for the same categories. The recommendations reflect a combination of available funding, prioritization of deferred maintenance, and the capacity of Public Works staff to implement projects during the year.

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 2017-18 budget. These categories are funded by the General Fund and the General Government Building Replacement Reserve. 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 Facilities Condition Assessment (FCA) Repairs **\$5,284,500**

Funding in this category is used for priority facility repairs that have been identified in the Facilities Condition Assessment (FCA) process. As FCAs are conducted on buildings, maintenance issues are identified and prioritized according to building components and critical status. 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 and issues that threaten the integrity of the building envelope.

Countywide Maintenance Projects **\$0**

Historically, funding in this category was used for minor maintenance of buildings. Since implementation of the FCA process now identifies the most-needed deferred maintenance issues, funding is not recommended under this category aside from using existing unspent funds for any urgent mid-year contingency needs, such as equipment failures.

Countywide Facilities Planning **\$299,000**

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. Funding will also be used to continue the systematic assessment of facilities as part of the FCA program.

Countywide Energy and Water Conservation **\$0**

Funding in this category finances projects recommended from County energy and water use audits. Projects in this category received a significant amount of funding in FY 2015-16 and 2016-17, and were the result of a feasibility assessment that was performed on County buildings to identify potential energy saving opportunities. Since existing unspent funds remain in this category, there is no new additional funding recommended for FY 2017-18.

Countywide Storm Water Pollution Prevention **\$0**

Funding in this category is used to finance projects, plans, improvements, and equipment necessary to comply with Federal and State storm water pollution regulations. Since there are no new needs identified for this category, there is no additional funding recommended for FY 2017-18.

Countywide Department Relocations **\$0**

Funding in this category is for anticipated departmental relocations. Since there are no new needs identified for this category, there is no additional funding recommended for FY 2017-18.

Countywide Community Buildings **\$0**

Funding in this category finances minor projects to repair and maintain community buildings such as veterans' halls and community centers owned by the County. There are larger capital and maintenance projects for several community buildings that are included in Fund Center 230 – Capital Projects, and in the FCA Repairs funding category, above. Previously allocated funds in this category are currently being implemented for various community building projects throughout the County, including the Cayucos Veterans' Hall.

Countywide Library Renovations **\$37,950**

Funding in this category is used for minor projects to repair and maintain County library facilities. There are larger capital and maintenance projects for libraries that are included in Fund Center 230 – Capital Projects, and in the FCA Repairs funding category, above.

Countywide Americans with Disabilities Act (ADA) Compliance **\$0**

Funding in this category is for upgrades to current facilities in order to help ensure they meet ADA requirements. Since existing unspent funds remain in this category, there is no additional funding recommended for FY 2017-18.

Letter Designators for Status of Maintenance Projects

- 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 2016-17	Balance of Funds Available**	2017-18 Proposed Appropriation	Total Approved Funding and 2017-18 Proposed 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 General Government - Various - Replace windows at various locations	2014/2015	323,500	299,400	62,141	299,400	299,400	General Fund	CO
3	350110 General Government - Simmler - Renovate Community Building	2014/2015	305,000	305,000	262,857	305,000	305,000	150,000 Maintenance Projects FC 200 WBS 350010.10; 105,000 Maintenance Projects FC 200 CSA 17 Dissolution; 50,000 Donation	D
4	350115 General Government - SLO - Courthouse ADA Repairs	2015/2016	1,333,800	1,405,786	914,533	1,405,786	1,405,786	1,333,800 General Fund; 71,986 Courthouse Construction Fund from FC 230	C
5	350118 General Government - Templeton - Vets Hall Electrical	2015/2016	134,200	134,200	56,737	134,200	134,200	General Fund	CO
6	350119 General Government - SLO - Court Annex - Replace Emergency Generator	2015/2016	114,900	114,900	7,773	114,900	114,900	General Fund	C
7	350121 General Government - SLO - Reprographics Remodel	2015/2016	523,700	523,700	469,861	523,700	523,700	373,700 General Fund; 150,000 Public Works Operating Fund	D

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8 350122	General Government - SLO - Government Center Repairs	2015/2016	2,400,000	3,030,610	1,238,203	200,000	3,230,610	2,600,000 General Fund; 330,610 Building Replacement Reserves from FC 230; 300,000 FC 200 Facilities Maintenance Fund	C
9 350123	General Government - Various - Energy Efficiency Maintenance Project	2015/2016	1,715,332	1,715,332			1,715,332	1,275,208 California Energy Commission Loan; 407,124 PG&E On-Bill Financing; 35,000 FC 200 Maintenance Projects	C
10 350130	General Government - SLO - SLO Master Plan	2016/2017	385,200	300,000	385,200	85,200	385,200	85,200 General Fund; 300,000 FC 200 Facilities Maintenance Fund	U
11 350131	General Government - SLO - Submetering at Downtown Government Center	2017/2018	102,000	102,000	102,000		102,000	FC 200 Facilities Maintenance Fund	U
12 350132	General Government - Various - Seismic Assessments	2016/2017	500,000	500,000	500,000		500,000	FC 200 Facilities Maintenance Fund	U
			Sub Total:	8,191,632	8,784,928	285,200	9,070,128		

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MAINTENANCE PROJECTS

WBS Project #	Project Description	Original Year Funded	Estimated Total Cost*	Total Approved Funding through 2016-17	Balance of Funds Available**	2017-18 Proposed Appropriation	Total Approved Funding and 2017-18 Proposed Appropriation	Funding Source	Status***
EFS Bus Area 2000: HEALTH AND SOCIAL SERVICES -MAINT									
13 350034	Health - Operations Center - Animal Services - Roof Replacement	2006/2007	141,700	141,700	118,615		141,700	General Fund	H
14 350101	Animal Services - COC - Paint Animal Shelter Kennel	2013/2014	156,000	156,000	133,985		156,000	General Fund	H
15 350114	Health - SLO - Annex Remodel	2014/2015	625,000	625,000	11,647		625,000	536,000 General Government Building Replacement Reserves; 89,000 Public Health Operating Fund	CO
			Sub Total:	922,700	264,247		922,700		
EFS Bus Area 2000: PUBLIC SAFETY - MAINT									
16 350116	Probation - COC - Replace Juvenile Hall Control Desks	2015/2016	94,200	94,200	76,213		94,200	General Fund	P
17 350126	Sheriff - COC - Replace Sheriff Administration Roof	2016/2017	240,300	240,300	239,100		240,300	General Fund	P
18 350127	Sheriff - COC - Cell Door Replacement	2016/2017	237,900	237,900	237,900		237,900	General Fund	P
			Sub Total:	572,400	553,212		572,400		

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MAINTENANCE PROJECTS

WBS Project #	Project Description	Original Year Funded	Estimated Total Cost*	Total Approved Funding through 2016-17	Balance of Funds Available**	2017-18 Proposed Appropriation	Total Approved Funding and 2017-18 Proposed Appropriation	Funding Source	Status***
EFS Bus Area 2000: PARKS - MAINT									
19 350035	Parks - Central County - Park Maintenance (Roll Up)	2006/2007	250,000	153,909	120,132	153,909	153,909	153,909 Quimby Fees - Central County Sub-Fund	C
20 350036	Parks - North County - Park Maintenance (Roll Up)	2006/2007	180,000	180,000	0	180,000	180,000	180,000 Quimby Fees - North County Sub-Fund	C
21 350037	Parks - South County - Park Maintenance (Roll Up)	2006/2007	250,000	250,000	39,743	250,000	250,000	250,000 Quimby Fees - South County Sub-Fund	C
22 350038	Parks - Coastal - Park Maintenance (Roll Up)	2006/2007	80,000	81,873	1,873	81,873	81,873	40,000 General Fund; 40,000 Parks Fund; 1,873 Quimby Fees	C
23 350039	Parks - East County - Park Maintenance (Roll Up)	2006/2007	61,500	63,953	6,299	63,953	63,953	21,500 General Fund; 42,453 Quimby Fees - East County Sub-Fund	C
24 350066	Parks - Lopez Lake - Infrastructure Upgrades	2007/2008	249,480	449,169	63,263	449,169	449,169	96,055 Prop. 40 Grant; 66,987 Parks Ops; 2,938 Prop 40 Grant; 18,500 Gen Fund (transfer from 350039); 69,689 Parks Ops; 195,000 Lopez Parks Projects Reserves	C
25 350093	Parks - Santa Margarita Lake - Paving, Fish Cleaning Station & Electrical	2012/2013	540,000	615,000	523,989	615,000	615,000	540,000 Department of Boating and Waterways Grant; 75,000 Parks Reserves	D

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MAINTENANCE PROJECTS

WBS Project #	Project Description	Original Year Funded	Estimated Total Cost*	Total Approved Funding through 2016-17	Balance of Funds Available**	2017-18 Proposed Appropriation	Total Approved Funding and 2017-18 Proposed Appropriation	Funding Source	Status***
26	350100 Parks - Avila - Renovate Bob Jones Trail along Blue Heron Drive	2012/2013	14,000	14,000	14,000	14,000	14,000	Parks Operating Fund	H
27	350111 Parks - Santa Margarita - Dock Replacement	2014/2015	125,000	125,000	124,732	125,000	125,000	125,000 Parks Project Reserves	B
28	350112 Parks - Los Osos - Renovate Tennis Court	2014/2015	145,000	140,000	140,000	140,000	140,000	140,000 Parks Project Reserves	C
Sub Total:			1,894,980	2,072,904	894,030		2,072,904		
Total:			11,581,712	12,352,932	5,872,492	285,200	12,638,132		

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Completed Maintenance Projects: FY 2016-17

Yr Funded	WBS Project #	Project Description	Original Funding	Amended Funding	Final Project Cost	Actual%
1	2013/2014 350105	Parks - Lopez Lake - Camp French <i>Camp French Improvements included grading and repair of 1 mile access road, repair of sewer lift station 5, ADA retrofit of shower/restroom facility and repairs to existing on-site ranger residence.</i>	51,000	51,311	51,311	100.0%
2	2015/2016 350120	Sheriff-COC-Wet Wall Repair <i>Repairs were made to the West Housing 700 and 800 units to stop water seepage through the exterior wall of the Jail in three areas. Four group bathroom/shower areas were completely rebuilt.</i>	101,100	218,600	218,167	99.8%
Totals:			152,100	269,911	269,478	99.8%

Completed Countywide Projects: FY 2016-17

	<i>Project Description</i>	<i>Completed or Cancelled</i>	<i>Cost</i>
Countywide Community Buildings Renovations			
1	Gen Govt - Shandon - Replace Swamp Coolers	COMPLETE	38,353
2	Gen Govt-Shandon-Replace Swamp Coolers at Log Cabin	COMPLETE	
3	Gen Govt-Cambria-Joslyn Center-K fire suppression	COMPLETE	
Countywide Department Relocations			
4	Gen Govt - SLO - Relocation/Remodel Parks	COMPLETE	218,157
Countywide Library Renovations			
5	Library-Morro Bay-Paint Exterior	COMPLETE	11,689
Countywide Maintenance Projects			
6	Gen Govt-SM-Community Bldg Termite Repairs	COMPLETE	228,649
7	Gen Govt-SLO-NGC-BOS AV HVAC Replace	COMPLETE	
8	Gen Govt-COC-Replace Emergency Generator at Building 1200	CANCELLED	
9	Sheriff - COC - Kitchen Pavement - Honor Farm Drainage	COMPLETE	
10	Gen Govt - SLO - Courts - Repair Sewer Line and Replace Carpet in Jury Room 8	COMPLETE	
11	Gen Govt - SLO - Noise Mitigation in BOS Offices	COMPLETE	
12	Gen Govt-COC-Sheriff-West Housing Sewer	COMPLETE	

Completed Countywide Projects: FY 2016-17

	<i>Project Description</i>	<i>Completed or Cancelled</i>	<i>Cost</i>
13	Sheriff-COC-Replace Rollup Door at Main Jail	COMPLETE	
14	Gen Govt-SLO-50 Pair Copper Cable Exp	COMPLETE	
15	Gen Govt-SLO-Repair NGC HVAC System	COMPLETE	
16	Gen Govt - SLO - Reseal Vet's Hall floor	COMPLETE	
Total:			496,847

Budget Augmentation Request Results

Budget Augmentation Request Results

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 Request Results

Fund Center 114 – Information Technology				
Budget Augmentation Description	Intended Results	Actual Results FY 2011-12, FY 2012-13, FY 2013-14, and FY 2014-15	Actual Results FY 2015-16	
			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"> Develop and maintain a GIS data layer inventory allowing more efficient use across all departments; Develop or update GIS data layers for: <ul style="list-style-type: none"> countywide address points countywide street centerlines parcels countywide aerial ortho-photography Develop formal, standardized metadata for all GIS data layers; Consolidate existing GIS licensing; and Develop incident models and visualizations for tracking environmental gradients and hazardous incidents such as flooding and chemical spills. 	<ol style="list-style-type: none"> A data inventory was completed in April 2013 and was updated Fall 2014. 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 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. <ul style="list-style-type: none"> The County began acquisition of aerial imagery through the San Luis Obispo Regional GIS 	<p>Note: results for #1, #3, #4, and #5 were reported on in prior years.</p> <ol style="list-style-type: none"> Results for developing or updating GIS data layers: <ul style="list-style-type: none"> Parcel data acquisition has been extended to summer of 2018 due to the quality of the original delivery not meeting County standards. Vendor is working diligently to meet the new delivery date at no additional cost to the County. Aerial imagery acquisition was finalized April 2016. 	<p>The results are partially achieved. All intended results have been met, with the exception of acquiring parcel data. This item will continue to be reported on again the FY 2018-19 budget.</p>

Fund Center 114 – Information Technology			
Budget Augmentation Description	Intended Results	Actual Results FY 2011-12, FY 2012-13, FY 2013-14, and FY 2014-15	Actual Results FY 2015-16
			Administrative Office Comments
		<p>Collaborative. Final delivery expected in the winter of FY 2015-16.</p> <ol style="list-style-type: none"> The development of metadata was completed for all enterprise data layers in Fall 2014. GIS vendor, licenses were consolidated under IT in Fall 2014, allowing more departments to participate and leverage GIS offerings. Environmental Health launched "HealthView" mapping application in Spring 2014, which allows for the visualization of environmental incident data and allows for user-defined analysis. <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 Request Results

Fund Center 109 – Assessor Budget Augmentation Description	Intended Results	Actual Results FY 2012-13, FY 2013-14, And FY 2014-15	Actual Results FY 2015-16	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 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>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 April 26, 2016.</p>	<p>The intended results have been achieved.</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>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 or FY 2014-15.</p>	<p>The team continued to do extensive testing of the new system up to going live and continued with testing during the post go live trouble shooting phase.</p>	<p>1.00 FTE Limited Term Assessment Analyst positions were filled and dedicated directly to the project for the entire FY and 1.00 FTE Limited Term Assessment Analyst positions was filled and dedicated directly to the project through November 2015. 1.00 FTE Limited Term Assessment Analyst position and the 1.50 FTE Limited Term Assessment Technician positions were not filled in FY 2015-16.</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>		

Fund Center 109 – Assessor			
Budget Augmentation Description	Intended Results	Actual Results FY 2012-13, FY 2013-14, And FY 2014-15	Actual Results FY 2015-16
			Administrative Office Comments
		The team has done extensive testing of on-line transactions in the new platform. The team continued to do extensive testing of the new system and development of the on-line user's manual	The Property Tax System was successfully completed in FY 2015-16 and the position eliminated at the end of FY 2015-16.

Fund Center 107 – Auditor-Controller		Actual Results FY 2012-13, FY 2013-14 and FY 2014-15	Actual Results FY 2015-16	Administrative Office Comments
Budget Augmentation Description	Intended Results			
<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>Financial Information Total Cost:</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>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>The new Property Tax System went live at the end of April 2016. The term of the Limited Term Auditor-Analyst position associated with the project expired at the end of FY 2015-16.</p>	<p>The intended results have been achieved.</p>

Fund Center 107 – Auditor-Controller				
Budget Augmentation Description	Intended Results	Actual Results FY 2012-13, FY 2013-14 and FY 2014-15	Actual Results FY 2015-16	Administrative Office Comments
\$212,000 for FY 2012-13 Amount of General Fund support: \$0 Approved via the FY 2012-13 Budget Adoption				

Fund Center 266 – Countywide Automation Budget Augmentation Description	Intended Results	Actual Results FY 2012-13, FY 2013-14, and FY 2014-15	Actual Results FY 2015-16	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>Financial Information Total Cost: \$2,477,500</p> <p>Amount of General Fund support: \$0</p> <p>Approved via the FY</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>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</p>	<p>The modernized Property Tax System went live April 26, 2016 and is now running on a modern Windows-Intel computing platform.</p> <p>The Property Tax System modernization along with the removal/replacement of all other mainframe applications allowed for the decommissioning of the mainframe in May of 2016.</p> <p>Following are the outcomes:</p> <ol style="list-style-type: none"> 1. Eliminated \$410,000 worth of annual mainframe related costs. Eliminated two mainframe operator positions. 2. Converted the Property Tax mainframe system to a .net environment thus enabling a larger pool of County software developers to maintain and improve the Property Tax System in its modernized platform. 3. Migrated mainframe legacy database to a modern Microsoft server database platform thus leveraging better monitoring, developing, and support tools and talent. 4. The new platform positioned the County to expand the functionality of the Property Tax system by enabling the utilization of web 	<p>The intended results have been achieved.</p>

Fund Center 266 – Countywide Automation Budget Augmentation Description	Intended Results	Actual Results FY 2012-13, FY 2013-14, and FY 2014-15	Actual Results FY 2015-16	Administrative Office Comments
2012-13 Budget Adoption		not yet complete, which postponed the go-live date to March 2016.	<p>services and simplifying the integration with other platform-like systems.</p> <p>5. All affected departments and external users are actively using the system with all original functionality working as planned. It is anticipated that, with appropriate maintenance and support, the modernized Property Tax system will support the County for the next 10 years.</p> <p>Project complete.</p>	

Fund Center 130 – Public Works – Waste Management		Administrative Office		
Budget Augmentation Description	Intended Results	Actual Results FY 2012-13, FY 2013-14, And FY 2014-15		
		Actual Results FY 2015-16		
		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>The updated WAAP will encompass the following principle components:</p> <ol style="list-style-type: none"> 1. Provide a clear and diligent process to demonstrate the current WAAP Best Management Practices (BMP) are sufficient for effectively abating pollutant sources, reducing pollutant discharges, and achieving waste load allocations for the relevant total maximum daily loads (TMDL); 2. Develop an approach to measure the effectiveness of BMP that demonstrates the wasteload allocation will be met; 3. Develop a monitoring program to confirm the WAAP approach, identify point sources, and assess discharges and 	<p>1-3. The WAAP update was completed. Water sampling is occurring monthly for those water bodies identified in the WAAP to measure the pollutant discharge that occurs from County lands/roads. The TMDL limits have been exceeded and appear to be randomly occurring in some areas. The WAAP will need amendments to further investigate sources of the pollutant load.</p> <p>New TMDL reporting requirements triggered by the 2013 MS4 Permit are now requiring a new WAAP that will include more requirements than the previous. New Total Maximum Daily Loads (TMDL) have also been assigned to Nipomo Creek and the Santa Maria Watershed.</p>	<p>1, 2. Based on input from the Regional Water Quality Control Board, the WAAP was revised and submitted to the RWQCB in July 2016. The revision included an assessment of the current BMPs, the addition of sampling sites in the Los Osos and Morro Creek watersheds, the addition of the new TMDL for Nipomo Creek, and an expanded list of BMPs to be implemented in the Los Osos and Morro Creek watersheds during FY 2016-17.</p> <p>3. The Program Effectiveness Assessment and Improvement Plan was completed and submitted to the RWQCB in August 2016. This was accomplished with the assistance of consulting services and Public Works Staff involvement.</p>	<p>The intended results have been achieved</p>

Fund Center 130 – Public Works – Waste Management			
Budget Augmentation Description	Intended Results	Actual Results FY 2012-13, FY 2013-14, And FY 2014-15	Actual Results FY 2015-16
			Administrative Office Comments
Approved via the FY 2012-13 Budget Adoption	receiving water quality for TMDL compliance. (Additional amendments to the WAAP may be required if the monitoring results reveal the discharge exceeds TMDL).		

Fund Center 108 – Treasurer – Tax Collector – Public Administrator				
Budget Augmentation Description	Intended Results	Actual Results FY 2012-13, FY 2013-14 and FY 2014-15	Actual Results FY 2015-16	
			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 and FY 2015-16 to backfill for existing staff who were involved in extensive testing activity for the Property Tax System Modernization (PTSM) project.</p> <p>The Property Tax System went live in April 2016 and the position was eliminated at the end of FY 2015-16.</p>	<p>The intended results have been achieved.</p>

2013-14 Budget Augmentation Request Results

Fund Center 266 – Countywide Automation Budget Augmentation		Intended Results	Actual Results FY 2013-14 & FY 2014-15	Actual Results FY 2015-16	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>Financial Information 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>FY 2013-14</p> <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>FY 2014-15</p> <p>An IT governance decision was made to move forward with the purchase of Office 365 licenses after carefully considering the</p>	<p>Successful migration of email and calendaring from Lotus Notes to Office 365 (O365) was completed on June 30, 2016:</p> <ol style="list-style-type: none"> 1. The Office 365 implementation resulted in a net annual cost increase of \$200,000. This increase was due to three main factors: <ol style="list-style-type: none"> a) Additional funding needed during the migration project to strengthen several security controls, which reduced reliance on the County data center and improved business continuity, b) Microsoft O365 license bundling includes Microsoft Office suite of products (Word, Excel, and PowerPoint) which County departments were buying separately prior to the O365 implementation. c) The bundle also 	<p>The intended results have been achieved.</p>	

Fund Center 266 – Countywide Automation Budget Augmentation Description	Intended Results	Actual Results FY 2013-14 & FY 2014-15	Actual Results FY 2015-16	Administrative Office Comments
		<p>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>includes modern video and collaboration tools such as Skype, OneDrive, and SharePoint Online which the County should be able to leverage to improve operational efficiencies and collaboration during FY 2017-18.</p> <ol style="list-style-type: none"> 2. Not renewing Lotus Notes resulted in a cost avoidance of \$255,000. 3. O365 not only augmented functionality but, as importantly, it standardized Microsoft Office licensing by simplifying billing through a single license fee and leveraging master enterprise agreement discounts countywide and also improve the County’s ability to operate during a disaster but hosting the new services in the cloud. 	

Fund Center 130 – Public Works – Waste Management		Administrative Office
Budget Augmentation Description	Intended Results	Comments
	Actual Results FY 2013-14 and FY 2014-15	Actual Results FY 2015-16
<p>Provide funds to 1) hire a consultant to conduct and analyze a target audience survey during FY 2013-14; and 2) add additional staff hours for the Storm Water permit educational requirements.</p> <p><u>Financial Information</u> Total Cost: \$45,964</p> <p>Amount of General Fund support: \$45,964</p> <p>Approved via FY 2013-14 Budget Adoption</p>	<p>Compliance with the new Phase II Storm Water Program permit by:</p> <ol style="list-style-type: none"> 1. Surveying County residents to determine effectiveness of the past education programs and provide a baseline of knowledge for future program efforts; 2. Implementation of required education programs for the general public using Community Based Social Marketing, i.e., that will be communicated via radio, television, web-based social networks, web sites, brochures, and presentations; 3. Avoidance of Notices of Violations and/or fines for not effectively implementing the Storm Water Management General Permit requirements. 	<p>1-3. The other MS4 permittees and the County completed the required CBSM survey requirement during FY 2015-16 with the results being reported to the State Water Resources Control Board as part of the County's annual report. Additional supporting CBSM follow up surveys will be completed in FY 2016-17 and FY 2017-18 as part of ongoing implementation. To date, no Notices of Violation has been received regarding the County's Public Information and Outreach stormwater permit requirements.</p>
	<p>1-3. The implementation of the required survey was anticipated to be performed as a joint effort with the other local MS4 permittees. Progress towards completing the survey was expected in late 2016 once the participants, method, and the cost sharing for the survey was determined. It was agreed the survey format would be decided by the shared Pollutants of Concern that each community has identified and incorporated into the Community Based Social Marketing effort for the past year.</p>	<p>The intended results have been achieved and will continue to be implemented on an ongoing basis.</p>

Fund Center 180 – Social Services – Administration				
Budget Augmentation Description	Intended Results	Actual Results FY 2013-14 and FY 2014-15	Actual Results FY 2015-16	
			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 FY 2013-14 Budget Adoption</p>	<ol style="list-style-type: none"> Reduce the number of investigations that each Social Worker must complete by approximately 25%; Provide case management services to elderly and dependent adult clients following investigations; and Reduce the percentage of repeat referrals that Adult Protective Services receives from the current of 15%. 	<p>Adult Protective Services saw a rather dramatic increase in referrals in FY 2014-15, with 2,055 received compared to 1,400 in FY 2013-14.</p> <ol style="list-style-type: none"> The average investigation case load per Social Worker decreased from 38 to 30, a reduction of 21% in FY 2013-14, but increased to 34 cases per Social Worker in FY 2014-15 (an 11% reduction from FY 2012-13). 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. Adult Protective Services received 376 repeat referrals (out of 1,400 total) on clients that had been seen within the past 12 months in FY 2013-14, resulting in 26.8% repeat referrals. There were 436 repeat referrals out of the 2,055 cases received in FY 2014-15, resulting in 21% repeat referrals. 	<p>Adult Protective Services (APS) continued to see an increase in referrals in FY 2015-16, with 2,290 received compared to 2,055 in FY 2014-15.</p> <ol style="list-style-type: none"> The average investigative caseload was 29 per month per worker, a decrease in caseload size of about 24% compared to the baseline year (from 38 to 29). Case management was not implemented in FY 2015-16. However, it was implemented as of October 2016. There are currently 10 clients with formal case plans in APS. Structured Decision Making continues to be utilized in intake. There were 538 repeat referrals in FY 2015-16, out of 2,290 investigations. Repeat referrals averaged 23%. 	<p>The results are partially achieved. This item will be reported on again in FY 2018-19.</p>

Fund Center 180 – Social Services – Administration					
Budget Augmentation Description	Intended Results	Actual Results FY 2013-14 and FY 2014-15	Actual Results FY 2015-16		
			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 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. The department filled this position in September 2014. In FY 2014-15, 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 (27% of IHSS applications) were completed within 45 days. This number continues to improve as the new staff develops proficiency in the program.</p>	<p>The department achieved 100% compliance with IHSS reassessments. San Luis Obispo County has moved up from 54th place in the State to 9th in terms of timely reassessments.</p> <p>27% (242) of IHSS applications continued to be processed within 45 days, the same rate as prior FY. Although the State's Quality Assurance clarified that the 45-day timeframe is no longer marked as a finding, CDSS is working on establishing new timeframes while the counties continue to aim to process benefits within a reasonable timeframe for elderly and dependent persons in need of in home support care.</p>	<p>Intended results have not yet been achieved. This item will be reported on again in FY 2017-18.</p>	
				<p>The investigator hired returned from training in January 2016 and has transitioned into the investigator position. This investigator began training to become a full caseload carrying investigator. Training continued for six months through June 2016.</p>	<p>Intended results have been achieved.</p>
	<p>1. Eliminate a backlog of 5,200 investigation referrals within two years; 2. Increase the amount of client-caused CaWORKS overpayment recovery by 50%,</p>	<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. The department also experienced an unexpected vacancy in the Supervising Investigator position, beginning in</p>			

Fund Center 180 – Social Services – Administration			Administrative Office Comments
Budget Augmentation Description	Intended Results	Actual Results FY 2013-14 and FY 2014-15	Actual Results FY 2015-16
<p>Funded with State and Federal allocations for CalWORKs, CalFresh and Fraud Incentive programs</p> <p><u>Financial Information</u> Total Cost: \$88,082</p> <p>Amount of General Fund support: \$0</p> <p>Approved via FY 2013-14 Budget Adoption</p>	<p>from \$153,889 to \$230,834 within two years; and</p> <p>3. Focus on early fraud detection to enhance cost avoidance by 50%, from \$773,184 to \$1,159,776 within two years.</p>	<p>August 2014. A new Supervising Investigator was hired in November 2014. The hiring of the new Special Investigations Unit Supervisor resulted in a vacancy of a Special Investigations Unit 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>1. The intended result has been met. There were 4,651 referrals in the beginning of FY 2015-16, 1,475 additional referrals received in FY 2015-16 (for a total 6,126 referrals), and 2,084 referrals eliminated. Total referrals pending at the end of FY 2015-16 was 4,043 resulting in a 13% (608) reduction compared to the beginning of the FY. The two-year cumulative number of eliminated referrals is 5,870 (2,084 in FY 2015-16 and 3,786 in FY 2014-15). This exceeds intended result of 5,200 by 670 or 13%.</p> <p>2. The intended result has been met. SIU generated \$356,012 in overpayment cost recovery in FY 2015-16. When combined with the FY 2014-15 overpayment cost recovery amount of \$266,923, this results in a two-year cumulative increase of \$622,935. This represents a 305% increase from the base amount of \$153,889.</p> <p>3. The intended result has been met. The Special Investigations Unit</p>

Fund Center 180 – Social Services – Administration			
Budget Augmentation Description	Intended Results	Actual Results FY 2013-14 and FY 2014-15	Actual Results FY 2015-16
			Administrative Office Comments
<p>Add 1.00 FTE Program Review Specialist to the Special Investigation Unit 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>1. Eliminate a backlog of 5,200 investigation referrals within two years;</p> <p>2. Increase the amount of client-caused CalWORKs overpayment recovery by 50%, from \$153,889 to \$230,834 within two years; and</p> <p>3. Focus on early fraud detection to enhance cost avoidance by 50%, from \$773,184 to \$1,159,776 within two years.</p>	<p>The Program Review Specialist position was filled in August 2013. The promotion of a Special Review Specialist (PRS) to the investigator position resulted in a vacancy of the Special Investigations Unit PRS. That position was filled in September 2015.</p> <p>1. There was an error reported in FY 2013-14. 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</p>	<p>generated \$571,564 in cost avoidance for FY 2015-16. When combined with the FY 2014-15 cost avoidance amount of \$805,100, this results in a two-year cumulative cost avoidance amount of \$1,376,664. This represents a 78% increase from the base amount of \$773,184.</p>
			<p>The Program Review Specialist position was filled in September, 2015. This position requires six months of training before handling a full caseload.</p> <p>1. The intended result has been met. There were 4,651 referrals in the beginning of FY 2015-16, 1,475 additional referrals received in FY 2015-16 (for a total 6,126 referrals), and 2,084 referrals eliminated. Total referrals pending at the end of FY 2015-16 was 4,043 resulting in a 13% (608) reduction compared to the beginning of the FY. The two-year</p>
			<p>Intended results have been achieved.</p>

Fund Center 180 – Social Services – Administration			
Budget Augmentation Description	Actual Results Intended Results FY 2013-14 and FY 2014-15	Actual Results FY 2015-16	Administrative Office Comments
Approved via FY 2013-14 Budget Adoption	<p>current in the following areas:</p> <ul style="list-style-type: none"> • DMV checks, referrals for federal drug charges, fleeing felon, program violation and SSN & property checks. • National prison match. • Income Eligibility Verification System- Internal Revenue Service (IEVS-IRS)/ Beneficiary Earnings Exchange Record (BEER)/ Franchise Tax Board (FTB). • Diligent searches. <p>2. The Special Investigations Unit generated \$190,675 in overpayments cost recovery for CalWORKs in FY 2013-14, and \$266,923 in overpayments cost recovery in FY 2014-15.</p> <p>3. The Special Investigations Unit generated \$571,373 in cost avoidance for CalWORKs in FY 2013-14 and \$805,100 in cost avoidance in FY 2014-15.</p>	<p>cumulative number of eliminated referrals is 5,870 (2,084 in FY 2015-16 and 3,786 in FY 2014-15). This exceeds intended result of 5,200 by 670 or 13%.</p> <p>2. The intended result has been met. The Special Investigations Unit generated \$356,012 in overpayment cost recovery in FY 2015-16. When combined with the FY 2014-15 overpayment cost recovery amount of \$266,923, this results in a two-year cumulative increase of \$622,935. This represents a 305% increase from the base amount of \$153,889.</p> <p>3. The intended result has been met. The Special Investigations Unit generated \$571,564 in cost avoidance for FY 2015-16. When combined with the FY 2014-15 cost</p>	

Fund Center 180 – Social Services – Administration			
Budget Augmentation Description	Actual Results Intended Results	Actual Results FY 2013-14 and FY 2014-15	Actual Results FY 2015-16
			Administrative Office Comments
			avoidance amount of \$805,100, this results in a two-year cumulative cost avoidance amount of \$1,376,664. This represents a 78% increase from the base amount of \$773,184.

2013-14 Mid-Year Budget Augmentation Request Results

Fund Center 425 – Airports		Administrative Office
Budget Augmentation Description	Intended Results	Actual Results FY 2015-16
<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</p>	<p>1. Recruitment of additional air service out of San Luis Obispo Regional Airport.</p> <p>2. Addition of a direct flight from San Luis Obispo to Denver on United Airlines.</p>	<p>The intended results have not yet been achieved. This item will be reported on again in the FY 2018-19 budget process.</p>
	<p>Working very closely with its consultant, community partners and the airlines, Airports staff is continuing efforts to recruit additional commercial air service. In April of 2015, 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 of 2015.</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 (SCASD) grant term to January 14, 2017. As of December 16, 2015, Airports</p>	<p>In FY 2015-16, Airports staff met with Alaska Airlines at their headquarters to discuss commercial air service from San Luis Obispo (SBP). On June 29th, 2016, they announced daily, non-stop service from SBP to Seattle (SEA), to commence April 13th, 2017. Airports' staff, in conjunction with their consultant and community partners, hosted a local media event on the same day of the airline's announcement.</p> <p>On January 14, 2016, DOT approved Airports request for a 3rd extension of the SCASD grant, extending its expiration to January 13, 2017.</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</p>

Fund Center 425 – Airports			
Budget Augmentation Description	Intended Results	Actual Results FY 2013-14 and FY 2014-15	Actual Results FY 2015-16
			Administrative Office Comments
action on 11/5/2013 (Item #24).		had not received DOT approval on their request.	would be summer 2016.

Fund Center 305 – Parks and Recreation		Actual Results	Actual Results	Administrative Office
Budget Augmentation Description		Intended Results	FY 2013-14 and FY 2014-15	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>The suit seeking to prevent the County from pursuing elements of the Master Plan was scheduled for trial with anticipated outcome in 2016. A successful defense of the Master Plan and EIR would allow the project to proceed. This project will replace the playground, using \$250,000 from Park Facility Fees in addition to the \$120,000 Quimby Fees already allocated.</p>	<p>The suit was dismissed during FY 2015-16. The playground improvements will now proceed. Staff has obtained an ADA compliant playground design and estimates for installation.</p> <p>Completion is targeted for the fall of 2017.</p>	<p>The intended results have not yet been achieved. This item will be reported on again in the FY 2018-19 budget process.</p>

Fund Center 180 – Social Services – Administration		Actual Results FY 2013-14 and FY 2014-15	Actual Results FY 2015-16	Administrative Office Comments
Budget Augmentation Description	Intended Results			
<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>Funded 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>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</p> <p>2. Reduce processing time and increase accuracy in the administration of the CalFresh Program; and</p> <p>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.</p>	<p>1. The department began to implement the provisions of AB 74 in FY 2013-14. Policies and procedures for ESE and Family Stabilization programs were developed to begin training staff. ESE service contracts were developed in FY 2013-14 and executed in FY 2014-15. In FY 2014-15, ESE contracts were developed with two vendors that enrolled 91 ESE participants. Staff Development received training on Robust Appraisal, specifically on the Online CalWORKs Appraisal Tool (OCAT) in preparation for implementation in September 2015. A total of 50.00 FTE were trained in Family Stabilization and it was implemented in FY 2014-15, resulting in 77 Family Stabilization cases.</p> <p>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%) in FY 2013-14, and was met 98% of the time</p>	<p>1. The provisions of AB 74 have been implemented. Both ESE and Family Stabilization are fully implemented and operational, as is utilization of the Online CalWORKs Appraisal Tool (OCAT) that engages and appraises CalWORKs participants. Two ESE contracts were renewed and 140 CalWORKs participants were enrolled in ESE. Forty-one participants were placed in unsubsidized employment either during or at the conclusion of their ESE enrollment. Additionally, 56 participants exited ESE voluntarily due to having secured unsubsidized employment on their own. As a result, 97 (69%) of ESE participants enrolled obtained unsubsidized employment. This is an increase from 43 (47%) that acquired subsidized employment in FY 2014-15.</p>	<p>Intended results have been achieved.</p>

Fund Center 180 – Social Services – Administration			
Budget Augmentation Description	Intended Results	Actual Results FY 2013-14 and FY 2014-15	Actual Results FY 2015-16
			Administrative Office Comments
		<p>in FY 2014-15 (5% increase from base year). Additionally, the processing time frame for denials was met 22% more of the time (increased from 76% to 98%) in FY 2013-14, and was met 93% of the time in FY 2014-15.</p> <p>3. Financial obligations as a member of the CalWIN consortium have been met and the CalWIN system was updated as required and needed for the implementation of the Affordable Care Act.</p>	<p>Family Stabilization services were provided to an average of 78 families per month.</p> <p>In support of early engagement strategies, OCAT (Online California Appraisal Tool) training was conducted in 8/2015 and the use of the tool was fully implemented in 9/2015. Through OCAT, 341 Robust Appraisals were completed as of June 30, 2016.</p> <p>2. The timeframe for processing CalFresh approvals within 30 days was met 98% of the time and 94% of the time for denials, a 1% increase for denials from the prior year.</p> <p>3. Financial obligations related to membership of the CalWIN consortium continue to be met and the CalWIN system was updated as required for the Affordable Care Act.</p>

2014-15 Budget Augmentation Request Results

Fund Center 104 – Administrative Office			
Budget Augmentation Description	Intended Results	Actual Results FY 2014-15	Actual Results FY 2015-16
			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>Financial Information 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>This position was filled in January of 2015. The person filling this position was promoted to a permanent Administrative Analyst position in January 2016 due to a vacancy. However, the project to replace the budget system is currently underway and on track and will go live in the Fall of 2016 and will be used for FY 2017-18 budget development.</p>	<p>Sherpa Government Solutions, LLC was selected through a competitive Request for Proposal (RFP) process to implement their software Budget and Formulation Management (BFM). The new system is slated to go live in December 2016 and will be used for FY 2017-18 budget development. The development of the Capital projects functionality will begin in the 3rd quarter of FY 2016-17 and will be used for FY 2018-19 budget development. The 1.00 FTE Limited Term Administrative Analyst II position is expected to expire at the close of FY 2016-17.</p>
			<p>Intended results are not yet achieved because the project is still in progress. This item will be reported on again in the FY 2018-19 budget.</p>

Fund Center 138 – Administrative Office – Emergency Services				
Budget Augmentation Description	Intended Results	Actual Results FY 2014-15	Actual Results FY 2015-16	
			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>The project scope changed due to 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</p>	<p>As noted in actual results for FY 2014-15, this project was actually accomplished by a temp help Emergency Services Coordinator (ESC) within OES. The ESC was assisted by permanent staff. The project carried over somewhat into FY 2016-17 however it is now complete. The completed plan and related Auditor processes were actually successfully used after the Chimney Fire of August and September 2016. The recovery plan is available for review and use by other jurisdictions and in fact the city of San Luis Obispo was provided training on the use of the plan. As the development costs were picked up within budgeted salary costs, no General Fund support was required to complete this project.</p>	<p>Intended results have been achieved.</p>

Fund Center 138 – Administrative Office – Emergency Services			
Budget Augmentation Description	Intended Results	Actual Results FY 2014-15	Actual Results FY 2015-16
			Administrative Office Comments
		temporary help employee instead of a consultant. This project is intended to be complete by the end of FY 2015-16.	

Fund Center 109 – Assessor Budget Augmentation Description		Intended Results	Actual Results FY 2014-15	Actual Results FY 2015-16	Administrative Office Comments
<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, 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.</p>	<p>The added Auditor-Appraiser completed their assigned mandatory audits which contributed to the additional \$10,901,280 added to the assessment roll as well as meeting the State Mandated Audit requirement. With the added auditor's assistance the unsecured assessment roll increased 8.58% at roll close.</p> <p>This Auditor-Appraiser was also asked to enhance the audit tracking database and the review database which has saved the Manager at least 40 hours of time retrieving and compiling empirical data.</p> <p>The additional Auditor-Appraiser completed 12 audits which added \$159,794 per audit to the tax rolls. Total value added \$1,917,537. The intended result of an additional 55 audits for the section was not met due to a vacant position that took an extensive period of time to fill.</p>	<p>The intended results have partially been achieved. This item will be reported on again in the FY 2018-19 budget.</p>	

Fund Center 107 – Auditor/Controller Budget Augmentation Description	Intended Results	Actual Results FY 2014-15 and FY 2015-16	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 2015-16, EFS Support taught multiple sessions of the Webi 101 and Webi 201 Business Objects courses. The Auditor's staff also taught a specially designed Webi course for the Administrative Office as it is the new reporting tool for the new budget system. In addition, EFS Support completed the development of a new Project Systems course designed to teach accounting staff how to perform basic processes within SAP's Project Systems module. Students attended the first class in a series of half day courses in FY 2015-16. Additional 	<p>The intended results have been achieved.</p>

Fund Center 107 – Auditor/Controller		
Budget Augmentation Description	Intended Results	Actual Results FY 2014-15 and FY 2015-16
		Administrative Office Comments
		<p>courses are scheduled for FY 2016-17.</p> <p>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>

Fund Center 266 – Countywide Automation				
Budget Augmentation Description	Intended Results	Actual Results FY 2014-15	Actual Results FY 2015-16	
			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>The Warrants System replacement went live in April, 2016. All Sheriff Department requirements were implemented on a modern Windows-Intel computing platform. The new system integrates with the Criminal Justice Information System and is available to the District Attorney and Probation departments as well as Superior Court. The system is capable of issuing, recalling and re-issuing warrants.</p>	<p>The intended results have been achieved.</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>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,</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</p>	<p>Requirements for a new Content Management System (CMS) were developed and a Request for Proposal (RFP) released to select a new vendor to replace the County's existing CMS solution.</p> <p>The project team, including a dedicated website administrator, began</p>	<p>The intended results have not yet. Final reporting will be done in FY 18-19 due to go-live date.</p>

Fund Center 266 – Countywide Automation			
Budget Augmentation Description	Intended Results	Actual Results FY 2014-15	Actual Results FY 2015-16
			Administrative Office Comments
<p><u>Financial Information</u> Total Cost: \$65,000</p> <p>Amount of General Fund support: \$0</p> <p>Approved via the FY 2014-15 Budget Adoption</p>	<p>social media and Americans with Disability Act compliance.</p>	<p>administration duties to a dedicated technical resource.</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>meeting with departments countywide to organize on-line services in a clear and logical manner, which will result in a better, user-friendly experience. Project work will continue into FY 2016-17 and new public facing website will be live by July 2017.</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 	<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>As planned, the acquisition of aerial imagery was completed during Spring of 2016.</p> <p>Imagery has successfully supported data driven decision making for property and public safety related questions. It allows staff more efficient access to property verification and has reduced the amount of time preparing for natural emergencies. This reduction is captured in the overall cost of reviewing community plans, infrastructure, facility management, and safety issues and is accomplished by being accessible on staff's desktops. It is also being shared and used for a variety of projects. It has decreased the amount of</p>
			<p>The intended results have been achieved.</p>

Fund Center 266 – Countywide Automation			
Budget Augmentation Description	Intended Results	Actual Results FY 2014-15	Actual Results FY 2015-16
			Administrative Office Comments
	<p>multiple maps with imagery included which can be used for a variety of purposes.</p> <p>6. Reduce the amount of time preparing disaster mitigation plans: Fire defense, flooding, landslide/mudslide risk, etc. Improves emergency response times. Citizen safety and property protection strategies will be enhanced resulting in less property loss.</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>		<p>staff time spent verifying property information for valuation and land-based permits by at least 10%. It has also decreased the amount of staff time spent reviewing property for compliance with current standards.</p> <p>The new imagery has also increased the accuracy of all GIS data created from it including traffic collisions and encroachment permits by more than 50%.</p> <p>Maps are being created using the aerial imagery as the basemap. These maps have more context and are more useful illustrating and communicating a variety of county projects.</p>

Fund Center 166 – Health Agency – Behavioral Health Budget Augmentation Description	Intended Results	Actual Results FY 2014-15	Actual Results FY 2015-16	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>Financial Information Total Cost: \$1,077,662</p> <p>Amount of General Fund support: \$429,697</p> <p>Approved via FY 2014-15 Budget Adoption</p>	<ol style="list-style-type: none"> A minimum of 200 individuals will be served each year. 100% of those completing the program will have at least 90 days of abstinence prior to completion, complete all individualized treatment plan goals and be engaged in a long-term community based support program such as a twelve step program, community based counseling, etc. Clients in the Intensive Outpatient Program will stay in the program an average of 180 days (the minimum length of time for effective substance use disorder treatment). 	<ol style="list-style-type: none"> 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. Because the program started in the third quarter of FY 2014-15, it is too early to measure completion rates as newly enrolled clients have not yet completed the program. 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. 	<ol style="list-style-type: none"> 154 individuals participated in the Intensive Outpatient Treatment program and 179 individuals participated in the expanded Adult Outpatient Treatment, for a total of 333 clients. 76 individuals finished the Intensive Outpatient Treatment program successfully which is 49% (76/154). 100% of individuals completing the program had at least 90 days of abstinence prior to completion, completed all individualized treatment plan goals and engaged in a long-term community based support program. The San Luis Obispo Clinic was fully operational during FY 2015-16 and the length of stay for the Intensive Outpatient Treatment program 	<p>The results are partially achieved. This item will be reported on again in FY 2018-19.</p>

Fund Center 166 – Health Agency – Behavioral Health			
Budget Augmentation Description	Intended Results	Actual Results FY 2014-15	Actual Results FY 2015-16
			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>	<ol style="list-style-type: none"> 1. Ensure optimized use of the Behavioral Health Electronic Health Records (BHEHR) system. 2. Provide 8-10 trainings per 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 Behavioral Health Electronic Health Records system, to train on how and what to document. 2. 55 trainings were held with 137 attendees. More one-on-one technical assistance 	<p>was 193 days. Because the implementation was staggered, other clinics have not yet reached the target. In FY 2015-16 the Atascadero clinic average was 126 days and the Grover Beach clinic average was 91 days. It is anticipated that in FY 2016-17 all clinics will be able to achieve this goal of 180 days of average days of minimum stay.</p>
			<p>Intended results have been achieved.</p>

Fund Center 166 – Health Agency – Behavioral Health		Administrative Office Comments	
Budget Augmentation Description	Intended Results	Actual Results FY 2014-15	Actual Results FY 2015-16
<p>Amount of General Fund support: \$0</p> <p>Approved via FY 2014-15 Budget Adoption</p>		<p>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.</p> <p>3. The utilization of E-learning for the BHEHR system is being phased out as it is not as successful as personalized training.</p>	<p>system has become integrated into the department, and users are familiar with its capabilities, the total number of group trainings has decreased and demand for one on one training increased. The therapist provides ongoing training to new-hires as well as intensive training to psychiatrists.</p> <p>3. Utilizing E-Learning for BHEHR training was phased out in FY 2014-15. Only in-person training is offered and tracked manually.</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 	<ol style="list-style-type: none"> 1. 150 individuals will be treated in the first year. 2. The average length of stay in the program for detox clients will be 60 days. 3. Less than 15% of clients treated will be re-admitted into the 	<ol style="list-style-type: none"> 1. 175 individuals participated in the outpatient detoxification services during FY 2014-15. 2. The average length of stay in the program was 79 days. 3. 13 (7%) clients were re-admitted into the 	<ol style="list-style-type: none"> 1. 141 clients received services in the outpatient detoxification services during FY 2015-16. 2. The average length of stay in the program was 142 days during FY
			<p>The results are partially achieved. This item will be reported on again in FY 2018-19.</p>

Fund Center 166 – Health Agency – Behavioral Health Budget Augmentation Description	Intended Results	Actual Results FY 2014-15	Actual Results FY 2015-16	Administrative Office Comments
<p>Specialist I/II/III/IV</p> <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 FY 2014-15 Budget Adoption</p>	<p>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>outpatient detoxification program within one year.</p> <p>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 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</p>	<p>2015-16, as more clients required a longer maintenance period for stabilization.</p> <p>3. 12 (8.5%) clients were re-admitted into the outpatient detoxification program within one year.</p> <p>4. 90% (127/141) of clients were offered case management services and 52% (73/141) of the clients received case management services in order to provide essential linkages to treatment and social services.</p> <p>5. There were 60 program discharges and 45% (27) of clients who finished the detoxification program had sufficient progress or completed successfully upon discharge. During FY 2015-16, fewer clients were served as was the goal adjustment in the prior year.</p>	

Fund Center 166 – Health Agency – Behavioral Health			
Budget Augmentation Description	Intended Results	Actual Results FY 2014-15	Actual Results FY 2015-16
			Administrative Office Comments
<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 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.) 	<p>were revised to a maximum of 40 clients in an effort to improve completion rates.</p>	<p>However, the length of stay almost doubled (from 79 days to 142 days) and the sufficient completion rate improved from 31% to 45%, above the national average of 30%.</p>
	<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 		<p>The Crisis Resolution Team (CRT) continued to serve both Sierra Vista Hospital and French Hospital. In FY 2015-16 the CRT team had staffing leaves and changes, causing gaps in coverage, yet still provided 160 mental health evaluations – an increase from the prior year.</p> <ol style="list-style-type: none"> 1. CRT dispatch times remained within the projected 45 minutes, with an average response time to the central hospitals within 10 minutes. 2. In FY 2014-15 there were 1,122 total admissions to the Psychiatric Health Facility and in FY
			<p>Intended results have been achieved. Intended result #3 is measured by referrals to outpatient mental health services rather than the percentage of clients entering the services.</p>

Fund Center 166 – Health Agency – Behavioral Health Budget Augmentation Description	Intended Results	Actual Results FY 2014-15	Actual Results FY 2015-16	Administrative Office Comments
	<p>3. Using the electronic Health 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>this budget augmentation. In FY 2013-14 there were 1,146 total admissions to the Psychiatric Health Facility and in FY 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 Psychiatric Health Facility, reducing total admissions by 24. 3. Of the 136 clients served, 30% (41) were referred to the Psychiatric Health Facility, 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>	<p>2015-16 there 1,092. The CRT team helped to provide lower level of care to clients and helped maintain the 16 bed capacity of the Psychiatric Health Facility, reducing total admissions by 30. 3. Of the 160 clients served, 18% (28) were referred to Outpatient County Mental Health services. Simply referring a client to County Mental health does not guarantee that the client meets the criteria for services, and may be better served elsewhere. Other interventions included: 9% (30) were referred to the Psychiatric Health Facility, 30% (48) were stabilized in the field and referred to a lower level of care, and 4% (19) were placed out of County. Additionally, 29% (47) were briefly</p>	

Fund Center 166 – Health Agency – Behavioral Health			
Budget Augmentation Description	Intended Results	Actual Results FY 2014-15	Actual Results FY 2015-16
			Administrative Office Comments
			engaged by phone or face to face, but did not receive a referral or placement.

Fund Center 184 – Health Agency – Law Enforcement Medical Care			
Budget Augmentation Description	Intended Results	Actual Results FY 2014-15	Actual Results FY 2015-16
			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>Financial Information Total Cost: \$117,181</p> <p>Amount of General Fund support: \$81,910</p> <p>Approved via FY 2014-15 Budget Adoption</p>	<p>1. The number of direct reports supervised by the existing 0.75 FTE Correctional Nurse Supervisor will be reduced from 26 to 14.</p> <p>2. Jail Medical and Mental Health administrative and clinical policies will be reviewed and updated annually.</p> <p>3. The rate of inpatient days per annual average daily population will decrease by 10%.</p>	<p>1. The number of staff directly reporting to the existing 0.75 FTE Correctional Nurse Supervisor has been reduced from 26 to 16. At the end of FY 2014-15, 16 people reported to the original Correctional Nurse Supervisor. Given the subsequent addition of more staff for jail medical, reducing the number of direct reports to 14 is not achievable.</p> <p>2. 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.</p> <p>3. 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</p>	<p>1. The number of direct reports assigned to the existing 0.75 FTE Correctional Nurse Supervisor in FY 2014-15 was reduced to 16. However, the number of direct reports will not be reduced to 14 as was expected based on:</p> <p>1) Additional nursing staff has been added since approval of this BAR, increasing the Correctional Nurse Supervisor's span of control.</p> <p>2) The preferred number of direct reports based on additional staff being hired has changed to 18 from the 14 originally assumed.</p> <p>The addition of the Administrative Services Officer (ASO), supervising two administrative staff, was successful in shifting the administrative responsibilities and oversight from the Correctional Nurse Supervisor to the Administrative Services Officer.</p> <p>2. The revision of the Jail Medical and Mental Health administrative and clinical policies were delayed due to an extended medical leave of one of the Correctional Nurse Supervisor. It is expected that</p>

Fund Center 184 – Health Agency – Law Enforcement Medical Care			
Budget Augmentation Description	Intended Results	Actual Results FY 2014-15	Actual Results FY 2015-16
			Administrative Office Comments
		<p>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 with a hospitalization of 10 days or more fell from six in FY 2013-14 to two in FY 2014-15.</p>	<p>when a new Correctional Nurse Supervisor is hired progress will continue with the eventual completion by the end of FY 2017-18.</p> <p>3. The rate of inpatient days per annual average daily population (ADP) for FY 2015-16 was .352 = (192 days / 545 ADP), an increase from the baseline identified in FY 2013-14 as .156 = (122 / 782). Accomplishing the intended result is problematic due to factors outside of the control of Correctional Nurse Supervisors and jail medical staff. The ADP at the jail has declined significantly since FY 2013-14 due to the passing of Proposition 47 in November 2014 and changes to AB109 sentencing guidelines, releasing many nonviolent offenders from the jail. This has resulted in a more criminally sophisticated inmate-population, which are incarcerated longer and need a higher level of medical care due to chronic medical conditions and untreated medical issues.</p>

Fund Center 160 – Health Agency – Public Health		Intended Results	Actual Results FY 2014-15	Actual Results FY 2015-16	Administrative Office Comments
<p>Budget Augmentation Description</p> <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>Financial Information Total Cost: \$233,409</p> <p>Amount of General Fund support: \$233,409</p> <p>Approved via 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. 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</p>	<p>In FY 2016-17, an audit of the compliance program will be performed by an external qualified entity. During FY 2015-16, the Program Manager developed a number of policy and procedures meeting compliance requirements as well as implementing mandated compliance training programs. Major accomplishments include: -Conducting several internal audits and investigations in the area of information privacy, information security and suspected fraud. -Developing the initial framework for an audit and monitoring program required by Medi-Cal, Medicare and Department of Health Care Services. -Collaborating with Social Services to develop a community wide, HIPAA compliant universal release of information form to support integration of services between multiple agencies. -Completing the record management and retention</p>	<p>Intended results were partially achieved. The department will report on this item again in the FY 2018-19 budget.</p>	

Fund Center 160 – Health Agency – Public Health				
Budget Augmentation Description	Intended Results	Actual Results FY 2014-15	Actual Results FY 2015-16	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>Funded with revenue from the California Children's Services (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 FY 2014-15</p>	<p>1. Provide 90% of therapy prescribed by physicians (compared to current performance of 75% - 80%).</p> <p>2. Reduce the number of parent complaints about reduced treatment time from parents from 4-6/year to 0-2/year.</p>	<p>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>project, maintaining security of both electronic and paper records.</p>	<p>Intended results have not been achieved. This item will be reported on again in the FY 2018-19 budget.</p>

Fund Center 160 – Health Agency – Public Health		Administrative Office	
Budget Augmentation Description	Intended Results	Actual Results FY 2014-15	Actual Results FY 2015-16
<p>Budget Adoption</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>Financial Information Total Cost: \$121,455</p> <p>Amount of General Fund support: \$121,455</p> <p>Approved via FY 2014-15 Budget Adoption</p>	<p>1.Reduce existing response time to requests for technical support by 15 minutes (from 25 to 10 minutes).</p> <p>2.Increase the amount of scheduled routine maintenance by 50% (from once every 6 months to once every 3 months).</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>1. By adding the 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% 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 about every 6 months prior to filling the Department Automation Specialist position. Since the hiring, Agency IT staff are able to schedule monthly patching of servers. This allows all servers within the Health Agency network to be patched</p>	<p>1. Call response time has been reduced to 10 minutes.</p> <p>2. A monthly maintenance schedule has been adopted increasing routine maintenance from every 6 months to every month.</p> <p>3. Security support requests have dropped by 20%, yet overall ticket requests have increased by 25% due to an overall increase in the demand of IT services as the Health Agency continues to add staffing and implements new software solutions.</p> <p>Also, changes in the Downtown IT support service desk have increased the number of service requests placed on Health Agency IT staff.</p>
			<p>Intended results were partially achieved. The department will report on this item again in the FY 2018-19 budget.</p>

Fund Center 160 – Health Agency – Public Health Budget Augmentation Description	Intended Results	Actual Results FY 2014-15	Actual Results FY 2015-16	Administrative Office Comments
		<p>on a more consistent basis increasing server effectiveness and reducing vulnerability.</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 the down town Service Desk staff and the approximately 50 new staff added to the Health Agency over the past 2 years.</p>		

Fund Center 112 – Human Resources		Actual Results FY 2014-15	Actual Results FY 2015-16	Administrative Office Comments
Budget Augmentation Description	Intended Results			
<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><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>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 in FY 2014-15. The Applicant tracking and onboarding elements are fully integrated and 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 NEOGOV and CEB talent measurement systems.</p>	<p>During the FY 2015-16 Board of Supervisors approved the extension of the 1.0 FTE Limited Term Personnel Analyst III position. Results are reported on in the FY 2015-16 BAR.</p>	<p>The results are reported on in the FY 2015-16 BAR results.</p>

Fund Center 180 – Social Services – Administration				
Budget Augmentation Description	Intended Results	Actual Results FY 2014-15	Actual Results FY 2015-16	
			Administrative Office Comments	
<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> <p>Amount of General Fund support: \$0</p> <p>Approved via FY 2014-15 Budget Adoption</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 five 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, as the intended result covers a two year timeframe. 3. The number of new hire staff separating from the department within six months of their hire date remains unchanged. 	<ol style="list-style-type: none"> 1. The department decreased on-boarding processing by 2.5 weeks after one year, from an average of 7.5 weeks to an average of five weeks, for a 33% reduction. 2. On-boarding processing time remained at a 33% reduction (from an average of 7.5 weeks to an average of five weeks) compared to FY 2013-14. The department has not yet achieved the intended result due to DSS Human Resources not being fully staffed in FY 2015-16. It expects to be fully staffed in FY 2016-17. 3. The department has met the goal of decreasing the number of staff separating from the department within six months of hire. The number of those individuals separating within six months of hire has decreased from 17% (5 of 31) in 	<p>The intended results have been partially achieved. This item will be reported on again in FY 2018-19.</p>

Fund Center 180 – Social Services – Administration			
Budget Augmentation Description	Intended Results	Actual Results FY 2014-15	Actual Results FY 2015-16
			FY 2014-15 to 8% (3 of 40) in FY 2015-16.
			Administrative Office Comments

2014-15 Mid-Year Budget Augmentation Request Results

Fund Center 110 – Clerk – Recorder				
Budget Augmentation Description	Intended Results	Actual Results FY 2014-15	Actual Results FY 2015-16	
			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>General Fund support was not required. The department was able to cover the \$175,000 with unanticipated revenues.</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"> 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. 	<ol style="list-style-type: none"> 1. The new recording, cashiering, and imaging system went live in February 2016. 3. The new system has provided many efficiencies in the office workflow. Many functions that had to be handled outside of the old system can now be performed in the new system, allowing for electronic workflow management of these processes. 4. Customers can now purchase official record copies, complete a marriage license application and complete a Fictitious Business Name (FBN) application on the internet, which saves customers time in the office and staff time in processing. 5. The implementation of electronic recordings is still scheduled to occur in 2017. 	<p>Intended results have been partially achieved. This item will continue to be reported on again the FY 2018-19 budget for intended result #5.</p>

Fund Center 166 – Health Agency – Behavioral Health				
Budget Augmentation Description	Intended Results	Actual Results FY 2014-15	Actual Results FY 2015-16	
			Administrative Office Comments	
<p>Add 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>	<p>1. The BHTCC program will enroll 60 unduplicated adult participants per year.</p> <p>2. 240 participants will be served with enhanced intensive outpatient co-occurring treatment services over the four years.</p> <p>3. Participants in the BHTCC will have achieved and sustained a lifestyle of sobriety and recovery, including learning skills to better manage their lives.</p>	<p>1. 60 individuals were admitted to the BHTCC program during the first year, October 1, 2014 – September 30, 2015.</p> <p>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.</p> <p>3. Indicators that program participants have improved functioning include:</p> <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 	<p>1. 59 individuals were admitted to the BHTCC program during the second year October 1, 2015 – September 30, 2016.</p> <p>2. 119 unduplicated clients have been served in the two year grant period. It is anticipated that over the four year grant period we will meet the goal of 240 participants served.</p> <p>3. Indicators that program participants have improved functioning include:</p> <ul style="list-style-type: none"> During the last quarter in FY 2015-16, there were 533 drug tests conducted for BHTCC program participants, and the rate of negative tests was over 90% (480/533). 35 of the 56 unduplicated intakes (63%) reported being homeless at intake, showing that we are meeting our objective for reaching homeless clients. Of those 35 homeless clients, 33 (94%) of 	<p>The results are partially achieved. This item will be reported on again in FY 2018-19.</p>

Fund Center 166 – Health Agency – Behavioral Health			
Budget Augmentation Description	Intended Results	Actual Results FY 2014-15	Actual Results FY 2015-16
			Administrative Office Comments
		and community based organizations help house these clients with success.	they are meeting with the case manager to find stable housing. Sober living homes and community based organizations help house these clients with success.

Fund Center 180 – Social Services – Administration			
Budget Augmentation Description	Intended Results	Actual Results FY 2014-15	Actual Results FY 2015-16
			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.</p> <p>Funded with the Social Services Realignment Trust.</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. 	<ol style="list-style-type: none"> 1. 27 persons were permanently housed within 9 months. 2. 38 persons were permanently housed within 15 months. 3. 50 persons were permanently housed within 21 months.
<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>	<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 	<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. 	<ol style="list-style-type: none"> 1. Minor renovations were completed on four units, complete rehabilitations on four units, and minor repairs to the Resident Manager's unit. All eight units are occupied by either CalWORKs or Child Welfare Services Families that were previously
			<p>The intended result was achieved.</p>

Fund Center 180 – Social Services – Administration			
Budget Augmentation Description	Intended Results	Actual Results FY 2014-15	Actual Results FY 2015-16
			Administrative Office Comments
<p>Funds for this acquisition and renovation project come from the Social Services Realignment trust.</p> <p><u>Financial Information</u> Total Annual Cost: \$1,250,000</p> <p>Amount of General Fund support: \$0</p> <p>Approved via Board action on 5/5/2015 Item # 24</p>	<p>enable them to stabilize and acquire skills for successful transition to other permanent housing options.</p>	<p>(FCN) was initiated and effective May 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.</p>	<p>homeless and the ninth unit continues to be occupied by an on-site manager.</p> <p>2. Family Care Network, Inc. provides case management to all apartment residents. There are currently 23 children housed, and over the course of FY 2015-16, 31 individuals received caseload management services. Seven units are occupied by households/families with children; all of whom were formerly homeless. The eighth unit was recently vacated by its original tenant and will be available for a homeless family within 1-2 months.</p>

2015-16 Budget Augmentation Request Results

Fund Center 104 – Administrative Office Budget Augmentation Description	Intended Results	Actual Results FY 2015-16	Administrative Office Comments
Funding for software, consulting and ITD Project Manager for the Budget Preparation (BP) replacement project. Funded through FC 266-Countywide Automation Replacement Financial Information Total Cost: \$1,115,000 Amount of General Fund support: \$0 Approved via FY 2015-16 Budget Adoption	A new Budget Preparation (BP) system will: 1. Replace an obsolete, unsupported system; 2. Provide departments with a supportable, user-friendly, functionally rich, and modern software product; 3. Increase the reliability and availability of the BP system; 4. Save time by reducing efforts required to manually produce budget documents; and 5. Increase the integration between the new BP system and other, existing systems such as SAP.	Sherpa Government Solutions, LLC was selected through a competitive Request for Proposal (RFP) process to implement their software Budget and Formulation Management (BFM). The new system is slated to go live in December 2016 and will be used for FY 2017-18 budget development. The development of the Capital projects functionality will begin in the 3 rd quarter of FY 2016-17 and will be used for FY 2018-19 budget development.	Intended results are not yet achieved because the project is still in progress. This item will be reported on again in the FY 2018-19 budget.

Fund Center 275 – Administrative Office – Organizational Development		Administrative Office
Budget Augmentation Description	Intended Results	Actual Results FY 2015-16 Comments
<p>Add 1.00 FTE Personnel Analyst III to act as the Training/Employee Development Manager for the Learning and Development Center (LDC).</p> <p><u>Financial Information</u> Total Cost: \$155,416</p> <p>Amount of General Fund support: \$155,416</p> <p>Approved via FY 2015-16 Budget Adoption</p>	<ol style="list-style-type: none"> Increase staffing and programs to meet significant service demands and goals for organizational excellence. Maintain a meaningful countywide employee training program. Manage LDC vendors and contracts. Continue to implement supervisor and management academies. Develop and present curriculum for a variety of employee courses geared toward training and development. Expand training and development offerings to line-level staff for succession planning purposes. 	<p>The intended results have been achieved.</p> <ol style="list-style-type: none"> Employee development programs offered by the County's Learning and Development Center (LDC) were significantly expanded beginning in the Fall of 2014 and further aided with the addition of a 1.00 FTE Personnel Analyst III. The LDC has provided a meaningful ongoing countywide employee training program in FY 2015-16. The LDC manages contracts with the Centre for Organizational Effectiveness to deliver the leadership academies and other training programs, Software Solutions Team to provide computer training, and other training vendors that provide individual courses on various topics such as business writing and public presentation. As of the Fall of 2014, the LDC has delivered five Manager and Supervisor Academies; training 276 of the estimated 450 (or 61%) supervisors and managers in the County. In addition, the County's 23 department heads have participated in executive training sessions. A wide range of training

Fund Center 275 – Administrative Office – Organizational Development Budget Augmentation Description	Intended Results	Actual Results FY 2015-16	Administrative Office Comments
		<p>programs designed to address organizational needs identified in the 2014 Employee Engagement survey have been offered over the past two years. These courses are designed to build critical competencies and skills for effective public service. Approximately 30% of County employees take courses offered by the LDC each year.</p> <p>6. In addition to the leadership academies, several training and development programs have been offered to line-level staff for succession planning purposes. Topics include: Supervisor Transition and Readiness, Basic Supervision, Constructive Conflict, The Leaders in Each of Us, and Using DISC to Improve Communications. Additional courses are being planned for line staff in FY 2017-18.</p>	

Fund Center 141 – AG Commissioner Budget Augmentation Description	Intended Results	Actual Results FY 2015-16	Administrative Office Comments
<p>Add 1.00 FTE Agricultural Inspector/Biologist Financial Information Total Cost: \$61,822</p> <p>Amount of General Fund support: \$61,822</p> <p>Approved via FY 2015-16 Budget Adoption</p>	<p><u>Pesticide Use Enforcement (PUE) program</u> 1. Staff will increase the percentage of time dedicated to field surveillance of pesticide use to 9%, restoring approximately 330 hours of time to field surveillance and increasing our pesticide use monitoring opportunities. 2. The total number of field inspections will increase by 40 inspections per year, for a total of 584 field inspections per year countywide.</p> <p><u>Invasive Weeds Program</u> 1. Staff will increase the number of net acres treated for invasive weed pests by over 100% (efforts will increase to over 50 net acres treated). 2. Staff will increase the number of sites surveyed for potential invasive weeds by 50% (surveys will be increased to 110 distinct properties). 3. Staff will have greater opportunity to submit grant applications that can be utilized to augment the Invasive Weeds program at minimal cost to the County.</p>	<p><u>Pesticide Use Enforcement (PUE) program</u> 1. Overall field presence (the combination of surveillance and inspection time) in the PUE program increased approximately 9% in FY 2015-16, as compared to the baseline FY 2013-14. However, the department was unable to maintain and achieve the additional 9% of field surveillance time due to heavy staff turnover during the measurement period. Approximately half of the PUE inspectors were new and substantial staff time was spent in training. It is anticipated that the overall presence in the field will continue to increase in FY 2016-17 over the baseline values as newly trained staff gain independence. 2. As with field surveillance, the total number of field inspections did not increase due to staff training. However as mentioned above, the department's overall field presence improved (the combination of surveillance and inspections) as staff hours spent conducting pesticide inspections increased</p>	<p>Intended results have been partially achieved. This item will be reported on again in the FY 2018-19 budget.</p>

Fund Center 141 – AG Commissioner Budget Augmentation Description	Intended Results	Actual Results FY 2015-16	Administrative Office Comments
Purchase of one 3/4-ton truck,	1. Inspectors and all-purpose	<p>substantially (28% increase) over the same period. Now that the program is fully staffed and newly trained inspectors are working independently, the department anticipates meeting or exceeding the originally stated goal.</p> <p><u>Invasive Weeds Program</u></p> <ol style="list-style-type: none"> 1. Staff increased net acres treated for invasive weed pests by over 300% (efforts increased from 23.6 acres to 77.6 net acres treated). 2. Staff increased the number of sites surveyed for potential invasive weeds by 48% (surveys increased from 73 to 108 distinct properties). The department anticipates to meet or exceed the stated goal of 50% in FY 2016-17. 3. Applicable grant opportunities were not available during the measurement period. However, as grant opportunities become available, current staffing levels will allow the opportunity to draft and submit grant applications providing revenue to augment the Invasive Weeds program. 	Intended results have been

Fund Center 141 – AG Commissioner		
Budget Augmentation Description	Intended Results	Actual Results FY 2015-16
		Administrative Office Comments
<p>equipped with a service body and securable storage compartments, to be used by weights and measures inspectors</p> <p><u>Financial Information</u> Total Cost: \$42,120</p> <p>Amount of General Fund support: \$42,120</p> <p>Approved via FY 2015-16 Budget Adoption</p>	<p>equipment will be staged at locations in North and South County.</p> <p>2. Shared equipment used for non-routine devices will be equally distributed between North and South County during respective inspection seasons.</p> <p>3. During FY 2013-14, the department responded to 8 out of 20 complaints within one business day for a response rate of 40%. With the addition of this new vehicle, the department expects to improve that response rate to 80%.</p>	<p>Inspector along with all-purpose equipment are currently staged at the North County office. Due to a vacancy in staff, a Weights and Measures Inspector has not been staged in the South County office. As new staff become trained the department will stage an Inspector in South County.</p> <p>2. Shared equipment for non-routine device inspections has been distributed to North County office as needed throughout the season. To date, this type of equipment has not been staged in South County, however, as new staff become trained the department will stage the equipment in South County.</p> <p>3. During FY 2015-16, the department responded to 51 out of 59 complaints within one business day, or 86.4%. This represents an increase of 46.4% in response time from FY 2015-16.</p>
		<p>partially achieved. This item will be reported on again in the FY 2018-19 budget.</p>

Fund Center 109 - Assessor Budget Augmentation Description	Intended Results	Actual Results FY 2015-16	Administrative Office Comments
<p>Historic Map Preservation and Storage - Year 3 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 2015-16 Budget Adoption</p>	<p>1. Properly preserve historic maps over a six year period on the following timetable:</p> <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 <p>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.</p> <p>3. Enable the department to provide accurate assessment rolls in the future.</p>	<p>Year 3: A portion of the City of San Luis Obispo Blocks volume were funded for preservation.</p> <p>The preservation of the City of San Luis Obispo Blocks volume was deferred until additional storage cabinets could be obtained. The purchasing of the storage cabinets are part of the original request, but were not specifically addressed in the time table. In order to proceed with further preservation additional storage cabinets need to be obtained. The purchase of these cabinets was deferred until required floor space became available in FY 2016-17. The \$25,000 approved for FY 2015-16 has been carried over to FY 2016-17.</p>	<p>The intended results have not been achieved. This item will be reported on again in the FY 2018-19 budget.</p>
<p>Add 1.0 FTE Appraiser Trainee</p> <p><u>Financial Information</u> Total Cost: \$60,710</p> <p>Amount of General Fund support: \$60,170</p> <p>Approved via the FY 2015-16 Budget Adoption</p>	<p>Assist in addressing the backlog of work due to the economic downturn, which has caused an increase in the number of Prop 8 "Decline In Value" reviews. The position would address on average 700 work items annually equating to approximately \$333,606 in additional property tax revenue added to the roll.</p>	<p>At the completion of the FY 2015-16, the one additional Appraiser Trainee achieved the goal of completing approximately 700 work items, which added approximately \$333,606 in additional value to the roll. The backlog at the end of FY 2015-16 remains the same as FY 2014-15 as a result of two vacant appraiser positions.</p>	<p>The intended results have been achieved.</p>

Fund Center 107 – Auditor - Controller Budget Augmentation Description	Intended Results	Actual Results FY 2015-16	Administrative Office Comments
<p>Extend the Limited Term Auditor-Analyst III position to backfill for staff assigned to the Budget Preparation (BP) replacement project. It is anticipated that the new system will be in place for FY 2017-18 budget process. This position is currently backfilling for staff assigned to the Property Tax System Modernization (PTSM) project.</p> <p>Funding for this project is through FC 266 – Countywide Automation.</p> <p><u>Financial Information</u> Total Cost: \$154,923</p> <p>Amount of General Fund support: \$0</p> <p>Approved via FY 2015-16 Budget Adoption</p>	<p>A new Budget Preparation (BP) system will:</p> <ol style="list-style-type: none"> 1. Provide departments with a supportable, user-friendly, functionally rich, and modern software product; 2. Increase the reliability and availability of the BP system; 3. Save time and money by reducing the number of hours spent cobbling together solutions and systems in support of the existing BP system; 4. Be green and reduce costs by providing reporting that is available on-line and not just via print outs; and 5. Increase the possibility of integration between the BP system and other, existing systems such as SAP. 	<p>Auditor-Controller's staff assisted with data conversion, implementation, and testing of the new budget preparation system. The new system, known as BFM, is scheduled to go live in December 2016 when County departments will begin preparing their FY 2017-18 annual budgets. Although funding for the Limited Term Auditor-Analyst III position expired at the end of FY 2015-16, Auditor-Controller's staff continue to be involved in the implementation effort.</p>	<p>The intended results have been achieved.</p>

Fund Center – Clerk Recorder Budget Augmentation Description	Intended Results	Actual Results FY 2015-16	Administrative Office Comments
<p>Utilize \$100,000 from restricted revenue to fund the restoration and preservation of historical record books and indices. This is year two of a five year project.</p> <p>Financial Information Total Cost: \$100,000</p> <p>Amount of General Fund support: \$0</p> <p>Approved via FY 2015-16 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 the historical records of the County for posterity. 3. 48 historical record books and indices will be restored and preserved. 	<ol style="list-style-type: none"> 1. Upon inspection of the images representing the contents contained in the historical records books and indices that were restored, it was determined that the image quality was acceptable so that imaging was not required. As a result, there was a project savings of approximately \$15,000. 2. The 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. 3. 48 historical record books and indices have been restored and preserved. 	<p>Intended results have been achieved.</p>

Fund Center 266 – Countywide Automation		
Budget Augmentation Description	Intended Results	Actual Results FY 2015-16
		Administrative Office Comments
<p>Board of Supervisors Chambers Audio Visual Modernization Project</p> <p>Funded from Public Government and Education (PEG) Funds</p> <p><u>Financial Information</u> Total Cost: \$300,000</p> <p>Amount of General Fund support: \$0</p> <p>Approved via FY 2015-16 Budget Adoption</p>	<ol style="list-style-type: none"> 1. New digital audiovisual systems will be installed. 2. Public meetings will experience fewer disruptions 3. Improved access to assisted listening technology. 4. Each Board member position will have local audio amplification, request to speak, and mute functionality. 5. Increased level of vendor-provided support for the audiovisual system. 	<p>The bulk of this project has been successfully completed:</p> <ol style="list-style-type: none"> 1. Analog audiovisual equipment in the Board Chambers has been replaced with new digital equipment during June 2015. 2. After an initial calibration period, the digital audio equipment is expected to perform more reliably than the antiquated analog components by October 2016. 3. Improved assisted listening devices are available to the public. 4. Dais stations are properly amplified. 5. Vendor-provided engineering support has been used to resolve equipment issues. <p>As the equipment in the Board Chambers continues to be calibrated, several audio components are targeted for replacement to optimize the reliability and performance of the audio system. After those changes are complete, the formal project will close and all future changes will be handled as on-going maintenance.</p>
		<p>The intended results have been partially met. This item will continue to be reported on the FY 2018-19 budget.</p>

Fund Center 140 – County Fire Budget Augmentation Description	Intended Results	Actual Results FY 2015-16	Administrative Office Comments
<p>Add General Fund expense to an amount to be provided by Topaz Solar Farms, LLC, in order to continue 24/7 staffing at Station 42 Carrizo Plain in California Valley now that construction of the solar plants has been completed.</p> <p><u>Financial Information</u> Total Cost: \$720,174</p> <p>Amount of General Fund support: \$180,174</p> <p>Approved via the FY 2015-16 Budget Adoption</p>	<p>Ensure the ability of firefighters to respond to fires and medical calls timely. Prior to temporary staffing during construction of the solar plants, Station 42 Carrizo Plain was only staffed three days per week. Without the funding provided by Topaz Solar Farms, LLC and this augmentation from the General Fund, staffing would revert to this level.</p>	<p>The department has been able to maintain 24/7 staffing at Station 42 Carrizo Plain under this cooperative relationship. Topaz Solar Farms has continued to fund the majority of costs for this staffing, with the balance of funding from the General Fund. For FY 2016-17, a total of \$489,669 funded by Topaz Solar Farms. Note that total costs for FY 2016-17 are less than FY 2015-16 due to a service level change from Paramedic level to Emergency Medical Technician level.</p>	<p>The intended results have been achieved.</p>

Fund Center 132 – District Attorney/Victim Witness Budget Augmentation		Intended Results	Actual Results FY 2015-16	Administrative Office Comments
<p>Add 1.00 FTE Legal Clerk position to ensure compliance with the California Office of Emergency Services (Cal OES) and Victims of Crime Act (VOCA) fund guidelines and provide prompt intervention and support with crime victims after a crime occurs.</p> <p><u>Financial Information</u> Total Cost: \$58,136</p> <p>Amount of General Fund support: \$58,136</p> <p>Approved via FY 2015-16 Budget Adoption</p>	<p>1. Victim contact time will improve on average from 6 days to 3 days. During FY 2013-14 victims were contacted on average within 6 days.</p> <p>2. Victim contact will improve on average from within 72 hours to within 24 hours.</p> <p>3. Legal clerks handling witness coordination will ensure compliance with Cal OES and VOCA guidelines, thus ensuring the State grant will continue without interruption.</p>	<p>1. During FY 2015-16, Victim/Witness advocates were not tasked with witness coordination which brought them in compliance with Cal OES and VOCA. In fact, because of the Legal Clerk doing witness coordination it allowed the advocates to provide prompt intervention and support to crime victims within the three day contact period.</p> <p>2. In FY 2015-16 the advocate's goal is to contact victims within 72 hours of the case being filed. However, we strive to accomplish contact within 24 hours for the more serious and complex cases. 86% of all victims were contacted well before the case was filed. The hiring of a Legal Clerk who is handling witnesses has brought our Cal OES grant into compliance with VOCA guidelines.</p>	<p>Intended results have not been met. This item will be reported again in FY 2018-19.</p>	
<p>Delete 0.50 FTE Victim Witness Coordinator Aide position and add 1.00 FTE Victim Witness Coordinator I position dedicated to property crime caseload.</p> <p><u>Financial Information</u></p>	<p>Ensure victims are contacted within 24 hours, services are provided in a timely and efficient manner, and a victim's constitutional right to restitution will be ordered by the court.</p>	<p>The new property crime advocate has met victim notification by contacting 91% of victims within the 72 hours goal of the criminal case being filed. The majority of those contacted were within 24 hours. The prompt intervention</p>	<p>Intended results have not been achieved. This item will be reported again in FY 2018-19.</p>	

Fund Center 132 – District Attorney/Victim Witness			
Budget Augmentation Description	Intended Results	Actual Results FY 2015-16	Administrative Office Comments
Total Cost: \$37,773 Amount of General Fund support: \$37,773 Approved via FY 2015-16 Budget Adoption		and support for crime victims after a crime occurs reduces crime victim's confusion, frustration and emotional trauma and improves the victim's satisfaction with the criminal justice system.	

Fund Center 215 – Farm Advisor Budget Augmentation Description	Intended Results	Actual Results FY 2015-16	Administrative Office Comments
<p>Increase a 0.50 FTE Health Education Specialist to full time.</p> <p><u>Financial Information</u> Total Cost: \$37,825</p> <p>Amount of General Fund support: \$37,825</p> <p>Approved via FY 2015-16 Budget Adoption</p>	<p>Master Food Preserver Program Expansion</p> <ol style="list-style-type: none"> 1. Recruit, train and certify an additional 10 volunteers to become Certified Master Food Preservers; provide a minimum of two food safety education programs for programming staff and volunteers; hold monthly low-cost food preservation workshops throughout the county and monthly demonstrations at Food Bank distribution sites. 2. Implement a Junior Master Food Preserver Program in coordination with the 4-H Youth Development Program. 3. Develop a monthly newspaper article with safe food preservation information for county residents; provide education and outreach through maintenance of the Master Food Preserver helpline and webpage; develop social media sites 4. At least 75% of participants will increase 	<p>Master Food Preserver Program Expansion</p> <ol style="list-style-type: none"> 1. 14 potential volunteers were recruited, 11 potential volunteers were interviewed, 10 volunteers were trained, 9 first time volunteers were certified, and 13 volunteers were recertified as Master Food Preservers; three food safety education programs for staff and volunteers were provided; 31 low-cost food preservation workshops were held throughout the county and at Food Bank Distribution sites. 2. A Jr. Master Food Preserver Program has been implemented with the 4-H Youth Development Program. 3. 39 articles were developed and published through mass media outlets, including the San Luis Obispo Tribune, the Atascadero News, the Paso Robles Press, and a number of social media sites; the Master Food Preserver Program has provided education and outreach through the maintenance of a helpline and webpage. 4. A total of 140 individuals participated in the class. Of the 92 who completed the 	<p>Intended results have been achieved.</p>

Fund Center 215 – Farm Advisor Budget Augmentation Description	Intended Results	Actual Results FY 2015-16	Administrative Office Comments
	<p>their knowledge of food safety and/or safe food preservation techniques.</p> <p>Nutrition and Physical Education Program Maintenance</p> <ol style="list-style-type: none"> 1. Provide a minimum of 27 nutrition education programs at elementary school sites in Shandon, Nipomo and Oceano. 2. Provide at least 12 family-centered programs, teaching no-cost activities to increase families' physical activity through the 4-H SLO Hikers and Let's Move programming. 	<p>survey, 95.6% indicated an increased their knowledge of food safety and/or safe food preservation techniques.</p> <p>Nutrition and Physical Education Program Maintenance:</p> <ol style="list-style-type: none"> 1. 27 nutrition education programs were provided at elementary school sites in Shandon, Nipomo, and Oceano. 2. 16 family-centered programs, teaching no-cost activities were offered to increase families' physical activity through the 4-H SLO Hikers, Zumba, and Summer Fun Days (hosted in collaboration with UC CalFresh, CAP SLO, and Champions for Change). Due to low participation, the Let's Move programming was discontinued. 	

Fund Center – Health Agency – Animal Services		Actual Results	Administrative Office
Budget Augmentation Description		FY 2015-16	Comments
Intended Results			
<p>Add 1.00 FTE Administrative Services Officer I/II to serve as a volunteer coordinator for the animal shelter to enhance and oversee a structured volunteer program.</p> <p><u>Financial Information</u> Total Cost: \$72,120</p> <p>Amount of General Fund support: \$72,120</p> <p>*In FY 2015-16, the County will cover the full cost of this position. When new charges are calculated for the cities for FY 2016-17, revenue from these charges is expected to offset approximately 60% of the cost of this position.</p> <p>Approved via FY 2014-15 Budget Adoption</p>	<ol style="list-style-type: none"> 1. Improve supervision and oversight of shelter staff as well as volunteers by substantially reducing the span of control for the Shelter Supervisor (from an estimated 1:50 to 1:5 (plus Honor Farm trustees). 2. Increase the number of volunteer training and orientation offerings from one per month to a minimum of two per month. 3. Establish and maintain a more structured volunteer program within one year of hire, to ensure essential tasks needed for a quality shelter operation are performed when required. 	<p>Due to difficulty in recruiting a suitable candidate for the position, the position was not filled until early in FY 2016-17. Consequently, insufficient time has elapsed from the time of hiring to assess actual results for this BAR.</p>	<p>Intended results have not been achieved. This item will be reported on again in the FY 2018-19 budget.</p>

Fund Center 166 – Health Agency – Behavioral Health Budget Augmentation Description	Intended Results	Actual Results FY 2015-16	Administrative Office Comments
<p>Add 2.00 FTE Drug and Alcohol Specialist I/II/III and 0.50 FTE Health Information Technician to provide intensive outpatient treatment to youth in partnership with County Office of Education.</p> <p>Funded with Drug Medi-Cal, 2011 Realignment, and County Office of Education funds.</p> <p><u>Financial Information</u> Total Cost: \$218,521</p> <p>Amount of General Fund support: \$0</p> <p>Approved via FY 2015-16 Budget Adoption</p>	<ol style="list-style-type: none"> Participants will reduce their self-reported drug and alcohol use in the past 30 days. Participants will report an increase in knowledge of alcohol and other drug use consequences. Participants will report improved grades and class attendance. Participants will report reduced feelings of depression and other behavioral health indicators such as reduced suicidal ideations. 	<p>The original project, as designed, would have established an Intensive Outpatient Treatment (IOT) program for adolescent students in the County Office of Education (COE) community schools. After further planning and analysis, the project was delayed and restructured to launch in a Behavioral Health clinic in FY 2016-17 instead.</p> <p>In FY 2015-16, Behavioral Health received requests to increase prevention and early intervention counseling services at multiple districts. One of the two counselors (Drug and Alcohol Specialist) obtained by this BAR was utilized to perform those services, and the other Drug and Alcohol Specialist remained vacant until the program is fully launched in FY 2016-17.</p> <p>The Health Information Technician was hired in FY 2015-16 to provide structural set-up for new Drug Medi-Cal programs for youth, and support the expanded services.</p> <p>Outcomes from the prevention and early intervention counseling are listed below:</p> <ol style="list-style-type: none"> Participants reduced their 	<p>Intended results have not been achieved. This item will be reported on again in the FY 2018-19 budget.</p>

Fund Center 166 – Health Agency – Behavioral Health Budget Augmentation Description	Intended Results	Actual Results FY 2015-16	Administrative Office Comments
		<p>self-reported drug and alcohol use in the past 30 days by an average of 26% (92 surveyed); 30-day marijuana use fell from 292 uses to 211; 30-day alcohol use fell from 199 uses to 152).</p> <p>2. Participants reported an average of an 8% increase in knowledge of alcohol and other drug use consequences (93 surveyed; understanding alcohol harm scale increased 7%; marijuana harm by 10%).</p> <p>3. 42% of participants reported an improvement in grades. Also, 39 out of 93 surveyed had weighted GPAs that improved 20% on average; and there was a 22% improvement in class attendance (92 students reduced absences by at least 73 days overall, as absences reduced from 326 days before treatment to 253 after treatment).</p> <p>4. Participants reported an average of a 75% reduction in feelings of depression and other behavioral health indicators such as reduced suicidal ideations. More specifically, 89% of participants reported less reports of self-harm, from 74</p>	

Fund Center 166 – Health Agency – Behavioral Health Budget Augmentation Description	Intended Results	Actual Results FY 2015-16	Administrative Office Comments
<p>Add 2.00 FTE Drug and Alcohol Specialist I/II/III, a 1.00 FTE Health Information Technologist and a 0.50 FTE Mental Health Therapist IV to provide co-occurring disorder treatment services to inmates in the jail.</p> <p>Funded with AB 109 Public Safety Realignment money.</p> <p><u>Financial Information</u> Total Cost: \$231,946</p> <p>Amount of General Fund support: \$0</p> <p>Approved via FY 2015-16 Budget Adoption</p>	<ol style="list-style-type: none"> 1. Provide substance abuse counseling services to approximately 50 – 60 inmates per year. 2. Reduce substance use and other criminogenic factors over the length of treatment as measured by pre and post-tests. 3. Reduce recidivism for treated clients to no more than 15.2%. 4. At least 58% of inmates treated in the jail continue with community-based treatment upon release, for at least six months. 5. Increase medication compliance to 80% for clients with co-occurring disorders. 	<p>incidents reported prior to program participation to eight incidents reported after participation. Also, 26 participants reported thoughts of suicide after participating in the program, compared to 66 participants reporting thoughts of suicide before the program (a 61% reduction).</p> <ol style="list-style-type: none"> 1. For FY 2015-16, a total of 231 unduplicated inmates were provided substance abuse counseling services at the County Jail. 2. Due to security and privacy issues, Behavioral Health is currently unable to measure this outcome and is working with Probation and County IT to develop the appropriate server. 100% of the inmates had a reduction in substance use factors while incarcerated. 3. Due to security and privacy issues, Behavioral Health is currently unable to measure this outcome and is working with Probation and County IT to develop the appropriate server and share a data set. 4. 19% of inmates (43) were seen in community based treatment services upon their 	<p>Intended results were partially achieved. This item will be reported on again in the FY 2018-19 budget.</p>

Fund Center 166 – Health Agency – Behavioral Health		Administrative Office	
Budget Augmentation Description	Intended Results	Actual Results FY 2015-16	Comments
<p>Convert 3,600 temporary help hours to permanent staff, adding two 0.50 FTE Mental Health Nurse I/II's and two 0.50 FTE Mental Health Therapist II/III/IV's for the Psychiatric Health Facility (PHF).</p> <p>Funded with Medi-Cal and General Fund support.</p> <p><u>Financial Information</u> Total Cost: \$187,006</p> <p>Amount of General Fund support: \$41,848</p> <p>Approved via FY 2015-16 Budget Adoption</p>	<ol style="list-style-type: none"> 1. Comply with the County's temporary help policy by reducing the number of temporary help workers performing work of an on-going nature. 2. Decrease overtime costs by 4% (approximately \$4,300). 	<p>release. They were seen for an average of 137 days in the community for treatment.</p> <ol style="list-style-type: none"> 5. 100% of the 53 individuals with co-occurring disorders provided medication services by a psychiatrist or a Nurse Practitioner upon their release from custody were compliant with treatment. 	
	<ol style="list-style-type: none"> 1. This conversion complies with the County's temporary help policy, reducing the number of temporary help workers performing work of an ongoing nature. 2. There was a 16% reduction in overtime hours (480 hours) from FY 2014-15 (2,848) to FY 2015-16 (2,367), resulting in a \$4,633 reduction in cost. 		Intended results have been achieved.
<p>Convert approximately 1,800 temporary help hours to permanent staff, adding 1.00 FTE</p>	<ol style="list-style-type: none"> 1. Test results will be posted within 48 hours, reduced from the current average time of 72 	<ol style="list-style-type: none"> 1. In FY 2015-16, 16,647 drug tests were performed by the Drug and Alcohol Worker 	The intended results have been partially achieved. This item will be reported on again in the FY

Fund Center 166 – Health Agency – Behavioral Health		Administrative Office	
Budget Augmentation Description	Intended Results	Actual Results FY 2015-16	Comments
<p>Drug and Alcohol Worker I/II to conduct drug testing. Temporary help costs will be reduced by \$33,307.</p> <p>Funded with State revenue and General Fund support.</p> <p><u>Financial Information</u> Total Cost: \$64,821</p> <p>Amount of General Fund support: \$31,514</p> <p>Approved via FY 2015-16 Budget Adoption</p>	<p>hours.</p> <p>2. Comply with the County's temporary help policy by reducing the number of temporary help workers performing work of an on-going nature.</p>	<p>staff. The average time from the laboratory report to the reporting of the results was at 27 hours.</p> <p>2. Due to staff turnover and multiple other vacancies, use of temporary help in the Worker series was at 2,647 hours for FY 2015-16, compared to 2,133 hours in the previous fiscal year (a 24% increase).</p>	<p>2018-19 budget.</p>
<p>Add 6.00 FTE Mental Health Therapists and 1.00 FTE Mental Health Program Supervisor to improve capacity to provide adult mental health services, and reduce wait times for clients.</p> <p>Funded with Medi-Cal revenue and General Fund support.</p> <p><u>Financial Information</u> Total Cost: \$605,764</p> <p>Amount of General Fund support: \$348,178</p> <p>Approved via FY 2015-16 Budget Adoption</p>	<p>1. Reduce wait time for treatment services from the current 20-50 days to no more than 14 days, complying with the required timeliness standard.</p> <p>2. Decrease service requests for emergency/crisis mental health services in the county by 5%.</p> <p>3. Decrease the rate of patient readmission to the PHF within 30 days by 5%.</p> <p>4. Decrease the suicide rate in San Luis Obispo County by 5%.</p>	<p>1. In FY 2015-16 the average wait time reduced to 17 days. For FY 2016-17 that wait time is already at 11.9 days, which suggests that the FY 2016-17 target will be met.</p> <p>2. In FY 2014-15 Behavioral Health received 1,885 requests for emergency/crisis services. In FY 2015-16 1,277 requests were received, a 33% reduction.</p> <p>3. In FY 2014-15 the readmission rate was 12.9% (142/1,122) and in FY 2015-16 the rate was 7.2% (79/1,092), demonstrating a 44% decrease.</p> <p>4. According to Rand Corporation/Cal MHSA</p>	<p>The intended results have been partially achieved. This item will be reported on again in the FY 2018-19 budget.</p>

Fund Center 166 – Health Agency – Behavioral Health		Administrative Office	
Budget Augmentation Description	Intended Results	Actual Results FY 2015-16	Comments
<p>Add 0.50 FTE Mental Health Nurse II to complete utilization review of Psychiatric Health Facility admissions.</p> <p>Funded with Medi-Cal revenue and General Fund support.</p> <p><u>Financial Information</u> Total Cost: \$48,220</p> <p>Amount of General Fund support: \$23,773</p> <p>Approved via FY 2015-16 Budget Adoption</p>	<ol style="list-style-type: none"> 1. Reduce disallowances for reimbursement of inpatient days by 50% (from 50 days/month to 25 days/month). 2. Reduce disallowances for reimbursement of patient medication consent by 90% (from 124 to less than 12). 	<p>Report: (2014) there is a 2 – 3 year lag in availability of suicide data in CA. Therefore a decrease cannot be assessed at this time.</p> <ol style="list-style-type: none"> 1. Total disallowance decreased from an average of 49 days per month in FY 2014-15 to an average of 21 days in FY 2015-16, a decrease of 58%. 2. The Department of Health Care Services determined that missing medication consents result in a plan of correction, not a disallowance. As a comparison, FY 2015-16 charts subject to peer review had an accuracy rate of 85% related to medication consents (155/182). 	<p>The intended results have been partially achieved. This item will be reported on again in the FY 2018-19 budget.</p>
<p>Add 1.00 FTE Mental Health Therapist III and 1.00 FTE Health Information Technologist I/II to provide intensive day treatment services to youth.</p> <p>Funded with Medi-Cal, 2011 Realignment, Special Education Local Plan Area (SELPA) funds, and General Fund support.</p> <p><u>Financial Information</u></p>	<p>Using the Child and Adolescent Needs and Strengths assessment instrument:</p> <ol style="list-style-type: none"> 1. 80% of clients will show improvement in one or more areas of the "Life Domain Functioning" identified. 2. 80% of clients will show improvement in one or more areas of the "Child Strengths" 	<p>At the time this BAR measure was developed, Behavioral Health had newly implemented the Child and Adolescent Needs and Strengths (CANS) assessment tool.</p> <p>Currently, the Behavioral Health Department is working with Cerner to develop a method to extract CANS data from Electronic Health Record.</p>	<p>The intended results have been partially achieved. This item will be reported on again in the FY 2018-19 budget.</p>

Fund Center 166 – Health Agency – Behavioral Health Budget Augmentation Description		Intended Results	Actual Results FY 2015-16	Administrative Office Comments
<p>Total Cost: \$132,367</p> <p>Amount of General Fund support: \$31,499</p> <p>Approved via FY 2015-16 Budget Adoption</p>	<p>3. 80% of clients will show improvement in one or more areas of the “Behavioral/Emotional Needs” identified.</p>	<p>Alternative measures used to report positive outcome in youth programs are indicated below:</p> <ol style="list-style-type: none"> 1. Inpatient psychiatric hospitalization was avoided for 84% (11/13) of the clients. 2. 100% (13/13) of the students have remained in the County in their biological homes or in foster care. 3. Incarceration was avoided for 92% (12/13) of the clients. 		
<p>Add 1.00 FTE Mental Health Therapist III/IV to provide bilingual mental health services to youth in the north county.</p> <p>Funded with Medi-Cal, 2011 Realignment, Special Education Local Plan Area (SELPA) funds, and General Fund support.</p> <p>Financial Information Total Cost: \$77,838</p> <p>Amount of General Fund support: \$17,627</p> <p>Approved via FY 2015-16 Budget Adoption</p>	<p>Using the Child and Adolescent Needs and Strengths assessment instrument:</p> <ol style="list-style-type: none"> 1. 80% of clients will show improvement in one or more areas of the “Life Domain Functioning” identified. 2. 80% of clients will show improvement in one or more areas of the “Child Strengths” identified. 3. 80% of clients will show improvement in one or more areas of the “Behavioral/Emotional Needs” identified. 	<p>The new therapist started in September 14, 2015. The Behavioral Health Department was unable to secure the original planned space in North County, delaying service start up in North County.</p> <p>At the time this BAR measure was developed, Behavioral Health had newly implemented the Child and Adolescent Needs and Strengths (CANS) assessment tool.</p> <ol style="list-style-type: none"> 1. 70% (31/45) or the clients served requested services in Spanish. 2. Inpatient psychiatric hospitalization was avoided for 100% (45/45) of the clients. 	<p>The intended results have been partially achieved. This item will be reported on again in the FY 2018-19 budget.</p>	

Fund Center 166 – Health Agency – Behavioral Health		Administrative Office																
Budget Augmentation Description	Intended Results	Actual Results FY 2015-16	Comments															
<p>Add 1.00 FTE Mental Health Therapist III/IV and 0.50 FTE Health Information Technician I/II to provide/document intake assessments for Mental health Managed Care services.</p> <p>Funded with Medi-Cal revenue and General Fund support.</p> <p>Financial Information Total Cost: \$113,940</p> <p>Amount of General Fund support: \$63,576</p> <p>Approved via FY 2015-16 Budget Adoption</p>	<p>1. The Mental Health Therapist will complete 250 – 300 intake assessments in FY 2015-16.</p> <p>2. The average wait time for adult assessment will decrease from an average of 33 days to an average of 14 days.</p>	<p>3. 100% (45/45) of the clients have remained in the County in their biological homes or in foster care.</p> <p>4. Incarceration was avoided for 98% (44/45) of the clients.</p> <p>1. A productive therapist is expected to conduct between 75-100 assessments annually; intended result #1 was overstated. For clarification, the staff member who filled this position in FY 2015-16 completed the following services:</p> <table border="1"> <thead> <tr> <th>Service</th> <th>#</th> <th>Hours</th> </tr> </thead> <tbody> <tr> <td>Assessment</td> <td>94</td> <td>179.67</td> </tr> <tr> <td>Case Management Individual Therapy</td> <td>2</td> <td>.35</td> </tr> <tr> <td>Plan Development</td> <td>16</td> <td>58.05</td> </tr> <tr> <td></td> <td>41</td> <td>12.97</td> </tr> </tbody> </table> <p>2. In FY 2015-16 the average wait time reduced to 17 days. For FY 2016-17 that wait time is already at 12 days, which suggests that the FY 2016-17 target will be met.</p>	Service	#	Hours	Assessment	94	179.67	Case Management Individual Therapy	2	.35	Plan Development	16	58.05		41	12.97	<p>The intended results have been partially achieved. This item will be reported on again in the FY 2018-19 budget.</p>
Service	#	Hours																
Assessment	94	179.67																
Case Management Individual Therapy	2	.35																
Plan Development	16	58.05																
	41	12.97																
<p>Add 1.00 FTE Program Manager I/II to manage ongoing support</p>	<p>Within two years of starting in the</p>	<p>1. The Program Manager joined the California Special Interest</p>	<p>The intended results have been partially achieved. This item will</p>															

Fund Center 166 – Health Agency – Behavioral Health Budget Augmentation Description	Intended Results	Actual Results FY 2015-16	Administrative Office Comments
<p>functions for the Health Agency electronic health records systems.</p> <p>Funded with Medi-Cal, Mental Health Services Act (MHSA), and General Fund support.</p> <p><u>Financial Information</u> Total Cost: \$102,053</p> <p>Amount of General Fund support: \$39,801</p> <p>Approved via FY 2015-16 Budget Adoption</p>	<p>position:</p> <ol style="list-style-type: none"> 1. Obtain Cerner Behavioral Health Alliance Leadership position; 2. Obtain California Special Interest Group Leadership position; 3. Draft at least three Data Processing Requests (for code-required system improvements); and 4. Develop improved outcome reporting from the Behavioral health electronic health record system. 	<ol style="list-style-type: none"> 2. Group (SIG) leadership team as Secretary and Deputy to the President. In the above mentioned leadership positions, the Program Manager participates in National Leadership calls and decisions, as well as coordinates the local Special Interest Groups, such as Scheduler, Substance Abuse, and System Administration. 3. Since drafting this BAR, Cerner has eliminated their Data Processing Request process in item 3 and replaced it with an "Ideas" page and Special Interest Group voting. To date, the Program Manager has helped develop a system change related to new California Outcome Measurement System (CalOMS) requirements that was unanimously approved by CalSIG. 4. The Health Agency is developing a new reporting tool that captures data from Cerner and presents it through a new customizable report format. This improved reporting will be functional in 2017. 	<p>be reported on again in the FY 2018-19 budget.</p>

Fund Center 184 – Health Agency – Law Enforcement Medical Care		Administrative Office Comments
Budget Augmentation Description	Intended Results	Actual Results FY 2015-16
<p>Add 2.00 FTE Correctional Nurses, convert a 0.50 FTE Correctional Nurse Supervisor to 0.75 FTE, and add 1,920 hours of temporary help Correctional Nurses to augment jail medical supervision and nursing staff, improve medical care provided to inmates and improve compliance with Title 15 requirements.</p> <p>A portion of the funding for these positions would come from additional AB 109 revenue.</p> <p><u>Financial Information</u> Total Cost: \$415,002</p> <p>Amount of General Fund support: \$290,086</p> <p>Approved via the FY 2015-16 Budget Adoption</p>	<p>1. There will be no preventable in custody deaths due to delayed medical evaluation/ medical care.</p> <p>2. At least 99% of all nursing shifts will be covered at all times.</p>	<p>The County is continuing to prioritize medical and mental health services at the County Jail. In FY 2017-18, the following additions are being recommended in the Behavioral Health and Law Enforcement Medical Care fund centers:</p> <ul style="list-style-type: none"> +1.00 FTE Licensed Vocational Nurse/ Licensed Psychiatric Technician for medication management coverage in the evening and overnight shifts. Four additional hours per week of psychiatric care coverage. +1.00 FTE Correctional Nurse for health care support of medically fragile inmates, including the provision of 10-days of life sustaining medications upon release. +1.00 FTE Health Information Technician to ensure timely data entry, review and processing of electronic medical records for behavioral health services to ensure continuity of care, particularly upon release.
	<p>1. Medical pre-screening evaluations of Jail inmates were conducted by a Registered Nurse as a result of the nurse positions added, ensuring that urgent medical needs that cannot be addressed by Jail staff are sent to the hospital for care before booking.</p> <p>2. 100% of nursing shifts were covered at all times.</p>	

Fund Center 184 – Health Agency – Law Enforcement Medical Care		Administrative Office Comments
Budget Augmentation Description	Intended Results	Actual Results FY 2015-16
<p>Convert temporary help hours to permanent staff, adding 1.00 FTE Correctional Nurse II and 0.50 FTE Licensed Vocational Nurse or Mental Health Therapist II.</p> <p><u>Financial Information</u> Total Cost: \$163,872</p> <p>Amount of General Fund support: \$26,821</p> <p>Approved via the FY 2015-16 Budget Adoption</p>	<p>1. Improve compliance with the County's Temporary Help policy by reducing reliance on temporary help to carry out "work of an ongoing nature" and adding permanent staff to accomplish this on-going work.</p>	<p>1. Temporary help expenditures increased by 14% from FY 2014-15 to FY 2015-16. In FY 2015-16, the division budgeted 20,800 Correctional Nurse (CN) hours of which 2,931 staffing hours were backfilled by temporary staff and other staff assigned from other departments due to the inability to fill permanent CN positions vacant throughout the year. The Division continues to struggle recruiting and retaining CNs and is hopeful that the additional 10% salary adjustment to nursing positions made towards the end of FY 2015-16 will lead to more permanency in CN positions and less reliance on temporary help. In contrast to difficulties in hiring CN positions, LEMC was successful in hiring a Mental Health Therapist II providing medication support and converting this half time position from temporary to permanent.</p>
		<p>Intended results have not yet been achieved. This item will be reported on again in FY 2018-19.</p>

Fund Center 160 – Health Agency – Public Health		
Budget Augmentation Description	Intended Results	Actual Results FY 2015-16
		Administrative Office Comments
<p>Add 1.00 FTE Administrative Assistant III to digitize records for the Environmental Health division, reducing temporary help costs by \$20,000 to partially fund this added position.</p> <p>Funded with Administrative Enforcement Order Funds and Local Privacy Agency Funds.</p> <p><u>Financial Information</u> Total Cost: \$51,046</p> <p>Amount of General Fund support: \$0</p> <p>Approved via FY 2015-16 Budget Adoption</p>	<ol style="list-style-type: none"> Eliminate the need for a 160 square foot storage bin. Reduce the need for filing cabinet space freeing up room for approximately four cubicles. Reduce contract shredding costs by \$1,600 (50%). 	<p>Intended results have not yet been fully achieved. This item will be reported on again in the FY 2018-19 budget.</p>
		<ol style="list-style-type: none"> The goal of freeing up significant storage space either on site or through an outside storage vendor is considered a longer term goal. Priority will be in reducing outside storage costs. The Administrative Assistant (AA) position was filled mid-year in FY 2015-16 and reduced the need for temporary help during this period. The AA's efforts have been spent organizing records in anticipation of the scanning process. Also, appropriate scanning software and hardware equipment is being identified in consultation with IT. It is anticipated that by April 2017, a scanning solution will be in place and scanning started. Cabinet space has not yet been reduced. Contract shredding costs have not yet been reduced.
<p>Add a Public Health electronic health record system, and 1.00</p>	<p>Within two full years of</p>	<p>The 1.00 FTE Limited Term Administrative Services Officer II</p>
		<p>Intended results have not been achieved. This item will be</p>

Fund Center 160 – Health Agency – Public Health		Intended Results	Actual Results FY 2015-16	Administrative Office Comments
Budget Augmentation Description				
<p>FTE Limited Term Administrative Services Officer I/II for two years to serve as project manager for this system. This budget augmentation request also included the addition of a Program Manager I/II to the FC 166 - Behavioral Health PAL.</p> <p>Funded with Medi-Cal, Affordable Care Act Physicians Self Attestation revenue, and General Fund support.</p> <p><u>Financial Information</u> Total Cost: \$260,769</p> <p>Amount of General Fund support: \$97,019</p> <p>Approved via FY 2015-16 Budget Adoption</p>	<p>implementation:</p> <ol style="list-style-type: none"> 1. Remove at least 20 chart storage units across five clinical locations; 2. Increase revenue by 20% (approximately \$300,000 per year) in FY 2016-17 and beyond for Public Health clinics due to improved billing procedures; and 3. Reduce same day emergency room transport of jail inmates by 25% due to improved coordination of care, and implement a new Laboratory billing component that interfaces with the existing Lab information management system. 	<p>was hired in September 2015 to manage the project. On March 15th, 2016, the Board approved a contract with Fusion to provide software and services required to implement the GE Healthcare-Centricity Electronic Health Record. The go-live dates vary depending on the specific Public Health program. Family Planning is scheduled to go live first in February 2017, ending with implementation of the Jail Medical program in June of 2017. After the Electronic Health Record has been fully implemented, the Department will be prepared to report on the intended results specified in the initial request.</p>	<p>reported on again in the FY 2018-19 budget.</p>	
<p>Add 1.00 FTE Deputy Health Officer.</p> <p>Funded with Federal Medi-Cal Administrative Activities (MAA) funding and General Fund support.</p> <p><u>Financial Information</u> Total Cost: \$187,211</p> <p>Amount of General Fund support:</p>	<ol style="list-style-type: none"> 1. Implement a Clinical Quality Assurance process for four of ten clinical programs within the first 12 months of hire. 2. Finalize policies and procedures for the Tuberculosis program. 3. Update the Employee Health Manual to include plans and or standards for various diseases. 4. Hold bi-monthly meetings with Nurse Practitioners for case 	<p>The position was not filled in FY 2015-16 due to difficulty in recruiting for it. The position has been filled as of November 2016, and results will be reported on in the next fiscal year.</p>	<p>The intended results have not been achieved. This item will be reported on again in the FY 2018-19 budget.</p>	

Fund Center 160 – Health Agency – Public Health		Intended Results		Actual Results FY 2015-16		Administrative Office Comments	
Budget Augmentation Description							
\$152,137	Approved via FY 2015-16 Budget Adoption	5. Address 100% of third-step grievance from jail inmates within the mandated 10-business day timeframe.	review.				
Add 1.00 FTE Software Engineer II to the Information Technology Department PAL to support Health Agency automation needs.	<u>Financial Information</u> Total Cost: \$124,238 Amount of General Fund support: \$124,238 Approved via FY 2015-16 Budget Adoption	<ol style="list-style-type: none"> 1. Reduce the risk of system outages, data inaccuracies and increase system efficiencies. 2. Increase existing response times on compliance and mandated changes to complex systems by adding a second Software Engineer who can free the existing Software Engineer to take on more complex projects that are not being done. 3. Complete the backlog of software system enhancement requests by at least 25%. 	<ol style="list-style-type: none"> 1. The new Software Engineer was trained to provide back-up during an outage and reviewed software code to eliminate errors. 2. The new position allowed the Senior Software Engineer to focus on the scheduling, planning for more complex projects, and system outages upgrades and enhancements. 3. Due to an increase in overall software system enhancements, the backlog was reduced by 5% not 25%. The Department intends to meet the result in FY 2017-18. 				The intended results have been partially achieved. This item will be reported on again in the FY 2018-19 budget.
Add 1.00 FTE Administrative Services Officer I/II to coordinate the effort to achieve accreditation for the Public Health Department. Funded with Federal Medi-Cal Administrative Activities (MAA) revenue and General Fund support.		<ol style="list-style-type: none"> 1. Complete the pre-application process by December 31, 2016. 2. Submit a completed application for accreditation by December 31, 2017. 3. Accreditation attained by the end of FY 2018-19. 4. Accreditation maintained as a result of re-application every 	<ol style="list-style-type: none"> 1. The pre-application process was completed earlier than anticipated (May 2016). 2. The department is on track to submit a completed application for accreditation by December 31, 2017. 3. The department is on track to attain accreditation by the end of FY 2018-19. 				The intended results have been partially achieved. This item will be reported on again in the FY 2018-19 budget.

Fund Center 160 – Health Agency – Public Health		Actual Results FY 2015-16	Administrative Office Comments
Budget Augmentation Description	Intended Results		
<p><u>Financial Information</u> Total Cost: \$90,219</p> <p>Amount of General Fund support: \$81,198</p> <p>Approved via FY 2015-16 Budget Adoption</p>	<p>five years.</p>	<p>4. The department anticipates maintaining accreditation status through annual reports and re-accreditation every 5 years.</p>	
<p>Consultant services to complete an Environmental Impact Report (EIR) for a permanent Biosolids ordinance to replace the existing interim ordinance.</p> <p><u>Financial Information</u> Total Cost: \$200,000</p> <p>Amount of General Fund support: \$200,000</p> <p>Approved via FY 2015-16 Budget Adoption</p>	<p>If required by the California Environmental Quality Act, the EIR will be completed and certified by the Board prior to Board adoption of a replacement permanent Biosolids ordinance (before March 2018).</p>	<p>On January 12, 2016, the Board directed the Health Agency's Environmental Health division not to pursue an Environmental Impact Report necessary for the adoption of a new Biosolids ordinance. It was determined that the existing interim Biosolids ordinance was sufficient. On November 8, 2016, the Board approved an extension of the interim Biosolids ordinance from March 31, 2018 to March 31, 2021. The unspent appropriations were returned and not carried over into FY 2016-17.</p>	<p>The intended result will not be met, as an extension to the interim ordinance was approved through 2021.</p>

Fund Center 112 – Human Resources Budget Augmentation Description	Intended Results	Actual Results FY 2015-16	Administrative Office Comments
<p>Extend the duration of a 1.0 FTE Limited Term Personnel Analyst III for one more year, to support implementation of HR components of a new Budget Preparation system, and to continue implementation/optimization of the NEOGOV and CEB Talent Measurement systems.</p> <p>Financial Information Total Cost: \$155,416</p> <p>Amount of General Fund support: \$155,416</p> <p>Approved via FY 2015-16 Budget Adoption</p>	<ol style="list-style-type: none"> 1. Improve quality and transaction time in recruitment and selection process by reducing the time from requisition to start date from an average of 160 days to 120 days. 2. Implement data driven decision making by automating HR reports to departments on topics such as recruitment life cycle, leave management, turnover, baseline workforce planning and performance evaluation metrics. 3. Integrate new Budget Preparation system into County HR processes. 4. Achieve full integration of the Performance Evaluation module with SAP (the County's enterprise financial system) by June of 2016 to reduce manual data entry and increase the quality and availability of automated HR data 	<ol style="list-style-type: none"> 1. For FY 2015-16 the average days from requisition to start date was 93 days. 2. Reports for recruitment lifecycle, leave, turnover, and workforce planning, and performance evaluation are available for calendar year and fiscal year and were completed March 2016. 3. As of November 2016, interfaces for all HR processes: job, salary, and position/employee data are complete. Position Allocations and changes are now maintained in SAP. 4. Full integration of the Performance Evaluation module was delayed due to the dedication of EFS resources to other projects. Full integration will be completed by June 2017. 	<p>As part of the FY 2016-17 budget, the board approved converting the 1.00 FTE Limited Term Personnel Analyst III position to a permanent position to manage the HR interface in new and existing technology systems. The FY 2016-17 BAR results will be reported on in the FY 2018-19 budget.</p>
<p>Add 1.0 FTE HR Analyst Aide Confidential position to enable the HR department to meet increased demand for recruitments and free Personnel Analysts to work more on strategic business needs.</p>	<ol style="list-style-type: none"> 1. Analysts will transfer certain tasks to the HR Analyst Aide, so their time is freed up to implement industry best practices, providing strategically focused HR services. Analyst time will be spent more on value-added 	<ol style="list-style-type: none"> 1. The HR Analyst Aide has been successful in taking on continuous recruitments and more of the preparation required in the recruitment process. This has allowed the Personnel Analysts to focus on working with the 	<p>The intended results have been achieved.</p>

Fund Center 112 – Human Resources Budget Augmentation Description	Intended Results	Actual Results FY 2015-16	Administrative Office Comments
<p>Financial Information Total Cost: \$68,906</p> <p>Amount of General Fund support: \$68,906</p> <p>Approved via FY 2015-16 Budget Adoption</p>	<p>selection services and less on routine process work.</p> <p>2. Achieve targeted timelines for processing of recruitments despite workload increases while also effectively implementing new automation processes.</p>	<p>departments on providing strategically focused HR services, such as reorganizations and investigations. The HR Analyst Aide has also been instrumental in trouble shooting the new automation systems for staff.</p> <p>2. The targeted timeline for recruitments of 100 days was met, as well as the target of 40 days to produce an eligibility list.</p>	

Fund Center 114 – Information Technology		Intended Results	Actual Results FY 2015-16	Administrative Office Comments
Budget Augmentation Description				
<p>Security Program Strategic Plan</p> <p><u>Financial Information</u> Total Cost: \$100,000</p> <p>Amount of General Fund support: \$100,000</p> <p>Approved via FY 2015-16 Budget Adoption</p>	<p>The Security Program Strategic Plan will result in:</p> <ol style="list-style-type: none"> 1. An analysis of and recommendation for changes to the current information security governance model. 2. Identification of necessary steps to ensure understanding of countywide information security, privacy, and confidentiality needs. 3. Identification of recommended information security solutions and a logical sequence for implementation and periodic review. 	<p>Initiation of this project was postponed until after the completion of several other priority initiatives. Funding was carried forward into FY 2016-17 to execute the security strategic planning process.</p>	<p>Intended results have not yet been achieved. This item will be reported on again in the FY 2018-19 budget.</p>	
<p>Add 1.0 FTE GIS Analyst to support the County's Geographic Information System program</p> <p><u>Financial Information</u> Total Cost: \$67,891</p> <p>Amount of General Fund support: \$67,891</p> <p>Approved via FY 2015-16 Budget Adoption</p>	<p>The position will allow the County's GIS program to:</p> <ol style="list-style-type: none"> 1. Develop a plan for ongoing maintenance of road centerline data for use by the Sheriff's dispatching system, which will reduce emergency response time by increasing location accuracy and aligning data used by multiple public safety agencies. 2. Develop and maintain critical business data layers for General Services, Airports, and Parks. 	<p>The GIS Analyst position in IT was not filled until June 2016. All additional program support provided by this position will be reported with the FY 2016-17 results.</p>	<p>Intended results have not yet been achieved. This item will be reported on again in the FY 2018-19 budget.</p>	

Fund Center 114 – Information Technology Budget Augmentation Description	Intended Results	Actual Results FY 2015-16	Administrative Office Comments
	<p>3. Upload countywide and department specific data into the enterprise for use by mapping applications used by County staff and the public.</p> <p>4. Create specialized mapping projects and analysis for departments who do not currently have GIS support staff.</p>		

Fund Center 377 – Libraries Budget Augmentation Description	Intended Results	Actual Results FY 2015-16	Administrative Office Comments
<p>Add three 0.50 FTE (1.50 FTE total) Administrative Assistants to sustain the expanded open hours schedule that had been put into effect in FY 2014-15.</p> <p>Financial Information Total Cost: \$79,632</p> <p>Amount of General Fund support: \$26,544</p> <p>Other Funding: \$53,088 department operating budget</p> <p>Approved via FY 2015-16 Budget Adoption</p>	<ol style="list-style-type: none"> Sustain the addition of 66 open hours added to the Library schedule in FY 2014-15. Reduce use of temporary help. 	<ol style="list-style-type: none"> During FY 2015-16, the Library was able to sustain the addition of 66 open hours added to the Library schedule in FY 2014-15. Due to a high vacancy rate in FY 2015-16, temporary staff usage did not diminish as expected. However, projections for FY 2016-17 show a significant decrease in temporary staff usage which supports the intended results of adding 1.5 FTE to sustain additional open hours. 	<p>The intended results have been achieved.</p>

Fund Center 142 – Planning and Building Budget Augmentation Description		Intended Results	Actual Results FY 2015-16	Administrative Office Comments
<p>Add 1.0 FTE Planner I – III for the North County Service Center</p> <p><u>Financial Information</u> Total Cost: \$67,835</p> <p>Amount of General Fund support: \$67,835</p> <p>Approved via FY 2015-16 Budget Adoption</p>	<p>The following services would be available at the North County Service Center:</p> <ol style="list-style-type: none"> 1. Discretionary Permit Application Submittal 2. Zoning Clearance for Construction Permits 3. Review Site Plans 4. Calculate Planning Application Fees 5. Review Code Enforcement Case History 6. Provide Due Diligence research 7. Increase reliability of being open three days per week 	<p>The Planner position was filled in August of 2015. Adding that position has resulted in all of the services listed in items 1-7 of Intended Results to be available at the North County Service Center. The center is open three days/week with a staff Planner available. The department has received positive comments from the general public and applicants about the availability of staff and services at the North County Service Center. The center averages 6-10 walk-in clients/day. Staff at the center also does research and returns phone requests for information.</p>	<p>The intended results have been achieved.</p>	
<p>Consultant to provide fair housing services to the public pursuant to Federal law and the requirements of the U.S. Department of Housing and Urban Development (HUD) funding programs</p> <p><u>Financial Information</u> Total Cost: \$25,000</p> <p>Amount of General Fund support: \$25,000</p> <p>Approved via FY 2015-16 Budget Adoption</p>	<p>The Fair Housing Plan will comply with Federal civil rights and fair housing laws, and allow the County to continue receiving an annual allotment of HUD grant funds.</p>	<p>The California Rural Legal Assistance (CRLA) local office in San Luis Obispo was retained by the County and has provided the public with fair housing services as per federal HUD requirements. During FY 2015-16, CRLA: 1) opened & closed 60 cases of fair housing/discrimination, of which 48 required legal counseling. 2) conducted a fair housing workshop, which provided training to 42 housing service providers, 3) began holding rental clinics three days a week in the Superior Court facilities, providing information to 57 landlords and</p>	<p>The intended results have been achieved.</p>	

Fund Center 142 – Planning and Building		Intended Results		Actual Results FY 2015-16		Administrative Office Comments	
Budget Augmentation Description							
<p>One-time consultant to provide assistance for water program issues and implementation of water-offset cases</p> <p><u>Financial Information</u> Total Cost: \$30,000</p> <p>Amount of General Fund support: \$30,000</p> <p>Approved via FY 2015-16 Budget Adoption</p>	<p>A consultant would be available to provide on-call assistance for water program issues, including program development, studies, and specific water-offset cases. The department will receive 200 consultant hours of expertise necessary to implement the water program.</p>	<p>tenants on housing laws, etc.</p> <p>This funding was originally requested to provide consultant services to assist staff with water program issues. To date, the department has performed this work internally without support and thus far, has not identified an appropriate use for this funding. As such, this funding will be returned to the General Fund as Fund Balance Available (FBA) at year-end, FY 2016-17.</p>	<p>The intended results have not been achieved. The FY 2015-16 funding was carried forward to the department's FY 16-17 budget but will be returned to the General Fund as Fund Balance Available at year end, FY 2016-17.</p>				
<p>Purchase of one 2-Wheel Drive Sport Utility Vehicle for the Building Inspection section</p> <p><u>Financial Information</u> Total Cost: \$32,191</p> <p>Amount of General Fund support: \$32,191</p> <p>Approved via FY 2015-16 Budget Adoption</p>	<p>The department will meet its performance measure goal of completing 99% of building inspections by the next day, while annual inspection requests have increased in excess of 25% from FY 2012-13 to FY 2014-15. At least 2,000 building inspections will be made annually with this vehicle.</p>	<p>The department met its performance goal of completing 99% of building inspections by the next day (14,668 out of 14,713); a 5% increase in inspections over FY 2014-15. Due to the addition of this vehicle, the department was able to use it to perform 3,895 inspections associated with sewer lateral hookups for the Los Osos Wastewater Treatment Facility.</p>	<p>The intended results have been achieved.</p>				
<p>Permit Tracking System Replacement Project: replace the Planning and Building Department's permit tracking system (Tidemark), which no longer meets the department's business needs with a modern</p>	<p>The Tidemark Replacement project will provide the department with a modern enterprise permit tracking system that:</p> <ol style="list-style-type: none"> 1. Is actively supported and maintained 	<p>During FY 2015-16, departmental needs were identified and the software development implementation began for the replacement of the Planning & Building Department's permit tracking system. A contract and</p>	<p>The intended results have not yet been achieved. This item will continue to be reported on in the FY 2018-19 budget.</p>				

Fund Center 142 – Planning and Building Budget Augmentation Description	Intended Results	Actual Results FY 2015-16	Administrative Office Comments
<p>enterprise permit tracking system.</p> <p>The following 6.00 FTE Limited Term positions will be added for one year:</p> <ul style="list-style-type: none"> • 2.00 FTE Plans Examiner II • 0.50 FTE Resource Protection Specialist II • 2.50 FTE Planner • 0.50 FTE Department Automation Specialist • 0.50 FTE Land Use Technician <p>Funded through FC 266 Countywide Automation Replacement</p> <p><u>Financial Information</u> Total Cost: \$1,513,605</p> <p>Amount of General Fund support: \$0</p> <p>Approved via FY 2015-16 Budget Adoption</p>	<p>2. Runs on current operating systems and database platforms</p> <p>3. Allows data to be more fully integrated with other systems and applications across departments</p> <p>4. Will include a publicly-accessible Internet portal</p> <p>Will improve counter services once the system is implemented by allowing new processes to be developed that are based on the new system's more efficient interface and access to more accurate and detailed information.</p>	<p>requirements for a vendor to provide a permit tracking system were completed. A vendor was selected and the contract was approved by the Board of Supervisors in January of 2016. The project is approximately 25% complete and is scheduled for final completion in December 2017.</p>	

Fund Center 139 – Probation Budget Augmentation Description	Intended Results	Actual Results FY 2015-16	Administrative Office Comments
<p>Add 1.00 FTE Assistant Chief Probation Officer position. Financial Information Total Cost: \$208,793</p>	<ol style="list-style-type: none"> Develop and implement a plan to increase Federal Medi-Cal Administrative Activities (MAA) reimbursement revenue in FY 2015-16 by \$20,000 or 15%. Develop a written operational manual for the Juvenile Hall in-house treatment program by September of 2016. This will ensure the County is in compliance with the requirements of the SB 81 State grant, which is providing most of the funding for the current expansion of the Hall and which, when completed, will enable the implementation of the treatment program. Develop a strategic plan by June 2016 that continues and builds on Probation's adoption of evidence based practices, which in turn ensure the best approaches to reduce recidivism are being implemented by the department. Coordinate AB 109 outcome data with allied agencies and publish this data in a report presented to the County Board of Supervisors in 	<ol style="list-style-type: none"> A plan was developed and implemented. The reimbursement from the MAA program for FY 2015-16 has increased by \$22,956 over what was received for FY 2014-15. The written operational manual for the Juvenile Hall Treatment Program will be completed by February 1, 2017. The revision of the department strategic plan is in progress, with tentative completion date of April 2017. In progress. No completion date set. 	<p>The intended results have not been met. This item will be reported on in the FY 2018-19 budget.</p>
<p>Amount of General Fund support: \$208,793</p>			
<p>Approved via FY 2015-16 Budget Adoption</p>			

Fund Center 139 – Probation Budget Augmentation Description	Intended Results	Actual Results FY 2015-16	Administrative Office Comments
<p>Delete a 1.00 FTE Accountant II position, add a 1.00 FTE Personnel Technician position, and add a 1.00 FTE Accounting Technician.</p> <p><u>Financial Information</u> Total Cost: \$69,944</p> <p>Amount of General Fund support: \$69,944</p> <p>Approved via FY 2015-16 Budget Adoption</p>	<p>October 2016.</p> <ol style="list-style-type: none"> 1. Consolidate supervision of eight positions, including the new Personnel Technician position, under an existing Supervising Administrative Clerk. 2. Move the Supervising Administrative Clerk II current personnel/HR duties to the new Personnel Technician Position, freeing the Supervising Administrative Clerk II to focus on supervision. 3. Reallocate current accounting duties from an Accountant position, to the new Accounting Technician position, a more appropriate staffing level for these duties. 	<ol style="list-style-type: none"> 1. The eight positions, plus a new Departmental Personnel Technician, have been consolidated under the existing Supervising Administrative Clerk. 2. The consolidation of the Finance Unit, the Front Desk staff, and the addition of a new Departmental Personnel Technician under an existing Supervising Administrative Clerk II has allowed the Supervising Administrative Clerk II to focus on supervising and creating efficiencies within the units instead of performing the actual day to day work of the Departmental Personnel Technician position and supervising when time allows. This has resulted in- cross training, increased morale, and development of enhanced procedures and practices. 3. Annual collections have increased by 19%, far exceeding the 5% projected. By reallocating the accounting duties from an Accountant position who was also a supervisor for the Finance Unit, to the new Accounting Technician position, the Department was able to dedicate a more appropriate staff person to the duties and 	<p>The intended results have been achieved.</p>

Fund Center 139 – Probation Budget Augmentation Description	Intended Results	Actual Results FY 2015-16	Administrative Office Comments
<p>Add a 1.00 FTE Legal Clerk position.</p> <p>AB 109 Public Safety Realignment Revenue: \$69,581</p> <p><u>Financial Information</u></p> <p>Total Cost: \$69,581</p> <p>Amount of General Fund support: \$0</p> <p>Approved via FY 2015-16 Budget Adoption</p>	<p>Provide support for investigation, supervision and case management activities under AB 109 Public Safety Realignment and allow for more capacity to process court orders, reports and other case file activities and tasks.</p>	<p>significantly increase collections at the same time.</p> <p>Supervision of AB 109 offenders generated 5% of all court orders, reports and other case file activities and tasks in the Adult Division. The Legal Clerk assigned to the Post Release Supervision Unit was able to meet the workload demand and allowed the Adult Division to maintain 2.00 FTE Legal Clerks in the Administrative Caseload Unit that generate 53% of all court orders, reports and other case file activities and tasks.</p>	<p>The intended results have been achieved.</p>

Fund Center 405 – Public Works			
Budget Augmentation Description	Intended Results	Actual Results FY 2015-16	Administrative Office Comments
<p>Add 4.00 FTE Wastewater Systems Worker Trainee, I, II, III</p> <p>Funded through Fund Center 405 – Public Works Internal Service Fund.</p> <p><u>Financial Information</u> Total Cost: \$446,936</p> <p>Amount of General Fund support: \$0</p> <p>Approved via FY 2015-16 Budget Adoption</p>	<p>Adequately operate the new Los Osos Wastewater System (Fund Center 430), in accordance with the State Water Resources Control Board regulations and permits.</p>	<p>All positions have been filled and as of February 2016 assigned to the Los Osos Wastewater System.</p>	<p>The intended results have been achieved.</p>
<p>Add 1.00 FTE Administrative Assistant</p> <p>Funded through Fund Center 405 – Public Works Internal Service Fund.</p> <p><u>Financial Information</u> Total Cost: \$52,586</p> <p>Amount of General Fund support: \$0</p> <p>Approved via FY 2015-16 Budget Adoption</p>	<p>Adequately staff and provide administrative support for the new Los Osos Wastewater System (Fund Center 430), in accordance with State-mandated training and reporting requirements.</p>	<p>The position has been filled as of February 2016 and is providing administrative support to the Los Osos Wastewater System.</p>	<p>The intended results have been achieved.</p>
<p>Add 1.00 FTE Assistant Wastewater Systems Superintendent</p>	<p>Adequately operate and provide supervisory and technically skilled expertise for the new Los Osos</p>	<p>The position was not filled in FY 2015-16. Due to a reorganization</p>	<p>The intended results have not been achieved due to the changed needs of the Utilities</p>

Fund Center 405 – Public Works		Intended Results	Actual Results FY 2015-16	Administrative Office Comments
Budget Augmentation Description				
Funded through Fund Center 405 – Public Works Internal Service Fund.	Wastewater System (Fund Center 430), in accordance with the State Water Resources Control Board regulations and permits.	in the Utilities Division, this position will not be filled.	Division; the BAR will no longer be reported on.	
<u>Financial Information</u> Total Cost: \$122,495				
Amount of General Fund support: \$0				
Approved via FY 2015-16 Budget Adoption				
Add 2.00 FTE Public Works Worker I, II, III	Reduce backlog of maintenance work orders from 8 to 12 weeks down to 6 to 8 weeks and ensure more timely response to service requests.	The positions were filled in September and December 2015. These positions have been critical in reducing the backlog of work orders as well as keeping current on notifications. During this time period, there were 948 notifications from the public requesting work to be done. Out of 948 notifications, 795 were converted to work orders and completed within an 8-week time frame, which is an 84% completion rate within the desired timeframe.	The intended results have been achieved and will continue to be implemented on an ongoing basis.	
Funded through Fund Center 405 – Public Works Internal Service Fund.				
<u>Financial Information</u> Total Cost: \$126,382				
Amount of General Fund support: \$0				
Approved via FY 2015-16 Budget Adoption				
Add 1.00 FTE Engineer I, II, III	Fulfill new Federal and State mandates related to monitoring vehicle miles travelled (per Senate Bill 743) and implement a roadway sign reflectivity monitoring program which will	The position was filled in November 2015 and was assigned to the Transportation Division. This position assisted in developing a comprehensive sign inventory system that satisfied	The intended results have been partially achieved and will be reported on in FY 2018-19.	
Funded through Fund Center 405 – Public Works Internal Service Fund.				

Fund Center 405 – Public Works		
Budget Augmentation Description	Intended Results	Actual Results FY 2015-16
		Administrative Office Comments
<p>Financial Information Total Cost: \$98,863</p> <p>Amount of General Fund support: \$0</p> <p>Approved via FY 2015-16 Budget Adoption</p>	<p>help ensure adequate level of night-time visibility of the County's 30,000 roadway signs.</p>	<p>several federal mandates, two of which are Sign Reflectivity Monitoring and Curve Warning Assessments. The effort toward complying with Senate Bill 743 has been delayed at the State level as rules and implementation have not been agreed upon at the State Office of Planning and Research. This position continues to monitor the development of new legislation.</p>

Fund Center 113 – Facilities Management		Intended Results	Actual Results FY 2015-16	Administrative Office Comments
Budget Augmentation Description				
<p>Add 1.00 FTE Facilities Maintenance Mechanic I/II/III</p> <p>Financial Information</p> <p>Total Cost: \$46,354</p>	<p>This position will support the facility maintenance requirements of the new Women's Jail. Since the facility is targeted to be operational beginning in December 2015, a partial year position cost is used for FY 2015-16.</p>	<p>The Women's Jail Expansion project has not yet been completed. Unresolved schedule delay issues with the construction contractor and remaining work is expected to extend final project completion to late 2017. The contractor has attributed delays to differing site conditions and certain changes required by the State Fire Marshal.</p>	<p>Intended results have not yet been achieved. This item will be reported on again in the FY 2018-19 budget process.</p>	
<p>Amount of General Fund support: \$46,354</p>				
<p>Approved via FY 2015-16 Budget Adoption</p>				

Fund Center 136 – Sheriff – Coroner Budget Augmentation Description	Intended Results	Actual Results FY 2015-16	Administrative Office Comments
<p>Add 1.00 FTE Administrative Services Officer /II to support fiscal and administrative responsibilities.</p> <p><u>Financial Information</u> Total Cost: \$74,855</p> <p>Amount of General Fund support: \$74,855</p> <p>Approved via the FY 2015-16 Budget Adoption</p>	<p>1. Ensure compliance with State grant quality requirements and documentation; review existing grants and generate a report to incorporate results into the planning of future grants and department financial goals.</p> <p>2. Manage and analyze Fleet Services billings; manage billings to outside agencies; maintaining Sheriff's Asset Forfeiture and Trust Account Funds.</p> <p>3. Marge annual fee schedule and AB 109 statistical and financial data; manage and track financials for Home Detention Program, Alternative Work Programs, and the Alternative Sentencing Units in the jail.</p>	<p>1. With the addition of this position, the Sheriff's Office has been able to streamline the process of grant applications and grant reporting to the grantor in a timely manner.</p> <p>2. Along with managing our billings to and from other agencies, the Sheriff's Office has been able to manage and analyze Fleet billings on a monthly basis and the Sheriff's Asset Forfeiture and Trust Account Funds.</p> <p>3. The Sheriff's Office has been able to manage and track all financials with the programs in the jail.</p>	<p>The intended results have been achieved.</p>
<p>Add 3.00 FTE Deputy Sheriff Positions in North Station response area.</p> <p><u>Financial Information</u> Total Cost: \$454,716</p> <p>Amount of General Fund support: \$454,716</p> <p>Approved via the FY 2015-16 Budget Adoption</p>	<p>1. Maintain resident Sheriffs' Deputy in Creston and additional K-9 unit in North County as permanent resource.</p> <p>2. Add a resident Deputy in Heritage Ranch.</p> <p>3. Improve average response times in the North Station patrol area of the County.</p>	<p>1. A resident Sheriff's Deputy has been added in Creston and additional K-9 unit was added in North County as permanent resource in FY 2015-16.</p> <p>2. A resident Deputy has been added in Heritage Ranch in FY 15-16.</p> <p>3. For FY 2014-15 the overall average response time for the North Station was 11:07 minutes. North Station received 126 high priority calls and of those calls, 99 or 79% were responded</p>	<p>Intended results #1 and #2 were achieved. Result #3 was not achieved. This result will be report again in the FY 2018-19 budget.</p>

Fund Center 136 – Sheriff – Coroner		Administrative Office	
Budget Augmentation Description	Intended Results	Actual Results FY 2015-16	Comments
<p>Add 5.00 FTE Sheriff's Correctional Deputies and 1.00 FTE Sheriff's Correctional Sergeant to staff the Women's Jail when construction is completed on the jail expansion project mid-year FY 2015-16.</p> <p><u>Financial Information</u> Total Cost: \$473,940</p> <p>Amount of General Fund support: \$473,940</p> <p>Approved via the FY 2015-16 Budget Adoption</p>	<p>Upon completion of the current construction project, adequately staff the new women's jail unit in compliance with the terms of the AB 900 State Lease-Revenue Bond funding that is providing \$25 million in funding for construction.</p>	<p>to in the targeted time. For FY 2015-16 the overall average response time for the North Station was 16:29 minutes. North Station received 156 high priority calls and of those calls 101 or 65% were responded to in the targeted time. This is the first year since adding the deputy positions in the North County that the targeted response times were not met. When comparing the volume of high priority calls it shows an increase of 24% from FY 2014-15 to 156 in FY 2015-16. This increase in high priority calls is partially responsible for the rise in response times.</p>	<p>Intended results have not been achieved. This item will be reported again in the FY 2018-19 budget.</p>

Fund Center 136 – Sheriff – Coroner Budget Augmentation Description		Intended Results	Actual Results FY 2015-16	Administrative Office Comments
<p>Add 2.00 FTE Sheriff's Correctional Deputies to assist jail medical staff with sick call.</p> <p>Funded with AB 109 Public Safety revenue funds.</p> <p>Financial Information Total Cost: \$182,182</p> <p>Amount of General Fund support: \$0</p> <p>Approved via FY 2015-16 Budget Adoption</p>	<p>Supervise and assist with inmates requiring health care and mental health treatment services.</p>	<p>The two FTE Sheriff's Correctional Deputies and were hired and are supervising and assisting with inmates requiring health care and mental health treatment services to assist jail medical staff with sick call.</p>	<p>Intended results have been achieved.</p>	
<p>Purchase a Polaris off road vehicle and enclosed trailer to house and transport the vehicle.</p> <p>Funded with State Off-Highway Vehicle (OHV) funds</p> <p>Financial Information Total Cost: \$31,000</p> <p>Amount of General Fund support: \$0</p> <p>Approved via FY 2015-16 Budget Adoption</p>	<ol style="list-style-type: none"> 1. Provide an off road vehicle that will help Sheriff's Deputies enforce laws and resolve off road issues that would otherwise be difficult or impossible to access with standard vehicles. 2. Provide a resource that will help Sheriff's Deputies protect the Salinas River bed, including providing transport of medical and fire personnel into the riverbed should the need arise. 	<ol style="list-style-type: none"> 1. The Sheriff's Office was able to create an Off Highway Vehicle Team with the equipment purchased. The Polaris off-road vehicle helped team members enforce laws and resolve off road issues that would otherwise be difficult or impossible to access with standard vehicles. 2. The team conducted its first training exercise in the Los Padres National Forest east of Pozo, California and while in the Salinas Riverbed, made an arrest. 	<p>Intended results have been achieved.</p>	
<p>Purchase two Foster & Freeman, Crime-Lite UV-IR-VIS search kits</p>	<ol style="list-style-type: none"> 1. Speed the process of identifying potential sources of 	<ol style="list-style-type: none"> 1. This equipment has been utilized to both reduce the time spent 	<p>Intended results have been met.</p>	

Fund Center 136 – Sheriff – Coroner Budget Augmentation Description		Intended Results	Actual Results FY 2015-16	Administrative Office Comments
<p>Funded with State Prop 69-DNA funds</p> <p>Financial Information Total Cost: \$32,000</p> <p>Amount of General Fund support: \$0</p> <p>Approved via FY 2015-16 Budget Adoption</p>	<p>blood and DNA and reduce the amount of chemical testing needed to initially locate DNA.</p> <p>2. Increase the opportunity to discover and document subtle evidence of injury to a deceased person and better identify decedents who are found under circumstances that increase the difficulty in making a positive identification.</p>	<p>evaluating crime scenes and increasing the successful recovery of evidence.</p> <p>2. Utilizing this equipment to process the remains of a homicide victim identifiable tattoos were documented in charred skin helping to confirm a positive identification of the victim.</p>		
<p>Purchase a Bauer VTC-08-01 air compressor with purification system and related equipment to refill Self Contained Underwater Breathing Apparatus/Self Contained Breathing Apparatus (SCUBA/SCBA) tanks for the Sheriff's Dive Team.</p> <p>Funded with Asset Forfeiture funds</p> <p>Financial Information Total Cost: \$21,225</p> <p>Amount of General Fund support: \$0</p> <p>Approved via FY 2015-16</p>	<p>Through ability to refill air tanks, provide increased safety and ability to conduct emergency operations underwater, and on surface waters with compromised environment.</p>	<p>The value of the system in providing safety to divers and the community was tragically proven during the recovery of three separate drowning victims from Nacimiento Lake. The underwater operations, conducted in contaminated water with zero visibility required the expenditure of significant air resources normally kept on hand. This system allowed for the recoveries to be safely made while maintaining the operability of the Dive Unit.</p>	<p>Intended results have been met.</p>	

Fund Center 136 – Sheriff – Coroner		Administrative Office	
Budget Augmentation Description		Comments	
Intended Results		Actual Results FY 2015-16	
<p>Budget Adoption</p> <p>Purchase 2 Crimepoint Grab and Go Portable IP Surveillance System kits.</p> <p>Funded with Stonegarden Federal Homeland Security Grant funds</p> <p>Financial Information Total Cost: \$60,000</p> <p>Amount of General Fund support: \$0</p> <p>Approved via FY 2015-16 Budget Adoption</p>		<p>Intended results have been met.</p>	
<p>1. Provide a force multiplier to aid in early detection of smuggling and improve the effectiveness of joint operations directed against maritime smuggling.</p> <p>2. Allow the Sheriff's Office to monitor prospective maritime smuggling offloading sites along Highway 1 in a cost effective and fiscally responsible manner.</p>		<p>1. The equipment improved the effectiveness of joint operations directed against maritime smuggling.</p> <p>2. The Sheriff's Office was able to monitor prospective maritime smuggling offloading sites along Highway 1 in a cost effective and fiscally responsible manner.</p> <p>3. The equipment was used for covert surveillance of the North Coast area and reduced the number of smuggling landings to zero during FY 2015-16.</p>	
<p>1. Operate a vocational graphic arts and engraving program for the inmates at the County Jail.</p> <p>2. Partially offset the costs of the program by offering the products and services generated by the program for sale to county and state agencies, Federal government, municipalities, and qualified nonprofit entities.</p> <p>Amount of General Fund support: \$0</p> <p>Approved via FY 2015-16 Budget Adoption</p>		<p>1. The creation of the vocational graphic arts program has provided the opportunity for a practical, hands-on approach to specialized vocational skills that could help reduce the barriers to employment for the inmate. All equipment was purchased along with the addition of a specialized contractor who is assisting the inmates.</p> <p>2. To offset the costs of the program, the Sheriff's Office offered these products and services for sale to county and state agencies, Federal government, municipalities and qualified nonprofit entities. Although the sales were minimal, the Sheriff's Office is expecting to</p>	

Fund Center 136 – Sheriff – Coroner Budget Augmentation Description	Intended Results	Actual Results FY 2015-16	Administrative Office Comments
		increase in sales in the next few years.	

Fund Center 180 – Social Services – Administration		Administrative Office
Budget Augmentation Description	Intended Results	Actual Results FY 2015-16
<p>Add 2.00 FTE Social Workers to the Child Welfare Services Emergency Response Division assigned to the North region and South region to respond, investigate, and close child abuse/neglect referrals timely and effectively.</p> <p>Funded with Federal/State allocations and 1991 Realignment funds.</p> <p>Financial Information Total Cost: \$144,420</p> <p>Amount of General Fund support: \$0</p> <p>Approved via FY 2015-16 Budget Adoption</p>	<ol style="list-style-type: none"> 1. Remain in compliance with State mandated requirements. 2. Respond to 100% of referrals within 24 hours for referrals needing immediate response and within 10-days for others, while reducing the use of comp-time and overtime. 	<p>The results are partially achieved. This item will be reported on again in FY 2018-19.</p> <ol style="list-style-type: none"> 1. The State goal is 90% compliance for timely contacts. The department's goal is 100% compliance. With 2.00 additional FTEs the department moved from an average compliance of 96.8% to 97.4%. The .60% positive change may seem small, but it resulted in an increased state performance ranking from 35th to 19th best performing county out of 58 counties on this measure. 2. Referrals were responded to within 24 hours for those needing immediate response and within 10-days for others 97.4% of the time. The reduction of comp-time and overtime pay was not achieved. This was due to a social worker staff shortage and vacancy rate in child welfare services (among many programs, but including the Emergency Response program) throughout the fiscal year. Social workers worked additional hours to ensure public safety and achieve results and compliance despite vacancy rates.

Fund Center 180 – Social Services – Administration		Administrative Office	
Budget Augmentation Description	Intended Results	Actual Results FY 2015-16	Comments
<p>Add 1.00 FTE Social Worker to implement the Resource Family Approval (RFA) program to certify foster and adoptive families in one comprehensive program.</p> <p>Funded with Federal/State allocations and 1991 Realignment funds.</p> <p><u>Financial Information</u> Total Cost: \$72,210</p> <p>Amount of General Fund support: \$0</p> <p>Approved via FY 2015-16 Budget Adoption</p>	<ol style="list-style-type: none"> 85% of Resource Family Approval homes will be certified within 90 days. Dependent children will experience fewer placement moves. More foster homes will be approved for placement of dependent children. 	<ol style="list-style-type: none"> 20% (19 of 93) of the Resource Family homes were certified within 90 days. The average was 129 days to approval. Of the 239 youth in care 82.8% (139) experienced fewer than two moves. This is an improvement of almost 6% over prior year, where 77% (162 of 212 families) experienced fewer than two moves. 137 new licenses were approved in FY 2015-16 compared to in FY 2014-15 when 75 new licenses were approved. 	<p>The results are partially achieved. This item will be reported on again in FY 2018-19.</p>
<p>Add 1.00 FTE Senior Account Clerk to the County Expense Claiming Unit to process expense claims, make contract payments, travel reservations and payments, and process supportive services requests.</p> <p>Funded with Federal/State allocations and 1991 Realignment funds.</p> <p><u>Financial Information</u> Total Cost: \$56,494</p>	<p>Overtime will decrease in the County Expense Claiming Unit of the fiscal division by 50% by June 30, 2016.</p>	<p>Overtime in the County Expense Claiming Unit was reduced by 56% (from 344 to 145.4 hours) by June 30, 2016.</p>	<p>The intended result was achieved.</p>

Fund Center 180 – Social Services – Administration		Administrative Office							
Budget Augmentation Description	Intended Results	Actual Results FY 2015-16	Comments						
<p>Amount of General Fund support: \$0</p> <p>Approved via FY 2015-16 Budget Adoption</p>									
<p>Add 1.00 FTE Legal Clerk in the Legal Processing Unit to process court orders.</p> <p>Funded with Federal/State allocations and 1991 Realignment funds.</p> <p>Financial Information Total Cost: \$78,498</p> <p>Amount of General Fund support: \$0</p> <p>Approved via FY 2015-16 Budget Adoption</p>	<p>Late reports filed with the court will be reduced by 20%.</p>	<p>Intended result has not yet been reached, as staffing has not yet been at capacity.</p> <table border="0"> <tr> <td>2014-15</td> <td>2015-16</td> </tr> <tr> <td>On time: 70.6%</td> <td>65%</td> </tr> <tr> <td>Late: 29.4%</td> <td>35%</td> </tr> </table> <p>During the reporting period, there were two leaves of absences and one newly hired staff that did not pass probation. Currently, the unit is still not staffed at capacity, and as a result, the result has not been met.</p>	2014-15	2015-16	On time: 70.6%	65%	Late: 29.4%	35%	<p>The intended result has not been achieved. This item will be reported on again in the FY 2018-19 budget.</p>
2014-15	2015-16								
On time: 70.6%	65%								
Late: 29.4%	35%								
<p>Add 1.00 FTE Administrative Assistant (AA) to provide clerical support to the Fraud Investigations Unit and Administrative Review Team (ART) unit that handles overpayment and over issuances and State hearings.</p> <p>Funded with Federal/State allocations and 1991 Realignment funds.</p>	<ol style="list-style-type: none"> 1. Reduce the current backlog of referrals in the Special Investigations Unit (SIU) by an additional 10%. 2. Reduce the current backlog of over issuances and overpayments by 10% at the end of the first year (FY 2015-16) and 15% at the end of the second year (FY 2016-17). 3. Provide customer services 	<ol style="list-style-type: none"> 1. There were 4,651 referrals in the beginning of FY 2015-16. The Special Investigations Unit (SIU) received 1,475 referrals in FY 2015-16 and disposed of 2,084 referrals in FY 2015-16. Total referrals pending at the end of FY 2015-16 was 4,043 resulting in a 13% reduction. 	<p>The results are partially achieved. This item will be reported on again in FY 2018-19.</p>						

Fund Center 180 – Social Services – Administration		
Budget Augmentation Description	Intended Results	Actual Results FY 2015-16
		Administrative Office Comments
<p><u>Financial Information</u> Total Cost: \$48,728</p> <p>Amount of General Fund support: \$0</p> <p>Approved via FY 2015-16 Budget Adoption</p>	<p>to the general public who will be attending a State Hearing by an Administrative Law Judge.</p>	<p>2. The Administrative Review Team (ART) unit did not have this AA position for the entire fiscal year. The back log was reduced by 2% from 3,048 to 2,994. The AA position has provided clerical support allowing the ART staff to focus more time on processing Over Payment/Over Issuance claims. The number of Over Payment/Over Issuance received in FY 2015-16 was 3,593 compared to 3,300 in FY 2014-15 or roughly a 9% increase. The number of Over Payment/Over Issuance claims written in FY 2015-16 increased to 2,981 from 2,612 in FY 2014-15 or a 14% increase.</p> <p>3. The State Hearings have been successfully moved to the department's Empleo location and the AA is providing clerical and customer service to the general public attending State Hearings.</p>

Fund Center 186 – Veteran Services Budget Augmentation Description		Intended Results	Actual Results FY 2015-16	Administrative Office Comments
Add 1.00 FTE Assistant Veteran Services Officer (AVSO) <u>Financial Information</u> Total Cost: \$88,673 Amount of General Fund support: \$88,673 Approved via FY 2015-16 Budget Adoption		Provide better service to veterans applying for benefits by decreasing the time between the initial processing of claims and receipt of benefits.	The number of days between initial processing of claims and receipt of benefits has been reduced from an average of 1,969 days in FY 2014-15 to an average of 316 days in FY 2015-16. This can be attributed to the shared knowledge and experience of an additional AVSO with the rest of the claims-related staff, which improves the overall quality of the advocate work conducted. It is also the result of increased appointment availability so that the claims process is not interrupted by bouts of inactivity.	The intended results have been achieved.

2015-16 Mid-Year Budget Augmentation Request Results

Fund Center 166 – Health Agency - Behavioral Health Budget Augmentation Description	Intended Results	Actual Results FY 2015-16	Administrative Office Comments
<p>Three year agreement (FY 2015-16 through FY 2017-18) with the California Board of State and Community Corrections for a Mentally Ill Offender Crime Reduction (MIOCR) grant in the amount of \$950,000 to expand and enhance services for mentally ill offenders.</p> <p>Funded with Board of State and Community Corrections grant funds.</p> <p><u>Financial Information</u> Total Cost: \$950,000</p> <p>Amount of General Fund support: \$0</p> <p>Approved via Board action on 7/21/2015, Item #10</p>	<ol style="list-style-type: none"> 1. Approximately 60 individuals will be served annually. 2. Conduct 90% of pre-trial screenings upon referral. 3. Reduce participant criminal recidivism, as measured by comparing baselines established in year one with years two and three of the grant period. 4. 90% of program participants will demonstrate improvement in quality of life and clinical outcomes. Outcomes will vary by individual but may include medication adherence, reduction in impairment caused by symptoms, housing stability, income, and job supports. 	<ol style="list-style-type: none"> 1. In FY 2015-16, 141 individuals were served. 2. Because the assessment coordinator was regularly in the courtroom when the pre-trial referral was made, 100% of the referrals were screened. 3. Recidivism is measured in year three of the grant. 4. In FY 2015-16, seven individuals per month were residing in Sober Living Environments using the funding provided by MIOCR. More results demonstrating improvements in quality of life and clinical outcomes will be reported on in FY 2018-19. 	<p>The intended results have been partially achieved. This item will be reported on again in the FY 2018-19 budget.</p>

Fund Center 160 – Health Agency – Public Health		Intended Results	Actual Results FY 2015-16	Administrative Office Comments
Budget Augmentation Description				
<p>A two year contract (FY 2015-16 through FY 2016-17) with Fusion in the amount of \$635,307 to provide software and services to implement the GE Healthcare-Centricity electronic health record for the Public Health Department and a corresponding budget adjustment in the amount of \$1,043,363 from the Automation Replacement Designation to Fund Center 266 - Countywide Automation Fund.</p> <p><u>Financial Information</u> Total Cost: \$1,043,363</p> <p>Amount of General Fund support: \$0</p> <p>Approved via Board action on 3/15/2016, Item #7</p>	<p>A Public Health Electronic Health Record will:</p> <ol style="list-style-type: none"> 1. Lower the risk of errors occurring in medication ordering and administration; 2. Provide real-time clinical decision support decreasing the time to treat a problem; 3. Improve health surveillance and analysis for target populations; 4. Allow for better focused auditing of documentation issues; and 5. Increase billing accuracy from automated billing controls. 	<p>On March 15th, 2016, the Board approved a contract with Fusion to provide software and services required to implement the GE Healthcare-Centricity Electronic Health Record. The go-live dates vary depending on the specific Public Health program. Family Planning is scheduled to go live first in February 2017, ending with implementation of the Jail Medical program in June of 2017. After the Electronic Health Record has been fully implemented, the department will be prepared to report on the intended results specified in the initial request.</p>	<p>The intended results have not yet been fully achieved. This item will be reported on again in the FY 2018-19 budget.</p>	
<p>Delete a 0.75 FTE Communicable Disease Investigator position and add a 1.00 FTE Communicable Disease Investigator position to increase communicable disease surveillance in the County.</p> <p>Funded with the California Department of Public Health's AIDS Surveillance program Sexually Transmitted Disease Prevention grant.</p>	<p>Enable the Public Health Department to more effectively and completely investigate a growing number of Sexually Transmitted Diseases in the community.</p>	<p>The additional ten hours per week added to the existing Communicable Disease Investigator position has increased capacity allowing the position to be more timely and effective in investigating STDs occurring within the community.</p>	<p>The intended result has been achieved.</p>	

Fund Center 160 – Health Agency – Public Health Budget Augmentation Description	Intended Results	Actual Results FY 2015-16	Administrative Office Comments
<u>Financial Information</u> Total Cost: \$7,382 Amount of General Fund Support: \$0 Approved via Board action on 4/19/2016, Item #12			

Fund Center 405 – Public Works		Administrative Office Comments	
Budget Augmentation Description		Actual Results FY 2015-16	Intended Results
<p>Add 1.00 FTE Engineer I-III, convert an existing 1.00 FTE Civil Engineering Technician I-III to an Engineer I-III classification, and add 1.00 FTE Administrative Assistant I-III</p> <p>Funded through Fund Center 405 – Public Works Internal Service Fund.</p> <p><u>Financial Information</u> Total Cost: \$222,956</p> <p>Amount of General Fund support: \$0</p> <p>Approved via Board action on December 15, 2015, Item #15</p>	<ol style="list-style-type: none"> 1. Allow the Department to continue project delivery in the current fiscal year. 2. Meet the established capital project milestones established in the budget. 	<p>The Engineer I-III did not get filled in FY 2015-16. The Department is currently conducting interviews for the position.</p> <p>The Civil Engineering Technician conversion to Engineer position is on hold until the incumbent retires.</p> <p>The Administrative Assistant III position was filled in January 2016 and assigned to the Administrative Division.</p>	<p>The intended results have not yet been achieved. This item will be reported on again in the FY 2018-19 budget process.</p>
<p>Add 1.00 FTE Engineer IV</p> <p>Funded through Fund Center 405 – Public Works Internal Service Fund.</p> <p><u>Financial Information</u> Total Cost: \$147,000</p> <p>Amount of General Fund support: \$0</p> <p>Approved via Board action on March 22, 2016, Item #6</p>	<p>Allow the Department of Public Works and Airports to continue project delivery activities for critical facilities and meet established capital project milestones as defined in the current fiscal year budget.</p>	<p>The position was filled in March 2016 and was assigned as Engineer IV supervising the new airport terminal project at the San Luis Obispo County Regional Airport, which is scheduled for completion in the fall of 2017.</p>	<p>The intended results have been achieved.</p>

<p>Add 1.00 FTE Wastewater Systems Worker I-III Funded through Fund Center 405 – Public Works Internal Service Fund. <u>Financial Information</u> Total Cost: \$103,791 Amount of General Fund support: \$0 Approved via Board action on April 19, 2016, Item #20</p>	<p>Successfully operate and maintain the Los Osos community wastewater treatment plant and collection system.</p>	<p>The position has not yet been filled; recruitment is currently underway.</p>	<p>The intended results have not yet been achieved. This item will be reported on again in the FY 2018-19 budget process.</p>
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Fund Center 180 – Social Services – Administration			Administrative Office
Budget Augmentation Description	Intended Results	Actual Results FY 2015-16	Comments
<p>Add 14.00 FTE positions and eliminate a 0.75 FTE position in various classifications to support implementation of changes to the In-Home Support Services program (IHSS), participant services, and Child Welfare Services, as directed by State and Federal legislation, and add additional funding allocations to increase appropriation to the IHSS Public Authority, Expanded Subsidized Employment, Housing Support Program, and CaWORKS Mental Health/Substance Abuse Treatment.</p> <p><u>Financial Information</u> Total Cost: \$1,593,208</p> <p>Amount of General Fund support: \$0</p> <p>Approved via Board action on 12/15/2015, Item #24</p>	<p>1. 100% of In-Home Support Services (IHSS) providers will be monitored to ensure that they work no more than 66 hours in one week. Staff will follow the following multi-stage process with all providers who violate the new rules: written notice, required training, suspension period, termination period, and appeal rights.</p> <p>2. No gaps in care for persons receiving assistance under the IHSS program due to new overtime restrictions.</p> <p>3. Participant Services case applications will be processed within statutory deadlines and annual reassessments will be conducted timely and accurately.</p> <p>4. Homeless families applying for Housing Support Program will have their applications processed expeditiously and within 30 days.</p> <p>5. Approved families in the Housing Support Program will receive ongoing and effective case management, enabling</p>	<p>1. 100% of IHSS providers were monitored to comply with the new maximum overtime hours. Staff followed the established process for providers that exceeded the hours.</p> <p>2. There have been no gaps in care due to the following:</p> <ul style="list-style-type: none"> a) Development of instructions, policies and procedures. b) Development of training for all providers, including drop in sessions. c) Development of informational flyers for clients and caregivers. d) Temporary assistance from Personal Care Aides when there is a short term need. e) Social Workers conducted home visits to thoroughly explain the new rules, understand their in-home needs, and find sustainable matches with caregivers. <p>3. 88% of all Participant Services applications in the department were processed within</p>	<p>Intended results were partially achieved. This item will be reported on again in the FY 2018-19 budget.</p>

Fund Center 180 – Social Services – Administration		
Budget Augmentation Description	Intended Results	Actual Results FY 2015-16
		Administrative Office Comments
	<p>them to remain housed, achieve family and financial stability, and become self-sufficient.</p>	<p>regulatory timeframes following the arrival of new hires, compared to 84% in FY 2014-15. Additional staff were hired and trained in FY 2015-16, and the department expects the percentage will increase in future years.</p> <p>4. Applications for the Housing Support Program (HSP) are processed within 30 days 61% of the time. Timely approvals were a focus for FY 2015-16. The average number of homeless families permanently housed per month through HSP was eight.</p> <p>5. All HSP participants receive case management services. Due to the extreme shortage of available housing in San Luis Obispo County, an Employment Resource Specialist was added to serve as a housing navigator, an important component to the Rapid Rehousing model supported by California Department of Social Services. The effectiveness of this role will be addressed when</p>

Fund Center 180 – Social Services – Administration			Administrative Office
Budget Augmentation Description	Intended Results	Actual Results FY 2015-16	Comments
<p>Add 4.00 FTE positions to expand staffing and support of the Commercially Sexually Exploited Children Program and the Foster Parent Recruitment, Retention, and Support Program.</p> <p><u>Financial Information</u> Total Cost: \$306,361</p> <p>Amount of General Fund support: \$0</p> <p>Approved via Board action on 2/23/2016, Item #21</p>	<p>Commercially Sexually Exploited Children (CSEC) Program:</p> <ol style="list-style-type: none"> 1. Screen 100% of all CWS youth ages twelve and older utilizing the Commercial Sexual Exploitation – Identification Tool (CSE-IT). 2. Based on CSE-IT findings, provide support and specialized services to 100% of identified CSEC victims. 3. Participate in all local CSEC Collaborative education and outreach activities. 	<p>actual results for FY 2016-17 are reported.</p> <p>Commercially Sexually Exploited Children (CSEC) Program:</p> <ol style="list-style-type: none"> 1. Children are screened either in the Dependency Investigations unit or the Family Maintenance/ Family Reunification unit early in their entry into the CWS Court system. Additionally, the County has an Emergency response protocol should a child be identified during the initial investigation process. As of April 30, 2016, 100% (62 of 62) of children ages 12 and older entering foster care in FY 2015-16 were screened, although six screenings were incomplete. Those incompletes will be resolved in FY 2016-17. Additionally, five more cases that were open prior to FY 2015-16 were screened as they were deemed to be at risk. There were four clearly identified CSEC victims, one from an initial filing and the other three were 	<p>Intended results were partially achieved. This item will be reported on again in the FY 2018-19 budget.</p>

Fund Center 180 – Social Services – Administration Budget Augmentation Description	Intended Results	Actual Results FY 2015-16	Administrative Office Comments
	<p>Foster Parent Recruitment and Retention (FPRS)</p> <p>program:</p> <ol style="list-style-type: none"> Diligently search for family members and Non-Related Extended Family Members (NREFM) as potential placement options for 100% of children removed from their caretakers. Increase the number of wraparound and Intensive Treatment Foster Care Services (ITFCS) homes for foster children by 20%. 	<p>identified while in foster care after the implementation of the CSE-IT tool.</p> <ol style="list-style-type: none"> A multi-disciplinary team meeting was held for all children identified as CSEC to coordinate appropriate service provision for these children. There is a bi-monthly CSEC Collaborative Meeting for all relevant partners attended by the two Family Maintenance/Family Reunification Social Worker identified as having specialized CSEC training. <p>Foster Parent Recruitment and Retention (FPRS)</p> <p>program:</p> <ol style="list-style-type: none"> It was determined that searching for 100% of all children was not as beneficial as anticipated. Many children were identified as already being in permanent placements. Other children were reunifying with their birth families in a short period such that their need was not as great, or in some 	

Fund Center 180 – Social Services – Administration		
Budget Augmentation Description	Intended Results	Actual Results FY 2015-16
		Administrative Office Comments
	<p>3. Coordinate necessary wraparound services and in-home support for 100% of children exiting from group homes.</p> <p>4. Provide in-home specialized training and support to 100% of families who accept a child with an identified special need and/or who experience difficulties with a child placed in their care.</p> <p>5. Return 10 children from group homes to a family like setting by December 31, 2016.</p>	<p>instances, not necessary. It was determined that children with the highest level of need should be prioritized. As such, the department focused on children in most immediate need to include children under the age of three, sibling sets, and children who did not have at least six identified relatives. In total the department searched for family members for 20 children.</p> <p>2. As of July 1, 2015 there were 52 ITFC/WRAP homes available. Six additional homes were added as of June 30, 2016 (a 12% increase).</p> <p>3. Necessary wraparound services and in-home support services were offered to 100% of children exiting group homes.</p> <p>4. In-home specialized training was offered to 100% of families who accepted a child with an identified special need and/or who experience difficulties with a child placed in their care.</p> <p>5. Six children were returned from group home care as of June 30, 2016.</p>

Fund Center 180 – Social Services – Administration			
Budget Augmentation Description	Intended Results	Actual Results FY 2015-16	Administrative Office Comments
		Additionally, four children diverted from entering group home care as of June 30, 2016.	

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.

State Controller Schedules **San Luis Obispo County** **Schedule 1**
 County Budget Act All Funds Summary
 January 2010 Fiscal Year 2017-18

Fund Name	Total Financing Sources				Total Financing Uses		
	Fund Balance Available as of June 30, 2017	Decreases to Obligated Fund Balances	Additional Financing Sources	Total Financing Sources	Financing Uses	Increases to Obligated Fund Balances	Total Financing Uses
1	2	3	4	5	6	7	8
Governmental Funds							
General Fund	\$30,974,413	\$0	\$472,660,336	\$503,634,749	\$503,116,259	\$518,490	\$503,634,749
Special Revenue Fund	803,344	6,996,484	62,698,913	70,498,741	66,073,020	4,425,722	70,498,742
Debt Service Fund	0	0	13,780,394	13,780,394	13,248,902	531,492	13,780,394
Capital Projects	0	0	2,112,162	2,112,162	2,112,162	0	2,112,162
Total Governmental Funds	\$31,777,757	\$6,996,484	\$551,251,805	\$590,026,046	\$584,550,343	\$5,475,704	\$590,026,047
Other Funds							
Enterprise Fund	\$0	\$1,473,513	\$19,372,687	\$20,846,200	\$20,369,120	\$477,080	\$20,846,200
Internal Service Fund	0	5,673,890	58,161,623	63,835,513	63,465,458	370,055	63,835,513
Special Districts and Other Agencies	4,692,079	205,821	12,621,733	17,519,633	15,865,266	1,654,367	17,519,633
Total Other Funds	\$4,692,079	\$7,353,224	\$90,156,043	\$102,201,346	\$99,699,844	\$2,501,502	\$102,201,346
All Funds	\$36,469,836	\$14,349,708	\$641,407,848	\$692,227,392	\$684,250,187	\$7,977,206	\$692,227,393

Note: The above numbers for Special Districts and Other Agencies are considerably lower than they have been in prior years, due to the exclusion of Enterprise Funds in the Special Districts budget. This change has been made for the first time in FY 2017-18, in order to better comply with State requirements for these schedules. If the Enterprise Fund amounts were included in the Special Districts numbers above, as they have been in the past, Total Financing Uses (column 8) would be \$64,236,229 for Special Districts and the total All Funds budget would be \$738,943,989 for FY 2017-18.

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.

State Controller Schedules **San Luis Obispo County**
Schedule 2
 County Budget Act Governmental Funds Summary
 January 2010 Fiscal Year 2017-18

Fund Name	Total Financing Sources				Total Financing Uses		
	Fund Balance Available as of June 30, 2017	Decreases to Obligated Fund Balances	Additional Financing Sources	Total Financing Sources	Financing Uses	Increases to Obligated Fund Balances	Total Financing Uses
1	2	3	4	5	6	7	8

General Fund							
General Fund	\$30,974,413	\$0	\$472,660,336	\$503,634,749	\$503,116,259	\$518,490	\$503,634,749
Total General Fund	\$30,974,413	\$0	\$472,660,336	\$503,634,749	\$503,116,259	\$518,490	\$503,634,749

Special Revenue Fund							
Road Fund	\$0	\$208,885	\$29,120,647	\$29,329,532	\$29,329,532	\$0	\$29,329,532
Community Development	0	0	4,229,972	4,229,972	4,229,972	0	4,229,972
Public Fac Fees Svcs	0	165,222	1,924,497	2,089,719	450,000	1,639,719	2,089,719
Parks Fund	14,442	0	9,471,957	9,486,399	9,471,218	15,181	9,486,399
Co-Wd Automatrn Repl	0	940,060	2,658,622	3,598,682	3,598,682	0	3,598,682
Gen Govt Bldg Repl	0	3,057,710	2,746,717	5,804,427	3,057,710	2,746,717	5,804,427
Roads - Impact Fees	0	2,211,967	0	2,211,967	2,211,967	0	2,211,967
Wildlife and Grazing	0	0	3,608	3,608	3,608	0	3,608
Drivng Undr Influenc	27,202	0	1,320,941	1,348,143	1,348,143	0	1,348,143
Library	761,700	0	9,722,539	10,484,239	10,460,134	24,105	10,484,239
Fish and Game	0	2,715	20,000	22,715	22,715	0	22,715
Org Development	0	409,925	678,413	1,088,338	1,088,338	0	1,088,338
Co Medical Services	0	0	0	0	0	0	0
Emergency Med Svcs	0	0	801,000	801,000	801,000	0	801,000
Total Special Revenue Fund	\$803,344	\$6,996,484	\$62,698,913	\$70,498,741	\$66,073,020	\$4,425,722	\$70,498,742

Debt Service Fund							
COP Loan DSF	\$0	\$0	\$2,611,294	\$2,611,294	\$2,611,294	\$0	\$2,611,294
Psn Oblig Bond DSF	0	0	11,169,100	11,169,100	10,637,608	531,492	11,169,100
Total Debt Service Fund	\$0	\$0	\$13,780,394	\$13,780,394	\$13,248,902	\$531,492	\$13,780,394



State Controller Schedules **San Luis Obispo County**
Schedule 2
 County Budget Act Governmental Funds Summary
 January 2010 Fiscal Year 2017-18

Fund Name	Total Financing Sources				Total Financing Uses		
	Fund Balance Available as of June 30, 2017	Decreases to Obligated Fund Balances	Additional Financing Sources	Total Financing Sources	Financing Uses	Increases to Obligated Fund Balances	Total Financing Uses
1	2	3	4	5	6	7	8
Capital Projects	\$0	\$0	\$2,112,162	\$2,112,162	\$2,112,162	\$0	\$2,112,162
Total Capital Projects	\$0	\$0	\$2,112,162	\$2,112,162	\$2,112,162	\$0	\$2,112,162
Total Governmental Funds	\$31,777,757	\$6,996,484	\$551,251,805	\$590,026,046	\$584,550,343	\$5,475,704	\$590,026,047

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.

State Controller Schedules **San Luis Obispo County** **Schedule 3**
 County Budget Act Fund Balance - Governmental Funds
 January 2010 Fiscal Year 2017-18

Fund Name	Total Fund Balance June 30, 2017	Less: Obligated Fund Balances			Fund Balance Available June 30, 2017
		Encumbrances	Nonspendable, Restricted and Committed	Assigned	
1	2	3	4	5	6
General Fund	\$69,174,206	\$0	\$38,199,793	\$0	\$30,974,413
Total General Fund	\$69,174,206	\$0	\$38,199,793	\$0	\$30,974,413

Special Revenue Funds					
Road Fund	\$1,674,579	\$0	\$1,674,579	\$0	\$0
Community Development	0	0	0	0	0
Public Fac Fees Svcs	10,265,682	0	10,265,682	0	0
Parks Fund	1,999,436	0	1,984,994	0	14,442
Co-Wd Automath Repl	13,270,455	0	13,270,455	0	0
Gen Govt Bldg Repl	37,015,311	0	37,015,311	0	0
Tax Reduction Rsv	18,330,643	0	18,330,643	0	0
Roads - Impact Fees	3,333,521	0	3,333,521	0	0
Wildlife and Grazing	19,756	0	19,756	0	0
Drivng Undr Influenc	579,748	0	552,546	0	27,202
Library	2,848,038	0	2,086,338	0	761,700
Fish and Game	181,748	0	181,748	0	0
Org Development	1,908,197	0	1,908,197	0	0
Emergency Med Svcs	0	0	0	0	0
Total Special Revenue Funds	\$91,427,114	\$0	\$90,623,770	\$0	\$803,344

Debt Service Funds					
COP Loan DSF	\$83	\$0	\$83	\$0	\$0
Psn Oblig Bond DSF	11,481,018	0	11,481,018	0	0
Total Debt Service Funds	\$11,481,101	\$0	\$11,481,101	\$0	\$0

State Controller Schedules **San Luis Obispo County**
Schedule 3
 County Budget Act Fund Balance - Governmental Funds
 January 2010 Fiscal Year 2017-18

Fund Name	Total Fund Balance June 30, 2017	Less: Obligated Fund Balances			Fund Balance Available June 30, 2017
		Encumbrances	Nonspendable, Restricted and Committed	Assigned	
1	2	3	4	5	6
Capital Projects (continued)					
Capital Projects	\$15,930,673	\$0	\$15,930,673	\$0	\$0
Total Capital Projects	\$15,930,673	\$0	\$15,930,673	\$0	\$0
Total Governmental Funds	\$188,013,094	\$0	\$156,235,337	\$0	\$31,777,757

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.

State Controller Schedules **San Luis Obispo County** **Schedule 4**
 County Budget Act **Obligated Fund Balances - By Governmental Funds**
 January 2010 **Fiscal Year 2017-18**

Description	Obligated Fund Balances June 30, 2017	Decreases or Cancellations		Increases or New Obligated Fund Balances			Total Obligated Fund Balances for the Budget Year
		Recommended	Adopted by the Board of Supervisors	Recommended	Adopted by the Board of Supervisors	Adopted by the Board of Supervisors	
1	2	3	4	5	6	7	
General Fund							
Designated FB-Fire Equip Replace	948,886	0	0	518,490	0	1,467,376	
Designated FB-Internal Financing	2,136,984	0	0	0	0	2,136,984	
Designated FB-Prop 172 Solar	6,319,832	0	0	0	0	6,319,832	
Designated FB-Solar Plant Mitigation	15,275,601	0	0	0	0	15,275,601	
General Reserves	13,000,000	0	0	0	0	13,000,000	
Total General Fund	\$37,681,303	\$0	\$0	\$518,490	\$0	\$38,199,793	

Special Revenue Funds							
Road Fund							
Designated FB-Future Roads Prjcts	\$1,208,885	\$208,885	\$0	\$0	\$0	\$1,000,000	
Designated FB-Maria Vista Estates	591,579	0	0	0	0	591,579	
Designated FB-Mine Reclamation N River Rd	83,000	0	0	0	0	83,000	
Public Fac Fees Svcs							
Designated FB-County Fire	\$4,709,153	\$0	\$0	\$574,338	\$0	\$5,283,491	
Designated FB-Gen. Government	299,055	115,222	0	0	0	183,833	
Designated FB-Law Enforcement	1,394,700	0	0	148,989	0	1,543,689	
Designated FB-Library	447,137	0	0	204,518	0	651,655	
Designated FB-Parks	1,941,140	50,000	0	711,874	0	2,603,014	
Parks Fund							
Designated FB-Lopez Parks Projects	\$540,500	\$0	\$0	\$0	\$0	\$540,500	
Designated FB-Parks Projects	1,429,313	0	0	15,181	0	1,444,494	

State Controller Schedules **San Luis Obispo County** **Schedule 4**
 County Budget Act **Obligated Fund Balances - By Governmental Funds**
 January 2010 **Fiscal Year 2017-18**

Description	Obligated Fund Balances June 30, 2017	Decreases or Cancellations		Increases or New Obligated Fund Balances		Total Reserves/ Designations for the Budget Year
		Recommended	Adopted by the Board of Supervisors	Recommended	Adopted by the Board of Supervisors	
1	2	3	4	5	6	7

Special Revenue Funds (continued)

Co-Wd Automatin Repl						
Designated FB-Automation Replcmnt	\$14,210,515	\$940,060	\$0	\$0	\$0	\$13,270,455
Gen Govt Bldg Repl						
Designated FB-Gen Gov Building Rpl	\$35,627,752	\$3,057,710	\$0	\$2,746,717	\$0	\$35,316,759
Designated FB-Library-Cambria	\$1,698,552		\$0	\$0	\$0	\$1,698,552
Tax Reduction Rsv						
Designated FB-Airport Terminal	\$11,687,490	\$0	\$0	\$0	\$0	\$11,687,490
Designated FB-Prop Tax Litigation	797,952	0	0	0	0	797,952
Designated FB-Tax Reduction Resrv	5,845,201	0	0	0	0	5,845,201
Roads - Impact Fees						
Designated FB-Road Improvement	\$5,545,488	\$2,211,967	\$0	\$0	\$0	\$3,333,521
Wildlife and Grazing						
Designated FB-Wildlife Projects	\$15,085	\$0	\$0	\$0	\$0	\$15,085
General Reserves	4,671	0	0	0	0	4,671
Driving Undr Influenc						
Designated FB-Systems Development	\$393,359	\$0	\$0	\$0	\$0	\$393,359
General Reserves	159,187	0	0	0	0	159,187
Library						
Designated FB-Atas Lib Expansion	\$44,337	\$0	\$0	\$0	\$0	\$44,337
Designated FB-Lib Facilities Plng	1,968,206	0	0	24,105	0	1,992,311
General Reserves	49,690	0	0	0	0	49,690

State Controller Schedules **Schedule 4**
 County Budget Act **Obligated Fund Balances - By Governmental Funds**
 January 2010 **San Luis Obispo County**
Fiscal Year 2017-18

Description	Obligated Fund Balances June 30, 2017	Decreases or Cancellations		Increases or New Obligated Fund Balances		Total Reserves/ Designations for the Budget Year
		Recommended	Adopted by the Board of Supervisors	Recommended	Adopted by the Board of Supervisors	
1	2	3	4	5	6	7

Special Revenue Funds (continued)						
Fish and Game						
Designated FB-Fish/Game Environmental Settle	\$4,513	\$0	\$0	\$0	\$0	\$4,513
Designated FB-Fish/Game Project	128,082	2,715	0	0	0	125,367
General Reserves	51,868	0	0	0	0	51,868
Org Development						
Designated FB-Cnty Wide Training	\$1,822,080	\$409,925	\$0	\$0	\$0	\$1,412,155
General Reserves	\$496,042	\$0	\$0	\$0	\$0	\$496,042
Total Special Revenue Fund	\$93,194,532	\$6,996,484	\$0	\$4,425,722	\$0	\$90,623,770

Debt Service Funds						
COP Loan DSF						
Designated FB-Loan Reserve	\$83	\$0	\$0	\$0	\$0	\$83
Psn Oblig Bond DSF						
Designated FB-POB Debt Service	\$10,949,526	\$0	\$0	\$531,492	\$0	\$11,481,018
Total Debt Service Fund	\$10,949,609	\$0	\$0	\$531,492	\$0	\$11,481,101

Capital Projects						
Capital Projects						
Designated FB-Facilities Planning	\$13,944,273	\$0	\$0	\$0	\$0	\$13,944,273
Designated FB-New Govt Ctr Repairs	1,986,400	0	0	0	0	1,986,400
Total Capital Projects	\$15,930,673	\$0	\$0	\$0	\$0	\$15,930,673
Total Governmental Funds	\$157,756,117	\$6,996,484	\$0	\$5,475,704	\$0	\$156,235,337

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.

State Controller Schedules **San Luis Obispo County** **Schedule 5**
 County Budget Act Summary of Additional Financing Sources by Source and Fund
 January 2010 Governmental Funds
 Fiscal Year 2017-18

Description 1	2015-16 Actuals 2	2016-17 Estimated 3	2017-18 Requested 4	2017-18 Recommended 5
Summarization by Source				
Taxes				
Taxes	\$122,901,037	\$127,171,847	\$130,933,559	\$131,444,342
Other Taxes	58,781,202	59,060,318	60,322,102	60,703,704
	\$181,682,240	\$186,232,165	\$191,255,661	\$192,148,046
Total Taxes				
Licenses, Permits, and Franchises	\$10,394,263	\$11,119,200	\$10,134,407	\$10,262,547
Fines, Forfeitures, and Penalties	4,809,240	5,145,501	4,886,046	5,111,189
Revenue from Use of Money & Property	4,277,312	3,123,152	2,516,634	2,516,634
Intergovernmental Revenue	254,567,632	246,740,789	251,164,499	253,438,303
Charges for Current Services	31,157,914	33,165,385	30,097,345	30,328,679
Other Revenues	15,505,089	20,853,461	15,307,819	15,495,019
Interfund	13,412,057	10,747,940	10,407,096	10,486,307
Other Financing Sources	41,097,038	30,684,782	21,777,977	31,465,081
Total Summarization by Source	\$556,902,784	\$547,812,375	\$537,547,484	\$551,251,805

State Controller Schedules **San Luis Obispo County** **Schedule 5**
 County Budget Act Summary of Additional Financing Sources by Source and Fund
 January 2010 Governmental Funds
 Fiscal Year 2017-18

Description	2015-16 Actuals		2016-17 Estimated		2017-18 Requested		2017-18 Recommended	
	1	2	3	4	5	6	7	8
Summarization by Fund								
General Fund	\$438,519,777		\$465,051,819	\$466,842,571	\$472,660,336			
Capital Projects	29,022,352		0	0	2,112,162			
Road Fund	31,477,406		27,496,190	26,027,952	29,120,647			
Community Developmen	4,346,094		5,310,915	4,104,972	4,229,972			
Public Fac Fees Svcs	1,937,523		2,565,995	1,924,497	1,924,497			
Parks Fund	9,335,194		9,410,155	9,361,957	9,471,957			
Co-Wd Automathn Repl	6,365,727		4,211,998	0	2,658,622			
Gen Govt Bldg Repl	7,607,702		6,602,498	2,746,717	2,746,717			
Tax Reduction Rsv	73,547		0	0	0			
Roads - Impact Fees	1,627,289		1,980,462	0	0			
Wildlife and Grazing	1,995		3,608	3,608	3,608			
Drivng Undr Influenc	1,316,857		1,249,176	1,320,941	1,320,941			
Library	9,760,756		9,326,588	9,697,539	9,722,539			
Fish and Game	23,490		20,000	20,000	20,000			
Org Development	621,143		1,089,486	915,336	678,413			
Co Medical Services	1,275,244		1,526,449	0	0			
Emergency Med Svcs	806,824		851,000	801,000	801,000			
COP Loan DSF	2,081,558		0	2,611,294	2,611,294			
Psn Oblig Bond DSF	10,702,307		11,116,036	11,169,100	11,169,100			
Total Summarization by Fund	\$556,902,784		\$547,812,375	\$537,547,484	\$551,251,805			

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.

State Controller Schedules **San Luis Obispo County**
Schedule 6
 County Budget Act Detail of Additional Financing Sources by Fund and Account
 January 2010 Governmental Funds
Fiscal Year 2017-18

Fund Name	Financing Source Category	Financing Source Account	2015-16 Actuals	2016-17 Estimated	2017-18 Requested	2017-18 Recommended
1	2	3	4	5	6	7
1000000000						
Taxes						
		Prop Tax-Curr Sec	\$100,875,725	\$106,048,270	\$110,181,236	\$110,348,526
		Prop Tax-Unitary	8,202,104	7,804,169	7,023,752	7,023,752
		Supp-Curr Secured	2,477,098	1,830,000	1,800,000	2,169,000
		RDA Tax	(3,129,090)	(3,369,358)	(3,504,132)	(3,504,132)
		Return RDA Passthru-	1,824,402	1,898,870	1,974,825	1,974,825
		RPTTF Residual Bal	398,106	325,079	325,000	325,000
		Prop Tax-Curr Unsec	2,485,808	2,550,722	2,614,490	2,588,983
		Supp-Curr Unsec	2,017	10,931	10,000	10,000
Total Taxes			\$113,136,171	\$117,098,683	\$120,425,171	\$120,935,954

Other Taxes						
		Prop Tax-PY Secured	(\$207,309)	(\$207,000)	(\$207,000)	(\$207,000)
		Prop Tax-PY Supp Sec	(2,867)	(3,000)	(3,000)	(3,000)
		Prop Tax-PY-Unsec	91,453	91,500	91,500	91,500
		Prop Tax-PY-Sup-Unsec	18,988	19,000	19,000	19,000
		Redemption Fees	18,360	18,000	18,000	18,000
		Delinq-Cost Reimb	178,941	167,470	167,590	167,590
		Penalties/Int-Delinq	274,383	274,000	274,000	274,000
		Pen-Chg of Ownshp	14,454	14,000	14,000	14,000
		TLRF Proceeds	1,465,000	1,465,000	1,465,000	1,465,000
		Sales And Use Taxes	9,575,235	11,028,000	11,028,000	11,087,000
		Aircraft Tax	421,300	742,745	420,400	743,002
		Property Trsf Tax	2,655,060	2,655,000	2,655,000	2,655,000
		Racehorse Tax	8,873	8,900	8,900	8,900

State Controller Schedules **San Luis Obispo County** **Schedule 6**
 County Budget Act **Detail of Additional Financing Sources by Fund and Account**
 January 2010 **Governmental Funds**
Fiscal Year 2017-18

Fund Name	Financing Source Category	Financing Source Account	2015-16 Actuals	2016-17 Estimated	2017-18 Requested	2017-18 Recommended
1	2	3	4	5	6	7

1000000000 (continued)

Other Taxes (continued)						
			Trans Occ Tax	\$9,500,000	\$9,785,000	\$9,785,000
			Sale-Tax Deeded Prop	56,175	56,175	56,175
			Prop Tax in Lieu-SUT	0	0	0
			Prop Tax in Lieu-VLF	32,753,302	34,063,434	34,063,434
			Total Other Taxes	\$58,583,092	\$59,855,999	\$60,237,601

Licenses, Permits, and Franchises

			Franchise Fees-Cable	\$627,600	\$800,600	\$800,600
			Franch Fees-Gas/Elec	1,300,000	1,300,000	1,300,000
			Franchise Fees-Garbg	1,032,000	1,032,000	1,032,000
			Franch Fees-Petrol	18,500	18,500	18,500
			Animal Licenses	819,568	826,901	826,901
			Business Licenses	106,523	111,444	111,444
			Building Permits	2,340,479	1,757,830	1,768,020
			Grading Permits	72	0	0
			Plan Check Fees	1,771,334	1,656,810	1,774,760
			Sub Permits-Mech EI	556,388	632,272	632,272
			Bldg Standards Admin	1,068	0	0
			Minor Use Permit App	26,681	21,253	21,253
			Land Use Permits	680,554	867,020	867,020
			Plot Plans	252,617	240,068	240,068
			Gen Plan Amends	15,536	16,034	16,034
			Ag Preservation Fees	30,512	21,483	21,483
			Ag B&P 12241 Fee	1,000	0	0

State Controller Schedules **San Luis Obispo County**
Schedule 6
 County Budget Act Detail of Additional Financing Sources by Fund and Account
 January 2010 Governmental Funds
Fiscal Year 2017-18

Fund Name	Financing Source Category	Financing Source Account	2015-16 Actuals	2016-17 Estimated	2017-18 Requested	2017-18 Recommended
1	2	3	4	5	6	7

1000000000 (continued)

Licenses, Permits, and Franchises (continued)						
			\$264,274	\$224,311	\$310,488	\$310,488
		Subdivision Permits				
		Finger Printing Fees	7,245	6,426	12,500	12,500
		Explosive Permits	1,625	2,500	2,500	2,500
		Oth Lic and Permits	340,963	399,885	282,674	282,674
		Gun Permits	16,569	13,210	15,500	15,500
		Domestic Violence	55,370	72,422	65,000	65,000
		Burial Permits	13,919	12,980	13,423	13,423
		Misc Permits	74,990	80,108	82,224	82,224
		Subpoena DT GC 1563	1,135	846	1,500	1,500
		Tobacco Retailer Lic	34,666	41,736	43,883	43,883
		Notary Fee GC 8211	628	378	1,100	1,100
		Repo-Vehicl GC 26751	1,240	960	1,400	1,400
		Total Licenses, Permits, and Franchises	\$10,394,263	\$11,119,200	\$10,134,407	\$10,262,547

Fines, Forfeitures, and Penalties

		50% Excess MOE	(\$599,608)	(\$387,141)	(\$450,000)	(\$450,000)
		Land Use Fines	2,293	2,402	1,500	1,500
		Red Light-VC21453, 5	8,134	9,000	9,000	9,000
		Veh Forf-VC14607.6	100	0	0	0
		Proba Drug Fee-PC120	3,828	2,350	3,360	3,360
		Child Restr-CO	5,050	5,000	5,000	5,000
		Child Restr-City	1,693	2,500	2,500	2,500
		Traffc Sch-VC42007.1	248,320	260,000	260,000	260,000
		Co Fix It-VC 40611	29,813	30,000	30,000	30,000

State Controller Schedules **San Luis Obispo County** **Schedule 6**
 County Budget Act **Detail of Additional Financing Sources by Fund and Account**
 January 2010 **Governmental Funds**
Fiscal Year 2017-18

Fund Name	Financing Source Category	Financing Source Account	2015-16 Actuals	2016-17 Estimated	2017-18 Requested	2017-18 Recommended
1	2	3	4	5	6	7

1000000000 (continued)

Fines, Forfeitures, and Penalties (continued)

Co Mtr Veh/Crime			\$749,728	\$800,000	\$800,000	\$800,000
Domestic Violc-PC120			4,692	0	0	0
City Fix It-VC40611			10,352	10,000	10,000	10,000
Small Claims Advisor			4,660	4,135	5,500	5,500
Superior Court Fines			136,507	211,375	195,000	195,000
Judgment-Damages-Set			2,522	0	0	165,143
Bldg Code Invest Fee			42,355	41,545	74,310	74,310
Traffic School Fees			1,278,197	1,300,000	1,300,000	1,300,000
Asset Forfeitures			56,101	74,406	42,500	42,500
Blood Alcohol Fines			254,474	214,295	200,000	200,000
Aids Educ-PC1463.23			1,310	1,024	0	0
Pen Assmt-Finger ID			382,100	774,090	395,367	395,367
Off-Hwy Motor Fines			31,000	0	0	0
Agriculture Fines			14,702	9,401	0	0
Drug Lab-HS11372.5			(4,692)	(7,000)	(7,000)	(7,000)
Health-Safety Fines			390	2,000	1,000	1,000
Cities-Misdemeanors			8,175	13,000	13,000	13,000
Fees -Alcohol Abuse			60,000	48,000	48,000	48,000
Parking Fines/Cites			14,732	12,000	14,000	14,000
City Motor Vehicle F			80,064	80,000	80,000	80,000
Pen Assmt-Court Temp			71,986	0	0	0
State Penalty PC1464			487,013	480,000	480,000	480,000
Co Portion GC 76000			83,597	90,000	89,500	89,500

State Controller Schedules **San Luis Obispo County**
Schedule 6
 County Budget Act Detail of Additional Financing Sources by Fund and Account
 January 2010 Governmental Funds
Fiscal Year 2017-18

Fund Name	Financing Source Category	Financing Source Account	2015-16 Actuals	2016-17 Estimated	2017-18 Requested	2017-18 Recommended
1	2	3	4	5	6	7

1000000000 (continued)

Fines, Forfeitures, and Penalties (continued)						
	Adm Pen-HS 25187		\$0	\$0	\$50,000	\$50,000
	DNA Database		42,759	7,500	7,500	7,500
	Total Fines, Forfeitures, and Penalties		\$3,512,347	\$4,089,882	\$3,660,037	\$3,825,180

Revenue from Use of Money & Property						
	Interest Revenue		\$1,769,555	\$668,000	\$671,500	\$671,500
	Interest Rev-Pension		1,065,409	1,300,000	1,300,000	1,300,000
	Interest-PTax Refund		(9,213)	(11,000)	(11,000)	(11,000)
	Communication Lease		12,900	12,900	7,700	7,700
	Rent-Land/Blg-ST		11,959	12,318	12,401	12,401
	Rent-Land/Blg-LT		163,953	171,087	175,513	175,513
	Rental of Vets Bldg		69,012	103,262	74,000	74,000
	Total Revenue from Use of Money & Property		\$3,083,575	\$2,256,567	\$2,230,114	\$2,230,114

Intergovernmental Revenue

State Aid						
	St Aid-RIn-SI Tx-DSS		\$10,571,294	\$10,948,983	\$11,646,997	\$11,586,747
	St Aid-RIn-S Tx-MH		5,737,317	5,872,881	5,805,322	5,805,322
	St Aid-RIn-S Tx-Hlth		177,008	180,000	150,000	150,000
	St Aid-Realign-VLF		3,740,204	3,913,745	4,261,188	4,261,188
	St Aid-RIn-VLF-Gr		0	76,500	306,141	306,141
	St Aid-RIn-SS-Grwth		2,337,631	1,383,664	1,641,313	1,647,731
	St Aid-RIn-VLF Coll		99,273	99,273	99,273	99,273
	St Aid-RIn-MH-Grwth		0	38,000	33,656	33,656
	St Aid-SB90		245,821	281,876	281,129	281,129

State Controller Schedules **San Luis Obispo County** **Schedule 6**
 County Budget Act **Detail of Additional Financing Sources by Fund and Account**
 January 2010 **Governmental Funds**
Fiscal Year 2017-18

Fund Name	Financing Source Category	Financing Source Account	2015-16 Actuals	2016-17 Estimated	2017-18 Requested	2017-18 Recommended
1	2	3	4	5	6	7

1000000000 (continued)

Intergovernmental Revenue (continued)
State Aid (continued)

St Aid- Mental Hlth			\$16,250	\$5,000	\$25,000	\$25,000
St Aid-Extradition			24,348	19,994	25,000	25,000
St Aid-Agriculture			761,145	716,657	734,437	771,120
St Aid-Nuclear Ping			1,214,970	1,725,271	1,924,483	1,989,483
St Aid-Veteran Affrs			88,086	81,247	78,752	78,752
St Aid-HO Pip Tx Rlf			784,654	784,654	784,654	783,725
St Aid-CMC/ASH Cases			930,393	1,080,648	1,038,410	1,122,529
St Aid-Ins Fraud Inv			59,419	59,419	54,419	54,419
St Aid-DMV-Veh Crime			292,114	309,586	312,313	312,313
St Aid-Award Grants			617,331	1,717,361	720,966	720,966
St Aid-DNA Testing			69,117	80,669	82,088	82,088
St Aid-Child Sup Adm			1,441,208	1,390,394	1,534,452	1,534,452
St Aid-Other			1,746,381	2,355,398	2,181,546	2,181,546
St Aid-Current Year			27,961,203	31,732,198	31,166,412	30,992,126
St Aid-Prior Year			(720,510)	337,666	0	0
St Aid-Abatement			54,127	51,949	51,949	51,949
St Aid-Recoveries			49,889	45,121	45,121	45,121
St Aid-Medi-Cal			16,881,228	18,954,322	21,056,129	21,528,437
St Aid-CA Child Svcs			(59,772)	0	0	0
St Aid-CENCAL			472,317	450,126	492,276	492,276
St Aid-Medicare			42,640	68,000	66,100	66,100
St Aid-Health Pgms			235,290	273,261	281,262	633,273

State Controller Schedules **San Luis Obispo County**
Schedule 6
 County Budget Act Detail of Additional Financing Sources by Fund and Account
 January 2010 Governmental Funds
Fiscal Year 2017-18

Fund Name	Financing Source Category	Financing Source Account	2015-16 Actuals	2016-17 Estimated	2017-18 Requested	2017-18 Recommended
1	2	3	4	5	6	7

1000000000 (continued)

Intergovernmental Revenue (continued)

State Aid (continued)						
	St Aid-Gas Tax-Uclmd		\$998,534	\$955,000	\$950,000	\$997,109
	St Aid-Public Safety		25,156,844	26,082,110	25,979,402	25,979,402
	St Aid-St-Motor Veh		97,217	105,204	105,204	117,004
	St Aid-SOFF		1,075,439	1,080,000	1,066,785	1,066,785
	St Aid-Other In-Lieu		607	600	600	600
	St Aid-10% SBOC Voc		6,374	12,100	10,000	10,000
	St Aid-SLESF		775,181	775,181	775,181	775,181
	St Aid-Grants to Agc		68,359	0	0	0
	St Aid-Incentives		384,554	627,690	949,185	1,307,498
	State Aid-DSS		3,885,253	0	0	0
	State Aid-MHSA		9,218,190	10,768,605	11,294,987	11,949,565
	St Aid-Rlmt-Trial Ct		4,241,522	4,490,318	4,540,806	4,744,379
	St Aid-Rlmt-Local Cm		6,686,387	7,876,115	8,132,961	8,371,645
	St Aid-Rlmt-DA P Def		152,758	190,022	205,921	205,921
	St Aid-Rlmt-H&H Svcs		23,389,919	27,374,562	27,518,299	27,518,299
	St Aid-Rlmt-Supp Law		1,419,767	1,363,365	1,361,355	1,361,355
	St Aid-Rlmt-CalWORKS		7,302,433	6,837,535	6,500,000	6,500,000
	Total State Aid		\$160,729,716	\$173,572,270	\$176,271,474	\$178,566,605

Federal Aid

	Fed Aid-In Lieu-BLM		\$1,212,850	\$1,100,000	\$1,100,000	\$1,100,000
	Fed Aid-Health Pgms		589,000	452,362	607,921	607,921
	Federal Aid-TCM		400,000	659,000	860,024	860,024

State Controller Schedules **San Luis Obispo County**
Schedule 6
 County Budget Act Detail of Additional Financing Sources by Fund and Account
 January 2010 Governmental Funds
Fiscal Year 2017-18

Fund Name	Financing Source Category	Financing Source Account	2015-16 Actuals	2016-17 Estimated	2017-18 Requested	2017-18 Recommended
1	2	3	4	5	6	7

1000000000 (continued)

Intergovernmental Revenue (continued)
Federal Aid (continued)

Federal Aid-MAA Pass			\$692,074	\$4,130,000	\$1,280,000	\$1,280,000
Federal Aid-MCH			465,937	288,000	488,000	488,000
Fed Aid-Recoveries			47,595	47,688	47,688	47,688
Fed Aid-SNAP Funds			546,497	513,498	453,816	453,816
Fed Aid-Security			9,358	15,000	30,000	30,000
Fed Aid-SCAAP			128,078	131,572	136,893	136,893
Fed Aid-Drug & Alc			1,520,428	1,543,253	1,618,922	1,618,922
Fed Aid-Pass-thru Gr			1,452,064	1,678,887	2,167,845	2,212,845
Fed Aid-Other			2,044,006	2,279,367	1,615,563	1,615,563
Fed Aid-Welfare Admn			29,581,828	32,650,374	34,685,481	34,562,990
Fed Aid-Abatement			27,421	17,156	17,156	17,156
Fed Aid-Prior Year			(82,969)	(27,732)	0	0
Fed Aid-Perinatal			72,569	72,596	72,569	72,569
Fed Aid-Pub Hlth Sec			657,540	741,810	783,750	783,750
Fed Aid-Child Sup Ad			2,797,640	2,699,001	2,978,642	2,978,642
Federal Aid-DSS			1,136,414	0	0	0
Fed Aid-WIA			1,450,649	2,037,240	2,319,519	2,319,519
Fed Aid-USDA			1,325,838	1,279,129	1,318,127	1,318,127
Fed Aid-Medicare			0	0	0	0
Federal Aid-SmWtrSys			0	0	50,000	50,000
Federal Aid-CCS			1,832,531	1,904,101	2,021,999	2,021,999
Federal Aid-CHDP			450,678	354,918	505,248	561,412

State Controller Schedules **San Luis Obispo County**
Schedule 6
 County Budget Act Detail of Additional Financing Sources by Fund and Account
 January 2010 Governmental Funds
Fiscal Year 2017-18

Fund Name	Financing Source Category	Financing Source Account	2015-16 Actuals	2016-17 Estimated	2017-18 Requested	2017-18 Recommended
1	2	3	4	5	6	7
1000000000 (continued)						
Intergovernmental Revenue (continued)						
Federal Aid (continued)						
		Fed Aid-ARRA Direct	\$17,862	\$20,862	\$0	\$0
		Total Federal Aid	\$48,375,888	\$54,588,082	\$55,159,163	\$55,137,836
Other Governmental Aid						
		Other Govt Aid	\$1,683,096	\$1,543,707	\$1,431,902	\$1,431,902
		Other Govt Aid-CaWks	1,656,285	429,195	1,130,067	1,130,067
		Total Other Governmental Aid	\$3,339,380	\$1,972,902	\$2,561,969	\$2,561,969
		Total Intergovernmental Revenue	\$212,444,985	\$230,133,254	\$233,992,606	\$236,266,410
Charges for Current Services						
		Affordable Housing In	\$1,036	\$0	\$0	\$0
		Appeal Fee	6,800	11,900	6,800	6,800
		Affordable Hsg Impac	1,706	76,854	2,890	2,890
		Rev Trfr from Trusts	203,773	85,000	50,000	50,000
		Blngs OH-Out Agcy	(19,071)	76,008	0	0
		Oth Billgs to Cts	391,528	368,018	404,323	404,323
		Blngs To Outside Age	1,933,814	1,991,010	2,006,259	2,094,454
		Preapplication Confe	26,038	15,000	18,769	18,769
		Flood Haz Prop Repts	135	560	580	580
		Fire Suppr-Cost Rmb	74,237	100,000	100,000	100,000
		Fire Sup-Eq Cost Rmb	134,461	51,716	50,000	50,000
		Ambulance Reimb	186,505	189,397	194,361	194,361
		Inmate Assistance Re	243	310	310	310
		Pub Ed & Govt Access	50,424	0	0	0

State Controller Schedules **San Luis Obispo County**
Schedule 6
 County Budget Act Detail of Additional Financing Sources by Fund and Account
 January 2010 Governmental Funds
Fiscal Year 2017-18

Fund Name	Financing Source Category	Financing Source Account	2015-16 Actuals	2016-17 Estimated	2017-18 Requested	2017-18 Recommended
1	2	3	4	5	6	7

1000000000 (continued)

Charges for Current Services (continued)

Monitoring Fee-Pc120			\$132,026	\$105,300	\$145,000	\$145,000
Juv Inf Sup WIC654L			60,075	58,772	58,000	58,000
Div Monit-PC1001.53			56	0	0	0
Air Qual Mitigation			575	1,180	480	480
Change of Plea			0	400	400	400
Prob Mgt Fee- Adult			7,477	7,786	7,834	7,834
Sentencing Report			38,271	33,280	43,719	43,719
Rest Coll-PC1203.1			59,587	58,148	55,000	55,000
Record Sealing Fee			345	0	0	0
Red Installment Plan			8,146	7,000	7,810	45,579
Administrative Svcs			1,736,507	1,737,007	1,802,167	1,802,167
Admin Fee-SLOCTBID			38,713	37,600	40,000	40,000
Admin Fee-GC 29142			50,546	52,923	55,076	55,076
Special Asssmt Fees			142,290	151,728	152,000	152,000
Admin Fee-RDA Dissol			44,438	59,958	65,000	65,000
Assessmnt Apportrmnt			1,099	2,123	0	0
Prop Redempt Search			19,140	26,950	27,125	27,125
Election Services			90,407	805,411	40,000	40,000
Def Entry of Judgmt			37,602	11,325	10,000	10,000
Segregations Fee			38	38	38	38
DMV Delinquent Vesse			1,261	972	972	972
Unsec Delinq Collectn			32,743	25,000	28,925	28,925
Other Court-Ord Rmb			2,956	1,311	0	0

State Controller Schedules **San Luis Obispo County**
Schedule 6
 County Budget Act Detail of Additional Financing Sources by Fund and Account
 January 2010 Governmental Funds
Fiscal Year 2017-18

Fund Name	Financing Source Category	Financing Source Account	2015-16 Actuals	2016-17 Estimated	2017-18 Requested	2017-18 Recommended
1	2	3	4	5	6	7

1000000000 (continued)

Charges for Current Services (continued)						
			\$266,295	\$235,000	\$322,189	\$322,189
		Public Def Reim Fee				
		Legal Services	45,028	38,750	38,750	38,750
		Invol Lien Notice	8,328	15,000	13,000	13,000
		Installment Fees	9,083	4,748	0	0
		Proc-Install Fee	95,473	90,000	90,000	90,000
		Environ Assmt	164,716	107,272	204,497	204,497
		Filing Fees-Corner R	3,246	3,330	3,330	3,330
		Allocation Admin Fee	21,948	28,333	25,850	25,850
		Data Proc-Info Svcs	62,445	91,950	89,868	89,868
		Comm Service Rev	6,323	6,438	3,334	3,334
		Fire Protection Svcs	2,661,381	3,062,731	3,004,553	3,109,923
		Agricultural Svcs	270,615	330,250	300,250	300,250
		Home Detention Pgm	262,317	295,612	300,000	300,000
		Standardization Insp	12,025	15,050	8,000	8,000
		Alternative Work Pgm	40,810	38,122	45,000	45,000
		Alt Sentencing Prog	72,434	69,750	78,000	78,000
		Civil Process Svcs	73,770	80,370	87,800	87,800
		Reimb Juv Court Prof	61,011	40,000	30,000	30,000
		Estate Fees	15,201	45,000	32,500	32,500
		Conservatorship Fees	88,883	84,000	84,000	84,000
		Public Rep Payee Fee	39,984	39,852	39,852	39,852
		Humane Services	4,724	6,096	5,923	5,923
		Impound Fees	32,643	33,340	35,935	35,935

State Controller Schedules **Schedule 6**
San Luis Obispo County
 Detail of Additional Financing Sources by Fund and Account
 County Budget Act
 January 2010
 Governmental Funds
 Fiscal Year 2017-18

Fund Name	Financing Source Category	Financing Source Account	2015-16 Actuals	2016-17 Estimated	2017-18 Requested	2017-18 Recommended
1	2	3	4	5	6	7

1000000000 (continued)

Charges for Current Services (continued)						
	Boarding Fees		\$58,545	\$79,186	\$62,575	\$62,575
	Animal Placement		124,606	155,407	155,632	155,632
	Law Enf Svcs		167,022	138,225	155,500	155,500
	Booking Fees-Cities		456,312	456,312	456,312	456,312
	Recorder's Spec Proj		498,954	454,458	454,933	454,933
	Rec Fee-Micrographics		311,522	352,976	230,719	230,719
	Rec Fee-Real Estate		313,768	323,691	356,917	356,917
	Rec Fee-SSN Redact		158,794	18,610	23,785	23,785
	Recording Fees		1,281,827	1,267,800	1,351,446	1,351,446
	Recording Fee-VHS		11,978	7,055	5,063	5,063
	Civil Fee GC26746		254,761	262,721	156,481	156,481
	Development Fee		38,863	54,592	75,000	75,000
	Sep Tax Bill Costs		64,894	65,000	65,000	65,000
	Reimb of Proj Costs		131,369	38,894	49,509	49,509
	Road Abandonment		32,635	88,068	40,691	40,691
	Curb & Gutter Waiver		0	1,066	1,066	1,066
	Medical Records Fee		2,453	2,280	2,280	2,280
	Nursing Fees		285,121	278,000	281,900	281,900
	Public Hlth VHS Fees		180,436	182,964	214,856	214,856
	EMSA Fees		26,234	41,809	42,895	42,895
	Laboratory Services		186,376	196,700	229,700	229,700
	Supplemental Roll-5%		663,610	664,000	664,000	664,000
	MH Svcs-Medicare		28,818	1,000	0	0

State Controller Schedules **San Luis Obispo County** **Schedule 6**
 County Budget Act **Detail of Additional Financing Sources by Fund and Account**
 January 2010 **Governmental Funds**
Fiscal Year 2017-18

Fund Name	Financing Source Category	Financing Source Account	2015-16 Actuals	2016-17 Estimated	2017-18 Requested	2017-18 Recommended
1	2	3	4	5	6	7

1000000000 (continued)

Charges for Current Services (continued)						
Alcoholism Services			\$54,549	\$50,000	\$45,000	\$45,000
Cobra Med Ins Admin			713	520	520	520
Sanitation Services			2,590,383	2,697,302	2,802,359	2,802,359
Inst Care/Sv-SB855			6,649	758	0	0
Medical Remb Serv/Pa			124,439	0	0	0
Cuts & Comb Req			3,025	6,000	6,000	6,000
Adoption Fees			18,350	13,000	15,000	15,000
Calif Children Svcs			2,763	1,939	1,000	1,000
Inst Care-Juv Hall			54,279	53,000	53,000	53,000
Insurance Payments			173,129	164,000	165,400	165,400
AB939-Waste Tipping			16,968	16,000	16,000	16,000
Copying Fees			25,631	20,507	18,900	18,900
Concession Income			3,600	3,220	3,600	3,600
Mobl Home Dup Tx Clr			231	210	210	210
Other Clerk Fees			516,027	543,360	543,360	543,360
Miscellaneous Fees			213,363	245,027	263,522	263,522
Com Acknowledg Fee			756	126	3,434	3,434
Monumentation Fees			37,736	41,061	45,236	45,236
Bldg Perm Rev-Drain			60,351	56,478	51,847	51,847
Bldg Perm Rev-Flood			1,400	3,184	3,537	3,537
Dev Plan Insp			94,847	62,465	62,465	62,465
Parc Map Ck thru T/A			56,448	41,535	40,414	40,414
Records of Survey			38,858	37,410	38,083	38,083

State Controller Schedules **San Luis Obispo County**
Schedule 6
 County Budget Act Detail of Additional Financing Sources by Fund and Account
 January 2010 Governmental Funds
Fiscal Year 2017-18

Fund Name	Financing Source Category	Financing Source Account	2015-16 Actuals	2016-17 Estimated	2017-18 Requested	2017-18 Recommended
1	2	3	4	5	6	7

1000000000 (continued)

Charges for Current Services (continued)						
			\$92,750	\$111,882	\$99,000	\$99,000
		Other Service Charge				
		Deferred Comp Admin	37,887	36,000	36,000	36,000
		MH Svcs-Self Pay	27,801	20,140	21,200	21,200
		Pgm Rev-Child & Fam	267,308	284,870	274,370	274,370
		Book-Pamph-Brochures	855	689	875	875
		Map Sales	225	200	200	200
		Public Info Sale	18,956	17,292	17,292	17,292
		PM Inspect-Imp Plans	35,007	44,355	44,355	44,355
		TM Inspect-Imp Plans	158,469	493,520	181,942	181,942
		Lot Line Adjust Appl	6,000	3,008	3,119	3,119
		Cond Use Prmt/Dev Pla	22,386	24,651	30,814	30,814
		Cert Compliance Unco	0	264	274	274
		Certificate of Corre	385	0	0	0
		Map Amendments	82	0	0	0
		Lot Line Adjust Chk	9,019	5,994	6,210	6,210
		SB2557 Admin Fee	1,322,860	1,320,000	1,320,000	1,320,000
		Bulk Transfer Fee	1,123	1,080	1,080	1,080
		Subd/Prcl Tr Map Fee	3,696	3,350	3,685	3,685
		Water Sales-Resale	33,557	27,000	27,000	27,000
		Total Charges for Current Services	\$21,226,365	\$22,493,190	\$21,539,032	\$21,770,366

Other Revenues						
		Other Revenue	\$374,651	\$178,925	\$137,126	\$137,326
		Sem-Conf-Wkshop Fee	42,534	93,177	73,910	73,910

State Controller Schedules **San Luis Obispo County**
Schedule 6
 County Budget Act Detail of Additional Financing Sources by Fund and Account
 January 2010 Governmental Funds
Fiscal Year 2017-18

Fund Name	Financing Source Category	Financing Source Account	2015-16 Actuals	2016-17 Estimated	2017-18 Requested	2017-18 Recommended
1	2	3	4	5	6	7

1000000000 (continued)

Other Revenues (continued)

Settlemts-Environ			\$20,000	\$5,500	\$0	\$150,000
Prior Year Rev Adj			674	0	0	0
Prior Year Ref-Adj			5,296	16,876	0	0
Reimbursements-Co Sh			356,324	362,981	368,885	368,885
Refunds-Rebates			24,808	273	0	0
Tax Dept-Rtd Ck Fee			7,942	8,550	8,550	8,550
Sale-Fixed Assets			24,995	27,811	0	0
Adv Costs Tx Dd Prop			1,188	2,100	2,100	2,100
Other Reimbursements			235,945	341,906	198,556	198,556
Employee Reimburseme			182	0	250	250
Employee Meals			1,175	1,400	1,400	1,400
Other Sales			19,651	11,918	15,000	15,000
Nuisance Abatement			20,407	13,308	24,666	24,666
Svc Chg-Rtd Cks			7,840	7,024	7,321	7,321
1915 Collection Fee			33,862	29,225	29,200	29,200
Contrib-Non-Govtl			34,130	94,055	37,566	37,566
Contributed Capital			0	111,000	0	0
Grants-Non-Govtl			662,141	926,017	838,022	838,022
Cash Overages			5,573	4,002	1,500	1,500
Sett-Damages-Ins			7,301	5,116,947	0	0
Invoice Variances			5,927	947	1,296	1,296
Tobacco Settlement			1,669,076	1,691,097	2,350,661	2,362,661

State Controller Schedules **Schedule 6**
San Luis Obispo County
 Detail of Additional Financing Sources by Fund and Account
 Governmental Funds
 Fiscal Year 2017-18

Fund Name	Financing Source Category	Financing Source Account	2015-16 Actuals	2016-17 Estimated	2017-18 Requested	2017-18 Recommended
1	2	3	4	5	6	7

1000000000 (continued)

Total Other Revenues \$3,561,623 \$9,045,038 \$4,096,009 \$4,258,209

Interfund

IFR-IS-Admn Supp			\$59,446	\$0	\$0	\$0
IFR-IS-ITD NW Svcs			237,096	326,443	346,859	346,859
IFR-IS-GS S/S			592,196	415,945	315,037	315,037
IFR-IS-Health Bill			72,784	68,930	49,082	49,082
IFR-IS-ITD Ent Svcs			683,822	791,751	868,858	868,858
IFR-IS-Drug & Alc			78,184	74,031	85,887	85,887
IFR-IS-ITD Dept Svcs			590,437	607,839	204,377	204,377
IFR-IS-ITD Radio			12,798	8,751	13,306	13,306
IFR-IS-Sher Sup			666,189	629,361	513,278	619,573
IFR-IS-G/S Other			239,819	412,711	398,165	398,165
IFR-IS-Other Depts			196,856	0	0	0
IFR-OH-OH Alloc			328,956	0	0	0
IFR-MCA-ITD Voice			143,259	152,296	140,402	140,402
IFR-MCA-Postage			46,258	34,629	39,902	39,902
IFR-IAA-Labor-Reg			348,076	0	0	0
IFR-IAA-Labor-Reg-T			3,290	305	0	0
IFR-IS-W/O Sett			42,128	61,388	0	0
IFR-JE-All Othr Dept			2,400	0	0	0
IFR-JE-Admin Office			67,034	182,825	182,825	160,236
IFR-JE-Risk Managemt			1,029,515	1,083,514	1,115,498	1,115,498
IFR-JE-Aud-Controllr			113,745	30,000	30,000	30,000
IFR-JE-ITD			10,015	0	0	0

State Controller Schedules **San Luis Obispo County**
Schedule 6
 County Budget Act Detail of Additional Financing Sources by Fund and Account
 January 2010 Governmental Funds
Fiscal Year 2017-18

Fund Name	Financing Source Category	Financing Source Account	2015-16 Actuals	2016-17 Estimated	2017-18 Requested	2017-18 Recommended
1	2	3	4	5	6	7
1000000000 (continued)						
Interfund (continued)						
		IFR-JE-Maint Project	\$230,029	\$0	\$0	\$0
		IFR-JE-General Svcs	751,029	761,284	884,591	884,591
		IFR-JE-Personnel	142,595	140,653	238,134	238,134
		IFR-JE-County Counsl	199,115	85,250	85,250	85,250
		IFR-JE-Public Health	160,596	157,051	198,929	198,929
		IFR-JE-Sheriff	4,679	894	5,625	5,625
		IFR-JE-CDF	562,878	589,445	559,767	584,981
		IFR-JE-Planning	414,193	504,981	387,843	387,843
		IFR-JE-SB 2557	285,019	285,000	285,000	285,000
		IFR-JE-Co-Wide OH	3,017,915	2,442,531	3,010,507	2,930,798
		IFR-JE-Soc Svcs	89,605	0	0	0
		IFR-JE-Utilit-Op Ctr	39,934	40,000	50,000	50,000
		IFR-JE-PW ISF	13,474	0	0	0
Total Interfund			\$11,475,364	\$9,887,808	\$10,009,122	\$10,038,333
Other Financing Sources						
		Operating Trans-In	\$553,534	\$0	\$0	\$750,000
		OTI - Intrafund (m)	10,000	0	0	0
		OTI-Gen Gov Bldg Rep	397,460	0	0	995,548
		OTI-Auto Repl	24,978	337,805	552,609	742,609
		OTI-Fleet	20,536	7,300	7,300	7,300
		Int Loan Prin (m)	458,528	0	117,187	117,187
		Int Loan Int Repaid	49,466	0	222,978	222,978
		Proceeds-PGE CEC Ln	1,104,249	0	0	0
Total Other Financing Sources			\$2,618,750	\$345,105	\$900,074	\$2,835,622
Total 1000000000			\$438,519,777	\$465,051,819	\$466,842,571	\$472,660,336
Total General Fund			\$438,519,777	\$465,051,819	\$466,842,571	\$472,660,336

State Controller Schedules **San Luis Obispo County**
Schedule 6
 County Budget Act Detail of Additional Financing Sources by Fund and Account
 January 2010 Governmental Funds
Fiscal Year 2017-18

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1	2	3	4	5	6	7
1100000000						
Fines, Forfeitures, and Penalties						
		Pen Assmt-Court Temp	\$65,432	\$0	\$0	\$0
Total Fines, Forfeitures, and Penalties			\$65,432	\$0	\$0	\$0
Revenue from Use of Money & Property						
		Interest Revenue	\$108,271	\$0	\$0	\$0
Total Revenue from Use of Money & Property			\$108,271	\$0	\$0	\$0
Intergovernmental Revenue						
State Aid						
		St Aid-Award Grants	\$220,754	\$0	\$0	\$0
		St Aid-Coastal Grant	0	0	0	0
		St Aid-Construction	20,601,067	0	0	0
		St Aid-Region St Hwy	85,728	0	0	0
Total State Aid			\$20,907,549	\$0	\$0	\$0
Federal Aid						
		Fed Aid-Pass-thru Gr	\$233,448	\$0	\$0	\$0
Total Federal Aid			\$233,448	\$0	\$0	\$0
Total Intergovernmental Revenue			\$21,140,997	\$0	\$0	\$0
Charges for Current Services						
		Parkland Fee-Quimby	\$6,911	\$0	\$0	\$0
Total Charges for Current Services			\$6,911	\$0	\$0	\$0
Other Revenues						
		Sale-Fixed Assets	\$0	\$0	\$0	\$0
		Contrib-Non-Govt	187,186	0	0	0
		Invoice Variances	0	0	0	0

State Controller Schedules **San Luis Obispo County**
Schedule 6
 County Budget Act Detail of Additional Financing Sources by Fund and Account
 January 2010 Governmental Funds
Fiscal Year 2017-18

Fund Name	Financing Source Category	Financing Source Account	2015-16 Actuals	2016-17 Estimated	2017-18 Requested	2017-18 Recommended
1	2	3	4	5	6	7
1100000000 (continued)						
Interfund			\$187,186	\$0	\$0	\$0
		IFR-JE-CapAsset Fndg	\$833,541	\$0	\$0	\$50,000
Total Interfund			\$833,541	\$0	\$0	\$50,000
Other Financing Sources						
		Operating Trans-In	\$70,580	\$0	\$0	\$0
		OTI-Gen Fd	6,132,558	0	0	0
		OTI-Gen Gov Bldg Rep	0	0	0	2,062,162
		OTI-PFF-Fire	59,418	0	0	0
		OTI-PFF-Parks	136,638	0	0	0
		OTI-PFF-Law Enf	9,544	0	0	0
		Proceeds-PGE CEC Ln	271,275	0	222,978	222,978
Total Other Financing Sources			\$6,680,013	\$0	\$0	\$2,062,162
Total 1100000000			\$29,022,352	\$0	\$0	\$2,112,162
Total Capital Projects			\$29,022,352	\$0	\$0	\$2,112,162

State Controller Schedules **San Luis Obispo County**
Schedule 6
 County Budget Act Detail of Additional Financing Sources by Fund and Account
 January 2010 Governmental Funds
Fiscal Year 2017-18

Fund Name	Financing Source Category	Financing Source Account	2015-16 Actuals	2016-17 Estimated	2017-18 Requested	2017-18 Recommended
1	2	3	4	5	6	7

1200000000

Taxes						
		Prop Tax-Curr Sec	\$1,267,572	\$1,247,724	\$1,297,137	\$1,297,137
		Prop Tax-Unitary	343,905	385,869	401,306	401,306
		Supp-Curr Secured	30,842	2,520	2,520	2,520
		Prop Tax-Curr Unsec	30,947	25,785	25,785	25,785
		Supp-Curr Unsec	25	115	115	115
		Total Taxes	\$1,673,291	\$1,662,013	\$1,726,863	\$1,726,863

Other Taxes						
		Prop Tax-PY Secured	(\$2,575)	(\$6,062)	(\$6,062)	(\$6,062)
		Prop Tax-PY Supp Sec	(35)	0	0	0
		Prop Tax-PY-Unsec	1,136	0	0	0
		Prop Tax-PY-Sup-Unsc	200	0	0	0
		Penalties/Int-Delinq	58	0	0	0
		Total Other Taxes	(\$1,216)	(\$6,062)	(\$6,062)	(\$6,062)

Revenue from Use of Money & Property						
		Interest Revenue	\$62,867	\$20,000	\$25,000	\$25,000
		Interest-P/Tax Refund	(114)	0	0	0
		Total Revenue from Use of Money & Property	\$62,753	\$20,000	\$25,000	\$25,000

Intergovernmental Revenue						
State Aid						
		St Aid-HO Prp Tx Rif	\$9,768	\$9,811	\$9,811	\$9,811
		St Aid-Prior Year	(19,625)	0	0	0
		St Aid-Hwy Users Tax	7,659,255	7,207,904	7,100,000	7,100,000
		St Aid-Construction	19,536	0	0	0

State Controller Schedules **San Luis Obispo County**
Schedule 6
 County Budget Act Detail of Additional Financing Sources by Fund and Account
 January 2010 Governmental Funds
Fiscal Year 2017-18

Fund Name	Financing Source Category	Financing Source Account	2015-16 Actuals	2016-17 Estimated	2017-18 Requested	2017-18 Recommended
1	2	3	4	5	6	7

1200000000 (continued)

Intergovernmental Revenue (continued)						
State Aid (continued)						
	St Aid-Urban St Hwy		\$96,861	\$72,000	\$0	\$0
	St Aid-Region St Hwy		481,495	0	0	0
	St Aid-Transp-SB325		2,462,381	2,423,896	2,500,000	2,500,000
	St Aid-ISTEA		578,060	578,060	578,060	578,060
	State Aid-Disaster		15,175	0	0	0
Total State Aid			\$11,302,907	\$10,291,671	\$10,187,871	\$10,187,871

Federal Aid						
	Fed Aid-FEMA		\$0	\$0	\$0	\$0
	Fed Aid-FEMA PriorYr		60,711	0	0	0
	Fed Aid-Construction		5,234,768	1,353,207	856,651	856,651
	Fed Aid-Bridge Tolls		360,532	120,481	22,940	22,940
	Fed Aid-Forest Rsv		12,231	10,941	12,200	12,200
	Fed Aid-Prior Year		44,494	0	0	0
	Fed Aid-FHWA		0	0	2,693,610	2,693,610
Total Federal Aid			\$5,712,736	\$1,484,629	\$3,585,401	\$3,585,401
Total Intergovernmental Revenue			\$17,015,643	\$11,776,300	\$13,773,272	\$13,773,272

Charges for Current Services						
	Appeal Fee		\$901	\$1,347	\$0	\$0
	Planning-Engineering		1,173	3,500	3,500	3,500
	Road Permit Fees		17,932	20,000	20,000	20,000
	Encroachment Permit		163,308	125,000	150,000	150,000
	Curb & Gutter Waiver		18	185	0	0

Fund Name	Financing Source Category	Financing Source Account	2015-16 Actuals	2016-17 Estimated	2017-18 Requested	2017-18 Recommended
1	2	3	4	5	6	7

1200000000 (continued)

Charges for Current Services (continued)						
			\$0	\$5,000	\$5,000	\$5,000
			0	17,000	17,000	17,000
			3,858	0	0	0
			438	930	0	0
Total Charges for Current Services			\$187,628	\$172,962	\$195,500	\$195,500

Other Revenues						
			\$38,157	\$0	\$0	\$0
			121,745	8,029	0	0
			2,322	0	0	0
			8	0	0	0
			964	0	0	0
Total Other Revenues			\$163,195	\$8,029	\$0	\$0

Interfund						
			\$293,676	\$0	\$0	\$0
			230,533	0	0	0
Total Interfund			\$524,209	\$0	\$0	\$0

Other Financing Sources						
			\$705,795	\$2,309,536	\$1,759,967	\$1,759,967
			11,146,107	11,553,412	8,553,412	11,646,107
Total Other Financing Sources			\$11,851,902	\$13,862,948	\$10,313,379	\$13,406,074
Total 1200000000			\$31,477,406	\$27,496,190	\$26,027,952	\$29,120,647

Total Road Fund						
			\$31,477,406	\$27,496,190	\$26,027,952	\$29,120,647

State Controller Schedules **San Luis Obispo County**
Schedule 6
 County Budget Act Detail of Additional Financing Sources by Fund and Account
 January 2010 Governmental Funds
Fiscal Year 2017-18

Fund Name	Financing Source Category	Financing Source Account	2015-16 Actuals	2016-17 Estimated	2017-18 Requested	2017-18 Recommended
1	2	3	4	5	6	7
1200500000						
Revenue from Use of Money & Property						
			\$887	\$0	\$0	\$0
Total Revenue from Use of Money & Property			\$887	\$0	\$0	\$0
Intergovernmental Revenue						
State Aid						
		St Aid-Other	\$6,300	\$0	\$0	\$0
Total State Aid			\$6,300	\$0	\$0	\$0
Federal Aid						
		Fed Aid-CDBG Funds	\$2,051,119	\$2,071,386	\$1,600,000	\$1,600,000
		Fed Aid-HOME Funds	466,799	1,421,734	605,000	605,000
		Fed Aid-ESG Funds	123,240	123,240	142,000	142,000
		Fed Aid-SNAP Funds	1,071,343	864,876	928,536	928,536
		Fed Aid-Environment	32,827	163,243	0	0
Total Federal Aid			\$3,745,328	\$4,644,479	\$3,275,536	\$3,275,536
Total Intergovernmental Revenue			\$3,751,628	\$4,644,479	\$3,275,536	\$3,275,536
Other Revenues						
		Other Reimbursements	\$2,143	\$0	\$0	\$0
Total Other Revenues			\$2,143	\$0	\$0	\$0
Other Financing Sources						
		OTI-Gen Fd	\$591,436	\$666,436	\$829,436	\$954,436
Total Other Financing Sources			\$591,436	\$666,436	\$829,436	\$954,436
Total 1200500000			\$4,346,094	\$5,310,915	\$4,104,972	\$4,229,972
Total Community Developmen			\$4,346,094	\$5,310,915	\$4,104,972	\$4,229,972

State Controller Schedules **San Luis Obispo County** **Schedule 6**
 County Budget Act **Detail of Additional Financing Sources by Fund and Account**
 January 2010 **Governmental Funds**
Fiscal Year 2017-18

Fund Name	Financing Source Category	Financing Source Account	2015-16 Actuals	2016-17 Estimated	2017-18 Requested	2017-18 Recommended
1	2	3	4	5	6	7

1201000000

Revenue from Use of Money & Property

Interest Revenue	\$60,222	\$0	\$0
Total Revenue from Use of Money & Property	\$60,222	\$0	\$0

Charges for Current Services

Afford Housing Fee Tr	(\$2,337)	\$0	\$0
Affordable Housing In	2,337	0	0
Pub Fac Fee-Library	158,210	272,690	204,518
Pub Fac Fee-Fire	805,404	765,784	574,338
Pub Fac Fee-Parks	514,558	949,166	711,874
Pub Fac Fee-Gen Govt	261,421	379,703	284,778
Pub Fac Fee-Law Enfo	137,708	198,652	148,989

Total Charges for Current Services	\$1,877,301	\$2,565,995	\$1,924,497
Total 1201000000	\$1,937,523	\$2,565,995	\$1,924,497

Total Public Fac Fees Svcs	\$1,937,523	\$2,565,995	\$1,924,497
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State Controller Schedules **San Luis Obispo County**
Schedule 6
 County Budget Act Detail of Additional Financing Sources by Fund and Account
 January 2010 Governmental Funds
Fiscal Year 2017-18

Fund Name	Financing Source Category	Financing Source Account	2015-16 Actuals	2016-17 Estimated	2017-18 Requested	2017-18 Recommended
1	2	3	4	5	6	7

1201500000

Fines, Forfeitures, and Penalties

Off-Hway Motor Fines	\$91,291	\$185,619	\$91,391	\$151,391
Litter Cleanup	1,111	0	500	500
Total Fines, Forfeitures, and Penalties	\$92,402	\$185,619	\$91,891	\$151,891

Revenue from Use of Money & Property

Interest Revenue	\$15,599	\$12,000	\$14,000	\$14,000
Rent-Land/Bldg-ST	43,871	50,000	59,000	59,000
Rent-Land/Bldg-LT	61,460	67,000	70,000	70,000
Farm-Land Rent	1,650	1,800	1,800	1,800
Total Revenue from Use of Money & Property	\$122,581	\$130,800	\$144,800	\$144,800

Intergovernmental Revenue

State Aid	\$0	\$0	\$3,000	\$3,000
Total State Aid	\$0	\$0	\$3,000	\$3,000
Total Intergovernmental Revenue	\$0	\$0	\$3,000	\$3,000

Charges for Current Services

Oth Billgs to Cts	\$7,773	\$10,500	\$8,500	\$8,500
Blngs To Outside Age	47,000	47,000	47,000	47,000
Development Fee	2,200	880	2,200	2,200
Camping Fees	3,293,925	3,315,000	3,563,235	3,563,235
Daily Passes	461,557	452,021	525,000	525,000
Group Entr/Day Use	169,101	168,462	195,000	195,000
Vehicle Pass	58,845	60,000	90,000	90,000
Season Boat Licenses	15,005	16,000	60,000	60,000

State Controller Schedules **Schedule 6**
San Luis Obispo County
 Detail of Additional Financing Sources by Fund and Account
 County Budget Act
 Governmental Funds
 January 2010
 Fiscal Year 2017-18

Fund Name	Financing Source Category	Financing Source Account	2015-16 Actuals	2016-17 Estimated	2017-18 Requested	2017-18 Recommended
1	2	3	4	5	6	7

1201500000 (continued)

Charges for Current Services (continued)						
	Daily Boat Passes		\$58,676	\$52,000	\$90,000	\$90,000
	Concession Income		119,021	130,000	140,000	140,000
	Swimming Pool Fees		74,331	74,000	74,000	74,000
	Animal Day Use		57,201	55,065	72,000	72,000
	Showers-Lockers		70,174	62,803	75,000	75,000
	Parkland Fee-Quimby		355,578	70,232	0	0
	Miscellaneous Fees		16,588	20,360	19,000	19,000
	Recreational Program		31,134	31,000	40,000	40,000
	Skate Park Fees		2,709	2,143	4,940	4,940
	Special Events		28,647	25,000	15,000	15,000
	Other Rec Fees		22,640	20,926	15,000	15,000
	Total Charges for Current Services		\$4,892,105	\$4,613,392	\$5,035,875	\$5,035,875

Other Revenues

Other Revenue	(\$1,705)	\$654	\$2,250	\$2,250
Sale-Fixed Assets	9,400	0	0	0
Other Reimbursements	22,354	2,515	3,000	3,000
Other Sales	1,295	0	0	0
Contrib-Non-Govtl	25,021	34,000	35,000	35,000
Grants-Non-Govtl	(12,564)	38,760	38,760	38,760
Cash Overages	0	0	500	500
Invoice Variances	2,775	2,748	2,000	2,000

State Controller Schedules **San Luis Obispo County**
Schedule 6
 County Budget Act Detail of Additional Financing Sources by Fund and Account
 January 2010 Governmental Funds
Fiscal Year 2017-18

Fund Name	Financing Source Category	Financing Source Account	2015-16 Actuals	2016-17 Estimated	2017-18 Requested	2017-18 Recommended
1	2	3	4	5	6	7
1201500000 (continued)						
Interfund			\$46,575	\$78,677	\$81,510	\$81,510
	IFR-IS-Parks Blings		\$141,934	\$146,835	\$160,000	\$160,000
	IFR-JE-Parks		227,236	227,235	227,974	227,974
	Total Interfund		\$369,170	\$374,070	\$387,974	\$387,974
Other Financing Sources						
	OTI-Gen Fd		\$3,616,907	\$3,616,907	\$3,616,907	\$3,616,907
	OTI-PFF-Parks		366	5,779	0	50,000
	OTI-Int Ln Proc (m)		195,089	404,911	0	0
	Total Other Financing Sources		\$3,812,362	\$4,027,597	\$3,616,907	\$3,666,907
	Total 1201500000		\$9,335,194	\$9,410,155	\$9,361,957	\$9,471,957
	Total Parks Fund		\$9,335,194	\$9,410,155	\$9,361,957	\$9,471,957

State Controller Schedules **San Luis Obispo County** **Schedule 6**
 County Budget Act **Detail of Additional Financing Sources by Fund and Account**
 January 2010 **Governmental Funds**
Fiscal Year 2017-18

Fund Name	Financing Source Category	Financing Source Account	2015-16 Actuals	2016-17 Estimated	2017-18 Requested	2017-18 Recommended
1	2	3	4	5	6	7
1202000000						
Other Taxes						
		TLRF Proceeds	\$1,226,394	\$510,023	\$0	\$0
		Total Other Taxes	\$1,226,394	\$510,023	\$0	\$0
Revenue from Use of Money & Property						
		Interest Revenue	\$87,063	\$114,477	\$0	\$0
		Rents & Concessions	420,845	420,845	0	0
		Total Revenue from Use of Money & Property	\$507,908	\$535,322	\$0	\$0
Charges for Current Services						
		Pub Ed & Govt Access	(\$20,450)	\$31,401	\$0	\$0
		Total Charges for Current Services	(\$20,450)	\$31,401	\$0	\$0
Interfund						
		IFR-JE-Major Sys Dev	\$0	\$169,095	\$0	\$0
		IFR-JE-Co-W O&M Chg	1,308	65,005	0	0
		Total Interfund	\$1,308	\$234,100	\$0	\$0
Other Financing Sources						
		Operating Trans-In	\$0	\$0	\$0	\$0
		OTI-Gen Fd	4,650,567	2,901,152	0	2,658,622
		Total Other Financing Sources	\$4,650,567	\$2,901,152	\$0	\$2,658,622
		Total 1202000000	\$6,365,727	\$4,211,998	\$0	\$2,658,622
		Total Co-Wd Automatrnl Repl	\$6,365,727	\$4,211,998	\$0	\$2,658,622

Fund Name	Financing Source Category	Financing Source Account	2015-16 Actuals	2016-17 Estimated	2017-18 Requested	2017-18 Recommended
1	2	3	4	5	6	7

1202500000

Revenue from Use of Money & Property

Interest Revenue	\$143,812	\$0	\$0
Total Revenue from Use of Money & Property	\$143,812	\$0	\$0

Other Financing Sources

Operating Trans-In	\$853,013	\$0	\$0
OTI-Gen Fd	6,610,877	6,602,498	2,746,717
Int Loan Prin (m)	0	0	0
Total Other Financing Sources	\$7,463,890	\$6,602,498	\$2,746,717

Total 1202500000	\$7,607,702	\$6,602,498	\$2,746,717
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Total Gen Govt Bldg Repl	\$7,607,702	\$6,602,498	\$2,746,717
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State Controller Schedules **San Luis Obispo County** **Schedule 6**
 County Budget Act **Detail of Additional Financing Sources by Fund and Account**
 January 2010 **Governmental Funds**
Fiscal Year 2017-18

Fund Name	Financing Source Category	Financing Source Account	2015-16 Actuals	2016-17 Estimated	2017-18 Requested	2017-18 Recommended
1	2	3	4	5	6	7
1203000000						
Revenue from Use of Money & Property						
			Interest Revenue	\$73,547	\$0	\$0
			Total Revenue from Use of Money & Property	\$73,547	\$0	\$0
			Total 1203000000	\$73,547	\$0	\$0
			Total Tax Reduction Rsv	\$73,547	\$0	\$0

Fund Name	Financing Source Category	Financing Source Account	2015-16 Actuals	2016-17 Estimated	2017-18 Requested	2017-18 Recommended
1	2	3	4	5	6	7
1203500000						
Revenue from Use of Money & Property						
		Interest Revenue	\$43,507	\$60,978	\$0	\$0
Total Revenue from Use of Money & Property			\$43,507	\$60,978	\$0	\$0
Charges for Current Services						
		Road Impact Fees	\$1,527,782	\$1,919,484	\$0	\$0
		Bldg Perm Rev-Drain	0	0	0	0
Total Charges for Current Services			\$1,527,782	\$1,919,484	\$0	\$0
Other Financing Sources						
		OTI-Int Ln Proc (m)	\$56,000	\$0	\$0	\$0
Total Other Financing Sources			\$56,000	\$0	\$0	\$0
Total 1203500000			\$1,627,289	\$1,980,462	\$0	\$0
Total Roads - Impact Fees			\$1,627,289	\$1,980,462	\$0	\$0

State Controller Schedules **San Luis Obispo County** **Schedule 6**
 County Budget Act **Detail of Additional Financing Sources by Fund and Account**
 January 2010 **Governmental Funds**
Fiscal Year 2017-18

Fund Name	Financing Source Category	Financing Source Account	2015-16 Actuals	2016-17 Estimated	2017-18 Requested	2017-18 Recommended
1	2	3	4	5	6	7
1204000000						
Revenue from Use of Money & Property						
			\$106	\$0	\$0	\$0
			\$106	\$0	\$0	\$0
Intergovernmental Revenue						
Federal Aid						
		Fed Aid-Grazing Fees	\$1,889	\$3,608	\$3,608	\$3,608
		Total Federal Aid	\$1,889	\$3,608	\$3,608	\$3,608
		Total Intergovernmental Revenue	\$1,889	\$3,608	\$3,608	\$3,608
		Total 1204000000	\$1,995	\$3,608	\$3,608	\$3,608
		Total Wildlife and Grazing	\$1,995	\$3,608	\$3,608	\$3,608

State Controller Schedules **San Luis Obispo County**
Schedule 6
 County Budget Act Detail of Additional Financing Sources by Fund and Account
 January 2010 Governmental Funds
Fiscal Year 2017-18

Fund Name	Financing Source Category	Financing Source Account	2015-16 Actuals	2016-17 Estimated	2017-18 Requested	2017-18 Recommended
1	2	3	4	5	6	7

1204500000

Revenue from Use of Money & Property

Interest Revenue	\$2,561	\$1,772	\$2,000	\$2,000
Total Revenue from Use of Money & Property	\$2,561	\$1,772	\$2,000	\$2,000

Charges for Current Services

Fees-Young Adults Pr	\$21,526	\$23,473	\$29,225	\$29,225
Extd First Offender	165,878	156,516	167,109	167,109
Second Chance Charge	550,660	573,742	638,917	638,917
First Offender Fees	524,633	459,714	410,774	410,774
Miscellaneous Fees	0	276	0	0
Wet & Recless Rev	25,209	26,440	27,916	27,916
Total Charges for Current Services	\$1,287,906	\$1,240,161	\$1,273,941	\$1,273,941

Other Revenues

Other Revenue	\$0	\$0	\$35,000	\$35,000
Other Reimbursements	29	0	0	0
Cash Overages	0	2	0	0
Total Other Revenues	\$29	\$2	\$35,000	\$35,000

Interfund

IFR-IS-Other Depts	\$26,360	\$7,241	\$10,000	\$10,000
Total Interfund	\$26,360	\$7,241	\$10,000	\$10,000
Total 1204500000	\$1,316,857	\$1,249,176	\$1,320,941	\$1,320,941

Total Driving Undr Influenc

Total Driving Undr Influenc	\$1,316,857	\$1,249,176	\$1,320,941	\$1,320,941
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State Controller Schedules **San Luis Obispo County**
Schedule 6
 County Budget Act Detail of Additional Financing Sources by Fund and Account
 January 2010 Governmental Funds
Fiscal Year 2017-18

Fund Name	Financing Source Category	Financing Source Account	2015-16 Actuals	2016-17 Estimated	2017-18 Requested	2017-18 Recommended
1	2	3	4	5	6	7

1205000000						
Taxes						
		Prop Tax-Curr Sec	\$7,202,807	\$7,538,802	\$7,985,539	\$7,985,539
		Prop Tax-Unitary	590,002	586,446	505,465	505,465
		Supp-Curr Secured	175,364	175,000	175,000	175,000
		RDA Tax	(143,857)	(149,611)	(168,925)	(168,925)
		Return RDA Passthru-	57,797	58,000	67,409	67,409
		RPTTF Residual Bal	33,465	27,000	33,000	33,000
		Prop Tax-Curr Unsec	175,855	174,739	183,262	183,262
		Supp-Curr Unsec	143	775	775	775
		Total Taxes	\$8,091,575	\$8,411,151	\$8,781,525	\$8,781,525

Other Taxes						
		Prop Tax-PY Secured	(\$14,652)	(\$35,000)	(\$35,000)	(\$35,000)
		Prop Tax-PY Supp Sec	(197)	40	40	40
		Prop Tax-PY-Unsec	6,464	7,000	6,000	6,000
		Prop Tax-PY-Sup-Unsc	1,139	1,200	1,100	1,100
		Penalties/Int-Delinq	330	25	25	25
		Total Other Taxes	(\$6,916)	(\$26,735)	(\$27,835)	(\$27,835)

Revenue from Use of Money & Property						
		Interest Revenue	\$17,386	\$17,000	\$17,000	\$17,000
		Interest-PTax Refund	(651)	(280)	(280)	(280)
		Total Revenue from Use of Money & Property	\$16,735	\$16,720	\$16,720	\$16,720

Intergovernmental Revenue						
State Aid						
		St Aid-HO Prp Tx Rlf	\$55,510	\$54,500	\$55,477	\$55,477

Fund Name	Financing Source Category	Financing Source Account	2015-16 Actuals	2016-17 Estimated	2017-18 Requested	2017-18 Recommended
1	2	3	4	5	6	7
1205000000 (continued)						
Intergovernmental Revenue (continued)						
State Aid (continued)						
		St Aid-Award Grants	\$57,641	\$60,000	\$61,000	\$61,000
		Total State Aid	\$113,151	\$114,500	\$116,477	\$116,477
Federal Aid						
		Fed Aid-Other	\$0	\$0	\$0	\$0
		Total Federal Aid	\$0	\$0	\$0	\$0
		Total Intergovernmental Revenue	\$113,151	\$114,500	\$116,477	\$116,477
Charges for Current Services						
		Lost-Damaged Mats	\$10,432	\$10,800	\$10,800	\$10,800
		Meeting Room Use Fee	2,273	2,000	2,000	2,000
		Library Services	134,463	93,600	93,600	93,600
		Copying Fees	24,032	22,000	22,000	22,000
		Library Request Fees	1,167	400	100	100
		Total Charges for Current Services	\$172,366	\$128,800	\$128,500	\$128,500
Other Revenues						
		Other Revenue	\$14,840	\$15,000	\$15,000	\$15,000
		Svc Chg-Rtd Cks	(129)	0	0	0
		Contrib-Non-Govtl	182,828	0	0	25,000
		Invoice Variances	622	600	600	600
		Total Other Revenues	\$198,162	\$15,600	\$15,600	\$40,600
Interfund						
		IFR-IS-Other Depts	\$884	\$0	\$0	\$0

State Controller Schedules **San Luis Obispo County** **Schedule 6**
 County Budget Act **Detail of Additional Financing Sources by Fund and Account**
 January 2010 **Governmental Funds**
Fiscal Year 2017-18

Fund Name	Financing Source Category	Financing Source Account	2015-16 Actuals	2016-17 Estimated	2017-18 Requested	2017-18 Recommended
1	2	3	4	5	6	7
1205000000 (continued)						
Total Interfund			\$884	\$0	\$0	\$0
Other Financing Sources						
	OTI-Gen Fd		\$633,683	\$666,552	\$666,552	\$666,552
	OTI-PFF-Library		541,117	0	0	0
Total Other Financing Sources			\$1,174,800	\$666,552	\$666,552	\$666,552
Total 1205000000			\$9,760,756	\$9,326,588	\$9,697,539	\$9,722,539
Total Library			\$9,760,756	\$9,326,588	\$9,697,539	\$9,722,539

State Controller Schedules **San Luis Obispo County** **Schedule 6**
 County Budget Act **Detail of Additional Financing Sources by Fund and Account**
 January 2010 **Governmental Funds**
Fiscal Year 2017-18

Fund Name	Financing Source Category	Financing Source Account	2015-16 Actuals	2016-17 Estimated	2017-18 Requested	2017-18 Recommended
1	2	3	4	5	6	7
1205500000						
Fines, Forfeitures, and Penalties						
		Fish And Game Fines	\$19,340	\$20,000	\$20,000	\$20,000
		St Pen Fish&Game-PC	4,151	0	0	0
		Total Fines, Forfeitures, and Penalties	\$23,490	\$20,000	\$20,000	\$20,000
		Total 1205500000	\$23,490	\$20,000	\$20,000	\$20,000
		Total Fish and Game	\$23,490	\$20,000	\$20,000	\$20,000

Fund Name	Financing Source Category	Financing Source Account	2015-16 Actuals	2016-17 Estimated	2017-18 Requested	2017-18 Recommended
1	2	3	4	5	6	7
1206000000						
Revenue from Use of Money & Property						
			Interest Revenue	\$12,804	\$7,493	\$7,000
			Total Revenue from Use of Money & Property	\$12,804	\$7,493	\$7,000
Other Revenues						
			Other Revenue	\$3,500	\$600	\$600
			Total Other Revenues	\$3,500	\$600	\$600
Other Financing Sources						
			OTI-Gen Fd	\$604,839	\$1,081,393	\$907,736
			Total Other Financing Sources	\$604,839	\$1,081,393	\$670,813
			Total 1206000000	\$621,143	\$915,336	\$678,413
			Total Org Development	\$621,143	\$915,336	\$678,413

Fund Name	Financing Source Category	Financing Source Account	2015-16 Actuals	2016-17 Estimated	2017-18 Requested	2017-18 Recommended
1	2	3	4	5	6	7
1206500000						
Revenue from Use of Money & Property						
		Interest Revenue	\$3,335	\$2,500	\$0	\$0
Total Revenue from Use of Money & Property			\$3,335	\$2,500	\$0	\$0
Intergovernmental Revenue						
State Aid						
		St Aid-Nuclear Plng	\$473	\$0	\$0	\$0
		St Aid-Other	34,974	19,865	0	0
Total State Aid			\$35,447	\$19,865	\$0	\$0
Federal Aid						
		Fed Aid-Health Pgms	\$28,919	\$28,919	\$0	\$0
		Fed Aid-Other	34,974	19,864	0	0
Total Federal Aid			\$63,893	\$48,783	\$0	\$0
Total Intergovernmental Revenue			\$99,340	\$68,648	\$0	\$0
Other Revenues						
		Other Revenue	\$15	\$0	\$0	\$0
		Tobacco Settlement	673,974	679,479	0	0
Total Other Revenues			\$673,989	\$679,479	\$0	\$0
Interfund						
		IFR-IS-Health Bill	\$144,370	\$205,963	\$0	\$0
		IFR-JE-Public Health	36,850	38,758	0	0
Total Interfund			\$181,220	\$244,721	\$0	\$0
Other Financing Sources						
		OTI-GF Med Asst	\$317,361	\$531,101	\$0	\$0
Total Other Financing Sources			\$317,361	\$531,101	\$0	\$0
Total 1206500000			\$1,275,244	\$1,526,449	\$0	\$0
Total Co Medical Services			\$1,275,244	\$1,526,449	\$0	\$0

State Controller Schedules **Schedule 6**
 County Budget Act San Luis Obispo County
 January 2010 Detail of Additional Financing Sources by Fund and Account
Governmental Funds
Fiscal Year 2017-18

Fund Name	Financing Source Category	Financing Source Account	2015-16 Actuals	2016-17 Estimated	2017-18 Requested	2017-18 Recommended
1	2	3	4	5	6	7

1207000000

Fines, Forfeitures, and Penalties						
			\$305,301	\$375,000	\$350,000	\$350,000
			403,384	375,000	350,000	350,000
			97,049	100,000	100,000	100,000

Total Fines, Forfeitures, and Penalties \$805,735 \$850,000 \$800,000 \$800,000

Revenue from Use of Money & Property

Interest Revenue			\$1,089	\$1,000	\$1,000	\$1,000
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Total Revenue from Use of Money & Property \$1,089 \$1,000 \$1,000 \$1,000

Interfund

IFR-JE-Public Health			\$0	\$0	\$0	\$0
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Total Interfund \$0 \$0 \$0 \$0

Total 1207000000 \$806,824 \$851,000 \$801,000 \$801,000

Total Emergency Med Svcs \$806,824 \$851,000 \$801,000 \$801,000

Fund Name	Financing Source Category	Financing Source Account	2015-16 Actuals	2016-17 Estimated	2017-18 Requested	2017-18 Recommended
1	2	3	4	5	6	7

1208000000

Other Taxes

TLRF Proceeds	\$496,606	\$0	\$500,000	\$500,000
Total Other Taxes	\$496,606	\$0	\$500,000	\$500,000

Fines, Forfeitures, and Penalties

Pen Assmt-Crim Just	\$0	\$0	\$314,118	\$314,118
Pen Assmt-Court Temp	309,834	0	0	0
Total Fines, Forfeitures, and Penalties	\$309,834	\$0	\$314,118	\$314,118

Other Financing Sources

OTI-Debt Svc	\$453,226	\$0	\$1,057,010	\$1,057,010
OTI-PFF-Gen Gov	397,284	0	400,000	400,000
OTI-Prin/Int (m)	424,609	0	340,166	340,166
Total Other Financing Sources	\$1,275,118	\$0	\$1,797,176	\$1,797,176

Total 1208000000	\$2,081,558	\$0	\$2,611,294	\$2,611,294
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Total COP Loan DSF	\$2,081,558	\$0	\$2,611,294	\$2,611,294
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State Controller Schedules **San Luis Obispo County** **Schedule 6**
 County Budget Act **Detail of Additional Financing Sources by Fund and Account**
 January 2010 **Governmental Funds**
Fiscal Year 2017-18

Fund Name	Financing Source Category	Financing Source Account	2015-16 Actuals	2016-17 Estimated	2017-18 Requested	2017-18 Recommended
1	2	3	4	5	6	7

1801000000

Revenue from Use of Money & Property

Interest Revenue \$33,621 \$90,000 \$90,000 \$90,000

Total Revenue from Use of Money & Property \$33,621 \$90,000 \$90,000

Other Revenues

County Contributions \$10,668,686 \$11,026,036 \$11,079,100 \$11,079,100

Total Other Revenues \$10,668,686 \$11,026,036 \$11,079,100 \$11,079,100

Total 1801000000 \$10,702,307 \$11,116,036 \$11,169,100 \$11,169,100

Total Psn Oblig Bond DSF \$10,702,307 \$11,116,036 \$11,169,100 \$11,169,100

Total All Funds \$556,902,784 \$547,812,375 \$537,547,484 \$551,251,805

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).

State Controller Schedules **San Luis Obispo County** **Schedule 7**
 County Budget Act Summary of Financing Uses by Function and Fund
 January 2010 Governmental Funds
 Fiscal Year 2017-18

Description	2015-16 Actuals	2016-17 Estimated	2017-18 Requested	2017-18 Recommended
1	2	3	4	5

Summarization by Function				
General Government	\$149,767,759	\$102,508,023	\$83,277,441	\$94,577,009
Public Protection	153,882,756	171,312,509	173,253,833	176,848,123
Public Ways & Facilities	53,817,249	31,198,396	28,848,804	31,991,499
Health & Sanitation	78,588,755	92,989,283	95,694,873	97,507,915
Public Assistance	114,823,330	121,499,969	124,040,086	124,532,551
Education	11,849,936	11,598,228	11,831,118	11,854,161
Recreation & Cultural Services	11,178,419	10,498,463	9,161,218	9,271,218
Debt Services	12,606,306	10,140,636	13,248,902	13,248,902
Total Summarization by Function	\$586,514,511	\$551,745,506	\$539,356,275	\$559,831,379

Appropriations for Contingencies				
General Fund	\$0	\$1	\$23,145,015	\$23,979,448
Parks Fund	0	0	200,000	200,000
Driving Undr Influenc	0	0	44,457	44,457
Library	0	0	495,059	495,059
Total Appropriations for Contingencies	\$0	\$1	\$23,884,531	\$24,718,964

Subtotal Financing Uses	\$586,514,511	\$551,745,507	\$563,240,806	\$584,550,343
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State Controller Schedules **San Luis Obispo County** **Schedule 7**
 County Budget Act Summary of Financing Uses by Function and Fund
 January 2010 Governmental Funds
 Fiscal Year 2017-18

Description	2015-16 Actuals	2016-17 Estimated	2017-18 Requested	2017-18 Recommended
1	2	3	4	5

Provisions for Obligated Fund Balances				
General Fund	\$0	\$0	\$976,609	\$518,490
Capital Projects	3,500,000	0	0	0
Road Fund	1,764,500	208,885	0	0
Public Fac Fees Svcs	2,349,868	2,298,229	1,639,719	1,639,719
Parks Fund	1,110,688	14,442	15,181	15,181
Co-Wd Automatin Repl	1,489,579	0	0	0
Gen Govt Bldg Repl	7,607,702	6,602,498	2,746,717	2,746,717
Tax Reduction Rsv	11,761,037	0	0	0
Roads - Impact Fees	8,590,055	6,178,163	0	0
Wildlife and Grazing	1,987	178	0	0
Driving Undr Influenc	50,786	0	0	0
Library	150,724	22,147	24,105	24,105
Fish and Game	0	16,682	0	0
Org Development	0	352,285	0	0
Psn Oblig Bond DSF	862,547	1,012,029	0	531,492
Total Obligated Fund Balances	\$39,239,473	\$16,705,538	\$5,402,331	\$5,475,704

Total Financing Uses	\$625,753,984	\$568,451,045	\$568,643,137	\$590,026,047
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State Controller Schedules **Schedule 7**
 County Budget Act
 January 2010

San Luis Obispo County
 Summary of Financing Uses by Function and Fund
 Governmental Funds
 Fiscal Year 2017-18

Description	2015-16 Actuals	2016-17 Estimated	2017-18 Requested	2017-18 Recommended
1	2	3	4	5

Summarization by Fund				
General Fund	\$428,477,396	\$473,218,323	\$487,142,890	\$503,634,749
Capital Projects	37,469,204	0	0	2,112,162
Road Fund	42,338,438	28,245,745	26,236,837	29,329,532
Community Developmen	4,358,814	5,310,915	4,104,972	4,229,972
Public Fac Fees Svcs	5,844,103	2,698,229	2,039,719	2,089,719
Parks Fund	12,289,107	10,512,905	9,376,399	9,486,399
Co-Wd Automathn Repl	7,159,159	6,985,540	7,947,387	3,598,682
Gen Govt Bldg Repl	17,781,530	6,602,498	2,746,717	5,804,427
Tax Reduction Rsv	23,522,097	0	0	0
Roads - Impact Fees	18,339,131	8,939,699	2,211,967	2,211,967
Wildlife and Grazing	5,790	3,805	3,611	3,608
Drivng Undr Influenc	1,422,861	1,183,232	1,348,143	1,348,143
Library	10,140,379	9,890,027	10,461,197	10,484,239
Fish and Game	33,030	39,397	22,854	22,715
Org Development	817,150	1,290,617	950,542	1,088,338
Co Medical Services	1,431,366	1,526,449	0	0
Emergency Med Svcs	855,576	851,000	801,000	801,000
COP Loan DSF	2,081,558	0	2,611,294	2,611,294
Psn Oblig Bond DSF	11,387,296	11,152,665	10,637,608	11,169,100
Total Summarization by Fund	\$625,753,984	\$568,451,045	\$568,643,137	\$590,026,047

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.

State Controller Schedules **Schedule 8**
 County Budget Act
 January 2010

San Luis Obispo County
 Detail of Financing Uses by Function, Activity and Budget Unit
 Governmental Funds
 Fiscal Year 2017-18

Function, Activity, and Budget Unit	2015-16 Actuals 2	2016-17 Estimated 3	2017-18 Requested 4	2017-18 Recommended 5
General Government				
Legislative & Administrative				
100 - Board of Supervisors	\$1,587,181	\$1,729,048	\$1,718,684	\$1,718,684
103 - Non-Departmental Other Expenditures	368,568	404,319	422,551	447,551
104 - Administrative Office	1,820,271	2,063,876	2,187,306	2,512,306
110 - Clerk-Recorder	3,560,391	3,698,257	3,393,847	3,402,286
275 - Organizational Development	817,150	938,332	950,542	1,088,338
290 - Planning and Building - Community Deve	4,358,814	5,310,915	4,104,972	4,229,972
Total Legislative & Administrative	\$12,512,376	\$14,144,747	\$12,777,902	\$13,399,137

Finance	2015-16 Actuals 2	2016-17 Estimated 3	2017-18 Requested 4	2017-18 Recommended 5
101 - Non-Departmental Revenue	\$4	\$5	\$5	\$5
107 - Auditor-Controller	5,112,223	0	0	0
108 - Treas-Tax Coll-PA	2,798,951	0	0	0
109 - Assessor	8,776,995	8,494,959	10,013,114	10,038,989
117 - Auditor-Controller-Treasurer-Tax Collecto	0	8,305,455	8,468,378	8,506,147
268 - Tax Reduction Reserve	11,761,060	0	0	0
Total Finance	\$28,449,234	\$16,800,419	\$18,481,497	\$18,545,141

Transfer Out	2015-16 Actuals 2	2016-17 Estimated 3	2017-18 Requested 4	2017-18 Recommended 5
102 - Non-Departmental - Other Financing Use:	\$23,681,513	\$19,639,685	\$8,557,942	\$11,728,768
Total Transfer Out	\$23,681,513	\$19,639,685	\$8,557,942	\$11,728,768

State Controller Schedules **Schedule 8**
 County Budget Act
 January 2010

San Luis Obispo County
 Detail of Financing Uses by Function, Activity and Budget Unit
 Governmental Funds
 Fiscal Year 2017-18

Function, Activity, and Budget Unit	2015-16 Actuals		2016-17 Estimated		2017-18 Requested		2017-18 Recommended	
	1	2	3	4	5	6	7	

General Government (continued)								
Counsel								
111 - County Counsel		\$3,657,692	\$4,154,257	\$4,311,112		\$4,548,024		
Total Counsel		\$3,657,692	\$4,154,257	\$4,311,112		\$4,548,024		

Personnel								
112 - Human Resources		\$3,070,314	\$3,457,194	\$3,673,258		\$3,653,175		
Total Personnel		\$3,070,314	\$3,457,194	\$3,673,258		\$3,653,175		

Property Management								
113 - Public Works - Facilities Management		\$6,551,115	\$5,936,572	\$6,186,186		\$6,428,049		
200 - Maintenance Projects		4,614,138	6,282,000	1,983,700		5,906,650		
Total Property Management		\$11,165,253	\$12,218,572	\$8,169,886		\$12,334,699		

Plant Acquisition								
230 - Capital Projects		\$33,969,204	\$0	\$0		\$2,112,162		
267 - General Government Building Replaceme		10,173,828	0	0		3,057,710		
Total Plant Acquisition		\$44,143,032	\$0	\$0		\$5,169,872		

State Controller Schedules		San Luis Obispo County			Schedule 8
County Budget Act January 2010		Detail of Financing Uses by Function, Activity and Budget Unit Governmental Funds Fiscal Year 2017-18			
Function, Activity, and Budget Unit	2015-16 Actuals	2016-17 Estimated	2017-18 Requested	2017-18 Recommended	
1	2	3	4	5	
General Government (continued)					
Other General					
105 - Human Resources - Risk Management	\$1,572,977	\$1,668,170	\$1,716,048	\$1,716,048	\$1,716,048
114 - Information Technology	10,814,844	11,510,725	11,298,519	11,298,519	11,539,572
116 - Central Services	2,919,146	3,767,782	3,985,605	3,985,605	3,985,605
201 - Public Works - Special Services	2,111,797	8,160,932	2,358,286	2,358,286	4,358,286
266 - Countywide Automation	5,669,580	6,985,540	7,947,387	7,947,387	3,598,682
Total Other General	\$23,088,345	\$32,093,149	\$27,305,845	\$27,305,845	\$25,198,194
Total General Government	\$149,767,759	\$102,508,023	\$83,277,441	\$83,277,441	\$94,577,009
Public Protection					
Detention & Correction					
139 - Probation	\$19,682,605	\$20,881,687	\$22,261,913	\$22,261,913	\$22,708,867
Total Detention & Correction	\$19,682,605	\$20,881,687	\$22,261,913	\$22,261,913	\$22,708,867
Fire Protection					
140 - County Fire	\$18,565,911	\$23,476,840	\$22,894,884	\$22,894,884	\$22,865,534
Total Fire Protection	\$18,565,911	\$23,476,840	\$22,894,884	\$22,894,884	\$22,865,534
Flood Control, Spoil & Water Conservation					
330 - Wildlife and Grazing	\$3,803	\$3,627	\$3,611	\$3,611	\$3,608
Total Flood Control, Spoil & Water Conservation	\$3,803	\$3,627	\$3,611	\$3,611	\$3,608

State Controller Schedules **San Luis Obispo County**
Schedule 8
 County Budget Act Detail of Financing Uses by Function, Activity and Budget Unit
 January 2010 Governmental Funds
Fiscal Year 2017-18

Function, Activity, and Budget Unit	2015-16 Actuals	2016-17 Estimated	2017-18 Requested	2017-18 Recommended
1	2	3	4	5

Public Protection (continued)				
Protective Inspection				
141 - Agricultural Commissioner	\$5,481,815	\$5,550,409	\$5,882,505	\$6,053,463
Total Protective Inspection	\$5,481,815	\$5,550,409	\$5,882,505	\$6,053,463

Other Protection				
130 - Public Works - Waste Management	\$525,967	\$1,309,394	\$1,332,876	\$1,332,876
137 - Health Agency - Animal Services	2,315,124	2,533,911	2,702,983	2,697,767
138 - Administrative Office - Emergency Services	1,218,596	1,647,341	1,979,772	2,082,552
142 - Planning and Building	12,335,254	16,341,876	14,504,150	15,864,741
331 - Fish and Game	33,030	22,715	22,854	22,715
Total Other Protection	\$16,427,972	\$21,855,237	\$20,542,635	\$22,000,651

Judicial				
131 - Grand Jury	\$102,361	\$90,515	\$135,063	\$135,063
132 - District Attorney	14,268,046	15,464,575	16,223,728	16,849,116
134 - Child Support Services	4,242,758	4,093,435	4,517,094	4,517,094
135 - Public Defender	5,936,981	6,547,935	6,761,087	6,761,087
143 - Court Operations	2,394,059	2,426,973	2,459,077	2,426,973
Total Judicial	\$26,944,205	\$28,623,433	\$30,096,049	\$30,689,333

State Controller Schedules **San Luis Obispo County** **Schedule 8**
 County Budget Act **Detail of Financing Uses by Function, Activity and Budget Unit**
 January 2010 **Governmental Funds**
Fiscal Year 2017-18

Function, Activity, and Budget Unit	2015-16 Actuals	2016-17 Estimated	2017-18 Requested	2017-18 Recommended
1	2	3	4	5

Public Protection (continued)				
Police Protection				
136 - Sheriff-Coroner	\$66,776,445	\$70,921,275	\$71,572,236	\$72,526,667
Total Police Protection	\$66,776,445	\$70,921,275	\$71,572,236	\$72,526,667
Total Public Protection	\$153,882,756	\$171,312,509	\$173,253,833	\$176,848,123

Public Ways & Facilities				
Public Ways				
245 - Public Works - Roads	\$40,573,938	\$28,036,860	\$26,236,837	\$29,329,532
247 - Public Facility Fees	3,494,235	400,000	400,000	450,000
248 - Public Works - Road Impact Fees	9,749,076	2,761,536	2,211,967	2,211,967
Total Public Ways	\$53,817,249	\$31,198,396	\$28,848,804	\$31,991,499

Total Public Ways & Facilities	\$53,817,249	\$31,198,396	\$28,848,804	\$31,991,499
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Health & Sanitation				
Health				
160 - Health Agency - Public Health	\$21,000,157	\$27,322,901	\$27,288,057	\$27,696,236
166 - Health Agency - Behavioral Health	57,588,599	65,666,382	68,406,816	69,811,679
Total Health	\$78,588,755	\$92,989,283	\$95,694,873	\$97,507,915

Total Health & Sanitation	\$78,588,755	\$92,989,283	\$95,694,873	\$97,507,915
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State Controller Schedules **San Luis Obispo County** **Schedule 8**
 County Budget Act Detail of Financing Uses by Function, Activity and Budget Unit
 January 2010 Governmental Funds
 Fiscal Year 2017-18

Function, Activity, and Budget Unit	2015-16 Actuals	2016-17 Estimated	2017-18 Requested	2017-18 Recommended
1	2	3	4	5
Public Assistance				
Other Protection				
184 - Health Agency - Law Enforcement Medicar	\$3,382,149	\$3,848,886	\$4,090,057	\$4,230,885
Total Other Protection	\$3,382,149	\$3,848,886	\$4,090,057	\$4,230,885
Administration				
180 - Social Services - Administration	\$71,424,033	\$75,924,949	\$78,552,878	\$78,840,416
Total Administration	\$71,424,033	\$75,924,949	\$78,552,878	\$78,840,416
Aid Programs				
181 - Social Services - Foster Care/Adoptions	\$22,242,061	\$24,501,264	\$25,236,454	\$25,236,454
182 - Social Services - CalWORKs	11,852,459	11,019,274	11,570,238	11,570,238
Total Aid Programs	\$34,094,520	\$35,520,538	\$36,806,692	\$36,806,692
Medical Services				
350 - Medically Indigent Services Program (MIS)	\$1,431,366	\$1,526,449	\$0	\$0
351 - Health Agency - Emergency Medical Serv	855,576	851,000	801,000	801,000
Total Medical Services	\$2,286,942	\$2,377,449	\$801,000	\$801,000
General Relief				
185 - Social Services - General Assistance	\$1,157,029	\$1,179,208	\$1,242,385	\$1,242,385
Total General Relief	\$1,157,029	\$1,179,208	\$1,242,385	\$1,242,385

State Controller Schedules **San Luis Obispo County**
Schedule 8
 County Budget Act Detail of Financing Uses by Function, Activity and Budget Unit
 January 2010 Governmental Funds
Fiscal Year 2017-18

Function, Activity, and Budget Unit	2015-16 Actuals	2016-17 Estimated	2017-18 Requested	2017-18 Recommended
1	2	3	4	5

Public Assistance (continued)
Veterans Services

186 - Veterans Services	\$660,162	\$761,039	\$669,173	\$669,173
Veterans Services (continued)				
Total Veterans Services	\$660,162	\$761,039	\$669,173	\$669,173

Other Assistance

106 - Contributions to Other Agencies	\$1,818,495	\$1,887,900	\$1,877,900	\$1,942,000
Total Other Assistance	\$1,818,495	\$1,887,900	\$1,877,900	\$1,942,000

Total Public Assistance	\$114,823,330	\$121,499,969	\$124,040,086	\$124,532,551
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Education
Library Services

377 - Library	\$9,989,655	\$9,867,880	\$9,942,033	\$9,965,075
Total Library Services	\$9,989,655	\$9,867,880	\$9,942,033	\$9,965,075

Agricultural Education

215 - Farm Advisor	\$488,207	\$547,116	\$585,400	\$585,400
Total Agricultural Education	\$488,207	\$547,116	\$585,400	\$585,400

State Controller Schedules **San Luis Obispo County** **Schedule 8**
 County Budget Act **Detail of Financing Uses by Function, Activity and Budget Unit**
 January 2010 **Governmental Funds**
Fiscal Year 2017-18

Function, Activity, and Budget Unit	2015-16 Actuals	2016-17 Estimated	2017-18 Requested	2017-18 Recommended
1	2	3	4	5

Education (continued)				
Other Education				
375 - Health Agency - Driving Under the Influen	\$1,372,075	\$1,183,232	\$1,303,686	\$1,303,686
Total Other Education	\$1,372,075	\$1,183,232	\$1,303,686	\$1,303,686

Total Education	\$11,849,936	\$11,598,228	\$11,831,118	\$11,854,161
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Recreation & Cultural Services

Recreation Facilities				
305 - Parks and Recreation	\$11,178,419	\$10,498,463	\$9,161,218	\$9,271,218
Total Recreation Facilities	\$11,178,419	\$10,498,463	\$9,161,218	\$9,271,218

Total Recreation & Cultural Services	\$11,178,419	\$10,498,463	\$9,161,218	\$9,271,218
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State Controller Schedules **San Luis Obispo County** **Schedule 8**
 County Budget Act **Detail of Financing Uses by Function, Activity and Budget Unit**
 January 2010 **Governmental Funds**
Fiscal Year 2017-18

Function, Activity, and Budget Unit	2015-16 Actuals	2016-17 Estimated	2017-18 Requested	2017-18 Recommended
1	2	3	4	5

Debt Services

Retirement of Long-Term Debt				
277 - Debt Service	\$2,081,558	\$0	\$2,611,294	\$2,611,294
392 - Pension Obligation Bonds	10,524,749	10,140,636	10,637,608	10,637,608
Total Retirement of Long-Term Debt	\$12,606,306	\$10,140,636	\$13,248,902	\$13,248,902

Total Debt Services	\$12,606,306	\$10,140,636	\$13,248,902	\$13,248,902
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Grand Total Financing Uses by Function	\$586,514,511	\$551,745,506	\$539,356,275	\$559,831,379
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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).

State Controller Schedules **San Luis Obispo County County** **Schedule 9**
 County Budget Act Financing Sources and Uses by Budget Unit by Object
 January 2010 Governmental Funds
Fiscal Year 2017-18

Group: **1000000000 - General Fund** Function: **Public Protection**
 Budget Unit: **141 - Agricultural Commissioner** Activity: **Protective Inspection**

Detail by Revenue Category and Expenditure Object	2015-16 Actuals		2016-17 Estimated		2017-18 Requested		2017-18 Recommended	
	1	2	3	4	5	6	7	8
Licenses, Permits, and Franchises		\$275,879	\$280,843	\$291,428	\$291,428	\$291,428	\$291,428	\$291,428
Fines, Forfeitures, and Penalties		14,702	9,401	0	0	0	0	0
Intergovernmental Revenue		2,729,493	2,642,138	2,547,328	2,547,328	2,547,328	2,631,120	2,631,120
Charges for Current Services		277,765	337,050	308,250	308,250	308,250	308,250	308,250
Other Revenues		16,128	11,842	500	500	500	500	500
Total Revenue		\$3,313,968	\$3,281,274	\$3,147,506	\$3,147,506	\$3,147,506	\$3,231,298	\$3,231,298
Salary and Benefits		\$4,704,152	\$4,743,907	\$5,028,875	\$5,028,875	\$5,028,875	\$5,151,162	\$5,151,162
Services and Supplies		774,956	808,252	855,380	855,380	855,380	878,051	878,051
Other Charges		0	0	0	0	0	26,000	26,000
Capital Assets		4,457	0	0	0	0	0	0
Intrafund Transfers		(1,750)	(1,750)	(1,750)	(1,750)	(1,750)	(1,750)	(1,750)
Total Expenditures/Appropriations		\$5,481,815	\$5,550,409	\$5,882,505	\$5,882,505	\$5,882,505	\$6,053,463	\$6,053,463
Net Cost		\$2,167,847	\$2,269,136	\$2,734,999	\$2,734,999	\$2,734,999	\$2,822,165	\$2,822,165

State Controller Schedules **San Luis Obispo County County** **Schedule 9**
 County Budget Act Financing Sources and Uses by Budget Unit by Object
 January 2010 Governmental Funds
Fiscal Year 2017-18

Group: **1000000000 - General Fund** Function: **Public Protection**
 Budget Unit: **142 - Planning and Building** Activity: **Other Protection**

Detail by Revenue Category and Expenditure Object	2015-16 Actuals		2016-17 Estimated		2017-18 Requested		2017-18 Recommended	
	1	2	3	4	5	6	7	8
Licenses, Permits, and Franchises		\$5,359,068	\$6,348,064	\$5,137,885	\$5,266,025			
Fines, Forfeitures, and Penalties		44,648	43,947	75,810	75,810			
Intergovernmental Revenue		2,835	20,515	5,515	5,515			
Charges for Current Services		653,807	611,882	592,144	592,144			
Other Revenues		710,121	946,151	868,988	868,988			
Interfund		414,193	504,981	387,843	387,843			
Other Financing Sources		0	312,805	552,609	552,609			
Total Revenue		\$7,184,672	\$8,788,345	\$7,620,794	\$7,748,934			
Salary and Benefits		\$10,083,298	\$11,338,448	\$12,023,027	\$12,210,281			
Services and Supplies		2,166,677	5,004,854	2,475,661	3,596,998			
Other Charges		75,740	0	0	52,000			
Capital Assets		9,540	0	5,462	5,462			
Intrafund Transfers		0	(1,426)	0	0			
Total Expenditures/Appropriations		\$12,335,254	\$16,341,876	\$14,504,150	\$15,864,741			
Net Cost		\$5,150,582	\$7,553,531	\$6,883,356	\$8,115,807			

State Controller Schedules **San Luis Obispo County County** **Schedule 9**
 County Budget Act Financing Sources and Uses by Budget Unit by Object
 January 2010 Governmental Funds
Fiscal Year 2017-18

Group: **1000000000 - General Fund** Function: **General Government**
 Budget Unit: **201 - Public Works - Special Services** Activity: **Other General**

Detail by Revenue Category and Expenditure Object	2015-16 Actuals		2016-17 Estimated		2017-18 Requested		2017-18 Recommended	
	1	2	3	4	5	6	7	
Licenses, Permits, and Franchises		\$69,035	\$73,669	\$79,873		\$79,873		\$79,873
Intergovernmental Revenue		41,757	254,030	15,144		15,144		15,144
Charges for Current Services		616,827	856,760	544,086		544,086		544,086
Other Revenues		13,180	5,249,532	846		846		846
Interfund		39,934	40,000	50,000		50,000		50,000
Other Financing Sources		0	0	0		0		750,000
Total Revenue		\$780,733	\$6,473,991	\$689,949		\$689,949		\$1,439,949
Services and Supplies		\$2,111,797	\$4,001,128	\$2,358,286		\$2,358,286		\$4,358,286
Other Charges		0	3,868,472	0		0		0
Transfers-Out		0	291,332	0		0		0
Total Expenditures/Appropriations		\$2,111,797	\$8,160,932	\$2,358,286		\$2,358,286		\$4,358,286
Net Cost		\$1,331,064	\$1,686,941	\$1,668,337		\$1,668,337		\$2,918,337

State Controller Schedules **San Luis Obispo County**
Schedule 9
 County Budget Act
 January 2010
 Financing Sources and Uses by Budget Unit by Object
 Governmental Funds
 Fiscal Year 2017-18

Group: **100000000 - General Fund** Function: **Public Protection**
 Budget Unit: **137 - Health Agency - Animal Services** Activity: **Other Protection**

Detail by Revenue Category and Expenditure Object	2015-16 Actuals		2016-17 Estimated		2017-18 Requested		2017-18 Recommended	
	1	2	3	4	5	6	7	8
Licenses, Permits, and Franchises		\$822,393	\$839,937	\$852,581		\$852,581		\$852,581
Intergovernmental Revenue		892,114	859,706	956,647		956,647		956,647
Charges for Current Services		221,255	276,587	262,408		262,408		262,408
Other Revenues		33,991	48,919	31,078		31,078		31,078
Total Revenue		\$1,969,753	\$2,025,149	\$2,102,714		\$2,102,714		\$2,102,714
Salary and Benefits		\$1,457,997	\$1,582,089	\$1,777,913		\$1,777,913		\$1,777,913
Services and Supplies		857,127	951,822	925,070		925,070		919,854
Total Expenditures/Appropriations		\$2,315,124	\$2,533,911	\$2,702,983		\$2,702,983		\$2,697,767
Net Cost		\$345,371	\$508,763	\$600,269		\$600,269		\$595,053

State Controller Schedules **San Luis Obispo County**
Schedule 9
 County Budget Act Financing Sources and Uses by Budget Unit by Object
 January 2010 Governmental Funds
Fiscal Year 2017-18

Group: **1000000000 - General Fund** Function: **Public Protection**
 Budget Unit: **134 - Child Support Services** Activity: **Judicial**

Detail by Revenue Category and Expenditure Object	2015-16 Actuals		2016-17 Estimated		2017-18 Requested		2017-18 Recommended	
	1	2	3	4	5	6	7	
Revenue from Use of Money & Property		\$3,908	\$3,000	\$4,000	\$4,000	\$4,000	\$4,000	
Intergovernmental Revenue		4,238,848	4,089,395	4,513,094	4,513,094	4,513,094	4,513,094	
Other Revenues		0	0	0	0	0	0	
Total Revenue		\$4,242,757	\$4,092,395	\$4,517,094	\$4,517,094	\$4,517,094	\$4,517,094	
Salary and Benefits		\$3,327,382	\$3,141,930	\$3,571,330	\$3,571,330	\$3,571,330	\$3,571,330	
Services and Supplies		915,376	951,505	945,764	945,764	945,764	945,764	
Total Expenditures/Appropriations		\$4,242,758	\$4,093,435	\$4,517,094	\$4,517,094	\$4,517,094	\$4,517,094	
Net Cost		\$1	\$1,040	(\$0)	(\$0)	(\$0)	(\$0)	

State Controller Schedules **San Luis Obispo County**
Schedule 9
 County Budget Act
 January 2010
 Financing Sources and Uses by Budget Unit by Object
 Governmental Funds
 Fiscal Year 2017-18

Group: **100000000 - General Fund** Function: **Public Protection**
 Budget Unit: **143 - Court Operations** Activity: **Judicial**

Detail by Revenue Category and Expenditure Object	2015-16 Actuals	2016-17 Estimated	2017-18 Requested	2017-18 Recommended
	2	3	4	5
Fines, Forfeitures, and Penalties	\$2,367,506	\$2,662,859	\$2,599,000	\$2,599,000
Intergovernmental Revenue	110,045	142,959	142,959	142,959
Charges for Current Services	233,738	30,000	250,000	250,000
Other Revenues	1,222	0	0	0
Total Revenue	\$2,712,511	\$2,835,818	\$2,991,959	\$2,991,959
Other Charges	\$2,394,059	\$2,426,973	\$2,459,077	\$2,426,973
Total Expenditures/Appropriations	\$2,394,059	\$2,426,973	\$2,459,077	\$2,426,973
Net Cost	(\$318,452)	(\$408,845)	(\$532,882)	(\$564,986)

State Controller Schedules **San Luis Obispo County**
Schedule 9
 County Budget Act
 January 2010
 Financing Sources and Uses by Budget Unit by Object
 Governmental Funds
 Fiscal Year 2017-18

Group: **1000000000 - General Fund** Function: **Public Protection**
 Budget Unit: **140 - County Fire** Activity: **Fire Protection**

Detail by Revenue Category and Expenditure Object	2015-16 Actuals		2016-17 Estimated		2017-18 Requested		2017-18 Recommended	
	1	2	3	4	5	6	7	
Licenses, Permits, and Franchises		\$337,249	\$329,000	\$345,451		\$345,451	\$345,451	
Intergovernmental Revenue		2,899,840	3,100,032	2,882,400		2,882,400	2,882,400	
Charges for Current Services		3,017,600	3,363,844	3,308,914		3,308,914	3,414,284	
Other Revenues		73,794	105,983	73,910		73,910	73,910	
Interfund		562,878	589,445	559,767		559,767	584,981	
Total Revenue		\$6,891,361	\$7,488,304	\$7,170,442		\$7,170,442	\$7,301,026	
Services and Supplies		\$18,483,459	\$20,688,030	\$21,871,507		\$21,871,507	\$22,052,552	
Capital Assets		82,452	2,788,810	1,023,377		1,023,377	812,982	
Total Expenditures/Appropriations		\$18,565,911	\$23,476,840	\$22,894,884		\$22,894,884	\$22,865,534	
Net Cost		\$11,674,549	\$15,988,536	\$15,724,442		\$15,724,442	\$15,564,508	

State Controller Schedules **San Luis Obispo County**
Schedule 9
 County Budget Act Financing Sources and Uses by Budget Unit by Object
 January 2010 Governmental Funds
Fiscal Year 2017-18

Group: **1000000000 - General Fund** Function: **Public Protection**
 Budget Unit: **132 - District Attorney** Activity: **Judicial**

Detail by Revenue Category and Expenditure Object	2015-16 Actuals		2016-17 Estimated		2017-18 Requested		2017-18 Recommended	
	1	2	3	4	5	6	7	8
Licenses, Permits, and Franchises		\$55,370	\$72,422	\$65,000	\$65,000	\$65,000	\$65,000	\$65,000
Fines, Forfeitures, and Penalties		78,005	76,357	92,000	92,000	92,000	257,143	257,143
Intergovernmental Revenue		5,256,577	5,868,382	5,675,196	5,675,196	5,675,196	5,759,315	5,759,315
Charges for Current Services		420,692	447,722	461,817	461,817	461,817	461,817	461,817
Other Revenues		43,378	8,768	3,000	3,000	3,000	153,000	153,000
Total Revenue		\$5,854,023	\$6,473,651	\$6,297,013	\$6,297,013	\$6,297,013	\$6,696,275	\$6,696,275
Salary and Benefits		\$12,952,773	\$13,797,106	\$14,503,589	\$14,503,589	\$14,503,589	\$15,001,460	\$15,001,460
Services and Supplies		1,448,471	1,626,686	1,690,481	1,690,481	1,690,481	1,761,999	1,761,999
Other Charges		68,359	188,105	145,522	145,522	145,522	201,522	201,522
Capital Assets		16,116	7,655	0	0	0	0	0
Intrafund Transfers		(217,672)	(154,977)	(115,865)	(115,865)	(115,865)	(115,865)	(115,865)
Total Expenditures/Appropriations		\$14,268,046	\$15,464,575	\$16,223,728	\$16,223,728	\$16,223,728	\$16,849,116	\$16,849,116
Net Cost		\$8,414,024	\$8,990,924	\$9,926,715	\$9,926,715	\$9,926,715	\$10,152,841	\$10,152,841

State Controller Schedules **San Luis Obispo County**
Schedule 9
 County Budget Act Financing Sources and Uses by Budget Unit by Object
 January 2010 Governmental Funds
Fiscal Year 2017-18

Group: **1000000000 - General Fund** Function: **Public Protection**
 Budget Unit: **138 - Administrative Office - Emergency Services** Activity: **Other Protection**

Detail by Revenue Category and Expenditure Object	2015-16 Actuals	2016-17 Estimated	2017-18 Requested	2017-18 Recommended
	2	3	4	5
Intergovernmental Revenue	\$1,027,301	\$1,380,398	\$1,607,238	\$1,717,238
Other Revenues	0	0	250	250
Total Revenue	\$1,027,301	\$1,380,398	\$1,607,488	\$1,717,488
Salary and Benefits	\$826,671	\$861,170	\$881,731	\$881,731
Services and Supplies	277,192	421,071	663,541	766,321
Other Charges	88,039	356,100	340,000	340,000
Capital Assets	26,694	9,000	94,500	94,500
Total Expenditures/Appropriations	\$1,218,596	\$1,647,341	\$1,979,772	\$2,082,552
Net Cost	\$191,294	\$266,943	\$372,284	\$365,064

State Controller Schedules **San Luis Obispo County**
Schedule 9
 County Budget Act Financing Sources and Uses by Budget Unit by Object
 January 2010 Governmental Funds
Fiscal Year 2017-18

Group: **1000000000 - General Fund** Function: **Public Protection**
 Budget Unit: **131 - Grand Jury** Activity: **Judicial**

Detail by Revenue Category and Expenditure Object	2015-16 Actuals		2016-17 Estimated		2017-18 Requested		2017-18 Recommended	
	1	2	3	4	5	6	7	8
Salary and Benefits		\$17,486	\$15,750	\$36,792	\$36,792		\$36,792	
Services and Supplies		88,143	74,765	98,271	98,271		98,271	
Intrafund Transfers		(3,269)	0	0	0		0	
Total Expenditures/Appropriations		\$102,361	\$90,515	\$135,063	\$135,063		\$135,063	
Net Cost		\$102,361	\$90,515	\$135,063	\$135,063		\$135,063	

State Controller Schedules **San Luis Obispo County**
Schedule 9
 County Budget Act
 January 2010
 Financing Sources and Uses by Budget Unit by Object
 Governmental Funds
 Fiscal Year 2017-18

Group: **1000000000 - General Fund** Function: **Public Protection**
 Budget Unit: **139 - Probation** Activity: **Detention & Correction**

Detail by Revenue Category and Expenditure Object	2015-16 Actuals		2016-17 Estimated		2017-18 Requested		2017-18 Recommended	
	1	2	3	4	5	6	7	8
Fines, Forfeitures, and Penalties		\$156,083	\$222,249	\$205,860		\$205,860		\$205,860
Intergovernmental Revenue		8,859,292	9,539,634	9,715,040		9,715,040		10,146,879
Charges for Current Services		1,314,832	1,176,025	1,338,964		1,338,964		1,338,964
Other Revenues		17,871	17,858	17,825		17,825		17,825
Total Revenue		\$10,348,078	\$10,955,766	\$11,277,689		\$11,277,689		\$11,709,528
Salary and Benefits		\$16,086,958	\$16,559,647	\$17,759,292		\$18,060,458		\$18,060,458
Services and Supplies		3,663,599	4,644,763	4,821,979		4,967,767		4,967,767
Other Charges		5,000	5,000	0		0		0
Capital Assets		190,740	39,789	0		0		0
Intrafund Transfers		(263,691)	(367,512)	(319,358)		(319,358)		(319,358)
Total Expenditures/Appropriations		\$19,682,605	\$20,881,687	\$22,261,913		\$22,261,913		\$22,708,867
Net Cost		\$9,334,527	\$9,925,921	\$10,984,224		\$10,984,224		\$10,999,339

State Controller Schedules **San Luis Obispo County**
Schedule 9
 County Budget Act Financing Sources and Uses by Budget Unit by Object
 January 2010 Governmental Funds
Fiscal Year 2017-18

Group: **1000000000 - General Fund** Function: **Public Protection**
 Budget Unit: **135 - Public Defender** Activity: **Judicial**

Detail by Revenue Category and Expenditure Object	2015-16 Actuals		2016-17 Estimated		2017-18 Requested		2017-18 Recommended	
	1	2	3	4	5	6	7	
Intergovernmental Revenue		\$459,695	\$477,716	\$508,000	\$508,000	\$508,000	\$508,000	
Charges for Current Services		87,635	100,000	90,000	90,000	90,000	90,000	
Total Revenue		\$547,330	\$577,716	\$598,000	\$598,000	\$598,000	\$598,000	
Services and Supplies		\$5,936,981	\$6,547,935	\$6,761,087	\$6,761,087	\$6,761,087	\$6,761,087	
Total Expenditures/Appropriations		\$5,936,981	\$6,547,935	\$6,761,087	\$6,761,087	\$6,761,087	\$6,761,087	
Net Cost		\$5,389,651	\$5,970,219	\$6,163,087	\$6,163,087	\$6,163,087	\$6,163,087	

State Controller Schedules **San Luis Obispo County**
Schedule 9
 County Budget Act Financing Sources and Uses by Budget Unit by Object
 January 2010 Governmental Funds
Fiscal Year 2017-18

Group: **100000000 - General Fund** Function: **Public Protection**
 Budget Unit: **136 - Sheriff-Coroner** Activity: **Police Protection**

Detail by Revenue Category and Expenditure Object	2015-16 Actuals		2016-17 Estimated		2017-18 Requested		2017-18 Recommended	
	1	2	3	4	5	6	7	8
Licenses, Permits, and Franchises		\$35,066	\$33,738	\$40,600	\$40,600	\$40,600	\$40,600	\$40,600
Fines, Forfeitures, and Penalties		539,519	894,569	481,367	481,367	481,367	481,367	481,367
Intergovernmental Revenue		24,855,480	26,076,117	26,037,515	26,037,515	26,286,588	26,286,588	26,286,588
Charges for Current Services		2,062,246	2,170,459	2,114,349	2,114,349	2,114,349	2,114,349	2,114,349
Other Revenues		168,573	285,917	123,255	123,255	123,255	123,255	123,255
Interfund		670,868	630,255	518,903	518,903	625,198	625,198	625,198
Other Financing Sources		2,280	0	0	0	0	0	0
Total Revenue		\$28,334,032	\$30,091,055	\$29,315,989	\$29,315,989	\$29,671,357	\$29,671,357	\$29,671,357
Salary and Benefits		\$55,888,593	\$58,530,162	\$59,352,615	\$59,352,615	\$60,128,342	\$60,128,342	\$60,128,342
Services and Supplies		10,356,875	11,657,537	12,280,431	12,280,431	12,421,885	12,421,885	12,421,885
Other Charges		93,288	226,550	0	0	37,250	37,250	37,250
Capital Assets		598,239	692,600	130,930	130,930	130,930	130,930	130,930
Intrafund Transfers		(160,550)	(185,574)	(191,740)	(191,740)	(191,740)	(191,740)	(191,740)
Total Expenditures/Appropriations		\$66,776,445	\$70,921,275	\$71,572,236	\$71,572,236	\$72,526,667	\$72,526,667	\$72,526,667
Net Cost		\$38,442,413	\$40,830,220	\$42,256,247	\$42,256,247	\$42,855,310	\$42,855,310	\$42,855,310

State Controller Schedules **San Luis Obispo County**
 County Budget Act Financing Sources and Uses by Budget Unit by Object
 January 2010 Governmental Funds
Fiscal Year 2017-18

Schedule 9

Group: **100000000 - General Fund** Function: **Public Protection**
 Budget Unit: **130 - Public Works - Waste Management** Activity: **Other Protection**

Detail by Revenue Category and Expenditure Object	2015-16 Actuals		2016-17 Estimated		2017-18 Requested		2017-18 Recommended	
	1	2	3	4	5	6	7	8
Charges for Current Services		\$28,785	\$28,784	\$28,784	\$28,784	\$28,784	\$28,784	\$28,784
Other Revenues		112	651	0	0	0	0	0
Total Revenue		\$28,897	\$29,435	\$28,784	\$28,784	\$28,784	\$28,784	\$28,784
Services and Supplies		\$525,967	\$1,308,529	\$1,308,876	\$1,308,876	\$1,308,876	\$1,308,876	\$1,308,876
Other Charges		0	0	24,000	24,000	24,000	24,000	24,000
Capital Assets		0	865	0	0	0	0	0
Total Expenditures/Appropriations		\$525,967	\$1,309,394	\$1,332,876	\$1,332,876	\$1,332,876	\$1,332,876	\$1,332,876
Net Cost		\$497,070	\$1,279,959	\$1,304,092	\$1,304,092	\$1,304,092	\$1,304,092	\$1,304,092

State Controller Schedules **San Luis Obispo County**
Schedule 9
 County Budget Act Financing Sources and Uses by Budget Unit by Object
 January 2010 Governmental Funds
Fiscal Year 2017-18

Group: **1000000000 - General Fund** Function: **Public Assistance**
 Budget Unit: **106 - Contributions to Other Agencies** Activity: **Other Assistance**

Detail by Revenue Category and Expenditure Object	2015-16 Actuals	2016-17 Estimated	2017-18 Requested	2017-18 Recommended
	2	3	4	5
Other Revenues	\$367,608	\$379,000	\$379,000	\$391,000
Other Financing Sources	250,000	0	0	0
Total Revenue	\$617,608	\$379,000	\$379,000	\$391,000
Services and Supplies	\$1,818,495	\$1,887,900	\$1,877,900	\$1,942,000
Total Expenditures/Appropriations	\$1,818,495	\$1,887,900	\$1,877,900	\$1,942,000
Net Cost	\$1,200,887	\$1,508,900	\$1,498,900	\$1,551,000

State Controller Schedules **San Luis Obispo County**
Schedule 9
 County Budget Act Financing Sources and Uses by Budget Unit by Object
 January 2010 Governmental Funds
Fiscal Year 2017-18

Group: **1000000000 - General Fund** Function: **Public Assistance**
 Budget Unit: **184 - Health Agency - Law Enforcement Medical Care** Activity: **Other Protection**

Detail by Revenue Category and Expenditure Object	2015-16 Actuals	2016-17 Estimated	2017-18 Requested	2017-18 Recommended
	2	3	4	5
1				
Intergovernmental Revenue	\$1,161,854	\$1,475,202	\$1,455,260	\$1,496,080
Charges for Current Services	486	0	0	0
Other Revenues	15	0	0	0
Total Revenue	\$1,162,355	\$1,475,202	\$1,455,260	\$1,496,080
Salary and Benefits	\$2,504,127	\$2,835,470	\$3,085,793	\$3,189,949
Services and Supplies	1,435,684	1,620,076	1,603,701	1,640,373
Intrafund Transfers	(557,662)	(606,660)	(599,437)	(599,437)
Total Expenditures/Appropriations	\$3,382,149	\$3,848,886	\$4,090,057	\$4,230,885
Net Cost	\$2,219,794	\$2,373,684	\$2,634,797	\$2,734,805

State Controller Schedules **San Luis Obispo County** **Schedule 9**
 County Budget Act Financing Sources and Uses by Budget Unit by Object
 January 2010 Governmental Funds
Fiscal Year 2017-18

Group: **1000000000 - General Fund** Function: **Health & Sanitation**
 Budget Unit: **160 - Health Agency - Public Health** Activity: **Health**

Detail by Revenue Category and Expenditure Object	2015-16 Actuals		2016-17 Estimated		2017-18 Requested		2017-18 Recommended	
	1	2	3	4	5	6	7	8
Licenses, Permits, and Franchises		\$30,283	\$34,465	\$40,043		\$40,043		\$40,043
Fines, Forfeitures, and Penalties		6,743	7,500	57,500		57,500		57,500
Revenue from Use of Money & Property		0	0	2,500		2,500		2,500
Intergovernmental Revenue		12,761,256	16,302,949	14,637,750		14,637,750		14,985,675
Charges for Current Services		3,835,742	3,857,859	4,022,450		4,022,450		4,022,450
Other Revenues		590,000	445,092	1,062,957		1,062,957		1,062,957
Interfund		233,380	225,981	248,011		248,011		248,011
Total Revenue		\$17,457,404	\$20,873,846	\$20,071,211		\$20,071,211		\$20,419,136
Salary and Benefits		\$17,278,716	\$18,888,372	\$21,514,570		\$21,514,570		\$21,814,560
Services and Supplies		4,624,721	5,996,149	5,937,178		5,937,178		6,040,367
Other Charges		317,138	4,130,000	1,945,957		1,945,957		1,945,957
Capital Assets		105,891	41,000	15,000		15,000		20,000
Intrafund Transfers		(1,326,310)	(1,732,620)	(2,124,648)		(2,124,648)		(2,124,648)
Total Expenditures/Appropriations		\$21,000,157	\$27,322,901	\$27,288,057		\$27,288,057		\$27,696,236
Net Cost		\$3,542,753	\$6,449,055	\$7,216,846		\$7,216,846		\$7,277,100

State Controller Schedules **San Luis Obispo County**
Schedule 9
 County Budget Act Financing Sources and Uses by Budget Unit by Object
 January 2010 Governmental Funds
Fiscal Year 2017-18

Group: **1000000000 - General Fund** Function: **Public Assistance**
 Budget Unit: **180 - Social Services - Administration** Activity: **Administration**

Detail by Revenue Category and Expenditure Object	2015-16 Actuals		2016-17 Estimated		2017-18 Requested		2017-18 Recommended	
	1	2	3	4	5	6	7	8
Intergovernmental Revenue		\$66,927,164	\$69,937,532	\$71,546,598		\$71,256,239		
Charges for Current Services		18,350	13,000	15,000		15,000		15,000
Other Revenues		36,991	41,879	61,642		61,642		61,642
Interfund		89,605	0	0		0		0
Other Financing Sources		18,256	7,300	7,300		7,300		7,300
Total Revenue		\$67,090,367	\$69,999,711	\$71,630,540		\$71,340,181		
Salary and Benefits		\$45,003,697	\$47,218,898	\$49,720,249		\$49,423,011		
Services and Supplies		16,293,862	17,770,723	18,689,489		18,771,933		
Other Charges		10,143,626	10,798,137	10,146,910		10,649,242		
Capital Assets		34,525	202,500	62,000		62,000		
Intrafund Transfers		(51,677)	(65,309)	(65,770)		(65,770)		
Total Expenditures/Appropriations		\$71,424,033	\$75,924,949	\$78,552,878		\$78,840,416		
Net Cost		\$4,333,666	\$5,925,238	\$6,922,338		\$7,500,235		

State Controller Schedules **San Luis Obispo County**
Schedule 9
 County Budget Act Financing Sources and Uses by Budget Unit by Object
 January 2010 Governmental Funds
Fiscal Year 2017-18

Group: **1000000000 - General Fund** Function: **Public Assistance**
 Budget Unit: **182 - Social Services - CalWORKs** Activity: **Aid Programs**

Detail by Revenue Category and Expenditure Object	2015-16 Actuals		2016-17 Estimated		2017-18 Requested		2017-18 Recommended	
	1	2	3	4	5	6	7	8
Intergovernmental Revenue		\$11,495,701	\$10,716,171	\$11,249,136	\$11,249,136		\$11,249,136	
Other Revenues		33,427	30,342	30,342	30,342		30,342	
Total Revenue		\$11,529,128	\$10,746,513	\$11,279,478	\$11,279,478		\$11,279,478	
Other Charges		\$11,852,459	\$11,019,274	\$11,570,238	\$11,570,238		\$11,570,238	
Total Expenditures/Appropriations		\$11,852,459	\$11,019,274	\$11,570,238	\$11,570,238		\$11,570,238	
Net Cost		\$323,330	\$272,761	\$290,760	\$290,760		\$290,760	

State Controller Schedules **San Luis Obispo County**
Schedule 9
 County Budget Act Financing Sources and Uses by Budget Unit by Object
 January 2010 Governmental Funds
Fiscal Year 2017-18

Group: **100000000 - General Fund** Function: **Public Assistance**
 Budget Unit: **181 - Social Services - Foster Care/Adoptions** Activity: **Aid Programs**

Detail by Revenue Category and Expenditure Object	2015-16 Actuals		2016-17 Estimated		2017-18 Requested		2017-18 Recommended	
	1	2	3	4	5	6	7	8
Intergovernmental Revenue		\$21,281,526	\$23,134,228	\$23,849,116	\$23,849,116	\$23,849,116		
Other Revenues		191,781	210,321	234,741	234,741	234,741		
		\$21,473,307	\$23,344,549	\$24,083,857	\$24,083,857	\$24,083,857		
Services and Supplies		\$67,873	\$67,873	\$92,165	\$92,165	\$92,165		
Other Charges		22,174,188	24,843,444	25,382,425	25,382,425	25,382,425		
Intrafund Transfers		0	(410,053)	(238,136)	(238,136)	(238,136)		
Total Expenditures/Appropriations		\$22,242,061	\$24,501,264	\$25,236,454	\$25,236,454	\$25,236,454		
Net Cost		\$768,754	\$1,156,715	\$1,152,597	\$1,152,597	\$1,152,597		

State Controller Schedules **San Luis Obispo County** **Schedule 9**
 County Budget Act Financing Sources and Uses by Budget Unit by Object
 January 2010 Governmental Funds
 Fiscal Year 2017-18

Group: **1000000000 - General Fund** Function: **Public Assistance**
 Budget Unit: **186 - Veterans Services** Activity: **Veterans Services**

Detail by Revenue Category and Expenditure Object	2015-16 Actuals		2016-17 Estimated		2017-18 Requested		2017-18 Recommended	
	1	2	3	4	5	6	7	8
Intergovernmental Revenue		\$119,211	\$102,379	\$119,884	\$119,884			\$119,884
Charges for Current Services		138,700	13,174	0	0			0
Other Revenues		0	7,992	3,346	3,346			3,346
Total Revenue		\$257,911	\$123,545	\$123,230	\$123,230			\$123,230
Salary and Benefits		\$546,708	\$639,286	\$594,354	\$594,354			\$594,354
Services and Supplies		113,454	121,753	74,819	74,819			74,819
Total Expenditures/Appropriations		\$660,162	\$761,039	\$669,173	\$669,173			\$669,173
Net Cost		\$402,252	\$637,494	\$545,943	\$545,943			\$545,943

State Controller Schedules **San Luis Obispo County**
 County Budget Act Financing Sources and Uses by Budget Unit by Object
 January 2010 Governmental Funds
Fiscal Year 2017-18

Schedule 9

Group: **1000000000 - General Fund** Function: **Education**
 Budget Unit: **215 - Farm Advisor** Activity: **Agricultural Education**

Detail by Revenue Category and Expenditure Object	2015-16 Actuals	2016-17 Estimated	2017-18 Requested	2017-18 Recommended
	2	3	4	5
Intergovernmental Revenue	\$10,756	\$14,512	\$16,137	\$16,137
Total Revenue	\$10,756	\$14,512	\$16,137	\$16,137
Salary and Benefits	\$394,973	\$431,953	\$467,497	\$467,497
Services and Supplies	93,233	115,163	117,903	117,903
Total Expenditures/Appropriations	\$488,207	\$547,116	\$585,400	\$585,400
Net Cost	\$477,451	\$532,604	\$569,263	\$569,263

State Controller Schedules **Schedule 9**
 County Budget Act
 January 2010

San Luis Obispo County
 Financing Sources and Uses by Budget Unit by Object
 Governmental Funds
 Fiscal Year 2017-18

Group: **1000000000 - General Fund** Function: **General Government**
 Budget Unit: **104 - Administrative Office** Activity: **Legislative & Administrative**

Detail by Revenue Category and Expenditure Object	2015-16 Actuals	2016-17 Estimated	2017-18 Requested	2017-18 Recommended
	2	3	4	5
Interfund	\$90,480	\$146,825	\$146,825	\$124,236
Total Revenue	\$90,480	\$146,825	\$146,825	\$124,236
Salary and Benefits	\$1,724,711	\$1,952,460	\$2,040,525	\$2,040,525
Services and Supplies	180,560	196,416	231,781	556,781
Intrafund Transfers	(85,000)	(85,000)	(85,000)	(85,000)
Total Expenditures/Appropriations	\$1,820,271	\$2,063,876	\$2,187,306	\$2,512,306
Net Cost	\$1,729,791	\$1,917,051	\$2,040,481	\$2,388,070

State Controller Schedules **San Luis Obispo County**
Schedule 9
 County Budget Act Financing Sources and Uses by Budget Unit by Object
 January 2010 Governmental Funds
Fiscal Year 2017-18

Group: **1000000000 - General Fund** Function: **General Government**
 Budget Unit: **109 - Assessor** Activity: **Finance**

Detail by Revenue Category and Expenditure Object	2015-16 Actuals		2016-17 Estimated		2017-18 Requested		2017-18 Recommended	
	1	2	3	4	5	6	7	8
Charges for Current Services		\$36,233	\$37,200	\$42,200	\$42,200	\$42,200	\$42,200	\$42,200
Other Revenues		1,107	0	0	0	0	0	0
Interfund		67,255	0	0	0	0	0	0
Other Financing Sources		24,978	25,000	0	0	0	0	25,000
Total Revenue		\$129,572	\$62,200	\$42,200	\$42,200	\$42,200	\$42,200	\$67,200
Salary and Benefits		\$7,960,369	\$7,530,000	\$9,011,066	\$9,011,066	\$9,011,066	\$9,011,066	\$9,011,066
Services and Supplies		809,960	920,459	972,047	972,047	972,047	972,047	972,047
Capital Assets		8,629	44,500	30,000	30,000	30,000	30,000	30,000
Intrafund Transfers		(1,963)	0	0	0	0	0	0
Total Expenditures/Appropriations		\$8,776,995	\$8,494,959	\$10,013,114	\$10,013,114	\$10,013,114	\$10,013,114	\$10,038,989
Net Cost		\$8,647,423	\$8,432,759	\$9,970,914	\$9,970,914	\$9,970,914	\$9,970,914	\$9,971,789

State Controller Schedules **Schedule 9**
 County Budget Act
 January 2010
San Luis Obispo County
 Financing Sources and Uses by Budget Unit by Object
 Governmental Funds
 Fiscal Year 2017-18

Group: **100000000 - General Fund** Function: **General Government**
 Budget Unit: **117 - Auditor-Controller-Treasurer-Tax Collector-Public Admin** Activity: **Finance**

Detail by Revenue Category and Expenditure Object	2015-16 Actuals	2016-17 Estimated	2017-18 Requested	2017-18 Recommended
	2	3	4	5
Taxes	\$0	\$473,765	\$473,765	\$473,765
Licenses, Permits, and Franchises	0	109,283	114,444	114,444
Fines, Forfeitures, and Penalties	0	29,000	30,500	30,500
Intergovernmental Revenue	0	16,726	15,633	15,633
Charges for Current Services	0	1,412,943	1,439,389	1,477,158
Other Revenues	0	65,025	70,297	70,297
Interfund	0	30,000	30,000	30,000
Total Revenue	\$0	\$2,136,742	\$2,174,028	\$2,211,797
Salary and Benefits	\$0	\$7,623,834	\$7,831,870	\$7,868,889
Services and Supplies	0	702,860	661,099	661,849
Intrafund Transfers	0	(21,239)	(24,591)	(24,591)
Total Expenditures/Appropriations	\$0	\$8,305,455	\$8,468,378	\$8,506,147
Net Cost	\$0	\$6,168,713	\$6,294,350	\$6,294,350

State Controller Schedules **San Luis Obispo County**
Schedule 9
 County Budget Act Financing Sources and Uses by Budget Unit by Object
 January 2010 Governmental Funds
Fiscal Year 2017-18

Group: **1000000000 - General Fund** Function: **General Government**
 Budget Unit: **100 - Board of Supervisors** Activity: **Legislative & Administrative**

Detail by Revenue Category and Expenditure Object	2015-16 Actuals		2016-17 Estimated		2017-18 Requested		2017-18 Recommended	
	1	2	3	4	5	6	7	
Salary and Benefits		\$1,426,262	\$1,560,206	\$1,542,207	\$1,542,207	\$1,542,207	\$1,542,207	
Services and Supplies		199,725	207,816	217,421	217,421	217,421	217,421	
Intrafund Transfers		(38,806)	(38,974)	(40,944)	(40,944)	(40,944)	(40,944)	
Total Expenditures/Appropriations		\$1,587,181	\$1,729,048	\$1,718,684	\$1,718,684	\$1,718,684	\$1,718,684	
Net Cost		\$1,587,181	\$1,729,048	\$1,718,684	\$1,718,684	\$1,718,684	\$1,718,684	

State Controller Schedules **San Luis Obispo County**
Schedule 9
 County Budget Act Financing Sources and Uses by Budget Unit by Object
 January 2010 Governmental Funds
Fiscal Year 2017-18

Group: **100000000 - General Fund** Function: **General Government**
 Budget Unit: **110 - Clerk-Recorder** Activity: **Legislative & Administrative**

Detail by Revenue Category and Expenditure Object	2015-16 Actuals		2016-17 Estimated		2017-18 Requested		2017-18 Recommended	
	1	2	3	4	5	6	7	8
Intergovernmental Revenue		\$12,739	\$168,225	\$8,000	\$8,000		\$8,000	
Charges for Current Services		2,673,727	3,473,824	2,449,460	2,449,460		2,449,460	
Other Revenues		3,272	2,418	0	0		0	
Interfund		64,135	0	0	0		0	
Total Revenue		\$2,753,873	\$3,644,467	\$2,457,460	\$2,457,460		\$2,457,460	
Salary and Benefits		\$2,106,221	\$2,154,592	\$2,203,155	\$2,211,308		\$2,211,308	
Services and Supplies		1,094,904	1,513,335	1,170,692	1,170,978		1,170,978	
Capital Assets		360,466	30,330	20,000	20,000		20,000	
Intrafund Transfers		(1,200)	0	0	0		0	
Total Expenditures/Appropriations		\$3,560,391	\$3,698,257	\$3,393,847	\$3,402,286		\$3,402,286	
Net Cost		\$806,519	\$53,790	\$936,387	\$944,826		\$944,826	

State Controller Schedules **San Luis Obispo County**
Schedule 9
 County Budget Act
 January 2010
 Financing Sources and Uses by Budget Unit by Object
 Governmental Funds
 Fiscal Year 2017-18

Group: **1000000000 - General Fund** Function: **General Government**
 Budget Unit: **108 - Treas-Tax Coll-PA** Activity: **Finance**

Detail by Revenue Category and Expenditure Object	2015-16 Actuals		2016-17 Estimated		2017-18 Requested		2017-18 Recommended	
	1	2	3	4	5	6	7	
Taxes		\$212,061	\$0	\$0	\$0	\$0	\$0	
Licenses, Permits, and Franchises		116,357	0	0	0	0	0	
Charges for Current Services		839,521	0	0	0	0	0	
Other Revenues		28,343	0	0	0	0	0	
Interfund		67,867	0	0	0	0	0	
Total Revenue		\$1,264,149	\$0	\$0	\$0	\$0	\$0	
Salary and Benefits		\$2,463,064	\$0	\$0	\$0	\$0	\$0	
Services and Supplies		341,963	0	0	0	0	0	
Intrafund Transfers		(6,076)	0	0	0	0	0	
Total Expenditures/Appropriations		\$2,798,951	\$0	\$0	\$0	\$0	\$0	
Net Cost		\$1,534,803	\$0	\$0	\$0	\$0	\$0	

State Controller Schedules **San Luis Obispo County**
Schedule 9
 County Budget Act Financing Sources and Uses by Budget Unit by Object
 January 2010 Governmental Funds
Fiscal Year 2017-18

Group: **1000000000 - General Fund** Function: **General Government**
 Budget Unit: **116 - Central Services** Activity: **Other General**

Detail by Revenue Category and Expenditure Object	2015-16 Actuals		2016-17 Estimated		2017-18 Requested		2017-18 Recommended	
	1	2	3	4	5	6	7	
Licenses, Permits, and Franchises		\$9,331	\$13,136	\$9,459	\$9,459	\$9,459	\$9,459	
Revenue from Use of Money & Property		256,224	297,967	269,614	269,614	269,614	269,614	
Intergovernmental Revenue		0	2,655	3,143	3,143	3,143	3,143	
Charges for Current Services		3,917	5,446	7,240	7,240	7,240	7,240	
Other Revenues		29,596	39,196	25,000	25,000	25,000	25,000	
Interfund		367,973	447,340	438,067	438,067	438,067	438,067	
Total Revenue		\$667,041	\$805,740	\$752,523	\$752,523	\$752,523	\$752,523	
Salary and Benefits		\$1,073,915	\$1,529,019	\$1,650,576	\$1,650,576	\$1,650,576	\$1,650,576	
Services and Supplies		2,356,711	2,650,997	2,770,079	2,770,079	2,770,079	2,770,079	
Other Charges		923	102,753	104,500	104,500	104,500	104,500	
Capital Assets		0	14,000	0	0	0	0	
Intrafund Transfers		(512,403)	(528,987)	(539,550)	(539,550)	(539,550)	(539,550)	
Total Expenditures/Appropriations		\$2,919,146	\$3,767,782	\$3,985,605	\$3,985,605	\$3,985,605	\$3,985,605	
Net Cost		\$2,252,105	\$2,962,042	\$3,233,082	\$3,233,082	\$3,233,082	\$3,233,082	

State Controller Schedules **Schedule 9**
 County Budget Act
 January 2010

San Luis Obispo County
 Financing Sources and Uses by Budget Unit by Object
 Governmental Funds
 Fiscal Year 2017-18

Group: **1000000000 - General Fund** Function: **General Government**
 Budget Unit: **111 - County Counsel** Activity: **Counsel**

Detail by Revenue Category and Expenditure Object	2015-16 Actuals	2016-17 Estimated	2017-18 Requested	2017-18 Recommended
	2	3	4	5
Fines, Forfeitures, and Penalties	\$2,522	\$0	\$0	\$0
Intergovernmental Revenue	0	5,000	5,000	5,000
Charges for Current Services	53,084	42,750	42,750	42,750
Other Revenues	19,727	0	0	0
Interfund	199,115	85,250	85,250	85,250
Total Revenue	\$274,449	\$133,000	\$133,000	\$133,000
Salary and Benefits	\$3,396,245	\$3,461,068	\$3,564,808	\$3,786,185
Services and Supplies	261,447	693,189	746,304	761,839
Total Expenditures/Appropriations	\$3,657,692	\$4,154,257	\$4,311,112	\$4,548,024
Net Cost	\$3,383,244	\$4,021,257	\$4,178,112	\$4,415,024

State Controller Schedules **San Luis Obispo County**
Schedule 9
 County Budget Act Financing Sources and Uses by Budget Unit by Object
 January 2010 Governmental Funds
Fiscal Year 2017-18

Group: **100000000 - General Fund** Function: **General Government**
 Budget Unit: **112 - Human Resources** Activity: **Personnel**

Detail by Revenue Category and Expenditure Object	2015-16 Actuals		2016-17 Estimated		2017-18 Requested		2017-18 Recommended	
	1	2	3	4	5	6	7	
Intergovernmental Revenue		\$0	\$2,468	\$5,204	\$5,204	\$5,204	\$5,204	
Charges for Current Services		36,161	34,965	34,550	34,550	34,550	34,550	
Interfund		157,155	140,653	238,134	238,134	238,134	238,134	
Total Revenue		\$193,316	\$178,086	\$277,888	\$277,888	\$277,888	\$277,888	
Salary and Benefits		\$2,430,650	\$2,568,860	\$2,869,500	\$2,869,500	\$2,869,500	\$2,869,500	
Services and Supplies		639,664	888,334	797,052	797,052	776,969	776,969	
Capital Assets		0	0	6,705	6,705	6,705	6,705	
Total Expenditures/Appropriations		\$3,070,314	\$3,457,194	\$3,673,258	\$3,673,258	\$3,653,175	\$3,653,175	
Net Cost		\$2,876,998	\$3,279,108	\$3,395,370	\$3,395,370	\$3,375,287	\$3,375,287	

State Controller Schedules **San Luis Obispo County**
Schedule 9
 County Budget Act Financing Sources and Uses by Budget Unit by Object
 January 2010 Governmental Funds
Fiscal Year 2017-18

Group: **1000000000 - General Fund** Function: **General Government**
 Budget Unit: **105 - Human Resources - Risk Management** Activity: **Other General**

Detail by Revenue Category and Expenditure Object	2015-16 Actuals	2016-17 Estimated	2017-18 Requested	2017-18 Recommended	
	1	2	3	4	5
Charges for Current Services		\$3,871	\$4,091	\$0	\$4,000
Other Revenues		0	0	0	0
Interfund		1,028,429	1,083,514	1,115,498	1,115,498
Total Revenue		\$1,032,300	\$1,087,605	\$1,115,498	\$1,119,498
Salary and Benefits		\$853,262	\$944,653	\$933,891	\$933,891
Services and Supplies		780,953	782,724	843,097	843,097
Intrafund Transfers		(61,238)	(59,207)	(60,940)	(60,940)
Total Expenditures/Appropriations		\$1,572,977	\$1,668,170	\$1,716,048	\$1,716,048
Net Cost		\$540,677	\$580,565	\$600,550	\$596,550

State Controller Schedules **San Luis Obispo County**
Schedule 9
 County Budget Act
 January 2010
 Financing Sources and Uses by Budget Unit by Object
 Governmental Funds
 Fiscal Year 2017-18

Group: **1000000000 - General Fund** Function: **General Government**
 Budget Unit: **114 - Information Technology** Activity: **Other General**

Detail by Revenue Category and Expenditure Object	2015-16 Actuals		2016-17 Estimated		2017-18 Requested		2017-18 Recommended	
	1	2	3	4	5	6	7	
Revenue from Use of Money & Property		\$1,600	\$1,600	\$0	\$0	\$0	\$0	
Intergovernmental Revenue		192,024	217,158	201,329	201,329	201,329	201,329	
Charges for Current Services		145,764	187,465	188,874	188,874	188,874	188,874	
Other Revenues		5,359	16,775	0	0	0	0	
Interfund		1,674,307	1,887,080	1,573,802	1,573,802	1,573,802	1,573,802	
Other Financing Sources		0	0	0	0	0	165,000	
Total Revenue		\$2,019,055	\$2,310,078	\$1,964,005	\$1,964,005	\$2,129,005	\$2,129,005	
Salary and Benefits		\$10,297,187	\$11,585,292	\$11,914,343	\$11,914,343	\$12,275,189	\$12,275,189	
Services and Supplies		3,808,844	4,574,537	4,730,877	4,730,877	4,738,377	4,738,377	
Other Charges		0	0	22,857	22,857	22,857	22,857	
Intrafund Transfers		(3,357,655)	(4,649,104)	(5,369,568)	(5,369,568)	(5,496,851)	(5,496,851)	
Transfers-Out		66,468	0	0	0	0	0	
Total Expenditures/Appropriations		\$10,814,844	\$11,510,725	\$11,298,519	\$11,298,519	\$11,539,572	\$11,539,572	
Net Cost		\$8,795,790	\$9,200,647	\$9,334,514	\$9,334,514	\$9,410,567	\$9,410,567	

State Controller Schedules **San Luis Obispo County**
Schedule 9
 County Budget Act Financing Sources and Uses by Budget Unit by Object
 January 2010 Governmental Funds
Fiscal Year 2017-18

Group: **100000000 - General Fund** Function: **General Government**
 Budget Unit: **113 - Public Works - Facilities Management** Activity: **Property Management**

Detail by Revenue Category and Expenditure Object	2015-16 Actuals		2016-17 Estimated		2017-18 Requested		2017-18 Recommended	
	1	2	3	4	5	6	7	8
Intergovernmental Revenue		\$402	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Current Services		314,215	276,912	305,011	305,011	305,011	305,011	305,011
Other Revenues		48,351	38,061	41,928	41,928	41,928	41,928	41,928
Interfund		1,983,777	1,238,922	1,199,628	1,199,628	1,199,628	1,199,628	1,199,628
Total Revenue		\$2,346,746	\$1,553,895	\$1,546,567	\$1,546,567	\$1,546,567	\$1,546,567	\$1,546,567
Salary and Benefits		\$5,903,730	\$4,256,087	\$4,326,314	\$4,326,314	\$4,326,314	\$4,326,314	\$4,326,314
Services and Supplies		3,210,740	3,393,219	3,540,643	3,540,643	3,540,643	3,540,643	3,540,643
Other Charges		100,000	169,900	0	0	0	0	0
Capital Assets		21,290	20,880	17,000	17,000	17,000	17,000	17,000
Intrafund Transfers		(2,684,645)	(1,903,514)	(1,697,771)	(1,697,771)	(1,697,771)	(1,697,771)	(1,697,771)
Total Expenditures/Appropriations		\$6,551,115	\$5,936,572	\$6,186,186	\$6,186,186	\$6,186,186	\$6,186,186	\$6,186,186
Net Cost		\$4,204,368	\$4,382,677	\$4,639,619	\$4,639,619	\$4,639,619	\$4,639,619	\$4,639,619

State Controller Schedules **San Luis Obispo County** **Schedule 9**
 County Budget Act Financing Sources and Uses by Budget Unit by Object
 January 2010 Governmental Funds
Fiscal Year 2017-18

Group: **100000000 - General Fund** Function: **General Government**
 Budget Unit: **103 - Non-Departmental Other Expenditures** Activity: **Legislative & Administrative**

Detail by Revenue Category and Expenditure Object	2015-16 Actuals	2016-17 Estimated	2017-18 Requested	2017-18 Recommended
	2	3	4	5
Charges for Current Services	\$37,887	\$36,000	\$36,000	\$36,000
Interfund	36,000	36,000	36,000	36,000
Total Revenue	\$73,887	\$72,000	\$72,000	\$72,000
Services and Supplies	\$368,568	\$404,319	\$422,551	\$447,551
Total Expenditures/Appropriations	\$368,568	\$404,319	\$422,551	\$447,551
Net Cost	\$294,681	\$332,319	\$350,551	\$375,551

State Controller Schedules **San Luis Obispo County**
Schedule 9
 County Budget Act Financing Sources and Uses by Budget Unit by Object
 January 2010 Governmental Funds
Fiscal Year 2017-18

Group: **100000000 - General Fund** Function: **General Government**
 Budget Unit: **102 - Non-Departmental - Other Financing Uses** Activity: **Transfer Out**

Detail by Revenue Category and Expenditure Object	2015-16 Actuals	2016-17 Estimated	2017-18 Requested	2017-18 Recommended
	2	3	4	5
Charges for Current Services	(\$19,071)	\$76,008	\$0	\$0
Interfund	3,017,915	2,442,531	3,010,507	2,930,798
Other Financing Sources	507,994	0	340,165	340,165
Total Revenue	\$3,506,838	\$2,518,539	\$3,350,672	\$3,270,963
Services and Supplies	\$694,154	\$0	\$0	\$0
Intrafund Transfers	(10,393,756)	(12,230,595)	(12,235,881)	(12,451,413)
Transfers-Out	33,381,115	31,870,280	20,793,823	24,180,181
Total Expenditures/Appropriations	\$23,681,513	\$19,639,685	\$8,557,942	\$11,728,768
Net Cost	\$20,174,675	\$17,121,146	\$5,207,270	\$8,457,805

State Controller Schedules **San Luis Obispo County**
Schedule 9
 County Budget Act Financing Sources and Uses by Budget Unit by Object
 January 2010 Governmental Funds
Fiscal Year 2017-18

Group: **1000000000 - General Fund** Function: **General Government**
 Budget Unit: **101 - Non-Departmental Revenue** Activity: **Finance**

Detail by Revenue Category and Expenditure Object	2015-16 Actuals		2016-17 Estimated		2017-18 Requested		2017-18 Recommended	
	1	2	3	4	5	6	7	
Taxes		\$169,740,445	\$175,208,010	\$179,807,405	\$180,699,790			
Licenses, Permits, and Franchises		3,277,106	2,978,100	3,151,100	3,151,100			
Revenue from Use of Money & Property		2,821,843	1,954,000	1,954,000	1,954,000			
Intergovernmental Revenue		2,097,957	1,977,454	1,977,454	1,977,454			
Charges for Current Services		2,237,232	2,132,245	2,138,009	2,138,009			
Other Revenues		6,827	19,244	1,005	1,205			
Interfund		285,019	285,000	285,000	285,000			
Total Revenue		\$180,466,429	\$184,554,053	\$189,313,973	\$190,217,429			
Services and Supplies		\$4	\$5	\$5	\$5			
Total Expenditures/Appropriations		\$4	\$5	\$5	\$5			
Net Cost		(\$180,466,425)	(\$184,554,048)	(\$189,313,968)	(\$190,217,424)			

State Controller Schedules **San Luis Obispo County**
Schedule 9
 County Budget Act Financing Sources and Uses by Budget Unit by Object
 January 2010 Governmental Funds
Fiscal Year 2017-18

Group: **1000000000 - General Fund** Function: **General Government**
 Budget Unit: **200 - Maintenance Projects** Activity: **Property Management**

Detail by Revenue Category and Expenditure Object	2015-16 Actuals	2016-17 Estimated	2017-18 Requested	2017-18 Recommended
	2	3	4	5
Fines, Forfeitures, and Penalties	\$71,986	\$0	\$0	\$0
Intergovernmental Revenue	(8,322)	0	0	0
Other Revenues	(29,174)	0	0	0
Interfund	230,029	0	0	0
Other Financing Sources	(403,255)	0	0	995,548
Total Revenue	(\$138,735)	\$0	\$0	\$995,548
Services and Supplies	\$4,470,760	\$6,282,000	\$1,983,700	\$5,906,650
Intrafund Transfers	(49,614)	0	0	0
Transfers-Out	192,992	0	0	0
Total Expenditures/Appropriations	\$4,614,138	\$6,282,000	\$1,983,700	\$5,906,650
Net Cost	\$4,752,874	\$6,282,000	\$1,983,700	\$4,911,102

State Controller Schedules **San Luis Obispo County** **Schedule 9**
 County Budget Act Financing Sources and Uses by Budget Unit by Object
 January 2010 Governmental Funds
 Fiscal Year 2017-18

Group: **110000000 - Capital Projects** Function: **General Government**
 Budget Unit: **230 - Capital Projects** Activity: **Plant Acquisition**
 : **230 - Capital Projects**

Detail by Revenue Category and Expenditure Object	2015-16 Actuals		2016-17 Estimated		2017-18 Requested		2017-18 Recommended	
	1	2	3	4	5	6	7	
Fines, Forfeitures, and Penalties		\$65,432	\$0	\$0	\$0	\$0	\$0	
Revenue from Use of Money & Property		108,271	0	0	0	0	0	
Intergovernmental Revenue		21,140,997	0	0	0	0	0	
Charges for Current Services		6,911	0	0	0	0	0	
Other Revenues		187,186	0	0	0	0	0	
Interfund		833,541	0	0	0	0	50,000	
Other Financing Sources		6,137,463	0	0	0	0	2,062,162	
Total Revenue		\$28,479,802	\$0	\$0	\$0	\$0	\$2,112,162	
Capital Assets		\$30,469,204	\$0	\$0	\$0	\$0	\$2,112,162	
Contingencies		3,500,000	0	0	0	0	0	
Total Expenditures/Appropriations		\$33,969,204	\$0	\$0	\$0	\$0	\$2,112,162	
Net Cost		\$5,489,402	\$0	\$0	\$0	\$0	\$0	

State Controller Schedules **San Luis Obispo County** **Schedule 9**
 County Budget Act Financing Sources and Uses by Budget Unit by Object
 January 2010 Governmental Funds
Fiscal Year 2017-18

Group: **120000000 - Road Fund** Function: **Public Ways & Facilities**
 Budget Unit: **245 - Public Works - Roads** Activity: **Public Ways**

Detail by Revenue Category and Expenditure Object	2015-16 Actuals		2016-17 Estimated		2017-18 Requested		2017-18 Recommended	
	1	2	3	4	5	6	7	8
Taxes		\$1,672,075	\$1,655,951	\$1,720,801	\$1,720,801	\$1,720,801	\$1,720,801	
Revenue from Use of Money & Property		62,753	20,000	25,000	25,000	25,000	25,000	
Intergovernmental Revenue		16,894,221	11,776,300	13,773,272	13,773,272	13,773,272	13,773,272	
Charges for Current Services		187,628	172,962	195,500	195,500	195,500	195,500	
Other Revenues		163,195	8,029	0	0	0	0	
Interfund		524,209	0	0	0	0	0	
Other Financing Sources		11,851,902	13,862,948	10,313,379	10,313,379	13,406,074	13,406,074	
Total Revenue		\$31,355,984	\$27,496,190	\$26,027,952	\$26,027,952	\$29,120,647	\$29,120,647	
Services and Supplies		\$19,756,436	\$18,235,600	\$18,288,830	\$18,288,830	\$18,288,830	\$18,288,830	
Other Charges		714,503	413,500	446,382	446,382	446,382	446,382	
Capital Assets		18,278,485	9,383,746	7,497,611	7,497,611	10,590,306	10,590,306	
Transfers-Out		60,014	4,014	4,014	4,014	4,014	4,014	
Contingencies		1,764,500	0	0	0	0	0	
Total Expenditures/Appropriations		\$40,573,938	\$28,036,860	\$26,236,837	\$26,236,837	\$29,329,532	\$29,329,532	
Net Cost		\$9,217,954	\$540,670	\$208,885	\$208,885	\$208,885	\$208,885	

State Controller Schedules **San Luis Obispo County**
Schedule 9
 County Budget Act
 January 2010
 Financing Sources and Uses by Budget Unit by Object
 Governmental Funds
 Fiscal Year 2017-18

Group: **1200500000 - Community Development** Function: **General Government**
 Budget Unit: **290 - Planning and Building - Community Development** Activity: **Legislative & Administrative**

Detail by Revenue Category and Expenditure Object	2015-16 Actuals		2016-17 Estimated		2017-18 Requested		2017-18 Recommended	
	1	2	3	4	5	6	7	8
Revenue from Use of Money & Property		\$887	\$0	\$0	\$0	\$0	\$0	\$0
Intergovernmental Revenue		3,751,628	4,644,479	3,275,536	3,275,536	3,275,536	3,275,536	3,275,536
Other Revenues		2,143	0	0	0	0	0	0
Other Financing Sources		591,436	666,436	829,436	829,436	829,436	954,436	954,436
Total Revenue		\$4,346,094	\$5,310,915	\$4,104,972	\$4,104,972	\$4,104,972	\$4,229,972	\$4,229,972
Services and Supplies		\$784,126	\$1,119,253	\$1,217,279	\$1,217,279	\$1,342,279	\$1,342,279	\$1,342,279
Other Charges		3,574,688	4,191,662	2,887,693	2,887,693	2,887,693	2,887,693	2,887,693
Total Expenditures/Appropriations		\$4,358,814	\$5,310,915	\$4,104,972	\$4,104,972	\$4,104,972	\$4,229,972	\$4,229,972
Net Cost		\$12,720	\$0	\$0	\$0	\$0	\$0	\$0

State Controller Schedules **San Luis Obispo County**
 County Budget Act Financing Sources and Uses by Budget Unit by Object
 January 2010 Governmental Funds
Fiscal Year 2017-18

Schedule 9

Group: **1201000000 - Public Fac Fees Svcs** Function: **Public Ways & Facilities**
 Budget Unit: **247 - Public Facility Fees** Activity: **Public Ways**

Detail by Revenue Category and Expenditure Object	2015-16 Actuals		2016-17 Estimated		2017-18 Requested		2017-18 Recommended	
	1	2	3	4	5	6	7	8
Revenue from Use of Money & Property		\$60,222	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Current Services		1,877,301	2,565,995	1,924,497	1,924,497	1,924,497	1,924,497	1,924,497
Total Revenue		\$1,937,523	\$2,565,995	\$1,924,497	\$1,924,497	\$1,924,497	\$1,924,497	\$1,924,497
Transfers-Out		\$1,144,367	\$400,000	\$400,000	\$400,000	\$400,000	\$450,000	\$450,000
Contingencies		2,349,868	0	0	0	0	0	0
Total Expenditures/Appropriations		\$3,494,235	\$400,000	\$400,000	\$400,000	\$400,000	\$450,000	\$450,000
Net Cost		\$1,556,712	(\$2,165,995)	(\$1,524,497)	(\$1,524,497)	(\$1,524,497)	(\$1,474,497)	(\$1,474,497)

State Controller Schedules **San Luis Obispo County** **Schedule 9**
 County Budget Act Financing Sources and Uses by Budget Unit by Object
 January 2010 Governmental Funds
Fiscal Year 2017-18

Group: **1201500000 - Parks Fund** Function: **Recreation & Cultural Services**
 Budget Unit: **305 - Parks and Recreation** Activity: **Recreation Facilities**

Detail by Revenue Category and Expenditure Object	2015-16 Actuals		2016-17 Estimated		2017-18 Requested		2017-18 Recommended	
	1	2	3	4	5	6	7	8
Fines, Forfeitures, and Penalties		\$92,402	\$185,619	\$91,891	\$151,891			
Revenue from Use of Money & Property		122,581	130,800	144,800	144,800			
Intergovernmental Revenue		0	0	3,000	3,000			
Charges for Current Services		4,892,105	4,613,392	5,035,875	5,035,875			
Other Revenues		46,575	78,677	81,510	81,510			
Interfund		369,170	374,070	387,974	387,974			
Other Financing Sources		3,812,362	4,027,597	3,616,907	3,666,907			
Total Revenue		\$9,335,194	\$9,410,155	\$9,361,957	\$9,471,957			
Salary and Benefits		\$4,815,528	\$5,049,240	\$5,270,944	\$5,270,944			
Services and Supplies		3,775,680	4,134,904	3,690,177	3,750,177			
Other Charges		1,287,197	1,242,517	134,795	134,795			
Capital Assets		168,524	51,000	44,500	94,500			
Transfers-Out		20,802	20,802	20,802	20,802			
Contingencies		1,110,688	0	200,000	200,000			
Total Expenditures/Appropriations		\$11,178,419	\$10,498,463	\$9,361,218	\$9,471,218			
Net Cost		\$1,843,225	\$1,088,308	(\$739)	(\$739)			

State Controller Schedules **San Luis Obispo County**
Schedule 9
 County Budget Act Financing Sources and Uses by Budget Unit by Object
 January 2010 Governmental Funds
Fiscal Year 2017-18

Group: **1202000000 - Co-Wd Automtmn Repl** Function: **General Government**
 Budget Unit: **266 - Countywide Automation** Activity: **Other General**

Detail by Revenue Category and Expenditure Object	2015-16 Actuals		2016-17 Estimated		2017-18 Requested		2017-18 Recommended	
	1	2	3	4	5	6	7	8
Taxes		\$1,226,394	\$510,023	\$0	\$0	\$0	\$0	\$0
Revenue from Use of Money & Property		507,908	535,322	0	0	0	0	0
Charges for Current Services		(20,450)	31,401	0	0	0	0	0
Interfund		1,308	234,100	0	0	0	0	0
Other Financing Sources		4,650,567	2,901,152	0	0	0	2,658,622	
Total Revenue		\$6,365,727	\$4,211,998	\$0	\$100,000	\$7,947,387	\$3,598,682	
Services and Supplies		\$504,493	\$886,211	7,847,387	0	0	0	0
Capital Assets		3,650,530	5,050,735	1,048,594	0	0	25,000	
Transfers-Out		24,978	1,048,594	0	0	0	0	
Contingencies		1,489,579	0	0	0	0	0	
Total Expenditures/Appropriations		\$5,669,580	\$6,985,540	\$7,947,387	\$7,947,387	\$3,598,682		
Net Cost		(\$696,147)	\$2,773,542	\$7,947,387	\$940,060			

State Controller Schedules **San Luis Obispo County**
Schedule 9
 County Budget Act Financing Sources and Uses by Budget Unit by Object
 January 2010 Governmental Funds
Fiscal Year 2017-18

Group: **1202500000 - Gen Govt Bldg Repl** Function: **General Government**
 Budget Unit: **267 - General Government Building Replacement** Activity: **Plant Acquisition**

Detail by Revenue Category and Expenditure Object	2015-16 Actuals	2016-17 Estimated	2017-18 Requested	2017-18 Recommended
	2	3	4	5
Revenue from Use of Money & Property	\$143,812	\$0	\$0	\$0
Other Financing Sources	7,463,890	6,602,498	2,746,717	2,746,717
Total Revenue	\$7,607,702	\$6,602,498	\$2,746,717	\$2,746,717
Transfers-Out	\$2,566,126	\$0	\$0	\$3,057,710
Contingencies	7,607,702	0	0	0
Total Expenditures/Appropriations	\$10,173,828	\$0	\$0	\$3,057,710
Net Cost	\$2,566,126	(\$6,602,498)	(\$2,746,717)	\$310,993

State Controller Schedules **San Luis Obispo County**
Schedule 9
 County Budget Act
 January 2010
 Financing Sources and Uses by Budget Unit by Object
 Governmental Funds
 Fiscal Year 2017-18

Group: **1203000000 - Tax Reduction Rsv** Function: **General Government**
 Budget Unit: **268 - Tax Reduction Reserve** Activity: **Finance**

Detail by Revenue Category and Expenditure Object	2015-16 Actuals		2016-17 Estimated		2017-18 Requested		2017-18 Recommended
	1	2	3	4	5		
Revenue from Use of Money & Property		\$73,547	\$0	\$0	\$0	\$0	\$0
Total Revenue		\$73,547	\$0	\$0	\$0	\$0	\$0
Transfers-Out		\$23	\$0	\$0	\$0	\$0	\$0
Contingencies		11,761,037	0	0	0	0	0
Total Expenditures/Appropriations		\$11,761,060	\$0	\$0	\$0	\$0	\$0
Net Cost		\$11,687,513	\$0	\$0	\$0	\$0	\$0

State Controller Schedules **San Luis Obispo County**
Schedule 9
 County Budget Act Financing Sources and Uses by Budget Unit by Object
 January 2010 Governmental Funds
Fiscal Year 2017-18

Group: **1203500000 - Roads - Impact Fees** Function: **Public Ways & Facilities**
 Budget Unit: **248 - Public Works - Road Impact Fees** Activity: **Public Ways**

Detail by Revenue Category and Expenditure Object	2015-16 Actuals		2016-17 Estimated		2017-18 Requested		2017-18 Recommended	
	1	2	3	4	5	6	7	
Revenue from Use of Money & Property		\$43,507	\$60,978	\$0	\$0	\$0	\$0	
Charges for Current Services		1,527,782	1,919,484	0	0	0	0	
Other Financing Sources		56,000	0	0	0	0	0	
Total Revenue		\$1,627,289	\$1,980,462	\$0	\$0	\$2,211,967	\$2,211,967	
Transfers-Out		\$1,159,021	\$2,761,536	\$2,211,967	\$2,211,967	\$2,211,967	\$2,211,967	
Contingencies		8,590,055	0	0	0	0	0	
Total Expenditures/Appropriations		\$9,749,076	\$2,761,536	\$2,211,967	\$2,211,967	\$2,211,967	\$2,211,967	
Net Cost		\$8,121,787	\$781,074	\$2,211,967	\$2,211,967	\$2,211,967	\$2,211,967	

State Controller Schedules **San Luis Obispo County** **Schedule 9**
 County Budget Act Financing Sources and Uses by Budget Unit by Object
 January 2010 Governmental Funds
Fiscal Year 2017-18

Group: **1204000000 - Wildlife and Grazing** Function: **Public Protection**
 Budget Unit: **330 - Wildlife and Grazing** Activity: **Flood Control, Spoil & Water Conservati**

Detail by Revenue Category and Expenditure Object	2015-16 Actuals	2016-17 Estimated	2017-18 Requested	2017-18 Recommended
	2	3	4	5
Revenue from Use of Money & Property	\$106	\$0	\$0	\$0
Intergovernmental Revenue	1,889	3,608	3,608	3,608
Total Revenue	\$1,995	\$3,608	\$3,608	\$3,608
Services and Supplies	\$1,816	\$3,627	\$3,611	\$3,608
Contingencies	1,987	0	0	0
Total Expenditures/Appropriations	\$3,803	\$3,627	\$3,611	\$3,608
Net Cost	\$1,808	\$19	\$3	\$0

State Controller Schedules **San Luis Obispo County**
 County Budget Act **Financing Sources and Uses by Budget Unit by Object**
 January 2010 **Governmental Funds**
Fiscal Year 2017-18

Schedule 9

Group: **1204500000 - Driving Under Influence** Function: **Education**
 Budget Unit: **375 - Health Agency - Driving Under the Influence** Activity: **Other Education**

Detail by Revenue Category and Expenditure Object	2015-16 Actuals	2016-17 Estimated	2017-18 Requested	2017-18 Recommended
	2	3	4	5
Revenue from Use of Money & Property	\$2,561	\$1,772	\$2,000	\$2,000
Charges for Current Services	1,287,906	1,240,161	1,273,941	1,273,941
Other Revenues	29	2	35,000	35,000
Interfund	26,360	7,241	10,000	10,000
Total Revenue	\$1,316,857	\$1,249,176	\$1,320,941	\$1,320,941
Salary and Benefits	\$964,244	\$826,843	\$875,938	\$875,938
Services and Supplies	357,045	356,389	427,748	427,748
Contingencies	50,786	0	44,457	44,457
Total Expenditures/Appropriations	\$1,372,075	\$1,183,232	\$1,348,143	\$1,348,143
Net Cost	\$55,218	(\$65,944)	\$27,202	\$27,202

State Controller Schedules **San Luis Obispo County**
Schedule 9
 County Budget Act Financing Sources and Uses by Budget Unit by Object
 January 2010 Governmental Funds
Fiscal Year 2017-18

Group: **1205000000 - Library** Function: **Education**
 Budget Unit: **377 - Library** Activity: **Library Services**

Detail by Revenue Category and Expenditure Object	2015-16 Actuals		2016-17 Estimated		2017-18 Requested		2017-18 Recommended	
	1	2	3	4	5	6	7	
Taxes		\$8,084,658	\$8,384,416	\$8,753,690	\$8,753,690	\$8,753,690	\$8,753,690	
Revenue from Use of Money & Property		16,735	16,720	16,720	16,720	16,720	16,720	
Intergovernmental Revenue		113,151	114,500	116,477	116,477	116,477	116,477	
Charges for Current Services		172,366	128,800	128,500	128,500	128,500	128,500	
Other Revenues		198,162	15,600	15,600	15,600	15,600	40,600	
Interfund		884	0	0	0	0	0	
Other Financing Sources		1,174,800	666,552	666,552	666,552	666,552	666,552	
Total Revenue		\$9,760,756	\$9,326,588	\$9,697,539	\$9,697,539	\$9,722,539	\$9,722,539	
Salary and Benefits		\$5,713,728	\$5,995,213	\$6,304,317	\$6,304,317	\$6,277,359	\$6,277,359	
Services and Supplies		3,217,729	3,445,239	3,632,716	3,632,716	3,632,716	3,632,716	
Other Charges		44,024	2,428	5,000	5,000	5,000	5,000	
Capital Assets		10,437	425,000	0	0	0	0	
Transfers-Out		853,013	0	0	0	0	50,000	
Contingencies		150,724	0	495,059	495,059	495,059	495,059	
Total Expenditures/Appropriations		\$9,989,655	\$9,867,880	\$10,437,092	\$10,437,092	\$10,460,134	\$10,460,134	
Net Cost		\$228,898	\$541,292	\$739,553	\$739,553	\$737,595	\$737,595	

State Controller Schedules **San Luis Obispo County**
Schedule 9
 County Budget Act
 January 2010
 Financing Sources and Uses by Budget Unit by Object
 Governmental Funds
 Fiscal Year 2017-18

Group: **1205500000 - Fish and Game** Function: **Public Protection**
 Budget Unit: **331 - Fish and Game** Activity: **Other Protection**

Detail by Revenue Category and Expenditure Object	2015-16 Actuals	2016-17 Estimated	2017-18 Requested	2017-18 Recommended
	2	3	4	5
Fines, Forfeitures, and Penalties	\$23,490	\$20,000	\$20,000	\$20,000
Total Revenue	\$23,490	\$20,000	\$20,000	\$20,000
Services and Supplies	\$33,030	\$22,715	\$22,854	\$22,715
Total Expenditures/Appropriations	\$33,030	\$22,715	\$22,854	\$22,715
Net Cost	\$9,540	\$2,715	\$2,854	\$2,715

State Controller Schedules **San Luis Obispo County**
Schedule 9
 County Budget Act
 January 2010
 Financing Sources and Uses by Budget Unit by Object
 Governmental Funds
 Fiscal Year 2017-18

Group: **1206000000 - Org Development** Function: **General Government**
 Budget Unit: **275 - Organizational Development** Activity: **Legislative & Administrative**

Detail by Revenue Category and Expenditure Object	2015-16 Actuals	2016-17 Estimated	2017-18 Requested	2017-18 Recommended
	2	3	4	5
Revenue from Use of Money & Property	\$12,804	\$7,493	\$7,000	\$7,000
Other Revenues	3,500	600	600	600
Other Financing Sources	604,839	1,081,393	907,736	670,813
Total Revenue	\$621,143	\$1,089,486	\$915,336	\$678,413
Salary and Benefits	\$167,039	\$266,932	\$272,973	\$272,973
Services and Supplies	650,111	671,400	677,569	815,365
Total Expenditures/Appropriations	\$817,150	\$938,332	\$950,542	\$1,088,338
Net Cost	\$196,007	(\$151,155)	\$35,206	\$409,925

State Controller Schedules **San Luis Obispo County**
Schedule 9
 County Budget Act Financing Sources and Uses by Budget Unit by Object
 January 2010 Governmental Funds
Fiscal Year 2017-18

Group: **1207000000 - Emergency Med Svcs** Function: **Public Assistance**
 Budget Unit: **351 - Health Agency - Emergency Medical Services** Activity: **Medical Services**

Detail by Revenue Category and Expenditure Object	2015-16 Actuals	2016-17 Estimated	2017-18 Requested	2017-18 Recommended
	2	3	4	5
Fines, Forfeitures, and Penalties	\$805,735	\$850,000	\$800,000	\$800,000
Revenue from Use of Money & Property	1,089	1,000	1,000	1,000
Interfund	0	0	0	0
Total Revenue	\$806,824	\$851,000	\$801,000	\$801,000
Services and Supplies	\$855,576	\$851,000	\$801,000	\$801,000
Total Expenditures/Appropriations	\$855,576	\$851,000	\$801,000	\$801,000
Net Cost	\$48,752	\$0	\$0	\$0

State Controller Schedules **San Luis Obispo County** **Schedule 9**
 County Budget Act Financing Sources and Uses by Budget Unit by Object
 January 2010 Governmental Funds
Fiscal Year 2017-18

Group: **1801000000 - Psn Oblig Bond DSF** Function: **Debt Services**
 Budget Unit: **392 - Pension Obligation Bonds** Activity: **Retirement of Long-Term Debt**

Detail by Revenue Category and Expenditure Object	2015-16 Actuals		2016-17 Estimated		2017-18 Requested		2017-18 Recommended	
	1	2	3	4	5	6	7	8
Revenue from Use of Money & Property		\$33,621	\$90,000	\$90,000	\$90,000	\$90,000	\$90,000	\$90,000
Other Revenues		10,668,686	11,026,036	11,079,100	11,079,100	11,079,100	11,079,100	11,079,100
Total Revenue		\$10,702,307	\$11,116,036	\$11,169,100	\$11,169,100	\$11,169,100	\$11,169,100	\$11,169,100
Services and Supplies		\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
Other Charges		9,632,202	10,110,636	10,607,608	10,607,608	10,607,608	10,607,608	10,607,608
Contingencies		862,547	0	0	0	0	0	0
Total Expenditures/Appropriations		\$10,524,749	\$10,140,636	\$10,637,608	\$10,637,608	\$10,637,608	\$10,637,608	\$10,637,608
Net Cost		(\$177,558)	(\$975,400)	(\$531,492)	(\$531,492)	(\$531,492)	(\$531,492)	(\$531,492)

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

State Controller Schedules **San Luis Obispo County** **Schedule 10**
 County Budget Act Operation of Internal Service Fund
 January 2010 Fiscal Year 2017-18
 Budget Unit: 405 Fund Title: Public Works
Service Activity: Public Ways

Operating Detail	2015-16 Actuals 2	2016-17 Estimated 3	2017-18 Proposed Estimates 4	2017-18 Recommended Estimates 5
Operating Revenues				
Charges for current services	31,856,000	39,260,325	37,962,509	38,197,025
Other revenues	109,000	-	-	-
Total Operating Revenues	31,965,000	39,260,325	37,962,509	38,197,025
Operating Expenses				
Salaries and Benefits	24,915,000	27,005,809	30,371,659	30,603,663
Services and Supplies	6,878,000	11,034,972	9,030,080	9,030,080
Depreciation	885,000	877,115	884,453	884,453
Countywide Overhead Allocation	113,000	74,684	87,852	87,852
Total Operating Expenses	32,791,000	38,992,580	40,374,044	40,606,048
Operating Income (Loss)	(826,000)	267,745	(2,411,535)	(2,409,023)
Non-Operating Revenues (Expenses)				
Interest Revenue	97,000	50,000	85,276	85,276
Other Income	38,000	-	202,955	202,955
Total Non-Operating Revenues (Expenses)	135,000	50,000	288,231	288,231
Income Bef. Capital Contrbs. & Transfers	(691,000)	317,745	(2,123,304)	(2,120,792)
Transfers In, (Out)	(851,000)	-	(850,524)	(850,524)
Change in Net Position	(1,542,000)	317,745	(2,973,828)	(2,971,316)
Net Assets - Beginning	(12,090,000)	(13,632,000)	(13,314,255)	(13,314,255)
Net Assets - Ending	(13,632,000)	(13,314,255)	(16,288,083)	(16,285,571)
Fixed Asset Expenditures				
Equipment	1,744,258	1,185,000	1,254,107	1,254,107
Structures & Improvements	-	-	-	-
Total Fixed Asset Expenditures	1,744,258	1,185,000	1,254,107	1,254,107

State Controller Schedules **San Luis Obispo County** **Schedule 10**
 County Budget Act Operation of Internal Service Fund
 January 2010 Fiscal Year 2017-18
 Budget Unit: 407 Fund Title: Fleet Services
Service Activity: Transportation

Operating Detail	2015-16 Actuals 2	2016-17 Estimated 3	2017-18 Proposed Estimates 4	2017-18 Recommended Estimates 5
Operating Revenues				
Charges for Current Services	4,287,712	4,283,161	4,348,932	4,520,182
Depreciation Billings	1,283,353	1,361,946	1,424,729	1,424,729
Total Operating Revenues	5,571,065	5,645,107	5,773,661	5,944,911
Operating Expenses				
Salaries and Benefits	1,281,796	1,235,344	1,358,918	1,358,918
Services and Supplies	2,602,054	2,633,624	2,790,186	2,790,186
Depreciation	1,543,937	1,569,965	1,302,040	1,302,040
Countywide Overhead Allocation	-	-	102,945	102,945
Total Operating Expenses	5,427,786	5,438,933	5,554,089	5,554,089
Operating Income (Loss)	143,279	206,174	219,572	390,822
Non-Operating Revenues (Expenses)				
Interest Revenue	20,988	15,541	28,356	28,356
Gain on Sale of Assets	191,600	-	-	-
Other	71,176	-	-	-
Total Non-Operating Revenues (Expenses)	283,764	15,541	28,356	28,356
Income Bef. Capital Contrbs. & Transfers	427,043	221,715	247,928	419,178
Transfers In, (Out)	(78,726)	(41,667)	(49,123)	(49,123)
Change In Net Position	348,317	180,049	198,805	370,055
Net Assets - Beginning	6,804,447	7,152,764	7,332,812	7,332,812
Net Assets - Ending	7,152,764	7,332,812	7,531,617	7,702,867
Fixed Asset Expenditures				
Equipment	1,411,656	2,322,198	1,680,250	1,879,500
Structures & Improvements				
Total Fixed Asset Expenditures	1,411,656	2,322,198	1,680,250	1,879,500

State Controller Schedules **San Luis Obispo County** **Schedule 10**
 County Budget Act Operation of Internal Service Fund
 January 2010 Fiscal Year 2017-18
 Budget Unit: 408-412 Fund Title: Self Insurance
Service Activity: Other General

Operating Detail	2015-16 Actuals 2	2016-17 Estimated 3	2017-18 Proposed Estimates 4	2017-18 Recommended Estimates 5
Operating Revenues				
Charges for current services	11,228,949	11,005,913	11,114,000	11,114,000
Total Operating Revenues	11,228,949	11,005,913	11,114,000	11,114,000
Operating Expenses				
Insurance Benefit Payments	3,283,914	4,896,000	6,451,139	6,451,139
Salaries & Benefits	-	150,000	200,000	200,000
Services and Supplies	5,095,468	5,218,748	6,146,873	6,146,873
Outside Legal	661,736	785,000	800,000	800,000
Overhead	458,865	324,353	332,362	332,362
Total Operating Expenses	9,499,983	11,374,101	13,930,374	13,930,374
Operating Income (Loss)	1,728,966	(368,188)	(2,816,374)	(2,816,374)
Non-Operating Revenues (Expenses)				
Interest Revenue	167,784	132,016	113,800	113,800
Other Income	-	25,078	-	-
Total Non-Operating Revenues (Expenses)	167,784	157,094	113,800	113,800
Income Bef. Capital Contrbs. & Transfers	1,896,750	(211,094)	(2,702,574)	(2,702,574)
Transfers In, (Out)	-	-	-	-
Change in Net Position	1,896,750	(211,094)	(2,702,574)	(2,702,574)
Net Assets - Beginning	2,117,438	4,014,188	3,803,094	3,803,094
Net Assets - Ending	4,014,188	3,803,094	1,100,520	1,100,520
Fixed Asset Expenditures				
Equipment	-	-	-	-
Structures & Improvements	-	-	-	-
Total Fixed Asset Expenditures	-	-	-	-

State Controller Schedules **San Luis Obispo County**
 County Budget Act Operation of Internal Service Fund
 January 2010 Fiscal Year 2017-18
 Budget Unit: 413 Fund Title: Other Post Employment Benefits Service Activity: Other General

Schedule 10

Operating Detail	2015-16 Actuals		2016-17 Estimated		2017-18 Proposed		2017-18 Recommended	
	1	2	3	4	5	6	7	
Operating Revenues								
Charges to Departments		1,557,982	1,856,000	2,475,000	2,475,000	2,475,000	2,475,000	
Total Operating Revenues		1,557,982	1,856,000	2,475,000	2,475,000	2,475,000	2,475,000	
Operating Expenses								
Insurance Benefit Payments		1,331,385	1,387,000	1,392,300	1,392,300	1,392,300	1,392,300	
Accounting Support		10,000	10,000	10,000	10,000	10,000	10,000	
Services and Supplies		52	-	-	-	-	-	
Professional Services		18,500	-	-	-	-	-	
Other OPEB Funding		101,529	556,615	1,073,000	1,073,000	1,073,000	1,073,000	
Total Operating Expenses		1,461,466	1,953,615	2,475,300	2,475,300	2,475,300	2,475,300	
Operating Income (Loss)		96,516	(97,615)	(300)	(300)	(300)	(300)	
Non-Operating Revenues (Expenses)								
Interest Revenue		224	300	300	300	300	300	
Other Income		-	-	-	-	-	-	
Total Non-Operating Revenues (Expenses)		224	300	300	300	300	300	
Income Bef. Capital Contrbs. & Transfers		96,740	(97,315)	-	-	-	-	
Transfers In, (Out)		-	-	-	-	-	-	
Change in Net Position		96,740	(97,315)	-	-	-	-	
Net Assets - Beginning		799	97,539	224	224	224	224	
Net Assets - Ending		97,539	224	224	224	224	224	
Fixed Asset Expenditures								
Equipment		-	-	-	-	-	-	
Fixed Assets		-	-	-	-	-	-	
Structures & Improvements		-	-	-	-	-	-	
Total Fixed Asset Expenditures		-	-	-	-	-	-	

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 $\text{U}^{\text{A}}\text{c}^{\text{A}}\text{O}^{\text{I}}[\text{~}]$), Fund Center 425- Airports and Fund Center 427- Golf Courses (both in the Community Services $\text{U}^{\text{A}}\text{c}^{\text{A}}\text{O}^{\text{I}}[\text{~}]$) are enterprise funds and the operating plan for each of these fund centers is presented in a Schedule 11.

Operating Detail	2015-16 Actuals	2016-17 Estimated	2017-18 Proposed	2017-18
1	2	3	4	5
Operating Revenues				
Charges for current services	4,311,989	4,264,348	4,469,220	4,469,220
Passenger Facility Charges	595,478	595,478	595,478	595,478
Customer Facility Charges	290,784	290,784	290,784	290,784
Other Revenues	34,251	24,393	20,222	20,222
Total Operating Revenues	5,232,502	5,175,003	5,375,704	5,375,704
Operating Expenses				
Salaries and Benefits	1,561,607	1,407,022	1,515,153	1,629,140
Services and Supplies	1,830,043	2,623,057	1,971,289	2,368,223
Other Charges	26,324	27,240	27,240	27,240
Countywide Overhead Allocation	123,709	208,070	222,000	222,000
Depreciation	2,276,327	2,276,327	2,276,327	2,276,327
Total Operating Expenses	5,818,010	6,541,716	6,012,009	6,522,930
Operating Income (Loss)	(585,508)	(1,366,713)	(636,305)	(1,147,226)
Non-Operating Revenues (Expenses)				
Interest Revenue	29,568	3,307	3,800	3,800
Interest Expense	(52,464)	(34,103)	(302,087)	(302,087)
Other Non-operating Revenue (Expense)	(296,395)	-	-	-
Intergovernmental Revenue	126,000	126,000	126,000	626,000
Total Non-Operating Revenues (Expenses)	(193,291)	95,204	(172,287)	327,713
Income Bef. Capital Contrbs. & Transfers	(778,799)	(1,271,509)	(808,592)	(819,513)
Operating Transfers Out	(88,088)	(53,450)	(54,000)	(54,000)
Operating Transfers In	23,145	154,727	162,250	12,500
Capital Contributions	7,069,377	15,808,072	-	-
Prior Period Adjustment	750,000	-	-	-
Change In Net Position	6,975,635	14,637,840	(700,342)	(861,013)
Net Assets - Beginning	79,239,622	86,215,257	100,853,097	100,853,097
Net Assets - Ending	86,215,257	100,853,097	100,152,755	99,992,084
Fixed Asset Expenditures				
Equipment	10,424,783	29,219,176	-	-
Fixed Assets	8,000	-	-	-
Structures Improvements	76,355	427,566	-	-
Total Fixed Asset Expenditures	10,509,138	29,646,742	-	-

Operating Detail	2015-16 Actuals		2016-17 Estimated		2017-18 Proposed		2017-18 Recommended	
	1	2	3	4	5	6	7	
Operating Revenues								
Charges for current services		2,589,000	2,253,000	2,603,000	2,603,000	2,603,000	2,603,000	2,603,000
Other Revenues		1,000	2,000	2,000	2,000	2,000	2,000	2,000
Total Operating Revenues		2,590,000	2,255,000	2,605,000	2,605,000	2,605,000	2,605,000	2,605,000
Operating Expenses								
Salaries and Benefits		1,450,000	1,411,000	1,551,000	1,551,000	1,551,000	1,551,000	1,551,000
Services and Supplies		901,000	910,000	1,033,000	1,033,000	1,033,000	1,033,000	1,033,000
Countywide Overhead Allocation		259,000	107,000	96,000	96,000	96,000	96,000	96,000
Depreciation		365,000	366,000	366,000	366,000	366,000	366,000	366,000
Total Operating Expenses		2,975,000	2,794,000	3,046,000	3,046,000	3,046,000	3,046,000	3,046,000
Operating Income (Loss)		(385,000)	(539,000)	(441,000)	(441,000)	(441,000)	(441,000)	(441,000)
Non-Operating Revenues (Expenses)								
Interest Revenue		6,000	4,000	4,000	4,000	4,000	4,000	4,000
Interest Expense		(163,000)	(154,000)	(141,000)	(141,000)	(141,000)	(141,000)	(141,000)
Other Income		-	-	-	-	-	-	-
Intergovernmental Revenue		-	102,000	-	-	-	-	-
Total Non-Operating Revenues (Expenses)		(157,000)	(48,000)	(137,000)	(137,000)	(137,000)	(137,000)	(137,000)
Income Bef. Capital Contrbs. & Transfers								
Operating Transfers Out		(542,000)	(587,000)	(578,000)	(578,000)	(578,000)	(578,000)	(578,000)
Operating Transfers In		(31,000)	-	(47,000)	(47,000)	(47,000)	(47,000)	(47,000)
Change In Net Position		(511,000)	(587,000)	(612,500)	(612,500)	(612,500)	(612,500)	(612,500)
Net Assets - Beginning								
Net Assets - Ending		5,251,000	4,740,000	4,153,000	4,153,000	4,153,000	4,153,000	4,153,000
Net Assets - Ending		4,740,000	4,153,000	3,540,500	3,540,500	3,540,500	3,540,500	3,540,500
Fixed Asset Expenditures								
Equipment		33,013	39,700	50,000	50,000	50,000	50,000	50,000
Infrastructure		6,682	-	-	-	-	-	-
Structures Improvements		17,654	19,960	-	-	-	-	-
Construction in Progress		30,095	-	-	-	-	-	-
Total Fixed Asset Expenditures		87,444	59,660	50,000	50,000	50,000	50,000	50,000

Operating Detail	2015-16 Actuals	2016-17 Estimated	2017-18 Proposed Estimates	2017-18 Recommended Estimates
1	2	3	4	5
Operating Revenues				
Charges for current services	28,309	1,620,000	4,688,683	4,688,683
Other Revenue	-	-	140,000	140,000
Total Operating Revenues	28,309	1,620,000	4,828,683	4,828,683
Operating Expenses				
Salaries and Benefits	103	-	-	-
Services and Supplies	834,940	2,518,788	3,595,087	3,595,087
Countywide Overhead Allocation	19,906	40,117	40,797	40,797
Other Charges	226,423	-	-	-
Depreciation	1,012,881	4,066,384	4,100,000	4,100,000
Total Operating Expenses	2,094,253	6,625,289	7,735,884	7,735,884
Operating Income (Loss)	(2,065,944)	(5,005,289)	(2,907,201)	(2,907,201)
Non-Operating Revenues (Expenses)				
Assessments	-	-	1,200,000	1,200,000
Interest Revenue	48,320	35,000	7,500	7,500
Interest Expense	(1,756,209)	(1,906,779)	(2,520,219)	(2,520,219)
Intergovernmental Revenue	2,809,883	-	-	-
Total Non-Operating Revenues (Expenses)	(1,707,889)	(1,871,779)	(1,312,719)	(1,312,719)
Income Bef. Capital Contrbs. & Transfers	(3,773,833)	(6,877,068)	(4,219,920)	(4,219,920)
Contributed Capital	4,157,551	4,397,000	4,697,000	4,697,000
Operating Transfers Out	-	-	-	-
Operating Transfers In	1,488,651	-	-	-
Change In Net Position	1,872,369	(2,480,068)	477,080	477,080
Net Assets - Beginning	133,786,570	135,658,939	133,178,871	133,178,871
Net Assets - Ending	135,658,939	133,178,871	133,655,951	133,655,951
Fixed Asset Expenditures				
Equipment	-	-	-	-
Fixed Assets	23,114,639	11,718,822	-	-
Structures Improvements	-	-	-	-
Total Fixed Asset Expenditures	23,114,639	11,718,822	-	-

Appendix

The appendix includes the following information:

- Budgetary Basis of Accounting
- Glossary
- Acronym glossary
- Index

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.

Glossary

Glossary - Terms commonly used in this budget document

Account:	A detailed classification of an expenditure or revenue. For example, "Postage" is an expenditure account; "Property Taxes Secured" is a revenue account.
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.
Capital Expenditures:	Expenditures resulting in the acquisition of or addition to the government's general capital assets.
Capital Project Program:	A program itemizing the County's acquisitions, additions and improvements to buildings and land purchases. These purchases are often capital assets.
Contingency:	An amount not to exceed fifteen percent of appropriations, which is set aside to meet unforeseen expenditure requirements.
Contracted Services:	Expense for services rendered under contract by individuals or businesses who are not on the payroll of the jurisdiction, including all related expenses covered by the contract.
Cost Accounting:	That method of accounting which provides for assembling and recording of all the elements of cost incurred to accomplish a purpose, to carry on an activity or operation, or to complete a unit of work or a specific job.
Communitywide Results:	The Communitywide Results represents the "big picture" results we want for all county residents and are used to guide the preparation of the budget each year.
Debt Service Fund:	A fund established to finance and account for the payment of interest and principal on all general obligation debt, other than that payable exclusively from special assessments and debt issued for and serviced by a governmental enterprise.
Department:	An organizational structure used to group programs of like nature.
Department Goals:	A listing of ongoing results a department desires for its customers.
Encumbrance:	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.
Enterprise Fund:	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.
Educational Revenue Augmentation Fund (ERAF):	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.
Expenditure:	Designates the cost of goods delivered or services rendered.
Fiscal Year:	Twelve-month period for which a budget is in effect. The County's fiscal year is July 1 to June 30.
Fixed Asset:	An asset of a long-term character such as land, buildings, and equipment. Typically must have a value of \$5,000 or greater.
Full-Time Equivalent:	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.

Fund:	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.
Fund Balance:	The difference between fund assets and fund liabilities of governmental funds.
Fund Balance Available:	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.
Fund Center:	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.
General Fund:	The main operating fund of the county accounting for expenditures and revenues for countywide activities.
General Fund Support:	The amount of General Fund financial support to a given fund center after revenues and other funding are subtracted from expenditures.
Governmental Funds:	Governmental Funds are used to account for most of the County's general government activities.
Indicators:	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.).
Interfund Transfer:	A transfer between different funds (e.g., General Fund and Parks) which cannot be classified as a revenue or expenditure.
Intergovernmental Expenditures:	Payments to other governments as fiscal aids and shared taxes or as reimbursements for the performance of services.
Intergovernmental Revenues:	Revenue received from other governments, such as fiscal aids, shared taxes and intergovernmental reimbursements for services.
Internal Service Fund (ISF):	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.
Intrafund Transfers:	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.
Mission Statement:	A description of the basic purpose and responsibility of the Budget Unit or department.
Other Charges:	Accounts which establish expenditures for expenses other than salary or operations, such as support and care of persons or debt service.
PAL:	Position Allocation List
Per Capita:	Amount per individual.

Performance Measure:	A measurement that assesses progress toward achieving predetermined goals. There are three basic types of meaningful performance measures: <ul style="list-style-type: none"> • efficiency measures show the relationship between work performed and resources required to perform it (i.e. cost per job application received, cost per felony prosecuted, etc.) • quality measures show how well services are delivered to customers and the extent to which the customer is satisfied (i.e. percentage of customers satisfied with custodial services, percentage of clients satisfied with fire suppression response time, etc.) • outcome measures show the qualitative results of a program compared to its intended purpose (i.e. who is better off as a result – percentage of clients that receive substance abuse treatment services and are alcohol and drug free one year later; percentage of repeat child abuse reports, etc.)
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.
Recommended Budget:	The recommended spending plan for the upcoming fiscal year.
Reimbursement:	Payment received for services/supplies expended for another institution, agency or person.
Reserve:	An account that records a portion of funds which must be segregated for some future use and which is, therefore, not available for further appropriation or expenditure.
Results Based Decision Making (RDBM) Initiative:	RDBM is a county sponsored initiative aimed at making the County a "results culture" organization. "Results oriented", means that the County intends to show taxpayers in measurable terms that the county government runs efficiently, provides high quality services, and produces results that are responsive to community desires.
Revenue:	Money received to finance ongoing county governmental services. Example: Property taxes, sales taxes, user fees, etc.

Realignment:	Refers to the 1991-92 restructuring of state and local government financing of health and welfare programs. Counties assumed a greater overall financing responsibility for these programs in exchange for a portion of sales tax and vehicle license fees.
Secured Roll:	Assessed value of real property such as land, building, secured personal property, or anything permanently attached to land as determined by the County Assessor.
Secured Taxes:	Taxes levied on real properties in the county which are "secured" by a lien on the properties.
Service Groups:	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.
Services and Supplies:	The "object class" or general classification of expenditure accounts that describe and report all operating expenses, other than employee related costs, of departments and programs.
Special District:	Independent unit of local government generally organized to perform a single function. Examples: Street lighting, waterworks, parks, fire departments.
Special Revenue Fund:	A fund used to account for the proceeds of specific revenue sources (other than expendable trusts or major capital projects) that are legally restricted to expenditure for specified purposes.
Spending Limits:	Refers to the Gann Initiative (Proposition 4 on the November 1979 ballot), which imposed limits on the allowable annual appropriations of the state, schools, and most local agencies; limit is generally prior year appropriations factored by CPI and population changes.
Supplemental Tax Roll:	The Supplemental Property Tax Roll is a result of legislation enacted in 1983, and requires an assessment of property when a change to the status of the property occurs, rather than once a year as was previously the case.
Taxes:	Compulsory charges levied by a governmental unit for the purpose of financing services performed for the common benefit.
Tax Levy:	Amount of tax dollars raised by the imposition of the tax rate on the assessed valuation.
Tax Rate:	The rate per one hundred dollars of the assessed valuation base necessary to produce the tax levy.
Tax Relief Subventions:	Funds ordinarily paid to compensate local governments for taxes lost because of tax relief measures, such as the homeowner's exemption.
Teeter Plan:	An alternative method of allocating property tax receipts wherein the various taxing agencies (schools, cities, special districts) receive 100% of their tax levy each year without a deduction for delinquencies. The County General Fund finances the delinquencies and in return the General Fund collects and retains all of the eventual payments of delinquent taxes, including interest and penalties.
Unincorporated Area:	The areas of the county outside city boundaries.
Unsecured Roll:	A tax on properties such as office furniture, equipment, boats and airplanes owned by the assessee.

Use Tax:

A tax on goods purchased outside the state to prevent revenue loss from avoidance of sales taxes by means of out-of- state purchases. A use tax is also levied in order to remove inequities between purchases made within and outside the state.

Acronym Glossary

Acronym Glossary

Definitions of acronyms commonly used in this budget document

<u>AA:</u>	Administrative Assistant	<u>CDBG:</u>	Community Development Block Grant
<u>ACA</u>	Affordable Care Act	<u>CDC:</u>	Centers for Disease Control and Prevention
<u>AB109</u>	Assembly Bill 109- Public Safety Realignment	<u>CDSS:</u>	California Department of Social Services
<u>ADA:</u>	Americans with Disabilities Act	<u>CEQA:</u>	California Environmental Quality Act
<u>AED:</u>	Automated External Defibrillators	<u>CHADOC:</u>	County Health Agency Departmental Operations Center
<u>ALS:</u>	Advanced Life Support	<u>CHC:</u>	Community Health Centers
<u>APCD:</u>	Air Pollution Control District	<u>CHIP:</u>	California Healthcare for Indigents Program
<u>APWA:</u>	American Public Works Association	<u>CHIS:</u>	California Health Interview Survey
<u>ARRA:</u>	American Recovery and Reinvestment Act	<u>CIP:</u>	Capital Improvement Plan
<u>ARC:</u>	American Red Cross	<u>CMC:</u>	California Men's Colony
<u>ARCA:</u>	Areas Requiring Corrective Action	<u>CMIA:</u>	Confidentiality of Medical Information Act
<u>ASH:</u>	Atascadero State Hospital	<u>CMSP:</u>	County Medical Services Program
<u>ASM:</u>	Administrative Services Manager	<u>CNI:</u>	California Necessities Index
<u>ASO:</u>	Administrative Services Officer	<u>CO:</u>	Correctional Officer
<u>BAR:</u>	Budget Augmentation Request	<u>COP:</u>	Certificate of Participation
<u>BHEHR:</u>	Behavioral Health Electronic Health Record	<u>COSE:</u>	Conservation and Open Space Element
<u>BLM:</u>	Bureau of Land Management	<u>COTS:</u>	Commercial off the Shelf
<u>BME:</u>	Budget Management Evaluation	<u>CPA:</u>	Certified Public Accountant
<u>BMI:</u>	Body Mass Index	<u>CPE:</u>	Continuing Professional Education
<u>BOE:</u>	Board of Equalization	<u>CPS:</u>	Contract Pharmacy Services
<u>CACASA:</u>	California Agriculture Commissioners and Sealers Association	<u>CSAC:</u>	California State Association of Counties
<u>CAD:</u>	Computer Aided Dispatch	<u>CSAC – EIA:</u>	California State Association of Counties Excess Insurance Authority
<u>CAFR:</u>	Comprehensive Annual Financial Report	<u>CSP:</u>	Customer Service Program
<u>CAL OMS:</u>	California Outcomes Measurement System	<u>CSS:</u>	Community Services and Support
<u>CALPERS:</u>	California Public Employee Retirement System	<u>CT:</u>	Certified Tech
<u>CAO:</u>	County Administrative Officer	<u>CTOC:</u>	County Treasury Oversight Committee
<u>CAPSLO:</u>	Community Action Partnership of San Luis Obispo	<u>CWS:</u>	Child Welfare Services
<u>CASQA:</u>	California Storm Water Quality Association	<u>DA:</u>	District Attorney
<u>C-CFSR:</u>	California Child and Family Services Review	<u>DAS:</u>	Drug and Alcohol Services
<u>CCJCC:</u>	Countywide Criminal Justice Coordination Committee	<u>DCSS:</u>	Department of Child Support Services
<u>CCS:</u>	California Children's Services	<u>DMH:</u>	Department of Mental Health
<u>CCSAS:</u>	California Child Support Automation System	<u>DMV:</u>	Department of Motor Vehicles
		<u>DOJ:</u>	Department of Justice
		<u>DRP:</u>	Disaster Recovery Planning
		<u>DSS:</u>	Department of Social Services
		<u>DSW:</u>	Disaster Service Worker
		<u>DUI:</u>	Driving Under the Influence
		<u>EIA:</u>	Excess Insurance Authority

<u>EFS:</u>	Enterprise Financial System	<u>IDM:</u>	Integrated Document Management
<u>EHR:</u>	Electronic Health Record	<u>IHSS:</u>	In Home Supportive Services
<u>EIR:</u>	Environmental Impact Report	<u>IMD:</u>	Institutions for Mental Disease
<u>EMAS:</u>	Engineering Materials Arresting System	<u>IMR:</u>	Illness Management and Recovery
<u>EMS:</u>	Emergency Medical Services	<u>IRS:</u>	Internal Revenue Service
<u>EMSA:</u>	Emergency Medical Services Agency	<u>ISF:</u>	Internal Service Fund
<u>EMSP:</u>	Emergency Medical Services Program	<u>ISO:</u>	International Organization for Standards
<u>EMTALA:</u>	Emergency Medical Treatment and Active Labor Act	<u>IT:</u>	Information Technology
<u>EQRO:</u>	External Quality Review Organization	<u>IT – ESC:</u>	Information Technology Executive Steering Committee
<u>ER:</u>	Emergency Response	<u>ITIL:</u>	Information Technology Infrastructure Library
<u>ESC:</u>	Emergency Services Coordination	<u>ITSP:</u>	Information Technology Strategic Plan
<u>ESS:</u>	Employee Self Service	<u>JPA:</u>	Joint Powers Authority
<u>EVC:</u>	Economic Vitality Corporation	<u>JSC:</u>	Juvenile Services Center
<u>FAA:</u>	Federal Aviation Administration	<u>LAFCO:</u>	Local Agency Formation Commission
<u>FBA:</u>	Fund Balance Available	<u>LAIF:</u>	Local Agency Investment Fund
<u>FBI:</u>	Federal Bureau of Investigation	<u>LAN:</u>	Local Area Network
<u>FC:</u>	Fund Center	<u>LBGTQ:</u>	Lesbian, Bisexual, Gay, Transgender, Questioning
<u>FEMA:</u>	Federal Emergency Management Agency	<u>LEMC:</u>	Law Enforcement Medical Care
<u>FFP:</u>	Federal Financial Participation	<u>LID:</u>	Low Impact Development
<u>FM:</u>	Family Reunification	<u>LSI:</u>	Level of Service Inventory
<u>FMAP:</u>	Federal Medical Assistance Percentage	<u>LVN:</u>	Licensed Vocational Nurse
<u>FSET:</u>	Food Stamps Employment Training	<u>MAA:</u>	Medical Administrative Activities
<u>FSP:</u>	Full Service Partnership	<u>MDC:</u>	Mobile Data Computers
<u>FTE:</u>	Full Time Equivalent	<u>MDO:</u>	Mentally Disordered Offender
<u>FY:</u>	Fiscal Year	<u>MHSA:</u>	Mental Services Act
<u>GAAP:</u>	Generally Accepted Accounting Principles	<u>MHT:</u>	Mental Health Therapist
<u>GASB:</u>	Governmental Accounting Standards Board	<u>MISP:</u>	Medically Indigent Services Program
<u>GFOA:</u>	Government Finance Officers Association	<u>MoCPOC:</u>	Model of Care Partners Oversight Committee
<u>GFS:</u>	General Fund Support	<u>MOE:</u>	Maintenance of Effort Expense
<u>GIS:</u>	Geographic Information System	<u>NCAST:</u>	Nursing Child Assessment Satellite Training
<u>GSA:</u>	General Services Agency	<u>NGF:</u>	National Golf Foundation
<u>HAZMAT:</u>	Hazardous Materials	<u>NPDES:</u>	National Pollutant Discharge Elimination System
<u>HF:</u>	Healthy Families	<u>OD:</u>	Organizational Development
<u>HHS:</u>	Health and Human Services	<u>OES:</u>	Office of Emergency Services
<u>HIPPA:</u>	Health Insurance Portability and Accountability Act	<u>OPEB:</u>	Other Post Employment Benefits
<u>HK:</u>	Healthy Kids	<u>OSHA:</u>	Occupational Safety & Health Act
<u>HOP:</u>	Homeless Outreach Program	<u>PAL:</u>	Position Allocation List
<u>HR:</u>	Human Resources	<u>PC:</u>	Personal Computer
<u>HSUS:</u>	Humane Society of the United States	<u>PCF:</u>	Paid Call Firefighters
<u>HVAC:</u>	Heating Ventilation and Air Conditioning	<u>PCR:</u>	Payment Condition Rating
		<u>PEI:</u>	Prevention and Early Intervention

<u>PFF:</u>	Public Facility Fees	<u>UMAN:</u>	Unified Metropolitan Area Network
<u>PHD:</u>	Public Health Department	<u>USAR:</u>	Urban Search and Rescue Vehicle
<u>PHF:</u>	Psychiatric Health Facility	<u>USDA:</u>	United States Dept. of Agriculture
<u>PM:</u>	Preventative Maintenance	<u>VA:</u>	Veterans Administration
<u>POB:</u>	Pension Obligation Bond	<u>VBM:</u>	Vote by Mail
<u>PP:</u>	Permanency Placement	<u>VLF:</u>	Vehicle License Fee
<u>PQI:</u>	Performance Quality Improvement	<u>VOIP:</u>	Voiceover Internet Protocol
<u>PRS:</u>	Program Review Specialists	<u>VTO:</u>	Voluntary Time Off
<u>PYD:</u>	Positive Youth Development	<u>WET:</u>	Workforce Education and Training
<u>RCL:</u>	Rate Classification Level	<u>WIA:</u>	Workforce Investment Act
<u>REHS:</u>	Registered Environmental Health Specialist	<u>WIC:</u>	Women, Infants and Children
<u>RFP:</u>	Request for Proposal	<u>WPR:</u>	Work Participation Rate
<u>RFQ:</u>	Request for Qualifications	<u>YAP:</u>	Young Adult Programs
<u>RN:</u>	Registered Nurse		
<u>RTA:</u>	Regional Transit Authority		
<u>SAC:</u>	Supervising Administrative Clerk		
<u>SAMHSA:</u>	Substance Abuse and Mental Health Services Administration		
<u>SART:</u>	Suspected Abuse Response Team		
<u>SCBA:</u>	Self Contained Breathing Apparatus		
<u>SIP:</u>	System Improvement Plan		
<u>SIU:</u>	Special Investigative Unit		
<u>SJSO:</u>	Supervising Juvenile Services Officers		
<u>SLOCOG:</u>	San Luis Obispo Council of Governments		
<u>SLOCTBID:</u>	San Luis Obispo County Tourism and Business Improvement District		
<u>SLORTA:</u>	San Luis Obispo Regional Transit Authority		
<u>SLOVCB:</u>	San Luis Obispo Visitors and Conference Bureau		
<u>SLVC:</u>	School Located Vaccination Clinics		
<u>SOP:</u>	Standard Operating Procedure		
<u>STC:</u>	Standard in Training for Corrections		
<u>STD:</u>	Sexually Transmitted Diseases		
<u>SWMP:</u>	Storm Water Management System		
<u>TAY:</u>	Transitional Age Youth		
<u>TB:</u>	Tuberculosis		
<u>THPP:</u>	Transitional Housing Program Plus		
<u>TMHA:</u>	Transitions Mental Health Association		
<u>TOW:</u>	Taxes on the Web		
<u>TPA:</u>	Third Party Administrator		
<u>TSF:</u>	Tobacco Settlement Fund		
<u>UCR:</u>	Uniform Crime Reporting		

