

**Fiscal Year 2020-21**

**FINAL  
BUDGET**

Prepared by the County Administrative Office

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
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**County of San Luis Obispo  
California**

For the Fiscal Year Beginning

**July 1, 2019**

*Christopher P. Morill*

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the County of San Luis Obispo, California for its annual budget for the fiscal year beginning July 1, 2019. In addition to receiving the award, the County received special recognition for Performance Measures. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

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



## County of San Luis Obispo Board of Supervisors



(805) 781-5450  
[www.slocounty.ca.gov](http://www.slocounty.ca.gov)

You are welcome to attend the meetings of the Board of Supervisors,  
The Board of Supervisors meet on Tuesdays in regular session per the Board of Supervisors adopted  
calendar.

For specific dates and times of meetings, please visit the Board's website at  
[www.slocounty.ca.gov/BoardofSupervisors](http://www.slocounty.ca.gov/BoardofSupervisors).

## Other County Officers

### County Administrative Officer

Wade Horton

### Department Heads

Assistant County Administrative Officer  
 Agricultural Commissioner/Sealer of Weights & Measures  
 Airports Director  
 Auditor-Controller/Treasurer/Tax Collector/Public Administrator  
 Central Services Director  
 Chief Probation Officer  
 Child Support Services Director  
 Clerk-Recorder  
 County Assessor  
 County Counsel  
 County Fire Chief  
 District Attorney  
 Director of UC Cooperative Extension  
 Health Agency Director  
 Human Resources Director  
 Information Technology Director  
 Library Director  
 Parks and Recreation Director  
 Planning and Building Director  
 Public Works Director  
 Sheriff-Coroner  
 Social Services Director  
 Veterans' Service Officer

Guy Savage  
 Marty Settevendemie  
 Kevin Bumen  
 James W. Hamilton  
 Christopher Lopez  
 Jim Salio  
 Natalie Walter  
 Tommy Gong  
 Tom Bordonaro  
 Rita L. Neal  
 Scott Jalbert  
 Dan Dow  
 Katherine E. Soule  
 Michael Hill  
 Tami Douglas-Schatz  
 Daniel Milei  
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 Ian Parkinson  
 Devin Drake  
 Morgan Boyd

## Acknowledgements

The following individuals are gratefully acknowledged  
 for their oversight of and contribution to the budget document.

Budget Director  
 Administrative Analysts

Emily Jackson  
 Kristin Eriksson  
 Lisa Howe  
 Zachary Lute  
 Courtney Pene  
 Morgan Torell  
 Tessa Cornejo  
 Whitney Szentesi  
 Corey Campbell

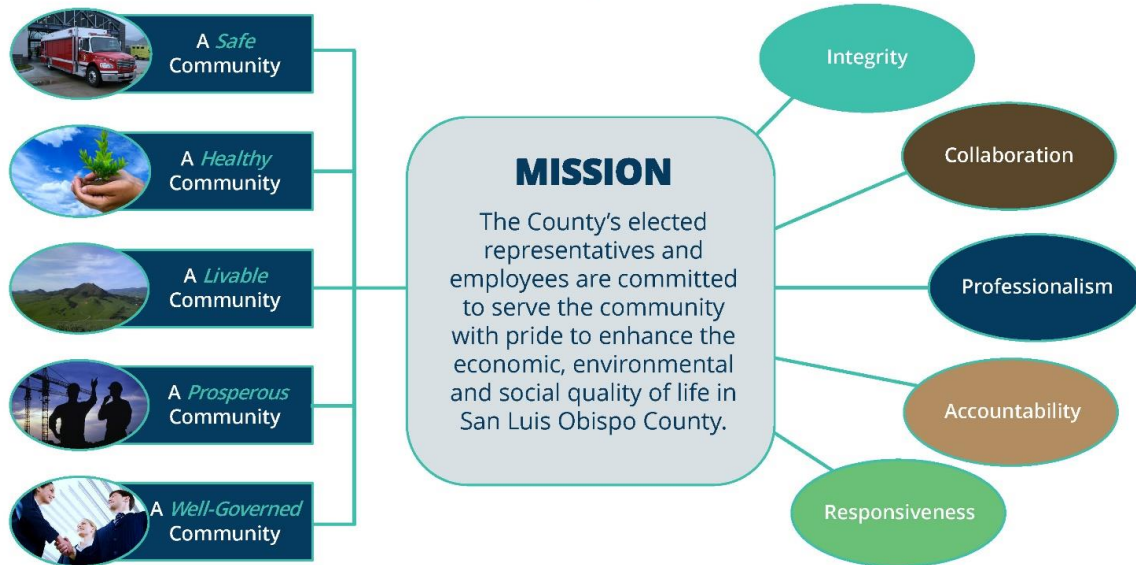
Administrative Services Manager  
 Communications Analyst  
 Information Technology Specialist



## 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.

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## 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

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September 22, 2020

Honorable Board,

A public hearing was held June 8-10, 2020 to discuss the County's recommended spending plan for Fiscal Year (FY) 2020-21, which runs from July 1, 2020 through June 30, 2021. Your Board adopted the Recommended Budget on June 16, 2020 and subsequently made adjustments to fund balances available, reserves, designations, and contingencies (based upon the year-end balances) on September 22, 2020.

The May 19, 2020 budget message provides an overview of the key components of the County's recommended spending plan. And the staff report for the June Budget Hearing provides additional information and recommendations, to adjust for budgetary impacts of the COVID-19 pandemic. The following is a summary of the changes made to the Recommended Budget during and after the June budget hearing.

Overall, the FY 2020-21 Final Budget authorizes a governmental fund spending level of \$679,426,606. The General Fund is budgeted at \$579,667,501.

### Changes to the Recommended Budget:

The following changes to the Recommended Budget were made by your Board during the budget hearing:

- Decreased the FY 2020-21 recommended level of General Fund support for all non-public safety departments by 4%.
- Decreased the FY 2020-21 recommended level of General Fund support for all safety departments (Fund Center 136 – Sheriff-Coroner, Fund Center 139 – Probation, Fund Center 132 – District Attorney, and Fund Center 140 – County Fire).
- Authorized the use of \$3,378,672 from the Proposition 172 Trust in order to offset a projected decrease to that revenue source for the Sheriff-Coroner, Probation, District Attorney, and County Fire.
- Cancelled \$3,000,000 from the General Reserve.
- Cancelled \$2,000,000 from the General Government Building Replacement designation.
- Cancelled \$797,952 from the Property Tax Litigation designation (this represents the full amount in this designation).
- Eliminated the FY 2020-21 depreciation contribution (\$3,703,657) to the General Government Building Replacement designation.
- Approved the modified Budget Augmentation Request for the Agricultural Commissioner/Sealer of Weights and Measures as requested by the department (this decreased requested full-time equivalent positions by 1.00 FTE and General Fund support by \$54,523).
- Did not approve the four Budget Augmentation Requests for Probation, due to a request by the department to withdraw these requests (this decreased the requested full-time equivalent positions by 2.00 FTE and both expense and revenue by \$258,601).

Position Allocation Changes

The total number of positions approved during the Budget Hearing was 2,807.25 FTE, which is a net 10.75 FTE more than the FY 2019-20 Adopted Budget.

Changes Made after Budget Hearing

Once the prior fiscal year ended on June 30, 2020, the Auditor-Controller-Treasurer-Tax Collector-Public Administrator's (ACTTCPA's) Office began the "year-end" closing process, which includes the calculation of the actual Fund Balance (compared to what was projected as part of the budget preparation process). On September 22, 2020, the Board approved an agenda item from the ACTTCPA, which adopted the final appropriations, reserves, designations, and contingencies. The Fund Balance Available (FBA) for the County's General Fund was \$13,257,086 higher than budgeted. This FBA was higher than estimated, due to the receipt of \$13,096,545 of CARES Act funding from the State, and an initial reimbursement of \$2,268,071 from the Federal Emergency Management Agency (FEMA) to address the County's FY 2019-20 expenditures related to COVID-19 response. Absent the CARES and FEMA dollars, the FBA fell short of the estimated amount by \$2,107,530.

In addition, FBA of \$32,869 from Fund Center 377 – Library was moved into the General Fund. This amount represents the amount of General Fund that has been annually contributed to the Library beginning in FY 2016-17 to fund 0.50 FTE Library Assistant to support Library services in Templeton, contingent upon matching funds from the Templeton Community Library Association. This additional \$32,869 will increase the General Fund FBA and is recommended to be placed in the COVID-19 designation. This increased the excess General Fund FBA to \$13,289,955. The additional FBA was allocated as follows:

- \$4,267,783 to Fund Center 160 - Public Health to support ongoing Public Health response to the COVID-19 pandemic, including testing and contact tracing;
- \$240,408 to Fund Center 305 – Regional Parks as payment for use of the El Chorro Campground for location of trailers to house and quarantine COVID-19 positive homeless individuals;
- \$1,500,000 to Fund Center 114 – Information Technology to improve the telework capabilities for all County employees; and
- \$7,281,764 to the newly created COVID-19 designation within the General Fund.

FBA in other Governmental Funds outside of the General Fund was added to various reserves and designations or appropriated to contingencies.

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

Sincerely,



Wade Horton  
County Administrative Officer

Below is a summary of excess Fund Balance Available allocations compared to the FY 2020-21 Recommended Budget:

COUNTY FUNDS	Estimated Fund Balance Unreserved/Un designated June 30, 2020	Actual Fund Balance Unreserved/Un designated June 30, 2020	Difference Over/(Under)	Appropriation to Contingencies	Designation	General Reserve	General Purpose	Revenue Adjustment Inc/(Decr)	Object Level Appropriation Adjustment
General Fund	23,171,274	36,428,360	13,257,086		7,248,895				6,008,191
Capital Projects	-	321,516	321,516		321,516				
Road Fund	-	2,208,233	2,208,233		2,208,233				
Community Development	-	54,568	54,568	54,568					
Parks	756,486	86,620	(669,866)		(669,866)				
Co-Wide Automation Repl	-	574,809	574,809		574,809				
General Govt Building Repl	-	400,000	400,000		400,000				
Tax Reduction Reserve	-	2,141,369	2,141,369		2,141,369				
Road Impact Fees	-	1,312,721	1,312,721		1,312,721				
Wildlife & Grazing	-	6,598	6,598		6,598				
Driving Under Influence	10,000	(15,502)	(25,502)		(10,000)		(15,502)		
Library	415,500	766,725	351,225	73,471			244,885		32,869
Fish & Game	-	8,438	8,438		7,507		931		
Emergency Medical Services	-	-	-						
COP Loans DSF	-	-	-						
Pension Obligation Bonds	427,000	585,762	158,762		158,762				
<b>Total</b>	<b>24,780,260</b>	<b>44,880,217</b>	<b>20,099,957</b>	<b>128,039</b>	<b>13,700,544</b>	<b>-</b>	<b>230,314</b>	<b>-</b>	<b>6,041,060</b>



**COUNTY OF SAN LUIS OBISPO**  
**ADMINISTRATIVE OFFICE**

Wade Horton *County Administrative Officer*

May 19, 2020

Honorable Board of Supervisors,

This letter transmits the FY 2020-21 Recommended Budget to your Board and our community. Development of the Recommended Budget is a collaborative process involving staff from every department, stakeholders from the non-profit community, and those serving on the County's various advisory boards and commissions.

After a few years of modest budget gaps that have been addressed with relative ease, the County is now faced with considerable uncertainty due to the spread of the 2019 Novel Coronavirus (COVID-19). This global pandemic is impacting economies at all levels and is forcing both the public and private sectors to make significant changes to their service delivery models. The County's ability to respond to changing needs related to COVID-19 is due to years of sound financial management, including our routine practice of budgeting a 5% contingency.

Due to timing and uncertainty, this Recommended Budget does not adjust for impacts related to COVID-19. Though we are only just beginning to understand how COVID-19 will impact the County's budget, we expect that significant mid-year adjustments to this Recommended Budget will be necessary to counteract the economic slowdown and expected decreased revenues from the State and tax receipts locally, both of which are compounded by actions that we are taking in the current year to protect our community.

**Approach to FY 2020-21 Budget Development**

The development of this Recommended Budget began in the fall of 2019, when staff presented the FY 2020-21 Financial Forecast and your Board adopted its Budget Goals and Policies and Budget Balancing Strategies, and Approaches and established its priorities for the coming year. Due to the County's current focus on COVID-19 response and uncertainty about how the current situation will impact our economy, the later stages of budget development were streamlined, and the FY 2020-21 Recommended Budget does not include any adjustments related to the worldwide COVID-19 pandemic nor its local impacts. That said, this budget complies with all aspects of the State Budget Act (Government Code §29000).

As noted, we expect that COVID-19 will significantly impact our budget in both the current year and coming budget years. The impacts are likely to be so pervasive that a multi-year strategy to achieve structural balance will be necessary. As we have in the past, we will look to your Board's Budget Balancing Strategies and Approaches as a guide. We will also look to the State for guidance, as more than 40% of our Governmental Funds budget is funded through revenue received from the State and Federal government.

As of the writing of this Budget Message, the State Assembly Committee on Budget has provided a summary of what the State's budget process for FY 2020-21 *might* look like. The Governor's 'May Revision' to his initial January Budget proposal will become a "workload" budget, which reflects current year service levels. Due to the State's decision to extend the deadlines for filing and paying personal income taxes by three months, it is expected that the State will not have a



complete picture of its revenues until August. Given this, it is likely that the State will issue an 'August Revision' to its FY 2020-21 budget.

Government Code §29124 provides that counties that are unable to approve a recommended budget due to emergency can essentially roll their current year Final Budget into the next year, with some exceptions. Some California counties will be exercising this option. Because we had made significant progress in developing the budget for FY 2020-21 by the time that COVID-19 began to spread across the State, the Recommended Budget generally supports status quo operations as requested by departments. At this point in time, we expect that we will conduct our Budget Hearing as planned, beginning on June 8, so that departments have a new budget to begin the fiscal year. We will revisit the budget and make adjustments in the fall, once we have an understanding of what the State's budget including the August Revision will include and have a better picture of how COVID-19 has impacted our local economy and the County organization's budget.

**Factors Initially Impacting the FY 2020-21 Budget**

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 the immediate need for COVID-19 response hitting the County in the middle of budget development. Following is a discussion of the major factors impacting budget development for FY 2020-21:

**Board Priorities**

One of the County's long-term budget strategies is to identify Board priorities to guide budget development. In November 2019, your Board adopted priorities for the coming fiscal year. All of these priorities are to be considered in the context of the County's requirement to meet its legal mandates and debt service requirements. Per the Board's direction, the priority focus for FY 2020-21 is:



The decision to streamline the budget process due to COVID-19 unfortunately limited some of the conversation and coordination on planned budget recommendations related to the homelessness priority. As a result, the Recommended Budget does not reflect this priority to the extent that had initially been envisioned. That said, the State has indicated that despite its expectation that it will no longer be able to consider new priorities for FY 2020-21, funding for homelessness will still be a consideration.

## 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. The issues noted below are those that the County has been tracking since the Governor released his initial budget proposal in January and were considered in developing the Recommended Budget as it stands today. As of the writing of this Budget Message, there is considerable uncertainty and concern about how COVID-19 and the State's response to the pandemic will impact the State's budget. Similar to the County's budget, we expect that the budget that the State legislature will be asked to consider in June will be significantly revised later in the year. It is expected that the list of State budget issues impacting counties will grow significantly in the coming months, as the State wrestles with how to address its own budget imbalance.

### 1. Homelessness

The Governor's FY 2020-21 January Budget proposal emphasizes the homeless challenges that the State is facing. The budget indicates that the Governor's administration will explore the creation of a State agency exclusively focused on housing and homelessness in the coming year. The January Budget proposal includes funding for a variety of homeless programs, representing a fairly holistic approach to addressing the State's homeless challenges, by focusing both on those who are currently experiencing homelessness, as well as those who are at risk of becoming homeless. The proposals include:

- Creation of a new Access to Housing and Services Fund, with an initial investment of \$750 million of State General Fund. These funds would pay rent for individuals facing homelessness, support new dwelling units, and help to stabilize new board and care facilities and homes. The intent of this funding is to alleviate street-based homelessness and increase the number of housing units. Previously, the State has allocated this type of funding to counties, cities, or Continuums of Care. These funds are proposed to be allocated directly to service providers, through performance-based contracts between the State and regional administrators.
- Funding to transform Medi-Cal to increase preventative care to bring down the cost of health care. The budget proposal includes a \$695 million investment in FY 2020-21 (growing to \$1.4 billion in FY 2021-22 and FY 2022-23) for this effort, and includes broad delivery system, program, and payment reforms across the Medi-Cal program. Under the Governor's plan, a third of the funding would be focused on the State's unsheltered homeless population—providing for tenancy support services, housing navigation services, recuperative care, and possibly targeted rental assistance for those individuals for whom housing insecurity is tied to high utilization of expensive health care services.
- Funding in the amount of \$24.6 million in FY 2020-21 and \$364.2 million over six years to implement efforts in three pilot counties to place individuals with mental health needs who have been identified as incompetent to stand trial into treatment and stable placements in the community, instead of state hospitals.
- The creation of a Behavioral Health Task Force made up of county representatives and other relevant stakeholders to help coordinate

system changes to better address mental illness and substance abuse in California. The focus of the task force is services for children, people experiencing or at risk of homelessness and people with criminal justice involvement.

**2. Housing**

Consistent with the Governor's commitment to continue the housing investments made in the FY 2019-20 budget, the January Budget proposal includes the continuation of a \$500 million annual expansion of State affordable housing tax credits. The proposal also appropriates \$10 million annually over the next three years to support efforts to increase housing production by continuing to provide assistance to local governments.

**3. In Home Supportive Services (IHSS)**

The In-Home Supportive Services (IHSS) program provides assistance and services to eligible older or disabled individuals to help them remain safely in their homes. Last year, the Governor's FY 2019-20 Budget made several positive changes affecting the existing funding structure for IHSS, following the State's 2017 decision to unwind the Coordinated Care Initiative and shift nearly \$600 million in IHSS costs from the State to counties. No additional changes to the IHSS funding structure are proposed at this time; however, this issue will remain on the County's list of State issues impacting our local budget, due to the fact that the continued expenditure growth for this program will have a material impact to both the State and the County's budget over the next several years. The Governor's Budget includes \$14.9 billion in IHSS costs, with \$5.2 billion coming from the State General Fund (representing growth of 16% over the current year). The proposed State budget also reflects an estimate that the average monthly caseload for this program will increase by 4.5% over the prior year projection, for a total of 586,000 program recipients in FY 2020-21. The expected cost for the County's IHSS program in FY 2020-21 is \$7.5 million and represents a total expenditure increase of \$339,121 over the current year. While this increase in expense is manageable within the context of the County's overall budget, this ongoing expense will continue to grow, and the County needs to fully support this program with General Fund support in the long-term. The Department of Social Services' budget request includes the use of \$689,792 of prior year caseload growth funding to support a portion of the \$7.5 million of total IHSS expense. This is not an ongoing or sustainable funding source, and staff is looking at options to incrementally increase the amount of General Fund support to this program over the next year or two. Any additional General Fund support to this program in FY 2020-21 will grow the existing gap dollar for dollar.

**4. Climate Resilience**

In keeping with the Governor's concern about the challenges posed by wildfires, the January Budget proposal also includes a \$12.5 billion investment over five years to fund initiatives related to forest health, Community Power Resiliency (formerly Public Safety Power Shutoff), home hardening, and a climate revolving fund to provide low-interest loans for waste diversion, low-carbon transportation, and sustainable agriculture.

**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, one of the largest employers in the county, 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 locally, which will impact the overall economic landscape of the community.

FY 2020-21 is the first year that the County expects to see a decrease to its unitary tax revenue, related to the decommissioning of Diablo Canyon Power Plant. Unitary tax revenue is budgeted to decrease by approximately \$638,000 in FY 2020-21; this represents a 19% decrease compared to the current year adopted budget. The County has received the first round of Senate Bill 1090 funding which is intended to mitigate the economic impacts of Diablo Canyon Power Plant's closure. At this point, SB 1090 funding is not programmed into the Recommended Budget.

### **The County's Response to COVID-19 and Impacts to Budget**

On January 21, the United States confirmed its first case of COVID-19 in Snohomish County, Washington. The State of California confirmed its first case on January 26, and the County on March 14. The World Health Organization declared a Public Health Emergency of International Concern on January 30, 2020. In April, Santa Clara County announced that autopsy results suggest that the first COVID-19 related death in the United States occurred on February 6<sup>th</sup> in Santa Clara County, three weeks before the initially reported first fatality in Snohomish County on February 28<sup>th</sup>.

As of the writing of this Budget Message on April 26, 2020, COVID-19 has spread to more than 210 countries and regions and has infected roughly 2.8 million people around the world. Today, there are 928,619 confirmed cases in the United States, 42,164 the State of California, and 166 in San Luis Obispo County.

In an effort to slow the spread of COVID-19, Governor Gavin Newsom declared a State of Emergency on March 4, 2020 and has since signed numerous Executive Orders to address various aspects of the COVID-19 pandemic. I proclaimed a local emergency and our County Health Officer, Dr. Penny Borenstein, MD declared a local health emergency on March 13, 2020. On the same day, most school districts within the county announced that they would close for varying periods of time; at this time, it is expected that most California public schools will be closed through the remainder of the school year. Since 5pm on March 19, the county has been under a Shelter-at-Home Order which mandated the cessation of non-essential activities and gatherings.

The County has taken many actions to address the immediate impacts of COVID-19, funded through our current year budget. These have included, but are not limited to:

- In partnership with California Polytechnic University, the establishment of an alternate care site (ACS) at the university's recreation center to avoid the negative impacts created by the hospital surges seen in other parts of the world. Phase 1 of the ACS was completed on April 8, with a capacity of 165 beds. At full buildout, the ACS would be able to provide supportive care to more than 900 patients, including therapeutic oxygen and basic fluids.

Staffing will be provided by volunteers from the Medical Reserve Corps who are currently being trained and supported by County Disaster Service Workers (DSWs). Contractors including RRM, Trust Automation, Thoma Electric, McCall Plumbing and others contributed to the construction of the ACS. The initial set up costs for the ACS were approximately \$1 million, with other costs, including medical supplies and equipment at about \$3.5 million. The total cost for the ACS will depend on how long it is operational and how many patients are treated there.

- The purchase of ventilators to treat COVID-19 patients in area hospitals.
- The purchase of personal protective equipment (PPE) to protect County employees and supplement the PPE that area hospitals have access to, to protect healthcare workers.
- The creation of a food and prescription delivery service to assist self-isolating seniors, individuals with chronic medical conditions, or individuals required to self-isolate due to COVID-19 exposure or diagnosis.
- Establishment of a County-run safe parking program, with three sites throughout the County to provide homeless individuals and families with access to safe, clean spaces to park and sleep overnight. Each site is equipped with restrooms and some have shower facilities. All have personnel on site to ensure that those using the site are safe throughout the night.

Each of these efforts and others have been funded out of the County's current year General Fund contingency. Our ability to make these expenditures is the direct result of sound financial management, which has included the routine annual budgeting of a 5% contingency. However, it is worth noting that any expenditures made in response to COVID-19 will have a direct impact on our budget in FY 2020-21.

Though we don't yet fully understand how COVID-19 will impact the County's funding sources, we do know that the statewide and local shelter at home orders will have significant economic impacts, which will decrease the amount of funding available for vital County operations. These are discussed in more detail later in this Budget Message.

### **Balancing the Budget**

In October 2019, the financial forecast suggested that the General Fund would be faced with a gap of \$0-5 million in FY 2020-21. Based on departmental budget submittals at the end of January, the calculated General Fund gap was \$681,796. However, it was very early in the budget development process and given the number of variables at play, staff reported that a gap of \$0-1.5 million was more accurate. While this gap was small in relation to the County's overall General Fund budget, the gap underscored that even modest programmatic changes at both the local and State level can impact the County's budget in a noticeable way.

Though departments' status quo budget submittals at the end of January yielded an initial \$0-1.5 million General Fund gap, several other issues were identified over the next several weeks, which impacted the size of the gap that ultimately had to be closed. These included:

- The Board approved various adjustments to departments' Position Allocation Lists (PAL) from late January through the end of March.
- The Administrative Office and Auditor - Controller - Treasurer - Tax Collector - Public Administrator's (ACTTCPA) Office completed the bond rating process for debt issuance on the new Animal Services Facility, with Standard & Poor's affirming a high AA+ bond rating. The high rating and favorable interest rates resulted in a lower annual debt repayment than what was initially projected.

- An additional \$2.6 million of capital and maintenance project expense (over the \$8 million initially assumed for FY 2020-21) was prioritized for funding by the County's Capital Improvement Executive Steering Committee (CI-ESC). These projects are recommended to be funded in FY 2020-21, given the County's significant amount of deferred facility maintenance issues to be addressed.
- The ACTTCPA made revisions to non-departmental revenue sources (including taxes generated by legal, taxable cannabis operations that have recently been licensed for operation within the County).

Balancing the budget required implementing a number of the County's long-standing Budget Balancing Strategies and Approaches, which were most recently reaffirmed by your Board in November 2019. Given the decision to streamline the County's budget development process and need to revisit the budget in the fall, the gap for FY 2020-21 was addressed with several 'short-term' solutions. Discussions about longer-term solutions are recommended to be deferred to the fall, when we have a better sense of what our budget gap will be, and when the organization has had ample time to evaluate all options. The following is recommended in order to close the General Fund gap (all are consistent with the Board-adopted Budget Balancing Strategies and Approaches):

- Implementing General Fund reductions to departments' Status Quo submittals. These reductions do not represent cuts to any programs or services but are the result of an intensive effort to trim expenditures that do not qualify as "Status Quo", and also in areas where departments have historically not spent as much as budgeted.
- Funding \$2.6 million of the total recommended \$10.6 million of capital and maintenance expense with General Government Building Replacement reserves.
- To expedite completion of the recommended budget, the General Fund contingency was reduced to 4.95%.

### **FY 2020-21 Recommended Budget Summary**

The Recommended Budget authorizes a Governmental Funds (funds that account for core government services, in addition to programs funded by specific revenue sources) spending level of \$670.7 million, with the General Fund (including budgets for core government services) budget recommended at \$577.0 million. Both the Governmental Funds and General Fund budgets represent an increase of 3.5% compared to the current year. The Recommended Budget for the General Fund includes a 4.95% contingency, budgeted at \$27.0 million. This contingency is slightly below the target of 5%, due to actions taken to streamline budget preparation for FY 2020-21 related to the County's focus on COVID-19.

The table to the right provides an overview of authorized funding levels for all governmental funds. As noted above, 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.

**Authorized Funding Levels by Fund – Governmental Funds**

Fund	FY 2019-20 Adopted	FY 2020-21 Recommended	% Inc/Dec
General Fund	\$557,331,182	\$576,972,646	3.5%
Automation Replacement	5,662,992	3,870,033	-31.7%
Capital Projects	6,066,962	7,232,000	19.2%
Community Development	3,514,963	3,530,589	0.4%
Debt Service	2,644,281	3,568,521	35.0%
Driving Under the Influence	1,841,067	1,516,900	-17.6%
Emergency Medical Services	801,000	801,000	0.0%
Fish and Game	36,454	32,578	-10.6%
General Government Building Replacement	4,804,997	6,303,657	31.2%
Library	12,016,453	11,645,887	-3.1%
Organizational Development	1,952,302	0	-100.0%
Parks & Recreation	6,236,365	6,895,171	10.6%
Pension Obligation Bonds	11,596,592	13,226,000	14.1%
Public Facilities Fees	2,072,644	1,864,952	-10.0%
Road Impact Fees	2,512,894	1,272,439	-49.4%
Roads	28,827,982	30,311,627	5.1%
Tax Reduction Reserve	98,697	1,689,980	1612.3%
Wildlife and Grazing	13,908	8,243	-40.7%
<b>Total</b>	<b>\$648,031,735</b>	<b>\$670,742,223</b>	<b>3.5%</b>

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. ongoing expense in the budget does not rely on one-time revenue).

The following tables provide a summary of the amount of General Fund dollars allocated to County departments and budgets:

**Summary of General Fund Support Provided to General Fund Departments**

Department Name	FY 2019-20 Adopted	FY 2020-21 Recommended	% Inc/Dec
Administrative Office	\$2,089,137	\$2,913,011	39.4%
Administrative Office - Emergency Services	243,952	412,608	69.1%
Administrative Office - Communications and Outreach	158,763	148,779	-6.3%
Agricultural Commissioner	2,749,970	2,836,156	3.1%
Assessor	10,850,684	11,143,753	2.7%
Auditor-Controller-Treasurer-Tax Collector-Public Admin	6,150,761	6,406,071	4.2%
Board of Supervisors	1,737,422	1,746,009	0.5%
Central Services	3,478,970	3,708,635	6.6%
Child Support Services	357,586	255,459	-28.6%
Clerk-Recorder	1,221,829	1,118,116	-8.5%
Contributions to Other Agencies	1,634,478	1,582,418	-3.2%
County Counsel	5,007,108	4,979,529	-0.6%
County Fire	18,858,830	18,568,034	-1.5%
Court Operations	-558,986	-444,263	-20.5%
District Attorney	11,514,125	12,797,208	11.1%
Grand Jury	128,939	131,940	2.3%
Health Agency - Animal Services	775,779	1,899,616	144.9%
Health Agency - Behavioral Health	13,270,236	14,408,693	8.6%
Health Agency - Public Health	8,640,953	9,006,392	4.2%
Human Resources	4,477,760	4,493,799	0.4%

Department Name	FY 2019-20 Adopted	FY 2020-21 Recommended	% Inc/Dec
Human Resources - Talent Development	791,994	627,995	-20.7%
Information Technology	9,641,606	10,875,012	12.8%
Maintenance Projects	2,554,017	3,190,893	24.9%
Non-Departmental Other Expenditures	520,765	520,765	0.0%
Parks and Recreation - Community Parks	4,004,473	3,977,039	-0.7%
Planning and Building	6,988,092	8,509,666	21.8%
Probation	11,938,327	12,459,619	4.4%
Public Defender	6,786,480	6,933,107	2.2%
Public Works - Facilities Management	5,257,416	5,263,404	0.1%
Public Works - Special Services	3,729,350	3,654,745	-2.0%
Public Works - Waste Management	1,224,232	1,356,451	10.8%
Sheriff-Coroner	50,208,089	52,771,429	5.1%
Sheriff-Coroner - Law Enforcement Health Care	5,555,890	5,755,892	3.6%
Social Services - Administration	9,544,796	11,369,378	19.1%
Social Services- CalWORKs	265,884	261,080	-1.8%
Social Services - Foster Care/Adoptions	1,365,180	1,400,604	2.6%
Social Services - General Assistance	1,023,870	1,149,252	12.2%
UC Cooperative Extension	613,857	639,134	4.1%
Veterans Services	685,610	680,448	-0.8%
<b>Total</b>	<b>\$215,488,224</b>	<b>\$229,507,878</b>	<b>6.5%</b>

#### Summary of General Fund Contributions to non-General Fund Departments

Department Name	FY 2019-20 Adopted	FY 2020-21 Recommended	% Inc/Dec
Airports	\$12,500	\$12,500	0.0%
Capital Projects	4,610,149	4,632,000	0.5%
Community Development	524,161	40,161	-92.3%
Countywide Automation	5,118,953	3,870,033	-24.4%
Debt Service	633,940	588,381	-7.0%
General Government Building Replacement	3,367,669	3,703,657	10.0%
Golf	12,500	12,500	0.0%
Library	666,552	666,552	0.0%
Public Works- Roads	6,219,224	6,219,224	0.0%
<b>Total</b>	<b>\$21,165,648</b>	<b>\$19,745,008</b>	<b>-7.0%</b>

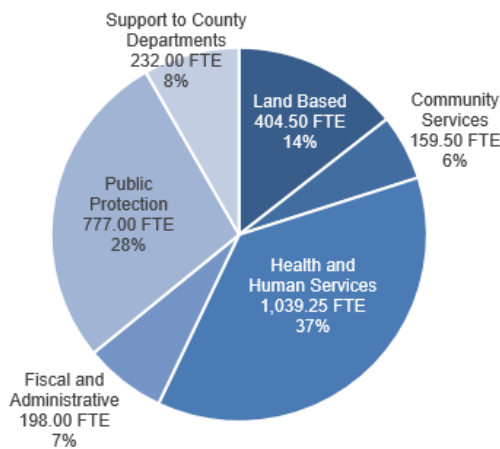


The FY 2020-21 Recommended Budget proposes a staffing level of 2,810.25 Full-Time Equivalent (FTE) permanent and limited term positions. This represents a net increase of 13.75 FTE compared to FY 2019-20 adopted levels. On April 23, I announced to the County’s department heads that I was instituting a pause on hiring for vacant positions, as a first step towards addressing COVID-19 related budget issues in the current year and into FY 2020-21.

The table to the right provides a summary of net position allocation changes by department, compared to FY 2019-20 adopted levels. Many of the changes are the result of organizational changes that have moved staff between departments but have not necessarily changed the total number of staff dedicated to a specific program. The net increase of 13.75 FTE is largely driven by recommended Budget Augmentation Requests summarized below.

**Summary of Position Allocation Changes Compared to FY 2019-20 Adopted Levels**

Department	Net Change
Administrative Office	2.00
Administrative Office – Emergency Services	1.00
Agricultural Commissioner	2.00
Assessor	-1.50
Child Support Services	-1.00
County Counsel	-0.75
District Attorney	0.50
Health Agency – Behavioral Health	-13.00
Health Agency – Driving Under the Influence	0.75
Health Agency – Public Health	11.25
Information Technology	2.00
Library	0.25
Planning and Building	3.00
Probation	3.00
Public Works	1.00
Social Services	3.25
<b>Total</b>	<b>13.75</b>



The chart above identifies recommended staffing levels by service group.

**Budget Augmentation Requests**

Below is a summary of the Budget Augmentation Requests (BARs) submitted by departments that are recommended for funding in FY 2020-21. Details about all BARs (included those not recommended are included in the ‘Departmental Budgets by Service Group’ section of this book. Given the County’s initial budget gap, and more recent concerns about how COVID-19 will impact our budget, the recommended augmentations for FY 2020-21 either result in a net savings to the County, are funded with external funding sources, or are intended to leverage additional external funding. Many of the recommended augmentations are recommended for funding by the County’s Community Corrections Partnership (CCP), a group of County officials and community partners who are tasked with collaborating to protect community safety through the allocation of State funding to various programs and services.

Department	Budget Augmentation Request Summary	Expense	Revenue	General Fund Support	FTE	Notes
Agricultural Commissioner	Delete 1.00 FTE Accounting Technician and add 1.00 FTE Agricultural Inspector/Biologist (including vehicle) and 1.00 FTE Accountant	115,767	57,884	57,883	1.00	Recommended in order to meet the County's Maintenance of Effort with the State in order to maximize receipt of Unclaimed Gas Tax revenue
Child Support Services	Delete 1.00 FTE Administrative Services Officer and add 1.00 FTE Administrative Services Manager	22,529	22,529	-	-	
Child Support Services	Delete 2.00 FTE Legal Clerks and add 1.00 FTE Supervising Child Support Specialist	(60,369)	-	(60,369)	(1.00)	
County Counsel	Delete 1.00 FTE Legal Clerk and 0.75 FTE Deputy County Counsel and add 1.00 FTE Deputy County Counsel to meet increased department service demands	(19,825)	-	(19,825)	(0.75)	
Health Agency - Behavioral Health	Convert 2.50 FTE Limited Term Behavioral Health Clinicians to permanent, and continue funding ongoing 1.00 FTE Legal Clerk for the Superior Court Screeners	404,149	404,149	-	2.50	Approved by the CCP
Human Resources	Extend 1.00 FTE Limited Term Human Resources Technician - Confidential to meet legal mandates and support increased labor relations activity	114,572	114,572	-	1.00	
Parks and Recreation - Regional Parks	Off Highway Vehicle funding to assist in restoration at Coastal Dunes Campground	56,770	56,770	-	-	
Probation	Add 1.00 FTE Program Manager to increase oversight of the Cognitive Behavioral Therapy contracts	126,406	126,406	-	1.00	
Probation	Add 1.00 FTE Administrative Services Officer and delete 1.00 FTE Supervising Administrative Clerk	20,030	20,030	-	-	
Probation	Add 1.00 FTE Administrative Services Officer and delete 1.00 FTE Supervising Collection Officer	(3,906)	(3,906)	-	-	
Probation	Add 1.00 FTE Juvenile Services Officer to staff the Coastal Valley Academy treatment program	116,071	116,071	-	1.00	
Public Works	Add 1.00 FTE Grounds Restoration Specialist to the Environmental Division's Maintenance/ Facilities Unit	106,737	106,737	-	1.00	
Sheriff-Coroner	Convert 1.00 FTE Limited Term Program Manager to permanent to perform State mandated employee background investigations	148,322	-	148,322	1.00	Not recommended as submitted, but the existing Limited Term positions are both recommended to continue through FY 2020-21
Sheriff-Coroner	Convert 1.00 FTE Limited Term Deputy Sheriff to permanent to serve as a School Resource Officer	186,746	58,000	128,746	1.00	

Department	Budget Augmentation Request Summary	Expense	Revenue	General Fund Support	FTE	Notes
Sheriff-Coroner	Purchase Direct Color System Direct Jet 1800s15 printer for Inmate Vocational Training Program	35,069	35,069	-	-	Approved by the CCP
Sheriff-Coroner	Purchase Metal Pro Ironworker for Construction Maintenance Inmate Vocational Training Program	5,410	5,410	-	-	Approved by the CCP
Sheriff-Coroner - Law Enforcement Health Care	Funding for treatment of AB109 inmates with HIV and other immune conditions to maintain the national standard of care in the jail	30,000	30,000	-	-	Approved by the CCP
Sheriff-Coroner - Law Enforcement Health Care	Funding for treatment of AB109 inmates involved in the Medication Assisted Treatment program who receive Vivitrol injections	60,476	60,476	-	-	Approved by the CCP
Veterans Services	Extend 1.00 FTE Limited Term Veteran Services Representative for two years to provide services to justice-involved veterans	108,956	108,956	-	1.00	Approved by the CCP
<b>Total</b>		<b>\$1,573,910</b>	<b>\$1,319,153</b>	<b>\$254,756</b>	<b>8.75</b>	

**Overview of Financing/Revenues**

The Financing Service Group in the ‘Departmental Budgets by Service Group’ section of this document provides a discussion of funding sources, as well as additions to the County’s various reserves and designations. As noted earlier in this Budget Message, the economic implications of the COVID-19 pandemic and shelter at home orders will have significant impacts to the County’s revenue sources, as much of our budget is driven by consumer spending. As stated earlier, the Recommended Budget does not adjust for this, given the uncertainty we are currently facing. Below is a high-level overview of some of the County’s major Governmental Funds revenue sources:

**Intergovernmental Revenue**

State and Federal revenue is recommended at \$288.7 million and represents 43% of total financing. This is an increase of \$5.6 million or 2% compared to FY 2019-20 adopted levels. State and Federal revenue is the single largest County revenue source. Most of these revenues are used to support statutory programs, such as health and human services, and some criminal justice programs. These funds are restricted in use and are not available for discretionary purposes.

Many of the funding sources in this category are driven by consumer spending and as a result, economic impacts related to COVID-19 (including a deferral of sales tax payments by small businesses to the State) may result in a loss of revenue in this category. The revenue sources in this category that we are tracking related to the pandemic include but are not limited to:

- 1991 and 2011 Realignment – These are major funding sources for health and human services and public protection programs. Both are funded by sales tax receipts and Vehicle License Fees collected at the State level, and then allocated to counties to fund the responsibilities that the State has realigned to counties over time. In total, 1991 and 2011 Realignment are currently budgeted at \$81.9 for FY 2020-21.

- Proposition 172 – This is a significant funding source for public protection departments including County Fire, District Attorney, Probation and Sheriff-Coroner. Prop 172 is funded with a half-cent sales tax which is collected by the State and then allocated to cities and counties. In total, Prop 172 revenue is currently budgeted at \$27.2 million for FY 2020-21.
- Mental Health Services Act (MHSA) – This is a significant funding source for the County’s Behavioral Health Department to fund mental health programs and monitor progress toward statewide goals for mental health. MHSA is funded with an additional 1% tax imposed on individuals with a taxable income in excess of \$1 million. MHSA revenue is currently budgeted at \$16.9 million for FY 2020-21.
- Gas Taxes – This is a significant funding source for cities and counties to provide for road maintenance and rehabilitation. Gas taxes are generated in a variety of ways, including a surcharge on fuel sales. In total, gas tax revenue is currently budgeted at \$19.5 million for FY 2020-21.
- In addition to the above, the County receives various other allocations and grants from the State and Federal government to fund a variety of programs and services. To the extent that the State and Federal budgets are impacted by the COVID-19 pandemic, the County could see reductions to these funding sources.

At this time, it is too early to predict how the above funding sources will be impacted, and what, if any assistance the State will provide to counties to help backfill for any losses. We are anxiously awaiting some early indications in the Governor’s May budget revision, and more concrete information in the planned August revision, once the State knows what personal income tax receipts look like.

### **Taxes**

Property taxes, sales taxes, transient occupancy tax (bed tax paid on hotel stays), and other tax revenue are recommended at \$228.1 million and represent 34% of total financing. This is an increase of \$12.8 million or 6% compared to FY 2019-20 adopted levels. Taxes are the second largest County revenue source, and most of these revenues are used to support discretionary programs or the County’s required share of costs for programs that are funded externally.

Some of the revenue sources in this category are also impacted by consumer spending. Notably, sales tax and transient occupancy tax receipts are driven by both discretionary and non-discretionary spending. These two sources combined are currently budgeted at \$24.7 million for FY 2020-21 and could experience a significant decline in the near-term, given the popularity of San Luis Obispo county as a travel destination.

### **Other Revenues and Financing Sources**

Other revenues and financing sources are recommended at approximately \$60.1 million and represent 9% of total financing. This is an increase of \$4.5 million or 8% compared to FY 2019-20 adopted levels. Revenues in this category come from a variety of sources including the sale of state water, assessments, or revenue from reimbursement agreements.

### **Licenses/Permit Fees/Charges for Services**

Licenses, permits fees, and charges for services are recommended at approximately \$43.9 million and represent 7% of total financing. This is an increase of \$277,795 or less than 1% compared to FY 2019-20 adopted levels.

The funding sources in this category depend on the public's demand for services that provide an individual benefit to users (including many parks programs, permitting for construction, and travel through the County's airport). Due to individual public health concerns and the emergency orders that are currently in place, the demand for some fee-based services has decreased, which could impact revenues in this category in a significant way.

### **Fines, Forfeitures and Penalties**

Fines, forfeitures and penalties are recommended at \$5.3 million and represent less than 1% of total financing. This is an increase of \$87,456 or 2% compared to FY 2019-20 adopted levels.

Similar to Licenses/Permit Fees/Charges for Services, the revenue sources in this category are driven by the public's need for certain services, and the County's ability to provide them. Services provided by the courts also impact the amount of revenue collected in this category. At present, the business of the courts has been significantly reduced for just over a month, due to COVID-19. If the current deferral of non-essential court activities continues into the new fiscal year, the County may see a decrease in court ordered fees.

### **Interest Earnings**

Interest earnings are recommended at \$4.3 million and represent less than 1% of total financing. This is an increase of \$838,604 or 24% compared to FY 2019-20 adopted levels. Revenue in this category is received from the investment of County funds.

### **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. FBA represents the amount of savings that the County expects to have at the end of the current year (FY 2019-20) to fund the FY 2020-21 budget, and is recommended at \$34.4 million (for all governmental funds, not just the General Fund), and use of reserves is recommended at \$5.9 million.

Unspent contingencies in the current year is the single largest driver of the FBA to fund the coming year's budget. Contingencies are budgeted each year to address unforeseen or emergency expenditures, and are appropriately being used to fund a large portion of the County's immediate response to the COVID-19 pandemic, and will likely also fund gaps in departmental budgets which are being impacted by a higher demand for services, related to COVID-19. The FBA that is currently budgeted for FY 2020-21 is expected to drop significantly by the end of the current fiscal year, which will add to the budget gap that the County will need to address in the Fall.

### **Conclusion**

The work that all County employees are doing today, either in direct response to COVID-19 or to continue to provide essential services to our community when they need us more than ever, is the most important work that government does. I am humbled to be part of an organization of incredibly dedicated individuals who have pulled together to serve our community with pride and compassion. I am grateful for the compassionate and objective guidance being provided by our Public Health Officer, Doctor Penny Borenstein.

Despite the darkness of the last several months, there are many bright spots which should bring all San Luis Obispo County residents and business owners immense pride. Individuals and employees from all sectors have risen to the occasion, finding new and innovative ways of delivering services and meeting new demands. Local healthcare professionals are showing up to work everyday to care for the ill, and many have volunteered to help staff the Alternate Care Site at Cal Poly to avoid the hospital surges that the pandemic has caused in other parts of the country and world. Cal Poly has allowed use of their on campus recreational center for the Alternate Care site and other university services to support it. Employers both small and large have modified their service delivery to keep people safe and fed, or have repurposed their equipment to produce the hand sanitizer and personal protective equipment that our community needs to protect itself. Our non-profit partners are stepping up to provide services to more people than they have in the past. Neighbors are grocery shopping for neighbors. Teachers are going the extra mile to deliver remote curriculum to students to make sure they don't fall behind. Houses of worship are gathering their communities online. Individual communities are setting up their own small-scale food distribution programs to make sure that no one goes hungry. We're reaching out to each other in ways that we haven't before, maintaining the unique spirit of connectedness that defines our community.

The actions we have taken have helped our community to 'bend the curve' by limiting the spread of the virus compared to what we have seen in other parts of the country and world. However, I am keenly aware that our actions to protect the public's health have caused some very dire consequences for the health of our economy. Businesses are struggling to stay afloat, and some in our community are struggling to put food on the table. The economic concerns are very real, and as of the writing of this message, we are diligently working towards a plan to 'reopen' our community in a phased approach, once the State provides us the ability to do so. This plan will be driven by science and data. The reopening will be deliberate, in an effort to make sure we are able to incrementally move forward toward 'normal', without having to take big steps back.

While this Budget Message does not paint an optimistic picture of what is to come, the intent is to provide a realistic context for the difficult budget decisions that lie ahead of us. The budget uncertainty that we face as we move towards FY 2020-21 is unprecedented in terms of the immediate onset of the COVID-19 pandemic's impact to the economy, and the need for an immediate response. That said, our organization has a strong track record when it comes to budget management and the disciplined approach that we took in addressing several years of budget gaps during the Great Recession provides a good framework for today. Our ability to respond to the pandemic is due to our strong budget management and willingness to make sacrifices even in the "good" years to make sure that we have the resources to address emergent needs and mitigate service level impacts to our customers to the extent possible. Despite this, very tough decisions lie ahead.

Finally, I want to thank the Board of Supervisors for their leadership throughout the past year, and especially during this time. The communities you represent are better off because of your service.

Sincerely,



Wade Horton  
County Administrative Officer

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## 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 Proposed Budget created by the Administrative Office will comply with the Board's priorities and directives to the extent that available funding allows.

2. **Results Based Decision Making and Budgeting:** The County is committed to providing efficient, high quality services that produce clear results for the public we serve. Budget requests and recommendations must be linked to measurable results that are responsive to communitywide priorities.
3. **County's Vision Statement and Communitywide Results:** The Board adopted communitywide results shall be used by all departments to strategically guide the budget preparation process. Departments will link all goals and funding requests to communitywide results.
4. **Departmental Goals and Performance Measures:** Individual departments will establish goals that will facilitate achievement of the desired communitywide results. Departments will also develop meaningful performance measures that will be used to gauge the success of individual programs within a department. All requests to allocate additional resources to a new program or service must clearly demonstrate expected results in measurable terms. If additional funding is requested to augment an existing program or service, departments must identify actual results achieved to date in meaningful, measurable terms.
5. **Mission Statements:** County departments shall have a department mission statement consistent with the County of San Luis Obispo's overall mission statement.
6. **Budget Hearing in June:** The budget hearing shall be conducted before the end of June; and the Board shall adopt a budget by July 1, unless extenuating circumstances arise, and the Board adopts a revised budget schedule for that particular year. Adjustment of final numbers based upon prior year end close, and legal adoption of the Final Budget shall occur 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 are 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 using 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. Parks Cost Recovery:** As a publicly financed park and recreation system, the County of San Luis Obispo Parks and Recreation Department provides a basic level of service free to the public, in exchange for tax dollars. However, fees and charges and other methods to recover costs are considered a responsible and necessary means to supplement tax revenue and regulate park use where appropriate.

In establishing fees and charges, the County of San Luis Obispo Parks and Recreation Department will determine the direct costs of providing services and establish goals to recover those costs. The appropriate level of cost recovery will be based on an assessment of how individuals benefit from the service provided. If the benefit is to the community as a whole, it is appropriate to use taxpayer dollars to completely, or primarily, fund the service. Examples of

services that primarily provide community benefits are hiking and biking trails, play areas, community parks, practice putting greens, and large natural areas.

Services that provide a direct benefit to individuals or specific groups should be managed to recover a greater share of costs. Supervised or instructed programs, facilities and equipment that visitors can use exclusively, and products and services that may be purchased, are examples where user fees are appropriate.

The County of San Luis Obispo Parks and Recreation Department should also consider available resources, public need, public acceptance, and the community economic climate when establishing fees and charges. In cases where certain programs and facilities are highly specialized by activity and design, and appeal to a select user group, the Department shall additionally consider fees charged by alternative service providers or market rates. Fees and charges can be set to recover costs in excess of direct and indirect costs, where appropriate, as a method of subsidizing other services.

- 23. Fund Balance Available:** Fund Balance Available (FBA), represents money available at the end of one fiscal year for use as a financing source in the next fiscal year. For the General Fund, FBA is a significant funding source.

As a part of budget development for the coming year, the Auditor-Controller-Treasurer-Tax Collector's Office shall provide an estimate of current year General Fund FBA that will be available to fund the coming year's budget. The first priority for FBA shall be fund the coming year's operating budget, and the estimate shall be included as a financing source in the Recommended Budget. At year-end, the Auditor-Controller-Treasurer-Tax Collector's Office shall provide the actual FBA from the prior year. If the actual FBA is greater than the estimated FBA, the excess may be allocated to the operating budget or to contingencies to address unanticipated expenditures, or it may be placed in a designation for future use. If the actual FBA is less than the estimated FBA, staff shall utilize the Board-adopted Budget Balancing Strategies and Approaches to develop and recommend to the Board, a strategy for bringing the budget back into balance.

- 24. 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.
- 25. 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.
- 26. 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**

- 27. 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).

- 28. 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.
- 29. 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.
- 30. "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.
- 31. 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.
- 32. 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.
- 33. 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.
- 34. Funding for Independent Special Districts:** As independent special districts are autonomous government agencies fully independent of the County in governance, the provision of services, and funding, the County shall not subsidize an independent special district with County General Fund monies nor should any property tax exchange result in a net fiscal loss to the County.

**Capital Project Policies**

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

The following criteria shall be used in evaluating projects:

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

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

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

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

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

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

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

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

**Phasing of Large Capital Projects:** For capital projects which will be undertaken over several fiscal years, develop full project scope and estimated 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

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

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

This section provides an overview of the County's Budget Balancing Strategies and Approaches, which outlines some of the budget planning processes that the County employs to maintain its fiscal health while continuing to provide programs and services to County residents. The section is divided into two parts outlining the County's preferred strategies and approaches in times of (1) financial difficulty and (2) financial recovery and growth.

### In Times of Financial Difficulty

When faced with financial difficulty, the County should identify budget balancing strategies that address both short and long-term budget gaps, while also minimizing the impact of budget reductions to the community and employees. It also becomes increasingly important to focus on employee retention as the cost of turnover can outweigh savings produced by vacancies. Focusing on creative and cost neutral or low-cost options to manage turnover at a strategic rate is imperative to maintaining service during difficult times.

Depending on the financial difficulty being experienced, short and long-term budget balancing strategies may be needed over multiple years. An important consideration in developing and implementing budget balancing strategies is identifying the timeframe for fixing the problem and bringing about structural balance. Utilizing reserves and other short-term budget balancing solutions can soften the impact of reductions to programs and services. However, it is imperative that these short-term solutions be used judiciously in order to maintain the County's overall fiscal health. Should short term solutions be over-utilized, the magnitude of reductions required later would be amplified.

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

#### Long term budget balancing strategies:

1. Priority Driven- One of the starting points of the budget process is to identify Board priorities so staff can craft budget proposals that align with these priorities. The Board's current priorities are as follows:
  - a. Meet legal mandates and debt service requirements
  - b. Short-term initiatives specific to FY 2020-21:
    - i. Homelessness (including detoxification and rehabilitation services)
    - ii. Stepping Up Program
    - iii. Housing
    - iv. Economic Development
    - v. Groundwater Sustainability Plans
  - c. Long-term priorities:
    - i. Public Safety- defined as:
      1. Sheriff-Coroner (Fund Center 136)
      2. District Attorney (Fund Center 13201)
      3. Probation (Fund Center 139)
      4. County Fire (Fund Center 140)
    - ii. 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.

**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 #28 *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 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. Additionally, automation decreases non-value-added work and is the most efficient way to maintain and improve service.
6. 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.
7. 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.
8. 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.
9. Use of one-time reserves- The County has set aside money in reserves, some of which is not designated for a specific purpose. This money has been accumulated over a number of years and has historically been used to help pay for unexpected costs or to help fund new projects or programs.

Some of these reserves are available to help address a budget gap. However, since reserves are one-time in nature, the use of reserves to fund ongoing operational expenditures should be limited and not considered to be a long term operational funding source.

### **Options not included in the budget balancing strategies and approaches:**

1. Mandatory Time Off (mandatory furloughs)- This approach has not historically been included in the budget balancing strategies because it is challenging to implement, has not been shown to save more money than the voluntary furlough program (VTO), and is short-term in nature.
2. Eliminate training- Maintaining a skilled workforce is important for every organization, especially one as labor intensive as the County. This approach has not historically been included in the budget balancing

strategies because in times of budget reductions, additional demands are placed upon employees and it is more important than ever to maintain and enhance the performance of the workforce in order to successfully manage an increased workload. While training plans and expenditures may be cut back in times of financial difficulty, they should not be eliminated.

3. Revenue (tax) increases- In the past, tax increases such as sales taxes, transient occupancy taxes, business license taxes, and utility users taxes have been discussed but not supported by the Board.

### **In Times of Financial Recovery and Growth**

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

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

1. Financial security
2. Programs and services
3. Employee compensation and workforce investment

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 #28 - *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.

### Employee Compensation and Workforce Investment

The County takes a strategic approach to managing investment in the workforce. County staff and negotiators work with employees and employee associations to develop and maintain positive employee relations as well as manage salary and benefit expense to make sure that labor agreements are sustainable and consistent with Board approved strategies. Employee compensation is negotiated with the intent to strike a balance among affordability, competitive employee salary and benefits, operational and employee interests, and recruitment and retention strategies.

Key financial considerations for negotiated terms include the following:

- Does the provision represent a one-time expenditure or ongoing cost?
- Does the provision support necessary recruitment and retention efforts?
- Does the provision establish low or no-cost solutions consistent with workforce needs?

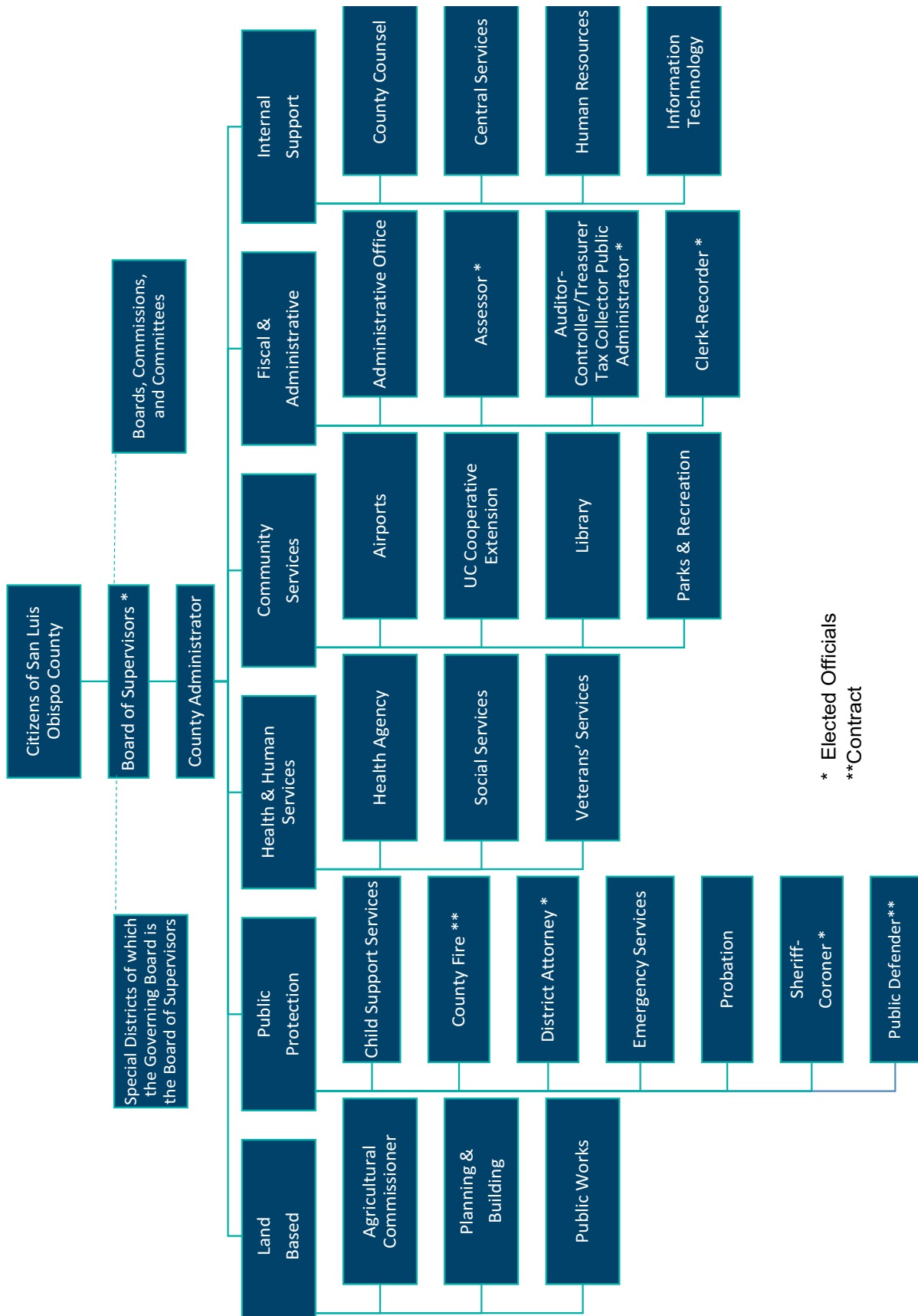
The County recognizes that improvements to and success of programs and services for the community is dependent upon recruiting and maintaining a talented and skilled workforce.

## 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

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. 2019 estimates from the California Department of Finance place San Luis Obispo County's population at 280,393 making it the 24<sup>th</sup> 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 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, a jail, 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**

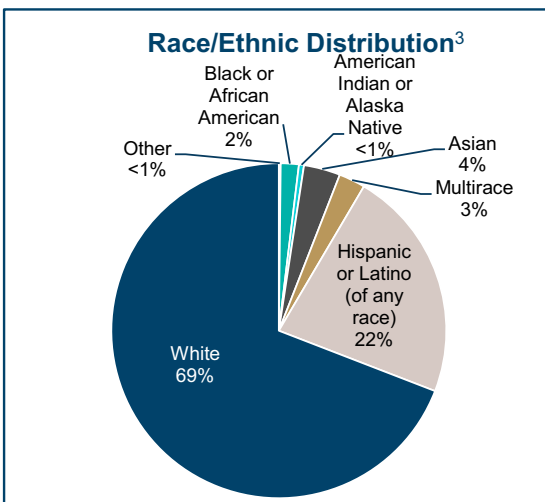
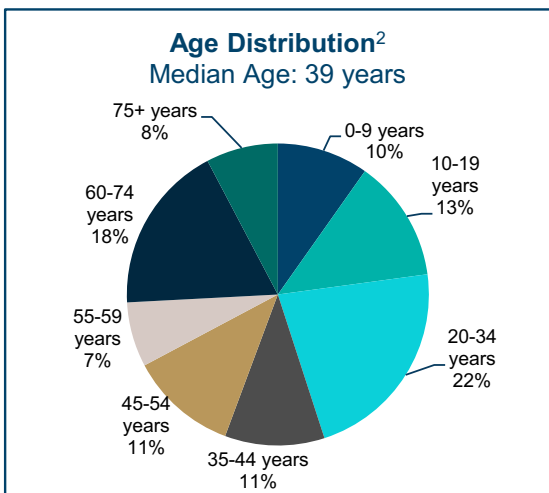
**Population**

As of January 1, 2019, San Luis Obispo County was home to an estimated 280,393 residents, a 0.1% increase compared to population estimates in the year 2018.

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 46,802 residents. The smallest is Pismo Beach with 8,239 residents.<sup>1</sup>

City	Population
Arroyo Grande	17,876
Atascadero	30,405
Grover Beach	13,533
Morro Bay	10,439
Paso Robles	31,244
Pismo Beach	8,239
San Luis Obispo	46,802
<u>Unincorporated</u>	<u>120,855</u>
<b>Total</b>	<b>280,393</b>

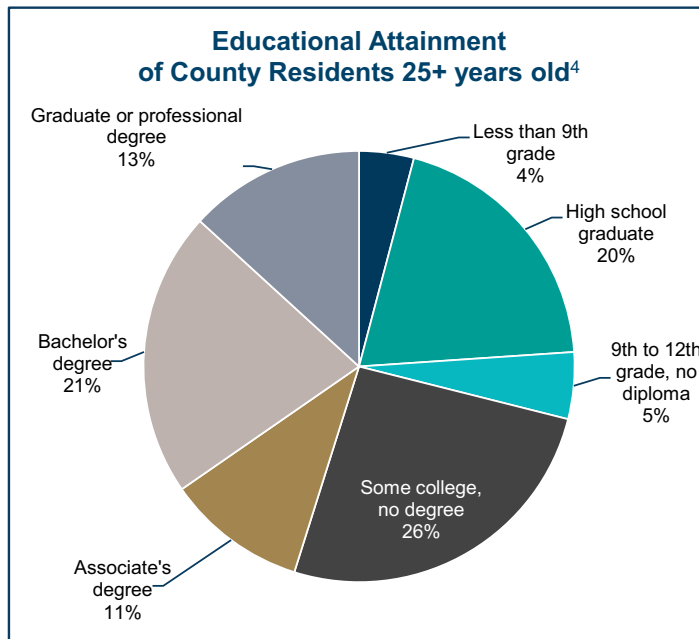


The median age of San Luis Obispo County residents was estimated at 39.6 years in 2018. This compares with 36.7 years in California and 38.2 years for the United States.<sup>2</sup>

In 2018, an estimated 11.2% of the county's population was born in a foreign country, compared with 26.9% for California and 13.7% for the United States.<sup>3</sup>

<sup>1</sup> CA Department of Finance 2019 Population Estimates  
<sup>2</sup> US Census Bureau 2014-2018 American Community Survey 5-Year Estimates  
<sup>3</sup> US Census Bureau 2014-2018 American Community Survey 5-Year Estimates





As of 2018, an estimated 90.8% of county residents over the age of 25 had graduated from high school and 34.6% had a bachelor's degree or higher.

These percentages are higher than both California where an estimated 82.9% of people have at least graduated from high school and 33.3% have a bachelor's degree or higher and the United States where 87.7% have at least graduated from high school and 31.5% have a bachelor's degree or higher.<sup>4</sup>

### Income and Housing

As of 2018, an estimated 6.5% of families' income in the county fell below the poverty level.<sup>4</sup>

As of the second quarter of 2019, the median single-family home price in the county was \$630,000. A 5.5% increase from 2018.<sup>5</sup>

	<u>2018</u>	<u>2000</u>
San Luis Obispo County	\$70,699	\$42,428
California	\$71,228	\$47,493
United States	\$60,293	\$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 following table lists the top 20 public and private employers in the county.<sup>6</sup>

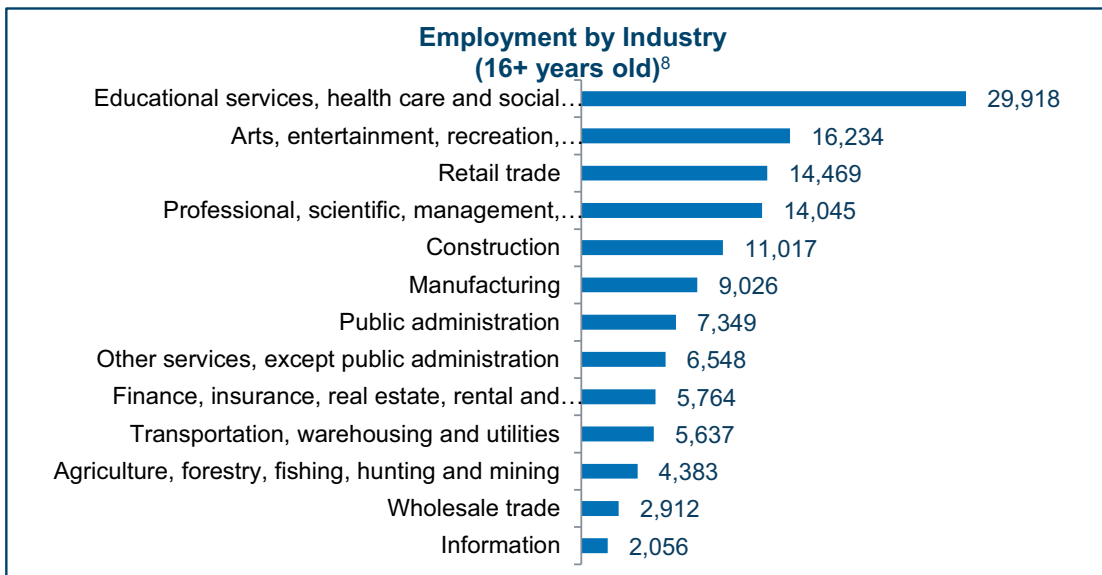
<sup>4</sup> US Census Bureau 2014-2018 American Community Survey 5-Year Estimates

<sup>5</sup> 2019 Central Coast Economic Forecast, San Luis Obispo County

<sup>6</sup> San Luis Obispo Chamber of Commerce 2019 Community Economic Profile

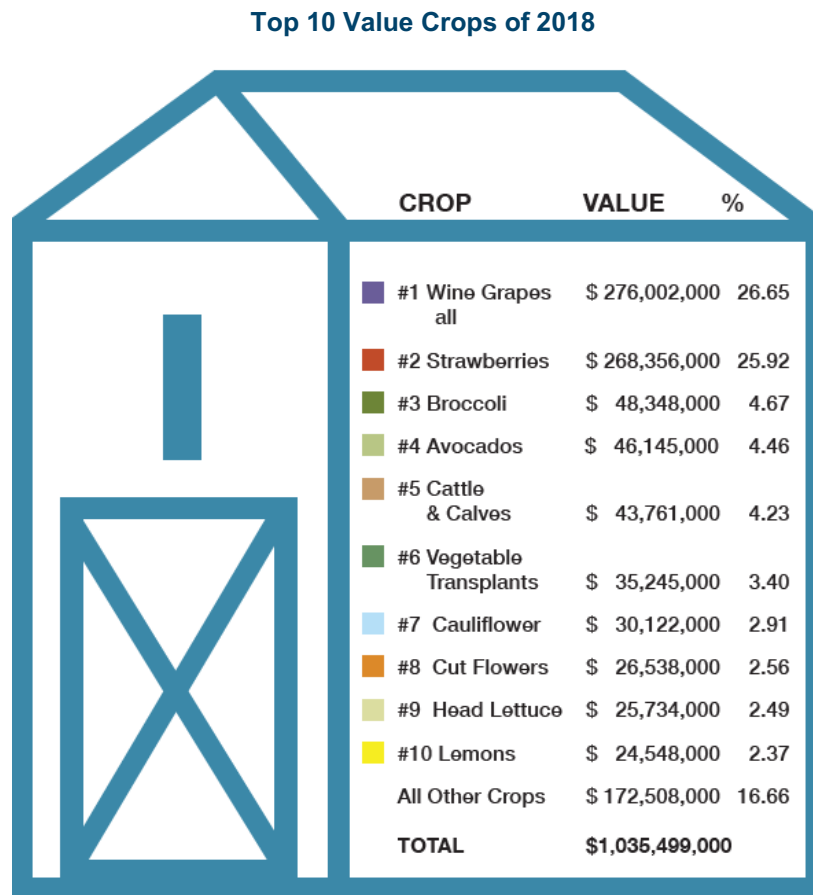
<b>Employer</b>	<b># of Employees</b>
California Polytechnic University	3,000
County of San Luis Obispo	2,920
Department of State Hospitals- Atascadero	2,000
Pacific Gas & Electric	1,866
California Men's Colony	1,517
Cal Poly Corp.	1,400
Tenet Healthcare	1,305
Compass Health Inc.	1,200
Lucia Mar Unified 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 following chart details how many county residents over the age of 16 were employed in various industries as of 2018.<sup>7</sup>



<sup>7</sup> US Census Bureau 2014-2018 American Community Survey 5-Year Estimates

The county also has a productive agricultural industry. The following chart displays the top 10 value crops in the county in 2018.<sup>8</sup>

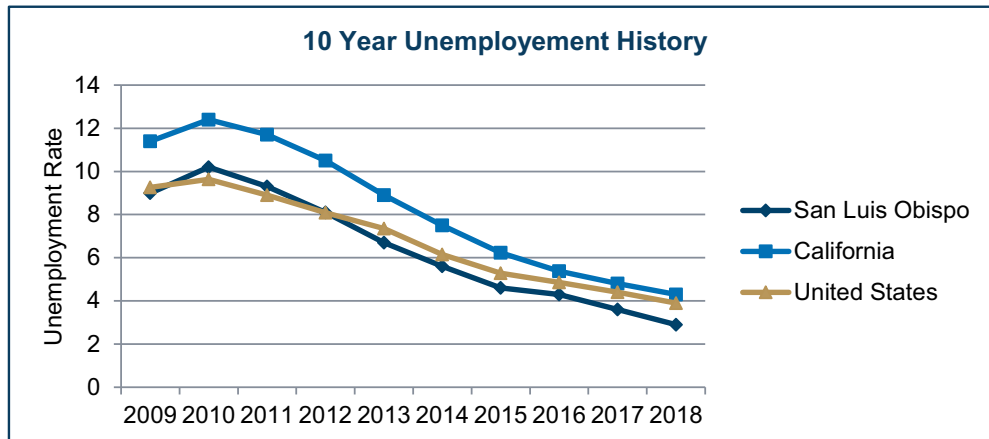


The graph below compares the county’s unemployment rates over the past 10 years to the unemployment rates seen in California and the United States. The county has historically experienced lower unemployment rates than those felt at the State and national level.

The county’s rate surpassed the national rate in 2010 and 2011 but fell below in 2013, 2014, 2015, 2016, 2017 and again in 2018. The county’s unemployment rate is still much lower than Statewide unemployment rates.<sup>9</sup>

<sup>8</sup> San Luis Obispo County Agricultural Commissioner 2018 Crop Report

<sup>9</sup> Bureau of Labor Statistics



**Principal Taxpayers**

The top ten taxpayers make up 6.18% of total taxable assessed valuation.<sup>10</sup>

**Principal Taxpayers 2019-2020**  
(Secured, Utility, Unsecured & Aircraft)

Top 10 Taxpayers	Type of Property	Taxable Assessed Value	% of Total Assessed Value
Pacific Gas & Electric Co.	Utility	\$2,001,973,104	3.37%
High Plains Ranch II LLC	Solar Ranch	\$823,210,175	1.38%
Phillips 66 Company	Oil Refinery	\$164,954,426	0.28%
Southern California Gas Company	Utility	\$119,953,547	0.20%
Jamestown Premier	Commercial	\$115,502,974	0.19%
CAP VIII - Mustang Village LLC	Apartments	\$94,501,067	0.16%
E & J Gallo Winery/Vineyards	Winery	\$93,203,556	0.16%
Treasury Wine Estates Americas	Winery	\$92,492,856	0.16%
Firestone Walker LLC	Brewery	\$90,903,302	0.15%
Sierra Vista Hospital	Hospital	\$78,295,740	0.13%
<b>Total Top 10 Taxpayers</b>		<b>\$3,674,990,747</b>	<b>6.18%</b>

<sup>10</sup> County of San Luis Obispo Auditor - Controller - Treasurer - Tax Collector - Public Administrator

## 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.

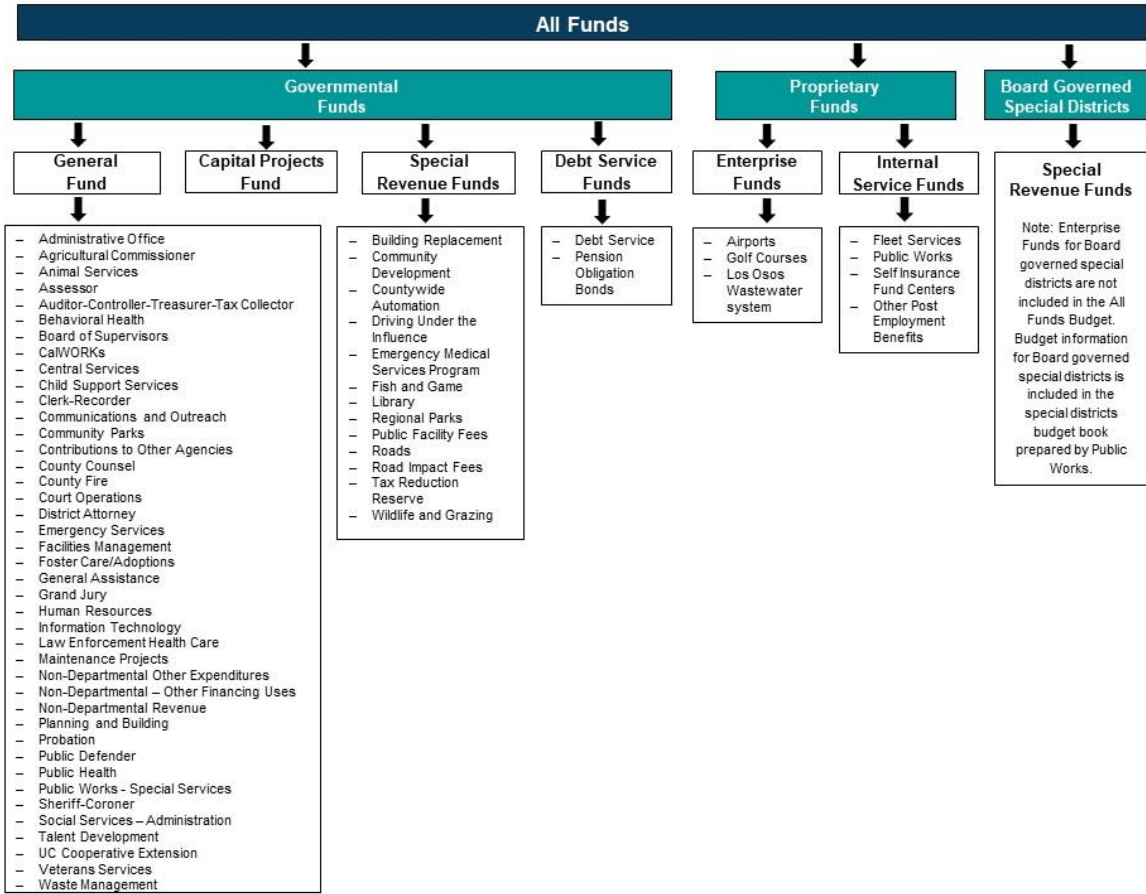
Readers can reference State Summary Schedule 1 at the back of the book for a summary of budget levels for each of these different budget types. Summary level information in this budget book focuses on Governmental Funds. Budget information for special districts is included in the special districts budget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

### Fund Structure

The County's budget is comprised of 24 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 following chart 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.



General Budget Information

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

**Governmental Fund Types:**

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

**Capital Projects Fund** - The Capital projects fund accounts 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:**

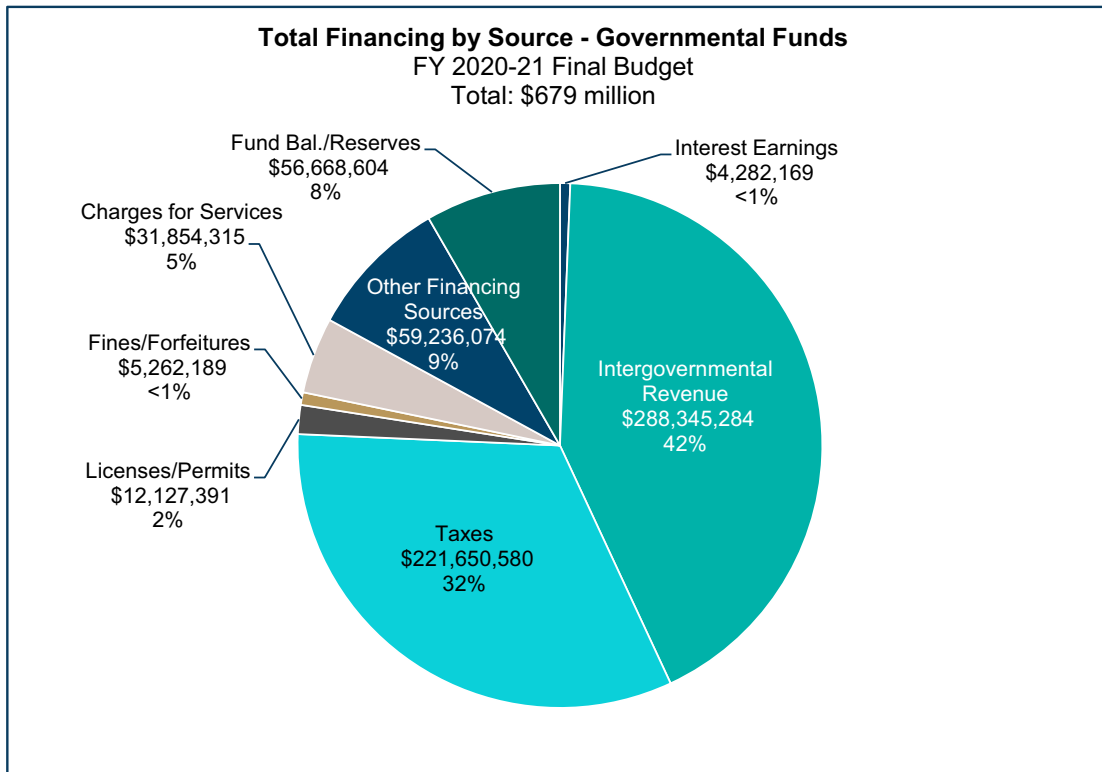
**Enterprise Funds** - Enterprise funds are established to finance and account for operations that are financed and operated in a manner similar to private business enterprises, where the costs (expenses including depreciation, capital and maintenance) are financed primarily through user charges. In 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 following chart 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 following chart 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 and 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 and some are restricted in their allowable uses. 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 as in the case of water or sewer assessments in County service areas.

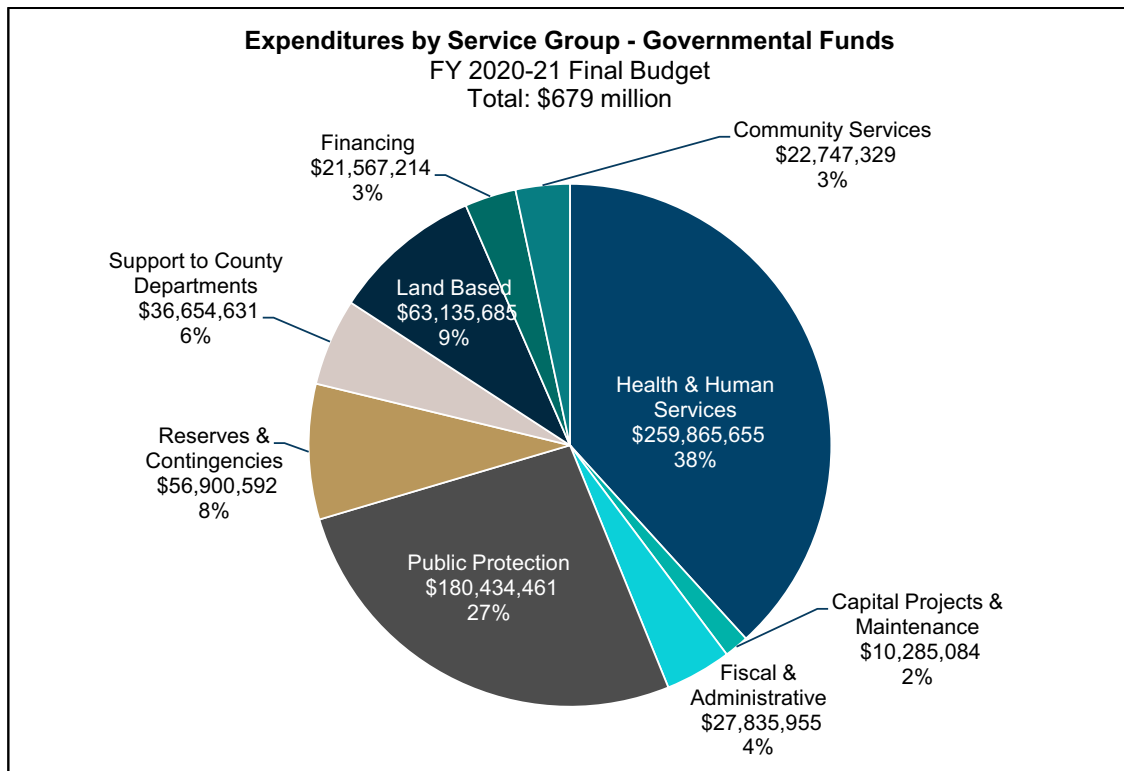
### Summary of County Expenditures

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 following chart 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 factors such as the age of equipment or vehicles and projects undertaken by departments.

**Financial Summaries**

The following table provides a summary level presentation of FY 2020-21 recommended and FY 2019-20 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.

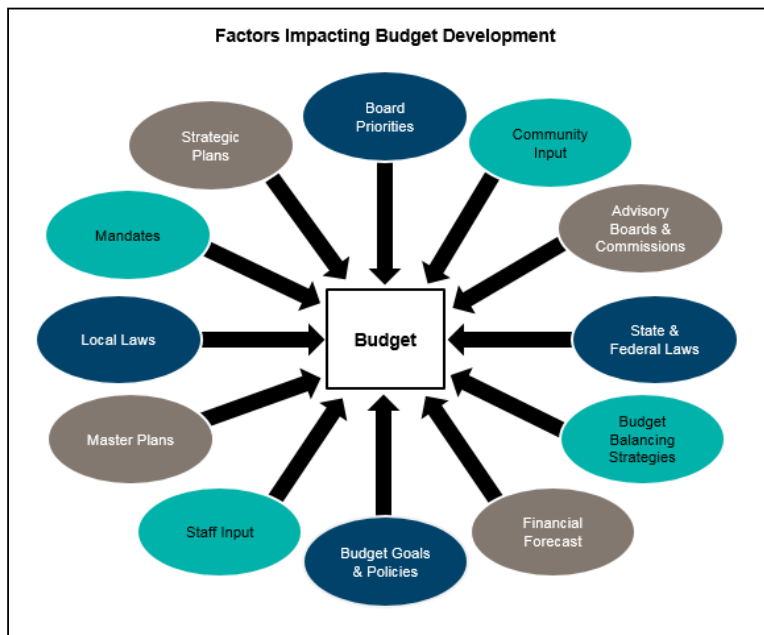
**Financing Sources and Uses Summary**

Description	2018-19 Actual	2019-20 Actual	2020-21 Recommended	2020-21 Final
<b>Financing Sources</b>				
Taxes	209,372,811	220,423,832	228,124,595	221,650,580
Licenses and Permits	12,156,793	11,426,188	12,127,391	12,127,391
Fines, Forfeitures and Penalties	4,480,593	3,843,176	5,262,189	5,262,189
Revenue from Use of Money & Property	7,420,990	7,743,115	4,282,169	4,282,169
Intergovernmental Revenues	265,470,304	297,285,285	288,667,460	288,345,284
Charges for Services	34,571,017	29,802,426	31,854,315	31,854,315
Other Revenues	29,179,373	43,993,139	34,047,773	34,047,773
Fund Balance	0*	0*	34,377,121	44,880,217
Use of Reserves & Designations	0*	0*	5,964,933	11,788,387
Other Financing Sources	31,438,362	36,796,014	26,034,277	25,188,301
Decreases to Fund Balance	0	0	0	0
*cancellation of reserves and designations and use of fund balance included in Other Financial Sources				
<b>Total Financing Sources</b>	<b>594,090,243</b>	<b>651,313,175</b>	<b>670,742,223</b>	<b>679,426,606</b>
<b>Uses of Financing by Function</b>				
Land Based	61,463,537	69,646,020	63,846,361	63,135,685
Public Protection	163,725,205	172,461,145	182,107,642	180,434,461
Health and Human Services	227,934,832	243,627,450	257,422,439	259,865,655
Community Services	21,886,634	23,897,423	22,925,769	22,747,329
Fiscal and Administrative	26,190,133	29,174,207	28,774,984	27,835,955
Support to County Departments	31,891,586	32,471,236	36,352,565	36,654,631
Financing	31,011,020	32,665,435	22,467,890	21,567,214
Capital and Maintenance	12,954,994	14,105,305	10,598,000	10,285,084
Contingencies	0	0	27,667,444	28,035,891
Reserves & Designations	0	0	18,579,129	28,864,701
Increases (Decreases) to Fund Balance	17,032,302	33,264,954	0	0
<b>Total Financing by Function</b>	<b>594,090,243</b>	<b>651,313,175</b>	<b>670,742,223</b>	<b>679,426,606</b>
<b>Uses of Financing by Type</b>				
Salary & Benefits	291,782,613	307,285,080	326,977,944	321,304,541
Services & Supplies	186,045,716	201,164,873	212,019,490	216,897,950
Other Charges	101,469,538	109,704,017	102,189,369	101,199,956
Fixed Assets	24,689,409	31,680,223	18,661,125	18,475,845
Transfers	(26,929,335)	(31,785,971)	(35,352,278)	(35,352,278)
Increases to Reserves/Designations	0*	0*	18,579,129	28,864,701
Increases/(decreases) to Fund Balance	17,032,302	33,264,954	0	0
Contingencies	0*	0*	27,667,444	28,035,891
*use of reserves and designations and contingencies are included in individual financing types				
<b>Total Financing by Type</b>	<b>594,090,243</b>	<b>651,313,175</b>	<b>670,742,223</b>	<b>679,426,606</b>

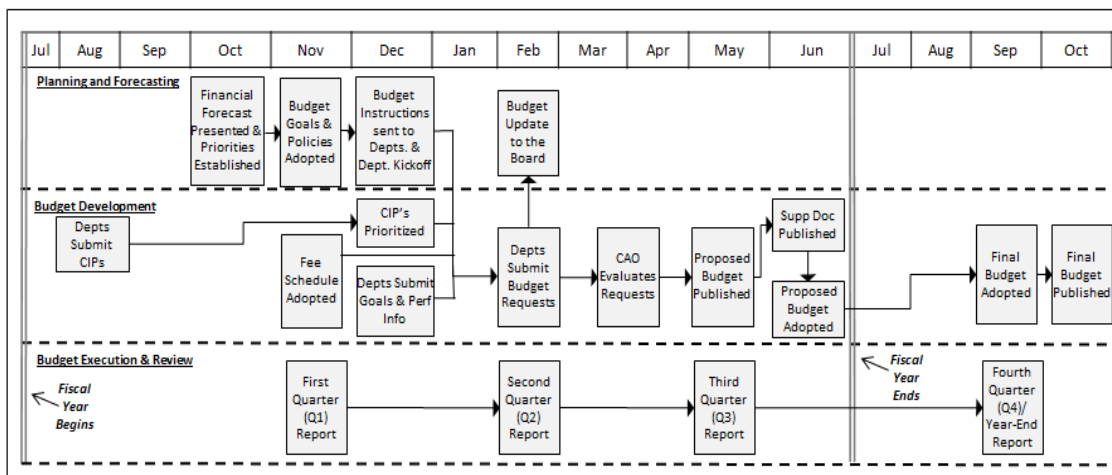
## County Budget Development and Management Processes

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 following 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 recommended 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, Central 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 Public Works Department as they create the detailed capital plan. 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 roads budget.

### **Preparation of the Budget (September- May)**

The preparation of the recommended budget is broken into two phases. During Phase 1, departmental goals, programs, and performance measures are reviewed and refined. In Phase 2, the recommended 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 Recommended 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 recommended 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, recommended budget document which is submitted to the Board of Supervisors and public in May and formally presented and discussed during the budget hearing held in mid-June.

### **Preparation of the Supplemental Budget Document (April- May)**

Because the recommended budget is developed based on financial conditions known at the time of preparation, changes are often necessary. Once the recommended budget has been finalized, a supplemental budget document is prepared to make any needed technical adjustments to the recommended 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 recommended 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 hearing.

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 hearing, along with the recommended 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 the budget hearing.

### **Adoption and Publishing of the Final Budget**

Immediately following the budget hearing, the Administrative Office documents any changes to the recommended 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 recommended 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**

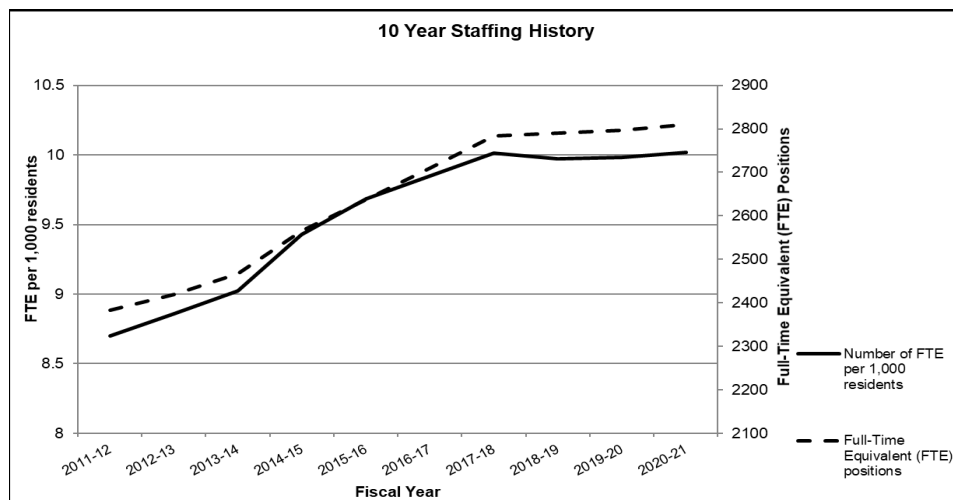
<b>August</b>	Departments submit Capital Improvement Project (CIP) requests.
<b>October</b>	County Administrative Office presents Financial Forecast to the Board and Board establishes its priorities.
<b>November</b>	Board of Supervisors adopts Budget Goals and Policies for the budget year. First Quarter (Q1) Financial Report for current fiscal year presented to the Board. Board of Supervisors adopts the County's fee schedule for the coming year.
<b>December</b>	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.
<b>January</b>	Departments submit Phase 2 budget information, including Status Quo budget requests, General Fund cut lists (if necessary), and budget augmentation requests.
<b>February</b>	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.
<b>March</b>	Administrative Office reviews and analyzes budgets submitted by departments.
<b>April</b>	Administrative Office recommendations are finalized.
<b>May</b>	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.
<b>June</b>	Supplemental Budget Document is printed and published for review by the Board and the public. The budget hearing is held and the Board adopts a Recommended Budget, including items in the Supplemental Budget Document. The fiscal year ends June 30.
<b>July</b>	The new fiscal year begins July 1.
<b>August</b>	Fund Balance Available from fiscal year just ended is available.
<b>September</b>	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.
<b>November</b>	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 Name	Status	FY 2018-19 Adopted	FY 2019-20 Adopted	FY 2020-21 Requested	FY 2020-21 Recommended	FY 2020-21 Adopted	Change from FY 19-20 Adopted
Community Services	Permanent	154.75	159.25	159.50	159.50	159.50	0.25
	Limited	0.00	0.00	0.00	0.00	0.00	0.00
Fiscal and Administrative	Permanent	194.50	193.50	194.00	195.00	195.00	1.50
	Limited	2.00	4.00	3.00	3.00	3.00	-1.00
Health and Human Services	Permanent	1,052.00	1,023.00	1,013.00	1,016.75	1,016.75	-6.25
	Limited	8.75	14.00	20.50	22.50	22.50	8.50
Land Based	Permanent	386.50	392.50	397.50	399.50	398.50	6.00
	Limited	7.00	6.00	5.00	5.00	5.00	-1.00
Public Protection	Permanent	754.00	761.50	761.50	762.50	760.50	-1.00
	Limited	9.50	12.00	14.50	14.50	14.50	2.50
Support to County Departments	Permanent	219.75	227.75	227.75	228.00	228.00	0.25
	Limited	2.00	3.00	3.00	4.00	4.00	1.00
<b>Permanent</b>		<b>2,761.50</b>	<b>2,757.50</b>	<b>2,753.25</b>	<b>2,761.25</b>	<b>2,758.25</b>	<b>1.75</b>
<b>Limited</b>		<b>29.25</b>	<b>39.00</b>	<b>46.00</b>	<b>49.00</b>	<b>49.00</b>	<b>10.00</b>
<b>Total FTE's</b>		<b>2,790.75</b>	<b>2,796.50</b>	<b>2,799.25</b>	<b>2,810.25</b>	<b>2,807.25</b>	<b>10.75</b>
Permanent	Full Time	2,694.00	2,686.00	2,685.00	2,693.00	2,690.00	4.00
	3/4	22.50	22.50	21.75	21.75	21.75	-0.75
	1/2	45.00	49.00	46.50	46.50	46.50	-2.50
<b>Total Permanent</b>		<b>2,761.50</b>	<b>2,757.50</b>	<b>2,753.25</b>	<b>2,761.25</b>	<b>2,758.25</b>	<b>3.75</b>
Limited	Full Time	27.00	34.00	41.00	44.00	44.00	10.00
	3/4	0.75	1.50	3.00	3.00	3.00	1.50
	1/2	1.50	3.50	2.00	2.00	2.00	-1.50
<b>Total Limited</b>		<b>29.25</b>	<b>39.00</b>	<b>46.00</b>	<b>49.00</b>	<b>49.00</b>	<b>10.00</b>



# Position Allocation Summary

Job Class	Job Class Name	FY 2018-19 Adopted	FY 2019-20 Adopted	FY 2020-21 Requested	FY 2020-21 Recommended	FY 2020-21 Adopted	Change from FY 19- 20 Adopted
<b>100 - Board of Supervisors</b>							
<b>Permanent</b>							
2223	ADMINISTRATIVE ASST AIDE OR I OR II OR III-CONF	2.00	2.00	2.00	2.00	2.00	0.00
8799	LEGISLATIVE ASSISTANT	5.00	5.00	5.00	5.00	5.00	0.00
925	SECRETARY-CONFIDENTIAL	1.00	1.00	1.00	1.00	1.00	0.00
103	SUPERVISOR-BOARD	5.00	5.00	5.00	5.00	5.00	0.00
<b>Permanent Totals</b>		<b>13.00</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>	<b>0.00</b>
<b>Department Totals</b>		<b>13.00</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>	<b>0.00</b>
<b>104 - Administrative Office</b>							
<b>Permanent</b>							
8887	ADMIN ANALYST AIDE-CONF.	1.00	0.00	0.00	0.00	0.00	0.00
8886	ADMIN ANALYST I OR II OR III OR PRINCIPAL ADMIN ANALYST	5.00	6.00	6.00	6.00	6.00	0.00
2223	ADMINISTRATIVE ASST AIDE OR I OR II OR III-CONF	0.00	0.00	1.00	1.00	1.00	1.00
8892	ADMIN SERVICES OFFICER I OR II	1.00	1.00	1.00	1.00	1.00	0.00
8958	ASST COUNTY ADMINISTRATIVE OFFICER	1.00	1.00	1.00	1.00	1.00	0.00
205	COUNTY ADMINISTRATIVE OFFICER	1.00	1.00	1.00	1.00	1.00	0.00
300227	DEPUTY CLERK OF THE BOARD - CONFIDENTIAL	0.00	0.00	1.00	1.00	1.00	1.00
680	DIV MGR-ADMINISTRATIVE OFFICE	2.00	1.00	1.00	1.00	1.00	0.00
00300183	INFORMATION TECHNOLOGY SPECIALIST I OR II-CONF	0.00	1.00	1.00	1.00	1.00	0.00
925	SECRETARY-CONFIDENTIAL	0.00	1.00	1.00	1.00	1.00	0.00
<b>Permanent Totals</b>		<b>11.00</b>	<b>12.00</b>	<b>14.00</b>	<b>14.00</b>	<b>14.00</b>	<b>2.00</b>
<b>Limited</b>							
8886	ADMIN ANALYST I OR II OR III OR PRINCIPAL ADMIN ANALYST	0.00	1.00	1.00	1.00	1.00	0.00
1584	PROGRAM MANAGER I OR II	0.00	1.00	1.00	1.00	1.00	0.00
<b>Limited Totals</b>		<b>0.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>0.00</b>
<b>Department Totals</b>		<b>11.00</b>	<b>14.00</b>	<b>16.00</b>	<b>16.00</b>	<b>16.00</b>	<b>2.00</b>
<b>105 - Human Resources - Risk Management</b>							
<b>Permanent Totals</b>							
2223	ADMINISTRATIVE ASST AIDE OR I OR II OR III-CONF	1.00	0.00	0.00	0.00	0.00	0.00
2110	HUMAN RSRCS TECHNICIAN - CONF I OR II	1.00	0.00	0.00	0.00	0.00	0.00
8952	PRINCIPAL HUMAN RESOURCE ANALYST	1.00	0.00	0.00	0.00	0.00	0.00
9663	RISK MGMT ANALYST I OR II OR III	4.00	0.00	0.00	0.00	0.00	0.00
<b>Limited Totals</b>		<b>7.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Department Totals</b>		<b>7.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>109 - Assessor</b>							
<b>Permanent Totals</b>							
914	ACCOUNTING TECHNICIAN	1.00	1.00	1.00	1.00	1.00	0.00
913	ACCOUNTING TECH OR ACCOUNTING TECHNICIAN-CONF	0.00	0.00	0.00	0.00	0.00	0.00
718	APPRAISER TRAINEE OR I OR II OR III	25.00	25.00	25.00	25.00	25.00	0.00
943	ASSESSMENT ANALYST TRAINEE OR I OR II OR III	7.00	7.00	7.00	7.00	7.00	0.00
8948	ASSESSMENT MANAGER	5.00	5.00	5.00	5.00	5.00	0.00
897	ASSESSMENT TECHNICIAN I OR II OR III OR IV	16.00	15.00	13.00	13.00	13.00	-2.00
894	ASSESSMENT TECHNICIAN I OR II OR III	0.00	0.00	0.50	0.50	0.50	0.50
658	ASSESSMENT TECH SUPERVISOR	2.00	2.00	2.00	2.00	2.00	0.00
101	ASSESSOR	1.00	1.00	1.00	1.00	1.00	0.00
701	ASSISTANT ASSESSOR	1.00	1.00	1.00	1.00	1.00	0.00
710	AUDITOR-APPRAISER TRAINEE OR I OR II OR III	5.00	5.00	5.00	5.00	5.00	0.00
148	GEOGRAPHIC INFO SYSTEMS ANALYST I OR II OR III	4.00	4.00	5.00	5.00	5.00	1.00
695	PROPERTY TRANSFER TECH I OR II OR III OR IV	11.00	10.00	10.00	10.00	10.00	0.00
2266	SOFTWARE ENGINEER I OR II OR III	0.00	1.00	1.00	1.00	1.00	0.00
149	SR GEOGRAPHIC INFO SYSTEMS ANALYST	1.00	1.00	1.00	1.00	1.00	0.00
724	SUPV APPRAISER	3.00	3.00	3.00	3.00	3.00	0.00
725	SUPV AUDITOR-APPRAISER	1.00	1.00	1.00	1.00	1.00	0.00
579	SUPV PROPERTY TRANSFER TECH	1.00	1.00	1.00	1.00	1.00	0.00
<b>Permanent Totals</b>		<b>84.00</b>	<b>83.00</b>	<b>82.50</b>	<b>82.50</b>	<b>82.50</b>	<b>-0.50</b>
<b>Limited</b>							
943	ASSESSMENT ANALYST TRAINEE OR I OR II OR III	1.00	1.00	1.00	1.00	1.00	0.00
148	GEOGRAPHIC INFO SYSTEMS ANALYST I OR II OR III	1.00	1.00	0.00	0.00	0.00	-1.00
<b>Limited Totals</b>		<b>2.00</b>	<b>2.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>-1.00</b>
<b>Department Totals</b>		<b>86.00</b>	<b>85.00</b>	<b>83.50</b>	<b>83.50</b>	<b>83.50</b>	<b>-1.50</b>
<b>110 - Clerk-Recorder</b>							
<b>Permanent Totals</b>							
2203	ADMINISTRATIVE ASST AIDE OR I OR II OR III	0.50	0.50	0.50	0.50	0.50	0.00
8892	ADMIN SERVICES OFFICER I OR II	1.00	1.00	1.00	1.00	1.00	0.00
2553	ADMN ASST SERIES OR CLERK-RECORDER ASSISTANT I OR II OR III	14.00	14.00	12.00	12.00	12.00	-2.00
250	ASST COUNTY CLERK-RECORDER	1.00	1.00	1.00	0.00	0.00	-1.00
2554	CLERK-RECORDER ASSISTANT IV	2.00	2.00	2.00	2.00	2.00	0.00
108	COUNTY CLERK-RECORDER	1.00	1.00	1.00	1.00	1.00	0.00
300301	DEP DIR CLERK RECORDER	0.00	0.00	0.00	1.00	1.00	1.00
300302	DEP DIR REGISTRAR	0.00	0.00	0.00	1.00	1.00	1.00
2558	DIV SUPV-CLERK RECORDER	2.00	2.00	2.00	2.00	2.00	0.00
300179	INFORMATION TECHNOLOGY SPECIALIST I OR II	0.00	0.00	1.00	1.00	1.00	1.00
2263	SYSTEMS ADMINISTRATOR I OR II OR III	1.00	1.00	1.00	1.00	1.00	0.00
<b>Permanent Totals</b>		<b>22.50</b>	<b>22.50</b>	<b>21.50</b>	<b>22.50</b>	<b>22.50</b>	<b>0.00</b>
<b>Department Totals</b>		<b>22.50</b>	<b>22.50</b>	<b>21.50</b>	<b>22.50</b>	<b>22.50</b>	<b>0.00</b>
<b>111 - County Counsel</b>							
<b>Permanent Totals</b>							
2235	ADMIN ASST SERIES CONF OR LEGAL CLERK-CONF	2.00	1.00	1.00	1.00	1.00	0.00
2230	ADMINISTRATIVE ASSISTANT SERIES OR LEGAL CLERK	3.00	4.00	4.00	3.00	3.00	-1.00

# Personnel Information

Job Class	Job Class Name	FY 2018-19 Adopted	FY 2019-20 Adopted	FY 2020-21 Requested	FY 2020-21 Recommended	FY 2020-21 Adopted	Change from FY 19-20 Adopted
2203	ADMINISTRATIVE ASST AIDE OR I OR II OR III	2.00	2.00	2.00	2.00	2.00	0.00
8892	ADMIN SERVICES OFFICER I OR II	1.00	1.00	1.00	1.00	1.00	0.00
303	ASST COUNTY COUNSEL	1.00	1.00	1.00	1.00	1.00	0.00
310	CHIEF DEPUTY COUNTY COUNSEL	1.00	1.00	1.00	1.00	1.00	0.00
302	COUNTY COUNSEL	1.00	1.00	1.00	1.00	1.00	0.00
313	DEPUTY COUNTY COUNSEL I OR II OR III OR IV	10.00	10.00	10.00	11.00	11.00	1.00
312	DEPUTY COUNTY COUNSEL I OR II OR III OR IV	1/2	0.50	0.50	0.50	0.50	0.00
312	DEPUTY COUNTY COUNSEL I OR II OR III OR IV	3/4	0.75	0.75	0.00	0.00	-0.75
2231	SUPV LEGAL CLERK I	1.00	1.00	1.00	1.00	1.00	0.00
<b>Permanent Totals</b>		<b>23.25</b>	<b>23.25</b>	<b>23.25</b>	<b>22.50</b>	<b>22.50</b>	<b>-0.75</b>
<b>Department Totals</b>		<b>23.25</b>	<b>23.25</b>	<b>23.25</b>	<b>22.50</b>	<b>22.50</b>	<b>-0.75</b>
<b>112 - Human Resources</b>							
<b>Permanent Totals</b>							
929	ACCOUNT CLERK OR SR ACCOUNT CLERK-CONF	0.00	0.00	1.00	1.00	1.00	1.00
2203	ADMINISTRATIVE ASST AIDE OR I OR II OR III	0.00	1.00	0.00	0.00	0.00	-1.00
2223	ADMINISTRATIVE ASST AIDE OR I OR II OR III-CONF	1.00	2.00	2.00	2.00	2.00	0.00
2223	ADMINISTRATIVE ASST AIDE OR I OR II OR III-CONF	1/2	1.00	1.00	1.00	1.00	0.00
8892	ADMIN SERVICES OFFICER I OR II	1.00	2.00	2.00	2.00	2.00	0.00
2011	DEPT PERSONNEL TECH-CONF	0.00	1.00	0.00	0.00	0.00	-1.00
2010	DEPT PERSONNEL TECHNICIAN	0.00	4.00	0.00	0.00	0.00	-4.00
8957	DEPUTY DIR-HUMAN RESOURCES	2.00	2.00	2.00	2.00	2.00	0.00
874	HUMAN RESOURCES ANALYST I OR II OR III	0.00	9.00	10.00	10.00	10.00	1.00
8953	HUMAN RESOURCES DIRECTOR	1.00	1.00	1.00	1.00	1.00	0.00
875	HUMAN RSRCS ANALYST I OR II OR III OR PRINC HR ANALYST	8.00	0.00	0.00	0.00	0.00	0.00
2110	HUMAN RSRCS TECHNICIAN - CONF I OR II	7.00	7.00	12.00	12.00	12.00	5.00
8952	PRINCIPAL HUMAN RESOURCE ANALYST	1.00	2.00	2.00	2.00	2.00	0.00
1584	PROGRAM MANAGER I OR II	0.00	1.00	0.00	0.00	0.00	-1.00
9663	RISK MGMT ANALYST I OR II OR III	0.00	4.00	4.00	4.00	4.00	0.00
925	SECRETARY-CONFIDENTIAL	1.00	1.00	1.00	1.00	1.00	0.00
<b>Permanent Totals</b>		<b>23.00</b>	<b>38.00</b>	<b>38.00</b>	<b>38.00</b>	<b>38.00</b>	<b>0.00</b>
<b>Limited</b>							
2010	DEPT PERSONNEL TECHNICIAN	0.00	1.00	0.00	0.00	0.00	-1.00
875	HUMAN RSRCS ANALYST I OR II OR III OR PRINC HR ANALYST	1.00	0.00	0.00	0.00	0.00	0.00
2110	HUMAN RSRCS TECHNICIAN - CONF I OR II	0.00	1.00	2.00	2.00	2.00	1.00
<b>Limited Totals</b>		<b>1.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>0.00</b>
<b>Department Totals</b>		<b>24.00</b>	<b>40.00</b>	<b>40.00</b>	<b>40.00</b>	<b>40.00</b>	<b>0.00</b>
<b>113 - Public Works - Facilities Management</b>							
<b>Permanent Totals</b>							
2203	ADMINISTRATIVE ASST AIDE OR I OR II OR III	1.00	1.00	1.00	1.00	1.00	0.00
1301	BUILDING MAINT SUPT	1.00	2.00	2.00	2.00	2.00	0.00
1335	CUSTODIAN	24.00	24.00	24.00	24.00	24.00	0.00
1316	FACILITY MAINT MECHANIC I OR II OR III	15.00	15.00	15.00	15.00	15.00	0.00
1311	LOCKSMITH I OR II	2.00	1.00	1.00	1.00	1.00	0.00
1308	MAINTENANCE PAINTER I OR II	3.00	2.00	2.00	2.00	2.00	0.00
1352	SUPERVISING CUSTODIAN	2.00	2.00	2.00	2.00	2.00	0.00
927	SUPV ADMIN CLERK I	1.00	1.00	1.00	1.00	1.00	0.00
1318	SUPV FACILITY MAINT MECHANIC	2.00	2.00	2.00	2.00	2.00	0.00
<b>Permanent Totals</b>		<b>51.00</b>	<b>50.00</b>	<b>50.00</b>	<b>50.00</b>	<b>50.00</b>	<b>0.00</b>
<b>Department Totals</b>		<b>51.00</b>	<b>50.00</b>	<b>50.00</b>	<b>50.00</b>	<b>50.00</b>	<b>0.00</b>
<b>114 - Information Technology</b>							
<b>Permanent Totals</b>							
907	ACCOUNTANT I OR II OR III	1.00	1.00	1.00	1.00	1.00	0.00
914	ACCOUNTING TECHNICIAN	0.00	0.00	1.00	1.00	1.00	1.00
913	ACCOUNTING TECH OR ACCOUNTING TECHNICIAN-CONF	1.00	1.00	0.00	0.00	0.00	-1.00
2203	ADMINISTRATIVE ASST AIDE OR I OR II OR III	2.00	2.00	0.00	1.00	1.00	-1.00
8795	ADMIN SERVICES MANAGER	1.00	1.00	1.00	1.00	1.00	0.00
300230	BUSINESS SYSTEMS ANALYST II	0.00	0.00	1.00	1.00	1.00	1.00
959	COMMUNICATIONS TECHNICIAN I OR II	5.00	5.00	5.00	4.00	4.00	-1.00
1989	COMPUTER SYST TECH AIDE OR I OR II OR III-CONF	1.00	1.00	1.00	1.00	1.00	0.00
8906	DEPARTMENTAL AUTOMA SPEC I OR II OR III	7.00	5.00	5.00	5.00	5.00	0.00
241	DIRECTOR OF INFORMATION TECHNOLOGY	1.00	1.00	1.00	1.00	1.00	0.00
148	GEOGRAPHIC INFO SYSTEMS ANALYST I OR II OR III	1.00	1.00	1.00	1.00	1.00	0.00
8972	GEOGRAPHIC INFO SYSTEMS PROGRAM MANAGER	1.00	1.00	1.00	1.00	1.00	0.00
2252	INFORMATION TECHNOLOGY MANAGER	3.00	3.00	3.00	3.00	3.00	0.00
2270	INFORMATION TECHNOLOGY PROJECT MGR I OR II OR III	5.00	5.00	4.00	4.00	4.00	-1.00
300179	INFORMATION TECHNOLOGY SPECIALIST I OR II	0.00	0.00	3.00	3.00	3.00	3.00
2267	INFORMATION TECHNOLOGY SUPERVISOR	9.00	9.00	9.00	9.00	9.00	0.00
2259	NETWORK ENGINEER I OR II OR III	4.00	5.00	5.00	6.00	6.00	1.00
1712	NETWORK HARDWARE SPECIALIST I OR II	1.00	0.00	0.00	0.00	0.00	0.00
2266	SOFTWARE ENGINEER I OR II OR III	20.00	19.00	19.00	19.00	19.00	0.00
2266	SOFTWARE ENGINEER I OR II OR III	1/2	0.50	0.50	0.50	0.50	0.00
969	SR COMMUNICATIONS TECH	1.00	1.00	1.00	1.00	1.00	0.00
1714	SR COMP SYS TECH-CONF	1.00	1.00	1.00	1.00	1.00	0.00
2260	SR NETWORK ENGINEER	2.00	2.00	2.00	2.00	2.00	0.00
2255	SR SOFTWARE ENGINEER	5.00	6.00	6.00	6.00	6.00	0.00
2256	SR SYSTEMS ADMINISTRATOR	1.00	1.00	1.00	1.00	1.00	0.00
2263	SYSTEMS ADMINISTRATOR I OR II OR III	12.00	13.00	13.00	13.00	13.00	0.00
961	TELEPHONE SYSTEMS COORDINATOR	1.00	1.00	0.00	0.00	0.00	-1.00
<b>Permanent Totals</b>		<b>86.50</b>	<b>85.50</b>	<b>85.50</b>	<b>86.50</b>	<b>86.50</b>	<b>1.00</b>
<b>Limited</b>							
2270	INFORMATION TECHNOLOGY PROJECT MGR I OR II OR III	1.00	1.00	1.00	1.00	1.00	0.00
2259	NETWORK ENGINEER I OR II OR III	0.00	0.00	0.00	1.00	1.00	1.00

Job Class	Job Class Name	FY 2018-19 Adopted	FY 2019-20 Adopted	FY 2020-21 Requested	FY 2020-21 Recommended	FY 2020-21 Adopted	Change from FY 19- 20 Adopted
<b>Limited Totals</b>		<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>2.00</b>	<b>2.00</b>	<b>1.00</b>
<b>Department Totals</b>		<b>87.50</b>	<b>86.50</b>	<b>86.50</b>	<b>88.50</b>	<b>88.50</b>	<b>2.00</b>
<b>116 - Central Services</b>							
<b>Permanent Totals</b>							
907	ACCOUNTANT I OR II OR III	1.00	1.00	1.00	1.00	1.00	0.00
909	ACCOUNT CLERK OR SR ACCOUNT CLERK	1.00	2.00	2.00	2.00	2.00	0.00
909	ACCOUNT CLERK OR SR ACCOUNT CLERK	1/2	0.50	0.00	0.00	0.00	0.00
2203	ADMINISTRATIVE ASST AIDE OR I OR II OR III	2.00	2.00	2.00	2.00	2.00	0.00
2203	ADMINISTRATIVE ASST AIDE OR I OR II OR III	1/2	0.50	0.00	0.00	0.00	0.00
8795	ADMIN SERVICES MANAGER	1.00	1.00	1.00	1.00	1.00	0.00
2182	BUYER I OR II	3.00	3.00	3.00	3.00	3.00	0.00
281	CENTRAL SERVICES DIRECTOR	1.00	1.00	1.00	1.00	1.00	0.00
614	PROPERTY MANAGER	1.00	1.00	1.00	1.00	1.00	0.00
623	PROP MGMT AIDE OR ASSISTANT OR ASSOCIATE REAL PROPERTY AGENT	3.00	3.00	3.00	3.00	3.00	0.00
2183	SR BUYER	1.00	1.00	1.00	1.00	1.00	0.00
928	SUPV ADMIN CLERK II	1.00	1.00	1.00	1.00	1.00	0.00
<b>Permanent Totals</b>		<b>16.00</b>	<b>16.00</b>	<b>16.00</b>	<b>16.00</b>	<b>16.00</b>	<b>0.00</b>
<b>Department Totals</b>		<b>16.00</b>	<b>16.00</b>	<b>16.00</b>	<b>16.00</b>	<b>16.00</b>	<b>0.00</b>
<b>117 - Auditor-Controller-Treasurer-Tax Collector-Public Admin</b>							
<b>Permanent Totals</b>							
909	ACCOUNT CLERK OR SR ACCOUNT CLERK	12.00	12.00	12.00	12.00	12.00	0.00
911	ACCOUNT CLERK OR SR ACCOUNT CLERK	1/2	1.00	1.00	1.00	1.00	0.00
914	ACCOUNTING TECHNICIAN	0.00	6.00	7.00	7.00	7.00	1.00
913	ACCOUNTING TECH OR ACCOUNTING TECHNICIAN-CONF	9.00	3.00	2.00	2.00	2.00	-1.00
2223	ADMINISTRATIVE ASST AIDE OR I OR II OR III-CONF	1.00	1.00	1.00	1.00	1.00	0.00
8892	ADMIN SERVICES OFFICER I OR II	1.00	1.00	1.00	1.00	1.00	0.00
900	ASST AUDITOR-CONTROLLER	1.00	1.00	1.00	1.00	1.00	0.00
2055	AUDITOR-ANALYST TRAINEE OR I OR II OR III	15.00	15.00	15.00	15.00	15.00	0.00
109	AUDITOR-CONTRLR-TREASRER TX COLL-PUB ADM	1.00	1.00	1.00	1.00	1.00	0.00
8906	DEPARTMENTAL AUTOMA SPEC I OR II OR III	1.00	0.00	0.00	0.00	0.00	0.00
2052	DIV MGR-AUDITOR CONTROLLER	3.00	3.00	3.00	3.00	3.00	0.00
782	FINANCIAL ANALYST I or II or III or PRINCIPAL FIN ANALYST	6.00	6.00	6.00	6.00	6.00	0.00
722	PRINCIPAL AUDITOR-ANALYST	6.00	6.00	6.00	6.00	6.00	0.00
927	SUPV ADMIN CLERK I	2.00	2.00	2.00	2.00	2.00	0.00
928	SUPV ADMIN CLERK II	1.00	1.00	1.00	1.00	1.00	0.00
893	SUPV FINANCIAL TECHNICIAN	2.00	2.00	2.00	2.00	2.00	0.00
2263	SYSTEMS ADMINISTRATOR I OR II OR III	0.00	1.00	1.00	1.00	1.00	0.00
<b>Permanent Totals</b>		<b>62.00</b>	<b>62.00</b>	<b>62.00</b>	<b>62.00</b>	<b>62.00</b>	<b>0.00</b>
<b>Department Totals</b>		<b>62.00</b>	<b>62.00</b>	<b>62.00</b>	<b>62.00</b>	<b>62.00</b>	<b>0.00</b>
<b>118 - Human Resources - Talent Development</b>							
<b>Permanent Totals</b>							
874	HUMAN RESOURCES ANALYST I OR II OR III	0.00	1.00	1.00	1.00	1.00	0.00
2110	HUMAN RSRCs TECHNICIAN - CONF I OR II	0.00	1.00	1.00	1.00	1.00	0.00
<b>Permanent Totals</b>		<b>0.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>0.00</b>
<b>Department Totals</b>		<b>0.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>0.00</b>
<b>119 - Administrative Office - Communications and Outreach</b>							
<b>Permanent Totals</b>							
8886	ADMIN ANALYST I OR II OR III OR PRINCIPAL ADMIN ANALYST	0.00	1.00	1.00	1.00	1.00	0.00
<b>Permanent Totals</b>		<b>0.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>0.00</b>
<b>Department Totals</b>		<b>0.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>0.00</b>
<b>131 - Grand Jury</b>							
<b>Permanent Totals</b>							
2203	ADMINISTRATIVE ASST AIDE OR I OR II OR III	1/2	0.50	0.50	0.50	0.50	0.00
<b>Permanent Totals</b>		<b>0.50</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>	<b>0.00</b>
<b>Department Totals</b>		<b>0.50</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>	<b>0.00</b>
<b>132 - District Attorney</b>							
<b>Permanent</b>							
906	ACCOUNTANT I OR II OR III	0.00	0.00	1.00	1.00	1.00	1.00
909	ACCOUNT CLERK OR SR ACCOUNT CLERK	1.00	1.00	1.00	1.00	1.00	0.00
914	ACCOUNTING TECHNICIAN	0.00	1.00	1.00	1.00	1.00	0.00
913	ACCOUNTING TECH OR ACCOUNTING TECHNICIAN-CONF	1.00	0.00	0.00	0.00	0.00	0.00
2230	ADMINISTRATIVE ASSISTANT SERIES OR LEGAL CLERK	15.00	16.00	15.00	15.00	15.00	-1.00
2203	ADMINISTRATIVE ASST AIDE OR I OR II OR III	4.00	4.00	4.00	4.00	4.00	0.00
2203	ADMINISTRATIVE ASST AIDE OR I OR II OR III	1/2	0.50	0.50	0.50	0.50	0.00
8795	ADMIN SERVICES MANAGER	1.00	1.00	1.00	1.00	1.00	0.00
8892	ADMIN SERVICES OFFICER I OR II	2.00	2.00	2.00	2.00	2.00	0.00
392	ASST DISTRICT ATTORNEY	1.00	1.00	1.00	1.00	1.00	0.00
300229	BUSINESS SYSTEMS ANALYST II	0.00	0.00	1.00	1.00	1.00	1.00
270	CHIEF DEPUTY DISTRICT ATTORNEY	2.00	2.00	3.00	3.00	3.00	1.00
9648	CHIEF DIST ATTY INVESTIGATOR	1.00	1.00	1.00	1.00	1.00	0.00
8906	DEPARTMENTAL AUTOMA SPEC I OR II OR III	1.00	1.00	1.00	1.00	1.00	0.00
314	DEPUTY DISTRICT ATTORNEY I OR II OR III OR IV	33.00	34.00	33.00	33.00	33.00	-1.00
9647	DIST ATTY INVESTIGATOR I OR II OR III	14.00	14.00	14.00	14.00	14.00	0.00
105	DISTRICT ATTORNEY	1.00	1.00	1.00	1.00	1.00	0.00
684	DIV MGR-DISTRICT ATTORNEY	2.00	2.00	2.00	2.00	2.00	0.00
382	ECONOMIC CRIME OFFICER I OR II OR III	1.00	1.00	1.00	1.00	1.00	0.00
384	ECONOMIC CRIME TECHNICIAN I OR II	1.00	1.00	1.00	1.00	1.00	0.00
2238	PARALEGAL	3.00	3.00	3.00	3.00	3.00	0.00

# Personnel Information

Job Class	Job Class Name	FY 2018-19 Adopted	FY 2019-20 Adopted	FY 2020-21 Requested	FY 2020-21 Recommended	FY 2020-21 Adopted	Change from FY 19-20 Adopted
1584	PROGRAM MANAGER I OR II	1.00	1.00	1.00	1.00	1.00	0.00
1532	SOCIAL WORKER I OR II OR III OR IV	0.00	1.00	1.00	1.00	1.00	0.00
9620	SR VIC/WIT ASSISTANCE COORD	2.00	2.00	2.00	2.00	2.00	0.00
9675	SUPV DA INVESTIGATOR	2.00	2.00	2.00	2.00	2.00	0.00
2231	SUPV LEGAL CLERK I	3.00	3.00	2.00	2.00	2.00	-1.00
2232	SUPV LEGAL CLERK II	1.00	1.00	1.00	1.00	1.00	0.00
9637	VIC/WIT ASSISTANCE COORD AIDE OR I OR II	7.00	7.00	7.00	7.00	7.00	0.00
9637	VIC/WIT ASSISTANCE COORD AIDE OR I OR II	1/2	1.00	1.00	1.00	1.00	0.00
<b>Permanent Totals</b>		<b>101.50</b>	<b>104.50</b>	<b>104.50</b>	<b>104.50</b>	<b>104.50</b>	<b>0.00</b>
<b>Limited</b>							
2238	PARALEGAL	0.00	0.00	1.00	1.00	1.00	1.00
2238	PARALEGAL	1/2	0.50	0.00	0.00	0.00	-0.50
9637	VIC/WIT ASSISTANCE COORD AIDE OR I OR II	4.00	5.00	5.00	5.00	5.00	0.00
<b>Limited Totals</b>		<b>4.50</b>	<b>5.50</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>0.50</b>
<b>Department Totals</b>		<b>106.00</b>	<b>110.00</b>	<b>110.50</b>	<b>110.50</b>	<b>110.50</b>	<b>0.50</b>
<b>134 - Child Support Services</b>							
<b>Permanent Totals</b>							
914	ACCOUNTING TECHNICIAN	0.00	3.00	3.00	3.00	3.00	0.00
2230	ADMINISTRATIVE ASSISTANT SERIES OR LEGAL CLERK	14.00	10.00	10.00	8.00	8.00	-2.00
8795	ADMIN SERVICES MANAGER	0.00	0.00	0.00	1.00	1.00	1.00
8892	ADMIN SERVICES OFFICER I OR II	1.00	1.00	1.00	0.00	0.00	-1.00
394	ASST DIRECTOR-CHILD SUPPORT SERV	1.00	1.00	1.00	1.00	1.00	0.00
00300207	CHILD SUPPORT ATTORNEY I OR II OR III OR IV	1/2	0.00	0.50	0.50	0.50	0.00
9682	CHILD SUPPORT OFFICER I OR II OR III	14.00	14.00	14.00	14.00	14.00	0.00
256	DIRECTOR OF CHILD SUPPORT SVCS	1.00	1.00	1.00	1.00	1.00	0.00
2238	PARALEGAL	0.00	1.00	1.00	1.00	1.00	0.00
1555	SOCIAL SVCS PROGRAM REVW SPEC	0.00	2.00	2.00	2.00	2.00	0.00
9683	SUPV CHILD SUPPORT OFFICER	2.00	2.00	2.00	3.00	3.00	1.00
2231	SUPV LEGAL CLERK I	1.00	1.00	1.00	1.00	1.00	0.00
2232	SUPV LEGAL CLERK II	2.00	0.00	0.00	0.00	0.00	0.00
2263	SYSTEMS ADMINISTRATOR I OR II OR III	1.00	1.00	1.00	1.00	1.00	0.00
<b>Permanent Totals</b>		<b>37.00</b>	<b>37.50</b>	<b>37.50</b>	<b>36.50</b>	<b>36.50</b>	<b>-1.00</b>
<b>Department Totals</b>		<b>37.00</b>	<b>37.50</b>	<b>37.50</b>	<b>36.50</b>	<b>36.50</b>	<b>-1.00</b>
<b>136 - Sheriff-Coroner</b>							
<b>Permanent Totals</b>							
907	ACCOUNTANT I OR II OR III	2.00	2.00	2.00	2.00	2.00	0.00
909	ACCOUNT CLERK OR SR ACCOUNT CLERK	1.00	1.00	1.00	1.00	1.00	0.00
914	ACCOUNTING TECHNICIAN	0.00	1.00	1.00	1.00	1.00	0.00
913	ACCOUNTING TECH OR ACCOUNTING TECHNICIAN-CONF	1.00	0.00	0.00	0.00	0.00	0.00
2230	ADMINISTRATIVE ASSISTANT SERIES OR LEGAL CLERK	23.00	23.00	23.00	23.00	23.00	0.00
8795	ADMIN SERVICES MANAGER	1.00	1.00	1.00	1.00	1.00	0.00
8892	ADMIN SERVICES OFFICER I OR II	3.00	3.00	2.00	2.00	2.00	-1.00
1350	COOK I OR II OR III	7.00	7.00	7.00	7.00	7.00	0.00
300057	CORRECTIONAL TECHNICIAN	26.00	26.00	26.00	26.00	26.00	0.00
350	CRIME PREVENTION SPECIALIST	3.00	3.00	3.00	3.00	3.00	0.00
280	DEPARTMENT ADMINISTRATOR	1.00	1.00	1.00	1.00	1.00	0.00
8906	DEPARTMENTAL AUTOMA SPEC I OR II OR III	3.00	3.00	3.00	3.00	3.00	0.00
2010	DEPT PERSONNEL TECHNICIAN	1.00	1.00	1.00	1.00	1.00	0.00
354	FOOD SERVICE SUPV CORRECTIONS	1.00	1.00	1.00	1.00	1.00	0.00
2595	FORENSIC PATHOLOGIST	1.00	1.00	1.00	1.00	1.00	0.00
447	LABORATORY ASSISTANT I OR II	1/2	0.50	0.50	0.50	0.50	0.00
1584	PROGRAM MANAGER I OR II	4.00	4.00	5.00	5.00	5.00	1.00
336	SERGEANT	16.00	16.00	16.00	16.00	16.00	0.00
107	SHERIFF-CORONER	1.00	1.00	1.00	1.00	1.00	0.00
339	SHERIFF'S CADET OR DEPUTY SHERIFF	110.00	110.00	109.00	110.00	110.00	0.00
331	SHERIFF'S CHIEF DEPUTY	2.00	2.00	2.00	2.00	2.00	0.00
00300091	SHERIFF'S CHIEF MEDICAL OFFICER	1.00	1.00	1.00	1.00	1.00	0.00
2593	SHERIFF'S COMMANDER	7.00	7.00	7.00	7.00	7.00	0.00
378	SHERIFF'S CORRECTIONAL CAPTAIN	1.00	1.00	1.00	1.00	1.00	0.00
375	SHERIFF'S CORRECTIONAL DEPUTY	112.00	116.00	117.00	116.00	116.00	0.00
335	SHERIFF'S CORRECTIONAL SGT	14.00	15.00	15.00	15.00	15.00	0.00
357	SHERIFF'S CORR. LIEUTENANT	2.00	2.00	2.00	2.00	2.00	0.00
00300089	SHERIFF'S DISPATCHER I, II, III	19.00	19.00	19.00	19.00	19.00	0.00
300005	SHERIFF'S DISPATCH MANAGER	1.00	1.00	1.00	1.00	1.00	0.00
00300090	SHERIFF'S DISPATCH SUPERVISOR	2.00	2.00	2.00	2.00	2.00	0.00
8973	SHERIFF'S FORENSIC LABORATORY SPECIALIST	2.00	2.00	2.00	2.00	2.00	0.00
2594	SHERIFF'S FORENSIC SPECIALIST	3.00	3.00	3.00	3.00	3.00	0.00
348	SHERIFF'S PROPERTY OFFICER	2.00	2.00	2.00	2.00	2.00	0.00
377	SHERIFF'S RECORDS MANAGER	1.00	1.00	1.00	1.00	1.00	0.00
376	SHERIFF'S SENIOR CORRECTIONAL DEPUTY	15.00	15.00	15.00	15.00	15.00	0.00
340	SHERIFF'S SENIOR DEPUTY	30.00	30.00	30.00	30.00	30.00	0.00
300054	SR CORRECTIONAL TECHNICIAN	2.00	2.00	2.00	2.00	2.00	0.00
1331	STOREKEEPER II	1.00	1.00	1.00	1.00	1.00	0.00
1336	STOREKEEPER II	1/2	0.50	0.50	0.50	0.50	0.00
2231	SUPV LEGAL CLERK I	0.00	0.00	1.00	1.00	1.00	1.00
2232	SUPV LEGAL CLERK II	1.00	1.00	0.00	0.00	0.00	-1.00
2254	TECHNOLOGY SUPERVISOR	1.00	1.00	1.00	1.00	1.00	0.00
2592	UNDERSHERIFF	1.00	1.00	1.00	1.00	1.00	0.00
<b>Permanent Totals</b>		<b>426.00</b>	<b>431.00</b>	<b>431.00</b>	<b>431.00</b>	<b>431.00</b>	<b>0.00</b>
<b>Limited</b>							
8892	ADMIN SERVICES OFFICER I OR II	1/2	0.00	0.50	0.50	0.50	0.00
1584	PROGRAM MANAGER I OR II	1.00	1.00	1.00	1.00	1.00	0.00
339	SHERIFF'S CADET OR DEPUTY SHERIFF	1.00	1.00	1.00	1.00	1.00	0.00

Job Class	Job Class Name	FY 2018-19 Adopted	FY 2019-20 Adopted	FY 2020-21 Requested	FY 2020-21 Recommended	FY 2020-21 Adopted	Change from FY 19-20 Adopted
2266	SOFTWARE ENGINEER I OR II OR III	1.00	2.00	2.00	2.00	2.00	0.00
<b>Limited Totals</b>		<b>3.00</b>	<b>4.50</b>	<b>4.50</b>	<b>4.50</b>	<b>4.50</b>	<b>0.00</b>
<b>Department Totals</b>		<b>429.00</b>	<b>435.50</b>	<b>435.50</b>	<b>435.50</b>	<b>435.50</b>	<b>0.00</b>
<b>137 - Health Agency - Animal Services</b>							
<b>Permanent Totals</b>							
909	ACCOUNT CLERK OR SR ACCOUNT CLERK	1.00	1.00	1.00	1.00	1.00	0.00
2203	ADMINISTRATIVE ASST AIDE OR I OR II OR III	4.00	4.00	4.00	4.00	4.00	0.00
8892	ADMIN SERVICES OFFICER I OR II	2.00	2.00	2.00	2.00	2.00	0.00
1422	ANIMAL CONTROL LEAD OFFICER	1.00	1.00	1.00	1.00	1.00	0.00
1417	ANIMAL CONTROL OFFICER	6.00	6.00	6.00	6.00	6.00	0.00
1424	ANIMAL CONTROL SUPERVISING OFFICER	1.00	1.00	1.00	1.00	1.00	0.00
1423	ANIMAL SHELTER REGISTERED VETERINARY TEC	1.00	1.00	1.00	1.00	1.00	0.00
1425	ANIMAL SHELTER SUPERVISOR	1.00	1.00	1.00	1.00	1.00	0.00
1411	ANIMAL SVCS MANAGER (NON-VET) OR (VET)	1.00	1.00	1.00	1.00	1.00	0.00
1420	KENNEL WORKER	2.00	2.00	2.00	2.00	2.00	0.00
1420	KENNEL WORKER	1/2	0.50	0.50	0.50	0.50	0.00
<b>Permanent Totals</b>		<b>20.50</b>	<b>20.50</b>	<b>20.50</b>	<b>20.50</b>	<b>20.50</b>	<b>0.00</b>
<b>Department Totals</b>		<b>20.50</b>	<b>20.50</b>	<b>20.50</b>	<b>20.50</b>	<b>20.50</b>	<b>0.00</b>
<b>138 - Administrative Office - Emergency Services</b>							
<b>Permanent Totals</b>							
8885	ADMIN ANALYST AIDE	1.00	1.00	1.00	1.00	1.00	0.00
8886	ADMIN ANALYST I OR II OR III OR PRINCIPAL ADMIN ANALYST	1.00	1.00	1.00	1.00	1.00	0.00
846	EMERGENCY SERV COORD I OR II OR III	4.00	4.00	4.00	4.00	4.00	0.00
846	EMERGENCY SERV COORD I OR II OR III	1/2	0.50	0.50	0.50	0.50	0.00
<b>Permanent Totals</b>		<b>6.50</b>	<b>6.50</b>	<b>6.50</b>	<b>6.50</b>	<b>6.50</b>	<b>0.00</b>
<b>Limited</b>							
846	EMERGENCY SERV COORD I OR II OR III	0.00	0.00	1.00	1.00	1.00	1.00
<b>Limited Totals</b>		<b>0.00</b>	<b>0.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
<b>Department Totals</b>		<b>6.50</b>	<b>6.50</b>	<b>7.50</b>	<b>7.50</b>	<b>7.50</b>	<b>1.00</b>
<b>139 - Probation</b>							
<b>Permanent Totals</b>							
909	ACCOUNT CLERK OR SR ACCOUNT CLERK	1.00	1.00	1.00	1.00	1.00	0.00
913	ACCOUNTING TECH OR ACCOUNTING TECHNICIAN-CONF	2.00	0.00	0.00	0.00	0.00	0.00
2230	ADMINISTRATIVE ASSISTANT SERIES OR LEGAL CLERK	10.00	10.00	10.00	10.00	10.00	0.00
2203	ADMINISTRATIVE ASST AIDE OR I OR II OR III	12.00	12.00	12.00	12.00	12.00	0.00
8795	ADMIN SERVICES MANAGER	1.00	0.00	0.00	0.00	0.00	0.00
8892	ADMIN SERVICES OFFICER I OR II	0.00	1.00	1.00	3.00	1.00	0.00
329	ASST CHIEF PROBATION OFFICER	1.00	1.00	1.00	1.00	1.00	0.00
9783	CHIEF DEPUTY PROBATION OFFICER	4.00	4.00	4.00	4.00	4.00	0.00
213	CHIEF PROB OFFICER	1.00	1.00	1.00	1.00	1.00	0.00
3502	COLLECTIONS OFFICER I OR II	7.00	7.00	7.00	7.00	7.00	0.00
280	DEPARTMENT ADMINISTRATOR	0.00	1.00	1.00	1.00	1.00	0.00
8906	DEPARTMENTAL AUTOMA SPEC I OR II OR III	2.00	2.00	2.00	2.00	2.00	0.00
2010	DEPT PERSONNEL TECHNICIAN	2.00	2.00	2.00	2.00	2.00	0.00
321	DEPUTY PROBATION OFFICER III	11.00	11.00	11.00	11.00	11.00	0.00
324	DEPUTY PROBATION OFFICER I OR II	49.00	50.00	50.00	50.00	50.00	0.00
372	JUVENILE SERVICES OFFICER III	6.00	6.00	6.00	7.00	6.00	0.00
371	JUVENILE SERVICES OFFICER I OR II	34.00	34.00	34.00	34.00	34.00	0.00
326	PROBATION ASSISTANT	1.00	0.00	0.00	0.00	0.00	0.00
1584	PROGRAM MANAGER I OR II	1.00	1.00	1.00	2.00	1.00	0.00
3503	SUPERVISING COLLECTIONS OFFICER	1.00	1.00	1.00	0.00	1.00	0.00
928	SUPV ADMIN CLERK II	2.00	2.00	2.00	1.00	2.00	0.00
373	SUPV DEPUTY PROBATION OFFICER	14.00	14.00	14.00	14.00	14.00	0.00
<b>Permanent Totals</b>		<b>162.00</b>	<b>161.00</b>	<b>161.00</b>	<b>163.00</b>	<b>161.00</b>	<b>0.00</b>
<b>Limited</b>							
324	DEPUTY PROBATION OFFICER I OR II	2.00	2.00	3.00	3.00	3.00	1.00
<b>Limited Totals</b>		<b>2.00</b>	<b>2.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>1.00</b>
<b>Department Totals</b>		<b>164.00</b>	<b>163.00</b>	<b>164.00</b>	<b>166.00</b>	<b>164.00</b>	<b>1.00</b>
<b>141 - Agricultural Commissioner</b>							
<b>Permanent Totals</b>							
905	ACCOUNTANT I OR II OR III	0.00	0.00	0.00	1.00	1.00	1.00
914	ACCOUNTING TECHNICIAN	0.00	1.00	1.00	0.00	0.00	-1.00
913	ACCOUNTING TECH OR ACCOUNTING TECHNICIAN-CONF	1.00	0.00	0.00	0.00	0.00	0.00
2203	ADMINISTRATIVE ASST AIDE OR I OR II OR III	3.00	3.00	3.00	3.00	3.00	0.00
8795	ADMIN SERVICES MANAGER	1.00	1.00	1.00	1.00	1.00	0.00
300004	AG COMMISSIONER/WGHTS & MSRS SLR	1.00	1.00	1.00	1.00	1.00	0.00
201	AGR COMM/SEALER WTS & MEASURES	1.00	1.00	1.00	1.00	1.00	0.00
819	AGRICULTURAL INSPECTOR/BIOLOGIST I OR II OR III	19.00	17.00	17.00	18.00	17.00	0.00
819	AGRICULTURAL INSPECTOR/BIOLOGIST I OR II OR III	1/2	1.50	1.50	1.50	1.50	0.00
819	AGRICULTURAL INSPECTOR/BIOLOGIST I OR II OR III	3/4	1.50	1.50	1.50	1.50	0.00
2730	AGRICULTURAL RESOURCE SPEC	1.00	1.00	1.00	1.00	1.00	0.00
2732	AGR/WEIGHTS & MEASURES TECH I OR II	7.00	7.00	7.00	7.00	7.00	0.00
2732	AGR/WEIGHTS & MEASURES TECH I OR II	1/2	0.50	0.50	0.50	0.50	0.00
2732	AGR/WEIGHTS & MEASURES TECH I OR II	3/4	0.75	0.75	0.75	0.75	0.00
8906	DEPARTMENTAL AUTOMA SPEC I OR II OR III	1.00	1.00	1.00	1.00	1.00	0.00
800	DEPUTY AGRICULTURAL COMM/SEALER	1.00	4.00	4.00	4.00	4.00	0.00
148	GEOGRAPHIC INFO SYSTEMS ANALYST I OR II OR III	1.00	1.00	1.00	1.00	1.00	0.00
927	SUPV ADMIN CLERK I	0.00	0.00	1.00	1.00	1.00	1.00
825	WEIGHTS & MEASURES INSP TRAINEE OR I OR II OR III	4.00	4.00	4.00	4.00	4.00	0.00
<b>Permanent Totals</b>		<b>45.25</b>	<b>46.25</b>	<b>47.25</b>	<b>48.25</b>	<b>47.25</b>	<b>1.00</b>
<b>Department Totals</b>		<b>45.25</b>	<b>46.25</b>	<b>47.25</b>	<b>48.25</b>	<b>47.25</b>	<b>1.00</b>



# Personnel Information

Job Class	Job Class Name	FY 2018-19 Adopted	FY 2019-20 Adopted	FY 2020-21 Requested	FY 2020-21 Recommended	FY 2020-21 Adopted	Change from FY 19-20 Adopted
<b>142 - Planning and Building</b>							
<b>Permanent Totals</b>							
907	ACCOUNTANT I OR II OR III	2.00	2.00	3.00	3.00	3.00	1.00
914	ACCOUNTING TECHNICIAN	0.00	1.00	1.00	1.00	1.00	0.00
913	ACCOUNTING TECH OR ACCOUNTING TECHNICIAN-CONF	1.00	0.00	0.00	0.00	0.00	0.00
2203	ADMINISTRATIVE ASST AIDE OR I OR II OR III	7.00	7.00	7.00	7.00	7.00	0.00
8795	ADMIN SERVICES MANAGER	2.00	2.00	2.00	2.00	2.00	0.00
8892	ADMIN SERVICES OFFICER I OR II	1.00	1.00	3.00	3.00	3.00	2.00
1606	BUILDING DIVISION SUPERVISOR	4.00	4.00	4.00	4.00	4.00	0.00
1603	BUILDING INSPECTOR I OR II OR III	7.00	7.00	7.00	7.00	7.00	0.00
1703	BUILDING PLANS EXAMINER I OR II OR III	7.00	7.00	7.00	7.00	7.00	0.00
280	DEPARTMENT ADMINISTRATOR	0.00	0.00	1.00	1.00	1.00	1.00
8906	DEPARTMENTAL AUTOMA SPEC I OR II OR III	2.00	2.00	2.00	2.00	2.00	0.00
8980	DEPUTY DIRECTOR PLANNING AND BUILDING	2.00	2.00	0.00	0.00	0.00	-2.00
237	DIRECTOR OF PLANNING/BUILDING	1.00	1.00	1.00	1.00	1.00	0.00
681	DIV MGR-BUILDING(CHF BLD OFCL)	2.00	2.00	1.00	1.00	1.00	-1.00
690	DIV MGR-PLANNING	1.00	1.00	3.00	3.00	3.00	2.00
877	ENVIR COORDINATOR	1.00	1.00	1.00	1.00	1.00	0.00
8415	ENVIR HEALTH SPECIALIST I OR II OR III	1.00	1.00	1.00	1.00	1.00	0.00
148	GEOGRAPHIC INFO SYSTEMS ANALYST I OR II OR III	2.00	2.00	1.00	1.00	1.00	-1.00
00300179	INFORMATION TECHNOLOGY SPECIALIST I OR II	0.00	0.00	1.00	1.00	1.00	1.00
2806	LAND USE TECHNICIAN	4.00	5.00	7.00	7.00	7.00	2.00
2802	PLANNER I OR II OR III	19.00	17.00	17.00	17.00	17.00	0.00
2802	PLANNER I OR II OR III	3/4	1.50	1.50	1.50	1.50	0.00
2804	PRINCIPAL ENVIRONMENTAL SPECIALIST	1.00	1.00	1.00	1.00	1.00	0.00
2804	PRINCIPAL ENVIRONMENTAL SPECIALIST	3/4	0.00	0.00	0.00	0.00	0.00
1584	PROGRAM MANAGER I OR II	0.00	1.00	1.00	1.00	1.00	0.00
1710	RESOURCE PROTECTION SPEC I OR II OR III	8.00	8.00	8.00	8.00	8.00	0.00
883	SECRETARY I	2.00	0.00	0.00	0.00	0.00	0.00
884	SECRETARY II	1.00	4.00	2.00	2.00	2.00	-2.00
603	SR PLANNER	8.00	10.00	8.00	8.00	8.00	-2.00
928	SUPV ADMIN CLERK II	1.00	1.00	3.00	3.00	3.00	2.00
1707	SUPV PLANNER	6.00	7.00	6.00	6.00	6.00	-1.00
2263	SYSTEMS ADMINISTRATOR I OR II OR III	1.00	1.00	1.00	1.00	1.00	0.00
391	ASST DIRECTOR PLANNING	0.00	0.00	1.00	1.00	1.00	1.00
<b>Permanent Totals</b>		<b>95.50</b>	<b>99.50</b>	<b>102.50</b>	<b>102.50</b>	<b>102.50</b>	<b>3.00</b>
<b>Limited</b>							
2203	ADMINISTRATIVE ASST AIDE OR I OR II OR III	1.00	0.00	0.00	0.00	0.00	0.00
1603	BUILDING INSPECTOR I OR II OR III	1.00	0.00	0.00	0.00	0.00	0.00
2802	PLANNER I OR II OR III	2.00	1.00	1.00	1.00	1.00	0.00
1710	RESOURCE PROTECTION SPEC I OR II OR III	2.00	2.00	2.00	2.00	2.00	0.00
603	SR PLANNER	0.00	0.00	0.00	0.00	0.00	0.00
1707	SUPV PLANNER	0.00	1.00	1.00	1.00	1.00	0.00
2180	UTILITY COORDINATOR	0.00	1.00	1.00	1.00	1.00	0.00
<b>Limited Totals</b>		<b>6.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>0.00</b>
<b>Department Totals</b>		<b>101.50</b>	<b>104.50</b>	<b>107.50</b>	<b>107.50</b>	<b>107.50</b>	<b>3.00</b>
<b>160 - Health Agency - Public Health</b>							
<b>Permanent Totals</b>							
907	ACCOUNTANT I OR II OR III	5.00	5.00	7.00	7.00	7.00	2.00
909	ACCOUNT CLERK OR SR ACCOUNT CLERK	5.00	5.00	5.00	5.00	5.00	0.00
909	ACCOUNT CLERK OR SR ACCOUNT CLERK	3/4	0.75	0.75	0.75	0.75	0.00
914	ACCOUNTING TECHNICIAN	4.00	4.00	7.00	7.00	7.00	3.00
913	ACCOUNTING TECH OR ACCOUNTING TECHNICIAN-CONF	0.00	0.00	0.00	0.00	0.00	0.00
2203	ADMINISTRATIVE ASST AIDE OR I OR II OR III	15.00	16.00	16.00	16.00	16.00	0.00
2203	ADMINISTRATIVE ASST AIDE OR I OR II OR III	1/2	1.00	0.50	0.50	0.50	0.00
2203	ADMINISTRATIVE ASST AIDE OR I OR II OR III	3/4	1.50	0.75	0.75	0.75	0.00
8795	ADMIN SERVICES MANAGER	1.00	2.00	2.00	2.00	2.00	0.00
8892	ADMIN SERVICES OFFICER I OR II	11.00	10.00	13.00	14.00	14.00	4.00
9632	COMM DISEASE INVESTIGATOR	1.00	1.00	1.00	1.00	1.00	0.00
410	CROSS CONNECTION INSPECTOR	1.00	1.00	1.00	1.00	1.00	0.00
280	DEPARTMENT ADMINISTRATOR	0.00	0.00	1.00	1.00	1.00	1.00
8906	DEPARTMENTAL AUTOMA SPEC I OR II OR III	6.00	5.00	4.00	4.00	4.00	-1.00
8906	DEPARTMENTAL AUTOMA SPEC I OR II OR III	3/4	0.75	0.75	0.75	0.75	0.00
2010	DEPT PERSONNEL TECHNICIAN	2.00	0.00	0.00	0.00	0.00	0.00
3002	DEPUTY COUNTY HEALTH OFFICER	1.00	1.00	1.00	1.00	1.00	0.00
3005	DEPUTY DIR-HEALTH AGENCY	1.00	1.00	1.00	1.00	1.00	0.00
8954	DIV MGR-ENVIRONMENTAL HEALTH	1.00	1.00	1.00	1.00	1.00	0.00
8950	DIV MGR-HEALTH AGENCY	4.00	4.00	4.00	4.00	4.00	0.00
8955	DIV MGR- PUBLIC HEALTH NURSING SERVICES	1.00	1.00	1.00	1.00	1.00	0.00
8415	ENVIR HEALTH SPECIALIST I OR II OR III	15.00	15.00	15.00	16.00	16.00	1.00
437	EPIDEMIOLOGIST	1.00	1.00	1.00	1.00	1.00	0.00
148	GEOGRAPHIC INFO SYSTEMS ANALYST I OR II OR III	3/4	0.75	0.75	0.75	0.75	0.00
3003	HEALTH AGENCY DIRECTOR	1.00	1.00	1.00	1.00	1.00	0.00
221	HEALTH EDUCATION SPECIALIST	11.00	11.00	11.00	0.00	0.00	-11.00
300277	HEALTH EDUCATION SPECIALIST I OR II	0.00	0.00	0.00	11.00	11.00	11.00
446	LABORATORY ASSISTANT I OR II	1.00	1.00	1.00	1.00	1.00	0.00
461	LICENSED PSYCH TECH/LV NURSE I OR II OR III	3/4	0.75	0.00	0.00	0.00	0.00
9432	NURSING SERIES - C. H. NURSE - SR P.H. NURSE	28.00	26.00	28.00	28.00	28.00	2.00
9432	NURSING SERIES - C. H. NURSE - SR P.H. NURSE	1/2	1.00	3.00	1.00	1.00	-2.00
8966	NUTRITION SERVICES PROGRAM MANAGER	1.00	1.00	1.00	1.00	1.00	0.00
9784	ORAL HEALTH PROGRAM MANAGER	1.00	1.00	1.00	1.00	1.00	0.00
8538	PATIENT SVCS REPRESENTATIVE	2.00	2.00	2.00	2.00	2.00	0.00
575	PHYS OR OCCUPATIONAL THER AIDE	3.00	3.00	3.00	3.00	3.00	0.00

Job Class	Job Class Name	FY 2018-19 Adopted	FY 2019-20 Adopted	FY 2020-21 Requested	FY 2020-21 Recommended	FY 2020-21 Adopted	Change from FY 19-20 Adopted	
572	PHYS OR OCCUPATIONAL THER I OR II		5.00	1.00	1.00	1.00	0.00	
572	PHYS OR OCCUPATIONAL THER I OR II	1/2	0.50	2.00	2.00	2.00	0.00	
572	PHYS OR OCCUPATIONAL THER I OR II	3/4	0.75	3.75	3.75	3.75	0.00	
528	PREL ICENED CORRECTIONAL NURSE OR CORRECTIONAL NURSE I OR II		0.00	1.00	1.00	1.00	0.00	
528	PREL ICENED CORRECTIONAL NURSE OR CORRECTIONAL NURSE I OR II	3/4	0.00	0.75	0.75	0.75	0.00	
1584	PROGRAM MANAGER I OR II		9.00	9.00	9.00	9.00	0.00	
3004	PUB HEALTH ADMN/HEALTH OFFICER		1.00	1.00	1.00	1.00	0.00	
424	PUBLIC HEALTH AIDE I OR II OR III		12.00	12.00	12.00	12.00	0.00	
8959	PUBLIC HEALTH LABORATORY MANAGER		1.00	1.00	1.00	1.00	0.00	
442	PUBLIC HEALTH MICROBIOL I OR II		4.00	4.00	4.00	4.00	0.00	
441	PUBLIC HEALTH MICROBIOL I OR II	1/2	0.50	0.50	0.50	0.50	0.00	
441	PUBLIC HEALTH MICROBIOL I OR II	3/4	0.75	0.75	0.75	0.75	0.00	
1348	PUBLIC HEALTH NUTRITIONIST I OR II		2.00	2.00	2.00	2.00	0.00	
1348	PUBLIC HEALTH NUTRITIONIST I OR II	1/2	1.00	1.00	1.00	1.00	0.00	
1348	PUBLIC HEALTH NUTRITIONIST I OR II	3/4	2.25	2.25	2.25	2.25	0.00	
886	SECRETARY I-CONFIDENTIAL		1.00	0.00	0.00	0.00	0.00	
884	SECRETARY II		0.00	1.00	1.00	1.00	0.00	
1511	SOCIAL WORKER AIDE I OR II OR III		0.00	2.00	2.00	2.00	0.00	
1519	SOCIAL WORKER I OR II OR III OR IV		1.00	1.00	1.00	1.00	0.00	
1532	SOCIAL WORKER I OR II OR III OR IV	1/2	0.50	0.50	0.50	0.00	-0.50	
1532	SOCIAL WORKER I OR II OR III OR IV	3/4	0.00	0.00	0.00	0.75	0.75	
3001	SR PHYS OR OCCUPATIONAL THER		1.00	1.00	1.00	1.00	0.00	
927	SUPV ADMIN CLERK I		2.00	2.00	2.00	1.00	-1.00	
8416	SUPV ENVIR HEALTH SPECIALIST		3.00	3.00	3.00	3.00	0.00	
573	SUPV PHYS OR OCCUPATIONAL THER		1.00	1.00	1.00	1.00	0.00	
444	SUPV PUBLIC HEALTH MICROBIOL		1.00	1.00	1.00	1.00	0.00	
414	SUPV PUBLIC HEALTH NURSE		4.00	4.00	4.00	4.00	0.00	
2263	SYSTEMS ADMINISTRATOR I OR II OR III		0.00	1.00	2.00	2.00	1.00	
<b>Permanent Totals</b>			<b>183.75</b>	<b>185.00</b>	<b>194.00</b>	<b>195.25</b>	<b>195.25</b>	<b>10.25</b>
<b>Limited</b>								
8892	ADMIN SERVICES OFFICER I OR II		1.00	1.00	1.00	1.00	0.00	
1584	PROGRAM MANAGER I OR II		1.00	1.00	1.00	2.00	1.00	
1348	PUBLIC HEALTH NUTRITIONIST I OR II	3/4	0.75	0.75	0.75	0.75	0.00	
<b>Limited Totals</b>			<b>2.75</b>	<b>2.75</b>	<b>2.75</b>	<b>3.75</b>	<b>1.00</b>	
<b>Department Totals</b>			<b>186.50</b>	<b>187.75</b>	<b>196.75</b>	<b>199.00</b>	<b>11.25</b>	
<b>166 - Health Agency - Behavioral Health</b>								
<b>Permanent Totals</b>								
907	ACCOUNTANT I OR II OR III		7.00	7.00	5.00	6.00	-1.00	
909	ACCOUNT CLERK OR SR ACCOUNT CLERK	3/4	0.75	0.75	0.75	0.75	0.00	
914	ACCOUNTING TECHNICIAN		4.00	4.00	1.00	0.00	-4.00	
913	ACCOUNTING TECH OR ACCOUNTING TECHNICIAN-CONF		0.00	0.00	0.00	0.00	0.00	
2203	ADMINISTRATIVE ASST AIDE OR I OR II OR III		25.00	25.00	25.00	25.00	0.00	
2203	ADMINISTRATIVE ASST AIDE OR I OR II OR III	3/4	0.75	0.75	0.75	0.75	0.00	
8795	ADMIN SERVICES MANAGER		1.00	1.00	0.00	0.00	-1.00	
8892	ADMIN SERVICES OFFICER I OR II		13.00	14.00	12.00	12.00	-2.00	
3071	BEHAVIORAL HEALTH ADMINISTRATR		1.00	1.00	1.00	1.00	0.00	
00300084	B.H. CLINICIAN I OR II OR III		102.00	98.00	87.00	89.00	-9.00	
00300084	B.H. CLINICIAN I OR II OR III	1/2	6.00	6.00	6.00	6.50	0.50	
00300084	B.H. CLINICIAN I OR II OR III	3/4	2.25	2.25	2.25	2.25	0.00	
458	B.H. NURSE PRACTITIONER		3.00	2.00	2.00	2.00	0.00	
458	B.H. NURSE PRACTITIONER	1/2	0.50	0.50	0.50	0.50	0.00	
458	B.H. NURSE PRACTITIONER	3/4	0.75	0.75	0.75	0.75	0.00	
00300085	B.H. PROGRAM SUPERVISOR		19.00	19.00	19.00	19.00	0.00	
00300081	B.H. SPECIALIST I OR II OR III		38.00	39.00	40.00	40.00	1.00	
00300081	B.H. SPECIALIST I OR II OR III	1/2	1.00	0.50	0.50	0.50	0.00	
00300077	B.H. WORKER I OR II OR III		9.00	9.00	8.00	8.00	-1.00	
00300077	B.H. WORKER I OR II OR III	1/2	4.50	5.50	5.50	5.50	0.00	
00300086	DIV MGR BEHAVIORAL HEALTH		5.00	5.00	5.00	5.00	0.00	
562	HEALTH INFORMATION TECH I OR II OR III		14.00	13.00	15.00	15.00	2.00	
562	HEALTH INFORMATION TECH I OR II OR III	1/2	2.00	2.00	0.00	0.00	-2.00	
461	LICENSED PSYCH TECH/LV NURSE I OR II OR III		30.00	31.00	31.00	31.00	0.00	
461	LICENSED PSYCH TECH/LV NURSE I OR II OR III	1/2	3.00	4.00	4.00	4.00	0.00	
519	M.H. MEDICAL DIRECTOR		1.00	1.00	1.00	1.00	0.00	
8535	M.H. MEDICAL RECORDS SUPV		1.00	1.00	1.00	1.00	0.00	
8572	M.H. NURSE TRAINEE OR I OR II OR III		6.00	6.00	5.00	5.00	-1.00	
8572	M.H. NURSE TRAINEE OR I OR II OR III	1/2	0.50	0.50	1.50	1.50	1.00	
883	SECRETARY I		1.00	1.00	0.00	0.00	-1.00	
884	SECRETARY II		0.00	0.00	1.00	1.00	1.00	
522	STAFF PSYCHIATRIST		3.00	2.00	2.00	2.00	0.00	
522	STAFF PSYCHIATRIST	1/2	2.00	2.00	2.00	2.00	0.00	
<b>Permanent Totals</b>			<b>307.00</b>	<b>304.50</b>	<b>285.50</b>	<b>288.00</b>	<b>-16.50</b>	
<b>Limited</b>								
2203	ADMINISTRATIVE ASST AIDE OR I OR II OR III	1/2	0.50	0.00	0.00	0.00	0.00	
8892	ADMIN SERVICES OFFICER I OR II		1.00	1.00	0.00	0.00	-1.00	
00300084	B.H. CLINICIAN I OR II OR III		2.00	2.00	3.00	3.00	1.00	
00300084	B.H. CLINICIAN I OR II OR III	1/2	0.50	1.50	0.50	0.50	-1.00	
00300084	B.H. CLINICIAN I OR II OR III	3/4	0.00	0.75	0.75	0.75	0.00	
00300081	B.H. SPECIALIST I OR II OR III		2.00	2.00	4.00	4.00	2.00	
00300081	B.H. SPECIALIST I OR II OR III	1/2	0.00	0.00	0.50	0.50	0.50	
00300086	DIV MGR BEHAVIORAL HEALTH		0.00	0.00	1.00	1.00	1.00	
00300086	DIV MGR BEHAVIORAL HEALTH	1/2	0.00	0.00	0.00	0.00	0.00	
461	LICENSED PSYCH TECH/LV NURSE I OR II OR III		0.00	0.00	0.00	1.00	1.00	
1584	PROGRAM MANAGER I OR II		0.00	1.00	1.00	1.00	0.00	

# Personnel Information

Job Class	Job Class Name	FY 2018-19 Adopted	FY 2019-20 Adopted	FY 2020-21 Requested	FY 2020-21 Recommended	FY 2020-21 Adopted	Change from FY 19-20 Adopted
<b>Limited Totals</b>		6.00	8.25	10.75	11.75	11.75	3.50
<b>Department Totals</b>		313.00	312.75	296.25	299.75	299.75	-13.00
<b>180 - Social Services - Administration</b>							
<b>Permanent Totals</b>							
907	ACCOUNTANT I OR II OR III	2.00	3.00	3.00	3.00	3.00	0.00
909	ACCOUNT CLERK OR SR ACCOUNT CLERK	6.00	6.00	6.00	6.00	6.00	0.00
914	ACCOUNTING TECHNICIAN	0.00	4.00	4.00	4.00	4.00	0.00
913	ACCOUNTING TECH OR ACCOUNTING TECHNICIAN-CONF	4.00	0.00	0.00	0.00	0.00	0.00
2230	ADMINISTRATIVE ASSISTANT SERIES OR LEGAL CLERK	5.00	5.00	5.00	5.00	5.00	0.00
2203	ADMINISTRATIVE ASST AIDE OR I OR II OR III	78.00	77.00	77.00	77.00	77.00	0.00
8795	ADMIN SERVICES MANAGER	3.00	3.00	3.00	3.00	3.00	0.00
1502	ASST SOCIAL SERVICES DIRECTOR	1.00	0.00	0.00	0.00	0.00	0.00
3502	COLLECTIONS OFFICER I OR II	2.00	2.00	2.00	2.00	2.00	0.00
1501	COUNTY SOCIAL SERVICES DIR	1.00	1.00	1.00	1.00	1.00	0.00
280	DEPARTMENT ADMINISTRATOR	1.00	1.00	1.00	1.00	1.00	0.00
8906	DEPARTMENTAL AUTOMA SPEC I OR II OR III	5.00	5.00	4.00	4.00	4.00	-1.00
2011	DEPT PERSONNEL TECH-CONF	1.00	0.00	0.00	0.00	0.00	0.00
2010	DEPT PERSONNEL TECHNICIAN	2.00	0.00	0.00	0.00	0.00	0.00
00300202	DEPUTY DIRECTOR - SOCIAL SERVICES	0.00	3.00	3.00	3.00	3.00	0.00
693	DIV MGR-SOCIAL SERVICES	8.00	9.00	9.00	9.00	9.00	0.00
1546	EMPLOYMENT/RESOURCE SPEC I OR II OR III	135.00	135.00	135.00	135.00	135.00	0.00
1547	EMPLOYMENT/RESOURCE SPEC IV	32.00	32.00	32.00	32.00	32.00	0.00
1550	EMPLOYMENT/SERVICES SUPERVISOR	22.00	22.00	22.00	22.00	22.00	0.00
2267	INFORMATION TECHNOLOGY SUPERVISOR	0.00	0.00	1.00	1.00	1.00	1.00
1560	PERSONAL CARE AIDE	7.00	7.00	6.00	6.00	6.00	-1.00
1584	PROGRAM MANAGER I OR II	16.00	16.00	16.00	16.00	16.00	0.00
884	SECRETARY II	1.00	1.00	1.00	1.00	1.00	0.00
1531	SOCIAL SVCS INVESTIGATOR	2.00	2.00	2.00	2.00	2.00	0.00
1555	SOCIAL SVCS PROGRAM REVW SPEC	42.00	43.00	43.00	43.00	43.00	0.00
1511	SOCIAL WORKER AIDE I OR II OR III	16.00	16.00	17.00	17.00	17.00	1.00
1536	SOCIAL WORKER I OR II OR III OR IV	87.00	88.00	88.00	88.00	88.00	0.00
1519	SOCIAL WORKER I OR II OR III OR IV	1/2	1.00	0.50	0.50	0.50	0.00
1516	SOCIAL WORKER SUPERVISOR II	15.00	15.00	15.00	15.00	15.00	0.00
2266	SOFTWARE ENGINEER I OR II OR III	1.00	1.00	1.00	1.00	1.00	0.00
3200	SR DIV MGR-SOCIAL SERVICES	1.00	0.00	0.00	0.00	0.00	0.00
2255	SR SOFTWARE ENGINEER	3.00	2.00	2.00	2.00	2.00	0.00
899	SUPV ACCOUNTING TECH	2.00	2.00	2.00	2.00	2.00	0.00
927	SUPV ADMIN CLERK I	1.00	1.00	0.00	0.00	0.00	-1.00
928	SUPV ADMIN CLERK II	8.00	8.00	9.00	9.00	9.00	1.00
2231	SUPV LEGAL CLERK I	1.00	1.00	1.00	1.00	1.00	0.00
2232	SUPV LEGAL CLERK II	1.00	1.00	1.00	1.00	1.00	0.00
1537	SUPV SOC SVCS INVESTIGATOR	1.00	1.00	1.00	1.00	1.00	0.00
2263	SYSTEMS ADMINISTRATOR I OR II OR III	1.00	1.00	1.00	1.00	1.00	0.00
<b>Permanent Totals</b>		515.00	514.50	514.50	514.50	514.50	0.00
<b>Limited</b>							
2203	ADMINISTRATIVE ASST AIDE OR I OR II OR III	1/2	0.00	0.00	0.50	0.50	0.50
2203	ADMINISTRATIVE ASST AIDE OR I OR II OR III	3/4	0.00	0.00	0.75	0.75	0.75
8892	ADMIN SERVICES OFFICER I OR II		0.00	0.00	1.00	1.00	1.00
300230	BUSINESS SYSTEMS ANALYST II		0.00	0.00	1.00	1.00	1.00
1511	SOCIAL WORKER AIDE I OR II OR III		0.00	0.00	1.00	1.00	1.00
1511	SOCIAL WORKER AIDE I OR II OR III	1/2	0.00	1.00	0.00	0.00	-1.00
<b>Limited Totals</b>			0.00	1.00	4.25	4.25	3.25
<b>Department Totals</b>		515.00	515.50	518.75	518.75	518.75	3.25
<b>184 - Sheriff-Coroner - Law Enforcement Health Care</b>							
<b>Permanent Totals</b>							
907	ACCOUNTANT I OR II OR III	0.00	1.00	1.00	1.00	1.00	0.00
2203	ADMINISTRATIVE ASST AIDE OR I OR II OR III	2.00	0.00	0.00	0.00	0.00	0.00
8892	ADMIN SERVICES OFFICER I OR II	1.00	0.00	0.00	0.00	0.00	0.00
524	CORRECTIONAL NURSE SUPERVISOR	2.00	0.00	0.00	0.00	0.00	0.00
562	HEALTH INFORMATION TECH I OR II OR III	1.00	0.00	0.00	0.00	0.00	0.00
461	LICENSED PSYCH TECH/LV NURSE I OR II OR III	8.00	0.00	0.00	0.00	0.00	0.00
461	LICENSED PSYCH TECH/LV NURSE I OR II OR III	1/2	1.00	0.00	0.00	0.00	0.00
461	LICENSED PSYCH TECH/LV NURSE I OR II OR III	3/4	0.75	0.00	0.00	0.00	0.00
8527	M.H. THERAPIST I OR III OR IV	1/2	0.50	0.00	0.00	0.00	0.00
457	NURSING SERIES - C. H. NURSE - SR P.H. NURSE	1.00	0.00	0.00	0.00	0.00	0.00
528	PRELICENSED CORRECTIONAL NURSE OR CORRECTIONAL NURSE I OR II	11.00	0.00	0.00	0.00	0.00	0.00
1584	PROGRAM MANAGER I OR II	0.00	1.00	1.00	1.00	1.00	0.00
00300026	STAFF PHYSICIAN	1.00	0.00	0.00	0.00	0.00	0.00
<b>Permanent Totals</b>		29.25	2.00	2.00	2.00	2.00	0.00
<b>Limited</b>							
8892	ADMIN SERVICES OFFICER I OR II		0.00	1.00	1.00	1.00	0.00
<b>Limited Totals</b>			0.00	1.00	1.00	1.00	0.00
<b>Department Totals</b>		29.25	3.00	3.00	3.00	3.00	0.00
<b>186 - Veterans Services</b>							
<b>Permanent Totals</b>							
2203	ADMINISTRATIVE ASST AIDE OR I OR II OR III	2.00	2.00	2.00	2.00	2.00	0.00
8892	ADMIN SERVICES OFFICER I OR II	1.00	1.00	1.00	1.00	1.00	0.00
252	VETERANS' SERVICE OFFICER	1.00	1.00	1.00	1.00	1.00	0.00
868	VETERANS SERVICE REPRESENTATIVE I OR II OR III	3.00	3.00	3.00	3.00	3.00	0.00
<b>Permanent Totals</b>		7.00	7.00	7.00	7.00	7.00	0.00
<b>Limited</b>							

Job Class	Job Class Name		FY 2018-19 Adopted	FY 2019-20 Adopted	FY 2020-21 Requested	FY 2020-21 Recommended	FY 2020-21 Adopted	Change from FY 19-20 Adopted
866	VETERANS SERVICE REPRESENTATIVE I OR II OR III		0.00	1.00	1.00	1.00	1.00	0.00
<b>Limited Totals</b>			<b>0.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>0.00</b>
<b>Department Totals</b>			<b>7.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>0.00</b>
<b>215 - UC Cooperative Extension</b>								
<b>Permanent Totals</b>								
813	4-H PROGRAM ASSISTANT		1.00	1.00	1.00	1.00	1.00	0.00
813	4-H PROGRAM ASSISTANT	1/2	0.50	0.50	0.50	0.50	0.50	0.00
2203	ADMINISTRATIVE ASST AIDE OR I OR II OR III		1.00	1.00	1.00	1.00	1.00	0.00
8892	ADMIN SERVICES OFFICER I OR II		1.00	1.00	1.00	1.00	1.00	0.00
2732	AGRWEIGHTS & MEASURES TECH I OR II		1.00	1.00	1.00	1.00	1.00	0.00
221	HEALTH EDUCATION SPECIALIST		1.00	1.00	1.00	0.00	0.00	-1.00
300277	HEALTH EDUCATION SPECIALIST I OR II		0.00	0.00	0.00	1.00	1.00	1.00
<b>Permanent Totals</b>			<b>5.50</b>	<b>5.50</b>	<b>5.50</b>	<b>5.50</b>	<b>5.50</b>	<b>0.00</b>
<b>Department Totals</b>			<b>5.50</b>	<b>5.50</b>	<b>5.50</b>	<b>5.50</b>	<b>5.50</b>	<b>0.00</b>
<b>222 - Parks and Recreation - Community Parks</b>								
<b>Permanent Totals</b>								
907	ACCOUNTANT I OR II OR III		0.00	1.00	1.00	1.00	1.00	0.00
914	ACCOUNTING TECHNICIAN		0.00	1.00	1.00	1.00	1.00	0.00
2203	ADMINISTRATIVE ASST AIDE OR I OR II OR III		0.00	1.00	1.00	1.00	1.00	0.00
8795	ADMIN SERVICES MANAGER		0.00	1.00	1.00	1.00	1.00	0.00
242	DIRECTOR OF PARKS AND RECREATION		0.00	1.00	1.00	1.00	1.00	0.00
1203	PARK OPERATIONS COORDINATOR		0.00	1.00	1.00	1.00	1.00	0.00
1223	PARK RANGER AIDE OR I OR II OR III		0.00	8.00	8.00	8.00	8.00	0.00
1210	PARK RANGER SPECIALIST		0.00	3.00	3.00	3.00	3.00	0.00
1251	PARKS SUPERINTENDENT		0.00	1.00	1.00	1.00	1.00	0.00
2802	PLANNER I OR II OR III		0.00	1.00	1.00	1.00	1.00	0.00
884	SECRETARY II		0.00	1.00	1.00	1.00	1.00	0.00
603	SR PLANNER		0.00	1.00	1.00	1.00	1.00	0.00
1204	SUPV PARK RANGER		0.00	2.00	2.00	2.00	2.00	0.00
<b>Permanent Totals</b>			<b>0.00</b>	<b>23.00</b>	<b>23.00</b>	<b>23.00</b>	<b>23.00</b>	<b>0.00</b>
<b>Department Totals</b>			<b>0.00</b>	<b>23.00</b>	<b>23.00</b>	<b>23.00</b>	<b>23.00</b>	<b>0.00</b>
<b>275 - Organizational Development</b>								
<b>Permanent Totals</b>								
8886	ADMIN ANALYST I OR II OR III OR PRINCIPAL ADMIN ANALYST		1.00	0.00	0.00	0.00	0.00	0.00
864	HUMAN RESOURCES ANALYST I OR II OR III		0.00	0.00	0.00	0.00	0.00	0.00
875	HUMAN RESRCS ANALYST I OR II OR III OR PRINC HR ANALYST		1.00	0.00	0.00	0.00	0.00	0.00
<b>Permanent Totals</b>			<b>2.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Department Totals</b>			<b>2.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>305 - Parks and Recreation - Regional Parks</b>								
<b>Permanent Totals</b>								
907	ACCOUNTANT I OR II OR III		1.00	0.00	0.00	0.00	0.00	0.00
913	ACCOUNTING TECH OR ACCOUNTING TECHNICIAN-CONF		1.00	0.00	0.00	0.00	0.00	0.00
2203	ADMINISTRATIVE ASST AIDE OR I OR II OR III		2.00	1.00	1.00	1.00	1.00	0.00
8795	ADMIN SERVICES MANAGER		1.00	0.00	0.00	0.00	0.00	0.00
395	ASST DIRECTOR PARKS & RECREATION		1.00	1.00	1.00	1.00	1.00	0.00
242	DIRECTOR OF PARKS AND RECREATION		1.00	0.00	0.00	0.00	0.00	0.00
1203	PARK OPERATIONS COORDINATOR		1.00	0.00	0.00	0.00	0.00	0.00
1223	PARK RANGER AIDE OR I OR II OR III		28.00	20.00	20.00	20.00	20.00	0.00
1210	PARK RANGER SPECIALIST		3.00	0.00	0.00	0.00	0.00	0.00
1251	PARKS SUPERINTENDENT		2.00	1.00	1.00	1.00	1.00	0.00
2802	PLANNER I OR II OR III		1.00	0.00	0.00	0.00	0.00	0.00
884	SECRETARY II		1.00	0.00	0.00	0.00	0.00	0.00
603	SR PLANNER		1.00	0.00	0.00	0.00	0.00	0.00
1204	SUPV PARK RANGER		4.00	2.00	2.00	2.00	2.00	0.00
<b>Permanent Totals</b>			<b>48.00</b>	<b>25.00</b>	<b>25.00</b>	<b>25.00</b>	<b>25.00</b>	<b>0.00</b>
<b>Department Totals</b>			<b>48.00</b>	<b>25.00</b>	<b>25.00</b>	<b>25.00</b>	<b>25.00</b>	<b>0.00</b>
<b>375 - Health Agency - Driving Under the Influence</b>								
<b>Permanent</b>								
2203	ADMINISTRATIVE ASST AIDE OR I OR II OR III		3.00	3.00	3.00	3.00	3.00	0.00
00300085	B.H. PROGRAM SUPERVISOR		1.00	1.00	1.00	1.00	1.00	0.00
00300081	B.H. SPECIALIST I OR II OR III		6.00	6.00	6.00	6.00	6.00	0.00
<b>Permanent Totals</b>			<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>0.00</b>
<b>Limited</b>								
00300081	B.H. SPECIALIST I OR II OR III	3/4	0.00	0.00	0.75	0.75	0.75	0.75
<b>Limited Totals</b>			<b>0.00</b>	<b>0.00</b>	<b>0.75</b>	<b>0.75</b>	<b>0.75</b>	<b>0.75</b>
<b>Department Totals</b>			<b>10.00</b>	<b>10.00</b>	<b>10.75</b>	<b>10.75</b>	<b>10.75</b>	<b>0.75</b>
<b>377 - Library</b>								
<b>Permanent Totals</b>								
907	ACCOUNTANT I OR II OR III		1.00	1.00	1.00	1.00	1.00	0.00
909	ACCOUNT CLERK OR SR ACCOUNT CLERK	1/2	0.50	0.50	0.50	0.50	0.50	0.00
8892	ADMIN SERVICES OFFICER I OR II		1.00	1.00	1.00	1.00	1.00	0.00
1001	ASST LIBRARY DIRECTOR		1.00	1.00	1.00	1.00	1.00	0.00
1025	COORDINATING LIBRARIAN		4.00	4.00	4.00	4.00	4.00	0.00
8906	DEPARTMENTAL AUTOMA SPEC I OR II OR III		1.00	1.00	1.00	1.00	1.00	0.00
00300179	INFORMATION TECHNOLOGY SPECIALIST I OR II		0.00	1.00	1.00	1.00	1.00	0.00
1024	LIBRARIAN		4.00	6.00	6.00	6.00	6.00	0.00
1004	LIBRARIAN I OR II		3.00	2.00	2.00	2.00	2.00	0.00
1004	LIBRARIAN I OR II	3/4	0.75	0.00	0.00	0.00	0.00	0.00
1013	LIBRARY ASSISTANT	1/2	0.50	0.50	0.50	0.50	0.50	0.00

# Personnel Information

Job Class	Job Class Name		FY 2018-19 Adopted	FY 2019-20 Adopted	FY 2020-21 Requested	FY 2020-21 Recommended	FY 2020-21 Adopted	Change from FY 19-20 Adopted
1022	LIBRARY ASSOCIATE I OR II OR III		32.00	30.00	29.00	29.00	29.00	-1.00
1022	LIBRARY ASSOCIATE I OR II OR III	1/2	4.00	6.00	6.50	6.50	6.50	0.50
1022	LIBRARY ASSOCIATE I OR II OR III	3/4	0.75	0.75	0.75	0.75	0.75	0.00
1026	LIBRARY BRANCH MANAGER		4.00	4.00	4.00	4.00	4.00	0.00
210	LIBRARY DIRECTOR		1.00	1.00	1.00	1.00	1.00	0.00
1018	LIBRARY SUPPORT SERVICES MANAGER		1.00	1.00	1.00	1.00	1.00	0.00
1584	PROGRAM MANAGER I OR II		1.00	1.00	1.00	1.00	1.00	0.00
1019	REGIONAL LIBRARIAN		3.00	3.00	3.00	3.00	3.00	0.00
1023	SENIOR LIBRARY ASSOCIATE		5.00	4.00	6.00	6.00	6.00	2.00
1023	SENIOR LIBRARY ASSOCIATE	1/2	2.50	2.50	2.00	2.00	2.00	-0.50
1023	SENIOR LIBRARY ASSOCIATE	3/4	1.50	1.50	0.75	0.75	0.75	-0.75
<b>Permanent Totals</b>			<b>72.50</b>	<b>72.75</b>	<b>73.00</b>	<b>73.00</b>	<b>73.00</b>	<b>0.25</b>
<b>Department Totals</b>			<b>72.50</b>	<b>72.75</b>	<b>73.00</b>	<b>73.00</b>	<b>73.00</b>	<b>0.25</b>
<b>405 - Public Works</b>								
<b>Permanent Totals</b>								
907	ACCOUNTANT I OR II OR III		5.00	5.00	6.00	6.00	6.00	1.00
909	ACCOUNT CLERK OR SR ACCOUNT CLERK		4.00	4.00	4.00	4.00	4.00	0.00
914	ACCOUNTING TECHNICIAN		0.00	3.00	3.00	3.00	3.00	0.00
913	ACCOUNTING TECH OR ACCOUNTING TECHNICIAN-CONF		3.00	0.00	0.00	0.00	0.00	0.00
2203	ADMINISTRATIVE ASST AIDE OR I OR II OR III		10.00	10.00	10.00	10.00	10.00	0.00
8795	ADMIN SERVICES MANAGER		6.00	6.00	6.00	6.00	6.00	0.00
8795	ADMIN SERVICES MANAGER	3/4	0.75	0.75	0.75	0.75	0.75	0.00
8892	ADMIN SERVICES OFFICER I OR II		3.00	4.00	4.00	4.00	4.00	0.00
624	ARCHITECTURAL TECHNICIAN		1.00	1.00	1.00	1.00	1.00	0.00
619	ASSISTANT OR ASSOCIATE OR SR CAPITAL PROJECTS COORD		10.00	10.00	10.00	10.00	10.00	0.00
1353	CAPITAL PLANNING/FACILITIES MANAGER		1.00	1.00	1.00	1.00	1.00	0.00
635	CAPITAL PROJECTS INSPECTOR		0.00	2.00	2.00	2.00	2.00	0.00
2900	CHIEF WASTEWATER TRT PLANT OPER		1.00	1.00	1.00	1.00	1.00	0.00
2901	CHIEF WATER TRT PLANT OPER-GR3		1.00	1.00	1.00	1.00	1.00	0.00
2902	CHIEF WATER TRT PLANT OPER-GR4		1.00	1.00	1.00	1.00	1.00	0.00
652	CIVIL ENGINEERING TECH AIDE OR I OR II OR III		13.00	12.00	12.00	12.00	12.00	0.00
280	DEPARTMENT ADMINISTRATOR		2.00	2.00	2.00	2.00	2.00	0.00
8906	DEPARTMENTAL AUTOMA SPEC I OR II OR III		5.00	3.00	3.00	3.00	3.00	0.00
2010	DEPT PERSONNEL TECHNICIAN		1.00	1.00	1.00	1.00	1.00	0.00
666	DEPUTY DIRECTOR-PUBLIC WORKS		3.00	3.00	3.00	3.00	3.00	0.00
245	DIRECTOR OF PUBLIC WORKS/TRANS		1.00	1.00	1.00	1.00	1.00	0.00
300052	DIVISION MANAGER - PUBLIC WORKS		7.00	7.00	7.00	7.00	7.00	0.00
664	DIV MGR-ROAD MAINTENANCE		1.00	1.00	1.00	1.00	1.00	0.00
641	ENGINEER I OR II OR III		31.00	32.00	32.00	32.00	32.00	0.00
633	ENGINEER IV		18.00	18.00	18.00	18.00	18.00	0.00
00300103	ENVIRONMENTAL SPECIALIST I OR II OR III		0.00	6.00	6.00	6.00	6.00	0.00
148	GEOGRAPHIC INFO SYSTEMS ANALYST I OR II OR III		1.00	1.00	1.00	1.00	1.00	0.00
1106	GROUND RESTORATION SPECIALIST		1.00	0.00	0.00	1.00	1.00	1.00
2804	PRINCIPAL ENVIRONMENTAL SPECIALIST		7.00	2.00	2.00	2.00	2.00	0.00
1584	PROGRAM MANAGER I OR II		3.00	3.00	3.00	3.00	3.00	0.00
623	PROP MGMT AIDE OR ASSISTANT OR ASSOCIATE REAL PROPERTY AGENT		1.00	1.00	1.00	1.00	1.00	0.00
1115	PUBLIC WORKS LEADWORKER		9.00	9.00	9.00	9.00	9.00	0.00
1112	PUBLIC WORKS SECTION SUPV		3.00	3.00	3.00	3.00	3.00	0.00
1119	PUBLIC WORKS WORKER I OR II OR III		32.00	32.00	32.00	32.00	32.00	0.00
1103	PUBLIC WORKS WORKER IV		13.00	13.00	13.00	13.00	13.00	0.00
642	RIGHT-OF-WAY AGENT		1.00	1.00	1.00	1.00	1.00	0.00
2807	SAFETY COORDINATOR - PUBLIC WORKS		1.00	1.00	1.00	1.00	1.00	0.00
2266	SOFTWARE ENGINEER I OR II OR III		1.00	1.00	1.00	1.00	1.00	0.00
149	SR GEOGRAPHIC INFO SYSTEMS ANALYST		1.00	1.00	1.00	1.00	1.00	0.00
1321	SR STOREKEEPER		1.00	1.00	1.00	1.00	1.00	0.00
9613	SR WATER SYSTEMS CHEMIST		1.00	1.00	1.00	1.00	1.00	0.00
9625	SUPERVISING WATER SYS WORKER		3.00	3.00	3.00	3.00	3.00	0.00
927	SUPV ADMIN CLERK I		1.00	1.00	1.00	1.00	1.00	0.00
2263	SYSTEMS ADMINISTRATOR I OR II OR III		0.00	2.00	2.00	2.00	2.00	0.00
2180	UTILITY COORDINATOR		1.00	1.00	1.00	1.00	1.00	0.00
9692	WASTEWATER SYSTEMS SUPERINTENDENT		3.00	1.00	1.00	1.00	1.00	0.00
9691	WASTEWATER SYS WORKER IV		2.00	2.00	2.00	2.00	2.00	0.00
9690	WASTEWATER SYS WORKER TRAINEE OR I OR II OR III		7.00	7.00	7.00	7.00	7.00	0.00
9619	WATER QUALITY MGR		1.00	1.00	1.00	1.00	1.00	0.00
9618	WATER SYSTEMS CHEMIST I OR II		4.00	4.00	4.00	4.00	4.00	0.00
9616	WATER SYSTEMS LAB TECH I OR II		3.00	3.00	3.00	3.00	3.00	0.00
9623	WATER SYSTEMS SUPERINTENDENT		1.00	1.00	1.00	1.00	1.00	0.00
9628	WATER SYSTEMS WORKER I OR II OR III		15.00	15.00	15.00	15.00	15.00	0.00
<b>Permanent Totals</b>			<b>245.75</b>	<b>246.75</b>	<b>247.75</b>	<b>248.75</b>	<b>248.75</b>	<b>2.00</b>
<b>Limited</b>								
1106	GROUND RESTORATION SPECIALIST		1.00	1.00	0.00	0.00	0.00	-1.00
<b>Limited Totals</b>			<b>1.00</b>	<b>1.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>-1.00</b>
<b>Department Totals</b>			<b>246.75</b>	<b>247.75</b>	<b>247.75</b>	<b>248.75</b>	<b>248.75</b>	<b>1.00</b>
<b>407 - Central Services - Fleet</b>								
<b>Permanent Totals</b>								
8892	ADMIN SERVICES OFFICER I OR II		1.00	1.00	1.00	1.00	1.00	0.00
9654	AUTO MECHANIC I OR II		4.00	4.00	4.00	4.00	4.00	0.00
1121	EQUIPMENT MECHANIC I OR II		4.00	3.00	3.00	3.00	3.00	0.00
2300	FLEET MANAGER		1.00	1.00	1.00	1.00	1.00	0.00
2303	FLEET SERVICE WRITER		1.00	1.00	1.00	1.00	1.00	0.00
2301	FLEET SHOP SUPERVISOR		1.00	1.00	1.00	1.00	1.00	0.00
2302	LEAD FLEET MECHANIC		1.00	2.00	2.00	2.00	2.00	0.00

Job Class	Job Class Name	FY 2018-19 Adopted	FY 2019-20 Adopted	FY 2020-21 Requested	FY 2020-21 Recommended	FY 2020-21 Adopted	Change from FY 19- 20 Adopted
<b>Permanent Totals</b>		13.00	13.00	13.00	13.00	13.00	0.00
<b>Department Totals</b>		13.00	13.00	13.00	13.00	13.00	0.00
<b>425 - Airports</b>							
<b>Permanent Totals</b>							
907	ACCOUNTANT I OR II OR III	1.00	1.00	1.00	1.00	1.00	0.00
909	ACCOUNT CLERK OR SR ACCOUNT CLERK	1.00	1.00	1.00	1.00	1.00	0.00
914	ACCOUNTING TECHNICIAN	0.00	1.00	1.00	1.00	1.00	0.00
913	ACCOUNTING TECH OR ACCOUNTING TECHNICIAN-CONF	1.00	0.00	0.00	0.00	0.00	0.00
2203	ADMINISTRATIVE ASST AIDE OR I OR II OR III	3/4 0.75	0.00	0.00	0.00	0.00	0.00
1403	AIRPORT OPERATIONS SUPERVISOR	1.00	1.00	1.00	1.00	1.00	0.00
1406	AIRPORTS MAINTENANCE WORKER	6.00	10.00	6.00	6.00	6.00	-4.00
1402	AIRPORTS OPERATION SPECIALIST	2.00	2.00	2.00	2.00	2.00	0.00
00300251	AIRPORT TERMINAL SERVICES WORKER	0.00	0.00	4.00	4.00	4.00	4.00
1401	ASST AIRPORTS MANAGER	2.00	2.00	2.00	2.00	2.00	0.00
239	DIRECTOR OF AIRPORTS	1.00	1.00	1.00	1.00	1.00	0.00
623	PROP MGMT AIDE OR ASSISTANT OR ASSOCIATE REAL PROPERTY AGENT	0.00	1.00	1.00	1.00	1.00	0.00
<b>Permanent Totals</b>		15.75	20.00	20.00	20.00	20.00	0.00
<b>Department Totals</b>		15.75	20.00	20.00	20.00	20.00	0.00
<b>427 - Parks and Recreation - Golf Courses</b>							
<b>Permanent Totals</b>							
1120	EQUIPMENT MECHANIC I OR II	2.00	2.00	2.00	2.00	2.00	0.00
1212	GOLF COURSE SUPERINTENDENT	1.00	1.00	1.00	1.00	1.00	0.00
1217	GOLF COURSE SUPERVISOR	1.00	1.00	1.00	1.00	1.00	0.00
1245	GREENSKEEPER I OR II OR III	8.00	8.00	8.00	8.00	8.00	0.00
1220	PARK RANGER AIDE OR I OR II OR III	1.00	1.00	1.00	1.00	1.00	0.00
<b>Permanent Totals</b>		13.00	13.00	13.00	13.00	13.00	0.00
<b>Department Totals</b>		13.00	13.00	13.00	13.00	13.00	0.00
<b>County Totals</b>							
<b>Permanent Totals</b>		2761.50	2757.50	2753.25	2761.25	2758.25	0.75
<b>Limited Totals</b>		29.25	39.00	46.00	49.00	49.00	10.00
<b>Totals</b>		2790.75	2796.50	2799.25	2810.25	2807.25	10.75

## Position Allocation by Department

Fund Center - Name	Status	FY 2018-19 Adopted	FY 2019-20 Adopted	FY 2020-21 Requested	FY 2020-21 Recommended	FY 2020-21 Adopted	Change from FY 19-20 Adopted
100 - Board of Supervisors	Permanent	13.00	13.00	13.00	13.00	13.00	0.00
<b>100 - Board of Supervisors</b>	<b>Total:</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>	<b>0.00</b>
104 - Administrative Office	Permanent	11.00	12.00	14.00	14.00	14.00	2.00
	Limited	0.00	2.00	2.00	2.00	2.00	0.00
<b>104 - Administrative Office</b>	<b>Total:</b>	<b>11.00</b>	<b>14.00</b>	<b>16.00</b>	<b>16.00</b>	<b>16.00</b>	<b>2.00</b>
105 - Human Resources - Risk Management	Permanent	7.00	0.00	0.00	0.00	0.00	0.00
<b>105 - Human Resources - Risk Management</b>	<b>Total:</b>	<b>7.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
109 - Assessor	Permanent	84.00	83.00	82.00	82.00	82.00	-1.00
	1/2 Permanent	0.00	0.00	0.50	0.50	0.50	0.50
	Limited	2.00	2.00	1.00	1.00	1.00	-1.00
<b>109 - Assessor</b>	<b>Total:</b>	<b>86.00</b>	<b>85.00</b>	<b>83.50</b>	<b>83.50</b>	<b>83.50</b>	<b>-1.50</b>
110 - Clerk-Recorder	Permanent	22.00	22.00	21.00	22.00	22.00	0.00
	1/2 Permanent	0.50	0.50	0.50	0.50	0.50	0.00
<b>110 - Clerk-Recorder</b>	<b>Total:</b>	<b>22.50</b>	<b>22.50</b>	<b>21.50</b>	<b>22.50</b>	<b>22.50</b>	<b>0.00</b>
111 - County Counsel	Permanent	22.00	22.00	22.00	22.00	22.00	0.00
	1/2 Permanent	0.50	0.50	0.50	0.50	0.50	0.00
	3/4 Permanent	0.75	0.75	0.75	0.00	0.00	-0.75
<b>111 - County Counsel</b>	<b>Total:</b>	<b>23.25</b>	<b>23.25</b>	<b>23.25</b>	<b>22.50</b>	<b>22.50</b>	<b>-0.75</b>
112 - Human Resources	Permanent	22.00	37.00	37.00	37.00	37.00	0.00
	1/2 Permanent	1.00	1.00	1.00	1.00	1.00	0.00
	Limited	1.00	2.00	2.00	2.00	2.00	0.00
<b>112 - Human Resources</b>	<b>Total:</b>	<b>24.00</b>	<b>40.00</b>	<b>40.00</b>	<b>40.00</b>	<b>40.00</b>	<b>0.00</b>
113 - Public Works - Facilities Management	Permanent	51.00	50.00	50.00	50.00	50.00	0.00
<b>113 - Public Works - Facilities Management</b>	<b>Total:</b>	<b>51.00</b>	<b>50.00</b>	<b>50.00</b>	<b>50.00</b>	<b>50.00</b>	<b>0.00</b>
114 - Information Technology	Permanent	86.00	85.00	85.00	86.00	86.00	1.00
	1/2 Permanent	0.50	0.50	0.50	0.50	0.50	0.00
	Limited	1.00	1.00	1.00	2.00	2.00	1.00
<b>114 - Information Technology</b>	<b>Total:</b>	<b>87.50</b>	<b>86.50</b>	<b>86.50</b>	<b>88.50</b>	<b>88.50</b>	<b>2.00</b>
116 - Central Services	Permanent	15.00	16.00	16.00	16.00	16.00	0.00
	1/2 Permanent	1.00	0.00	0.00	0.00	0.00	0.00
<b>116 - Central Services</b>	<b>Total:</b>	<b>16.00</b>	<b>16.00</b>	<b>16.00</b>	<b>16.00</b>	<b>16.00</b>	<b>0.00</b>
117 - Auditor-Controller-Treasurer-Tax Collector-Public Admin	Permanent	61.00	61.00	61.00	61.00	61.00	0.00
	1/2 Permanent	1.00	1.00	1.00	1.00	1.00	0.00
<b>117 - Auditor-Controller-Treasurer-Tax Collector-Public Admin</b>	<b>Total:</b>	<b>62.00</b>	<b>62.00</b>	<b>62.00</b>	<b>62.00</b>	<b>62.00</b>	<b>0.00</b>
118 - Human Resources - Talent Development	Permanent	0.00	2.00	2.00	2.00	2.00	0.00
<b>118 - Human Resources - Talent Development</b>	<b>Total:</b>	<b>0.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>0.00</b>
119 - Administrative Office - Communications and Outreach	Permanent	0.00	1.00	1.00	1.00	1.00	0.00
<b>119 - Administrative Office - Communications and Outreach</b>	<b>Total:</b>	<b>0.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>0.00</b>
131 - Grand Jury	1/2 Permanent	0.50	0.50	0.50	0.50	0.50	0.00
<b>131 - Grand Jury</b>	<b>Total:</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>	<b>0.00</b>
132 - District Attorney	Permanent	100.00	103.00	103.00	103.00	103.00	0.00
	1/2 Permanent	1.50	1.50	1.50	1.50	1.50	0.00
	Limited	4.00	5.00	6.00	6.00	6.00	1.00
	1/2 Limited	0.50	0.50	0.00	0.00	0.00	-0.50
<b>132 - District Attorney</b>	<b>Total:</b>	<b>106.00</b>	<b>110.00</b>	<b>110.50</b>	<b>110.50</b>	<b>110.50</b>	<b>0.50</b>
134 - Child Support Services	Permanent	37.00	37.00	37.00	36.00	36.00	-1.00
	1/2 Permanent	0.00	0.50	0.50	0.50	0.50	0.00
<b>134 - Child Support Services</b>	<b>Total:</b>	<b>37.00</b>	<b>37.50</b>	<b>37.50</b>	<b>36.50</b>	<b>36.50</b>	<b>-1.00</b>
136 - Sheriff-Coroner	Permanent	425.00	430.00	430.00	430.00	430.00	0.00
	1/2 Permanent	1.00	1.00	1.00	1.00	1.00	0.00
	Limited	3.00	4.00	4.00	4.00	4.00	0.00
	1/2 Limited	0.00	0.50	0.50	0.50	0.50	0.00
<b>136 - Sheriff-Coroner</b>	<b>Total:</b>	<b>429.00</b>	<b>435.50</b>	<b>435.50</b>	<b>435.50</b>	<b>435.50</b>	<b>0.00</b>
137 - Health Agency - Animal Services	Permanent	20.00	20.00	20.00	20.00	20.00	0.00
	1/2 Permanent	0.50	0.50	0.50	0.50	0.50	0.00
<b>137 - Health Agency - Animal Services</b>	<b>Total:</b>	<b>20.50</b>	<b>20.50</b>	<b>20.50</b>	<b>20.50</b>	<b>20.50</b>	<b>0.00</b>
138 - Administrative Office - Emergency Services	Permanent	6.00	6.00	6.00	6.00	6.00	0.00
	1/2 Permanent	0.50	0.50	0.50	0.50	0.50	0.00
	Limited	0.00	0.00	1.00	1.00	1.00	1.00
<b>138 - Administrative Office - Emergency Services</b>	<b>Total:</b>	<b>6.50</b>	<b>6.50</b>	<b>7.50</b>	<b>7.50</b>	<b>7.50</b>	<b>1.00</b>
139 - Probation	Permanent	162.00	161.00	161.00	163.00	161.00	0.00
	Limited	2.00	2.00	3.00	3.00	3.00	1.00
<b>139 - Probation</b>	<b>Total:</b>	<b>164.00</b>	<b>163.00</b>	<b>164.00</b>	<b>166.00</b>	<b>164.00</b>	<b>1.00</b>

141 - Agricultural Commissioner	Permanent	41.00	42.00	43.00	44.00	43.00	1.00
	1/2 Permanent	2.00	2.00	2.00	2.00	2.00	0.00
	3/4 Permanent	2.25	2.25	2.25	2.25	2.25	0.00
<b>141 - Agricultural Commissioner</b>	<b>Total:</b>	<b>45.25</b>	<b>46.25</b>	<b>47.25</b>	<b>48.25</b>	<b>47.25</b>	<b>1.00</b>
142 - Planning and Building	Permanent	94.00	98.00	101.00	101.00	101.00	3.00
	3/4 Permanent	1.50	1.50	1.50	1.50	1.50	0.00
	Limited	6.00	5.00	5.00	5.00	5.00	0.00
<b>142 - Planning and Building</b>	<b>Total:</b>	<b>101.50</b>	<b>104.50</b>	<b>107.50</b>	<b>107.50</b>	<b>107.50</b>	<b>3.00</b>
160 - Health Agency - Public Health	Permanent	171.00	167.00	178.00	179.00	179.00	12.00
	1/2 Permanent	4.50	7.50	5.50	5.00	5.00	-2.50
	3/4 Permanent	8.25	10.50	10.50	11.25	11.25	0.75
	Limited	2.00	2.00	2.00	3.00	3.00	1.00
	3/4 Limited	0.75	0.75	0.75	0.75	0.75	0.00
<b>160 - Health Agency - Public Health</b>	<b>Total:</b>	<b>186.50</b>	<b>187.75</b>	<b>196.75</b>	<b>199.00</b>	<b>199.00</b>	<b>11.25</b>
166 - Health Agency - Behavioral Health	Permanent	283.00	279.00	261.00	263.00	263.00	-16.00
	1/2 Permanent	19.50	21.00	20.00	20.50	20.50	-0.50
	3/4 Permanent	4.50	4.50	4.50	4.50	4.50	0.00
	Limited	5.00	6.00	9.00	10.00	10.00	4.00
	1/2 Limited	1.00	1.50	1.00	1.00	1.00	-0.50
	3/4 Limited	0.00	0.75	0.75	0.75	0.75	0.00
<b>166 - Health Agency - Behavioral Health</b>	<b>Total:</b>	<b>313.00</b>	<b>312.75</b>	<b>296.25</b>	<b>299.75</b>	<b>299.75</b>	<b>-13.00</b>
180 - Social Services - Administration	Permanent	514.00	514.00	514.00	514.00	514.00	0.00
	1/2 Permanent	1.00	0.50	0.50	0.50	0.50	0.00
	Limited	0.00	0.00	3.00	3.00	3.00	3.00
	1/2 Limited	0.00	1.00	0.50	0.50	0.50	-0.50
	3/4 Limited	0.00	0.00	0.75	0.75	0.75	0.75
<b>180 - Social Services - Administration</b>	<b>Total:</b>	<b>515.00</b>	<b>515.50</b>	<b>518.75</b>	<b>518.75</b>	<b>518.75</b>	<b>3.25</b>
184 - Sheriff-Coroner - Law Enforcement Health Care	Permanent	27.00	2.00	2.00	2.00	2.00	0.00
	1/2 Permanent	1.50	0.00	0.00	0.00	0.00	0.00
	3/4 Permanent	0.75	0.00	0.00	0.00	0.00	0.00
	Limited	0.00	1.00	1.00	1.00	1.00	0.00
<b>184 - Sheriff-Coroner - Law Enforcement Health Care</b>	<b>Total:</b>	<b>29.25</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>0.00</b>
186 - Veterans Services	Permanent	7.00	7.00	7.00	7.00	7.00	0.00
	Limited	0.00	1.00	1.00	1.00	1.00	0.00
<b>186 - Veterans Services</b>	<b>Total:</b>	<b>7.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>0.00</b>
215 - UC Cooperative Extension	Permanent	5.00	5.00	5.00	5.00	5.00	0.00
	1/2 Permanent	0.50	0.50	0.50	0.50	0.50	0.00
<b>215 - UC Cooperative Extension</b>	<b>Total:</b>	<b>5.50</b>	<b>5.50</b>	<b>5.50</b>	<b>5.50</b>	<b>5.50</b>	<b>0.00</b>
222 - Parks and Recreation - Community Parks	Permanent	0.00	23.00	23.00	23.00	23.00	0.00
<b>222 - Parks and Recreation - Community Parks</b>	<b>Total:</b>	<b>0.00</b>	<b>23.00</b>	<b>23.00</b>	<b>23.00</b>	<b>23.00</b>	<b>0.00</b>
275 - Organizational Development	Permanent	2.00	0.00	0.00	0.00	0.00	0.00
<b>275 - Organizational Development</b>	<b>Total:</b>	<b>2.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
305 - Parks and Recreation - Regional Parks	Permanent	48.00	25.00	25.00	25.00	25.00	0.00
<b>305 - Parks and Recreation - Regional Parks</b>	<b>Total:</b>	<b>48.00</b>	<b>25.00</b>	<b>25.00</b>	<b>25.00</b>	<b>25.00</b>	<b>0.00</b>
375 - Health Agency - Driving Under the Influence	Permanent	10.00	10.00	10.00	10.00	10.00	0.00
	3/4 Limited	0.00	0.00	0.75	0.75	0.75	0.75
<b>375 - Health Agency - Driving Under the Influence</b>	<b>Total:</b>	<b>10.00</b>	<b>10.00</b>	<b>10.75</b>	<b>10.75</b>	<b>10.75</b>	<b>0.75</b>
377 - Library	Permanent	62.00	61.00	62.00	62.00	62.00	1.00
	1/2 Permanent	7.50	9.50	9.50	9.50	9.50	0.00
	3/4 Permanent	3.00	2.25	1.50	1.50	1.50	-0.75
<b>377 - Library</b>	<b>Total:</b>	<b>72.50</b>	<b>72.75</b>	<b>73.00</b>	<b>73.00</b>	<b>73.00</b>	<b>0.25</b>
405 - Public Works	Permanent	245.00	246.00	247.00	248.00	248.00	2.00
	3/4 Permanent	0.75	0.75	0.75	0.75	0.75	0.00
	Limited	1.00	1.00	0.00	0.00	0.00	-1.00
<b>405 - Public Works</b>	<b>Total:</b>	<b>246.75</b>	<b>247.75</b>	<b>247.75</b>	<b>248.75</b>	<b>248.75</b>	<b>1.00</b>
407 - Central Services - Fleet	Permanent	13.00	13.00	13.00	13.00	13.00	0.00
<b>407 - Central Services - Fleet</b>	<b>Total:</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>	<b>0.00</b>
425 - Airports	Permanent	15.00	20.00	20.00	20.00	20.00	0.00
	3/4 Permanent	0.75	0.00	0.00	0.00	0.00	0.00
<b>425 - Airports</b>	<b>Total:</b>	<b>15.75</b>	<b>20.00</b>	<b>20.00</b>	<b>20.00</b>	<b>20.00</b>	<b>0.00</b>
427 - Parks and Recreation - Golf Courses	Permanent	13.00	13.00	13.00	13.00	13.00	0.00
<b>427 - Parks and Recreation - Golf Courses</b>	<b>Total:</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>	<b>0.00</b>
	Permanent	2761.50	2757.50	2753.25	2761.25	2758.25	0.75
	Limited	29.25	39.00	46.00	49.00	49.00	10.00
<b>Total:</b>	<b>Total:</b>	<b>2790.75</b>	<b>2796.50</b>	<b>2799.25</b>	<b>2810.25</b>	<b>2807.25</b>	<b>10.75</b>



## Major County Paid Employee Benefits

### COUNTY OFFICERS AND DEPARTMENT HEADS FY 2020-21 SALARY SCHEDULE

<b>Elected Officials</b>	<b>Annual Salary</b>	
Supervisor	\$	86,112
Assessor		184,226
Auditor-Controller-Treasurer-Tax Collector-Public Administrator		199,368
County Clerk-Recorder		154,690
District Attorney		223,163
Sheriff-Coroner		213,595

<b>Appointed Department Heads</b>	<u>Annual Salary</u>		
	<u>Minimum</u>	-	<u>Maximum</u>
Ag Commissioner/Sealer of Weights & Measures	\$ 131,664	-	160,035
Central Services Director	115,170	-	140,005
Director of Parks and Recreation	122,158	-	148,491
Director of Information Technology	143,437	-	174,346
Director of Airports	126,506	-	153,754
Chief Probation Officer	146,058	-	177,528
County Administrative Officer	208,250	-	253,157
County Counsel	193,170	-	234,811
County Social Services Director	169,146	-	205,608
Director of Child Support Services	150,238	-	182,603
Director of Planning/Building	168,688	-	205,046
Director of Public Works and Transportation	170,165	-	206,856
Health Agency Director	174,117	-	211,682
Human Resources Director	153,150	-	186,160
Library Director	125,757	-	152,838
Veterans Service Officer	84,365	-	102,565

\*These salaries, and the salary schedule on the following pages, are the FY 2019-20 rates known as of February 2020. Actual rates may change during FY 2019-20. For the most current salary information, contact the County Human Resources Department.

### MAJOR COUNTY PAID EMPLOYEE BENEFITS FOR FISCAL YEAR 2020-21

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 2019-20 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 \$1,000 a year per employee and is in addition to the numbers noted in the following table.

Employee Group	Tier 1 and Tier 2 Retirement			Tier 3 Retirement		
	County 2019-20	POBs 2019-20	Total	County 2019-20	POBs 2019-20	Total
Elected Officials	24.11 %	6.00 %	30.11 %	23.62 %	6.00 %	29.62 %
Deputy County Counsel Attorneys	24.85	6.00	30.85	24.36	6.00	30.36
Deputy District Attorneys	23.96	6.00	29.96	23.47	6.00	29.47
Management and Confidential	24.11	6.00	30.11	23.62	6.00	29.62
Public Services, Clerical and Supervisory	22.80	6.00	28.80	22.31	6.00	28.31
Trades, Crafts and Services	23.37	6.00	29.37	22.88	6.00	28.88
Probation Management	22.11	6.00	28.11	21.61	6.00	27.61
Probation Officers/Supervisors	24.03	6.00	30.03	23.53	6.00	29.53
Law Enforcement Safety Management	36.56	6.00	42.56	35.95	6.00	41.95
Law Enforcement Safety (Patrol)	40.84	6.00	46.84	40.23	6.00	46.23
Law Enforcement Safety (Corrections)	40.26	6.00	46.26	39.65	6.00	45.65
Law Enforcement Non-safety	22.92	6.00	28.92	22.43	6.00	28.43
District Attorney Investigators	36.42	6.00	42.42	35.81	6.00	41.81

Additionally, the County pays a portion of the employee's retirement contribution (Employer Paid Member Contribution, or "EPMC") for Tier 1 and 2:

Employee Group	2019-20
Elected Officials	13.55 %
Attorneys	9.29
Management and Confidential	9.29
Public Services, Clerical and Supervisory	8.75
Trades, Crafts and Services	10.38
Probation Management	9.29
Probation Officers/Supervisors	5.75
Law Enforcement, Safety	7.00
Law Enforcement Non-Safety	4.20
District Attorney Investigators	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 2020-2021 based on \$100.00 of payroll for each department:

**RISK EXPOSURE:**

Code	Classification	Exposure Rate
2	Police	\$ 1.43
3	Clerical	.13
5	Institutional	.75
7	County-Other	.72
8	County-Manual	3.39
9	Roads	.88

**LOSS EXPOSURE:**

<b>Department</b>	<b>Experience Factor</b>	<b>Department</b>	<b>Experience Factor</b>
Administrative Office	1.00	Agricultural Comm.	1.33
Auditor-Controller/Treas- Tax Collector	1.39	Planning & Building	3.85
Assessor	4.95	Animal Services	2.81
County Counsel	1.15	Public Works	1.91
Human Resources	1.32	Public Health	1.66
Fleet	4.69	Facilities Mgmt	1.20
Central Services	2.32	Behavioral Health	4.53
Information Technology	3.34	Driving Under the Influence	1.12
Clerk-Recorder	1.00	Social Services	2.36
Board of Supervisors	1.00	Veterans Services	34.02
District Attorney	3.23	Library	6.30
Child Support Services	8.70	UC Cooperative Extension	1.00
Victim Witness	3.23	Sheriff-Coroner	4.88
Probation	2.67	Regional Parks	2.15
Law Enforcement Med	4.56	Community Parks	1.00
Airport	1.38	Golf	1.01
Emergency Services	1.00	Communication & Outreach	1.00
Grand Jury	1.00	Law Library	1.00
		Talent Development	1.00

3. Social Security. The County contribution to Social Security for the 2020 calendar year is 6.20% of wages up to \$137,700. The County also matches the employee's contribution to Medicare. The 2020 calendar year Medicare rate is 1.45% of total wages (no maximum).
4. Disability Insurance. The County provides long-term disability insurance for employees in Bargaining Units (BU) 04 Deputy District Attorneys, 06 District Attorney Investigators' Unit, 07 Operations/Staff Management, 08 General Management, 09 Appointed Department Heads, 10 Elected Department Heads, 11 Confidential, 12 Deputy County Counsel Attorneys, 15 Sheriff's Management, 16 General Management Law Enforcement and 17 Board of Supervisors. The premium rates for FY 2019-2020 is .286% of gross salary to a maximum monthly gross of \$15,000.
5. Unemployment. The County's unemployment insurance program is self-insured and is funded by charging departments to maintain adequate reserves. The rate for 2020 calendar year is .015% of gross salary.
6. Life Insurance. The County provides \$30,000 of term life insurance coverage to employees in BU 04 Deputy District Attorneys, 06 District Attorney Investigators' Unit, 07 Operations/Staff Management, 11 Confidential, 12 Deputy County Counsel Attorneys, 15 Sheriff's Management at a cost of \$3.87 per month. Employees in BUs 08 General Management, 09 Appointed Department Heads, 10 Elected Department Heads, 16 General Management Law Enforcement and 17 Board of Supervisors receive \$50,000 of coverage at a cost of \$6.45 per employee per month.

7. Medical, Vision and Dental Insurance. The County offers medical insurance coverage through EIA Health. Additionally, we offer two dental plans and a vision plan. County contributions to the medical, dental and vision plans are as follows:

<b>BU</b>	<b>Bargaining Unit Name</b>	<b>EE + 2 Cafeteria Contribution</b>
02	SLOCEA Trades, Crafts, & Services	\$1,280.00
01, 05, 13	SLOCEA Public Services, Supervisory, Clerical	\$1,280.00
03, 21,22 & 14	DSA Law Enforcement, Supervisory Law Enforcement, & Dispatchers	\$1,280.00
06	DAIA Da Investigators	\$1,275.00
04	SLOPA Prosecuting Attorneys	\$1,146.00
07-11	MGMT Operations & Staff, Mgmt. Elected Officials, Conf.	\$1,250.00
17	MGMT County Supervisors	\$ 975.00
15	SLOCSMA Law Enforcement Operations & Staff Mgmt.	\$1,300.00
16	MGMT Law Enforcement Mgmt.	\$1,250.00
12	DCCA Confidential Attorneys	\$1,280.00
27	SDSA Sworn Deputy Sheriffs Association	\$1,250.00
28	SDSA Sworn Deputy Sheriffs Association - Supervisory	\$1,250.00
31	SLOCPPOA Probation Officers	\$1,250.00
32	SLOCPPOA Probation Supervisory	\$1,250.00

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

<b>Years of Service</b>	<b>Vacation Days/Year</b>
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 to accrue 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. Attorneys are entitled to two (2) paid personal leave days each 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

		Monthly Salary			
Job Class	Title	Range	BU	Step 1	Step 5
300251	300251	18.62	02	3,227	3,924
813	4-H PROGRAM ASSISTANT	19.81	13	3,434	4,174
905	ACCOUNTANT I	25.99	07	4,505	5,474
906	ACCOUNTANT II	30.45	07	5,278	6,415
907	ACCOUNTANT III	35.26	07	6,112	7,427
911	ACCOUNT CLERK	17.21	13	2,983	3,626
914	ACCOUNTING TECHNICIAN	21.92	13	3,799	4,619
913	ACCOUNTING TECHNICIAN-CONF	22.36	11	3,876	4,709
8885	ADMIN ANALYST AIDE	25.07	01	4,345	5,281
8887	ADMIN ANALYST AIDE-CONF.	25.57	11	4,432	5,387
8884	ADMIN ANALYST I	30.93	07	5,361	6,517
8883	ADMIN ANALYST II	35.85	07	6,214	7,554
8882	ADMIN ANALYST III	41.94	07	7,270	8,837
2204	ADMINISTRATIVE ASST AIDE	14.17	13	2,456	2,985
2201	ADMINISTRATIVE ASST I	15.62	13	2,707	3,290
2221	ADMINISTRATIVE ASST I-CONF	15.93	11	2,761	3,357
2202	ADMINISTRATIVE ASST II	17.22	13	2,985	3,628
2222	ADMINISTRATIVE ASST II-CONF	17.56	11	3,044	3,701
2203	ADMINISTRATIVE ASST III	18.94	13	3,283	3,990
2223	ADMINISTRATIVE ASST III-CONF	19.32	11	3,349	4,072
8795	ADMIN SERVICES MANAGER	41.94	07	7,270	8,837
8891	ADMIN SERVICES OFFICER I	25.89	07	4,488	5,455
8892	ADMIN SERVICES OFFICER II	30.96	07	5,366	6,524
201	AGR COMM/SEALER WTS & MEASURES	63.30	09	10,972	13,336
817	AGRICULTURAL INSP/BIOLOGIST I	24.56	01	4,257	5,174
818	AGRICULTURAL INSP/BIOLOGIST II	27.14	01	4,704	5,720
819	AGRICULTURAL INSP/BIOLOGIST III	30.80	01	5,339	6,490
816	AGRICULTURAL INSP/BIOLOGIST TR	22.49	01	3,898	4,737
2730	AGRICULTURAL RESOURCE SPEC	35.15	01	6,093	7,408
2731	AGR/WEIGHTS & MEASURES TECH I	22.49	01	3,898	4,737
2732	AGR/WEIGHTS & MEASURES TECH II	24.56	01	4,257	5,174
1403	AIRPORT OPERATIONS SUPERVISOR	29.35	05	5,087	6,185
1406	AIRPORTS MAINTENANCE WORKER	21.60	02	3,744	4,550
1402	AIRPORTS OPERATION SPECIALIST	24.84	01	4,306	5,233
1420	ANIMAL CARE TECHNICIAN	17.82	02	3,089	3,754
1422	ANIMAL CONTROL LEAD OFFICER	23.70	05	4,108	4,994
1417	ANIMAL CONTROL OFFICER	20.28	01	3,515	4,271
1424	ANIMAL CONTROL SUPERVISING OFFICER	28.26	05	4,898	5,954
8956	ANIMAL SHELTER COORDINATOR	21.03	01	3,645	4,430
1423	ANIMAL SHELTER REGISTERED VETERINARY TEC	21.08	01	3,654	4,441
1425	ANIMAL SHELTER SUPERVISOR	28.26	05	4,898	5,954
219	ANIMAL SVCS HUMANE EDUCATOR	19.04	01	3,300	4,011
1410	ANIMAL SVCS MANAGER (NON-VET)	46.47	07	8,055	9,790
1411	ANIMAL SVCS MANAGER (VET)	55.76	07	9,665	11,749
711	APPRAISER I	25.53	01	4,425	5,380
709	APPRAISER II	29.57	01	5,125	6,230
707	APPRAISER III	32.26	01	5,592	6,796
718	APPRAISER TRAINEE	22.09	01	3,829	4,654

Monthly Salary

Job Class	Title	Range	BU	Step 1	Step 5
624	ARCHITECTURAL TECHNICIAN	22.90	01	3,969	4,826
941	ASSESSMENT ANALYST I	34.84	07	6,039	7,341
942	ASSESSMENT ANALYST II	38.99	07	6,758	8,216
943	ASSESSMENT ANALYST III	43.86	07	7,602	9,240
8894	ASSESSMENT ANALYST TRAINEE	20.10	01	3,484	4,236
8948	ASSESSMENT MANAGER	45.61	07	7,906	9,608
894	ASSESSMENT TECHNICIAN I	18.94	01	3,283	3,990
895	ASSESSMENT TECHNICIAN II	20.83	01	3,611	4,389
896	ASSESSMENT TECHNICIAN III	22.83	01	3,957	4,810
897	ASSESSMENT TECHNICIAN IV	23.89	01	4,141	5,032
658	ASSESSMENT TECH SUPERVISOR	27.73	05	4,807	5,845
101	ASSESSOR	88.57	10	15,352	14,043
701	ASSISTANT ASSESSOR	58.84	08	10,199	12,397
623	ASSOCIATE REAL PROPERTY AGENT	32.63	01	5,656	6,874
00300004	ASST AG COMMISSIONER/WGHTS & MSRS SLR	49.75	07	8,623	10,481
00300004	ASST AG COMMISSIONER/WGHTS & MSRS SLR	50.00	08	8,667	10,535
3000004	ASST AG COMMISSIONER/WGHTS & MSRS SLR	49.75	07	8,623	10,481
3000004	ASST AG COMMISSIONER/WGHTS & MSRS SLR	53.62	08	9,294	11,298
900	ASST AUDITOR-CONTROLLER	63.33	08	10,977	13,345
1699	ASST BUILDING OFFICIAL	37.23	07	6,453	7,842
329	ASST CHIEF PROBATION OFFICER	59.70	08	10,348	12,579
8958	ASST COUNTY ADMINISTRATIVE OFFICER	81.95	08	14,205	17,266
250	ASST COUNTY CLERK-RECORDER	51.03	08	8,845	10,750
303	ASST COUNTY COUNSEL	78.68	08	13,638	16,576
394	ASST DIRECTOR-CHILD SUPPORT SERV	52.64	08	9,124	11,090
395	ASST DIRECTOR PARKS & RECREATION	49.91	08	8,651	10,516
391	ASST DIRECTOR-PLANNING AND BLD	61.60	08	10,677	12,979
392	ASST DISTRICT ATTORNEY	74.67	08	12,943	15,732
1001	ASST LIBRARY DIRECTOR	45.29	08	7,850	9,542
622	ASST REAL PROPERTY AGENT	28.15	01	4,879	5,931
1502	ASST SOCIAL SERVICES DIRECTOR	68.90	08	11,943	14,518
393	ASST TREAS/TAX COLL/PUB ADMIN	54.87	08	9,511	11,560
9624	ASST WATER SYS SUPERINTENDENT	40.50	05	7,020	8,533
2053	AUDITOR-ANALYST I	26.49	07	4,592	5,580
2054	AUDITOR-ANALYST II	31.31	07	5,427	6,597
2055	AUDITOR-ANALYST III	41.94	07	7,270	8,837
2056	AUDITOR-ANALYST TRAINEE	23.83	07	4,131	5,020
712	AUDITOR-APPRAISER I	26.13	07	4,529	5,505
710	AUDITOR-APPRAISER II	30.78	07	5,335	6,486
708	AUDITOR-APPRAISER III	38.45	07	6,665	8,102
109	AUDITOR-CONTRLR-TREASRER TX COLL-PUB ADM	95.85	10	16,614	14,206
9653	AUTO MECHANIC I	23.96	02	4,153	5,049
9654	AUTO MECHANIC II	25.19	02	4,366	5,307
3071	BEHAVIORAL HEALTH ADMINISTRATR	69.54	09	12,054	14,652
00300082	B.H. CLINICIAN I	27.27	01	4,727	5,744
00300083	B.H. CLINICIAN II	30.02	01	5,203	6,327
00300084	B.H. CLINICIAN III	33.20	01	5,755	6,994
458	B.H. NURSE PRACTITIONER	49.81	01	8,634	10,495
00300085	B.H. PROGRAM SUPVERVISOR	36.96	05	6,406	7,788

		Monthly Salary			
Job Class	Title	Range	BU	Step 1	Step 5
00300079	B.H. SPECIALIST I	23.55	01	4,082	4,963
00300080	B.H. SPECIALIST II	27.27	01	4,727	5,744
00300081	B.H. SPECIALIST III	30.02	01	5,203	6,327
00300076	B.H. WORKER I	15.26	01	2,645	3,214
00300077	B.H. WORKER II	19.26	01	3,338	4,056
00300078	B.H. WORKER III	21.14	01	3,664	4,455
265	BOARD OF CONSTRUCTION APPEALS	0.00	00	0	0
1606	BUILDING DIVISION SUPERVISOR	40.22	05	6,971	8,474
1601	BUILDING INSPECTOR I	26.06	01	4,517	5,491
1602	BUILDING INSPECTOR II	29.93	01	5,188	6,306
1603	BUILDING INSPECTOR III	33.10	01	5,737	6,977
1301	BUILDING MAINT SUPT	38.17	07	6,616	8,041
1701	BUILDING PLANS EXAMINER I	32.50	01	5,633	6,848
1702	BUILDING PLANS EXAMINER II	35.11	01	6,086	7,398
1703	BUILDING PLANS EXAMINER III	37.95	01	6,578	7,996
300228	BUSINESS SYSTEMS ANALYST I	30.19	07	5,233	6,361
300229	BUSINESS SYSTEMS ANALYST II	36.50	07	6,327	7,691
300230	BUSINESS SYSTEMS ANALYST III	40.56	07	7,030	8,547
2181	BUYER I	22.59	01	3,916	4,761
2182	BUYER II	26.04	01	4,514	5,488
341	CAL ID PROGRAM COORDINATOR	42.23	07	7,320	8,897
1353	CAPITAL PLANNING/FACILITIES MANAGER	46.31	07	8,027	9,757
635	CAPITAL PROJECTS INSPECTOR	35.11	01	6,086	7,398
281	CENTRAL SERVICES DIRECTOR	55.37	09	9,597	11,667
802	CHIEF DEPUTY-AGR COMMISSIONER	50.76	08	8,798	10,696
310	CHIEF DEPUTY COUNTY COUNSEL	70.99	07	12,305	14,957
270	CHIEF DEPUTY DISTRICT ATTORNEY	67.43	07	11,688	14,206
9783	CHIEF DEPUTY PROBATION OFFICER	53.29	08	9,237	11,227
9648	CHIEF DIST ATTY INVESTIGATOR	63.83	07	11,064	13,447
213	CHIEF PROB OFFICER	70.22	09	12,171	14,794
2900	CHIEF WASTEWATER TRT PLANT OPER	41.53	05	7,199	8,750
2901	CHIEF WATER TRT PLANT OPER-GR3	36.36	05	6,302	7,660
2902	CHIEF WATER TRT PLANT OPER-GR4	40.50	05	7,020	8,533
00300204	CHILD SUPPORT ATTORNEY I	35.32	07	6,122	7,441
00300205	CHILD SUPPORT ATTORNEY II	40.89	07	7,088	8,615
00300206	CHILD SUPPORT ATTORNEY III	47.31	07	8,200	9,968
00300207	CHILD SUPPORT ATTORNEY IV	59.20	07	10,261	12,473
2903	CIVIL ENGINEERING TECH AIDE	22.65	01	3,926	4,772
648	CIVIL ENGINEERING TECH I	28.22	01	4,891	5,945
650	CIVIL ENGINEERING TECH II	32.32	01	5,602	6,810
652	CIVIL ENGINEERING TECH III	37.08	01	6,427	7,812
2552	CLERK-RECORDER ASSISTANT II	20.36	13	3,529	4,290
2553	CLERK-RECORDER ASSISTANT III	21.72	13	3,765	4,578
2554	CLERK-RECORDER ASSISTANT IV	23.94	05	4,150	5,046
552	CLINICAL LAB TECHNOLOGIST	26.77	01	4,640	5,642
3501	COLLECTIONS OFFICER I	23.09	01	4,002	4,864
3502	COLLECTIONS OFFICER II	24.46	01	4,240	5,153
9632	COMM DISEASE INVESTIGATOR	23.45	01	4,065	4,940
260	COMMISSIONER-CIVIL SERV	0.00	00	0	0



				Monthly Salary	
Job Class	Title	Range	BU	Step 1	Step 5
9679	COMMUNICATIONS AIDE	19.39	01	3,361	4,085
9677	COMMUNICATIONS MANAGER	44.78	07	7,762	9,435
959	COMMUNICATIONS TECHNICIAN I	27.37	01	4,744	5,767
958	COMMUNICATIONS TECHNICIAN II	30.77	01	5,333	6,484
420	COMMUNITY HEALTH NURSE	32.56	01	5,644	6,862
9420	COMMUNITY HEALTH NURSE I	32.56	01	5,644	6,862
9421	COMMUNITY HEALTH NURSE II	35.83	01	6,211	7,549
427	COMMUNITY SERVICE AIDE	14.21	01	2,463	2,993
8967	COMPUTER SYST TECH AIDE	17.97	01	3,115	3,786
970	COMPUTER SYST TECH AIDE-CONF	18.33	11	3,177	3,862
8968	COMPUTER SYST TECH I	21.51	01	3,728	4,534
987	COMPUTER SYST TECH I-CONF	21.94	11	3,803	4,623
8969	COMPUTER SYST TECH II	23.90	01	4,143	5,037
988	COMPUTER SYST TECH II-CONF	24.38	11	4,226	5,136
8970	COMPUTER SYST TECH III	27.52	01	4,770	5,800
1989	COMPUTER SYST TECH III-CONF	28.07	11	4,865	5,912
1341	COOK I	16.63	01	2,883	3,503
1340	COOK II	20.00	01	3,467	4,214
1350	COOK III	21.51	01	3,728	4,534
1025	COORDINATING LIBRARIAN	29.33	05	5,084	6,181
527	CORRECTIONAL NURSE I	35.37	01	6,131	7,453
528	CORRECTIONAL NURSE II	40.71	01	7,056	8,578
524	CORRECTIONAL NURSE SUPERVISOR	46.65	05	8,086	9,828
346	CORRECTIONAL TECHNICIAN	20.81	13	3,607	4,384
00300055	CORRECTIONAL TECHNICIAN I	18.94	13	3,283	3,990
300055	CORRECTIONAL TECHNICIAN I	18.85	13	3,267	3,971
00300056	CORRECTIONAL TECHNICIAN II	21.04	13	3,647	4,432
300056	CORRECTIONAL TECHNICIAN II	20.94	13	3,630	4,411
00300057	CORRECTIONAL TECHNICIAN III	23.15	13	4,013	4,879
300057	CORRECTIONAL TECHNICIAN III	23.03	13	3,992	4,852
205	COUNTY ADMINISTRATIVE OFFICER	100.12	09	17,354	21,096
108	COUNTY CLERK-RECORDER	74.37	10	12,891	12,210
302	COUNTY COUNSEL	92.87	09	16,097	19,568
1501	COUNTY SOCIAL SERVICES DIR	81.32	09	14,095	17,134
350	CRIME PREVENTION SPECIALIST	32.13	21	5,569	6,770
410	CROSS CONNECTION INSPECTOR	29.81	01	5,167	6,282
00300002	CUSTODIAL MANAGER	29.54	07	5,120	6,224
1335	CUSTODIAN	17.55	02	3,042	3,699
982	DATA ENTRY OPERATOR III-CONF	20.08	11	3,481	4,229
280	DEPARTMENT ADMINISTRATOR	48.96	07	8,486	10,315
8903	DEPARTMENTAL AUTOMA SPEC I	27.79	01	4,817	5,855
8904	DEPARTMENTAL AUTOMA SPEC II	33.29	01	5,770	7,015
8906	DEPARTMENTAL AUTOMA SPEC III	38.61	01	6,692	8,136
2011	DEPT PERSONNEL TECH-CONF	20.88	11	3,619	4,399
2010	DEPT PERSONNEL TECHNICIAN	20.47	13	3,548	4,311
804	DEPUTY AGRICULTURAL COMM	37.78	07	6,549	7,959
800	DEPUTY AGRICULTURAL COMM/SEALER	44.47	07	7,708	9,367
300227	DEPUTY CLERK OF THE BOARD - CONFIDENTIAL	27.20	11	4,715	5,730
313	DEPUTY COUNTY COUNSEL I	35.32	12	6,122	7,441

Monthly Salary					
Job Class	Title	Range	BU	Step 1	Step 5
317	DEPUTY COUNTY COUNSEL II	40.89	12	7,088	8,615
318	DEPUTY COUNTY COUNSEL III	47.31	12	8,200	9,968
312	DEPUTY COUNTY COUNSEL IV	59.20	12	10,261	12,473
3002	DEPUTY COUNTY HEALTH OFFICER	74.49	08	12,912	15,694
1401	DEPUTY DIRECTOR - AIRPORTS	41.94	07	7,270	8,837
8980	DEPUTY DIRECTOR PLANNING AND BUILDING	58.05	08	10,062	12,230
666	DEPUTY DIRECTOR-PUBLIC WORKS	65.25	08	11,310	13,749
3005	DEPUTY DIR-HEALTH AGENCY	58.54	08	10,147	12,334
8957	DEPUTY DIR-HUMAN RESOURCES	62.84	08	10,892	13,239
00300202	DEPUTY DIR-SOCIAL SERVICES	57.84	08	10,026	12,187
308	DEPUTY DISTRICT ATTORNEY I	36.21	04	6,276	7,630
309	DEPUTY DISTRICT ATTORNEY II	41.93	04	7,268	8,835
311	DEPUTY DISTRICT ATTORNEY III	48.50	04	8,407	10,220
314	DEPUTY DISTRICT ATTORNEY IV	60.70	04	10,521	12,790
324	DEPUTY PROBATION OFFICER I	29.26	31	5,072	6,164
323	DEPUTY PROBATION OFFICER II	32.51	31	5,635	6,850
321	DEPUTY PROBATION OFFICER III	35.57	31	6,165	7,495
338	DEPUTY SHERIFF	39.36	27	6,822	8,294
239	DIRECTOR OF AIRPORTS	60.82	09	10,542	12,813
256	DIRECTOR OF CHILD SUPPORT SVCS	72.23	09	12,520	15,217
241	DIRECTOR OF INFORMATION TECHNOLOGY	68.96	09	11,953	14,529
242	DIRECTOR OF PARKS AND RECREATION	58.73	09	10,180	12,374
237	DIRECTOR OF PLANNING/BUILDING	81.10	09	14,057	17,087
245	DIRECTOR OF PUBLIC WORKS/TRANS	81.81	09	14,180	17,238
9645	DIST ATTY INVESTIGATOR I	41.11	06	7,126	8,663
9646	DIST ATTY INVESTIGATOR II	47.02	06	8,150	9,906
9647	DIST ATTY INVESTIGATOR III	51.64	06	8,951	10,880
105	DISTRICT ATTORNEY	107.29	10	18,597	17,188
00300001	DIVISION MANAGER - PUBLIC WORKS	48.33	07	8,377	10,183
300052	DIVISION MANAGER - PUBLIC WORKS	51.03	07	8,845	10,750
00300052	DIVISION MANAGER-PUBLIC WORKS	50.03	07	8,672	10,542
680	DIV MGR-ADMINISTRATIVE OFFICE	61.21	08	10,610	12,894
2052	DIV MGR-AUDITOR CONTROLLER	53.98	08	9,357	11,372
00300086	DIV MGR BEHAVIORAL HEALTH	47.21	07	8,183	9,946
681	DIV MGR-BUILDING(CHF BLD OFCL)	52.00	08	9,013	10,956
684	DIV MGR-DISTRICT ATTORNEY	41.00	07	7,107	8,637
8949	DIV MGR-DRUG AND ALCOHOL SERVICES	48.15	07	8,346	10,145
8954	DIV MGR-ENVIRONMENTAL HEALTH	57.53	07	9,972	12,121
8950	DIV MGR-HEALTH AGENCY	48.15	07	8,346	10,145
8951	DIV MGR-MENTAL HEALTH SERVICES	48.15	07	8,346	10,145
690	DIV MGR-PLANNING	48.69	07	8,440	10,258
8955	DIV MGR- PUBLIC HEALTH NURSING SERVICES	50.90	07	8,823	10,726
664	DIV MGR-ROAD MAINTENANCE	47.35	07	8,207	9,977
693	DIV MGR-SOCIAL SERVICES	49.86	07	8,642	10,506
694	DIV MGR-UTILITIES	51.03	07	8,845	10,750
692	DIV MGR-WATER RESOURCES	51.03	07	8,845	10,750
2558	DIV SUPV-CLERK RECORDER	29.41	05	5,098	6,195
8610	DRUG & ALCOHOL PROGRAM SUPV	33.63	05	5,829	7,086
8620	DRUG & ALCOHOL SVCS SPEC I	22.09	01	3,829	4,654

Monthly Salary					
Job Class	Title	Range	BU	Step 1	Step 5
8621	DRUG & ALCOHOL SVCS SPEC II	25.62	01	4,441	5,398
8622	DRUG & ALCOHOL SVCS SPEC III	28.21	01	4,890	5,944
8623	DRUG & ALCOHOL SVCS SPEC IV	31.14	01	5,398	6,562
8606	DRUG & ALCOHOL WORKER AIDE	15.18	01	2,631	3,200
8607	DRUG & ALCOHOL WORKER I	19.16	01	3,321	4,039
8608	DRUG & ALCOHOL WORKER II	21.03	01	3,645	4,430
380	ECONOMIC CRIME OFFICER I	21.74	01	3,768	4,581
381	ECONOMIC CRIME OFFICER II	23.96	01	4,153	5,049
382	ECONOMIC CRIME OFFICER III	25.35	01	4,394	5,342
383	ECONOMIC CRIME TECHNICIAN I	21.81	01	3,780	4,595
384	ECONOMIC CRIME TECHNICIAN II	23.13	01	4,009	4,874
844	EMERGENCY SERV COORD I	30.93	07	5,361	6,517
845	EMERGENCY SERV COORD II	35.39	07	6,134	7,457
846	EMERGENCY SERV COORD III	41.94	07	7,270	8,837
00300152	EMERGENCY SERVICES MANAGER	49.11	07	8,512	10,348
1544	EMPLOYMENT/RESOURCE SPEC I	19.13	01	3,316	4,030
1545	EMPLOYMENT/RESOURCE SPEC II	20.90	01	3,623	4,404
1546	EMPLOYMENT/RESOURCE SPEC III	23.13	01	4,009	4,874
1547	EMPLOYMENT/RESOURCE SPEC IV	26.41	01	4,578	5,566
1550	EMPLOYMENT/SERVICES SUPERVISOR	29.34	05	5,086	6,183
641	ENGINEER I	31.98	01	5,543	6,737
640	ENGINEER II	36.63	01	6,349	7,717
634	ENGINEER III	41.72	01	7,231	8,791
633	ENGINEER IV	47.84	05	8,292	10,079
632	ENGINEER V	50.03	07	8,672	10,542
877	ENVIR COORDINATOR	52.15	07	9,039	10,989
2904	ENVIR DIVISION MANAGER	52.15	07	9,039	10,989
8406	ENVIR HEALTH AIDE	21.04	01	3,647	4,432
8413	ENVIR HEALTH SPECIALIST I	27.41	01	4,751	5,775
8414	ENVIR HEALTH SPECIALIST II	31.41	01	5,444	6,618
8415	ENVIR HEALTH SPECIALIST III	34.66	01	6,008	7,303
00300103	ENVIRONMENTAL SPECIALIST I	28.47	01	4,935	5,997
00300102	ENVIRONMENTAL SPECIALIST II	31.64	01	5,484	6,665
00300101	ENVIRONMENTAL SPECIALIST III	35.15	01	6,093	7,408
2803	ENVIR RESOURCE SPECIALIST	35.15	01	6,093	7,408
437	EPIDEMIOLOGIST	38.86	07	6,736	8,187
1121	EQUIPMENT MECHANIC I	24.56	02	4,257	5,174
1120	EQUIPMENT MECHANIC II	26.79	02	4,644	5,645
1314	FACILITY MAINT MECHANIC I	19.91	02	3,451	4,196
1316	FACILITY MAINT MECHANIC II	21.60	02	3,744	4,550
1315	FACILITY MAINT MECHANIC III	25.93	02	4,495	5,463
9621	FAMILY SUPPORT OFFICER I	21.37	01	3,704	4,503
9622	FAMILY SUPPORT OFFICER II	23.53	01	4,079	4,959
9682	FAMILY SUPPORT OFFICER III	24.75	01	4,290	5,214
780	FINANCIAL ANALYST I	26.49	07	4,592	5,580
780.III	FINANCIAL ANALYST I	0.00	07	0	0
781	FINANCIAL ANALYST II	31.31	07	5,427	6,597
782	FINANCIAL ANALYST III	41.94	07	7,270	8,837
2300	FLEET MANAGER	44.88	07	7,779	9,455

Monthly Salary					
Job Class	Title	Range	BU	Step 1	Step 5
2303	FLEET SERVICE WRITER	19.44	02	3,370	4,096
2301	FLEET SHOP SUPERVISOR	31.56	05	5,470	6,651
354	FOOD SERVICE SUPV CORRECTIONS	26.64	05	4,618	5,613
2595	FORENSIC PATHOLOGIST	103.47	07	17,935	21,798
146	GEOGRAPHIC INFO SYSTEMS ANALYST I	26.19	01	4,540	5,519
147	GEOGRAPHIC INFO SYSTEMS ANALYST II	29.84	01	5,172	6,289
148	GEOGRAPHIC INFO SYSTEMS ANALYST III	33.99	01	5,892	7,160
8972	GEOGRAPHIC INFO SYSTEMS PROGRAM MANAGER	46.55	07	8,069	9,807
1212	GOLF COURSE SUPERINTENDENT	37.61	07	6,519	7,923
1217	GOLF COURSE SUPERVISOR	31.40	05	5,443	6,616
1242	GREENSKEEPER AIDE	16.84	02	2,919	3,546
1243	GREENSKEEPER I	20.36	02	3,529	4,290
1244	GREENSKEEPER II	23.26	02	4,032	4,900
1245	GREENSKEEPER III	26.51	02	4,595	5,585
1106	GROUNDS RESTORATION SPECIALIST	26.51	02	4,595	5,585
3003	HEALTH AGENCY DIRECTOR	83.71	09	14,510	17,640
221	HEALTH EDUCATION SPECIALIST	23.71	01	4,110	4,997
560	HEALTH INFORMATION TECH I	20.29	13	3,517	4,274
561	HEALTH INFORMATION TECH II	22.35	13	3,874	4,708
562	HEALTH INFORMATION TECH III	24.60	13	4,264	5,183
874	HUMAN RESOURCES ANALYST I	30.93	07	5,361	6,517
873	HUMAN RESOURCES ANALYST II	35.62	07	6,174	7,504
864	HUMAN RESOURCES ANALYST III	41.94	07	7,270	8,837
8953	HUMAN RESOURCES DIRECTOR	73.63	09	12,763	15,513
00300203	HUMAN RESOURCES TECHNICIAN I-CONF	21.31	11	3,694	4,491
2110	HUMAN RESOURCES TECHNICIAN II-CONF	25.57	11	4,432	5,387
2111	HUMAN RSRCs ANALYST AIDE	25.07	01	4,345	5,281
2252	INFORMATION TECHNOLOGY MANAGER	51.21	07	8,876	10,788
2268	INFORMATION TECHNOLOGY PROJECT MGR I	30.19	07	5,233	6,361
2269	INFORMATION TECHNOLOGY PROJECT MGR II	36.61	07	6,346	7,713
2270	INFORMATION TECHNOLOGY PROJECT MGR III	40.68	07	7,051	8,570
00300178	INFORMATION TECHNOLOGY SPECIALIST I	26.25	01	4,550	5,531
00300182	INFORMATION TECHNOLOGY SPECIALIST I-CONF	26.25	11	4,550	5,531
00300179	INFORMATION TECHNOLOGY SPECIALIST II	30.19	01	5,233	6,361
00300183	INFORMATION TECHNOLOGY SPECIALIST II-CONF	30.19	11	5,233	6,361
2267	INFORMATION TECHNOLOGY SUPERVISOR	46.55	07	8,069	9,807
00300177	INFORMATION TECHNOLOGY TECHNICIAN	21.00	01	3,640	4,425
00300181	INFORMATION TECHNOLOGY TECHNICIAN-CONF	21.00	11	3,640	4,425
370	JUVENILE SERVICES OFFICER I	25.28	31	4,382	5,325
371	JUVENILE SERVICES OFFICER II	27.83	31	4,824	5,862
372	JUVENILE SERVICES OFFICER III	30.63	31	5,309	6,453
447	LABORATORY ASST. I	16.81	01	2,914	3,541
446	LABORATORY ASST. II	19.16	01	3,321	4,039
2806	LAND USE TECHNICIAN	22.40	01	3,883	4,722
00300003	LEAD CUSTODIAN	18.03	02	3,125	3,798
2302	LEAD FLEET MECHANIC	28.13	02	4,876	5,928
8974	LEAD HEALTH EDUCATION SPECIALIST	26.08	01	4,521	5,495
2230	LEGAL CLERK	21.04	13	3,647	4,432
2235	LEGAL CLERK-CONF	21.46	11	3,720	4,521

		Monthly Salary			
Job Class	Title	Range	BU	Step 1	Step 5
8799	LEGISLATIVE ASSISTANT	37.76	07	6,545	6,386
1024	LIBRARIAN	24.05	01	4,169	5,067
1003	LIBRARIAN I	24.02	01	4,163	5,060
1004	LIBRARIAN II	26.62	05	4,614	5,609
1011	LIBRARIAN III	29.29	05	5,077	6,171
1013	LIBRARY ASSISTANT	19.75	01	3,423	4,162
1020	LIBRARY ASSOCIATE I	15.77	01	2,733	3,323
1021	LIBRARY ASSOCIATE II	17.30	01	2,999	3,645
1022	LIBRARY ASSOCIATE III	18.98	01	3,290	4,001
1026	LIBRARY BRANCH MANAGER	26.62	05	4,614	5,609
210	LIBRARY DIRECTOR	60.46	09	10,480	12,737
1009	LIBRARY DRIVER CLERK I	16.45	01	2,851	3,465
1010	LIBRARY DRIVER CLERK II	19.75	01	3,423	4,162
1018	LIBRARY SUPPORT SERVICES MANAGER	40.70	07	7,055	8,577
459	LICENSED PSYCH TECH/LV NURSE I	23.55	01	4,082	4,963
460	LICENSED PSYCH TECH/LV NURSE II	27.27	01	4,727	5,744
461	LICENSED PSYCH TECH/LV NURSE III	30.02	01	5,203	6,327
543	LICENSED VOCATIONAL NURSE	21.81	01	3,780	4,595
1312	LOCKSMITH I	21.60	02	3,744	4,550
1311	LOCKSMITH II	25.93	02	4,495	5,463
1307	MAINTENANCE PAINTER I	23.39	02	4,054	4,928
1308	MAINTENANCE PAINTER II	25.93	02	4,495	5,463
519	M.H. MEDICAL DIRECTOR	118.42	07	20,526	24,950
8535	M.H. MEDICAL RECORDS SUPV	27.07	05	4,692	5,703
8573	M.H. NURSE I	19.26	01	3,338	4,056
8572	M.H. NURSE II	36.84	01	6,386	7,760
8571	M.H. NURSE III	39.96	01	6,926	8,419
8570	M.H. NURSE TRAINEE	31.09	01	5,389	6,549
8568	M.H. PRE-LICENSED NURSE	28.64	01	4,964	6,034
8525	M.H. PROGRAM SUPERVISOR	36.78	05	6,375	7,750
8569	M.H. SUPERVISING NURSE	42.97	05	7,448	9,055
8529	M.H. THERAPIST I	23.43	01	4,061	4,937
8528	M.H. THERAPIST II	27.13	01	4,703	5,717
8527	M.H. THERAPIST III	29.87	01	5,177	6,294
8526	M.H. THERAPIST IV	33.03	01	5,725	6,958
8576	M.H. WORKER AIDE	14.73	01	2,553	3,103
8575	M.H. WORKER I	18.78	01	3,255	3,959
8574	M.H. WORKER II	20.65	01	3,579	4,351
2257	NETWORK ENGINEER I	32.64	07	5,658	6,876
2258	NETWORK ENGINEER II	38.48	07	6,670	8,107
2259	NETWORK ENGINEER III	42.39	07	7,348	8,932
1711	NETWORK HARDWARE SPECIALIST I	26.27	01	4,553	5,535
1712	NETWORK HARDWARE SPECIALIST II	29.52	01	5,117	6,221
457	NURSE PRACTITIONER/PHYS ASST	45.27	01	7,847	9,539
8966	NUTRITION SERVICES PROGRAM MANAGER	35.85	07	6,214	7,554
9784	ORAL HEALTH PROGRAM MANAGER	32.58	07	5,647	6,866
2238	PARALEGAL	24.56	01	4,257	5,174
968	PARK GATE ATTENDANT	10.98	00	1,903	2,316
1203	PARK OPERATIONS COORDINATOR	31.43	01	5,448	6,621

Monthly Salary					
Job Class	Title	Range	BU	Step 1	Step 5
1223	PARK RANGER AIDE	17.14	02	2,971	3,612
1222	PARK RANGER I	20.36	02	3,529	4,290
1221	PARK RANGER II	23.30	02	4,039	4,909
1220	PARK RANGER III	26.28	02	4,555	5,536
1210	PARK RANGER SPECIALIST	28.88	02	5,006	6,084
1251	PARKS SUPERINTENDENT	37.61	07	6,519	7,923
8538	PATIENT SVCS REPRESENTATIVE	20.38	01	3,533	4,293
1560	PERSONAL CARE AIDE	17.90	01	3,103	3,773
575	PHYS OR OCCUPATIONAL THER AIDE	20.23	01	3,507	4,262
571	PHYS OR OCCUPATIONAL THER I	33.47	01	5,801	7,053
572	PHYS OR OCCUPATIONAL THER II	36.94	01	6,403	7,784
2800	PLANNER I	26.74	01	4,635	5,633
2801	PLANNER II	30.07	01	5,212	6,335
2802	PLANNER III	33.48	01	5,803	7,055
255	PLANNING COMMISSIONER	0.00	00	0	0
8886	PRINCIPAL ADMIN ANALYST	50.33	07	8,724	10,603
722	PRINCIPAL AUDITOR-ANALYST	45.81	07	7,940	9,653
2804	PRINCIPAL ENVIR SPECIALIST	41.94	07	7,270	8,837
770	PRINCIPAL FINANCIAL ANALYST	45.81	07	7,940	9,653
8952	PRINCIPAL HUMAN RESOURCE ANALYST	48.96	07	8,486	10,315
326	PROBATION ASSISTANT	21.99	01	3,812	4,631
1583	PROGRAM MANAGER I	32.58	07	5,647	6,866
1584	PROGRAM MANAGER II	35.85	07	6,214	7,554
613	PROJECT MANAGER I	29.18	01	5,058	6,148
615	PROJECT MANAGER II	35.11	01	6,086	7,398
619	PROJECT MANAGER III	37.85	05	6,561	7,975
619	PROJECT MANAGER III	38.04	01	6,594	8,015
614	PROPERTY MANAGER	45.41	07	7,871	9,566
587	PROPERTY TRANSFER TECH I	20.83	01	3,611	4,389
588	PROPERTY TRANSFER TECH II	22.91	01	3,971	4,827
589	PROPERTY TRANSFER TECH III	25.11	01	4,352	5,290
695	PROPERTY TRANSFER TECH IV	26.28	01	4,555	5,536
525	PSYCHOLOGIST	40.28	01	6,982	8,485
3004	PUB HEALTH ADMN/HEALTH OFFICER	87.63	09	15,189	18,462
422	PUBLIC HEALTH AIDE I	15.81	01	2,740	3,331
423	PUBLIC HEALTH AIDE II	16.82	01	2,915	3,543
424	PUBLIC HEALTH AIDE III	19.04	01	3,300	4,011
8959	PUBLIC HEALTH LABORATORY MANAGER	50.33	07	8,724	10,603
442	PUBLIC HEALTH MICROBIOL I	31.22	01	5,411	6,578
441	PUBLIC HEALTH MICROBIOL II	34.52	01	5,983	7,273
417	PUBLIC HEALTH NURSE	34.50	01	5,980	7,270
9430	PUBLIC HEALTH NURSE I	34.50	01	5,980	7,270
9431	PUBLIC HEALTH NURSE II	37.95	01	6,578	7,996
1347	PUBLIC HEALTH NUTRITIONIST I	28.22	01	4,891	5,945
1348	PUBLIC HEALTH NUTRITIONIST II	31.09	01	5,389	6,549
1115	PUBLIC WORKS LEADWORKER	26.64	02	4,618	5,613
1112	PUBLIC WORKS SECTION SUPV	31.65	05	5,486	6,666
1105	PUBLIC WORKS WORKER I	18.75	02	3,250	3,950
1117	PUBLIC WORKS WORKER II	20.83	02	3,611	4,389

Monthly Salary					
Job Class	Title	Range	BU	Step 1	Step 5
1119	PUBLIC WORKS WORKER III	21.94	02	3,803	4,623
1103	PUBLIC WORKS WORKER IV	24.35	02	4,221	5,131
2184	PURCHASING MANAGER	47.04	07	8,154	9,909
1019	REGIONAL LIBRARIAN	32.33	07	5,604	6,812
00300176	REGISTERED DENTAL HYGIENIST	30.90	01	5,356	6,510
537	REGISTERED NURSE II	33.45	01	5,798	7,048
1708	RESOURCE PROTECTION SPEC I	25.56	01	4,430	5,385
1709	RESOURCE PROTECTION SPEC II	32.03	01	5,552	6,748
1710	RESOURCE PROTECTION SPEC III	35.35	01	6,127	7,450
642	RIGHT-OF-WAY AGENT	45.08	07	7,814	9,499
9657	RISK MGMT ANALYST I	30.93	07	5,361	6,517
9658	RISK MGMT ANALYST II	35.85	07	6,214	7,554
9663	RISK MGMT ANALYST III	41.94	07	7,270	8,837
2807	SAFETY COORDINATOR - PUBLIC WORKS	41.94	07	7,270	8,837
3281	SART CLINICAL COORD	35.75	01	6,197	7,533
925	SECRETARY-CONFIDENTIAL	20.95	11	3,631	4,415
883	SECRETARY I	19.64	13	3,404	4,137
886	SECRETARY I-CONFIDENTIAL	20.16	11	3,494	4,248
884	SECRETARY II	20.54	13	3,560	4,328
1023	SENIOR LIBRARY ASSOCIATE	21.08	05	3,654	4,441
336	SERGEANT	47.79	28	8,284	10,069
107	SHERIFF-CORONER	102.69	10	17,800	16,786
339	SHERIFF'S CADET	32.38	21	5,613	6,822
331	SHERIFF'S CHIEF DEPUTY	67.88	15	11,766	14,300
00300091	SHERIFF'S CHIEF MEDICAL OFFICER	85.91	08	14,891	18,101
2593	SHERIFF'S COMMANDER	61.17	15	10,603	12,887
378	SHERIFF'S CORRECTIONAL CAPTAIN	60.95	15	10,565	12,842
375	SHERIFF'S CORRECTIONAL DEPUTY	32.38	03	5,613	6,822
335	SHERIFF'S CORRECTIONAL SGT	40.54	14	7,027	8,544
357	SHERIFF'S CORR. LIEUTENANT	55.40	15	9,603	11,672
342	SHERIFF'S DISPATCHER	30.68	22	5,318	6,464
00300087	SHERIFF'S DISPATCHER I	27.61	22	4,786	5,817
00300088	SHERIFF'S DISPATCHER II	30.68	22	5,318	6,464
00300089	SHERIFF'S DISPATCHER III	33.68	22	5,838	7,096
5000	SHERIFF'S DISPATCHER SUPV	37.01	14	6,415	7,797
00300005	SHERIFF'S DISPATCH MANAGER	48.00	07	8,320	10,114
300005	SHERIFF'S DISPATCH MANAGER	48.96	07	8,486	10,315
00300090	SHERIFF'S DISPATCH SUPERVISOR	37.01	14	6,415	7,799
8973	SHERIFF'S FORENSIC LABORATORY SPECIALIST	38.32	21	6,642	8,074
2594	SHERIFF'S FORENSIC SPECIALIST	36.49	21	6,325	7,687
348	SHERIFF'S PROPERTY OFFICER	32.13	21	5,569	6,770
377	SHERIFF'S RECORDS MANAGER	35.85	07	6,214	7,554
376	SHERIFF'S SENIOR CORRECTIONAL DEPUTY	35.74	03	6,195	7,531
340	SHERIFF'S SENIOR DEPUTY	43.42	27	7,526	9,147
343	SHERIFF'S SENIOR DISPATCHER	33.68	22	5,838	7,096
1531	SOCIAL SVCS INVESTIGATOR	30.06	01	5,210	6,334
1555	SOCIAL SVCS PROGRAM REVW SPEC	26.41	01	4,578	5,566
1509	SOCIAL WORKER AIDE I	14.21	01	2,463	2,993
1510	SOCIAL WORKER AIDE II	15.64	01	2,711	3,295

Monthly Salary					
Job Class	Title	Range	BU	Step 1	Step 5
1511	SOCIAL WORKER AIDE III	17.20	01	2,981	3,624
1536	SOCIAL WORKER I	22.36	01	3,876	4,709
1532	SOCIAL WORKER II	24.42	01	4,233	5,145
1524	SOCIAL WORKER III	26.96	01	4,673	5,682
1519	SOCIAL WORKER IV	31.11	01	5,392	6,555
1512	SOCIAL WORKER SUPERVISOR I	29.82	05	5,169	6,283
1516	SOCIAL WORKER SUPERVISOR II	34.29	05	5,944	7,223
2264	SOFTWARE ENGINEER I	30.19	07	5,233	6,361
2265	SOFTWARE ENGINEER II	36.61	07	6,346	7,713
2266	SOFTWARE ENGINEER III	40.68	07	7,051	8,570
610	SOLID WASTE COORDINATOR I	26.65	01	4,619	5,614
611	SOLID WASTE COORDINATOR II	33.41	01	5,791	7,037
612	SOLID WASTE COORDINATOR III	36.86	01	6,389	7,765
909	SR ACCOUNT CLERK	20.06	13	3,477	4,226
929	SR ACCOUNT CLERK-CONFIDENTIAL	20.06	11	3,477	4,226
2183	SR BUYER	29.91	01	5,184	6,302
969	SR COMMUNICATIONS TECH	33.86	01	5,869	7,134
415	SR COMMUNITY HEALTH NURSE	31.94	01	5,536	6,731
1714	SR COMP SYS TECH-CONF	32.34	11	5,606	6,814
8960	SR CORRECTIONAL TECHNICIAN	22.27	13	3,860	4,692
3200	SR DIV MGR-SOCIAL SERVICES	52.25	07	9,057	11,007
149	SR GEOGRAPHIC INFO SYSTEMS ANALYST	39.70	05	6,881	8,365
00300180	SR INFORMATION TECHNOLOGY SPECIALIST	34.72	01	6,018	7,315
00300184	SR INFORMATION TECHNOLOGY SPECIALIST-CONF	34.72	11	6,018	7,315
2260	SR NETWORK ENGINEER	46.32	07	8,029	9,759
3001	SR PHYS OR OCCUPATIONAL THER	39.63	01	6,869	8,348
603	SR PLANNER	36.90	05	6,396	7,776
421	SR PUBLIC HEALTH NURSE	37.08	01	6,427	7,812
9432	SR PUBLIC HEALTH NURSE	40.79	01	7,070	8,594
2255	SR SOFTWARE ENGINEER	44.74	07	7,755	9,428
1321	SR STOREKEEPER	20.98	02	3,637	4,420
2256	SR SYSTEMS ADMINISTRATOR	44.74	07	7,755	9,428
9620	SR VIC/WIT ASSISTANCE COORD	27.44	05	4,756	5,781
9613	SR WATER SYSTEMS CHEMIST	39.07	01	6,772	8,230
00300026	STAFF PHYSICIAN	80.31	07	13,920	16,923
300026	STAFF PHYSICIAN	81.92	07	14,199	17,261
522	STAFF PSYCHIATRIST	108.32	07	18,775	22,823
1336	STOREKEEPER I	17.23	02	2,987	3,630
1331	STOREKEEPER II	19.06	02	3,304	4,014
3503	SUPERVISING COLLECTIONS OFFICER	28.14	05	4,878	5,930
1352	SUPERVISING CUSTODIAN	21.04	05	3,647	4,432
9691	SUPERVISING WASTEWATER SYS WORKER	34.54	05	5,987	7,277
9625	SUPERVISING WATER SYS WORKER	34.54	05	5,987	7,277
103	SUPERVISOR-BOARD	41.40	17	7,176	7,176
300054	SUPR CORRECTIONAL TECHNICIAN	25.32	05	4,389	5,337
899	SUPV ACCOUNTING TECH	25.44	05	4,410	5,359
898	SUPV ACCOUNTING TECH-CONF	25.44	11	4,410	5,359
927	SUPV ADMIN CLERK I	22.73	05	3,940	4,789
938	SUPV ADMIN CLERK I-CONF	23.18	11	4,018	4,885



		Monthly Salary			
Job Class	Title	Range	BU	Step 1	Step 5
928	SUPV ADMIN CLERK II	25.40	05	4,403	5,351
939	SUPV ADMIN CLERK II-CONF	25.40	11	4,403	5,351
724	SUPV APPRAISER	38.07	05	6,599	8,020
725	SUPV AUDITOR-APPRAISER	39.44	05	6,836	8,308
725	SUPV AUDITOR-APPRAISER	40.10	07	6,951	8,450
00300054	SUPV CORRECTIONAL TECHNICIAN	25.45	05	4,411	5,361
9675	SUPV DA INVESTIGATOR	58.28	06	10,102	12,277
373	SUPV DEPUTY PROBATION OFFICER	39.00	32	6,760	8,218
8416	SUPV ENVIR HEALTH SPECIALIST	40.16	05	6,961	8,460
1318	SUPV FACILITY MAINT MECHANIC	31.29	05	5,424	6,590
9683	SUPV FAMILY SUPPORT OFFICER	28.45	05	4,931	5,994
893	SUPV FINANCIAL TECHNICIAN	25.44	05	4,410	5,359
2231	SUPV LEGAL CLERK I	22.69	05	3,933	4,779
2236	SUPV LEGAL CLERK I-CONF	22.69	11	3,933	4,779
2232	SUPV LEGAL CLERK II	24.64	05	4,271	5,191
2237	SUPV LEGAL CLERK II-CONF	24.64	11	4,271	5,191
1007	SUPV LIBRARY ASSISTANT	20.95	05	3,631	4,415
1623	SUPV MAPPING/GRAPHICS SYS SPEC	38.57	05	6,685	8,128
1204	SUPV PARK RANGER	31.40	05	5,443	6,616
573	SUPV PHYS OR OCCUPATIONAL THER	42.93	05	7,441	9,046
1707	SUPV PLANNER	40.22	05	6,971	8,474
579	SUPV PROPERTY TRANSFER TECH	30.12	05	5,221	6,346
444	SUPV PUBLIC HEALTH MICROBIOL	38.61	05	6,692	8,136
414	SUPV PUBLIC HEALTH NURSE	44.21	05	7,663	9,315
1537	SUPV SOC SVCS INVESTIGATOR	34.57	05	5,992	7,285
2261	SYSTEMS ADMINISTRATOR I	30.19	07	5,233	6,361
2262	SYSTEMS ADMINISTRATOR II	36.61	07	6,346	7,713
2263	SYSTEMS ADMINISTRATOR III	40.68	07	7,051	8,570
110	TAX COLL-TREAS-PUB ADMIN-GUAR	83.87	10	14,538	14,043
2254	TECHNOLOGY SUPERVISOR	46.55	07	8,069	9,807
961	TELEPHONE SYSTEMS COORDINATOR	20.54	01	3,560	4,328
2592	UNDERSHERIFF	77.92	16	13,506	16,418
2180	UTILITY COORDINATOR	37.49	05	6,498	7,899
252	VETERANS' SERVICE OFFICER	40.56	09	7,030	8,547
00300201	VETERANS' SERVICES REPRESENTATIVE I	21.33	01	3,697	4,496
868	VETERANS' SERVICES REPRESENTATIVE II	24.27	01	4,207	5,112
866	VETERANS' SERVICES REPRESENTATIVE III	26.70	01	4,628	5,626
9634	VIC/WIT ASSISTANCE COORD I	21.33	01	3,697	4,496
9637	VIC/WIT ASSISTANCE COORD II	24.86	01	4,309	5,238
9614	VIC/WIT ASST COORD AIDE	19.77	01	3,427	4,165
9692	WASTEWATER SYSTEMS SUPERINTENDENT	42.25	05	7,323	8,902
9688	WASTEWATER SYS WORKER I	24.58	02	4,261	5,179
9689	WASTEWATER SYS WORKER II	29.48	02	5,110	6,212
9690	WASTEWATER SYS WORKER III	32.76	02	5,678	6,904
9686	WASTEWATER SYS WORKER TRAINEE	19.65	02	3,406	4,139
9619	WATER QUALITY MGR	43.52	05	7,543	9,171
9617	WATER SYSTEMS CHEMIST I	33.66	01	5,834	7,093
9618	WATER SYSTEMS CHEMIST II	37.17	01	6,443	7,831
9615	WATER SYSTEMS LAB TECH I	22.51	01	3,902	4,742

Monthly Salary					
Job Class	Title	Range	BU	Step 1	Step 5
9616	WATER SYSTEMS LAB TECH II	26.11	01	4,526	5,502
9623	WATER SYSTEMS SUPERINTENDENT	42.25	05	7,323	8,902
9628	WATER SYSTEMS WORKER I	24.58	02	4,261	5,179
9627	WATER SYSTEMS WORKER II	29.48	02	5,110	6,212
9626	WATER SYSTEMS WORKER III	32.76	02	5,678	6,904
9629	WATER SYSTEMS WORKER TRAINEE	19.65	02	3,406	4,139
824	WEIGHTS & MEASURES INSP I	24.56	01	4,257	5,174
821	WEIGHTS & MEASURES INSP II	27.14	01	4,704	5,720
825	WEIGHTS & MEASURES INSP III	30.68	01	5,318	6,464
826	WEIGHTS & MEASURES INSP TR	22.49	01	3,898	4,737

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## Fixed Assets

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

## Fixed Assets

A = New  
R = Replacement

<u>Code</u>	<u>Description</u>	<u>Qty</u>	2020-21 Board Approved		
			<u>Per Unit</u>	<u>Cost</u>	
<b>111 - County Counsel</b>					
R	Replacement Color Copier	1	\$ 5,875	\$	5,875
<b>136 - Sheriff-Coroner</b>					
R	48-Port Network Switch	1	\$ 7,513	\$	7,513
R	Bomb Suit and Accessories	1	\$ 41,598	\$	41,598
A	Direct Jet 1800s15 Printer	1	\$ 35,069	\$	35,069
A	Metal Pro Ironworker Cutter	1	\$ 5,410	\$	5,410
R	Self Contained Breathing Apparatuses	5	\$ 10,198	\$	50,989
<b>140 - County Fire</b>					
R	Decontamination Shower	1	\$ 33,745	\$	33,745
R	Utility Pick Up	2	\$ 86,554	\$	86,554
R	Water Tender	1	\$ 418,014	\$	418,014
R	Zoll EKG Monitor	1	\$ 36,050	\$	36,050
<b>141 - Agricultural Commissioner</b>					
R	Off-road 4x4 Quad	1	\$ 11,800	\$	11,800
<b>180 - Social Services - Administration</b>					
A	Replace Server # 600 DEVINFRA	1	\$ 10,000	\$	10,000
<b>222 - Parks and Recreation - Community Parks</b>					
A	Club Car	1	\$ 13,000	\$	13,000
A	Gator	1	\$ 12,000	\$	12,000
<b>266 - Countywide Automation Replacement</b>					
A	Compute And Storage Expansion	1	\$ 52,000	\$	52,000
R	Core Network	1	\$ 136,512	\$	136,512
R	Datacenter UPS Battery Replacement	1	\$ 18,000	\$	18,000
A	Enterprise Video System Storage Expansion	1	\$ -	\$	-
R	GPS Time Reference Replacement	1	\$ 185,000	\$	185,000
R	Local Area Network	1	\$ 150,420	\$	150,420
R	Network Edge & Security	1	\$ 20,226	\$	20,226
R	Radio Site Power System Upgrades: 12volt An	1	\$ 27,000	\$	27,000
R	Radio System Mountain Top Audio Upgrades	1	\$ 59,350	\$	59,350
R	Virtual Private Network	1	\$ 52,000	\$	52,000
<b>305 - Parks and Recreation - Regional Parks</b>					
A	Gator	1	\$ 12,000	\$	12,000
A	Personal Water Craft	1	\$ 20,000	\$	20,000
<b>405 - Public Works</b>					
A	4x4 1 Ton Utility Truck	1	\$ 75,000	\$	75,000
A	Backup Generator	1	\$ 55,900	\$	55,900
A	Fume Hood	1	\$ 25,000	\$	25,000
A	Microbiology Detection System	1	\$ 23,500	\$	23,500
A	Multi-Meter Probe	1	\$ 16,000	\$	16,000
R	Plotter	1	\$ 13,000	\$	13,000
A	Plow Attachment	1	\$ 12,000	\$	12,000
A	Striper Secondary Engine	1	\$ 25,000	\$	25,000
R	SUV, 4WD	2	\$ 70,000	\$	70,000
R	Truck, 1/2 Ton Pickup	2	\$ 83,000	\$	83,000
R	Truck, 1.5 Ton Utility 4WD	1	\$ 70,000	\$	70,000
R	Truck, 1 Ton Pickup	1	\$ 50,000	\$	50,000
R	Truck, 1 Ton Utility	1	\$ 60,000	\$	60,000
R	Truck, 1 Ton Utility 4WD	1	\$ 65,000	\$	65,000
R	Truck, 3/4 Ton Pickup	5	\$ 210,000	\$	210,000
R	Truck, 3/4 Ton Utility	1	\$ 45,000	\$	45,000

A = New  
R = Replacement

		2020-21 Board Approved		
<u>Code</u>	<u>Description</u>	<u>Qty</u>	<u>Per Unit</u>	<u>Cost</u>
R	Truck, 3/4 Ton Utility 4WD	1	\$ 55,000	\$ 55,000
R	Truck, Dump	1	\$ 200,000	\$ 200,000
R	Truck, Hot Patch	1	\$ 240,000	\$ 240,000
R	Truck, Tractor	1	\$ 160,000	\$ 160,000
R	Truck, Tractor	1	\$ 160,000	\$ 160,000
A	Valve Maintenance Trailer	1	\$ 40,000	\$ 40,000
R	Water Purification Unit	1	\$ 15,000	\$ 15,000
<b>407 - Central Services - Fleet</b>				
R	AC Recovery	2	\$ 7,000	\$ 14,000
R	Sedan, Full Size	4	\$ 32,000	\$ 128,000
R	Sedan, Mid Size	4	\$ 32,000	\$ 128,000
R	Sedan, Mid Size DSS	5	\$ 29,000	\$ 145,000
R	SUV, Compact, AWD Trax	2	\$ 27,000	\$ 54,000
R	SUV, Full Size	1	\$ 44,000	\$ 44,000
R	SUV, Full Size, Patrol	12	\$ 46,000	\$ 552,000
R	SUV, Mid Size	5	\$ 36,000	\$ 180,000
R	SUV, Mid Size, Patrol	1	\$ 36,000	\$ 36,000
R	SUV, Mid Size, Sheriff	1	\$ 38,000	\$ 38,000
R	Tig Welder	1	\$ 7,000	\$ 7,000
R	Trailer	1	\$ 7,000	\$ 7,000
R	Truck, 1/2 Ton	2	\$ 29,000	\$ 58,000
R	Truck, 1/2 Ton, Sheriff	1	\$ 33,000	\$ 33,000
R	Truck, 1/2 Ton, Utility	1	\$ 42,000	\$ 42,000
R	Truck, 3/4 Ton	3	\$ 55,000	\$ 165,000
R	Truck, Mid Size	1	\$ 26,897	\$ 26,897
R	Truck, Mid Size 4x4	2	\$ 32,000	\$ 64,000
R	Van, 1 Ton	1	\$ 52,000	\$ 52,000
R	Van, Mini Passenger	4	\$ 30,000	\$ 120,000
R	Van, Small	2	\$ 29,000	\$ 58,000
R	Van, Small Passenger	1	\$ 34,000	\$ 34,000
R	Van, Small Sheriff	1	\$ 33,000	\$ 33,000
R	Welder/Air Compressor	1	\$ 14,500	\$ 14,500
R	Wheel Balancer	1	\$ 12,000	\$ 12,000
<b>425 - Airports</b>				
R	CCTV Data Storage	1	\$ 75,000	\$ 75,000
<b>427 - Parks and Recreation - Golf Courses</b>				
R	Mower - Replacement	1	\$ 46,000	\$ 46,000
R	Verti-Cutter - Replacement	1	\$ 14,000	\$ 14,000

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## 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, Public Works - Special Services.

### SERVICE GROUP BUDGET AT A GLANCE

	FY 2020-21 Adopted	Change from FY 2019-20 Adopted	% Change
Expenditures	\$116,539,416	\$5,203,642	5%
Revenue	\$97,398,276	\$2,782,922	3%
General Fund Support	\$14,346,022	\$878,611	7%
Staffing Levels	404.50 FTE	6.00 FTE	2%



## FC 141 — Agricultural Commissioner

### Marty Settevendemie - Agricultural Commissioner/Sealer of Weights and Measures

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

#### FINANCIAL SUMMARY

	FY 2019-20 Adopted	FY 2019-20 Actual	FY 2020-21 Recommended	FY 2020-21 Adopted	Change from FY 2019-20
Licenses, Permits, and Franchises	\$325,240	\$308,148	\$324,490	\$324,490	\$(750)
Fines, Forfeitures, and Penalties	\$0	\$51,250	\$0	\$0	\$0
Intergovernmental Revenue	\$3,207,018	\$3,423,858	\$3,638,799	\$3,584,276	\$377,258
Charges for Current Services	\$271,750	\$247,793	\$247,750	\$247,750	\$(24,000)
Other Revenues	\$500	\$5,702	\$500	\$500	\$0
Interfund	\$0	\$1,449	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$3,804,508</b>	<b>\$4,038,201</b>	<b>\$4,211,539</b>	<b>\$4,157,016</b>	<b>\$352,508</b>
Salary and Benefits	\$5,552,339	\$5,633,692	\$6,030,191	\$5,839,854	\$287,515
Services and Supplies	\$963,290	\$991,624	\$978,705	\$976,550	\$13,260
Other Charges	\$33,300	\$29,117	\$30,000	\$0	\$(33,300)
Capital Assets	\$7,300	\$6,466	\$11,800	\$11,800	\$4,500
<b>Gross Expenditures</b>	<b>\$6,556,229</b>	<b>\$6,660,900</b>	<b>\$7,050,695</b>	<b>\$6,828,203</b>	<b>\$271,974</b>
Less Intrafund Transfers	\$(1,750)	\$(3,614)	\$(3,000)	\$(3,000)	\$(1,250)
<b>Net Expenditures</b>	<b>\$6,554,479</b>	<b>\$6,657,286</b>	<b>\$7,047,695</b>	<b>\$6,825,203</b>	<b>\$270,724</b>
<b>General Fund Support</b>	<b>\$2,749,971</b>	<b>\$2,619,085</b>	<b>\$2,836,156</b>	<b>\$2,668,187</b>	<b>\$(81,784)</b>

#### 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.

#### SERVICE PROGRAMS

The Department of Agriculture/Weights and Measures provides 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.

## **Agricultural Resources Management**

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

### **Pest Management**

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

### **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.

### **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.

### **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.

## **COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS**

The level of General Fund Support for this budget is recommended to increase \$86,185 or 3% compared to the FY 2019-20 Adopted Budget. Revenues are recommended to increase by \$407,031 or 11%, primarily due to the gas tax increases authorized by Senate Bill 1 – The Road Repair and Accountability Act of 2017. A trust account has been established to hold unbudgeted Unclaimed Gas Tax revenue; funds from the trust will be used in future years to support the County Maintenance of Effort (MOE) in the event General Fund support is reduced below the MOE's five-year average. This five-year average is required by the State in order to receive Unclaimed Gas Tax. In addition, the trust can be used to fund one-time infrastructure projects. Expenditures are recommended to increase by \$493,216 or 8% primarily due to increased service contract costs and negotiated increases in salaries and benefits. On December 10, 2019, the Department of Agriculture/Weights and Measures presented their multi-year strategic plan to incrementally increase the amount of General Fund support allocated to this budget to meet the County's required MOE with the State in order to receive increased Unclaimed Gas Tax revenue due to SB 1. In December, the Board of Supervisors approved the addition of 1.00 FTE Supervising Administrative Clerk to provide additional oversight and support for the department's lines of business. The second phase of this strategic plan is reflected in the recommended Budget Augmentation Request summarized below. The overall strategic plan has been set into motion and as a whole will request roughly \$400,000 of General Fund Support over the next four years.

## **BOARD ADOPTED CHANGES**

During the Budget Hearing, the Board approved a 4% (\$113,446) reduction to the level of General Fund support for this fund center, in order to close an anticipated budget gap due to the COVID-19 pandemic. In addition to the General Fund support reduction, at the recommendation

of the Agricultural Commissioner, the Board also approved a modified Budget Augmentation Request which eliminated the addition of 1.00 FTE and reduced the recommended level of General Fund support by \$54,523.

### BUDGET AUGMENTATION REQUESTS ADOPTED

<b>Title:</b> Delete 1.00 FTE Accounting Technician and add 1.00 FTE Accountant as part of a departmental restructure.	
<b>Expense:</b> \$6,721	<b>Funding Source(s):</b> General Fund Support: \$3,360 State Aid: \$3,361
<b>Intended Results:</b>	
<ol style="list-style-type: none"> <li>Accountant to act as a fully training backup on all departmental budgeting responsibilities.</li> <li>Accountant to provide financial oversight and timely billing on various grants and contracts retained by the department.</li> <li>Accountant to provide improved succession planning for the Administrative division of the department.</li> </ol>	

### BUDGET AUGMENTATION REQUESTS NOT ADOPTED

<b>Title:</b> Add 1.00 FTE Agricultural Inspector/Biologist (including the purchase of one vehicle).	
<b>Expense:</b> \$109,046	<b>Funding Source(s):</b> General Fund Support: \$54,523 State Aid: \$54,523
<b>Intended Results:</b>	
<ol style="list-style-type: none"> <li>Agricultural Inspector/Biologist to provide an annual training, in both English and Spanish, to help unlicensed gardeners get certified as a Qualified Applicator for the use of pesticides and become eligible to obtain a Maintenance Gardener license issued by the state.</li> <li>Agricultural Inspector/Biologist to coordinate at least two annual events offering Continuing Education for Private Applicators.</li> <li>Agricultural Inspector/Biologist to provide pest related updates to interested growers, regular citizens, and educational organizations.</li> <li>Purchase of one SUV for the Agricultural Inspector/Biologist.</li> </ol>	

### GOALS AND PERFORMANCE MEASURES

<b>Department Goal:</b> Uphold the commitment to serve the community as outlined in the department's mission statement, which is in alignment with county adopted Communitywide Results.					
<b>1. Performance Measure:</b> Percentage of all tested weighing and measuring devices found in compliance with California laws.					
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 the 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.					
	<b>FY 2016-17</b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>	<b>FY 2020-21</b>
Target	96.80%	95.90%	92.50%	0.00%	0.00%
Actual	91.90%	92.40%	85.50%	88.10%	
<b>Notes:</b> The FY 2020-21 target is to equal or exceed the statewide compliance average. Statewide data for FY 2019-20 is expected to be available late 2020.					
<b>2. Performance Measure:</b> Percentage of incoming interstate and international shipments requiring physical inspections completed within three hours after notification from the receiver. (Efficiency measure)					

San Luis Obispo County enjoys a relatively pristine environment, mostly free from quarantinable agricultural pests and diseases. The Agricultural Commissioner/Sealer's staff inspects incoming plant material at nurseries (wholesale and retail), landscaper's receiving compounds and homeowner properties for the presence of detrimental agricultural pests. Plant material is routinely shipped into the county from many other states and countries and if found free from pests and diseases, the shipments are released to the receiver. However, if a pest is found, the shipment may be reconditioned, sent back to its destination or destroyed. The particular action taken is dependent on the type of pest/disease and level of infestation/infection. This measure tracks the department's ability to conduct timely inspections of incoming interstate and international shipments.

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	0.00%	0.00%	90.00%	95.00%	98.00%
Actual	0.00%	0.00%	94.00%	100.00%	

Notes:

### 3. Performance Measure: The overall rate of insect specimen interceptions by pest detection staff.

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

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	90.00%	90.00%	90.00%	90.00%	90.00%
Actual	100.00%	84.00%	70.00%	96.77%	

Notes:

### 4. Performance Measure: Percentage of price scanners found in compliance with California laws.

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 San Luis Obispo'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.

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	98.50%	98.40%	98.20%	0.00%	0.00%
Actual	96.80%	95.90%	94.80%	94.40%	

Notes: The FY 2020-21 target is to equal or exceed the statewide compliance average. Statewide data for FY 2019-20 is expected to be available late 2020.

### 5. Performance Measure: Percentage of overall inspections in compliance by all regulated pesticide users (agricultural, structural and governmental).

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.

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	0.00%	0.00%	0.00%	80.00%	85.50%
Actual	0.00%	0.00%	0.00%	88.60%	

Notes: FY 2019-20 calculations were based off of the total inspections with no violations (299) to inspections with violations (34) for the date range of 7/1/19 - 6/30/20.



## FC 142 — Planning and Building

Trevor Keith - Planning and Building Director

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

### FINANCIAL SUMMARY

	FY 2019-20 Adopted	FY 2019-20 Actual	FY 2020-21 Recommended	FY 2020-21 Adopted	Change from FY 2019-20
Licenses, Permits, and Franchises	\$7,197,917	\$5,846,865	\$6,571,543	\$6,571,543	\$(626,374)
Fines, Forfeitures, and Penalties	\$162,232	\$46,481	\$125,441	\$125,441	\$(36,791)
Intergovernmental Revenue	\$5,515	\$106,295	\$5,515	\$5,515	\$0
Charges for Current Services	\$667,474	\$548,613	\$744,605	\$744,605	\$77,131
Other Revenues	\$685,052	\$428,963	\$587,816	\$587,816	\$(97,236)
Interfund	\$403,012	\$387,907	\$401,919	\$401,919	\$(1,093)
Other Financing Sources	\$0	\$8,283	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$9,121,202</b>	<b>\$7,373,405</b>	<b>\$8,436,839</b>	<b>\$8,436,839</b>	<b>\$(684,363)</b>
Salary and Benefits	\$13,114,570	\$12,415,907	\$14,114,421	\$13,774,034	\$659,464
Services and Supplies	\$2,988,722	\$3,361,531	\$2,832,084	\$2,832,084	\$(156,638)
Capital Assets	\$6,000	\$0	\$0	\$0	\$(6,000)
Transfers-Out	\$0	\$7,500	\$0	\$0	\$0
<b>Gross Expenditures</b>	<b>\$16,109,292</b>	<b>\$15,784,939</b>	<b>\$16,946,505</b>	<b>\$16,606,118</b>	<b>\$496,826</b>
Less Intrafund Transfers	\$0	\$(5,262)	\$0	\$0	\$0
<b>Net Expenditures</b>	<b>\$16,109,292</b>	<b>\$15,779,677</b>	<b>\$16,946,505</b>	<b>\$16,606,118</b>	<b>\$496,826</b>
<b>General Fund Support</b>	<b>\$6,988,090</b>	<b>\$8,406,272</b>	<b>\$8,509,666</b>	<b>\$8,169,279</b>	<b>\$1,181,189</b>

### MISSION STATEMENT

Promoting the wise use of land and helping to build great communities.

### SERVICE PROGRAMS

Planning and Building provides 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 as 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.

### 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 ensure they meet all Federal, State and local requirements.
- Inspecting construction projects for compliance with codes, regulations and permit approvals.

### 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.

## COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Mid-year in FY 2019-20, 1.00 FTE Division Manager – Planning funded by Senate Bill (SB) 1090 – Tax Reduction Reserve designation funds was added to Planning and Building to process the Diablo Canyon Power Plant & Reuse Project. This position will continue to be funded with funding from the SB 1090 – Tax Reduction Reserve designation in FY 2020-21, which offsets a portion of the recommended increase in General Fund support for this budget (though funding from the designation does not increase revenue in this budget).

The level of General Fund support for Planning and Building is recommended to increase \$1,521,576 or 22% compared to the FY 2019-20 Adopted Budget. Revenues are recommended to decrease \$684,363 or 8% primarily due to a decrease of \$852,415 or 44% in revenue related to cannabis activity. Cannabis revenue is decreasing due to an influx of applications in FY 2018-19 that reduced the number of available permits for FY 2020-21; a delay in implementation of the condition compliance monitoring program due to low numbers of fully permitted cannabis operations; and a large number of cannabis permit applications on hold awaiting information from the applicant. Expenditures are recommended to increase \$837,213 or 5% compared to FY 2019-20 adopted levels. Salaries and benefits are recommended to increase by \$999,851 or 8% primarily due to a department reorganization in FY 2019-20, negotiated salary and benefit increases, and the addition of 1.00 FTE Division Manager – Planning funded by SB 1090 funds noted above. The department reorganization added 11.00 FTE positions and deleted 9.00 FTE positions to improve department efficiency and effectiveness. To support extension of the Water Neutral New Development programs in the Paso Robles Groundwater Basin, 1.00 FTE position

was extended for five years (ending 12/31/2024). Services and supplies are recommended to decrease \$156,638 or 5% primarily due to a \$98,137 reduction in cannabis expenditures associated with decreased activity, as noted above, and elimination of credit card fee expenditures. The \$1.9 million of expenditures budgeted for cannabis activity is offset with \$1.1 million in cannabis revenue.

### BOARD ADOPTED CHANGES

During the Budget Hearing, the Board approved a 4% (\$340,387) reduction to the level of General Fund support for this fund center, in order to close an anticipated budget gap due to the COVID-19 pandemic.

### BUDGET AUGMENTATION REQUESTS ADOPTED

None.

### BUDGET AUGMENTATION REQUESTS NOT ADOPTED

<b>Title:</b> Consultant services to comply with State mandate to convert to a Vehicle Miles Traveled standard to measure transportation impacts	
<b>Expense:</b> \$40,000	<b>Funding Source(s):</b> General Fund: \$40,000
<b>Intended Results:</b>	
<ol style="list-style-type: none"> <li>1. Develop a package of mitigation options for Vehicle Miles Traveled (VMT) based on the work prepared in Phase 1 (VMT calculation model, methodologies, metrics, thresholds, and outreach and presentations) and other jurisdiction's programs.</li> <li>2. Provide the background technical information to support the mitigation options to assure legal defensibility.</li> <li>3. Provide options for implementation of the mitigation options including participation with other jurisdictions.</li> <li>4. County's environmental documents will remain consistent with the latest State requirements and reduce the risk of legal challenges.</li> </ol>	
<b>Title:</b> Consultant services to prepare records inventory of all department records	
<b>Expense:</b> \$41,000	<b>Funding Source(s):</b> General Fund: \$41,000
<b>Intended Results:</b>	
<ol style="list-style-type: none"> <li>1. Completion of an inventory of all department records in every media by the end of FY 2020-21 including identifying and quantifying all records created or maintained by the department.</li> <li>2. Creation of a disposal list of obsolete records currently using prime office and storage space to take to the Board of Supervisors for destruction and disposition by the end of FY 2020-21.</li> <li>3. Identification of all historic and vital documents by the end of FY 2020-21.</li> </ol>	

### GOALS AND PERFORMANCE MEASURES

<b>Department Goal: Ensure the wise development of land and the protection of public health and safety while providing timely, efficient, and high-quality service to our customers by complying with State development law and fully implementing the California Building Standards Code.</b>					
<b>1. Performance Measure: Percentage of single-family dwelling permits processed within 20 days to complete plan check.</b>					
This measure provides information in order to gauge the department's performance in implementing the California Building Standards Code.					
	<b>FY 2016-17</b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>	<b>FY 2020-21</b>
Target	80.00%	80.00%	80.00%	80.00%	80.00%
Actual	60.00%	67.00%	63.00%	45.00%	



**Notes:** Target for FY 2019-20 was not met due to the impacts of the COVID-19 pandemic. Compounding this issue was delays in processing single-family dwelling plan checks submitted by various agencies and County departments due to a shortage of staff. The department also had a 40% increase in building permit applications in December due to customers wanting to get their application in prior to the new State-adopted building codes that took effect January 1, 2020. This permit increase created a backlog and delay in processing permits.

**2. Performance Measure: Percentage of commercial project permits processed within 30 days to complete plan check.**

This measure provides information in order to gauge the department's performance in implementing the California Building Standards Code.

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	80.00%	80.00%	80.00%	80.00%	80.00%
Actual	75.00%	78.00%	58.00%	55.00%	

**Notes:** Target for FY 2019-20 was not met due to the impacts of the COVID-19 pandemic. Compounding this issue was delays in processing commercial project plan checks submitted by various agencies and County departments due to a shortage of staff. The department also had a 40% increase in building permit applications in December due to customers wanting to get their application in prior to the new State-adopted building codes that took effect January 1, 2020. This permit increase created a backlog and delay in processing permits.

**3. Performance Measure: Percentage of Land Use cases processed within established timeframes.**

This measure provides information in order to gauge the department's performance in implementing State laws regulating land use/subdivision project processing times. Projects that are exempt from the California Environmental Quality Act (CEQA) are required to be processed to hearing within 60 days of project acceptance; projects with Negative Declarations are required to be processed to hearing within 180 days of project acceptance.

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	0.00%	0.00%	0.00%	75.00%	75.00%
Actual	0.00%	0.00%	0.00%	0.00%	

**Notes:** Data is not available. The department's new permit tracking system (EnerGov) does not track information in this manner. Based on this, the measure needs to be revised so department staff can track it and consider outside factors that affect the timing results. The department proposes revising this measure to provide information about outcomes that are within the control of the department.



## FC 290 — Planning and Building - Community Development

Trevor Keith - Planning and Building Director

Community Development provides programs that support affordable housing, emergency shelter services, 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.

### FINANCIAL SUMMARY

	FY 2019-20 Adopted	FY 2019-20 Actual	FY 2020-21 Recommended	FY 2020-21 Adopted	Change from FY 2019-20
Revenue from Use of Money & Property	\$0	\$3,111	\$0	\$0	\$0
Intergovernmental Revenue	\$2,941,344	\$2,212,427	\$3,490,428	\$3,490,428	\$549,084
Other Revenues	\$0	\$364,852	\$0	\$0	\$0
Other Financing Sources	\$524,161	\$524,161	\$40,161	\$38,555	\$(485,606)
<b>Total Revenue</b>	<b>\$3,465,505</b>	<b>\$3,104,550</b>	<b>\$3,530,589</b>	<b>\$3,528,983</b>	<b>\$63,478</b>
Fund Balance Available	\$49,458	\$0	\$0	\$54,568	\$5,110
<b>Total Financing Sources</b>	<b>\$3,514,963</b>	<b>\$3,104,550</b>	<b>\$3,530,589</b>	<b>\$3,583,551</b>	<b>\$68,588</b>
Services and Supplies	\$927,173	\$925,360	\$442,080	\$440,474	\$(486,699)
Other Charges	\$2,538,332	\$2,174,080	\$3,088,509	\$3,088,509	\$550,177
<b>Gross Expenditures</b>	<b>\$3,465,505</b>	<b>\$3,099,440</b>	<b>\$3,530,589</b>	<b>\$3,528,983</b>	<b>\$63,478</b>
Contingencies	\$49,458	\$0	\$0	\$54,568	\$5,110
<b>Total Financing Requirements</b>	<b>\$3,514,963</b>	<b>\$3,099,440</b>	<b>\$3,530,589</b>	<b>\$3,583,551</b>	<b>\$68,588</b>

### 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, and public improvements to benefit the communities that we serve.

### SERVICE PROGRAMS

Community Development functions under the Planning and Building Department 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.

**Home Investment Partnership Act (HOME) Funds**

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

**Federal Emergency Solutions Grants (ESG)**

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

**General Fund Support for SLO Co Housing Trust Fund**

Provides funding support for the finance services of the SLO Co Housing Trust Fund which in turn provides financing and technical assistance to businesses for affordable housing projects throughout the County.

**COUNTY ADMINISTRATOR’S COMMENTS AND RECOMMENDATIONS**

The level of General Fund contribution to this budget is recommended to decrease by \$484,000 or 92% compared to the FY 2019-20 Adopted Budget due to the transfer of \$212,000 in General Fund economic development grants to Fund Center 104 – Administrative Office and the transfer \$253,000 in General Fund grants to community organizations for the provision of homeless services to Fund Center 180 - Social Services Administration. Revenue for Community Development is recommended to increase by \$65,084 or 2% compared to the FY 2019-20 Adopted Budget primarily due to receipt of a new on-going State grant resulting from passage of Senate Bill 2 offset by the above-referenced reduction in the General Fund contribution to this budget.

Approximately \$2.8 million of the total \$3.5 million in revenue budgeted in FY 2020-21 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)	\$1,780,000
HOME Grant	\$870,000
Emergency Shelter Grant (ESG)	\$151,000
<b>Total HUD Grants</b>	<b>\$2,801,000</b>

Final funding levels for grants provided through HUD are not yet known. More than \$920,000 in Community Development Block Grant (CDBG) funds will be distributed to six incorporated cities. In addition, approximately \$1.5 million in grant funds from the CDBG, HOME and ESG programs will be distributed to various non-profit organizations. Finally, \$286,086 in funds from the County’s inclusionary housing in-lieu fees (Title 29) will also be distributed to various non-profit organizations.

This fund center does not have a Position Allocation List (PAL). 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 2020-21, \$401,919 in funding will be transferred from Fund Center 290 – Community Development to Fund Center 142 – Planning and Building to support the cost of administering these programs.

**BOARD ADOPTED CHANGES**

During the Budget Hearing, the Board approved a 4% (\$1,606) reduction to the level of General Fund support for this fund center, in order to close an anticipated budget gap due to the COVID-19 pandemic.

At FY 2019-20 year end, the final Fund Balance Available (FBA) for Community Development was \$54,568 higher than what had been estimated during FY 2020-21 budget development. As part of Final Budget adoption, the Board approved appropriation of these funds to contingencies for this fund center.

**BUDGET AUGMENTATION REQUESTS ADOPTED**

None requested.



## FC 405 — Public Works

John Diodati - Interim Public Works Director

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.

### FINANCIAL SUMMARY

	FY 2019-20 Adopted	FY 2019-20 Actual	FY 2020-21 Recommended	FY 2020-21 Adopted	Change from FY 2019-20
Revenue from Use of Money & Property	\$159,903	\$231,110	\$233,626	\$233,626	\$73,723
Intergovernmental Revenue	\$0	\$1,137,863	\$0	\$0	\$0
Charges for Current Services	\$335	\$131	\$292	\$292	\$(43)
Other Revenues	\$93,054	\$172,481	\$173,413	\$173,413	\$80,359
Interfund	\$38,874,870	\$38,830,626	\$38,312,262	\$38,312,262	\$(562,608)
<b>Total Revenue</b>	<b>\$39,128,162</b>	<b>\$40,372,211</b>	<b>\$38,719,593</b>	<b>\$38,719,593</b>	<b>\$(408,569)</b>
<b>Total Financing Sources</b>	<b>\$39,128,162</b>	<b>\$40,372,211</b>	<b>\$38,719,593</b>	<b>\$38,719,593</b>	<b>\$(408,569)</b>
Salary and Benefits	\$32,176,677	\$30,461,613	\$33,107,172	\$33,107,172	\$930,495
Services and Supplies	\$9,008,614	\$8,202,634	\$8,639,139	\$8,639,139	\$(369,475)
Other Charges	\$0	\$1,843	\$0	\$0	\$0
Capital Assets	\$1,473,000	\$1,187,718	\$1,768,400	\$1,768,400	\$295,400
<b>Gross Expenditures</b>	<b>\$42,658,291</b>	<b>\$39,853,808</b>	<b>\$43,514,711</b>	<b>\$43,514,711</b>	<b>\$856,420</b>
Less Intrafund Transfers	\$0	\$(24,678)	\$0	\$0	\$0
<b>Net Expenditures</b>	<b>\$42,658,291</b>	<b>\$39,829,130</b>	<b>\$43,514,711</b>	<b>\$43,514,711</b>	<b>\$856,420</b>
<b>Total Financing Requirements</b>	<b>\$42,658,291</b>	<b>\$39,853,808</b>	<b>\$43,514,711</b>	<b>\$43,514,711</b>	<b>\$856,420</b>

### 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 water planning; franchise administration for the unincorporated areas; and management and planning of the County's Capital Projects.

### SERVICE PROGRAMS

The Public Works Internal Services Fund (ISF) provides the services below. The ISF Fund Center (FC 405) reflects appropriation amounts and staffing 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.

### **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.

### **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.

### **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.

### **Special Districts**

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

### **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.

### **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.

### **Los Osos Wastewater System (FC 430)**

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

### **Administration and Financial Services (FC 113)**

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

### 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 grant opportunities. Make recommendations for energy efficiency and renewable opportunities.

### Facilities Planning/Architectural Services (FC 113)

Manage and support countywide facility assessments and plans, as well as estimate capital improvement and major maintenance project costs for budgetary purposes. Upon budgeting of projects, implementation and delivery of the capital improvement and major maintenance program and individual projects will occur in FC 200 – Maintenance Projects and FC 230 – Capital Projects.

## COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The Public Works Internal Service Fund (ISF) does not receive direct General Fund support. The fund center budgets labor, equipment, material and contract services for Fund Centers 130, 200, 230, 201, 245 and 430. 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 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 Districts budget document prepared by Public Works and approved by the Board of Supervisors during the County's annual budget hearing in June. The other five functional areas listed above account for the balance of the fund's operating revenues and expenditures.

Revenues are recommended to decrease by \$408,569 or 1% compared to FY 2019-20 adopted levels. The decrease is primarily due to decreased charges to departments for Public Works' services. Fluctuation in this area is typical year over year, as projects often dictate services provided. Expenditures are recommended to increase by \$856,420 or 2% compared to FY 2019-20 budgeted levels, primarily due to increases in salaries and benefits.

Fixed assets are recommended in the amount of \$1.8 million, which represents a \$295,400 or 20% increase, compared to the FY 2019-20 adopted level (see Schedule 10 in the State Schedules section of this document). 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. Most funding for replacement equipment will come from the ISF equipment replacement reserves, Fund Center 245 – Roads and Special District funds. General Fund centers 201 – Development Services and 130 – Waste Management will contribute \$46,653.

A listing of projects specific to Roads can be found in Fund Center 245 – Roads, while a listing of projects carried out on behalf of Special Districts can be found in the Special Districts' budget printed under separate cover. No projects for other miscellaneous funds are included in this recommended budget.

## BOARD ADOPTED CHANGES

None.

## BUDGET AUGMENTATION REQUESTS ADOPTED

<b>Title:</b> Add 1.00 FTE Grounds Restoration Specialist to the Environmental Division's Maintenance/ Facilities Unit	
<b>Expense:</b> \$106,737	<b>Funding Source(s):</b> Road Fund: \$71,514 Special Districts: \$35,223
<b>Intended Results:</b>	
<ol style="list-style-type: none"> <li>1. Meet site performance measures in the timeframe required (typically five years, but more in some cases), which was previously made possible due to the limited term 1.00 FTE Grounds Restoration Specialist position, which expires on June 30, 2020.</li> <li>2. Implement new storm water controls requirements for new facilities, consistent with legal requirements.</li> <li>3. Propagate, install and maintain the type of vegetation required for projects.</li> </ol>	

## BUDGET AUGMENTATION REQUESTS NOT ADOPTED

<b>Title:</b> Add 1.00 FTE Project Manager to the Transportation Division's Capital Improvement Project Unit	
<b>Expense:</b> \$139,235	<b>Funding Source(s):</b> Road Fund: \$139,235
<b>Intended Results:</b>	
<ol style="list-style-type: none"> <li>1. Provide additional consultant oversight, project administration, management of outside agencies and the essential project leadership to get a project to completion.</li> <li>2. Support the advancement of transportation capital projects for the department.</li> </ol>	
<b>Title:</b> Add 1.00 FTE Information Technology Supervisor to the Administrative Services Division	
<b>Expense:</b> \$173,728	<b>Funding Source(s):</b> Public Works ISF: \$173,728
<b>Intended Results:</b>	
<ol style="list-style-type: none"> <li>1. Provide technical oversight, mentoring, development and leadership to the Information Technology (IT) portion of the division.</li> <li>2. Provide a dedicated resource for supervision, direction and strategic planning for the department's IT needs and projects going forward.</li> </ol>	

## GOALS AND PERFORMANCE MEASURES

<b>Department Goal:</b> To address deferred maintenance and improve the condition of County-owned public servicing buildings.					
<b>1. Performance Measure:</b> The Facility Condition Index (FCI) is used in facilities management to provide a benchmark to compare the relative condition of a group of facilities. An FCI of 5% or less is considered 'good' for building facilities.					
As an outcome of the Facility Condition Assessment program, by the Facilities Planning Division, a new objective is to measure the improvement of the condition of County-owned public servicing buildings (excluding Parks and Airports), by tracking the FCI (cost of identified repairs divided by the building replacement value).					
	<b>FY 2016-17</b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>	<b>FY 2020-21</b>
Target	0.00%	0.00%	0.00%	5.00%	5.00%
Actual	0.00%	0.00%	0.00%	8.13%	
<b>Notes:</b> New Measure for FY 2019-20. Reaching a FCI of 5.00 will be a multi-year effort for the Facilities Management Division.					





## FC 430 — Public Works - Los Osos Wastewater System

John Diodati - Interim Public Works Director

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.

### FINANCIAL SUMMARY

	FY 2019-20 Adopted	FY 2019-20 Actual	FY 2020-21 Recommended	FY 2020-21 Adopted	Change from FY 2019-20
Revenue from Use of Money & Property	\$19,792	\$105,412	\$19,000	\$19,000	(\$792)
Charges for Current Services	\$5,244,607	\$5,126,433	\$6,024,021	\$6,024,021	\$779,414
Other Revenues	\$0	\$2,633,330	\$64,176	\$64,176	\$64,176
Other Financing Sources	\$0	\$4,931,066	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$5,264,399</b>	<b>\$12,796,240</b>	<b>\$6,107,197</b>	<b>\$6,107,197</b>	<b>\$842,798</b>
Cancelled Reserves	\$1,745,363	\$0	\$206,300	\$206,300	\$(1,539,063)
<b>Total Financing Sources</b>	<b>\$7,009,762</b>	<b>\$12,796,240</b>	<b>\$6,313,497</b>	<b>\$6,313,497</b>	<b>\$(696,265)</b>
Services and Supplies	\$2,981,812	\$3,862,860	\$3,615,138	\$3,615,138	\$633,326
Other Charges	\$0	\$6,621,847	\$1,175	\$1,175	\$1,175
Capital Assets	\$0	\$0	\$267,375	\$267,375	\$267,375
Transfers-Out	\$3,544,530	\$5,156,524	\$2,203,764	\$2,203,764	\$(1,340,766)
<b>Gross Expenditures</b>	<b>\$6,526,342</b>	<b>\$15,641,231</b>	<b>\$6,087,452</b>	<b>\$6,087,452</b>	<b>\$(438,890)</b>
<b>Net Expenditures</b>	<b>\$6,526,342</b>	<b>\$15,641,231</b>	<b>\$6,087,452</b>	<b>\$6,087,452</b>	<b>\$(438,890)</b>
New Reserves	\$206,300	\$0	\$226,045	\$226,045	\$19,745
<b>Total Financing Requirements</b>	<b>\$6,732,642</b>	<b>\$15,641,231</b>	<b>\$6,313,497</b>	<b>\$6,313,497</b>	<b>\$(419,145)</b>

### 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.

### SERVICE PROGRAMS

The Los Osos Wastewater System functions under the Public Works Department. It provides the following service:

#### Los Osos Wastewater System

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

## COUNTY ADMINISTRATOR’S COMMENTS AND RECOMMENDATIONS

This fund center functions under the umbrella of the Public Works Internal Service Fund (ISF). All staffing and equipment needed to carry out the programs in this fund center are provided by the ISF and charged back to this fund center as services are performed. Labor costs from the ISF are accounted for in services and supplies and not salaries and benefits, as in other fund centers.

Los Osos Wastewater System is an Enterprise Fund and receives no General Fund support. Revenues are increased by \$842,798 or 16% compared to the FY 2019-20 Adopted Budget, due to anticipated rate increases in FY 2019-20 and additional sewer charges for the Monarch Grove development which joined the system in FY 2019-20. Expenditures are recommended to decrease by \$438,890 or 7% compared to the FY 2019-20 Adopted Budget, primarily due to consolidation and refinancing of loans to a State Revolving Fund loan.

## BOARD ADOPTED CHANGES

None.

## BUDGET AUGMENTATION REQUESTS ADOPTED

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.					
<b>1. Performance Measure: Percentage of days per year that the system meets mandated water quality standards.</b>					
This measures the percentage of time/days during the year that the wastewater system meets State and Federal water quality standards.					
	<b>FY 2016-17</b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>	<b>FY 2020-21</b>
Target	100.00%	100.00%	100.00%	100.00%	100.00%
Actual	98.00%	100.00%	100.00%	100.00%	
<b>Notes:</b>					
<b>2. Performance Measure: Percentage of recycled water sold for agricultural irrigation.</b>					
This measures the percentage of total recycled water produced that is sold for agricultural irrigation.					
	<b>FY 2016-17</b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>	<b>FY 2020-21</b>
Target	10.00%	15.00%	10.00%	10.00%	0.00%
Actual	0.00%	0.00%	0.00%	0.00%	
<b>Notes:</b> Measure being deleted in FY 2020-21.					
<b>3. Performance Measure: Percentage of recycled water sold for irrigation other than agricultural uses.</b>					
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.					
	<b>FY 2016-17</b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>	<b>FY 2020-21</b>
Target	0.00%	10.00%	10.00%	10.00%	0.00%
Actual	0.00%	0.00%	1.00%	19.85%	
<b>Notes:</b> Measure being deleted in FY 2020-21.					

<b>4. Performance Measure: Percentage of recycled water used for other than direct disposal.</b>					
This measures the percentage of total recycled water produced that is used for irrigation.					
	<b>FY 2016-17</b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>	<b>FY 2020-21</b>
Target	0.00%	0.00%	0.00%	0.00%	10.00%
Actual	0.00%	0.00%	0.00%	0.00%	
<b>Notes:</b> New measure for FY 2020-21. Priority is to distribute recycled water to users that provide a high impact to reduction of salt water intrusion and nitrate reduction in the groundwater basin defined as water that goes to other than the Broderson and Bayridge leachfields.					



## FC 248 — Public Works - Road Impact Fees

John Diodati - Interim Public Works Director

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.

### FINANCIAL SUMMARY

	FY 2019-20 Adopted	FY 2019-20 Actual	FY 2020-21 Recommended	FY 2020-21 Adopted	Change from FY 2019-20
Revenue from Use of Money & Property	\$0	\$204,409	\$0	\$0	\$0
Charges for Current Services	\$0	\$1,103,924	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$0</b>	<b>\$1,308,333</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Fund Balance Available	\$1,313,894	\$0	\$0	\$1,312,721	\$(1,173)
Cancelled Reserves	\$1,199,000	\$0	\$1,272,439	\$1,272,439	\$73,439
<b>Total Financing Sources</b>	<b>\$2,512,894</b>	<b>\$1,308,333</b>	<b>\$1,272,439</b>	<b>\$2,585,160</b>	<b>\$72,266</b>
Transfers-Out	\$1,199,000	\$878,529	\$1,272,439	\$1,272,439	\$73,439
<b>Gross Expenditures</b>	<b>\$1,199,000</b>	<b>\$878,529</b>	<b>\$1,272,439</b>	<b>\$1,272,439</b>	<b>\$73,439</b>
New Reserves	\$1,313,894	\$0	\$0	\$1,312,721	\$(1,173)
<b>Total Financing Requirements</b>	<b>\$2,512,894</b>	<b>\$878,529</b>	<b>\$1,272,439</b>	<b>\$2,585,160</b>	<b>\$72,266</b>

### PURPOSE STATEMENT

Collection of Road Improvement Fees (RIF) used to construct new roads or make major improvements to existing roads and intersections within the RIF areas of the County.

### COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

As a Special Revenue Fund, this budget receives no General Fund support. The fund center collects road improvement fees and transfers funds to FC 245 – Roads to fund projects, as needed. Recommended cancelled reserves to fund roads projects are increased by \$73,439 or less than 1% compared to the FY 2019-20 Adopted Budget. Expenditures are increased by \$73,439 or 6% compared to the FY 2019-20 Adopted Budget, due to an increase in planned capital projects for FY 2020-21.

Planned new expenditures of \$1.3 million represent 16 projects that are reflected in the department's FY 2020-21 budget request for Fund Center 245 – Roads and a debt service payment to repay debt incurred on the Vineyard Drive Interchange Project. Proposed projects and Debt Service Payments include:

Project Name	Amount of Fees Allocated
1. Avila Traffic Study	\$ 1,000
2. Templeton Traffic Study	\$ 1,000
3. San Miguel Traffic Study	\$ 1,000
4. Nipomo One Traffic Study	\$ 1,000
5. Nipomo Two Traffic Study	\$ 1,000
6. North Coast Traffic Study	\$ 10,000
7. Los Osos Traffic Study	\$ 1,000
8. Avila Beach/Hwy 101 Operational Improvements	\$ 150,000
9. Signal at Mesa @ Tefft Street	\$ 550,000
10. Halcyon Phase 1	\$ 150,000
11. Los Berros Road Left Turn Lane @ Dale Avenue	\$ 20,000
12. Hwy 46 @ 101 Interchange Scoping Study	\$ 10,000
13. Las Tablas @ 101 Operational Improvements	\$ 30,000
Debt Service Payment - Templeton Area for Vineyard Drive Interchange	\$ 346,439
<b>Total Fees Allocated</b>	<b>\$ 1,272,439</b>

**BOARD ADOPTED CHANGES**

At FY 2019-20 year end, the Fund Balance Available (FBA) for Road Impact Fees was \$1,312,721 higher than what was estimated during FY 2020-21 budget development. Because the department funds traffic and capital improvements from reserves, revenue received is reflected as FBA. As part of Final Budget adoption, the excess FBA was allocated to the Road Impact Fee designation for future projects.

**BUDGET AUGMENTATION REQUESTS ADOPTED**

None requested.



## FC 245 — Public Works - Roads

John Diodati - Interim Public Works Director

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.

### FINANCIAL SUMMARY

	FY 2019-20 Adopted	FY 2019-20 Actual	FY 2020-21 Recommended	FY 2020-21 Adopted	Change from FY 2019-20
Taxes	\$1,875,606	\$1,931,711	\$1,969,387	\$1,969,387	\$93,781
Revenue from Use of Money & Property	\$125,000	\$279,884	\$125,000	\$125,000	\$0
Intergovernmental Revenue	\$18,262,407	\$28,823,018	\$19,501,890	\$19,501,890	\$1,239,483
Charges for Current Services	\$184,000	\$174,778	\$217,450	\$217,450	\$33,450
Other Revenues	\$0	\$234,849	\$6,800	\$6,800	\$6,800
Interfund	\$0	\$604,354	\$0	\$0	\$0
Other Financing Sources	\$6,966,224	\$9,288,307	\$7,145,224	\$7,145,224	\$179,000
<b>Total Revenue</b>	<b>\$27,413,237</b>	<b>\$41,336,901</b>	<b>\$28,965,751</b>	<b>\$28,965,751</b>	<b>\$1,552,514</b>
Fund Balance Available	\$549,504	\$0	\$0	\$2,208,233	\$1,658,729
Cancelled Reserves	\$865,241	\$0	\$1,345,876	\$1,345,876	\$480,635
<b>Total Financing Sources</b>	<b>\$28,827,982</b>	<b>\$41,336,901</b>	<b>\$30,311,627</b>	<b>\$32,519,860</b>	<b>\$3,691,878</b>
Services and Supplies	\$18,563,854	\$18,813,586	\$19,686,710	\$19,686,710	\$1,122,856
Other Charges	\$484,515	\$443,688	\$546,208	\$546,208	\$61,693
Capital Assets	\$9,080,400	\$41,074,819	\$9,929,000	\$9,929,000	\$848,600
Transfers-Out	\$149,709	\$4,014	\$149,709	\$149,709	\$0
<b>Gross Expenditures</b>	<b>\$28,278,478</b>	<b>\$60,336,108</b>	<b>\$30,311,627</b>	<b>\$30,311,627</b>	<b>\$2,033,149</b>
Less Intrafund Transfers	\$0	\$(20,537,410)	\$0	\$0	\$0
<b>Net Expenditures</b>	<b>\$28,278,478</b>	<b>\$39,798,698</b>	<b>\$30,311,627</b>	<b>\$30,311,627</b>	<b>\$2,033,149</b>
New Reserves	\$549,504	\$0	\$0	\$2,208,233	\$1,658,729
<b>Total Financing Requirements</b>	<b>\$28,827,982</b>	<b>\$60,336,108</b>	<b>\$30,311,627</b>	<b>\$32,519,860</b>	<b>\$3,691,878</b>

### MISSION STATEMENT

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

### SERVICE PROGRAMS

Roads provides the following services:

**Roads Construction**

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

**Roads Maintenance**

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

**COUNTY ADMINISTRATOR’S COMMENTS AND RECOMMENDATIONS**

The recommended FY 2020-21 budget for Roads provides a General Fund contribution in the amount of \$6.2 million. This represents the Maintenance of Effort for General Fund contribution required to receive full funding from Senate Bill 1 - the Road Repair and Accountability Act (SB1) funding. Revenues are recommended to increase by \$1.5 million or 6%, due primarily to an increase in estimated revenue from the Highway User Tax of \$1.5 million or 19% compared to the FY 2019-20 adopted level and an increase in estimated SB1 funding of \$700,000 or 10% compared to the FY 2019-20 adopted level.

FY 2020-21 - Roads Fund		
Work Program Statement		
1	Administration	\$ 4,443,652
2	Construction	\$ 10,074,695
3	Maintenance	\$ 15,247,070
4	Aid to Other Governmental Agencies	\$ -
5	Acquisition of Equipment	\$ 546,210
6	Plant Acquisition	\$ -
7	Reimbursable Work	\$ -
8	Cost Transfers and Reimbursements	\$ -
<b>Total</b>		<b>\$ 30,311,627</b>

Project No.	Project Description	Milestone Completion at 6/30/21	Funding Requirements for 20/21 *see footnote	Previous Years Balance to be Encumbered	New Funding to be Appropriated 20/21
<b>ROADS</b>					
New Road Construction					
300140	South Oakglen Operations Study - Operational Improvements	On Hold	31,964	31,964	0
300348	Nacimiento Lake Drive at Adelaida Road - Left Turn Lanes	3rd Year Mitigation Complete	98,687	98,687	0
300372	Halcyon Road at Route 1, Phase 1 - Intersection Realignment	Scope Defined (Completion of Study)	1,193,971	1,043,971	150,000
Total New Road Construction			1,324,622	1,174,622	150,000
<b>Road Reconstruction</b>					
300147	Tefft Street and US 101 Interchange, Nipomo - Operational Improvement	Construction Complete	2,230,442	2,230,442	0
300150	Main Street Interchange, Templeton - Operational Improvements	Budget-Funding Identified	1,521,664	1,521,664	0
300273	Small Safety Betterments	N/A	186,727	136,727	50,000
300364	San Luis Bay Drive Interchange - Operational Improvements	On Hold	107,421	107,421	0
300384	Los Berros Road at Dale Avenue - Left Turn Lane	"Ready to Advertise" Checklist Complete	35,299	15,299	20,000
300506	Avila Beach Drive Interchange - Operational Improvements	60% Plans, Specs, Est	133,694	(16,306)	150,000
300521	Nacimiento Lake Drive at Chimney Rock Road - Intersection Realignment	On Hold	17,385	17,385	0
300523	Ontario Road, Avila Beach - Park-n-Ride Expansion	On Hold	250,023	250,023	0
300552	Santa Rosa Creek Slope Stabilization - Slope Failure	Construction Complete	72,511	72,511	0
300566	Halcyon Road Grade Widening Improvement Project, Arroyo Grande	On Hold	27,731	27,731	0
300576	State Route 46 West - Scoping Study	N/A	10,000	0	10,000
300602	Los Berros at Avis Street - Road Widening	30% Construction	1,557,777	1,557,777	0
300603	Metal Beam Guardrail Upgrades - Countywide	30% Construction	2,106,244	2,106,244	0



**Land Based**  
**FC 245 — Public Works - Roads**

300608	Los Ranchos Road - State Route 227 Operational Improvements	Scope Defined (Completion of Study)	847,401	847,401	0
300612	Buckley Road Corridor Study, San Luis Obispo	Budget-Funding Identified	250,066	250,066	0
300617	Buckley Road at State Route 227, San Luis Obispo - Operational Improvements	Budget-Funding Identified	278,642	278,642	0
300631	Metal Beam Guardrail FY 21-22	"Ready to Advertise" Checklist Complete	207,618	167,618	40,000
300645	Las Tablas at Hwy 101, Templeton - Operational Improvements	Budget-Funding Identified	30,000	0	30,000
300650	Dry Creek Road Cooperative City of Paso Robles	N/A	176,309	176,309	0
300652	Vineyard Drive Corridor - Operational Improvements	Budget-Funding Identified	0	0	0
Total Road Reconstruction			10,046,954	9,746,954	300,000
<b>New Road Lights, Traffic Signals</b>					
300604	Intersection Lighting Improvements - Countywide	30% Construction	947,012	927,012	20,000
300630	Intersection Streetlights FY 21-22	"Ready to Advertise" Checklist Complete	185,330	145,330	40,000
300644	Signal at Tefft and Mesa, Nipomo	On Hold	550,000	0	550,000
Total New Road Lights, Traffic Signals			1,682,342	1,072,342	610,000
<b>Drainage Improvements</b>					
300465	Highway 1 and 13th Street, Oceano - Drainage Improvements	1st Year Mitigation Complete	580,228	576,228	4,000
Total Drainage Improvements			580,228	576,228	4,000
<b>Pedestrian Ways &amp; Bike Paths</b>					
300526	Front Street Revitalization Plan, Oceano - Community Enhancement/Safety Improvement	On Hold	21,492	21,492	0
300572	Burton Drive, Cambria - Pedestrian Improvements	30% Plans, Specs, Est	84,460	84,460	0
300600	Oceano Pedestrian Enhancements, Safe Routes to School	30% Construction	18,155	18,155	0

300601	El Moro Avenue Pedestrian Enhancements, Safe Routes to School	"Ready to Advertise" Checklist Complete	85,343	85,343	0
300605	Crosswalk Improvements - Countywide	Contract Award	661,133	431,133	230,000
300626	South Frontage Street between Tefft and Grande, Nipomo - Bike Lane Improvements	Budget-Funding Identified	44,994	44,994	0
300637	2019-20 ADA Transition Plan Improvements	N/A	262,280	262,280	0
300654	2020-21 ADA Transition Plan Improvements	N/A	250,000	0	250,000
Total Pedestrian Ways & Bike Paths			1,427,857	947,857	480,000
<b>Pavement Management System</b>					
300615	Asphalt Concrete Overlay 2018-19, Various South County Roads	Construction Complete	2,273,264	2,273,264	0
300627	Asphalt Concrete Overlay 2019-20, Various North County Roads	Construction Complete	2,396,459	2,396,459	0
300628	Asphalt Concrete Overlay 2019-20, Various South County Roads	Construction Complete	4,426,385	4,426,385	0
300648	Asphalt Concrete Overlay 2020-21, Various Roads in Nipomo	Project Execution Plan Complete	4,550,000	50,000	4,500,000
300649	Asphalt Concrete Overlay 2020-21, Various North County Roads	Project Execution Plan Complete	2,150,000	50,000	2,100,000
Total Pavement Management System			15,796,108	9,196,108	6,600,000
<b>Bridges</b>					
300430	Air Park Drive at Oceano Lagoon - Bridge Replacement	2nd Year Mitigation Complete	53,648	53,648	0
300432	Klau Creek Bridge on Cypress Mountain Drive - Bridge Replacement	3rd Year Mitigation Complete	510,709	510,709	0
300439	El Camino Real at Santa Margarita Creek - Bridge Replacement	Permits Received	1,263,196	104,196	1,159,000
300452	Lopez Drive Bridge No. 2 at Lake Lopez - Bridge Seismic Retrofit	Contract Award	517,263	517,263	0
300455	South Bay Boulevard Bridge over Los Osos Creek - Bridge Replacement	Draft Environ. Document	644,948	583,948	61,000
300456	Avila Beach Drive at San Luis Obispo Creek - Bridge Seismic Retrofit	2nd Year Mitigation Complete	139,135	139,135	0
300514	Dover Canyon Road at Jack Creek Bridge, Templeton - Bridge Replacement	Plats and Legal Descriptions Complete	327,192	294,192	33,000

300556	Jack Creek Road at Paso Robles Creek - Bridge Replacement	Draft Environ. Document	1,092,294	980,294	112,000
300557	Toro Creek Road at Toro Creek - Bridge Replacement	Draft Environ. Document	271,287	211,287	60,000
300619	Cecchetti Road Crossing, Arroyo Grande - Drainage Improvements	On Hold	26,370	26,370	0
300620	Huasna Road at Arroyo Grande Creek Bridge - Bridge Replacement	Project Footprint Defined	837,515	712,515	125,000
300621	North River Road at Estrella River Bridge, Paso Robles - Low Water Crossing Replacement	On Hold	10,000	10,000	0
300636	Monte Road at Squire Circle, San Luis Obispo - Bridge Replacement	Project Execution Plan Complete	40,000	0	40,000
300653	North River Road at Huerhuero Creek - Bridge Replacement	Project Execution Plan Complete	195,000	0	195,000
Total Bridges			5,928,557	4,143,557	1,785,000
<b>TOTAL ROADS</b>			<b>36,786,668</b>	<b>26,857,668</b>	<b>9,929,000</b>

\*Preliminary Funding column does NOT include any Federal or State grant funds expected to be received before end of fiscal year 20/21. Grants will be programmed once they are awarded. Total actual funding requirements for FY 20/21 will be much higher once grants are programmed. This column, therefore, does not reflect total project budgets for the FY.

### BOARD ADOPTED CHANGES

At FY 2019-20 year end, the Fund Balance Available (FBA) for Roads was \$2,208,233 higher than what was estimated during FY 2020-21 budget development. As part of Final Budget adoption, the excess FBA was allocated to the Future Roads Projects designation.

### BUDGET AUGMENTATION REQUESTS ADOPTED

None.

### BUDGET AUGMENTATION REQUESTS NOT ADOPTED

Title: Consulting contract for Trash-free Waterways Program	
<b>Expense:</b> \$165,000	<b>Funding Source(s):</b> General Fund: \$165,000
<b>Intended Results:</b>	
1. Year one: Hire consultant; reach a 90% completion of watershed and storm drain systems.	
2. Year two: Complete the design for capture elements and devise a deployment plan.	
3. Year three: Pilot test the devices in the three communities; monitor and report.	

## GOALS AND PERFORMANCE MEASURES

Department Goal: Maintain a good quality county-road system.					
<b>1. Performance Measure: Average age of bridges within the County.</b>					
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. Average bridge age is an indicator of overall condition of the County's bridge inventory and the progress of the County's bridge replacement program. 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.					
	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	0.00	50.30	50.10	50.00	50.00
Actual	0.00	49.50	51.72	52.07	
<b>Notes:</b> New measure in FY 2017-18.					
<b>2. Performance Measure: Average Pavement Condition Index (PCI) for all county roads.</b>					
The 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. 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. Maintaining a PCI 65 or better requires surface treating 60 miles and repaving 15 miles of roads each year.					
	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	63.00	62.00	65.00	65.00	65.00
Actual	66.00	65.00	65.00	60.00	
<b>Notes:</b> The most recent countywide field assessment was performed in FY 2019-20 and determined that the countywide PCI was actually 60 at year end; a decline of 5 points from recent years. This change is primarily attributed to three main factors. 1) Over-calculation of estimated countywide PCI within StreetSaver software (this automated feature is being corrected in the system), 2) An extended period of drought, followed by three consecutive wet weather years preceding the FY 19/20 countywide assessment, and 3) redirection of available pavement management funding due to storm damage repairs in those wet weather years. Maintaining (not improving) the countywide average PCI requires at least \$10M per year in projects. Recent years projects have averaged less than \$9M per year.					
<b>3. Performance Measure: Percentage of County paved roads in Good condition having a PCI (pavement condition index) of 60 and above.</b>					
A PCI of 60 and above is considered a Good road with reasonable drive quality which can be cost effectively maintained in perpetuity.					
	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	0.00%	0.00%	0.00%	66.70%	66.70%
Actual	0.00%	0.00%	0.00%	57.50%	
<b>Notes:</b> The current percentage of Good condition roads ( PCI of 60 or higher) does not meet the Board adopted target of 66.7% (2/3). This is a new metric established as a companion to the countywide average PCI. This measure was established because about two-thirds of County road miles are on highly used Urban and Suburban roads (roads within the URL's/VRL's, and Arterials/Collectors). An objective of the pavement program is to improve the majority of these roads to Good condition (PCI of 60 or higher). Achieving this metric is a multi-year effort. The approximate 9% of road needing to be improved to Good condition equates to about 100 miles of roadway repaving. Roadway repaving is costly and Public Works averages 17 miles of repaving every year.					
<b>4. Performance Measure: The percentage of road maintenance requests that are addressed within a two-week time frame of the request being received.</b>					
The response time to road maintenance requests received from the public.					
	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	0.00%	0.00%	0.00%	85.00%	85.00%
Actual	0.00%	0.00%	0.00%	87.80%	
<b>Notes:</b> New measure for FY 2019-20.					



## FC 201 — Public Works - Special Services

John Diodati - Interim Public Works Director

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

### FINANCIAL SUMMARY

	FY 2019-20 Adopted	FY 2019-20 Actual	FY 2020-21 Recommended	FY 2020-21 Adopted	Change from FY 2019-20
Licenses, Permits, and Franchises	\$88,739	\$86,428	\$192,860	\$192,860	\$104,121
Intergovernmental Revenue	\$7,737	\$342,522	\$12,996	\$12,996	\$5,259
Charges for Current Services	\$489,096	\$714,101	\$666,595	\$666,595	\$177,499
Other Revenues	\$50,309	\$827,007	\$150,309	\$150,309	\$100,000
Interfund	\$60,000	\$65,754	\$60,000	\$60,000	\$0
<b>Total Revenue</b>	<b>\$695,881</b>	<b>\$2,035,812</b>	<b>\$1,082,760</b>	<b>\$1,082,760</b>	<b>\$386,879</b>
Services and Supplies	\$4,388,578	\$3,235,092	\$4,736,199	\$4,590,009	\$201,431
Other Charges	\$36,653	\$197,298	\$1,306	\$1,306	\$(35,347)
<b>Gross Expenditures</b>	<b>\$4,425,231</b>	<b>\$3,432,390</b>	<b>\$4,737,505</b>	<b>\$4,591,315</b>	<b>\$166,084</b>
<b>General Fund Support</b>	<b>\$3,729,350</b>	<b>\$1,396,579</b>	<b>\$3,654,745</b>	<b>\$3,508,555</b>	<b>\$(220,795)</b>

### 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; sustainable groundwater management; and franchise administration for the unincorporated areas in a manner which promotes excellence in delivery of government services to the public.

### SERVICE PROGRAMS

Special Services provides 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.

#### 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.

### Special Services to Districts

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

### Groundwater Basin Management

Provide cost match, cost share with partner agencies, or full costs for professional services related to Sustainable Groundwater Management Act compliance in eight local groundwater basins, including the development of Groundwater Sustainability Plans and various activities and administration of the County's Groundwater Sustainability Agencies.

### COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The level of General Fund support for this budget is recommended to decrease \$74,605 or 2% compared to the FY 2019-20 Adopted Budget. The decrease is due to a reduction in anticipated consulting costs for Sustainable Ground Water Management Act (SGMA) activities, as the department has completed many Groundwater Sustainability Plan objectives, and an increase in anticipated revenue for the Development Services and Operations Center divisions after implementation of fee increases for permit review services.

### BOARD ADOPTED CHANGES

During the Budget Hearing, the Board approved a 4% (\$146,190) reduction to the level of General Fund support for this fund center, in order to close an anticipated budget gap due to the COVID-19 pandemic.

### BUDGET AUGMENTATION REQUESTS ADOPTED

None requested.

### GOALS AND PERFORMANCE MEASURES

**Department Goal:** Administer, operate and maintain the water distribution and wastewater collection systems at the County Operations Center efficiently and effectively to deliver a reliable supply of safe and regulatory compliant drinking water, maintain and provide a reliable reserve for irrigation and firefighting, and provide for collection, conveyance and monitoring of the wastewater 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 departments, Woods Humane Society, and one private property.

#### 1. Performance Measure: Response Time for Building Permit Processing in Weeks.

This performance measure tracks the amount of time that it takes the Public Works Department to respond for processing a building permit, upon receipt.

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	0.00	2.00	2.00	2.00	2.00
Actual	1.40	1.70	2.00	2.70	

**Notes:** We did not achieve this goal due to inability of staff to keep up with the volume and greater complexity of review requirements, including but not limited to stormwater Post Construction Requirements. Additionally, a 2019 California Building Standards Code change went into effect January 2020, causing a substantial inflow of building permit applications in December 2019 for applicants that were trying to get their projects in prior to the Code change. Furthermore, the target for FY 2019-20 was not met due to the impacts of the COVID-19 pandemic.

**2. Performance Measure: Clients rating our combined services as satisfactory or above**

This measure shows the results of our annual Customer Satisfaction Survey. What is shown is the combined percentages of those surveys marked satisfactory or above.

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	0.00%	90.00%	90.00%	90.00%	90.00%
Actual	100.00%	94.00%	81.00%	94.12%	

Notes:

**3. Performance Measure: Response Time for Encroachment Permit Processing in Weeks.**

This performance measure tracks the amount of time that it takes the Development Services Division to respond for processing an encroachment permit, upon receipt.

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	0.00	1.00	1.00	1.00	1.00
Actual	1.00	1.00	1.00	0.75	

Notes:

**4. Performance Measure: Response Time for Map Processing In Weeks**

This performance measure tracks the amount of time that it takes the Development Services Division to respond for processing Records of Survey and subdivision maps, upon receipt.

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	0.00	2.00	1.00	1.00	1.00
Actual	0.70	0.70	0.80	0.90	

Notes:

**5. Performance Measure: Response Time for Subdivision Plan Processing In Weeks**

This performance measure tracks the amount of time that it takes the Development Services Division to respond for processing subdivision improvement plans, upon receipt.

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	0.00	3.00	3.00	3.00	3.00
Actual	2.80	2.90	3.30	1.70	

Notes:

**6. Performance Measure: Number of wastewater collection system and water system failures per year.**

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

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	0.00	0.00	0.00	0.00	0.00
Actual	1.00	0.00	0.00	0.00	

Notes:

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

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

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	100.00%	100.00%	100.00%	100.00%	100.00%
Actual	100.00%	100.00%	100.00%	100.00%	

Notes:

## 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 2020-21 Adopted	Change from FY 2019-20 Adopted	% Change
Expenditures	\$180,434,461	\$7,576,233	4%
Revenue	\$74,698,781	\$3,317,912	5%
General Fund Support	\$105,735,680	\$4,258,321	4%
Staffing Levels	775.00 FTE	1.50 FTE	<1%





## FC 138 — Administrative Office - Emergency Services

### Guy Savage - Assistant County Administrative Officer

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

#### FINANCIAL SUMMARY

	FY 2019-20 Adopted	FY 2019-20 Actual	FY 2020-21 Recommended	FY 2020-21 Adopted	Change from FY 2019-20
Intergovernmental Revenue	\$1,505,386	\$1,998,761	\$1,659,885	\$1,659,885	\$154,499
Other Revenues	\$250	\$69,111	\$250	\$250	\$0
<b>Total Revenue</b>	<b>\$1,505,636</b>	<b>\$2,067,872</b>	<b>\$1,660,135</b>	<b>\$1,660,135</b>	<b>\$154,499</b>
Salary and Benefits	\$930,113	\$985,124	\$1,139,480	\$1,122,976	\$192,863
Services and Supplies	\$539,476	\$802,276	\$593,263	\$593,263	\$53,787
Other Charges	\$280,000	\$573,234	\$340,000	\$340,000	\$60,000
Capital Assets	\$0	\$45,052	\$0	\$0	\$0
<b>Gross Expenditures</b>	<b>\$1,749,589</b>	<b>\$2,405,686</b>	<b>\$2,072,743</b>	<b>\$2,056,239</b>	<b>\$306,650</b>
<b>General Fund Support</b>	<b>\$243,953</b>	<b>\$337,814</b>	<b>\$412,608</b>	<b>\$396,104</b>	<b>\$152,151</b>

#### 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.

#### SERVICE PROGRAMS

The Office of Emergency Services provides 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.

##### Emergency Preparedness/Coordination

Plan and coordinate pre-emergency actions with various local, State, Federal, and non-governmental 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.

### **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.

### **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.

### **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.

### **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.

## **COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS**

The level of General Fund support for Emergency Services is recommended to increase \$168,655 or 69% compared to the FY 2019-20 Adopted Budget. Mid-year in FY 2019-20, 1.00 FTE Emergency Services Coordinator I/II/III Limited Term (ending 06/30/2025) funded by Senate Bill (SB) 1090 - Safety designation funds was added to Emergency Services to provide staffing for all-hazards emergency preparation. This position will continue to be funded with funding from the SB 1090 – Safety designation in FY 2020-21, which offsets a portion of the recommended increase in General Fund support (though the funding from the designation does not increase revenue in this budget).

Revenues are recommended to increase \$154,499 or 10% primarily due to Consumer Price Index (CPI) increases to Nuclear Power Preparedness (NPP) program funds from the State which offset County program-related expenditures. The increase is also due to increases in State NPP funds for equipment purchase requests from local cities. Expenditures are recommended to increase \$323,154 or 18% compared to FY 2019-20 adopted levels. Salaries and benefits are recommended to increase \$209,367 or 23% primarily due to the added 1.00 FTE Emergency Services Coordinator I/II/III Limited Term position noted above. Other charges are recommended to increase \$60,000 or 21% due to the fully revenue offset equipment purchases requested by local cities noted above.

## BOARD ADOPTED CHANGES

During the Budget Hearing, the Board approved a 4% (\$16,504) reduction to the level of General Fund support for this fund center, in order to close an anticipated budget gap due to the COVID-19 pandemic.

## BUDGET AUGMENTATION REQUESTS ADOPTED

None requested.

## GOALS AND PERFORMANCE MEASURES

Department Goal: Coordinate emergency planning efforts of government and community based organizations to ensure a consistent, countywide response to emergency situations and compliance with regulatory requirements.					
<b>1. Performance Measure: Percentage of partner agencies and jurisdictions (cities, school districts, public safety, and other local agencies) rating the overall effectiveness of our emergency management coordination efforts as good or excellent.</b>					
Emergency Services surveys partner agencies and jurisdictions to measure the effectiveness of coordination efforts.					
	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	90.00%	90.00%	90.00%	100.00%	0.00%
Actual	89.00%	90.00%	0.00%	0.00%	
<b>Notes:</b> Data for FY 2019-20 is not available due to the impacts of the COVID-19 pandemic. Measure being deleted in FY 2020-21.					
<b>2. Performance Measure: Percentage of survey results rating the training provided by the Office of Emergency Services as good to excellent.</b>					
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.					
	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	95.00%	95.00%	95.00%	100.00%	0.00%
Actual	95.00%	95.00%	98.00%	95.00%	
<b>Notes:</b> Measure being deleted in FY 2020-21.					
<b>3. Performance Measure: Percentage of Federal Emergency Management Agency (FEMA) evaluated nuclear power preparedness exercises conducted with no deficiencies, which provides reasonable assurance that appropriate measures can be taken to protect the health and safety of the public.</b>					
The Federal Emergency Management Agency (FEMA) evaluates nuclear power plant emergency exercises. 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.					
	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	0.00%	0.00%	0.00%	100.00%	100.00%
Actual	0.00%	0.00%	0.00%	100.00%	
<b>Notes:</b> New measure in FY 2019-20. This measure was re-worded to better clarify the intent of the measure.					
<b>4. Performance Measure: Percentage of emergency response plans that are up to date.</b>					
This measure provides a benchmark for emergency response plan revisions and updates, many of which have regulatory requirements for revisions. The department's goal is to review and update emergency response plans every other year.					
	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	0.00%	0.00%	0.00%	0.00%	50.00%
Actual	0.00%	0.00%	0.00%	0.00%	
<b>Notes:</b> New measure for FY 2020-21.					

5. Performance Measure: Percentage of County departments that have current continuity of operations plans.					
Continuity of operations ensures the continuation of government and the performance of essential functions during and after a disaster or other disruption to normal government operations.					
	<b>FY 2016-17</b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>	<b>FY 2020-21</b>
Target	0.00%	0.00%	0.00%	0.00%	100.00%
Actual	0.00%	0.00%	0.00%	0.00%	
<b>Notes:</b> New measure for FY 2020-21.					
6. Performance Measure: Percentage of County staff that have successfully completed the baseline Disaster Service Worker training courses.					
California public employees are Disaster Service Workers, and as such are required to complete three baseline training courses: Introduction to the Standardized Emergency Management System (SEMS), Introduction to the National Incident Management System (NIMS) and Introduction to the Incident Command System (ICS).					
	<b>FY 2016-17</b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>	<b>FY 2020-21</b>
Target	0.00%	0.00%	0.00%	0.00%	100.00%
Actual	0.00%	0.00%	0.00%	0.00%	
<b>Notes:</b> New measure for FY 2020-21.					
7. Performance Measure: Number of exercises (full-scale, functional, or tabletop) conducted to strengthen the San Luis Obispo County Operational Area's disaster readiness.					
Emergency exercises are vital in enabling disaster service workers to practice their roles, utilize standard operating procedures and implement emergency response plans, so that any identified improvements can be made prior to an actual disaster.					
	<b>FY 2016-17</b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>	<b>FY 2020-21</b>
Target	0.00	0.00	0.00	0.00	4.00
Actual	0.00	0.00	0.00	0.00	
<b>Notes:</b> New measure for FY 2020-21.					
8. Performance Measure: Number of people registered to receive AlertSLO notifications.					
AlertSLO is an opt-in notification system to receive current event information that could affect residents of the county.					
	<b>FY 2016-17</b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>	<b>FY 2020-21</b>
Target	0.00	0.00	0.00	0.00	25,000.00
Actual	0.00	0.00	0.00	0.00	
<b>Notes:</b> New measure for FY 2020-21.					



## FC 134 — Child Support Services

Natalie Walter- Child Support Services Director

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

### FINANCIAL SUMMARY

	FY 2019-20 Adopted	FY 2019-20 Actual	FY 2020-21 Recommended	FY 2020-21 Adopted	Change from FY 2019-20
Revenue from Use of Money & Property	\$4,000	\$22,283	\$4,000	\$4,000	\$0
Intergovernmental Revenue	\$4,513,094	\$4,016,370	\$4,535,623	\$4,535,623	\$22,529
<b>Total Revenue</b>	<b>\$4,517,094</b>	<b>\$4,038,653</b>	<b>\$4,539,623</b>	<b>\$4,539,623</b>	<b>\$22,529</b>
Salary and Benefits	\$3,954,768	\$3,213,178	\$3,957,949	\$3,947,731	\$(7,037)
Services and Supplies	\$919,912	\$826,372	\$837,133	\$837,133	\$(82,779)
<b>Gross Expenditures</b>	<b>\$4,874,680</b>	<b>\$4,039,550</b>	<b>\$4,795,082</b>	<b>\$4,784,864</b>	<b>\$(89,816)</b>
<b>General Fund Support</b>	<b>\$357,586</b>	<b>\$897</b>	<b>\$255,459</b>	<b>\$245,241</b>	<b>\$(112,345)</b>

### MISSION STATEMENT

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

### SERVICE PROGRAMS

Child Support Services provides the following services:

#### Child Support Assistance to Families

Ensure prompt establishment and enforcement of child and medical support for children. Assist applicants with the process involved with opening and maintaining a child support case. Provide resources for job opportunities, conduct genetic tests to determine and establish parentage, establish child and medical support orders and collect and distribute support to families.

### COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The level of General Fund support for Child Support Services is recommended to decrease \$102,127 or 29% compared to the FY 2019-20 Adopted Budget. Revenues are recommended to increase \$22,529 or less than 1% due to an increase in anticipated Federal Aid to support departmental operations. Expenditures are recommended to decrease \$79,598 or 2% compared to FY 2019-20 adopted levels. The decrease is largely due to the recommended Budget Augmentation Request to delete 2.00 FTE Legal Clerks and add 1.00 FTE Supervising Family Support Officer as part of a broader departmental reorganization intended to support the department's succession planning efforts in the coming years.

## BOARD ADOPTED CHANGES

During the Budget Hearing, the Board approved a 4% (\$10,218) reduction to the level of General Fund support for this fund center, in order to close an anticipated budget gap due to the COVID-19 pandemic.

## BUDGET AUGMENTATION REQUESTS ADOPTED

Title: Delete 2.00 FTE Legal Clerks and add 1.00 FTE Supervising Family Support Officer to support departmental succession planning efforts.	
<b>Expense:</b> (\$60,369)	<b>Funding Source(s):</b> General Fund support: (\$60,369)
<b>Intended Results:</b> 1. Provide additional supervisory support due to a shift from clerical staff to case management staff/Child Support specialists.	

## BUDGET AUGMENTATION REQUESTS NOT ADOPTED

None.

## GOALS AND PERFORMANCE MEASURES

<b>Department Goal: To ensure that children receive the support benefits they are entitled to as quickly as possible.</b>					
<b>1. Performance Measure: Percentage of child support cases with a court order for child support.</b>					
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.					
	<b>FY 2016-17</b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>	<b>FY 2020-21</b>
Target	96.70%	96.70%	97.60%	97.60%	96.70%
Actual	97.30%	96.50%	96.00%	96.00%	
<b>Notes:</b> FY 2019-20 actuals are a projection.					

<b>Department Goal: To improve the standard of living for families we serve by ensuring a high percentage of current child support collections.</b>					
<b>2. Performance Measure: Percentage of child support cases in which past due support is owed and payment is received during the Federal Fiscal Year (FFY).</b>					
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 FFY.					
	<b>FY 2016-17</b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>	<b>FY 2020-21</b>
Target	82.20%	82.00%	79.00%	79.00%	79.00%
Actual	77.40%	78.40%	77.80%	77.80%	
<b>Notes:</b> FY 2019-20 actuals are a projection.					

**3. Performance Measure: Percentage of current support collected.**

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.

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	78.90%	79.00%	78.50%	78.50%	76.00%
Actual	78.10%	74.80%	74.80%	74.80%	

**Notes:** FY 2019-20 actuals are a projection.

**Department Goal: To ensure that children receive the full amount of the monthly court ordered support benefit.**

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

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

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	0.00	3.42	3.42	3.42	3.68
Actual	3.48	3.71	3.70	3.70	

**Notes:** FY 2019-20 actuals are a projection.



## FC 140 — County Fire

Scott Jalbert - County Fire Chief

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.

### FINANCIAL SUMMARY

	FY 2019-20 Adopted	FY 2019-20 Actual	FY 2020-21 Recommended	FY 2020-21 Adopted	Change from FY 2019-20
Licenses, Permits, and Franchises	\$386,195	\$528,142	\$582,325	\$582,325	\$196,130
Intergovernmental Revenue	\$2,937,317	\$2,852,327	\$3,023,969	\$3,023,969	\$86,652
Charges for Current Services	\$4,238,821	\$3,632,590	\$3,974,553	\$3,974,553	\$(264,268)
Other Revenues	\$74,000	\$66,112	\$84,000	\$84,000	\$10,000
Interfund	\$579,528	\$1,196,988	\$1,128,583	\$1,128,583	\$549,055
<b>Total Revenue</b>	<b>\$8,215,861</b>	<b>\$8,276,158</b>	<b>\$8,793,430</b>	<b>\$8,793,430</b>	<b>\$577,569</b>
Salary and Benefits	\$0	\$5,684	\$0	\$0	\$0
Services and Supplies	\$25,594,691	\$24,122,736	\$26,787,101	\$26,601,421	\$1,006,730
Other Charges	\$0	\$43,956	\$0	\$0	\$0
Capital Assets	\$1,480,000	\$205,696	\$574,363	\$574,363	\$(905,637)
<b>Gross Expenditures</b>	<b>\$27,074,691</b>	<b>\$24,378,072</b>	<b>\$27,361,464</b>	<b>\$27,175,784</b>	<b>\$101,093</b>
<b>General Fund Support</b>	<b>\$18,858,830</b>	<b>\$16,101,913</b>	<b>\$18,568,034</b>	<b>\$18,382,354</b>	<b>\$(476,476)</b>

### MISSION STATEMENT

The County Fire Department protects lives, property and natural resources through prevention, preparation, and response to all types of disasters and emergencies.

### SERVICE PROGRAMS

County Fire provides the following services:

#### 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.

#### 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.



## 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.

## COUNTY ADMINISTRATOR’S COMMENTS AND RECOMMENDATIONS

The level of General Fund support for this budget is recommended to decrease by \$290,796 or 2% compared to FY 2019-20 Adopted Budget. Revenue is recommended to increase \$577,569 or 7% due primarily to an increase in plan check fees and fire protection services revenue. Expenditures are recommended to increase by \$286,773 or 1%. The budget also includes a \$1.3 million increase in the cost of the contract with CAL FIRE. 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 and contract rates for benefits and administration costs. The total recommended contract cost for FY 2020-21 is \$23.4 million and includes a total of 107.00 full time CAL FIRE positions. Of the total contract amount, \$4.2 million is associated with fire service provided to the communities of Los Osos, and Avila Beach, dispatch services for these communities and other additional jurisdictions, the County Airport, and a contract with one of the solar farms to provide partial funding for services in California Valley. These expenses are offset by revenue received in this budget. In addition, there is a \$1.1 million reduction in expenditures for the replacement of fire vehicles and equipment budgeted in this fund center. Funding for these purchases and associated equipment is provided by General Fund dollars canceled from the County Fire Vehicle Replacement designation. While the amount budgeted in this fund center is being reduced by \$1.1 million, the amount of General Fund support being placed into the County Fire Vehicle Replacement designation is budgeted at \$1.3 million to fund future vehicle needs based on a 30-year replacement schedule.

## BOARD ADOPTED CHANGES

During the Budget Hearing, the Board approved a 1% (\$185,680) reduction to the level of General Fund support for this fund center, in order to close an anticipated budget gap due to the COVID-19 pandemic. In addition to the General Fund support reduction, the Board also approved use of funds from the Proposition 172 Trust to backfill for the potential loss of Proposition 172 revenue in FY 2020-21 (as of the June Budget Hearing HdL projected this loss to be \$330,784).

## BUDGET AUGMENTATION REQUESTS ADOPTED

None requested.

## GOALS AND PERFORMANCE MEASURES

Department Goal: Quickly respond to calls for help, in order to begin providing assistance as rapidly as possible.					
1. Performance Measure: Percentage of calls in areas designated as Urban where first units arrived within seven minutes or less.					
This measure evaluates the department's ability to provide assistance in areas designated as Urban within acceptable time frames. (Success in areas designated as Urban requires first units to arrive within seven minutes or less, on 90% or more of calls.)					
	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	90.00%	90.00%	90.00%	90.00%	90.00%

Actual	72.00%	70.00%	69.00%	71.00%
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Notes:

**2. Performance Measure: Percentage of calls in areas designated as Suburban where first units arrived within eight minutes or less.**

This measure evaluates the department's ability to provide assistance in areas designated as Suburban within acceptable time frames. (Success in areas designated as Suburban requires first units to arrive within eight minutes or less, on 90% or more of calls.)

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	90.00%	90.00%	90.00%	90.00%	90.00%
Actual	68.00%	67.00%	45.00%	59.00%	

Notes:

**3. Performance Measure: Percentage of calls in areas designated as Rural where first units arrived within fifteen minutes or less.**

This measure evaluates the department's ability to provide assistance in areas designated as Rural within acceptable time frames. (Success in areas designated as Rural requires first units to arrive within fifteen minutes or less, on 85% or more of calls.)

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	85.00%	85.00%	85.00%	85.00%	85.00%
Actual	88.00%	61.00%	82.00%	71.00%	

Notes:

**4. Performance Measure: Percentage of calls in areas designated as Remote where first units arrived within twenty minutes or less.**

This measure evaluates the department's ability to provide assistance in areas designated as Remote within acceptable time frames. (Success in areas designated as Remote requires first units to arrive within twenty minutes or less, on 80% or more of calls.)

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	80.00%	80.00%	80.00%	80.00%	80.00%
Actual	91.00%	87.00%	85.00%	49.00%	

Notes:

**5. Performance Measure: Percentage of calls in areas designated as Underdeveloped where first units arrived within thirty minutes or less.**

This measure evaluates the department's ability to provide assistance in areas designated as Underdeveloped within acceptable time frames. (Success in areas designated as Underdeveloped requires first units to arrive within thirty minutes or less, on 75% or more of calls.)

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	75.00%	75.00%	75.00%	75.00%	75.00%
Actual	91.00%	90.00%	43.00%	53.00%	

Notes:

**Department Goal: Quickly respond to calls for help, in order to begin providing assistance as rapidly as possible.**

**6. Performance Measure: Percentage of calls in areas designated as Urban where second units arrived within eleven minutes or less.**

This measure evaluates the department's ability to provide assistance in areas designated as Urban within acceptable time frames. (Success in areas designated as Urban requires second units to arrive within eleven minutes or less, on 90% or more of calls.)

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	90.00%	90.00%	90.00%	90.00%	90.00%
Actual	90.00%	90.00%	81.00%	82.00%	

Notes:

**7. Performance Measure: Percentage of calls in areas designated as Suburban where second units arrived within thirteen minutes or less.**

This measure evaluates the department's ability to provide assistance in areas designated as Suburban within acceptable time frames. (Success in areas designated as Suburban requires seconds units to arrive within thirteen minutes or less, on 90% or more of calls.)

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	90.00%	90.00%	90.00%	90.00%	90.00%
Actual	60.00%	73.00%	57.00%	55.00%	

Notes:

**8. Performance Measure: Percentage of calls in areas designated as Rural where second units arrived within eighteen minutes or less.**

This measure evaluates the department's ability to provide assistance in areas designated as Rural within acceptable time frames. (Success in areas designated as Rural requires seconds units to arrive within eighteen minutes or less, on 85% or more of calls.)

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	85.00%	85.00%	85.00%	85.00%	85.00%
Actual	94.00%	92.00%	82.00%	69.00%	

Notes:

**9. Performance Measure: Percentage of calls in areas designated as Remote where second units arrived within twenty-eight minutes or less.**

This measure evaluates the department's ability to provide assistance in areas designated as Remote within acceptable time frames. (Success in areas designated as Remote requires seconds units to arrive within twenty-eight minutes or less, on 80% or more of calls.)

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	80.00%	80.00%	80.00%	80.00%	80.00%
Actual	96.00%	91.00%	89.00%	56.00%	

Notes:

**10. Performance Measure: Percentage of calls in areas designated as Underdeveloped where second units arrived within forty-five minutes or less.**

This measure evaluates the department's ability to provide assistance in areas designated as Underdeveloped within acceptable time frames. (Success in areas designated as Underdeveloped requires seconds units to arrive within forty-five minutes or less, on 75% or more of calls.)

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	75.00%	75.00%	75.00%	75.00%	75.00%
Actual	97.00%	90.00%	74.00%	67.00%	

Notes:

**Department Goal: Reduce damage, injuries and deaths caused by fires and other incidents.**

**11. 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.**

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

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	0.00	0.00	0.00	0.00	0.00
Actual	0.05	0.05	0.55	0.55	

Notes: This measure is being deleted for FY 2020-21.

Department Goal: Manage the Department efficiently, cost-effectively, and responsibly

12. Performance Measure: Number of full-time emergency responders per thousand population.

This measure evaluates the number of emergency responders employed by the department.

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	0.90	0.87	0.90	0.90	0.00
Actual	0.87	0.87	0.93	0.93	

Notes: This measure is being deleted for FY 2020-21.



## FC 143 — 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.

### FINANCIAL SUMMARY

	FY 2019-20 Adopted	FY 2019-20 Actual	FY 2020-21 Recommended	FY 2020-21 Adopted	Change from FY 2019-20
Fines, Forfeitures, and Penalties	\$2,593,000	\$1,857,499	\$2,512,428	\$2,512,428	\$(80,572)
Intergovernmental Revenue	\$142,959	\$124,348	\$142,959	\$142,959	\$0
Charges for Current Services	\$250,000	\$287,393	\$215,849	\$215,849	\$(34,151)
<b>Total Revenue</b>	<b>\$2,985,959</b>	<b>\$2,269,240</b>	<b>\$2,871,236</b>	<b>\$2,871,236</b>	<b>\$(114,723)</b>
Other Charges	\$2,426,973	\$2,408,362	\$2,426,973	\$2,426,973	\$0
<b>Gross Expenditures</b>	<b>\$2,426,973</b>	<b>\$2,408,362</b>	<b>\$2,426,973</b>	<b>\$2,426,973</b>	<b>\$0</b>
<b>General Fund Support</b>	<b>\$(558,986)</b>	<b>\$139,122</b>	<b>\$(444,263)</b>	<b>\$(444,263)</b>	<b>\$114,723</b>

### PURPOSE STATEMENT

To appropriate funding needed to meet the County's financial maintenance of effort obligations for the courts. Court Operations is primarily funded by fines charged by the Courts supplemented by AB 109 funding and recording fees. The County Administrative Office manages the budget for this fund center. The San Luis Obispo Superior Court governs its own operations.

### SERVICE PROGRAMS

Contributions to Court Operations provides the following services:

#### Courts

Provides funding for the County's financial obligations associated with the operation of the Superior Court of San Luis Obispo.

### COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Revenue received in this budget regularly exceeds expenditures each year, resulting in a net contribution to the General Fund.

The level of General Fund contribution from Court Operations is recommended to decrease \$114,723 or 21% compared to the FY 2019-20 Adopted Budget due to an overall trending decrease in fees, fines, forfeitures, and penalties in recent years. Revenues from fees, fines, forfeitures, and penalties, totaling \$2.7 million in FY 2020-21 are estimated based on prior year actuals. 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 two main expenditure items in this budget are the State-mandated Maintenance of Effort (MOE) totaling \$1.8 million, and the County facility charge totaling \$529,882. These expenditures are fixed and do not change from year to year.

**BOARD ADOPTED CHANGES**

None.

**BUDGET AUGMENTATION REQUESTS ADOPTED**

None requested.



## FC 132 — District Attorney

Dan Dow - 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.

### FINANCIAL SUMMARY

	FY 2019-20 Adopted	FY 2019-20 Actual	FY 2020-21 Recommended	FY 2020-21 Adopted	Change from FY 2019-20
Licenses, Permits, and Franchises	\$81,700	\$79,307	\$75,893	\$75,893	\$(5,807)
Fines, Forfeitures, and Penalties	\$303,235	\$73,106	\$303,335	\$303,335	\$100
Intergovernmental Revenue	\$6,682,625	\$6,775,763	\$6,879,884	\$6,879,884	\$197,259
Charges for Current Services	\$359,404	\$285,817	\$351,998	\$351,998	\$(7,406)
Other Revenues	\$215,235	\$14,962	\$215,235	\$215,235	\$0
<b>Total Revenue</b>	<b>\$7,642,199</b>	<b>\$7,228,954</b>	<b>\$7,826,345</b>	<b>\$7,826,345</b>	<b>\$184,146</b>
Salary and Benefits	\$17,045,324	\$17,068,851	\$18,443,228	\$18,315,256	\$1,269,932
Services and Supplies	\$2,057,549	\$2,005,927	\$2,119,827	\$2,119,827	\$62,278
Other Charges	\$73,409	\$184,260	\$86,499	\$86,499	\$13,090
Capital Assets	\$6,045	\$21,046	\$0	\$0	\$(6,045)
<b>Gross Expenditures</b>	<b>\$19,182,327</b>	<b>\$19,280,084</b>	<b>\$20,649,553</b>	<b>\$20,521,581</b>	<b>\$1,339,254</b>
Less Intrafund Transfers	\$(26,000)	\$(27,288)	\$(26,000)	\$(26,000)	\$0
<b>Net Expenditures</b>	<b>\$19,156,327</b>	<b>\$19,252,796</b>	<b>\$20,623,553</b>	<b>\$20,495,581</b>	<b>\$1,339,254</b>
<b>General Fund Support</b>	<b>\$11,514,128</b>	<b>\$12,023,842</b>	<b>\$12,797,208</b>	<b>\$12,669,236</b>	<b>\$1,155,108</b>

### MISSION STATEMENT

The mission of the San Luis Obispo County District Attorney's Office is to bring justice and safety to our community by aggressively and fairly prosecuting crime and protecting the rights of crime victims.

### SERVICE PROGRAMS

The District Attorney provides the following services:

#### Administration

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

#### Victim-Witness Services

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 for victims and witnesses to appear in court by providing court information updates and travel assistance.

## Prosecutions

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

## Special Prosecutions

To investigate and pursue legal remedies to resolve consumer and environmental complaints, public integrity complaints, and white-collar fraud, including workers comp and real estate fraud.

## COUNTY ADMINISTRATOR’S COMMENTS AND RECOMMENDATIONS

The level of General Fund support for this fund center is recommended to increase \$1.3 million or 11% compared to the FY 2019-20 Adopted Budget, due primarily to increased expenditures in salaries and benefits, which are slightly offset by an increase in revenues. Revenues are recommended to increase by \$184,146 or 2% compared to the FY 2019-20 budgeted level, due to anticipated increases in case billings revenue, Public Safety State Aid and AB 109 State Aid. Expenditures are recommended to increase by \$1.5 million or 8% compared to the FY 2019-20 adopted level, primarily due to increases in salaries and benefits of \$1,397,904 or 8% after increases were approved for the District Attorney Investigators Association and San Luis Obispo Prosecutors Association bargaining groups in FY 2019-20.

## BOARD ADOPTED CHANGES

During the Budget Hearing, the Board approved an 1% (\$127,972) reduction to the level of General Fund support for this fund center, in order to close an anticipated budget gap due to the COVID-19 pandemic. In addition to the the General Fund support reduction, the Board also approved use of funds from the Proposition 172 Trust to backfill for the potential loss of Proposition 172 revenue in FY 2020-21 (as of the June Budget Hearing, HdL projects this loss to be \$531,713 for this fund center).

## BUDGET AUGMENTATION REQUESTS ADOPTED

None.

## BUDGET AUGMENTATION REQUESTS NOT ADOPTED

Title: Add 1.00 FTE Deputy District Attorney III to create a Vertical Prosecution program for Elder Abuse cases.	
<b>Expense:</b> \$153,489	<b>Funding Source(s):</b> General Fund: \$153,489
<b>Intended Results:</b>	
<ol style="list-style-type: none"> <li>1. Significantly increase the number of elder abuse cases identified for criminal prosecution through effective collaboration with our partnership with the Department of Social Services and local law enforcement.</li> <li>2. Increase education and awareness of the varied types of elder abuse, financial scams, and exploitation thereby reducing the numbers of future victimizations.</li> <li>3. More effectively prosecute identified elder abuse cases, increase conviction rates, reduce trauma to victims, and provide more consistent and appropriate sentencing.</li> <li>4. Attend monthly Elder Abuse Prosecution Team meetings, including assigned Victim Advocates and District Attorney Investigator, to establish effective and efficient protocols and working relationships within the team.</li> <li>5. Establish solid relationships with detectives and law enforcement personnel, positioning the Vertical Elder Prosecutor as the subject matter expert in the County.</li> <li>6. Attend one specialized elder prosecutor training event a year to ensure continued learning and development of subject matter expertise.</li> </ol>	



## GOALS AND PERFORMANCE MEASURES

**Department Goal: To promote public safety through the efficient and appropriate use of investigations and criminal sanctions so as to deter criminal activity, protect society and punish criminal conduct.**

### 1. Performance Measure: Total number of adult criminal cases referred to, reviewed, and filed or diverted by the District Attorney's Office.

This measure tracks the number of adult criminal cases are submitted to the District Attorney's Office from law enforcement agencies, the number of cases reviewed, and the number of cases filed with the Superior Court or diverted to diversion programs. Cases filed with the Superior Court or diverted must be able to be proven beyond a reasonable doubt. In an adult criminal case, an individual over 18 years of age is being charged with a criminal offense enumerated within the standard California codes (such as the Penal Code and Health and Safety Code).

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	0.00	0.00	0.00	13,000.00	13,000.00
Actual	0.00	0.00	11,622.00	11,952.00	

**Notes:** The target for FY 2019-20 was not met due to the impacts of the COVID-19 pandemic.

**Department Goal: To maximize the efficient use of criminal justice system resources by promptly and effectively handling cases.**

### 2. Performance Measure: Percentage of misdemeanor cases brought to final disposition within 90 days of arraignment.

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.

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	84.00%	84.00%	85.00%	85.00%	80.00%
Actual	84.00%	80.00%	77.00%	62.30%	

**Notes:** The target for FY 2019-20 was not met due to the impacts of the COVID-19 pandemic.

### 3. Performance Measure: Number of Misdemeanor cases referred to the First Time Offender Misdemeanor Diversion program, number of program completions, and amount of restitution collected for victims through the program.

The number of cases diverted to the First Time Offender Misdemeanor Diversion program are tracked in the District Attorney's case management system and by the program provider Pacific Educational Services (PES). Data on the number of program completions and the restitution collected are gathered by the local program provider PES. Diversion reduces workload for the Courts and affords the participant an opportunity to keep a clean record and learn from the experience how criminal behavior negatively affects the individual and society at large.

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	0.00	0.00	0.00	1,100.00	1,100.00
Actual	0.00	0.00	851.00	764.00	

**Notes:** New measure in FY 2018-19. The FY 2020-21 target number of referred cases is 1,100 vs 764 actual. The target number of completed cases is 750 vs 512 actual. The target number for restitution collected is \$20,000 vs \$12,992.24 actual. The target for FY 2019-20 was not met due to the impacts of the COVID-19 pandemic.

**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.**

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

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.

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	250.00	180.00	175.00	175.00	195.00
Actual	195.00	297.00	196.00	154.00	

**Notes:** The target for FY 2019-20 was not met due to the impacts of the COVID-19 pandemic.

**Department Goal: Assisting victims to recover from the aftermath of crime and minimizing the inconvenience to witnesses involved in the criminal justice system.**

**5. Performance Measure: In crimes against persons filed, the percentage of crime victims who are contacted for services within three business days of referral to the Christopher G. Money Victim Witness Assistance Center.**

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 advocates contacts in cases charged by the District Attorney, to provide services and maximize prosecution. In cases still under investigation victims are assisted with appropriate services.

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	97.00%	97.00%	97.00%	97.00%	93.00%
Actual	93.00%	94.00%	90.00%	89.00%	

**Notes:** The target for FY 2019-20 was not met due to the impacts of the COVID-19 pandemic.

**6. 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.**

The Christopher G. Money Victim Witness Assistance Center contracts with the California Victim Compensation Board (CALVCB) 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.

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	97.00%	97.00%	97.00%	97.00%	97.00%
Actual	93.00%	97.00%	97.00%	93.50%	

**Notes:** No additional notes.

**Department Goal: To increase the criminal justice efficiency response to crime victims and witnesses.**

**7. Performance Measure: Percentage of witnesses, including officers, who receive mailed subpoenas and which subpoenas are confirmed by the Christopher G. Money Victim Witness Assistance Center.**

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 the Christopher G. Money Victim Witness Assistance Center to save law enforcement the time and expense of personally serving subpoenas.

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	96.00%	96.00%	97.00%	97.00%	97.00%
Actual	95.00%	97.00%	97.00%	97.00%	

**Notes:** No additional notes.

8. Performance Measure: The total annual number of victims that receive direct, coordinated services.					
The number of crime victims assisted by the Christopher G. Money Victim Witness Assistance Center.					
	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	7,500.00	8,000.00	10,000.00	10,000.00	10,000.00
Actual	9,723.00	10,387.00	9,256.00	11,973.00	
<b>Notes:</b> No additional notes.					



## FC 131 — 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.

### FINANCIAL SUMMARY

	FY 2019-20 Adopted	FY 2019-20 Actual	FY 2020-21 Recommended	FY 2020-21 Adopted	Change from FY 2019-20
Salary and Benefits	\$34,158	\$10,394	\$37,634	\$32,356	\$(1,802)
Services and Supplies	\$94,780	\$61,115	\$94,307	\$94,307	\$(473)
<b>Gross Expenditures</b>	<b>\$128,938</b>	<b>\$71,509</b>	<b>\$131,940</b>	<b>\$126,662</b>	<b>\$(2,276)</b>
Less Intrafund Transfers	\$0	\$(213)	\$0	\$0	\$0
<b>Net Expenditures</b>	<b>\$128,938</b>	<b>\$71,296</b>	<b>\$131,940</b>	<b>\$126,662</b>	<b>\$(2,276)</b>
<b>General Fund Support</b>	<b>\$128,938</b>	<b>\$71,296</b>	<b>\$131,940</b>	<b>\$126,662</b>	<b>\$(2,276)</b>

### 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 provides 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.

#### 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.

### COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The Superior Court appoints Grand Jury members and oversees the jury's operation. State law requires that the County fund the Grand Jury function. The County further provides administrative support to the Grand Jury.

The level of General Fund support for Grand Jury is recommended to increase \$3,002 or 2% compared to the FY 2019-20 Adopted Budget. The Grand Jury does not receive any revenue and is fully funded with General Fund support. Expenditures are recommended to increase \$3,002 or 2% compared to FY 2019-20 adopted levels primarily due to a change in the way that the County budgets for employee medical benefits.

#### **BOARD ADOPTED CHANGES**

During the Budget Hearing, the Board approved a 4% (\$5,278) reduction to the level of General Fund support for this fund center, in order to close an anticipated budget gap due to the COVID-19 pandemic.

#### **BUDGET AUGMENTATION REQUESTS ADOPTED**

None requested.



## FC 137 — Health Agency - Animal Services

Michael Hill - Health Agency Director

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

### FINANCIAL SUMMARY

	FY 2019-20 Adopted	FY 2019-20 Actual	FY 2020-21 Recommended	FY 2020-21 Adopted	Change from FY 2019-20
Licenses, Permits, and Franchises	\$869,265	\$893,801	\$913,508	\$913,508	\$44,243
Intergovernmental Revenue	\$956,971	\$956,968	\$984,387	\$984,387	\$27,416
Charges for Current Services	\$226,850	\$183,498	\$250,180	\$250,180	\$23,330
Other Revenues	\$39,901	\$24,518	\$35,706	\$35,706	\$(4,195)
<b>Total Revenue</b>	<b>\$2,092,987</b>	<b>\$2,058,785</b>	<b>\$2,183,781</b>	<b>\$2,183,781</b>	<b>\$90,794</b>
Salary and Benefits	\$1,941,836	\$1,776,154	\$2,010,537	\$1,934,552	\$(7,284)
Services and Supplies	\$926,930	\$851,747	\$1,039,787	\$1,039,787	\$112,857
Transfers-Out	\$0	\$0	\$1,033,073	\$1,033,073	\$1,033,073
<b>Gross Expenditures</b>	<b>\$2,868,766</b>	<b>\$2,627,901</b>	<b>\$4,083,397</b>	<b>\$4,007,412</b>	<b>\$1,138,646</b>
<b>General Fund Support</b>	<b>\$775,779</b>	<b>\$569,116</b>	<b>\$1,899,616</b>	<b>\$1,823,631</b>	<b>\$1,047,852</b>

### MISSION STATEMENT

The mission of the County of San Luis Obispo 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.

### SERVICE PROGRAMS

Animal Services provides the following services:

#### Field Services

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

#### 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; provide sanitary disposal of remains for deceased owned and stray animals; and direct, monitor, and coordinate work and activities of ancillary support staff including honor farm labor and volunteers.

### COUNTY ADMINISTRATOR’S COMMENTS AND RECOMMENDATIONS

The level of General Fund support for Animal Services is recommended to increase by \$1.1 million or 145%, largely due to the inclusion of just over \$1 million for the first year of repayment on debt issued for the construction of a new Animal Services Center. While all seven cities are sharing in the cost of construction of the facility, the timing of the payments from the cities were still being finalized at the time that the FY 2020-21 Recommended Budget was being developed. As a result, the budget does not include receipt of revenue from the cities in FY 2020-21 related to construction of the new facility. Revenues are recommended to increase \$90,794 or 4%, most notably due to an increase in revenue from animal licenses. Expenditures overall are recommended to increase \$1.2 million or 42%, primarily due to the debt payment noted above.

### BOARD ADOPTED CHANGES

During the Budget Hearing, the Board approved a 4% (\$75,985) reduction to the level of General Fund support for this fund center, in order to close an anticipated budget gap due to the COVID-19 pandemic.

### BUDGET AUGMENTATION REQUESTS ADOPTED

None requested.

### GOALS AND PERFORMANCE MEASURES

Department Goal: Promote the health, safety, and welfare of domestic animals and of the general public.					
<b>1. Performance Measure: Average response time to priority service calls (in minutes).</b>					
This measure tracks the average amount of time, in minutes, that has elapsed between a priority service call being dispatched to an Animal Service officer and when they arrive on scene. Priority calls are defined as those involving immediate danger or risk to a person, immediate risk or suffering of an animal, and general urgency calls such as assistance requests from other public safety agencies.					
	<b>FY 2016-17</b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>	<b>FY 2020-21</b>
Target	19.00	18.00	15.00	16.00	20.00
Actual	18.00	11.00	11.00	12.50	
<b>Notes:</b> The improvement in results for the last three fiscal years is due to the availability of more accurate reporting that standardizes a priority service call from the time of dispatch to arrival on the scene by an Animal Service officer.					
<b>2. Performance Measure: Kennel operation expenditures per animal kennel day.</b>					
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.					
	<b>FY 2016-17</b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>	<b>FY 2020-21</b>
Target	19.97	21.31	18.64	21.11	20.37
Actual	29.72	21.37	21.90	30.77	
<b>Notes:</b> Actual day stay counts are 69% of projected counts, or -31% lower than projected and 35% lower than prior 4 year average. Actual kennel/shelter costs for labor, services and supplies is 6% higher than projected costs. Animal intakes significantly declined during the last 4 months of the fiscal year, mainly attributed to the COVID-19 pandemic. A decline in day stays combined with an increase in kennel/shelter costs is resulting in an increase in day stay cost.					

**3. Performance Measure: Live animal outcome rate.**

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).

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	90.00%	93.00%	93.00%	93.00%	93.00%
Actual	93.00%	93.00%	92.30%	97.16%	

**Notes:** Comparison of year over year data show an overall 8% decrease in quantities yet a maintained outcome rate of 97% overall. Dog outcome rate at year-end (YE) is 99%, and cat outcome rate at YE is 96%. Historically, outcome rates had been trending at 93%. Decreased quantities at year-end are mainly attributable to the COVID-19 pandemic, as animal intakes significantly declined during the last 4 months of the fiscal year.

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

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>).

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	39.00%	40.00%	40.00%	40.00%	40.00%
Actual	42.00%	41.00%	38.70%	40.32%	

**Notes:**

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

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 percentage of respondents scoring their overall experience as being 'satisfactory' or 'excellent'.

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	100.00%	100.00%	100.00%	100.00%	100.00%
Actual	83.00%	90.00%	87.00%	97.00%	

**Notes:**





## FC 139 — Probation

Jim Salio - Chief Probation Officer

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

### FINANCIAL SUMMARY

	FY 2019-20 Adopted	FY 2019-20 Actual	FY 2020-21 Recommended	FY 2020-21 Adopted	Change from FY 2019-20
Fines, Forfeitures, and Penalties	\$212,360	\$117,487	\$213,360	\$213,360	\$1,000
Intergovernmental Revenue	\$11,007,537	\$10,883,826	\$12,536,549	\$12,268,896	\$1,261,359
Charges for Current Services	\$1,385,681	\$1,117,470	\$1,385,681	\$1,385,681	\$0
Other Revenues	\$17,825	\$10,713	\$17,825	\$17,825	\$0
<b>Total Revenue</b>	<b>\$12,623,403</b>	<b>\$12,129,496</b>	<b>\$14,153,415</b>	<b>\$13,885,762</b>	<b>\$1,262,359</b>
Salary and Benefits	\$19,444,068	\$19,022,542	\$20,771,749	\$20,389,846	\$945,778
Services and Supplies	\$5,359,609	\$5,115,123	\$6,088,990	\$6,078,644	\$719,035
Capital Assets	\$0	\$1	\$0	\$0	\$0
<b>Gross Expenditures</b>	<b>\$24,803,677</b>	<b>\$24,137,665</b>	<b>\$26,860,739</b>	<b>\$26,468,490</b>	<b>\$1,664,813</b>
Less Intrafund Transfers	\$(241,946)	\$(230,946)	\$(247,705)	\$(247,705)	\$(5,759)
<b>Net Expenditures</b>	<b>\$24,561,731</b>	<b>\$23,906,719</b>	<b>\$26,613,034</b>	<b>\$26,220,785</b>	<b>\$1,659,054</b>
<b>General Fund Support</b>	<b>\$11,938,328</b>	<b>\$11,777,223</b>	<b>\$12,459,619</b>	<b>\$12,335,023</b>	<b>\$396,695</b>

### MISSION STATEMENT

The Probation Department improves community safety across the justice systems by using proven practices to hold offenders accountable and facilitate positive change.

### SERVICE PROGRAMS

The Probation Department provides 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.

#### 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.

## Revenue Recovery Services

Revenue Recovery services is responsible for the collection and disbursement of court ordered fines and fees, and restitution to victims.

## 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.

## 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.

## 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.

## COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The level of General Fund support for this budget is recommended to increase by \$521,291, or 4% compared to the FY 2019-20 Adopted Budget, due to prevailing wage adjustments, increases in charges paid to other departments for support, and increases in amounts budgeted for outside contracts to reflect actual costs from prior years. Revenues are recommended to increase by \$1.5 million or 12% compared to FY 2019-20 budgeted levels. The increase is due primarily to increases in State realignment revenue, newly budgeted revenue related to grants accepted in FY 2019-20 and revenue related to the recommended Budget Augmentation Requests (see below). Expenditures are recommended to increase by \$2.1 million or 8% compared to the FY 2019-20 Adopted Budget, primarily due to increases in salaries and benefits of \$1.3 million or 7%. The salary and benefits increases include Position Allocation List changes from recommended Budget Augmentation Requests, which are offset by additional Community Corrections Performance Incentive (SB 678) revenue. The position changes will increase cross training and efficiency in the department's administrative staff, will increase oversight of Cognitive Behavioral Treatment contracts and will provide for additional evidence-based programming for the Coastal Valley Academy youth treatment program. Services and supplies are also recommended to increase by \$729,381 or 14% to adjust budgeted amounts to reflect actual costs from prior years.

## BOARD ADOPTED CHANGES

During the Budget Hearing, the Board approved an 1% (\$124,596) reduction to the level of General Fund support for this fund center, in order to close an anticipated budget gap due to the COVID-19 pandemic. In addition to the the General Fund support reduction, the Board also approved use of funds from the Proposition 172 Trust to backfill for the potential loss of Proposition 172 revenue in FY 2020-21 (as of the June Budget Hearing, HdL projects this loss to be \$450,708 for this fund center). The Board did not adopt four recommended Budget Augmentation Requests after those requests were withdrawn by the department at the hearing, due to anticipated shortfalls in the proposed funding source as a result of the COVID-19 pandemic.

## BUDGET AUGMENTATION REQUESTS ADOPTED

None.

## BUDGET AUGMENTATION REQUESTS NOT ADOPTED

<b>Title:</b> Add 1.00 FTE Program Manager to increase oversight of the Cognitive Behavioral Therapy contracts	
<b>Expense:</b> \$126,406	<b>Funding Source(s):</b> Community Corrections Performance Incentive Funds (SB 678): \$126,406
<b>Intended Results:</b> <ol style="list-style-type: none"> <li>1. The department will maintain a baseline of fidelity with the Cognitive Behavioral Therapy (CBT) providers.</li> <li>2. Increase the successful completion rates of CBT participants by 20%.</li> <li>3. Audit the fidelity of service providers and provide an annual written evaluation for continuous quality improvement.</li> </ol>	
<b>Title:</b> Add 1.00 FTE Administrative Services Officer and delete 1.00 FTE Supervising Administrative Clerk to improve organizational effectiveness	
<b>Expense:</b> \$20,030	<b>Funding Source(s):</b> Community Corrections Performance Incentive Funds (SB 678): \$20,030
<b>Intended Results:</b> <ol style="list-style-type: none"> <li>1. Improve the organization of the department by making all non-sworn supervisory positions Administrative Services Officers (ASOs) to allow for greater flexibility in providing supervision to all non-sworn line staff, cross training of non-sworn supervisors and backup support for vacations, illnesses and other types of leaves of absences.</li> </ol>	
<b>Title:</b> Add 1.00 FTE Administrative Services Officer and delete 1.00 FTE Supervising Collection Officer to improve organizational effectiveness	
<b>Expense:</b> (\$3,906)	<b>Funding Source(s):</b> Community Corrections Performance Incentive Funds (SB 678): (\$3,906)
<b>Intended Results:</b> Improve the organization of the department by making all non-sworn supervisory positions (except for the Department Automation Specialist), ASOs to allow for greater flexibility in providing supervision to all non-sworn line staff, cross training of our non-sworn supervisors and back up support due to vacations, illnesses and other types of leaves of absences.	
<b>Title:</b> Add 1.00 FTE Juvenile Services Officer to staff the Coastal Valley Academy treatment program	
<b>Expense:</b> \$116,071	<b>Funding Source(s):</b> State Juvenile Camps Funding: \$116,071
<b>Intended Results:</b> <ol style="list-style-type: none"> <li>1. Enhance the orientation process for youth entering the Coastal Valley Academy (CVA) program.</li> <li>2. Allow for a CVA lead officer to regularly attend weekly CVA leadership and Youth Advisory Committee meetings.</li> <li>3. Enhance orientation and training of new CVA officers to ensure consistency in the execution of the CVA's mission and goals.</li> <li>4. Maintain consistency of daily program activities within the program.</li> </ol>	

## GOALS AND PERFORMANCE MEASURES

**Department Goal: Support crime victims by collecting court-ordered restitution from offenders.**

### 1. Performance Measure: Cost to collect victim restitution, fines and fees. For every dollar collected.

Cost to collect court-ordered victim restitution, fines and fees, as a ratio of expenditure to revenue.

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	0.39	0.40	0.40	0.40	0.40
Actual	0.39	0.42	0.35	0.45	

**Notes:** The target for FY 2019-20 was not met due to the impacts of the COVID-19 pandemic.

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

### 2. Performance Measure: Recidivism rate among Adult Formal Probationers.

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.

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	40.00%	40.00%	45.00%	45.00%	45.00%
Actual	41.50%	44.00%	45.60%	37.30%	

**Notes:**

### 3. Performance Measure: Recidivism rate among Adult Post Release Community Supervision (PRCS) Offenders.

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.

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	35.00%	35.00%	45.00%	40.00%	45.00%
Actual	29.00%	25.00%	37.60%	38.90%	

**Notes:**

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

### 4. Performance Measure: Number of Juveniles Referred to Juvenile Probation by Law Enforcement Agencies.

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.

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	450.00	450.00	450.00	450.00	450.00
Actual	482.00	420.00	373.00	298.00	

**Notes:**

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

**5. Performance Measure: Recidivism Rate among Juvenile Probationers.**

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.

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	30.00%	30.00%	30.00%	30.00%	30.00%
Actual	21.80%	22.70%	17.70%	29.30%	

Notes:

**Department Goal: Promote the judicious use of detention among juveniles.**

**6. Performance Measure: Average Daily Population in Juvenile Hall.**

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.

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	25.00	25.00	25.00	25.00	25.00
Actual	25.70	22.40	17.50	13.50	

Notes:



## FC 135 — 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.

### FINANCIAL SUMMARY

	FY 2019-20 Adopted	FY 2019-20 Actual	FY 2020-21 Recommended	FY 2020-21 Adopted	Change from FY 2019-20
Intergovernmental Revenue	\$509,550	\$421,151	\$535,554	\$535,554	\$26,004
Charges for Current Services	\$90,000	\$217,675	\$268,075	\$268,075	\$178,075
<b>Total Revenue</b>	<b>\$599,550</b>	<b>\$638,826</b>	<b>\$803,629</b>	<b>\$803,629</b>	<b>\$204,079</b>
Services and Supplies	\$7,386,030	\$7,402,154	\$7,736,736	\$7,459,412	\$73,382
<b>Gross Expenditures</b>	<b>\$7,386,030</b>	<b>\$7,402,154</b>	<b>\$7,736,736</b>	<b>\$7,459,412</b>	<b>\$73,382</b>
<b>General Fund Support</b>	<b>\$6,786,480</b>	<b>\$6,763,327</b>	<b>\$6,933,107</b>	<b>\$6,655,783</b>	<b>\$(130,697)</b>

### PURPOSE STATEMENT

To provide cost-effective mandated legal defense services to defendants unable to afford private attorneys. The County Public Defender is funded primarily by the General Fund supplemented by State reimbursements and fees charged to some defendants by order of a judge. The County Administrative Office manages the budget and contracts associated with this fund center. The contracted attorneys govern their own operations in accordance with the contracts.

### SERVICE PROGRAMS

The Public Defender provides the following services:

#### Primary Public Defender

Public defender services contracted with a private attorney/firm. The Primary Public Defender handles approximately 93% of all cases assigned to the County Public Defender.

#### Conflict Public Defender

Public defender services contracted with a private attorney/firm provided in the event the Primary Public Defender has a conflict of interest (also referred to as the first level conflict indigent legal defense).

#### Conflict-Conflict Public Defender

Public defender services contracted with a private attorney/firm provided 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).

### Conflict-Conflict-Conflict Public Defense

Public defender services provided in the event the Primary Public Defender, Conflict Public Defender, and Conflict-Conflict Public Defender have a conflict of interest (also referred to as the third level conflict indigent legal defense). This is not a service governed by a contract but rather through non-contracted court-appointed attorneys.

### State Institutional Legal Defense

Provides for contracted and court-appointed attorneys to defend institutionalized indigents in criminal matters which occur at the Atascadero State Hospital (ASH) and California Men’s Colony (CMC).

## COUNTY ADMINISTRATOR’S COMMENTS AND RECOMMENDATIONS

Annual payments to the County’s four contract Public Defender firms, totaling \$6.3 million in FY 2020-21, represent the bulk of expenditures in this budget and are set by contract.

The level of General Fund support for Public Defender is recommended to increase \$146,627 or 2% compared to the FY 2019-20 Adopted Budget. Revenues are recommended to increase \$204,079 or 34% primarily due to consistently high receipt of revenue in recent years from fees charged to adult defendants who are determined to have some ability to pay for their defense. Expenditures are recommended to increase \$350,706 or 5% primarily due to a Consumer Price Index (CPI) inflator of 3% (based on the annual CPI for calendar year 2019) on each of the County’s four contracts with the law firms that provide public defender services. The CPI increase and other regular increases on the contracts increases expenditure levels by \$210,150. The contract with the primary public defender increased mid-year in FY 2019-20 by \$145,000 to fund an additional attorney on an ongoing basis to compensate for the added workload associated with an additional courtroom that must be staffed due to a change made by the San Luis Obispo Superior Court.

## BOARD ADOPTED CHANGES

During the Budget Hearing, the Board approved a 4% (\$277,324) reduction to the level of General Fund support for this fund center, in order to close an anticipated budget gap due to the COVID-19 pandemic.

## BUDGET AUGMENTATION REQUESTS ADOPTED

None requested.

## GOALS AND PERFORMANCE MEASURES

Department Goal: To provide cost effective Public Defender services.					
1. Performance Measure: Annual number of cases reversed based on the allegation of inadequate defense.					
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 them meeting the constitutional right to an adequate defense.					
	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	0.00	0.00	0.00	0.00	0.00
Actual	0.00	0.00	0.00	0.00	
<b>Notes:</b>					

**2. Performance Measure: Per capita costs for public defender services.**

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

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	23.28	23.37	25.26	26.27	26.99
Actual	23.40	24.28	24.91	26.21	

**Notes:** The FY 2020-21 target includes a 3.2% CPI increase to the FY 2019-20 current budget (plus amendments) for Public Defender and assumes a 1.4% growth in population compared FY 2019-20.

Although San Luis Obispo County's cost per capita for Public Defender services has trended higher over the last few years, the County's cost remains much lower than its comparison counties: Marin: \$34.49, Monterey: \$37.32, Napa: \$45.63, Santa Barbara: \$35.78, and Santa Cruz: \$46.86. The large increase in reported per capita costs for Monterey and Santa Barbara counties compared to previous years is due in part to the fact that previous reported comparison numbers for those two counties inadvertently left out expenses attributable to Public Defender services in those counties.





## FC 130 — Public Works - Waste Management

John Diodati - Interim Public Works Director

Waste Management provides services for mandated programs related to stormwater, landfill, and solid waste management.

### FINANCIAL SUMMARY

	FY 2019-20 Adopted	FY 2019-20 Actual	FY 2020-21 Recommended	FY 2020-21 Adopted	Change from FY 2019-20
Charges for Current Services	\$29,538	\$32,509	\$29,538	\$29,538	\$0
Other Revenues	\$0	\$2,409	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$29,538</b>	<b>\$34,918</b>	<b>\$29,538</b>	<b>\$29,538</b>	<b>\$0</b>
Services and Supplies	\$1,243,770	\$841,376	\$1,380,114	\$1,325,856	\$82,086
Other Charges	\$10,000	\$10,000	\$5,875	\$5,875	\$(4,125)
<b>Gross Expenditures</b>	<b>\$1,253,770</b>	<b>\$851,376</b>	<b>\$1,385,989</b>	<b>\$1,331,731</b>	<b>\$77,961</b>
<b>General Fund Support</b>	<b>\$1,224,232</b>	<b>\$816,458</b>	<b>\$1,356,451</b>	<b>\$1,302,193</b>	<b>\$77,961</b>

### 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; and rate review and setting in the unincorporated areas of the County within permit areas.

### SERVICE PROGRAMS

Waste Management provides 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, inspect and maintain the landfill cap and drainage system, and implement additional corrective actions as currently planned and needed in the future.

The Los Osos Landfill is located approximately 1.5 miles east of the community of Los Osos. The Landfill is classified as a closed Class III, non-hazardous solid waste landfill. The Landfill was constructed as an area fill on native silty clay, sandy clay, and sandy soils and is unlined with no leachate collection and removal system. The Landfill has a waste footprint of approximately 25 acres on an approximately 40-acre site. While in operation, the Landfill received residential and commercial solid waste, tires, and construction and demolition waste (non-hazardous Class III waste). The Landfill was operated between December 1958 and November 1988 and closed with approximately 838,000 tons of waste in place.

After closure, the Landfill became subject to Cleanup or Abatement Order No. 95-66, which requires the cleanup of groundwater contaminated with volatile organic compounds (VOC) existing downgradient of the Landfill. The post-closure and corrective action maintenance plan currently consists of operating a gas collection and destruction system and maintaining a clay layer “cap” and a surface drainage control system to minimize landfill gas and VOC impacts to groundwater. Additional corrective action measures are required by the Central Coast Regional Water Quality Control Board to cleanup VOC contamination downgradient of the Landfill, so implementation of a groundwater extraction and treatment system is underway.

### **Solid Waste Coordination**

The Solid Waste Programs protect the health and safety of the communities served by ensuring the timely and cost-efficient collection of solid waste, green waste, food waste and recycled materials. Assure the County’s compliance with the state mandated waste reduction requirements (AB 939). Coordinate with the SLO County Integrated Waste Management Authority (IWMA), the franchise haulers and the communities in which the County regulates solid waste, green waste, food waste and recycled material collection, to meet the program goals and objectives. Evaluate franchise hauler rate applications and recommend rates to the Board of Supervisors that are consistent with the County’s rate setting policies. Monitor programs to reduce solid waste and increase recycling in the unincorporated areas of the County. Implement cleanups to remove litter and trash and maintain compliance with surface water quality objectives throughout the County including beneficial use designations and stormwater pollution prevention requirements. Administer franchise contracts with waste hauling service providers and act as a central information source for inquiries from the public and other agencies regarding solid waste matters.

### **National Pollutant Discharge Elimination System (NPDES); Stormwater Management**

The Stormwater Management Program is mandated by the Federal Clean Water Act and the California Water Code and is enforced by the Central Coast Regional Water Quality Control Board. The County’s Phase II Municipal Stormwater permit requires the County to implement Best Management Practices to address: 1) Public Education and Outreach; 2) Public Participation and Involvement; 3) Illicit Discharge Detection and Elimination; 4) Construction Site Runoff Control; 5) Post-Construction Stormwater Management; and 6) Pollution Prevention/Good Housekeeping for Municipal Operations. The Stormwater Program is primarily implemented jointly by the Department of Public Works, Department of Planning and Building; Department of Parks and Recreation, and the Health Agency.

The County’s program develops and implements programs and best management practices to reduce pollutants in stormwater and ensure compliance with Federal and State regulations. The County’s stormwater coordinator provides guidance and compliance support to other departments, partner agencies and the public. Key initiatives in the 2020-21 fiscal year will include modeling pollutant load reductions, implementing the Track 2 Trash Plan, improving consistency in staff training, revisions to the County’s Enforcement Response Plan for illicit discharge, and updates to public education, outreach and involvement elements of the program.

### **COUNTY ADMINISTRATOR’S COMMENTS AND RECOMMENDATIONS**

This fund center functions under the umbrella of the Public Works Internal Service Fund (ISF). All staffing and equipment needed to carry out the programs in this fund center are provided by the ISF and charged back to this fund center as services are performed. Labor costs from the ISF are accounted for in services and supplies and not salaries and benefits, as in other fund centers.

The level of General Fund support for this budget is recommended to increase \$132,219 or 11% compared to the FY 2019-20 Adopted Budget. Revenues are unchanged from FY 2019-20 adopted levels. Expenditures are recommended increase by \$132,219 or 11% compared to the FY 2019-20 Adopted Budget due to increases in labor and overhead, as well as some vendor costs.

### BOARD ADOPTED CHANGES

During the Budget Hearing, the Board approved a 4% (\$54,258) reduction to the level of General Fund support for this fund center, in order to close an anticipated budget gap due to the COVID-19 pandemic.

### BUDGET AUGMENTATION REQUESTS ADOPTED

None.

### BUDGET AUGMENTATION REQUESTS NOT ADOPTED

Title: Add 1.00 FTE Program Manager and funding for services and supplies to support the Blue Bag Partnership Program to continue voluntary waste removal from encampments of unsheltered homeless people	
<b>Expense:</b> \$305,910 Note: Program Manager position will be allocated to FC 405 – Public Works ISF	<b>Funding Source(s):</b> General Fund: \$55,910 Funding from Cities and Integrated Waste Management Authority: \$250,000
<b>Intended Results:</b> 1. Allow the Blue Bag Partnership Program to commence and reach its goal of establishing five blue bag partnership sites throughout the County. 2. Provide approximately ten weeks of sanitation service at each site.	

### GOALS AND PERFORMANCE MEASURES

Department Goal: Implement programs to satisfy or exceed the requirements of the Integrated Waste Management Act as currently written and as amended in the future.					
1. Performance Measure: Percentage reduction of solid waste disposed in regional landfills as required by State law.					
The percentage of recycling and waste diversion reduction from regional landfills.					
	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	68.00%	68.00%	60.00%	60.00%	0.00%
Actual	60.00%	60.00%	61.00%	0.00%	
Notes: Data for FY 2019-20 is not available due to the impacts of the COVID-19 pandemic. Measure being deleted in FY 2020-21. A new measure will be added in FY 2020-21 to be in-line with State reporting.					
2. Performance Measure: State Law requires a 50% per capita diversion target.					
This measure shows the per Capita Disposal Rate (pounds/person/day) of solid waste in regional landfills as required by State Law.					
	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	0.00	0.00	0.00	0.00	7.40
Actual	0.00	0.00	0.00	0.00	
Notes: New measure for FY 2020-21. This new measure falls in line with how the State agency reports of Per Capita Disposal Rate (pounds/person/day) of solid waste disposed in regional landfills.					



## FC 136 — Sheriff-Coroner

Ian Parkinson - 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-Coroner.

### FINANCIAL SUMMARY

	FY 2019-20 Adopted	FY 2019-20 Actual	FY 2020-21 Recommended	FY 2020-21 Adopted	Change from FY 2019-20
Licenses, Permits, and Franchises	\$33,000	\$36,885	\$34,900	\$34,900	\$1,900
Fines, Forfeitures, and Penalties	\$455,775	\$518,721	\$624,794	\$624,794	\$169,019
Intergovernmental Revenue	\$27,507,001	\$26,547,828	\$28,358,470	\$28,358,470	\$851,469
Charges for Current Services	\$2,162,494	\$1,871,317	\$2,174,323	\$2,174,323	\$11,829
Other Revenues	\$215,221	\$239,515	\$131,055	\$131,055	\$(84,166)
Interfund	\$795,151	\$571,255	\$781,760	\$781,760	\$(13,391)
Other Financing Sources	\$0	\$7,500	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$31,168,642</b>	<b>\$29,793,020</b>	<b>\$32,105,302</b>	<b>\$32,105,302</b>	<b>\$936,660</b>
Salary and Benefits	\$68,017,308	\$72,170,809	\$71,283,765	\$70,756,051	\$2,738,743
Services and Supplies	\$13,966,549	\$13,552,416	\$14,388,452	\$14,388,452	\$421,903
Other Charges	\$0	\$28,924	\$0	\$0	\$0
Capital Assets	\$160,098	\$400,791	\$140,579	\$140,579	\$(19,519)
<b>Gross Expenditures</b>	<b>\$82,143,955</b>	<b>\$86,152,940</b>	<b>\$85,812,796</b>	<b>\$85,285,082</b>	<b>\$3,141,127</b>
Less Intrafund Transfers	\$(767,222)	\$(1,035,705)	\$(936,065)	\$(936,065)	\$(168,843)
<b>Net Expenditures</b>	<b>\$81,376,733</b>	<b>\$85,117,235</b>	<b>\$84,876,731</b>	<b>\$84,349,017</b>	<b>\$2,972,284</b>
<b>General Fund Support</b>	<b>\$50,208,091</b>	<b>\$55,356,686</b>	<b>\$52,771,429</b>	<b>\$52,243,715</b>	<b>\$2,035,624</b>

### MISSION STATEMENT

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

### SERVICE PROGRAMS

The Sheriff-Coroner provides the following services:

#### Administration

Administration provides executive management, which develops policies and directs, coordinates and controls the functions of the Sheriff's Office. The Administration Division includes fiscal services, which includes accounting, preparation of the annual budget, quarterly reporting and 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.

## 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 prosecutions for review by the District Attorney's Office for criminal filing;
- 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.

## 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.

## Custody/Civil

Custody/Civil includes: the Custody Division, which operates the County Jail and provides custodial care, vocational training, rehabilitative services, booking, food services, 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.

## COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The level of General Fund support for the Sheriff-Coroner is recommended to increase \$2.6 million or 5%. Revenues are recommended to increase by \$936,660 or 3%, most notably due to an increase in AB 109 Public Safety Realignment and Proposition 172 revenue. Proposition 172 revenue is derived from a one-half percent state sales tax rate that is allocated for local public safety activities. Expenditures are recommended to increase by \$3.5 million or 4%, primarily due

to a \$3.3 million or 5% increase in salaries and benefits. Two AB 109 Realignment funded budget augmentation requests are included in the FY 2020-21 Recommended Budget; these include the purchase of a direct color printer (\$35,609) and a metal pro ironworker (\$5,410) for the vocational programs at the Jail. Those programs offer opportunities for practical hands-on work experience for inmates to reduce barriers to employment. Additionally, while two budget augmentation requests to convert 1.00 FTE limited term Program Manager and 1.00 FTE limited term Deputy Sheriff to permanent positions are not included in the Recommended Budget, those positions are recommended to be extended through FY 2020-21.

## BOARD ADOPTED CHANGES

During the Budget Hearing, the Board approved a 1% (\$527,714) reduction to the level of General Fund support for this fund center, in order to close an anticipated budget gap due to the COVID-19 pandemic. In addition to the General Fund support reduction, the Board also approved use of funds from the Proposition 172 Trust to backfill for the potential loss of Proposition 172 revenue in FY 2020-21 (as of the June Budget Hearing, HdL projects this loss to be \$2,065,067 for this fund center).

## BUDGET AUGMENTATION REQUESTS ADOPTED

<b>Title:</b> Add a direct color systems printer to increase vocational training in graphic arts for inmates.	
<b>Expense:</b> \$35,609	<b>Funding Source(s):</b> AB 109 Realignment: \$35,609
<b>Intended Results:</b>	
1. Help inmates acquire skills needed to secure employment.	
2. Provide the opportunity for practical hands-on experience to reduce barriers to employment.	
<b>Title:</b> Add a metal pro ironworker for the construction maintenance vocational training program.	
<b>Expense:</b> \$5,410	<b>Funding Source(s):</b> AB 109 Realignment: \$5,410
<b>Intended Results:</b>	
1. Provide the opportunity for practical hands-on experience to reduce barriers to employment.	
2. Offer inmates additional opportunities in the construction maintenance vocational training program.	

## BUDGET AUGMENTATION REQUESTS NOT ADOPTED

<b>Title:</b> Convert 1.00 FTE Program Manager to a permanent position for background checks.	
<b>Expense:</b> \$148,322	<b>Funding Source(s):</b> General Fund support: \$148,322
<b>Intended Results:</b>	
1. Continue reduction in hiring time by 15 days for Sheriff's Office employees compared to before the Program Manager was added.	
2. Help reduce the amount of overtime caused by vacancies in patrol and custody.	
<b>Title:</b> Convert 1.00 FTE Deputy Sheriff School Resource Officer to a permanent position.	
<b>Expense:</b> \$186,746	<b>Funding Source(s):</b> General Fund support: \$128,746 Revenue from Lucia Mar Unified School District: \$58,000
<b>Intended Results:</b>	
1. Guarantee the Sheriff's Office ability to provide the same level of service and security to the Lucia Mar Unified School District students, parents, and staff.	

<b>Title:</b> Add two vehicles for the gang task force to replace two department owned vehicles.	
<b>Expense:</b> \$139,646	<b>Funding Source(s):</b> General Fund support: \$90,146 Miscellaneous Trust Fund: \$49,500
<b>Intended Results:</b> 1. Ensure continuity of services for the Sheriff's Office gang task force.	
<b>Title:</b> Add two vehicles for patrol to replace two department owned vehicles.	
<b>Expense:</b> \$166,742	<b>Funding Source(s):</b> General Fund support: \$117,242 Supplemental Law Enforcement Services Fund: \$49,500
<b>Intended Results:</b> 1. Ensure continuity of services for Sheriff's patrol.	
<b>Title:</b> Add several fixed assets to improve Sheriff's Office operations.	
<b>Expense:</b> \$142,141	<b>Funding Source(s):</b> General Fund support: \$69,044 Stonegarden grant: \$56,100 Cal-ID Trust Fund: \$16,997
<b>Intended Results:</b> 1. Purchase an Uninterrupted Power Supply (UPS) to provide battery backup to servers. 2. Purchase an automated license plate reader and trailer to enable deputies to capture images of license plates of vehicles to aid in investigations. 3. Purchase a Computer Aided Dispatch Server to enable the Sheriff's Office to continue upgrading the Computer Aided Dispatch system. 4. Purchase a Livescan station to reduce wait times to process an arrestee. 5. Purchase a dump trailer to enable the cannabis enforcement team to safely and efficiently haul illegal cannabis grows to the dump.	
<b>Title:</b> Add 1.00 FTE Deputy Sheriff, a vehicle, and equipment for a new Community Action Team.	
<b>Expense:</b> \$289,391	<b>Funding Source(s):</b> General Fund support: \$289,391
<b>Intended Results:</b> 1. Increase contacts, screens, and connections to services for the homeless population each year by one-third. <ul style="list-style-type: none"> <li>· In 2019, there were 198 contacts, 45 screens, and 72 connections to service.</li> <li>· In 2020, there were 257 contacts, 60 screens, and 93 connections to service.</li> </ul> 2. Reduce the impact on patrol of mental health calls by 10%.	

## GOALS AND PERFORMANCE MEASURES

<b>Department Goal:</b> 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.					
<b>1. Performance Measure:</b> Average monthly number of physical altercations among inmates in the San Luis Obispo County Jail, per 100 inmates.					
This measure tracks the department's success relative to keeping the Jail safe for inmates, volunteers and County employees. The result is calculated by dividing the average number of assaults per month by the average daily population of the jail and multiplying by 100.					
	<b>FY 2016-17</b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>	<b>FY 2020-21</b>
Target	1.00	1.00	1.00	1.00	1.00
Actual	1.10	1.10	1.00	1.00	
<b>Notes:</b> No additional notes.					

**2. Performance Measure: Crime rate compared to California law enforcement agencies serving populations between 250,000 and 499,999.**

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 law enforcement). Based on the January 2018 population table provided by the California Department of Finance, San Luis Obispo County has grown to over 280,101 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.

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	60.00%	60.00%	60.00%	70.00%	60.00%
Actual	60.00%	80.00%	60.00%	80.00%	

**Notes:** A 60% target means that the County's crime rate is lower than 60% of comparable counties.

**3. 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.**

This measures the percentage of calls requiring code 3 response (emergency response with light and sirens) that are under 10-minute response time. Response times are calculated from the time the first patrol unit is dispatched to the time a patrol unit arrives at the scene or contacts suspect(s). 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.

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	80.00%	80.00%	80.00%	75.00%	80.00%
Actual	77.00%	73.00%	71.00%	81.00%	

**Notes:** Prior to FY 2019-20, the methodology used involved manually calculating response time data by removing the high and lows. This year the data pulled from Computer Aided Dispatch (CAD) calculates all the high and low responses resulting in an average time increase.

**4. 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.**

This measures the percentage of calls requiring code 3 (emergency response with light and sirens) response that are under 10-minute response time. Response times are calculated from the time the first patrol unit is dispatched to the time a patrol unit arrives at the scene or contacts suspect(s). 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 that covers 565 square miles and a population of approximately 44,000.

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	75.00%	75.00%	70.00%	70.00%	71.00%
Actual	72.00%	69.00%	63.00%	83.00%	

**Notes:** Prior to FY 2019-20, the methodology used involved manually calculating response time data by removing the high and lows. This year the data pulled from Computer Aided Dispatch (CAD) calculates all the high and low responses resulting in an average time increase.

**5. 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.**

This measures the percentage of calls requiring code 3 response (emergency response with light and sirens) that are under 15-minute response time. Response times are calculated from the time the first patrol unit is dispatched to the time a patrol unit arrives at the scene or contacts suspect(s). 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.

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	70.00%	73.00%	73.00%	71.00%	74.00%
Actual	67.00%	67.00%	65.00%	70.00%	

**Notes:** The methodology previously used involved manually calculating response time data by removing the high and lows. This year the data pulled from Computer Aided Dispatch (CAD) calculates all the high and low responses resulting in an average time increase.



**6. Performance Measure: Arrest rate for crimes classified as violent crimes.**

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.

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	0.00%	64.00%	64.00%	61.00%	68.00%
Actual	64.00%	59.00%	55.00%	67.40%	

**Notes:** Often the clearance of violent crimes will fall into a different reporting period than the crime itself.

**7. Performance Measure: Percentage of full time employee vacancies for sworn personnel who work custody.**

This measure tracks the percentage of full time employee vacancies for sworn personnel who work custody. Recruitment and hiring efforts reduce sworn vacancies which impacts levels of service and overtime costs.

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	0.00%	10.00%	10.00%	10.00%	10.00%
Actual	18.00%	19.00%	13.00%	0.01%	

**Notes:** The addition of a full-time Backgrounds Manager has given the Sheriff's Office the ability to work the background checks at a quicker pace and onboard new hires faster, which in turn reduces the vacancy numbers in Custody.

**8. Performance Measure: Percentage of full time employee vacancies for sworn personnel who work patrol.**

This measure tracks the percentage of full time employee vacancies for sworn personnel who work patrol. Recruitment and hiring efforts reduce sworn vacancies which impacts levels of service and overtime costs.

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	0.00%	10.00%	10.00%	10.00%	9.00%
Actual	15.00%	18.00%	18.00%	0.01%	

**Notes:** The addition of a full-time Backgrounds Manager has given the Sheriff's Office the ability to work the background checks at a quicker pace and onboard new hires faster, which in turn reduces the vacancy numbers in Patrol.

## 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 - Public Health, Sheriff-Coroner - Law Enforcement Medical Care, , Social Services - Administration , Social Services - CalWORKs , Social Services - Foster Care/Adoptions, Social Services - General Assistance, Veterans Services.

### SERVICE GROUP BUDGET AT A GLANCE

	FY 2020-21 Adopted	Change from FY 2019-20 Adopted	% Change
Expenditures	\$259,921,655	\$6,499,831	3%
Revenue	\$211,864,282	\$429,362	<1%
General Fund Support	\$48,057,373	\$6,070,470	14%
Staffing Levels	1,039.25 FTE	2.25 FTE	<1%



## FC 106 — 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.

### FINANCIAL SUMMARY

	FY 2019-20 Adopted	FY 2019-20 Actual	FY 2020-21 Recommended	FY 2020-21 Adopted	Change from FY 2019-20
Other Revenues	\$347,940	\$347,940	\$347,940	\$347,940	\$0
<b>Total Revenue</b>	<b>\$347,940</b>	<b>\$347,940</b>	<b>\$347,940</b>	<b>\$347,940</b>	<b>\$0</b>
Services and Supplies	\$1,982,418	\$1,939,886	\$1,930,358	\$1,867,061	\$(115,357)
Transfers-Out	\$0	\$10,000	\$0	\$0	\$0
<b>Gross Expenditures</b>	<b>\$1,982,418</b>	<b>\$1,949,886</b>	<b>\$1,930,358</b>	<b>\$1,867,061</b>	<b>\$(115,357)</b>
<b>General Fund Support</b>	<b>\$1,634,478</b>	<b>\$1,601,946</b>	<b>\$1,582,418</b>	<b>\$1,519,121</b>	<b>\$(115,357)</b>

### MISSION STATEMENT

Contributions to Other Agencies provides financial support to non-profit agencies and organizations to support services not provided by the County.

### SERVICE PROGRAMS

Contributions to Other Agencies provides 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.

#### 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 May of each year. Funding recommendations are included in the recommended budget and considered by the Board of Supervisors during the County's annual budget hearings.

#### 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 May of each year. Funding recommendations are included in the recommended budget and considered by the Board of Supervisors during the County's annual budget hearings.

## Other Agency Requests

Provides 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 May of each year. Funding requests are considered by the Board of Supervisors during the County's annual budget hearings.

## COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The level of General Fund support for Contributions to Other Agencies is recommended to decrease \$52,060 or 3% compared to FY 2019-20 adopted levels. Revenue in this budget comes from tobacco tax settlement funds and is recommended to remain flat at \$347,940. Expenditures are recommended to decrease \$52,060 or 3% compared to FY 2019-20 adopted levels.

Expenditures in this budget provide funding to the following programs:

**District Community Project Grants:** For FY 2020-21, it is recommended that funding for District Community Project grants remain at \$52,183 per supervisorial district. As in prior years, each district's balance at the end of the current year will be carried forward to the new fiscal year. The exact amount of funds to be carried forward will be determined at the end of FY 2019-20.

**Community Based Organization (CBO) and Preventive Health Grant (PHG):** For FY 2020-21, the application deadline, review of funding requests, and recommendations to the Board of Supervisors related to funding for various agencies and programs has been modified, with applications due in early May. The Board of Supervisors will be asked to approve the total budget for these grants during the June 2020 Budget Hearing and will be asked to consider allocations to specific requesting agencies after the start of the new fiscal year. As in prior years, funding recommendations will be determined by the CBO/PHG Review Committee which is made up of representatives appointed by the Adult Services Policy Council, Behavioral Health Advisory Board, Health Commission, Children's Services Network, and a member-at-large.

A review of all applications will consist of:

- an organization's ability to leverage the grant funds and/or fundraise
- an organization's ability to obtain a public match
- projected performance measures/results/outcomes for the requested program
- prior year results/outcomes for the requested program
- 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.

The County Administrative Office will bring forth recommended allocations for individual organizations and programs early in the new fiscal year.

**Other Agency Requests:**

Similar to Community Based Organization and Preventative Health Grants, the Other Agency Requests timeline has also shifted. In prior years this grant application was due in January; applications are now due in May. Application review and funding recommendations will be made in May, the total budget will be recommended to the Board of Supervisors in June and the County Administrative Office will bring forth recommendations for individual organizational awards after the start of the new fiscal year.

**BOARD ADOPTED CHANGES**

During the Budget Hearing, the Board approved a 4% (\$63,297) reduction to the level of General Fund support for this fund center, in order to close an anticipated budget gap due to the COVID-19 pandemic.

**BUDGET AUGMENTATION REQUESTS ADOPTED**

None requested.



## FC 166 — Health Agency - Behavioral Health

Michael Hill - Health Agency Director

Behavioral Health provides services and programs countywide for individuals experiencing symptoms related to disabling mental illnesses and substance abuse disorders.

### FINANCIAL SUMMARY

	FY 2019-20 Adopted	FY 2019-20 Actual	FY 2020-21 Recommended	FY 2020-21 Adopted	Change from FY 2019-20
Fines, Forfeitures, and Penalties	\$99,600	\$87,807	\$90,000	\$90,000	\$(9,600)
Intergovernmental Revenue	\$63,951,120	\$62,080,651	\$68,975,450	\$68,975,450	\$5,024,330
Charges for Current Services	\$425,447	\$1,127,848	\$298,684	\$298,684	\$(126,763)
Other Revenues	\$1,026,727	\$970,491	\$996,727	\$996,727	\$(30,000)
Interfund	\$42,759	\$131,693	\$50,200	\$50,200	\$7,441
<b>Total Revenue</b>	<b>\$65,545,653</b>	<b>\$64,398,490</b>	<b>\$70,411,061</b>	<b>\$70,411,061</b>	<b>\$4,865,408</b>
Salary and Benefits	\$36,521,809	\$34,884,705	\$37,515,858	\$36,939,510	\$417,701
Services and Supplies	\$41,987,247	\$42,836,760	\$47,379,884	\$47,379,884	\$5,392,637
Other Charges	\$1,600,000	\$2,771,452	\$1,976,000	\$1,976,000	\$376,000
Capital Assets	\$0	\$26,749	\$0	\$0	\$0
<b>Gross Expenditures</b>	<b>\$80,109,056</b>	<b>\$80,519,666</b>	<b>\$86,871,742</b>	<b>\$86,295,394</b>	<b>\$6,186,338</b>
Less Intrafund Transfers	\$(1,293,166)	\$(1,415,207)	\$(2,051,988)	\$(2,051,988)	\$(758,822)
<b>Net Expenditures</b>	<b>\$78,815,890</b>	<b>\$79,104,459</b>	<b>\$84,819,754</b>	<b>\$84,243,406</b>	<b>\$5,427,516</b>
<b>General Fund Support</b>	<b>\$13,270,237</b>	<b>\$14,705,969</b>	<b>\$14,408,693</b>	<b>\$13,832,345</b>	<b>\$562,108</b>

### MISSION STATEMENT

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.

### SERVICE PROGRAMS

Behavioral Health provides 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.

## 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.

## 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.

## 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.

## 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.

## COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The level of General Fund support for Behavioral Health is recommended to increase by \$1.1 million or 9% compared to the FY 2019-20 Adopted Budget. The increase is largely driven by rising expenses for out of county hospital placements, State hospital placements, and Institution for Mental Diseases (IMD) beds which provide the highest level of residential care in locked facilities. Those increases are due primarily to a rising number of clients served, the transfer of all youth to out of county psychiatric hospitals and increases in the daily rates for the facilities. Revenues are recommended to increase by \$4.9 million or 7%, most notably due to an increase in Medi-Cal and Mental Health Services Act (MHSA) revenue. Expenditures are recommended to increase by \$6.0 million or 8% due largely to increases in services and supplies related to hospital and IMD placements as noted above, new and increased MHSA contracted services and for grant funded services. One Budget Augmentation Request is included in the Recommended Budget, which converts 2.50 FTE limited term Behavioral Health Clinicians to permanent positions and continues support of a Legal Clerk at the Superior Court for court room screening and services for eligible offenders. Those services divert individuals when appropriate from incarceration to intensive outpatient treatment services.

Additionally, several grants and limited term positions were added mid-year in FY 2019-20 and are carried into the FY 2020-21 Recommended Budget. Of note, the grants include expansion of Medication Assisted Treatment services which provide treatment for opioid use disorder, and a three-year Mental Health Diversion grant program which diverts individuals from state hospitals to local outpatient competency restoration.

## BOARD ADOPTED CHANGES

During the Budget Hearing, the Board approved a 4% (\$576,348) reduction to the level of General Fund support for this fund center, in order to close an anticipated budget gap due to the COVID-19 pandemic.

## BUDGET AUGMENTATION REQUESTS ADOPTED

<b>Title:</b> Convert 2.50 FTE limited term Behavioral Health Clinicians to permanent positions for courtroom screening.	
<b>Expense:</b> \$404,149	<b>Funding Source(s):</b> AB 109 Realignment \$404,149
<b>Intended Results:</b>	
<ol style="list-style-type: none"> <li>Maintain or exceed the number of offenders screened at pre-trial hearings (500 annually).</li> <li>Maintain or exceed the reduction in Psychiatric Health Facility (PHF) hospitalizations post enrollment; 162 individuals had PHF hospitalizations in the year prior to enrollment (162/552 = 29.3%) compared to 17 individuals post enrollment (17/552 = 3%).</li> <li>Maintain or exceed the reduction in criminal recidivism (1,278 convictions one year prior to enrollment compared to 201 convictions one year post enrollment, an 84% reduction).</li> </ol>	

## BUDGET AUGMENTATION REQUESTS NOT ADOPTED

<b>Title:</b> Add 1.00 FTE Licensed Psychiatric Technician/Licensed Vocational Nurse to assist all three adult mental health outpatient clinics.	
<b>Expense:</b> \$121,699	<b>Funding Source(s):</b> General Fund support: \$76,510 Medi-Cal: \$45,189
<b>Intended Results:</b>	
<ol style="list-style-type: none"> <li>Improve customer service in providing medication support services and improve Licensed Psychiatric Technician (LPT) coverage during staff vacancies/leaves.</li> <li>Reduce the workload of LPT staff, resulting in improved quality of care and increased ability to provide face to face appointments for clients.</li> <li>Increase retention of LPT staff.</li> </ol>	

<b>Title:</b> Add 0.75 FTE Administrative Assistant I/II/III for the north county adult outpatient Behavioral Health clinic.	
<b>Expense:</b> \$62,886	<b>Funding Source(s):</b> General Fund support: \$36,090 Medi-Cal: \$26,796
<b>Intended Results:</b>	
<ol style="list-style-type: none"> <li>Provide quality customer service.</li> <li>Improve access to both initial and ongoing treatment services.</li> <li>Effective front reception desk for the North County Adult Outpatient Behavioral Health Clinic.</li> <li>Efficient management and processing of patient requests and payment processing.</li> </ol>	

<b>Title:</b> Add 1.00 FTE Licensed Psychiatric Technician/Licensed Vocational Nurse to support a new Sheriff's Community Action Team.	
<b>Expense:</b> \$111,497	<b>Funding Source(s):</b> General Fund support: \$111,497
<b>Intended Results:</b>	
<ol style="list-style-type: none"> <li>Increase contacts, screens, and connections to services for the homeless population each year by one-third.                     <ul style="list-style-type: none"> <li>In 2019, there were 198 contacts, 45 screens, and 72 connections to services.</li> <li>In 2020, there were 257 contacts, 60 screens, and 93 connections to services.</li> </ul> </li> <li>Reduce the impact on patrol of mental health calls by 10%.</li> </ol>	



## GOALS AND PERFORMANCE MEASURES

Department 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.					
<b>1. Performance Measure: Average annual cost of services per unduplicated Medi-Cal client.</b>					
This measure calculates the annual cost of Medi-Cal services divided by annual Medi-Cal clients served based on Medi-Cal approved claims.					
	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	5,500.00	5,850.00	5,850.00	6,092.00	6,275.00
Actual	5,640.00	6,107.00	6,595.00	6,666.91	
<b>Notes:</b> Medi-Cal spending average per client is in accordance with allocations for mandated services. This measure is considered met.					
<b>2. Performance Measure: Net Mental Health Services Act (MHSA) operating cost per unduplicated full service partnership enrollee.</b>					
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, FSP 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 unduplicated FSP enrollee is determined by taking the net amount of MHSA FSP dollars spent 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.					
	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	16,023.00	16,700.00	20,363.00	26,934.00	31,235.00
Actual	20,820.00	22,340.00	21,670.00	21,157.92	
<b>Notes:</b> The reason for the decrease from mid-year projections and annual targets is that in FY 2019-20, the contract scope was amended to caseloads for an FSP team rather than a set number of clients to be served in the fiscal year. Because of this, more clients were served, thus reducing the cost per client. This measure is considered met.					
<b>3. Performance Measure: Percentage of readmission to the Psychiatric Health Facility within 30 days of discharge.</b>					
The percentage of clients who are readmitted to the Psychiatric Health Facility (PHF) within 30 days from their prior discharge.					
	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	10.00%	8.00%	8.00%	10.00%	0.00%
Actual	7.20%	10.70%	11.90%	7.28%	
<b>Notes:</b> Measure being deleted in FY 2020-21. Multiple factors contribute to inpatient stays that are outside of the PHF's control such as increased numbers of inmates referred to inpatient treatment, either for acute psychiatric treatment or as a result of being found incompetent to stand trial for misdemeanor crimes. Additionally, Behavioral Health is seeing an increase in referrals to the PHF for individuals who have complicated and co-morbid physical health disorders. This has resulted in some PHF patients being discharged for physical health hospital stays and returning to the PHF once the acute medical issue has been stabilized. Clients who are returning to the PHF from out of county placements for court hearings, or for location of new residential placements, also contributed to the 30 day recidivism numbers inflating the readmission rate.					
<b>4. Performance Measure: Rate of client satisfaction with County Mental Health Services.</b>					
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 six 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.'					
	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	87.00%	90.00%	90.00%	90.00%	90.00%
Actual	90.00%	91.00%	90.60%	0.00%	
<b>Notes:</b> Data is not available for FY 2019-20 due to impacts of the COVID-19 pandemic. The survey period was moved to June 22-26, 2020. Historically, results are returned six months later.					

**Department Goal: To reduce alcohol and other drug-related problems by providing high quality evidence based prevention strategies in the community.**

**5. 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.**

Decreasing, eliminating, or maintaining sobriety from alcohol and other drug use demonstrates the impact of treatment and its subsequent effect on behavior.

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	97.00%	94.00%	95.00%	95.00%	95.00%
Actual	94.30%	94.00%	94.80%	98.30%	

**Notes:** The department recognizes that with the opiate epidemic and concurrent legalization of marijuana, there has been increase in the number of clients discharging with completion status, however, their sobriety at discharge may be reduced. For example, clients may be stable on medicated assisted treatment therefore completing treatment for their opiate use disorder in a sufficient manner, but may be using alcohol or (now) legalized marijuana.

**6. Performance Measure: Percentage of the county's population reached through Behavioral Health Prevention services.**

The percentage of the county's population reached through Behavioral Health 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.

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	10.00%	10.00%	10.00%	10.00%	23.00%
Actual	10.00%	16.00%	30.43%	48.58%	

**Notes:** The significant increase in actuals is due to implementation of the Communication and Social Media Team's strategic plan for community engagement in all prevention and outreach programs and services. Additionally, COVID-19 propelled new initiatives to engage and ensure the community was informed via various teleconferencing activities, workshops, trainings, and learning opportunities. Promotion, outreach, and information range from committee meetings, online trainings and workshops, online outreach events for the veteran's community, informational videos in English and Spanish addressing the County's response to COVID-19, online educational events for college-aged populations, and mental health press releases, briefings and interviews.



## FC 375 — Health Agency - Driving Under the Influence

Michael Hill - Health Agency Director

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.

### FINANCIAL SUMMARY

	FY 2019-20 Adopted	FY 2019-20 Actual	FY 2020-21 Recommended	FY 2020-21 Adopted	Change from FY 2019-20
Revenue from Use of Money & Property	\$5,500	\$19,027	\$17,500	\$17,500	\$12,000
Intergovernmental Revenue	\$0	\$71,784	\$38,333	\$38,333	\$38,333
Charges for Current Services	\$1,451,901	\$1,262,157	\$1,448,714	\$1,448,714	\$(3,187)
Other Revenues	\$40,000	\$66,624	\$2,353	\$2,353	\$(37,647)
Interfund	\$0	\$51,471	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$1,497,401</b>	<b>\$1,471,063</b>	<b>\$1,506,900</b>	<b>\$1,506,900</b>	<b>\$9,499</b>
Fund Balance Available	\$323,665	\$0	\$10,000	\$(15,502)	\$(339,167)
Cancelled Reserves	\$20,000	\$0	\$0	\$25,502	\$5,502
<b>Total Financing Sources</b>	<b>\$1,841,066</b>	<b>\$1,471,063</b>	<b>\$1,516,900</b>	<b>\$1,516,900</b>	<b>\$(324,166)</b>
Salary and Benefits	\$1,004,867	\$1,025,356	\$1,012,198	\$1,012,198	\$7,331
Services and Supplies	\$426,705	\$466,709	\$428,702	\$428,702	\$1,997
Other Charges	\$20,000	\$20,000	\$20,000	\$20,000	\$0
<b>Gross Expenditures</b>	<b>\$1,451,572</b>	<b>\$1,512,065</b>	<b>\$1,460,900</b>	<b>\$1,460,900</b>	<b>\$9,328</b>
Contingencies	\$65,830	\$0	\$56,000	\$56,000	\$(9,830)
New Reserves	\$323,665	\$0	\$0	\$0	\$(323,665)
<b>Total Financing Requirements</b>	<b>\$1,841,067</b>	<b>\$1,512,065</b>	<b>\$1,516,900</b>	<b>\$1,516,900</b>	<b>\$(324,167)</b>

### 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.

### SERVICE PROGRAMS

Driving Under the Influence (DUI) provides 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 substance use disorders. 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.

### **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 (two or more offenses within a ten year period). 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.

### **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.

### **Young Adult Programs**

Drug and Alcohol Services offers two Young Adult programs for substance 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 Adult 1 participants complete a course of six educational sessions. Young Adult 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, and five group counseling sessions.

## **COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS**

The Driving Under the Influence (DUI) budget does not receive General Fund support, as services are funded primarily through user fees. DUI services are projected to remain relatively stable in FY 2020-21 with revenue and gross expenditures budgeted at \$1.5 million. The budget also includes a 0.75 FTE limited term Behavioral Health Specialist (expiring on September 30, 2020) approved mid-year in FY 2019-20 to coordinate DUI clients with Medication Assisted Treatment services to treat opioid use disorder.

## **BOARD ADOPTED CHANGES**

At FY 2019-20 year-end, the final Fund Balance Available (FBA) for DUI was \$25,502 lower than what had been estimated at the time of FY 2020-21 budget development. As part of Final Budget adoption, the Board approved the cancellation of reserves to cover the shortfall, including \$15,502 from the DUI General Purpose designation and \$10,000 from the Atascadero Facility designation.

## **BUDGET AUGMENTATION REQUESTS ADOPTED**

None requested.

**GOALS AND PERFORMANCE MEASURES**

<b>Department 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.</b>					
<b>1. Performance Measure: Percentage of First Offender Driving Under the Influence (DUI) program completers who re-offend and are remanded to the Multiple Offender Program within 12 months of First Offender Program completion.</b>					
Measures recidivism and effectiveness of the First Offender program.					
	<b>FY 2016-17</b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>	<b>FY 2020-21</b>
Target	1.30%	1.00%	1.00%	1.00%	1.00%
Actual	1.20%	1.00%	1.34%	1.15%	
<b>Notes:</b>					
<b>2. Performance Measure: Percentage of participants completing a client satisfaction survey who rate Driving Under the Influence services at the levels of Very Satisfied or Extremely Satisfied.</b>					
Measures client satisfaction with the services provided by Driving Under the Influence staff.					
	<b>FY 2016-17</b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>	<b>FY 2020-21</b>
Target	86.00%	84.00%	84.00%	85.00%	86.00%
Actual	83.00%	84.00%	83.74%	83.96%	
<b>Notes:</b>					



# FC 351 — Health Agency - Emergency Medical Services

Michael Hill - Health Agency Director

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.

## FINANCIAL SUMMARY

	FY 2019-20 Adopted	FY 2019-20 Actual	FY 2020-21 Recommended	FY 2020-21 Adopted	Change from FY 2019-20
Fines, Forfeitures, and Penalties	\$800,000	\$571,427	\$800,000	\$800,000	\$0
Revenue from Use of Money & Property	\$1,000	\$4,018	\$1,000	\$1,000	\$0
<b>Total Revenue</b>	<b>\$801,000</b>	<b>\$575,445</b>	<b>\$801,000</b>	<b>\$801,000</b>	<b>\$0</b>
<b>Total Financing Sources</b>	<b>\$801,000</b>	<b>\$575,445</b>	<b>\$801,000</b>	<b>\$801,000</b>	<b>\$0</b>
Services and Supplies	\$801,000	\$657,776	\$801,000	\$801,000	\$0
<b>Gross Expenditures</b>	<b>\$801,000</b>	<b>\$657,776</b>	<b>\$801,000</b>	<b>\$801,000</b>	<b>\$0</b>
<b>Total Financing Requirements</b>	<b>\$801,000</b>	<b>\$657,776</b>	<b>\$801,000</b>	<b>\$801,000</b>	<b>\$0</b>

## 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.

## SERVICE PROGRAMS

The County of San Luis Obispo’s Emergency Medical Services fund provides 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.

## COUNTY ADMINISTRATOR’S COMMENTS AND RECOMMENDATIONS

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. This budget does not receive any General Fund support and is funded by fines established through the Court. Expense and revenue are projected to remain flat in FY 2020-21 compared to the FY 2019-20 Adopted Budget.

**BOARD ADOPTED CHANGES**

None.

**BUDGET AUGMENTATION REQUESTS ADOPTED**

None requested.



## FC 160 — Health Agency - Public Health

Michael Hill - Health Agency Director

Public Health provides a broad range of services and programs to residents countywide related to community and environmental health, medical services, and public health.

### FINANCIAL SUMMARY

	FY 2019-20 Adopted	FY 2019-20 Actual	FY 2020-21 Recommended	FY 2020-21 Adopted	Change from FY 2019-20
Licenses, Permits, and Franchises	\$49,454	\$37,378	\$38,506	\$38,506	\$(10,948)
Fines, Forfeitures, and Penalties	\$57,500	\$16,473	\$77,500	\$77,500	\$20,000
Revenue from Use of Money & Property	\$0	\$(0)	\$0	\$0	\$0
Intergovernmental Revenue	\$14,550,975	\$13,948,738	\$14,396,753	\$14,396,753	\$(154,222)
Charges for Current Services	\$4,573,351	\$4,275,503	\$4,721,440	\$4,721,440	\$148,089
Other Revenues	\$1,184,495	\$1,083,913	\$1,079,956	\$1,079,956	\$(104,539)
Interfund	\$171,462	\$189,383	\$126,400	\$126,400	\$(45,062)
Other Financing Sources	\$0	\$0	\$116,881	\$116,881	\$116,881
<b>Total Revenue</b>	<b>\$20,587,237</b>	<b>\$19,551,389</b>	<b>\$20,557,436</b>	<b>\$20,557,436</b>	<b>\$(29,801)</b>
Salary and Benefits	\$23,262,243	\$22,301,497	\$25,235,594	\$24,875,338	\$1,613,095
Services and Supplies	\$7,284,658	\$9,262,212	\$10,484,930	\$14,752,713	\$7,468,055
Other Charges	\$1,298,684	\$1,181,660	\$1,042,684	\$1,042,684	\$(256,000)
Capital Assets	\$9,635	\$0	\$0	\$0	\$(9,635)
<b>Gross Expenditures</b>	<b>\$31,855,220</b>	<b>\$32,745,369</b>	<b>\$36,763,208</b>	<b>\$40,670,735</b>	<b>\$8,815,515</b>
Less Intrafund Transfers	\$(2,627,025)	\$(4,745,743)	\$(7,199,380)	\$(7,199,380)	\$(4,572,355)
<b>Net Expenditures</b>	<b>\$29,228,195</b>	<b>\$27,999,626</b>	<b>\$29,563,828</b>	<b>\$33,471,355</b>	<b>\$4,243,160</b>
<b>General Fund Support</b>	<b>\$8,640,958</b>	<b>\$8,448,237</b>	<b>\$9,006,392</b>	<b>\$12,913,919</b>	<b>\$4,272,961</b>

### 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.

### SERVICE PROGRAMS

Public Health provides 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, but are not limited to, body art safety, food safety, hazardous material management, land use and well drilling oversight, radiological health, recreational swimming



(pools, spas and ocean water) oversight, vector control which include efforts to plan for and address mosquitos that cause human disease, waste management, water quality, and storm water management.

### 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, and reproductive health services including family planning and women's cancer screening. Maternal, Child, and Adolescent Health program services support prenatal nutrition education, screening for substance use in pregnancy, perinatal mood and anxiety disorders, and field nurse home visiting to high-risk pregnant and parenting families and first time low-income mothers to improve birth and early childhood outcomes. Medical case management programs include California Children's Services eligibility determination and medical therapy for children with serious illnesses or disabilities; Child Health and Disability Prevention for medical, dental, vision and behavioral concerns; Health Care for Children in Foster Care; and childhood lead poisoning prevention.

### 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 OutsideIn SLO, a climate change awareness initiative); the Special Supplemental Nutrition Program for Women, Infants, and Children (WIC); senior fall prevention and child injury prevention; and oral health promotion.

### Emergency Medical Services

The Emergency Medical Services Division includes the County's Emergency Medical Services Agency (EMSA) and the Public Health Emergency Preparedness (PHEP) Program. The EMSA provides training and regulatory oversight for the County's pre-hospital system of care, including all first responder medical direction, ambulance contracts, Base Station hospitals (wherein hospital-based medical staff communicate by radio with field medics) and Specialty Care Centers (ST-Evaluation Myocardial Infraction and Trauma). The PHEP program oversees planning, training, drills and response for health and medical aspects of disaster events within the county's operational area, in collaboration with healthcare partners and other emergency management responders.

### 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 biological outbreak or pandemic.

### Health Care Access

The Health Care Access Division provides a mix of services that are aimed at assisting low-income, high-need populations in getting the full range of healthcare services they need. Specific services include health care navigation, assistance with health insurance enrollment in Covered

California or Medi-Cal; and oversees the Medically-Indigent Services Program (MISP). MISP conducts enrollment, utilization review and payment for health care services under the State Welfare and Institutions Code mandate of counties to provide for medical care of eligible medically-indigent adults who lack other health insurance coverage. New program areas include oversight of the County's Care Coordination Coalition and Whole Person Care which provide coordinated health, behavioral health, and social services care for vulnerable populations, as well as Compliance and Privacy. This division also includes Juvenile Services Center (JSC) medical services, which provides medical care for JSC wards through medical evaluations, daily sick call, administering prescribed medications, and coordinating referrals with substance use disorder and mental health programs.

### **Health Agency and Public Health Administration**

Health Agency Administration provides for general administration, information technology, electronic health records, contracts, facilities oversight and fiscal support for all Health Agency fund centers as well as oversight of the office of Public Guardian. Public Health Administration includes the Office of the Health Officer and the Policy, Evaluation and Planning (PEP) unit. PEP services include performance management, quality improvement, accreditation, communications, and policy development as well as specific programs such as Epidemiology and Disease Surveillance, Medical Marijuana Identification Cards and Vital Records (birth and death certificates).

### **COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS**

The level of General Fund support for Public Health is recommended to increase by \$365,434 or 4% compared to the FY 2019-20 Adopted Budget. Revenues are recommended to decrease by \$29,801 or less than 1% and expenditures are recommended to increase by \$335,633 or 1%. The recommended budget includes the transfer of 9.00 FTE from Fund Center 166 – Behavioral Health to this budget to assist with billing and allocation of administrative and fiscal services for the Health Agency. Additionally, several Position Allocation List changes mid-year in FY 2019-20 are included in the FY 2020-21 Recommended Budget. Most notably is the addition of 1.00 FTE limited term Program Manager (grant funded) for the Whole Person Care pilot program to focus on improving integrated physical and behavioral health care. Additionally, a 0.50 FTE Social Worker was deleted and 0.75 FTE Social Worker added (net 0.25 FTE increase) for the Public Guardian division.

### **BOARD ADOPTED CHANGES**

During the Budget Hearing, the Board approved a 4% (\$360,256) reduction to the level of General Fund support for this fund center, in order to close an anticipated budget gap due to the COVID-19 pandemic.

During Final Budget adoption in September, the Board appropriated \$4,267,783 of excess General Fund Fund Balance Available to this fund center to support ongoing response to the COVID-19 pandemic, including testing and contact tracing.

### **BUDGET AUGMENTATION REQUESTS ADOPTED**

None requested.

## GOALS AND PERFORMANCE MEASURES

**Department Goal: Detect, prevent and control the spread of disease.**

### 1. Performance Measure: Percentage of all children entering kindergarten who are up to date with State immunization requirements.

Measures the percentage of children entering kindergarten who are up to date with State immunization requirements. The California Health and Safety Code Section 120325-75 requires students to provide proof of immunization for school entry. Additionally, California Health and Safety Code Section 120375 and California Code of Regulation Section 6075 require all schools to assess and report annually the immunization status of their enrollees. This information is made available through the organization Shots for Schools.

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	0.00%	0.00%	0.00%	96.00%	96.00%
Actual	0.00%	0.00%	0.00%	0.00%	

**Notes:** The data for this measure is not yet available. Last update to source was December 2019 for prior school year.

**Department Goal: Promote healthy behaviors to improve quality years of life.**

### 2. Performance Measure: Birth rate of adolescent females, ages 15 - 17, per 1,000 population.

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.

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	8.10	8.10	7.40	4.20	3.47
Actual	6.40	5.60	4.43	3.91	

**Notes:** For the period of July 1, 2019 through June 30, 2020, there have been 20 births to teens aged 15-17. The population of 15-17 year old females for 2019 was 5,248. per EPICenter.cdph.ca.gov

### 3. 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.

Measures the percentage of pregnant and parenting women who are referred to the 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.

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	65.00%	60.00%	60.00%	60.00%	60.00%
Actual	51.00%	68.00%	52.50%	46.55%	

**Notes:** Due to COVID19 and exclusive telehealth visits in the fourth quarter, clients have been more reluctant to receive services (20.6% refused/declined services) and are much harder to locate (20.6% unable to locate). Due to these challenges, the percentage of clients that we were able to enroll dropped from the first quarter from 63% to an overall average of 46.55%.

### 4. Performance Measure: Percentage of low birth weight infants.

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.

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	6.00%	6.00%	6.00%	5.30%	5.40%
Actual	6.10%	5.80%	5.60%	5.67%	

**Notes:**

**5. Performance Measure: Among 11th grade students, the percentage reporting use of electronic cigarettes (e-cigarettes), or other vaping devices such as juul, e-hookah, hookah pens or vape pens in the last 30 days.**

Measures the percentage of 11th grade students who report having used at least one-time electronic cigarettes (e-cigarettes), or other vaping devices such as juul, e-hookah, hookah pens or vape pens in the last 30 days. Data is collected through the California Healthy Kids Survey conducted every two years.

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	0.00%	0.00%	0.00%	22.00%	22.00%
Actual	0.00%	0.00%	0.00%	0.00%	

**Notes:** The California Health Kids Survey is released every two years. New survey results will be released for the 2019-20 school year in October 2020.

**6. Performance Measure: The number of seniors, aged 60 and over, who have received home-based or classroom-based curricula to reduce the incidence of falls in the past year.**

Measures the number of seniors aged 60 and over who have received home based or classroom-based curricula to reduce the incidence of falls in the past year. These services can include a home safety assessment for seniors, a home-based program working with the senior to identify hazards and connecting them with community resources as needed, or a fall prevention class series that promotes behavior change related to fall risk factors.

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	0.00	0.00	0.00	180.00	245.00
Actual	0.00	0.00	0.00	188.00	

**Notes:** Due to impacts of the COVID-19 pandemic, fall prevention classes were canceled. Similarly home assessments were suspended.

**Department Goal: Protect the public from adverse environmental health conditions.**

**7. Performance Measure: Annual rate of reported retail foodborne disease outbreaks per 100,000 county population.**

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.'

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	0.72	1.10	1.10	0.70	0.00
Actual	0.72	0.71	0.35	0.00	

**Notes:** Measure deleted in FY 2020-21. The Environmental Health division is looking to eliminate this particular measure and substitute it with a measure that will reflect performance in a more predictable manner.

There were no foodborne outbreaks detected during this period. This may be in part due to the shutdown of business due to the COVID-19 pandemic.

**Department Goal: Advocate, assist, and/or provide for accessible, quality health care.**

**8. Performance Measure: Number of people receiving information to help them obtain coverage for health care costs.**

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.

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	1,200.00	1,035.00	1,020.00	1,275.00	1,600.00
Actual	1,028.00	1,098.00	1,302.00	1,388.00	

**Notes:**

<b>9. Performance Measure: Percentage of live born infants whose mothers received prenatal care in the first trimester.</b>					
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.					
	<b>FY 2016-17</b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>	<b>FY 2020-21</b>
Target	81.00%	82.00%	82.00%	82.00%	86.00%
Actual	78.00%	78.00%	84.20%	85.75%	
<b>Notes:</b>					



# FC 184 — Sheriff-Coroner - Law Enforcement Health Care

Ian Parkinson - Sheriff-Coroner

Law Enforcement Health Care (LEHC) provides health care for County Jail inmates. LEHC is associated with the Sheriff-Coroner’s Office and is headed by an elected Sheriff-Coroner.

## FINANCIAL SUMMARY

	FY 2019-20 Adopted	FY 2019-20 Actual	FY 2020-21 Recommended	FY 2020-21 Adopted	Change from FY 2019-20
Intergovernmental Revenue	\$2,771,123	\$2,461,754	\$2,991,152	\$2,991,152	\$220,029
<b>Total Revenue</b>	<b>\$2,771,123</b>	<b>\$2,461,754</b>	<b>\$2,991,152</b>	<b>\$2,991,152</b>	<b>\$220,029</b>
Salary and Benefits	\$379,862	\$269,629	\$367,364	\$137,128	\$(242,734)
Services and Supplies	\$8,170,129	\$7,921,946	\$8,602,661	\$8,602,661	\$432,532
<b>Gross Expenditures</b>	<b>\$8,549,991</b>	<b>\$8,191,576</b>	<b>\$8,970,024</b>	<b>\$8,739,788</b>	<b>\$189,797</b>
Less Intrafund Transfers	\$(222,980)	\$(229,006)	\$(222,980)	\$(222,980)	\$0
<b>Net Expenditures</b>	<b>\$8,327,011</b>	<b>\$7,962,570</b>	<b>\$8,747,044</b>	<b>\$8,516,808</b>	<b>\$189,797</b>
<b>General Fund Support</b>	<b>\$5,555,888</b>	<b>\$5,500,816</b>	<b>\$5,755,892</b>	<b>\$5,525,656</b>	<b>\$(30,232)</b>

## MISSION STATEMENT

Law Enforcement Health Care services at the County of San Luis Obispo Jail aims to provide quality, comprehensive, individualized, timely, efficient, evidence-based and compassionate health care that meets the national standard, follows safety and security requirements of the Jail, respects patient privacy, and protects individuals’ rights and dignity in the custody setting.

## SERVICE PROGRAMS

Law Enforcement Health Care provides the following services:

### Jail Medical Services

This program provides medical care for County Jail inmates, including medical evaluations, daily sick calls, administration of prescribed medications, coordination of referrals with drug abuse/ alcohol programs and mental health services, and referrals of 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. In February, 2019, the Jail health care delivery transitioned from County staff providing the services to a contractor with experience in delivering health care in jails in California.

**COUNTY ADMINISTRATOR’S COMMENTS AND RECOMMENDATIONS**

The level of General Fund support for Law Enforcement Health Care is recommended to increase by \$200,004 or 4% compared to the FY 2019-20 Adopted Budget. Revenues are recommended to increase by \$220,029 or 8% related to an increase in AB 109 Realignment revenue, and expenditures are recommended to increase by \$420,033 or 5% due primarily due to increases in services and supplies. The budget includes the continuation of a contract with Wellpath, a private Jail health care provider, for the provision of jail health care services including expense and revenue for a five-bed Jail Based Competency Treatment (JBCT) Program. The JBCT program provides treatment for mentally ill inmates who have been charged with a felony and are deemed incompetent to stand trial. Additionally, recommended Budget Augmentation Requests include funding to purchase and administer HIV and biologic medication treatment for up to four AB 109 inmate patients, as well as funding to provide Vivitrol injections for five AB 109 inmates monthly to treat opioid abuse disorders. Of note, the recommended budget also includes a transfer of funds to FC 136 - Sheriff-Coroner for five correctional deputies that support jail health care services.

**BOARD ADOPTED CHANGES**

During the Budget Hearing, the Board approved a 4% (\$230,236) reduction to the level of General Fund support for this fund center, in order to close an anticipated budget gap due to the COVID-19 pandemic.

**BUDGET AUGMENTATION REQUESTS ADOPTED**

Title: Provide HIV and biologic medication and treatment for AB 109 inmate patients.	
<b>Expense:</b> \$30,000	<b>Funding Source(s):</b> AB 109/2011 Realignment: \$30,000
<b>Intended Results:</b>	
1. Provide HIV and biologic medication and treatment to up to four AB 109 inmate patients.	
2. Assist in the facilitation of a healthier jail population and ultimately a healthier community.	
Title: Provide Vivitrol Medication Asssted Treatment for AB 109 inmate patients.	
<b>Expense:</b> \$60,475	<b>Funding Source(s):</b> AB 109/2011 Realignment: \$60,475
<b>Intended Results:</b>	
1. Provide Vivitrol Medication Assisted Treatment to up to five AB 109 inmate patients monthly.	
2. Assist in the facilitation of a healthier jail population and ultimately a healthier community.	

**BUDGET AUGMENTATION REQUESTS NOT ADOPTED**

None.

## GOALS AND PERFORMANCE MEASURES

**Department Goal: Provide cost effective medical care maintaining the health of County Jail inmates.**

**1. Performance Measure: The percent of all specialty care visits (including dental) performed on-site at the Jail.**

Calculates the proportion of specialty care visits provided 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.

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	90.00%	84.00%	81.00%	80.00%	85.00%
Actual	87.00%	82.00%	62.00%	92.00%	

**Notes:** The FY 2019-20 result is significantly higher than in prior years because, in addition to the medical and mental health facilities recently built, the staff and services Wellpath (the contracted health care provider that began in the jail February 1, 2019) is able to provide on-site is more comprehensive than the previous health care provided at the jail, reducing the amount of off-site specialty care visits required.

**Department Goal: To identify inmates medical and mental health conditions proactively in order to prevent disease complications, improve health, and promote wellness.**

**2. Performance Measure: Percentage of eligible patients whom receive an Initial Health Assessment within 14 days of incarceration.**

This measure shows the percentage of eligible patients whom receive an Initial Health Assessment within 14 days of incarceration.

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	0.00%	0.00%	0.00%	95.00%	65.00%
Actual	0.00%	0.00%	0.00%	77.00%	

**Notes:** The FY 2019-20 result is significantly lower than the target because of the logistical challenges that have occurred since Wellpath transitioned into the jail. A combination of a shortage of Custody Deputies, Wellpath staff turnover and new hire training, and the medical staff's triage process (i.e. prioritizing urgent medical needs versus routine care) are all factors that contributed to the significantly lower projected percentage. Wellpath has continued to make great progress in our jail and we continue to overcome logistical challenges and foresee this percentage increasing in the future.

**3. Performance Measure: Percentage of inmates whom receive a Brief Jail Mental Health Screen at booking.**

This measure shows the percentage of inmates whom receive a Brief Jail Mental Health Screen (BJMHS) at booking. The BJMHS aids in the early identification of severe mental illnesses and other psychiatric problems during the intake process.

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	0.00%	0.00%	0.00%	90.00%	90.00%
Actual	0.00%	0.00%	0.00%	85.00%	

**Notes:** No additional notes.





## FC 180 — Social Services - Administration

Devin Drake - Social Services Director

Social Services Administration provides mandated social services programs countywide for children and adults.

### FINANCIAL SUMMARY

	FY 2019-20 Adopted	FY 2019-20 Actual	FY 2020-21 Recommended	FY 2020-21 Adopted	Change from FY 2019-20
Intergovernmental Revenue	\$83,586,097	\$74,711,869	\$76,622,528	\$76,622,528	\$(6,963,569)
Charges for Current Services	\$15,000	\$15,050	\$17,500	\$17,500	\$2,500
Other Revenues	\$60,000	\$230,733	\$355,000	\$355,000	\$295,000
Other Financing Sources	\$0	\$8,685	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$83,661,097</b>	<b>\$74,966,337</b>	<b>\$76,995,028</b>	<b>\$76,995,028</b>	<b>\$(6,666,069)</b>
Salary and Benefits	\$53,244,091	\$50,858,290	\$55,193,151	\$54,738,376	\$1,494,285
Services and Supplies	\$21,875,211	\$19,269,905	\$20,186,733	\$20,186,733	\$(1,688,478)
Other Charges	\$18,142,845	\$13,331,628	\$13,093,580	\$13,093,580	\$(5,049,265)
Capital Assets	\$10,000	\$9,955	\$10,000	\$10,000	\$0
<b>Gross Expenditures</b>	<b>\$93,272,147</b>	<b>\$83,469,778</b>	<b>\$88,483,464</b>	<b>\$88,028,689</b>	<b>\$(5,243,458)</b>
Less Intrafund Transfers	\$(66,254)	\$(125,133)	\$(119,058)	\$(119,058)	\$(52,804)
<b>Net Expenditures</b>	<b>\$93,205,893</b>	<b>\$83,344,645</b>	<b>\$88,364,406</b>	<b>\$87,909,631</b>	<b>\$(5,296,262)</b>
<b>General Fund Support</b>	<b>\$9,544,796</b>	<b>\$8,378,308</b>	<b>\$11,369,378</b>	<b>\$10,914,603</b>	<b>\$1,369,807</b>

### 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.

### SERVICE PROGRAMS

The Department of Social Services provides the following services:

#### Adult Services

Adult Services includes two major programs: Adult Protective Services and In-Home Supportive Services, including Public Authority. 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.

### **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.

### **CalWORKs**

The purpose of CalWORKs is to provide welfare-to-work employment training programs and temporary cash assistance to lift families out of poverty. Participants are required to participate in certain activities to work toward self-sufficiency and are required to work a certain number of hours.

### **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.

### **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.

### **Homeless Services**

This includes Continuum of Care Program, Homeless Emergency Aid Program, California Emergency Solutions and Housing grants and programs. The homeless services programs focus on promoting a communitywide commitment to the goal of ending homelessness and assist homeless individuals and families by quickly re-housing, minimizing trauma and dislocation, promoting utilization of mainstream programs and optimizing self-sufficiency.

### **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.

### **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.

### **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.

### **COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS**

The level of General Fund support for this budget is recommended to increase by \$1.8 million or 19% compared to the FY 2019-20 Adopted Budget. The increase in General Fund support is primarily driven by the \$1.1 million reduction in revenue from prior year growth funds and a \$406,121 increase in the County's mandated share of In-Home Supportive Services (IHSS) program costs. Revenue is recommended to decrease by \$6.7 million or 8% compared to the FY 2019-20 Adopted Budget. Of the \$6.7 million decrease, \$5.6 million is due to the elimination of one-time funding included in the FY 2019-20 budget related to the Homeless Emergency Aid Program (HEAP) and the California Emergency Solutions and Housing (CESH) program grants.

Total expenditures are recommended to decrease \$4.8 million or 5% compared to the FY 2019-20 Adopted Budget primarily due to the elimination of the HEAP and CESH program grants. The recommended budget includes the deletion of 1.00 FTE Personal Care Aide and the addition of 1.00 FTE Social Worker Aide position which results in a General Fund support savings. This budget includes the expenditures necessary to administer all programs provided by the Department of Social Services, as well as the County's mandated share of In-Home Supportive Services (IHSS) program costs.

The recommended budget includes the transfer of \$253,000 of General Fund support from Fund Center 290 – Community Development to this budget to fund homeless programs and is allocated to service providers that operate emergency shelter programs based on a competitive application process. The \$253,000 includes a dedicated \$35,000 for warming centers and safe parking programs. After receiving applications for the County's General Fund support funds, an ad-hoc subcommittee of the Homeless Services Oversight Council (HSOC) met to discuss and recommend funding allocations using the County Community Development Block Grant (CDBG) Public Services funds, Emergency Solutions Grant (ESG) funds, and General Fund support as part of the County's Action Plan process. At its December 18, 2019 meeting, the full HSOC approved the initial allocation recommendations for the FY 2020-21 County General Fund support for homeless services programs. The following are recommendations:

Applicant	Project	FY 2020-21 Recommended General Fund Support Allocations
El Camino Homeless Organization (ECHO)	Homeless Shelter and Services Program	\$50,717
Community Action Partnership San Luis Obispo (CAPSLO)	40 Prado Homeless Services Center and Warming Center	\$103,513
5 Cities Homeless Coalition (5CHC)	Supportive Services, Homeless Prevention & Rapid Re-Housing	\$8,850
Transitional Food and Shelter (TFS)	Atascadero Warming Center and Services	\$12,880
Stand Strong	Emergency Shelter and Services	\$23,000
Respect Inspire Support Empower (RISE)	Emergency Shelter for victims of domestic violence	\$19,040
<b>Warming Center and Safe Parking Programs</b>		
Community Action Partnership San Luis Obispo (CAPSLO)	Warming Center and Safe Parking	\$16,250
5 Cities Homeless Coalition (5CHC)	Warming Center and Safe Parking	\$16,250
Los Osos Cares	Warming Center and Safe Parking	\$2,500
<b>Total</b>		<b>\$253,000</b>

### BOARD ADOPTED CHANGES

During the Budget Hearing, the Board approved a 4% (\$454,775) reduction to the level of General Fund support for this fund center, in order to close an anticipated budget gap due to the COVID-19 pandemic.

### BUDGET AUGMENTATION REQUESTS ADOPTED

None.

### BUDGET AUGMENTATION REQUESTS NOT ADOPTED

Title: Add 1.00 FTE Social Worker to support the Adult Protective Services unit	
<b>Expense:</b> \$119,105	<b>Funding Source(s):</b> General Fund Support: \$47,642 Realignment: \$47,642 State Aid: \$23,821
<b>Intended Results:</b> 1. Lower caseloads for existing staff by 18% from 34 new referrals per month plus 22 cases carried over (for an average of 56 cases) to 28 new referrals per month plus 18 cases carried over (for a new total of 46 cases). 2. Allow staff to focus on providing in depth services and additional longer term case management.	
Title: Add 1.00 FTE Program Manager to manage the Homeless Management Information System (HMIS)	
<b>Expense:</b> \$128,206	<b>Funding Source(s):</b> General Fund Support: \$128,206
<b>Intended Results:</b> 1. Maintain compliance with Homeless Management Information system rules and requirements.	
Title: Add funding for 14 additional emergency shelter beds per night at the 40 Prado Homeless Services Center	
<b>Expense:</b> \$102,288	<b>Funding Source(s):</b> General Fund Support: \$102,288
<b>Intended Results:</b> 1. Add 14 beds to the 40 Prado Homeless Services Center, resulting in at least 125 additional persons being sheltered annually.	

<b>Title:</b> Expand the 70Now Housing First program from 70 permanent supportive housing beds to 80 beds	
<b>Expense:</b> \$106,697	<b>Funding Source(s):</b> General Fund Support: \$106,697
<b>Intended Results:</b>	
1. Add 10 additional permanent supportive housing beds for chronically homeless individuals.	
2. Continue to reduce participant usage of emergency public health and safety resources.	

## GOALS AND PERFORMANCE MEASURES

**Department Goal: To provide for the safety, permanence and well-being of children.**

**1. 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.**

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](http://cssr.berkeley.edu/ucb_childwelfare/Ccfsr.aspx)). The County responds to approximately 1,400 '10-day' responses in a year.

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	80.00%	85.00%	85.00%	92.00%	92.00%
Actual	91.00%	95.00%	95.00%	94.00%	

**Notes:** No additional notes.

**2. Performance Measure: Percentage of children who do not reenter foster care within 12 months of being reunified with their families.**

This performance measure tracks the percentage of children who do not reenter foster care within 12 months after being returned to their families.

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	92.00%	92.00%	92.00%	92.00%	92.00%
Actual	85.00%	92.00%	91.00%	93.00%	

**Notes:** No additional notes.

**Department Goal: To provide services in a manner that is both effective and efficient.**

**3. Performance Measure: Percentage of Social Security Income (SSI) approvals that occurred within one year after disabled individuals began receiving assistance in applying for these benefits.**

This 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.

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	63.00%	60.00%	60.00%	60.00%	60.00%
Actual	63.00%	59.00%	60.00%	61.00%	

**Notes:** No additional notes.

**4. Performance Measure: Timely face to face contacts with children in Foster Care.**

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 420 children require a face to face visit with a Social Worker no matter where they are living, including outside of California.

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	95.00%	97.00%	97.00%	97.00%	97.00%
Actual	97.00%	96.00%	97.00%	98.00%	

**Notes:** No additional notes.

**5. Performance Measure: Percentage of timely Adult Protective Services (APS) face to face responses.**

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.

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	85.00%	85.00%	85.00%	90.00%	90.00%
Actual	84.00%	95.00%	94.00%	96.00%	

**Notes:** No additional notes.

**Department Goal: To enhance opportunities for individuals to achieve self-sufficiency.**

**6. Performance Measure: Percentage of CalWORKs participant families who are able to leave the CalWORKs public assistance program due to increased earned income.**

This performance measure tracks the percentage of CalWORKs families who have left the program due to the household having increased earned income.

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	18.00%	18.00%	18.00%	18.00%	19.00%
Actual	13.00%	14.00%	19.00%	16.00%	

**Notes:** No additional notes.



## FC 182 — Social Services - CalWORKs

Devin Drake - Social Services Director

CalWORKs provides cash assistance and employment services to families with children county-wide.

### FINANCIAL SUMMARY

	FY 2019-20 Adopted	FY 2019-20 Actual	FY 2020-21 Recommended	FY 2020-21 Adopted	Change from FY 2019-20
Intergovernmental Revenue	\$9,393,141	\$10,188,178	\$10,513,512	\$10,513,512	\$1,120,371
Other Revenues	\$25,491	\$35,432	\$27,253	\$27,253	\$1,762
<b>Total Revenue</b>	<b>\$9,418,632</b>	<b>\$10,223,610</b>	<b>\$10,540,765</b>	<b>\$10,540,765</b>	<b>\$1,122,133</b>
Other Charges	\$9,684,516	\$10,883,355	\$10,801,845	\$10,791,402	\$1,106,886
<b>Gross Expenditures</b>	<b>\$9,684,516</b>	<b>\$10,883,355</b>	<b>\$10,801,845</b>	<b>\$10,791,402</b>	<b>\$1,106,886</b>
<b>General Fund Support</b>	<b>\$265,884</b>	<b>\$659,745</b>	<b>\$261,080</b>	<b>\$250,637</b>	<b>\$(15,247)</b>

### 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-Administration.

### SERVICE PROGRAMS

CalWORKs functions under the Department of Social Services. CalWORKs provides the following services:

#### CalWORKs

The purpose of CalWORKs is to provide welfare-to-work employment training programs and temporary cash assistance to lift families out of poverty. Participants are required to participate in certain activities to work toward self-sufficiency and are required to work a certain number of hours.

### COUNTY ADMINISTRATOR’S COMMENTS AND RECOMMENDATIONS

The level of General Fund support for this budget is recommended to decrease by \$4,804 or 2% compared to the FY 2019-20 Adopted Budget due to a decrease in the County share of costs for CalWORKs. 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. Revenues and expenditures are decreasing \$1.1 million or 12% due to caseload decline. After peaking at an average of 2,183 ongoing cases per month in FY 2010-11, the CalWORKs caseload has declined each year. The current FY 2019-20 average of cases per month is 1,094.

### **BOARD ADOPTED CHANGES**

During the Budget Hearing, the Board approved a 4% (\$10,443) reduction to the level of General Fund support for this fund center, in order to close an anticipated budget gap due to the COVID-19 pandemic.

### **BUDGET AUGMENTATION REQUESTS ADOPTED**

None requested.





## FC 181 — Social Services - Foster Care and Adoptions

Devin Drake - Social Services Director

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.

### FINANCIAL SUMMARY

	FY 2019-20 Adopted	FY 2019-20 Actual	FY 2020-21 Recommended	FY 2020-21 Adopted	Change from FY 2019-20
Intergovernmental Revenue	\$25,633,409	\$24,398,825	\$26,745,292	\$26,745,292	\$1,111,883
Other Revenues	\$210,121	\$206,797	\$226,852	\$226,852	\$16,731
<b>Total Revenue</b>	<b>\$25,843,530</b>	<b>\$24,605,622</b>	<b>\$26,972,144</b>	<b>\$26,972,144</b>	<b>\$1,128,614</b>
Services and Supplies	\$92,165	\$92,165	\$92,165	\$92,165	\$0
Other Charges	\$27,354,681	\$27,618,241	\$28,518,719	\$28,462,695	\$1,108,014
<b>Gross Expenditures</b>	<b>\$27,446,846</b>	<b>\$27,710,406</b>	<b>\$28,610,884</b>	<b>\$28,554,860</b>	<b>\$1,108,014</b>
Less Intrafund Transfers	\$(238,136)	\$(10,214)	\$(238,136)	\$(238,136)	\$0
<b>Net Expenditures</b>	<b>\$27,208,710</b>	<b>\$27,700,192</b>	<b>\$28,372,748</b>	<b>\$28,316,724</b>	<b>\$1,108,014</b>
<b>General Fund Support</b>	<b>\$1,365,180</b>	<b>\$3,094,569</b>	<b>\$1,400,604</b>	<b>\$1,344,580</b>	<b>\$(20,600)</b>

### 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 foster youth participating in Extended Foster Care. In partnership with the community, the Foster Care program enhances self-sufficiency while ensuring that safety and basic human needs are met for the people of San Luis Obispo County. 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-Administration.

### SERVICE PROGRAMS

Foster Care functions under the Department of Social Services. Foster Care provides 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.

## Adoptions

The Adoptions Assistance Program provides ongoing support to families who have adopted children.

## Transitional Housing Program

The Transitional Housing Program provides stable housing and supportive program services to foster youth participating in Extended Foster Care between the ages to 18 and 21, facilitating their transition to adulthood.

## COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The level of General Fund support for this budget is recommended to increase by \$35,242 or 3% compared to the FY 2019-20 Adopted Budget. Revenues are recommended to increase by \$1.1 million or 4% due to an increase in Foster Care and Adoptions expenditure reimbursements. Expenditures are increasing by \$1.2 or 4% due to an increase in Foster Care and Adoptions expenditures based on the Governor's budget. The General Fund support recommended for FY 2019-20 is based on the number and types of cases being administered through this fund center. Foster Care caseloads have decreased by 2% from 232 in FY 2018-19 to 228 in the current year. Adoptions Federal average caseload has increased by 2.3% from 614 in FY 2018-19 to 628 in the current year. The increase in General Fund support is due to the shrinking number of residential placement options for children in California which has forced the County to look to more expensive out of state options to meet the treatment needs for some of our youth.

## BOARD ADOPTED CHANGES

During the Budget Hearing, the Board approved a 4% (\$56,024) reduction to the level of General Fund support for this fund center, in order to close an anticipated budget gap due to the COVID-19 pandemic.

## BUDGET AUGMENTATION REQUESTS ADOPTED

None requested.



## FC 185 — Social Services - General Assistance

Devin Drake - Social Services Director

General Assistance provides cash aid for individuals and families countywide who are not eligible for assistance under any other program.

### FINANCIAL SUMMARY

	FY 2019-20 Adopted	FY 2019-20 Actual	FY 2020-21 Recommended	FY 2020-21 Adopted	Change from FY 2019-20
Licenses, Permits, and Franchises	\$6,255	\$5,644	\$5,412	\$5,412	\$(843)
Intergovernmental Revenue	\$134,903	\$118,579	\$132,928	\$132,928	\$(1,975)
Other Revenues	\$200,000	\$309,916	\$331,806	\$331,806	\$131,806
<b>Total Revenue</b>	<b>\$341,158</b>	<b>\$434,139</b>	<b>\$470,146</b>	<b>\$470,146</b>	<b>\$128,988</b>
Other Charges	\$1,365,028	\$1,692,152	\$1,619,398	\$1,573,428	\$208,400
<b>Gross Expenditures</b>	<b>\$1,365,028</b>	<b>\$1,692,152</b>	<b>\$1,619,398</b>	<b>\$1,573,428</b>	<b>\$208,400</b>
<b>General Fund Support</b>	<b>\$1,023,870</b>	<b>\$1,258,013</b>	<b>\$1,149,252</b>	<b>\$1,103,282</b>	<b>\$79,412</b>

### 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 Supplemental Security Income funds, and staffing for the program is reflected in Fund Center 180 – Social Services-Administration.

### SERVICE PROGRAMS

General Assistance functions under the Department of Social Services. General Assistance provides the following services:

#### General Assistance Program

This required 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.

### COUNTY ADMINISTRATOR’S COMMENTS AND RECOMMENDATIONS

The level of General Fund support for this budget is recommended to increase by \$125,382 or 12% compared to the FY 2019-20 Adopted Budget due to the continued increase in expenditures resulting from the new and expanded General Assistance eligibility policies approved by the Board of Supervisors on November 6, 2018.

Revenues are recommended to increase by \$129,988 or 38% compared to the FY 2019-20 Adopted Budget. Revenue in this fund center consists largely of reimbursements for Cash Assistance Program for Immigrants (CAPI) and Supplemental Security Income/State Supplementary Program (SSI/SSP) expenditures. SSI/SSP reimbursements are dependent upon

determinations made by Federal disability evaluation staff. The increase in revenue is primarily due to a \$131,806 or 67% increase in SSI/SSP reimbursements which help to recoup the County costs for General Assistance.

Expenditures are recommended to increase by \$254,370 or 19% compared to the FY 2019-20 Adopted Budget. As stated above, the increase in expenditures is primarily due to the continued increase expenditures resulting from the new and expanded eligibility policies for General Assistance. 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.

### **BOARD ADOPTED CHANGES**

During the Budget Hearing, the Board approved a 4% (\$45,970) reduction to the level of General Fund support for this fund center, in order to close an anticipated budget gap due to the COVID-19 pandemic.

### **BUDGET AUGMENTATION REQUESTS ADOPTED**

None requested.



## FC 186 — Veterans Services

Morgan Boyd - Veterans Services Officer

Veterans Services provides advocacy and benefit services for veterans and their dependents.

### FINANCIAL SUMMARY

	FY 2019-20 Adopted	FY 2019-20 Actual	FY 2020-21 Recommended	FY 2020-21 Adopted	Change from FY 2019-20
Intergovernmental Revenue	\$223,617	\$212,541	\$240,710	\$240,710	\$17,093
Other Revenues	\$52,867	\$0	\$20,000	\$20,000	\$(32,867)
<b>Total Revenue</b>	<b>\$276,484</b>	<b>\$212,541</b>	<b>\$260,710</b>	<b>\$260,710</b>	<b>\$(15,774)</b>
Salary and Benefits	\$826,401	\$743,002	\$831,033	\$803,815	\$(22,586)
Services and Supplies	\$135,695	\$77,722	\$110,125	\$110,125	\$(25,570)
<b>Gross Expenditures</b>	<b>\$962,096</b>	<b>\$820,724</b>	<b>\$941,158</b>	<b>\$913,940</b>	<b>\$(48,156)</b>
<b>General Fund Support</b>	<b>\$685,612</b>	<b>\$608,183</b>	<b>\$680,448</b>	<b>\$653,230</b>	<b>\$(32,382)</b>

### MISSION STATEMENT

To connect veterans, their dependents/survivors to federal, state, and local veteran benefits and services.

### SERVICE PROGRAMS

The Veterans Services Office provides the following services:

#### Compensation, Pension, and Other Claim Filing and Maintenance

Interview veterans and dependents to determine eligibility for all potential benefits and services. This includes the completion of forms, collection of documentation, and the taking of statements in order to support claims for service-connected compensation, pension, healthcare, and all other veterans' benefits offered by the U.S. Department of Veterans Affairs (USDVA). Attendance of staff and the department head at trainings and conferences held throughout the year to maintain and expand knowledge and authorizations necessary to maintain accreditation and to advocate during the claim process.

#### Veterans' Mental Health

Mental health is a focus at The Community Connection and veteran Stand Down events as well as in partnerships with Community Action Partnership of San Luis Obispo (CAPSLO), the Veterans Treatment Court (VTC), Military Diversion, County Behavioral Health, Atascadero State Hospital, and during all claim appointments. Participation in the County Mental Health Services Act Action Committee, the LGBTQ Task Force, the Cultural Competency Committee, and the Suicide Prevention Council. Provide veteran-sensitivity training to local law-enforcement as a part of the Crisis Intervention Training program. Conduct presentations to local community organizations highlighting veteran mental health issues and mental health services available to veterans.

## Veterans' Justice Outreach

Actively work with veterans involved in the criminal court system through the Veterans Treatment Court (VTC), Military Diversion, Probation, California Men's Colony, Atascadero State Hospital, and the County Jail. This is done to ensure that these veterans, who because of their traumatic experiences while in service to their country have found themselves in the criminal justice system, are given the same chance as all other veterans to file and maintain their claims for those benefits and services that they have earned. This is also done to treat the cause of his/her criminal activity, to find appropriate dispositions to their criminal charges, to help them adjust to civilian life, to prevent recidivism, and to assist the family members of incarcerated veterans.

## Outreach and Referral

Outreach efforts include presentations to veteran and civic organizations, the operation of satellite offices in North and South County, and participation in events such as The Community Connection, veteran Stand Downs, farmers' markets, expos, job and resource fairs, awareness walks, etc. At these events, information is given to veterans and their families, to service providers, and to the general public on how the claim process works as well as changing rules and conditions at governmental agencies. These agencies include the USDVA, California Department of Veterans Affairs, County departments, and other local agencies. These outreach efforts, as well as the standard in-office claim appointments, regularly include referrals of veterans and their families to appropriate organizations such as County Behavioral Health, CAPSLO, and the Vet Center.

## Veterans at Risk (Low-Income)/Homeless

Give priority appointment access for homeless and at-risk veterans. Provide opportunities for employment, housing, health services, and assistive programs. This is done by hosting The Community Connection events throughout the county, participating in veteran Stand Downs events, and providing warm referrals to programs such as Supportive Services for Veterans Families (SSVF) through CAPSLO and to County Behavioral Health.

## College Tuition Fee Waiver

Process college tuition fee waivers for the dependents of disabled veterans so that they may enroll in California Community Colleges, California State Universities, or University of California facilities free of tuition charges.

## VA Work-Study

- Provide employment opportunities for veterans and their dependents pursuing a degree program. This program equips veterans with tools to transition back to the civilian workforce and assists dependents and veterans with funding their education while providing them with valuable professional experience.

## COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The level of General Fund support for this budget is recommended to decrease by \$5,164 or less than 1% compared to the FY 2019-20 Adopted Budget. Revenues are recommended to decrease by \$15,774 or 6% primarily due to a decline in community donations. Expenditures are recommended to decrease by \$20,938 or 2% primarily due to a shift of resource allocations. The department currently has 1.00 FTE Limited Term Veterans Services Representative which the Community Corrections Partnership (CCP) is recommending to extend for an additional two years as shown in the recommended Budget Augmentation Request below.

## BOARD ADOPTED CHANGES

During the Budget Hearing, the Board approved a 4% (\$27,218) reduction to the level of General Fund support for this fund center, in order to close an anticipated budget gap due to the COVID-19 pandemic.

## BUDGET AUGMENTATION REQUESTS ADOPTED

Title: Extend 1.00 FTE Limited Term Veterans Services Representative for two years to provide services to justice-involved veterans	
<b>Expense:</b> \$108,956	<b>Funding Source(s):</b> AB 109 Realignment: \$108,956
<b>Intended Results:</b>	
<ol style="list-style-type: none"> <li>1. Process Veterans Administration claims for 8 Military Diversion participants, 15 Veterans' Treatment Court participants, and 22 jail inmates.</li> <li>2. Review eligibility assessments for 13 pending Military Diversion referrals and 16 pending Veterans' Treatment Court referrals.</li> <li>3. Provide warm referrals to other available resources for all program applicants that were found to be ineligible for Veterans' Treatment Court and Military Diversion.</li> <li>4. Provide coordination with all departments on the treatment teams for the Veterans' Treatment Court and Military Diversion and with the County jail.</li> <li>5. Provide outreach efforts to legal groups on the process for entry into the Veterans' Treatment Court and Military Diversion.</li> <li>6. Provide coordination with Veterans' Treatment Court mentors.</li> <li>7. Management and oversight of the free jail phone line available to veterans.</li> <li>8. Participation in bi-weekly in-court trial and pretrial treatment team meetings for Veterans' Treatment Court and Military Diversion.</li> </ol>	

## BUDGET AUGMENTATION REQUESTS NOT ADOPTED

None.

## GOALS AND PERFORMANCE MEASURES

Department Goal: Provide veterans, their eligible dependents, and survivors with advice and assistance on compensatory, healthcare, insurance, educational and other government benefits available.					
1. Performance Measure: Percentage of customer satisfaction surveys which rated the services performed by the County of San Luis Obispo Veterans Services Office as 'extremely satisfied' or 'very satisfied'.					
A customer satisfaction survey is available to all clients; these surveys are collected throughout the year to evaluate and track the client satisfaction levels.					
	<b>FY 2016-17</b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>	<b>FY 2020-21</b>
Target	98.50%	100.00%	100.00%	100.00%	100.00%
Actual	99.10%	98.90%	100.00%	100.00%	
<b>Notes:</b> For FY 2019-20, 20 surveys were received.					

**Department Goal: To ensure all veterans, eligible dependents, and survivors receive the highest possible benefit rating of filed and consequently awarded claims.**

**2. Performance Measure: Dollar amount of compensation and pension benefits secured for new monetary claims directly attributable to work done by the County of San Luis Obispo Veterans Services Office (cumulative).**

The cumulative dollar amount awarded to veterans by the United States Department of Veterans Affairs for new compensation and pension claims filed for clients of the County of San Luis Obispo Veterans Services Office.

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	35,316,704.00	50,243,260.00	54,249,852.00	64,322,024.00	78,053,376.00
Actual	44,749,852.00	48,322,024.00	58,295,920.00	70,465,096.00	

**Notes:** The equation, used by CalVet when reporting an aggregate award amount, is the retroactive award amounts + lump sum award amounts + 12\*monthly award amounts.

**3. Performance Measure: Total dollar amount of compensation and pension benefits distributed by the United States Department of Veterans Affairs to veterans and dependents/survivors living in San Luis Obispo County attributable to the work of all veterans service organizations and individual veterans filing claims.**

The total amount paid by the United States Department of Veterans Affairs for compensation and pension benefits.

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	0.00	0.00	80,924,800.00	50,599,616.00	58,057,508.00
Actual	0.00	0.00	0.00	0.00	

**Notes:** FY 2018-19 was the first year that a forecast had been made for this measure. Data for FY 2019-20 will be available in May of 2021. Data will always run a year behind. The FY 2020-21 forecast is higher than FY 2019-20 as a result of improved forecasting methods.

**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.**

**4. Performance Measure: Number of veterans contacted through outreach efforts in the community.**

Outreach efforts are conducted throughout the county to reach veterans where they live, work and engage in recreational activities. Only direct one-on-one interactions with individuals are counted as a contact. Contacts are updated daily and are recorded by event in the outreach section of our client case management system, VetPro.

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	3,000.00	3,500.00	5,000.00	3,200.00	3,750.00
Actual	3,906.00	5,928.00	2,630.00	2,090.00	

**Notes:** Target for FY 2019-20 was not met due to effects of Stay-at-Home and other emergency orders related to the COVID-19 pandemic. FY 2020-21 target is based on continuing to grow outreach activities to target a larger number of veterans, but is reflective of pre-COVID-19 outreach operations.



## 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-Community Parks, Parks and Recreation-Golf Courses, Parks and Recreation-Regional Parks, UC Cooperative Extension, Wildlife and Grazing.

### SERVICE GROUP BUDGET AT A GLANCE

	FY 2020-21 Adopted	Change from FY 2019-20 Adopted	% Change
Expenditures	\$37,480,589	\$3,043,707	9%
Revenue	\$32,961,068	\$2,798,928	9%
General Fund Support	\$4,431,526	\$(186,804)	(4)%
Staffing Levels	159.50 FTE	0.25 FTE	<1%



## FC 425 — Airports

Kevin Bumen - Airports Director

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.

### FINANCIAL SUMMARY

	FY 2019-20 Adopted	FY 2019-20 Actual	FY 2020-21 Recommended	FY 2020-21 Adopted	Change from FY 2019-20
Licenses, Permits, and Franchises	\$51,500	\$50,278	\$51,504	\$51,504	\$4
Fines, Forfeitures, and Penalties	\$40,000	\$24,855	\$40,000	\$40,000	\$0
Revenue from Use of Money & Property	\$3,731,571	\$3,190,684	\$3,839,012	\$3,839,012	\$107,441
Intergovernmental Revenue	\$126,000	\$5,096,606	\$126,000	\$126,000	\$0
Charges for Current Services	\$3,945,386	\$4,710,540	\$4,494,651	\$4,494,651	\$549,265
Other Revenues	\$25,150	\$51,178	\$25,250	\$25,250	\$100
Interfund	\$30,000	\$301,074	\$31,000	\$31,000	\$1,000
Other Financing Sources	\$12,500	\$74,334	\$758,460	\$757,960	\$745,460
<b>Total Revenue</b>	<b>\$7,962,107</b>	<b>\$13,499,550</b>	<b>\$9,365,877</b>	<b>\$9,365,377</b>	<b>\$1,403,270</b>
<b>Total Financing Sources</b>	<b>\$7,962,107</b>	<b>\$13,499,550</b>	<b>\$9,365,877</b>	<b>\$9,365,377</b>	<b>\$1,403,270</b>
Salary and Benefits	\$2,140,359	\$2,132,271	\$2,233,766	\$2,233,766	\$93,407
Services and Supplies	\$3,793,006	\$4,108,540	\$4,254,210	\$4,253,710	\$460,704
Other Charges	\$115,351	\$43,182	\$117,268	\$117,268	\$1,917
Capital Assets	\$0	\$1,138,120	\$820,960	\$820,960	\$820,960
Transfers-Out	\$1,119,113	\$2,707,417	\$1,684,368	\$1,684,368	\$565,255
<b>Gross Expenditures</b>	<b>\$7,167,829</b>	<b>\$10,129,530</b>	<b>\$9,110,572</b>	<b>\$9,110,072</b>	<b>\$1,942,243</b>
Less Intrafund Transfers	\$0	\$(511,905)	\$0	\$0	\$0
<b>Net Expenditures</b>	<b>\$7,167,829</b>	<b>\$9,617,625</b>	<b>\$9,110,572</b>	<b>\$9,110,072</b>	<b>\$1,942,243</b>
<b>Total Financing Requirements</b>	<b>\$7,167,829</b>	<b>\$10,129,530</b>	<b>\$9,110,572</b>	<b>\$9,110,072</b>	<b>\$1,942,243</b>

### MISSION STATEMENT

Enabling community prosperity through aviation.

### SERVICE PROGRAMS

Airports provides the following services:

#### San Luis Obispo County Regional Airport Operations

San Luis Obispo County Regional Airport has current annual flight operations of 82,100 with commercial service on United, American, Alaska, and Contour Airlines. Multiple daily flights are available to San Francisco, Phoenix, Los Angeles, Dallas-Fort Worth and Denver. In addition, single daily flights are offered by Alaska Airlines to Seattle, San Diego, and Portland. Direct air

service is also offered to Las Vegas four times per week by Contour Airlines. The Airport owns and manages general aviation hangars, aircraft tie-down spaces, commercial hangar space, and various leases, contracts, permits and agreements in support of Airport business.

Provide strategic oversight and long-term planning for the San Luis Obispo County Regional Airport through the timely and efficient administration of airport business and financial management. Operate and maintain the airfield, terminal, aviation and other facilities in addition to parking lots and landside property in support of commercial air service and general aviation. Provide exceptional customer service to tenants, airport users, neighbors and other internal County departments.

Local, State and Federal aviation and other regulations are implemented to ensure the safety of airport users.

### **Oceano Airport Operations**

Oceano Airport is a small, general aviation airport that serves as a critical point for air ambulance, California Highway Patrol, and Cal Fire activities in addition to providing general aviation facilities for airport users.

Provide strategic oversight and long-term planning for the Oceano Airport through the timely and efficient administration of airport business and financial management. Operate and maintain the airfield, facilities and property in support of general aviation.

### **Capital Projects at County Airports**

Prepare a five-year Capital Plan on an annual basis for the San Luis Obispo County Regional and Oceano Airports identifying and prioritizing projects eligible for Federal funding in addition to other non-eligible capital projects based on need.

Funds are generated through Federal grant programs, debt, user fees and other local sources to support the capital needs of each airport. Project management

## **COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS**

Airport operations are budgeted in an Enterprise Fund and this budget receives a minimal annual General Fund contribution of \$12,500 which is used for the marketing of the Airports. Revenue is recommended to increase by \$1.4 million or 18% compared to FY 2019-20 adopted levels due to increased air service. Expenditures are recommended to increase by \$1.9 million or 27% primarily due to increased service contract costs, negotiated increases in salaries and benefits, and an increase in maintenance contracts. Maintenance contract costs are increasing by \$271,785 or 198% compared to FY 2019-20, due to the fact that all warranties associated with the new terminal building are now obsolete.

## **BOARD ADOPTED CHANGES**

During the Budget Hearing, the Board approved a 4% (\$500) reduction to the level of General Fund support for this fund center, in order to close an anticipated budget gap due to the COVID-19 pandemic.

## **BUDGET AUGMENTATION REQUESTS ADOPTED**

None requested.

## GOALS AND PERFORMANCE MEASURES

**Department Goal: Manage the San Luis Obispo and Oceano Airports in a manner that ensures the safety of the traveling public and complies with Federal, State, and local aviation and airport rules, regulations and advisories.**

### 1. Performance Measure: Percentage compliance with annual Federal Aviation Administration (FAA) inspections of appropriate safety and security measures.

Tracks Airport compliance with FAA safety and security requirements, as determined during annual inspections.

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	100.00%	100.00%	100.00%	100.00%	100.00%
Actual	98.00%	95.00%	95.00%	95.00%	

**Notes:** During the annual FAA inspection, the target of 100% is equivalent to receiving a designation of Pass with No Notable Corrections.

**Department Goal: Provide timely, reliable and cost effective operations and maintenance of County Airports that meet or exceed customer expectations.**

### 2. Performance Measure: Increase in social media engagement.

Measures Airport's social media engagement with customers, tenants and the general public as determined by website usage, social media 'likes,' comments, posts and/or reviews.

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	0.00%	0.00%	5.00%	10.00%	0.00%
Actual	0.00%	5.00%	13.00%	3.00%	

**Notes:** This measure is being deleted for FY 2020-21. A new customer satisfaction measure will replace it in FY 2020-21.

### 3. Performance Measure: Total annual enplaned passengers.

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 the San Luis Obispo Airport by airlines, Gross Domestic Product (GDP) and the general state of the economy.

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	170,000.00	198,155.00	250,000.00	270,000.00	290,000.00
Actual	180,141.00	226,561.00	259,481.00	215,900.00	

**Notes:** Target for FY 2019-20 was not met due to effects of Stay-at-Home and other emergency orders related to the COVID-19 pandemic.

### 4. Performance Measure: Total annual operating income

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.

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	502,129.00	250,000.00	820,991.00	1,386,864.00	1,000,000.00
Actual	762,250.00	1,412,815.00	2,730,215.00	1,158,933.00	

**Notes:** FY 2019-20 Target not met due to impact of COVID19 reduction in airport revenues including commercial landing fees, enplaned passengers fees, parking revenues, rental car commissions.

**Department Goal: To meet and exceed customer expectations providing a satisfying experience for airport customers, tenants, and the general public.**

**5. Performance Measure: Wi-fi survey results are received and tracked on a monthly basis. Airports intends to use this measure as an internal management tool to address areas for improvement and customer satisfaction.**

This measure quantifies customer satisfaction as reported by Airports internal wi-fi survey on a scale of 1-5 (5 being highest rating).

	<b>FY 2016-17</b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>	<b>FY 2020-21</b>
Target	0.00%	0.00%	0.00%	0.00%	90.00%
Actual	0.00%	0.00%	0.00%	0.00%	

**Notes:** New measure for FY 2020-21.



## FC 331 — 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.

### FINANCIAL SUMMARY

	FY 2019-20 Adopted	FY 2019-20 Actual	FY 2020-21 Recommended	FY 2020-21 Adopted	Change from FY 2019-20
Fines, Forfeitures, and Penalties	\$20,000	\$19,946	\$27,387	\$27,387	\$7,387
<b>Total Revenue</b>	<b>\$20,000</b>	<b>\$19,946</b>	<b>\$27,387</b>	<b>\$27,387</b>	<b>\$7,387</b>
Fund Balance Available	\$13,678	\$0	\$0	\$8,438	\$(5,240)
Cancelled Reserves	\$2,776	\$0	\$5,191	\$5,191	\$2,415
<b>Total Financing Sources</b>	<b>\$36,454</b>	<b>\$19,946</b>	<b>\$32,578</b>	<b>\$41,016</b>	<b>\$4,562</b>
Services and Supplies	\$22,776	\$24,283	\$32,578	\$32,578	\$9,802
<b>Gross Expenditures</b>	<b>\$22,776</b>	<b>\$24,283</b>	<b>\$32,578</b>	<b>\$32,578</b>	<b>\$9,802</b>
New Reserves	\$13,678	\$0	\$0	\$8,438	\$(5,240)
<b>Total Financing Requirements</b>	<b>\$36,454</b>	<b>\$24,283</b>	<b>\$32,578</b>	<b>\$41,016</b>	<b>\$4,562</b>

### 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 provides the following services:

#### Education and Information

Provides for public education activities and the development and/or distribution of films, motivational materials, awards, certificates, hunter safety books, pamphlets, news items, fish and game regulation information and signs.

#### Field Equipment

Provides for field biology equipment including but not limited to cameras, vehicles, scanners, scopes, traps, fencing, nets, thermometers, etc.

### **Habitat Improvement**

Provides for, among other habitat improvement projects, the following: Terrestrial – forestry projects, control burns, spring development, chaparral management, native plantings, guzzler installation and maintenance; Aquatic: Artificial reefs, water level maintenance, stream and lake improvements, barrier removal, and flow control.

### **Research**

Provides for fishery and wildlife research, habitat reconnaissance, historical fishery and wildlife surveys, and studies to support and maintain species.

### **COUNTY ADMINISTRATOR’S COMMENTS AND RECOMMENDATIONS**

This budget is used to fund various Fish and Game projects and cover other general expenses. Requests for funding can include distribution of educational information and training, purchase of field equipment, habitat improvement projects, and wildlife research. At the end of each fiscal year, any unanticipated revenue that is not appropriated and expenditure budget that remains unused is used to increase the various Fish and Game designations.

Revenue is recommended to increase \$7,387 or 37% primarily due to budgeting for previously unbudgeted penalty revenue received from the State. In addition, it is recommended that \$5,191 be cancelled from the Fish/Game Project designation. Expenditures are recommended to increase \$9,802 or 43% due to increased grants to the community for conservation activities and education.

### **BOARD ADOPTED CHANGES**

At year end, the final Fund Balance Available (FBA) for Fish and Game was \$8,438 higher than what had been estimated during FY 2020-21 budget development. As part of Final Budget adoption, the Board approved the addition of the excess FBA of \$7,507 into the Fish and Game Projects designation and \$931 into the Fish and Game General Purpose designation to fund future Fish and Game expenditures.

### **BUDGET AUGMENTATION REQUESTS ADOPTED**

None requested.



## FC 377 — Library

Chris Barnickel - Library Director

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.

### FINANCIAL SUMMARY

	FY 2019-20 Adopted	FY 2019-20 Actual	FY 2020-21 Recommended	FY 2020-21 Adopted	Change from FY 2019-20
Taxes	\$9,745,288	\$9,920,046	\$10,304,068	\$10,304,068	\$558,780
Revenue from Use of Money & Property	\$45,920	\$74,879	\$65,300	\$65,300	\$19,380
Intergovernmental Revenue	\$118,316	\$116,055	\$115,767	\$115,767	\$(2,549)
Charges for Current Services	\$73,800	\$74,636	\$64,000	\$64,000	\$(9,800)
Other Revenues	\$15,000	\$394,769	\$14,700	\$14,700	\$(300)
Other Financing Sources	\$666,552	\$666,552	\$666,552	\$639,890	\$(26,662)
<b>Total Revenue</b>	<b>\$10,664,876</b>	<b>\$11,246,937</b>	<b>\$11,230,387</b>	<b>\$11,203,725</b>	<b>\$538,849</b>
Fund Balance Available	\$1,351,576	\$0	\$415,500	\$766,725	\$(584,851)
<b>Total Financing Sources</b>	<b>\$12,016,452</b>	<b>\$11,246,937</b>	<b>\$11,645,887</b>	<b>\$11,970,450</b>	<b>\$(46,002)</b>
Salary and Benefits	\$6,803,703	\$6,966,616	\$7,062,534	\$7,035,872	\$232,169
Services and Supplies	\$3,777,135	\$3,933,639	\$4,091,260	\$4,091,260	\$314,125
Other Charges	\$7,000	\$32,378	\$7,500	\$7,500	\$500
Transfers-Out	\$0	\$0	\$0	\$32,869	\$32,869
<b>Gross Expenditures</b>	<b>\$10,587,838</b>	<b>\$10,932,633</b>	<b>\$11,161,294</b>	<b>\$11,167,501</b>	<b>\$579,663</b>
Contingencies	\$574,244	\$0	\$484,593	\$558,064	\$(16,180)
New Reserves	\$854,371	\$0	\$0	\$244,885	\$(609,486)
<b>Total Financing Requirements</b>	<b>\$12,016,453</b>	<b>\$10,932,633</b>	<b>\$11,645,887</b>	<b>\$11,970,450</b>	<b>\$(46,003)</b>

### MISSION STATEMENT

San Luis Obispo County Libraries: Connecting the community to knowledge, culture, and creativity through exceptional service.

### SERVICE PROGRAMS

The Library provides 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.



## COUNTY ADMINISTRATOR’S COMMENTS AND RECOMMENDATIONS

The Library operates as a Special Revenue Fund outside the County General Fund and is funded primarily by tax revenue and user fees. The General Fund contribution is recommended to remain at the FY 2019-20 adopted level of \$666,552. Revenues are recommended to increase by \$565,511 or 5% compared to the FY 2019-20 Adopted Budget. This increase is due to a \$558,780 or 6% increase in revenue from taxes (largely secured property taxes). Expenditures are recommended to increase by \$573,456 or 5% compared to FY 2019-20 adopted levels. Services and supplies accounts are increasing by \$314,125 or 8% due to increases in various accounts. The total balance in the Library’s reserves going into FY 2020-21 is a little over \$3.3 million. The Recommended Budget for FY 2019-20 includes \$484,593 in contingencies, which represents just over 4% of total expenditures. The recommended budget enables the department to maintain current service levels.

## BOARD ADOPTED CHANGES

During the Budget Hearing, the Board approved a 4% (\$26,662) reduction to the level of General Fund support for this fund center, in order to close an anticipated budget gap due to the COVID-19 pandemic.

At year end, the final Fund Balance Available (FBA) for the Library was \$351,225 higher than what had been estimated during FY 2020-21 budget development. As part of Final Budget adoption, the Board approved the addition of \$244,885 of the excess FBA to the department’s General Purpose designation, \$73,471 to Contingencies, and \$32,869 was transferred to the General Fund. This amount represents the amount of General Fund that has been annually contributed to the Library beginning in FY 2016-17 to fund 0.50 FTE Library Assistant to support Library services in Templeton, contingent upon matching funds from the Templeton Community Library Association.

## BUDGET AUGMENTATION REQUESTS ADOPTED

None requested.

## GOALS AND PERFORMANCE MEASURES

<b>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.</b>					
<b>1. Performance Measure: Percentage of Current Cardholders per capita in the County.</b>					
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.					
	<b>FY 2016-17</b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>	<b>FY 2020-21</b>
Target	34.00%	26.00%	23.00%	22.00%	22.00%
Actual	21.00%	21.00%	20.76%	21.00%	
<b>Notes:</b>					

**2. Performance Measure: Annual expenditures per capita for library materials to include new and replacement copies.**

The average annual expenditure per capita for library materials in libraries serving comparable populations is \$4.02. Two hundred and forty-eight public libraries serving a population of 100,000 to 249,999 across the nation were used for the statistical sample (Public Library Data Service 2019).

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	2.85	2.87	2.90	3.10	3.13
Actual	3.05	2.93	3.47	3.54	

Notes:

**3. Performance Measure: Annual expenditures per capita.**

The average annual expenditure per capita for the total library budget in libraries serving comparable populations is \$37.24. Two hundred and forty-six public libraries serving a population of 100,000 to 249,999 across the nation were used for the statistical sample (Public Library Data Service 2019).

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	37.90	37.95	38.50	40.50	42.00
Actual	38.10	40.36	40.57	44.47	

Notes:

**4. Performance Measure: Annual number of items circulated per capita.**

The average annual number of items circulated per resident for public libraries serving comparable populations is 6.73. Two hundred and forty-eight public libraries serving a population of 100,000 to 249,999 across the nation were used for the statistical sample (Public Library Data Service 2019).

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	10.30	10.90	11.10	12.10	12.25
Actual	10.30	11.60	12.08	12.08	

Notes:

**5. Performance Measure: Facility Utilization (visits per capita).**

This measure captures the number of people who enter Library 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.

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	4.00	3.75	3.90	3.80	3.77
Actual	3.34	3.83	3.65	3.59	

Notes:

**6. Performance Measure: Percentage of total available Internet hours used by Library patrons.**

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 66 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.

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	41.00%	50.00%	49.00%	40.00%	40.00%
Actual	45.00%	43.00%	42.80%	38.40%	

Notes:



## FC 222 — Parks and Recreation - Community Parks

Nick Franco - Parks and Recreation Director

Community Parks provides recreational opportunities throughout the county with community parks, playgrounds, sports courts and fields, swimming pools, coastal access, beaches, trails, picnic sites, and a historic adobe.

### FINANCIAL SUMMARY

	FY 2019-20 Adopted	FY 2019-20 Actual	FY 2020-21 Recommended	FY 2020-21 Adopted	Change from FY 2019-20
Fines, Forfeitures, and Penalties	\$88,740	\$33,504	\$85,155	\$85,155	\$(3,585)
Revenue from Use of Money & Property	\$119,099	\$145,638	\$119,099	\$119,099	\$0
Intergovernmental Revenue	\$3,943	\$594	\$3,943	\$3,943	\$0
Charges for Current Services	\$292,647	\$115,442	\$233,617	\$233,617	\$(59,030)
Other Revenues	\$29,333	\$23,485	\$29,333	\$29,333	\$0
Interfund	\$519,529	\$849,549	\$690,772	\$690,772	\$171,243
Other Financing Sources	\$0	\$165,000	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$1,053,291</b>	<b>\$1,333,212</b>	<b>\$1,161,919</b>	<b>\$1,161,919</b>	<b>\$108,628</b>
Salary and Benefits	\$3,023,045	\$2,868,351	\$3,118,381	\$2,959,299	\$(63,746)
Services and Supplies	\$1,834,823	\$1,965,931	\$1,853,049	\$1,853,049	\$18,226
Other Charges	\$151,992	\$57,168	\$142,528	\$142,528	\$(9,464)
Capital Assets	\$55,000	\$19,269	\$25,000	\$25,000	\$(30,000)
<b>Gross Expenditures</b>	<b>\$5,064,860</b>	<b>\$4,910,719</b>	<b>\$5,138,958</b>	<b>\$4,979,876</b>	<b>\$(84,984)</b>
Less Intrafund Transfers	\$(7,095)	\$(1,746)	\$0	\$0	\$7,095
<b>Net Expenditures</b>	<b>\$5,057,765</b>	<b>\$4,908,973</b>	<b>\$5,138,958</b>	<b>\$4,979,876</b>	<b>\$(77,889)</b>
<b>General Fund Support</b>	<b>\$4,004,474</b>	<b>\$3,575,761</b>	<b>\$3,977,039</b>	<b>\$3,817,957</b>	<b>\$(186,517)</b>

### MISSION STATEMENT

The Department of Parks and Recreation ensures diverse experiences for recreation and the personal enrichment of the County's residents and visitors while protecting its natural, cultural, and historical resources.

### SERVICE PROGRAMS

The Parks and Recreation Department – Community Parks provides the following services:

#### Community Parks Facilities, Programs and Projects

Provide well-managed community park areas and provide quality customer experiences 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 community parks and

recreational facilities. Such facilities include community parks, playgrounds, sports courts, sports fields, swimming pools, coastal access, beaches, trails, picnic sites, open space, and a historic adobe. Key functions include:

- Designing and implementing recreational programs to enhance the personal enrichment and recreational experiences of residents and visitors.
- Managing the central reservation system for residents and visitors to reserve the use of programs, 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, sports courts, 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.

### Public Grounds Maintenance

Maintain public grounds contracted for service through internal agreements with other departments to provide an identified level of service for landscapes and hardscapes surrounding contracted County public buildings to provide safe, usable and attractive properties. This service is not a mission-based service, but an internal service provided based on park staff expertise and internal cost recovery.

### COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The level of General Fund support for this budget is recommended to decrease by \$27,435 or less than 1% compared to the FY 2019-20 Adopted Budget. Revenues are recommended to increase by \$108,628 or 10% primarily due to decreased charges for services provided by Community Parks staff to other departments. Expenditures are recommended to increase by \$74,098 or 1% primarily due to increased service contract costs and negotiated increases in salaries and benefits.

### BOARD ADOPTED CHANGES

During the Budget Hearing, the Board approved a 4% (\$159,082) reduction to the level of General Fund support for this fund center, in order to close an anticipated budget gap due to the COVID-19 pandemic.

### BUDGET AUGMENTATION REQUESTS ADOPTED

None requested.

### GOALS AND PERFORMANCE MEASURES

**Department Goal: Provide the opportunity for a positive park experience for residents and visitors.**

**1. Performance Measure: Usage of community park facilities by visitors and residents per 100,000 residents and visitors.**

This measure is to assure that the Department of Parks and Recreation provides the services and facilities to contribute to the enrichment of park users lives by attracting more residents and visitors to our facilities. This will be measured as an overall usage rate determined by the following formula:  $\text{Rate} = \left[ \frac{\text{Total Park Usage}}{\text{County Visitation} + \text{County Residents}} \right] \times 100,000$ . The target and actual results are the sum of all SLO County Community Park facilities use figures from the four park management districts based on the above formula.

**Community Services**

**FC 222 — Parks and Recreation - Community Parks**

	<b>FY 2016-17</b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>	<b>FY 2020-21</b>
Target	0.00	0.00	0.00	14,323.00	14,350.00
Actual	0.00	0.00	0.00	22,603.00	

**Notes:** Exceeded ñ People were heavily using parks particularly since the Pandemic in March. Parks were deemed essential and were/are a safe place for many during difficult times.

**Department Goal: The Department will continuously improve its service delivery through personal enrichment of park users.**

**2. Performance Measure: Percentage of positive responses based on annual customer enrichment experience reviews of county community park facilities.**

This measure provides information related to the enrichment of park users lives through the use and enjoyment of county community park facilities.

	<b>FY 2016-17</b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>	<b>FY 2020-21</b>
Target	0.00%	0.00%	0.00%	80.00%	81.00%
Actual	0.00%	0.00%	0.00%	93.00%	

**Notes:** Despite the current pandemic, people were out enjoying parks.

**3. Performance Measure: Number of volunteer work hours performed yearly per Full-Time Equivalent (FTE) in County Community Park Facilities.**

Volunteer work hours for the County DPR park lands are tracked and reported annually. This data indicates the level of support the public provides in assistance of staff that maintain and service County Community Park lands. At the same time, it provides a measure of the amount of active, health-building hours volunteers spend in County Parks to contribute to a positive experience for park users. This measure records the total amount of volunteer hours spent in DPR Community Park facilities compared to the number of full time employees (FTE) in the department. Total hours per full time employee allow year to year comparisons as well as benchmarking against other agencies regardless of agency size. According to CAPRA standards similar agencies reported between 506-551 volunteer hours/FTE.

	<b>FY 2016-17</b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>	<b>FY 2020-21</b>
Target	0.00	0.00	0.00	780.00	785.00
Actual	0.00	0.00	0.00	1,135.00	

**Notes:** Exceeded due to generous amount of time dedicated by volunteers.

**Department Goal: The Department will have well managed park areas.**

**4. Performance Measure: Number of Commission for Accreditation of Park and Recreation Agencies (CAPRA) standards achieved toward accreditation.**

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 an additional 50 of the 151 planned standards for FY 2018-19. A higher than planned number of standards completed would equate to staff exceeding the planned target. It is anticipated that a combined total of 151 standards will be completed by the end of FY 2019-20. Once all standards are met and accreditation achieved, this measure will continue to track compliance with standards to prepare for reaccreditation every five years.

	<b>FY 2016-17</b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>	<b>FY 2020-21</b>
Target	0.00	0.00	0.00	151.00	151.00
Actual	0.00	0.00	0.00	110.00	

**Notes:** Target for FY 2019-20 was not met due to the need to reallocate resources to the County's COVID-19 pandemic response.



## FC 427 — Parks and Recreation - Golf Courses

Nick Franco - Parks and Recreation Director

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.

### FINANCIAL SUMMARY

	FY 2019-20 Adopted	FY 2019-20 Actual	FY 2020-21 Recommended	FY 2020-21 Adopted	Change from FY 2019-20
Licenses, Permits, and Franchises	\$3,000	\$0	\$1,500	\$1,500	\$(1,500)
Revenue from Use of Money & Property	\$1,400	\$2,940	\$1,400	\$1,400	\$0
Intergovernmental Revenue	\$0	\$105,713	\$0	\$0	\$0
Charges for Current Services	\$2,810,028	\$2,750,192	\$3,032,411	\$3,032,411	\$222,383
Other Revenues	\$200	\$7,771	\$200	\$200	\$0
Interfund	\$0	\$109	\$0	\$0	\$0
Other Financing Sources	\$12,500	\$997,799	\$891,059	\$890,559	\$878,059
<b>Total Revenue</b>	<b>\$2,827,128</b>	<b>\$3,864,524</b>	<b>\$3,926,570</b>	<b>\$3,926,070</b>	<b>\$1,098,942</b>
<b>Total Financing Sources</b>	<b>\$2,827,128</b>	<b>\$3,864,524</b>	<b>\$3,926,570</b>	<b>\$3,926,070</b>	<b>\$1,098,942</b>
Salary and Benefits	\$1,735,578	\$1,711,719	\$1,838,274	\$1,838,274	\$102,696
Services and Supplies	\$1,024,221	\$981,954	\$1,042,181	\$1,041,681	\$17,460
Other Charges	\$(32,785)	\$43,208	\$(32,785)	\$(32,785)	\$0
Capital Assets	\$65,573	\$734,779	\$938,559	\$938,559	\$872,986
Transfers-Out	\$485,231	\$485,231	\$483,642	\$483,642	\$(1,589)
<b>Gross Expenditures</b>	<b>\$3,277,818</b>	<b>\$3,956,891</b>	<b>\$4,269,871</b>	<b>\$4,269,371</b>	<b>\$991,553</b>
Less Intrafund Transfers	\$0	\$(299)	\$0	\$0	\$0
<b>Net Expenditures</b>	<b>\$3,277,818</b>	<b>\$3,956,592</b>	<b>\$4,269,871</b>	<b>\$4,269,371</b>	<b>\$991,553</b>
<b>Total Financing Requirements</b>	<b>\$3,277,818</b>	<b>\$3,956,891</b>	<b>\$4,269,871</b>	<b>\$4,269,371</b>	<b>\$991,553</b>

### MISSION STATEMENT

To provide quality affordable golf recreation through the operation and maintenance of one 9-hole golf course and two 18-hole golf courses for the personal enrichment of the County's residents and visitors while protecting its natural, cultural, and historical resources.

### SERVICE PROGRAMS

Parks and Recreation - Golf provides 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.

### **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.

### **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 9-hole County managed course and practice facility. Provide affordable golf recreational options for our residents and visitors through market price analysis and customer surveys.

## **COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS**

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. In addition, Golf does receive an annual General Fund contribution of \$12,500 for advertising and promotion of the golf courses.

Revenue is budgeted at \$3.9 million, an increase of \$1.1 million or 39%, largely due to the anticipated opening of Top Tracer, an interactive and innovative driving range, and an increase in driving range fee collection. Revenues also reflect the continuance of the Morro Bay Pipeline Project, as funding for the project carries forward each year. Expenditures are budgeted at \$4.3 million, an increase of \$992,053 or 30%, largely due to the development of Top Tracer. The FY 2020-21 budget plans for expenditures to exceed revenues by \$343,301.

## **BOARD ADOPTED CHANGES**

During the Budget Hearing, the Board approved a 4% (\$500) reduction to the level of General Fund support for this fund center, in order to close an anticipated budget gap due to the COVID-19 pandemic.

## **BUDGET AUGMENTATION REQUESTS ADOPTED**

None requested.

## GOALS AND PERFORMANCE MEASURES

**Department Goal: The department will have well managed golf courses.**

**1. Performance Measure: The percentage of cost recovery relative to the total golf program annual operating expenditures.**

The ratio of total revenue to the operating expenses at County owned and managed golf courses.

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	100.00%	90.00%	83.00%	85.00%	87.00%
Actual	86.00%	81.00%	85.42%	85.50%	

**Notes:** This measure exceeded both the target and prior year figures by 0.5% and 0.08% respectively. The Toptracer Range project was not completed during the FY 2019-20 as expected. Despite this fact and the COVID pandemic, the Golf program performed well.

**Department Goal: The department will continuously improve its service delivery.**

**2. Performance Measure: Percentage of responses to customer satisfaction survey rating overall golf experience as 'satisfactory' or better.**

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.

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	87.00%	87.00%	80.00%	92.00%	92.00%
Actual	90.00%	91.00%	96.60%	94.40%	

**Notes:** This measure exceeded the target by 2.6% while falling short of last fiscal years satisfaction by 2.3%. Dairy Creek, Morro Bay, and Chalk Mountain golf courses satisfaction levels decreased 1.2%, 3.5%, and 1.5% respectively as compared to last year.

**3. Performance Measure: The total of golf utilization (engagement) of residents and visitors at County-managed golf courses.**

This measure tracks the utilization of County-managed golf facilities in total engagement and in the percentage of users aged 25 and under. Engagement equals the number of rounds played combined with the number of driving range visits during the fiscal year.

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	0.00	0.00	142,464.00	175,000.00	190,000.00
Actual	0.00	146,597.00	168,080.00	183,470.00	

**Notes:** Despite the COVID pandemic, golf participation exceeded the target by 4.8%. The current fiscal year also exceeded that of the previous fiscal year by 9.1%.

**4. Performance Measure: The total of golf utilization for those 25 and under.**

This measure tracks the utilization of County-managed golf facilities in total engagement and in the percentage of users aged 25 and under. Engagement equals the number of rounds played combined with the number of driving range visits during the fiscal year.

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	0.00%	0.00%	12.00%	25.00%	0.00%
Actual	0.00%	16.00%	12.80%	6.10%	

**Notes:** This data shows the measure finishing the fiscal year 18.9% below the target and 52% below the prior fiscal years actual. This data does not accurately portray young golfer participation. For instance many of the twilight rounds played at all three courses are by golfers under the age of 25, but we do not have the data to specify how many as it has proven difficult to accurately measure the demographics for these rounds. Additionally, the number of young golfers that participate in high school practices and First Tee events are not counted in our figures as these events did not generate a statistical value in our Point of Sale system. These are just two examples of why this measure will be removed in future years.



**Department Goal: The Department will continuously improve its service delivery through personal enrichment of park users.**

**5. Performance Measure: Number of volunteer work hours performed yearly per Full-Time Equivalent (FTE) in County Parks and facilities.**

Volunteer work hours for the County managed golf courses are tracked and reported annually. This data indicates the level of support the public provides in assistance of staff that maintain/service County managed golf courses. At the same time, it provides a measure of the amount of active, health-building hours volunteers spend in County Parks to contribute to a positive experience for park users.

	<b>FY 2016-17</b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>	<b>FY 2020-21</b>
Target	0.00	775.00	775.00	733.00	750.00
Actual	775.00	701.00	576.00	676.00	

**Notes:** Dairy Creek experienced an increase in the number of marshal volunteer hours in FY 2019-20.



## FC 305 — Parks and Recreation - Regional Parks

Nick Franco - Parks and Recreation Director

Regional Parks provides recreational opportunities throughout the county with camping facilities, trails, open space, boating facilities, and facility rentals for various events. Regional Parks operates as a Special Revenue Fund outside the County General Fund and is funded primarily through user fees.

### FINANCIAL SUMMARY

	FY 2019-20 Adopted	FY 2019-20 Actual	FY 2020-21 Recommended	FY 2020-21 Adopted	Change from FY 2019-20
Fines, Forfeitures, and Penalties	\$38,872	\$100,444	\$57,270	\$57,270	\$18,398
Revenue from Use of Money & Property	\$52,200	\$81,781	\$53,284	\$53,284	\$1,084
Intergovernmental Revenue	\$22,508	\$172,858	\$22,508	\$22,508	\$0
Charges for Current Services	\$5,379,461	\$3,987,526	\$5,611,700	\$5,611,700	\$232,239
Other Revenues	\$25,644	\$30,986	\$20,215	\$20,215	\$(5,429)
Interfund	\$288,708	\$521,042	\$373,708	\$373,708	\$85,000
Other Financing Sources	\$0	\$1,008,916	\$0	\$240,408	\$240,408
<b>Total Revenue</b>	<b>\$5,807,393</b>	<b>\$5,903,553</b>	<b>\$6,138,685</b>	<b>\$6,379,093</b>	<b>\$571,700</b>
Fund Balance Available	\$428,973	\$0	\$756,486	\$86,620	\$(342,353)
<b>Total Financing Sources</b>	<b>\$6,236,366</b>	<b>\$5,903,553</b>	<b>\$6,895,171</b>	<b>\$6,465,713</b>	<b>\$229,347</b>
Salary and Benefits	\$2,798,177	\$2,792,410	\$2,952,333	\$2,952,333	\$154,156
Services and Supplies	\$2,713,624	\$3,225,404	\$2,924,745	\$2,924,745	\$211,121
Other Charges	\$0	\$138,918	\$0	\$0	\$0
Capital Assets	\$170,140	\$1,449,958	\$32,000	\$32,000	\$(138,140)
Transfers-Out	\$20,802	\$485,802	\$20,802	\$20,802	\$0
<b>Gross Expenditures</b>	<b>\$5,702,743</b>	<b>\$8,092,491</b>	<b>\$5,929,880</b>	<b>\$5,929,880</b>	<b>\$227,137</b>
Less Intrafund Transfers	\$0	\$(691,370)	\$0	\$0	\$0
<b>Net Expenditures</b>	<b>\$5,702,743</b>	<b>\$7,401,120</b>	<b>\$5,929,880</b>	<b>\$5,929,880</b>	<b>\$227,137</b>
Contingencies	\$100,000	\$0	\$100,000	\$340,408	\$240,408
New Reserves	\$433,622	\$0	\$865,291	\$195,425	\$(238,197)
<b>Total Financing Requirements</b>	<b>\$6,236,365</b>	<b>\$8,092,491</b>	<b>\$6,895,171</b>	<b>\$6,465,713</b>	<b>\$229,348</b>

### MISSION STATEMENT

The Department of Parks and Recreation ensures diverse experiences for recreation and the personal enrichment of the County's residents and visitors while protecting its natural, cultural, and historical resources.

### SERVICE PROGRAMS

The Parks and Recreation Department – Regional Parks provides the following services:

### **Regional Parks Facilities, Programs and Projects**

Provide well-managed regional park areas and provide quality customer experiences 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 regional parks and recreational facilities. This includes camping facilities, some trails, open space, boating facilities, and facility rentals for various events. Key functions include:

- Designing and implementing recreational programs to enhance the personal enrichment and recreational experiences 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 campgrounds, 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.

### **COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS**

Regional Parks is a Special Revenue Fund and does not receive a contribution from the General Fund. Revenues for Regional Parks are budgeted to increase by \$331,292 or 6% compared to the FY 2019-20 adopted level, largely due to the charges out to departments and the implementation of Top Tracer. Expenditures are recommended to increase by \$227,137 or 4% primarily due to increased service contract costs and negotiated increases in salaries and benefits.

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. In FY 2020-21, there is \$141,925 available for distribution to governmental and non-profit organizations.

The Parks Commission reviews applications from outside agencies and recommends funding to be included the County's annual budget, subject to approval by the Board of Supervisors. Parks and Recreation received four applications totaling \$112,392. Recommended funding for outside agencies totals \$81,442, and the department will retain \$3,713 for the cost to administer the program. 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 recommended funding of the various projects submitted. The Board is asked to approve the award of a total of \$81,442 in OHV In-Lieu Fees to outside agencies and non-profit organizations as a part of budget adoption, as recommended below:

Applicant	Requested Amount	Project Description	Meets Intent/Match	Recommended Amount
Cal Fire /City of Pismo	\$ 6,422	Submersible water rescue communication kit	\$6,000 of radios and staff time	\$ 6,422
Centra Coast Trail Riders Association	\$ 50,900	Trail/road maintenance of OHV use areas in Los Padres National Forest	\$7,300 match in volunteer's hours and equipment	\$ 29,500
Five Cities Fire Authority	\$ 38,070	Polaris Utility Transport Vehicle, patient transport basket, compressed air foam system, lights/sirens, winch and tow trailer	\$9,000 cash match	\$ 28,520
San Luis Obispo Parks, Open Space, and Trails (SLOPOST) Foundation	\$ 17,000	Complete National Environmental Policy Act studies and document needed for a Trout creek trailhead in the Garcia wilderness of Los Pades National Forest. Improvements include gates and pipe fencing to keep OHV off non-vehicle trails	\$5,000 match in volunteer hours	\$ 17,000
<b>Total</b>	<b>\$ 112,392</b>			<b>\$ 81,442</b>

The remaining 40% is available to County departments for use. For FY 2020-21, the County Parks & Recreation department is requesting \$56,770 for use at the Coastal Dunes Campground as described in the recommended Budget Augmentation Request below.

### BOARD ADOPTED CHANGES

During Final Budget adoption in September, the Board made a number of changes to this fund center:

- At FY 2019-20 year-end, the final Fund Balance Available (FBA) for Regional Parks was \$669,866 lower than what had been estimated during FY 2020-21 budget development. As a part of Final Budget adoption, the Board decreased the amount of new reserves to \$195,425 to cover the shortfall.
- During the Budget Hearing in June, the Board tentatively approved the Budget Augmentation Request (BAR) noted below. This BAR was inadvertently omitted from the adoption of the Recommended Budget at the close of the Hearing. As part of Final Budget adoption, \$56,770 of revenue and expense were added to this budget to correct this error.

## Community Services

### FC 305 — Parks and Recreation - Regional Parks

- During Final Budget adoption in September, the Board appropriated \$240,408 of excess General Fund FBA to this fund center as payment for use of the El Chorro Campground for location of trailers to house and quarantine COVID-19 positive homeless individuals. This funding was added to this fund center's contingencies.

## BUDGET AUGMENTATION REQUESTS ADOPTED

Title: Highway Vehicle funding to assist in restoration at Coastal Dunes Campground	
<b>Expense:</b> \$56,770	<b>Funding Source(s):</b> Off-Highway Vehicle Funding: \$56,770
<b>Intended Results:</b>	
1. Restoration of the north side of Coastal Dunes Campground, adding additional campsites for OHV users, improved landscaping and repairing the existing electrical system.	

## BUDGET AUGMENTATION REQUESTS NOT ADOPTED

None.

## GOALS AND PERFORMANCE MEASURES

Department Goal: Provide the opportunity for a positive park experience for residents and visitors.					
1. Performance Measure: Usage of Regional Park and Recreation Facilities by Visitors and Residents per 100,000 residents and visitors.					
This measure is to assure that the Department of Parks and Recreation provides the services and facilities to contribute to the enrichment of park users lives by attracting more residents and visitors to our facilities. This will be measured as an overall usage rate determined by the following formula: Rate = [Total Park Usage / (County Visitation + County Residents)] x 100,000. The target and actual results are the sum of all SLO County Regional Park facilities use figures from the four park management districts based on the above formula.					
	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	0.00	0.00	0.00	7,477.00	7,500.00
Actual	0.00	0.00	0.00	7,838.00	
<b>Notes:</b> No additional notes.					

Department Goal: The Department will continuously improve its service delivery through personal enrichment of park users.					
2. Performance Measure: Percentage of positive responses based on annual Customer Enrichment Experience Reviews of County Regional Park facilities.					
This measure provides information related to the enrichment of park users lives through the use and enjoyment of County Regional Park facilities.					
	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	0.00%	0.00%	0.00%	80.00%	81.00%
Actual	0.00%	0.00%	0.00%	93.00%	
<b>Notes:</b> Despite the current pandemic, people were out enjoying parks.					

**3. Performance Measure: Number of volunteer work hours performed yearly per Full-Time Equivalent (FTE) in County Parks and facilities.**

Volunteer work hours for the County DPR park lands are tracked and reported annually. This data indicates the level of support the public provides in assistance of staff that maintain and service County Regional Park lands. At the same time, it provides a measure of the amount of active, health-building hours volunteers spend in County Parks to contribute to a positive experience for park users. This measure records the total amount of volunteer hours spent in DPR Regional Park facilities compared to the number of full time employees (FTE) in the department. Total hours per full time employee allow year to year comparisons as well as benchmarking against other agencies regardless of agency size. According to Commission for Accreditation of Parks & Recreation standards similar agencies reported between 506-551 volunteer hours/FTE.

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	0.00	0.00	0.00	980.00	985.00
Actual	0.00	0.00	0.00	1,135.00	

**Notes:** Exceeded due to generous amount of time dedicated by volunteers.



## FC 215 — UC Cooperative Extension

Katherine E. Soule - Director of Cooperative Extension

UC Cooperative Extension, through University of California Cooperative Extension advisors, provides and shares research-based knowledge in agriculture, natural resource conservation, and youth and family development.

### FINANCIAL SUMMARY

	FY 2019-20 Adopted	FY 2019-20 Actual	FY 2020-21 Recommended	FY 2020-21 Adopted	Change from FY 2019-20
Intergovernmental Revenue	\$16,434	\$16,739	\$15,682	\$15,682	\$(752)
Other Revenues	\$0	\$3,474	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$16,434</b>	<b>\$20,214</b>	<b>\$15,682</b>	<b>\$15,682</b>	<b>\$(752)</b>
Salary and Benefits	\$510,728	\$517,745	\$534,393	\$508,828	\$(1,900)
Services and Supplies	\$119,562	\$109,580	\$120,423	\$120,423	\$861
<b>Gross Expenditures</b>	<b>\$630,290</b>	<b>\$627,325</b>	<b>\$654,816</b>	<b>\$629,251</b>	<b>\$(1,039)</b>
<b>General Fund Support</b>	<b>\$613,856</b>	<b>\$607,111</b>	<b>\$639,134</b>	<b>\$613,569</b>	<b>\$(287)</b>

### MISSION STATEMENT

To serve San Luis Obispo County through the development, sharing, and application of research-based knowledge in agricultural sustainability, natural resource conservation, as well as youth, family, and community development to improve quality of life for County residents.

### SERVICE PROGRAMS

The UC Cooperative Extension provides the following services:

#### Agriculture

Provide growers and related agricultural personnel with objective, research-based information and programming on sustainable crops, integrated pest management, water resources, livestock, and range production, including the maintenance of natural resources.

#### 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.

#### Youth, Family, and Community Development

Provide objective, research-based information for individuals, families, and professionals to: 1) strengthen the capacities of families, communities, and organizations in contributing improved quality of life; and 2) strengthen the capacities of individuals and families to become self-sufficient through life skills development related to well-being, nutrition, and fiscal management.

## COUNTY ADMINISTRATOR’S COMMENTS AND RECOMMENDATIONS

The level of General Fund support for this budget is recommended to increase \$25,278 or 4% compared to the FY 2019-20 Adopted Budget. Revenues are recommended to decrease by \$752 or 5%. Expenditures are recommended to increase by \$24,526 or 4% primarily due to increased service contract costs and negotiated increases in salaries and benefits.

## BOARD ADOPTED CHANGES

During the Budget Hearing, the Board approved a 4% (\$25,565) reduction to the level of General Fund support for this fund center, in order to close an anticipated budget gap due to the COVID-19 pandemic.

## BUDGET AUGMENTATION REQUESTS ADOPTED

None.

## BUDGET AUGMENTATION REQUESTS NOT ADOPTED

Title: Expand existing 0.50 FTE 4-H Program Assistant to a 1.00 FTE 4-H Program Assistant	
<b>Expense:</b> \$39,621	<b>Funding Source(s):</b> General Fund Support: \$39,621
<b>Intended Results:</b>	
<ol style="list-style-type: none"> <li>1. Provide 4-H YDP support for the 4-H community in SLO county.</li> <li>2. Provide all clubs, currently 31 clubs, and corresponding Community Club Leaders with bilingual recruitment materials.</li> <li>3. Develop relationships with appropriate school communities and community-based organizations in order to begin establishing a volunteer recruitment stream with the goal of establishing new 4-H clubs and programs as well as feeding more youth to existing 4-H clubs.</li> <li>4. Maintain and expand high-levels of programmatic and administrative support to the current 4-H community.</li> <li>5. Continue to retain and engage out current 4-H community while expanding overall youth enrollment by at least 20 youth members and 20 volunteers for the upcoming year.</li> <li>6. Make progress towards our goal of engaging 20% of our counties school-aged population by 2025.</li> </ol>	

## GOALS AND PERFORMANCE MEASURES

Department Goal: To enhance the public's trust in County government by measurably demonstrating that the U.C. Cooperative Extension provides high quality and result oriented services.					
<b>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.</b>					
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.					
	<b>FY 2016-17</b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>	<b>FY 2020-21</b>
Target	98.00%	98.00%	98.00%	98.00%	98.00%
Actual	98.70%	98.60%	98.30%	98.70%	
<b>Notes:</b> Participant information is collected through surveys at the end of each program year. The COVID-19 pandemic halted the in-person programs offered for the last quarter, resulting in 23% fewer participants than last year. However, we achieved our goal with substantial numbers giving validity to the numbers reported.					



**Department Goal: To improve the lives of County residents through research and extension in the areas of agriculture, the environment, natural resources management, and human and community development.**

**2. Performance Measure: The UC 4-H Youth Development and UC CalFresh Nutrition Education programs support youth to become healthy, happy, thriving people who make positive differences in their community.**

Number of youth engaged in 4-H Youth Development and UC CalFresh Nutrition Education Programs.

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	0.00	0.00	0.00	5,000.00	5,000.00
Actual	0.00	0.00	0.00	4,042.00	

**Notes:** Target for FY 2019-20 was not met due to effects of Stay-at-Home and other emergency orders related to the COVID-19 pandemic. UCCE developed innovative, virtual educational programs.

**3. Performance Measure: Certified UC Master Gardener and UC Master Food Preserver volunteers extend research-based information on home horticulture, pest management, sustainable landscaping, and safe home food preservation.**

Economic contributions of volunteers certified by the UC Master Gardener and UC Master Food Preserver programs through community outreach and education.

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	0.00	0.00	0.00	148,140.00	153,000.00
Actual	0.00	0.00	0.00	183,963.00	

**Notes:** Due to the COVID-19 pandemic and resulting Statewide shelter-at-home order, the last quarter of this fiscal year resulted in a smaller than normal percentage of volunteer contributions. Their opportunities for program contribution was minimized due to a cancellation of in-person programming during this time. Nonetheless, the target goal for volunteer's economic contributions to our County was exceeded.



## FC 330 — 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.

### FINANCIAL SUMMARY

	FY 2019-20 Adopted	FY 2019-20 Actual	FY 2020-21 Recommended	FY 2020-21 Adopted	Change from FY 2019-20
Revenue from Use of Money & Property	\$0	\$872	\$700	\$700	\$700
Intergovernmental Revenue	\$3,606	\$1,615	\$3,608	\$3,608	\$2
<b>Total Revenue</b>	<b>\$3,606</b>	<b>\$2,488</b>	<b>\$4,308</b>	<b>\$4,308</b>	<b>\$702</b>
Fund Balance Available	\$3,102	\$0	\$0	\$6,598	\$3,496
Cancelled Reserves	\$7,200	\$0	\$3,935	\$3,935	\$(3,265)
<b>Total Financing Sources</b>	<b>\$13,908</b>	<b>\$2,488</b>	<b>\$8,243</b>	<b>\$14,841</b>	<b>\$933</b>
Services and Supplies	\$10,806	\$3,089	\$8,243	\$8,243	\$(2,563)
<b>Gross Expenditures</b>	<b>\$10,806</b>	<b>\$3,089</b>	<b>\$8,243</b>	<b>\$8,243</b>	<b>\$(2,563)</b>
New Reserves	\$3,102	\$0	\$0	\$6,598	\$3,496
<b>Total Financing Requirements</b>	<b>\$13,908</b>	<b>\$3,089</b>	<b>\$8,243</b>	<b>\$14,841</b>	<b>\$933</b>

### PURPOSE STATEMENT

The Taylor Grazing Act of 1934 provides that 50 percent of the grazing fees collected 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 establishes a Grazing Advisory Board appointed by the Board of Supervisors and 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 provides the following services:

#### 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.

#### Range Improvement

Provides funds for fencing/cattle guard projects on Bureau of Land Management property in the Temblor Mountains Range.

## **COUNTY ADMINISTRATOR’S COMMENTS AND RECOMMENDATIONS**

This budget is funded with grazing fee revenue collected on Federal Bureau of Land Management (BLM) leased land. A variety of factors, including levels of precipitation and the number of lessees, influence the amount of grazing fee revenues collected each year. At the end of each fiscal year, unanticipated revenue that was not previously allocated at the annual meeting and unexpended funds remaining in the Wildlife and Grazing budget are used to increase the General Purpose or Wildlife Projects designations.

Revenue is recommended to increase \$702 or 19% primarily due to budgeting for previously unbudgeted interest revenue. Expenditures are recommended to decrease \$2,563 or 24% primarily due to removal of a onetime project expenditure from the budget.

## **BOARD ADOPTED CHANGES**

At year end, the final Fund Balance Available (FBA) for Wildlife and Grazing was \$6,598 higher than what had been estimated during FY 2020-21 budget development. As part of Final Budget adoption, the Board approved the addition of this excess FBA to the Wildlife and Grazing Projects designation to fund future Wildlife and Grazing expenditures.

## **BUDGET AUGMENTATION REQUESTS ADOPTED**

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, Administrative Office-Communications and Outreach, Assessor, Auditor-Controller-Treasurer-Tax Collector-Public Admin, Board of Supervisors, Clerk-Recorder, Organizational Development.

### SERVICE GROUP BUDGET AT A GLANCE

	FY 2020-21 Adopted	Change from FY 2019-20 Adopted	% Change
Expenditures	\$27,835,955	\$(1,437,461)	(5)%
Revenue	\$5,299,244	\$(1,765,573)	(25)%
General Fund Support	\$22,536,711	\$328,112	1%
Staffing Levels	198.00 FTE	0.50 FTE	<1%



## FC 104 — Administrative Office

Guy Savage - Assistant County Administrative Officer

The Administrative Office provides staff support to the Board of Supervisors and organizational support and oversight of all County departments.

### FINANCIAL SUMMARY

	FY 2019-20 Adopted	FY 2019-20 Actual	FY 2020-21 Recommended	FY 2020-21 Adopted	Change from FY 2019-20
Intergovernmental Revenue	\$122,062	\$198,497	\$127,268	\$127,268	\$5,206
Charges for Current Services	\$0	\$16,184	\$13,000	\$13,000	\$13,000
Other Revenues	\$209,413	\$0	\$0	\$0	\$(209,413)
<b>Total Revenue</b>	<b>\$331,475</b>	<b>\$214,681</b>	<b>\$140,268</b>	<b>\$140,268</b>	<b>\$(191,207)</b>
Salary and Benefits	\$2,367,615	\$2,524,146	\$2,720,122	\$2,603,602	\$235,987
Services and Supplies	\$167,023	\$323,684	\$442,626	\$442,626	\$275,603
Other Charges	\$0	\$150,000	\$0	\$0	\$0
<b>Gross Expenditures</b>	<b>\$2,534,638</b>	<b>\$2,997,830</b>	<b>\$3,162,748</b>	<b>\$3,046,228</b>	<b>\$511,590</b>
Less Intrafund Transfers	\$(114,026)	\$(111,209)	\$(109,469)	\$(109,469)	\$4,557
<b>Net Expenditures</b>	<b>\$2,420,612</b>	<b>\$2,886,621</b>	<b>\$3,053,279</b>	<b>\$2,936,759</b>	<b>\$516,147</b>
<b>General Fund Support</b>	<b>\$2,089,137</b>	<b>\$2,671,940</b>	<b>\$2,913,011</b>	<b>\$2,796,491</b>	<b>\$707,354</b>

### 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.

### SERVICE PROGRAMS

The Administrative Office provides the following services:

#### 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, improving efficiencies of programs and businesses, and keeping departments up to date on important issues.

### Clerk of the Board

Responsible for executing administrative detail for the County Board of Supervisors, and certain other County Boards and Commissions. Activities include: processing and communication of all Board directives; noticing public hearings; administering the assessment appeals program; managing Statements of Economic Interests and Conflict of Interest Codes for the County and other agencies; accepting road appeals, claims, and lawsuits; and maintaining and providing access to the public record.

### Constituent and Support Services

Represents efforts geared towards executing administrative functions for public, County executives, Administrative Analysts and County departments. Activities included but are not limited to: administration of the Cal Poly Work Study Program; Fair Political Practice Commission Lobbying quarterly filings; Countywide Public Records Act request tracking and processing; processing district community grants; Community Based Organization (CBO) and Preventative Health Grant (PHG) contracts and processing; providing program and technical administration for the County's budgeting software (BFM), Granicus, Municode and Agenda.Net; oversight and budget development for the County Administrative Office, Board of Supervisors, Grand Jury, Public Defender, Court Operations, Wildlife and Grazing, and Fish and Game; oversight of economic development; and coordinating communication with the public and Board of Supervisors.

### COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The level of General Fund support for the Administrative Office is recommended to increase \$823,874 or 39% compared to the FY 2019-20 Adopted Budget. The department assumed the function of the Clerk of the Board in FY 2019-20, which resulted in an increase in staffing levels of 2.00 FTE positions and an increase in General Fund support in this fund center of \$259,663 for FY 2020-21. Additionally, it is recommended that the administration of the General Fund economic development grants be transferred from Fund Center 290 – Community Development to the Administrative Office, which results in an increase in General Fund support in Fund Center 104 – Administrative Office of \$212,000 for FY 2020-21. There are corresponding reductions in General Fund support in both the Clerk-Recorder and Community Development budgets. Finally, a 1.00 FTE Limited Term Principal Administrative Analyst assigned to developing a Regional Housing and Infrastructure Plan will continue to be funded from the SB 1090 – Affordable Housing designation in FY 2020-21, which offsets a portion of the recommended increase in General Fund support (though the funding from the designation does not increase revenue in this budget). Absent these transfers and technical adjustments, the level of General Fund support for the Administrative Office would have been recommended to increase \$141,179 or 7% compared to the FY 2019-20 Adopted Budget.

The level of General Fund support for the Administrative Office is recommended to increase \$823,874 or 39% compared to the FY 2019-20 Adopted Budget primarily due to the changes noted above. The remainder of the increase is primarily due to negotiated wage increases. Position Allocation List changes include the FY 2019-20 mid-year addition of 1.00 FTE Deputy Clerk of the Board – Confidential and 1.00 FTE Administrative Assistant – Confidential due to the transfer from Fund Center 110 – Clerk-Recorder to the Administrative Office noted above.

## BOARD ADOPTED CHANGES

During the Budget Hearing, the Board approved a 4% (\$116,520) reduction to the level of General Fund support for this fund center, in order to close an anticipated budget gap due to the COVID-19 pandemic.

## BUDGET AUGMENTATION REQUESTS ADOPTED

None.

## BUDGET AUGMENTATION REQUESTS NOT ADOPTED

<b>Title:</b> Add 1.00 FTE Limited Term Administrative Analyst Aide and extend 1.00 FTE Limited Term Principal Administrative Analyst through FY 2021-22 for regional homeless coordination	
<b>Expense:</b> \$81,625	<b>Funding Source(s):</b> General Fund: \$81,625
<b>Intended Results:</b>	
<ol style="list-style-type: none"> <li>1. Support development of a regional plan, including funding strategy across the region, addressing homelessness by June 30, 2022.</li> <li>2. Develop key metrics for assessing funding and program level effectiveness in addressing homelessness by June 30, 2021.</li> <li>3. Create a communications plan for a regional approach to addressing homelessness by June 30, 2021.</li> <li>4. Identify secure, sustainable funding sources to create affordable permanent housing and permanent supportive housing for homeless individuals.</li> <li>5. Identify properties in the county that can be acquired and converted into affordable permanent housing and permanent supportive housing for homeless individuals.</li> </ol>	
<b>Title:</b> Purchase and implement a Clerk of the Board Document Management System to create a single system of record	
<b>Expense:</b> \$362,000	<b>Funding Source(s):</b> Countywide Automation Fund: \$362,000
<b>Intended Results:</b>	
<ol style="list-style-type: none"> <li>1. Implement an OpenText document management system for Clerk of the Board records, with an anticipated completion by October 2020.</li> <li>2. Implement a solution to provide for public access to Clerk of the Board records on Digital Reel by December 2020, which will improve government transparency and access for the public.</li> <li>3. Digitized documents will enable organization for storage, search, retrieval and distribution.</li> <li>4. Clerk of the Board staff will have more time to spend on other high priority tasks in support of the Board of Supervisors (Board).</li> <li>5. Regulatory requirements to indefinitely maintain Board meeting documents will be met.</li> </ol>	

## GOALS AND PERFORMANCE MEASURES

<b>Department Goal: To ensure the long-term financial stability of the County.</b>					
<b>1. Performance Measure: Ratio of General Fund backed annual debt service to the annual General Fund budget.</b>					
This measure shows the ratio of the General Fund backed annual debt service to the annual General Fund budget.					
	<b>FY 2016-17</b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>	<b>FY 2020-21</b>
Target	2.60%	2.50%	2.50%	2.50%	2.00%
Actual	2.60%	2.65%	2.70%	1.90%	
<b>Notes:</b>					

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

This measure shows how much money the County has in 'savings' relative to its daily, ongoing expenses.

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	20.00%	20.00%	25.00%	25.00%	25.00%
Actual	30.00%	30.00%	25.00%	25.00%	

**Notes:**

**3. Performance Measure: Percentage of Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award criteria that rate "Proficient" or higher.**

The Distinguished Budget Presentation Awards Program is intended to encourage and assist state and local governments in preparing budget documents of the very highest quality. The County's budget is evaluated using 27 individual criteria that measure how well the County's Budget Book serves as a policy document, operations guide, financial plan, and communications device.

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	0.00%	0.00%	0.00%	0.00%	90.00%
Actual	0.00%	0.00%	0.00%	0.00%	

**Notes:** This measure is new for FY 2020-21.

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

**4. Performance Measure: Ratio of items needing agenda amendments (corrigenda) to total number of agenda items processed.**

This measure demonstrates the ratio of items processed by the Clerk of the Board compared to the number of departmentally submitted agenda item amendments published on a corrigenda.

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	0.00%	0.00%	0.00%	0.00%	5.00%
Actual	0.00%	0.00%	0.00%	0.00%	

**Notes:** This measure is new for FY 2020-21.





## FC 119 — Administrative Office - Communications and Outreach

Guy Savage - Assistant County Administrative Officer

Communications and Outreach provides for public awareness of available County services.

### FINANCIAL SUMMARY

	FY 2019-20 Adopted	FY 2019-20 Actual	FY 2020-21 Recommended	FY 2020-21 Adopted	Change from FY 2019-20
Salary and Benefits	\$130,659	\$122,109	\$122,243	\$116,292	\$(14,367)
Services and Supplies	\$28,104	\$18,584	\$26,536	\$26,536	\$(1,568)
<b>Gross Expenditures</b>	<b>\$158,763</b>	<b>\$140,693</b>	<b>\$148,779</b>	<b>\$142,828</b>	<b>\$(15,935)</b>
<b>General Fund Support</b>	<b>\$158,763</b>	<b>\$140,693</b>	<b>\$148,779</b>	<b>\$142,828</b>	<b>\$(15,935)</b>

### MISSION STATEMENT

To continuously improve the quality and effectiveness of the County’s internal and external communications through outreach, strategic planning, organizational reviews, and staff training.

### SERVICE PROGRAMS

Communications and Outreach provides the following services:

#### Citizen Outreach and Support

Connecting the public with County government. Includes activities such as e-mail and printed newsletters; surveying the community for feedback to improve performance; presenting information to the public using a variety of media, including social media, videos, websites, and news media; responding to requests for information; and resolving citizen complaints.

#### County Department Outreach and Support

Providing high-quality staff support to maximize County departments’ communications with the public. Conducting activities such as providing communications analysis and guidance; improving communications of programs and businesses; and keeping departments up to date on important issues and trends.

#### Organizational Effectiveness

Creating high-performance, results-oriented communications both internally and with the public. Activities include strategic planning, goal setting, performance measurement throughout the organization, and encouraging continuous improvement.

### COUNTY ADMINISTRATOR’S COMMENTS AND RECOMMENDATIONS

The level of General Fund support for Communications and Outreach is recommended to decrease \$9,984 or 6% compared to the FY 2019-20 Adopted Budget. Communications and Outreach receives no revenue and is fully funded with General Fund support. Expenditures are

recommended to decrease \$9,984 or 6% compared to FY 2019-20 adopted levels. Services and supplies are recommended to decrease \$1,568 or 6% primarily due to eliminating expenditures associated with a survey that is no longer necessary.

### BOARD ADOPTED CHANGES

During the Budget Hearing, the Board approved a 4% (\$5,951) reduction to the level of General Fund support for this fund center, in order to close an anticipated budget gap due to the COVID-19 pandemic.

### BUDGET AUGMENTATION REQUESTS ADOPTED

None requested.

### GOALS AND PERFORMANCE MEASURES

Department Goal: To increase public engagement with the County.					
<b>1. Performance Measure: Percentage of year-over-year growth of the period someone is actively engaged with the County's website, <a href="http://www.slocounty.ca.gov">www.slocounty.ca.gov</a>.</b>					
This measure shows the percentage of year-over-year growth of website sessions (the period a user is actively engaged with the website) for <a href="http://www.slocounty.ca.gov">www.slocounty.ca.gov</a> .					
	<b>FY 2016-17</b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>	<b>FY 2020-21</b>
Target	0.00%	0.00%	0.00%	10.00%	10.00%
Actual	0.00%	0.00%	0.00%	37.00%	
<b>Notes:</b> The FY 2019-20 target was exceeded primarily due to an increased need for and interest in public information related to the COVID-19 pandemic.					
<b>2. Performance Measure: Percentage of year-over-year growth of e-mail subscribers who wish to receive County news and updates.</b>					
This measure shows the percentage of year-over-year growth of e-mail subscribers for the County's e-newsletters and e-mail updates.					
	<b>FY 2016-17</b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>	<b>FY 2020-21</b>
Target	0.00%	0.00%	0.00%	80.00%	80.00%
Actual	0.00%	0.00%	0.00%	126.00%	
<b>Notes:</b> The FY 2019-20 target was exceeded primarily due to an increased need for and interest in public information related to the COVID-19 pandemic.					



## FC 109 — Assessor

Tom Bordonaro - County 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.

### FINANCIAL SUMMARY

	FY 2019-20 Adopted	FY 2019-20 Actual	FY 2020-21 Recommended	FY 2020-21 Adopted	Change from FY 2019-20
Charges for Current Services	\$50,200	\$48,802	\$50,200	\$50,200	\$0
Other Revenues	\$120,371	\$1,510	\$135,518	\$135,518	\$15,147
Interfund	\$0	\$50,286	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$170,571</b>	<b>\$100,599</b>	<b>\$185,718</b>	<b>\$185,718</b>	<b>\$15,147</b>
Salary and Benefits	\$9,957,539	\$9,478,723	\$10,229,694	\$9,783,944	\$(173,595)
Services and Supplies	\$1,063,715	\$1,252,899	\$1,099,777	\$1,099,777	\$36,062
Capital Assets	\$0	\$7,972	\$0	\$0	\$0
<b>Gross Expenditures</b>	<b>\$11,021,254</b>	<b>\$10,739,594</b>	<b>\$11,329,471</b>	<b>\$10,883,721</b>	<b>\$(137,533)</b>
<b>General Fund Support</b>	<b>\$10,850,683</b>	<b>\$10,638,996</b>	<b>\$11,143,753</b>	<b>\$10,698,003</b>	<b>\$(152,680)</b>

### MISSION STATEMENT

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

### SERVICE PROGRAMS

The Assessor's Office provides 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.

#### 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.

### Automation

Implement and monitor the automated systems within the department. Oversee systems security and the development, implementation, and maintenance of automation networks, workstations, software, and miscellaneous hardware utilized in processing the assessment roll.

### 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.

### 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.

## COUNTY ADMINISTRATOR’S COMMENTS AND RECOMMENDATIONS

The level of General Fund support for this budget is recommended to increase \$293,070 or 3% compared to the FY 2019-20 Adopted Budget. Revenues are recommended to increase \$15,147 or 9% compared to FY 2019-20 adopted levels primarily due to project revenue for a limited term position. Expenditures are recommended to increase by \$308,217 or 3% primarily due to increased service contract costs and negotiated increases in salaries and benefits.

## BOARD ADOPTED CHANGES

During the Budget Hearing, the Board approved a 4% (\$445,750) reduction to the level of General Fund support for this fund center, in order to close an anticipated budget gap due to the COVID-19 pandemic.

## BUDGET AUGMENTATION REQUESTS ADOPTED

None requested.

## 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.					
1. Performance Measure: Percentage of the assessment roll completed by June 30th of each year.					
Measures the percentage of assessments that are appraised before the June 30th deadline.					
	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	98.00%	98.00%	97.00%	98.00%	98.00%
Actual	94.70%	97.50%	96.60%	98.50%	
<b>Notes:</b>					

**2. Performance Measure: The number of completed assessments per appraiser on staff.**

This measurement tracks the workload per appraiser from year to year.

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	3,300.00	3,000.00	2,800.00	2,800.00	2,800.00
Actual	2,800.00	2,720.00	2,602.00	2,888.00	

Notes:

**Department Goal: To provide high-quality services to the public and taxpayers.**

**3. Performance Measure: The number of assessment appeals filed for every 1,000 assessments.**

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 owners satisfaction with their assessments.

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	1.30	1.00	0.80	0.80	1.50
Actual	0.80	1.10	1.20	1.50	

Notes:

**4. Performance Measure: Median number of days between the recording and assessment date of a property deed creating a change of ownership.**

This measure tracks the number of days between the recordation of a property deed and the resulting change of property assessment and owner of record on the County's property assessment rolls.

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	0.00	0.00	0.00	200.00	160.00
Actual	0.00	0.00	152.00	165.00	

Notes:



# FC 117 — Auditor-Controller-Treasurer-Tax Collector-Public Admin

**James W. Hamilton - Auditor-Controller-Treasurer-Tax Collector-Public Administrator**

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.

## FINANCIAL SUMMARY

	FY 2019-20 Adopted	FY 2019-20 Actual	FY 2020-21 Recommended	FY 2020-21 Adopted	Change from FY 2019-20
Taxes	\$466,113	\$384,962	\$466,108	\$466,108	\$(5)
Licenses, Permits, and Franchises	\$173,225	\$150,096	\$148,954	\$148,954	\$(24,271)
Fines, Forfeitures, and Penalties	\$35,000	\$40,615	\$38,000	\$38,000	\$3,000
Intergovernmental Revenue	\$15,758	\$13,300	\$13,500	\$13,500	\$(2,258)
Charges for Current Services	\$1,551,362	\$1,411,995	\$1,582,417	\$1,582,417	\$31,055
Other Revenues	\$71,078	\$91,784	\$69,047	\$69,047	\$(2,031)
Interfund	\$30,000	\$30,000	\$30,000	\$30,000	\$0
<b>Total Revenue</b>	<b>\$2,342,536</b>	<b>\$2,122,752</b>	<b>\$2,348,026</b>	<b>\$2,348,026</b>	<b>\$5,490</b>
Salary and Benefits	\$7,779,826	\$7,554,202	\$8,072,471	\$7,816,228	\$36,402
Services and Supplies	\$722,973	\$577,254	\$696,787	\$696,787	\$(26,186)
Capital Assets	\$10,000	\$9,431	\$0	\$0	\$(10,000)
<b>Gross Expenditures</b>	<b>\$8,512,799</b>	<b>\$8,140,887</b>	<b>\$8,769,258</b>	<b>\$8,513,015</b>	<b>\$216</b>
Less Intrafund Transfers	\$(19,500)	\$(16,760)	\$(15,161)	\$(15,161)	\$4,339
<b>Net Expenditures</b>	<b>\$8,493,299</b>	<b>\$8,124,126</b>	<b>\$8,754,097</b>	<b>\$8,497,854</b>	<b>\$4,555</b>
<b>General Fund Support</b>	<b>\$6,150,763</b>	<b>\$6,001,374</b>	<b>\$6,406,071</b>	<b>\$6,149,828</b>	<b>\$(935)</b>

## 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.

## SERVICE PROGRAMS

The Auditor-Controller-Treasurer-Tax Collector-Public Administrator's Office provides 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.

### **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.

### **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.

### **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.

### **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.

### **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.

### **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, Cannabis Business Taxes,

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.

### 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.

### 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.

## COUNTY ADMINISTRATOR’S COMMENTS AND RECOMMENDATIONS

The level of General Fund support for the Auditor-Controller-Treasurer-Tax Collector-Public Administrator is recommended to increase \$255,308 or 4% compared to the FY 2019-20 Adopted Budget. Revenues are recommended to increase \$5,490 or less than 1%. Expenditures are recommended to increase \$260,798 or 3% compared to FY 2019-20 adopted levels. This increase is largely due to negotiated labor cost increases.

## BOARD ADOPTED CHANGES

During the Budget Hearing, the Board approved a 4% (\$256,243) reduction to the level of General Fund support for this fund center, in order to close an anticipated budget gap due to the COVID-19 pandemic.

## BUDGET AUGMENTATION REQUESTS ADOPTED

None requested.

## GOALS AND PERFORMANCE MEASURES

**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.**

### 1. Performance Measure: Percentage of audit recommendations implemented.

The Internal Audit Division reviews various offices, funds, and programs each year. Audit 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.

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	0.00%	100.00%	100.00%	90.00%	90.00%
Actual	100.00%	83.00%	91.00%	88.00%	

**Notes:** Out of 26 findings in FY 2019-20, three remained open at the end of the year.



**Department Goal: Meet all statutory, regulatory and external mandates for timely, accurate, and comprehensive reporting.**

**2. Performance Measure: Number of findings for all audits of reports prepared by the Auditor- Controller-Treasurer-Tax Collector's Office.**

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.

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	0.00	0.00	0.00	0.00	0.00
Actual	4.00	0.00	0.00	0.00	

**Notes:** The target is the number of findings.

**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.**

**3. Performance Measure: Maintain an AAf/S1 credit rating by Fitch Ratings for the Treasury Combined Pool Investments.**

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.

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	0.00	0.00	0.00	0.00	0.00
Actual	0.00	0.00	0.00	0.00	

**Notes:** Fitch reaffirmed the County's top credit rating. The target of 0.00 represents the actual target of AAf/S1.

**Department Goal: Provide helpful, courteous, responsive service to County departments and the public while accommodating all reasonable requests.**

**4. Performance Measure: Percentage of customers that Agree or Strongly Agree that the department provided courteous service, answered questions knowledgeably, and resolved their issues.**

This measure attempts to track the quality of the customer service provided by the department in terms of courteous service, staff knowledge, and the ability to resolve customer issues. Performance is specifically tracked for customer visits related to 'Property Taxes', 'Business License/Transient Occupancy Taxes', 'Employee Human Resources/Payroll', 'County Treasury', and 'Other'.

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	0.00%	90.00%	95.00%	95.00%	95.00%
Actual	98.20%	97.30%	98.57%	96.89%	

**Notes:** New measure in FY 2017-18. Survey results are gathered from customers visiting ACTTC Public Service. The FY 2019-20 results are based on 371 survey responses.

**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.**

**5. Performance Measure: Tax Collections Cost Ratio**

This is a broad measure of how efficiently the County Tax and Treasury departments are 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 percentage of funds collected.

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	0.00%	0.52%	0.52%	0.50%	0.50%
Actual	0.48%	0.49%	0.39%	0.42%	

**Notes:** New measure in FY 2017-18.

**Department Goal: Gain efficiencies through the use of technology. Reduce postage costs and decrease the amount of staff time necessary to process and manage checks by increasing the number of disbursements made electronically.**

**6. Performance Measure: Increase the percentage of vendor payments made electronically by 5%**

The County gives vendors the option of receiving payments either by check or Automated Clearing House (ACH). Electronic payments are made via an ACH network and replace traditional paper 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.

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	0.00%	73.00%	71.00%	72.00%	74.00%
Actual	66.03%	71.00%	74.13%	75.00%	

**Notes:** New measure in FY 2017-18. Conversion to ACH payments has been steadily increasing.

**Department Goal: Provide ongoing training opportunities to employees on the enterprise financial, logistics, human resources, and payroll systems.**

**7. Performance Measure: Number of Enterprise Financial System (EFS) training classes offered to employees.**

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 are offered each year. Classes are available through the Learning and Development Center and are conducted by staff in the Auditor-Controller-Treasurer-Tax Collector's Office.

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	0.00	12.00	16.00	16.00	16.00
Actual	17.00	24.00	19.00	11.00	

**Notes:** Target for FY 2019-20 was not met, due to the impacts of the COVID-19 pandemic which resulted in the cancellation of classes.



## FC 100 — 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.

### FINANCIAL SUMMARY

	FY 2019-20 Adopted	FY 2019-20 Actual	FY 2020-21 Recommended	FY 2020-21 Adopted	Change from FY 2019-20
Salary and Benefits	\$1,569,581	\$1,556,603	\$1,572,922	\$1,503,082	\$(66,499)
Services and Supplies	\$210,480	\$157,149	\$210,889	\$210,889	\$409
<b>Gross Expenditures</b>	<b>\$1,780,061</b>	<b>\$1,713,752</b>	<b>\$1,783,811</b>	<b>\$1,713,971</b>	<b>\$(66,090)</b>
Less Intrafund Transfers	\$(42,638)	\$(43,369)	\$(37,802)	\$(37,802)	\$4,836
<b>Net Expenditures</b>	<b>\$1,737,423</b>	<b>\$1,670,383</b>	<b>\$1,746,009</b>	<b>\$1,676,169</b>	<b>\$(61,254)</b>
<b>General Fund Support</b>	<b>\$1,737,423</b>	<b>\$1,670,383</b>	<b>\$1,746,009</b>	<b>\$1,676,169</b>	<b>\$(61,254)</b>

### 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 provides 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.

#### 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.

### COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The level of General Fund support for the Board of Supervisors is recommended to increase \$8,586 or less than 1% compared to the FY 2019-20 Adopted Budget. The Board of Supervisors does not receive any revenue and is fully funded with General Fund support. Expenditures are recommended to increase \$8,586 or less than 1% compared to FY 2019-20 adopted levels primarily due to reduced transfers in from the Administrative Office.

## BOARD ADOPTED CHANGES

During the Budget Hearing, the Board approved a 4% (\$69,840) reduction to the level of General Fund support for this fund center, in order to close an anticipated budget gap due to the COVID-19 pandemic.

## BUDGET AUGMENTATION REQUESTS ADOPTED

None requested.

## GOALS AND PERFORMANCE MEASURES

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

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

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.

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	72.00%	0.00%	0.00%	75.00%	0.00%
Actual	67.80%	0.00%	0.00%	0.00%	

**Notes:** Data for FY 2019-20 is not available due to the impacts of the COVID-19 pandemic.



## FC 110 — Clerk-Recorder

Tommy Gong - Clerk-Recorder

The Clerk-Recorder's Office conducts elections and ensures the integrity of official and vital records. The Office is headed by an elected Clerk-Recorder.

### FINANCIAL SUMMARY

	FY 2019-20 Adopted	FY 2019-20 Actual	FY 2020-21 Recommended	FY 2020-21 Adopted	Change from FY 2019-20
Intergovernmental Revenue	\$8,000	\$362,713	\$8,000	\$8,000	\$0
Charges for Current Services	\$2,259,933	\$2,414,115	\$2,617,232	\$2,617,232	\$357,299
Other Revenues	\$0	\$6,204	\$0	\$0	\$0
Interfund	\$0	\$2,400	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$2,267,933</b>	<b>\$2,785,431</b>	<b>\$2,625,232</b>	<b>\$2,625,232</b>	<b>\$357,299</b>
Salary and Benefits	\$2,361,337	\$2,124,897	\$2,546,923	\$2,502,198	\$140,861
Services and Supplies	\$1,128,426	\$1,240,194	\$1,197,625	\$1,197,625	\$69,199
Capital Assets	\$0	\$296,598	\$0	\$0	\$0
<b>Gross Expenditures</b>	<b>\$3,489,763</b>	<b>\$3,661,689</b>	<b>\$3,744,548</b>	<b>\$3,699,823</b>	<b>\$210,060</b>
Less Intrafund Transfers	\$0	\$(1,200)	\$(1,200)	\$(1,200)	\$(1,200)
<b>Net Expenditures</b>	<b>\$3,489,763</b>	<b>\$3,660,489</b>	<b>\$3,743,348</b>	<b>\$3,698,623</b>	<b>\$208,860</b>
<b>General Fund Support</b>	<b>\$1,221,830</b>	<b>\$875,057</b>	<b>\$1,118,116</b>	<b>\$1,073,391</b>	<b>\$(148,439)</b>

### 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.

### SERVICE PROGRAMS

The Clerk-Recorder provides the following services:

#### Administration

Perform Clerk-Recorder mandated duties including: 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. Provide enthusiastic, professional volunteers and staff to perform civil marriage ceremonies. 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.

## 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.

## 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 providing services to customers in outlying areas by staffing the North County satellite office.

## COUNTY ADMINISTRATOR’S COMMENTS AND RECOMMENDATIONS

The level of General Fund support for the Clerk-Recorder is recommended to decrease by \$103,714 or 8% compared to the FY 2019-20 Adopted Budget. The decrease is due primarily to additional revenue realized in FY 2020-21 related to election services. In election years, the Clerk-Recorder’s Office provides election services for other jurisdictions and entities, and the County is compensated for its services. Revenues are recommended to increase overall by \$357,299 or 16%, primarily due to election services as noted above. Expenditures are recommended to increase by \$253,585 or 7%, primarily due to increases in salaries and benefits. The recommended budget includes the deletion of 1.00 FTE Assistant County Clerk-Recorder and addition of 1.00 FTE Deputy Director – Registrar and 1.00 FTE Deputy Director- Clerk Recorder, as approved by the Board on March 24, 2020. Additionally, the PAL reflects other mid-year changes approved in FY 2019-20 including the transfer of 2.00 FTE to the Fund Center 104-Administrative Office for Clerk of the Board duties, as well as the addition of 1.00 FTE Information Technology Specialist.

## BOARD ADOPTED CHANGES

During the Budget Hearing, the Board approved a 4% (\$44,725) reduction to the level of General Fund support for this fund center, in order to close an anticipated budget gap due to the COVID-19 pandemic.

## BUDGET AUGMENTATION REQUESTS ADOPTED

None.

## BUDGET AUGMENTATION REQUESTS NOT ADOPTED

Title: Add 1.00 FTE Administrative Assistant III for the Elections division.	
<b>Expense:</b> \$74,735	<b>Funding Source(s):</b> General Fund Support: \$74,735
<b>Intended Results:</b>	
1. Assist in meeting statutory deadlines and reducing the overtime necessary to complete voter registration and election related tasks.	
2. Allow the department to develop the expertise required to analyze and complete the complex and time-sensitive processes related to new election laws.	
3. Help complete the mapping of precincts to assist the department in completing its work before the nominations of the next Primary Election.	
4. Assist the Elections division with being compliant with accessibility requirements.	
5. Assist in determining the best locations for voting centers if the County moves forward with implementing SB450 in 2020.	

## GOALS AND PERFORMANCE MEASURES

**Department Goal: Create, process, maintain, and/or update records and documents (i.e., real property and vital records, voter registration, etc.) in a timely and accurate manner to ensure compliance with local, state, and federal laws.**

### 1. Performance Measure: Percentage of documents received by mail which are examined and recorded, or returned within two business days.

This measure tracks the processing time of official records (e.g. deeds, reconveyances) received in the mail.

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	100.00%	100.00%	99.00%	100.00%	99.00%
Actual	98.00%	98.00%	98.00%	99.00%	

**Notes:** Recording levels have increased approximately 28% (14,651 documents) in FY 2019-20. As is typical every fiscal year, the month before and after the election influences the timeliness of recording documents mailed to our office, with staff being redirected toward election functions. With the COVID-19 pandemic shelter-at-home order, which was declared at the time the election was certified, staff was able to become and stay current on all mailed recording requests.

**Department Goal: To provide easily accessible self-help options for services when possible.**

### 2. Performance Measure: Number of citizens who use the Online Polling Place Look-Up per election.

These measures track the use of Clerk-Recorder services available remotely.

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	7,000.00	3,000.00	7,000.00	10,000.00	10,000.00
Actual	12,278.00	7,071.00	8,549.00	5,939.00	

**Notes:** The number of citizens utilizing the online polling place lookup is expected to decrease as vote-by-mail use goes up and the County contemplates utilizing the vote center model for conducting elections, which would eliminate assigned polling locations.

### 3. Performance Measure: Percentage of total official records copy requests completed on the website per year.

These measures track the use of Clerk-Recorder services available remotely.

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	0.00%	0.00%	14.00%	15.00%	15.00%
Actual	0.00%	20.70%	19.00%	31.00%	

**Notes:** New measure for FY 2017-18. Increase over target is attributed to the office closing to in person transactions for 4 months due to COVID-19 pandemic stay-at-home orders. Customers were still able to get copies of their documents on our website.

### 4. Performance Measure: Number of visits to the online voter registration status look-up per year.

These measures track the use of Clerk-Recorder services available remotely.

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	8,000.00	3,000.00	7,000.00	10,000.00	10,000.00
Actual	16,322.00	8,539.00	10,483.00	4,885.00	

**Notes:**

### 5. Performance Measure: Percentage of total voter registrations completed online per year.

These measures track the use of Clerk-Recorder services available remotely.

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	30.00%	20.00%	20.00%	50.00%	70.00%
Actual	46.00%	32.00%	72.00%	79.00%	

**Notes:** The implementation of the Motor Voter program through the DMV, which allows eligible citizens to register to vote when transacting with the DMV, has increased electronic voter registration activity approximately 30%. With the increased voter interest that accompanies Presidential elections, combined with the increased DMV activity surrounding the Real ID requirements, electronic voter registration is expected to continue to show increased levels through the next fiscal year.

**6. Performance Measure: Percentage of total vital requests completed with a credit card through fax per year.**

These measures track the use of Clerk-Recorder services available remotely.

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	15.00%	15.00%	15.00%	15.00%	15.00%
Actual	15.00%	20.00%	15.00%	33.00%	

**Notes:** Increase is due to the COVID-19 pandemic stay-at-home orders which resulted in almost 4 months that customers could not request a vital record in person. Certificates were issued during this time, but they had to be filled by mail, email or drop box.

**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.**

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

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

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	4.50	4.00	5.00	5.25	5.00
Actual	5.91	5.72	5.19	5.57	

**Notes:** Costs fluctuate from year to year depending on the type of election, e.g. General (Presidential) are held in even numbered years and due to increased revenue, require less support from the General Fund. Elections in odd-number years typically see a decrease in revenue resulting in an increase in General Fund support. Increased cost for FY 2019-20 reflects higher voter turnout than anticipated and increased costs for servicing vote-by-mail (VBM) drop boxes.

**8. Performance Measure: Cost per vote-by-mail ballot.**

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

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	2.00	2.00	2.50	3.00	2.70
Actual	2.89	1.54	2.62	3.15	

**Notes:** The actual cost per vote-by-mail (VBM) ballot was higher than the target for FY 2019-20 due to high VBM voting and the cost associated with servicing the VBM drop boxes.

**9. Performance Measure: Voter Participation Rate.**

This measures San Luis Obispo County voter turnout in elections.

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	75.00%	40.00%	60.00%	60.00%	70.00%
Actual	83.00%	52.51%	74.40%	63.00%	

**Notes:** Typically, voter participation is higher in a General (Presidential) year (even numbered) than in elections in odd-number years. The County's voter participation rate was 16% higher than the State participation rate of 47%.





## FC 275 — Organizational Development

Guy Savage - Assistant County Administrative Officer

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.

### FINANCIAL SUMMARY

	FY 2019-20 Adopted	FY 2019-20 Actual	FY 2020-21 Recommended	FY 2020-21 Adopted	Change from FY 2019-20
Fund Balance Available	\$178,285	\$0	\$0	\$0	\$(178,285)
Cancelled Reserves	\$1,774,017	\$0	\$0	\$0	\$(1,774,017)
<b>Total Financing Sources</b>	<b>\$1,952,302</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$(1,952,302)</b>
Transfers-Out	\$1,952,302	\$1,952,301	\$0	\$0	\$(1,952,302)
<b>Gross Expenditures</b>	<b>\$1,952,302</b>	<b>\$1,952,301</b>	<b>\$0</b>	<b>\$0</b>	<b>\$(1,952,302)</b>
<b>Total Financing Requirements</b>	<b>\$1,952,302</b>	<b>\$1,952,301</b>	<b>\$0</b>	<b>\$0</b>	<b>\$(1,952,302)</b>

### COUNTY ADMINISTRATOR’S COMMENTS AND RECOMMENDATIONS

This fund center was dissolved in FY 2019-20 and replaced with Fund Center 118 – Talent Development and Fund Center 119 – Communications and Outreach. In addition, a portion of the funding previously included in this budget for organizational development activities was moved to Fund Center 103 – Non-Departmental Expenditures.

At FY 2018-19 year end, the final Fund Balance Available (FBA) for Organizational Development was \$178,285. As part of Final Budget adoption, because this fund center was dissolved and replaced by fund centers within the General Fund, the Board approved the transfer of these funds into the General Fund, which contributed to General Fund FBA. A portion of General Fund FBA, in the amount of \$84,285, was allocated to the Talent Development designation to fund future training and development needs. Please reference Fund Centers 118 and 119 for information about the recommended budget and performance measures previously included in this fund center.

### BOARD ADOPTED CHANGES

None.

## 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, Workers' Compensation Self-Insurance.

### SERVICE GROUP BUDGET AT A GLANCE

	FY 2020-21 Adopted	Change from FY 2019-20 Adopted	% Change
Expenditures	\$58,618,915	\$3,479,616	6%
Revenue	\$31,716,040	\$8,033,030	34%
General Fund Support	\$30,250,440	\$1,595,594	6%
Staffing Levels	232.00 FTE	1.25 FTE	1%



## FC 116 — Central Services

Christopher Lopez - Central Services Director

Central Services provides purchasing, mail, and real property services to County departments.

### FINANCIAL SUMMARY

	FY 2019-20 Adopted	FY 2019-20 Actual	FY 2020-21 Recommended	FY 2020-21 Adopted	Change from FY 2019-20
Licenses, Permits, and Franchises	\$8,000	\$3,499	\$6,000	\$6,000	\$(2,000)
Revenue from Use of Money & Property	\$308,246	\$263,328	\$312,699	\$312,699	\$4,453
Intergovernmental Revenue	\$6,125	\$6,125	\$2,521	\$2,521	\$(3,604)
Charges for Current Services	\$6,707	\$5,359	\$6,292	\$6,292	\$(415)
Other Revenues	\$30,400	\$129,881	\$35,400	\$35,400	\$5,000
Interfund	\$440,716	\$451,121	\$410,889	\$410,889	\$(29,827)
<b>Total Revenue</b>	<b>\$800,194</b>	<b>\$859,314</b>	<b>\$773,801</b>	<b>\$773,801</b>	<b>\$(26,393)</b>
Salary and Benefits	\$1,805,793	\$1,831,178	\$1,913,669	\$1,765,324	\$(40,469)
Services and Supplies	\$2,904,897	\$2,851,412	\$2,978,984	\$2,978,984	\$74,087
Other Charges	\$109,458	\$107,756	\$111,226	\$111,226	\$1,768
<b>Gross Expenditures</b>	<b>\$4,820,148</b>	<b>\$4,790,346</b>	<b>\$5,003,879</b>	<b>\$4,855,534</b>	<b>\$35,386</b>
Less Intrafund Transfers	\$(540,987)	\$(572,388)	\$(521,443)	\$(521,443)	\$19,544
<b>Net Expenditures</b>	<b>\$4,279,161</b>	<b>\$4,217,958</b>	<b>\$4,482,436</b>	<b>\$4,334,091</b>	<b>\$54,930</b>
<b>General Fund Support</b>	<b>\$3,478,967</b>	<b>\$3,358,644</b>	<b>\$3,708,635</b>	<b>\$3,560,290</b>	<b>\$81,323</b>

### 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.

### SERVICE PROGRAMS

Central Services provides the following services:

#### Administration and Financial Services

Provide general and financial management for Central Services and Fleet Services.

#### Central Mail Services

Pick-up, process, and deliver all County departmental mail in a cost effective, efficient and reliable manner.

#### Purchasing Services

Manage the centralized procurement of goods, materials, and services for all County Departments to maintain the public trust in the expenditure of funds.

## Real Property Services

Centralized, full-service provider of effective, value-added professional real estate services on all County real property holdings for County departments, governmental agencies, outside entities, and the public. Provide innovative solutions to complex real property matters while acting in the best interest of the County at all times, including taking into account the unique requirements associated with government real estate sales, acquisitions, lease transactions, and related real property matters.

### COUNTY ADMINISTRATOR’S COMMENTS AND RECOMMENDATIONS

The level of General Fund support for this budget is recommended to increase \$229,668 or 7% compared to the FY 2019-20 adopted level. Revenues are recommended to decrease by \$26,292 or 3% compared to FY 2019-20 primarily due to a decrease of 39% in postage billings to other County departments based on FY 2018-19 actuals. Expenditures are recommended to increase by \$203,275 or 5% primarily due to increased service contract costs and negotiated increases in salaries and benefits.

### BOARD ADOPTED CHANGES

During the Budget Hearing, the Board approved a 4% (\$148,345) reduction to the level of General Fund support for this fund center, in order to close an anticipated budget gap due to the COVID-19 pandemic.

### BUDGET AUGMENTATION REQUESTS ADOPTED

None requested.

### GOALS AND PERFORMANCE MEASURES

Department Goal: Manage County purchasing services to maximize value for the County dollar.					
1. Performance Measure: Total cost savings provided to all County departments by Purchasing.					
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.					
	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	2,000,000.00	2,000,000.00	2,000,000.00	2,000,000.00	2,000,000.00
Actual	1,906,927.00	2,848,158.00	1,559,492.00	3,205,454.00	
<b>Notes:</b> No additional notes.					



## FC 407 — Central Services - Fleet

Christopher Lopez - Central Services Director

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.

### FINANCIAL SUMMARY

	FY 2019-20 Adopted	FY 2019-20 Actual	FY 2020-21 Recommended	FY 2020-21 Adopted	Change from FY 2019-20
Revenue from Use of Money & Property	\$47,140	\$94,018	\$99,708	\$99,708	\$52,568
Intergovernmental Revenue	\$0	\$70,919	\$0	\$0	\$0
Charges for Current Services	\$65,498	\$54,237	\$69,908	\$69,908	\$4,410
Other Revenues	\$303,000	\$246,029	\$205,000	\$205,000	\$(98,000)
Interfund	\$6,499,611	\$6,588,616	\$6,456,916	\$6,426,916	\$(72,695)
<b>Total Revenue</b>	<b>\$6,915,249</b>	<b>\$7,053,818</b>	<b>\$6,831,532</b>	<b>\$6,801,532</b>	<b>\$(113,717)</b>
<b>Total Financing Sources</b>	<b>\$6,915,249</b>	<b>\$7,053,818</b>	<b>\$6,831,532</b>	<b>\$6,801,532</b>	<b>\$(113,717)</b>
Salary and Benefits	\$1,559,935	\$1,546,117	\$1,584,991	\$1,584,991	\$25,056
Services and Supplies	\$3,112,066	\$3,199,340	\$3,009,405	\$3,009,405	\$(102,661)
Capital Assets	\$1,318,300	\$1,455,898	\$2,075,397	\$2,045,397	\$727,097
Transfers-Out	\$0	\$8,685	\$0	\$0	\$0
<b>Gross Expenditures</b>	<b>\$5,990,301</b>	<b>\$6,210,040</b>	<b>\$6,669,793</b>	<b>\$6,639,793</b>	<b>\$649,492</b>
<b>Total Financing Requirements</b>	<b>\$5,990,301</b>	<b>\$6,210,040</b>	<b>\$6,669,793</b>	<b>\$6,639,793</b>	<b>\$649,492</b>

### MISSION STATEMENT

Fleet Services provides reliable and cost-effective transportation solutions to customers through innovation and the application of industry best practices.

### SERVICE PROGRAMS

Fleet Services provides 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.

### COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Fleet Services, an Internal Service Fund (ISF), is outside the General Fund and is funded primarily through charges to other County departments. Revenue is recommended to decrease by \$83,717 or 1% compared to the FY 2019-20 Adopted Budget. The anticipated revenue decline is a result of a decrease in the sale of retired County vehicles and decrease in revenue from charges out to departments. Expenditures are recommended to increase by \$679,492 or by 11%, which is attributed to the purchase of more County vehicles than in the prior year.

**BOARD ADOPTED CHANGES**

None.

**BUDGET AUGMENTATION REQUESTS ADOPTED**

None requested.

**GOALS AND PERFORMANCE MEASURES**

<b>Department Goal: Provide timely, reliable and cost-effective fleet services to County Departments and public safety agencies that meet or exceed customer expectations.</b>					
<b>1. Performance Measure: Percentage of cost savings for Fleet Services to perform a complete brake service compared to outside shops.</b>					
This measure shows the cost savings percentage (favorable)/unfavorable for Fleet Services performing routine front and rear brake replacement on Sheriff's patrol vehicles when compared to a local outside shops' estimates. This includes parts and labor cost for like model vehicles.					
	<b>FY 2016-17</b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>	<b>FY 2020-21</b>
Target	0.00%	0.00%	0.00%	-35.00%	-40.00%
Actual	0.00%	0.00%	0.00%	-31.53%	
<b>Notes:</b> During FY 2019-20 Fleet cost averaged \$1,311.06 and the average local vendor cost was \$1,914.90. This illustrates \$603.84 or 31.53% savings to the County.					



## FC 111 — County Counsel

Rita L. Neal - County Counsel

County Counsel provides legal advice and litigation representation to the Board of Supervisors and County boards, commissions, departments, agencies and special districts.

### FINANCIAL SUMMARY

	FY 2019-20 Adopted	FY 2019-20 Actual	FY 2020-21 Recommended	FY 2020-21 Adopted	Change from FY 2019-20
Intergovernmental Revenue	\$6,151	\$1,116	\$2,000	\$2,000	\$(4,151)
Charges for Current Services	\$34,000	\$81,290	\$66,800	\$66,800	\$32,800
Interfund	\$49,600	\$43,522	\$48,600	\$48,600	\$(1,000)
<b>Total Revenue</b>	<b>\$89,751</b>	<b>\$125,928</b>	<b>\$117,400</b>	<b>\$117,400</b>	<b>\$27,649</b>
Salary and Benefits	\$4,066,272	\$3,777,358	\$4,104,600	\$3,905,419	\$(160,853)
Services and Supplies	\$1,030,586	\$498,810	\$986,454	\$986,454	\$(44,132)
Capital Assets	\$0	\$0	\$5,875	\$5,875	\$5,875
<b>Gross Expenditures</b>	<b>\$5,096,858</b>	<b>\$4,276,168</b>	<b>\$5,096,929</b>	<b>\$4,897,748</b>	<b>\$(199,110)</b>
<b>General Fund Support</b>	<b>\$5,007,107</b>	<b>\$4,150,240</b>	<b>\$4,979,529</b>	<b>\$4,780,348</b>	<b>\$(226,759)</b>

### 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.

### SERVICE PROGRAMS

County Counsel provides 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.

#### 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), managers of approximately 20 Board governed special districts, and provide 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.

### COUNTY ADMINISTRATOR’S COMMENTS AND RECOMMENDATIONS

The level of General Fund support for County Counsel is recommended to decrease \$27,578 or less than 1% compared to the FY 2019-20 Adopted Budget. Revenues are recommended to increase \$27,649 or 31% due to increased charges out to departments and outside agencies who rely on County Counsel for legal services. Expenditures are recommended to increase \$71 or less than 1% compared to FY 2019-20 adopted levels.

### BOARD ADOPTED CHANGES

During the Budget Hearing, the Board approved a 4% (\$199,181) reduction to the level of General Fund support for this fund center, in order to close an anticipated budget gap due to the COVID-19 pandemic.

### BUDGET AUGMENTATION REQUESTS ADOPTED

Title: Delete 0.75 FTE Deputy County Counsel IV and 1.00 Legal Clerk and add 1.00 FTE Deputy County Counsel IV to work on legal mandates and Board priorities including implementation of the Sustainable Groundwater Management Act, and Diablo Canyon Power Plant decommissioning.	
<b>Expense:</b> (\$19,825)	<b>Funding Source(s):</b> General Fund Support: (\$19,825)
<b>Intended Results:</b> 1. Ensure timely response on legal mandates and Board priorities.	

### BUDGET AUGMENTATION REQUESTS NOT ADOPTED

None.

### GOALS AND PERFORMANCE MEASURES

<b>Department Goal: Represent the County, protect the interests of, and be an advocate for our client in cases which address the special needs of fragile populations in the community such as residents receiving mental health care, individuals requiring financial conservatorship, and estates without probate representation.</b>					
<b>1. 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.</b>					
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.					
	<b>FY 2016-17</b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>	<b>FY 2020-21</b>
Target	175.00	178.00	185.00	195.00	150.00
Actual	184.00	190.00	216.00	160.00	



**Notes:** The department has no control over the number of cases it receives. This fiscal year the Psychiatric Health Facility began using on-site hearing officers instead of court hearings which has lowered the number of involuntary mental health detentions handled by our office.

**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.**

**2. Performance Measure: Percentage of clients who report advice provided by attorneys was clear, relevant, and timely.**

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.

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	100.00%	100.00%	100.00%	100.00%	100.00%
Actual	100.00%	100.00%	99.00%	100.00%	

**Notes:**

**3. Performance Measure: Percentage of projects in which the response to requests for advice or contract review are completed within five working days.**

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.

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	95.00%	95.00%	92.00%	95.00%	85.00%
Actual	91.00%	95.00%	87.63%	85.63%	

**Notes:** The target set for FY 2019-20 was overly optimistic given historic trends. The department received approximately 4,191 requests for legal advice in FY 2019-20. This past year, many requests for legal advice required more than 5 business days for a proper response.

**Department Goal: Provide effective legal representation to County boards, commissions, departments, and agencies in a cost-effective manner.**

**4. Performance Measure: County Counsel expenses as a percentage of the County Budget.**

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.

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	0.62%	0.71%	0.76%	0.95%	0.80%
Actual	0.68%	0.74%	0.72%	0.76%	

**Notes:** The department realized significant salary savings as well as unanticipated revenue in FY 2019-20, which decreased the level of General Fund support required to fund the budget.



## FC 112 — Human Resources

Tami Douglas-Schatz - Human Resources Director

Human Resources provides recruitment and personnel management services, as well as labor relations, benefits management, and risk management services.

### FINANCIAL SUMMARY

	FY 2019-20 Adopted	FY 2019-20 Actual	FY 2020-21 Recommended	FY 2020-21 Adopted	Change from FY 2019-20
Intergovernmental Revenue	\$5,204	\$0	\$5,204	\$5,204	\$0
Charges for Current Services	\$52,418	\$66,028	\$53,176	\$53,176	\$758
Other Revenues	\$5,300	\$5,210	\$5,300	\$5,300	\$0
Interfund	\$1,412,353	\$1,412,353	\$1,570,889	\$1,570,889	\$158,536
<b>Total Revenue</b>	<b>\$1,475,275</b>	<b>\$1,483,591</b>	<b>\$1,634,569</b>	<b>\$1,634,569</b>	<b>\$159,294</b>
Salary and Benefits	\$5,074,885	\$5,058,835	\$5,356,174	\$5,176,422	\$101,537
Services and Supplies	\$1,910,864	\$1,707,328	\$1,891,387	\$1,891,387	\$(19,477)
<b>Gross Expenditures</b>	<b>\$6,985,749</b>	<b>\$6,766,163</b>	<b>\$7,247,561</b>	<b>\$7,067,809</b>	<b>\$82,060</b>
Less Intrafund Transfers	\$(1,032,716)	\$(1,017,144)	\$(1,119,193)	\$(1,119,193)	\$(86,477)
<b>Net Expenditures</b>	<b>\$5,953,033</b>	<b>\$5,749,019</b>	<b>\$6,128,368</b>	<b>\$5,948,616</b>	<b>\$(4,417)</b>
<b>General Fund Support</b>	<b>\$4,477,758</b>	<b>\$4,265,428</b>	<b>\$4,493,799</b>	<b>\$4,314,047</b>	<b>\$(163,711)</b>

### MISSION STATEMENT

Human Resources recruits, selects, develops, supports and retains an ethical, diverse, and high performing County workforce dedicated to providing excellent service to the community. In collaboration with County departments, we protect financial stability and promote safe practices to ensure the health and welfare of employees and the public.

### SERVICE PROGRAMS

Human Resources provides 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 able to deliver services; provide ongoing updates to classification specifications that differentiate among job assignments and expectations and support career development options to retain qualified employees; foster a culture of strengths-based leadership to engage and support 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.

### **Civil Services Commission Support**

Administer the Civil Service System pursuant to the rules adopted by the Commission, including: advise the Commission on civil service matters; prepare and manage the operating budget; establish administrative controls and procedures to enforce the rules; make recommendations on policy and rule amendments; and prepare an annual report for the Board of Supervisors.

### **Labor Negotiations, Compensation, and Contract Management**

Establish salaries and benefits and maintain an equitable salary plan for all County employees. Monitor and maintain a Countywide, standardized and equitable classification system which defines scope and the nature of job assignments. Evaluate compensation plans to ensure compliance with State and Federal legislation, best practice, rules, and policies. Negotiate salary and benefit packages with the represented bargaining units which include approximately 80% of County employees. Implement the terms of contracts with employee organizations and resolve labor disputes. Prepare strategies to implement the Board of Supervisor's labor relations direction.

### **Business Systems and Technology**

Align business systems and technology to support human resource programs and data analysis. Evaluate and implement quality, cost-effective technology in support of Countywide human resource processes and data-driven decision making including but not limited to recruitment, performance management, workforce planning, and succession planning. Support department information technology needs and coordinate with County Information Technology Department staff on complex, integrated technology solutions.

### **Employee Benefits**

Provide high quality, cost-effective employee benefit programs and administration services (e.g., health insurance, life insurance, flexible spending accounts for health and dependent care expenses, wellness program, etc.) to active employees and retirees.

### **Safety**

Implement cost-effective safety programs and innovative loss prevention efforts to ensure a safe work environment, reduce and prevent work-related employee injuries, and minimize the costs associated with workers' compensation.

### **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.

### **Workers' Compensation**

Effectively manage the Workers' Compensation Program by processing all claims efficiently, fairly and in accordance with the law. Support a full recovery for employees who sustain a work-related injury. Administer the Return to Work Program for injured employees which focuses on returning employees to modified or alternate work.

## COUNTY ADMINISTRATOR’S COMMENTS AND RECOMMENDATIONS

The level of General Fund support for this budget is recommended to increase \$16,041 or less than 1% compared to the FY 2019-20 Adopted Budget. Revenues are recommended to increase by \$159,294 or 11% compared to the FY 2019-20 Adopted Budget primarily due to increased charges to non-General Fund departments for insurance premiums paid by Human Resources on behalf of County departments. Expenditures are recommended to increase by \$175,335 or 3% compared to FY 2019-20 adopted levels primarily due to mid-year job classification changes offset by intrafund transfers from the Health Agency and Department of Social Services as well as negotiated wage and benefit increases. Transfers from the Health Agency and Department of Social Services are partially funded by State and Federal revenue. The Recommended Budget includes a Budget Augmentation Request to extend an existing 1.00 FTE Human Resources Technician I/II – Confidential Limited Term through FY 2020-21 to support labor relations initiatives.

## BOARD ADOPTED CHANGES

During the Budget Hearing, the Board approved a 4% (\$179,752) reduction to the level of General Fund support for this fund center, in order to close an anticipated budget gap due to the COVID-19 pandemic.

## BUDGET AUGMENTATION REQUESTS ADOPTED

<p>Title: Extend 1.00 FTE Limited Term Human Resources Technician – Confidential through FY 2020-21 to meet legal mandates and support increased labor relations activity funded by temporarily reducing consultant expenses by \$114,572</p>	
<p><b>Expense:</b> \$114,572</p>	<p>Funding Source(s): General Fund: \$114,572 (does not reflect increased General Fund support required as this request is funded with a redirection of General Fund support already allocated to this department)</p>
<p><b>Intended Results:</b></p> <ol style="list-style-type: none"> <li>Maintain compliance with all legal mandates.</li> <li>Engage in operational meet and confer sessions (e.g. new or revised job classifications and salary setting, new departmental policies, etc.), records requests, data gathering and identification of prevention opportunities to impact grievance and appeal trends.</li> <li>Execute the County’s labor strategy and goals as directed by the County Administrative Officer and Board of Supervisors.</li> <li>Continue increased labor-related communication through regular updates in the County newsletter.</li> <li>Develop content to be delivered via classroom training and online courses a minimum of 4 times per year on labor relations and compensation with the goal of reaching 80% of managers and supervisors.</li> <li>Continue efforts to increase communication to employees about compensation to increase employees’ knowledge.</li> <li>Develop online content for management reference and effective training.</li> <li>Continue to provide annual Total Compensation statements as prioritized in the April 2018 Labor Relations Workshop.</li> <li>Maintain ongoing program deliverables to customers and employee organizations within the bounds of the current labor relations vendor budget.</li> <li>Increase quality and efficiency at bargaining sessions, including faster and more effective evaluation of union proposals, faster responses to information requests, and proactive actions to address union concerns and key County priorities.</li> <li>Collaborate with departments to prepare for upcoming FY 2020-21 contract negotiations.</li> <li>Address deferred list of operational/mid-contract bargaining to assist in driving County priorities (e.g. Civil Service Commission rules and ordinance changes).</li> <li>Evaluate the County’s ancillary compensation program competitiveness through thorough benchmarking beyond existing survey maintenance to prepare for future bargaining sessions (e.g. education and wellness reimbursement programs).</li> <li>Continue to identify possible non-pensionable compensation programs and cost-effective options for County labor strategy consideration.</li> <li>Support Human Resource’s employee and retiree benefits program strategic plan and assist with the implementation of new programs through the collective bargaining process.</li> <li>Conduct a “health check” on the 2010 Compensation Study by re-evaluating established benchmarks, internal alignments, and comparator agencies to ensure the County is measuring the appropriate agencies and classifications to accurately monitor market competitiveness.</li> <li>Contain the number of unfair practice charges from unions.</li> <li>Meet the department’s needs by completing deferred compensation and classification work, such as the backlog of over 25 class and compensation studies and 6 position studies, review of alignment with benchmark classifications, review of selection of agencies that the County chooses to compare its wages, benefits, and pension benefits against, and a Fair Labor Standards Act (FLSA) exemption audit.</li> </ol>	

## BUDGET AUGMENTATION REQUESTS NOT ADOPTED

Title: Add 1.00 FTE Human Resources Technician – Confidential to support growth of Countywide employee & retiree benefits programs	
<b>Expense:</b> \$84,796	<b>Funding Source(s):</b> General Fund: \$84,796
<b>Intended Results:</b>	
<ol style="list-style-type: none"> <li>1. Execute goals of transitioning to EIA Healthcare as a necessary element for labor peace and budget control.</li> <li>2. Analyze claims data in 2020 to recommend programs that will strategically address high claims areas, which will impact future premium cost increases.</li> <li>3. Implement new cost-containment programs.</li> <li>4. Evaluate costs associated with on-site medical clinics.</li> <li>5. Maintain and expand prevention-oriented wellness programs and initiatives.</li> <li>6. Support Board of Supervisors approved County recruitment and retention efforts.</li> <li>7. Maintain current level of benefits communication, online open enrollment, education, and trainings.</li> <li>8. Evaluate benefit programs competitiveness through benchmarking and annual training.</li> <li>9. Refine future benefit offerings for FY 2021–22.</li> <li>10. Address emerging areas of need such as mental and financial health.</li> <li>11. Support organizational vision to improve benefits programs through executing stated goals of transition to EIA.</li> <li>12. Actively participate in and leverage role on EIA Healthcare Committee.</li> <li>13. Develop creative non-pensionable benefit options as required by County Administrative Officer and Board of Supervisors.</li> <li>14. Support Countywide benefits priorities such as childcare.</li> <li>15. Reach organization's expectations and goals to increase education and training to employees, payroll coordinators, supervisors, and managers around compensation (i.e. wages and benefits).</li> <li>16. Develop content to be delivered via classroom training a minimum of 4 times per year, as well as online courses.</li> <li>17. Support launch of annual Total Compensation statement communication initiative.</li> <li>18. Identify opportunities for simplification, automation and process improvement for benefits and payroll administration.</li> <li>19. Evaluate effectiveness of new insurance pool for 2022 opportunity to re-enter CalPERS.</li> </ol>	

## GOALS AND PERFORMANCE MEASURES

<b>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.</b>					
<b>1. Performance Measure: Average number of calendar days to fill positions for departments for open recruitments.</b>					
This measure encompasses the recruitment process from beginning to end. 'Time' is measured from when a hiring department requests that Human Resources initiate a recruitment through the successful candidate's start date.					
	<b>FY 2016-17</b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>	<b>FY 2020-21</b>
Target	100.00	100.00	99.00	99.00	108.00
Actual	99.00	69.20	108.00	96.90	
<b>Notes:</b> The selection of a new, faster background vendor was a major contributor to exceeding the target.					
<b>2. Performance Measure: Average rating of department satisfaction with the overall recruitment outcome.</b>					
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 outcome (based on a scale of 1-5 with 1= 'poor', 2= 'fair', 3= 'good', 4= 'very good' and 5= 'outstanding').					
	<b>FY 2016-17</b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>	<b>FY 2020-21</b>
Target	0.00	0.00	4.00	4.00	4.00
Actual	0.00	0.00	4.36	0.00	
<b>Notes:</b> Data for FY 2019-20 is not available due to the impacts of the COVID-19 pandemic.					

**Department Goal: Serve as a strategic business partner through providing quality Human Resources expertise and services to County departments.**

**3. Performance Measure: Average rating of department satisfaction with Human Resources service as a strategic business partner and providing Human Resources expertise.**

The Human Resources department will customize surveys to departments and conduct focus groups to determine their level of satisfaction with the quality of service our staff provides (based on a scale of 1-5 with 1= 'poor', 2= 'fair', 3= 'good', 4= 'very good' and 5= 'outstanding'). The results reflect client perception of Human Resources technical expertise as well as partnership in providing effective solutions based on strategic and operational needs.

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	0.00	0.00	4.00	4.00	4.00
Actual	0.00	0.00	4.09	0.00	

**Notes:** Data for FY 2019-20 is not available due to the impacts of the COVID-19 pandemic.

**Department Goal: Provide an appropriate level of Human Resources support to enable our strategic business partners to cost-effectively attain their mission and goals.**

**4. Performance Measure: Number of full-time equivalent Human Resources department staff per 1,000 employees.**

This measures the number of Human Resources department full-time equivalent (FTE) staffing per 1,000 employees as compared to industry standards.

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	10.00	10.04	10.04	10.04	9.51
Actual	8.30	8.23	8.23	8.58	

**Notes:** The FY 2020-21 target is the 2019 industry standard average of 9.51 per 1000 employees. The 2020 industry standard average is 10.53 FTE per 1,000 employees.

**Department Goal: To promote a safe work environment for County employees.**

**5. 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.**

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.

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	3.80	3.60	3.60	3.60	3.60
Actual	3.40	5.02	3.40	3.70	

**Notes:** Despite narrowly missing this target, which is compared to other local government agencies in California, according to the most recently available data from the US Bureau of Labor statistics, the County of San Luis Obispo continues to have an incident rate below the national average of 5.3 injuries per 100 employees per year for Local Government.



## FC 412 — Human Resources - Dental Self-Insurance

Tami Douglas-Schatz - Human Resources Director

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 2019-20 Adopted	FY 2019-20 Actual	FY 2020-21 Recommended	FY 2020-21 Adopted	Change from FY 2019-20
Revenue from Use of Money & Property	\$10,000	\$15,716	\$8,000	\$8,000	\$(2,000)
Charges for Current Services	\$1,500,000	\$2,110,845	\$1,500,000	\$1,500,000	\$0
Other Revenues	\$18,000	\$26,187	\$18,000	\$18,000	\$0
<b>Total Revenue</b>	<b>\$1,528,000</b>	<b>\$2,152,749</b>	<b>\$1,526,000</b>	<b>\$1,526,000</b>	<b>\$(2,000)</b>
Fund Balance Available	\$0	\$0	\$1,498,974	\$1,498,974	\$1,498,974
<b>Total Financing Sources</b>	<b>\$1,528,000</b>	<b>\$2,152,749</b>	<b>\$3,024,974</b>	<b>\$3,024,974</b>	<b>\$1,496,974</b>
Services and Supplies	\$217,549	\$193,224	\$217,994	\$217,994	\$445
Other Charges	\$1,631,139	\$1,352,990	\$1,631,139	\$1,631,139	\$0
<b>Gross Expenditures</b>	<b>\$1,848,688</b>	<b>\$1,546,214</b>	<b>\$1,849,133</b>	<b>\$1,849,133</b>	<b>\$445</b>
<b>Total Financing Requirements</b>	<b>\$1,848,688</b>	<b>\$1,546,214</b>	<b>\$1,849,133</b>	<b>\$1,849,133</b>	<b>\$445</b>

### COUNTY ADMINISTRATOR’S COMMENTS AND RECOMMENDATIONS

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. Setting and maintaining of reserve levels is done in conjunction with annual actuarial studies.

Revenues are recommended to decrease by \$2,000 or less than 1% compared the FY 2019-20 Adopted Budget. Rates charged to departments are set to generate \$1.5 million in FY 2020-21. Expenditures are recommended to increase by \$445 or less than 1% compared to FY 2019-20 adopted levels.

### BOARD ADOPTED CHANGES

None.

### BUDGET AUGMENTATION REQUESTS ADOPTED

None requested.



## FC 409 — Human Resources - Liability Self-Insurance

Tami Douglas-Schatz - Human Resources Director

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 2019-20 Adopted	FY 2019-20 Actual	FY 2020-21 Recommended	FY 2020-21 Adopted	Change from FY 2019-20
Revenue from Use of Money & Property	\$50,000	\$84,980	\$70,000	\$70,000	\$20,000
Other Revenues	\$0	\$43,033	\$0	\$0	\$0
Interfund	\$2,450,000	\$2,450,000	\$2,200,000	\$2,200,000	\$(250,000)
<b>Total Revenue</b>	<b>\$2,500,000</b>	<b>\$2,578,013</b>	<b>\$2,270,000</b>	<b>\$2,270,000</b>	<b>\$(230,000)</b>
Fund Balance Available	\$0	\$0	\$(256,003)	\$(256,003)	\$(256,003)
<b>Total Financing Sources</b>	<b>\$2,500,000</b>	<b>\$2,578,013</b>	<b>\$2,013,997</b>	<b>\$2,013,997</b>	<b>\$(486,003)</b>
Services and Supplies	\$3,732,405	\$3,738,428	\$4,165,609	\$4,165,609	\$433,204
Other Charges	\$1,000,000	\$60,767	\$1,000,000	\$1,000,000	\$0
<b>Gross Expenditures</b>	<b>\$4,732,405</b>	<b>\$3,799,195</b>	<b>\$5,165,609</b>	<b>\$5,165,609</b>	<b>\$433,204</b>
<b>Total Financing Requirements</b>	<b>\$4,732,405</b>	<b>\$3,799,195</b>	<b>\$5,165,609</b>	<b>\$5,165,609</b>	<b>\$433,204</b>

### COUNTY ADMINISTRATOR’S COMMENTS AND RECOMMENDATIONS

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. Setting and maintaining of reserve levels is done in conjunction with annual actuarial studies.

Revenues are recommended to decrease by \$230,000 or 9% compared to the FY 2019-20 Adopted Budget primarily due to reductions to charges to County departments. Rates charged to departments are set to generate \$2.2 million in FY 2020-21. Expenditures are recommended to increase \$433,204 or 9% compared to FY 2019-20 adopted levels primarily due to increases in insurance premiums.

### BOARD ADOPTED CHANGES

None.

### BUDGET AUGMENTATION REQUESTS ADOPTED

None requested.





## FC 411 — Human Resources - Medical Malpractice Self-Insurance

Tami Douglas-Schatz - Human Resources Director

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 2019-20 Adopted	FY 2019-20 Actual	FY 2020-21 Recommended	FY 2020-21 Adopted	Change from FY 2019-20
Revenue from Use of Money & Property	\$8,000	\$10,342	\$12,940	\$12,940	\$4,940
Interfund	\$300,000	\$300,000	\$422,177	\$422,177	\$122,177
<b>Total Revenue</b>	<b>\$308,000</b>	<b>\$310,342</b>	<b>\$435,117</b>	<b>\$435,117</b>	<b>\$127,117</b>
Fund Balance Available	\$0	\$0	\$477,826	\$477,826	\$477,826
<b>Total Financing Sources</b>	<b>\$308,000</b>	<b>\$310,342</b>	<b>\$912,943</b>	<b>\$912,943</b>	<b>\$604,943</b>
Services and Supplies	\$431,626	\$443,803	\$549,218	\$549,218	\$117,592
Other Charges	\$20,000	\$5,169	\$20,000	\$20,000	\$0
<b>Gross Expenditures</b>	<b>\$451,626</b>	<b>\$448,972</b>	<b>\$569,218</b>	<b>\$569,218</b>	<b>\$117,592</b>
<b>Total Financing Requirements</b>	<b>\$451,626</b>	<b>\$448,972</b>	<b>\$569,218</b>	<b>\$569,218</b>	<b>\$117,592</b>

### COUNTY ADMINISTRATOR’S COMMENTS AND RECOMMENDATIONS

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. Setting and maintaining of reserve levels is done in conjunction with annual actuarial studies.

Revenues are recommended to increase by \$127,117 or 41% compared to the FY 2019-20 Adopted Budget primarily due to increased charges to County departments to fund insurance premium increases resulting from medical malpractice losses. Rates charged to departments are set to generate \$422,177 in FY 2020-21. Expenditures are recommended to increase by \$117,592 or 26% compared to FY 2019-20 adopted levels primarily due to increases in insurance premiums.

### BOARD ADOPTED CHANGES

None.

### BUDGET AUGMENTATION REQUESTS ADOPTED

None requested.



## FC 410 — Human Resources - Unemployment Self-Insurance

Tami Douglas-Schatz - Human Resources Director

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 2019-20 Adopted	FY 2019-20 Actual	FY 2020-21 Recommended	FY 2020-21 Adopted	Change from FY 2019-20
Revenue from Use of Money & Property	\$2,200	\$1,421	\$2,000	\$2,000	\$(200)
Charges for Current Services	\$158,759	\$410,122	\$321,558	\$321,558	\$162,799
Other Revenues	\$0	\$53	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$160,959</b>	<b>\$411,596</b>	<b>\$323,558</b>	<b>\$323,558</b>	<b>\$162,599</b>
Fund Balance Available	\$0	\$0	\$1,349,906	\$1,349,906	\$1,349,906
<b>Total Financing Sources</b>	<b>\$160,959</b>	<b>\$411,596</b>	<b>\$1,673,464</b>	<b>\$1,673,464</b>	<b>\$1,512,505</b>
Services and Supplies	\$31,627	\$31,256	\$53,330	\$53,330	\$21,703
Other Charges	\$175,000	\$285,215	\$280,542	\$280,542	\$105,542
<b>Gross Expenditures</b>	<b>\$206,627</b>	<b>\$316,472</b>	<b>\$333,872</b>	<b>\$333,872</b>	<b>\$127,245</b>
<b>Total Financing Requirements</b>	<b>\$206,627</b>	<b>\$316,472</b>	<b>\$333,872</b>	<b>\$333,872</b>	<b>\$127,245</b>

### COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

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. Setting and maintaining of reserve levels is done in conjunction with annual actuarial studies.

Revenues are recommended to increase by \$162,599 or 101% compared to the FY 2019-20 Adopted Budget due to an increase in charges to County departments to avoid underfunding of this self-insurance fund. Rates charged to departments are set to generate \$321,558 in FY 2020-21. Expenditures are recommended to increase \$127,245 or 62% compared to FY 2019-20 adopted levels primarily due to a large increase in unemployment claims.

### BOARD ADOPTED CHANGES

None.

### BUDGET AUGMENTATION REQUESTS ADOPTED

None requested.



## FC 408 — Human Resources - Workers Compensation Self-Insurance

Tami Douglas-Schatz - Human Resources Director

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 2019-20 Adopted	FY 2019-20 Actual	FY 2020-21 Recommended	FY 2020-21 Adopted	Change from FY 2019-20
Revenue from Use of Money & Property	\$250,000	\$378,331	\$300,000	\$300,000	\$50,000
Intergovernmental Revenue	\$0	\$2,037	\$0	\$0	\$0
Charges for Current Services	\$5,950,000	\$3,536,039	\$5,500,000	\$5,500,000	\$(450,000)
Other Revenues	\$0	\$445,036	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$6,200,000</b>	<b>\$4,361,443</b>	<b>\$5,800,000</b>	<b>\$5,800,000</b>	<b>\$(400,000)</b>
Fund Balance Available	\$0	\$0	\$5,084,939	\$5,084,939	\$5,084,939
<b>Total Financing Sources</b>	<b>\$6,200,000</b>	<b>\$4,361,443</b>	<b>\$10,884,939</b>	<b>\$10,884,939</b>	<b>\$4,684,939</b>
Salary and Benefits	\$225,000	\$303,729	\$225,000	\$225,000	\$0
Services and Supplies	\$3,959,004	\$4,413,860	\$4,181,659	\$4,181,659	\$222,655
Other Charges	\$3,000,000	\$2,458,300	\$3,000,000	\$3,000,000	\$0
<b>Gross Expenditures</b>	<b>\$7,184,004</b>	<b>\$7,175,890</b>	<b>\$7,406,659</b>	<b>\$7,406,659</b>	<b>\$222,655</b>
<b>Total Financing Requirements</b>	<b>\$7,184,004</b>	<b>\$7,175,890</b>	<b>\$7,406,659</b>	<b>\$7,406,659</b>	<b>\$222,655</b>

### COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

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. 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 \$7.4 million in appropriation recommended. Revenues are recommended to decrease by \$400,000 or 6% compared to the FY 2019-20 Adopted Budget primarily due to reductions to charges to County departments. Rates charged to departments are set to generate \$5.5 million in FY 2020-21. Expenditures are recommended to increase \$222,655 or 3% compared to FY 2019-20 adopted levels primarily due to increases in insurance premiums, improved calculation of oversight costs for the fund by Human Resources staff, and a transfer to County Behavioral Health to fund a security guard at the Psychiatric Health Facility.

**BOARD ADOPTED CHANGES**

None.

**BUDGET AUGMENTATION REQUESTS ADOPTED**

None requested.



## FC 114 — Information Technology

Daniel Milei - Information Technology Director

Information Technology provides radio, voice, network, and enterprise services to County departments, boards, agencies, and special districts.

### FINANCIAL SUMMARY

	FY 2019-20 Adopted	FY 2019-20 Actual	FY 2020-21 Recommended	FY 2020-21 Adopted	Change from FY 2019-20
Revenue from Use of Money & Property	\$1,600	\$5,150	\$9,587	\$9,587	\$7,987
Intergovernmental Revenue	\$200,387	\$151,897	\$203,000	\$203,000	\$2,613
Charges for Current Services	\$116,373	\$139,168	\$68,330	\$68,330	\$(48,043)
Other Revenues	\$0	\$201,561	\$0	\$0	\$0
Interfund	\$1,755,894	\$1,610,814	\$1,944,265	\$1,944,265	\$188,371
Other Financing Sources	\$0	\$57,620	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$2,074,254</b>	<b>\$2,166,210</b>	<b>\$2,225,182</b>	<b>\$2,225,182</b>	<b>\$150,928</b>
Salary and Benefits	\$13,500,622	\$13,298,178	\$13,893,377	\$13,458,377	\$(42,245)
Services and Supplies	\$4,502,954	\$4,361,604	\$4,859,794	\$6,359,794	\$1,856,840
Other Charges	\$30,000	\$30,000	\$0	\$0	\$(30,000)
Capital Assets	\$0	\$13,480	\$0	\$0	\$0
<b>Gross Expenditures</b>	<b>\$18,033,576</b>	<b>\$17,703,262</b>	<b>\$18,753,171</b>	<b>\$19,818,171</b>	<b>\$1,784,595</b>
Less Intrafund Transfers	\$(6,317,716)	\$(6,213,692)	\$(5,652,977)	\$(5,652,977)	\$664,739
<b>Net Expenditures</b>	<b>\$11,715,860</b>	<b>\$11,489,570</b>	<b>\$13,100,194</b>	<b>\$14,165,194</b>	<b>\$2,449,334</b>
<b>General Fund Support</b>	<b>\$9,641,606</b>	<b>\$9,323,360</b>	<b>\$10,875,012</b>	<b>\$11,940,012</b>	<b>\$2,298,406</b>

### 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.

### SERVICE PROGRAMS

Information Technology provides the following services:

#### Departmental Services

Document and communicate the scope as well as the mechanism for acquiring information technology services; manage and deliver technical support; provide desktop support services; host servers and data in a secure, climate-controlled datacenter including backup/recovery services; manage enterprise storage services; provide departmental application development and support, business analysis, project management, and technology planning and consulting

services; 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.

### **Enterprise Services**

Provide technical support and systems administration services; maintain a physically secure and environmentally controlled computing facility; manage data center operations including dispatching, scheduling, and running jobs; manage enterprise storage services; develop, support and manage enterprise applications; provide backup/recovery services; provide system administration and software services for the County's Enterprise Financial Services (EFS), internal portal and public facing website; support countywide programs such as Information Security, Geographic Information Systems (GIS), Content Services, and web applications development and support.

### **Networked Services**

Provide technical support and systems administration for Microsoft Active Directory Services, anti-virus protection, email, calendaring, collaboration tools, internet server management, internet access, mobile messaging, remote system access, and management and data communications services, including high speed data circuits.

### **Radio & Video Communications**

Provide technical support for General Government and Public Safety radio communications users and networks. This specialized team supports hand-held, fixed, and mobile radios across all departments within the County of San Luis Obispo. This team also provides critical support to departments with video surveillance equipment, Sheriff Dispatch, and Office of Emergency Services activities.

### **Voice Communications**

Support and manage Voice over IP (VoIP) telephony services, manage traditional AT&T telephony services (adds, changes, deletes); coordinate all voice equipment installation with AT&T, manage voice communication billings, and administer County's voice mail system (adds, changes, deletes).

## **COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS**

The level of General Fund support for this budget is recommended to increase of \$1.2 million or 13% compared to the FY 2019-20 adopted level, primarily due to the department's restructuring of charges to departments to eliminate countywide overhead, resulting in a reduction in intrafund transfers to offset expense. Expenditures are recommended to increase by \$719,595 or 4% primarily due to increased service contract costs and increases in salaries and benefits. The department recently began a Public Safety Radio Communications System (PSRCS) upgrade project, in the amount of \$6.1 million from the Countywide Automation Replacement designation, to modernize and upgrade the countywide radio communications infrastructure and equipment to a newer, industry supported, Internet Protocol transport model. This upgrade will position the County to continue maintaining its PSRCS, and to upgrade it as necessary over time, moving it toward a digital-capable system that meets current industry standards and allows for expansion in the future as needed. The project is scheduled to be completed in FY 2022-23.

## BOARD ADOPTED CHANGES

During the Budget Hearing, the Board approved a 4% (\$435,000) reduction to the level of General Fund support for this fund center, in order to close an anticipated budget gap due to the COVID-19 pandemic.

At FY 2019-20 year end, the Fund Balance Available (FBA) for the General Fund was higher than what was estimated during FY 2020-21 budget development. As part of Final Budget adoption, \$1.5 million of the excess FBA was allocated to this fund center to purchase equipment for telecommuting staff countywide.

## BUDGET AUGMENTATION REQUESTS ADOPTED

None.

## BUDGET AUGMENTATION REQUESTS NOT ADOPTED

<b>Title:</b> Add 1.00 FTE Limited Term GIS Analyst (4 years) to support increasing demand related to homeless initiatives, census and redistricting requirements, elections support, and cannabis mapping	
<b>Expense:</b> \$97,214	<b>Funding Source(s):</b> General Fund: \$97,214
<b>Intended Results:</b>	
<ol style="list-style-type: none"> <li>1. Provide GIS support, mapping and data analysis to the Clerk-Recorder for 2020 Census, 2021 redistricting requirements and elections requirements.</li> <li>2. Provide GIS support for Sheriff initiatives of tracking homeless encampments and cannabis grows.</li> <li>3. Provide GIS support to improve effectiveness and efficiency in core business practices in departments in need of GIS capability. This will allow for improved GIS support for the Office of Emergency Services, specialized mapping projects and analysis for departments who do not currently have GIS support.</li> </ol>	
<b>Title:</b> Additional licensing for the Transient Encampment Mapping Project (TEMP) Application	
<b>Expense:</b> \$15,000	<b>Funding Source(s):</b> General Fund: \$15,000
<b>Intended Results:</b>	
<ol style="list-style-type: none"> <li>1. Allow staff to continue using the TEMP application, which provides mapping and data for homeless encampments and allows for information sharing and communication between multiple County departments, including the Sheriff, Probation and Public Works.</li> </ol>	

## GOALS AND PERFORMANCE MEASURES

<b>Department Goal:</b> Provide timely, reliable and cost-effective services and infrastructure that meet or exceed customer expectations.					
<b>1. Performance Measure:</b> Percentage of responses to Customer Satisfaction Survey rating the Project Management Offices overall effectiveness as 'satisfactory' or better.					
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?					
	<b>FY 2016-17</b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>	<b>FY 2020-21</b>
Target	0.00%	85.00%	85.00%	85.00%	90.00%
Actual	0.00%	95.00%	94.40%	94.00%	
<b>Notes:</b> This was a new measure in FY 2017-18.					

Department Goal: To deliver excellent service to every customer.

**2. Performance Measure: Percentage of responses to Customer Satisfaction Survey rating the Information Technology Department's overall effectiveness as 'satisfactory' or better.**

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.

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	97.00%	97.00%	97.00%	80.00%	90.00%
Actual	94.00%	92.00%	92.00%	95.00%	

**Notes:** Two ITD customer satisfaction surveys were combined in FY 2019-20 and the target percentage was adjusted accordingly.





## FC 113 — Public Works - Facilities Management

John Diodati - Interim Public Works Director

Facilities Management provides maintenance and custodial services for County-occupied facilities.

### FINANCIAL SUMMARY

	FY 2019-20 Adopted	FY 2019-20 Actual	FY 2020-21 Recommended	FY 2020-21 Adopted	Change from FY 2019-20
Charges for Current Services	\$326,441	\$338,773	\$312,500	\$312,500	\$(13,941)
Other Revenues	\$33,867	\$32,166	\$33,742	\$33,742	\$(125)
Interfund	\$1,271,020	\$1,282,712	\$1,284,283	\$1,284,283	\$13,263
<b>Total Revenue</b>	<b>\$1,631,328</b>	<b>\$1,653,651</b>	<b>\$1,630,525</b>	<b>\$1,630,525</b>	<b>\$(803)</b>
Salary and Benefits	\$4,474,630	\$4,278,952	\$4,622,383	\$4,411,847	\$(62,783)
Services and Supplies	\$4,354,839	\$4,006,275	\$4,310,833	\$4,310,833	\$(44,006)
<b>Gross Expenditures</b>	<b>\$8,829,469</b>	<b>\$8,285,227</b>	<b>\$8,933,216</b>	<b>\$8,722,680</b>	<b>\$(106,789)</b>
Less Intrafund Transfers	\$(1,940,728)	\$(2,043,460)	\$(2,039,287)	\$(2,039,287)	\$(98,559)
<b>Net Expenditures</b>	<b>\$6,888,741</b>	<b>\$6,241,767</b>	<b>\$6,893,929</b>	<b>\$6,683,393</b>	<b>\$(205,348)</b>
<b>General Fund Support</b>	<b>\$5,257,413</b>	<b>\$4,588,116</b>	<b>\$5,263,404</b>	<b>\$5,052,868</b>	<b>\$(204,545)</b>

### 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.

### SERVICE PROGRAMS

Facilities Management provides the following services:

#### Administration and Financial Services

Provide general management and financial management to Custodial, Maintenance and Utilities divisions.

#### Custodial Services

Provide custodial services to County facilities, Courts and some leased facilities.

#### Maintenance Services

Provide operational and maintenance services to County-owned facilities, Courts and some leased facilities.

### Utility Services

Provide utility management services, including gas, electric, water, and refuse, to all County departments. Manage energy and cost saving programs, rebates, and grant opportunities. Make recommendations to County departments for energy efficiency and renewable energy opportunities.

### Facilities Planning/Architectural Services

Manage and support countywide facility assessments and plans, as well as estimate capital improvement and major maintenance project costs for budgetary purposes. Implementation and delivery of the major maintenance program and capital improvement and individual projects will occur in FC 200 – Maintenance Projects and FC 230 – Capital Projects.

### COUNTY ADMINISTRATOR’S COMMENTS AND RECOMMENDATIONS

The level of General Fund support for this budget is recommended to increase by \$5,991 or less than 1% compared to the FY 2019-20 adopted level. The increase is due to minor increases in salaries in benefits, which are partially offset by a minor decrease in services and supplies expense.

### BOARD ADOPTED CHANGES

During the Budget Hearing, the Board approved a 4% (\$210,536) reduction to the level of General Fund support for this fund center, in order to close an anticipated budget gap due to the COVID-19 pandemic.

### BUDGET AUGMENTATION REQUESTS ADOPTED

None.

### BUDGET AUGMENTATION REQUESTS NOT ADOPTED

<b>Title:</b> Add 1.00 FTE Custodian to provide custodial services to County, Court and leased facilities	
<b>Expense:</b> \$74,378	<b>Funding Source(s):</b> General Fund: \$58,105 ISF Charges to Departments: \$16,323
<b>Intended Results:</b>	
<ol style="list-style-type: none"> <li>1. Allow the department to cover all full-time routes by custodial staff and allow the department’s Supervising custodians to supervise and maintain better inventory control and equipment maintenance.</li> <li>2. Bring the department closer to the industry-standard staffing level for custodians and allow temporary custodians to back fill custodial routes when a staff member calls in sick or is on vacation. Currently many routes get basic restroom service only when a custodian is sick or on vacation due to lack of available staff.</li> <li>3. Decrease the number of complaints and increase satisfaction from customer departments and outside agencies receiving custodial services.</li> </ol>	
<b>Title:</b> Add 1.00 FTE Facility Maintenance Mechanic to provide both corrective and preventive maintenance to Count owned and leased facilities	
<b>Expense:</b> \$102,471	<b>Funding Source(s):</b> General Fund: \$79,415 ISF Charges to Departments: \$23,056
<b>Intended Results:</b>	
<ol style="list-style-type: none"> <li>1. Improve response time to critical and potentially critical work order requests.</li> <li>2. Achieve the ability to perform additional preventive maintenance, facility condition assessment repairs, stormwater inspections and public safety power shutdown preparations.</li> </ol>	

## GOALS AND PERFORMANCE MEASURES

**Department Goal: Provide cost-effective, reliable and safe facilities and property for County use.**

### 1. Performance Measure: Customer satisfaction rating. Percent of Clients Rating Services Satisfactory or better for Custodial Services.

Customer feedback allows management to evaluate opinions of customers regarding service level, pricing and quality of custodial services. Feedback from departments enables management to improve services when appropriate, or negotiate a higher level service agreement to fit the customer needs.

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	90.00%	90.00%	90.00%	90.00%	90.00%
Actual	83.00%	89.00%	85.00%	0.00%	

**Notes:** Data for FY 2019-20 is not available due to the impacts of the COVID-19 pandemic.

### 2. Performance Measure: Customer satisfaction rating. Percent of Clients Rating Services Satisfactory or better for Maintenance Services.

Customer feedback allows management to evaluate opinions of customers regarding service level, pricing and quality of maintenance services provided to county facilities. Management will evaluate customer feedback, and it may be used to make improvements or identify facility maintenance needs.

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	90.00%	90.00%	90.00%	90.00%	90.00%
Actual	97.00%	100.00%	97.00%	0.00%	

**Notes:** Data for FY 2019-20 is not available due to the impacts of the COVID-19 pandemic.

### 3. Performance Measure: Percent of electricity derived from renewable sources at County-managed facilities.

Procuring electricity from renewable sources lowers the cost spent on electricity. Renewable energy sources can add resiliency to buildings and assets.

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	0.00%	0.00%	0.00%	0.00%	20.00%
Actual	0.00%	0.00%	0.00%	0.00%	

**Notes:** New measure for FY 2020-21. Dairy Creek Golf Course 226 kW solar photovoltaic carport canopy system operational June 29, 2020.



## FC 118 — Human Resources - Talent Development

Tami Douglas-Schatz - Human Resources Director

Talent Development provides County employees with opportunities for training and support to encourage the development of skills to support the County's organizational goals.

### FINANCIAL SUMMARY

	FY 2019-20 Adopted	FY 2019-20 Actual	FY 2020-21 Recommended	FY 2020-21 Adopted	Change from FY 2019-20
Interfund	\$0	\$0	\$22,714	\$22,714	\$22,714
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$22,714</b>	<b>\$22,714</b>	<b>\$22,714</b>
Salary and Benefits	\$267,979	\$149,534	\$211,572	\$186,452	\$(81,527)
Services and Supplies	\$524,016	\$346,792	\$445,437	\$445,437	\$(78,579)
<b>Gross Expenditures</b>	<b>\$791,995</b>	<b>\$496,325</b>	<b>\$657,009</b>	<b>\$631,889</b>	<b>\$(160,106)</b>
Less Intrafund Transfers	\$0	\$0	\$(6,300)	\$(6,300)	\$(6,300)
<b>Net Expenditures</b>	<b>\$791,995</b>	<b>\$496,325</b>	<b>\$650,709</b>	<b>\$625,589</b>	<b>\$(166,406)</b>
<b>General Fund Support</b>	<b>\$791,995</b>	<b>\$496,325</b>	<b>\$627,995</b>	<b>\$602,875</b>	<b>\$(189,120)</b>

### MISSION STATEMENT

To ensure individuals and teams have development opportunities needed to meet the goals and objectives of the County in effectively serving the community.

### SERVICE PROGRAMS

Talent Development provides the following services:

#### Talent Development

Talent Development promotes individual and organizational effectiveness by delivering innovative and diverse employee training programs to meet organizational needs. The Learning and Development Center manages and delivers a wide variety of courses such as new employee orientation, foundational skills for line-level staff, supervisor and manager academies, and computer training as well as courses on emotional intelligence, improving communication and assisting employees in discovering and developing their strengths.

#### Organizational Development

Support departments by providing a variety of services to evaluate and refine organizational structures, practices and processes to increase effectiveness and performance. Examples of services provided by external and/or internal consultants include personality and/or organization assessment, organizational learning, coaching, process improvement, change management, performance management and strategic planning.

## COUNTY ADMINISTRATOR’S COMMENTS AND RECOMMENDATIONS

The level of General Fund support for Talent Development is recommended to decrease \$164,000 or 21% compared to the FY 2019-20 Adopted Budget. Revenues are recommended to increase by \$22,714 compared to the FY 2019-20 adopted levels due to transfers in from the Dental Self-Insurance fund center for staff time spent in support of the dental insurance program. Expenditures are recommended to decrease \$141,286 or 18% compared to FY 2019-20 adopted levels primarily due to newly hired staff and the transfer of employee tuition reimbursement expenses to Fund Center 112 – Human Resources.

## BOARD ADOPTED CHANGES

During the Budget Hearing, the Board approved a 4% (\$25,120) reduction to the level of General Fund support for this fund center, in order to close an anticipated budget gap due to the COVID-19 pandemic.

## BUDGET AUGMENTATION REQUESTS ADOPTED

None requested.

## 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.**

### 1. Performance Measure: Overall average participant satisfaction rating of training programs offered by the Learning and Development Center.

Provides data on participant overall satisfaction with Learning and Development Center (LDC) training courses (on a scale of 1-5 with 1= 'poor', 2= 'fair', 3= 'good', 4= 'very good' and 5= 'outstanding'). This is the first level of program evaluation.

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	4.40	4.40	4.40	4.30	4.30
Actual	4.33	4.33	4.33	4.25	

**Notes:** The average overall satisfaction rating for 59 classes offered by the Learning and Development Center is 4.25.

### 2. Performance Measure: Percentage of County employees annually impacted by the Learning and Development Center.

Provides data on the percentage of County employees taking advantage of non-mandated courses offered through the Learning and Development Center. This does not include mandatory training.

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	30.00%	30.00%	30.00%	45.00%	45.00%
Actual	29.00%	41.00%	38.75%	45.60%	

**Notes:** A total of 1,283 employees (out of 2,822) have taken non-mandated classes offered by the Learning and Development Center. This represents 45.6% of the workforce.

**3. Performance Measure: Percentage of training participants who apply the new knowledge and skills learned in select training programs to their jobs.**

This measures the application of learning known as a Level 3 evaluation in the Kirpatrick training evaluation model; an industry best practice. Such evaluation is typically done on key, strategic training courses selected by the organization. LDC will conduct an evaluation of the Manager and Supervisor Academies as well as the academy alumni Peer Learning Groups.

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	0.00%	60.00%	75.00%	85.00%	95.00%
Actual	0.00%	100.00%	100.00%	100.00%	

**Notes:** Based on a follow-up evaluation of the Fall 2018 Supervisor Academy, all responding alumni are applying at least some of the content taught in the academy, in their work, to varying levels of success.

**Department Goal: To create an environment whereby all employees feel valued and are proud to work for the County.**

**4. Performance Measure: Overall average employee job satisfaction rating (on a 6 point scale).**

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.

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Target	0.00	4.90	0.00	0.00	4.90
Actual	0.00	4.80	0.00	0.00	

**Notes:** There is no data to report this fiscal year. This data is derived from the Employee Engagement Survey conducted every three years. The next survey will be conducted in FY 2020-21.

## 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, Tax Reduction Reserve.

### SERVICE GROUP BUDGET AT A GLANCE

	FY 2020-21 Adopted	Change from FY 2019-20 Adopted	% Change
Expenditures	\$37,747,703	\$345,345	1%
Revenue	\$264,390,157	\$16,526,299	7%
General Fund Support	\$(226,642,454)	\$(16,180,954)	8%
Staffing Levels	0 FTE	0 FTE	0%



## FC 266 — Countywide Automation Replacement

Daniel Milei - Information Technology Director

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 2019-20 Adopted	FY 2019-20 Actual	FY 2020-21 Recommended	FY 2020-21 Adopted	Change from FY 2019-20
Revenue from Use of Money & Property	\$0	\$453,317	\$0	\$0	\$0
Intergovernmental Revenue	\$0	\$550,000	\$0	\$0	\$0
Other Revenues	\$0	\$7,269	\$0	\$0	\$0
Other Financing Sources	\$5,118,953	\$6,463,953	\$3,870,033	\$3,870,033	\$(1,248,920)
<b>Total Revenue</b>	<b>\$5,118,953</b>	<b>\$7,474,540</b>	<b>\$3,870,033</b>	<b>\$3,870,033</b>	<b>\$(1,248,920)</b>
Fund Balance Available	\$486,419	\$0	\$0	\$574,809	\$88,390
Cancelled Reserves	\$57,620	\$0	\$0	\$0	\$(57,620)
<b>Total Financing Sources</b>	<b>\$5,662,992</b>	<b>\$7,474,540</b>	<b>\$3,870,033</b>	<b>\$4,444,842</b>	<b>\$(1,218,150)</b>
Services and Supplies	\$0	\$22,910	\$0	\$0	\$0
Capital Assets	\$502,200	\$3,081,304	\$700,508	\$700,508	\$198,308
Transfers-Out	\$57,620	\$185,167	\$0	\$0	\$(57,620)
<b>Gross Expenditures</b>	<b>\$559,820</b>	<b>\$3,289,381</b>	<b>\$700,508</b>	<b>\$700,508</b>	<b>\$140,688</b>
Less Intrafund Transfers	\$0	\$(1,476,331)	\$0	\$0	\$0
<b>Net Expenditures</b>	<b>\$559,820</b>	<b>\$1,813,050</b>	<b>\$700,508</b>	<b>\$700,508</b>	<b>\$140,688</b>
New Reserves	\$5,103,172	\$0	\$3,169,525	\$3,744,334	\$(1,358,838)
<b>Total Financing Requirements</b>	<b>\$5,662,992</b>	<b>\$3,289,381</b>	<b>\$3,870,033</b>	<b>\$4,444,842</b>	<b>\$(1,218,150)</b>

### COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

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), as well as routine annual equipment replacement and upgrades of existing County systems.

The total recommended financing requirements for FY 2020-21 is \$3.9 million, an increase of \$1.8 million or 32% compared to FY 2019-20 adopted levels. The depreciation schedule for Countywide Automation identifies that \$3.9 million is available to fund this budget. Of the total



financing sources, \$700,508 is recommended to finance the expense in this budget. The remaining amount is recommended to be placed into the Countywide Automation Replacement designation for future use.

Fixed assets are recommended at \$700,508, a decrease of \$198,308 or 39% compared to FY 2019-20 adopted levels. Fixed assets include recommended projects and a variety of equipment replacements. No new projects are recommended for funding in FY 2020-21.

### BOARD ADOPTED CHANGES

At FY 2019-20 year end, the Fund Balance Available (FBA) for Countywide Automation was \$574,809 higher than what was estimated during FY 2020-21 budget development. As part of Final Budget adoption, the excess FBA was allocated to the Countywide Automation Replacement designation for future projects.

### BUDGET AUGMENTATION REQUESTS ADOPTED

None.

### BUDGET AUGMENTATION REQUESTS NOT ADOPTED

<b>Title: Funding to build disaster recovery capability for the County</b>	
<b>Expense:</b> \$1,018,000 one-time \$151,000 annual ongoing	<b>Funding Source(s):</b> General Fund: \$1,018,000 one-time; \$151,000 annual ongoing
<b>Intended Results:</b>	
<ol style="list-style-type: none"> <li>1. Create a secondary County datacenter that provides core infrastructure services (network, internet, remote access VPN, directory services) independent of the primary datacenter.</li> <li>2. Develop the ability to run mission critical production systems at targeted performance levels without relying on the primary datacenter.</li> <li>3. Achieve compliance with HIPAA and CJIS requirements to maintain adequate Disaster Recovery capability.</li> <li>4. Establish the ability to add additional disaster recovery services and capabilities to the disaster recovery site as approved by County leadership.</li> </ol>	
<b>Title: Funding to assist in achieving and maintaining web accessibility for the County's public website in compliance with the Americans with Disabilities Act (ADA)</b>	
<b>Expense:</b> \$75,551 one-time \$50,551 annual ongoing	<b>Funding Source(s):</b> General Fund: \$75,551 one-time; \$50,551 ongoing
<b>Intended Results:</b>	
<ol style="list-style-type: none"> <li>1. Ensure that the County's internet website is compliant with ADA requirements.</li> <li>2. Provide training to staff regarding accessibility to enable them to implement and guide others in creating ADA-compliant content.</li> <li>3. Ensure that less than 10% of total support tickets addressed by members of the web team will be related to accessibility issues.</li> </ol>	



## FC 277 — 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 2019-20 Adopted	FY 2019-20 Actual	FY 2020-21 Recommended	FY 2020-21 Adopted	Change from FY 2019-20
Taxes	\$515,000	\$488,427	\$515,000	\$515,000	\$0
Fines, Forfeitures, and Penalties	\$308,419	\$308,415	\$307,519	\$307,519	\$(900)
Other Financing Sources	\$1,820,862	\$1,766,591	\$2,746,002	\$2,746,002	\$925,140
<b>Total Revenue</b>	<b>\$2,644,281</b>	<b>\$2,563,433</b>	<b>\$3,568,521</b>	<b>\$3,568,521</b>	<b>\$924,240</b>
<b>Total Financing Sources</b>	<b>\$2,644,281</b>	<b>\$2,563,433</b>	<b>\$3,568,521</b>	<b>\$3,568,521</b>	<b>\$924,240</b>
Services and Supplies	\$54,250	\$9,562	\$54,250	\$54,250	\$0
Other Charges	\$2,590,031	\$2,559,933	\$3,514,271	\$3,514,271	\$924,240
<b>Gross Expenditures</b>	<b>\$2,644,281</b>	<b>\$2,569,495</b>	<b>\$3,568,521</b>	<b>\$3,568,521</b>	<b>\$924,240</b>
<b>Total Financing Requirements</b>	<b>\$2,644,281</b>	<b>\$2,569,495</b>	<b>\$3,568,521</b>	<b>\$3,568,521</b>	<b>\$924,240</b>

### COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

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 2020-21 debt payments made through this fund are increasing \$930,240 or 36% compared to FY 2019-20 and total \$3.5 million. This increase is due largely to the addition of debt payments on the Animal Services Facility. The County's 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
New County Government Center located in the City of San Luis Obispo	\$947,998	\$364,949	\$1,312,947	Various, including: - General Government Public Facility Fee funds: \$400,000 - Teeter- Tax Loss Reserve funds: \$500,000 - General Fund: \$412,947
Paso Robles Courthouse	\$152,000	\$155,519	\$307,519	Courthouse Construction funds
Vineyard Drive interchange in North County (near Templeton)	\$147,000	\$199,439	\$346,439	Road Impact Fees collected in the Templeton area
California Infrastructure and Economic Development Bank (iBank) Loan for construction of the new Airport Terminal	\$129,740	\$209,119	\$338,859	Airports operating budget
California Energy Commission Loan	\$158,383	\$17,051	\$175,434	General Fund support
Animal Services Facility	\$267,000	\$766,073	\$1,033,073	General Fund support (funded through the Animal Services operating budget)
<b>Total</b>	<b>\$1,802,121</b>	<b>\$1,712,150</b>	<b>\$3,514,271</b>	

In addition to the debt payments noted above, this budget also includes:

- \$3,250 for bond disclosure filing services
- \$36,000 for bond collateral assets
- \$15,000 for financial advising, which is required for agencies that issue nontaxable bonds

The County also issued Pension Obligation Bonds during FY 2004-05. The details can be found in Fund Center 392 - Pension Obligation Bonds.

### BOARD ADOPTED CHANGES

None.

### BUDGET AUGMENTATION REQUESTS ADOPTED

None requested.



## FC 267 — 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 2019-20 Adopted	FY 2019-20 Actual	FY 2020-21 Recommended	FY 2020-21 Adopted	Change from FY 2019-20
Revenue from Use of Money & Property	\$0	\$641,414	\$0	\$0	\$0
Other Financing Sources	\$3,367,669	\$3,367,669	\$3,703,657	\$0	\$(3,367,669)
<b>Total Revenue</b>	<b>\$3,367,669</b>	<b>\$4,009,083</b>	<b>\$3,703,657</b>	<b>\$0</b>	<b>\$(3,367,669)</b>
Fund Balance Available	\$255,602	\$0	\$0	\$400,000	\$144,398
Cancelled Reserves	\$1,181,726	\$0	\$2,600,000	\$4,600,000	\$3,418,274
<b>Total Financing Sources</b>	<b>\$4,804,997</b>	<b>\$4,009,083</b>	<b>\$6,303,657</b>	<b>\$5,000,000</b>	<b>\$195,003</b>
Transfers-Out	\$1,181,726	\$2,442,408	\$2,600,000	\$4,600,000	\$3,418,274
<b>Gross Expenditures</b>	<b>\$1,181,726</b>	<b>\$2,442,408</b>	<b>\$2,600,000</b>	<b>\$4,600,000</b>	<b>\$3,418,274</b>
New Reserves	\$3,623,271	\$0	\$3,703,657	\$400,000	\$(3,223,271)
<b>Total Financing Requirements</b>	<b>\$4,804,997</b>	<b>\$2,442,408</b>	<b>\$6,303,657</b>	<b>\$5,000,000</b>	<b>\$195,003</b>

### COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

This fund center supports the long-term commitment to strategic planning as identified in the five-year Capital Improvement Plan and the Countywide Facilities Master Plan. The funding for this fund center is based upon the annual depreciation of County buildings.

The depreciation schedule indicates that \$3.7 million should be placed into reserves to help fund replacement and new building projects. In FY 2020-21, it is recommended that a total of \$2.6 million be cancelled from the General Government Building Replacement reserve to fund a portion of the capital project expenses recommended for FY 2020-21. The County has intentionally set aside funding in this reserve to address a significant backlog of capital and maintenance projects. As a result of the County's Facility Condition Assessment (FCA) process, it is expected that funds will be pulled from the reserve over the next several years, as projects are addressed. Despite the cancellation of reserves, the General Government Building Replacement reserve will remain well funded in FY 2020-21.

### **BOARD ADOPTED CHANGES**

During the Budget Hearing, the Board approved a number of changes to the initial Recommended Budget, to adjust for the impacts of COVID-19. The changes included the cancellation of \$2,000,000 from the General Government Building Replacement designation, and elimination of the calculated FY 2020-21 depreciation contribution of \$3,703,657 to that same designation. This funding was transferred into the General Fund, to increase the amount of General Fund support available to support departmental budgets.

At FY 2019-20 year-end, the final Fund Balance Available (FBA) for the General Government Building Replacement fund was \$400,000 higher than what was estimated at the time of FY 2019-20 budget development. As part of the Final Budget adoption, the Board approved the addition of the excess FBA to the General Government Building Replacement designation.

### **BUDGET AUGMENTATION REQUESTS ADOPTED**

None requested.



## FC 103 — 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.

### FINANCIAL SUMMARY

	FY 2019-20 Adopted	FY 2019-20 Actual	FY 2020-21 Recommended	FY 2020-21 Adopted	Change from FY 2019-20
Intergovernmental Revenue	\$0	\$134,944	\$0	\$0	\$0
Charges for Current Services	\$77,000	\$57,135	\$77,000	\$77,000	\$0
Other Revenues	\$0	\$25,001	\$0	\$0	\$0
Interfund	\$36,000	\$36,000	\$36,000	\$36,000	\$0
<b>Total Revenue</b>	<b>\$113,000</b>	<b>\$253,079</b>	<b>\$113,000</b>	<b>\$113,000</b>	<b>\$0</b>
Services and Supplies	\$633,765	\$4,966,033	\$633,765	\$612,934	\$(20,831)
Capital Assets	\$0	\$105,625	\$0	\$0	\$0
<b>Gross Expenditures</b>	<b>\$633,765</b>	<b>\$5,071,658</b>	<b>\$633,765</b>	<b>\$612,934</b>	<b>\$(20,831)</b>
<b>General Fund Support</b>	<b>\$520,765</b>	<b>\$4,818,579</b>	<b>\$520,765</b>	<b>\$499,934</b>	<b>\$(20,831)</b>

### SERVICE PROGRAMS

Non-Departmental Other Expenditures provides the following services:

#### Miscellaneous Expenditures

Provides funds for a variety of County projects and expenditures not specifically related to any single County department.

#### Deferred Compensation Plan

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

#### Organizational Effectiveness

Provides support for departments geared toward creating a high-performance, results-oriented County organization, including strategic planning, goal setting and performance measurement.

### COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The level of General Fund support for this fund center is recommended to remain at FY 2019-20 Adopted Budget level of \$520,765. 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. Revenue is recommended to remain at FY 2019-20 adopted amount of \$113,000. Revenue partially offsets the cost of the Deferred Compensation program and the Federal Lobbyist. As in prior years, Fund Center 405 – Public Works Internal Service Fund will reimburse this budget for half of the cost of the County's Federal lobbyist contract. Expenditures are recommended to remain at FY 2019-20 adopted amount of \$633,765.

The following table provides a summary of recommended expenditures in this budget compared to FY 2019-20 adopted amounts.

Expenditure Item	2019-20 Adopted	2020-21 Recommended	% Diff
AGP Video	\$40,000	\$40,000	0%
Deferred Comp Administration- Administrative Fee	\$42,000	\$42,000	0%
Deferred Comp Administration- Sageview consulting	\$25,000	\$25,000	0%
Deferred Comp Administration- Committee training	\$10,000	\$10,000	0%
Federal Lobbyist	\$ 72,000	\$72,000	0%
Local Agency Formation Commission (LAFCO)	\$203,765	\$203,765	0%
Rural County Representatives of California	\$14,000	\$14,000	0%
State Lobbyist	\$ 72,000	\$72,000	0%
Emergency funds	\$75,000	\$75,000	0%
Organizational development projects	\$ 80,000	\$80,000	0%
<b>Total</b>	<b>\$633,765</b>	<b>\$633,765</b>	<b>0%</b>

### BOARD ADOPTED CHANGES

During the Budget Hearing, the Board approved a 4% (\$20,831) reduction to the level of General Fund support for this fund center, in order to close an anticipated budget gap due to the COVID-19 pandemic.

### BUDGET AUGMENTATION REQUESTS ADOPTED

None requested.



## FC 102 — 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 2019-20 Adopted	FY 2019-20 Actual	FY 2020-21 Recommended	FY 2020-21 Adopted	Change from FY 2019-20
Charges for Current Services	\$0	\$19,488	\$0	\$0	\$0
Interfund	\$2,925,255	\$2,849,808	\$3,146,577	\$3,146,577	\$221,322
Other Financing Sources	\$2,291,611	\$2,881,152	\$513,767	\$3,344,588	\$1,052,977
<b>Total Revenue</b>	<b>\$5,216,866</b>	<b>\$5,750,448</b>	<b>\$3,660,344</b>	<b>\$6,491,165</b>	<b>\$1,274,299</b>
Services and Supplies	\$0	\$62,174	\$0	\$0	\$0
Other Charges	\$0	\$192,000	\$0	\$0	\$0
Transfers-Out	\$21,504,957	\$21,288,361	\$20,123,117	\$16,445,320	\$(5,059,637)
<b>Gross Expenditures</b>	<b>\$21,504,957</b>	<b>\$21,542,534</b>	<b>\$20,123,117</b>	<b>\$16,445,320</b>	<b>\$(5,059,637)</b>
Less Intrafund Transfers	\$(14,119,972)	\$(13,969,143)	\$(14,805,134)	\$(14,805,134)	\$(685,162)
<b>Net Expenditures</b>	<b>\$7,384,985</b>	<b>\$7,573,391</b>	<b>\$5,317,983</b>	<b>\$1,640,186</b>	<b>\$(5,744,799)</b>
<b>General Fund Support</b>	<b>\$2,168,119</b>	<b>\$1,822,943</b>	<b>\$1,657,639</b>	<b>\$(4,850,979)</b>	<b>\$(7,019,098)</b>

### COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

This fund center contains all of the recommended General Fund contributions to other funds and all countywide overhead charges paid by various County departments and agencies. Additionally, this fund center serves as a "clearing house" for charges between the General Fund and non-General Fund departments. 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 \$19.7 million, reflecting a decrease of \$1.4 million or 7% compared to FY 2019-20 adopted levels. This decrease is due to a one-time contribution of General Fund Fund Balance Available from FY 2018-19 that was transferred to FC 266 – Countywide Automation to fund an upgrade of the County's public safety radio communications system as a part of FY 2019-20 Budget adoption, as well as a decreased General Fund contribution to FC 290 – Community Development to reflect that expenses historically paid by Community Development have been transferred to FC 104 – Administrative Office.



Fund Center	FY 2019-20 Adopted	FY 2020-21 Recommended	Percent Change
Fund Center 230 - Capital Projects	\$4,610,149	\$4,632,000	<1%
Fund Center 245 - Roads	\$6,219,224	\$6,219,224	0%
Fund Center 266 - Countywide Automation Replacement	\$5,118,953	\$3,870,033	-24%
Fund Center 267 - General Government Building Replacement	\$3,367,669	\$3,703,657	10%
Fund Center 277 - Debt Service	\$633,940	\$588,381	-7%
Fund Center 290 - Community Development	\$524,161	\$40,161	-92%
Fund Center 377 - Library	\$666,552	\$666,552	0%
Fund Center 425 - Airports	\$12,500	\$12,500	0%
Fund Center 427 - Golf	\$12,500	\$12,500	0%
<b>Total</b>	<b>\$21,165,648</b>	<b>\$19,745,008</b>	<b>-7%</b>

- The General Fund contribution to Fund Center 230- Capital Projects provides funding for improvements to County facilities. Similar to the current year, capital project expense in FY 2020-21 is recommended to be funded with a combination of General Fund dollars and General Government Replacement reserves.
- The General Fund contribution to Fund Center 245- Roads is for the pavement management program and various roads projects. The FY 2020-21 recommended General Fund contribution to the pavement management program fulfills the County’s obligation under the Senate Bill (SB) 1 - Road Repair and Accountability Act of 2017 Maintenance of Effort (MOE), in order to receive State funding for local road and transportation infrastructure repair.
- The General Fund contribution to Fund Center 266- Countywide Automation Replacement is based on the depreciation of the County’s existing systems and is used to help fund new and replacement automation equipment, systems, and programs.
- The General Fund contribution to Fund Center 267- General Government Building Replacement is based on the depreciation of the County’s existing facilities and is used to help offset the costs of new and replacement buildings.
- The General Fund contribution to Fund Center 277- Debt Service funds a portion of the debt service for the County Government Center building located within the City of San Luis Obispo, the full repayment of a loan from the California Energy Commission, as well as some administrative costs associated with various debt issuances.
- The General Fund contribution to Fund Center 290- Community Development includes funding for the Housing Trust.
- The General Fund contribution to Fund Center 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 contributions to both Fund Center 425- Airports and Fund Center 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, Administrative Office, Central Services, County Counsel, and Auditor-Controller-Treasurer-Tax Collector-Public Administrator) 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.

### BOARD ADOPTED CHANGES

During the budget hearing, the Board approved a number of changes to the initial Recommended Budget, to adjust for the impacts of COVID-19. The changes included use of reserves, as follows:

- Cancellation of \$797,952 from the Property Tax Litigation designation;
- Cancellation of \$2,000,000 from the General Government Building Replacement designation; and
- Elimination of the calculated FY 2020-21 depreciation contribution of \$3,703,657 to the General Government Building Replacement designation.

All of this funding was transferred into the General Fund via this fund center, to increase the amount of General Fund support available to support departmental budgets.

In addition, the Board approved a 4% reduction to the level of General Fund dollars contributed from this fund center to funds outside of the General Fund. This included:

- A \$500 decrease to the General Fund contribution to Fund Center 425 – Airports;
- A \$500 decrease to the General Fund contribution to Fund Center 427 – Golf;
- A \$185,000 decrease to the General Fund contribution to Fund Center 230 – Capital Projects;
- A \$26,662 decrease to the General Fund contribution to Fund Center 377 – Library; and
- A \$1,606 decrease to the General Fund contribution to Fund Center 290 – Community Development.

At FY 2019-20 year end, the final Fund Balance Available (FBA) for the General Fund was \$13,257,086 higher than what had been estimated during FY 2020-21 Recommended Budget adoption in June. This increased FBA was attributable to the receipt of Coronavirus Relief Funding (CRF) from the CARES Act allocated by the State, and an initial reimbursement from the Federal Emergency Management Agency (FEMA) to address the County’s FY 2019-20 expenditures related to COVID-19 response and impacts. Of the additional unanticipated FBA, a total of \$240,408 was allocated to Fund Center 102 and distributed to Fund Center 305 – Regional Parks as payment for use of the El Chorro Campground for location of trailers to house and quarantine COVID-19 positive homeless individuals. In addition, \$32,869 of FBA from Fund Center 377 – Library was transferred into the General Fund. This amount represents the amount of General Fund that has been annually contributed to the Library beginning in FY 2016-17 to fund 0.50 FTE Library Assistant to support Library services in Templeton (the position was not filled in FY 2019-20 and the funding fell back to the General Fund).

### BUDGET AUGMENTATION REQUESTS ADOPTED

None requested.



## FC 101 — 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 2019-20 Adopted	FY 2019-20 Actual	FY 2020-21 Recommended	FY 2020-21 Adopted	Change from FY 2019-20
Taxes	\$202,720,809	\$207,698,686	\$214,870,032	\$208,396,017	\$5,675,208
Licenses, Permits, and Franchises	\$3,151,100	\$3,449,996	\$3,233,000	\$3,233,000	\$81,900
Revenue from Use of Money & Property	\$2,781,000	\$4,448,557	\$3,475,000	\$3,475,000	\$694,000
Intergovernmental Revenue	\$2,105,302	\$17,580,333	\$2,180,893	\$2,180,893	\$75,591
Charges for Current Services	\$2,105,973	\$2,139,952	\$2,342,000	\$2,342,000	\$236,027
Other Revenues	\$1,205	\$8,621,325	\$2,379,504	\$2,379,504	\$2,378,299
Interfund	\$285,000	\$262,180	\$285,000	\$285,000	\$0
<b>Total Revenue</b>	<b>\$213,150,389</b>	<b>\$244,201,030</b>	<b>\$228,765,429</b>	<b>\$222,291,414</b>	<b>\$9,141,025</b>
Services and Supplies	\$5	\$3	\$5	\$5	\$0
<b>Gross Expenditures</b>	<b>\$5</b>	<b>\$3</b>	<b>\$5</b>	<b>\$5</b>	<b>\$0</b>
<b>General Fund Support</b>	<b>\$(213,150,384)</b>	<b>\$(244,201,026)</b>	<b>\$(228,765,424)</b>	<b>\$(222,291,409)</b>	<b>\$(9,141,025)</b>

### COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

This fund center receives all of the General Fund revenues not directly attributable to any single department's operation (commonly referred to as discretionary revenue or non-departmental revenue). Overall, non-departmental revenue is recommended at \$228.8 million, which is an increase of approximately \$15.6 million or just over 7% compared to the FY 2019-20 adopted amount of \$213.2 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 \$131.7 million, which is an increase of \$6.9 million or 6% compared to FY 2019-20 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 \$4.6 million, which is \$1.9 million or 67% higher than FY 2019-20 adopted levels. This increase is related to the sale of a non-profit and previously tax-exempt solar plant to a for-profit company.
- Property Tax in Lieu of Vehicle License Fee (VLF) revenue is budgeted at \$41.1 million, which is \$2.7 million or 7% higher than FY 2019-20 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 \$12.4 million, which is \$1.2 million or 11% higher than FY 2019-20 adopted levels.
- Unitary Taxes (the Property Taxes on utilities such as power plants as well as pipelines throughout the County) are budgeted at \$5.7 million, which is \$1.4 million or 19% lower than FY 2019-20 adopted levels. This decrease is related to the planned decommissioning of Diablo Canyon Power Plant.
- Sales and Use Taxes are budgeted at \$12.4 million, which is \$597,215 or 5% over FY 2019-20 adopted levels.
- Property Transfer Tax is budgeted at \$3.5 million, which is \$727,500 or 26% higher than FY 2018-19 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 Secured Property Taxes are budgeted at \$2.2 million, flat with FY 2018-19 adopted levels.

### **BOARD ADOPTED CHANGES**

During the Budget Hearing, staff presented revisions to the initial Recommended Budget, to account for the impacts of COVID-19. As a part of Recommended Budget adoption, the Board approved a total reduction of \$6,474,015 in budgeted non-departmental revenue, due to an expectation of decreased consumer spending. This included a \$1,777,215 decrease to Sales and Use Taxes, and a \$4,696,800 decrease to Transient Occupancy Taxes.

### **BUDGET AUGMENTATION REQUESTS ADOPTED**

None requested.



## FC 413 — 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 2019-20 Adopted	FY 2019-20 Actual	FY 2020-21 Recommended	FY 2020-21 Adopted	Change from FY 2019-20
Revenue from Use of Money & Property	\$3,400	\$3,638	\$2,200	\$2,200	\$(1,200)
Other Revenues	\$2,500,000	\$2,496,961	\$2,600,000	\$2,600,000	\$100,000
<b>Total Revenue</b>	<b>\$2,503,400</b>	<b>\$2,500,599</b>	<b>\$2,602,200</b>	<b>\$2,602,200</b>	<b>\$98,800</b>
<b>Total Financing Sources</b>	<b>\$2,503,400</b>	<b>\$2,500,599</b>	<b>\$2,602,200</b>	<b>\$2,602,200</b>	<b>\$98,800</b>
Services and Supplies	\$1,642,600	\$1,725,590	\$1,705,100	\$1,705,100	\$62,500
Other Charges	\$860,800	\$676,000	\$897,100	\$897,100	\$36,300
<b>Gross Expenditures</b>	<b>\$2,503,400</b>	<b>\$2,401,590</b>	<b>\$2,602,200</b>	<b>\$2,602,200</b>	<b>\$98,800</b>
<b>Total Financing Requirements</b>	<b>\$2,503,400</b>	<b>\$2,401,590</b>	<b>\$2,602,200</b>	<b>\$2,602,200</b>	<b>\$98,800</b>

### COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

During FY 2006-07, accounting changes required local governments to account for the cost of health care benefits promised to employees who would be retiring over the next 30 years. Beginning in FY 2007-08, the County began to set aside funds to pay for these future expenses.

Departments are charged via payroll costs in order to fund this liability. The total amount to be set aside for FY 2020-21 is \$2.6 million, which is \$100,000 or 4% higher than what was set aside in FY 2019-20. For many years, charges were based upon an assumption of \$623 per Full Time Equivalent (FTE) position. Between FY 2015-16 and FY 2018-19, the charge per position was increased from \$623 to \$950, in order to assist in paying down unfunded liabilities and current benefit payments. The per position cost increases are attributable to increases in health care costs and the cost is recommended to again increase from \$950 to \$1,000 FY 2020-21.

### BOARD ADOPTED CHANGES

None.

### BUDGET AUGMENTATION REQUESTS ADOPTED

None requested.



## FC 392 — 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 2019-20 Adopted	FY 2019-20 Actual	FY 2020-21 Recommended	FY 2020-21 Adopted	Change from FY 2019-20
Revenue from Use of Money & Property	\$0	\$108,196	\$99,000	\$99,000	\$99,000
Other Revenues	\$12,300,000	\$12,777,265	\$12,700,000	\$12,700,000	\$400,000
Other Financing Sources	\$628,759	\$628,759	\$0	\$0	\$(628,759)
<b>Total Revenue</b>	<b>\$12,928,759</b>	<b>\$13,514,219</b>	<b>\$12,799,000</b>	<b>\$12,799,000</b>	<b>\$(129,759)</b>
Fund Balance Available	\$(1,360,851)	\$0	\$427,000	\$585,762	\$1,946,613
Cancelled Reserves	\$28,684	\$0	\$0	\$0	\$(28,684)
<b>Total Financing Sources</b>	<b>\$11,596,592</b>	<b>\$13,514,219</b>	<b>\$13,226,000</b>	<b>\$13,384,762</b>	<b>\$1,788,170</b>
Services and Supplies	\$30,000	\$30,000	\$30,000	\$30,000	\$0
Other Charges	\$8,482,500	\$8,482,199	\$9,042,200	\$9,042,200	\$559,700
<b>Gross Expenditures</b>	<b>\$8,512,500</b>	<b>\$8,512,199</b>	<b>\$9,072,200</b>	<b>\$9,072,200</b>	<b>\$559,700</b>
New Reserves	\$3,084,092	\$0	\$4,153,800	\$4,312,562	\$1,228,470
<b>Total Financing Requirements</b>	<b>\$11,596,592</b>	<b>\$8,512,199</b>	<b>\$13,226,000</b>	<b>\$13,384,762</b>	<b>\$1,788,170</b>

### COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

This fund center reflects the debt service payment for Pension Obligation Bonds (POBs). The Board of Supervisors approved the use of \$137 million of POBs in FY 2004-05 to address unfunded pension liability costs. The bonds were amortized over a 30 year period and create an annual savings of over \$1 million (compared to what would have otherwise been paid). The bonds are paid by charging each department a percentage of payroll.

A portion of this debt was issued at a variable rate and during FY 2009-10 the lock period on the rate expired and the rate was set to increase. In order to avoid significant cost increases, these variable rate bonds were refinanced with fixed rate securities. The fixed rate is higher than the original rate issued, but not nearly as high as what the variable rate increase would have been. As a result, this annual debt payment increased by about \$700,000 per year beginning with FY 2010-11, but the refinance avoided an additional increase of approximately \$1.5 million per year.

For FY 2020-21, it is anticipated that \$12.8 million 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	\$12,000,000
San Luis Obispo Superior Courts	\$560,000
APCD	\$120,110
LAFCO	\$19,890
Interest	\$99,000
<b>TOTAL</b>	<b>\$12,799,000</b>

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). When the Board adopted by FY 2017-18 Final budget in September 2017, \$2 million of General Fund Fund Balance Available (FBA) from FY 2016-17 was allocated to the POB Repayment designation to pay down pension debt.

In April 2018, the Board approved a budget adjustment to fully fund the early payoff of a portion of the POBs which are due in September 2019. The early payoff of the POBs reduced the interest on the bonds and is estimated to save the County approximately \$1 million annually.

**BOARD ADOPTED CHANGES**

At FY 2019-20 year end, Fund Balance Available (FBA) for the Pension Obligation Bond fund was \$158,762 higher than what had been estimated during FY 2020-21 budget development. As part of Final Budget adoption, the Board approved the addition of this excess FBA to the Pension Obligation Bond designation.

**BUDGET AUGMENTATION REQUESTS ADOPTED**

None requested.



## FC 247 — 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 2019-20 Adopted	FY 2019-20 Actual	FY 2020-21 Recommended	FY 2020-21 Adopted	Change from FY 2019-20
Revenue from Use of Money & Property	\$0	\$283,983	\$0	\$0	\$0
Charges for Current Services	\$1,967,246	\$1,546,024	\$1,668,009	\$1,668,009	\$(299,237)
<b>Total Revenue</b>	<b>\$1,967,246</b>	<b>\$1,830,006</b>	<b>\$1,668,009</b>	<b>\$1,668,009</b>	<b>\$(299,237)</b>
Cancelled Reserves	\$105,398	\$0	\$196,943	\$196,943	\$91,545
<b>Total Financing Sources</b>	<b>\$2,072,644</b>	<b>\$1,830,006</b>	<b>\$1,864,952</b>	<b>\$1,864,952</b>	<b>\$(207,692)</b>
Transfers-Out	\$400,000	\$1,019,947	\$400,000	\$400,000	\$0
<b>Gross Expenditures</b>	<b>\$400,000</b>	<b>\$1,019,947</b>	<b>\$400,000</b>	<b>\$400,000</b>	<b>\$0</b>
New Reserves	\$1,672,644	\$0	\$1,464,952	\$1,464,952	\$(207,692)
<b>Total Financing Requirements</b>	<b>\$2,072,644</b>	<b>\$1,019,947</b>	<b>\$1,864,952</b>	<b>\$1,864,952</b>	<b>\$(207,692)</b>

### COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

This fund center tracks the revenues and expenditures associated with Public Facility Fees (PFFs). The Board of Supervisors established the PFF program in 1991 to ensure that new development projects contribute to the cost of providing public facilities and services. Library fees were established in 1996. Since that time, PFFs have contributed to the development of a number of County facilities.

Total financing sources for the PFF budget are recommended to be \$1.9 million, which is a decrease of \$207,692 or 10% compared to the FY 2019-20 adopted level. Recommended financing sources include a combination of new revenues expected to be received in FY 2020-21 and the cancellation of existing PFF reserves. In the current year, PFF receipts in most categories are coming in below budgeted levels.

PFF revenues earned in each category vary based upon the type of development and the fee structure established for each category. The FY 2020-21 recommended revenues are based on PFF receipts in the first half of FY 2019-20. Actual revenues received during FY 2019-20 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 \$203,057, which is a decrease of \$91,545 or 31% compared to the FY 2019-20 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 \$196,943 will come from reserves.

Fire: Recommended revenue is \$675,436, which is a decrease of \$83,057 or 11% compared to the FY 2019-20 adopted level. All Fire PFF revenue is recommended to be added to reserves.

Law Enforcement: Recommended revenue is \$91,166, which is a decrease of \$64,041 or 41% compared to the FY 2019-20 adopted level. All Law Enforcement PFF revenue is recommended to be added to reserves.

Library: Recommended revenue is \$147,113, which is a decrease of \$60,594 or 29% compared to the FY 2019-20 adopted level. All Library PFF revenue is recommended to be added to reserves.

Parks: Recommended revenue is \$551,237, which is consistent with the FY 2019-20 adopted level. All Parks PFF revenue is recommended to be added to reserves.

#### **BOARD ADOPTED CHANGES**

None.

#### **BUDGET AUGMENTATION REQUESTS ADOPTED**

None requested.



## FC 268 — 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.

### FINANCIAL SUMMARY

	FY 2019-20 Adopted	FY 2019-20 Actual	FY 2020-21 Recommended	FY 2020-21 Adopted	Change from FY 2019-20
Revenue from Use of Money & Property	\$0	\$381,835	\$0	\$0	\$0
Other Revenues	\$0	\$3,029,949	\$1,515,072	\$1,515,072	\$1,515,072
Other Financing Sources	\$0	\$2,004,212	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$0</b>	<b>\$5,415,996</b>	<b>\$1,515,072</b>	<b>\$1,515,072</b>	<b>\$1,515,072</b>
Fund Balance Available	\$98,697	\$0	\$0	\$2,141,369	\$2,042,672
Cancelled Reserves	\$0	\$0	\$174,908	\$972,860	\$972,860
<b>Total Financing Sources</b>	<b>\$98,697</b>	<b>\$5,415,996</b>	<b>\$1,689,980</b>	<b>\$4,629,301</b>	<b>\$4,530,604</b>
Transfers-Out	\$0	\$3,663,283	\$174,908	\$972,860	\$972,860
<b>Gross Expenditures</b>	<b>\$0</b>	<b>\$3,663,283</b>	<b>\$174,908</b>	<b>\$972,860</b>	<b>\$972,860</b>
New Reserves	\$98,697	\$0	\$1,515,072	\$3,656,441	\$3,557,744
<b>Total Financing Requirements</b>	<b>\$98,697</b>	<b>\$3,663,283</b>	<b>\$1,689,980</b>	<b>\$4,629,301</b>	<b>\$4,530,604</b>

### COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

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 Great Recession, several million dollars of Tax Reduction Reserve funds were used between FY 2009-10 and FY 2011-12 as a short-term budget balancing solution.

In FY 2018-19, a new designation was created in the Tax Reduction Reserve fund to hold Senate Bill (SB) 1090 funding that is intended to offset a portion of the unitary tax revenue losses incurred by the General Fund due to the closure of Diablo Canyon Power Plant (DCPP). At present, there is approximately \$2.9 million of SB 1090 dollars in the SB 1090 Tax Reduction Reserve designation. For FY 2020-21, it is recommended that \$174,908 be cancelled from the designation and transferred into the General Fund to offset the cost of a position in FC 142 – Planning and Building that will lead the land use permitting and environmental review processes related to the decommissioning of the DCPP. Permitting and environmental review processes will begin in FY 2020-21 in order to be prepared for the full shutdown of DCPP energy generation, which will occur by the end of 2025.

### **BOARD ADOPTED CHANGES**

During the Budget Hearing, the Board approved a number of changes to the initial Recommended Budget, to adjust for the impacts of COVID-19. The changes included the cancellation of \$797,952 from the Property Tax Litigation designation, which represented the entirety of the remaining balance in that designation. This funding was transferred into the General Fund, to increase the amount of General Fund support available to support departmental budgets.

At FY 2019-20 year end, Fund Balance Available (FBA) for the Tax Reduction Reserve fund was \$2,141,369 higher than what had been estimated during FY 2020-21 budget development. As part of Final Budget adoption, the Board approved the addition of the excess FBA to the Tax Reduction Reserve designation.

### **BUDGET AUGMENTATION REQUESTS ADOPTED**

None requested.

## Capital and 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, Maintenance Projects.

### SERVICE GROUP BUDGET AT A GLANCE

	FY 2020-21 Adopted	Change from FY 2019-20 Adopted	% Change
Expenditures	\$10,606,600	\$1,842,638	21%
Revenue	\$7,543,343	\$1,333,398	21%
General Fund Support	\$3,063,257	\$509,240	20%
Staffing Levels	0 FTE	0 FTE	0%



## FC 230 — Capital Projects

John Diodati - Interim Public Works Director

Capital Projects provides funding for the planning and construction of County facility capital projects.

### FINANCIAL SUMMARY

	FY 2019-20 Adopted	FY 2019-20 Actual	FY 2020-21 Recommended	FY 2020-21 Adopted	Change from FY 2019-20
Revenue from Use of Money & Property	\$0	\$321,433	\$0	\$0	\$0
Intergovernmental Revenue	\$0	\$300,118	\$0	\$0	\$0
Charges for Current Services	\$101,470	\$100,349	\$0	\$0	\$(101,470)
Other Revenues	\$0	\$1	\$0	\$0	\$0
Interfund	\$0	\$87,138	\$0	\$0	\$0
Other Financing Sources	\$5,791,875	\$7,923,654	\$7,232,000	\$7,046,720	\$1,254,845
<b>Total Revenue</b>	<b>\$5,893,345</b>	<b>\$8,732,693</b>	<b>\$7,232,000</b>	<b>\$7,046,720</b>	<b>\$1,153,375</b>
Fund Balance Available	\$173,617	\$0	\$0	\$321,516	\$147,899
<b>Total Financing Sources</b>	<b>\$6,066,962</b>	<b>\$8,732,693</b>	<b>\$7,232,000</b>	<b>\$7,368,236</b>	<b>\$1,301,274</b>
Capital Assets	\$5,893,345	\$16,632,189	\$7,232,000	\$7,046,720	\$1,153,375
Transfers-Out	\$0	\$1,345,000	\$0	\$0	\$0
<b>Gross Expenditures</b>	<b>\$5,893,345</b>	<b>\$17,977,189</b>	<b>\$7,232,000</b>	<b>\$7,046,720</b>	<b>\$1,153,375</b>
Less Intrafund Transfers	\$0	\$(8,988,594)	\$0	\$0	\$0
<b>Net Expenditures</b>	<b>\$5,893,345</b>	<b>\$8,988,594</b>	<b>\$7,232,000</b>	<b>\$7,046,720</b>	<b>\$1,153,375</b>
New Reserves	\$173,617	\$0	\$0	\$321,516	\$147,899
<b>Total Financing Requirements</b>	<b>\$6,066,962</b>	<b>\$17,977,189</b>	<b>\$7,232,000</b>	<b>\$7,368,236</b>	<b>\$1,301,274</b>

### SERVICE PROGRAMS

Capital Projects provides the following services:

#### Capital Projects

Funding of capital projects in conformance with established policies. Facility capital projects are identified through long-range conceptual plans, annual department project requests, and the Facility Condition Assessment program. These projects include a variety of work efforts ranging from replacement of facility systems (site improvements, hardscape, roof, mechanical, electrical and plumbing), department requests related to service enhancement, remodeling or expansion of existing facilities as well as development of new facilities.

## COUNTY ADMINISTRATOR’S COMMENTS AND RECOMMENDATIONS

Capital project recommendations are based upon the guidance contained in the Board of Supervisors’ budget policies. Board policy directs staff to prioritize projects based upon a set of criteria. For example, projects that are legally mandated or necessary to improve health and safety conditions receive the highest priority. Some capital projects have funding sources, 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.

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 the following 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 427 – Golf: Waterline Project.
- Fund Center 425 – Airports: Airport structure and pavement improvements.
- 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-owned 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 of 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 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 – Maintenance Projects, are then presented to the Capital Improvement Executive Steering Committee (CI-ESC), which is chaired by the County Administrator (or designee) and comprised of most County department heads. The projects recommended in this budget are the result of the CI-ESC’s review.

A total of \$7.2 million is recommended for FY 2020-21 for capital projects listed on the following table. Approximately \$4.6 million will be allocated from the General Fund, based on calculated depreciation for building replacements, and \$2.6 million from the General Government Building Replacement Reserve. This is an increase of \$1.3 million or 23% compared to FY 2019-20 adopted levels.

### **BOARD ADOPTED CHANGES**

During the Budget Hearing, the Board approved a 4% (\$185,280) reduction to the level of General Fund support for this fund center, in order to close an anticipated budget gap due to the COVID-19 pandemic. Project tables have not been updated, pending determinations about the potential use of Building Replacement Reserves funding for Capital projects.

At FY 2019-20 year-end, the Fund Balance Available (FBA) for Capital Projects was \$321,516 higher than what was estimated during FY 2020-21 budget development. As part of Final Budget adoption, the excess FBA was allocated to the Capital Projects Facilities Planning designation for future projects.

FY 2020-21 Recommended Budget  
Capital Projects

WBS No	Title	Status*	Total Approved Through FY 2019-20	Previous Year Balance to be Encumbered**	FY 2020-21 Recommended Appropriation	Total Approved Funding and FY 2020-21 Recommended Appropriation
<b>EFS Bus Area 2300 - GENERAL GOVERNMENT - AUC</b>						
3200037	Information Technology - SLO - Extend Nacimiento Fiber	D	490,300	317,505		490,300
3200071	Public Works - Los Osos Landfill Remediation	B	1,641,063	78,365		1,641,063
3200086	Information Technology - Santa Margarita - La Panza Comm Site Tower	D	244,000	152,009		244,000
3200087	Information Technology - SLO - Cuesta Peak Comm Tower	D	244,000	160,908		244,000
3200089	Gen Govt-Cayucos-Vets Hall Rehabilitation	D	456,600	14,237		456,600
3200095	General Government - SLO - Replace Clay Tile Roof at SLO Veteran's Hall (FCA)	CO	838,800	9,176		838,800
3200099	General Government - SST72-HVAC Replacements (JH and HF)	H	344,878	104,531		344,878
320106	FCA Repairs at South County Regional Center, PAC01	C	133,000	67,707		133,000
320108	FCA HVAC Repairs at SLO Courthouse Annex, PTB03	B	396,000	348,693		396,000
Paso Fiber Project - (#360023 To be moved into FC 230 with FY1819 Q2 Report						
320113	BOS Date 03/12/2019)	C	157,000	7,168		157,000
320114	Health - SLO-FCA HVAC Public Health, PTO66	CO	723,000	60,882		723,000
320116	Gen Svc-COC-FCA Roof Fleet Svcs, PIC18	CO	215,000	93,076		215,000
320117	Probation - COC - JSC HVAC (FCA) (CIP)	CO	362,000	35,842		362,000
320118	FCA-1718-SLO-DSS PTR01	B	277,000	54,301		277,000
320120	Gen Govt - SLO - MidTown Parking Structure	P	1,680,000	1,625,365		1,680,000
320121	IT-CA Valley-Polonio Pass New Communication Facility	U			1,555,000	1,555,000
320122	IT - AG - Lopez Hill Comm Site Emergency Generator, PY-09	D	128,000	109,787		128,000
320123	IT - Templeton - North County Backup Computing Facility, PWA06	D	761,300	750,444		761,300
320124	IT - SLO - Redundant UPS Room HVAC, PTB01	B	53,900	26,155		53,900
320126	Gen Govt - COC - Parking and Road Improvements	P	245,245	228,382		245,245
320135	Gen Govt- SLO - Courthouse Annex, Curtain Wall, PTB03	CO	204,000	67,987		204,000
320136	Central Svc - Templeton - American Legion Hall Misc., PWA01	P	228,200	225,411		228,200
320137	Agriculture - Templeton - Parking Lot Improvements, PWA07	H	156,000	149,641		156,000
320138	Health-SLO- Remodel Portion of Main Office, PTF66	P	764,832	764,832		764,832
320139	OES-SLO- Remodel EOC Breakroom and Restrooms, PIC36	P	197,000	197,000		197,000
320140	CalFire-SLO-Modify HVAC @ Station 21	C	100,000			100,000
320141	PW-COC-Lighting Upgrades, PIC02	U			40,000	40,000
			<b>Sub Total:</b>	<b>5,649,404</b>	<b>1,595,000</b>	<b>12,636,118</b>



FY 2020-21 Recommended Budget  
 Capital Projects

WBS No	Title	Status*	Total Approved Through FY 2019-20	Previous Year Balance to be Encumbered**	FY 2020-21 Recommended Appropriation	Total Approved Funding and FY 2020-21 Recommended Appropriation
<b>EFS Bus Area 2300: HEALTH AND SOCIAL SERVICES - AUC</b>						
320088	Health-COC-Animal Services Facility	D	20,348,740	18,787,508		20,348,740
320093	Health - SLO - Replace roof at Public Health (FCA)	CO	152,500	259		152,500
320100	FCA Repairs at Atascadero Health Clinic, PBG01	CO	245,000	17,489		245,000
320107	FCA Repairs at SLO Health Campus, PTF66	CO	448,000	343,731		448,000
320127	Health - Atascadero - Health Clinic HVAC , PBG01	P	269,000	269,000		269,000
320129	Health - Grover Beach - Drug & Alcohol Services Roof Replacement, PLC04	D	321,500	316,538		321,500
320130	Health - Grover Beach - Public Health Roof Replacement, PLC05	CO	111,700	50,250		111,700
320131	Health - Grover Beach - Public Health Modulars Roof Replacement, PLC06	CO	83,200	17,032		83,200
320134	Health - Paso Partnership for Children HVAC , PRE35	P	61,700	60,498		61,700
320147	Health-SLO-Paving Repairs, PTF51_66	U		392,000	392,000	392,000
	<b>Sub Total:</b>		<b>22,041,340</b>	<b>19,862,305</b>	<b>392,000</b>	<b>22,433,340</b>
<b>EFS Bus Area 2300: LIBRARY - AUC</b>						
320097	Library - Los Osos - Los Osos Library Conceptual Design	P	102,698	24,507		102,698
320132	Library - Nipomo - Library HVAC , POB22	D	74,400	46,634		74,400
	<b>Sub Total:</b>		<b>177,098</b>	<b>71,141</b>	<b>-</b>	<b>177,098</b>
<b>EFS Bus Area 2300: PUBLIC SAFETY - AUC</b>						
300034	Sheriff - Women's Jail Expansion	CO	45,828,974	111,721		45,828,974
320032	Probation - SLO - Juvenile Hall Expansion	CO	19,985,273	173,379		19,985,273
320061	GDF - SLO - Programming for Co-located Dispatch Center	D	4,090,047	1,507,899		4,090,047
320081	Sheriff - SLO - Main Jail HVAC	C	798,100	88,480		798,100
320085	Cal Fire - Santa Margarita - Backup Power Solution at Carrizo Fire Station	C	208,100	4,975		208,100
320090	Sheriff - COC - Main Jail Plumbing upgrades (FCA)	CO	418,700	337,245		418,700
320091	Probation - COC - Replace asphalt paving at JSC parking lot (FCA)	B	302,000	221,808		302,000
320092	Probation - COC - Replace HVAC system at JSC (FCA)	CO	303,600	12,468		303,600
320101	FCA Repairs at COC Honor Farm, PIC31	B	82,000	63,936		82,000
320102	FCA Repairs at Los Osos Sheriff Sub-Station, PEN15	B	176,000	137,731		176,000
320103	FCA Repairs at COC Main Jail Addition, PIC_32	B	1,206,000	652,509		1,206,000
320105	FCA Repairs at Cal Valley Fire Station, PZC02	C	101,000	12,462		101,000
320109	FCA Repairs at North County Sheriff Sub-Station, PWA06	D	152,000	149,454		152,000
320110	HVAC Addition at Probation JSC New Offices	C	96,000	7,709		96,000
320111	COC Honor Farm - Construct Kitchen Dry Storage Building	D	527,000	466,619		527,000
320112	New Probation building (Replacement for Casa Loma) design development	P	150,000	119,990	2,600,000	2,750,000
320128	Probation - COC - Juvenile Services Center Roof Replacement, PIC35	C	197,800	104,933		197,800
320133	Fire - Nipomo - Mesa Fire Station HVAC , POE01	B	52,400	26,015		52,400
320142	Sheriff-COC-Central Plant Study, PIC20	U		50,000	50,000	50,000
320143	Prob-COC-Furnace & FA Upgrades, PIC35	U		295,000	295,000	295,000

FY 2020-21 Recommended Budget  
 Capital Projects

WBS No	Title	Status*	Total Approved Through FY 2019-20	Previous Year Balance to be Encumbered**	FY 2020-21 Recommended Appropriation	Total Approved Funding and FY 2020-21 Recommended Appropriation
320144	OES-COC-Plumbing Upgrades, PIC36	U		88,000	88,000	88,000
<b>Sub Total:</b>			<b>74,674,994</b>	<b>4,199,333</b>	<b>3,033,000</b>	<b>77,707,994</b>
<b>EFS Bus Area 2300: PARKS - AUC</b>						
320054	Parks - Morro Bay to Cayucos Connector - California Coastal Trail	D	630,000	62,169		630,000
320056	Parks - North County - Templeton to Atascadero Connector	D	560,000	283,426		560,000
320096	Parks - SLO - Bob Jones Trail Octagon Barn to Ontario Road	D	1,429,427	243,634		1,429,427
320145	Parks - Cayucos-RR&Storage Upgrades,PJB01	U		68,000	68,000	68,000
320146	Parks - Nipomo-SB&Storage Re-Roof, POB20	U		28,000	28,000	28,000
320148	Parks - SMig-Misc Pool Bldg Repairs,PUD15	U		106,000	106,000	106,000
320149	Parks - San Miguel-Misc Repairs, PUE13	U		185,000	185,000	185,000
320150	Parks - Rios Caledonia-Roof Repairs,PUG24	U		75,000	75,000	75,000
320151	Parks - Office relocation to El Chorro	U		500,000	500,000	500,000
<b>Sub Total:</b>			<b>2,619,427</b>	<b>589,229</b>	<b>962,000</b>	<b>3,581,427</b>
<b>EFS Bus Area 2300: COMMUNITY SERVICES - AUC</b>						
320152	Community Svc. - UC Coop Office relocation to El Chorro	U		1,250,000	1,250,000	1,250,000
<b>Sub Total:</b>			<b>-</b>	<b>-</b>	<b>1,250,000</b>	<b>1,250,000</b>
<b>EFS Bus Area 3050: PARKS FUND - AUC</b>						
380000	Parks - Nipomo - Skate Park	D	775,000	627,345		775,000
380004	Parks - Biddle Park Gazebo	D	139,571	139,571		139,571
Parks - Cayucos - Cayucos 1st Street Accessway - Coastal Commission Mitigation						
380005	Funds	C	296,144	7,491		296,144
380006	Parks - El Chorro - Phase One	D	668,268	601,561		668,268
380007	Parks - Basketball and Pickle Ball	B	425,710	370,254		425,710
380008	Parks - Cave Landing Parking Lot Management	P	25,000	2,620		25,000
JREADY	Parks - Nipomo - Jack Ready Imagination Park	C	1,032,500			1,032,500
SHAMPLA	Parks -Shamel-Playground	C	115,000			115,000
TEMPPOC	Parks -Templeton-Pool Repair	C	125,000			125,000
<b>Sub Total:</b>			<b>3,602,193</b>	<b>1,748,842</b>	<b>-</b>	<b>3,602,193</b>
<b>EFS Bus Area 4250: AIRPORT FUND - AUC</b>						
330019	Airports - SLO Airport - QTA Rental Car Facilities (replaces 300015)	H	-			-
330027	Airports - SLO - SLO Runway 11-29 Rehab. Project - Design (Ph I)	D	1,140,615	795,300		1,140,615
330028	Airports - SLO - Access Road	U		90,000	90,000	90,000
330029	Airports - SLO - Install Streetlights Aero Drive	U		125,000	125,000	125,000

FY 2020-21 Recommended Budget  
Capital Projects

WBS No	Title	Status*	Total Approved Through FY 2019-20	Previous Year Balance to be Encumbered**	FY 2020-21 Recommended Appropriation	Total Approved Funding and FY 2020-21 Recommended Appropriation
330030	Airports - SLO - Terminal Ramp Expansion	U		20,000		20,000
L52EA	Airports - Oceano - Oceano Airport Environmental	P	333,791	55,446		333,791
		<b>Sub Total:</b>	<b>1,474,406</b>	<b>850,746</b>	<b>235,000</b>	<b>1,709,406</b>
<b>EFS Bus Area 4270: GOLF COURSES - AUC</b>						
340002	Golf Courses - Morro Bay Golf Course - Replace Water Line	P	1,100,000	877,966		1,100,000
		<b>Sub Total:</b>	<b>1,100,000</b>	<b>877,966</b>	<b>-</b>	<b>1,100,000</b>
		<b>Total:</b>	<b>116,730,576</b>	<b>33,848,966</b>	<b>7,467,000</b>	<b>124,197,576</b>

Not all projects proceed in the year they were funded due to factors including but not limited to, programming, environmental, determinations, community input and support, and availability of funding sources outside of County control.

\* Status: U/Unassigned; H/Hold; P/Programming; D/Design; B/Bidding; C/Construction; CO/Closeout

\*\* Previous Yr Balance as of 2/29/20. As work continues, the balance of funds available will continue to reduce through the fiscal year and project duration.



## FC 200 — Maintenance Projects

John Diodati - Interim Public Works Director

Maintenance Projects provides funding for the planning and construction of County facility maintenance projects.

### FINANCIAL SUMMARY

	FY 2019-20 Adopted	FY 2019-20 Actual	FY 2020-21 Recommended	FY 2020-21 Adopted	Change from FY 2019-20
Charges for Current Services	\$117,983	\$142,123	\$75,107	\$75,107	\$(42,876)
Interfund	\$25,000	\$381,562	\$100,000	\$100,000	\$75,000
Other Financing Sources	\$0	\$25,000	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$142,983</b>	<b>\$548,685</b>	<b>\$175,107</b>	<b>\$175,107</b>	<b>\$32,124</b>
Services and Supplies	\$2,697,000	\$4,036,766	\$3,366,000	\$3,238,364	\$541,364
Transfers-Out	\$0	\$1,079,945	\$0	\$0	\$0
<b>Gross Expenditures</b>	<b>\$2,697,000</b>	<b>\$5,116,711</b>	<b>\$3,366,000</b>	<b>\$3,238,364</b>	<b>\$541,364</b>
<b>General Fund Support</b>	<b>\$2,554,017</b>	<b>\$4,568,026</b>	<b>\$3,190,893</b>	<b>\$3,063,257</b>	<b>\$509,240</b>

### SERVICE PROGRAMS

The Maintenance Projects budget provides the following services:

#### 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 and storm water pollution control. and for the development of plans and specifications for maintenance and renovations of facilities.

#### Major Maintenance Projects

Provides funding for major “standalone” maintenance projects and to maintain the County’s facilities.

### COUNTY ADMINISTRATOR’S COMMENTS AND RECOMMENDATIONS

Maintenance project recommendations are based upon the guidance contained in the Board of Supervisors’ budget policies to provide adequate funds to maintain County facilities. The majority of funds for FY 2020-21 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. Major maintenance “standalone” projects typically receive over \$100,000 in funding. Generally, standalone projects are larger projects or are projects that use funding outside of the General Fund.

There are two primary processes used to identify projects. The first is the Facilities Condition Assessment (FCA) process, where all County-owned 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 of 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 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 (or designee) and comprised of most County department heads. The projects recommended in this budget are the result of the CI-ESC’s review.

The amount recommended prioritizes critical deferred maintenance needs above other requests. The total recommended expense for FY 2020-21 is approximately \$3.4 million, an increase of \$669,000 or 25% compared to FY 2019-20 adopted levels. The recommended expense is comprised of approximately \$1.3 million for major standalone projects and \$2 million for Countywide maintenance (groups of smaller projects), summarized in the tables below:

## **BOARD ADOPTED CHANGES**

During the Budget Hearing, the Board approved a 4% (\$127,636) reduction to the level of General Fund support for this fund center, in order to close an anticipated budget gap due to the COVID-19 pandemic. Project tables have not been updated, pending determinations about the potential use of Building Replacement Reserves funding for Maintenance projects.

FY 2020-21 Recommended Budget  
County Wide - Maintenance Projects

WBS No	Title	Status*	Previous Year Balance to be Encumbered**	New Funding Recommended for FY 2020-21	Total Approved Funding and FY 2020-21 Recommended Appropriation
<b>EFS Bus Area 2000: GENERAL GOVERNMENT - MAINT</b>					
350050	Countywide Stormwater Pollution Prevention	C	354,381		1,338,800
350070	Countywide Facilities Master Plan	C	576,303	228,000	1,933,267
350071	Countywide ADA Compliance	C	558,038	250,000	2,262,331
350072	Countywide Department Relocations	C	131,176		1,009,027
350074	Countywide Energy and Water Conservation	C	267,389	100,000	2,187,655
350104	Countywide Maintenance Projects #2- replaces 350077	C	150,702		3,092,975
350124	Countywide Facility Maintenance Contingency (CWFCM) - Replaces 350104	C	119,770	260,000	325,000
350125	Countywide Facilities Condition Assessment Repairs	C	1,118,601		4,508,900
350129	Countywide Facilities Condition Assessment Repairs - Replaces 350125	C	1,305,961	1,139,000	2,040,000
	<b>Sub Total:</b>		<b>4,582,321</b>	<b>1,977,000</b>	<b>18,697,955</b>
<b>EFS Bus Area 2000: LIBRARY - MAINT</b>					
350073	Countywide Library Renovations	C	410,279		1,127,311
	<b>Sub Total:</b>		<b>410,279</b>	<b>-</b>	<b>1,127,311</b>
<b>EFS Bus Area 2000: COMMUNITY SERVICES - MAINT</b>					
350010	Countywide Community Buildings Renovations	C	47,532		948,926
	<b>Sub Total:</b>		<b>47,532</b>	<b>-</b>	<b>948,926</b>
	<b>Total:</b>		<b>5,040,132</b>	<b>1,977,000</b>	<b>20,774,192</b>

\* Status: U/Unassigned; H/Hold; P/Programming; D/Design; B/Bidding; C/Construction; CO/Closeout

\*\* Previous Yr Balance as of 2/29/20. As work continues, the balance of funds available will continue to reduce through the fiscal year and project duration.

FY 2020-21 Recommended Budget  
Maintenance Projects

WBS No	Title	Status*	Total Approved Through FY 2019-20	Previous Year Balance to be Encumbered**	FY 2020-21 Recommended Appropriation	Total Approved Funding and FY 2020-21 Recommended Appropriation
<b>EFS Bus Area 2000: GENERAL GOVERNMENT - MAINT</b>						
300128	SLO - Johnson Avenue Property Analysis	H	354,000	161,698		354,000
350110	General Government - Simmler - Renovate Community Building	CO	905,000	671,734		905,000
350115	General Government - SLO - Courthouse ADA Repairs	CO	1,220,613	10,034		1,220,613
350122	General Government - SLO - Government Center Repairs	CO	3,230,610	137,061		3,230,610
350131	General Government - SLO - Submetering at Downtown Government Center	C	102,000	70,082		102,000
350132	General Government - Various - Seismic Assessments	D	500,000	180,447		653,500
350134	General Government - FCA Repairs at COC Road Yard, PIC24	C	392,000	44,765		392,000
350137	Gen Govt - FCA Repairs at SLO Old Courthouse, PTB01	C	881,000	505,120		881,000
350138	Gen Govt - FCA Elec/Lighting Repairs at SLO Courthouse Annex, PTB02	CO	286,000	36,404		286,000
350141	Gen Gov't - SLO - Courthouse Annex Electrical Panel Replacement, PTB02	P	237,200	236,130		237,200
350142	Health-Atascadero- Remodel D&A Office, PBES8	P	67,000	67,000		67,000
350145	PW-COC-Electrical Upgrades, PIC04	U			117,000	117,000
350146	PW-COC-Lighting Upgrades, PIC24	U			75,000	75,000
350150	Gen Govt-SLO-Electrical Upgrades, PTB02	U			151,000	151,000
350151	Gen Govt-SLO-4th Floor Restroom Upgrades, PTB02	U			110,000	110,000
350152	Gen Govt-SLO-Downtown Master Plan and Programming	U			225,000	225,000
	<b>Sub Total:</b>		<b>8,175,423</b>	<b>2,120,475</b>	<b>678,000</b>	<b>9,006,923</b>
<b>EFS Bus Area 2000: HEALTH AND SOCIAL SERVICES -MAINT</b>						
350140	Health - Grover Beach - Health Campus Paving, PLC04 & PLC05	B		140,562		145,100
350144	Health-Atas-Electrical Upgrades, PBG01	U			198,000	198,000
	<b>Sub Total:</b>		<b>-</b>	<b>140,562</b>	<b>198,000</b>	<b>343,100</b>
<b>EFS Bus Area 2000: LIBRARY - MAINT</b>						
350139	Library - AG - Arroyo Grande Library Misc. Repairs, PAC02	P		84,262		86,200
	<b>Sub Total:</b>		<b>-</b>	<b>84,262</b>	<b>-</b>	<b>86,200</b>

FY 2020-21 Recommended Budget  
Maintenance Projects

WBS No	Title	Status*	Total Approved Through FY 2019-20	Previous Year Balance to be Encumbered**	FY 2020-21 Recommended Appropriation	Total Approved Funding and FY 2020-21 Recommended Appropriation
<b>EFS Bus Area 2000: PUBLIC SAFETY - MAINT</b>						
350136	Sheriff - FCA Repairs at COC Main Jail, PIC20	B	608,000	571,527		608,000
350147	Sheriff-COC-Lighting & Window Replacement, PIC31	U			261,000	261,000
350148	Sheriff-COC-Lighting Upgrades, PIC32	U			95,000	95,000
	<b>Sub Total:</b>		<b>608,000</b>	<b>571,527</b>	<b>356,000</b>	<b>964,000</b>
<b>EFS Bus Area 2000: PARKS - MAINT</b>						
350100	Parks - Avila - Renovate Bob Jones Trail along Blue Heron Drive	H	14,000	14,000		14,000
	<b>Sub Total:</b>		<b>14,000</b>	<b>14,000</b>	<b>-</b>	<b>14,000</b>
<b>EFS Bus Area 2000: COMMUNITY SERVICES - MAINT</b>						
350149	CS-SLO-VetsHall-Paint & Restroom Upgrades, PTA85	U			157,000	157,000
	<b>Sub Total:</b>		<b>-</b>	<b>-</b>	<b>157,000</b>	<b>157,000</b>
<b>EFS Bus Area 3050: PARKS FUND - MAINT</b>						
382001	Parks North Co Rehab Quimby	C		34,745		
382002	Parks Coastal Co Rehab Quimby	C		16		
382003	Parks Central Co Rehab Quimby	C		5,163		
382004	Parks South Co Rehab Quimby	C				
382005	Parks East Co Rehab Quimby	C		33,209		
385000	Parks - Coastal Dunes Upgrades	P	320,000			320,000
	<b>Sub Total:</b>		<b>320,000</b>	<b>73,133</b>	<b>-</b>	<b>320,000</b>
	<b>Total:</b>		<b>9,117,423</b>	<b>3,003,959</b>	<b>1,389,000</b>	<b>10,891,223</b>

Not all projects proceed in the year they were funded due to several factors, including but not limited to, programming, environmental, determinations, community input and support, and availability of funding sources outside of County control.

\* Status: U/Unassigned; H/Hold; P/Programming; D/Design; B/Bidding; C/Construction; CO/Closeout

\*\* Previous Yr Balance as of 2/29/20. As work continues, the balance of funds available will continue to reduce through the fiscal year and project duration.



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## 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.

# Summary of Budget Augmentation Request Results

## BUDGET AUGMENTATION REQUESTS RESULTS MATRIX

Note: Reporting results start during fiscal year the BAR was approved

+	Achieved
±	Partially Achieved
-	Not Achieved

FC - Department	Title	Results										
		FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19			
104 - Administrative Office	Public Facilities Financing Plan Update Consultant Services								±	±		
	Add 1.00 FTE Limited Term Principal Administrative Analyst for two years (expiring January 15, 2021) to manage the preparation of the Regional Infrastructure and Housing Plan.									±		
	An agreement with the Hourglass Project to develop a Central Coast Jobs Roadmap and Action Plan.									-		
109- Assessor	Add 1.00 FTE Limited Term Geographic Information Systems Analyst to support the Geographic Information Systems parcel conversion project. The requested position is limited term for a period of 5 years and will be eliminated on June 30, 2021.							-	±	±		
	Upgrade for OpenText Enterprise Document System. Add 1.00 FTE IT Project Manager III and delete 1.00 FTE Computer Technical III Confidential and add 1.00 FTE Ltd Term IT Project Manager III and add 1.00 FTE Ltd Term Assessment Analyst III									±	±	
112 - Human Resources	Add 1.00 FTE Limited Term HR Analyst for the period of one year									±		
114 - Information Technology	Add 1.00 FTE Geographic Information System (GIS) Program Manager	±	±	±	±	±	±	±	±	+		
	Add 1.00 FTE Senior Network Engineer to function as the Countywide Information Security Program Advisor.								±	±	+	
	Add 1.00 FTE Systems Administrator to support the County websites								±	±	+	
	Add 1.00 FTE Security Officer									±	+	
	Upgrade for OpenText Enterprise Document System. Add 1.00 FTE IT Project Manager III and delete 1.00 FTE Computer Technical III Confidential and add 1.00 FTE Ltd Term IT Project Manager III and add 1.00 FTE Ltd Term Assessment Analyst III									±	±	
116 - Central Services	Reorganization of Information Technology by deleting 1.00 FTE Software Engineer and 1.00 FTE Network Hardware Specialist and adding 1.00 FTE Senior Software Engineer and 1.00 FTE Network Engineer										+	
	Add 0.50 FTE Administrative Assistant I/II/III										+	
117 - Auditor-Controller-Treasurer-Tax Collector-Public Administrator	Add 0.50 FTE Account Clerk/Senior Account Clerk position									±	±	
118 - Human Resources - Talent Development	Purchase and Installation of a cloud-based Learning Management System										±	
130 - Public Works - Waste Management	Design and construct a groundwater extraction and treatment facility at the Los Osos landfill. Once complete, this project will be a permanent operating function of the Los Osos Landfill.								±	±	±	
132 - District Attorney	Increase Deputy District Attorney III from 0.50 FTE to 1.00 FTE.									±	±	
	Increase Deputy District Attorney III from 0.50 FTE to 1.00 FTE to support growth in AB 109-funded PRCS and Parole Violations Prosecutions Unit										+	
	Add a 1.00 FTE Limited Term Victim Advocate II to create a Mass Casualty County/ Regional Community Response Plan										±	
136 - Sheriff - Coroner	Add 1.00 FTE Program Manager II to provide construction/maintenance vocational and soft skills training to inmates at the County Jail								±	±	±	
	Add 2.00 FTE Deputy Sheriffs; one for Coast Patrol Station, and one for South Patrol Station								-	-	-	
	Add 2.00 FTE Deputy Sheriff to serve on the County's cannabis compliance team									-	+	
	Add 1.00 FTE Deputy Sheriff, and 1.00 FTE Sheriff's Correctional Deputy to help provide coverage as bailiff at Superior Court									-	±	
	Purchase a new engraving machine and computer to replace outdated one purchased in the 1990s									±	+	
	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.									-	-	
	Add 2.00 FTE Deputy Sheriff to Shandon area									-	±	
137 - Health Agency - Animal Services	Add 1.00 FTE Program Manager to perform State-mandated employee background investigations										+	
	Add 1.00 Limited Term FTE Software Engineer I/II/III and one 0.50 Limited Term FTE Administrative Services Officer I/II for two years (October 16, 2018 through December 31, 2020) to support collaborative approaches to reducing the prevalence of individuals with mental disorders in the jail										±	
138 - Administrative Office - Emergency Services	Delete 0.50 FTE Administrative Assistant I/II/III and add 1.00 FTE Administrative Assistant I/II/III to provide animal licensing functions primarily within the Animal Services Division rather than contracting out the service										+	
	Add 0.50 FTE Emergency Services Coordinator I/II/III to replace two temporary help employees									±	±	+
	Update of Local Hazard Mitigation Plan										±	±
FC 139 - Probation	Update and expand the County's Tsunami Emergency Response Plan										±	±
	Add 1.00 FTE Accounting Technician to provide support and backup to Administrative Services Manager									-	-	
	Add 1.00 FTE Deputy Probation Officer III to the Gang Task Force										±	±
	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										-	±
	Add 1.00 FTE Deputy Probation Officer III for Quality Assurance and delete 1.00 FTE Deputy Probation Officer										±	+
FC 139 - Probation	Add 1.00 FTE Administrative Assistant III to assist the professional standards unit.										±	±
	0.50 FTE Legal Clerk to 1.00 FTE Legal Clerk to enhance and improve legal processing services in the Juvenile Services Division											+

FC - Department	Title	Results							
		FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19
141 -Agricultural Commissioner	Addition of 1.00 FTE Weights and Measures Inspector						±	±	±
	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.							±	±
	Add 1.75 FTE Agricultural Inspector/Biologist positions and one vehicle to meet anticipated workload generated by regulation of commercial cannabis							±	±
142 - Planning and Building	Permit Tracking System Replacement Project: replace the Planning and Building Department's permit tracking system (Tidemark), which no longer meets the department's business needs with a modern enterprise permit tracking system					±	±	±	±
	Professional services to assist with the Avila Beach Community Plan update						±	±	±
	Professional services to assist with the FEMA Required Countywide Sea Level Rise Analysis and Flood Hazard Mapping						±	±	±
	Funding for Accessory Dwelling Ordinance amendment consultant services							±	±
	Funding for Farmworker Housing Ordinance amendment consultant services							±	±
	Funding for County constraints mapping to identify new residential development areas study							±	±
	Add 1.00 FTE Resource Protection Specialist position and one vehicle for workload related to cannabis and vacation rental enforcement							±	±
	Add 1.00 FTE Resource Protection Specialist position and one vehicle for workload related to cannabis cultivation and vacation rental enforcement							±	±
	Add 1.00 FTE Supervising Planner, 2.00 FTE Senior Planner, 1.00 FTE Land Use Technician, 2.00 FTE Limited Term Resource Protection Specialist II for three years (expiring June 30, 2021), 1.00 FTE Secretary II, 1.00 FTE Principal Environmental Specialist, and delete 1.00 FTE Environmental Resource Specialist I-III for cannabis permitting and monitoring.								±
	Add 1.00 FTE Limited Term Supervising Planner and 1.00 FTE Limited Term Utility Coordinator for seven years (expiring December 31, 2025) and enter the Tri-County Regional Energy Network.								±
160 - Health Agency – Public Health	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.					-	-	±	±
	Add a Public Health electronic health record system, and 1.00 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.					-	-	±	±
	Add 1.00 FTE Deputy Health Officer					-	±	±	±
	Add 1.00 FTE Administrative Services Officer I/II to coordinate the effort to achieve accreditation for the Public Health Department					±	±	±	±
	Delete 0.75 FTE Public Health Nurse and add 1.00 FTE Public Health Nurse to expand prevention work on perinatal substance use in pregnancy						-	±	±
	Add 3.00 FTE Public Health Nurses to enhance capacity to avert poor birth outcomes and associated future public safety costs among high-risk families						-	±	±
	Add 1.00 FTE Health Education Specialist position to develop a fall prevention program for seniors due to the high rate of falls by seniors in our community. On average, emergency personnel respond to five calls per day from seniors who have fallen. Studies show that approximately 20% of older adults who fall and break a hip die within one year, and many who survive are never fully functional again.						±	±	±
	Add 1.00 FTE Program Manager I/II, delete 1.00 FTE Lead Health Education Specialist, and add 3.00 FTE Health Education Specialists to the Tobacco Control program						-	±	±
	Add 4.75 FTE positions and purchase dental assets for Public Health's oral health programs.						-	-	-
	Add 1.00 FTE limited term Departmental Personnel Technician (expiring June 30, 2020) to work on additional compliance mandates								±
	Add 0.50 FTE Public Health Nurse for the Health Care Program for Children in Foster Care								±
	Add 2.00 FTE Social Worker Aides in the Family Health Services division to implement CalWORKs Home Visiting Initiative								±
	Add contracted services with First 5 to provide coordination for an implementation of a research project to test methods for behavioral health screening of young children								-
166 - Health Agency – Behavioral Health	Add 1.00 FTE Mental Health Therapist III and 1.00 FTE Health Information Technician I/II to provide intensive day treatment services to youth					-	-	-	±
	Add 1.00 FTE Mental Health Therapist III/IV to provide bilingual mental health services to youth in the North County					-	-	-	±
	Add 0.50 FTE Drug and Alcohol Specialist (bilingual) at the South County regional hub to expand community-based treatment services and provide dedicated bilingual capacity						-	-	±
	Add 1.00 FTE Administrative Services Officer and 0.50 FTE Mental Health Therapist limited term positions to implement the Mental Health Services Act Trauma Informed Care training innovation program						±	±	±
	Add 0.50 FTE Mental Health Therapist IV and 1.00 FTE Administrative Services Officer I and add professional service funds to implement the Assisted Outpatient Treatment (Laura's Law) program.						±	±	±
	Add 0.50 FTE Mental Health Therapist IV for weekend coverage at the Psychiatric Health Facility (PHF)						-	-	±
	Add 2.00 FTE Mental Health Therapist III/IV to meet the requirements for expanded services for Intensive Care Coordination (ICC) to eligible Early and Periodic Screening, Diagnostic, and Treatment (EPSDT) beneficiaries						±	±	±
	Add 26.50 FTE positions to implement the Drug Medi-Cal Organized Delivery System (DMC-ODS) plan						±	±	±
	Crisis Stabilization Unit (CSU) Operations							-	±
	Add 1.00 FTE Mental Health Program Supervisor to oversee educationally related mental health services in local school district therapeutic learning classrooms							±	±
	Contract for services related to integrating physical and behavioral health care for adult County Behavioral Health clients who have serious mental illness							±	±
	Add 1.00 FTE Drug and Alcohol Specialist to work as a Suicide Prevention Coordinator						-	-	±
	Add 1.00 FTE Mental Health Therapist I/II/III/IV to expand community based treatment services available to AB 109 offenders								±

FC - Department	Title	Results							
		FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19
	Add 18 new Recovery Residence beds in order to support the successful return to the community for newly released offenders								-
	Increase 0.50 FTE Mental Health Therapist I/II/III/IV to 1.00 FTE Mental Health Therapist I/II/III/IV for services at the Psychiatric Health Facility (PHF)								±
	Add 3.00 FTE Mental Health Therapist I/II/III/IV to provide case management services for adults receiving Adult Outpatient Specialty Mental Health services								+
	Add 2.00 FTE Licensed Psychiatric Technicians and two 0.50 FTE Behavioral Health Workers to support the Sheriff and North County Community Action Teams (CATs)								±
	Add 1.25 FTE limited term Behavioral Health Clinicians in FC 166- Behavioral Health and 1.00 FTE limited term Social Worker Aides in FC 180- Department of Social Services to implement a three year grant (October 1, 2018 – September 30, 2021) for the enhancement of Family Treatment Court programs								±
	Add 1.00 FTE Limited Term Program Manager to implement a three year (January 1, 2019 through December 31, 2022) discretionary drug court grant for the enhancement of recovery support services for Adult Drug Court participants.								±
180 - Social Services – Administration	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.					±	±	±	±
	Add 1.00 FTE Legal Clerk in the Legal Processing Unit to process court orders.					-	-	-	±
	1.00 FTE Assistant Social Services Director, 1.00 FTE Senior Division Manager Social Services, 1.00 FTE Senior Software Engineer and add 3.00 FTE Deputy Directors, 1.00 FTE Division Manager Social Services to implement a new management organizational structure								+
	Delete one 0.50 FTE Social Worker position and add one 1.00 FTE Social Worker position to meet increased demands and support implementation of changes to various programs as directed by State and Federal legislation								±
266 - Countywide Automation	Voice over IP (VoIP) technology-based telephone system replacement								±
	Contract for Geographic Information Systems (GIS) orthogonal and oblique imagery datasets for use by the County, all seven cities, and the San Luis Obispo Council of Governments (SLOCOG)								+
	Replacement of the County Assessor's Recorded Document System								±
305 - Parks and Recreation	Replace fencing in Off Highway Vehicle (OHV) storage area at Coastal Dunes Campground							-	-
377 - Library	Add 0.50 FTE Library Assistant to support the proposed Templeton library to be operated out of the existing Templeton Community Services District (TCSD) Parks and Recreation Department							-	-
	Continued reorganization of the Library by deleting one 0.75 FTE Librarian I/II and adding one 1.00 FTE Librarian I/II; and deleting one 1.00 FTE Senior Library Associate and adding one 1.00 FTE Information Technology Specialist I/II								+
405 - Public Works	Add 1.00 FTE Engineer I/II/III to fulfill new Federal and State mandates related to monitoring vehicle miles travelled (per Senate Bill 743) and implement a roadway sign reflectivity monitoring program					±	±	±	±
	Add 1.00 FTE Engineer I/II/III to create a watershed program function of the Water Resources Division						±	±	±
	Add 2.00 FTE Associate Capital Project Coordinators to be responsible for project development and implementation related to county facilities								±
	Delete 1.00 FTE Grounds Restoration Specialist and add 1.00 FTE Environmental Specialist I/II/III								+
425 - Airports	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							-	+
	Purchase one high lift for the maintenance and cleaning of the new SBP Airport terminal								+
	Purchase one 2WD SUV vehicle								+

# 2011-12 Budget Augmentation Request Results

## FUND CENTER 114 – INFORMATION TECHNOLOGY

Title: Add 1.00 FTE Geographic Information System (GIS) Program Manager	
<b>Expenses:</b> \$130,000	<b>Funding Source(s):</b> \$0 General Fund support; \$130,000 combination of charges to departments with charges weighted based on the number of GIS licenses held by departments and existing funding in the County Information Technology (IT) budget  Approved via FY 2011-12 Budget Adoption
<b>Intended Results:</b> <ol style="list-style-type: none"> <li>Develop and maintain a GIS data layer inventory allowing more efficient use across all departments;</li> <li>Develop or update GIS data layers for:                             <ul style="list-style-type: none"> <li>countywide address points</li> <li>countywide street centerlines</li> <li>parcels</li> <li>countywide aerial ortho-photography</li> </ul> </li> <li>Develop formal, standardized metadata for all GIS data layers;</li> <li>Consolidate existing GIS licensing; and</li> <li>Develop incident models and visualizations for tracking environmental gradients and hazardous incidents such as flooding and chemical spills.</li> </ol>	
<b>Actual Results for FY 2011-12 through FY 2016-17:</b> <ol style="list-style-type: none"> <li>A data inventory was completed in April 2013 and was updated fall 2014.</li> <li>Results for developing or updating GIS data layers:                             <ul style="list-style-type: none"> <li>Countywide address points and street centerlines were completed.</li> <li>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 summer of 2018 due to the quality of the original delivery not meeting County standards. The parcel data pilot was delivered and accepted by the Assessor's Office. Parcel data acquisition has been extended to December 2018. The vendor is working diligently to meet the new delivery date at no additional cost to the County.</li> <li>Aerial imagery acquisition was finalized April 2016.</li> </ul> </li> <li>The development of metadata was completed for all enterprise data layers in fall 2014.</li> <li>GIS vendor licenses were consolidated under IT in fall 2014, allowing more departments to participate and leverage GIS offerings.</li> <li>Environmental Health launched "HealthView" mapping application in spring 2014, which allows for the visualization of environmental incident data and allows for user-defined analysis.</li> </ol> <p>*The FY 2015-16 Budget incorrectly stated that the County had acquired aerial imagery. Only partial aerial imagery had been acquired at that time.</p>	
<b>Actual Results for FY 2017-18:</b> <ol style="list-style-type: none"> <li>Achieved - A data inventory was completed in April 2013 and was updated fall 2014.</li> <li>Results for developing or updating GIS data layers:                             <ul style="list-style-type: none"> <li>Achieved - Countywide address points were completed.</li> <li>Achieved - Countywide street centerlines were completed.</li> <li>In Progress - 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 winter of 2019 due to the quality of the original delivery not meeting County standards. The vendor is working diligently to meet the new delivery date at no additional cost to the County.</li> <li>Achieved - Aerial imagery acquisition was finalized April 2016.</li> </ul> </li> <li>Achieved - The development of metadata was completed for all enterprise data layers in fall 2014.</li> <li>Achieved - GIS vendor licenses were consolidated under IT in fall 2014, allowing more departments to participate and leverage GIS offerings.</li> <li>Achieved - Environmental Health launched "HealthView" mapping application in spring 2014, which allows for the visualization of environmental incident data and allows for user-defined analysis.</li> </ol> <p>*The FY 2015-16 Budget incorrectly stated that the County had acquired aerial imagery. Only partial aerial imagery had been acquired at that time.</p>	
<b>Actual Results for FY 2018-19:</b> <ol style="list-style-type: none"> <li>Achieved. This intended result was achieved in a previous year(s).</li> <li>Results for developing or updating GIS data layers:                             <ul style="list-style-type: none"> <li>Achieved. This intended result was achieved in a previous year(s).</li> <li>Achieved. This intended result was achieved in a previous year(s).</li> <li>Achieved. 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 was extended due to the quality of the original delivery not meeting County standards. Vendor is on track to complete the project in FY 2019-20 at no additional cost to the County.</li> <li>Achieved. This intended result was achieved in a previous year(s).</li> </ul> </li> <li>Achieved. This intended result was achieved in a previous year(s).</li> <li>Achieved. This intended result was achieved in a previous year(s).</li> <li>Achieved. This intended result was achieved in a previous year(s).</li> </ol> <p>*The FY 2015-16 Budget incorrectly stated that the County had acquired aerial imagery. Only partial aerial imagery had been acquired at that time.</p>	
<b>Administrative Office Comments:</b>  The intended results have been achieved and will be implemented on an ongoing basis.	

# 2015-16 Budget Augmentation Request Results

## FUND CENTER 166 – HEALTH AGENCY – BEHAVIORAL HEALTH

<b>Title: Add 1.00 FTE Mental Health Therapist III and 1.00 FTE Health Information Technician I/II to provide intensive day treatment services to youth</b>	
<b>Expenses:</b> \$132,367	<b>Funding Source(s):</b> \$31,499 General Fund support; \$100,868 Medi-Cal, 2011 Realignment and Special Education Local Plan Area (SELPA)  Approved via FY 2015-16 Budget Adoption
<b>Intended Results:</b> Using the Child and Adolescent Needs and Strengths assessment instrument: 1. 80% of clients will show improvement in one or more areas of the "Life Domain Functioning" identified. 2. 80% of clients will show improvement in one or more areas of the "Child Strengths" identified. 3. 80% of clients will show improvement in one or more areas of the "Behavioral/Emotional Needs" identified.	
<b>Actual Results for FY 2015-16 through FY 2017-18:</b> 1-3. The intended results were based on the development of the Child and Adolescent Needs and Strengths (CANS) assessment tool. While CANS data can be collected within the Electronic Health Record (EHR), limited IT staffing resources have restricted the department's ability to publish the data in a usable report format, hindering the ability to report on the intended results. A new target has been set by the end of FY 2018-19 to develop the reporting necessary to report on the intended results, as a Software Engineer vacancy will be filled. Alternative measures used to report outcomes in the Adolescent Intensive Day Treatment program were provided in FY 2016-17 and are indicated below: 1. Inpatient psychiatric hospitalization was avoided for 72% (13/18) of the clients. 2. 89% (16/18) of the students have remained in the County in their biological homes or in foster care. 3. Incarceration was avoided for 78% (14/18) of the clients.	
<b>Actual Results for FY 2018-19:</b> 1. 57% of clients showed improvement in one or more areas of "Life Domain Functioning." 2. 64% of clients showed improvement in one or more areas of "Child Strengths." 3. 29% of clients showed improvement in one or more areas of "Behavioral/Emotional Needs."  Note: The contract with the San Luis Obispo County Office of Education to provide intensive day treatment services under the Special Education Local Planning Area (SELPA) expired on July 31, 2019. On August 13, 2019, a Board item reducing thirteen (13) Behavioral Health staff positions was approved related to the expiration of the contract.	
<b>Administrative Office Comments:</b> The intended results have not yet been achieved; however this augmentation will no longer be reported on. A contract with the County Office of Education for these services expired and the County no longer provides these services.	

<b>Title: Add 1.00 FTE Mental Health Therapist III/IV to provide bilingual mental health services to youth in the North County</b>	
<b>Expenses:</b> \$77,838	<b>Funding Source(s):</b> \$17,627 General Fund support; \$60,211 Medi-Cal, 2011 Realignment  Approved via FY 2015-16 Budget Adoption
<b>Intended Results:</b> Using the Child and Adolescent Needs and Strengths assessment instrument: 1. 80% of clients will show improvement in one or more areas of the "Life Domain Functioning" identified. 2. 80% of clients will show improvement in one or more areas of the "Child Strengths" identified. 3. 80% of clients will show improvement in one or more areas of the "Behavioral/Emotional Needs" identified.	
<b>Actual Results for FY 2015-16 through FY 2017-18:</b> 1-3. The intended results were based on the development of the Child and Adolescent Needs and Strengths (CANS) assessment tool. While CANS data can be collected within the Electronic Health Record (EHR), limited IT staffing resources have restricted the department's ability to publish the data in a usable report format, hindering the ability to report on the intended results. A new target has been set by the end of FY 2018-19 to develop the reporting necessary to report on the intended results, as a Software Engineer vacancy will be filled. Alternative measures used to report outcomes to increase bilingual mental health services to youth in the North County are indicated below for FY 2016-17: 1. 70% (46/66) of the clients served requested services in Spanish. 2. Inpatient psychiatric hospitalization was avoided for 92% (61/66) of the clients. 3. 100% (66/66) of the clients have remained in the County in their biological homes or in foster care. 4. Incarceration was avoided for 94% (62/66) of the clients.	
<b>Actual Results for FY 2018-19:</b> 1. 50% of clients showed improvement in one or more areas of "Life Domain Functioning." 2. 33% of clients showed improvement in one or more areas of "Child Strengths." 3. 83% of clients showed improvement in one or more areas of "Behavioral/Emotional Needs", meeting the intended result.	
<b>Administrative Office Comments:</b> The intended results have been partially achieved; this augmentation will continue to be reported on in the FY 2021-22 budget. A 70% result for improvement for youth is likely a more achievable result for all three intended results.	

**FUND CENTER 160 – HEALTH AGENCY – PUBLIC HEALTH**

<b>Title: 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</b>	
<b>Expenses:</b> \$51,046	<b>Funding Source(s):</b> \$0 General Fund support; \$51,046 Administrative Enforcement Order Funds and Local Primacy Agency Funds  Approved via FY 2015-16 Budget Adoption
<b>Intended Results:</b> <ol style="list-style-type: none"> <li>1. Eliminate the need for a 160-square foot storage bin.</li> <li>2. Reduce the need for filing cabinet space freeing up room for approximately four cubicles.</li> <li>3. Reduce contract shredding costs by \$1,600 (50%).</li> </ol>	
<b>Actual Results for FY 2015-16 through FY 2017-18:</b> <ol style="list-style-type: none"> <li>1. Environmental Health completed the data entry process as planned and is now scanning documents. All well water documents have been removed from the onsite storage bin, completing this objective.</li> <li>2. The Administrative Assistant began scanning all current Environmental Health documents in FY 2017-18. The destruction of existing documents and the freeing up of cabinet space is dependent upon completion of the Health Agency's Records and Retention Destruction Policy, which will be completed by end of FY 2018-19.</li> <li>3. The Administrative Assistant began scanning all current Environmental Health documents in FY 2017-18. The destruction of existing documents and reduction of shredding costs is dependent upon completion of the Health Agency's Records and Retention Destruction Policy, which is estimated to be completed by FY 2018-19.</li> </ol>	
<b>Actual Results for FY 2018-19:</b> <ol style="list-style-type: none"> <li>1. Result met in a previous year(s).</li> <li>2. File cabinet space has been reduced as the Administrative Assistant continues to scan and purge paper documents. In FY 2018-19, 25,780 well permit application packets were scanned, stored and are available electronically. Due to a recent remodel of space in Environmental Health, it is not possible to determine the exact number of cubes freed up.</li> <li>3. In June 2019, the approval of the Health Agency's Records and Retention Destruction Policy ensured that staff follow consistent guidance about document destruction and deletion practices. As a result, document storage costs are being reduced as current paper documents are being scanned electronically by the Administrative Assistant and then destroyed. The scanning process and reduction of paper documents will continue in the future resulting in a reduced reliance on outside storage services.</li> </ol>	
<b>Administrative Office Comments:</b> The intended results have been achieved.	

<b>Title: Add a Public Health electronic health record system and 1.00 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.</b>	
<b>Expenses:</b> \$260,769	<b>Funding Source(s):</b> \$97,019 General Fund support; \$163,750 Medi-Cal, Affordable Care Act and Physicians Self Attestation revenue  Approved via FY 2015-16 Budget Adoption
<b>Intended Results:</b> Within two full years of implementation: <ol style="list-style-type: none"> <li>1. Remove at least 20 chart storage units across five clinical locations;</li> <li>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</li> <li>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.</li> </ol>	
<b>Actual Results for FY 2015-16 through FY 2017-18:</b> <ol style="list-style-type: none"> <li>1. For clinical reasons and due to the cost associated with hiring personnel to upload historical medical information into the electronic health record (EHR), the clinical management team has decided to modify this goal. The modified plan is to make these changes over seven years (the legal storage requirement of medical records). As patient historical charts meet their seven-year requirement they will be destroyed.</li> <li>2. This result has not been met. A significant reason for that this result has not been met is that the Family Planning Nurse Practitioner position was vacant for several months. This Nurse Practitioner position is a primary driver of revenue for the division.</li> <li>3. Jail healthcare delivery was transferred to the Sheriff's Office and to a new third-party contractor. As part of the Jail transition, Centricity will be substituted for a new electronic health record system managed by the third-party medical contractor. A lab billing system has not yet been completed but is being considered in conjunction with a replacement electronic health record system focused on behavioral health.</li> </ol>	
<b>Actual Results for FY 2018-19:</b> <ol style="list-style-type: none"> <li>1. As stated previously, the original intent was to upload all historical paper charts electronically into the EHR, thus reducing the need for onsite chart storage. However, due to the high cost associated with uploading the historical medical information during implementation, the decision was made to not load the history electronically, but rather to gradually purge historical paper charts after seven-years (the legal storage requirement of medical records). As patient historical charts exceed the seven-year threshold, they will be destroyed freeing</li> </ol>	

2015-16 Budget Augmentation Request Results



<p>up additional storage space. While this approach will result in greater cost savings, it will delay the initial result of reducing all 20 chart storage units.</p> <ol style="list-style-type: none"> <li>Clinical revenue for FY 2016-17 was approximately \$937,000 and clinical revenue for FY 2018-19 was approximately \$1,208,000. This represents a 29% increase in revenue, exceeding the original intended result of 20%.</li> <li>Jail healthcare delivery was transferred to the Sheriff's Office and to a new third-party contractor in FY 2017-18. The vendor has their own electronic health record system with applicable lab billing functionality. This intended result is no long applicable given the change in responsibility for jail medical care.</li> </ol>
<p><b>Administrative Office Comments:</b> The intended results have been achieved.</p>

Title: Add 1.00 FTE Deputy Health Officer	
<p><b>Expenses:</b> \$187,211</p>	<p><b>Funding Source(s):</b> \$152,137 General Fund support; \$35,074 Federal Medi-Cal Administrative Activities (MAA) funding.</p> <p>Approved via FY 2015-16 Budget Adoption</p>
<p><b>Intended Results:</b></p> <ol style="list-style-type: none"> <li>Implement a Clinical Quality Assurance process for four of ten clinical programs within the first 12 months of hire.</li> <li>Finalize policies and procedures for the Tuberculosis program.</li> <li>Update the Employee Health Manual to include plans and or standards for various diseases.</li> <li>Hold bi-monthly meetings with Nurse Practitioners for case review.</li> <li>Address 100% of third-step grievance from jail inmates within the mandated 10-business day timeframe.</li> </ol>	
<p><b>Actual Results for FY 2015-16 through FY 2017-18:</b> The Deputy Health Officer position was vacant for the later three-quarters of FY 2017-18 due to the incumbent working as the interim Chief Medical Officer at the Jail. Thus, the only progress made on the intended results during this period were achieved by the Health Officer as time permitted. The position was filled again in FY 2018-19.</p> <ol style="list-style-type: none"> <li>Result met in FY 2016-17. Clinical Assurance processes were initiated in four public health clinical programs including:             <ol style="list-style-type: none"> <li>Law Enforcement Medical Care Clinic</li> <li>Sexual Abuse Response Team</li> <li>Martha's Place Children's Assessment Center</li> <li>Communicable Disease Program</li> </ol> </li> <li>Policies now in place for Latent Tuberculosis Infection (LTBI) treatment, Tuberculosis (TB) clearance for community settings and a policy for Employee Screening for TB is close to being finalized.</li> <li>Some progress was made in updating the Employee Health Manual, including the Deputy Health Officer completing a Policies and Procedures regarding employee vaccinations.</li> <li>Rather than bi-monthly meetings being held, they are held on a quarterly basis by the Health Officer.</li> <li>No longer applicable; responsibility of Jail medical care is now the function of the Sheriff's Office.</li> </ol>	
<p><b>Actual Results for FY 2018-19:</b> The Deputy Health Officer position was filled in August 2018 and since that time has been successful in accomplishing the remaining intended results.</p> <ol style="list-style-type: none"> <li>Result met in a previous year(s).</li> <li>Tuberculosis program policies and procedures have been finalized meeting the intended result.</li> <li>An updated policy and procedure document for employee health was completed in FY 2018-19 meeting the intended result. The Deputy Health Officer plays an important role in providing direction on employee health issues.</li> <li>Result met in a previous year(s).</li> <li>No longer applicable; responsibility of Jail medical care is now the function of the Sheriff's Office.</li> </ol>	
<p><b>Administrative Office Comments:</b> The intended results have been achieved.</p>	

Title: Add 1.00 FTE Administrative Services Officer I/II to coordinate the effort to achieve accreditation for the Public Health Department	
<p><b>Expenses:</b> \$90,219</p>	<p><b>Funding Source(s):</b> \$81,198 General Fund support; \$9,021 Federal Medi-Cal Administrative Activities (MAA) revenue</p> <p>Approved via FY 2015-16 Budget Adoption</p>
<p><b>Intended Results:</b></p> <ol style="list-style-type: none"> <li>Complete the pre-application process by December 31, 2016.</li> <li>Submit a completed application for accreditation by December 31, 2017.</li> <li>Accreditation attained by the end of FY 2018-19.</li> <li>Accreditation maintained as a result of re-application every five years.</li> </ol>	
<p><b>Actual Results for FY 2015-16 through FY 2017-18:</b></p> <ol style="list-style-type: none"> <li>Public Health completed the pre-application process in May 2016.</li> <li>Public Health anticipates submitting the application for accreditation by March 31, 2019. Public Health adjusted the timeline for submission as several key community-driven prerequisites have taken longer than anticipated to develop given the complexity of coordinating with</li> </ol>	

<p>multiple stakeholders. In addition, accreditation activities paused during a three-month period when the Accreditation Coordinator was out on leave.</p> <ol style="list-style-type: none"> <li>3. Public Health is on track to attain accreditation status by the end of FY 2019-20, due to the reasons noted above.</li> <li>4. Public Health anticipates maintaining accreditation status through annual reports and re-accreditation every five years.</li> </ol>
<p><b>Actual Results for FY 2018-19:</b></p> <ol style="list-style-type: none"> <li>1. Result met in previous year(s).</li> <li>2. Public Health anticipates submitting the application for accreditation by April 2020. Public Health adjusted the timeline for submission given a deeper understanding of the complexity of application prerequisites. Two key prerequisites, the Community Health Assessment and the Community Health Improvement Plan, were completed since last reporting period. Two more key prerequisites, the Strategic Plan and Performance Management System, are near complete and will be finalized by April 2020.</li> <li>3. Public Health has revised its target to attain accreditation status by the end of FY 2020-21, based on remaining prerequisites and review by Public Health Accreditation Board.</li> <li>4. Public Health anticipates maintaining accreditation status through annual reports and re-accreditation every five years.</li> </ol>
<p><b>Administrative Office Comments:</b> The intended results have been partially achieved; this augmentation will continue to be reported on in the FY 2021-22 budget.</p>

## FUND CENTER 142 – PLANNING AND BUILDING

**Title: Permit Tracking System Replacement Project: replace the Planning and Building Department's permit tracking system (Tidemark), which no longer meets the department's business needs with a modern enterprise permit tracking system**

The following 6.00 FTE Limited Term positions will be added for one year:

- 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

**Expenses:**  
\$1,513,605

**Funding Source(s):** \$0 General Fund support; \$1,513,605 FC 266 - Countywide Automation Fund

Approved via FY 2015-16 Budget Adoption

**Intended Results:**

The Tidemark Replacement project will provide the department with a modern enterprise permit tracking system that:

1. Is actively supported and maintained
2. Runs on current operating systems and database platforms
3. Allows data to be more fully integrated with other systems and applications across departments
4. Will include a publicly-accessible Internet portal. 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.

**Actual Results for FY 2015-16 through FY 2017-18:**

During FY 2015-16, departmental needs were identified, and an RFP was released, software development and implementation began for the replacement of the Planning & Building Department's permit tracking system. 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.

During FY 2016-17, the department completed Phase 1 (Planning and Integration), Phase 2 (Assess and Define), and Phase 3 (Systems Configuration and Review). Phase 4 (Acceptance, Verification and Testing) is currently in progress, with the department's implementation team working closely with the vendor to finalize automation, reports configuration and data mapping/migration. The project is approximately 70% complete and is scheduled for final completion in February 2018.

During FY 2017-18, the department went live with limited portions of the project in February 2018. Functional limitations are currently impacting service efficiency and customer service hours. To date, a new IT project manager has been assigned and the installation is currently in a stabilization and review phase. The department is currently evaluating the need to reopen all phases.

**Actual Results for FY 2018-19:**

The review phase during this fiscal year confirmed the need to re-configure much of what was done in the initial project, while also moving forward with configuration and implementation of the remaining modules that were unfinished when the project went live in February of 2018. This review phase also confirmed the need to modify existing business practices to better align with the capabilities of the software. The department is working to identify any need for additional resources to complete the project and will return to the Board when necessary.

While the department has determined that there are still many items to address, the status of the original intended results are as follows:

1. Achieved. The system is now under an active third-party maintenance contract, which provides systems recovery and protection from systems failure and data losses.
2. Achieved. The system is installed and operates on current operating systems and database platforms, which provides more system stability, support, and security.
3. Partially Achieved. Most relevant data have been integrated with various systems and applications, which allows coordination between County departments.
4. Partially Achieved. As detailed below, the department is now able to offer certain online processes and public access to information via an internet portal.

The stabilization project during this fiscal year achieved improved online permit services. Licensed contractors can now apply for 8 types of ePermits (instant permits such as water heater replacement or electrical panel replacement) and 14 types of renewable energy permits (requiring plan review, such as solar/photovoltaic system or electric vehicle charging station) online through the newly upgraded Citizen Self-Service Portal (CSS). Through CSS, residents and businesses in the county can continue to look up permit details, pay fees and schedule building inspections online. The upgraded system has created a more user-friendly program for customers to use. These services are intended to reduce the number of trips and calls needed by customers to the Permit Center. To enhance the customer experience, the department has created helpful tools for users including training videos on how to apply for a permit online.

**Administrative Office Comments:**

The intended results have been partially achieved; this augmentation will continue to be reported on in the FY 2021-22 budget.

## FUND CENTER 405 – PUBLIC WORKS

<b>Title: Add 1.00 FTE Engineer I/II/III to fulfill new Federal and State mandates related to monitoring vehicle miles travelled (per Senate Bill 743) and implement a roadway sign reflectivity monitoring program</b>	
<b>Expenses:</b> \$98,863	<b>Funding Source(s):</b> \$0 General Fund support; \$98,863 FC 405 – Public Works Internal Service Fund  Approved via FY 2015-16 Budget Adoption
<b>Intended Results:</b> Fulfill new Federal and State mandates related to monitoring vehicle miles travelled (per Senate Bill 743) and implement a roadway sign reflectivity monitoring program which will help ensure adequate level of night-time visibility of the County's 30,000 roadway signs.	
<b>Actual Results for FY 2015-16 through 2016-17:</b> 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 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.	
<b>Actual Results for FY 2017-18:</b> The position has implemented two Federal safety grants this fiscal year; Dynamic Curve Warning Signs and the Strategic Highway Safety Analysis to supplement signage on our rural roads. Both grants should see an overall collision reduction on County highways. The work on sign reflectivity and the implementation of a Vehicle Miles Traveled (Senate Bill 743) impact program have been deferred until 2019. Both have a January 1, 2020 target date for implementation.	
<b>Actual Results for FY 2018-19:</b> This position completed the Dynamic Curve Warning Signs project and is working toward completing the Highway Safety Analysis. Work is continuing on implementing the sign reflectivity mandates and adoption of Vehicle Miles Traveled (VTM) metric for CEQA as the result of SB 743. This position also assisted in delivery of the Pavement Management program which increased to over 20 miles of roadway repaving funded through SB 1 – Road Repair and Accountability Act.	
<b>Administrative Office Comments:</b>  The intended results have been partially achieved; this augmentation will continue to be reported on in the FY 2021-22 budget.	

**FUND CENTER 180 – SOCIAL SERVICES – ADMINISTRATION**

<b>Title: 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</b>	
<b>Expenses:</b> \$144,420	<b>Funding Source(s):</b> \$0 General Fund support; \$144,420 Federal/State Allocations, 1991 Realignment  Approved via FY 2015-16 Budget Adoption
<b>Intended Results:</b> <ol style="list-style-type: none"> <li>1. Remain in compliance with State mandated requirements.</li> <li>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.</li> </ol>	
<b>Actual Results for FY 2015-16 through FY 2017-18:</b> <ol style="list-style-type: none"> <li>1. Intended Result Achieved - The State goal is 90% compliance for timely contacts. The department's goal is 100% compliance. In FY 2015-16, with 2.00 additional FTEs, the department moved from an average compliance of 96.8% to 97.4%. In FY 2016-17, the department achieved an average compliance of 94.1% (156 referrals out of 166 in compliance on average per month), which was higher than the State goal of 90% compliance for timely contacts. The State average was 91.4%. Compared to other counties in the State, the County maintained its rank from the prior year as the 19th best performing county out of 58 counties on this measure. In FY 2017-18, the department achieved an average compliance of 93.9% (139 referrals out of 148 in compliance on average per month), which was higher than the State goal of 90% compliance for timely contacts. The State average was 91.3%. Compared to other counties in the State, the County improved its rank from the prior year and was the 13th best performing county out of 58 counties on this measure.</li> <li>2. Intended Result Not Achieved – In FY 2015-16, 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 particularly 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. In FY 2016-17, referrals were responded to within 24 hours for those needing immediate response and within 10-days for others 94.1% of the time. Comp-time and overtime pay was reduced from the prior year to the current year from 1,750 hours to 1,405 hours, a 20% reduction. There were significant periods of time where the two Emergency Response Units experienced prolonged vacancies due to resignations, transfers and leaves of absences. In FY 2017-18, referrals were responded to within 24 hours 97.6% of the time for those needing immediate response and within 10-days for others 93.8% of the time. Again, this fiscal year, there were significant periods of time (8 out of 12 months) in which the two Emergency Response (ER) Units experienced prolonged vacancies due to resignations, transfers and leaves of absences. The average number of ER Social Worker positions filled during the fiscal year was 12.8 FTE's (1.20 FTE less than the full allocation of 14.00 FTE's). It is unrealistic to expect that this program can remain fully staffed as indicated in the past three fiscal year's results. Therefore, meeting the response rate standard may not be achievable if a higher volume of work cannot be absorbed in a 40-hour work week. The department did, however, achieve a 21% overall reduction in overtime and comp-time expenditures, from a total of \$1,129,277 in FY 2016-17 to \$896,846 in FY 2017-18.</li> </ol>	
<b>Actual Results for FY 2018-19:</b> <ol style="list-style-type: none"> <li>1. Achieved. This intended result was achieved in a previous year(s). The Department achieved an average compliance of 95.6% (516 referrals out of 539 in compliance for the year) for immediate response and 90.5% (927 referrals out of 1,024 in compliance for the year) for 10-Day responses. Both of these measures meet or exceed the State requirement of 90% timely response. It is important to note that for 10-Day response the average compliance rate for the last two quarters of the year increased to an average of 93% timely response</li> <li>2. Not Achieved. Contact was made within 24 hours 94.6% of the time for those needing immediate response, and within 10-days for others 78% of the time. This data reflects the department's measures of completed contacts using Berkeley 2D data. It should be noted that this measure is trending upward from a low of 72% in the first quarter of FY 2018-19 to a high of 83.5% in the fourth quarter. As in past years, this fiscal year there were significant staffing challenges. There were periods of time in which the two Emergency Response (ER) Units experienced prolonged vacancies due to resignations, transfers and leaves of absences. The average number of ER Social Worker positions filled during the fiscal year was 11.40 FTE's (2.60 FTE less than the full allocation of 14.00 FTE's, which is a 16.6% vacancy rate). There was not a single month where the units had the full allocation of 14.00 FTEs reporting to work; with a low of 10.00 FTEs and a high of 13.00 FTEs. In addition, the Emergency Response Units are typically a program where new workers start in the department and new workers are not expected to have full caseloads for the first six months while they are in training. Additionally, there has been a slight increase (11%) in overtime and comp time expenditures from a total of \$896,846 in FY 2017-18 to \$995,564 in FY 2018-19. While the cost did slightly increase over FY 2018-19, the amount is less than in the previous three (3) fiscal years.</li> </ol>	
<b>Administrative Office Comments:</b> The intended results have been partially achieved; this augmentation will continue to be reported on in the FY 2021-22 budget.	

<b>Title: Add 1.00 FTE Legal Clerk in the Legal Processing Unit to process court orders</b>	
<b>Expenses:</b> \$78,498	<b>Funding Source(s):</b> \$0 General Fund support; \$78,498 Federal/State Allocations, 1991 Realignment  Approved via FY 2015-16 Budget Adoption
<b>Intended Results:</b> Late reports filed with the court will be reduced by 20%.	

**Actual Results for FY 2015-16 through FY 2017-18:**

	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18
On time reports:	49.7 (70.6%)	45.3 (65%)	38.6 (54%)	42.9 (59%)
Late reports:	20.6 (29.4%)	23.6 (35%)	32.8 (46%)	29.2 (41%)
Total reports	70.3 (100%)	68.9 (100%)	71.4 (100%)	72.1 (100%)

For FY 2015-16, the intended result was not achieved because during the reporting period the unit was not staffed at capacity. For FY 2016-17, the intended result was not achieved as staffing was still not at capacity. For FY 2017-18, the intended result was not achieved as staffing was still not at capacity. Given that the department expects the Legal Processing Unit to be fully staffed by January 2019, there is the expectation that the department will meet or exceed its goal of 20% improvement.

**Actual Results for FY 2018-19:**

	FY 2018-19
On time reports:	47.42 (66%)
Late reports:	<u>24.16 (34%)</u>
Total reports	71.58 (100%)

The department has been making progress on the goal for this outcome, decreasing the percentage of late reports over prior year from 41% in FY 2017-18 to 34% in FY 2018-19. The intended result of a 20% reduction has not been met. As noted above, the legal processing unit has had a consistently low staffing rate. While we anticipated the unit to be fully staffed in January 2019, the department experienced 2 new hires who either declined just prior to starting, or who left within a short time frame. On average this unit has been functioning with between 1 and 2 vacancies at a time. This unit only has 6 members total, so this number of vacancies plus leaves of absences can have a major impact. As of October, 2019, the unit is fully staffed, however, 3 of the 6-unit members are either just recently off probation or are still currently on probation, so the overall unit is still relatively new and learning. The department will be examining both of these issues to determine how to reduce the number of late court reports overall. Looking forward, the department anticipates meeting the goal of a 20% reduction in late reports.

**Administrative Office Comments:**

The intended results have been partially achieved; this augmentation will continue to be reported on in the FY 2021-22 budget.

# 2016-17 Budget Augmentation Request Results

## FUND CENTER 138 – ADMINISTRATIVE OFFICE – EMERGENCY SERVICES

Title: Add 0.50 FTE Emergency Services Coordinator I/II/III to replace two temporary help employees	
<b>Expenses:</b> \$66,665	<b>Funding Source(s):</b> \$0 General Fund support; \$33,282 Emergency Management Performance Grant and \$33,383 Nuclear Power Plant Preparedness funds  Approved via FY 2016-17 Budget Adoption
<b>Intended Results:</b> <ol style="list-style-type: none"> <li>1. Ensure compliance with new Federal nuclear power plant emergency planning standards by addressing issues regarding radiological monitoring and decontamination, pet evacuation related planning, and incorporation of protective measures for people with access and functional needs.</li> <li>2. Develop an employee Disaster Service Workers training course offered through the Learning and Development Center.</li> <li>3. Develop training guides and guidance to departments on training of employees on required National Incident Management System (NIMS) and Standardized Emergency Management System (SEMS), which is required for Disaster Service Workers.</li> <li>4. Work with Cal OES and the California Geological survey to change the County's status to have a tsunami warning sign program up to and including a plan for installation of tsunami warning signs along the coastline; expand the public awareness of tsunamis through enhanced existing emergency readiness campaigns by reaching out through the news media, use of social media, and placing easier to use links online to tsunami evacuation zone maps.</li> <li>5. Continue the incorporation of State and Federal disaster recovery requirements into local plans and procedures including adoption of a master disaster recovery response plan for the County; other recovery planning is an ongoing process due to the significant number of changes with disaster recovery programs with the State and FEMA and procedures must be kept up to date to ensure the County's eligibility for disaster recovery fund.</li> <li>6. Collaborate with the Planning and Building Department (Planning) to link the approved Local Hazard Mitigation Plan (LHMP) to the County's Safety Element; this project is projected to be initially complete by the end of calendar year 2016; beyond that, OES will work with Planning on the update of the Safety Element itself.</li> <li>7. Continue the implementation of an alternate Emergency Operation Center (EOC) including the development of a portable emergency facility at the Airport. This project is in conjunction with the new airport terminal development and will be in place once the new terminal is in service.</li> </ol>	
<b>Actual Results for FY 2016-17 through 2017-18:</b> <ol style="list-style-type: none"> <li>1. Achieved. Ensured compliance with new Federal nuclear power plant emergency planning standards by addressing issues regarding radiological monitoring and decontamination by adding equipment and supplies and updating procedures for our Evacuee Monitoring and Decontamination (EMAD) Centers. Addressed pet evacuation related planning by incorporating new procedures and additional coordination with Animal Services. Incorporated additional protective measures and procedures for people with access and functional needs, such as a needs assistance list.</li> <li>2. Achieved. Initiated employee Disaster Service Worker online training courses and set up the course requirements in NeoGov as part of the required training for new County employees. Over 1,400 County employees have completed the courses, with training still ongoing.</li> <li>3. Achieved. Sent out training guidance to departments regarding training of employees on required National Incident Management System (NIMS) and Standardized Emergency Management System (SEMS), which is required for Disaster Service Workers. Set up links to the required online training on County Office of Emergency Services (OES) webpage and added courses to NeoGov training for new employees. Over 50% of County employees have completed the courses with more being completed every week. The courses are now a required part of the NeoGov onboarding training for new County employees.</li> <li>4. Partially Achieved. Worked with Cal OES and the California Geological survey on a tsunami warning sign program, including the development of a Signage Plan for installation of tsunami warning signs along the coastline. County OES worked with County Public Works staff and has submitted the encroachment permit applications to Cal Trans for the installation of the tsunami signs.</li> <li>5. Achieved. Incorporated new State and Federal disaster recovery requirements into local plans and procedures including adoption of our master Emergency Operations Plan for the County, which was adopted by the Board on January 10, 2017. Facilitated disaster recovery efforts from this past winter's storms, designated by FEMA as DR 4301, 4305, 4308.</li> <li>6. Partially Achieved. Collaborated with the Planning and Building Department on the Local Hazard Mitigation Plan (LHMP) update and the update of the Safety Element. A request for proposal (RFP) was prepared and posted for the Local Hazard Mitigation Plan (LHMP) update, which will be a multi-jurisdictional LHMP, and the peer review of the Safety Element. The proposals were scored, and a consultant was selected. The contract will go to the Board for approval in January 2019. The project is on track to be completed in December 2019.</li> <li>7. Partially Achieved. The alternate Emergency Operation Center (EOC) at the County Airport's new terminal has been completed. The facility is fully equipped and functionally capable of serving as an alternate EOC when needed.</li> </ol>	
<b>Actual Results for FY 2018-19:</b> <ol style="list-style-type: none"> <li>1. Achieved. This intended result was achieved in a previous year(s).</li> <li>2. Achieved. This intended result was achieved in a previous year(s).</li> <li>3. Achieved. This intended result was achieved in a previous year(s).</li> <li>4. Achieved. Encroachment permits are still pending for the installation of the tsunami signs, permits will be issued in FY 2019-20 and the signs should be installed in FY 2020-21.</li> <li>5. Achieved. This intended result was achieved in a previous year(s).</li> <li>6. Achieved. The San Luis Obispo County Multi-jurisdictional Hazard Mitigation Plan has been completed and has been submitted to Cal OES and FEMA for review.</li> <li>7. Achieved. This intended result was achieved in a previous year(s).</li> </ol>	
<b>Administrative Office Comments:</b> The intended results have been achieved.	

**FUND CENTER 141 – AGRICULTURE/WEIGHTS AND MEASURES**

<b>Title: Addition of 1.00 FTE Weights and Measures Inspector</b>	
<b>Expenses:</b> \$68,337	<b>Funding Source(s):</b> \$68,337 General Fund support  Approved via FY 2016-17 Budget Adoption
<b>Intended Results:</b>	
<ol style="list-style-type: none"> <li>Staff will increase the percentage of time dedicated to quantity control inspections as a whole by 324% from FY 2014-15. In FY 2014-15, staff invested 925 hours, or 0.44 FTE on quantity control inspections. Inspection time in quantity control inspections will increase to 2,995 hours, or 1.44 FTE.</li> <li>The total number of businesses inspected for price verification will increase by 325 inspections per year, for a total of 420 businesses inspected for price verification per year countywide. In FY 2014-15, staff conducted price verification inspections at a total of 95 businesses.</li> <li>The increase in the number of inspections will allow for greater oversight of retail and commercial transactions on businesses operating Point of Sales systems.</li> <li>Staff will respond to consumer complaints as they relate to quantity control inspections by initiating the investigation process with complainants within 24 hours. This is an improvement from the FY 2014-15 average response time of 72 hours.</li> </ol>	
<b>Actual Results for FY 2016-17 through FY 2017-18:</b>	
<ol style="list-style-type: none"> <li>In FY 2016-17, the additional 1.00 FTE Weights and Measures Inspector position started service at the end of Quarter 2 (December 29, 2016). The total staff time dedicated to quantity control inspections was 1,800 hours, or 0.86 FTE. Inspection time increased a total of 875 hours, or 0.42 FTE when compared to the baseline year (FY 2014-15). This is an increase of 104.7% in quantity control inspection time. In FY 2017-18, the total staff time dedicated to quantity control inspections was 2,036 hours, or 0.98 FTE. Inspection time increased a total of 1,111 hours, or 0.53 FTE when compared to the baseline year (FY 2014-15). This is an increase of 120.1% in quantity control inspection time.</li> <li>In FY 2016-17, there was a total of 128 businesses inspected for price verification. This is an increase of 33 locations inspected for price verification compared to the prior fiscal year. In FY 2017-18, there was a total of 420 businesses inspected for price verification. This is an increase of 292 locations inspected for price verification compared to the prior fiscal year, or an increase of 325 locations from the baseline year of FY 2014-15. The department has met the intended result for this portion of the BAR.</li> <li>The increased time of 875 hours in quantity control inspections has led to significant oversight of retail and commercial transactions through compliance meetings and administrative civil penalty actions. The department met the intended result for this portion of the BAR.</li> <li>In FY 2016-17, staff responded to all 20 quantity control complaints within 24 hours of receiving information from complainants. The department has met the intended result for this portion of the BAR.</li> </ol>	
<b>Actual Results for FY 2018-19:</b>	
<ol style="list-style-type: none"> <li>Partially Achieved. The total staff time dedicated to quantity control inspections was 1,791.5 hours, or 0.86 FTE. Inspection time increased a total of 866.5 hours, or 0.42 FTE when compared to the baseline year (FY 2014-15). This is an increase of 93.6% in quantity control inspection time.</li> <li>Achieved. This intended result was achieved in a previous year(s).</li> <li>Achieved. This intended result was achieved in a previous year(s).</li> <li>Achieved. This intended result was achieved in a previous year(s).</li> </ol>	
<b>Administrative Office Comments:</b>	
The intended results have been partially achieved; this augmentation will continue to be reported on in the FY 2021-22 budget. The department anticipates completing Intended Result #1 in FY 2020-21.	



## FUND CENTER 109 – ASSESSOR

<b>Title: Add 1.00 FTE Limited Term Geographic Information Systems Analyst to support the Geographic Information Systems parcel conversion project. The requested position is limited term for a period of 5 years and will be eliminated on June 30, 2021.</b>	
<b>Expense:</b> \$86,497	<b>Funding Source(s):</b> \$86,497 General Fund support  Approved via FY 2016-17 Budget Adoption
<b>Intended Results:</b> The position will support the completion of a Geographic Information Systems parcel conversion project by bringing the quality level up by approximately 10% or greater due to a better understanding of the historical documents and maps located in the Assessor's Office. The conversion of the approximately 126,500 County of San Luis Obispo parcels into an ESRI ArcGIS Parcel Fabric dataset will provide accurate and timely parcel data to all users in the enterprise and will enable the Assessor staff to maintain the data and create official maps for assessment purposes from these data.	
<b>Actual Results for FY 2016-17 through FY 2017-18:</b> In FY 2016-17, it was determined that the project plan consists of a Pilot and 10 subsequent work packet deliveries. A Pilot is the first work packet and used for training vendor staff and testing viability of the project and vendor. The Pilot consisted of the conversion of 6% of the County. The remaining 94% will be divided into 10 work packets. The Pilot and each subsequent delivery is intensely reviewed and returned to the contractor if correction is needed. Acceptance occurs when the expected level of quality is achieved. During FY 2016-17, the Geographic Information Systems parcel conversion project was delayed in an extensive iterative review/correction of a Pilot delivery. The Assessor did not accept delivery of the Pilot and could not directly improve upon the quality of the delivered material. The Limited Term (LT) Geographic Information Systems (GIS) Analyst was assigned to, and greatly assisted in, the review of the Pilot. This effort resulted in the identification of six significant program bugs causing inaccuracies and over 200 items not performed to specifications were identified for vendor corrections. As a result, in a joint effort with the vendor, the program bugs were fixed, the project specifications were updated accordingly, and the overall quality of the Pilot delivery was increased by approximately 8% from around 82% to 90% acceptable level.  During FY 2017-18, year 2 of 5 of this LT GIS Analyst position, the conversion project experienced additional delays while the project vendor, in collaboration with the Analyst, worked through highly complex challenges. The LT GIS Analyst was instrumental in identifying issues within the Pilot delivery as a result of extensive and iterative quality control review of the delivery. As a result, the vendor was able to deliver the Pilot at a 93% accuracy rate, just 2% below the desired 95% accuracy. In addition to the review work necessary to increase the accuracy of the delivered work, the LT GIS Analyst has been working on processing the 2-year backlog of property boundary changes within the Pilot area resulting from the delays. These project-specific efforts have allowed the remaining Mapping/GIS team to eliminate the 3-month backlog of regular work at the beginning of FY 2017-18 by the end of the fiscal year.	
<b>Actual Results for FY 2018-19:</b> Partially Achieved. During FY 2018-19, year 3 of 5 of this LT GIS Analyst position, the conversion project experienced ongoing delays while the project vendor, in collaboration with the Analyst, continued to work through highly complex challenges. The LT GIS Analyst, using extensive and iterative quality control review, was instrumental in identifying issues within the delivery of work packets 1, 2, and 3 with a result that each of the packets met the 92% accuracy level set by the Assessor for work packet approvals. These packets were accepted by the department as of the end of the fiscal year. In addition to the review work necessary to increase the accuracy of the delivered work, the LT GIS Analyst is also tasked to processing the backlog of property boundary changes within the Pilot area and work packets 1, 2 and 3 that develops when extensive time passes between submittal of documents to perform the conversion and the results of that conversion. Unfortunately, the backlog work was not completed due to a vacancy in the position for a portion of the year combined with multiple technology changes that required extensive time from members of all sections of the office to implement. Finally, the addition of the LT GIS Analyst position did allow the Mapping section to be current with all parceling property boundary changes at the end of FY 2018-19.	
<b>Administrative Office Comments:</b> The intended results have been partially achieved; this augmentation will continue to be reported on in the FY 2021-22 budget.  On November 19, 2019, the Board approved a departmental Position Allocation List (PAL) change, which converted this Limited Term GIS Analyst into a permanent FTE. This staff member will be dedicated to the work effort regarding ESRI ArcGIS Parcel Fabric dataset and ancillary work related to assessment purposes.	

## FUND CENTER 166 – HEALTH AGENCY – BEHAVIORAL HEALTH

<b>Title: Add 0.50 FTE Drug and Alcohol Specialist (bilingual) at the South County regional hub to expand community-based treatment services and provide dedicated bilingual capacity</b>	
<b>Expenses:</b> \$34,740	<b>Funding Source(s):</b> \$0 General Fund support; \$34,740 AB 109  Approved via FY 2016-17 Budget Adoption
<b>Intended Results:</b>	
<ol style="list-style-type: none"> <li>Length of stay in treatment will average 180 days or more.</li> <li>Length of stay for Sober Living Environments will average 90 days or more.</li> <li>Successful completion rate for Drug and Alcohol Specialist treatment services will be 50%.</li> </ol>	
<b>Actual Results for FY 2016-17 through FY 2017-18:</b>	
<ol style="list-style-type: none"> <li>A caseload of 27 unduplicated clients, who identified as Hispanic, received services in the Grover Beach clinic in FY 2017-18 as a result of the increase in dedicated bilingual capacity. The average length of stay in treatment for these individuals was 124 days. In FY 2016-17, a caseload of 44 unduplicated clients who identified as Hispanic received services in the Grover Beach clinic with a bilingual clinician. Their average length of stay was 140 days.</li> <li>52% of the Hispanic clients (14/27) were placed in Sober Living Environments in FY 2017-18, with an average length of stay of 60 days, compared to 34% of the clients (15/44) that were in Sober Living Environments in FY 2016-17 with an average length of stay of 74 days.</li> <li>24 of the 27 Hispanic clients were discharged (three are still open to treatment) in FY 2017-18. Of those discharged, 33% were successful in completing treatment and 67% were unsuccessful. In FY 2016-17, 42 of the 44 clients were discharged - 37% were successful with treatment and 63% unsuccessful.</li> </ol>	
<b>Actual Results for FY 2018-19:</b>	
<ol style="list-style-type: none"> <li>A caseload of 18 unduplicated AB 109 clients who identified as Hispanic received services in the Grover Beach clinic as a result of expanding bilingual AB 109 capacity. The average length of stay in treatment for Hispanic individuals was 99 days. Usually 90 days in treatment is a minimum amount of time for successful outcomes and 180 days would be the maximum length of treatment.</li> <li>Achieved. Eleven of the eighteen Hispanic clients (59%) were placed in Sober Living Environments, with an average length of stay of 110 days, thus exceeding the intended result of 90 days.</li> <li>Seven of the eighteen AB 109 Hispanic clients (34%) were discharged successfully, which is below the intended result of 50%.</li> </ol>	
<p>Note: There is no identified difference between the Hispanic and non-Hispanic clients in terms of penetration rate (percentage of individuals provided service out of the entire county Medi-Cal population), use of sober living environments, length of stay in treatment or completion rates compared to other clients in the Grover Beach clinic.</p>	
<b>Administrative Office Comments:</b>	
The intended results have been partially achieved; this augmentation will continue to be reported on in the FY 2021-22 budget.	

<b>Title: Add 1.00 FTE Administrative Services Officer and 0.50 FTE Mental Health Therapist limited term positions to implement the Mental Health Services Act Trauma Informed Care training innovation program</b>	
<b>Expenses:</b> \$116,914	<b>Funding Source(s):</b> \$0 General Fund support; \$116,914 Mental Health Services Act (MHSA)  Approved via FY 2016-17 Budget Adoption
<b>Intended Results:</b>	
<ol style="list-style-type: none"> <li>By the end of the project, 30% of all targeted County employees and agencies who have public contact will have received Trauma Informed Care training.</li> <li>By the end of the project, employees participating in Trauma Informed Care training will demonstrate a 30% increase in preparedness for handling traumatic events, as measured by a pre and post assessment at the training.</li> </ol>	
<b>Actual Results for FY 2016-17 through FY 2017-18:</b>	
<ol style="list-style-type: none"> <li>As of FY 2017-18, 92% (135/146) of targeted County employees who have contact with the public received Trauma Informed Care training (CARE). This number reflects unduplicated attendees enrolled in CARE 101, 102, 103, and 104 trainings.</li> <li>Employees who participated in Trauma Informed Care trainings in FY 2017-18 demonstrated a 24% increase in preparedness for handling traumatic events, as measured by the pre and post assessment at the CARE 101 trainings. CARE 101 is a Trauma Informed Care education course offered through the County's Learning and Development Center. Pre and post assessments were administered at three CARE 101 training sessions held in FY 2017-18, with a total of 87 employees attending and 78 completing the pre and post assessment.</li> </ol>	
<b>Actual Results for FY 2018-19:</b>	
<ol style="list-style-type: none"> <li>Achieved. This intended result was achieved in a previous year(s).</li> <li>Employees who participated in Trauma Informed Care trainings in FY 2018-19 on average demonstrated a 26% increase in their preparedness for handling traumatic events, as measured by the pre and post assessment at the CARE 101 trainings. Pre and post assessments were administered at three CARE 101 training sessions held in FY 2018-19, with a total of 77 employees attending and 71 completing the pre and post assessment.</li> </ol>	
<b>Administrative Office Comments:</b>	
The intended results have been achieved. While employees that took pre and post assessment surveys reported a 26% increase in their preparedness for handling traumatic events compared to the 30% target, this was a limited term learning and innovation project leading to more informed public engagement and customer service.	

**Title: Add 0.50 FTE Mental Health Therapist IV and 1.00 FTE Administrative Services Officer I and add professional service funds to implement the Assisted Outpatient Treatment (“AOT,” also known as Laura’s Law) program**

<b>Expenses:</b> \$443,725	<b>Funding Source(s):</b> \$0 General Fund support; \$141,186 Medi-Cal and \$302,539 Mental Health Services Act  Approved via FY 2016-17 Budget Adoption
<b>Intended Results:</b> <ol style="list-style-type: none"> <li>1. Serve 10 individuals annually.</li> <li>2. 25% reduction in homelessness among program participants.</li> <li>3. 50% reduction in Emergency Room visits and psychiatric hospitalizations among program participants.</li> <li>4. 75% reduction in jail stays among program participants.</li> </ol>	
<b>Actual Results for FY 2016-17 through FY 2017-18:</b> <ol style="list-style-type: none"> <li>1. Assisted Outpatient Treatment (AOT) staff began to provide services on November 1, 2016. Through the end of FY 2016-17, the team served 33 individuals.</li> <li>2. Of the 29 clients served in FY 2017-18, 19 reported being homeless; five of the 19 (26%) were linked to and received housing services through the AOT program, achieving the intended result of reducing homelessness for AOT participants by 25%.</li> <li>3. Of the 29 clients served in FY 2017-18, 22 had prior psychiatric admissions. Ten out of the 22 clients (45%) remained out of the hospital during and after AOT services.</li> <li>4. Of the 29 clients served in FY 2017-18, 21 had prior jail incarceration. All 21 clients had a least one incarceration during and after AOT services; therefore, there was not a reduction in jail stays. The Health Agency is working with County Counsel on a mechanism for filing court petitions to mandate treatment, which is expected to improve results.</li> </ol>	
<b>Actual Results for FY 2018-19:</b> <ol style="list-style-type: none"> <li>1. Achieved. This intended result was achieved in a previous year(s).</li> <li>2. Achieved. This intended result was achieved in a previous year(s).</li> <li>3. Achieved. Of the 22 clients served, 11 had prior psychiatric admissions. Two of the 11 clients (18%) required hospitalization during their AOT services, thus exceeding the intended result of maintaining a re-hospitalization rate below 50%.</li> <li>4. Of the 22 clients served, 18 had prior jail incarcerations. Nine of the 18 clients (50%) were incarcerated during AOT services, which was lower than the intended result of reducing jail incarcerations by 75%.</li> </ol>	
<b>Administrative Office Comments:</b> The intended results have been substantially achieved. While there was a 50% reduction in jail stays among program participants rather than the 75% target, the overall intended results of reducing homelessness, hospitalizations, and incarcerations have been achieved.	

**Title: Add 0.50 FTE Mental Health Therapist IV for weekend coverage at the Psychiatric Health Facility (PHF)**

<b>Expenses:</b> \$40,593	<b>Funding Source(s):</b> \$27,793 General Fund support; \$12,800 Medi-Cal  Approved via FY 2016-17 Budget Adoption
<b>Intended Results:</b> Compliance with the State Department of Health Care Services PHF license requirements for staffing of Licensed Mental Health Practitioners per 24-hour period.	
<b>Actual Results for FY 2016-17 through FY 2017-18:</b> The Health Agency conducted eight Mental Health Therapist (MHT) III/IV recruitments in FY 2016-17. From these recruitments, Behavioral Health was unable to fill this 0.50 MHT IV position at the inpatient Psychiatric Health Facility for weekend coverage. Candidates that were interested in working the required weekend schedule were seeking full-time employment.  For Behavioral Health to meet compliance with the State Department of Health Care Services PHF license requirements for staffing a Licensed Mental Health Practitioner per 24-hour period, it utilized temporary Mental Health Therapist IV staff and paid permanent employees overtime. Utilizing temporary staff and paying permanent employees overtime are not predictable or cost-effective ways to provide mandated coverage. Therefore, Behavioral Health will be seeking to submit a Budget Augmentation Request to increase this position to a full-time allocation.	
<b>Actual Results for FY 2018-19:</b> Due to the difficulty in filling the original request for a 0.50 FTE Mental Health Therapist weekend position at the Psychiatric Health Facility, a subsequent budget request in FY 2018-19 was approved to increase the position to a 1.00 FTE. The position was filled on September 22, 2019, and the department is in compliance with the State Department of Health Care Services’ licensing requirements for weekend coverage provided by a licensed clinician.	
<b>Administrative Office Comments:</b> The intended results have been achieved.	

**Title: Add 2.00 FTE Mental Health Therapist III/IV to meet the requirements for expanded services for Intensive Care Coordination (ICC) to eligible Early and Periodic Screening, Diagnostic, and Treatment (EPSDT) beneficiaries**

<b>Expenses:</b> \$155,988	<b>Funding Source(s):</b> \$81,114 General Fund support; \$74,874 Medi-Cal  Approved via FY 2016-17 Budget Adoption
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**Intended Results:**

1. Meet the mandated requirements to provide case management services and Intensive Care Coordination to EPSDT beneficiaries receiving outpatient mental health services.
2. 80% of children who receive services will demonstrate improved functioning as measured by the Child and Adolescent Needs Assessment (CANS).

**Actual Results for FY 2016-17 through FY 2017-18:**

1. The Health Agency is meeting the mandated requirements to provide case management services and Intensive Care Coordination (ICC) to EPSDT beneficiaries receiving outpatient mental health services.
2. The intended result was based on the development of the Child and Adolescent Needs and Strengths (CANS) assessment tool. While CANS data can be collected within the Electronic Health Record (EHR), limited IT staffing resources has restricted the ability to publish the data in a usable report format, hindering the ability to report on the intended result. A new target date has been set for the end of FY 2018-19 to generate the reporting necessary to report on the intended result, as a vacant Software Engineer position will be filled.

**Actual Results for FY 2018-19:**

1. Achieved. This intended result was achieved in a previous year(s).
2. 59% of children who received services demonstrated improved functioning as measured by the Child and Adolescent Needs and Strengths (CANS) assessment.

**Administrative Office Comments:**  
The intended results have been partially achieved; this augmentation will continue to be reported on in the FY 2021-22 budget.

## FUND CENTER 160- HEALTH AGENCY – PUBLIC HEALTH

**Title: Delete 0.75 FTE Public Health Nurse and add 1.00 FTE Public Health Nurse to expand prevention work on perinatal substance use in pregnancy. Efforts will focus on:**

1. Live-born infants, born to this county's residents, whose mothers received prenatal care in the first trimester of pregnancy, and
2. Women with post-partum depressive symptoms.

<b>Expenses:</b> \$26,303	<b>Funding Source(s):</b> \$6,576 General Fund support; \$19,727 Maternal Child Health revenue  Approved via FY 2016-17 Budget Adoption
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**Intended Results:**

1. By June 30, 2017, identify the barriers for late initiation of prenatal care for Latinas, 15-35 years, and non-Hispanic white women, ages 15-24 years.
2. By December 31, 2017, increase by 10% the number of mothers who receive prenatal care in the first trimester of pregnancy.
3. By June 30, 2017, assess the level of awareness of referral resources for women with perinatal mood and anxiety disorders (PMAD) among medical providers serving women of reproductive age.
4. By June 30, 2017, develop and implement a PMAD community awareness campaign targeting women of reproductive age, 15-49.
5. By December 31, 2017, decrease by 25% the number of women delivering a live birth who experience post-partum depressive symptoms.
6. By December 31, 2017, increase awareness of referral resources for women with PMAD among medical providers serving women of reproductive age, 15-49 years.

**Actual Results for FY 2016-17 and 2017-18:**

1. The barriers for late initiation of prenatal care for Latinas, 15-35 years, and non-Hispanic white women, ages 15-24 years were identified and include a lack of knowledge about their pregnancy until 2<sup>nd</sup> or 3<sup>rd</sup> trimester; lack of value for prenatal care; and transportation needs.
2. Mothers who receive prenatal care in the first trimester of pregnancy has increased from 77% to 82% in FY 2017-18, or five percentage points.
3. The awareness of referral resources for women with perinatal mood and anxiety disorders (PMAD) among medical providers serving women of reproductive age was assessed as extremely low. In response, a resource database named NavigateSLO was created and disseminated to 100% of medical providers to increase awareness of PMAD issues.
4. A PMAD community awareness campaign targeting women of reproductive age 15-49 was developed and implemented. Marketing materials, community trainings, screenings and referral protocols were included as part of the awareness campaign in FY 2017-18.
5. PMAD screenings, brief interventions and referral to treatment protocols were implemented by hospital and clinic systems. The program started in January 2017; the decrease in the number of women delivering a live birth who experience post-partum depressive symptoms will be reported on in a future year since the services were only provided for six months in the fiscal year.
6. Overall awareness of referral resources, within the medical community who serve women with PMAD, has increased with implementation of community-based trainings, development of NavigateSLO, a resource database, and consistent regular outreach with private obstetric offices, pediatricians and public clinics.

**Actual Results for FY 2018-19:**

1. Achieved. This intended result was achieved in a previous year(s).
2. Partially Achieved. No new results were available in FY 2018-19 since the position remained vacant for the full year.
3. Achieved. This intended result was achieved in a previous year(s).
4. Achieved. This intended result was achieved in a previous year(s).
5. Partially Achieved. No new results were available in FY 2018-19 since the position remained vacant for the full year. Additionally, the Community Health Status report that provides information on women experiencing post-partum depressive symptoms is two years behind so the most recent data is not yet available.
6. Achieved. This intended result was achieved in a previous year(s).

**Administrative Office Comments:**  
The intended results have been partially achieved; this augmentation will continue to be reported on in the FY 2021-22 budget.

**Title: Add 3.00 FTE Public Health Nurses to enhance capacity to avert poor birth outcomes and associated future public safety costs among high-risk families**

<b>Expenses:</b> \$315,830	<b>Funding Source(s):</b> \$315,830 General Fund support  Approved via FY 2016-17 Budget Adoption
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**Intended Results:**

1. By June 30, 2017, increase by 50% the number of average daily clients enrolled in the Nurse-Family Partnership (NFP) program per daily average (baseline: 48 2015; target: 72 by FY 2016-17 end).
2. By June 30, 2017, increase by 150 the number of annual clients served (50 clients per additional Public Health Nurse FTE).
3. Support on-site NFP training for at least one of the new positions.
4. By December 31, 2016, eliminate the wait list for Field Nursing service (often 20-50 unserved clients per day).
5. Decrease Child Welfare Services referrals by 20% (baseline: FY 2014-15 = 54).

**Actual Results for FY 2016-17 through FY 2017-18:**

1. The number of clients with infants who enrolled in the Nurse Family Partnership (NFP) in FY 2017-18 was 81, exceeding the original intended result of 72 clients.

2. The total number of clients served in Public Health's Nursing Home Visiting programs, which includes the NFP and Early Support programs, did not increase as intended due to three Field Nursing vacancies during the year. These vacancies were filled in FY 2018-19.
3. The intended result was met in FY 2016-17. Two existing Public Health Nurses were sent to the NFP training in 2016, which allowed Public Health to increase the baseline caseload in NFP in FY 2016-17. The North County NFP nurse was at full capacity and Public Health utilized one of the South County NFP nurses to assist as Public Health was trying to hire another nurse to eventually send to NFP training for the north part of the County.
4. The Field Nursing Program continues to experience daily waitlists of around 15-20 clients due to Public Health nursing vacancies. The three additional Field Nursing staff were filled in the first half of FY 2018-19.
5. There were 50 Child Welfare Services referrals in FY 2017-18 compared to the intended target of 54, which was the FY 2014-15 baseline.

**Actual Results for FY 2018-19:**

1. Achieved. This intended result was achieved in a previous year(s).
2. Achieved. The total increase in the number of clients served in Public Health's Nursing Home Visiting programs, which includes the NFP and Early Support programs, was 98 additional clients. For two of the original three Public Health Nursing (PHN) positions\*, that equates to 49 additional clients each and meets the intended result of 50 additional clients per PHN.
3. Achieved. This intended result was achieved in a previous year(s).
4. Partially Achieved. Although the number of clients on the waitlist was lower throughout the year, the average daily waitlist remains at approximately 25-35 clients.
5. Not Achieved. There were 54 Child Welfare Services referrals, which equals the baseline for FY 2014-15, but does not reflect any improvement toward the intended result.

\*Note: In FY 2018-19, one of the three Public Health Nurse positions was eliminated to add an Administrative Services Manager as part of the Health Agency reorganization of administration functions. Current and future reporting of any intended results impacted by the reduction of the Public Health Nurse position will be prorated to more accurately reflect performance.

**Administrative Office Comments:**

The intended results have been partially achieved; this augmentation will continue to be reported on in the FY 2021-22 budget.

**Title: Add 1.00 FTE Health Education Specialist position to develop a fall prevention program for seniors due to the high rate of falls by seniors in our community. On average, emergency personnel respond to five calls per day from seniors who have fallen. Studies show that approximately 20% of older adults who fall and break a hip die within one year, and many who survive are never fully functional again.**

**Expenses:**  
\$68,770

**Funding Source(s):** \$68,770 General Fund support  
Approved via FY 2016-17 Budget Adoption

**Intended Results:**

1. By June 30, 2017, provide multi-session fall prevention classes to a minimum of 125 seniors residing in the county.
2. By June 30, 2017, provide a minimum of 25 in-home assessments for seniors at the highest risk of falling leading to loss of independent living or mortality.
3. By June 30, 2017, reduce by 5% the number of Emergency Medical Services calls for falls involving persons over the age of 60 (baseline = 1,634).
4. By June 30, 2018, reduce by 10% the number of Emergency Medical Services calls for falls involving persons over the age of 60.

**Actual Results for FY 2016-17 through FY 2017-18:**

1. The Health Education Specialist provided multi-session fall prevention classes to 159 seniors residing in the county in FY 2017-18, exceeding the goal of providing training to 125 seniors.
2. The Health Education Specialist provided 15 in-home assessments for seniors at the highest risk of falling in FY 2017-18 leading to loss of independent living or mortality. While 35 referrals were received, a majority of those clients were unreachable or no longer interested in the service.
3. Result was met in FY 2016-17. According to Emergency Medical Services (EMS) data, the number of calls in FY 2015-16 was 1,641, and there were 1,531 calls in FY 2016-17 which represents a 6% (103) drop in calls since FY 2014-15 when there were 1,634 calls.
4. Emergency Medical Services (EMS) data shows that there were 1,525 calls for falls involving persons over the age of 60 in FY 2017-18. Compared to the baseline of 1,634 calls in FY 2014-15, this represents a 7% (109) drop in calls.

**Actual Results for FY 2018-19:**

1. Achieved. This intended result was achieved in a previous year(s).
2. Achieved. The Health Education Specialist provided 23 in-home assessments for seniors at the highest risk of falling, leading to a loss of independent living or mortality. Twenty-five referrals were received, but two seniors were unreachable or no longer interested in the service.
3. Achieved. This intended result was achieved in a previous year(s).
4. Achieved. Emergency Medical Services (EMS) data shows that there were 1,499 calls for falls involving individuals over the age of 60 in FY 2018-19 compared to 1,634 calls in FY 2014-15 (an 8.3% or 135 call reduction over four years). However, according to available US Census Bureau data, the percent of individuals 65 years and older in SLO County in 2015 was 17.5% and rose to 20.1% in 2018, or a 2.6% increase in the population of seniors over the age of 65 years. Factoring in the percentage increase in the senior population, against the original baseline of 1,634 calls in FY 2014-15, resulted in a modified base of 1,676 calls involving senior falls. Therefore, the actual falls for FY 2018-19 of 1,499, divided by the newly calculated base of 1,676, reflects a decrease of approximately 10% and meets the intended result.

**Administrative Office Comments:**

The intended results have been achieved.

## FUND CENTER 114 – INFORMATION TECHNOLOGY

<b>Title: Add 1.00 FTE Senior Network Engineer to function as the Countywide Information Security Program Advisor</b>	
<b>Expenses:</b> \$125,432	<b>Funding Source(s):</b> \$125,432 General Fund support  Approved via FY 2016-17 Budget Adoption
<b>Intended Results:</b>	
<ol style="list-style-type: none"> <li>1. Develop and manage a Countywide network security plan to identify and manage cyber security risks.</li> <li>2. Within one year, increase the County's score from 1.5 to 2.0 on the security maturity scale as measured in the National Cybersecurity Review assessment.</li> <li>3. Update the 18 Countywide security policies within two years and present new recommendations to the IT-ESC annually.</li> <li>4. Within two years, develop a pilot Information Technology Department service offering to conduct departmental security audits.</li> <li>5. Conduct training for departmental IT staff on network security fundamentals.</li> <li>6. Identify and recommend training and user awareness material for all County employees.</li> <li>7. Improve and formalize network incident response plan and conduct a practice drill at least annually.</li> </ol>	
<b>Actual Results for FY 2016-17:</b>	
<ol style="list-style-type: none"> <li>1. In progress - Developed a process to identify and inventory critical computing and information assets. Completed identification of information assets in 19 out of 26 departments (73% complete). Planning to complete identification of the remaining information assets by end of FY 2017-18.</li> <li>2. Achieved - Improved our National Cybersecurity Review Score (NCRS) from 1.5 to 2.6.</li> <li>3. In progress - Updated and presented one Countywide security policy to the Information Technology Executive Steering Committee (IT-ESC). Upcoming effort is to work with internal stakeholders to identify and document acceptable risks, update, and create new information security policies during FY 2018-19.</li> <li>4. In progress - For Internal Servers - Developed a process to identify and inventory critical computing and information assets. Developed a process to perform vulnerability assessments and secure server configuration reviews for County departments. Developed standard vulnerability remediation reports for departmental IT staff and standard risk management reports for departmental management. Provided this service offering to twelve departments and at this time, approximately 126 critical information assets are being assessed each month. Goal is to provide this internal service to fourteen departments each month by the end of FY 2017-18 and all departments by the end of FY 2018-19. For External Public-Facing Servers - Evaluated and procured an external Web Application Vulnerability Assessment service. This service provides eight web application vulnerability assessments four times a year. Review quarterly Web Application Vulnerability Assessment reports and create executive summaries for departmental IT staff and system owners. Monitor and support remediation efforts. Goal is to expand this service to assess all external web applications owned and managed by County departments.</li> <li>5. In progress - Conducted informal network security training for fourteen departmental IT teams. Goal is to identify, procure, track, and provide formal network security training for all departmental IT teams by FY 2019-20.</li> <li>6. Achieved – As part of the Cyber Security Awareness training, secured departmental executive support, identified additional security related courses, curated SANS Securing the Human content, and communicated and made training available to all County users.</li> <li>7. In progress - Began updates in section 3.2 of the County Network Incident Response Plan. Anticipated completion and approval by IT-ESC is targeted for spring 2019, followed by a practice drill.</li> </ol>	
<b>Actual Results for FY 2017-18:</b>	
<ol style="list-style-type: none"> <li>1. Achieved - Completed inventory of critical computing information assets in all departments which is now used to manage cyber security risk through the application of appropriate cyber security controls.</li> <li>2. Achieved - National Cybersecurity Review Score of 2.6 in FY 2016-17 and score of 2.69 in FY 2017-18.</li> <li>3. Achieved – All policies are now under regular review and some have been updated where appropriate.</li> <li>4. Achieved - Internal and external departmental critical information assets have been identified, assessed and remediation steps have been provided to system owners.</li> <li>5. Achieved – IT staff have been provided access to Federal Virtual Training Environment (FedVTE) training, which includes network security fundamentals.</li> <li>6. Achieved – All departments participate in SANS Securing the Human Training. In addition, phishing awareness campaigns have been conducted along with live training provided during New Employee Orientation.</li> <li>7. Partially achieved – Incident Response Policy has been updated and approved by the Information Technology Executive Steering Committee. Incident response plan is also complete. Practice drill is in development and will be in place by summer 2019.</li> </ol>	
<b>Actual Results for FY 2018-19:</b>	
<ol style="list-style-type: none"> <li>1. Achieved. This intended result was achieved in a previous year(s).</li> <li>2. Achieved. This intended result was achieved in a previous year(s). The County received a National Cybersecurity Review Score of 3.82 in FY 2018-19.</li> <li>3. Achieved. This intended result was achieved in a previous year(s).</li> <li>4. Achieved. This intended result was achieved in a previous year(s).</li> <li>5. Achieved. This intended result was achieved in a previous year(s).</li> <li>6. Achieved. This intended result was achieved in a previous year(s).</li> <li>7. Achieved. The Incident Response Policy has been updated and approved by the Information Technology Executive Steering Committee. The incident response plan is complete. An incident response drill has been conducted with the Sheriff's Office and Information Technology Department.</li> </ol>	
<b>Administrative Office Comments:</b>	
The intended results have been achieved.	

Title: Add 1.00 FTE Systems Administrator to support the County websites	
<b>Expenses:</b> \$145,250	<b>Funding Source(s):</b> \$145,250 General Fund support  Approved via FY 2016-17 Budget Adoption
<b>Intended Results:</b> <ol style="list-style-type: none"> <li>1. Maintain an accessible, usable, reliable and effective ADA compliant website for citizens of the County through automated monitoring and monthly repairs of broken links, misspellings and non-ADA-compliant pages.</li> <li>2. Maintain a usable, extensible, secure, reliable, and unified Web Content Management System for County departments.</li> <li>3. Maintain a usable, secure, reliable, extensible, and accessible portal for County departments and employees.</li> <li>4. Maintain accurate, timely, and reliable web content by minimizing the number of broken links and building procedures to identify outdated and expired content.</li> </ol>	
<b>Actual Results for FY 2016-17:</b> <p>The newly hired Systems Administrator led a successful effort to replace the County's public-facing website utilizing a modern, secure Web Content Management System. The public website is specifically designed to connect users in a reliable, user-friendly manner to services provided by the County. The Systems Administrator maintains automated processes to ensure broken links and misspellings are repaired and ADA compliance standards are met. Status of intended results follows:</p> <ol style="list-style-type: none"> <li>1. Achieved - Maintain an accessible, usable, reliable and effective ADA compliant website for citizens of the County through automated monitoring and monthly repairs of broken links, misspellings and non-ADA-compliant pages.</li> <li>2. Achieved - Maintain a usable, extensible, secure, reliable, and unified Web Content Management System for County departments.</li> <li>3. Planned - Maintain a usable, secure, reliable, extensible, and accessible portal for County departments and employees. During FY 2017-18, the Systems Administrator will assist on a project to replace the County's employee portal.</li> <li>4. Achieved - Maintain accurate, timely, and reliable web content by minimizing the number of broken links and building procedures to identify outdated and expired content.</li> </ol> <p>Once the portal goes into production in FY 2018-19, all intended results would have been reached.</p>	
<b>Actual Results for FY 2017-18:</b> <p>The newly hired Systems Administrator led a successful effort to replace the County's public-facing website utilizing a modern, secure Web Content Management System. The public website is specifically designed to connect users in a reliable, user-friendly manner to services provided by the County. The Systems Administrator maintains automated processes to ensure broken links and misspellings are repaired and ADA compliance standards are met. Status of intended results follows:</p> <ol style="list-style-type: none"> <li>1. Achieved in FY 2016-17.</li> <li>2. Achieved in FY 2016-17.</li> <li>3. In Progress - During FY 2018-19, the Systems Administrator will assist on a project to replace the County's employee portal. Changes to the original portal design, the addition of additional functionality as requested by the executive team to include traffic, weather, and other general interest topics, coupled with heavy workload on the Human Resources and Auditor departments led the Steering Committee to delay the implementation of the employee portal during spring 2019.</li> <li>4. Achieved in FY 2017-18.</li> </ol> <p>Once the portal goes production in FY 2018-19, all intended results will be reached.</p>	
<b>Actual Results for FY 2018-19:</b> <p>All intended results have been reached.</p> <ol style="list-style-type: none"> <li>1. Achieved. This intended result was achieved in a previous year(s).</li> <li>2. Achieved. This intended result was achieved in a previous year(s).</li> <li>3. Achieved. During FY 2018-19, the Systems Administrator assisted with a project to replace the County's employee portal. This project was completed in May 2019.</li> <li>4. Achieved. This intended result was achieved in a previous year(s).</li> </ol>	
<b>Administrative Office Comments:</b> <p>The intended results have been achieved.</p>	



**FUND CENTER 377 - LIBRARY**

<b>Title: Add 0.50 FTE Library Assistant to support the proposed Templeton library to be operated out of the existing Templeton Community Services District (TCSD) Parks and Recreation Department</b>	
<b>Expenses:</b> \$32,869	<b>Funding Source(s):</b> \$32,869 General Fund support  Approved via FY 2016-17 Budget Adoption
<b>Intended Results:</b> In partnership with the Templeton Community Library Association (TCLA), the new position will assist in the operation of a fully functioning Library in Templeton, greatly enhancing the community by providing full access to Black Gold, technology, and programming. Small branches currently operate 18 hours per week. Funding is contingent upon community survey feedback and matching funds from the TCLA group.	
<b>Actual Results for FY 2016-17 through 2017-18:</b> The position was not filled, and funding was returned at year end to the General Fund. This position was held vacant as matching funds have not been received from the TCLA.	
<b>Actual Results for FY 2018-19:</b> The position was not filled or funded. This position is being held vacant as matching funds have not been received from the TCLA.	
<b>Administrative Office Comments:</b> The intended results have not yet been achieved; this augmentation will continue to be reported on in the FY 2021-22 budget.	

## FUND CENTER 142 – PLANNING AND BUILDING

Title: Professional services to assist with the Avila Beach Community Plan update	
<b>Expenses:</b> \$850,000	<b>Funding Source(s):</b> \$850,000 General Fund support  Approved via FY 2016-17 Budget Adoption
<b>Intended Results:</b>	
<ol style="list-style-type: none"> <li>1. The hiring of a consultant to assist with technical report preparation including the Environmental Impact Report and associated technical analyses.</li> <li>2. The development of a project management plan to ensure proper tracking of time frames, deliverables and budget, which will allow planning staff to measure and report on project progress.</li> <li>3. Community outreach events including event coordination and facilitation.</li> <li>4. The development of an updated Avila Beach Community Plan as requested by the Board of Supervisors to address traffic congestion and safety issues as well as proposed major land use changes.</li> <li>5. The completion of a Community Plan for review and consideration by the Board of Supervisors by the year 2020 (it is expected the updated process will take 4 to 5 years).</li> </ol>	
<b>Actual Results for FY 2016-17 through FY 2017-18:</b>	
<ol style="list-style-type: none"> <li>1. Not yet initiated. The hiring of a consultant to assist with technical report preparation is anticipated to begin in the first quarter of 2019. The funding was not expended in FY 2017-18 and \$850,000 was returned to the General Fund in the form of Fund Balance Available. The department will return to the Board to request additional funding as necessary.</li> <li>2. Achieved. The project management plan is updated monthly.</li> <li>3. Ongoing. Staff has conducted seven public workshops under the work program and 33 outreach meetings. Additional outreach is being conducted in FY 2018-19.</li> <li>4. Ongoing. Traffic and safety issues are recorded through the background report. This document details the current conditions and constraints of the Avila Urban Reserve Line (URL) and provides recommendations for additional studies. This effort is a comprehensive report, which includes fourteen chapters such as land use, circulation, housing, and special events. The final report was published in August 2018.</li> <li>5. Ongoing. Staff anticipates completing the Community Plan Update within the next three years.</li> </ol>	
<b>Actual Results for FY 2018-19:</b>	
<ol style="list-style-type: none"> <li>1. Partially Achieved. The department issued a request for proposals and selected a consultant to prepare the Avila Beach Community Plan and Environmental Impact Report. In FY 2019-20, the department will take a professional services contract to the Board to hire the selected consultant.</li> <li>2. Achieved. This intended result was achieved in a previous year(s).</li> <li>3. Partially Achieved. There was no outreach conducted in FY 2018-19. Additional outreach will be conducted in FY 2019-20.</li> <li>4. Partially Achieved. Traffic and safety issues are recorded through the background report. This document details the current conditions and constraints of the Avila Urban Reserve Line (URL) and provides recommendations for additional studies. This effort is a comprehensive report, which includes fourteen chapters such as land use, circulation, housing, and special events. The final report was published in August 2018.</li> <li>5. Not Achieved. Staff anticipates completing the Community Plan Update within the next three years. On December 10, 2019, the Board of Supervisors will be presented with a contract with Rincon Consultants in the amount of \$748,549 for preparation of the Avila Community Plan and associated Environmental Impact Report (EIR). The contract identifies a completion date of January 2023.</li> </ol> <p>The department received a FY 2018-19 funds reservation totaling \$46,686 for consultant support to prepare the Avila Community Plan. An estimate of \$347,918 was prepared, but the approved funds reservation request was limited to Planning and Building's year end Fund Balance Available (FBA). It is anticipated that the Board will allocate an additional \$301,232 at the September 10, 2019, Board meeting as part of the final budget actions for FY 2019-20. The department intends to return to the Board in FY 2019-20 should additional appropriation be necessary.</p>	
<b>Administrative Office Comments:</b>	
The intended results have been partially achieved; this augmentation will continue to be reported on in the FY 2021-22 budget.	

Title: Professional services to assist with the FEMA Required Countywide Sea Level Rise Analysis and Flood Hazard Mapping	
<b>Expenses:</b> \$380,000	<b>Funding Source(s):</b> \$380,000 General Fund support  Approved via FY 2016-17 Budget Adoption
<b>Intended Results:</b>	
<ol style="list-style-type: none"> <li>1. The hiring of a consultant with the technical expertise to prepare a countywide sea level rise analysis.</li> <li>2. The development of a project management plan to ensure proper tracking of time frames, deliverables and budget, which will allow planning staff to measure and report on project progress.</li> <li>3. Compliance with Federal and State requirements pertaining to flood hazards.</li> <li>4. Completion of the Sea Level Rise Analysis for the review and consideration of the Board of Supervisors by the year 2018.</li> </ol>	
<b>Actual Results for FY 2016-17 through FY 2017-18:</b>	
<ol style="list-style-type: none"> <li>1. Not yet initiated. The department anticipates multiple consultants being required to complete the analysis and review. The first consultant is anticipated to be engaged in summer 2019 with the second consultant engaged by winter 2019. The funding was not expended in FY 2017-18 and \$380,000 was returned to the General Fund in the form of Fund Balance Available. The department will return to the Board and request additional funding as necessary.</li> <li>2. Achieved. A project management plan has been completed.</li> </ol>	

3. Ongoing. In FY 2016-17 staff completed its review of Federal and State requirements pertaining to flood hazards. Staff was in the first phase of outreach to FEMA, County Office of Emergency Services, and County Public Works to ensure the interpretation of Federal and State requirements are consistent between each department and agency. Staff completed two outreach workshops with the National Oceanic and Atmospheric Administration to leverage information and expertise from subject matter experts related to risk exposure, vulnerable populations, and to support the development of the project management plan. In FY 2017-18 the department held two community outreach meetings and anticipates one outreach meeting in summer 2019 and a second meeting in winter 2019.
4. Ongoing. In FY 2016-17 Planning and Building staff researched, collected and compiled data related to impacts of sea level rise on the County coastline. Staff partnered with the United States Geological Survey to leverage best available coastal hazard science and geospatial hazard modeling at no cost to the County for the entire coastline, including incorporated cities (Grover Beach, Pismo Beach, and Morro Bay). This provided a significant amount of modeling data for the use of the hired consultant to complete the Sea Level Rise Analysis. In FY 2017-18 it was determined that this work, along with the work prepared by the consultant, would be presented to the Board by the end of calendar year 2019.

**Actual Results for FY 2018-19:**

1. Achieved. The department is working with the County Office of Emergency Services (OES) to update the Safety Element of the County General Plan and to prepare a multi-jurisdictional Hazards Mitigation Plan (HMP), which will include a FEMA required countywide sea level rise analysis. County OES hired Wood Consulting, Inc. to prepare the HMP and sea level rise analysis.
2. Achieved. This intended result was achieved in a previous year(s).
3. Partially achieved. The HMP update will address compliance with Federal and State requirements pertaining to flood hazards. In FY 2019-20, the department will hold a public workshop on the HMP Update.
4. Not achieved. Staff is in the process of updating the Safety Element and HMP. The project was not completed in 2018 and 2019 because the department reallocated resources from this project to newly established Tier I priority projects, such as affordable housing funding options and revisions to the County's California Environmental Quality Action (CEQA) guidelines. The project is now on track for Board consideration in the fall of 2020 as the HMP has been reviewed by OES and Cal Fire with minimal revisions. However, the project is currently under preliminary environmental review and the timeline will be extended if it's determined that an Environmental Impact Report (EIR) is required.

The department does not anticipate returning to the Board for additional funding.

**Administrative Office Comments:**

The intended results have been partially achieved; this augmentation will continue to be reported on in the FY 2021-22 budget.

## FUND CENTER 405 – PUBLIC WORKS INTERNAL SERVICE FUND

<b>Title:</b> Add 1.00 FTE Engineer I/II/III	
<b>Expenses:</b> \$129,493	<b>Funding Source(s):</b> \$129,493 FC 405 – Public Works Internal Service Fund  Approved via FY 2016-17 Budget Adoption
<b>Intended Results:</b> Create a watershed program function of the Water Resources Division by providing the staff necessary to advance drainage studies and community efforts. Key objectives for this position include: <ol style="list-style-type: none"> <li>1. Establish Stormwater Resource Management Plan multi-agency partnerships.</li> <li>2. Complete drainage and flood control studies for Templeton and Shandon.</li> <li>3. Update six existing drainage and flood control studies.</li> <li>4. Develop a Meadow Creek Watershed Alternatives Study.</li> <li>5. Seek grant funding to implement projects identified in drainage and flood control studies for our communities.</li> <li>6. Develop a plan to fill data gaps identified in the watershed and drainage plans and studies.</li> </ol>	
<b>Actual Results for FY 2016-17:</b> This position was filled as an Engineer II on May 15, 2017, but was vacated on October 6, 2017. In the five months this position was filled, an audit of the six drainage studies was done to determine what recommendations were completed and what remains to be completed and a framework for determining which recommendations to move forward was drafted. The scope of work and grant agreement for the Stormwater Resource Management Plan was finalized and roles established, including for this position to contribute to the drainage and flood management aspects. The Mid-Higuera Flood Bypass Channel project was advanced in partnership with the Zone 9 Advisory Committee and the City of San Luis Obispo by developing an agreement and other materials for Board consideration in January 2018. Due to priorities during this time, the Engineer II also drafted the water quality component of the Integrated Regional Water Management (IRWM) Plan update and facilitated Water Resources Advisory Committee (WRAC) meetings and Zone 9 Advisory Committee meetings. The position will be filled again in FY 2017-18. With exception of the Stormwater Management Plan, which must move forward due to grant agreement commitments, the objectives are on hold until the position is refilled.	
<b>Actual Results for FY 2017-18:</b> An Engineer I was re-hired in May 2018 and has continued to work on the key objectives outlined for this position. These objectives include, work on the Stormwater Resource Management Plan, updating the drainage and flood control studies project list, seeking grant funding to implement projects identified in drainage and flood control studies and developing a plan to fill data gaps identified in the watershed and drainage plan studies. The objective of development of a Meadow Creek Watershed Alternatives Study has been replaced with supporting floodplain administrator duties because the study has been reassigned.	
<b>Actual Results for FY 2018-19:</b> The Engineer has continued to work on the key objectives outlined for this position. Progress on the objectives included: <ol style="list-style-type: none"> <li>1. Continued work on the Stormwater Resource Management Plan and responded to State Water Board comments.</li> <li>2. Updating drainage and flood control studies project information for Templeton and Zone 9 (Shandon was deprioritized).</li> <li>3. Evaluating what has been accomplished in accordance with the flood control studies since they were initially written.</li> <li>4. Supporting floodplain administrator duties by initiating a floodplain mapping update in Cambria.</li> <li>5. No grants were sought this reporting period.</li> <li>6. The plan to fill data gaps identified in the watershed and drainage plan studies will be initiated after they are updated.</li> </ol>	
<b>Administrative Office Comments:</b> The intended results have been partially achieved; this augmentation will continue to be reported on in the FY 2021-22 budget.	

## FUND CENTER 130 – PUBLIC WORKS – WASTE MANAGEMENT

<p><b>Title:</b> Design and construct a groundwater extraction and treatment facility at the Los Osos Landfill. Once construction is complete, this project will operate continually at the Los Osos Landfill until cleanup of groundwater down gradient of the Landfill is achieved.</p>	
<p><b>Expenses:</b>  <i>Construction:</i>            \$662,300 for FY 2016-17            (budgeted in FC 230 as a capital project)</p> <p><i>Operations:</i>            \$96,116 for FY 2016-17            \$165,400 beginning FY 2017-18</p>	<p><b>Funding Source(s):</b> \$758,416 General Fund support</p> <p>Approved via FY 2016-17 Budget Adoption</p>
<p><b>Intended Results:</b>            Provide additional funding for construction of a groundwater extraction and treatment system to satisfy requirements of the Regional Water Quality Control Board (Water Board) to reduce contaminant levels in groundwater down gradient of the landfill to equal or less than cleanup levels established in accordance with CCR, Title 23. Chapter 15. Section 2550.4.</p>	
<p><b>Actual Results for FY 2016-17:</b>            The project environmental permitting was completed in FY 2016-17 which allowed final design phase to begin to incorporate all permit conditions into the final construction drawings, specifications and estimates. The changes needed to the design required an amendment of the design contract which delayed completion of the final design and ultimately delayed construction of the project.</p> <p>Staff has remained in contact with the Regional Water Quality Control Board to provide progress updates on this required corrective action project to control contaminant migration at the point of compliance.</p>	
<p><b>Actual Results for FY 2017-18:</b>            Final design was completed as well as associated construction plans, specifications and estimates. The project is ready to be advertised through the public purchase process. Once a qualified bid is determined satisfactory to the department, a construction contract can be awarded by the Board of Supervisors.</p> <p>Staff has remained in contact with the Regional Water Quality Control Board to provide progress updates on this required corrective action project to control contaminant migration at the point of compliance.</p>	
<p><b>Actual Results for FY 2018-19:</b>            The project was advertised for construction bids in August 2018. However, bids that were received were significantly over the budget available for constructing the project. The County met with Regional Water Quality Control Board staff on October 10, 2018, to discuss the economic feasibility of implementing the groundwater extraction and treatment system and terms of the existing cleanup and abatement order. At that time, Water Board staff confirmed that additional corrective action measures are needed to address the cleanup and abatement order. The County evaluated project phasing and funding options that would make the project economically feasible to implement; however, no alternatives were available that did not affect a reduction in scope that would reduce the quality and effectiveness of the project.</p> <p>A new independent Engineer's Estimate was prepared, and the Estimate was used to request FY 2019-20 budget and re-bid the project in August 2019.</p>	
<p><b>Administrative Office Comments:</b>            The intended results have not yet been achieved; this augmentation will continue to be reported on in the FY 2021-22 budget.</p>	

**FUND CENTER 136 – SHERIFF – CORONER**

<b>Title: Add 1.00 FTE Program Manager II to provide construction/maintenance vocational and soft skills training to inmates at the County Jail</b>	
<b>Expenses:</b> \$155,288	<b>Funding Source(s):</b> \$155,288 2011 Public Safety Realignment-Community Corrections (AB 109)  Approved via FY 2016-17 Budget Adoption
<b>Intended Results:</b>	
<ol style="list-style-type: none"> <li>1. Provide formalized construction/ maintenance vocational and soft skills training to at least 75 inmates per year, both male and female.</li> <li>2. 45% of participating inmates will remain in the vocational program for at least 90 days.</li> <li>3. 100% of participating inmates will have a current risk/needs assessment administered by qualified personnel.</li> <li>4. 75% of inmates assessed will have an overall risk/needs score of Medium or higher.</li> <li>5. 40% of inmates will score Medium or higher in the education/employment category.</li> <li>6. 75% of inmates who participate for at least 90 days will have pre-release contact with a union, college, or employer.</li> <li>7. 100% of inmates who participate for at least 90 days will be screened for eligibility for employment support services through America's Job Center of California (AJCC), San Luis Obispo Office.</li> <li>8. 100% of those who are pre-qualified for services through AJCC will have pre-release contact with AJCC staff for the purpose of coordinating post-release activity with that agency.</li> </ol>	
<b>Actual Results for FY 2016-17 through FY 2017-18:</b>	
<ol style="list-style-type: none"> <li>1. The Program Manager initially hired resigned at the end of February 2018. The position was filled again in August 2018. During eight of the twelve months of FY 2017-18, the Program Manager provided basic construction instruction and on the job training to eight inmates during that time, meeting 11% of the goal.</li> <li>2. Three of the eight inmates participated for more than 90 days in FY 2017-18, meeting 38% of the goal.</li> <li>3. Six of the eight inmates had a risk assessment completed, meeting 75% of the goal.</li> <li>4. Seven of the eight inmates (88%) scored medium or higher in need assessment, exceeding the goal.</li> <li>5. Seven of the eight inmates (88%) scored medium or higher in educational need assessment, exceeding the goal.</li> <li>6. Three inmates had contact with union, college or employer, 100% met.</li> <li>7. Three inmates received screening, 100% met.</li> <li>8. Three inmates were prequalified for services through AJCC, 100% met.</li> </ol>	
<b>Actual Results for FY 2018-19:</b>	
<ol style="list-style-type: none"> <li>1. The Program Manager II position was filled approximately five months of this fiscal year; August 2018 through January 2019. Three of those months were dedicated to orientation, training and on-set of the training program. During that time, five inmates participated in the training program. Restructured goals and improved training were instituted to better prepare the Program Manager in the future, and FY 2019-20 has already surpassed these statistics in the first three months.</li> <li>2. Zero of the five inmates remained in the vocational program for at least 90 days.</li> <li>3. Two of the five inmates (40%) had a current risk/ needs assessment at time of participation.</li> <li>4. Achieved. This intended result was achieved in a previous year(s).</li> <li>5. Achieved. This intended result was achieved in a previous year(s).</li> <li>6. Achieved. This intended result was achieved in a previous year(s).</li> <li>7. Achieved. This intended result was achieved in a previous year(s).</li> <li>8. Achieved. This intended result was achieved in a previous year(s).</li> </ol>	
<b>Administrative Office Comments:</b>	
The intended results have been partially achieved; this augmentation will continue to be reported on in the FY 2021-22 budget.	

<b>Title: Add 2.00 FTE Deputy Sheriffs; one for Coast Patrol Station, and one for South Patrol Station</b>	
<b>Expenses:</b> \$231,322	<b>Funding Source(s):</b> \$231,322 General Fund support  Approved via FY 2016-17 Budget Adoption
<b>Intended Results:</b>	
<ol style="list-style-type: none"> <li>1. Increase Coast Station response time target from 10 minutes or less from 70% of the time to 75% of the time.</li> <li>2. Increase South Station response time target from 10 minutes or less from 82% of the time to 87% of the time.</li> </ol>	
<b>Actual Results for FY 2016-17 through FY 2017-18:</b>	
<ol style="list-style-type: none"> <li>1. Response time was 10 minutes or less in the Coast Station 69% of the time in FY 2017-18.</li> <li>2. Response time was 10 minutes or less in the South Station 73% of the time in FY 2017-18.</li> </ol> <p>Due to personnel shortages in the patrol divisions, the South and Coast Station Patrol Deputy positions went largely unfilled for FY 2017-18. The Coast Deputy position was filled for approximately two months, but with several unanticipated on duty injuries and unexpected retirements the position could not be sustained over time. The South and Coast Patrol Deputy positions are projected to be filled by the end of FY 2018-19.</p> <p>Successfully recruiting an adequate number of lateral peace officers and Peace Officer's Standards and Trainings (POST) academy graduates continues to be a problem for the Sheriff's Office, as it is for agencies all over the state. The result has been an ongoing struggle to maintain basic threshold levels of staffing at the three patrol divisions. Beginning in FY 2017-18 the Sheriff's Office opened the hiring process to cadet</p>	

2016-17 Budget Augmentation Request Results

applicants for the first time in many years, with the intention of augmenting the pool of laterals and filling more vacant positions. While this measure proved successful in bridging some of the staffing gap, there was no immediate relief provided to the patrol divisions. From the date of hire a cadet must go through a six-month academy followed by six months of field training, so there is no net gain to staffing for approximately one year. On the positive side, the Sheriff's Office is beginning to see the benefit from the cadet hires and has been successful in hiring several high-quality laterals during FY 2018-19.

**Actual Results for FY 2018-19:**

1. Not Achieved. Response time was 10 minutes or less in the Coast Station 61% of the time in FY 2018-19.
2. Not Achieved. Response time was 10 minutes or less in the South Station 73% of the time in FY 2018-19.

These positions were not filled as planned in the previous fiscal year. Personnel shortages in the patrol divisions continued in FY 2018-19 due to expected retirements and unexpected events such as on and off duty injuries and medical retirements. Average staffing levels increased from 18 to 20 deputies per station from the previous fiscal year, which alleviated some of the critical personnel shortage but still fell well short of normal station staffing numbers. Sworn personnel levels have continued to slowly rise during FY 2019-20, and the Sheriff's Office currently has 11 deputies in training with two more due to graduate the Academy in December. An additional four cadets are currently enrolled in the Academy and are due to hit the Field Training Program in April, and there are several lateral applicants in the final stages of hiring. Balancing these numbers against expected retirements should yield an increase in staffing to 23-24 deputies per station by March or April 2020, which should enable the Sheriff's Office to add and sustain staffing for one additional deputy at the Coast and South Stations.

**Administrative Office Comments:**

The intended results have not yet been achieved; this augmentation will continue to be reported on in the FY 2021-22 budget.

# 2016-17 Mid-Year Budget Augmentation Request Results

## FUND CENTER 166 – HEALTH AGENCY - BEHAVIORAL HEALTH

Title: Add 26.50 FTE positions to implement the Drug Medi-Cal Organized Delivery System (DMC-ODS) plan	
<b>Expenses:</b> \$2,071,405	<b>Funding Source(s):</b> \$0 General Fund support; \$2,071,405 Medi-Cal and State General Fund  Approved via Board action on August 9, 2016, item #25
<b>Intended Results:</b> <u>Outpatient Treatment Expansion:</u> <ol style="list-style-type: none"> <li>1. Serve 1,546 new clients annually with outpatient drug and alcohol treatment services.</li> <li>2. Increase the current available walk-in access hours from 3 hours per week to 20 hours per week in Paso Robles.</li> <li>3. Increase the number of outpatient treatment group hours from 20 hours per week to 100 per week in Paso Robles.</li> <li>4. Increase access to clients living in the Paso Robles area by increasing treatment slots from 12 to 87.</li> <li>5. Seventy-five (75) youth and their families will be served through the South Street clinic.</li> </ol> <u>Withdrawal Management and Medication Assisted Treatment:</u> <ol style="list-style-type: none"> <li>1. Maintain an average length of stay of 80 days in order to achieve stabilization of detoxification symptoms in clients.</li> <li>2. The rate of re-admission to detoxification services within one year will be less than 10%.</li> </ol> <u>Case Management and Recovery Support Services:</u> <ol style="list-style-type: none"> <li>1. The total of new clients served with Case Management services will be 480 individuals per year.</li> <li>2. Increased average length of stay in treatment from 95 days to 150 days.</li> <li>3. Two hundred (200) clients will participate in the Recovery Support Services per year.</li> </ol>	
<b>Actual Results for FY 2016-17:</b> Full implementation of the Drug Medi-Cal Organized Delivery System (DMC-ODS) was delayed. The County's Implementation Plan, Fiscal Plan and State Readiness Review were completed. The State and Federal approved agreement was received in November 2017, and the Board of Supervisors approved the agreement in December. Based on the State agreement, the County was not be able to bill for DMC-ODS services until January 1, 2018. The new agreement changes the County's fee for service reimbursement for Drug Medi-Cal activities to a cost-based reimbursement while expanding eligible activities. Due to the delay in implementation, all results below have not been fully realized.	
<u>Outpatient Treatment Expansion</u> <ol style="list-style-type: none"> <li>1. A total of 2,135 clients were seen in FY 2016-17, which is a 38% more than the target of 1,546.</li> <li>2. The Health Agency was unable to meet the goal of increasing walk-in hours in Paso Robles from 3 hours per week to 20 hours per week.</li> <li>3. The Health Agency was unable to meet the goal of increasing group hours from 20 hours per week to 100 in Paso Robles.</li> <li>4. The Health Agency was unable to meet the goal of increasing access to clients living in the Paso Robles area by increasing treatment slots from 12 to 87. The current clinic size inhibits our ability to add the additional staff, to give the additional hours, and create expanded access to the Paso Robles area.</li> <li>5. This result was met as 202 youth and their families were served through the South Street Clinic in FY 2016-17.</li> </ol> <u>Withdrawal Management and Medication Assisted Treatment</u> <ol style="list-style-type: none"> <li>1. Medication Assisted Treatment maintained an average length of stay of 82.4 days in FY 2016-17. This is a 3% increase above the 80-day original length of stay intended result.</li> <li>2. Of the 103 detox cases in FY 2016-17, seven (7) clients were readmitted within one year of their initial admission, for a readmission rate of 6.8%.</li> </ol> <u>Case Management and Recovery Support Services:</u> <ol style="list-style-type: none"> <li>1. 718 clients received case management services in FY 2016-17, which is 49.5% greater than the original target of 480 clients.</li> <li>2. The average length of stay in treatment in FY 2016-17 was 123.6 days. This is an increase of 30% over the 95-day average from the previous year.</li> <li>3. A total of 77 clients participated in recovery support services in FY 2016-17. The goal was 200 clients, but until very recently this data could not be tracked, resulting in the low numbers. Recovery Support Services will begin officially with the Drug Medi-Cal ODS implementation date of January 1, 2018.</li> </ol>	
<b>Actual Results for FY 2017-18:</b> <u>Outpatient Treatment Expansion</u> <ol style="list-style-type: none"> <li>1. Achieved. This intended result was achieved in a previous year(s).</li> <li>2. The Health Agency was unable to meet the goal of increasing walk-in hours in Paso Robles from three hours per week to 20 hours per week due to office space constraints. However, the walk-in screening availability was increased from three hours to eight hours.</li> <li>3. The Health Agency was unable to meet the goal of increasing group hours from 20 hours per week to 100 in Paso Robles due to office space constraints. However, the number of group hours in Paso Robles increased from 20 to 53 hours per week.</li> <li>4. The Health Agency was unable to meet the goal of increasing treatment slots from 12 to 87 clients in the Paso Robles area due to office space constraints. However, the number of treatment slots increased in FY 2017-18 from 12 to 62.</li> <li>5. Achieved. This intended result was achieved in a previous year(s).</li> </ol> Note: The existing office space in Paso Robles does not meet the additional space requirements necessary to fully implement the DMC-ODS plan. The Behavioral Health Department is actively looking to expand treatment capacity in the Paso Robles area by leasing a larger facility.	
<u>Withdrawal Management and Medication Assisted Treatment</u> <ol style="list-style-type: none"> <li>1. Achieved. This intended result was achieved in a previous year(s).</li> <li>2. Achieved. This intended result was achieved in a previous year(s).</li> </ol> <u>Case Management and Recovery Support Services:</u> <ol style="list-style-type: none"> <li>1. Achieved. This intended result was achieved in a previous year(s).</li> </ol>	



2. The average length of stay in treatment was 132 days. This is an increase of 39% over the 95-day average from the original goal.
3. A total of 72 clients participated in recovery support services in FY 2017-18. The goal was 200 clients. However, it should be noted that the tracking of Recovery Support Services did not occur until March 2018, coinciding with the full implementation of the DMC-ODS waiver on January 1, 2018.

**Actual Results for FY 2018-19:**

Outpatient Treatment Expansion

1. Achieved. This intended result was achieved in a previous year(s).
2. Partially Achieved. Health Agency was unable to meet the intended result of increasing walk-in hours in Paso Robles from 3 to 20 hours per week due to office space constraints. However, despite space constraints, available walk-in screening hours remained the same as the prior year at 8 hours per week.
3. Partially Achieved. The Health Agency was unable to meet the intended result of increasing group hours in Paso Robles from 20 to 100 hours per week due to office space constraints. However, despite space constraints, the number of group hours in Paso Robles remained the same as the prior year at 53 hours per week.
4. Partially Achieved. The Health Agency was unable to meet the intended result of increasing treatment slots from 12 to 87 clients in the Paso Robles area due to office space constraints. However, the number of treatment slots remained the same as the prior year at 62.
5. Achieved. This intended result was achieved in a previous year(s).

Note: The existing office space in Paso Robles does not meet the additional space requirements necessary to fully implement the Drug Medical Organized Delivery System (DMC-ODS) plan. The Behavioral Health Department is close to securing a new leased facility in the Paso Robles area that will expand treatment capacity. The anticipated move in date is mid to late 2020.

Withdrawal Management and Medication Assisted Treatment

1. Achieved. This intended result was achieved in a previous year(s).
2. Achieved. This intended result was achieved in a previous year(s).

Case Management and Recovery Support Services:

1. Achieved. This intended result was achieved in a previous year(s).
2. Partially Achieved. The average length of stay in Recovery Support Services was 133 days. This is an increase of 40% over the 95-day average from the original baseline, yet short of the intended result of 150 days.
3. Partially Achieved. A total of 155 clients participated in Recovery Support Services in FY 2018-19. The initial goal was 200 clients, so gains have been made in implementing Recovery Support Services.

**Administrative Office Comments:**

The intended results have been partially achieved; this augmentation will continue to be reported on in the FY 2021-22 budget.

**FUND CENTER 160 – HEALTH AGENCY – PUBLIC HEALTH (TOBACCO CONTROL PROGRAM)**

<b>Title: Add 1.00 FTE Program Manager I/II, delete 1.00 FTE Lead Health Education Specialist, and add 3.00 FTE Health Education Specialists to the Tobacco Control program</b>	
<b>Expenses:</b> \$352,511	<b>Funding Source(s):</b> \$0 General Fund support; \$352,511 Proposition 56 Allocation  Approved via Board action on April 18, 2017, item #7
<b>Intended Results:</b> 1. Implement additional objectives as identified by the State.	
<b>Actual Results for FY 2016-17:</b> This BAR was approved in April 2017 and the Proposition 56 funding began on July 1, 2017. All positions were filled by August 2017. The staff spent their time becoming oriented with the tobacco control program and engaging with the community. In addition, staff provides seven smoking cessation classes per week, reaching 80 to 100 unique individuals. Under Proposition 56, the State required that the entire FY 2017-18 work plan be revised. The revised work plan now has the following four objectives: 1. By June 30, 2021, at least one jurisdiction in San Luis Obispo County (e.g. City of Morro Bay) will update the definition of tobacco and/or smoking (which may include "smoking", "tobacco product", "electronic smoking device", and/or "tobacco paraphernalia") in all applicable areas of their municipal code in order to align local definitions with the State law standard and provide clarity. While waiting for the work plan to be finalized, staff has reached out to Morro Bay and has provided technical assistance. That jurisdiction is getting ready to amend their tobacco definition to include both e-cigarettes and marijuana. 2. By June 30, 2021, at least one jurisdiction (e.g. Atascadero, Morro Bay, Paso Robles, or Pismo Beach) will adopt a new tobacco retail license (TRL) policy and at least one jurisdiction (e.g. County of San Luis Obispo, City of San Luis Obispo, Grover Beach, or Arroyo Grande) will amend an existing TRL policy to include an incentive program which reduces licensing fees for retailers that enroll and maintain compliance of selected Healthy Retail Standards (HRS). 3. By June 30, 2021, at least one community college (Cuesta College) and one trade/vocational/technical school (e.g. Laurus College, Central California School of Continuing Education, etc.) in the County of San Luis Obispo will adopt a comprehensive tobacco-free policy on campus. Staff has also provided technical assistance to Cuesta College, who are getting ready to finalize their smoke free campus policy. 4. By June 30, 2021, County staff will recruit and retain at least 10 representatives from diverse/priority populations and non-traditional partner agencies to participate in the County of San Luis Obispo Tobacco Control Coalition. Coalition members will be required to participate in a minimum of four coalition meetings and three non-meeting activities annually to maintain active membership.	
<b>Actual Results for FY 2017-18:</b> Progress was made on each of the four objectives referenced in the Actual Results for FY 2016-17 section: 1. On November 14, 2017, the Morro Bay City Council approved Ordinance No. 612, which updated the definition of tobacco and smoking to include language around e-cigarettes. 2. Under guidance from the California Tobacco Control Program, this objective was revised as follows: "...at least two jurisdictions (e.g. Pismo Beach, San Luis Obispo) will adopt or amend a tobacco retail license policy to include provisions to regulate the sale of flavors and menthol tobacco products and earmark a portion of the license fee for enforcement activities." Staff provided technical assistance to city staff and continue community education in Pismo Beach and San Luis Obispo. 3. On December 6, 2017, the Cuesta Board of Trustees approved BP 3570, adopting a comprehensive tobacco-free policy on campus. Staff continue to support the Cuesta Wellness Committee in the implementation of a smoke free campus. 4. Staff recruited three new members including representatives from Cuesta College, Eckard Connects, and ECOSLO.	
<b>Actual Results for FY 2018-19:</b> 1. Achieved. This intended result was achieved in a previous year(s). 2. Achieved. Staff provided technical assistance to city staff and education and training to community members to address youth access to tobacco and vaping products. Staff met with city officials in San Luis Obispo (November 2018) and Morro Bay (June 2019) to discuss revisions to current municipal code. County staff's efforts resulted in the ban on vaping products and e-cigarettes in both cities of Morro Bay and Arroyo Grande. Morro Bay's comprehensive new ordinance is to take effect April 2020, whereas, Arroyo Grande ordinance would take effect in March 2020. The County Board of Supervisors were introduced to a proposal to amend the County's existing Tobacco Retail License (TRL) ordinance in December 2019, which included a ban on the sale of all electronic smoking devices. In addition to Morro Bay's city council passing a ban on vaping products, they also approved a tobacco retailer program, set to take effect in 2021, which is designed to set licensing fees for tobacco retailers to help pay for tobacco prevention efforts. 3. Achieved. Under guidance from the California Tobacco Control Program, this objective was revised as follows: "...at least 1 community college (Cuesta College) and/or 1 trade/vocational/technical school (e.g. Laurus College) in the County of San Luis Obispo will adopt a comprehensive tobacco-free policy on campus." On December 6, 2017, the Cuesta Board of Trustees for Cuesta College approved BP 3570, adopting a comprehensive tobacco-free policy on campus, thus achieving the modified result. 4. Achieved. Staff recruited five new members to the County of San Luis Obispo Tobacco Control Coalition including representatives from the Office of Jordan Cunningham, Cal Poly State University (2), San Luis Obispo High School, and the County Health Commission. Eight (8) new Coalition members have been recruited since the beginning of FY 2017-18. The additional eight new members, plus existing partner agencies like Central Coast Medical Association, Community Health Centers of Central Coast, First 5 of SLO County and United Way of SLO, exceeded the intended target of maintaining a coalition of at least 10 representatives from diverse/priority populations and non-traditional partner agencies.	
<b>Administrative Office Comments:</b> The intended results have been achieved.	

# 2017-18 Budget Augmentation Request Results

## FUND CENTER 104 – ADMINISTRATIVE OFFICE

<b>Title: Public Facilities Financing Plan Update Consultant Services</b>	
<b>Expense:</b> \$175,000	<b>Funding Source(s):</b> \$175,000 General Fund support  Approved via FY 2017-18 Budget Adoption
<b>Intended Results:</b> Update the Public Facilities Financing Plan (PFFP) 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.	
<b>Actual Results for FY 2017-18:</b> A request for proposal was conducted in March of 2018. A consultant was selected and brought under contract in June of 2018. A tentative schedule for the PFFP update was included with the RFP response and accepted with the contract award. This included a "kick-off" meeting between the consultant and participating County agencies scheduled for July of 2018.  Future milestones to include review and update of fee amounts and a facilities needs list. This project is estimated for completion in spring of 2019.	
<b>Actual Results for FY 2018-19:</b> Partially Achieved. The consultant held multiple meetings with County agencies to outline process and to develop the materials necessary for updating the PFFP. Draft facilities needs lists were received from all agencies and work was completed on draft fee levels. The consultant updated economic and growth forecasts utilizing materials developed by the San Luis Obispo Council of Governments (SLOCOG) and Beacon Economics in the 2050 Regional Growth Forecast for San Luis Obispo County. The consultant also completed a comparative County's Public Facilities Fees survey. Review is on-going and it is intended that a final draft version of an updated PFFP and updated public facilities fees schedule will be presented to the Board of Supervisors for consideration and approval in winter 2019.	
<b>Administrative Office Comments:</b> The intended results have been partially achieved; this augmentation will continue to be reported on in the FY 2021-22 budget.	

**FUND CENTER 138 – ADMINISTRATIVE OFFICE – EMERGENCY SERVICES**

<b>Title: Update of Local Hazard Mitigation Plan</b>	
<b>Expense:</b> \$55,000	<b>Funding Source(s):</b> \$45,000 General Fund support; \$10,000 Emergency Management Performance Grant (EMPG)  Approved via FY 2017-18 Budget Adoption
<b>Intended Results:</b>	
<ol style="list-style-type: none"> <li>Updating and revising the County's Local Hazard Mitigation Plan and receiving Federal Emergency Management Agency's (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.</li> <li>The current Local Hazard Mitigation Plan (LHMP) needs to be updated and approved by the Board of Supervisors no later than June 2019, to provide the California Office of Emergency Services (Cal OES) and FEMA time to review and approve it prior to the 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.</li> <li>This plan will reduce vulnerability to natural and manmade hazards and develop strategies to reduce the risks associated with those hazards.</li> </ol>	
<b>Actual Results for FY 2017-18:</b>	
<ol style="list-style-type: none"> <li>This project to update and revise the County's Local Hazard Mitigation Plan was expanded to include other jurisdictions who desired to participate in a Multi-Jurisdictional Hazard Mitigation Plan. The Request for Proposal (RFP) for this project was posted on August 8, 2018, and a consultant has been selected. The contract is currently being finalized and will go to the Board in January 2019.</li> <li>The County was awarded a Hazard Mitigation Grant in the amount of \$274,950 on July 2, 2018. The local match portion of this grant funded project will be provided by jurisdictions participating in the Multi-Jurisdictional Hazard Mitigation Plan, including \$16,750 from the current County Office of Emergency Services (OES) adopted budget for FY 2018-19. The Request for Proposal (RFP) for this project was posted on August 8, 2018, and a consultant has been selected. The contract is currently being finalized and will go to the Board in January 2019. The project is still on track to be completed by December 2019. The \$10,000 in EMPG grant funds was not utilized because the department was awarded the Hazard Mitigation Grant, which will fund 75% of the total cost of the project.</li> <li>This plan will reduce our vulnerability to natural and manmade hazards and develop strategies to reduce the risks associated with those hazards. This project will be completed in FY 2019-20.</li> </ol>	
<b>Actual Results for FY 2018-19:</b>	
<ol style="list-style-type: none"> <li>Partially Achieved. The San Luis Obispo County Multi-jurisdictional Hazard Mitigation Plan has been completed and has been submitted to Cal OES and FEMA for review.</li> <li>Partially Achieved. The San Luis Obispo County Multi-jurisdictional Hazard Mitigation Plan has been completed and has been submitted to Cal OES and FEMA for review.</li> <li>Partially Achieved. The San Luis Obispo County Multi-jurisdictional Hazard Mitigation Plan has been completed and has been submitted to Cal OES and FEMA for review.</li> </ol>	
<b>Administrative Office Comments:</b>	
The intended results have been partially achieved; this augmentation will continue to be reported on in the FY 2021-22 budget.	

<b>Title: Update and expand the County's Tsunami Emergency Response Plan</b>	
<b>Expense:</b> \$40,000	<b>Funding Source(s):</b> \$30,000 General Fund support; \$10,000 Emergency Management Performance Grant  Approved via FY 2017-18 Budget Adoption
<b>Intended Results:</b>	
<ol style="list-style-type: none"> <li>Incorporate new tsunami inundation mapping into plans.</li> <li>Finalize the tsunami signage plan and coordinate installation of the signs in the coastal zone after obtaining local review and approval.</li> <li>Redesign, update and print Geographic Information Systems (GIS) tsunami preplans that will enable appropriate and informed evacuation information to be delivered to the public.</li> <li>Seek and obtain TsunamiReady Certification, which provides access to technical support from the National Weather Service and National Tsunami Hazard Mitigation Program partners and 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.</li> <li>This project will improve public awareness of the tsunami risk on the county coastline and enable appropriate evacuation should the county be threatened by a tsunami.</li> </ol>	

**Actual Results for FY 2017-18:**

1. The new tsunami inundation mapping was completed.
2. The tsunami signage plan has been completed. The tsunami sign installation will have to be completed in FY 2019-20, as the \$10,000 in grant funding and \$23,176 in General Fund support was only sufficient to fund the permit application preparation and submittal. The remaining \$16,824 in General Fund support was not utilized, as the permits have yet to be issued for the sign installations.
3. The GIS work for the tsunami preplans has been completed, but the new preplans have not been printed because the sign installation locations still need to be permitted and completed.
4. TsunamiReady Certification will be sought once the project has been completed.
5. This project will improve public awareness of the tsunami risk on the county coastline and enable appropriate evacuation should the county be threatened by a tsunami.

**Actual Results for FY 2018-19:**

1. Achieved. This intended result was achieved in a previous year(s).
2. Partially Achieved. Encroachment permits are still pending for the installation of the tsunami signs and the tsunami signs must be reprinted due to a standard change by CalTrans; permits will be issued in FY 2019-20, and the signs should be installed in FY 2019-20.
3. Partially Achieved. The printing of the preplans will be completed in FY 2019-20. The maps had to be redone due to updated sea level rise data.
4. Not Achieved. TsunamiReady Certification will be sought once the project has been completed.
5. Partially Achieved. This project will improve public awareness of the tsunami risk on the county coastline and enable appropriate evacuation should the county be threatened by a tsunami.

**Administrative Office Comments:**

The intended results have been partially achieved; this augmentation will continue to be reported on in the FY 2021-22 budget.

## FUND CENTER 141 – AGRICULTURAL COMMISSIONER

<b>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</b>	
<b>Expense:</b> (\$15,987)	<b>Funding Source(s):</b> (\$15,987) General Fund support  Approved via FY 2017-18 Budget Adoption
<b>Intended Results:</b>	
<ol style="list-style-type: none"> <li>1. An Assistant Agricultural Commissioner/Sealer of Weights and Measures will provide a fully licensed backup to the Agricultural Commissioner/Sealer of Weights of Measures.</li> <li>2. Departmental alignment allowing for the Agricultural Commissioner/Sealer of Weights and Measures to focus on local, State and Federal issues.</li> <li>3. Increase direct supervision from four to five staff members.</li> <li>4. Shift direct oversight of all agricultural and weights and measures programs to Assistant Agricultural Commissioner/Sealer of Weights and Measures.</li> <li>5. Shift human resources and budget responsibilities held by Chief Deputy Agricultural Commissioner to Administrative Services Manager.</li> <li>6. Establishment of a complete promotional pathway from the line staff level through the department head level.</li> </ol>	
<b>Actual Results for FY 2017-18:</b>	
<ol style="list-style-type: none"> <li>1. An Assistant Agricultural Commissioner/Sealer has been hired and is in the process of obtaining final State-issued license. California Department of Food and Agriculture's Sealer License exams are offered semi-annually. Upon successful completion of the Sealer exam, the Assistant Agricultural Commissioner/Sealer will be a fully licensed backup to the Agricultural Commissioner/Sealer. It is anticipated that this result will be met by the end of FY 2018-19.</li> <li>2. The Assistant Agricultural Commissioner/Sealer oversees all the agricultural programs, land use, cannabis and departmental operations. With this increase in direct oversight, the Agricultural Commissioner/Sealer is provided more time to focus on departmental administration, as well as, local, State and Federal level issues. The additional oversight of the Weights and Measures programs will be transferred to the Assistant Agricultural Commissioner/Sealer once the Assistant obtains the Sealer license. It is anticipated that this goal will be met by the end of FY 2018-19.</li> <li>3. During the initial transition period, it has been necessary for the Assistant Agricultural Commissioner/Sealer to continue to supervise many of his previous direct reports. In addition, obtaining the Sealer license is desired for direct supervision of the deputy in charge of Weights &amp; Measures programs. Once all transitions have been completed and the Assistant Agricultural Commissioner/Sealer obtains the Sealer license he will take over direct supervision of the deputy in charge of Weights &amp; Measures programs. It is anticipated that this goal will be met by the end of FY 2018-19.</li> <li>4. Direct oversight of 90% of the department's programs have been shifted to the Assistant Agricultural Commissioner/Sealer. As stated in the previous goal, once all transitions have been completed and the Assistant Agricultural Commissioner/Sealer obtains the Sealer license, he will take over direct supervision of the deputy in charge of Weights &amp; Measures programs fulfilling the goal of oversight of all agricultural and weights and measures programs. It is anticipated that this goal will be met by the end of FY 2018-19.</li> <li>5. The human resources and budget responsibilities previously held by the Chief Deputy Agricultural Commissioner have been shifted to the Administrative Services Manager. The department met the intended result for this portion of the BAR.</li> <li>6. The added licensing requirement of the Assistant Agricultural Commissioner/Sealer classification has aligned the licensing requirements with the Agricultural Commissioner/Sealer and allows for a streamlined succession plan. The promotional pathway from line staff to deputy remains intact. In the future, we see a benefit to increasing the promotional pathway between the deputy and assistant classifications by aligning the deputy licensing requirements with the assistant and commissioner. The department met the intended result for this portion of the BAR.</li> </ol>	
<b>Actual Results for FY 2018-19:</b>	
<ol style="list-style-type: none"> <li>1. Achieved. The licensing requirement has been met by the Assistant Agricultural Commissioner and the position now serves as a fully licensed backup to the Agricultural Commissioner Sealer. The department met the intended result for this portion of the Budget Augmentation Request (BAR).</li> <li>2. Achieved. The Assistant Agricultural Commissioner/Sealer has been assigned oversight of all agricultural programs, land use, cannabis and general departmental operations which has provided the Agricultural Commissioner/Sealer the ability to focus more on departmental administration such as industrial hemp cultivation and agricultural water offset requests. The oversight of Weights and Measures, including the supervision of the Deputy Agricultural Commissioner/Sealer of that division was transferred to the Assistant Agricultural Commissioner/Sealer on October 31, 2019. The department met the intended result for this portion of the BAR.</li> <li>3. Achieved. With the licensing requirement being met, the oversight of Weights and Measures, including the supervision of the Deputy Agricultural Commissioner/Sealer of that division was transferred to the Assistant Agricultural Commissioner/Sealer on October 31, 2019. The department met the intended result for this portion of the BAR.</li> <li>4. Achieved. As noted in result 3, with the licensing requirement being met, the oversight of Weights and Measures, including the supervision of the Deputy Agricultural Commissioner/Sealer of that division was transferred to the Assistant Agricultural Commissioner/Sealer on October 31, 2019. The department met the intended result for this portion of the BAR.</li> <li>5. Achieved. This intended result was achieved in a previous year(s).</li> <li>6. Achieved. This intended result was achieved in a previous year(s).</li> </ol>	
<b>Administrative Office Comments:</b>	
The intended results have been achieved.	

**Title: Add 1.75 FTE Agricultural Inspector/Biologist positions and one vehicle to meet anticipated workload generated by regulation of commercial cannabis**

<b>Expense:</b> \$207,164	<b>Funding Source(s):</b> \$97,372 General Fund support; \$36,638 California Department of Food & Agriculture (CDFA) contract; \$47,109 Unclaimed Gas Tax  Approved via FY 2017-18 Budget Adoption
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**Intended Results:**

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 California Department of Food and Agriculture (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.

**Actual Results for FY 2017-18:**

1. As of November 2018, the department has issued five Operator Identification Numbers (OIN) to licensed commercial cannabis cultivators. Due to stringent County permitting rules and State licensing requirements, very few local growers have completed the licensing process and become eligible to obtain an OIN. The number of OINs issued in the upcoming 6-7 months is expected to increase substantially as many growers are close to completing the licensing process.
2. We have fielded hundreds of calls from interested cannabis growers and discussed local permitting requirements and general pesticide use regulations on cannabis. Due to the small number of growers who have completed the licensing process and are eligible to obtain an OIN through the department, the department has not held any general outreach workshops for local growers. The department anticipates holding one or more outreach sessions on pesticide regulations for commercial cannabis growers in early 2019 as the number of eligible growers is expected to increase substantially within the next few months.
3. In conjunction with CalCannabis, County Agricultural Inspectors visited 8 local commercial cannabis operations that possessed a temporary State license. None of those growers were conducting any pesticide applications at the time, and no pesticide use inspections have been conducted on local cannabis sites. As the number of licensed cannabis growers increases in the coming months, we anticipate initiating pesticide use monitoring inspections at these licensed cannabis cultivation sites.
4. There have been no pesticide use violations found or reported for commercial cannabis growers.
5. There have been no pesticide use complaints received involving commercial cannabis growers.
6. At this time, all cannabis cultivation licenses are being issued by CalCannabis, a division of CDFA.
7. At this time, all cannabis Track-and-Trace activities are being overseen by CalCannabis, a division of the California Department of Food & Agriculture (CDFA). That may change in the future and CDFA may direct local county Agricultural Commissioners to become involved with certain aspects of the cannabis track-and-trace system.

**Actual Results for FY 2018-19:**

1. Partially Achieved. As of September 2019, the department has issued 20 Operator Identification Numbers (OIN) to licensed commercial cannabis cultivators. Due to stringent County permitting rules and State licensing requirements, very few local growers have completed the licensing process and become eligible to obtain an OIN. We are expecting to have up to 50 or more active cannabis OINs issued by the end of calendar year 2020 as more growers complete the discretionary permit and State licensing process.
2. Achieved. In February 2019, the department hosted a free two-hour educational seminar for current and prospective cannabis growers. Instruction was provided to 38 growers, representing approximately 20 different local businesses. Attendees were instructed on pesticide safety, proper pesticide handling, and the legal requirements for using pesticides in the production of commercial cannabis. Participants also learned about the weights and measures requirements associated with various types of commercial cannabis transactions, including scale requirements and inspection procedures, packaging and labeling regulations, and weighmaster law. This goal is complete.
3. CalCannabis has continued to be the lead agency for legal San Luis Obispo County cannabis growers to ensure compliance with their State licenses, and department staff have not visited any additional commercial cannabis operations since November 2018 in conjunction with CalCannabis. However, staff is currently working on a contract with CalCannabis to take over compliance inspections in San Luis Obispo County. That contract should be in place during FY 2019-20, and the department expects to visit most legal, licensed cannabis growers by the end of this fiscal year.
4. There have been no pesticide use violations found or reported for commercial cannabis growers.
5. We have responded to one potential pesticide investigation brought to our attention by a local cannabis grower (pesticide residue was detected in a lab analysis that the cannabis grower thought may have been drift from a neighboring grower). Staff conducted initial inquiries into the complaint and no evidence could be found indicating applications of the contaminant from adjacent growers; the source of the contamination could not be determined, and no official investigation was opened or requested by the cannabis grower. In addition, the cannabis grower's State license had expired, and that operation has since been shut down by other enforcing agencies.
6. Status quo from the FY 2017-18 reported results.
7. Status quo from the FY 2017-18 reported results.

**Administrative Office Comments:**  
The intended results have been partially achieved; this augmentation will continue to be reported on in the FY 2021-22 budget. As the cannabis industry expands, the department will be better able to address and achieve the intended results.

## FUND CENTER 425 – AIRPORTS

<b>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</b>	
<b>Expense:</b> \$117,171	<b>Funding Source(s):</b> \$117,171 Airport Enterprise Funds  Approved via FY 2017-18 Budget Adoption
<b>Intended Results:</b> <ol style="list-style-type: none"> <li>1. Meet airport maintenance, safety, and security needs.</li> <li>2. Provide additional maintenance and custodial capacity for the new, larger airport terminal.</li> </ol>	
<b>Actual Results for FY 2017-18 and FY 2018-19:</b> <ol style="list-style-type: none"> <li>1. Achieved. The addition of two Airport Maintenance Workers has helped to alleviate maintenance, safety, and security needs.</li> <li>2. Airports continues to be challenged to meet the requirements imposed by occupancy of the New Terminal and is currently considering additional options. The department plans to add (4) Airport Terminal Service Workers in FY 2019-20 to the operations staff to alleviate the pressure on Airport Maintenance Workers.</li> </ol>	
<b>Administrative Office Comments:</b> The intended results have been achieved.	



**FUND CENTER 117 – AUDITOR-CONTROLLER-TREASURER-TAX COLLECTOR-PUBLIC ADMINISTRATOR (ACTTC)**

<b>Title: Add 0.50 FTE Account Clerk/Senior Account Clerk position</b>	
<b>Expense:</b> \$37,769	<b>Funding Source(s):</b> \$37,769 Installment Plan fees  Approved via FY 2017-18 Budget Adoption
<b>Intended Results:</b> <ol style="list-style-type: none"> <li>1. Program software website development completed by October 1, 2017.</li> <li>2. Development of payment plan educational materials for taxpayers utilizing the program.</li> <li>3. Development of final policies and procedures by December 31, 2017.</li> <li>4. Establish 100 active plans by December 31, 2017, and 200 active plans by March 31, 2018, for a total of 300 active payment plans by June 30, 2018.</li> </ol>	
<b>Actual Results for FY 2017-18</b> <ol style="list-style-type: none"> <li>1. Software development (using in-house resources) is complete and met the October 1, 2017 target.</li> <li>2. Payment plan materials were completed on time.</li> <li>3. Final policies and procedures were completed ahead of the December 31, 2017 target.</li> <li>4. The number of active payment plans has tracked well below targets. Currently, there are 76 active plans. Fee revenue for FY 2017-18 was \$6,026. The ACTTC plans to promote the program by producing advertising materials to be included with State-mandated mailings to taxpayers with delinquent property taxes (January 2019).</li> </ol>	
<b>Actual Results for FY 2018-19:</b> <ol style="list-style-type: none"> <li>1. Achieved. This intended result was achieved in a previous year(s).</li> <li>2. Achieved. This intended result was achieved in a previous year(s).</li> <li>3. Achieved. This intended result was achieved in a previous year(s).</li> <li>4. Partially Achieved. The number of active payment plans has tracked well below targets. Currently, there are 100 active plans. Fee revenue for FY 2018-19 was \$11,410. The department continues to promote the program by producing advertising materials that will be included with State-mandated mailings to taxpayers with delinquent property taxes (January 2020). In addition, there has been continuous outreach to taxpayers promoting the monthly installment plans, which help our most vulnerable taxpayers.</li> </ol>	
<b>Administrative Office Comments:</b> <p>The intended results have been partially achieved. This program has not seen the targeted number of payment plans due to a strong economy and less taxpayers defaulting on their property tax payments. The position was initially planned to be recommended for deletion in the FY 2020-21 Recommended Budget, but is now recommended to remain, due to COVID-19 impacts on the local economy and expectation that more taxpayers may use this program in the coming years.</p>	

## FUND CENTER 132 – DISTRICT ATTORNEY

<b>Title: Increase Deputy District Attorney III from 0.50 FTE to 1.00 FTE</b>	
<b>Expense:</b> \$84,119	<b>Funding Source(s):</b> \$84,119 State Reimbursement Revenue  Approved via FY 2017-18 Budget Adoption
<b>Intended Results:</b>	
<ol style="list-style-type: none"> <li>Increase misdemeanor cases reviewed for filing by 5% over the FY 2015-16 baseline, for a target of 11,900 cases.</li> <li>Increase pre-filing misdemeanor diversion program referrals by 15% over the FY 2015-16 baseline of 975 for a target of 1,121.</li> </ol>	
<b>Actual Results for FY 2017-18</b>	
<ol style="list-style-type: none"> <li>11,550 misdemeanor cases were reviewed, resulting in a 3% increase over the FY 2015-16 baseline of 11,170 cases reviewed. As a result of Proposition 47, which recategorized some nonviolent offenses as misdemeanors, rather than felonies, the number of cases reviewed jumped by 41% from FY 2014-15 to FY 2015-16.</li> <li>1,151 cases were referred to the pre-filing misdemeanor diversion program, an increase of 18% over the FY 2015-16 baseline number of 975 cases.</li> </ol>	
<b>Actual Results for FY 2018-19:</b>	
<ol style="list-style-type: none"> <li>9,278 misdemeanor cases were reviewed, resulting in a 16.9% decrease over the FY 2015-16 baseline of 11,170 cases reviewed. Fewer cases were filed in FY 2018-19, resulting in fewer being reviewed. The number of cases filed are driven by the number of misdemeanor crimes committed, which are external factors beyond the department's control.</li> <li>851 cases were referred to the pre-filing misdemeanor diversion program, a decrease of 12.7% over the FY 2015-16 baseline number of 975 cases. The decrease is due to external factors beyond the department's control and is also in correlation to the decrease in number of cases filed.</li> </ol>	
<b>Administrative Office Comments:</b>	
The intended results have been partially achieved; this augmentation will continue to be report on in the FY 2021-22 budget.	

## FUND CENTER 166 – HEALTH AGENCY – BEHAVIORAL HEALTH

<b>Title: Crisis Stabilization Unit (CSU) Operations</b>	
<b>Expense:</b> \$967,829	<b>Funding Source(s):</b> \$370,775 State Medi-Cal; \$597,054 State Mental Health Services Act (MHSA)  Approved via FY 2017-18 Budget Adoption
<b>Intended Results:</b>	
<ol style="list-style-type: none"> <li>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.</li> <li>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).</li> <li>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.</li> <li>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.</li> </ol>	
<b>Actual Results for FY 2017-18:</b>	
<p>The CSU was fully operational starting the fourth quarter of FY 2017-18, or the period April 1, 2018 to June 30, 2018. The intended results compare a full year of actual data to a baseline period representing the year prior to the CSU opening, which in this case would be FY 2016-17. Since the CSU went live in the final quarter of FY 2017-18, the actual comparison of data only represents a quarter's worth but is still included to show the impact of the opening of the CSU for those three months. The first full year of actual data will be reported on in FY 2018-19.</p> <ol style="list-style-type: none"> <li>In FY 2016-17, MHET staff admitted 574 individuals to the PHF, averaging 143 per quarter. In the fourth quarter of FY 2017-18, the first quarter of CSU actuals, MHET staff admitted 57 individuals to the PHF. Comparing the quarterly average of the year prior, an approximate 60% decrease occurred the first quarter the CSU became operational.</li> <li>In the fourth quarter of FY 2017-18, the first quarter of CSU actuals, the CSU had a total of 74 unduplicated admissions. Of these 74 patients, four re-admitted to the CSU after post-discharge, representing approximately 5% of the patients.</li> <li>In the fourth quarter of FY 2017-18, the first quarter of CSU actuals, two patients returned to the CSU from a hospital, PHF, or Jail within 15 days.</li> <li>In the fourth quarter of FY 2017-18, the first quarter of CSU actuals, two patients returned to the CSU from a hospital, PHF, or Jail within 30 days.</li> </ol>	
<b>Actual Results for FY 2018-19:</b>	
<ol style="list-style-type: none"> <li>Achieved. The Mental Health Evaluation Team (MHET) staff admitted 313 patients to the Psychiatric Health Facility (PHF), which resulted in a reduction of 290 PHF admissions compared to the FY 2015-16 baseline of 603. The 48% reduction of PHF admissions, compared to the original FY 2015-16 intended result of 25%, exceeded the intended result by twenty-three percentage points.</li> <li>Achieved. The Crisis Stabilization Unit (CSU) had a total of 265 unduplicated admissions. Of these, 21 patients re-admitted to the CSU after post-discharge representing a re-admit rate of 8%. This re-admit rate is favorable to the intended target of 10% by two percentage points.</li> <li>The number of patients returning to the CSU from a hospital, PHF, or Jail within 15 days is no longer tracked. This result is problematic in that very often it takes a patient more than 15 days to access referred services. A better result is to compare return rates after 30 days, as is established in the next measure.</li> <li>FY 2018-19 was the first full year of service for the CSU and will be used as the baseline. As such, 61 patients returned to the CSU from a hospital, PHF, or Jail within 30 days, which constitutes a return rate of 23%. Going forward, the 61 patients returning to the CSU in FY 2018-19 will be used as the basis for future results.</li> </ol>	
<b>Administrative Office Comments:</b>	
The intended results have been partially achieved; this augmentation will continue to be reported on in the FY 2021-22 budget.	

<b>Title: Add 1.00 FTE Mental Health Program Supervisor to oversee educationally related mental health services in local school district therapeutic learning classrooms</b>	
<b>Expense:</b> \$88,214	<b>Funding Source(s):</b> \$44,227 State Medi-Cal; \$43,987 Outside Agencies (revenue from the schools)  Approved via FY 2017-18 Budget Adoption
<b>Intended Results:</b>	
<ol style="list-style-type: none"> <li>Increase clinical productivity of Mental Health staff providing services to Therapeutic Learning Classrooms from 39% to 50%.</li> <li>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.</li> </ol>	
<b>Actual Results for FY 2017-18:</b>	
<ol style="list-style-type: none"> <li>The Mental Health Program Supervisor position was filled starting January 19, 2018. Productivity for the Mental Health staff providing services to the Therapeutic Learning classrooms for the 5-month period from February 2018 through June 2018 was an average of 43%.</li> <li>The number of direct reports for the San Luis Obispo Youth Services Program Supervisor has been reduced from 24 to 16, and oversight of clinic and Juvenile Hall services has increased. The intended result specifies a decrease in supervision of 32%, while the FY 2017-18 actual result reflects a decrease of 33%.</li> </ol>	

<p><b>Actual Results for FY 2018-19:</b></p> <ol style="list-style-type: none"><li>1. Partially Achieved. Overall productivity of Behavioral Health Clinicians (BHCs) providing services to Therapeutic Learning Classrooms was 40.5%, which was less than the intended result of 50%.</li><li>2. Achieved. This intended result was achieved in a previous year(s).</li></ol> <p>Note: The contract with the San Luis Obispo County Office of Education to provide educationally related mental health services under the Special Education Local Planning Area (SELPA) expired on July 31, 2019. On August 13, 2019, a Board item reducing thirteen (13) Behavioral Health staff positions was approved related to the expiration of the contract. One of the thirteen positions eliminated was the Mental Health Program Supervisor associated with this original budget request.</p>
<p><b>Administrative Office Comments:</b></p> <p>The intended results have been partially achieved. This budget augmentation will no longer be reported on. The position was deleted due to the San Luis Obispo Office of Education choosing to provide these services internally rather than contracting with the County.</p>

## FUND CENTER 114 – INFORMATION TECHNOLOGY

<b>Title: Add 1.00 FTE Security Officer</b>	
<b>Expense:</b> \$144,599	<b>Funding Source(s):</b> \$144,599 General Fund support  Approved via FY 2017-18 Budget Adoption
<b>Intended Results:</b>	
<ol style="list-style-type: none"> <li>1. Develop a Countywide Information Security Program to improve the management of cyber security risks at the County.</li> <li>2. Modernize Countywide security policies within one year and present new recommendations to Information Technology – Executive Steering Committee (IT-ESC) annually.</li> <li>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.</li> <li>4. Within two years, develop a formal service offering to conduct departmental security assessments.</li> <li>5. Conduct annual training for departmental IT staff on security fundamentals.</li> <li>6. Increase security awareness level of County staff by organizing and conducting information security training campaigns for all County workers.</li> <li>7. Formalize Information Technology Department's incident response plan and conduct security drills involving multiple departments at least annually.</li> </ol>	
<b>Actual Results for FY 2017-18</b>	
<ol style="list-style-type: none"> <li>1. Achieved – In collaboration with a third-party vendor and external cyber agencies, developed a Countywide Information Security Program to improve the management of cyber security risks at the County.</li> <li>2. Achieved - Completed inventory of critical computing information assets in all departments which is now used to manage cyber security risk through the application of appropriate cyber security controls.</li> <li>3. In Progress – Improved National Cybersecurity Review Score rating from 1.5 to 2.69 in FY 2017-18. Planning to reach 3.0 goal during FY 2018-19.</li> <li>4. Achieved - Internal and external departmental critical information assets have been identified, assessed and remediation steps have been provided to system owners.</li> <li>5. Achieved – IT staff was provided access to Federal Virtual Training Environment (FedVTE) training, which includes network security fundamentals.</li> <li>6. Achieved – All departments participate in SANS Securing the Human Training. In addition, phishing awareness campaigns have been conducted along with live training provided during New Employee Orientation.</li> <li>7. Achieved – Incident Response Policy has been updated and approved by the Information Technology Executive Steering Committee. Incident response plan is also complete. Practice drill is in development and should be completed by summer 2019.</li> </ol>	
<b>Actual Results for FY 2018-19:</b>	
<ol style="list-style-type: none"> <li>1. Achieved. This intended result was achieved in a previous year(s).</li> <li>2. Achieved. Completed inventory of critical computing information assets in all departments which is now used to manage cyber security risk through the application of appropriate cyber security controls.</li> <li>3. Achieved. National Cybersecurity Review Score of 3.82 in FY 2018-2019.</li> <li>4. Achieved. This intended result was achieved in a previous year(s).</li> <li>5. Achieved. This intended result was achieved in a previous year(s).</li> <li>6. Achieved. This intended result was achieved in a previous year(s).</li> <li>7. Achieved. Incident Response Policy has been updated and approved by the Information Technology Executive Steering Committee. Incident response plan is complete. Incident response drill has been conducted with the Sheriff's Office and Information Technology Department.</li> </ol>	
<b>Administrative Office Comments:</b>	
The intended results have been achieved.	

**FUND CENTER 266 – INFORMATION TECHNOLOGY - COUNTYWIDE AUTOMATION**

<b>Title: Voice over IP (VoIP) technology-based telephone system replacement</b>	
<b>Expense:</b> \$2,498,787	<b>Funding Source(s):</b> \$2,498,787 Countywide Automation Fund  Approved via FY 2017-18 Budget Adoption
<b>Intended Results:</b>	
<ol style="list-style-type: none"> <li>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.</li> <li>2. When emergency 911 calls are placed, an accurate physical address of the caller's 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.</li> <li>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.</li> </ol>	
<b>Actual Results for FY 2017-18:</b>	
In Progress - VoIP telephone hardware was purchased in July 2017 in the amount of \$1,784,013. A competitively bid contract for implementation services was awarded in May 2018 to AT&T in the amount of \$698,400. The implementation project began on June 6, 2018, with eleven departments migrated to the VoIP system as of November 1, 2018 and is expected to complete by June 30, 2019.	
<b>Actual Results for FY 2018-19:</b>	
<ol style="list-style-type: none"> <li>1. Achieved. The replacement was completed in May 2019 ahead of schedule and under budget. Approximately 3,678 phone lines migrated Countywide to new VoIP system.</li> <li>2. Achieved. Emergency notification features have been enabled for all users.</li> <li>3. Achieved. Savings of \$180k were realized in FY 2018-19.</li> </ol>	
<b>Administrative Office Comments:</b>	
The intended results have been achieved.	

## FUND CENTER 305 – PARKS AND RECREATION

Title: Replace fencing in Off Highway Vehicle (OHV) storage area at Coastal Dunes Campground	
Expense: \$60,000	Funding Source(s): \$60,000 OHV Funding Approved via FY 2017-18 Budget Adoption
<b>Intended Results:</b> 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.	
<b>Actual Results for FY 2017-18</b> 1. This project was placed on hold until the City of Grover Beach had final permits in place to move forward with their transit center. The transit center is adjacent to Coastal Dunes Campground and had a direct effect on the project scope and the sale of County Parks land to the City of Grover Beach. That sale brought additional funding to the project which is scheduled to begin in late FY 2018-19. 2. Project schedule moved to allow for transit center expansion.	
<b>Actual Results for FY 2018-19:</b> 1. The City of Grover Beach completed the transit center expansion in FY 2018-19, clearing the area for new improvements. The OHV funds are earmarked to be used for fencing and landscape screening due to the City of Grover Beach transit center expansion. Staff anticipates this project to move forward in FY 2019-20. 2. The intended results have not been achieved.	
<b>Administrative Office Comments:</b> The intended results have not been achieved; staff is working in conjunction with partnering agencies to complete the project and all intended results are anticipated to be achieved by the end of FY 2020-21.	

## FUND CENTER 142 – PLANNING AND BUILDING

Title: Funding for Accessory Dwelling Ordinance amendment consultant services	
<b>Expense:</b> \$250,000	<b>Funding Source(s):</b> \$250,000 General Fund support  Approved via FY 2017-18 Budget Adoption
<b>Intended Results:</b>	
<ol style="list-style-type: none"> <li>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.</li> <li>Conduct public outreach in all areas that indicate additional secondary unit opportunities to hear concerns related to infrastructure limitations, neighborhood compatibility, and environmental impacts.</li> <li>Present analysis and recommended amendments to Title 22 to the Planning Commission for review and recommendation to the Board of Supervisors.</li> <li>Present Planning Commission recommendation to the Board of Supervisors.</li> </ol>	
<b>Actual Results for FY 2017-18:</b>	
<ol style="list-style-type: none"> <li>In FY 2017-18, the department prepared an Accessory Dwelling Unit Ordinance background report and framework with in-house staff.</li> </ol> <p>The funding for consultant services was not expended in FY 2017-18 and \$250,000 was returned to the General Fund in the form of Fund Balance Available. The department will return to the Board to request additional funding as necessary.</p>	
<b>Actual Results for FY 2018-19:</b>	
<ol style="list-style-type: none"> <li>Achieved. This intended result was achieved in FY 2017-18 with the completion of the Accessory Dwelling Unit Ordinance background report and ordinance framework. In FY 2018-19, the department reviewed recent State legislation regarding Accessory Dwelling Units and updated the draft ordinance accordingly.</li> <li>Achieved. The department held an Accessory Dwelling Unit public workshop and convened a technical advisory committee to understand public and building industry needs and to scope the draft ordinance.</li> <li>Partially achieved. In FY 2018-19, the department prepared an Administrative Draft and Public Review Draft Accessory Dwelling Unit Ordinance for Planning Commission review and consideration. The presentation to the Planning Commission will occur on September 12, 2019.</li> <li>Not achieved. The department is scheduled to present the Planning Commission's recommendation to the Board of Supervisors on January 28, 2020.</li> </ol> <p>The funding for consultant services was not expended in FY 2017-18 and \$250,000 was returned to the General Fund in the form of Fund Balance Available. The department will return to the Board to request additional funding as necessary.</p>	
<b>Administrative Office Comments:</b>	
The intended results have been partially achieved; this augmentation will continue to be reported on in the FY 2021-22 budget.	

Title: Funding for Farmworker Housing Ordinance amendment consultant services	
<b>Expense:</b> \$250,000	<b>Funding Source(s):</b> \$250,000 General Fund support  Approved via FY 2017-18 Budget Adoption
<b>Intended Results:</b>	
<ol style="list-style-type: none"> <li>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.</li> <li>Conduct outreach to H2A Farmworkers to better understand their preferences for design attributes.</li> <li>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.</li> <li>Conduct public outreach to hear concerns related to infrastructure limitations, neighborhood compatibility, and environmental impacts.</li> <li>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.</li> <li>Present Planning Commission recommendations to the Board of Supervisors.</li> </ol>	
<b>Actual Results for FY 2017-18:</b>	
<ol style="list-style-type: none"> <li>Achieved. In FY 2017-18, the department organized and attended three meetings with an agricultural housing stakeholder group to better understand why Section 22.30.480 (Residential Uses in the Agriculture Land Use Category) has not been utilized. No consultant budget was expended on this task as it was completed using in-house staff.</li> <li>Not achieved. This task was not completed in FY 2017-18 as the department does not have the in-house expertise or staffing capacity to survey H2A Farmworkers without consultant assistance.</li> <li>Partially achieved. Based on research and outreach to the stakeholder group, the department prepared an ordinance framework using in-house staff. In FY 2018-19, the department will complete this task by preparing a draft Agricultural Worker Housing Ordinance.</li> <li>Not achieved. The department has not conducted broad public outreach; only outreach to the stakeholder group. The department will conduct public workshops in FY 2018-19.</li> <li>Not achieved. In FY 2017-18, the department prepared a Farmworker Housing Ordinance background report and framework with in-house staff. The department will present this analysis and a draft ordinance to the Planning Commission in FY 2018-19.</li> </ol>	



<p>6. Not achieved. The department will present the Planning Commission recommendation to the Board of Supervisors in FY 2019-20.</p> <p>The funding for consultant services was not expended in FY 2017-18 and \$250,000 was returned as General Fund from the FC 142 – Planning and Building budget in the form of Fund Balance Available. The department may require additional budget for consultant services to prepare the environmental review on the ordinance and will return to the Board to request additional funding as necessary.</p>
<p><b>Actual Results for FY 2018-19:</b></p> <ol style="list-style-type: none"> <li>1. Achieved. This intended result was achieved in a previous year(s). This intended result was achieved in FY 2017-18.</li> <li>2. Achieved. The department was able to develop a draft ordinance by reviewing the results of a similar survey conducted for Monterey County without the use of a consultant to survey farmworkers. A consultant is no longer necessary.</li> <li>3. Achieved. The department completed this task by preparing a draft Agricultural Worker Housing Ordinance based on research and outreach to the stakeholder group.</li> <li>4. Achieved. The department held a public workshop and convened a technical advisory committee meeting to understand the needs of the public and agricultural industry before developing the draft ordinance.</li> <li>5. Not achieved. The department will present this analysis and a draft ordinance to the Planning Commission on November 14, 2019 and is scheduled to present the Planning Commission’s recommended draft to the Board of Supervisors on April 7, 2020. Producing the reports without the use of consultant services added slightly to the project’s completion deadline.</li> <li>6. Not achieved. The department will present the Planning Commission recommendation to the Board of Supervisors on April 7, 2020.</li> </ol> <p>The funding for consultant services was not expended in FY 2017-18 and \$250,000 was returned as General Fund from the FC 142 – Planning and Building budget in the form of Fund Balance Available. The department may require additional budget for consultant services to prepare the environmental review on the ordinance and will return to the Board to request additional funding as necessary.</p>
<p><b>Administrative Office Comments:</b> The intended results have been partially achieved; this augmentation will continue to be reported on in the FY 2021-22 budget.</p>

**Title: Funding for County constraints mapping to identify new residential development areas study**

<b>Expense:</b> \$500,000	<b>Funding Source(s):</b> \$500,000 General Fund support  Approved via FY 2017-18 Budget Adoption
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<p><b>Intended Results:</b></p> <ol style="list-style-type: none"> <li>1. Develop a GIS analysis illustrating constraints to development caused by current General Plan and Land Use Ordinance policies and priorities.</li> <li>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.</li> </ol>
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<p><b>Actual Results for FY 2017-18:</b></p> <ol style="list-style-type: none"> <li>1. Partially achieved. The department completed the County constraints and opportunities mapping project using mostly in-house staff. The department expended \$18,626 in FY 2017-18 for a consultant to conduct a countywide water supply analysis interpreting existing GIS geology data.</li> <li>2. Partially achieved. The Board of Supervisors received and filed the County constraints and opportunities mapping project on August 21, 2018.</li> </ol> <p>A balance of \$481,374 was unexpended and returned to the General Fund in the form of Fund Balance Available. The department will return to the Board to request additional funding as necessary.</p>
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<p><b>Actual Results for FY 2018-19:</b></p> <ol style="list-style-type: none"> <li>1. Achieved. The department used existing staff and resources to conduct a GIS analysis illustrating County development constraints and opportunities.</li> <li>2. Achieved. On August 21, 2018, the department presented the countywide constraints and opportunities mapping project to the Board of Supervisors (Board). The Board directed the Administrative Office to continue this analysis by working with the Seven Cities and San Luis Obispo Council of Governments on a Regional Infrastructure and Housing Plan (“Regional Plan”). The Planning and Building Department coordinates regularly with the Administrative Office on the Regional Plan, particularly as it relates to the County’s Housing Element Update.</li> </ol> <p>The department does not anticipate returning to the Board for additional funding.</p>
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<p><b>Administrative Office Comments:</b> The intended results have been achieved.</p>
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<b>Title: Add 1.00 FTE Resource Protection Specialist position and one vehicle for workload related to cannabis and vacation rental enforcement</b>	
<b>Expense:</b> \$154,862	<b>Funding Source(s):</b> \$154,862 General Fund support  Approved via FY 2017-18 Budget Adoption
<b>Intended Results:</b> <ol style="list-style-type: none"> <li>All registered cannabis cultivations will be inspected on a quarterly basis for code compliance.</li> <li>Provide staff resources to be able to investigate non-registered cannabis cultivations.</li> <li>Ensure that property owners of all non-licensed vacation rentals in the county will be notified to obtain licenses.</li> </ol>	
<b>Actual Results for FY 2017-18:</b> <ol style="list-style-type: none"> <li>Not achieved. The cannabis ordinance requires inspections for legally operating and licensed cannabis operations. The land use permits that were approved in FY 2017-18 remained either under appeal with the Board of Supervisors or had yet to obtain required State licensing.</li> <li>Achieved. Additional staff were hired and conducted 170 illegal operation investigations. Staff served 22 abatement warrants and 19 illegal operations were abated.</li> <li>Achieved. 289 vacation rentals determined to be non-licensed were contacted and notified that they were not in compliance with licensing requirements. 180 operators obtained appropriate permits and licenses in FY 2017-18. The remaining 109 have been determined to have ceased operations or continue to receive enforcement communication.</li> </ol>	
<b>Actual Results for FY 2018-19:</b> <ol style="list-style-type: none"> <li>Not achieved. The cannabis ordinance requires inspections for legally operating and licensed cannabis operations. The land use permits that were approved since FY 2017-18 remained either under appeal with the Board of Supervisors or had yet to obtain required State licensing.</li> <li>Achieved. This intended result was achieved in a previous year(s). This intended result was achieved in FY 2017-18.</li> <li>Achieved. This intended result was achieved in a previous year(s). This intended result was achieved in FY 2017-18.</li> </ol>	
<b>Administrative Office Comments:</b> The intended results have been partially achieved; this augmentation will continue to be reported on in the FY 2021-22 budget.	

<b>Title: Add 1.00 FTE Resource Protection Specialist position and one vehicle for workload related to cannabis cultivation and vacation rental enforcement</b>	
<b>Expense:</b> \$104,862	<b>Funding Source(s):</b> \$104,862 General Fund support  Approved via FY 2017-18 Budget Adoption
<b>Intended Results:</b> <ol style="list-style-type: none"> <li>All registered cannabis cultivations will be inspected on a quarterly basis for code compliance.</li> <li>Provide staff resources to be able to investigate non-registered cannabis cultivations.</li> <li>Ensure that property owners of all non-licensed vacation rentals in the county will be notified to obtain licenses.</li> </ol>	
<b>Actual Results for FY 2017-18:</b> <ol style="list-style-type: none"> <li>Not achieved. The cannabis ordinance requires inspections for legally operating and licensed cannabis operations. The land use permits that were approved in FY 2017-18 remained either under appeal with the Board of Supervisors or had yet to obtain required State licensing.</li> <li>Achieved. Additional staff were hired and conducted 170 illegal operation investigations. Staff served 22 abatement warrants and 19 illegal operations were abated.</li> <li>Achieved. 289 vacation rentals determined to be non-licensed were contacted and notified that they were not in compliance with licensing requirements. 180 operators obtained appropriate permits and licenses in FY 2017-18. The remaining 109 have been determined to have ceased operations or continue to receive enforcement communication.</li> </ol>	
<b>Actual Results for FY 2018-19:</b> <ol style="list-style-type: none"> <li>Not achieved. The cannabis ordinance requires inspections for legally operating and licensed cannabis operations. The land use permits that were approved since FY 2017-18 remained either under appeal with the Board of Supervisors or had yet to obtain required State licensing.</li> <li>Achieved. This intended result was achieved in a previous year(s). This intended result was achieved in FY 2017-18.</li> <li>Achieved. This intended result was achieved in a previous year(s). This intended result was achieved in FY 2017-18.</li> </ol>	
<b>Administrative Office Comments:</b> The intended results have been partially achieved; this augmentation will continue to be reported on in the FY 2021-22 budget.	

**FUND CENTER 139 - PROBATION**

<b>Title: Add 1.00 FTE Accounting Technician to provide support and backup to Administrative Services Manager</b>	
<b>Expense:</b> \$57,238	<b>Funding Source(s):</b> \$57,238 Community Corrections Performance Incentive Funds (SB 678)  Approved via FY 2017-18 Budget Adoption
<b>Intended Results:</b> <ol style="list-style-type: none"> <li>1. Accounting Technician will be trained on and assume responsibility for claiming and reporting by January 1, 2018.</li> <li>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.</li> </ol>	
<b>Actual Results for FY 2017-18:</b> <ol style="list-style-type: none"> <li>1. The recruitment, hiring and background processes have taken longer than anticipated. This, in addition to staff turnover, has resulted in the position only being filled two months out of the fiscal year.</li> <li>2. The Accounting Technician is currently trained and is performing claiming and reporting duties. The Administrative Services Manager has had to retain several duties due to other vacancies, which has not allowed for the full increase of 25% in time spent reviewing claims, revenues and programs.</li> </ol>	
<b>Actual Results for FY 2018-19:</b> The Accounting Technician position was deleted from the Position Allocation List in FY 2018-19. The position was eliminated as part of the department's conversion of two accounting technician positions to one Administrative Services Officer I during the FY 2019-20 budget process. It has been increasingly difficult to recruit, hire and retain Accounting Technicians. It is generally an entry level position, and many candidates are recruited by other departments that may offer more opportunities to expand experience, grow and promote. The department currently does not have a good succession plan for its fiscal and administrative functions.	
<b>Administrative Office Comments:</b> The intended results were not achieved. The position was eliminated in FY 2018-19.	
<b>Title: Add 1.00 FTE Deputy Probation Officer III to the Gang Task Force</b>	
<b>Expense:</b> \$86,904	<b>Funding Source(s):</b> \$86,904 Community Corrections Performance Incentive Fund (SB 678)  Approved via FY 2017-18 Budget Adoption
<b>Intended Results:</b> <ol style="list-style-type: none"> <li>1. Increase the Sheriff's Gang Task Force FY 2016-17 target arrest rate by 10% for a total of 20 gang-related arrests.</li> <li>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.</li> </ol>	
<b>Actual Results for FY 2017-18:</b> <ol style="list-style-type: none"> <li>1. Result achieved. 76 gang-related arrests were reported, exceeding the intended result (Sheriff's Office 2017 Annual Report).</li> <li>2. Result not achieved. Gang-related field contacts collected by submission of gang criteria cards into Cal-Gangs (Statewide database system) for FY 2017-18 was 197. Further refinement of collection and reporting of gang-related field contacts is ongoing.</li> </ol>	
<b>Actual Results for FY 2018-19:</b> <ol style="list-style-type: none"> <li>1. Achieved. This intended result was achieved in a previous year(s). 92 gang-related arrests were reported, exceeding the intended result.</li> <li>2. Not Achieved. Gang-related field contacts achieved was 275. The number of contacts was higher than in FY 2017-18. Continued refinement of collection and reporting of gang-related field contacts is ongoing.</li> </ol>	
<b>Administrative Office Comments:</b> The intended results have been partially achieved; this augmentation will continue to be reported on in the FY 2021-22 budget.	

<b>Title: Add 1.00 FTE Deputy Probation Officer III and delete 1.00 FTE Deputy Probation Officer II to enhance juvenile services to placement and in-custody treatment youth</b>	
<b>Expense:</b> \$6,491	<b>Funding Source(s):</b> \$6,491 Community Corrections Performance Incentive Fund (SB 678)  Approved via FY 2017-18 Budget Adoption
<b>Intended Results:</b>	
<ol style="list-style-type: none"> <li>1. Implement Child and Family Teams for 100% of youth in group homes as of January 1, 2017, youth entering all foster care placement types after January 1, 2017, and youth in the in-custody treatment program.</li> <li>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.</li> <li>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.</li> </ol>	
<b>Actual Results for FY 2017-18:</b>	
Results not achieved – The position was not filled due to the SB 10 legislation on bail reform that was passed, and the subsequent plan to convert the position into a Supervising Deputy Probation Officer to facilitate the development of a pre-trial services program. However, with SB 10 on hold until the outcome of the referendum, the department intends to proceed with filling the position.	
<b>Actual Results for FY 2018-19:</b>	
<ol style="list-style-type: none"> <li>1. Achieved. The department implemented Child and Family Teams for 100% of youth in group homes, foster care placements and youth in the Coastal Valley Academy. This result was met despite the position not being filled as it was a State mandate.</li> <li>2. Not Achieved. This intended result was not achieved because the position has not been filled long enough. Due to the length of the peace officer hiring process to fill behind Deputy Probation Officer III promotions, the person selected did not assume the position until June 2019.</li> <li>3. Not Achieved. This intended result was not achieved because the position has not been filled long enough. Due to the length of the peace officer hiring process to fill behind Deputy Probation Officer III promotions, the person selected did not assume the position until June 2019.</li> </ol>	
<b>Administrative Office Comments:</b>	
The intended results have been partially achieved; this augmentation will continue to be reported on in the FY 2021-22 budget.	

<b>Title: Add 1.00 FTE Deputy Probation Officer III for Quality Assurance and delete 1.00 FTE Deputy Probation Officer</b>	
<b>Expense:</b> \$6,491	<b>Funding Source(s):</b> \$6,491 Community Corrections Performance Incentive Fund (SB 678)  Approved via FY 2017-18 Budget Adoption
<b>Intended Results:</b>	
<ol style="list-style-type: none"> <li>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.</li> <li>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.</li> <li>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 ensure the department is meeting case management standards in order to allocate appropriate resources towards those juvenile offenders most likely to recidivate in the community.</li> </ol>	
<b>Actual Results for FY 2017-18:</b>	
<ol style="list-style-type: none"> <li>1. Result not achieved. The intended result to provide cognitive behavioral interventions to at least 75% of all new, moderate, and high risk juvenile offenders was not achieved due to the training for facilitators occurring later in the fiscal year than anticipated.</li> <li>2. Result achieved. All Deputy Probation Officers assigned to the Juvenile Division were provided with formal training on risk assessment and case plans.</li> <li>3. Result achieved. Current risk assessments completed and meeting required contact standards exceeded 80%.</li> </ol>	
<b>Actual Results for FY 2018-19:</b>	
<ol style="list-style-type: none"> <li>1. Achieved. 91% of new moderate and high risk youth on probation received cognitive behavioral intervention.</li> <li>2. Achieved. This intended result was achieved in a previous year(s). All Deputy Probation Officers assigned to the Juvenile Division were provided with formal training on risk assessment and case plans.</li> <li>3. Achieved. This intended result was achieved in a previous year(s). Current risk assessments completed and meeting required contact standards exceeded 80%.</li> </ol>	

This position was re-allocated from the Juvenile Division to fill the department's Continuous Quality Improvement Coaching position to support Deputy Probation Officers' use of Core Competencies, an evidence-based model to address offender behavior associated with crime with the goal of reducing recidivism in FY 2019-20.
<b>Administrative Office Comments:</b> The intended results have been achieved; they will be implemented on an ongoing basis.

<b>Title: Add 1.00 FTE Administrative Assistant III to assist the professional standards unit</b>	
<b>Expense:</b> \$50,609	<b>Funding Source(s):</b> \$50,609 Community Corrections Performance Incentive Fund (SB 678)  Approved via FY 2017-18 Budget Adoption
<b>Intended Results:</b> <ol style="list-style-type: none"> <li>Increase time spent on training management issues including arranging training and maintaining strict compliance with Federal, State, County and department requirements by 53%.</li> <li>Reduce time needed to complete face to face interviews for hiring backgrounds from an average of 30 business days to 27 business days.</li> <li>Increase time spent in the field as a Field Training Officer with newly hired officers by 10%.</li> </ol>	
<b>Actual Results for FY 2017-18:</b> <ol style="list-style-type: none"> <li>Result achieved. Increased time spent on training management and maintaining compliance with Federal, State and County/department training requirements by 60%.</li> <li>Results partially achieved. Time to complete face to face interviews for hiring backgrounds averaged 27-30 days in FY 2017-18.</li> <li>Result not achieved. Increasing the time spent in the field as a Field Training Officer by 10% was not met due to increasing responsibility over the Department Evidence/Property Room.</li> </ol>	
<b>Actual Results for FY 2018-19:</b> <ol style="list-style-type: none"> <li>Achieved. This intended result was achieved in a previous year(s). Increased time spent on training management and compliance by 57%.</li> <li>Not Achieved. Average background check completion time was 35 days. Background cases in FY 2018-19 increased to 65 as a result of the department experiencing more vacancies than in the previous fiscal year.</li> <li>Not Achieved. Increased number of background checks and additional duties assigned to the position in FY 2018-19 prevented achievement of intended result.</li> </ol>	
<b>Administrative Office Comments:</b> The intended results have been partially achieved; this augmentation will continue to be reported on in the FY 2021-22 budget.	

**FUND CENTER 405 – PUBLIC WORKS**

<b>Title: Add 2.00 FTE Associate Capital Project Coordinators to be responsible for project development and implementation related to county facilities</b>	
<b>Expense:</b> \$174,383	<b>Funding Source(s):</b> \$174,383 various capital and maintenance project budgets  Approved via FY 2017-18 Budget Adoption
<b>Intended Results:</b> 1. Provide capacity to deliver approximately \$7 million in capital and maintenance projects.	
<b>Actual Results for FY 2017-18:</b> Due to back-filling of three retirement vacancies, the first of the Associate Capital Project Coordinator (now Project Manager) positions is slated to be filled in December 2018. The recruitment to fill the remaining vacancy is scheduled to begin in January 2019.	
<b>Actual Results for FY 2018-19:</b> The Project Manager recruitment in December 2018 was completed with the hiring of a Project Manager I (PM I) that started work in January 2019. The Project Manager recruitment that began in January 2019 was completed with the hiring of a PM I that started work in July 2019.  Public Works currently has (2) Project Manager vacancies due to the unsuccessful completion of probation by the Project Manager that was hired in January 2019 and the resignation of a Project Manager in July 2019. A recruitment to fill one (1) Project Manager vacancy is scheduled to begin in fall 2019.  Project delivery has been in line with the budgeted amounts and project status is reported to the Board of Supervisors on a quarterly basis. The capital and maintenance project budgets are reviewed as part of the annual budget process and budgeted amounts are consistent with Project Manager capacity.	
<b>Administrative Office Comments:</b> The intended results have been partially achieved; this augmentation will continue to be reported on in the FY 2021-22 budget.	

**FUND CENTER 136 – SHERIFF-CORONER**

Title: Add 2.00 FTE Deputy Sheriff to serve on the County's Cannabis Compliance Team	
<b>Expense:</b> \$436,015	<b>Funding Source(s):</b> \$436,015 General Fund support  Approved via FY 2017-18 Budget Adoption
<b>Intended Results:</b> <ol style="list-style-type: none"> <li>1. Review and make recommendations on all received security plans within 5 business days.</li> <li>2. Test remote access to video camera information annually, where applicable.</li> <li>3. Assist County Counsel in the investigations and prosecution of non-compliant/illegal cannabis cultivation.</li> </ol>	
<b>Actual Results for FY 2017-18:</b> <p>Due to personnel shortages in the patrol divisions, the Cannabis Compliance Team positions went unfilled for FY 2017-18. However, one of the two Deputy Sheriff positions for the cannabis compliance team was filled in FY 2018-19 and the second position is anticipated to be filled by the end of FY 2018-19.</p> <p>Successfully recruiting an adequate number of lateral peace officers and POST academy graduates continues to be a problem for the Sheriff's Office, as it is for agencies all over the State. The result has been an ongoing struggle to maintain basic threshold levels of staffing at the three patrol divisions. Beginning in FY 2017-18 the Sheriff's Office opened the hiring process to cadet applicants for the first time in many years, with the intention of augmenting the pool of laterals and filling more vacant positions. While this measure proved successful in bridging some of the staffing gap, there was no immediate relief provided to the patrol divisions. From the date of hire a cadet must go through a six-month academy followed by six months of field training, so there is no net gain to staffing for approximately one year. On the positive side, the Sheriff's Office is beginning to see the benefit from the cadet hires and has been successful in hiring several high-quality laterals during FY 2018-19. Vacant positions have been filled in several areas, including one Cannabis Compliance Team Deputy, and the trend is expected to continue.</p>	
<b>Actual Results for FY 2018-19:</b> <ol style="list-style-type: none"> <li>1. The cannabis Deputy Sheriffs continued to work with permit applicants and permitted growers on developing site security plans for their cannabis cultivation operations. The intended result of review and recommendations within 5 business days has not been met and is not achievable due to the structure of the permitting process in place. The security plan is included with the permit applications that are submitted by the applicant to the Tax Collector. These documents are then forwarded to the Sheriff's Office and an appointment is made by the applicant to have their fingerprints transmitted to California Department of Justice (DOJ) via Live Scan. The deputies will review the security plan but will not contact the applicant until DOJ has confirmed the dispositions of the applicant's arrest history and transmitted this information to the Sheriff's Office, which is used to determine eligibility for a business license. The DOJ process can take anywhere from two days to a month depending on how extensive the applicant's criminal history is. In some cases, the applicant has changed the scope of their project, which has required them to file a modification with the Planning and Building Department, creating a delay in review the security plan.</li> <li>2. Established remote access to video camera information at the facilities of the two licensed cannabis mobile delivery services that have been approved by the County. The remote access to video cameras will be tested annually.</li> <li>3. Worked with County Counsel's Office to eradicate all known unpermitted cultivation operations in California Valley through the Cannabis Hearing Abatement process established by the County. Located and eradicated two unpermitted cultivation operations in rural Arroyo Grande and in Cambria. The Cambria cultivation site was located between Coast Union High School and Santa Lucia Middle School, and investigation into the Arroyo Grande site determined that it was operated by a Mexican national drug trafficking organization. These two unpermitted growing operations were done outside of the County's permitting process and the suspects fled the locations prior to the arrival of deputies. Investigation was not able to identify the suspects and no referral was made to the District Attorney for criminal prosecution.</li> </ol>	
<b>Administrative Office Comments:</b> <p>The intended results have been substantially achieved and will continue on an on-going basis. Intended result #1 is not achievable due to the structure of the permitting process, which includes DOJ fingerprinting/live-scan.</p>	
Title: Add 1.00 FTE Deputy Sheriff, and 1.00 FTE Sheriff's Correctional Deputy to help provide coverage as bailiff at Superior Court	
<b>Expense:</b> \$203,573	<b>Funding Source(s):</b> \$203,573 2011 Public Safety Realignment Court Security Fund  Approved via FY 2017-18 Budget Adoption
<b>Intended Results:</b> <ol style="list-style-type: none"> <li>1. Reduce overtime expenditures in FY 2017-18 for Deputy Sheriffs at the courthouse due to training and scheduled leave by 10.5% compared to the FY 2015-16 baseline.</li> <li>2. Provide an additional Deputy Sheriff at high risk court proceedings.</li> <li>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.</li> </ol>	
<b>Actual Results for FY 2017-18:</b> <p>Due to personnel shortages in the patrol divisions, the Deputy Sheriff Bailiff position went unfilled for FY 2017-18. The Deputy Sheriff position was filled in the early part of FY 2018-19, and both positions are projected to be filled and remain filled starting in FY 2018-19 with current hiring trends.</p>	

<p>Successfully recruiting an adequate number of lateral peace officers and POST academy graduates continues to be a problem for the Sheriff's Office, as it is for agencies all over the state. Beginning in FY 2017-18 the Sheriff's Office opened the hiring process to cadet applicants for the first time in many years, with the intention of augmenting the pool of laterals and filling more vacant positions. This measure is proving successful over time, and vacant positions are filling steadily in FY 2018-19. The Custody Bureau of the Sheriff's Office experienced similar issues, which prevented them from adding an additional Correctional Deputy until late January of 2018.</p>
<p><b>Actual Results for FY 2018-19:</b></p> <ol style="list-style-type: none"> <li>1. Achieved. The Deputy Sheriff Bailiff position was filled in FY 2018-19 and the goal of reducing overtime expenditures by 10.5% for Deputy Sheriffs at the courthouse due to training and scheduled leave was achieved. On average the additional Deputy Sheriff Bailiff position was used to fill two shifts per week that would have otherwise been filled by a Deputy Sheriff on overtime.</li> <li>2. Achieved. In addition to the reduction in overtime expenditures, the additional Deputy Sheriff Bailiff position has increased security at several court proceedings that involved gang related crimes and/or were of interest to the media and the community at large.</li> <li>3. The Sheriff's Correctional Deputy position assigned to the courthouse was initially filled in 2018, however, subsequent shortages in staffing at the jail due to retirements and attrition necessitated the position being reassigned in order to meet minimum staffing numbers at the County Jail, so the 45% reduction in overtime expenditures was not met. Currently the Sheriff's Office has 18.00 FTE Correctional Deputies undergoing training and it is anticipated that when those personnel have completed training and are assigned to the jail, the Correctional Deputy position at the courthouse may be filled again in FY 2019-20, dependent upon future staffing losses through retirements and/or attrition.</li> </ol>
<p><b>Administrative Office Comments:</b> The intended results have been partially achieved; this augmentation will continue to be reported on in the FY 2021-22 budget.</p>

Title: Purchase a new engraving machine and computer to replace outdated one purchased in the 1990s	
<p><b>Expense:</b> \$22,500</p>	<p><b>Funding Source(s):</b> \$22,500 Public Safety Realignment  Approved via FY 2017-18 Budget Adoption</p>
<p><b>Intended Results:</b></p> <ol style="list-style-type: none"> <li>1. A minimum of 50 inmates will participate in the program in FY 2017-18.</li> <li>2. 32 or more inmates with an identified criminogenic need addressed by vocational training will participate in the program.</li> <li>3. A minimum of 3,700 inmate community service hours will be completed through the program.</li> <li>4. At least 3,200 items will be produced by inmates through the program.</li> <li>5. At least 3,000 items produced by inmates will be sold through the program.</li> <li>6. At least \$9,500 of sales revenue that directly offsets program cost will be generated by the program.</li> </ol>	
<p><b>Actual Results for FY 2017-18:</b></p> <ol style="list-style-type: none"> <li>1. 15 male and female inmates participated during operational time (6 of 12 months).</li> <li>2. 100% have identified criminogenic need.</li> <li>3. 466 hours of operational skill have been developed.</li> <li>4. 1,708 items were produced (6 of 12 months).</li> <li>5. 1,708 items were sold through the program.</li> <li>6. \$8,140 of revenue resulted during the six-month timeframe.</li> </ol>	
<p><b>Actual Results for FY 2018-19:</b></p> <ol style="list-style-type: none"> <li>1. 20 male and female inmates participated during the operational time.</li> <li>2. 100% of the inmate participants had an identified criminogenic need.</li> <li>3. Over 1,000 hours of operational skill have been developed.</li> <li>4. Achieved. Over 3,200 items were produced, meeting the target.</li> <li>5. Achieved. Over 3,200 items were sold through the program, exceeding the target.</li> <li>6. Achieved. \$13,074 of revenue resulted in sales revenue that directly offsets program costs, exceeding the target.</li> </ol>	
<p><b>Administrative Office Comments:</b> The intended results have been substantially achieved. While fewer inmates participated than originally anticipated, resulting in fewer operational skills developed, the overall intended result of training individuals with criminogenic need to use the machine and produce items to sell to offset program costs was achieved.</p>	

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><b>Expense:</b> \$271,295</p>	<p><b>Funding Source(s):</b> \$271,295 Countywide Automation Replacement Fund  Approved via FY 2017-18 Budget Adoption</p>
<p><b>Intended Results:</b></p> <ol style="list-style-type: none"> <li>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.</li> <li>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.</li> </ol>	



<p><b>Actual Results for FY 2017-18:</b> The Software Engineer Position III was hired in July 2017. The Sheriff's Business Analyst (Software Engineer III) and Information Technology Project Manager continue to manage the contract negotiations and lay the groundwork for implementation. The contract was awarded in July 2018 and expected to be completed in June 2020.</p>
<p><b>Actual Results for FY 2018-19:</b> The Software Engineer III hired in July 2017 left the position in November 2018. The position was filled in April 2019 and continues to lay the groundwork for implementation. The project was placed on hold until the County was able to receive final approval from the Department of Justice (DOJ). Because of the delay with DOJ, the projected is expected to be completed in 2022.</p>
<p><b>Administrative Office Comments:</b> The intended results have not yet been achieved; this augmentation will continue to be reported on in the FY 2021-22 budget.</p>

<p><b>Title: Add 2.00 FTE Deputy Sheriff to Shandon area</b></p>	
<p><b>Expense:</b> \$339,743</p>	<p><b>Funding Source(s):</b> \$339,743 General Fund support</p> <p>Approved via FY 2017-18 Budget Adoption</p>
<p><b>Intended Results:</b></p> <ol style="list-style-type: none"> <li>Increase North Station response time target from 15 minutes or less 70% of the time to 73% of the time.</li> <li>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.</li> <li>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 compared to FY 2014-15 and FY 2015-16.</li> </ol>	
<p><b>Actual Results for FY 2017-18:</b> Due to personnel shortages in the patrol divisions, the Shandon Area Patrol Deputy Sheriff positions went unfilled for FY 2017-18. One Shandon patrol deputy was filled in January 2019, and the second position is anticipated to be filled by the end of FY 2018-19.</p> <p>Successfully recruiting an adequate number of lateral peace officers and POST academy graduates continues to be a problem for the Sheriff's Office, as it is for agencies all over the State. Beginning in FY 2017-18 the Sheriff's Office opened the hiring process to cadet applicants for the first time in many years, with the intention of augmenting the pool of laterals and filling more vacant positions. This measure is proving successful over time, and vacant positions are filling steadily in FY 2018-19. While this measure proved successful in bridging some of the staffing gap, there was no immediate relief provided to the patrol divisions. Vacant positions have been filled in several areas, and the trend is expected to continue.</p>	
<p><b>Actual Results for FY 2018-19:</b></p> <ol style="list-style-type: none"> <li>Response time was 15 minutes or less 65% of the time in FY 2018-19, due to only one of the two Deputy Sheriff positions being filled in the Shandon area.</li> <li>Self-initiated law enforcement activity increased substantially in the Shandon beat area, from 213 in FY 2017-18 to 293 in FY 2018-19, meeting the intended result. With the anticipated addition of a second deputy sheriff to Shandon in FY 2019-20, the numbers should continue to rise.</li> <li>The Sheriff's Office has a full time School Resource Officer based on the Shandon campus, and construction is scheduled to begin soon to re-purpose an unassigned office for report writing and investigation purposes. This will naturally result in a greatly increased presence of patrol personnel on campus.</li> </ol> <p>Only one of the two positions were filled in the Shandon area. Personnel shortages in the patrol divisions continued in FY 2018-19 due to expected retirements and unexpected events such as on and off duty injuries and medical retirements. Average staffing levels increased from 18 to 20 deputies per station from the previous fiscal year, which made it possible to continually staff one Shandon deputy position. Staffing levels have continued to slowly rise during FY 2019-20, and the Sheriff's Office currently has eleven deputies in training with two more due to graduate the Academy in December. An additional four cadets are currently enrolled in the Academy and are due to start the Field Training Program in April, and there are several lateral applicants in the final stages of hiring. Balancing these numbers against expected retirements should yield an increase in staffing to 23-24 deputies per station by March or April 2020, which should enable the Sheriff's Office to add and sustain staffing for the second Shandon patrol deputy.</p>	
<p><b>Administrative Office Comments:</b> The intended results have been partially achieved; this augmentation will continue to be reported on in the FY 2021-22 budget. Results #2 and #3 are comparing service levels to the prior fiscal year rather than to FY 2014-15 and FY 2015-16.</p>	

# 2017-18 Mid-Year Budget Augmentation Request Results

## FUND CENTER 109 – ASSESSOR

<b>Title: Funding to upgrade OpenText, the County's enterprise document management system, add 1.00 FTE Information Technology Project Manager III, delete 1.00 FTE Computer Technical III Confidential position and add 1.00 FTE Limited Term Information Technology Project Manager III and add 1.00 FTE Limited Term Assessment Analyst III for 19 months</b>	
<b>Expense:</b> \$3,240,600	<b>Funding Source(s):</b> \$0 General Fund support; \$442,606 funded from FC 109 - Assessor; \$2,797,994 FC 266 - Countywide Automation Replacement  Approved via Board action on October 17, 2017, item #11
<b>Intended Results:</b> <ol style="list-style-type: none"> <li>1. The County will be on a supported version of OpenText and able to more fully leverage its benefits.</li> <li>2. Approximately 1100 sq. ft. of physical document storage space will be freed in the New Government Center.</li> <li>3. Document search and retrieval times for both locations of the Assessor's Office will be improved, resulting in faster response times to inquiries from the public.</li> <li>4. Improved decision making by Assessor staff by ensuring all parcel-related documents are readily available in a consolidated electronic file from any County location.</li> <li>5. Electronic files will be available in the field, which will reduce or eliminate the need to transport boxes of file documents between office locations or to perform routine field assessment activities.</li> <li>6. Digitizing Assessor files will preserve historical documents and reduce the risk of loss or damage to these records.</li> <li>7. Improved support for the enterprise document management system will lead to faster problem resolution and more efficient and precise system changes that evolve with the business.</li> </ol>	
<b>Actual Results for FY 2017-18:</b> Scanning of all property files located in the San Luis Obispo New Government Center is complete and scanning of all property files located in the Atascadero office will be complete by March 30, 2019. The Assessor will then be entirely paperless, with all live documents and workflows on a supported version of OpenText. <ol style="list-style-type: none"> <li>1. OpenText software platform was upgraded to current version, this will be reported on more thoroughly by the Information Technology Department.</li> <li>2. Approximately 1100 sq. ft. of space in the New Government Center, previously used for physical document storage, has been successfully converted to three staff workstations and four stations for scanning all incoming paper documents as well as backfile scanning of paper documents other than parcel files.</li> <li>3. Property file document search and retrieval times have significantly improved, resulting in faster response times to inquiries from the public in both office locations.</li> <li>4. Decision making is improved due to easy accessibility by staff members of all property-related documents in a consolidated electronic file from any County location, individually or simultaneously.</li> <li>5. Electronic files are available for access in the field, eliminating the need to transport boxes of file documents between office locations or to the field to perform routine assessment activities.</li> <li>6. Digitizing the Assessor property files successfully preserved historical documents and eliminated the risk of loss or damage to these records, either by field activities or catastrophic loss.</li> </ol>	
<b>Actual Results for FY 2018-19:</b> <ol style="list-style-type: none"> <li>1. Achieved. The scanning of all property files located in the San Luis Obispo New Government Center and the Atascadero satellite office is complete. The Assessor's property files are entirely paperless with all live documents and workflows on a supported version of OpenText.</li> <li>2. Achieved. This intended result was achieved in a previous year(s).</li> <li>3. Achieved. This intended result was achieved in a previous year(s).</li> <li>4. Achieved. This intended result was achieved in a previous year(s).</li> <li>5. Partially Achieved. Electronic files are available for access in both offices, eliminating the need to transport boxes of file documents between office locations. Field work to perform routine assessment activities continues to require limited printing of property file information for reference in the field as the Field Mobile software is still in development. Anticipated release is July 2020. The intended results have not been achieved; therefore, the department will continue to report on this BAR for the coming years.</li> <li>6. Achieved. This intended result was achieved in a previous year(s).</li> <li>7. Achieved. Per the Information Technology Department, resource levels in the areas of planning, systems administration and software engineering have been incrementally increased to assist departments with planning, implementation and support of features available in the OpenText system. The intended results have been achieved.</li> </ol>	
<b>Administrative Office Comments:</b> The intended results have been partially achieved; this augmentation will continue to be reported on in the FY 2021-22 budget. Field software is anticipated to be released in July 2020 which will enable the department to complete the remaining intended result.	

**FUND CENTER 114 – INFORMATION TECHNOLOGY**

<p><b>Title: Funding to upgrade OpenText, the County's enterprise document management system, add 1.00 FTE Information Technology Project Manager III, delete 1.00 FTE Computer Technical III Confidential position, add 1.00 FTE Limited Term Information Technology Project Manager III and add 1.00 FTE Limited Term Assessment Analyst III for 19 months</b></p>	
<p><b>Expenses:</b> \$3,240,600</p>	<p><b>Funding Source(s):</b> \$0 General Fund support; \$442,606 funded from FC 109-Assessor; \$2,797,994 FC 266-Countywide Automation Replacement</p> <p>Approved via Board action on October 17, 2017, item #11</p>
<p><b>Intended Results:</b></p> <ol style="list-style-type: none"> <li>1. The County will be on a supported version of OpenText and able to more fully leverage its benefits.</li> <li>2. Approximately 1100 sq. ft. of physical document storage space will be freed in the New Government Center.</li> <li>3. Document search and retrieval times for both locations of the Assessor's Office will be improved, resulting in faster response times to inquiries from the public.</li> <li>4. Improved decision making by Assessor staff by ensuring all parcel-related documents are readily available in a consolidated electronic file from any County location.</li> <li>5. Electronic files will be available in the field, which will reduce or eliminate the need to transport boxes of file documents between office locations or to perform routine field assessment activities.</li> <li>6. Digitizing Assessor files will preserve historical documents and reduce the risk of loss or damage to these records.</li> <li>7. Improved support for the enterprise document management system will lead to faster problem resolution and more efficient and precise system changes that evolve with the business.</li> </ol>	
<p><b>Actual Results for FY 2017-18:</b></p> <ol style="list-style-type: none"> <li>1. Achieved - OpenText software platform was upgraded to current version.</li> <li>2. Achieved - Approximately 1100 sq. ft. of physical document storage space was cleared and repurposed in the New Government Center.</li> <li>3. Achieved - Search and retrieval times for digitized documents are faster.</li> <li>4. In Progress - Consolidation of documents into a central digital repository is in progress. Documents from the New Government Center have been digitized. Documents from the Assessor's north county location are in process.</li> <li>5. In Progress - Planning is underway to enable access to digital documents in the field.</li> <li>6. Achieved - Digitized parcel documents from the New Government Center are now preserved and protected against age-related damage.</li> <li>7. In Progress - Resource levels in the areas of planning, systems administration and software engineering have been incrementally increased to assist departments with planning, implementation and support of features available in the OpenText system.</li> </ol>	
<p><b>Actual Results for FY 2018-19:</b></p> <ol style="list-style-type: none"> <li>1. Achieved. This intended result was achieved in a previous year(s).</li> <li>2. Achieved. This intended result was achieved in a previous year(s).</li> <li>3. Achieved. This intended result was achieved in a previous year(s).</li> <li>4. Achieved. Consolidation of documents into a central digital repository is in progress. Documents from the New Government Center and the Assessor's north county location have been digitized.</li> <li>5. Partially Achieved. The effort to enable access to digital documents in the field is in progress.</li> <li>6. Achieved. This intended result was achieved in a previous year(s).</li> <li>7. Achieved. This intended result was achieved in a previous year(s).</li> </ol>	
<p><b>Administrative Office Comments:</b> The intended results have been partially achieved; this augmentation will continue to be reported on in the FY 2021-22 budget.</p>	

## FUND CENTER 166 – HEALTH AGENCY - BEHAVIORAL HEALTH

<b>Title: Contract for service related to integrating physical and behavioral health care for adult County Behavioral Health clients who have serious mental illness</b>	
<b>Expenses:</b> \$142,000 FY 2017-18	<b>Funding Source(s):</b> \$0 General Fund support; \$286,000 3-year contract funded from Federal Substance Abuse and Mental Health Services Administration grants
Total 3-year contract costs are \$286,000 (\$72,000 per year in FY 2018-19 and FY 19-20)	Approved via Board action on January 23, 2018, item #17
<b>Intended Results:</b>	
<ol style="list-style-type: none"> <li>1. Development of integrated physical health treatment plans for participants, including those who exhibit chronic disease.</li> <li>2. Provision of support services for the Nurse Care Coordinator, including reception, appointment scheduling, and taking vitals for clients.</li> <li>3. Facilitation and provision of quarterly Coordination/Treatment Team Meetings.</li> <li>4. Complex nutrition and exercise education for project participants including chronic disease management, pain management, and limited mobility education.</li> <li>5. Evaluation of cost benefit of integrated physical and behavioral health.</li> </ol>	
<b>Actual Results for FY 2017-18:</b>	
<ol style="list-style-type: none"> <li>1. An integrated physical health treatment plan was developed and is being used by primary medical care providers and behavioral health treatment providers for most (85%) of adult participants. The integrated treatment plan consists of medical information about the program participant's physical history, the reported conditions they are being treated for, their behavioral health and wellness goals, and a plan to work towards achieving them.</li> <li>2. The Federally Qualified Health Center (FQHC) Primary Care Health team participating in the Health Integration Program are providing support services and consist of a Physician's Assistant to provide medical evaluations, treatment, recommendations and referrals; a Nurse Care Coordinator to monitor the patient's treatment plan and coordinate care; a Medical Assistant to take vitals, assist with the medical exam, schedule appointments and follow up care; and a Medical Scribe.</li> <li>3. The Health Integration Program Team meets weekly to consult regarding coordinated care for enrolled participants, to review progress on treatment goals, confirm the primary care clinic schedule, and ensure effective communication. The Joint Steering Committee on health integration meets every other month to collaborate on progress toward systems health integration with grant partners and community resource agencies, improving communication and coordination of services.</li> <li>4. The integrated health program provides weekly nutrition classes on health benefits of whole foods, recipes and nutrition plans to help participants meet their wellness goals. Referrals for complex nutrition consultation are also made, such as for diabetes and other medical conditions. Participants are also referred to pain management services as needed and the integrated health program has provided participants with education regarding pain management.</li> <li>5. A formal evaluation of cost benefit of integrated physical and behavioral health has not been conducted, as it will be completed by the consultant at the end of the grant period. A total of 101 participants have participated in the program to date. There is a 70% attendance rate for the integrated primary care health clinic imbedded in the Behavioral Health Clinic. Overall, results from a participant survey showed that the program has been able to assist clients in completing their basic lab work and clients believed that tracking their health indicators and follow-up appointments were beneficial to achieving wellness goals. Eighty-two (82%) percent of participants surveyed reported having their lab work done within two weeks of their labs being ordered by the program. In addition, 83% of the clients reported that having a record of their health indicators and knowing that there would be follow up appointments to attend helped them to reach their wellness goals.</li> </ol>	
<b>Actual Results for FY 2018-19:</b>	
<ol style="list-style-type: none"> <li>1. Achieved. This intended result was achieved in a previous year(s).</li> <li>2. Achieved. This intended result was achieved in a previous year(s).</li> <li>3. Achieved. This intended result was achieved in a previous year(s).</li> <li>4. Achieved. This intended result was achieved in a previous year(s).</li> <li>5. A formal evaluation of the cost benefit of integrated physical and behavioral health will be completed by an outside evaluator at the end of the three-year grant period ending in FY 2019-20.</li> </ol>	
<b>Administrative Office Comments:</b>	
The intended results have been partially achieved; this augmentation will continue to be reported on in the FY 2021-22 budget. The final year of the grant period is FY 2019-20.	

<b>Title: Add 1.00 FTE Drug and Alcohol Specialist I-IV to work as a Suicide Prevention Coordinator</b>	
<b>Expenses:</b> \$282,438	<b>Funding Source(s):</b> \$0 General Fund support; \$282,438 Mental Health Services Administration funds
	Approved via Board action on January 23, 2018, item #19

<p><b>Intended Results:</b></p> <ol style="list-style-type: none"> <li>1. 8 presentations and/or outreach activities will be held in one fiscal year.</li> <li>2. 8 suicide prevention related trainings will be held in one fiscal year.</li> <li>3. 90% of participants in suicide prevention training provided by the Suicide Prevention Coordinator will demonstrate improved knowledge and capacity for preventing suicide.</li> </ol>
<p><b>Actual Results for FY 2017-18:</b></p> <p>1-3. Due to delays in the hiring process, this position was not hired until July of 2018. The intended results will be reported in the following fiscal year.</p>
<p><b>Actual Results for FY 2018-19:</b></p> <ol style="list-style-type: none"> <li>1. Achieved. 19 presentations and/or outreach events were held in FY 2018-19, exceeding the intended result of 8.</li> <li>2. Achieved. 13 suicide prevention related trainings were held in FY 2018-19, exceeding the intended result of 8.</li> <li>3. Achieved. 93% (20/22) of participants in suicide prevention training demonstrated improved knowledge and capacity for preventing suicide, exceeding the intended result of 90%.</li> </ol>
<p><b>Administrative Office Comments:</b></p> <p>The intended results have been achieved.</p>

**FUND CENTER 160 – HEALTH AGENCY - PUBLIC HEALTH**

<b>Title: Add 4.75 FTE positions and purchase dental assets for Public Health’s oral health programs</b>	
<b>Expenses:</b> \$3,178,951  Multi-year project	<b>Funding Source(s):</b> \$0 General Fund support; \$2,181,126 State Dental Transformation Initiative Program; \$997,825 Proposition 56  Approved via Board action on January 9, 2018, item #22
<b>Intended Results:</b> Increase the total number of unique Denti-Cal members who receive service and become integrated into a dental home by 2,700 of the estimated 12,000 Denti-Cal children who currently do not receive oral health care in a given year (22.5%).	
<b>Actual Results for FY 2017-18:</b> Due to delays in hiring the new oral health program positions, the program was not fully operational during FY 2017-18. By the end of the fiscal year, the Oral Health Program Manager and Administrative Services Officer were hired. Program planning and contact with potential providers considering participation in Denti-Cal began, however services will not begin until FY 2018-19.	
<b>Actual Results for FY 2018-19:</b> The total number of Denti-Cal patients integrated into dental homes was 905. Oral Health program staff hiring delays and changes in Denti-Cal dental providers resulted in limited outreach and a condensed enrollment period in FY 2018-19. Oral Health is now fully staffed and has two new dental providers on board to increase the number of Denti-Cal children receiving oral health care.	
<b>Administrative Office Comments:</b> The intended results have not yet been achieved; this augmentation will continue to be reported on in the FY 2021-22 budget.	

# 2018-19 Budget Augmentation Request Results

## FUND CENTER 425 – AIRPORTS

Title: Purchase one high lift for the maintenance and cleaning of the new SBP Airport terminal	
<b>Expense:</b> \$45,000	<b>Funding Source(s):</b> \$0 General Fund support; \$45,000 Airport Enterprise Funds – Equipment Reserve  Approved via FY 2018-19 Budget Adoption
<b>Intended Results:</b> 1. Provide equipment to help service the high areas inside the airport terminal.	
<b>Actual Results for FY 2018-19:</b> 1. Achieved. Airports purchased and placed into service in January 2019 a Self-Propelled Articulating Boom Lift. This equipment allows Airports to access difficult to reach areas due to height requirements both inside and outside of the new terminal for both routine maintenance and repairs. The purchase of this equipment reduces the costs and time associated with rental of equivalent equipment. The intended results have been met.	
<b>Administrative Office Comments:</b> The intended results have been achieved.	

Title: Purchase one 2WD SUV vehicle	
<b>Expense:</b> \$49,000	<b>Funding Source(s):</b> \$0 General Fund support; \$49,000 Airport Enterprise Funds – Equipment Reserve  Approved via FY 2018-19 Budget Adoption
<b>Intended Results:</b> 1. Provide staff with the means to respond quickly to maintenance needs around airport properties.	
<b>Actual Results for FY 2018-19:</b> 1. Airports purchased and placed into service in June 2019 a 2019 Chevrolet Tahoe for rapid response to maintenance needs on airport properties. The intended results have been met.	
<b>Administrative Office Comments:</b> The intended results have been achieved.	

**FUND CENTER 116 – CENTRAL SERVICES**

<b>Title: Add 0.50 FTE Administrative Assistant I/II/III</b>	
<b>Expense:</b> \$31,022	<b>Funding Source(s):</b> \$31,022 General Fund support  Approved via FY 2018-19 Budget Adoption
<b>Intended Results:</b> <ol style="list-style-type: none"> <li>1. Increase of 750 hours in front desk and phone coverage.</li> <li>2. Increase response rate by 100% for customer calls to the front desk and ensure mail delivery schedules and processing are completed within established timeframes.</li> <li>3. Preview the San Luis Obispo Veterans Hall to potential customers at least 20 times.</li> <li>4. Monitor a minimum of 165 online auctions; and within 24 hours, answer questions and provide direction to purchasers when auctions close.</li> </ol>	
<b>Actual Results for FY 2018-19:</b> <ol style="list-style-type: none"> <li>1. Achieved. Front desk and phone coverage hours were increased by 1,031 and exceeded the intended result of 750 hours by 281 hours.</li> <li>2. Achieved. The increase in front desk coverage allowed for consistent customer service for the County's main telephone line in addition to mail services, completing 100% of processing within established timeframes. This intended result was met.</li> <li>3. Achieved. The San Luis Obispo Veterans Hall was shown 28 times to potential customers and exceeded the intended result of 20 previews.</li> <li>4. Achieved. The total number of online auctions monitored was 208, exceeding the intended monitored auctions by 43. In addition, questions posed by potential bidders were answered or direction was provided when auctions closed within 24 hours.</li> </ol>	
<b>Administrative Office Comments:</b> The intended results have been achieved.	



**FUND CENTER 132 – DISTRICT ATTORNEY**

<b>Title: Increase Deputy District Attorney III from 0.50 FTE to 1.00 FTE to support growth in AB 109-funded Post Release Community Supervision (PRCS) and Parole Violations Prosecutions Unit</b>	
<b>Expense:</b> \$90,475	<b>Funding Source(s):</b> \$0 General Fund support; \$90,475 State Reimbursement Revenue  Approved via FY 2018-19 Budget Adoption
<b>Intended Results:</b> <ol style="list-style-type: none"> <li>1. Provide adequate staffing to handle the increasing workload for PRCS and parole revocation prosecutions.</li> <li>2. Ensure PRCS and parole offender cases are fully prepared and are in compliance with California law.</li> </ol>	
<b>Actual Results for FY 2018-19:</b> <ol style="list-style-type: none"> <li>1. Achieved. PRCS cases increased 20% from 265 in FY 2017-18 to 318 in FY 2018-19. The 1.00 FTE Deputy District Attorney assigned to the AB-109 PRCS and Parole Violations Prosecutions Unit absorbed this additional workload.</li> <li>2. Achieved. Increased support to this unit aided in the preparation and timely completion of PRCS and parole offender cases and insured compliance with California law.</li> </ol>	
<b>Administrative Office Comments:</b> The intended results have been achieved.	

**FUND CENTER 137 – HEALTH AGENCY – ANIMAL SERVICES**

<b>Title: Delete 0.50 FTE Administrative Assistant I/II/III and add 1.00 FTE Administrative Assistant I/II/III to provide animal licensing functions primarily within the Animal Services Division rather than contracting out the service</b>	
<b>Expense:</b> Savings of \$42,078	<b>Funding Source(s):</b> \$42,078 General Fund support savings  Approved via FY 2018-19 Budget Adoption
<b>Intended Results:</b>	
<ol style="list-style-type: none"> <li>1. Decrease the delay in processing mailed license renewals and payments by approximately 10 days by eliminating the time for the mail forwarding process.</li> <li>2. Reduce duplicate renewal records by managing records and reporting tools on site in real-time.</li> <li>3. Eliminate the need to check two databases when determining licensing status, thus increasing officer efficiency in field calls that require a license check.</li> </ol>	
<b>Actual Results for FY 2018-19:</b>	
<ol style="list-style-type: none"> <li>1. Achieved. Prior dog license renewals and payments were managed through an outside vendor (PetData), and customer payments received by PetData had to be mailed back to Animal Services causing delays of two or more weeks before the customer's account could be posted. With Animal Services now processing dog license renewals and payments, payments are now entered and booked as they are received. License processing and posting occurs daily for online renewals and within five business days for check payments. Previously, the reconciliation of payments between PetData and Animal Services occurred several weeks after the close of the month, causing delays in revenue recognition. With the licensing functions now under Animal Services, revenue is recognized timelier by eliminating mail forwarding delays, meeting the intended result.</li> <li>2. Achieved. Maintaining two sets of records between PetData and Animal Services is no longer necessary. Duplicates, corrections, and updates to customer accounts are now performed immediately by Animal Services' staff.</li> <li>3. Achieved. There is no longer the need to maintain client licensing data in two separate databases. All records are now held in-house within Animal Services' database (Chameleon). Field officers now only have to search on one database, which allows them to quickly assess licensing compliance while responding to field calls, increasing their efficiency.</li> </ol>	
<b>Administrative Office Comments:</b>	
The intended results have been achieved.	

## FUND CENTER 166 – HEALTH AGENCY – BEHAVIORAL HEALTH

Title: Add 1.00 FTE Mental Health Therapist I/II/III/IV to expand community-based treatment services available to AB 109 offenders	
<b>Expense:</b> \$95,595	<b>Funding Source(s):</b> \$0 General Fund support; \$36,635 Medi-Cal; \$58,960 AB 109/2011 Realignment  Approved via FY 2018-19 Budget Adoption
<b>Intended Results:</b> <ol style="list-style-type: none"> <li>1. Reduction in wait time below the current 24 days (FY 2016-17) baseline in the Grover Beach clinic.</li> <li>2. Maintain or exceed the 196-day average length of stay in treatment for the Grover Beach clinic (the ideal standard is 180 days or more).</li> <li>3. Maintain or exceed a 91-day average length of stay for Recovery Residences (ideal standard is 90 days or more).</li> <li>4. Maintain or exceed the 50% successful completion rate for treatment services from Drug and Alcohol Services.</li> </ol>	
<b>Actual Results for FY 2018-19:</b> <ol style="list-style-type: none"> <li>1. Not Achieved. The wait time for treatment services provided to AB 109 clients in the Grover Beach clinic was 43 days, which did not meet the goal of reducing wait times below the FY 2016-17 base of 24 days. Wait times remained high due to the position being vacant for part of FY 2018-19.</li> <li>2. Not Achieved. The average length of stay for the treatment services to AB 109 clients in Grover Beach clinic was 99 days. The department did not meet the intended result of an average length of stay in treatment of 196 days.</li> <li>3. The average length of stay in Recovery Residences for AB 109 clients in the South County was 69 days. The ideal standard is 90 days or more. While the average length of stay was 69 days and short of the standard of 90 days, the Recovery Residence beds were all filled, and a waiting list was in place. More clients received service but for a shorter stay.</li> <li>4. Achieved. The completion rate, based on a successful completion or sufficient progress, for Drug and Alcohol's AB 109 clients receiving treatment in Grover Beach, was 50.2% and met the intended result of 50%.</li> </ol>	
<b>Administrative Office Comments:</b> The intended results have been partially achieved; this augmentation will continue to be reported on in the FY 2021-22 budget.	

Title: Add 18 new Recovery Residence beds in order to support the successful return to the community for newly released offenders	
<b>Expense:</b> \$183,960	<b>Funding Source(s):</b> \$0 General Fund support; \$183,960 AB 109/2011 Realignment  Approved via FY 2018-19 Budget Adoption
<b>Intended Results:</b> <ol style="list-style-type: none"> <li>1. Maintain a minimum of 85% client satisfaction rating with Recovery Residence as measured over the next two years.</li> <li>2. Maintain a minimum of a 90-day length of stay for successful outcomes.</li> </ol>	
<b>Actual Results for FY 2018-19:</b> <ol style="list-style-type: none"> <li>1. Not Achieved. A survey to measure client satisfaction with Recovery Residences is due at the end of FY 2019-20.</li> <li>2. The average length of stay in Recovery Residences for AB 109 clients was 69 days. The ideal standard is 90 days or more. While the average length of stay was 69 days and short of the standard of 90 days, the Recovery Residence beds were all filled, and a waiting list was in place. More clients received service but for a shorter stay.</li> </ol>	
<b>Administrative Office Comments:</b> The intended results have not yet been achieved. This item will be reported on again in the FY 2021-22 budget.	

Title: Increase 0.50 FTE Mental Health Therapist I/II/III/IV to 1.00 FTE Mental Health Therapist I/II/III/IV for services at the Psychiatric Health Facility (PHF)	
<b>Expense:</b> \$44,023	<b>Funding Source(s):</b> \$0 General Fund support; \$19,240 Medi-Cal; \$24,783 Temporary Help savings  Approved via FY 2018-19 Budget Adoption

<p><b>Intended Results:</b></p> <ol style="list-style-type: none"> <li>1. Compliance with the State Department of Health Care Services Psychiatric Health Facility (PHF) License Requirements for weekend Licensed Clinician staff coverage.</li> <li>2. Coverage during regular business hours for absences of the current PHF 1.00 FTE Mental Health Therapist Licensed Clinical Social Worker.</li> <li>3. Increase dependability of social work services and other clinical services for PHF patients and families on the weekends, thereby potentially reducing readmission to the PHF by 5%.</li> </ol>
<p><b>Actual Results for FY 2018-19:</b></p> <ol style="list-style-type: none"> <li>1. The position was filled in FY 2019-20 and the department is in compliance with the State Department of Health Care Services' licensing requirements for weekend Licensed Clinician staff coverage.</li> <li>2. The position was filled in FY 2019-20 and provides coverage when the Mental Health Clinical Social Worker is absent.</li> <li>3. Since filling the position, social work services in the Psychiatric Health Facility are now regularly available for eight hours per day on the weekends, which satisfies the State Department of Health Care Services mandated staffing requirement for the provision of social work. The Health Agency will assess the impact of filling this position on readmission rates at the end of FY 2020-21.</li> </ol>
<p><b>Administrative Office Comments:</b></p> <p>The intended results have been partially achieved; this augmentation will continue to be reported on in the FY 2021-22 budget.</p>

<p><b>Title: Add 3.00 FTE Mental Health Therapist I/II/III/IV to provide case management services for adults receiving Adult Outpatient Specialty Mental Health services</b></p>	
<p><b>Expense:</b> \$243,800</p>	<p><b>Funding Source(s):</b> \$0 General Fund Support; \$90,327 Medi-Cal; \$153,473 Mental Health Services Act</p> <p>Approved via FY 2018-19 Budget Adoption</p>
<p><b>Intended Results:</b></p> <ol style="list-style-type: none"> <li>1. Increase client engagement in Adult Outpatient Mental Health Treatment Services, as evidenced by an increase in clients' utilization of mental health services and retention in treatment services.</li> <li>2. Assist clients in maintaining their Medi-Cal insurance coverage.</li> <li>3. Reduce conservatees residing in locked Institute of Mentally Diseased (IMDs) beds by 5%, moving them to lower levels of care resulting in cost savings.</li> <li>4. Decrease recidivism in inpatient psychiatric treatment admissions by 5%.</li> </ol>	
<p><b>Actual Results for FY 2018-19:</b></p> <p>Three case managers were hired to increase adult Behavioral Health services in FY 2018-19. The case manager in the North Clinic was hired on January 13, 2019, the San Luis Obispo Clinic on February 4, 2019, and the South County Clinic on February 25, 2019.</p> <p>For the period of January 13, 2019 - June 30, 2019, a total of 157 unduplicated clients were provided with 311 essential case management services to respond to the increasing demand for treatment services.</p> <ol style="list-style-type: none"> <li>1. Achieved. The 157 unduplicated clients that received case management services during this period received more services compared to clients who did not utilize case management services. Clients that utilized case management services during this period averaged 21 services, whereas clients who did not utilize case management services averaged eight services during the same period. Linkages to additional services provided by community partners contribute to the individual's stability, wellness and recovery.</li> <li>2. In total, 157 unduplicated clients were provided with 311 essential case management service contacts that support outpatient services and increase positive outcomes for clients. Of the 157 unduplicated clients served, 15 clients were assisted in applying for or maintaining their Medi-Cal insurance coverage.</li> <li>3. During the period of January 13, 2019 to June 30, 2019, two conservatees moved from locked Institute of Mentally Diseased (IMDs) facilities to lower levels of care out of a total population of 81 conservatees. This equates to a reduction of 2.5% for the 6-month period and is on track to achieve the annual target of 5%.</li> <li>4. Six months prior to receiving a case management service, seven of the 157 clients had a total of 10 Psychiatric Health Facility (PHF) encounters. After receiving case management services, seven of the 157 clients had a total of eight PHF encounters (20% reduction in PHF encounters).</li> </ol>	
<p><b>Administrative Office Comments:</b></p> <p>The intended results have been substantially achieved.</p>	

## FUND CENTER 112 – HUMAN RESOURCES

Title: Add 1.00 FTE Limited Term HR Analyst for the period of one year	
<b>Expense:</b> \$114,127	<b>Funding Source(s):</b> \$0 General Fund support: \$114,127 California State Association of Counties (CSAC) Excess Insurance Authority  Approved via FY 2018-19 Budget Adoption
<b>Intended Results:</b>	
<ol style="list-style-type: none"> <li>1. Identify all recruitment and retention issues Countywide, including broad classification trends and specific difficult-to-fill positions.</li> <li>2. Identify trends in first-year employee separations.</li> <li>3. Develop a strategy and action plan for addressing recruitment issues.</li> <li>4. Develop a strategy and action plan for addressing retention issues.</li> <li>5. Produce targeted recommendations for improved recruitment efforts.</li> <li>6. More thoroughly analyze and report on factors contributing to the Countywide vacancy rate in order to ensure data driven decision making.</li> </ol>	
<b>Actual Results for FY 2018-19:</b>	
<ol style="list-style-type: none"> <li>1. Achieved. Identified all recruitment and retention issues Countywide based on data review and research (such as California Consortium of the International City/County Management Association (CAL-ICMA), The Society for Human Resource Management (SHRM), LinkedIn, Harvard Business Review, and NeoGov). Identified trends that reveal an increased challenge in retaining relatively new employees who have worked for the County for less than five years. Also delved into issues related to difficult-to-fill positions such as experienced Software Engineers, Network Engineers and Sheriff Deputies.</li> <li>2. Achieved. Analyzed and identified trends in first-year employee separations, documenting the reasons why people voluntarily leave the County within one year of employment and classifications where this turnover is most prevalent. Cost of living in the county as well as the cost of benefits was a key factor noted by respondents.</li> <li>3. Achieved. Developed a strategy and set of recommendations for addressing recruitment issues, to be presented to the Board of Supervisors on November 19, 2019. Recommendations focus on improving the County's brand as an employer and modernizing recruitment approaches by implementing policies and practices that allow for more flexibility in who the County interviews and how the County interviews. There was a recommendation for an increased focus on flexibility, both in hiring and in the workplace, in order to remain competitive. It is recommended that the County invest in more robust advertising and use of platforms to find and attract candidates. Collaborated with a professional recruiter who specializes in hard-to-fill positions (specifically Information Technology and healthcare positions). This collaboration resulted in updated recruitment and advertisement strategies.</li> <li>4. Achieved. Developed a strategy and set of recommendations for addressing retention issues including implementing policies and practices to allow for more flexibility in work schedules and locations where feasible, sustaining focus on and investment in employee development, and investing in new technologies.</li> <li>5. Partially achieved. Developed a strategy and set of recommendations for addressing improved recruitment efforts which will be presented to the Board of Supervisors (Board) on November 19, 2019. Business cases will then be presented to the Board to provide specific recommendations by June 30, 2020. The following actions were achieved during the term of the position: developed a streamlined approach to hiring qualified temporary workers (the "Temp Help Pool") to enable departments to fill positions quickly when needed to sustain service levels and strengthened regional partnerships with other local organizations to expand outreach to potential applicants, including Eckerd Connect, the Workforce Development Center and Cal Poly. This supported expanded use of student interns at the County.</li> <li>6. Achieved. Thoroughly analyzed factors contributing to the Countywide vacancy and turnover rates to support data driven decision making and found that a significant decline in qualified candidate interest was a primary driver. In addition, turnover has increased at an accelerated rate and currently exceeds the vacancy rate. This must be a focus of retention efforts moving forward.</li> </ol>	
<b>Administrative Office Comments:</b>	
The intended results have been partially achieved; this augmentation will continue to be reported on in the FY 2021-22 budget.	

## FUND CENTER 118 – HUMAN RESOURCES – TALENT DEVELOPMENT

Title: Purchase and Installation of a cloud-based Learning Management System (LMS)	
<b>Expense:</b> \$45,000	<b>Funding Source(s):</b> \$0 General Fund support; \$45,000 savings within FC 266 - Countywide Automation from FC 112 – Human Resources' NeoGov project  Approved via FY 2018-19 Budget Adoption
<b>Intended Results:</b> <ol style="list-style-type: none"> <li>1. The weighted average score for employee response to the statement "I am provided with sufficient amount of training to do my job well" in a follow-up Employee Engagement Survey in 2020 will increase from the current 4.44 to 5.0 on a 6-point scale, reflecting "agree". The goal is to ultimately achieve a rating of at least 5.5, indicating "agree to strongly agree".</li> <li>2. The weighted average score for employee response to the statement "The Learning and Development Center's (LDC) training options are valuable to my career" in a follow-up Employee Engagement Survey in 2020 will increase from the current 4.65 to 5.0, reflecting "agree". The goal is to ultimately achieve a rating of at least 5.5 on a 6-point scale, indicating "agree to strongly agree".</li> <li>3. The number of unique employees taking a training course through the LDC will increase from 806 (in FY 2015-16) to at least 1,000 (an increase of 24%), by 2020.</li> <li>4. At least 100 unique employees will take at least one of the online courses offered by the LDC in the first full year of operation of the LMS.</li> </ol>	
<b>Actual Results for FY 2018-19:</b> <ol style="list-style-type: none"> <li>1. Not achieved. The data necessary to report on Intended Result #1 will not be available until FY 2020-21 when the next Employee Engagement Survey is scheduled to be administered.</li> <li>2. Not achieved. The data necessary to report on Intended Result #2 will not be available until the next Employee Engagement Survey is administered.</li> <li>3. Achieved. The unique number of employees who have taken a training course through the LDC in FY 2018-19 was 1,628, an 80% increase.</li> <li>4. Achieved. The new Learning Management System was implemented in August 2018 and, in the first full year of operation, 406 unique employees have taken at least one online course offered in the system.</li> </ol>	
<b>Administrative Office Comments:</b> The intended results have been partially achieved; this augmentation will continue to be reported on in the FY 2021-22 budget.	

**FUND CENTER 139 – PROBATION**

<b>Title: Convert 0.50 FTE Legal Clerk to 1.00 FTE Legal Clerk to enhance and improve legal processing services in the Juvenile Services Division</b>	
<b>Expense:</b> \$30,451	<b>Funding Source(s):</b> \$0 General Fund support; \$30,451 State Aid (Juvenile Growth)  Approved via FY 2018-19 Budget Adoption
<b>Intended Results:</b> <ol style="list-style-type: none"> <li>1. Comply with new sealing regulations pursuant to Welfare &amp; Institutions Code (WIC) section 786.5 in 100% of required instances by sealing the arrest and other records in its custody within 60 days of successful informal diversion case (WIC 654) closures.</li> <li>2. Comply with Federal foster care related reporting requirements by having no more than 10 percent (10%) missing data elements in the Adoption and Foster Care Analysis and Reporting Systems (AFCARS).</li> </ol>	
<b>Actual Results for FY 2018-19:</b> <ol style="list-style-type: none"> <li>1. Achieved. 100% of required arrest and other records were sealed within 60 days of successful informal diversion case closures.</li> <li>2. Achieved. Complied with the Adoption and Foster Care Analysis and Reporting Systems (AFCARS) requirements with a 10% missing data rate.</li> </ol>	
<b>Administrative Office Comments:</b> The intended results have been achieved; they will be implemented on an ongoing basis.	

**FUND CENTER 136 – SHERIFF - CORONER**

<b>Title: Add 1.00 FTE Program Manager to perform State-mandated employee background investigations</b>	
<b>Expense:</b> \$104,782	<b>Funding Source(s):</b> \$33,561 General Fund support: \$71,221 Overtime/temp help savings offset  Approved via FY 2018-19 Budget Adoption
<b>Intended Results:</b> <ol style="list-style-type: none"> <li>1. Reduce hiring time from 180 days to 165 days;</li> <li>2 .Significantly reduce vacancy rates for patrol and custody officers;</li> <li>3. Significantly reduce overtime expense.</li> </ol>	
<b>Actual Results for FY 2018-19:</b> <ol style="list-style-type: none"> <li>1. The Sheriff's Office reduced hiring time by 15 days in all positions by having a full time Program Manager available to start the process from the day the department receives the eligibility list to date of hire. The Background Program Manager is available to candidates consistently and is able to get applicants processed, scheduled for appointments, and assigned on a full-time basis. The communication with applicants remains constant throughout the entire process thereby expediting the hire time.</li> <li>2. From October 2018 to June 2019 the vacancy rate overall has been reduced in both clerical and sworn positions. For example, the vacancy rate for sworn custody staff reduced from 19% in FY 2017-18 to 13% in FY 2018-19. Having a full time Program Manager has given the Unit the ability to work the background checks at a quicker pace and onboard new hires faster, which in turn reduces the vacancy numbers. Although the Sheriff's Office still has current vacancies for some positions and has not been at full staffing in over ten years, the Program Manager continues to keep the vacancy rate lower than in several of the prior years.</li> <li>3. The Sheriff's Office completed an in-depth analysis of the use of overtime within the department and presented its findings and recommendations to the Board in FY 2019-20. Included in the findings and recommendations is the use of 12.00 FTE overfilled positions, which the Sheriff's Office anticipates will reduce overtime expenses starting in FY 2020-21.</li> </ol>	
<b>Administrative Office Comments:</b> The intended results have been substantially achieved. It is anticipated that intended result #3 will be achieved through a multi-prong approach, including the addition of 12.00 FTE overfilled deputy positions.	



# 2018-19 Mid-Year Budget Augmentation Request Results

## FUND CENTER 104 – ADMINISTRATIVE OFFICE

<b>Title: Add 1.00 FTE Limited Term Principal Administrative Analyst for two years (expiring January 15, 2021) to manage the preparation of the Regional Infrastructure and Housing Plan</b>	
<b>Expenses:</b> \$81,027	<b>Funding Source(s):</b> \$0 General Fund; \$81,079 SB 1090  Approved via Board action on January 15, 2019, item #32
<b>Intended Results:</b> <ol style="list-style-type: none"> <li>1. Coordinate and integrate all existing regional efforts to address the housing and infrastructure shortage countywide.</li> <li>2. Develop the Regional Infrastructure and Housing Plan.</li> <li>3. Increase housing near jobs (County and Cities).</li> <li>4. Identify, develop cost estimates, and prioritize funding for critical infrastructure needs in jurisdictions willing to accept growth to achieve the 2019-2028 Regional Housing Needs Allocation (RHNA) (County and Cities).</li> <li>5. Estimate the number of units that can be built in each jurisdiction based on available infrastructure (County and Cities).</li> <li>6. Develop a methodology for prioritizing infrastructure investments that support more efficient development patterns, benefit multiple jurisdictions, advance RHNA targets, benefit low- and moderate-income households, and leverage State and Federal funding opportunities (County and Cities).</li> <li>7. Develop a funding plan to subsidize the construction of affordable apartments from 2019-2028 per the RHNA, including a prioritized list of funding sources in order of timeliness, effectiveness, and public acceptability (County and Cities).</li> <li>8. Ensure that all jurisdictions collaborate to include a regional component in their 2020-2028 Housing Element.</li> <li>9. Develop a 10-year regional infrastructure plan with a funding strategy (County and Cities).</li> <li>10. Update planning documents to reflect any changes needed based on the housing element (County and Cities).</li> </ol>	
<b>Actual Results for FY 2018-19:</b> <ol style="list-style-type: none"> <li>1. Partially achieved. Conducted kickoff meetings with each of the Seven Cities and the San Luis Obispo Council of Governments to understand each community's and the region's efforts to address the housing and/or infrastructure shortage. Began meeting with City Managers and the County Administrative Officer on a monthly basis to ensure ongoing coordination during Regional Housing and Infrastructure Plan ("Regional Plan") development. Formed a Housing Action Team ("HAT") that includes staff from the Seven Cities and the County as well as other regional stakeholders to coordinate land use/ planning processes and to support development of the Regional Plan. Conducted various outreach efforts on the intent of the Regional Plan to key stakeholders, such as to the County Housing Services Oversight Council, Economic Vitality Corporation and Housing Coalition. Remaining milestones: engage Infrastructure Action Team; continue to coordinate with the partner agencies and seek opportunities for integrating existing local and regional efforts where appropriate; reflect outcomes in the Regional Plan.</li> <li>2. Partially achieved. Developed a Regional Plan development work plan and schedule. Remaining milestones: as the other Intended Results progress, the outcomes will be incorporated into a draft Regional Plan with the intent to return to the Board for approval in late 2020/ early 2021.</li> <li>3. Not achieved. This result is connected to a future phase of the Regional Plan. Remaining milestones: achieve Intended Results #5 and #6, integrate, and reflect in the Regional Plan, which is expected to be approved/ adopted as policy direction by all local jurisdictions and may lead to increased housing near jobs.</li> <li>4. Partially achieved. Compiled a summary of input from the Seven Cities and County staff on infrastructure constraints to developing housing and identified each agency's critical transportation, water and wastewater project needs and initial cost estimates, to the extent known (linked with Result #5). Remaining Milestones: refine/screen and prioritize the list of critical infrastructure; reflect outcomes in the Regional Plan.</li> <li>5. Partially achieved. Compiled a summary of input from the seven Cities and County staff on communities' planned buildout and initial estimates of realistic ability to achieve its RHNA (linked with Result #4). Remaining milestones: the HAT will compile the results of each agency's Housing Element sites analysis and specific number of units that can be realistically planned through RHNA period 2020-2028 and through buildout (if greater than RHNA); reflect outcomes in the Regional Plan.</li> <li>6. Partially achieved. Initiated research of other region's/ area's approaches. Remaining milestones: develop a methodology for prioritizing infrastructure investments; reflect outcomes in the Regional Plan.</li> <li>7. Partially achieved. On July 16, 2019, the County Board of Supervisors gave staff direction for further consideration of several near- and long-term funding strategies for affordable housing (e.g. to conduct a feasibility study of a potential housing bond). Also, the team initiated research of existing or potential funding sources (e.g. State FY 2019-20 Budget and its \$750 million funding to support local agencies' housing/infrastructure efforts). Remaining milestones: develop an inventory of funding strategies that could be pursued or leveraged by the region; conduct a feasibility study for placing a potential regional housing bond on the November 2020 ballot; reflect outcomes in the Regional Plan.</li> <li>8. Partially achieved. The HAT has met on a monthly basis and developed a coordinated approach across the development of the eight local Housing Elements. Remaining milestones: develop a new "Regional Section" that would be incorporated into all eight jurisdictions' Housing Elements to reflect coordinated efforts and how each agencies' Housing Elements align to make a positive impact on addressing the region's housing needs; incorporate into the Regional Plan.</li> <li>9. Not achieved. This result is connected to a future phase of the Regional Plan. Remaining milestones: achieve Results #4, #6 and #7, integrate, and reflect in the Regional Plan.</li> <li>10. Not achieved. This result was originally envisioned as a long-term goal to be pursued after completion of the Region Plan, depending on the needs identified in Results #1-9. Remaining milestones: a framework and milestones associated with this Intended Result will be described in the Regional Plan but will be pursued after Regional Plan approval.</li> </ol>	
<b>Administrative Office Comments:</b> The intended results have been partially achieved; this augmentation will continue to be reported on in the FY 2021-22 budget.	

Title: An agreement with the Hourglass Project to develop a Central Coast Jobs Roadmap and Action Plan	
<b>Expenses:</b> \$300,000	<b>Funding Source(s):</b> \$0 General Fund; \$300,000 SB 1090  Approved via Board action on April 23, 2019, item #4
<b>Intended Results:</b>	
<ol style="list-style-type: none"> <li>1. By April 30, 2020, create a Central Coast Jobs Roadmap and Action Plan to address the impact of the closure of Diablo Canyon Nuclear Power Plant that includes the purpose, aspirations, and objectives of the plan; definition of the overall structure of the plan along with stakeholder roles and responsibilities; a quarterly, time-bound schedule to advance the plan; and performance indicators linked to plan activities.</li> <li>2. Creation and demonstration of a Central Coast Super Region Data Toolkit, which is the architecture of a regional database exploring the use of data relevant to: economic development, including infrastructure, housing, education, census, local government, business economics and costs associated with "doing business" in San Luis Obispo County and Northern Santa Barbara County; residential and commercial real estate capacity (vacancy, locations, price, etc.); and employer data and demand relevant to talent development and retention (opening possibility for placement). The toolkit will include a website and performance measure dashboard to track the progress of the Central Coast Jobs Roadmap and Action Plan.</li> <li>3. Create the Go-Forward Plan, which is the plan to execute the Central Coast Jobs Roadmap and Action Plan including organization of a team for implementation.</li> <li>4. Conduct a regional economic poll designed to help the County understand, at the community level, resident perceptions on matters pertaining to economic development and opportunity and business needs relative to the creation of high-paying jobs.</li> </ol>	
<b>Actual Results for FY 2018-19:</b>	
<p>The Hourglass Project is a coalition of business and civic leaders who have formed a region-wide economic development "action tank" to create high quality jobs throughout the Central Coast Super Region – from Vandenberg Air Force Base to Camp Roberts. With the exception of the Central Coast Super Region Data Toolkit, all of the intended results are expected to be completed in late 2019. In the 2 months remaining in FY 2018-19 after agreement/grant award, the following occurred:</p> <ol style="list-style-type: none"> <li>1. Not achieved. Work began on the Central Coast Jobs Roadmap and Action Plan. Numerous meetings of local stakeholders were held.</li> <li>2. Not achieved. Several work teams began collaborating to develop the Central Coast Super Region Data Toolkit and expect to deliver the first iteration of the toolkit in 2020.</li> <li>3. Not achieved. The activity was slated to begin in FY 2019-20.</li> <li>4. Not achieved. The activity was slated to begin in FY 2019-20.</li> </ol>	
<b>Administrative Office Comments:</b>	
The intended results have not yet been achieved; this augmentation will continue to be reported on in the FY 2021-22 budget.	

**FUND CENTER 132 – DISTRICT ATTORNEY**

<p><b>Title: Add a 1.00 FTE Limited Term Victim Advocate II to create a Mass Casualty County/ Regional Community Response Plan</b></p>	
<p><b>Expenses:</b> \$157,071</p>	<p><b>Funding Source(s):</b> \$0 General Fund support; \$157,071 California Office of Emergency Services grant</p> <p>Approved via Board action on November 20, 2018, item #8</p>
<p><b>Intended Results:</b></p> <ol style="list-style-type: none"> <li>1. Reduce the physical and emotional impacts of crime on victims, family members, and the community by preparing the Victim Witness Assistance Center for a coordinated community response to mass victimization and terrorism incidents.</li> <li>2. Increase the efficiency of the criminal justice response to crime victims, witnesses and other affected individuals.</li> </ol>	
<p><b>Actual Results for FY 2018-19:</b></p> <ol style="list-style-type: none"> <li>1. The Mass Victimization Advocate (MVA) has developed a draft internal plan and protocols to address mass victimization and terrorism incidents and the implementation/deployment of a Crisis Response Team. This comprehensive plan is structured to efficiently identify and respond to victim needs, including safety, food, shelter, and immediate services in the aftermath of a mass victimization/terrorism incident. The plan and protocols, currently under review and pending Board of Supervisors approval, incorporate a 24/7 contingency "on call" staffing and scheduling plan. Additionally, the MVA is actively engaged in discussions with our neighboring counties (Kern, Santa Barbara and Monterey Counties) to implement a regional response plan. Equipment necessary for regional response deployment has been purchased and "go-bags" have been assembled and are ready for use. These go-bags include the equipment and technology assets required for in-field staff work and management tasks, as well as 'uniform' clothing items so that the Crisis Response Team members are clearly identifiable and consistent in appearance. The MVA is also engaged in ongoing community education efforts related to mass casualty events and has personally attended two dozen trainings on related topics.</li> <li>2. The MVA participated in a regional meeting to discuss the development of mutual-aid memorandums of understanding (MOU) with our regional partners (Kern, Santa Barbara and Monterey Counties) to increase response efficiency. The MVA continues to conduct outreach and participate in community meetings with leaders in the following fields: law enforcement, victim services, legal services, non-profit and private sector partners, city government, emergency management, medical services and schools to provide information on trauma informed response in a mass casualty event.</li> </ol>	
<p><b>Administrative Office Comments:</b> The intended results have been partially achieved; this augmentation will continue to be reported on in the FY 2021-22 budget.</p>	

**FUND CENTER 166 – HEALTH AGENCY – BEHAVIORAL HEALTH**

<p><b>Title: Add 2.00 FTE Licensed Psychiatric Technicians and two 0.50 FTE Behavioral Health Workers to support the Sheriff and North County Community Action Teams (CATs)</b></p>	
<p><b>Expenses:</b> \$1,632,522</p>	<p><b>Funding Source(s):</b> \$0 General Fund; \$1,632,522 Federal Substance Abuse and Mental Health Services Administration (SAMHSA) Federal grant funds</p> <p>Approved via Board action on October 2, 2018, item #14</p>
<p><b>Intended Results:</b></p> <ol style="list-style-type: none"> <li>1. Support the Sheriff and North County Community Action Teams (CATs) by diverting adults with serious mental illness (SMI) or co-occurring disorders (COD) from the criminal justice system to community-based services prior to arrest and booking.</li> <li>2. After the start-up year, six hundred (600) encounters will be conducted annually through contacts in the field and by outreach to known individuals who are frequently detained by law enforcement and have a serious mental illness or co-occurring disorder.</li> <li>3. Each year, approximately 120 individuals will be provided with screening, brief intervention and referral contacts.</li> <li>4. An estimated 60 unduplicated clients will receive ongoing treatment and wellness care per year.</li> </ol>	
<p><b>Actual Results for FY 2018-19:</b></p> <ol style="list-style-type: none"> <li>1. The Sheriff's Office had an existing Community Action Team (CAT) prior to FY 2018-19 and the Atascadero Police Department started fielding mental health encounters through their CAT in May 2019. The newly added Behavioral Health positions, which provide on-going support to the existing CAT teams, play an important role in diverting adults with serious mental illness from entering the criminal justice system.</li> <li>2. While the grant period started October 2018, the grant was not fully staffed until February 2019. During this 5-month period, the team encountered 198 unique individuals in the field. FY 2019-20 will represent the first full year of this grant.</li> <li>3. While the grant period started October 2018, the grant was not fully staffed until February 2019. Due to a change in process, most of the screenings and assessments are no longer being performed in the field. Instead, clients are taken directly to an outpatient treatment site to receive a screening and assessment by outpatient staff. This change frees up CAT staff to engage more clients in the field. Going forward, this result will be calculated based on the total number of individuals receiving a screening, brief intervention and provided a list of referral contacts, rather than just those performed in the field.</li> <li>4. Achieved. Seventy-two (72) unduplicated clients have received ongoing treatment and wellness care in the partial first year to achieve the result.</li> </ol>	
<p><b>Administrative Office Comments:</b> The intended results have been partially achieved; this augmentation will continue to be reported on in the FY 2021-22 budget.</p>	

<p><b>Title: Add 1.25 FTE limited term Behavioral Health Clinicians in FC 166 - Behavioral Health and 1.00 FTE limited term Social Worker Aides in FC 180 - Department of Social Services to implement a three-year grant (October 1, 2018 – September 30, 2021) for the enhancement of Family Treatment Court programs</b></p>	
<p><b>Expenses:</b> \$889,229</p>	<p><b>Funding Source(s):</b> \$0 General Fund support; \$889,229 Office of Juvenile Justice and Delinquency Prevention Drug Treatment Courts Program grant</p> <p>Approved via Board action on December 4, 2018, item #12</p>
<p><b>Intended Results:</b></p> <p><b>Child Participant Level Goals:</b> To help San Luis Obispo drug court child participants improve the quality of their lives, to reduce the impacts of family addiction, especially opiate use disorders, and to increase overall health and well-being of children, Behavioral Health will:</p> <ol style="list-style-type: none"> <li>1. Enroll 60 children participants per year in the Celebrating Families program;</li> <li>2. Provide 30 children with outpatient behavioral health counseling interventions per year.</li> </ol> <p><b>Parent and Other Caregivers Participant Level Goals:</b> To continue to improve San Luis Obispo County Family Treatment Court (FTC) parent participants in establishing a healthy family functioning environment, improve the quality of the family communications, and to break the cycle of addiction in families, Behavioral Health will:</p> <ol style="list-style-type: none"> <li>1. Enroll 60 parent/caregiver participants in the Celebrating Families program;</li> <li>2. Increase the rate of completion in the Family Treatment Court program.</li> </ol> <p><b>Program and System Level Goals:</b> To increase the capacity in San Luis Obispo for services to families participating in Family Treatment Court, Behavioral Health will:</p> <ol style="list-style-type: none"> <li>1. Increase Family Treatment Courts capacity for children's (ages 0-17) interventions by 60 individuals per year;</li> <li>2. Increase training opportunities on issues concerning family disorders affected by opiate use disorders by providing training to 40 partner practitioners;</li> </ol>	

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<ol style="list-style-type: none"> <li>3. Expand the availability of Parent Partners in the family treatment court to provide peer support, role modeling, and assistance in navigating the Child Welfare system and document the services provided to the families of the family treatment court;</li> <li>4. Develop and implement a long-term sustainability plan for the program by the beginning of Project Year 3;</li> <li>5. Reduce the recurrence of maltreatment from the current rate of 8.9% (baseline).</li> </ol>
<p><b>Actual Results for FY 2018-19:</b></p> <p><b>Child Participant Level Goals:</b></p> <ol style="list-style-type: none"> <li>1. Not Achieved. No children have participated in the Celebrating Families program since a suitable contractor was not identified as part of the Request for Proposal (RFP) process in FY 2018-19. However, subsequently the department has identified a contractor as of September 2019 and is expected to begin services in January 2020.</li> <li>2. Partially Achieved. Twenty-one (21) children received behavioral health counseling services and the department is well on its way to meeting the annual program goal of 30 children, despite a vacancy in the Behavioral Health Clinician position for half the year.</li> </ol> <p><b>Parent and Other Caregivers Participant Level Goals:</b></p> <ol style="list-style-type: none"> <li>1. Not Achieved. No parent/caregivers have participated in the Celebrating Families program since a suitable contractor was not identified as part of the Request for Proposal (RFP) process in FY 2018-19. However, subsequently the department has identified a contractor as of September 2019 and is expected to begin services in January 2020.</li> <li>2. Not Achieved. The Family Treatment Court (FTC) is designed to be a 12 to 18-month program. Since the grant did not technically start until October 2018, clients have not yet fully completed the program to accurately compute the program's completion rate.</li> </ol> <p><b>Program and System Level Goals:</b></p> <ol style="list-style-type: none"> <li>1. Partially Achieved. Twenty-one children (ages 0 -17) received behavioral health counseling services during the 6-month period staffing was in place, still below the annual intended result of 60 individuals.</li> <li>2. Two primary training opportunities were provided to Social Workers, Social Worker Aids (Parent Partners) and Clinicians during the year. Fourteen individuals participated in two unique trainings; one a 4-day/6-hour training designed around the Nurturing Parents curriculum and the second a 2-day/6-hour training involving Play Therapy.</li> <li>3. The Social Worker Aides, acting as Parent Partners, have increased in-home service visits to FTC participants, tracked and monitored the status of FTC participants, provided outcome data for the FTC programs, and participated in the FTC Steering Committee to add a consumer perspective to the program.</li> <li>4. Not Achieved. The department will develop and implement a long-term sustainability plan for the program by the beginning of Project Year three, which would be FY 2020-21.</li> <li>5. Not Achieved. The Family Treatment Court is designed to be a 12 to 18-month program. Since the grant did not technically start until October 2018, not enough data is available to compute any reduction in the recurrence of maltreatment rates versus the baseline target of 8.9%.</li> </ol>
<p><b>Administrative Office Comments:</b></p> <p>The intended results have been partially achieved; this augmentation will continue to be reported on in the FY 2021-22 budget.</p>

<b>Title: Add 1.00 FTE Limited Term Program Manager to implement a three year (January 1, 2019 through December 31, 2022) discretionary drug court grant for the enhancement of recovery support services for Adult Drug Court participants</b>	
<p><b>Expenses:</b> \$500,000</p>	<p><b>Funding Source(s):</b> \$0 General Fund support; \$500,000 Bureau of Justice Assistance Adult Drug Court Discretionary grant</p> <p>Approved via Board action on December 4, 2018, item #13</p>
<p><b>Intended Results:</b></p> <p>Goal 1. (Participant Level): To help San Luis Obispo Adult Drug Court participants establish a clean and sober lifestyle, to improve the quality of their lives with enhanced recovery housing stays and to reduce episodes of criminality and acute behavioral health services.</p> <ol style="list-style-type: none"> <li>1. Program participants will exhibit a reduction in drug use as measured by drug testing during program participation. In addition, participants will show positive changes during treatment in the domain of alcohol and drug use as measured by the CalOMS (California's data collection and reporting system for substance use disorder treatment services) instrument at admission and at discharge and Performance Measurement Tool (PMT) measures.</li> <li>2. 100% of participants will show positive changes during treatment in the domain of employment on the CalOMS instrument and PMT measures at admission and at discharge;</li> <li>3. Program participants will show positive changes during treatment in the domain of legal problems on the CalOMS instrument and PMT measures at admission and at discharge;</li> <li>4. Adult Drug Court will initiate 90% of referrals within 7 days and 70% of Adult Drug Court (ADC) admissions will have at least two treatment contacts within 14 days of admission.</li> </ol> <p>Goal 2. (Program and System Level): To maintain the capacity in Adult Drug Court and Behavioral Health Treatment Court for 80 unduplicated individuals per year, for a total of 320 individuals over grant period.</p> <ol style="list-style-type: none"> <li>1. Recovery Support Services in the form of drug and alcohol-free housing will be provided to 25 program participants for an average length of stay of 90 days per participant;</li> </ol>	

<ol style="list-style-type: none"> <li>2. Convene the Adult Drug Court Steering Committee meeting, through the Community Corrections Partnership (CCP) within one month of award of the funding, to enlist and expand collaborative partnerships to ensure success of the grant deliverables;</li> <li>3. Develop a written plan for a sustainability strategy to transition into alternative funding within thirty-six months of the award.</li> </ol>
<p><b>Actual Results for FY 2018-19:</b></p> <p>Goal 1. (Participant Level):</p> <ol style="list-style-type: none"> <li>1. The Adult Drug Court (ADC) Discretionary Grant program runs on a calendar year cycle and started in January 2019. The program is structured based on a 12 to 18-month duration. With only 6-months of available data, it is too early to quantify treatment success for most of the participants. However, there was a total of 29 program participants admitted to the program within the first 6-months. Persistent drug testing of the program's 29 participants led to only eight positive drug tests during the reporting period and further evidence of success within the Adult Drug Court program.</li> <li>2. Of the 29 participants in Adult Drug Court, 21 reported unemployment at the time of intake. At the end of FY 2018-19, all participants still participating in the program are currently employed, reflecting a positive change in their employment status while in treatment.</li> <li>3. Of the 29 participants, three faced new legal problems, two were cited for driving on suspended drivers' licenses and one was removed from the program for non-compliance and is currently in prison. However, other than the three, 90% of the remaining participants reflected a positive change related to their legal problems while in treatment.</li> <li>4. There were 54 referrals to ADC during the reporting period. Fifty-five percent (55%) of the referrals (30/54) were initiated within seven days, falling short of the intended target of 90%; nonetheless, 100% of the ADC admissions had two treatment contacts within 14 days of admission, exceeding the intended target of 70%.</li> </ol> <p>Goal 2. (Program and System Level):</p> <ol style="list-style-type: none"> <li>1. Eight new participants in ADC were able to take advantage of recovery support services provided through a sober living facility, but none of the participants stayed for more than 90 days.</li> <li>2. Achieved. The Adult Drug Court Steering Committee convened on February 25, 2019, which was within one month of the start of the program.</li> <li>3. Not Achieved. A sustainability strategy will be developed within the first thirty-six months of the award to address transitioning into alternative funding. This is not completed at this time.</li> </ol>
<p><b>Administrative Office Comments:</b> The intended results have been partially achieved; this augmentation will continue to be reported on in the FY 2021-22 budget.</p>

**FUND CENTER 160 – HEALTH AGENCY – PUBLIC HEALTH**

<b>Title: Add 1.00 FTE limited term Departmental Personnel Technician (expiring June 30, 2020) to work on additional compliance mandates</b>	
<b>Expenses:</b> \$80,050	<b>Funding Source(s):</b> \$0 General Fund support; \$80,050 Medi-Cal revenue and State General Fund  Approved via Board action on October 16, 2018, item #9
<b>Intended Results:</b> 1. Ensure compliance with additional Department of Health Care Services and Department of Justice mandates and recordkeeping requirements.	
<b>Actual Results for FY 2018-19:</b> 1. With the addition of the limited term Departmental Personnel Technician, Health Agency Human Resources has been able to meet the recordkeeping compliance demands as set forth by the Department of Health Care Services (DHCS) and Department of Justice.	
<b>Administrative Office Comments:</b> The intended result has been achieved.	

<b>Title: Add 0.50 FTE Public Health Nurse for the Health Care Program for Children in Foster Care</b>	
<b>Expenses:</b> \$75,473	<b>Funding Source(s):</b> \$0 General Fund support; \$75,473 State Health Care Program for Children in Foster Care  Approved via Board action on January 29, 2019, item #19
<b>Intended Results:</b> 1. Reduce Public Health Nurse caseload by 20% per FTE from current caseload of approximately 220 per FTE, to approximately 175 per FTE, based upon current caseload statistics. Caseload varies, so actual caseload numbers can only be approximate. 2. The Public Health Nurse will perform an audit of 80% of the caseload every 6 months. 3. The Public Health Nurse will update the Health Education Passport within 30 days of needed changes 90% of the time, which includes the child's immunizations, alerts, hospitalizations, mental health, medication, dental and routine health visits.	
<b>Actual Results for FY 2018-19:</b> 1. Achieved. Public Health Nurse (PHN) caseload was reduced by 25% per nurse, from approximately 233 per nurse to approximately 175 per nurse, exceeding the goal of a 20% caseload reduction. 2. Achieved. PHN performed two audits in FY 2018-19 (March and August), auditing 96% of the caseload, exceeding the goal of 80% of the caseload. 3. PHN updated the Health Education Passport (HEP) within 30 days of needed changes 95% of the time, exceeding the intended goal of updating 90% of the time.	
<b>Administrative Office Comments:</b> The intended results have been achieved.	

<b>Title: Add 2.00 FTE Social Worker Aides in the Family Health Services division to implement a new California Work Opportunity and Responsibility to Kids (CalWORKs) Home Visiting Initiative (HVI) program</b>	
<b>Expenses:</b> \$85,133	<b>Funding Source(s):</b> \$0 General Fund support; \$85,133 California Department of Social Services grant  Approved via Board action on March 12, 2019, item #13
<b>Intended Results:</b> 1. Enroll a minimum of 75 CalWORKs families by June 30, 2020. 2. Train at least one Public Health Nurse in the Nurse Family Partnership model and curriculum. 3. Train at least 5 -7 employees on the new Health Families America model and curriculum.	
<b>Actual Results for FY 2018-19:</b> 1. Due to the late confirmation from the State regarding program approval, implementation did not occur until April 2019. The division continues to work closely with Department of Social Services (DSS) staff to increase the number of referrals into the	

<p>CalWORKs Home Visiting Initiative program, however, this is a voluntary program so continued outreach between Public Health and DSS is critical to reach the intended target of 75 enrolled families by FY 2019-20.</p> <ol style="list-style-type: none"> <li>Achieved. One Public Health Nurse attended Nurse Family Partnership (NFP) training in Denver, Colorado in April 2018 and is now trained in the NFP model and curriculum thus meeting the intended result.</li> <li>The division became officially affiliated with the Healthy Families America (HFA) program in June 2019. Both Social Worker Aides started their online training modules for the HFA program in July 2019. To complete the training, HFA core trainings are required and must be provided by a certified HFA trainer. A contracted HFA trainer is scheduled to commence onsite training in San Luis Obispo during the weeks of December 9, 2019, and January 13, 2020.</li> </ol>
<p><b>Administrative Office Comments:</b> The intended results have been partially achieved; this augmentation will continue to be reported on in the FY 2021-22 budget.</p>

<b>Title: Contracted services with First 5 San Luis Obispo County to provide coordination for and implementation of a research project to test methods for behavioral health screening of young children</b>	
<p><b>Expenses:</b> \$799,998</p>	<p><b>Funding Source(s):</b> \$0 General Fund support; \$799,998 Mental Health Services Act</p> <p>Approved via Board action on April 9, 2019, item #12</p>
<p><b>Intended Results:</b></p> <ol style="list-style-type: none"> <li>Screen an estimated 450 clients annually in FY 2018-19 and FY 2019-20.</li> <li>Provide 50 hours of education encounters annually in FY 2018-19 and FY 2019-20.</li> <li>Parent/primary caregiver knowledge of age-appropriate social emotional development will increase by 30%.</li> <li>Parent/primary caregiver mental health knowledge will increase by 30%.</li> <li>An estimated 25 mental health referrals annually.</li> <li>15% increase of pediatric settings mental health knowledge.</li> <li>Parents/primary caregivers' survey responses for each testing method will be 65%.</li> </ol>	
<p><b>Actual Results for FY 2018-19:</b> The project began its planning and implementation process towards the end of FY 2018-19, which included timeline revision, launching, implementation, hiring, establishing memorandum of understandings, and soliciting subcontracts. Results will be available in FY 2020-21.</p>	
<p><b>Administrative Office Comments:</b> The intended results have not yet been achieved; this augmentation will continue to be reported on in the FY 2021-22 budget.</p>	



**FUND CENTER 114 – INFORMATION TECHNOLOGY**

<p><b>Title: Reorganization of Information Technology by deleting 1.00 FTE Software Engineer and 1.00 FTE Network Hardware Specialist and adding 1.00 FTE Senior Software Engineer and 1.00 FTE Network Engineer</b></p>	
<p><b>Expenses:</b> \$36,573</p>	<p><b>Funding Source(s):</b> \$36,573 General Fund support</p> <p>Approved via Board action on November 20, 2018, item #9</p>
<p><b>Intended Results:</b></p> <ol style="list-style-type: none"> <li>1. Provide a technical leadership position to support the additional lines of business created by mandates, expanded lines of responsibilities, and absorption of departmental responsibilities.</li> <li>2. Increase focus, prepare future leaders, and strengthen the software engineering team at minimal cost.</li> <li>3. Enhance the department's ability to retain Software Engineering talent through establishment of additional promotion opportunities to those seeking a technical leadership position.</li> <li>4. Enable the department to continue helping departments accurately identify and size their business needs and broker, implement, and manage solutions to address those needs effectively.</li> </ol>	
<p><b>Actual Results for FY 2018-19:</b></p> <ol style="list-style-type: none"> <li>1. Achieved. Hired new Network Engineer to support additional remote locations and provide backup technical support for new VoIP telephone system. Promoted Software Engineer to Senior Software Engineer, serving in a technical leadership position to support the additional Board of Supervisors-approved lines of business, expanded lines of responsibilities, and absorption of departmental responsibilities. This Senior Software Engineer supported a Board of Supervisors priority project known as 'Stepping Up', leading technical discussions and laying the foundation for developing program performance measures.</li> <li>2. Achieved. The new Senior Software Engineer assisted in the mentoring and training of two new software engineers hired in FY 2018-19.</li> <li>3. Achieved. The promotion to Senior Software Engineer came from within the Information Technology Department's software engineering team, enhancing the ability to retain those seeking a technical leadership position.</li> <li>4. Achieved. The Senior Software Engineer worked with the Health Agency and Sheriff's department in support of the Stepping Up initiative, developing the architecture and designing approved measures in support of the initiative.</li> </ol>	
<p><b>Administrative Office Comments:</b> The intended results have been achieved; they will be implemented on an ongoing basis.</p>	

**FUND CENTER 266 – INFORMATION TECHNOLOGY - COUNTYWIDE AUTOMATION**

<b>Title: Contract for Geographic Information Systems (GIS) orthogonal and oblique imagery datasets for use by the County, all Seven Cities, and the San Luis Obispo Council of Governments (SLOCOG)</b>	
<b>Expenses:</b> \$405,000	<b>Funding Source(s):</b> \$0 General Fund support; \$330,000 Countywide Automation; \$75,000 San Luis Obispo Council of Governments (SLOCOG)  Approved via Board action on July 17, 2018, item #13
<b>Intended Results:</b>	
<ol style="list-style-type: none"> <li>Reduction of the overall County cost for reviewing community plans, infrastructure, facility management and safety issues by providing desktop and mobile access to current imagery.</li> <li>Provide 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.</li> <li>Save 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.</li> <li>Save staff time reviewing property for compliance with current standards (site evaluation); reduces total field trips.</li> <li>Provide the ability to produce multiple maps with imagery included which can be used for a variety of purposes.</li> <li>Save time preparing disaster mitigation plans (e.g., fire defense, flooding, landslide/mudslide risk, etc.) and improve emergency response times. Citizen safety and property protection strategies will be enhanced resulting in diminished property loss.</li> <li>Better protection of natural resources by creation of accurate crop boundaries, field irrigation plans, pesticide containment areas, and groundwater management data.</li> <li>Increase ability to locate and manage registered cannabis grows for public safety purposes.</li> </ol>	
<b>Actual Results for FY 2018-19:</b>	
<p>EagleView completed a countywide orthogonal with oblique imagery in selected areas in fall of 2018. Early access to the imagery and training were provided to County staff from participating departments in early November of 2018.</p> <ol style="list-style-type: none"> <li>Achieved. Staff in Planning and Building and Public Works utilized the new imagery in reviewing community plans, asset locations, building footprints, outdoor infrastructure, facility management, and safety issues both via desktop and mobile devices thus reducing the overall staff cost for reviewing these items. In addition, due to the imagery being higher resolution, in many cases assets were identified in the office rather than staff needing to locate them in the field, thus further reducing costs.</li> <li>Achieved. Staff in all departments that wished to utilize the imagery had easy-to-use access to the imagery using GIS mapping applications.</li> <li>Achieved. Environmental staff in Public Works and the Assessor's Office appraisers are examples of staff that saved at least 10% of staff time by utilizing the imagery to better plan for field work, which reduced the amount of time they needed to be in the field. In addition, the new imagery saved at least 10% of staff time in the review of land-based permits and was essential to the day-to-day management of Williamson Act parcels, which allowed for improved customer service.</li> <li>Achieved. Staff from many departments including Public Works, Agricultural Commission, Environmental Health, Assessor's Office, and Planning and Building Code Enforcement were heavy users of the 2018 imagery. The imagery saved them time on performing site visits prior to permit issuance as they could view the structures (permitted and un-permitted) prior to going into the field.</li> <li>Achieved. Geographic Information Systems staff in their respective departments produced a multitude of maps with the new imagery for a variety of purposes.</li> <li>Achieved. County Fire/CalFire utilized the imagery whenever they created data and in the maps they made for their decision makers. In addition, Sheriff's Office use of up-to-date aerial imagery loaded to their Computer-Aided Dispatching and Mobile Display Computer systems enhanced timeliness based on proper and efficient response routing. During times of acute emergency, detailed aerial imagery provided the capacity for effective critical decision-making in defining evacuation areas and quickly developing safe public egress and first responder ingress routing to affected communities. The 2018 aerial imagery was also utilized to create Active Shooter Response Maps to assist in quick decision making during an active shooter event at a school.</li> <li>Achieved. The Agriculture Commissioner's office inspectors used the aerial imagery in review of their crop boundaries, utilized the imagery to identify irrigated crops, prepared field maps for trappers who manage agricultural pests, and used the irrigated agricultural data generated from the imagery to assist in groundwater management.</li> <li>Achieved. Sheriff's Office detectives assigned to the Cannabis Enforcement Team and Planning and Building staff assigned to the Cannabis Team utilized the 2018 aerial imagery to track and monitor the licensed cannabis grows in San Luis Obispo County.</li> </ol>	
<b>Administrative Office Comments:</b>	
The intended results have been achieved.	

**Title: Replacement of the County Assessor's Recorded Document System**

**Expenses:**  
\$514,520

**Funding Source(s):** \$0 General Fund support; \$514,520 Countywide Automation

Approved via Board action on December 11, 2018, item #21

**Intended Results:**

1. Provide for document management for recorded documents with greatly enhanced efficiencies and a lower storage and maintenance cost (\$44,649 in FY 2017-18 verses \$26,000 for the replacement system).
2. A host server utilizing the County IT Department's standardized Microsoft Windows server platform running on Cisco UCS servers rather than a non-standard server running on proprietary hardware and unsupported software.
3. Continue the system interface with the Clerk-Recorder's existing recording/cashiering system without the workarounds that have been in place since April 2018.

**Actual Results for FY 2018-19:**

1. Partially Achieved. This result is targeted to be achieved as a result of the system go-live scheduled for FY 2019-20.
2. Partially Achieved. This result is targeted to be achieved as a result of the system go-live scheduled for FY 2019-20.
3. Partially Achieved. This result is targeted to be achieved as a result of the system go-live scheduled for FY 2019-20.

**Administrative Office Comments:**

The intended results have been partially achieved; this augmentation will continue to be reported on in the FY 2021-22 budget.

**FUND CENTER 377 - LIBRARY**

<p><b>Title: Continued reorganization of the Library by deleting one 0.75 FTE Librarian I/II and one 1.00 FTE Senior Library Associate and adding one 1.00 FTE Information Technology Specialist I/II and one 1.00 FTE Librarian I/II</b></p>	
<p><b>Expenses:</b> \$8,360 FY 2018-19</p>	<p><b>Funding Source(s):</b> \$0 General Fund support; \$8,360 Library operating budget</p>
<p>\$33,805 ongoing</p>	<p>Approved via Board action on March 12, 2019, item #15</p>
<p><b>Intended Results:</b></p> <ol style="list-style-type: none"> <li>1. Full-time children's services librarian at all three regional library locations, Arroyo Grande, Atascadero, and San Luis Obispo, which enhances program offerings, community outreach, and hands on expertise.</li> <li>2. Converting the Senior Library Associate position into an Information Technology Specialist I/II results in quicker response times for staff and public technical issues and provides the Library the opportunity to continually implement changing technology to keep up with customer and industry expectations.</li> <li>3. Improve overall efficiencies and provide an enhanced customer service environment throughout the Library system.</li> </ol>	
<p><b>Actual Results for FY 2018-19:</b></p> <ol style="list-style-type: none"> <li>1. Achieved. All three regional libraries are now staffed by a full-time children's librarian, which has provided the Library with the following benefits: increased outreach to local teens through the Teen Task Force and other teen serving agencies; planning and implementation of more comprehensive Youth Services programming, including providing expert programming advice for medium and small regional branches; expanded community partnerships, including providing a full outreach program for the 2019 Summer Reading Program to the South County Boys and Girls Club, Arroyo Grande Parks and Rec, and all South County YMCA programs; established a Teen Advisory Board to provide teens leadership opportunities.</li> <li>2. Achieved. Due to the added IT Specialist, the Library was able to meet the Microsoft Windows 7 end of life replacement deadline of January 2020, two months early, while also handling 106 <i>new</i> tech tickets with an average resolution of 2 days.</li> <li>3. Achieved. With the addition of the IT Specialist position, increased focus has been applied to developing new services for the Library while maintaining the core support role. The Youth Services position has kept Arroyo Grande Library as the highest circulating youth collection in the County.</li> </ol>	
<p><b>Administrative Office Comments:</b> The intended results have been achieved.</p>	

**FUND CENTER 142 – PLANNING AND BUILDING**

<p><b>Title: Add 1.00 FTE Supervising Planner, 2.00 FTE Senior Planner, 1.00 FTE Land Use Technician, 2.00 FTE Limited Term Resource Protection Specialist II for three years (expiring June 30, 2021), 1.00 FTE Secretary II, 1.00 FTE Principal Environmental Specialist, and delete 1.00 FTE Environmental Resource Specialist I-III for cannabis permitting and monitoring</b></p>	
<p><b>Expenses:</b> \$349,019</p>	<p><b>Funding Source(s):</b> \$0 General Fund support; \$349,019 cannabis fee revenue</p> <p>Approved via Board action on September 18, 2018, item #13</p>
<p><b>Intended Results:</b></p> <ol style="list-style-type: none"> <li>1. Land use applications will be processed efficiently and timely.</li> <li>2. Illegal cannabis cultivation sites will be investigated and appropriately abated through the hearing process.</li> <li>3. Legal cannabis operations will be properly monitored to ensure compliance with approved permits.</li> </ol>	
<p><b>Actual Results for FY 2018-19:</b></p> <p>Over the past year, the department has continued to reorganize existing resources to process the additional land use permits, oversee the condition compliance monitoring program, run the Cannabis Hearing Officer process, and update the requested ordinance revisions. The complexity of the cannabis permitting process and staff vacancies have resulted in a heavier than expected workload and increased permit processing times. Many of the permits are on hold awaiting information from the applicants.</p> <ol style="list-style-type: none"> <li>1. Partially achieved. In FY 2018-19, the department received a total of 136 Land Use Permit applications, of which 25 were approved, 3 were denied, and 11 were withdrawn, leaving the remainder of 97 in process (61 of which are currently on hold awaiting information from the applicant).</li> </ol> <p>The department coordinated enforcement efforts with the Sheriff's Office, District Attorney's Office and Administrative Office. The Sheriff's Office currently manages an internal Cannabis Enforcement Unit. The partnership includes County staff including Sheriff Deputies, Cannabis Code Enforcement Officers, Health Agency staff, Agriculture/Weights &amp; Measures Department staff, and Planning and Building Department staff, as well as other agencies including California Department of Food and Agriculture (CDFA), California Department of Fish and Wildlife, and the Central Coast Regional Water Quality Control Board. This partnership allows for greater efficiency in the prosecution of civil and criminal cannabis violations and improves code enforcement officers' safety in the field.</p> <ol style="list-style-type: none"> <li>2. Achieved. 1,188 cannabis code enforcement cases were created and investigated in FY 2018-19. 83 cases were abated (25 by the County and 58 by the owner or violator). Abatement will continue to be an ongoing effort.</li> </ol> <p>The Resource Protection Specialists have been working on the development of the Compliance Monitoring Program, in addition to addressing the high volume of cannabis code enforcement cases, while cannabis land use permit applications continue to be processed.</p> <ol style="list-style-type: none"> <li>3. Not achieved. The cannabis ordinance requires quarterly condition compliance inspections for legally operating and licensed cannabis operations. While several of the land use permits were approved in FY 2018-19, many remained either under appeal with the Board of Supervisors or had yet to obtain required State licensing. The Cannabis Monitoring Program will begin in FY 2019-20.</li> </ol>	
<p><b>Administrative Office Comments:</b></p> <p>The intended results have been partially achieved; this augmentation will continue to be reported on in the FY 2021-22 budget.</p>	

<p><b>Title: Add 1.00 FTE Limited Term Supervising Planner and 1.00 FTE Limited Term Utility Coordinator for seven years (expiring December 31, 2025) and enter the Tri-County Regional Energy Network</b></p>	
<p><b>Expenses:</b> \$237,044</p>	<p><b>Funding Source(s):</b> \$0 General Fund support; \$237,044 California Public Utilities Commission via State-imposed Utility Rate Payer Charges</p> <p>Approved via Board action on December 11, 2018, item #25</p>
<p><b>Intended Results:</b></p> <ol style="list-style-type: none"> <li>1. Develop and deliver an energy efficiency program that provides resources and services that better meet the needs of the central coast construction and renovation market and local workforce.</li> <li>2. Increase economic activity.</li> <li>3. Reduce energy consumption and costs for residents.</li> <li>4. Provide equitable access to ratepayer funded services for rural and hard to reach customers.</li> </ol>	

**Actual Results for FY 2018-19:**

The Tri-County Regional Energy Network (3C-REN) is a collaboration among the Counties of Ventura, Santa Barbara, and San Luis Obispo to design and deliver a portfolio of regional, customized, energy efficiency programs using ratepayer dollars. In late 2018, the California Public Utilities Commission (CPUC) authorized 3C-REN to administer three programs through 2025 serving building professionals and hard to reach customers. These include: Codes and Standards (C&S), Workforce Education and Training (WE&T), and Residential Direct Install (RES DI).

1. Partially Achieved. In early-mid 2019, 3C-REN initiated design of a portfolio of three energy efficiency programs, contracting with several local contractors and service providers, and developing branding and marketing. The C&S and WE&T programs have been partially designed and have launched some of their services. While not fully launched, these programs are already better meeting the needs of our local building professionals and our residential and commercial construction industry by providing free, regional, and customized trainings focused on the energy code, building performance, soft skills and certifications.
2. Partially Achieved. 3C-REN's C&S and WE&T programs have delivered five free, and local, workforce trainings in May and June 2019 with a total 172 attendees. These trainings focused on advanced building performance practices and energy code comprehension and compliance. Ultimately, 3CREN trainings will help building professionals learn new skills, adapt to changing market conditions, and identify new business opportunities.
3. Not Achieved. 3C-REN's RES DI program is still in design and is expected to launch in early 2020. Once launched, it will help hard to reach customers make home improvements that save money and energy; improve the health, comfort, and durability of homes; and reduce carbon emissions.
4. Partially Achieved. 3C-REN's WE&T, and C&S programs began offering free, regional, rate payer funded services in June 2019 with a focus on advanced building performance practices and the significant upcoming changes in California's energy codes. The RES DI program offering free and copay energy efficiency upgrades to hard to reach customers is still in design and is expected to launch in early 2020.

**Administrative Office Comments:**

The intended results have been partially achieved; this augmentation will continue to be reported on in the FY 2021-22 budget.

**FUND CENTER 405 – PUBLIC WORKS INTERNAL SERVICE FUND**

<b>Title: Delete 1.00 FTE Grounds Restoration Specialist and add 1.00 FTE Environmental Specialist I/II/III</b>	
<b>Expenses:</b> \$4,568	<b>Funding Source(s):</b> \$0 General Fund support; \$4,568 Public Works Internal Service Fund operating budget  Approved via Board action on March 12, 2019, item #23
<b>Intended Results:</b> <ol style="list-style-type: none"> <li>1. Utilize field staff on a broader variety of work.</li> <li>2. Improve workload balance among the Division staff.</li> <li>3. Provide employees a career ladder to higher level environmental positions at the County, enhancing succession planning.</li> </ol>	
<b>Actual Results for FY 2018-19:</b> <p>In addition to successfully meeting field-related responsibilities, the Environmental Specialist I has provided assistance to the Environmental Division by preparing annual monitoring reports, drafting technical reports, and proposing budgets for annual maintenance activities, as time allowed. By contributing to this broader range of tasks, the Environmental Specialist I position has allowed the Division maintenance support team to better balance their workload.</p> <p>The position was officially filled in April of 2019 and the candidate hired has demonstrated an ability to compliment office-based staff and expressed an interest in broadening their skillset by working on additional permit application materials consistent with the department's intentions to enhance succession planning at Public Works.</p>	
<b>Administrative Office Comments:</b> The intended results have been achieved.	

**FUND CENTER 136 – SHERIFF-CORONER**

<p><b>Title: Add 1.00 Limited Term FTE Software Engineer I/II/III and one 0.50 Limited Term FTE Administrative Services Officer I/II for two years (October 16, 2018 through December 31, 2020) to support collaborative approaches to reducing the prevalence of individuals with mental disorders in the jail</b></p>	
<p><b>Expenses:</b> \$400,000</p>	<p><b>Funding Source(s):</b> \$0 General Fund support; \$400,000 U.S. Department of Justice grant</p> <p>Approved via Board action October 16, 2018, item #25</p>
<p><b>Intended Results:</b></p> <ol style="list-style-type: none"> <li>Develop a plan to conduct timely screening and assessments for Mental Illness (MI) and Criminal Mental Illness Substance Abuse (CMISA) and for risk of recidivism.</li> <li>Establish baseline measures of the number of people with MI/ CMISA booked into jail, their average length of stay, percentage of people connected to treatment, and recidivism rates.</li> <li>Conduct a comprehensive process analysis and inventory of services to determine existing policies, practices, programs and treatments and identify service capacity and gaps as well as evidence-based programs and practices.</li> <li>Establish a process for tracking the impact of the plan on the Stepping Up Four Key Outcomes: (1) The number of people with mental illnesses booked into jail; (2) Their length of stay in jail; (3) Connections to treatment; (4) Recidivism.</li> </ol>	
<p><b>Actual Results for FY 2018-19:</b></p> <ol style="list-style-type: none"> <li>Partially Achieved. Timely screenings and assessments for mental illness have been implemented in the jail. The Brief Jail Mental Health Screen is the screening conducted and a mental health assessment is performed within 72 hours after booking by WellPath, the contracted Jail healthcare provider. A plan for conducting screenings and assessments for substance abuse and risk of recidivism will be in place in FY 2019-20.</li> <li>Not Achieved. No work was conducted on meeting this result as the screenings and assessments for substance abuse first need to be in place in order to establish these baseline measures. In FY 2019-20 it is expected that the Mental Illness (MI) and Co-occurring Mental Illness Substance Abuse (CMISA) population within the Jail will be identified, and then baseline measures can begin to be established, and reporting can begin on this population in FY 2019-20.</li> <li>Partially Achieved. The Administrative Services Officer (ASO) began taking inventory of services to determine existing policies, practices, programs and treatments and reported the information in monthly calls conducted with the Bureau of Justice Assistance and the working group of the Justice and Mental Health Collaborative Program grant during FY 2018-19. The Software Engineer is scheduled to have the process analysis and inventory of services completed in FY 2019-20. The Software Engineer along with the ASO will be collaborating with WellPath, the Stepping Up Program Manager in the County Administrative Office, Probation, County Behavioral Health, and the courts in FY 2019-20 to identify evidence-based programs and practices and gaps.</li> <li>Partially Achieved. A process for tracking the impact of the four key Stepping Up outcomes, as identified by the nationwide Stepping Up Initiative, began through identifying sub-measures for each key outcome. The following data points will be discussed with the Stepping Up Executive Steering Committee in FY 2019-20:             <ol style="list-style-type: none"> <li>The number of people with mental illnesses booked into Jail:                 <ol style="list-style-type: none"> <li>Number of calls to 911 dispatch identified as a mental health crisis</li> <li>Number of calls to 911 for a mental health crisis for which a specialized team (CAT) was dispatched to the call</li> <li>Number of total and unique individuals who screened positive for SMI after booking in the Jail</li> <li>Comparison of the data in 1(C) to bookings for the general population in the Jail</li> </ol> </li> <li>Their length of stay in Jail:                 <ol style="list-style-type: none"> <li>Average length of stay for people who have mental illness and co-occurring substance abuse</li> <li>Comparison of the data in 2(A) to bookings to the general population in the Jail</li> </ol> </li> <li>Connections to treatment:                 <ol style="list-style-type: none"> <li>Percentage of people who have mental illness who are connected to community-based behavioral health services upon release (by release type)</li> <li>Percentage of people who have mental illness or co-occurring assigned to probation</li> <li>Comparison of the data in 3(A) and 3(B) to the general population in the Jail</li> </ol> </li> <li>Recidivism:                 <ol style="list-style-type: none"> <li>Count of bookings with release pre-sentencing for people who have mental illness and co-occurring substance abuse (co-occurring)</li> <li>Count of rearrests of people who have mental illness and co-occurring disorders (at least one mental health disorder and one substance abuse disorder) after serving a jail sentence</li> <li>Count of technical violations for sentenced population who have mental illness and co-occurring and who are assigned to probation</li> <li>Count of new criminal charges for sentenced population who have mental illness and co-occurring and who are assigned to formal probation</li> <li>Comparison of the data in 4(A), 4(B) 4(C), and 4(D) to the general population in the Jail</li> </ol> </li> </ol> <p>In FY 2019-20 it is expected that the Software Engineer will continue to work with the IT Department and WellPath to collect the data for the above sub-measures and will set-up a process to continue to track these data points to continually assess the effectiveness of policies and practices implemented to meet the four key measures of the Stepping Up Initiative.</p> <p>It should be noted that due to the length of time of background checks required at the Sheriff's Office as well as the difficulty associated with identifying qualified candidates, the 1.00 Limited Term FTE Software Engineer was not hired until FY 2019-20. All results for FY 2018-19 were from the 0.50 Limited Term FTE Administrative Services Officer hired in March of 2019, and results are from work performed from March to June of 2019.</p> </li></ol>	
<p><b>Administrative Office Comments:</b> The intended results have been partially achieved; this augmentation will continue to be reported on in the FY 2021-22 budget.</p>	

2018-19 Mid-Year Budget  
Augmentation Request Results



**FUND CENTER 180 – SOCIAL SERVICES**

<b>Title: Delete 1.00 FTE Assistant Social Services Director, 1.00 FTE Senior Division Manager Social Services, 1.00 FTE Senior Software Engineer and add 3.00 FTE Deputy Directors, 1.00 FTE Division Manager Social Services to implement a new management organizational structure</b>	
<b>Expenses:</b> \$127,457	<b>Funding Source(s):</b> \$15,295 General Fund; \$47,159 Federal; \$65,003 State  Approved via Board action on February 5, 2019, item #19
<b>Intended Results:</b> <ol style="list-style-type: none"> <li>Ninety percent of State and CWDA sponsored meetings, pertaining to Child Welfare Services, Adult Protective Services, Participant Services, Fiscal and IT, will be attended by the Director, Deputy Director or a designee.</li> <li>Impactful and time-sensitive information acquired at State and CWDA sponsored meetings will be disseminated, to those who are affected by the information, within one week unless the time-sensitive nature requires it to be disseminated sooner.</li> <li>Staff tools pertaining to time-sensitive information will be updated within one month of the delivery of that information to Staff Development.</li> </ol>	
<b>Actual Results for FY 2018-19:</b> <ol style="list-style-type: none"> <li>Achieved. State and CWDA sponsored meetings are being attended by Director, Deputy Directors or designees at least 90% of the time.</li> <li>Achieved. Impactful and time-sensitive information acquired at State and CWDA sponsored meetings is being disseminated to those who are affected within one week or sooner if necessary.</li> <li>Achieved. Time sensitive information is promptly communicated to staff and tools are updated in priority order based on a list established collaboratively between Staff Development and line staff. The new Staff Development Division Manager has tasked Program Managers with alerting the appropriate deputy immediately of new or changing information passed from State and Regional meetings. Additionally, Staff Development has implemented a database for all staff to increase communication of information and allow for real-time, tracked responses to questions. All of this serves the result of disseminating information quickly and increasing communication between staff and Staff Development.</li> </ol>	
<b>Administrative Office Comments:</b> The intended results have been achieved.	

<b>Title: Delete one 0.50 FTE Social Worker position and add one 1.00 FTE Social Worker position to meet increased demands and support implementation of changes to various programs as directed by State and Federal legislation</b>	
<b>Expenses:</b> \$17,903	<b>Funding Source(s):</b> \$1,790 General Fund support; \$16,113 State and Federal funds  Approved via Board action on November 6, 2018, item #34
<b>Intended Results:</b> <ol style="list-style-type: none"> <li>Increase the number of applications approved per month from 17 to 20.</li> <li>Improve time from application to approval from 88 days to 80 days.</li> </ol>	
<b>Actual Results for FY 2018-19:</b> <ol style="list-style-type: none"> <li>Not Achieved. Staff approved a total of 144 applications for FY 2018-19 which averages 12 per month. It is important to note the total number of applications received was only 172, which was an average of only 14 per month so there were not enough applications available in total for staff to meet this goal. It should also be noted that approvals of applications are only one task that staff in this unit perform. In addition to processing 144 applications, this unit also processed required annual renewals for all 411 total resource family homes as required along with completing complaint investigations, withdrawals and license surrenders and other various assignments.</li> <li>Partially Achieved. The average length to approval was 104 days for all homes and 93 days for homes with emergency placements. Overall, the department was 61% compliant (88 out of 144) with State requirements for approving homes within 90 days. This unit has been impacted by having 1.00 FTE vacancy for the majority of this report year as the department has prioritized keeping staff in the case carrying units such as emergency response rather than filling the RFA unit vacancy. Despite this, the department was able to reduce the average time to approval for homes with emergency placements from 118 days in FY 2017-18 to 93 days for FY 2018-19 and reduced the overall length of approval from 111 days in FY 2017-18 to 104 days for all homes. The reduction in time for homes with emergency placements is significant because this represents homes that have youth placed with them under emergency approval guidelines, which can impact funding to the foster parent if the home approval is not completed timely.</li> </ol>	
<b>Administrative Office Comments:</b> The intended results have been partially achieved; this augmentation will continue to be reported on in the FY 2021-22 budget.	

## Summary Schedules

The County Budget Act, Government Code Section 29000-29144, outlines the process and format by which counties submit their annual financial documents to the State Controller's Office. The Budget Act was most recently amended in 2009 and subsequently, the State Controller's Office worked with county Auditor-Controllers and Administrative Officers to update the State's County Budget Guide to reflect amendments to the Budget Act.

The updated schedules resulting from the 2009 amendments to the County Budget Act were included in the Fiscal Year 2010-11 Final budget document for the first time. The schedules meet the content and formatting requirements set forth in the "Accounting Standards and Procedures for Counties" guidelines which are promulgated by the State Controller, and present the appropriations adopted by the Board of Supervisors for each departmental fund center.

Also included in this section are three revenue reports used by the County which summarize revenue by department, account and source. Revenue reports are a detailed listing of funding source(s) used by the County to fund its appropriations (expenditures) at the fund, fund center and account level. The three reports following the financial schedules are not required by the Budget Act referred to above, but are included in the budget document to provide readers with additional information about revenues included in the budget.

## Schedule 1

### All Funds Summary

This schedule is a summary of financing sources and financing uses for all funds, including governmental-type funds (general, special revenue, capital projects, and debt service) as well as enterprise, internal service, special districts and other agencies governed by the Board of Supervisors. Enterprise, internal service, special district and other agency funds are included in Schedule 1 as a result of recent changes to the State Controller's required schedules.

**State Controller Schedules** **San Luis Obispo County** **Schedule 1**  
 County Budget Act All Funds Summary  
 November 2014 Fiscal Year 2020-21

Fund Name	Total Financing Sources				Total Financing Uses		
	Fund Balance Available as of June 30, 2020	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
<b>Governmental Funds</b>							
General Fund	\$36,428,360	\$3,365,641	\$539,873,500	\$579,667,501	\$568,678,905	\$10,988,596	\$579,667,501
Special Revenue Fund	7,544,579	8,422,746	59,470,261	75,437,586	62,195,559	13,242,027	75,437,586
Debt Service Fund	585,762	0	16,367,521	16,953,283	12,640,721	4,312,562	16,953,283
Capital Projects	321,516	0	7,046,720	7,368,236	7,046,720	321,516	7,368,236
<b>Total Governmental Funds</b>	<b>\$44,880,217</b>	<b>\$11,788,387</b>	<b>\$622,758,002</b>	<b>\$679,426,606</b>	<b>\$650,561,905</b>	<b>\$28,864,701</b>	<b>\$679,426,606</b>
<b>Other Funds</b>							
Special Revenue Fund	\$5,558,766	\$226,338	\$14,309,079	\$20,094,183	\$18,142,953	\$1,951,230	\$20,094,183
Enterprise Fund	0	3,474,358	22,898,327	26,372,685	26,372,685		26,372,685
Internal Service Fund	0	8,902,822	58,308,000	67,210,822	66,631,053	579,769	67,210,822
<b>Total Other Funds</b>	<b>\$5,558,766</b>	<b>\$12,603,518</b>	<b>\$95,515,406</b>	<b>\$113,677,690</b>	<b>\$111,146,691</b>	<b>\$2,530,999</b>	<b>\$113,677,690</b>
<b>Total All Funds</b>	<b>\$50,438,983</b>	<b>\$24,391,905</b>	<b>\$718,273,408</b>	<b>\$793,104,296</b>	<b>\$761,708,596</b>	<b>\$31,395,700</b>	<b>\$793,104,296</b>

## 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** **Schedule 2**  
**San Luis Obispo County**  
 Governmental Funds Summary  
 County Budget Act  
 November 2014  
 Fiscal Year 2020-21

Fund Name	Total Financing Sources				Total Financing Uses		
	Fund Balance Available as of June 30, 2020	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

<b>General Fund</b>							
General Fund	\$36,428,360	\$3,365,641	\$539,873,500	\$579,667,501	\$568,678,905	\$10,988,596	\$579,667,501
<b>Total General Fund</b>	<b>\$36,428,360</b>	<b>\$3,365,641</b>	<b>\$539,873,500</b>	<b>\$579,667,501</b>	<b>\$568,678,905</b>	<b>\$10,988,596</b>	<b>\$579,667,501</b>

<b>Special Revenue Fund</b>							
Road Fund	\$2,208,233	\$1,345,876	\$28,965,751	\$32,519,860	\$30,311,627	\$2,208,233	\$32,519,860
Community Developmen	54,568	0	3,528,983	3,583,551	3,583,551	0	3,583,551
Public Fac Fees Svcs	0	196,943	1,668,009	1,864,952	400,000	1,464,952	1,864,952
Parks Fund	86,620	0	6,379,093	6,465,713	6,270,288	195,425	6,465,713
Co-Wd Automatin Repl	574,809	0	3,870,033	4,444,842	700,508	3,744,334	4,444,842
Gen Govt Bldg Repl	400,000	4,600,000	0	5,000,000	4,600,000	400,000	5,000,000
Tax Reduction Rsv	2,141,369	972,860	1,515,072	4,629,301	972,860	3,656,441	4,629,301
Roads - Impact Fees	1,312,721	1,272,439	0	2,585,160	1,272,439	1,312,721	2,585,160
Wildlife and Grazing	6,598	3,935	4,308	14,841	8,243	6,598	14,841
Drivng Undr Influenc	(15,502)	25,502	1,506,900	1,516,900	1,516,900	0	1,516,900
Library	766,725	0	11,203,725	11,970,450	11,725,565	244,885	11,970,450
Fish and Game	8,438	5,191	27,387	41,016	32,578	8,438	41,016
Emergency Med Svcs	0	0	801,000	801,000	801,000	0	801,000
<b>Total Special Revenue Fund</b>	<b>\$7,544,579</b>	<b>\$8,422,746</b>	<b>\$59,470,261</b>	<b>\$75,437,586</b>	<b>\$62,195,559</b>	<b>\$13,242,027</b>	<b>\$75,437,586</b>

<b>Debt Service Fund</b>							
COP Loan DSF	\$0	\$0	\$3,568,521	\$3,568,521	\$3,568,521	\$0	\$3,568,521
Psn Oblig Bond DSF	585,762	0	12,799,000	13,384,762	9,072,200	4,312,562	13,384,762
<b>Total Debt Service Fund</b>	<b>\$585,762</b>	<b>\$0</b>	<b>\$16,367,521</b>	<b>\$16,953,283</b>	<b>\$12,640,721</b>	<b>\$4,312,562</b>	<b>\$16,953,283</b>

<b>Capital Projects</b>							
Capital Projects	\$321,516	\$0	\$7,046,720	\$7,368,236	\$7,046,720	\$321,516	\$7,368,236

## 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 30<sup>th</sup> of the preceding budget year, and therefore available for budgetary requirements.

**State Controller Schedules** **Schedule 3**  
**San Luis Obispo County**  
 County Budget Act Fund Balance - Governmental Funds  
 November 2014 Fiscal Year 2020-21

Fund Name	Less: Obligated Fund Balances				Assigned	Fund Balance Available as of June 30, 2020
	Total Fund Balance as of June 30, 2020	Encumbrances	Nonspendable, Restricted and Committed	4		
1	2	3	4	5	6	
<b>General Fund</b>						
General Fund	\$104,462,047	\$25,088,074	\$42,945,613	\$0		\$36,428,360
<b>Total General Fund</b>	<b>\$104,462,047</b>	<b>\$25,088,074</b>	<b>\$42,945,613</b>	<b>\$0</b>		<b>\$36,428,360</b>

<b>Special Revenue Fund</b>						
Road Fund	\$19,203,457	\$13,359,521	\$3,635,703	\$0		\$2,208,233
Community Development	54,568	0	0	0		54,568
Public Fac Fees Svcs	15,743,727	1,977,953	13,765,774	0		0
Parks Fund	1,091,766	547,495	457,651	0		86,620
Co-Wd Automatin Repl	23,175,608	14,963,166	7,637,633	0		574,809
Gen Govt Bldg Repl	42,146,902	2,794,440	38,952,462	0		400,000
Tax Reduction Rsv	22,494,624	4,541,938	15,811,317	0		2,141,369
Roads - Impact Fees	10,535,991	3,600,650	5,622,620	0		1,312,721
Wildlife and Grazing	45,738	0	39,140	0		6,598
Driving Undr Influenc	905,823	61,500	859,825	0		(15,502)
Library	4,518,691	450,726	3,301,240	0		766,725
Fish and Game	187,362	0	178,924	0		8,438
Emergency Med Svcs	251,400	251,400	0	0		0
<b>Total Special Revenue Fund</b>	<b>\$140,355,657</b>	<b>\$42,548,789</b>	<b>\$90,262,289</b>	<b>\$0</b>		<b>\$7,544,579</b>

<b>Debt Service Fund</b>						
COP Loan DSF	\$63,488	\$63,488	\$0	\$0		\$0
Psn Oblig Bond DSF	14,909,620	0	14,323,858	0		585,762
<b>Total Debt Service Fund</b>	<b>\$14,973,108</b>	<b>\$63,488</b>	<b>\$14,323,858</b>	<b>\$0</b>		<b>\$585,762</b>



## 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 4/5<sup>th</sup>'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 Reserves/Designations - By Governmental Funds  
 November 2014 Fiscal Year 2020-21

Description	Reserves/ Designations June 30, 2020	Decreases or Cancellations		Increases or New		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
<b>General Fund</b>						
Des FB-SB1090 Roads	\$293,759	\$0	\$0	\$146,880	\$146,880	\$440,639
Des FB-SB1090 Safety	969,959	156,458	156,458	562,341	562,341	1,375,842
Des FB-SB1090Afford	2,140,587	209,183	209,183	674,880	674,880	2,606,284
Des FB-SB1090EconDev	2,272,500	0	0	236,260	236,260	2,508,760
Des FB-SB1090Infrastr	1,960,500	0	0	506,422	506,422	2,466,922
Des FB-SB1090Library	503,033	0	0	251,516	251,516	754,549
Designated FB-COVID-19	0	0	0	0	7,281,764	7,281,764
Designated FB-Fire Equip Replace	1,057,173	0	0	1,328,533	1,328,533	2,385,706
Designated FB-Internal Financng	3,445,190	0	0	0	0	3,445,190
Designated FB-Prado Rd Overpass	1,435,260	0	0	0	0	1,435,260
Designated FB-Prop 172 Solar	843,065	0	0	0	0	843,065
Designated FB-Solar Plant Mitigation	5,579,238	0	0	0	0	5,579,238
Designated FB-Talent Development	1,822,394	0	0	0	0	1,822,394
General Reserves	13,000,000	0	3,000,000	0	0	10,000,000
<b>Total General Fund</b>	<b>\$35,322,658</b>	<b>\$365,641</b>	<b>\$3,365,641</b>	<b>\$3,706,832</b>	<b>\$10,988,596</b>	<b>\$42,945,613</b>
<b>Special Revenue Fund</b>						
<b>Road Fund</b>						
Designated FB-Future Roads Prjcts	\$2,328,918	\$1,345,876	\$1,345,876	\$0	\$2,208,233	\$3,191,275
Designated FB-Maria Vista Estates	339,428	0	0	0	0	339,428
Designated FB-Mine Reclamation N River Rd	105,000	0	0	0	0	105,000
<b>Public Fac Fees Svcs</b>						
Designated FB-County Fire	\$8,468,021	\$0	\$0	\$675,436	\$675,436	\$9,143,457
Designated FB-Gen. Government	195,244	196,943	196,943	0	0	(1,699)
Designated FB-Law Enforcement	2,145,548	0	0	91,166	91,166	2,236,714

State Controller Schedules		San Luis Obispo County				Schedule 4	
County Budget Act		Reserves/Designations - By Governmental Funds					
November 2014		Fiscal Year 2020-21					
Description	Reserves/Designations June 30, 2020	Decreases or Cancellations		Increases or New		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	
<b>Special Revenue Fund (continued)</b>							
<b>Public Fac Fees Svcs (continued)</b>							
Designated FB-Library	\$906,102	\$0	\$0	\$147,113	\$147,113	\$1,053,215	
Designated FB-Parks	782,850	0	0	551,237	551,237	1,334,087	
<b>Parks Fund</b>							
Designated FB-Lopez Parks Projects	\$200,000	\$0	\$0	\$0	\$0	\$200,000	
Designated FB-Parks Projects	62,226	0	0	865,291	195,425	257,651	
<b>Co-Wd Automatin Repl</b>							
Des FB-Pub Saf Radio	\$0	\$0	\$0	\$0	\$0	\$0	
Designated FB-Automation Replcmnt	3,893,299	0	0	3,169,525	3,744,334	7,637,633	
<b>Gen Govt Bldg Repl</b>							
Designated FB-Gen Gov Building Rpl	\$41,453,910	\$2,600,000	\$4,600,000	\$3,703,657	\$400,000	\$37,253,910	
Designated FB-Library-Cambria	1,698,552	0	0	0	0	1,698,552	
<b>Tax Reduction Rsv</b>							
Des FB-SB1090 TRRF	\$3,029,949	\$174,908	\$174,908	\$1,515,072	\$1,515,072	\$4,370,113	
Designated FB-Airport Minimum Revenue Guar:	0	0	0	0	0	0	
Designated FB-Airport Terminal	0	0	0	0	0	0	
Designated FB-Prop Tax Litigation	797,952	0	797,952	0	0	0	
Designated FB-Tax Reduction Resrv	9,299,835	0	0	0	2,141,369	11,441,204	
<b>Roads - Impact Fees</b>							
Designated FB-Road Improvement	\$5,582,338	\$1,272,439	\$1,272,439	\$0	\$1,312,721	\$5,622,620	
<b>Wildlife and Grazing</b>							
Designated FB-General Purpose	\$6,523	\$1,250	\$1,250	\$0	\$0	\$5,273	
Designated FB-Wildlife Projects	29,954	2,685	2,685	0	6,598	33,867	
<b>Driving Undr Influenc</b>							
Designated FB-DUI Atascadero Facility	\$146,116	\$0	\$10,000	\$0	\$0	\$136,116	

State Controller Schedules		San Luis Obispo County			Schedule 4		
County Budget Act		Reserves/Designations - By Governmental Funds			Reserves/Designations for the Budget Year		
November 2014		Fiscal Year 2020-21			the Budget Year		
Description	1	Decreases or Cancellations		Increases or New		7	
		2	3	4	5		6
Reserves/Designations June 30, 2020							
<b>Special Revenue Fund (continued)</b>							
<b>Driving Undr Influent (continued)</b>							
Designated FB-General Purpose	\$265,852	\$0	\$15,502	\$0	\$0	\$250,350	
Designated FB-Systems Development	473,359	0	0	0	0	473,359	
<b>Library</b>							
Designated FB-Atas Lib Expansion	\$29,755	\$0	\$0	\$0	\$0	\$29,755	
Designated FB-General Purpose	581,266	0	0	0	244,885	826,151	
Designated FB-Lib Facilities Ping	2,445,334	0	0	0	0	2,445,334	
<b>Fish and Game</b>							
Designated FB-Fish/Game Environmental Settle	\$889	\$0	\$0	\$0	\$0	\$889	
Designated FB-Fish/Game Project	112,018	5,191	5,191	0	7,507	114,334	
Designated FB-General Purpose	62,770	0	0	0	931	63,701	
<b>Total Special Revenue Fund</b>	<b>\$85,443,008</b>	<b>\$5,599,292</b>	<b>\$8,422,746</b>	<b>\$10,718,497</b>	<b>\$13,242,027</b>	<b>\$90,262,289</b>	
<b>Debt Service Fund</b>							
<b>Psn Oblig Bond DSF</b>							
Designated FB-POB Debt Service	\$10,011,296	\$0	\$0	\$4,153,800	\$4,312,562	\$14,323,858	
<b>Total Debt Service Fund</b>	<b>\$10,011,296</b>	<b>\$0</b>	<b>\$0</b>	<b>\$4,153,800</b>	<b>\$4,312,562</b>	<b>\$14,323,858</b>	
<b>Capital Projects</b>							
<b>Capital Projects</b>							
Designated FB-Facilities Planning	\$13,914,890	\$0	\$0	\$0	\$321,516	\$14,236,406	
Designated FB-New Govt Ctr Repairs	1,986,400	0	0	0	0	1,986,400	
<b>Total Capital Projects</b>	<b>\$15,901,290</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$321,516</b>	<b>\$16,222,806</b>	
<b>Total Governmental Funds</b>	<b>\$146,678,252</b>	<b>\$5,964,933</b>	<b>\$11,788,387</b>	<b>\$18,579,129</b>	<b>\$28,864,701</b>	<b>\$163,754,566</b>	

## 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  
 November 2014 Governmental Funds  
 Fiscal Year 2020-21

Description	2018-19 Actuals		2019-20 Actuals		2020-21 Recommended		2020-21 Adopted	
	1	2	3	4	5			

**Summarization by Source**

**Taxes**

Current Property Taxes	\$143,729,421	\$151,805,884	\$155,403,320	\$155,403,320	\$155,403,320
Other Taxes	65,643,391	68,617,948	72,721,275	72,721,275	66,247,260
<b>Total Taxes</b>	<b>\$209,372,811</b>	<b>\$220,423,832</b>	<b>\$228,124,595</b>	<b>\$228,124,595</b>	<b>\$221,650,580</b>
Licenses, Permits, and Franchises	\$12,156,793	\$11,426,188	\$12,127,391	\$12,127,391	\$12,127,391
Fines, Forfeitures, and Penalties	4,480,593	3,843,176	5,262,189	5,262,189	5,262,189
Revenue from Use of Money & Property	7,420,990	7,743,115	4,282,169	4,282,169	4,282,169
Intergovernmental Revenue	265,470,304	297,285,285	288,667,460	288,667,460	288,345,284
Charges for Current Services	34,571,017	29,802,426	31,854,315	31,854,315	31,854,315
Other Revenues	17,821,769	30,922,398	21,555,214	21,555,214	21,555,214
Interfund	11,357,604	13,070,741	12,492,559	12,492,559	12,492,559
Other Financing Sources	31,438,362	36,796,014	26,034,277	26,034,277	25,188,301
<b>Total Summarization by Source</b>	<b>\$594,090,243</b>	<b>\$651,313,173</b>	<b>\$630,400,169</b>	<b>\$630,400,169</b>	<b>\$622,758,002</b>

<b>State Controller Schedules</b>		<b>San Luis Obispo County</b>			<b>Schedule 5</b>
County Budget Act November 2014		Summary of Additional Financing Sources by Source and Fund Governmental Funds Fiscal Year 2020-21			
Description	2018-19 Actuals	2019-20 Actuals	2020-21 Recommended	2020-21 Adopted	
1	2	3	4	5	
<b>Summarization by Fund</b>					
General Fund	\$499,553,417	\$542,803,988	\$543,838,870	\$539,873,500	
Capital Projects	6,424,579	8,732,693	7,232,000	7,046,720	
Road Fund	34,724,477	41,336,901	28,965,751	28,965,751	
Community Development	4,313,158	3,104,550	3,530,589	3,528,983	
Public Fac Fees Svcs	2,894,967	1,830,006	1,668,009	1,668,009	
Parks Fund	10,981,891	5,903,553	6,138,685	6,379,093	
Co-Wd Automatin Repl	1,442,581	7,474,540	3,870,033	3,870,033	
Gen Govt Bldg Repl	3,065,943	4,009,083	3,703,657	0	
Tax Reduction Rsv	391,539	5,415,996	1,515,072	1,515,072	
Roads - Impact Fees	1,287,793	1,308,333	0	0	
Wildlife and Grazing	4,950	2,488	4,308	4,308	
Driving Undr Influenc	1,678,138	1,471,063	1,506,900	1,506,900	
Library	11,175,664	11,246,937	11,230,387	11,203,725	
Fish and Game	34,874	19,946	27,387	27,387	
Org Development	713,226	0	0	0	
Co Medical Services	0	0	0	0	
Emergency Med Svcs	721,232	575,445	801,000	801,000	
COP Loan DSF	2,400,572	2,563,433	3,568,521	3,568,521	
Psn Oblig Bond DSF	12,281,240	13,514,219	12,799,000	12,799,000	
<b>Total Summarization by Fund</b>	<b>\$594,090,243</b>	<b>\$651,313,173</b>	<b>\$630,400,169</b>	<b>\$622,758,002</b>	

## 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**  
 County Budget Act Detail of Additional Financing Sources by Fund and Account  
 November 2014 Governmental Funds  
Fiscal Year 2020-21

Fund Name	Financing Source Category	2018-19 Actuals	2019-20 Actuals	2020-21 Recommended	2020-21 Adopted
1	2	4	5	6	7
3					

**General Fund**  
**1000000000**

<b>Current Property Taxes</b>					
Prop Tax-Curr Sec		\$119,178,478	\$127,088,111	\$131,662,764	\$131,662,764
Prop Tax-Unitary		7,901,274	6,388,331	5,741,775	5,741,775
Supp-Curr Secured		3,247,217	2,498,049	2,169,000	2,169,000
RDA Tax		(3,998,145)	(4,369,576)	(4,588,055)	(4,588,055)
Return RDA Passthru-		2,372,831	2,269,102	2,637,472	2,637,472
RPTTF Residual Bal		854,571	1,208,271	854,000	854,000
Prop Tax-Curr Unsec		2,823,852	4,838,339	4,636,547	4,636,547
Supp-Curr Unsec		0	8,051	10,000	10,000
<b>Total Current Property Taxes</b>		<b>\$132,380,077</b>	<b>\$139,928,678</b>	<b>\$143,123,503</b>	<b>\$143,123,503</b>

<b>Other Taxes</b>					
Prop Tax-PY Secured		(\$404,461)	(\$458,988)	(\$207,000)	(\$207,000)
Prop Tax-PY Supp Sec		(1,053)	(1,790)	(3,000)	(3,000)
Prop Tax-PY-Unsec		99,602	125,964	121,300	121,300
Prop Tax-PY-Sup-Unsec		6,628	15,245	19,000	19,000
Redemption Fees		17,600	16,300	18,000	18,000
Delinq-Cost Reimb		170,257	134,270	155,250	155,250
Penalties/Int-Delinq		191,102	185,396	274,000	274,000
Pen-Chg of Ownshp		16,085	37,837	14,000	14,000
TLLRF Proceeds		1,465,000	1,465,000	1,465,000	1,465,000
Sales And Use Taxes		11,833,604	12,534,591	12,377,215	10,600,000
Special Taxes		102,461	0	0	0
Cannabis Related Business Tax		82,317	338,783	510,000	510,000
Aircraft Tax		470,230	826,295	823,118	823,118

**State Controller Schedules** **San Luis Obispo County**  
 County Budget Act Detail of Additional Financing Sources by Fund and Account  
 November 2014 Governmental Funds  
Fiscal Year 2020-21

Fund Name	Financing Source Category	2018-19 Actuals	2019-20 Actuals	2020-21 Recommended	2020-21 Adopted
1	2	4	5	6	7

**General Fund (continued)**  
**1000000000 (continued)**

<b>Other Taxes (continued)</b>					
Property Trsf Tax		\$2,860,128	\$3,862,915	\$3,153,000	\$3,153,000
Racehorse Tax		8,344	8,466	8,900	8,900
Trans Occ Tax		11,664,348	9,956,380	12,360,000	7,663,200
Sale-Tax Deeded Prop		39,054	692	60,858	60,858
Prop Tax in Lieu-VLF		36,555,197	39,107,615	41,062,996	41,062,996
<b>Total Other Taxes</b>		<b>\$65,176,441</b>	<b>\$68,154,969</b>	<b>\$72,212,637</b>	<b>\$65,738,622</b>

**Licenses, Permits, and Franchises**

Franchise Fees-Cable		\$922,608	\$929,042	\$922,000	\$922,000
Franch Fees-Gas/Elec		1,152,755	1,262,727	1,153,000	1,153,000
Franchise Fees-Garbg		1,137,498	1,236,603	1,137,000	1,137,000
Franch Fees-Petrol		21,091	21,696	21,000	21,000
Animal Licenses		827,926	863,160	881,452	881,452
Business Licenses		139,904	147,517	147,370	147,370
Building Permits		2,041,797	1,857,030	1,995,887	1,995,887
Grading Permits		0	0	0	0
Plan Check Fees		2,073,846	2,024,057	2,150,361	2,150,361
Sub Permits-Mech El		473,087	460,826	499,575	499,575
Bldg Standards Admin		1,386	991	0	0
Minor Use Permit App		37,539	25,328	48,860	48,860
Land Use Permits		2,097,702	1,481,397	1,974,771	1,974,771
Plot Plans		215,694	230,724	263,760	263,760
Gen Plan Amends		29,159	16,034	10,068	10,068
Ag Preservation Fees		44,383	55,427	39,866	39,866

**State Controller Schedules** **San Luis Obispo County**  
 County Budget Act Detail of Additional Financing Sources by Fund and Account  
 November 2014 Governmental Funds  
Fiscal Year 2020-21

Fund Name	Financing Source Category	2018-19 Actuals	2019-20 Actuals	2020-21 Recommended	2020-21 Adopted
1	2	4	5	6	7
	3				

**General Fund (continued)**  
**100000000 (continued)**

<b>Licenses, Permits, and Franchises (continued)</b>					
Ag B&P 12241 Fee	\$1,260	\$1,200	\$0	\$0	\$0
Subdivision Permits	282,769	237,798	249,840	249,840	249,840
Finger Printing Fees	10,542	9,181	8,000	8,000	8,000
Explosive Permits	1,882	1,625	1,500	1,500	1,500
Oth Lic and Permits	390,828	335,456	391,460	391,460	391,460
Gun Permits	16,952	13,425	15,000	15,000	15,000
Domestic Violence	82,014	79,307	75,893	75,893	75,893
Burial Permits	16,479	12,699	12,812	12,812	12,812
Misc Permits	92,429	75,699	81,856	81,856	81,856
Subpoena DT GC 1563	1,123	1,275	1,200	1,200	1,200
Tobacco Retailer Lic	43,046	44,654	43,660	43,660	43,660
Notary Fee GC 8211	480	455	500	500	500
Repo-Vehicl GC 26751	615	855	700	700	700
<b>Total Licenses, Permits, and Franchises</b>	<b>\$12,156,793</b>	<b>\$11,426,188</b>	<b>\$12,127,391</b>	<b>\$12,127,391</b>	<b>\$12,127,391</b>

**Fines, Forfeitures, and Penalties**

50% Excess MOE	(\$386,067)	(\$283,312)	(\$386,067)	(\$386,067)	(\$386,067)
Land Use Fines	2,087	4,013	4,100	4,100	4,100
Red Light-VC21453, 5	3,103	2,708	6,781	6,781	6,781
Proba Drug Fee-PC120	5,905	3,169	4,477	4,477	4,477
Child Restr-CO	3,757	2,562	5,000	5,000	5,000
Child Restr-City	1,304	816	2,500	2,500	2,500
Traffic Sch-VC42007.1	225,937	183,333	248,320	248,320	248,320
Co Fix It-VC 40611	24,104	21,541	26,181	26,181	26,181

**State Controller Schedules** **San Luis Obispo County** **Schedule 6**  
 County Budget Act  
 November 2014  
 Detail of Additional Financing Sources by Fund and Account  
 Governmental Funds  
 Fiscal Year 2020-21

Fund Name	Financing Source Category	2018-19 Actuals	2019-20 Actuals	2020-21 Recommended	2020-21 Adopted
1	2	3	4	5	6

**General Fund (continued)**  
 100000000 (continued)

Fines, Forfeitures, and Penalties (continued)	2018-19 Actuals	2019-20 Actuals	2020-21 Recommended	2020-21 Adopted
	4	5	6	7
Co Mtr Veh/Crime	\$706,034	\$495,865	\$706,034	\$706,034
Domestic Violc-PC120	33,470	51	1,145	1,145
City Fix It-VC40611	8,022	6,402	9,202	9,202
Small Claims Advisor	4,633	3,713	4,600	4,600
Superior Court Fines	141,263	98,636	195,000	195,000
Judgment-Damages-Set	0	0	212,235	212,235
Bldg Code Invest Fee	12,244	42,468	121,341	121,341
Traffic School Fees	1,224,939	972,891	1,278,197	1,278,197
Sex Offenses-PC 288E	0	0	0	0
Asset Forfeitures	70,457	26,465	34,000	34,000
Blood Alcohol Fines	181,645	159,267	181,177	181,177
Aids Educ-PC1463.23	1,956	1,103	1,000	1,000
Pen Assmt-Finger ID	422,245	427,034	547,294	547,294
Off-Hwy Motor Fines	0	60,850	85,155	85,155
Agriculture Fines	34,600	51,250	0	0
Drug Lab-HS11372.5	(3,761)	(2,462)	(4,067)	(4,067)
Health-Safety Fines	1,114	266	753	753
Cities-Misdemeanors	6,887	3,315	6,887	6,887
Fees -Alcohol Abuse	47,248	37,296	42,000	42,000
Parking Fines/Cites	14,563	19,955	18,000	18,000
City Motor Vehicle F	65,888	57,100	80,064	80,064
State Penalty PC1464	420,593	335,694	463,958	463,958
Co Portion GC 76000	97,478	82,642	90,746	90,746

**State Controller Schedules** **San Luis Obispo County** **Schedule 6**  
 County Budget Act **Detail of Additional Financing Sources by Fund and Account**  
 November 2014 **Governmental Funds**  
**Fiscal Year 2020-21**

Fund Name	Financing Source Category	2018-19 Actuals	2019-20 Actuals	2020-21 Recommended	2020-21 Adopted
1	2	4	5	6	7

**General Fund (continued)**  
**1000000000 (continued)**

<b>Fines, Forfeitures, and Penalties (continued)</b>					
	Adm Pen-HS 25187	\$84,297	\$13,053	\$70,000	\$70,000
	DNA Database	19,345	15,259	14,000	14,000
	<b>Total Fines, Forfeitures, and Penalties</b>	<b>\$3,475,290</b>	<b>\$2,842,944</b>	<b>\$4,070,013</b>	<b>\$4,070,013</b>

**Revenue from Use of Money & Property**

	Interest Revenue	\$2,755,142	\$3,047,269	\$2,704,000	\$2,704,000
	Interest Rev-Pension	1,559,132	1,462,027	800,000	800,000
	Interest-PTax Refund	(25,042)	(38,456)	(25,000)	(25,000)
	Communication Lease	9,300	12,850	17,287	17,287
	Rent-Land/Bldg-ST	12,836	69,800	67,742	67,742
	Rent-Land/Bldg-LT	191,420	274,027	271,356	271,356
	Farm-Land Rent	0	3,200	0	0
	Rental of Vets Bldg	100,448	54,239	85,000	85,000
	<b>Total Revenue from Use of Money &amp; Property</b>	<b>\$4,603,235</b>	<b>\$4,884,956</b>	<b>\$3,920,385</b>	<b>\$3,920,385</b>

**Intergovernmental Revenue**

<b>State Aid</b>					
	St Aid-Rln-SI Tx-DSS	\$12,840,992	\$9,589,758	\$14,181,863	\$14,181,863
	St Aid-Rln-S Tx-MH	5,628,773	5,628,773	5,628,773	5,628,773
	St Aid-Rln-S Tx-Hlth	339,177	323,106	325,700	325,700
	St Aid-Realign-VLF	4,611,256	4,101,793	4,422,394	4,422,394
	St Aid-Rlgn-VLF-Gr	0	0	143,000	143,000
	St Aid-Rlgn-SS-Grwth	0	0	1,195,961	1,195,961
	St Aid-Rlgn-VLF Coll	99,273	99,273	99,273	99,273
	St Aid-Rlgn-MH-Grwth	57,265	34,062	40,000	40,000

**State Controller Schedules** **San Luis Obispo County** **Schedule 6**  
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Fund Name	Financing Source Category	2018-19 Actuals	2019-20 Actuals	2020-21 Recommended	2020-21 Adopted	
1	2	3	4	5	6	7

**General Fund (continued)**  
**1000000000 (continued)**

**Intergovernmental Revenue (continued)**  
**State Aid (continued)**

St Aid-SB90		\$334,152	\$361,606	\$352,956	\$352,956
St Aid- Mental Hlth		20,000	0	0	0
St Aid-Extradition		22,854	11,008	25,000	25,000
St Aid-Agriculture		899,538	944,362	901,650	901,650
St Aid-Nuclear Plng		1,904,064	1,983,129	2,024,577	2,024,577
St Aid-Veteran Affrs		103,846	109,188	113,707	113,707
St Aid-HO Prp Tx Rif		794,379	786,958	794,084	794,084
St Aid-CMC/ASH Cases		1,698,953	1,390,964	1,679,053	1,679,053
St Aid-Ins Fraud Inv		67,699	74,452	73,946	73,946
St Aid-DMV-Veh Crime		278,317	362,101	342,887	342,887
St Aid-Award Grants		700,859	1,098,747	1,172,692	1,172,692
St Aid-Mgd Care In		0	0	0	0
St Aid-DNA Testing		76,787	84,957	87,387	87,387
St Aid-Child Sup Adrm		1,352,637	1,365,566	1,534,452	1,534,452
St Aid-Other		2,241,982	4,626,325	3,652,626	3,532,493
St Aid-Current Year		31,846,957	35,733,027	35,040,832	35,040,832
St Aid-Prior Year		80,502	1,267,797	0	0
St Aid-Abatement		130	0	0	0
St Aid-Recoveries		54,431	51,209	37,557	37,557
St Aid-Medi-Cal		22,372,757	23,422,416	27,170,863	27,170,863
St Aid-CA Child Svcs		1,089,230	1,050,768	774,331	774,331
St Aid-CENCAL		491,720	591,708	472,650	472,650

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1	2	3	4	5	6	7	
<b>General Fund (continued)</b>							
<b>100000000 (continued)</b>							
<b>Intergovernmental Revenue (continued)</b>							
<b>State Aid (continued)</b>							
		\$72,789	\$30,357	\$47,500	\$47,500	\$47,500	
	St Aid-Medicare						
	St Aid-Health Pgms	1,067,068	1,122,689	1,435,122	1,435,122	1,435,122	
	St Aid-Gas Tax-Uclmd	1,130,000	1,427,672	1,657,884	1,657,884	1,603,361	
	Prior Yr USHA	0	0	0	0	0	
	St Aid-Public Safety	25,415,103	24,952,551	27,216,796	27,216,796	27,216,796	
	St Aid-St-Motor Veh	123,358	198,433	195,934	195,934	195,934	
	St Aid-SOFP	1,124,247	856,083	1,040,000	1,040,000	1,040,000	
	St Aid-Other In-Lieu	888	1,503	1,503	1,503	1,503	
	St Aid-10% SBOC Voc	8,737	10,296	15,000	15,000	15,000	
	St Aid-SLESF	775,181	775,181	802,476	802,476	802,476	
	St Aid-Grants to Agc	12,850	0	0	0	0	
	St Aid-Incentives	1,307,498	1,594,228	1,721,941	1,721,941	1,574,421	
	State Aid-Disaster	0	1,384	0	0	0	
	State Aid-MHSA	13,230,043	14,756,881	16,935,026	16,935,026	16,935,026	
	St Aid-Rlmt-Trial Ct	5,031,903	4,790,814	4,963,733	4,963,733	4,963,733	
	St Aid-Rlmt-Local Cm	8,574,061	10,287,999	10,906,962	10,906,962	10,906,962	
	St Aid-Rlmt-DA P Def	99,557	137,462	202,418	202,418	202,418	
	St Aid-Rlmt-H&amp;H Svcs	27,321,498	28,132,619	31,480,503	31,480,503	31,480,503	
	St Aid-Rlmt-Supp Law	1,503,501	1,486,909	1,604,912	1,604,912	1,604,912	
	St Aid-Rlmt-CalWORKS	6,005,699	7,365,567	6,612,712	6,612,712	6,612,712	
	St Aid-Rlmt-Lcl Inov	0	95,097	127,268	127,268	127,268	

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Fund Name	Financing Source Category	2018-19 Actuals	2019-20 Actuals	2020-21 Recommended	2020-21 Adopted		
1	2	3	4	5	6	7	
<b>General Fund (continued)</b>							
1000000000 (continued)							
<b>Intergovernmental Revenue (continued)</b>		<b>Total State Aid</b>		<b>\$182,812,511</b>	<b>\$193,116,777</b>	<b>\$209,255,904</b>	<b>\$208,933,728</b>
<b>Federal Aid</b>							
	Fed Aid-In Lieu-BLM		\$1,199,860	\$1,226,110	\$1,200,000	\$1,200,000	\$1,200,000
	Fed Aid-FEMA		0	2,268,071	0	0	0
	Fed Aid-Health Pgms		1,070,519	1,549,480	1,411,833	1,411,833	1,411,833
	Federal Aid-TCM		336,951	576,463	950,000	950,000	950,000
	Federal Aid-MAA Pass		1,011,846	522,520	368,000	368,000	368,000
	Federal Aid-MCH		420,193	528,349	536,000	536,000	536,000
	Fed Aid-Recoveries		56,291	51,633	35,205	35,205	35,205
	Fed Aid-ESG & #160; Funds		0	0	105,731	105,731	105,731
	Fed Aid-SNAP Funds		291,293	254,827	294,639	294,639	294,639
	Fed Aid-Security		140,702	239,368	10,000	10,000	10,000
	Fed Aid-SCAAP		146,893	149,033	145,553	145,553	145,553
	Fed Aid-Drug & Alc		1,692,429	1,735,204	1,650,141	1,650,141	1,650,141
	Fed Aid-Pass-thru Gr		2,114,495	2,934,222	2,900,590	2,900,590	2,900,590
	Fed Aid-Other		2,189,055	2,260,419	2,272,286	2,272,286	2,272,286
	Fed Aid-Welfare Admn		32,516,937	33,237,884	33,314,233	33,314,233	33,314,233
	Fed Aid-Abatement		28,526	28,211	28,142	28,142	28,142
	Fed Aid-Prior Year		(189,538)	1,007,824	0	0	0
	Fed Aid-Perinatal		72,569	118,966	72,569	72,569	72,569
	Fed Aid-HUD Grants		370,135	867,696	956,485	956,485	956,485
	Fed Aid-Pub Hlth Sec		724,289	1,114,177	771,275	771,275	771,275
	Fed Aid-Child Sup Ad		2,625,707	2,650,805	3,001,171	3,001,171	3,001,171



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1	2	3	4	5	6
					7

**General Fund (continued)**  
**100000000 (continued)**

<b>Intergovernmental Revenue (continued)</b>					
<b>Federal Aid (continued)</b>					
	Fed Aid-WIA		\$1,489,237	\$1,732,463	\$1,689,285
	Fed Aid-USDA		1,310,318	1,328,129	1,259,903
	Fed Aid-EECBG		0	0	0
	Federal Aid-SmWtrSys		56,964	50,000	74,217
	Federal Aid-CCS		386,780	377,619	296,068
	Federal Aid-CHDP		386,676	239,297	489,756
	Federal Aid - CARES Act		0	13,096,545	0
	Fed Aid-ARRA Direct		20,525	46,220	0
	<b>Total Federal Aid</b>		<b>\$50,469,652</b>	<b>\$70,191,533</b>	<b>\$53,833,082</b>

**Other Governmental Aid**

	Other Govt Aid		\$1,416,438	\$1,420,374	\$1,409,634
	Other Govt Aid-CaWks		519,582	308,725	996,306
	<b>Total Other Governmental Aid</b>		<b>\$1,936,020</b>	<b>\$1,729,099</b>	<b>\$2,405,940</b>

**Total Intergovernmental Revenue**

	<b>Total Intergovernmental Revenue</b>		<b>\$235,218,182</b>	<b>\$265,037,409</b>	<b>\$265,494,926</b>
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**Charges for Current Services**

	Affordable Housing In		\$425	\$17,748	\$0
	Pub Fac Fee-Fire		18,522	0	0
	Pub Fac Fee-Gen Govt		0	0	0
	Appeal Fee		6,333	20,800	26,600
	Road Impact Fees		0	586	0
	Affordable Hsg Impac		7,398	1,044	3,506
	Rev Trfr from Trusts		8,310	1,000,000	35,000

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Fund Name	Financing Source Category	2018-19 Actuals	2019-20 Actuals	2020-21 Recommended	2020-21 Adopted
1	2	3	4	5	6

**General Fund (continued)**  
**1000000000 (continued)**

<b>Charges for Current Services (continued)</b>					
			\$28,408	\$19,488	\$0
			662,225	502,893	402,730
			2,544,416	814,934	1,045,441
			39,977	30,015	78,700
			1,800	648	0
			127,223	90,234	125,000
			91,819	87,970	100,000
			202,377	257,121	194,361
			3,592	111,591	0
			183,693	126,132	165,000
			10,122	4,433	0
			58,000	58,200	58,000
			336	0	0
			705	639	600
			0	0	400
			9,837	6,434	9,000
			58,040	37,997	52,500
			57,479	36,500	55,000
			3,362	1,651	2,250
			7,327	4,302	7,700
			1,557	2,115	2,700
			2,526	3,396	5,390
			1,583,998	1,657,305	2,039,143

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1	2	3	4	5	6	7
<b>General Fund (continued)</b>						
<b>100000000 (continued)</b>						
<b>Charges for Current Services (continued)</b>						
	Admin Fee-SLOCTBID		\$50,268	\$46,137	\$52,000	\$52,000
	Admin Fee-GC 29142		58,555	61,146	64,204	64,204
	Special Assmt Fees		146,764	165,608	169,300	169,300
	Admin Fee-RDA Dissol		39,785	54,407	40,000	40,000
	Assessmnt Apporntmnt		982	275	0	0
	Prop Redempt Search		19,434	2,896	28,875	28,875
	Election Services		566,847	76,675	500,000	500,000
	Def Entry of Judgmt		11,039	8,750	11,700	11,700
	Segregations Fee		0	0	42	42
	DMV Delinquent Vesse		396	1,020	1,060	1,060
	Unsec Delinq Colicth		16,010	20,061	30,350	30,350
	Other Court-Ord Rmb		10,897	8,528	0	0
	Public Def Reim Fee		499,400	434,005	503,034	503,034
	Legal Services		32,938	67,920	64,800	64,800
	Invol Lien Notice		7,319	7,110	8,000	8,000
	Installment Fees		11	88	0	0
	Proc-Install Fee		112,171	82,007	104,000	104,000
	Environ Assmt		297,469	237,247	260,206	260,206
	Filing Fees-Corner R		3,426	3,046	3,400	3,400
	Allocation Admin Fee		29,597	28,054	23,500	23,500
	Data Proc-Info Svcs		90,766	119,587	67,842	67,842
	Comm Service Rev		6,188	5,348	0	0
	Fire Protection Svcs		3,132,938	3,236,105	3,595,192	3,595,192

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Fund Name	Financing Source Category	2018-19 Actuals	2019-20 Actuals	2020-21 Recommended	2020-21 Adopted	
1	2	3	4	5	6	7

**General Fund (continued)**  
**100000000 (continued)**

<b>Charges for Current Services (continued)</b>					
	Agricultural Svcs	\$239,587	\$242,018	\$241,250	\$241,250
	Home Detention Pgm	301,500	152,409	250,000	250,000
	Standardization Insp	22,152	13,050	18,500	18,500
	Alternative Work Pgm	42,650	24,728	40,000	40,000
	Alt Sentencing Prog	59,848	44,225	55,000	55,000
	Civil Process Svcs	84,936	85,235	95,000	95,000
	Reimb Juv Court Prof	35,685	25,423	30,000	30,000
	Estate Fees	37,557	27,998	10,250	10,250
	Conservatorship Fees	112,536	113,784	63,296	63,296
	Public Rep Payee Fee	33,441	37,738	40,128	40,128
	Humane Services	6,550	6,278	13,386	13,386
	Impound Fees	41,732	38,011	48,537	48,537
	Boarding Fees	58,391	53,377	61,113	61,113
	Animal Placement	109,812	82,490	123,180	123,180
	Law Enf Svcs	398,886	183,531	276,753	276,753
	Booking Fees-Cities	456,312	456,312	456,312	456,312
	Recorder's Spec Proj	318,567	272,178	220,590	220,590
	Recording Fees - Electronic	70,658	71,001	75,930	75,930
	SB2 Affordable Housing Fee - Admin	139,118	190,613	165,000	165,000
	Rec Fee-Micrographs	205,708	170,648	50,696	50,696
	Rec Fee-Real Estate	215,936	223,469	241,704	241,704
	Rec Fee-SSN &#160;Redact	6,263	6,294	6,294	6,294
	Recording Fees	993,581	1,409,597	1,215,849	1,215,849

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1	2	3	4	5	6	
					7	
<b>General Fund (continued)</b>						
<b>1000000000 (continued)</b>						
<b>Charges for Current Services (continued)</b>						
	Recording Fee-VHS	\$14,178	\$5,182	\$5,212	\$5,212	
	Civil Fee GC26746	87,260	86,167	92,507	92,507	
	Development Fee	44,231	32,282	45,750	45,750	
	Sep Tax Bill Costs	59,350	74,150	65,000	65,000	
	Reimb of Proj Costs	44,946	15,428	15,000	15,000	
	Road Abandonment	51,700	50,109	36,508	36,508	
	Curb & Gut Gutter Waiver	1,066	0	1,066	1,066	
	Medical Records Fee	1,180	2,281	1,000	1,000	
	Nursing Fees	240,799	180,304	256,948	256,948	
	Public Hlth VHS Fees	206,496	195,917	216,935	216,935	
	EMSA Fees	18,274	25,414	40,801	40,801	
	Laboratory Services	254,749	264,155	281,500	281,500	
	Supplemental Roll-5%	890,226	735,054	890,000	890,000	
	MH Svcs-Medicare	0	7,656	0	0	
	Alcoholism Services	68,993	40,724	48,000	48,000	
	Sanitation Services	2,998,682	3,050,847	3,447,112	3,447,112	
	Inst Care/Sv-SB855	268	98	0	0	
	Cuts & Comb Req	7,000	4,025	6,000	6,000	
	Adoption Fees	17,560	15,050	17,500	17,500	
	Calif Children Svcs	5,790	5,317	0	0	
	Inst Care-Juv Hall	50,122	39,018	53,000	53,000	
	Insurance Payments	82,197	80,865	101,000	101,000	
	AB939-Waste Tipping	19,279	19,265	17,796	17,796	

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1	2	3	4	5	6

**General Fund (continued)**  
**1000000000 (continued)**

<b>Charges for Current Services (continued)</b>					
		\$17,677	\$21,276	\$17,744	\$17,744
Copying Fees					
Camping Fees		0	0	0	0
Daily Passes		0	4,953	15,000	15,000
Group Entr/Day Use		0	62,949	130,000	130,000
Vehicle Pass		0	30	612	612
Concession Income		3,112	4,000	5,000	5,000
Swimming Pool Fees		0	13,118	33,535	33,535
Mobl Home Dup Tx Clr		273	115	230	230
Other Clerk Fees		536,936	456,468	542,660	542,660
Board Clerk Fees		0	0	0	0
Miscellaneous Fees		257,087	246,495	221,557	221,557
Com Acknowledg Fee		393	544	0	0
Monumentation Fees		3,064	0	9,193	9,193
Bldg Perm Rev-Drain		46,650	54,306	128,800	128,800
Bldg Perm Rev-Flood		450	442	0	0
Stormwater Compliance		0	1,008	6,720	6,720
Recreational Program		0	5,606	19,000	19,000
Skate Park Fees		0	110	0	0
Special Events		0	9,923	20,000	20,000
Medi-Cal SB1255 Rev		0	0	10,000	10,000
Dev Plan Insp		510,986	64,737	66,573	66,573
Parc Map Ck thru T/A		18,102	3,752	9,600	9,600
Trct Map Ck thru T/A		0	1,920	4,800	4,800

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1	2	4	5	6	7	
<b>General Fund (continued)</b>						
<b>100000000 (continued)</b>						
<b>Charges for Current Services (continued)</b>						
	Records of Survey	\$47,578	\$58,413	\$49,600	\$49,600	
	Other Service Charge	82,052	56,800	92,650	92,650	
	Deferred Comp Admin	61,420	57,135	77,000	77,000	
	MH Svcs-Self Pay	19,574	14,488	9,400	9,400	
	Pgm Rev-Child & Fam	158,971	273,712	274,370	274,370	
	Book-Pamph-Brochures	511	719	220	220	
	Map Sales	121	78	200	200	
	Public Info Sale	24,999	29,015	24,310	24,310	
	PM Inspect-Imp Plans	49,635	51,176	41,396	41,396	
	TM Inspect-Imp Plans	205,712	228,650	154,623	154,623	
	Lot Line Adjust Appl	12,228	8,081	5,840	5,840	
	Cond Use Pmt/Dev Pla	145,979	61,167	95,000	95,000	
	Cert Compliance Unco	274	548	0	0	
	Map Amendments	75	0	0	0	
	Cert Comp-Condit	(430)	0	0	0	
	Lot Line Adjust Chk	18,630	12,795	7,200	7,200	
	Annexation Map Rev	0	1,272	0	0	
	SB2557 Admin Fee	1,278,391	1,268,925	1,320,000	1,320,000	
	Bulk Transfer Fee	1,296	1,266	1,350	1,350	
	Subd/Prci Tr Map Fee	3,283	2,939	3,330	3,330	
	CA Cannabis Authority Fee	280	560	28,000	28,000	
	Water Sales-Resale	46,597	53,631	45,000	45,000	

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1	2	3	4	5	6	7

**General Fund (continued)**  
 1000000000 (continued)

**Total Charges for Current Services \$23,560,665 \$21,553,033 \$22,844,442 \$22,844,442**

**Other Revenues**

Other Revenue	\$458,003	\$636,390	\$662,158	\$662,158
Sem-Conf-Wkshop Fee	38,023	24,580	74,000	74,000
Settlemts-Environ	23,550	5,277	212,235	212,235
Prior Year Rev Adj	446	0	0	0
Prior Year Ref-Adj	15,641	199,731	0	0
Reimbursements-Co Sh	383,061	549,394	493,746	493,746
Combined Availability	303	0	0	0
Refunds-Rebates	318,766	0	0	0
Tax Dept-Rtd Ck Fee	9,026	10,160	8,400	8,400
Sale-Fixed Assets	102	51,050	0	0
Adv Costs Tx Dd Prop	1,008	0	2,450	2,450
Other Reimbursements	321,872	262,721	417,906	417,906
Employee Reimburseme	345	3	250	250
Employee Meals	996	1,002	1,400	1,400
Other Sales	21,148	36,228	22,127	22,127
Nuisance Abatement	16,282	61,232	201,373	201,373
Svc Chg-Rtd Cks	6,266	5,686	5,945	5,945
1915 &#160;Collection Fee	27,684	26,270	26,245	26,245
Weed-Fire Abatement	4,669	2,015	10,000	10,000
Contrib-Non-Govtl	97,525	46,133	74,073	74,073
Contributed Capital	356,953	0	0	0
Grants-Non-Govtl	367,766	1,164,661	379,843	379,843



State Controller Schedules		San Luis Obispo County			Schedule 6	
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Fund Name	Financing Source Category	2018-19 Actuals	2019-20 Actuals	2020-21 Recommended	2020-21 Adopted	
1	2	3	4	5	6	7
<b>General Fund (continued)</b>						
100000000 (continued)						
<b>Other Revenues (continued)</b>						
		\$0	\$0	\$0	\$0	\$0
	Employee Contributio					
	Cash Overages	6,693	11,241	1,500	1,500	1,500
	Sett-Damages-Ins	4,082	0	0	0	0
	Invoice Variances	4,713	(1,064)	2,521	2,521	2,521
	Tobacco Settlement	2,374,065	2,326,330	2,321,603	2,321,603	2,321,603
	SB1090 Proceeds	(400,000)	8,596,792	2,378,299	2,378,299	2,378,299
	<b>Total Other Revenues</b>	<b>\$4,458,987</b>	<b>\$14,015,834</b>	<b>\$7,296,074</b>	<b>\$7,296,074</b>	<b>\$7,296,074</b>
<b>Interfund</b>						
	IFR-IS-VoIP	\$0	\$48,204	\$58,813	\$58,813	\$58,813
	IFR-IS-ITD NW Svcs	396,934	299,225	223,150	223,150	223,150
	IFR-IS-GS S/S	281,795	250,279	303,904	303,904	303,904
	IFR-IS-Health Bill	48,974	79,352	0	0	0
	IFR-IS-Maint Prj	16,626	8,136	0	0	0
	IFR-IS-ITD Ent Svcs	775,183	812,244	980,101	980,101	980,101
	IFR-IS-Drug & Alc	83,210	128,168	50,200	50,200	50,200
	IFR-IS-ITD Dept Svcs	319,534	271,647	524,752	524,752	524,752
	IFR-IS-ITD Radio	19,300	99,855	62,973	62,973	62,973
	IFR-IS-Sher Sup	633,632	570,556	776,835	776,835	776,835
	IFR-IS-G/S Other	372,319	427,720	392,403	392,403	392,403
	IFR-IS-CDF Chgs	0	0	522,571	522,571	522,571
	IFR-IS-Mental Health	0	3,525	0	0	0
	IFR-IS-Parks Blngs	0	561,354	400,000	400,000	400,000
	IFR-IS-Other Depts	104,887	50,286	0	0	0

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1	2	3	4	5	6	7

**General Fund (continued)**  
**1000000000 (continued)**  
**Interfund (continued)**

IFR-OH-AGR		\$82	\$182	\$0	\$0
IFR-MCA-ITD Voice		122,239	79,639	94,476	94,476
IFR-MCA-Postage		24,656	23,456	18,486	18,486
IFR-IAA-Labor-Reg		0	1,283	0	0
IFR-IAA-Labor-OT-1.5		0	0	0	0
IFR-IS-W/O Sett		41,083	10,227	0	0
IFR-JE-All Othr Dept		3,236	83	0	0
IFR-JE-Admin Office		125,710	36,000	36,000	36,000
IFR-JE-Risk Managemnt		1,158,582	1,199,444	1,406,969	1,406,969
IFR-JE-Aud-Contrrollr		30,000	30,000	30,000	30,000
IFR-JE-Maint Project		55,028	381,562	100,000	100,000
IFR-JE-General Svcs		881,293	1,012,605	980,379	980,379
IFR-JE-Personnel		300,511	212,909	186,634	186,634
IFR-JE-County Counsl		100,363	44,655	48,600	48,600
IFR-JE-Public Health		125,016	110,032	126,400	126,400
IFR-JE-Sheriff		512	699	4,925	4,925
IFR-JE-CDF		888,386	1,196,988	606,012	606,012
IFR-JE-Planning		450,164	387,907	401,919	401,919
IFR-JE-SB 2557		265,602	262,180	285,000	285,000
IFR-JE-Co-Wide OH		2,978,941	2,849,808	3,146,577	3,146,577
IFR-JE-Utiitit-Op Ctr		55,853	65,754	60,000	60,000
IFR-JE-Parks		0	290,772	290,772	290,772
IFR-JE-Insurance		0	0	0	0

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1	2	3	4	5	6	7
<b>General Fund (continued)</b>						
<b>100000000 (continued)</b>		<b>Total Interfund</b>		<b>\$11,806,736</b>	<b>\$12,118,851</b>	<b>\$12,118,851</b>
<b>Other Financing Sources</b>						
	Operating Trans-In		\$820,342	\$222,620	\$116,881	\$149,750
	OTI - Interfund (m)		0	2,021,975	174,908	2,972,860
	OTI-Gen Gov Bidg Rep		0	25,000	0	0
	OTI-Auto Repl		85,661	8,283	0	0
	OTI-PFF-Fire		46,685	0	0	0
	OTI-Fleet		5,400	8,685	0	0
	Int Loan Prin (m)		407,177	421,922	129,740	129,740
	Int Loan Int Repaid		498,830	444,756	209,119	209,119
	Proc fr Iss of N/L-A		6,000,000	0	0	0
<b>Total Other Financing Sources</b>			<b>\$7,864,095</b>	<b>\$3,153,240</b>	<b>\$630,648</b>	<b>\$3,461,469</b>
<b>Total 100000000</b>			<b>\$499,553,417</b>	<b>\$542,803,988</b>	<b>\$543,838,870</b>	<b>\$539,873,500</b>
<b>Total General Fund</b>			<b>\$499,553,417</b>	<b>\$542,803,988</b>	<b>\$543,838,870</b>	<b>\$539,873,500</b>

<b>State Controller Schedules</b>	<b>San Luis Obispo County</b>	<b>Schedule 6</b>
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Fund Name	Financing Source Category	2018-19 Actuals	2019-20 Actuals	2020-21 Recommended	2020-21 Adopted
1	2	3	4	5	6
					7

**Capital Projects**  
**1100000000**

**Revenue from Use of Money & Property**

Interest Revenue	\$339,255	\$321,433	\$0	\$0
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**Total Revenue from Use of Money & Property \$339,255 \$321,433 \$0**

**Intergovernmental Revenue**

<b>State Aid</b>				
St Aid-DMV-Veh Crime	\$0	\$0	\$0	\$0
St Aid-Construction	1,256,281	0	0	0
St Aid-Region St Hwy	15,896	92,816	0	0
St Aid-Bike Lanes/Tr	119,461	103,097	0	0
<b>Total State Aid</b>	<b>\$1,391,637</b>	<b>\$195,912</b>	<b>\$0</b>	<b>\$0</b>

**Federal Aid**

Fed Aid-Pass-thru Gr	\$276,557	\$104,205	\$0	\$0
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**Total Federal Aid \$276,557 \$104,205 \$0**

**Total Intergovernmental Revenue \$1,668,195 \$300,118 \$0**

**Charges for Current Services**

Oth Billgs to Cts	\$16,903	\$72,177	\$0	\$0
Reimb of Proj Costs	0	28,172	0	0
<b>Total Charges for Current Services</b>	<b>\$16,903</b>	<b>\$100,349</b>	<b>\$0</b>	<b>\$0</b>

**Other Revenues**

Sale-Fixed Assets	\$0	\$0	\$0	\$0
Other Reimbursements	500	0	0	0
Invoice Variances	1,197	1	0	0

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1	2	3	4	5	6	7
<b>Capital Projects (continued)</b>						
110000000 (continued)			\$1,697	\$0	\$0	\$0
Total Other Revenues			\$1,697	\$0	\$0	\$0
<b>Interfund</b>						
	IFR-JE-CapAsset Fndg		\$334,665	\$87,138	\$0	\$0
Total Interfund			\$334,665	\$87,138	\$0	\$0
<b>Other Financing Sources</b>						
	Operating Trans-In		\$472,961	\$514,235	\$0	\$0
	OTI-Procds-Bond/COP		0	910,981	0	0
	OTI-Gen Fd		2,519,963	4,494,976	4,632,000	4,446,720
	OTI-Gen Gov Bldg Rep		896,394	1,903,173	2,600,000	2,600,000
	OTI-PFF-Fire		5,004	0	0	0
	OTI-PFF-Parks		169,541	100,289	0	0
Total Other Financing Sources			\$4,063,863	\$7,923,654	\$7,232,000	\$7,046,720
Total 110000000			\$6,424,579	\$8,732,693	\$7,232,000	\$7,046,720
Total Capital Projects			\$6,424,579	\$8,732,693	\$7,232,000	\$7,046,720

<b>State Controller Schedules</b>		<b>San Luis Obispo County</b>		<b>Schedule 6</b>	
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Fund Name	Financing Source Category	2018-19 Actuals	2019-20 Actuals	2020-21 Recommended	2020-21 Adopted
1	2	3	4	5	6
					7

**Road Fund**  
**1200000000**

<b>Current Property Taxes</b>					
Prop Tax-Curr Sec		\$1,477,763	\$1,580,471	\$1,625,237	\$1,625,237
Prop Tax-Unitary		326,491	263,841	308,103	308,103
Supp-Curr Secured		39,992	30,894	0	0
Prop Tax-Curr Unsec		34,645	60,170	36,047	36,047
Supp-Curr Unsec		0	100	0	0
<b>Total Current Property Taxes</b>		<b>\$1,878,892</b>	<b>\$1,935,475</b>	<b>\$1,969,387</b>	<b>\$1,969,387</b>

<b>Other Taxes</b>					
Prop Tax-PY Secured		(\$5,008)	(\$5,645)	\$0	\$0
Prop Tax-PY Supp Sec		(13)	(22)	0	0
Prop Tax-PY-Unsec		1,228	1,549	0	0
Prop Tax-PY-Sup-Unsec		82	187	0	0
Penalties/Int-Delinq		118	166	0	0
<b>Total Other Taxes</b>		<b>(\$3,593)</b>	<b>(\$3,764)</b>	<b>\$0</b>	<b>\$0</b>

<b>Revenue from Use of Money &amp; Property</b>					
Interest Revenue		\$245,118	\$280,357	\$125,000	\$125,000
Interest-P Tax Refund		(311)	(473)	0	0
<b>Total Revenue from Use of Money &amp; Property</b>		<b>\$244,807</b>	<b>\$279,884</b>	<b>\$125,000</b>	<b>\$125,000</b>

<b>Intergovernmental Revenue</b>					
<b>State Aid</b>					
St Aid-HO Prp Tx Rif		\$9,767	\$9,785	\$9,976	\$9,976
St Aid-Hwy Users Tax		6,999,633	7,991,037	9,500,000	9,500,000
St Aid-Construction		23,778	1,122,319	0	0
St Aid-Urban St Hwy		475,166	305,345	0	0

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Fund Name	Financing Source Category	2018-19 Actuals	2019-20 Actuals	2020-21 Recommended	2020-21 Adopted		
1	2	3	4	5	6	7	
<b>Road Fund (continued)</b>							
<b>120000000 (continued)</b>							
<b>Intergovernmental Revenue (continued)</b>							
<b>State Aid (continued)</b>							
	St Aid-Region St Hwy		\$496,958	\$565,389	\$0	\$0	
	St Aid-Transp-SB325		2,274,899	2,649,702	2,000,000	2,000,000	
	St Aid-SB1 Road Maint Rehab Acct (RMR/		6,997,593	6,988,169	7,400,000	7,400,000	
	St Aid-ISTEA		578,060	578,060	578,060	578,060	
	St Aid-Traffic Conge		444,752	444,060	0	0	
	State Aid-Disaster		(1,001)	83,565	0	0	
	<b>Total State Aid</b>		<b>\$18,299,604</b>	<b>\$20,737,430</b>	<b>\$19,488,036</b>	<b>\$19,488,036</b>	
<b>Federal Aid</b>							
	Fed Aid-FEMA		\$0	\$116,165	\$0	\$0	
	Fed Aid-Construction		5,373,302	6,647,842	0	0	
	Fed Aid-Bridge Tolls		370,270	771,696	0	0	
	Fed Aid-Forest Rsv		14,134	14,363	13,854	13,854	
	Fed Aid-Highway Safety Improvement (HS		210,867	125,403	0	0	
	Fed Aid-Congestion Mitigation Air Quality (		182,023	256,673	0	0	
	Fed Aid - Repurposed Demonstration		46,192	153,445	0	0	
	Fed Aid-CDBG Funds		0	0	0	0	
	Fed Aid-FHWA		95,414	0	0	0	
	<b>Total Federal Aid</b>		<b>\$6,292,201</b>	<b>\$8,085,587</b>	<b>\$13,854</b>	<b>\$13,854</b>	
	<b>Total Intergovernmental Revenue</b>		<b>\$24,591,805</b>	<b>\$28,823,018</b>	<b>\$19,501,890</b>	<b>\$19,501,890</b>	
<b>Charges for Current Services</b>							
	Road Permit Fees		\$24,432	\$17,122	\$24,000	\$24,000	
	Recording Fees		0	(400)	0	0	

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Fund Name	Financing Source Category	2018-19 Actuals	2019-20 Actuals	2020-21 Recommended	2020-21 Adopted
1	2	3	4	5	6
					7

**Road Fund (continued)**  
**120000000 (continued)**

<b>Charges for Current Services (continued)</b>					
	Encroachment Permit	\$174,299	\$153,314	\$190,000	\$190,000
	Curb & Gutter Waiver	398	0	450	450
	Curb & Gutter w/ Des	0	0	0	0
	Curb, Gutter & Sidewalk	2,525	4,192	2,500	2,500
	Miscellaneous Fees	531	550	500	500
	<b>Total Charges for Current Services</b>	<b>\$202,185</b>	<b>\$174,778</b>	<b>\$217,450</b>	<b>\$217,450</b>

<b>Other Revenues</b>					
	Other Revenue	\$20,282	\$6,807	\$0	\$0
	Other Reimbursements	197,031	226,891	6,800	6,800
	Other Sales	1,404	0	0	0
	Svc Chg-Rtd Cks	16	0	0	0
	Invoice Variances	1,181	1,152	0	0
	<b>Total Other Revenues</b>	<b>\$219,915</b>	<b>\$234,849</b>	<b>\$6,800</b>	<b>\$6,800</b>

<b>Interfund</b>					
	IFR-JE-CapAsset Fndg	\$0	\$604,354	\$0	\$0
	IFR-JE-All Other Dept	4,000	0	0	0
	IFR-JE-Maint Project	3,244	0	0	0
	<b>Total Interfund</b>	<b>\$7,244</b>	<b>\$604,354</b>	<b>\$0</b>	<b>\$0</b>

<b>Other Financing Sources</b>					
	OTI-Rds Imp	\$437,116	\$430,916	\$926,000	\$926,000
	OTI-Gen Fd	7,146,107	6,219,224	6,219,224	6,219,224
	OTI-Int Ln Proc (m)	0	2,638,166	0	0



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Fund Name	Financing Source Category	2018-19 Actuals	2019-20 Actuals	2020-21 Recommended	2020-21 Adopted	
1	2	3	4	5	6	7
<b>Road Fund (continued)</b>						
Total Other Financing Sources		\$7,583,223	\$9,288,307	\$7,145,224	\$7,145,224	
Total 1200000000		\$34,724,477	\$41,336,901	\$28,965,751	\$28,965,751	
Total Road Fund		\$34,724,477	\$41,336,901	\$28,965,751	\$28,965,751	

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Fund Name	Financing Source Category	2018-19 Actuals	2019-20 Actuals	2020-21 Recommended	2020-21 Adopted	
1	2	3	4	5	6	7
<b>Community Developmen</b>						
<b>1200500000</b>						
<b>Revenue from Use of Money &amp; Property</b>						
Interest Revenue		\$6,924	\$3,111	\$0	\$0	\$0
<b>Total Revenue from Use of Money &amp; Property</b>		<b>\$6,924</b>	<b>\$3,111</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Intergovernmental Revenue</b>						
<b>State Aid</b>						
St Aid-Other		\$0	\$0	\$689,428	\$689,428	\$689,428
<b>Total State Aid</b>		<b>\$0</b>	<b>\$0</b>	<b>\$689,428</b>	<b>\$689,428</b>	<b>\$689,428</b>
<b>Federal Aid</b>						
Fed Aid-CDBG Funds		\$2,328,120	\$1,425,670	\$1,780,000	\$1,780,000	\$1,780,000
Fed Aid-HOME Funds		385,458	554,825	870,000	870,000	870,000
Fed Aid-ESG &#160;Funds		538,202	231,932	151,000	151,000	151,000
Fed Aid-SNAP Funds		425,018	0	0	0	0
<b>Total Federal Aid</b>		<b>\$3,676,798</b>	<b>\$2,212,427</b>	<b>\$2,801,000</b>	<b>\$2,801,000</b>	<b>\$2,801,000</b>
<b>Total Intergovernmental Revenue</b>		<b>\$3,676,798</b>	<b>\$2,212,427</b>	<b>\$3,490,428</b>	<b>\$3,490,428</b>	<b>\$3,490,428</b>
<b>Other Revenues</b>						
Prog Income-CDBG		\$0	\$89,913	\$0	\$0	\$0
Prog Income-HUD		0	274,939	0	0	0
<b>Total Other Revenues</b>		<b>\$0</b>	<b>\$364,852</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Interfund</b>						
IFR-JE-Planning		\$0	\$0	\$0	\$0	\$0
<b>Total Interfund</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Other Financing Sources</b>						
OTI-Gen Fd		\$629,436	\$524,161	\$40,161	\$40,161	\$38,555

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Fund Name	Financing Source Category	2018-19 Actuals	2019-20 Actuals	2020-21 Recommended	2020-21 Adopted	
1	2	3	4	5	6	7
<b>Community Development (continued)</b>						
Total Other Financing Sources		\$629,436	\$524,161	\$40,161	\$38,555	
Total 1200500000		\$4,313,158	\$3,104,550	\$3,530,589	\$3,528,983	
Total Community Developmen		\$4,313,158	\$3,104,550	\$3,530,589	\$3,528,983	

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1	2	3	4	5	6
					7

**Public Fac Fees Svcs**  
**1201000000**

<b>Revenue from Use of Money &amp; Property</b>					
Interest Revenue		\$242,498	\$283,983	\$0	\$0
<b>Total Revenue from Use of Money &amp; Property</b>		<b>\$242,498</b>	<b>\$283,983</b>	<b>\$0</b>	<b>\$0</b>

**Charges for Current Services**

Afford Housing Fee Tr		(\$2,660)	(\$4,826)	\$0	\$0
Affordable Housing In		2,660	4,826	0	0
Pub Fac Fee-Library		208,692	148,051	147,113	147,113
Pub Fac Fee-Fire		1,132,295	571,303	675,436	675,436
Pub Fac Fee-Parks		569,156	504,318	551,237	551,237
Pub Fac Fee-Gen Govt		337,950	219,758	203,057	203,057
Pub Fac Fee-Law Enfo		404,376	102,594	91,166	91,166

<b>Total Charges for Current Services</b>		<b>\$2,652,470</b>	<b>\$1,546,024</b>	<b>\$1,668,009</b>	<b>\$1,668,009</b>
<b>Total 1201000000</b>		<b>\$2,894,967</b>	<b>\$1,830,006</b>	<b>\$1,668,009</b>	<b>\$1,668,009</b>

<b>Total Public Fac Fees Svcs</b>		<b>\$2,894,967</b>	<b>\$1,830,006</b>	<b>\$1,668,009</b>	<b>\$1,668,009</b>
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November 2014		Governmental Funds				
		Fiscal Year 2020-21				
Fund Name	Financing Source Category	2018-19 Actuals	2019-20 Actuals	2020-21 Recommended	2020-21 Adopted	
1	2	3	4	5	6	7
<b>Parks Fund</b>						
<b>1201500000</b>						
<b>Fines, Forfeitures, and Penalties</b>						
	Off-Hwy Motor Fines		\$81,146	\$97,533	\$56,770	\$56,770
	Litter Cleanup		0	2,911	500	500
	<b>Total Fines, Forfeitures, and Penalties</b>		<b>\$81,146</b>	<b>\$100,444</b>	<b>\$57,270</b>	<b>\$57,270</b>
<b>Revenue from Use of Money &amp; Property</b>						
	Interest Revenue		\$51,243	\$46,544	\$16,500	\$16,500
	Rent-Land/Bldg-ST		82,757	24,466	16,134	16,134
	Rent-Land/Bldg-LT		87,445	8,751	18,500	18,500
	Farm-Land Rent		2,080	2,020	2,150	2,150
	<b>Total Revenue from Use of Money &amp; Property</b>		<b>\$223,524</b>	<b>\$81,781</b>	<b>\$53,284</b>	<b>\$53,284</b>
<b>Intergovernmental Revenue</b>						
<b>State Aid</b>						
	St Aid-Nuclear Plng		\$2,168	\$0	\$2,508	\$2,508
	St Aid-Award Grants		60,180	46,436	20,000	20,000
	St Aid-Coastal Grant		0	86,000	0	0
	State Aid-Disaster		1,001	40,422	0	0
	<b>Total State Aid</b>		<b>\$63,349</b>	<b>\$172,858</b>	<b>\$22,508</b>	<b>\$22,508</b>
	<b>Total Intergovernmental Revenue</b>		<b>\$63,349</b>	<b>\$172,858</b>	<b>\$22,508</b>	<b>\$22,508</b>
<b>Charges for Current Services</b>						
	Oth Bilgs to Cts		\$14,033	\$0	\$0	\$0
	Bilgs To Outside Age		48,269	49,186	47,000	47,000
	Development Fee		660	990	600	600
	Camping Fees		3,570,052	2,476,511	3,995,000	3,995,000
	Daily Passes		713,887	664,185	699,000	699,000

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1	2	3	4	5	6	7

**Parks Fund (continued)**  
**1201500000 (continued)**

<b>Charges for Current Services (continued)</b>					
Group Entr/Day Use		\$346,767	\$128,351	\$335,000	\$335,000
Vehicle Pass		33,753	130,991	80,000	80,000
Season Boat Licenses		39,080	48,206	39,000	39,000
Daily Boat Passes		104,162	119,250	112,000	112,000
Concession Income		129,478	168,008	102,000	102,000
Swimming Pool Fees		27,292	0	100	100
Animal Day Use		61,488	53,074	63,000	63,000
Showers-Lockers		61,630	42,129	58,000	58,000
Parkland Fee-Quimby		235,833	76,785	0	0
Miscellaneous Fees		6,445	0	10,000	10,000
Recreational Program		43,286	501	14,000	14,000
Skate Park Fees		1,831	0	0	0
Special Events		23,919	4,346	30,000	30,000
Other Rec Fees		25,294	25,012	27,000	27,000
<b>Total Charges for Current Services</b>		<b>\$5,487,159</b>	<b>\$3,987,526</b>	<b>\$5,611,700</b>	<b>\$5,611,700</b>

**Other Revenues**

Other Revenue	\$25,049	\$25,803	\$10,265	\$10,265
Prior Year Ref-Adj	27,632	0	0	0
Other Reimbursements	3,436	2,772	0	0
Other Sales	114	970	5,000	5,000
Contrib-Non-Govtl	17,663	419	3,388	3,388
Cash Overages	0	459	100	100
Invoice Variances	2,954	563	1,462	1,462

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1	2	3	4	5	6	7
<b>Parks Fund (continued)</b>						
<b>1201500000 (continued)</b>						
		<b>Total Other Revenues</b>	<b>\$76,847</b>	<b>\$30,986</b>	<b>\$20,215</b>	<b>\$20,215</b>
<b>Interfund</b>						
	IFR-IS-GS S/S		\$0	\$0	\$0	\$0
	IFR-IS-Parks Blings		103,121	521,042	373,708	373,708
	IFR-MCA-ITD Voice		0	0	0	0
	IFR-JE-Parks		227,236	0	0	0
		<b>Total Interfund</b>	<b>\$330,357</b>	<b>\$521,042</b>	<b>\$373,708</b>	<b>\$373,708</b>
<b>Other Financing Sources</b>						
	OTI-Gen Fd		\$4,198,908	\$10,000	\$0	\$240,408
	OTI-PFF-Parks		520,601	328,916	0	0
	OTI-Int Ln Proc (m)		0	670,000	0	0
		<b>Total Other Financing Sources</b>	<b>\$4,719,509</b>	<b>\$1,008,916</b>	<b>\$0</b>	<b>\$240,408</b>
		<b>Total 1201500000</b>	<b>\$10,981,891</b>	<b>\$5,903,553</b>	<b>\$6,138,685</b>	<b>\$6,379,093</b>
		<b>Total Parks Fund</b>	<b>\$10,981,891</b>	<b>\$5,903,553</b>	<b>\$6,138,685</b>	<b>\$6,379,093</b>

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1	2	3	4	5	6

**Co-Wld Automathn Repl**  
**1202000000**

<b>Revenue from Use of Money &amp; Property</b>					
	Interest Revenue		\$286,951	\$308,618	\$0
	Rents & Concessions		144,699	144,699	0
	<b>Total Revenue from Use of Money &amp; Property</b>		<b>\$431,650</b>	<b>\$453,317</b>	<b>\$0</b>
<b>Intergovernmental Revenue</b>					
<b>State Aid</b>					
	St Aid-Nuclear Pllng		\$0	\$550,000	\$0
	<b>Total State Aid</b>		<b>\$0</b>	<b>\$550,000</b>	<b>\$0</b>
<b>Federal Aid</b>					
	Fed Aid-Security		\$48,471	\$0	\$0
	<b>Total Federal Aid</b>		<b>\$48,471</b>	<b>\$0</b>	<b>\$0</b>
<b>Other Governmental Aid</b>					
	Other Govt Aid		\$75,000	\$0	\$0
	<b>Total Other Governmental Aid</b>		<b>\$75,000</b>	<b>\$0</b>	<b>\$0</b>
	<b>Total Intergovernmental Revenue</b>		<b>\$123,471</b>	<b>\$550,000</b>	<b>\$0</b>
<b>Other Revenues</b>					
	Other Reimbursements		\$0	\$7,269	\$0
	<b>Total Other Revenues</b>		<b>\$0</b>	<b>\$7,269</b>	<b>\$0</b>
<b>Interfund</b>					
	IFR-JE-Major Sys Dev		\$19,100	\$0	\$0
	<b>Total Interfund</b>		<b>\$19,100</b>	<b>\$0</b>	<b>\$0</b>
<b>Other Financing Sources</b>					
	OTI-Gen Fd		\$850,279	\$6,463,953	\$3,870,033
	OTI-Auto Repl		18,081	0	0



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1	2	4	5	6	7		
3							
<b>Co-Wd Automatr Rep (continued)</b>							
Total Other Financing Sources		\$868,360	\$6,463,953	\$3,870,033	\$3,870,033		
Total 1202000000		\$1,442,581	\$7,474,540	\$3,870,033	\$3,870,033		
Total Co-Wd Automatr Rep		\$1,442,581	\$7,474,540	\$3,870,033	\$3,870,033		

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1	2	3	4	5	6	7
<b>Gen Govt Bldg Repl</b>						
<b>1202500000</b>						
<b>Revenue from Use of Money &amp; Property</b>						
	Interest Revenue		\$689,780	\$641,414	\$0	\$0
	<b>Total Revenue from Use of Money &amp; Property</b>		<b>\$689,780</b>	<b>\$641,414</b>	<b>\$0</b>	<b>\$0</b>
<b>Other Financing Sources</b>						
	OTI-Gen Fd		\$2,376,163	\$3,367,669	\$3,703,657	\$0
	<b>Total Other Financing Sources</b>		<b>\$2,376,163</b>	<b>\$3,367,669</b>	<b>\$3,703,657</b>	<b>\$0</b>
	<b>Total 1202500000</b>		<b>\$3,065,943</b>	<b>\$4,009,083</b>	<b>\$3,703,657</b>	<b>\$0</b>
	<b>Total Gen Govt Bldg Repl</b>		<b>\$3,065,943</b>	<b>\$4,009,083</b>	<b>\$3,703,657</b>	<b>\$0</b>

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1	2	3	4	5	6	7
<b>Tax Reduction Rsv</b>						
<b>1203000000</b>						
<b>Revenue from Use of Money &amp; Property</b>						
	Interest Revenue	\$292,842	\$381,835	\$0	\$0	\$0
	<b>Total Revenue from Use of Money &amp; Property</b>	<b>\$292,842</b>	<b>\$381,835</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Other Revenues</b>						
	SB1090 Proceeds	\$0	\$3,029,949	\$1,515,072	\$1,515,072	\$1,515,072
	<b>Total Other Revenues</b>	<b>\$0</b>	<b>\$3,029,949</b>	<b>\$1,515,072</b>	<b>\$1,515,072</b>	<b>\$1,515,072</b>
<b>Other Financing Sources</b>						
	Int Loan Prin (m)	\$84,237	\$1,964,914	\$0	\$0	\$0
	Int Loan Int Repaid	14,460	39,298	0	0	0
	<b>Total Other Financing Sources</b>	<b>\$98,697</b>	<b>\$2,004,212</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
	<b>Total 1203000000</b>	<b>\$391,539</b>	<b>\$5,415,996</b>	<b>\$1,515,072</b>	<b>\$1,515,072</b>	<b>\$1,515,072</b>
	<b>Total Tax Reduction Rsv</b>	<b>\$391,539</b>	<b>\$5,415,996</b>	<b>\$1,515,072</b>	<b>\$1,515,072</b>	<b>\$1,515,072</b>

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1	2	3	4	5	6
					7

<b>Roads - Impact Fees</b>					
<b>1203500000</b>					
<b>Revenue from Use of Money &amp; Property</b>					
	Interest Revenue		\$190,870	\$204,409	\$0
	<b>Total Revenue from Use of Money &amp; Property</b>		<b>\$190,870</b>	<b>\$204,409</b>	<b>\$0</b>
<b>Charges for Current Services</b>					
	Road Impact Fees		\$1,096,924	\$1,103,924	\$0
	<b>Total Charges for Current Services</b>		<b>\$1,096,924</b>	<b>\$1,103,924</b>	<b>\$0</b>
	<b>Total 1203500000</b>		<b>\$1,287,793</b>	<b>\$1,308,333</b>	<b>\$0</b>
	<b>Total Roads - Impact Fees</b>		<b>\$1,287,793</b>	<b>\$1,308,333</b>	<b>\$0</b>

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Fund Name	Financing Source Category	2018-19 Actuals	2019-20 Actuals	2020-21 Recommended	2020-21 Adopted	
1	2	3	4	5	6	7
<b>Wildlife and Grazing</b>						
<b>1204000000</b>						
<b>Revenue from Use of Money &amp; Property</b>						
	Interest Revenue		\$795	\$872	\$700	\$700
	<b>Total Revenue from Use of Money &amp; Property</b>		<b>\$795</b>	<b>\$872</b>	<b>\$700</b>	<b>\$700</b>
<b>Intergovernmental Revenue</b>						
<b>Federal Aid</b>						
	Fed Aid-Grazing Fees		\$4,155	\$1,615	\$3,608	\$3,608
	<b>Total Federal Aid</b>		<b>\$4,155</b>	<b>\$1,615</b>	<b>\$3,608</b>	<b>\$3,608</b>
	<b>Total Intergovernmental Revenue</b>		<b>\$4,155</b>	<b>\$1,615</b>	<b>\$3,608</b>	<b>\$3,608</b>
	<b>Total 1204000000</b>		<b>\$4,950</b>	<b>\$2,488</b>	<b>\$4,308</b>	<b>\$4,308</b>
	<b>Total Wildlife and Grazing</b>		<b>\$4,950</b>	<b>\$2,488</b>	<b>\$4,308</b>	<b>\$4,308</b>

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Fund Name	Financing Source Category	2018-19 Actuals	2019-20 Actuals	2020-21 Recommended	2020-21 Adopted
1	2	3	4	5	6
					7

**Driving Undr. Influen**  
**1204500000**

<b>Revenue from Use of Money &amp; Property</b>					
Interest Revenue	\$15,807	\$19,027	\$17,500	\$17,500	
<b>Total Revenue from Use of Money &amp; Property</b>	<b>\$15,807</b>	<b>\$19,027</b>	<b>\$17,500</b>	<b>\$17,500</b>	

<b>Intergovernmental Revenue</b>					
State Aid	\$0	\$0	\$38,333	\$38,333	
<b>Total State Aid</b>	<b>\$0</b>	<b>\$0</b>	<b>\$38,333</b>	<b>\$38,333</b>	

<b>Federal Aid</b>					
Fed Aid-Other	\$0	\$71,784	\$0	\$0	
<b>Total Federal Aid</b>	<b>\$0</b>	<b>\$71,784</b>	<b>\$0</b>	<b>\$0</b>	
<b>Total Intergovernmental Revenue</b>	<b>\$0</b>	<b>\$71,784</b>	<b>\$38,333</b>	<b>\$38,333</b>	

<b>Charges for Current Services</b>					
Fees-Young Adults Pr	\$31,195	\$15,956	\$15,958	\$15,958	
Extd First Offender	185,751	183,803	211,092	211,092	
Second Chance Charge	679,993	624,065	725,840	725,840	
First Offender Fees	497,410	423,677	478,964	478,964	
Miscellaneous Fees	323	0	0	0	
Wet & Recless Rev	28,498	14,656	16,860	16,860	
<b>Total Charges for Current Services</b>	<b>\$1,423,170</b>	<b>\$1,262,157</b>	<b>\$1,448,714</b>	<b>\$1,448,714</b>	

<b>Other Revenues</b>					
Other Revenue	\$72,576	\$66,623	\$2,353	\$2,353	
Cash Overages	0	1	0	0	

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1	2	3	4	5	6	7
<b>Driving Undr Influnc (continued)</b>						
1204500000 (continued)		Total Other Revenues		\$72,576	\$66,624	\$2,353
<b>Interfund</b>						
	IFR-IS-Drug & Alc		\$0	\$1,937	\$0	\$0
	IFR-IS-Other Depts		6,585	47,744	0	0
	Int-Fd-Rev-JE-Drinking Driver Services		0	1,791	0	0
	<b>Total Interfund</b>		<b>\$6,585</b>	<b>\$51,471</b>	<b>\$0</b>	<b>\$0</b>
<b>Other Financing Sources</b>						
	Proc fr Iss of N/L-A		\$160,000	\$0	\$0	\$0
	<b>Total Other Financing Sources</b>		<b>\$160,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
	<b>Total 1204500000</b>		<b>\$1,678,138</b>	<b>\$1,471,063</b>	<b>\$1,506,900</b>	<b>\$1,506,900</b>
	<b>Total Driving Undr Influnc</b>		<b>\$1,678,138</b>	<b>\$1,471,063</b>	<b>\$1,506,900</b>	<b>\$1,506,900</b>

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1	2	4	5	6	7

**Library**  
**1205000000**

<b>Current Property Taxes</b>					
Prop Tax-Curr Sec		\$8,510,264	\$9,006,088	\$9,417,458	\$9,417,458
Prop Tax-Unitary		568,298	459,437	413,154	413,154
Supp-Curr Secured		229,850	176,975	206,864	206,864
RDA Tax		(191,116)	(206,800)	(217,140)	(217,140)
Return RDA Passthru-		80,982	68,107	89,526	89,526
RPTTF Residual Bal		72,656	94,486	72,000	72,000
Prop Tax-Curr Unsec		199,519	342,868	328,568	328,568
Supp-Curr Unsec		0	570	0	0
<b>Total Current Property Taxes</b>		<b>\$9,470,452</b>	<b>\$9,941,731</b>	<b>\$10,310,430</b>	<b>\$10,310,430</b>

<b>Other Taxes</b>					
Prop Tax-PY Secured		(\$28,625)	(\$32,507)	(\$16,733)	(\$16,733)
Prop Tax-PY Supp Sec		(75)	(127)	(75)	(75)
Prop Tax-PY-Unsec		7,043	8,921	9,311	9,311
Prop Tax-PY-Sup-Unsec		467	1,071	460	460
Penalties/Int-Delinq		674	958	675	675
<b>Total Other Taxes</b>		<b>(\$20,515)</b>	<b>(\$21,685)</b>	<b>(\$6,362)</b>	<b>(\$6,362)</b>

<b>Revenue from Use of Money &amp; Property</b>					
Interest Revenue		\$72,482	\$77,603	\$67,000	\$67,000
Interest-PTax Refund		(1,772)	(2,724)	(1,700)	(1,700)
<b>Total Revenue from Use of Money &amp; Property</b>		<b>\$70,711</b>	<b>\$74,879</b>	<b>\$65,300</b>	<b>\$65,300</b>

<b>Intergovernmental Revenue</b>					
<b>State Aid</b>		\$0	\$178	\$0	\$0



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1	2	3	4	5	6	7
<b>Library (continued)</b>						
<b>120500000 (continued)</b>						
<b>Intergovernmental Revenue (continued)</b>						
<b>State Aid (continued)</b>						
	St Aid-HO Prp Tx Rif		\$56,240	\$55,767	\$55,767	\$55,767
	St Aid-Award Grants		60,110	60,110	60,000	60,000
	<b>Total State Aid</b>		<b>\$116,350</b>	<b>\$116,055</b>	<b>\$115,767</b>	<b>\$115,767</b>
<b>Federal Aid</b>						
	Fed Aid-Other		\$8,000	\$0	\$0	\$0
	<b>Total Federal Aid</b>		<b>\$8,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
	<b>Total Intergovernmental Revenue</b>		<b>\$124,350</b>	<b>\$116,055</b>	<b>\$115,767</b>	<b>\$115,767</b>
<b>Charges for Current Services</b>						
	Lost-Damaged Mats		\$12,420	\$12,800	\$13,000	\$13,000
	Library Services		48,107	12,874	0	0
	Passport Fees		50,240	33,071	33,000	33,000
	Copying Fees		20,708	15,555	18,000	18,000
	Library Request Fees		67	335	0	0
	<b>Total Charges for Current Services</b>		<b>\$131,542</b>	<b>\$74,636</b>	<b>\$64,000</b>	<b>\$64,000</b>
<b>Other Revenues</b>						
	Other Revenue		\$18,613	\$14,097	\$15,000	\$15,000
	Sale-Fixed Assets		389,521	0	0	0
	Svc Chg-Rtd Cks		(105)	(334)	(300)	(300)
	Contrib-Non-Govtl		324,539	381,006	0	0
	Cash Overages		6	(0)	0	0

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1	2	3	4	5	6	7
<b>Library (continued)</b>						
<b>120500000 (continued)</b>						
<b>Total Other Revenues</b>		<b>\$732,573</b>	<b>\$394,769</b>	<b>\$14,700</b>	<b>\$14,700</b>	
<b>Other Financing Sources</b>						
OTI-Gen Fd		\$666,552	\$666,552	\$666,552	\$666,552	\$639,890
<b>Total Other Financing Sources</b>		<b>\$666,552</b>	<b>\$666,552</b>	<b>\$666,552</b>	<b>\$666,552</b>	<b>\$639,890</b>
<b>Total 120500000</b>		<b>\$11,175,664</b>	<b>\$11,246,937</b>	<b>\$11,230,387</b>	<b>\$11,203,725</b>	
<b>Total Library</b>		<b>\$11,175,664</b>	<b>\$11,246,937</b>	<b>\$11,230,387</b>	<b>\$11,203,725</b>	

State Controller Schedules		San Luis Obispo County			Schedule 6	
County Budget Act November 2014		Detail of Additional Financing Sources by Fund and Account Governmental Funds Fiscal Year 2020-21				
Fund Name	Financing Source Category	2018-19 Actuals	2019-20 Actuals	2020-21 Recommended	2020-21 Adopted	
1	2	3	4	5	6	7
<b>Fish and Game</b>						
<b>1205500000</b>						
<b>Fines, Forfeitures, and Penalties</b>						
	Fish And Game Fines	\$22,104	\$12,605	\$17,558	\$17,558	
	St Pen Fish&amp;Game-PC	12,770	7,341	9,829	9,829	
	<b>Total Fines, Forfeitures, and Penalties</b>	<b>\$34,874</b>	<b>\$19,946</b>	<b>\$27,387</b>	<b>\$27,387</b>	
	<b>Total 1205500000</b>	<b>\$34,874</b>	<b>\$19,946</b>	<b>\$27,387</b>	<b>\$27,387</b>	
	<b>Total Fish and Game</b>	<b>\$34,874</b>	<b>\$19,946</b>	<b>\$27,387</b>	<b>\$27,387</b>	

State Controller Schedules		San Luis Obispo County			Schedule 6	
County Budget Act November 2014		Detail of Additional Financing Sources by Fund and Account Governmental Funds Fiscal Year 2020-21				
Fund Name	Financing Source Category	2018-19 Actuals	2019-20 Actuals	2020-21 Recommended	2020-21 Adopted	
1	2	3	4	5	6	7
<b>Org Development</b>						
1206000000						
<b>Revenue from Use of Money &amp; Property</b>						
	Interest Revenue		\$42,413	\$0	\$0	\$0
	<b>Total Revenue from Use of Money &amp; Property</b>		<b>\$42,413</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Other Financing Sources</b>						
	OTI-Gen Fd		\$670,813	\$0	\$0	\$0
	<b>Total Other Financing Sources</b>		<b>\$670,813</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
	<b>Total 1206000000</b>		<b>\$713,226</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
	<b>Total Org Development</b>		<b>\$713,226</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

State Controller Schedules		San Luis Obispo County				Schedule 6
County Budget Act November 2014		Detail of Additional Financing Sources by Fund and Account Governmental Funds Fiscal Year 2020-21				
Fund Name	Financing Source Category	2018-19 Actuals	2019-20 Actuals	2020-21 Recommended	2020-21 Adopted	
1	2	3	4	5	6	7
<b>Co Medical Services</b>						
<b>1206500000</b>						
<b>Other Revenues</b>						
		Other Revenue		\$0	\$0	\$0
		<b>Total Other Revenues</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
		<b>Total 1206500000</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
		<b>Total Co Medical Services</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**State Controller Schedules** **San Luis Obispo County** **Schedule 6**  
 County Budget Act **Detail of Additional Financing Sources by Fund and Account**  
 November 2014 **Governmental Funds**  
**Fiscal Year 2020-21**

Fund Name	Financing Source Category	2018-19 Actuals	2019-20 Actuals	2020-21 Recommended	2020-21 Adopted
1	2	3	4	5	6

**Emergency Med Svcs**  
**1207000000**

<b>Fines, Forfeitures, and Penalties</b>					
	PA-Emerg Med Svcs		\$276,257	\$218,633	\$300,000
	PA-SB1773		359,110	286,000	400,000
	Traffic Sch-Maddy Fd		82,053	66,794	100,000

**Total Fines, Forfeitures, and Penalties** **\$717,420** **\$571,427** **\$800,000** **\$800,000**

**Revenue from Use of Money & Property**

	Interest Revenue		\$3,813	\$4,018	\$1,000
	<b>Total Revenue from Use of Money &amp; Property</b>		<b>\$3,813</b>	<b>\$4,018</b>	<b>\$1,000</b>
	<b>Total 1207000000</b>		<b>\$721,232</b>	<b>\$575,445</b>	<b>\$801,000</b>

**Total Emergency Med Svcs** **\$721,232** **\$575,445** **\$801,000** **\$801,000**

## 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** **Schedule 7**  
 County Budget Act Summary of Financing Uses by Function and Fund  
 November 2014 Governmental Funds  
 Fiscal Year 2020-21

Description	2018-19 Actuals	2019-20 Actuals	2020-21 Recommended	2020-21 Adopted
1	2	3	4	5
<b>Summarization by Function</b>				
General Government	\$98,763,999	\$102,846,372	\$93,420,812	\$91,422,461
Public Protection	184,862,243	194,925,481	206,142,664	203,906,603
Public Ways & Facilities	33,303,427	41,697,174	31,984,066	31,984,066
Health & Sanitation	101,276,448	107,104,085	114,383,582	117,714,761
Public Assistance	125,241,867	135,011,300	141,577,957	140,689,994
Education	12,470,072	13,072,023	13,277,010	13,257,652
Recreation & Cultural Services	10,807,320	12,310,094	11,068,838	10,909,756
Debt Services	10,332,566	11,081,694	12,640,721	12,640,721
<b>Total Summarization by Function</b>	<b>\$577,057,941</b>	<b>\$618,048,221</b>	<b>\$624,495,650</b>	<b>\$622,526,014</b>

<b>Appropriations for Contingencies</b>				
General Fund	\$0	\$0	\$27,026,851	\$27,026,851
Community Development	0	0	0	54,568
Parks Fund	0	0	100,000	340,408
Driving Undr Influenc	0	0	56,000	56,000
Library	0	0	484,593	558,064
<b>Total Appropriations for Contingencies</b>	<b>\$0</b>	<b>\$0</b>	<b>\$27,667,444</b>	<b>\$28,035,891</b>
<b>Subtotal Financing Uses</b>	<b>\$577,057,941</b>	<b>\$618,048,221</b>	<b>\$652,163,094</b>	<b>\$650,561,905</b>



State Controller Schedules		San Luis Obispo			Schedule 7
County Budget Act November 2014		Summary of Financing Uses by Function and Fund Governmental Funds Fiscal Year 2020-21			
Description	2018-19 Actuals	2019-20 Actuals	2020-21 Recommended	2020-21 Adopted	
1	2	3	4	5	
<b>Provisions for Reserves and Designations</b>					
General Fund	\$0	\$0	\$3,706,832	\$10,988,596	
Capital Projects	0	0	0	321,516	
Road Fund	0	0	0	2,208,233	
Public Fac Fees Svcs	0	0	1,464,952	1,464,952	
Parks Fund	0	0	865,291	195,425	
Co-Wd Automathn Repl	0	0	3,169,525	3,744,334	
Gen Govt Bldg Repl	0	0	3,703,657	400,000	
Tax Reduction Rsv	0	0	1,515,072	3,656,441	
Roads - Impact Fees	0	0	0	1,312,721	
Wildlife and Grazing	0	0	0	6,598	
Library	0	0	0	244,885	
Fish and Game	0	0	0	8,438	
Psn Oblig Bond DSF	0	0	4,153,800	4,312,562	
<b>Total Provisions for Reserves and Designations</b>	<b>\$0</b>	<b>\$0</b>	<b>\$18,579,129</b>	<b>\$28,864,701</b>	

**State Controller Schedules** **San Luis Obispo** **Schedule 7**  
 County Budget Act Summary of Financing Uses by Function and Fund  
 November 2014 Governmental Funds  
 Fiscal Year 2020-21

Description	2018-19 Actuals	2019-20 Actuals	2020-21 Recommended	2020-21 Adopted
1	2	3	4	5

**Summarization by Fund**

General Fund	\$490,901,189	\$522,779,310	\$576,972,646	\$579,667,501
Capital Projects	6,607,045	8,988,594	7,232,000	7,368,236
Road Fund	31,325,507	39,798,698	30,311,627	32,519,860
Community Developmen	4,309,281	3,099,440	3,530,589	3,583,551
Public Fac Fees Svcs	1,100,166	1,019,947	1,864,952	1,864,952
Parks Fund	10,807,320	7,401,120	6,895,171	6,465,713
Co-W/d Automathn Repl	4,530,608	1,813,050	3,870,033	4,444,842
Gen Govt Bldg Repl	1,369,355	2,442,408	6,303,657	5,000,000
Tax Reduction Rsv	1,327,763	3,663,283	1,689,980	4,629,301
Roads - Impact Fees	877,754	878,529	1,272,439	2,585,160
Wildlife and Grazing	1,848	3,089	8,243	14,841
Driving Undr Influenc	1,416,517	1,512,065	1,516,900	1,516,900
Library	10,460,667	10,932,633	11,645,887	11,970,450
Fish and Game	23,912	24,283	32,578	41,016
Org Development	926,610	1,952,301	0	0
Co Medical Services	0	0	0	0
Emergency Med Svcs	739,835	657,776	801,000	801,000
COP Loan DSF	2,339,141	2,569,495	3,568,521	3,568,521
Psn Oblig Bond DSF	7,993,424	8,512,199	13,226,000	13,384,762
<b>Total Summarization by Fund</b>	<b>\$577,057,941</b>	<b>\$618,048,221</b>	<b>\$670,742,223</b>	<b>\$679,426,606</b>

## 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** **San Luis Obispo** **Schedule 8**  
 County Budget Act  
 November 2014  
 Detail of Financing Uses by Function, Activity and Budget Unit  
 Governmental Funds  
 Fiscal Year 2020-21

Function, Activity, and Budget Unit	2018-19 Actuals	2019-20 Actuals	2020-21 Recommended	2020-21 Adopted
1	2	3	4	5

<b>General Government</b>				
<b>Legislative &amp; Administrative</b>				
100 - Board of Supervisors	\$1,653,783	\$1,670,383	\$1,746,009	\$1,676,169
103 - Non-Departmental Other Expenditures	439,114	5,071,658	633,765	612,934
104 - Administrative Office	2,205,709	2,886,621	3,053,279	2,936,759
110 - Clerk-Recorder	3,371,473	3,660,489	3,743,348	3,698,623
118 - Human Resources - Talent Development	0	496,325	650,709	625,589
119 - Administrative Office - Communications and C	0	140,693	148,779	142,828
275 - Organizational Development	926,610	1,952,301	0	0
290 - Planning and Building - Community Developpr	4,309,281	3,099,440	3,530,589	3,528,983
<b>Total Legislative &amp; Administrative</b>	<b>\$12,905,970</b>	<b>\$18,977,910</b>	<b>\$13,506,479</b>	<b>\$13,221,886</b>

<b>Finance</b>				
101 - Non-Departmental Revenue	\$2	\$3	\$5	\$5
109 - Assessor	10,286,586	10,739,594	11,329,471	10,883,721
117 - Auditor-Controller-Treasurer-Tax Collector-Pu	7,745,972	8,124,126	8,754,097	8,497,854
268 - Tax Reduction Reserve	1,327,763	3,663,283	174,908	972,860
<b>Total Finance</b>	<b>\$19,360,323</b>	<b>\$22,527,007</b>	<b>\$20,258,481</b>	<b>\$20,354,440</b>

<b>Transfer Out</b>				
102 - Non-Departmental - Other Financing Uses	\$11,911,447	\$7,573,391	\$5,317,983	\$1,640,186
<b>Total Transfer Out</b>	<b>\$11,911,447</b>	<b>\$7,573,391</b>	<b>\$5,317,983</b>	<b>\$1,640,186</b>

<b>Counsel</b>				
111 - County Counsel	\$4,735,593	\$4,276,168	\$5,096,929	\$4,897,748

State Controller Schedules		San Luis Obispo			Schedule 8
County Budget Act November 2014		Detail of Financing Uses by Function, Activity and Budget Unit Governmental Funds Fiscal Year 2020-21			
Function, Activity, and Budget Unit	2018-19 Actuals	2019-20 Actuals	2020-21 Recommended	2020-21 Adopted	
1	2	3	4	5	
<b>General Government (continued)</b>					
<b>Counsel (continued)</b>					
Total Counsel	\$4,735,593	\$4,276,168	\$5,096,929	\$4,897,748	
<b>Personnel</b>					
112 - Human Resources	\$3,912,399	\$3,796,844	\$3,861,358	\$3,681,606	
<b>Total Personnel</b>	<b>\$3,912,399</b>	<b>\$3,796,844</b>	<b>\$3,861,358</b>	<b>\$3,681,606</b>	
<b>Property Management</b>					
113 - Public Works - Facilities Management	\$5,927,749	\$6,241,767	\$6,893,929	\$6,683,393	
200 - Maintenance Projects	6,347,949	5,116,711	3,366,000	3,238,364	
<b>Total Property Management</b>	<b>\$12,275,698</b>	<b>\$11,358,478</b>	<b>\$10,259,929</b>	<b>\$9,921,757</b>	
<b>Plant Acquisition</b>					
230 - Capital Projects	\$6,607,045	\$8,988,594	\$7,232,000	\$7,046,720	
267 - General Government Building Replacement	1,369,355	2,442,408	2,600,000	4,600,000	
<b>Total Plant Acquisition</b>	<b>\$7,976,400</b>	<b>\$11,431,003</b>	<b>\$9,832,000</b>	<b>\$11,646,720</b>	
<b>Other General</b>					
105 - Human Resources - Risk Management	\$1,743,735	\$428	\$0	\$0	
112 - Human Resources	0	1,952,175	2,267,010	2,267,010	
114 - Information Technology	11,496,147	11,489,570	13,100,194	14,165,194	
116 - Central Services	4,075,964	4,217,958	4,482,436	4,334,091	
201 - Public Works - Special Services	3,839,717	3,432,390	4,737,505	4,591,315	

State Controller Schedules		San Luis Obispo			Schedule 8
County Budget Act November 2014		Detail of Financing Uses by Function, Activity and Budget Unit Governmental Funds Fiscal Year 2020-21			
1	2	3	4	5	
Function, Activity, and Budget Unit	2018-19 Actuals	2019-20 Actuals	2020-21 Recommended	2020-21 Adopted	
<b>General Government (continued)</b>					
<b>Other General (continued)</b>					
266 - Countywide Automation Replacement	\$4,530,608	\$1,813,050	\$700,508	\$700,508	\$700,508
<b>Total Other General</b>	<b>\$25,686,171</b>	<b>\$22,905,571</b>	<b>\$25,287,653</b>	<b>\$25,287,653</b>	<b>\$26,058,118</b>
<b>Total General Government</b>	<b>\$98,763,999</b>	<b>\$102,846,372</b>	<b>\$93,420,812</b>	<b>\$93,420,812</b>	<b>\$91,422,461</b>

State Controller Schedules		San Luis Obispo			Schedule 8
County Budget Act January 2010		Detail of Financing Uses by Function, Activity and Budget Unit Governmental Funds Fiscal Year 2020-21			
Function, Activity, and Budget Unit	2018-19 Actuals	2019-20 Actuals	2020-21 Recommended	2020-21 Adopted	
1	2	3	4	5	
<b>Public Protection</b>					
<b>Detention &amp; Correction</b>					
139 - Probation	\$22,256,367	\$23,906,719	\$26,613,034	\$26,220,785	
<b>Total Detention &amp; Correction</b>	<b>\$22,256,367</b>	<b>\$23,906,719</b>	<b>\$26,613,034</b>	<b>\$26,220,785</b>	
<b>Fire Protection</b>					
140 - County Fire	\$24,732,919	\$24,378,072	\$27,361,464	\$27,175,784	
<b>Total Fire Protection</b>	<b>\$24,732,919</b>	<b>\$24,378,072</b>	<b>\$27,361,464</b>	<b>\$27,175,784</b>	
<b>Flood Control, Spoil &amp; Water Conservation</b>					
330 - Wildlife and Grazing	\$1,848	\$3,089	\$8,243	\$8,243	
<b>Total Flood Control, Spoil &amp; Water Conservation</b>	<b>\$1,848</b>	<b>\$3,089</b>	<b>\$8,243</b>	<b>\$8,243</b>	
<b>Protective Inspection</b>					
141 - Agricultural Commissioner	\$6,138,783	\$6,657,286	\$7,047,695	\$6,825,203	
<b>Total Protective Inspection</b>	<b>\$6,138,783</b>	<b>\$6,657,286</b>	<b>\$7,047,695</b>	<b>\$6,825,203</b>	
<b>Other Protection</b>					
130 - Public Works - Waste Management	\$794,020	\$851,376	\$1,385,989	\$1,331,731	
137 - Health Agency - Animal Services	2,808,948	2,627,901	4,083,397	4,007,412	
138 - Administrative Office - Emergency Services	1,799,119	2,405,686	2,072,743	2,056,239	
142 - Planning and Building	14,972,496	15,779,677	16,946,505	16,606,118	
331 - Fish and Game	23,912	24,283	32,578	32,578	

**State Controller Schedules** **San Luis Obispo** **Schedule 8**  
 County Budget Act  
 November 2014  
 Detail of Financing Uses by Function, Activity and Budget Unit  
 Governmental Funds  
 Fiscal Year 2020-21

Function, Activity, and Budget Unit	2018-19 Actuals	2019-20 Actuals	2020-21 Recommended	2020-21 Adopted
1	2	3	4	5

<b>Public Protection (continued)</b>				
<b>Other Protection (continued)</b>				
<b>Total Other Protection</b>	<b>\$20,398,495</b>	<b>\$21,688,923</b>	<b>\$24,521,212</b>	<b>\$24,034,078</b>

<b>Judicial</b>				
131 - Grand Jury	\$85,758	\$71,296	\$131,940	\$126,662
132 - District Attorney	17,978,746	19,252,796	20,623,553	20,495,581
134 - Child Support Services	3,996,268	4,039,550	4,795,082	4,784,864
135 - Public Defender	6,779,229	7,402,154	7,736,736	7,459,412
143 - Court Operations	2,539,346	2,408,362	2,426,973	2,426,973
<b>Total Judicial</b>	<b>\$31,379,348</b>	<b>\$33,174,157</b>	<b>\$35,714,285</b>	<b>\$35,293,493</b>

<b>Police Protection</b>				
136 - Sheriff-Coroner	\$79,954,484	\$85,117,235	\$84,876,731	\$84,349,017
<b>Total Police Protection</b>	<b>\$79,954,484</b>	<b>\$85,117,235</b>	<b>\$84,876,731</b>	<b>\$84,349,017</b>

<b>Total Public Protection</b>	<b>\$184,862,243</b>	<b>\$194,925,481</b>	<b>\$206,142,664</b>	<b>\$203,906,603</b>
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State Controller Schedules		San Luis Obispo			Schedule 8
County Budget Act November 2014		Detail of Financing Uses by Function, Activity and Budget Unit Governmental Funds Fiscal Year 2020-21			
Function, Activity, and Budget Unit	2018-19 Actuals	2019-20 Actuals	2020-21 Recommended	2020-21 Adopted	
1	2	3	4	5	
<b>Public Ways &amp; Facilities</b>					
<b>Public Ways</b>					
245 - Public Works - Roads	\$31,325,507	\$39,798,698	\$30,311,627	\$30,311,627	\$30,311,627
247 - Public Facility Fees	1,100,166	1,019,947	400,000	400,000	400,000
248 - Public Works - Road Impact Fees	877,754	878,529	1,272,439	1,272,439	1,272,439
<b>Total Public Ways</b>	<b>\$33,303,427</b>	<b>\$41,697,174</b>	<b>\$31,984,066</b>	<b>\$31,984,066</b>	<b>\$31,984,066</b>
<b>Total Public Ways &amp; Facilities</b>	<b>\$33,303,427</b>	<b>\$41,697,174</b>	<b>\$31,984,066</b>	<b>\$31,984,066</b>	<b>\$31,984,066</b>

<b>State Controller Schedules</b>		<b>San Luis Obispo</b>			<b>Schedule 8</b>
County Budget Act November 2014		Detail of Financing Uses by Function, Activity and Budget Unit Governmental Funds Fiscal Year 2020-21			
Function, Activity, and Budget Unit		2018-19 Actuals	2019-20 Actuals	2020-21 Recommended	2020-21 Adopted
1		2	3	4	5
<b>Health &amp; Sanitation</b>					
<b>Health</b>					
160 - Health Agency - Public Health		\$26,439,343	\$27,999,626	\$29,563,828	\$33,471,355
166 - Health Agency - Behavioral Health		74,837,105	79,104,459	84,819,754	84,243,406
<b>Total Health</b>		<b>\$101,276,448</b>	<b>\$107,104,085</b>	<b>\$114,383,582</b>	<b>\$117,714,761</b>
<b>Total Health &amp; Sanitation</b>		<b>\$101,276,448</b>	<b>\$107,104,085</b>	<b>\$114,383,582</b>	<b>\$117,714,761</b>

State Controller Schedules		San Luis Obispo			Schedule 8
County Budget Act November 2014		Detail of Financing Uses by Function, Activity and Budget Unit Governmental Funds Fiscal Year 2020-21			
Function, Activity, and Budget Unit	2018-19 Actuals	2019-20 Actuals	2020-21 Recommended	2020-21 Adopted	
1	2	3	4	5	
<b>Public Assistance</b>					
<b>Other Protection</b>					
184 - Sheriff-Coroner - Law Enforcement Health Ca	\$7,066,750	\$7,962,570	\$8,715,990	\$8,485,754	
<b>Total Other Protection</b>	<b>\$7,066,750</b>	<b>\$7,962,570</b>	<b>\$8,715,990</b>	<b>\$8,485,754</b>	
<b>Administration</b>					
180 - Social Services - Administration	\$78,060,183	\$83,344,645	\$88,364,406	\$87,909,631	
<b>Total Administration</b>	<b>\$78,060,183</b>	<b>\$83,344,645</b>	<b>\$88,364,406</b>	<b>\$87,909,631</b>	
<b>Aid Programs</b>					
181 - Social Services - Foster Care and Adoptions	\$25,763,802	\$27,700,192	\$28,372,748	\$28,316,724	
182 - Social Services - CalWORKS	9,443,830	10,883,355	10,801,845	10,791,402	
<b>Total Aid Programs</b>	<b>\$35,207,632</b>	<b>\$38,583,547</b>	<b>\$39,174,593</b>	<b>\$39,108,126</b>	
<b>Medical Services</b>					
350 - Medically Indigent Services Program (MISP)	\$0	\$0	\$0	\$0	
351 - Health Agency - Emergency Medical Services	739,835	657,776	801,000	801,000	
<b>Total Medical Services</b>	<b>\$739,835</b>	<b>\$657,776</b>	<b>\$801,000</b>	<b>\$801,000</b>	
<b>General Relief</b>					
185 - Social Services - General Assistance	\$1,221,335	\$1,692,152	\$1,619,398	\$1,573,428	
<b>Total General Relief</b>	<b>\$1,221,335</b>	<b>\$1,692,152</b>	<b>\$1,619,398</b>	<b>\$1,573,428</b>	
<b>Veterans Services</b>					
186 - Veterans Services	\$908,426	\$820,724	\$941,158	\$913,940	

State Controller Schedules		San Luis Obispo		Schedule 8	
County Budget Act November 2014		Detail of Financing Uses by Function, Activity and Budget Unit Governmental Funds Fiscal Year 2020-21			
1	2	3	4	5	
Function, Activity, and Budget Unit	2018-19 Actuals	2019-20 Actuals	2020-21 Recommended	2020-21 Adopted	
<b>Public Assistance (continued)</b>					
<b>Veterans Services (continued)</b>					
Total Veterans Services	\$908,426	\$820,724	\$941,158		\$913,940
<b>Other Assistance</b>					
106 - Contributions to Other Agencies	\$2,037,706	\$1,949,886	\$1,930,358		\$1,867,061
184 - Sheriff-Coroner - Law Enforcement Health Ca	0	0	31,054		31,054
<b>Total Other Assistance</b>	<b>\$2,037,706</b>	<b>\$1,949,886</b>	<b>\$1,961,412</b>		<b>\$1,898,115</b>
<b>Total Public Assistance</b>	<b>\$125,241,867</b>	<b>\$135,011,300</b>	<b>\$141,577,957</b>		<b>\$140,689,994</b>

<b>State Controller Schedules</b>		<b>San Luis Obispo</b>			<b>Schedule 8</b>
County Budget Act November 2014		Detail of Financing Uses by Function, Activity and Budget Unit Governmental Funds Fiscal Year 2020-21			
1	2	3	4	5	
Function, Activity, and Budget Unit	2018-19 Actuals	2019-20 Actuals	2020-21 Recommended	2020-21 Adopted	
<b>Education</b>					
<b>Library Services</b>					
377 - Library	\$10,460,667	\$10,932,633	\$11,161,294	\$11,167,501	
<b>Total Library Services</b>	<b>\$10,460,667</b>	<b>\$10,932,633</b>	<b>\$11,161,294</b>	<b>\$11,167,501</b>	
<b>Agricultural Education</b>					
215 - UC Cooperative Extension	\$592,888	\$627,325	\$654,816	\$629,251	
<b>Total Agricultural Education</b>	<b>\$592,888</b>	<b>\$627,325</b>	<b>\$654,816</b>	<b>\$629,251</b>	
<b>Other Education</b>					
375 - Health Agency - Driving Under the Influence	\$1,416,517	\$1,512,065	\$1,460,900	\$1,460,900	
<b>Total Other Education</b>	<b>\$1,416,517</b>	<b>\$1,512,065</b>	<b>\$1,460,900</b>	<b>\$1,460,900</b>	
<b>Total Education</b>	<b>\$12,470,072</b>	<b>\$13,072,023</b>	<b>\$13,277,010</b>	<b>\$13,257,652</b>	

State Controller Schedules		San Luis Obispo			Schedule 8
County Budget Act November 2014		Detail of Financing Uses by Function, Activity and Budget Unit Governmental Funds Fiscal Year 2020-21			
1	2	3	4	5	
Function, Activity, and Budget Unit	2018-19 Actuals	2019-20 Actuals	2020-21 Recommended	2020-21 Adopted	
<b>Recreation &amp; Cultural Services</b>					
<b>Recreation Facilities</b>					
222 - Parks and Recreation - Community Parks	\$0	\$4,908,973	\$5,138,958	\$4,979,876	
305 - Parks and Recreation - Regional Parks	10,807,320	7,401,120	5,929,880	5,929,880	
<b>Total Recreation Facilities</b>	<b>\$10,807,320</b>	<b>\$12,310,094</b>	<b>\$11,068,838</b>	<b>\$10,909,756</b>	
<b>Total Recreation &amp; Cultural Services</b>	<b>\$10,807,320</b>	<b>\$12,310,094</b>	<b>\$11,068,838</b>	<b>\$10,909,756</b>	

State Controller Schedules		San Luis Obispo			Schedule 8
County Budget Act November 2014		Detail of Financing Uses by Function, Activity and Budget Unit Governmental Funds Fiscal Year 2020-21			
1	2	3	4	5	
Function, Activity, and Budget Unit	2018-19 Actuals	2019-20 Actuals	2020-21 Recommended	2020-21 Adopted	
<b>Debt Services</b>					
<b>Retirement of Long-Term Debt</b>					
277 - Debt Service	\$2,339,141	\$2,569,495	\$3,568,521	\$3,568,521	\$3,568,521
392 - Pension Obligation Bonds	7,993,424	8,512,199	9,072,200	9,072,200	9,072,200
<b>Total Retirement of Long-Term Debt</b>	<b>\$10,332,566</b>	<b>\$11,081,694</b>	<b>\$12,640,721</b>	<b>\$12,640,721</b>	<b>\$12,640,721</b>
<b>Total Debt Services</b>	<b>\$10,332,566</b>	<b>\$11,081,694</b>	<b>\$12,640,721</b>	<b>\$12,640,721</b>	<b>\$12,640,721</b>
<b>Grand Total Financing Uses by Function</b>	<b>\$577,057,941</b>	<b>\$618,048,221</b>	<b>\$624,495,650</b>	<b>\$624,495,650</b>	<b>\$622,526,014</b>

## 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 Budget Act Financing Sources and Uses by Budget Unit by Object  
 November 2014 Governmental Funds  
Fiscal Year 2020-21

**Schedule 9**

Group: **100000000 - General Fund** Function: **Public Protection**  
 Budget Unit: **141 - Agricultural Commissioner** Activity: **Protective Inspection**

Detail by Revenue Category and Expenditure Object	2018-19 Actuals		2019-20 Actuals		2020-21 Recommended		2020-21 Adopted	
	1	2	3	4	5	6	7	
Licenses, Permits, and Franchises		\$361,954	\$308,148	\$324,490		\$324,490	\$324,490	
Fines, Forfeitures, and Penalties		34,600	51,250	0		0	0	
Intergovernmental Revenue		3,079,412	3,423,858	3,638,799		3,638,799	3,584,276	
Charges for Current Services		246,570	247,793	247,750		247,750	247,750	
Other Revenues		6,506	5,702	500		500	500	
Interfund		0	1,449	0		0	0	
<b>Total Revenue</b>		<b>\$3,729,042</b>	<b>\$4,038,201</b>	<b>\$4,211,539</b>		<b>\$4,211,539</b>	<b>\$4,157,016</b>	
Salary and Benefits		\$5,257,605	\$5,633,692	\$6,030,191		\$5,839,854	\$5,839,854	
Services and Supplies		882,928	991,624	978,705		976,550	976,550	
Other Charges		0	29,117	30,000		0	0	
Capital Assets		0	6,466	11,800		11,800	11,800	
Intrafund Transfers		(1,750)	(3,614)	(3,000)		(3,000)	(3,000)	
<b>Total Expenditures/Appropriations</b>		<b>\$6,138,783</b>	<b>\$6,657,286</b>	<b>\$7,047,695</b>		<b>\$6,825,203</b>	<b>\$6,825,203</b>	
<b>Net Cost</b>		<b>\$2,409,741</b>	<b>\$2,619,085</b>	<b>\$2,836,156</b>		<b>\$2,668,187</b>	<b>\$2,668,187</b>	

**State Controller Schedules** **Schedule 9**  
**San Luis Obispo**  
 Financing Sources and Uses by Budget Unit by Object  
 County Budget Act  
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 Governmental Funds  
 Fiscal Year 2020-21

Group: **100000000 - General Fund** Function: **Public Protection**  
 Budget Unit: **142 - Planning and Building** Activity: **Other Protection**

Detail by Revenue Category and Expenditure Object	2018-19 Actuals		2019-20 Actuals		2020-21 Recommended		2020-21 Adopted	
	1	2	3	4	5	6	7	
Licenses, Permits, and Franchises		\$6,728,336	\$5,846,865	\$6,571,543	\$6,571,543	\$6,571,543	\$6,571,543	
Fines, Forfeitures, and Penalties		14,331	46,481	125,441	125,441	125,441	125,441	
Intergovernmental Revenue		197,723	106,295	5,515	5,515	5,515	5,515	
Charges for Current Services		616,320	548,613	744,605	744,605	744,605	744,605	
Other Revenues		393,246	428,963	587,816	587,816	587,816	587,816	
Interfund		450,164	387,907	401,919	401,919	401,919	401,919	
Other Financing Sources		85,661	8,283	0	0	0	0	
<b>Total Revenue</b>		<b>\$8,485,782</b>	<b>\$7,373,405</b>	<b>\$8,436,839</b>	<b>\$8,436,839</b>	<b>\$8,436,839</b>	<b>\$8,436,839</b>	
Salary and Benefits		\$11,444,546	\$12,415,907	\$14,114,421	\$14,114,421	\$13,774,034	\$13,774,034	
Services and Supplies		3,404,994	3,361,531	2,832,084	2,832,084	2,832,084	2,832,084	
Other Charges		124,020	0	0	0	0	0	
Intrafund Transfers		(1,064)	(5,262)	0	0	0	0	
Transfers-Out		0	7,500	0	0	0	0	
<b>Total Expenditures/Appropriations</b>		<b>\$14,972,496</b>	<b>\$15,779,677</b>	<b>\$16,946,505</b>	<b>\$16,946,505</b>	<b>\$16,606,118</b>	<b>\$16,606,118</b>	
<b>Net Cost</b>		<b>\$6,486,714</b>	<b>\$8,406,272</b>	<b>\$8,509,666</b>	<b>\$8,509,666</b>	<b>\$8,169,279</b>	<b>\$8,169,279</b>	

**State Controller Schedules** **San Luis Obispo**  
 County Budget Act Financing Sources and Uses by Budget Unit by Object  
 November 2014 Governmental Funds  
Fiscal Year 2020-21

**Schedule 9**

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	2018-19 Actuals		2019-20 Actuals		2020-21 Recommended		2020-21 Adopted	
	1	2	3	4	5	6	7	
Revenue from Use of Money & Property		\$6,924	\$3,111	\$0	\$0	\$0	\$0	
Intergovernmental Revenue		3,676,798	2,212,427	3,490,428	3,490,428	3,490,428	3,490,428	
Other Revenues		0	364,852	0	0	0	0	
Interfund		0	0	0	0	0	0	
Other Financing Sources		629,436	524,161	40,161	40,161	38,555	38,555	
Fund Balance		45,581	0	0	0	54,568	54,568	
<b>Total Revenue</b>		<b>\$4,358,739</b>	<b>\$3,104,550</b>	<b>\$3,530,589</b>	<b>\$3,530,589</b>	<b>\$3,583,551</b>	<b>\$3,583,551</b>	
Services and Supplies		\$1,047,773	\$925,360	\$442,080	\$442,080	\$440,474	\$440,474	
Other Charges		3,261,509	2,174,080	3,088,509	3,088,509	3,088,509	3,088,509	
Contingencies		0	0	0	0	54,568	54,568	
<b>Total Expenditures/Appropriations</b>		<b>\$4,309,281</b>	<b>\$3,099,440</b>	<b>\$3,530,589</b>	<b>\$3,530,589</b>	<b>\$3,583,551</b>	<b>\$3,583,551</b>	
<b>Net Cost</b>		<b>(\$49,456)</b>	<b>(\$5,110)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	

**State Controller Schedules** **San Luis Obispo** **Schedule 9**  
 County Budget Act Financing Sources and Uses by Budget Unit by Object  
 November 2014 Governmental Funds  
Fiscal Year 2020-21

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	2018-19 Actuals		2019-20 Actuals		2020-21 Recommended		2020-21 Adopted	
	1	2	3	4	5	6	7	8
Revenue from Use of Money & Property		\$190,870	\$204,409	\$0	\$0	\$0	\$0	\$0
Charges for Current Services		1,096,924	1,103,924	0	0	0	0	0
Fund Balance		2,906,824	0	0	0	1,312,721	1,312,721	
Cancelled Reserves		0	0	1,272,439	1,272,439	1,272,439	1,272,439	
<b>Total Revenue</b>		<b>\$4,194,617</b>	<b>\$1,308,333</b>	<b>\$1,272,439</b>	<b>\$1,272,439</b>	<b>\$2,585,160</b>	<b>\$2,585,160</b>	
Transfers-Out		\$877,754	\$878,529	\$1,272,439	\$1,272,439	\$1,272,439	\$1,272,439	
New Reserves		0	0	0	0	1,312,721	1,312,721	
<b>Total Expenditures/Appropriations</b>		<b>\$877,754</b>	<b>\$878,529</b>	<b>\$1,272,439</b>	<b>\$1,272,439</b>	<b>\$2,585,160</b>	<b>\$2,585,160</b>	
<b>Net Cost</b>		<b>(\$3,316,864)</b>	<b>(\$429,804)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	

<b>State Controller Schedules</b>	<b>San Luis Obispo</b>	<b>Schedule 9</b>
County Budget Act November 2014	Financing Sources and Uses by Budget Unit by Object Governmental Funds Fiscal Year 2020-21	

Group: **120000000 - Road Fund**      Function: **Public Ways & Facilities**  
 Budget Unit: **245 - Public Works - Roads**      Activity: **Public Ways**

Detail by Revenue Category and Expenditure Object	2018-19 Actuals		2019-20 Actuals		2020-21 Recommended		2020-21 Adopted	
	1	2	3	4	5	6	7	8
Taxes		\$1,875,298	\$1,931,711	\$1,969,387		\$1,969,387		\$1,969,387
Revenue from Use of Money & Property		244,807	279,884	125,000		125,000		125,000
Intergovernmental Revenue		24,591,805	28,823,018	19,501,890		19,501,890		19,501,890
Charges for Current Services		202,185	174,778	217,450		217,450		217,450
Other Revenues		219,915	234,849	6,800		6,800		6,800
Interfund		7,244	604,354	0		0		0
Other Financing Sources		7,583,223	9,288,307	7,145,224		7,145,224		7,145,224
Fund Balance		1,026,546	0	0		0		2,208,233
Cancelled Reserves		0	0	1,345,876		1,345,876		1,345,876
<b>Total Revenue</b>		<b>\$35,751,023</b>	<b>\$41,336,901</b>	<b>\$30,311,627</b>		<b>\$32,519,860</b>		<b>\$32,519,860</b>
Services and Supplies		\$17,170,577	\$18,813,586	\$19,686,710		\$19,686,710		\$19,686,710
Other Charges		637,275	443,688	546,208		546,208		546,208
Capital Assets		13,509,627	20,537,410	9,929,000		9,929,000		9,929,000
Transfers-Out		8,028	4,014	149,709		149,709		149,709
New Reserves		0	0	0		0		2,208,233
<b>Total Expenditures/Appropriations</b>		<b>\$31,325,507</b>	<b>\$39,798,698</b>	<b>\$30,311,627</b>		<b>\$32,519,860</b>		<b>\$32,519,860</b>
<b>Net Cost</b>		<b>(\$4,425,516)</b>	<b>(\$1,538,203)</b>	<b>\$0</b>		<b>\$0</b>		<b>\$0</b>

<b>State Controller Schedules</b>	<b>San Luis Obispo</b>	<b>Schedule 9</b>
County Budget Act November 2014	Financing Sources and Uses by Budget Unit by Object Governmental Funds Fiscal Year 2020-21	

Group: **100000000 - General Fund**      Function: **General Government**  
 Budget Unit: **201 - Public Works - Special Services**      Activity: **Other General**

Detail by Revenue Category and Expenditure Object	2018-19 Actuals		2019-20 Actuals		2020-21 Recommended		2020-21 Adopted	
	1	2	3	4	5	6	7	
Licenses, Permits, and Franchises		\$93,324	\$86,428	\$192,860		\$192,860	\$192,860	
Intergovernmental Revenue		45,101	342,522	12,996		12,996	12,996	
Charges for Current Services		1,141,553	714,101	666,595		666,595	666,595	
Other Revenues		87,952	827,007	150,309		150,309	150,309	
Interfund		55,853	65,754	60,000		60,000	60,000	
Other Financing Sources		610,342	0	0		0	0	
<b>Total Revenue</b>		<b>\$2,034,126</b>	<b>\$2,035,812</b>	<b>\$1,082,760</b>		<b>\$1,082,760</b>	<b>\$1,082,760</b>	
Services and Supplies		\$2,613,596	\$3,235,092	\$4,736,199		\$4,590,009	\$4,590,009	
Other Charges		1,159,221	197,298	1,306		1,306	1,306	
Capital Assets		44,000	0	0		0	0	
Transfers-Out		22,900	0	0		0	0	
<b>Total Expenditures/Appropriations</b>		<b>\$3,839,717</b>	<b>\$3,432,390</b>	<b>\$4,737,505</b>		<b>\$4,591,315</b>	<b>\$4,591,315</b>	
<b>Net Cost</b>		<b>\$1,805,591</b>	<b>\$1,396,579</b>	<b>\$3,654,745</b>		<b>\$3,508,555</b>	<b>\$3,508,555</b>	

**State Controller Schedules** **San Luis Obispo**  
 County Budget Act Financing Sources and Uses by Budget Unit by Object  
 November 2014 Governmental Funds  
Fiscal Year 2020-21

**Schedule 9**

Group: **100000000 - General Fund** Function: **Public Protection**  
 Budget Unit: **138 - Administrative Office - Emergency Services** Activity: **Other Protection**

Detail by Revenue Category and Expenditure Object	2018-19 Actuals		2019-20 Actuals		2020-21 Recommended		2020-21 Adopted	
	1	2	3	4	5	6	7	8
Intergovernmental Revenue		\$1,643,215	\$1,998,761	\$1,659,885		\$1,659,885		\$1,659,885
Other Revenues		23	69,111	250		250		250
<b>Total Revenue</b>		<b>\$1,643,238</b>	<b>\$2,067,872</b>	<b>\$1,660,135</b>		<b>\$1,660,135</b>		<b>\$1,660,135</b>
Salary and Benefits		\$978,721	\$985,124	\$1,139,480		\$1,122,976		\$1,122,976
Services and Supplies		643,971	802,276	593,263		593,263		593,263
Other Charges		147,624	573,234	340,000		340,000		340,000
Capital Assets		28,803	45,052	0		0		0
<b>Total Expenditures/Appropriations</b>		<b>\$1,799,119</b>	<b>\$2,405,686</b>	<b>\$2,072,743</b>		<b>\$2,072,743</b>		<b>\$2,056,239</b>
<b>Net Cost</b>		<b>\$155,882</b>	<b>\$337,814</b>	<b>\$412,608</b>		<b>\$412,608</b>		<b>\$396,104</b>

**State Controller Schedules** **San Luis Obispo**  
 County Budget Act Financing Sources and Uses by Budget Unit by Object  
 November 2014 Governmental Funds  
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**Schedule 9**

Group: **100000000 - General Fund** Function: **Public Protection**  
 Budget Unit: **134 - Child Support Services** Activity: **Judicial**

Detail by Revenue Category and Expenditure Object	2018-19 Actuals		2019-20 Actuals		2020-21 Recommended		2020-21 Adopted	
	1	2	3	4	5	6	7	
Revenue from Use of Money & Property		\$17,733	\$22,283	\$4,000	\$4,000	\$4,000	\$4,000	
Intergovernmental Revenue		3,978,344	4,016,370	4,535,623	4,535,623	4,535,623	4,535,623	
<b>Total Revenue</b>		<b>\$3,996,077</b>	<b>\$4,038,653</b>	<b>\$4,539,623</b>	<b>\$4,539,623</b>	<b>\$4,539,623</b>	<b>\$4,539,623</b>	
Salary and Benefits		\$3,147,138	\$3,213,178	\$3,957,949	\$3,957,949	\$3,957,949	\$3,957,949	
Services and Supplies		849,130	826,372	837,133	837,133	837,133	837,133	
<b>Total Expenditures/Appropriations</b>		<b>\$3,996,268</b>	<b>\$4,039,550</b>	<b>\$4,795,082</b>	<b>\$4,795,082</b>	<b>\$4,795,082</b>	<b>\$4,795,082</b>	
<b>Net Cost</b>		<b>\$191</b>	<b>\$897</b>	<b>\$255,459</b>	<b>\$255,459</b>	<b>\$255,459</b>	<b>\$255,459</b>	



**State Controller Schedules** **San Luis Obispo** **Schedule 9**  
 County Budget Act Financing Sources and Uses by Budget Unit by Object  
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Group: **100000000 - General Fund** Function: **Public Protection**  
 Budget Unit: **140 - County Fire** Activity: **Fire Protection**

Detail by Revenue Category and Expenditure Object	2018-19 Actuals		2019-20 Actuals		2020-21 Recommended		2020-21 Adopted	
	1	2	3	4	5	6	7	
Taxes		\$206,644	\$0	\$0	\$0	\$0	\$0	
Licenses, Permits, and Franchises		542,774	528,142	582,325	582,325	582,325	582,325	
Revenue from Use of Money & Property		2,314	0	0	0	0	0	
Intergovernmental Revenue		2,920,255	2,852,327	3,023,969	3,023,969	3,023,969	3,023,969	
Charges for Current Services		3,534,174	3,632,590	3,974,553	3,974,553	3,974,553	3,974,553	
Other Revenues		426,922	66,112	84,000	84,000	84,000	84,000	
Interfund		888,386	1,196,988	1,128,583	1,128,583	1,128,583	1,128,583	
Other Financing Sources		46,685	0	0	0	0	0	
<b>Total Revenue</b>		<b>\$8,568,155</b>	<b>\$8,276,158</b>	<b>\$8,793,430</b>	<b>\$8,793,430</b>	<b>\$8,793,430</b>	<b>\$8,793,430</b>	
Salary and Benefits		\$195,350	\$5,684	\$0	\$0	\$0	\$0	
Services and Supplies		24,097,460	24,122,736	26,787,101	26,787,101	26,601,421	26,601,421	
Other Charges		61,279	43,956	0	0	0	0	
Capital Assets		378,830	205,696	574,363	574,363	574,363	574,363	
<b>Total Expenditures/Appropriations</b>		<b>\$24,732,919</b>	<b>\$24,378,072</b>	<b>\$27,361,464</b>	<b>\$27,361,464</b>	<b>\$27,175,784</b>	<b>\$27,175,784</b>	
<b>Net Cost</b>		<b>\$16,164,764</b>	<b>\$16,101,913</b>	<b>\$18,568,034</b>	<b>\$18,568,034</b>	<b>\$18,382,354</b>	<b>\$18,382,354</b>	

**State Controller Schedules** **San Luis Obispo**  
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**Schedule 9**

Group: **100000000 - General Fund** Function: **Public Protection**  
 Budget Unit: **143 - Court Operations** Activity: **Judicial**

Detail by Revenue Category and Expenditure Object	2018-19 Actuals		2019-20 Actuals		2020-21 Recommended		2020-21 Adopted	
	1	2	3	4	5	6	7	
Fines, Forfeitures, and Penalties		\$2,411,228	\$1,857,499	\$2,512,428	\$2,512,428	\$2,512,428	\$2,512,428	
Intergovernmental Revenue		122,861	124,348	142,959	142,959	142,959	142,959	
Charges for Current Services		181,934	287,393	215,849	215,849	215,849	215,849	
Other Revenues		0	0	0	0	0	0	
<b>Total Revenue</b>		<b>\$2,716,024</b>	<b>\$2,269,240</b>	<b>\$2,871,236</b>	<b>\$2,871,236</b>	<b>\$2,871,236</b>	<b>\$2,871,236</b>	
Other Charges		\$2,539,346	\$2,408,362	\$2,426,973	\$2,426,973	\$2,426,973	\$2,426,973	
<b>Total Expenditures/Appropriations</b>		<b>\$2,539,346</b>	<b>\$2,408,362</b>	<b>\$2,426,973</b>	<b>\$2,426,973</b>	<b>\$2,426,973</b>	<b>\$2,426,973</b>	
<b>Net Cost</b>		<b>(\$176,678)</b>	<b>\$139,122</b>	<b>(\$444,263)</b>	<b>(\$444,263)</b>	<b>(\$444,263)</b>	<b>(\$444,263)</b>	

**State Controller Schedules** **San Luis Obispo**  
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**Schedule 9**

Group: **100000000 - General Fund** Function: **Public Protection**  
 Budget Unit: **132 - District Attorney** Activity: **Judicial**

Detail by Revenue Category and Expenditure Object	2018-19 Actuals		2019-20 Actuals		2020-21 Recommended		2020-21 Adopted	
	1	2	3	4	5	6	7	
Licenses, Permits, and Franchises		\$82,014	\$79,307	\$75,893	\$75,893	\$75,893	\$75,893	
Fines, Forfeitures, and Penalties		74,442	73,106	303,335	303,335	303,335	303,335	
Intergovernmental Revenue		6,768,923	6,775,763	6,879,884	6,879,884	6,879,884	6,879,884	
Charges for Current Services		322,200	285,817	351,998	351,998	351,998	351,998	
Other Revenues		40,567	14,962	215,235	215,235	215,235	215,235	
<b>Total Revenue</b>		<b>\$7,288,146</b>	<b>\$7,228,954</b>	<b>\$7,826,345</b>	<b>\$7,826,345</b>	<b>\$7,826,345</b>	<b>\$7,826,345</b>	
Salary and Benefits		\$15,650,582	\$17,068,851	\$18,443,228	\$18,443,228	\$18,315,256	\$18,315,256	
Services and Supplies		2,184,882	2,005,927	2,119,827	2,119,827	2,119,827	2,119,827	
Other Charges		122,105	184,260	86,499	86,499	86,499	86,499	
Capital Assets		45,937	21,046	0	0	0	0	
Intrafund Transfers		(24,760)	(27,288)	(26,000)	(26,000)	(26,000)	(26,000)	
<b>Total Expenditures/Appropriations</b>		<b>\$17,978,746</b>	<b>\$19,252,796</b>	<b>\$20,623,553</b>	<b>\$20,623,553</b>	<b>\$20,495,581</b>	<b>\$20,495,581</b>	
<b>Net Cost</b>		<b>\$10,690,600</b>	<b>\$12,023,842</b>	<b>\$12,797,208</b>	<b>\$12,797,208</b>	<b>\$12,669,236</b>	<b>\$12,669,236</b>	

<b>State Controller Schedules</b>	<b>San Luis Obispo</b>	<b>Schedule 9</b>
County Budget Act November 2014	Financing Sources and Uses by Budget Unit by Object Governmental Funds Fiscal Year 2020-21	

Group: **100000000 - General Fund**      Function: **Public Protection**  
 Budget Unit: **131 - Grand Jury**                      Activity: **Judicial**

Detail by Revenue Category and Expenditure Object	2018-19 Actuals		2019-20 Actuals		2020-21 Recommended		2020-21 Adopted	
	1	2	3	4	5	6	7	
Salary and Benefits		\$17,251	\$10,394	\$37,634	\$32,356			
Services and Supplies		75,222	61,115	94,307	94,307			
Intrafund Transfers		(6,715)	(213)	0	0			
<b>Total Expenditures/Appropriations</b>		<b>\$85,758</b>	<b>\$71,296</b>	<b>\$131,940</b>	<b>\$126,662</b>			
<b>Net Cost</b>		<b>\$85,758</b>	<b>\$71,296</b>	<b>\$131,940</b>	<b>\$126,662</b>			

**State Controller Schedules** **San Luis Obispo**  
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**Schedule 9**

Group: **100000000 - General Fund** Function: **Public Protection**  
 Budget Unit: **137 - Health Agency - Animal Services** Activity: **Other Protection**

Detail by Revenue Category and Expenditure Object	2018-19 Actuals		2019-20 Actuals		2020-21 Recommended		2020-21 Adopted	
	1	2	3	4	5	6	7	
Licenses, Permits, and Franchises		\$878,399	\$893,801	\$913,508	\$913,508	\$913,508	\$913,508	
Intergovernmental Revenue		1,010,311	956,968	984,387	984,387	984,387	984,387	
Charges for Current Services		219,500	183,498	250,180	250,180	250,180	250,180	
Other Revenues		44,951	24,518	35,706	35,706	35,706	35,706	
<b>Total Revenue</b>		<b>\$2,153,162</b>	<b>\$2,058,785</b>	<b>\$2,183,781</b>	<b>\$2,183,781</b>	<b>\$2,183,781</b>	<b>\$2,183,781</b>	
Salary and Benefits		\$1,866,412	\$1,776,154	\$2,010,537	\$2,010,537	\$1,934,552	\$1,934,552	
Services and Supplies		935,379	851,747	1,039,787	1,039,787	1,039,787	1,039,787	
Capital Assets		7,157	0	0	0	0	0	
Transfers-Out		0	0	1,033,073	1,033,073	1,033,073	1,033,073	
<b>Total Expenditures/Appropriations</b>		<b>\$2,808,948</b>	<b>\$2,627,901</b>	<b>\$4,063,397</b>	<b>\$4,063,397</b>	<b>\$4,007,412</b>	<b>\$4,007,412</b>	
<b>Net Cost</b>		<b>\$655,787</b>	<b>\$569,116</b>	<b>\$1,899,616</b>	<b>\$1,899,616</b>	<b>\$1,823,631</b>	<b>\$1,823,631</b>	

<b>State Controller Schedules</b>	<b>San Luis Obispo</b>	<b>Schedule 9</b>
County Budget Act November 2014	Financing Sources and Uses by Budget Unit by Object Governmental Funds Fiscal Year 2020-21	

Group: **100000000 - General Fund**      Function: **Public Protection**  
 Budget Unit: **139 - Probation**      Activity: **Detention & Correction**

Detail by Revenue Category and Expenditure Object	2018-19 Actuals		2019-20 Actuals		2020-21 Recommended		2020-21 Adopted	
	1	2	3	4	5	6	7	
Fines, Forfeitures, and Penalties		\$166,627	\$117,487	\$213,360	\$213,360	\$213,360	\$213,360	
Intergovernmental Revenue		9,798,934	10,883,826	12,536,549	12,536,549	12,536,549	12,268,896	
Charges for Current Services		1,099,775	1,117,470	1,385,681	1,385,681	1,385,681	1,385,681	
Other Revenues		13,392	10,713	17,825	17,825	17,825	17,825	
<b>Total Revenue</b>		<b>\$11,078,729</b>	<b>\$12,129,496</b>	<b>\$14,153,415</b>	<b>\$14,153,415</b>	<b>\$14,153,415</b>	<b>\$13,885,762</b>	
Salary and Benefits		\$17,740,575	\$19,022,542	\$20,771,749	\$20,771,749	\$20,771,749	\$20,389,846	
Services and Supplies		4,783,628	5,115,123	6,088,990	6,088,990	6,088,990	6,078,644	
Capital Assets		0	1	0	0	0	0	
Intrafund Transfers		(267,835)	(230,946)	(247,705)	(247,705)	(247,705)	(247,705)	
<b>Total Expenditures/Appropriations</b>		<b>\$22,256,367</b>	<b>\$23,906,719</b>	<b>\$26,613,034</b>	<b>\$26,613,034</b>	<b>\$26,613,034</b>	<b>\$26,220,785</b>	
<b>Net Cost</b>		<b>\$11,177,638</b>	<b>\$11,777,223</b>	<b>\$12,459,619</b>	<b>\$12,459,619</b>	<b>\$12,459,619</b>	<b>\$12,335,023</b>	

**State Controller Schedules** **San Luis Obispo**  
 County Budget Act Financing Sources and Uses by Budget Unit by Object  
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**Schedule 9**

Group: **100000000 - General Fund** Function: **Public Protection**  
 Budget Unit: **135 - Public Defender** Activity: **Judicial**

Detail by Revenue Category and Expenditure Object	2018-19 Actuals		2019-20 Actuals		2020-21 Recommended		2020-21 Adopted	
	1	2	3	4	5	6	7	8
Intergovernmental Revenue		\$418,064	\$421,151	\$535,554	\$535,554	\$535,554	\$535,554	\$535,554
Charges for Current Services		357,150	217,675	268,075	268,075	268,075	268,075	268,075
<b>Total Revenue</b>		<b>\$775,214</b>	<b>\$638,826</b>	<b>\$803,629</b>	<b>\$803,629</b>	<b>\$803,629</b>	<b>\$803,629</b>	<b>\$803,629</b>
Services and Supplies		\$6,779,229	\$7,402,154	\$7,736,736	\$7,736,736	\$7,736,736	\$7,736,736	\$7,736,736
<b>Total Expenditures/Appropriations</b>		<b>\$6,779,229</b>	<b>\$7,402,154</b>	<b>\$7,736,736</b>	<b>\$7,736,736</b>	<b>\$7,736,736</b>	<b>\$7,736,736</b>	<b>\$7,736,736</b>
<b>Net Cost</b>		<b>\$6,004,015</b>	<b>\$6,763,327</b>	<b>\$6,933,107</b>	<b>\$6,933,107</b>	<b>\$6,933,107</b>	<b>\$6,933,107</b>	<b>\$6,655,783</b>

**State Controller Schedules** **San Luis Obispo**  
 County Budget Act Financing Sources and Uses by Budget Unit by Object  
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Group: **100000000 - General Fund** Function: **Public Protection**  
 Budget Unit: **130 - Public Works - Waste Management** Activity: **Other Protection**

Detail by Revenue Category and Expenditure Object	2018-19 Actuals		2019-20 Actuals		2020-21 Recommended		2020-21 Adopted	
	1	2	3	4	5	6	7	
Charges for Current Services		\$29,538	\$32,509	\$29,538	\$29,538	\$29,538	\$29,538	
Other Revenues		466	2,409	0	0	0	0	
<b>Total Revenue</b>		<b>\$30,004</b>	<b>\$34,918</b>	<b>\$29,538</b>	<b>\$29,538</b>	<b>\$29,538</b>	<b>\$29,538</b>	
Services and Supplies		\$792,832	\$841,376	\$1,380,114	\$1,325,856	\$1,325,856	\$1,325,856	
Other Charges		1,188	10,000	5,875	5,875	5,875	5,875	
<b>Total Expenditures/Appropriations</b>		<b>\$794,020</b>	<b>\$851,376</b>	<b>\$1,385,989</b>	<b>\$1,331,731</b>	<b>\$1,331,731</b>	<b>\$1,331,731</b>	
<b>Net Cost</b>		<b>\$764,016</b>	<b>\$816,458</b>	<b>\$1,356,451</b>	<b>\$1,302,193</b>	<b>\$1,302,193</b>	<b>\$1,302,193</b>	



**State Controller Schedules** **San Luis Obispo**  
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**Schedule 9**

Group: **1000000000 - General Fund** Function: **Public Protection**  
 Budget Unit: **136 - Sheriff-Coroner** Activity: **Police Protection**

Detail by Revenue Category and Expenditure Object	2018-19 Actuals			2019-20 Actuals			2020-21 Recommended			2020-21 Adopted		
	1	2	3	4	5	6	7	8	9	10	11	12
Licenses, Permits, and Franchises		\$40,238	\$36,885	\$34,900	\$34,900	\$34,900						\$34,900
Fines, Forfeitures, and Penalties		532,938	518,721	624,794	624,794	624,794						624,794
Intergovernmental Revenue		26,585,332	26,547,828	28,358,470	28,358,470	28,358,470						28,358,470
Charges for Current Services		2,359,523	1,871,317	2,174,323	2,174,323	2,174,323						2,174,323
Other Revenues		290,462	239,515	131,055	131,055	131,055						131,055
Interfund		634,144	571,255	781,760	781,760	781,760						781,760
Other Financing Sources		0	7,500	0	0	0						0
<b>Total Revenue</b>		<b>\$30,442,637</b>	<b>\$29,793,020</b>	<b>\$32,105,302</b>	<b>\$32,105,302</b>	<b>\$32,105,302</b>						<b>\$32,105,302</b>
Salary and Benefits		\$66,258,837	\$72,170,809	\$71,283,765	\$71,283,765	\$71,283,765						\$70,756,051
Services and Supplies		13,222,576	13,552,416	14,388,452	14,388,452	14,388,452						14,388,452
Other Charges		99,184	28,924	0	0	0						0
Capital Assets		642,402	368,319	140,579	140,579	140,579						140,579
Intrafund Transfers		(268,514)	(1,003,234)	(936,065)	(936,065)	(936,065)						(936,065)
<b>Total Expenditures/Appropriations</b>		<b>\$79,954,484</b>	<b>\$85,117,235</b>	<b>\$84,876,731</b>	<b>\$84,876,731</b>	<b>\$84,876,731</b>						<b>\$84,349,017</b>
<b>Net Cost</b>		<b>\$49,511,847</b>	<b>\$55,324,215</b>	<b>\$52,771,429</b>	<b>\$52,771,429</b>	<b>\$52,771,429</b>						<b>\$52,243,715</b>

**State Controller Schedules** **San Luis Obispo**  
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**Schedule 9**

Group: **100000000 - General Fund** Function: **Public Assistance**  
 Budget Unit: **106 - Contributions to Other Agencies** Activity: **Other Assistance**

Detail by Revenue Category and Expenditure Object	2018-19 Actuals		2019-20 Actuals		2020-21 Recommended		2020-21 Adopted	
	1	2	3	4	5	6	7	
Taxes		\$0	\$0	\$0	\$0	\$0	\$0	
Licenses, Permits, and Franchises		0	0	0	0	0	0	
Other Revenues		402,402	347,940	347,940	347,940	347,940	347,940	
Interfund		0	0	0	0	0	0	
<b>Total Revenue</b>		<b>\$402,402</b>	<b>\$347,940</b>	<b>\$347,940</b>	<b>\$347,940</b>	<b>\$347,940</b>	<b>\$347,940</b>	
Services and Supplies		\$2,026,443	\$1,939,886	\$1,930,358	\$1,930,358	\$1,867,061	\$1,867,061	
Capital Assets		0	0	0	0	0	0	
Transfers-Out		11,263	10,000	10,000	10,000	0	0	
<b>Total Expenditures/Appropriations</b>		<b>\$2,037,706</b>	<b>\$1,949,886</b>	<b>\$1,930,358</b>	<b>\$1,930,358</b>	<b>\$1,867,061</b>	<b>\$1,867,061</b>	
<b>Net Cost</b>		<b>\$1,635,304</b>	<b>\$1,601,946</b>	<b>\$1,582,418</b>	<b>\$1,582,418</b>	<b>\$1,519,121</b>	<b>\$1,519,121</b>	

<b>State Controller Schedules</b> County Budget Act November 2014	<b>San Luis Obispo</b> Financing Sources and Uses by Budget Unit by Object Governmental Funds Fiscal Year 2020-21	<b>Schedule 9</b>
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Group: 100000000 - General Fund  
 Budget Unit: 166 - Health Agency - Behavioral Health  
 Function: Health & Sanitation  
 Activity: Health

Detail by Revenue Category and Expenditure Object	2018-19 Actuals		2019-20 Actuals		2020-21 Recommended		2020-21 Adopted	
	1	2	3	4	5	6	7	
Fines, Forfeitures, and Penalties		\$112,827	\$87,807	\$90,000	\$90,000	\$90,000	\$90,000	
Intergovernmental Revenue		57,715,808	62,080,651	68,975,450	68,975,450	68,975,450	68,975,450	
Charges for Current Services		1,771,202	1,127,848	298,684	298,684	298,684	298,684	
Other Revenues		929,013	970,491	996,727	996,727	996,727	996,727	
Interfund		84,046	131,693	50,200	50,200	50,200	50,200	
<b>Total Revenue</b>		<b>\$60,612,895</b>	<b>\$64,398,490</b>	<b>\$70,411,061</b>	<b>\$70,411,061</b>	<b>\$70,411,061</b>	<b>\$70,411,061</b>	
Salary and Benefits		\$34,318,423	\$34,884,705	\$37,515,858	\$37,515,858	\$36,939,510	\$36,939,510	
Services and Supplies		40,391,821	42,836,760	47,379,884	47,379,884	47,379,884	47,379,884	
Other Charges		1,612,093	2,771,452	1,976,000	1,976,000	1,976,000	1,976,000	
Capital Assets		57,483	26,749	0	0	0	0	
Intrafund Transfers		(1,542,713)	(1,415,207)	(2,051,988)	(2,051,988)	(2,051,988)	(2,051,988)	
Transfers-Out		0	0	0	0	0	0	
<b>Total Expenditures/Appropriations</b>		<b>\$74,837,105</b>	<b>\$79,104,459</b>	<b>\$84,819,754</b>	<b>\$84,819,754</b>	<b>\$84,243,406</b>	<b>\$84,243,406</b>	
<b>Net Cost</b>		<b>\$14,224,210</b>	<b>\$14,705,969</b>	<b>\$14,408,693</b>	<b>\$14,408,693</b>	<b>\$13,832,345</b>	<b>\$13,832,345</b>	

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Group: **1204500000 - Driving Undr Influenc** Function: **Education**  
 Budget Unit: **375 - Health Agency - Driving Under the Influence** Activity: **Other Education**

Detail by Revenue Category and Expenditure Object	2018-19 Actuals		2019-20 Actuals		2020-21 Recommended		2020-21 Adopted	
	1	2	3	4	5	6	7	
Revenue from Use of Money & Property		\$15,807	\$19,027	\$17,500	\$17,500	\$17,500	\$17,500	
Intergovernmental Revenue		0	71,784	38,333	38,333	38,333	38,333	
Charges for Current Services		1,423,170	1,262,157	1,448,714	1,448,714	1,448,714	1,448,714	
Other Revenues		72,576	66,624	2,353	2,353	2,353	2,353	
Interfund		6,585	51,471	0	0	0	0	
Other Financing Sources		160,000	0	0	0	0	0	
Fund Balance		158,160	0	10,000	10,000	(15,502)	(15,502)	
Cancelled Reserves		0	0	0	0	0	25,502	
<b>Total Revenue</b>		<b>\$1,836,298</b>	<b>\$1,471,063</b>	<b>\$1,516,900</b>	<b>\$1,516,900</b>	<b>\$1,516,900</b>	<b>\$1,516,900</b>	
Salary and Benefits		\$841,459	\$1,025,356	\$1,012,198	\$1,012,198	\$1,012,198	\$1,012,198	
Services and Supplies		394,563	466,709	428,702	428,702	428,702	428,702	
Other Charges		20,000	20,000	20,000	20,000	20,000	20,000	
Capital Assets		160,496	0	0	0	0	0	
Contingencies		0	0	56,000	56,000	56,000	56,000	
<b>Total Expenditures/Appropriations</b>		<b>\$1,416,517</b>	<b>\$1,512,065</b>	<b>\$1,516,900</b>	<b>\$1,516,900</b>	<b>\$1,516,900</b>	<b>\$1,516,900</b>	
<b>Net Cost</b>		<b>(\$419,781)</b>	<b>\$41,002</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	

**State Controller Schedules** **San Luis Obispo**  
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**Schedule 9**

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	2018-19 Actuals		2019-20 Actuals		2020-21 Recommended		2020-21 Adopted	
	1	2	3	4	5	6	7	
Fines, Forfeitures, and Penalties		\$717,420	\$571,427	\$800,000	\$800,000	\$800,000	\$800,000	
Revenue from Use of Money & Property		3,813	4,018	1,000	1,000	1,000	1,000	
<b>Total Revenue</b>		<b>\$721,232</b>	<b>\$575,445</b>	<b>\$801,000</b>	<b>\$801,000</b>	<b>\$801,000</b>	<b>\$801,000</b>	
Services and Supplies		\$739,835	\$657,776	\$801,000	\$801,000	\$801,000	\$801,000	
<b>Total Expenditures/Appropriations</b>		<b>\$739,835</b>	<b>\$657,776</b>	<b>\$801,000</b>	<b>\$801,000</b>	<b>\$801,000</b>	<b>\$801,000</b>	
<b>Net Cost</b>		<b>\$18,603</b>	<b>\$82,331</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	

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Group: **100000000 - General Fund** Function: **Health & Sanitation**  
 Budget Unit: **160 - Health Agency - Public Health** Activity: **Health**

Detail by Revenue Category and Expenditure Object	2018-19 Actuals		2019-20 Actuals		2020-21 Recommended		2020-21 Adopted	
	1	2	3	4	5	6	7	
Licenses, Permits, and Franchises		\$37,304	\$37,378	\$38,506	\$38,506	\$38,506	\$38,506	
Fines, Forfeitures, and Penalties		89,365	16,473	77,500	77,500	77,500	77,500	
Revenue from Use of Money & Property		2	(0)	0	0	0	0	
Intergovernmental Revenue		13,895,671	13,948,738	14,396,753	14,396,753	14,396,753	14,396,753	
Charges for Current Services		4,160,743	4,275,503	4,721,440	4,721,440	4,721,440	4,721,440	
Other Revenues		1,071,794	1,083,913	1,079,956	1,079,956	1,079,956	1,079,956	
Interfund		173,990	189,383	126,400	126,400	126,400	126,400	
Other Financing Sources		0	0	116,881	116,881	116,881	116,881	
<b>Total Revenue</b>		<b>\$19,428,869</b>	<b>\$19,551,389</b>	<b>\$20,557,436</b>	<b>\$20,557,436</b>	<b>\$20,557,436</b>	<b>\$20,557,436</b>	
Salary and Benefits		\$20,275,343	\$22,301,497	\$25,235,594	\$25,235,594	\$24,875,338	\$24,875,338	
Services and Supplies		6,446,880	9,262,212	10,484,930	10,484,930	14,752,713	14,752,713	
Other Charges		1,693,040	1,181,660	1,042,684	1,042,684	1,042,684	1,042,684	
Capital Assets		72,540	0	0	0	0	0	
Intrafund Transfers		(2,048,460)	(4,745,743)	(7,199,380)	(7,199,380)	(7,199,380)	(7,199,380)	
<b>Total Expenditures/Appropriations</b>		<b>\$26,439,343</b>	<b>\$27,999,626</b>	<b>\$29,563,828</b>	<b>\$29,563,828</b>	<b>\$33,471,355</b>	<b>\$33,471,355</b>	
<b>Net Cost</b>		<b>\$7,010,474</b>	<b>\$8,448,237</b>	<b>\$9,006,392</b>	<b>\$9,006,392</b>	<b>\$12,913,919</b>	<b>\$12,913,919</b>	

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Group: **1000000000 - General Fund** Function: **Public Assistance**  
 Budget Unit: **184 - Sheriff-Coroner - Law Enforcement Health Care** Activity: **Other Assistance**

Detail by Revenue Category and Expenditure Object	2018-19 Actuals	2019-20 Actuals	2020-21 Recommended	2020-21 Adopted
1	2	3	4	5
Services and Supplies	\$0	\$0	\$31,054	\$31,054
<b>Total Expenditures/Appropriations</b>	<b>\$0</b>	<b>\$0</b>	<b>\$31,054</b>	<b>\$31,054</b>
<b>Net Cost</b>	<b>\$0</b>	<b>\$0</b>	<b>\$31,054</b>	<b>\$31,054</b>

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Group: **1000000000 - General Fund**      Function: **Public Assistance**  
 Budget Unit: **184 - Sheriff-Coroner - Law Enforcement Health Care**      Activity: **Other Protection**

Detail by Revenue Category and Expenditure Object	2018-19 Actuals		2019-20 Actuals		2020-21 Recommended		2020-21 Adopted	
	1	2	3	4	5	6	7	
Intergovernmental Revenue		\$1,525,351	\$2,461,754	\$2,991,152	\$2,991,152	\$2,991,152	\$2,991,152	
Other Revenues		20,659	0	0	0	0	0	
<b>Total Revenue</b>		<b>\$1,546,010</b>	<b>\$2,461,754</b>	<b>\$2,991,152</b>	<b>\$2,991,152</b>	<b>\$2,991,152</b>	<b>\$2,991,152</b>	
Salary and Benefits		\$2,706,457	\$269,629	\$367,364	\$137,128	\$137,128	\$137,128	
Services and Supplies		5,213,491	7,921,946	8,571,606	8,571,606	8,571,606	8,571,606	
Intrafund Transfers		(853,197)	(229,006)	(222,980)	(222,980)	(222,980)	(222,980)	
<b>Total Expenditures/Appropriations</b>		<b>\$7,066,750</b>	<b>\$7,962,570</b>	<b>\$8,715,990</b>	<b>\$8,715,990</b>	<b>\$8,715,990</b>	<b>\$8,485,754</b>	
<b>Net Cost</b>		<b>\$5,520,740</b>	<b>\$5,500,816</b>	<b>\$5,724,838</b>	<b>\$5,724,838</b>	<b>\$5,724,838</b>	<b>\$5,494,602</b>	



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Group: **100000000 - General Fund**      Function: **Public Assistance**  
 Budget Unit: **180 - Social Services - Administration**      Activity: **Administration**

Detail by Revenue Category and Expenditure Object	2018-19 Actuals		2019-20 Actuals		2020-21 Recommended		2020-21 Adopted	
	1	2	3	4	5	6	7	
Intergovernmental Revenue		\$69,259,054	\$74,711,869	\$76,622,528	\$76,622,528	\$76,622,528	\$76,622,528	
Charges for Current Services		66,631	15,050	17,500	17,500	17,500	17,500	
Other Revenues		1,624	230,733	355,000	355,000	355,000	355,000	
Other Financing Sources		5,400	8,685	0	0	0	0	
<b>Total Revenue</b>		<b>\$69,332,710</b>	<b>\$74,966,337</b>	<b>\$76,995,028</b>	<b>\$76,995,028</b>	<b>\$76,995,028</b>	<b>\$76,995,028</b>	
Salary and Benefits		\$49,520,331	\$50,858,290	\$55,193,151	\$55,193,151	\$54,738,376	\$54,738,376	
Services and Supplies		18,063,211	19,269,905	20,186,733	20,186,733	20,186,733	20,186,733	
Other Charges		10,527,425	13,331,628	13,093,580	13,093,580	13,093,580	13,093,580	
Capital Assets		14,807	9,955	10,000	10,000	10,000	10,000	
Intrafund Transfers		(65,591)	(125,133)	(119,058)	(119,058)	(119,058)	(119,058)	
<b>Total Expenditures/Appropriations</b>		<b>\$78,060,183</b>	<b>\$83,344,645</b>	<b>\$88,364,406</b>	<b>\$88,364,406</b>	<b>\$87,909,631</b>	<b>\$87,909,631</b>	
<b>Net Cost</b>		<b>\$8,727,473</b>	<b>\$8,378,308</b>	<b>\$11,369,378</b>	<b>\$11,369,378</b>	<b>\$10,914,603</b>	<b>\$10,914,603</b>	

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Group: **1000000000 - General Fund** Function: **Public Assistance**  
 Budget Unit: **182 - Social Services - CalWORKs** Activity: **Aid Programs**

Detail by Revenue Category and Expenditure Object	2018-19 Actuals		2019-20 Actuals		2020-21 Recommended		2020-21 Adopted	
	1	2	3	4	5	6	7	
Intergovernmental Revenue		\$9,149,252	\$10,188,178	\$10,513,512	\$10,513,512	\$10,513,512	\$10,513,512	
Other Revenues		31,138	35,432	27,253	27,253	27,253	27,253	
<b>Total Revenue</b>		<b>\$9,180,390</b>	<b>\$10,223,610</b>	<b>\$10,540,765</b>	<b>\$10,540,765</b>	<b>\$10,540,765</b>	<b>\$10,540,765</b>	
Other Charges		\$9,443,830	\$10,883,355	\$10,801,845	\$10,801,845	\$10,801,845	\$10,791,402	
<b>Total Expenditures/Appropriations</b>		<b>\$9,443,830</b>	<b>\$10,883,355</b>	<b>\$10,801,845</b>	<b>\$10,801,845</b>	<b>\$10,801,845</b>	<b>\$10,791,402</b>	
<b>Net Cost</b>		<b>\$263,440</b>	<b>\$659,745</b>	<b>\$261,080</b>	<b>\$261,080</b>	<b>\$261,080</b>	<b>\$250,637</b>	

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Group: **1000000000 - General Fund** Function: **Public Assistance**  
 Budget Unit: **181 - Social Services - Foster Care and Adoptions** Activity: **Aid Programs**

Detail by Revenue Category and Expenditure Object	2018-19 Actuals		2019-20 Actuals		2020-21 Recommended		2020-21 Adopted	
	1	2	3	4	5	6	7	
Intergovernmental Revenue		\$24,272,297	\$24,398,825	\$26,745,292	\$26,745,292	\$26,745,292	\$26,745,292	
Other Revenues		217,243	206,797	226,852	226,852	226,852	226,852	
<b>Total Revenue</b>		<b>\$24,489,540</b>	<b>\$24,605,622</b>	<b>\$26,972,144</b>	<b>\$26,972,144</b>	<b>\$26,972,144</b>	<b>\$26,972,144</b>	
Services and Supplies		\$92,165	\$92,165	\$92,165	\$92,165	\$92,165	\$92,165	
Other Charges		25,765,189	27,618,241	28,518,719	28,518,719	28,462,695	28,462,695	
Intrafund Transfers		(93,552)	(10,214)	(238,136)	(238,136)	(238,136)	(238,136)	
<b>Total Expenditures/Appropriations</b>		<b>\$25,763,802</b>	<b>\$27,700,192</b>	<b>\$28,372,748</b>	<b>\$28,372,748</b>	<b>\$28,316,724</b>	<b>\$28,316,724</b>	
<b>Net Cost</b>		<b>\$1,274,262</b>	<b>\$3,094,569</b>	<b>\$1,400,604</b>	<b>\$1,400,604</b>	<b>\$1,344,580</b>	<b>\$1,344,580</b>	

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Group: **100000000 - General Fund** Function: **Public Assistance**  
 Budget Unit: **185 - Social Services - General Assistance** Activity: **General Relief**

Detail by Revenue Category and Expenditure Object	2018-19 Actuals		2019-20 Actuals		2020-21 Recommended		2020-21 Adopted	
	1	2	3	4	5	6	7	
Licenses, Permits, and Franchises		\$9,166	\$5,644	\$5,412		\$5,412	\$5,412	
Intergovernmental Revenue		123,171	118,579	132,928		132,928	132,928	
Other Revenues		226,896	309,916	331,806		331,806	331,806	
<b>Total Revenue</b>		<b>\$359,233</b>	<b>\$434,139</b>	<b>\$470,146</b>		<b>\$470,146</b>	<b>\$470,146</b>	
Other Charges		\$1,221,335	\$1,692,152	\$1,619,398		\$1,619,398	\$1,573,428	
<b>Total Expenditures/Appropriations</b>		<b>\$1,221,335</b>	<b>\$1,692,152</b>	<b>\$1,619,398</b>		<b>\$1,619,398</b>	<b>\$1,573,428</b>	
<b>Net Cost</b>		<b>\$862,102</b>	<b>\$1,258,013</b>	<b>\$1,149,252</b>		<b>\$1,149,252</b>	<b>\$1,103,282</b>	

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Group: **100000000 - General Fund** Function: **Public Assistance**  
 Budget Unit: **186 - Veterans Services** Activity: **Veterans Services**

Detail by Revenue Category and Expenditure Object	2018-19 Actuals		2019-20 Actuals		2020-21 Recommended		2020-21 Adopted	
	1	2	3	4	5	6	7	
Intergovernmental Revenue		\$190,585	\$212,541	\$240,710	\$240,710	\$240,710	\$240,710	
Other Revenues		0	0	20,000	20,000	20,000	20,000	
<b>Total Revenue</b>		<b>\$190,585</b>	<b>\$212,541</b>	<b>\$260,710</b>	<b>\$260,710</b>	<b>\$260,710</b>	<b>\$260,710</b>	
Salary and Benefits		\$726,017	\$743,002	\$831,033	\$831,033	\$831,033	\$803,815	
Services and Supplies		88,330	77,722	110,125	110,125	110,125	110,125	
Other Charges		94,079	0	0	0	0	0	
<b>Total Expenditures/Appropriations</b>		<b>\$908,426</b>	<b>\$820,724</b>	<b>\$941,158</b>	<b>\$941,158</b>	<b>\$941,158</b>	<b>\$913,940</b>	
<b>Net Cost</b>		<b>\$717,841</b>	<b>\$608,183</b>	<b>\$680,448</b>	<b>\$680,448</b>	<b>\$680,448</b>	<b>\$653,230</b>	

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Group: **1206500000 - Co Medical Services** Function: **Public Assistance**  
 Budget Unit: **350 - Medically Indigent Services Program (MISP)** Activity: **Medical Services**

Detail by Revenue Category and Expenditure Object	2018-19 Actuals		2019-20 Actuals		2020-21 Recommended		2020-21 Adopted	
	1	2	3	4	5	6	7	
Other Revenues		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Expenditures/Appropriations		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Net Cost		\$0	\$0	\$0	\$0	\$0	\$0	\$0

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Group: **1205500000 - Fish and Game** Function: **Public Protection**  
 Budget Unit: **331 - Fish and Game** Activity: **Other Protection**

Detail by Revenue Category and Expenditure Object	2018-19 Actuals		2019-20 Actuals		2020-21 Recommended		2020-21 Adopted	
	1	2	3	4	5	6	7	8
Fines, Forfeitures, and Penalties		\$34,874	\$19,946	\$27,387	\$27,387		\$27,387	
Fund Balance		8,360	0	0	0		8,438	
Cancelled Reserves		0	0	5,191	5,191		5,191	
<b>Total Revenue</b>		<b>\$43,234</b>	<b>\$19,946</b>	<b>\$32,578</b>	<b>\$32,578</b>		<b>\$41,016</b>	
Services and Supplies		\$23,912	\$24,283	\$32,578	\$32,578		\$32,578	
New Reserves		0	0	0	0		8,438	
<b>Total Expenditures/Appropriations</b>		<b>\$23,912</b>	<b>\$24,283</b>	<b>\$32,578</b>	<b>\$32,578</b>		<b>\$41,016</b>	
<b>Net Cost</b>		<b>(\$19,322)</b>	<b>\$4,338</b>	<b>(\$0)</b>	<b>(\$0)</b>		<b>(\$0)</b>	

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Group: **1205000000 - Library** Function: **Education**  
 Budget Unit: **377 - Library** Activity: **Library Services**

Detail by Revenue Category and Expenditure Object	2018-19 Actuals		2019-20 Actuals		2020-21 Recommended		2020-21 Adopted	
	1	2	3	4	5	6	7	8
Taxes		\$9,449,937	\$9,920,046	\$10,304,068	\$10,304,068	\$10,304,068	\$10,304,068	\$10,304,068
Revenue from Use of Money & Property		70,711	74,879	65,300	65,300	65,300	65,300	65,300
Intergovernmental Revenue		124,350	116,055	115,767	115,767	115,767	115,767	115,767
Charges for Current Services		131,542	74,636	64,000	64,000	64,000	64,000	64,000
Other Revenues		732,573	394,769	14,700	14,700	14,700	14,700	14,700
Other Financing Sources		666,552	666,552	666,552	666,552	666,552	666,552	639,890
Fund Balance		718,762	0	415,500	415,500	415,500	415,500	766,725
<b>Total Revenue</b>		<b>\$11,894,426</b>	<b>\$11,246,937</b>	<b>\$11,645,887</b>	<b>\$11,645,887</b>	<b>\$11,645,887</b>	<b>\$11,645,887</b>	<b>\$11,970,450</b>
Salary and Benefits		\$6,394,004	\$6,966,616	\$7,062,534	\$7,062,534	\$7,062,534	\$7,062,534	\$7,035,872
Services and Supplies		3,703,441	3,933,639	4,091,260	4,091,260	4,091,260	4,091,260	4,091,260
Other Charges		357,729	32,378	7,500	7,500	7,500	7,500	7,500
Capital Assets		5,493	0	0	0	0	0	0
Transfers-Out		0	0	0	0	0	0	32,869
Contingencies		0	0	484,593	484,593	484,593	484,593	558,064
New Reserves		0	0	0	0	0	0	244,885
<b>Total Expenditures/Appropriations</b>		<b>\$10,460,667</b>	<b>\$10,932,633</b>	<b>\$11,645,887</b>	<b>\$11,645,887</b>	<b>\$11,645,887</b>	<b>\$11,645,887</b>	<b>\$11,970,450</b>
<b>Net Cost</b>		<b>(\$1,433,760)</b>	<b>(\$314,305)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>



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Group: **100000000 - General Fund** Function: **Recreation & Cultural Services**  
 Budget Unit: **222 - Parks and Recreation - Community Parks** Activity: **Recreation Facilities**

Detail by Revenue Category and Expenditure Object	2018-19 Actuals		2019-20 Actuals		2020-21 Recommended		2020-21 Adopted	
	1	2	3	4	5	6	7	
Fines, Forfeitures, and Penalties		\$0	\$33,504	\$85,155		\$85,155	\$85,155	
Revenue from Use of Money & Property		0	145,638	119,099		119,099	119,099	
Intergovernmental Revenue		0	594	3,943		3,943	3,943	
Charges for Current Services		0	115,442	233,617		233,617	233,617	
Other Revenues		0	23,485	29,333		29,333	29,333	
Interfund		0	849,549	690,772		690,772	690,772	
Other Financing Sources		0	165,000	0		0	0	
<b>Total Revenue</b>		<b>\$0</b>	<b>\$1,333,212</b>	<b>\$1,161,919</b>		<b>\$1,161,919</b>	<b>\$1,161,919</b>	
Salary and Benefits		\$0	\$2,868,351	\$3,118,381		\$2,959,299	\$2,959,299	
Services and Supplies		0	1,965,931	1,853,049		1,853,049	1,853,049	
Other Charges		0	57,168	142,528		142,528	142,528	
Capital Assets		0	19,269	25,000		25,000	25,000	
Intrafund Transfers		0	(1,746)	0		0	0	
<b>Total Expenditures/Appropriations</b>		<b>\$0</b>	<b>\$4,908,973</b>	<b>\$5,138,958</b>		<b>\$4,979,876</b>	<b>\$4,979,876</b>	
<b>Net Cost</b>		<b>\$0</b>	<b>\$3,575,761</b>	<b>\$3,977,039</b>		<b>\$3,817,957</b>	<b>\$3,817,957</b>	

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Group: **1201500000 - Parks Fund** Function: **Recreation & Cultural Services**  
 Budget Unit: **305 - Parks and Recreation - Regional Parks** Activity: **Recreation Facilities**

Detail by Revenue Category and Expenditure Object	2018-19 Actuals		2019-20 Actuals		2020-21 Recommended		2020-21 Adopted	
	1	2	3	4	5	6	7	
Fines, Forfeitures, and Penalties		\$81,146	\$100,444	\$57,270	\$57,270	\$57,270	\$57,270	
Revenue from Use of Money & Property		223,524	81,781	53,284	53,284	53,284	53,284	
Intergovernmental Revenue		63,349	172,858	22,508	22,508	22,508	22,508	
Charges for Current Services		5,487,159	3,987,526	5,611,700	5,611,700	5,611,700	5,611,700	
Other Revenues		76,847	30,986	20,215	20,215	20,215	20,215	
Interfund		330,357	521,042	373,708	373,708	373,708	373,708	
Other Financing Sources		4,719,509	1,008,916	0	0	240,408	240,408	
Fund Balance		469,404	0	756,486	756,486	86,620	86,620	
<b>Total Revenue</b>		<b>\$11,451,295</b>	<b>\$5,903,553</b>	<b>\$6,895,171</b>	<b>\$6,895,171</b>	<b>\$6,465,713</b>	<b>\$6,465,713</b>	
Salary and Benefits		\$5,380,023	\$2,792,410	\$2,952,333	\$2,952,333	\$2,952,333	\$2,952,333	
Services and Supplies		4,417,882	3,225,404	2,924,745	2,924,745	2,924,745	2,924,745	
Other Charges		742,862	138,918	0	0	0	0	
Capital Assets		245,751	758,588	32,000	32,000	32,000	32,000	
Transfers-Out		20,802	485,802	20,802	20,802	20,802	20,802	
Contingencies		0	0	100,000	100,000	340,408	340,408	
New Reserves		0	0	865,291	865,291	195,425	195,425	
<b>Total Expenditures/Appropriations</b>		<b>\$10,807,320</b>	<b>\$7,401,120</b>	<b>\$6,895,171</b>	<b>\$6,895,171</b>	<b>\$6,465,713</b>	<b>\$6,465,713</b>	
<b>Net Cost</b>		<b>(\$643,975)</b>	<b>\$1,497,568</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	

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Group: **100000000 - General Fund** Function: **Education**  
 Budget Unit: **215 - UC Cooperative Extension** Activity: **Agricultural Education**

Detail by Revenue Category and Expenditure Object	2018-19 Actuals		2019-20 Actuals		2020-21 Recommended		2020-21 Adopted	
	1	2	3	4	5	6	7	
Intergovernmental Revenue		\$18,766	\$16,739	\$15,682	\$15,682	\$15,682	\$15,682	
Other Revenues		0	3,474	0	0	0	0	
<b>Total Revenue</b>		<b>\$18,766</b>	<b>\$20,214</b>	<b>\$15,682</b>	<b>\$15,682</b>	<b>\$15,682</b>	<b>\$15,682</b>	
Salary and Benefits		\$486,149	\$517,745	\$534,393	\$508,828	\$508,828	\$508,828	
Services and Supplies		97,691	109,580	120,423	120,423	120,423	120,423	
Capital Assets		9,048	0	0	0	0	0	
<b>Total Expenditures/Appropriations</b>		<b>\$592,888</b>	<b>\$627,325</b>	<b>\$654,816</b>	<b>\$629,251</b>	<b>\$629,251</b>	<b>\$629,251</b>	
<b>Net Cost</b>		<b>\$574,122</b>	<b>\$607,111</b>	<b>\$639,134</b>	<b>\$613,569</b>	<b>\$613,569</b>	<b>\$613,569</b>	

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Group: **1204000000 - Wildlife and Grazing**      Function: **Public Protection**  
 Budget Unit: **330 - Wildlife and Grazing**      Activity: **Flood Control, Spoil & Water Conservation**

Detail by Revenue Category and Expenditure Object	2018-19 Actuals		2019-20 Actuals		2020-21 Recommended		2020-21 Adopted	
	1	2	3	4	5	6	7	
Revenue from Use of Money & Property		\$795	\$872	\$700	\$700	\$700	\$700	
Intergovernmental Revenue		4,155	1,615	3,608	3,608	3,608	3,608	
Fund Balance		17,119	0	0	0	0	6,598	
Cancelled Reserves		0	0	3,935	3,935	3,935	3,935	
<b>Total Revenue</b>		<b>\$22,069</b>	<b>\$2,488</b>	<b>\$8,243</b>	<b>\$8,243</b>	<b>\$8,243</b>	<b>\$14,841</b>	
Services and Supplies		\$1,848	\$3,089	\$8,243	\$8,243	\$8,243	\$8,243	
New Reserves		0	0	0	0	0	6,598	
<b>Total Expenditures/Appropriations</b>		<b>\$1,848</b>	<b>\$3,089</b>	<b>\$8,243</b>	<b>\$8,243</b>	<b>\$8,243</b>	<b>\$14,841</b>	
<b>Net Cost</b>		<b>(\$20,221)</b>	<b>\$601</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	

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County Budget Act November 2014	Financing Sources and Uses by Budget Unit by Object Governmental Funds Fiscal Year 2020-21	

Group: **100000000 - General Fund**      Function: **General Government**  
 Budget Unit: **104 - Administrative Office**      Activity: **Legislative & Administrative**

Detail by Revenue Category and Expenditure Object	2018-19 Actuals		2019-20 Actuals		2020-21 Recommended		2020-21 Adopted	
	1	2	3	4	5	6	7	
Intergovernmental Revenue		\$0	\$198,497	\$127,268	\$127,268	\$127,268	\$127,268	
Charges for Current Services		494	16,184	13,000	13,000	13,000	13,000	
Other Revenues		309,156	0	0	0	0	0	
Interfund		89,710	0	0	0	0	0	
<b>Total Revenue</b>		<b>\$399,360</b>	<b>\$214,681</b>	<b>\$140,268</b>	<b>\$140,268</b>	<b>\$140,268</b>	<b>\$140,268</b>	
Salary and Benefits		\$1,873,842	\$2,524,146	\$2,720,122	\$2,720,122	\$2,720,122	\$2,603,602	
Services and Supplies		266,868	323,684	442,626	442,626	442,626	442,626	
Other Charges		150,000	150,000	0	0	0	0	
Capital Assets		0	0	0	0	0	0	
Intrafund Transfers		(85,000)	(111,209)	(109,469)	(109,469)	(109,469)	(109,469)	
<b>Total Expenditures/Appropriations</b>		<b>\$2,205,709</b>	<b>\$2,886,621</b>	<b>\$3,053,279</b>	<b>\$3,053,279</b>	<b>\$2,936,759</b>	<b>\$2,936,759</b>	
<b>Net Cost</b>		<b>\$1,806,350</b>	<b>\$2,671,940</b>	<b>\$2,913,011</b>	<b>\$2,913,011</b>	<b>\$2,796,491</b>	<b>\$2,796,491</b>	

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Group: **100000000 - General Fund** Function: **General Government**  
 Budget Unit: **119 - Administrative Office - Communications and Outreach** Activity: **Legislative & Administrative**

Detail by Revenue Category and Expenditure Object	2018-19 Actuals		2019-20 Actuals		2020-21 Recommended		2020-21 Adopted	
	1	2	3	4	5	6	7	
Revenue from Use of Money & Property		\$0	\$0	\$0	\$0	\$0	\$0	
Interfund		0	0	0	0	0	0	
<b>Total Revenue</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	
Salary and Benefits		\$0	\$122,109	\$122,243	\$116,292	\$116,292	\$116,292	
Services and Supplies		0	18,584	26,536	26,536	26,536	26,536	
<b>Total Expenditures/Appropriations</b>		<b>\$0</b>	<b>\$140,693</b>	<b>\$148,779</b>	<b>\$142,828</b>	<b>\$142,828</b>	<b>\$142,828</b>	
<b>Net Cost</b>		<b>\$0</b>	<b>\$140,693</b>	<b>\$148,779</b>	<b>\$142,828</b>	<b>\$142,828</b>	<b>\$142,828</b>	

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Group: **100000000 - General Fund** Function: **General Government**  
 Budget Unit: **109 - Assessor** Activity: **Finance**

Detail by Revenue Category and Expenditure Object	2018-19 Actuals		2019-20 Actuals		2020-21 Recommended		2020-21 Adopted	
	1	2	3	4	5	6	7	
Charges for Current Services		\$50,759	\$48,802	\$50,200	\$50,200	\$50,200	\$50,200	
Other Revenues		2,161	1,510	135,518	135,518	135,518	135,518	
Interfund		104,344	50,286	0	0	0	0	
<b>Total Revenue</b>		<b>\$157,264</b>	<b>\$100,599</b>	<b>\$185,718</b>	<b>\$185,718</b>	<b>\$185,718</b>	<b>\$185,718</b>	
Salary and Benefits		\$9,140,969	\$9,478,723	\$10,229,694	\$10,229,694	\$9,783,944	\$9,783,944	
Services and Supplies		1,137,759	1,252,899	1,099,777	1,099,777	1,099,777	1,099,777	
Capital Assets		7,858	7,972	0	0	0	0	
<b>Total Expenditures/Appropriations</b>		<b>\$10,286,586</b>	<b>\$10,739,594</b>	<b>\$11,329,471</b>	<b>\$11,329,471</b>	<b>\$10,883,721</b>	<b>\$10,883,721</b>	
<b>Net Cost</b>		<b>\$10,129,322</b>	<b>\$10,638,996</b>	<b>\$11,143,753</b>	<b>\$11,143,753</b>	<b>\$10,698,003</b>	<b>\$10,698,003</b>	

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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	2018-19 Actuals		2019-20 Actuals		2020-21 Recommended		2020-21 Adopted	
	1	2	3	4	5	6	7	
Taxes		\$459,191	\$384,962	\$466,108		\$466,108	\$466,108	
Licenses, Permits, and Franchises		141,584	150,096	148,954		148,954	148,954	
Fines, Forfeitures, and Penalties		38,932	40,615	38,000		38,000	38,000	
Intergovernmental Revenue		16,080	13,300	13,500		13,500	13,500	
Charges for Current Services		1,415,733	1,411,995	1,582,417		1,582,417	1,582,417	
Other Revenues		77,643	91,784	69,047		69,047	69,047	
Interfund		30,000	30,000	30,000		30,000	30,000	
<b>Total Revenue</b>		<b>\$2,179,163</b>	<b>\$2,122,752</b>	<b>\$2,348,026</b>		<b>\$2,348,026</b>	<b>\$2,348,026</b>	
Salary and Benefits		\$7,075,966	\$7,554,202	\$8,072,471		\$8,072,471	\$7,816,228	
Services and Supplies		579,202	577,254	696,787		696,787	696,787	
Other Charges		1,242	0	0		0	0	
Capital Assets		107,474	9,431	0		0	0	
Intrafund Transfers		(17,912)	(16,760)	(15,161)		(15,161)	(15,161)	
<b>Total Expenditures/Appropriations</b>		<b>\$7,745,972</b>	<b>\$8,124,126</b>	<b>\$8,754,097</b>		<b>\$8,754,097</b>	<b>\$8,497,854</b>	
<b>Net Cost</b>		<b>\$5,566,809</b>	<b>\$6,001,374</b>	<b>\$6,406,071</b>		<b>\$6,406,071</b>	<b>\$6,149,828</b>	



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Group: **1000000000 - General Fund** Function: **General Government**  
 Budget Unit: **100 - Board of Supervisors** Activity: **Legislative & Administrative**

Detail by Revenue Category and Expenditure Object	2018-19 Actuals		2019-20 Actuals		2020-21 Recommended		2020-21 Adopted	
	1	2	3	4	5	6	7	
Interfund		\$0	\$0	\$0	\$0	\$0	\$0	
<b>Total Revenue</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	
Salary and Benefits		\$1,499,460	\$1,556,603	\$1,572,922	\$1,503,082			
Services and Supplies		196,847	157,149	210,889	210,889			
Intrafund Transfers		(42,523)	(43,369)	(37,802)	(37,802)			
<b>Total Expenditures/Appropriations</b>		<b>\$1,653,783</b>	<b>\$1,670,383</b>	<b>\$1,746,009</b>	<b>\$1,676,169</b>			
<b>Net Cost</b>		<b>\$1,653,783</b>	<b>\$1,670,383</b>	<b>\$1,746,009</b>	<b>\$1,676,169</b>			

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Group: **100000000 - General Fund** Function: **General Government**  
 Budget Unit: **110 - Clerk-Recorder** Activity: **Legislative & Administrative**

Detail by Revenue Category and Expenditure Object	2018-19 Actuals		2019-20 Actuals		2020-21 Recommended		2020-21 Adopted	
	1	2	3	4	5	6	7	8
Intergovernmental Revenue		\$163,909	\$362,713	\$8,000	\$8,000		\$8,000	\$8,000
Charges for Current Services		2,690,454	2,414,115	2,617,232	2,617,232		2,617,232	2,617,232
Other Revenues		4,075	6,204	0	0		0	0
Interfund		2,400	2,400	0	0		0	0
<b>Total Revenue</b>		<b>\$2,860,839</b>	<b>\$2,785,431</b>	<b>\$2,625,232</b>	<b>\$2,625,232</b>		<b>\$2,625,232</b>	<b>\$2,625,232</b>
Salary and Benefits		\$2,186,592	\$2,124,897	\$2,546,923	\$2,546,923		\$2,502,198	\$2,502,198
Services and Supplies		1,180,480	1,240,194	1,197,625	1,197,625		1,197,625	1,197,625
Capital Assets		5,600	296,598	0	0		0	0
Intrafund Transfers		(1,200)	(1,200)	(1,200)	(1,200)		(1,200)	(1,200)
<b>Total Expenditures/Appropriations</b>		<b>\$3,371,473</b>	<b>\$3,660,489</b>	<b>\$3,743,348</b>	<b>\$3,743,348</b>		<b>\$3,698,623</b>	<b>\$3,698,623</b>
<b>Net Cost</b>		<b>\$510,634</b>	<b>\$875,057</b>	<b>\$1,118,116</b>	<b>\$1,118,116</b>		<b>\$1,073,391</b>	<b>\$1,073,391</b>

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Group: **1206000000 - Org Development**      Function: **General Government**  
 Budget Unit: **275 - Organizational Development**      Activity: **Legislative & Administrative**

Detail by Revenue Category and Expenditure Object	2018-19 Actuals		2019-20 Actuals		2020-21 Recommended		2020-21 Adopted	
	1	2	3	4	5	6	7	
Revenue from Use of Money & Property		\$42,413	\$0	\$0	\$0	\$0	\$0	
Other Financing Sources		670,813	0	0	0	0	0	
<b>Total Revenue</b>		<b>\$713,226</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	
Salary and Benefits		\$252,146	\$0	\$0	\$0	\$0	\$0	
Services and Supplies		674,464	0	0	0	0	0	
Transfers-Out		0	1,952,301	0	0	0	0	
<b>Total Expenditures/Appropriations</b>		<b>\$926,610</b>	<b>\$1,952,301</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	
<b>Net Cost</b>		<b>\$213,384</b>	<b>\$1,952,301</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	

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Group: **100000000 - General Fund** Function: **General Government**  
 Budget Unit: **116 - Central Services** Activity: **Other General**

Detail by Revenue Category and Expenditure Object	2018-19 Actuals		2019-20 Actuals		2020-21 Recommended		2020-21 Adopted	
	1	2	3	4	5	6	7	8
Licenses, Permits, and Franchises		\$7,747	\$3,499	\$6,000		\$6,000		\$6,000
Revenue from Use of Money & Property		312,404	263,328	312,699		312,699		312,699
Intergovernmental Revenue		3,294	6,125	2,521		2,521		2,521
Charges for Current Services		4,466	5,359	6,292		6,292		6,292
Other Revenues		54,379	129,881	35,400		35,400		35,400
Interfund		396,975	451,121	410,889		410,889		410,889
<b>Total Revenue</b>		<b>\$779,265</b>	<b>\$859,314</b>	<b>\$773,801</b>		<b>\$773,801</b>		<b>\$773,801</b>
Salary and Benefits		\$1,740,433	\$1,831,178	\$1,913,669		\$1,913,669		\$1,765,324
Services and Supplies		2,763,071	2,851,412	2,978,984		2,978,984		2,978,984
Other Charges		109,458	107,756	111,226		111,226		111,226
Intrafund Transfers		(536,998)	(572,388)	(521,443)		(521,443)		(521,443)
<b>Total Expenditures/Appropriations</b>		<b>\$4,075,964</b>	<b>\$4,217,958</b>	<b>\$4,482,436</b>		<b>\$4,482,436</b>		<b>\$4,334,091</b>
<b>Net Cost</b>		<b>\$3,296,699</b>	<b>\$3,358,644</b>	<b>\$3,708,635</b>		<b>\$3,708,635</b>		<b>\$3,560,290</b>

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Group: **100000000 - General Fund** Function: **General Government**  
 Budget Unit: **111 - County Counsel** Activity: **Counsel**

Detail by Revenue Category and Expenditure Object	2018-19 Actuals		2019-20 Actuals		2020-21 Recommended		2020-21 Adopted	
	1	2	3	4	5	6	7	
Intergovernmental Revenue		\$3,806	\$1,116	\$2,000		\$2,000	\$2,000	
Charges for Current Services		64,490	81,290	66,800		66,800	66,800	
Other Revenues		2,943	0	0		0	0	
Interfund		100,363	43,522	48,600		48,600	48,600	
<b>Total Revenue</b>		<b>\$171,602</b>	<b>\$125,928</b>	<b>\$117,400</b>		<b>\$117,400</b>	<b>\$117,400</b>	
Salary and Benefits		\$3,787,888	\$3,777,358	\$4,104,600		\$3,905,419	\$3,905,419	
Services and Supplies		947,704	498,810	986,454		986,454	986,454	
Capital Assets		0	0	5,875		5,875	5,875	
<b>Total Expenditures/Appropriations</b>		<b>\$4,735,593</b>	<b>\$4,276,168</b>	<b>\$5,096,929</b>		<b>\$4,897,748</b>	<b>\$4,897,748</b>	
<b>Net Cost</b>		<b>\$4,563,991</b>	<b>\$4,150,240</b>	<b>\$4,979,529</b>		<b>\$4,780,348</b>	<b>\$4,780,348</b>	

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Group: **100000000 - General Fund**      Function: **General Government**  
 Budget Unit: **112 - Human Resources**      Activity: **Other General**

Detail by Revenue Category and Expenditure Object	2018-19 Actuals		2019-20 Actuals		2020-21 Recommended		2020-21 Adopted	
	1	2	3	4	5	6	7	8
Charges for Current Services		\$0	\$5,445	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000
Other Revenues		0	5,210	5,300	5,300	5,300	5,300	5,300
Interfund		0	1,199,444	1,384,255	1,384,255	1,384,255	1,384,255	1,384,255
<b>Total Revenue</b>		<b>\$0</b>	<b>\$1,210,099</b>	<b>\$1,393,555</b>	<b>\$1,393,555</b>	<b>\$1,393,555</b>	<b>\$1,393,555</b>	<b>\$1,393,555</b>
Salary and Benefits		\$0	\$950,196	\$1,142,924	\$1,142,924	\$1,142,924	\$1,142,924	\$1,142,924
Services and Supplies		0	1,080,799	1,225,773	1,225,773	1,225,773	1,225,773	1,225,773
Intrafund Transfers		0	(78,820)	(101,687)	(101,687)	(101,687)	(101,687)	(101,687)
<b>Total Expenditures/Appropriations</b>		<b>\$0</b>	<b>\$1,952,175</b>	<b>\$2,267,010</b>	<b>\$2,267,010</b>	<b>\$2,267,010</b>	<b>\$2,267,010</b>	<b>\$2,267,010</b>
<b>Net Cost</b>		<b>\$0</b>	<b>\$742,076</b>	<b>\$873,455</b>	<b>\$873,455</b>	<b>\$873,455</b>	<b>\$873,455</b>	<b>\$873,455</b>

**State Controller Schedules** **San Luis Obispo**  
 County Budget Act Financing Sources and Uses by Budget Unit by Object  
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**Schedule 9**

Group: **100000000 - General Fund** Function: **General Government**  
 Budget Unit: **112 - Human Resources** Activity: **Personnel**

Detail by Revenue Category and Expenditure Object	2018-19 Actuals		2019-20 Actuals		2020-21 Recommended		2020-21 Adopted	
	1	2	3	4	5	6	7	8
Intergovernmental Revenue		\$4,151	\$0	\$5,204		\$5,204		\$5,204
Charges for Current Services		39,006	60,583	49,176		49,176		49,176
Other Revenues		114,127	0	0		0		0
Interfund		300,511	212,909	186,634		186,634		186,634
<b>Total Revenue</b>		<b>\$457,795</b>	<b>\$273,492</b>	<b>\$241,014</b>		<b>\$241,014</b>		<b>\$241,014</b>
Salary and Benefits		\$3,359,034	\$4,108,639	\$4,213,250		\$4,213,250		\$4,033,498
Services and Supplies		866,421	626,528	665,614		665,614		665,614
Intrafund Transfers		(313,057)	(938,324)	(1,017,506)		(1,017,506)		(1,017,506)
<b>Total Expenditures/Appropriations</b>		<b>\$3,912,399</b>	<b>\$3,796,844</b>	<b>\$3,861,358</b>		<b>\$3,861,358</b>		<b>\$3,681,606</b>
<b>Net Cost</b>		<b>\$3,454,603</b>	<b>\$3,523,351</b>	<b>\$3,620,344</b>		<b>\$3,620,344</b>		<b>\$3,440,592</b>

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County Budget Act November 2014	Financing Sources and Uses by Budget Unit by Object Governmental Funds Fiscal Year 2020-21	

Group: **100000000 - General Fund**      Function: **General Government**  
 Budget Unit: **105 - Human Resources - Risk Management**      Activity: **Other General**

Detail by Revenue Category and Expenditure Object	2018-19 Actuals		2019-20 Actuals		2020-21 Recommended		2020-21 Adopted	
	1	2	3	4	5	6	7	8
Charges for Current Services		\$5,049	\$0	\$0	\$0	\$0	\$0	\$0
Other Revenues		5,301	0	0	0	0	0	0
Interfund		1,159,125	0	0	0	0	0	0
<b>Total Revenue</b>		<b>\$1,169,475</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Salary and Benefits		\$928,653	\$428	\$0	\$0	\$0	\$0	\$0
Services and Supplies		877,056	0	0	0	0	0	0
Intrafund Transfers		(61,973)	0	0	0	0	0	0
<b>Total Expenditures/Appropriations</b>		<b>\$1,743,735</b>	<b>\$428</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Cost</b>		<b>\$574,260</b>	<b>\$428</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>



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**Schedule 9**

Group: **100000000 - General Fund** Function: **General Government**  
 Budget Unit: **114 - Information Technology** Activity: **Other General**

Detail by Revenue Category and Expenditure Object	2018-19 Actuals		2019-20 Actuals		2020-21 Recommended		2020-21 Adopted	
	1	2	3	4	5	6	7	
Revenue from Use of Money & Property		\$1,600	\$5,150	\$9,587	\$9,587	\$9,587	\$9,587	
Intergovernmental Revenue		165,666	151,897	203,000	203,000	203,000	203,000	
Charges for Current Services		154,288	139,168	68,330	68,330	68,330	68,330	
Other Revenues		8,343	201,561	0	0	0	0	
Interfund		1,633,191	1,610,814	1,944,265	1,944,265	1,944,265	1,944,265	
Other Financing Sources		0	57,620	0	0	0	0	
<b>Total Revenue</b>		<b>\$1,963,088</b>	<b>\$2,166,210</b>	<b>\$2,225,182</b>	<b>\$2,225,182</b>	<b>\$2,225,182</b>	<b>\$2,225,182</b>	
Salary and Benefits		\$12,614,649	\$13,298,178	\$13,893,377	\$13,893,377	\$13,458,377	\$13,458,377	
Services and Supplies		4,396,677	4,361,604	4,859,794	4,859,794	6,359,794	6,359,794	
Other Charges		0	30,000	0	0	0	0	
Capital Assets		0	13,480	0	0	0	0	
Intrafund Transfers		(5,533,261)	(6,213,692)	(5,652,977)	(5,652,977)	(5,652,977)	(5,652,977)	
Transfers-Out		18,081	0	0	0	0	0	
<b>Total Expenditures/Appropriations</b>		<b>\$11,496,147</b>	<b>\$11,489,570</b>	<b>\$13,100,194</b>	<b>\$13,100,194</b>	<b>\$14,165,194</b>	<b>\$14,165,194</b>	
<b>Net Cost</b>		<b>\$9,533,059</b>	<b>\$9,323,360</b>	<b>\$10,875,012</b>	<b>\$10,875,012</b>	<b>\$11,940,012</b>	<b>\$11,940,012</b>	

**State Controller Schedules** **San Luis Obispo**  
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**Schedule 9**

Group: **100000000 - General Fund** Function: **General Government**  
 Budget Unit: **113 - Public Works - Facilities Management** Activity: **Property Management**

Detail by Revenue Category and Expenditure Object	2018-19 Actuals		2019-20 Actuals		2020-21 Recommended		2020-21 Adopted	
	1	2	3	4	5	6	7	8
Revenue from Use of Money & Property		\$192	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Current Services		344,060	338,773	312,500	312,500	312,500	312,500	312,500
Other Revenues		71,904	32,166	33,742	33,742	33,742	33,742	33,742
Interfund		1,220,880	1,282,712	1,284,283	1,284,283	1,284,283	1,284,283	1,284,283
<b>Total Revenue</b>		<b>\$1,637,035</b>	<b>\$1,653,651</b>	<b>\$1,630,525</b>	<b>\$1,630,525</b>	<b>\$1,630,525</b>	<b>\$1,630,525</b>	<b>\$1,630,525</b>
Salary and Benefits		\$4,117,762	\$4,278,952	\$4,622,383	\$4,622,383	\$4,411,847	\$4,411,847	\$4,411,847
Services and Supplies		3,754,875	4,006,275	4,310,833	4,310,833	4,310,833	4,310,833	4,310,833
Intrafund Transfers		(1,944,888)	(2,043,460)	(2,039,287)	(2,039,287)	(2,039,287)	(2,039,287)	(2,039,287)
<b>Total Expenditures/Appropriations</b>		<b>\$5,927,749</b>	<b>\$6,241,767</b>	<b>\$6,893,929</b>	<b>\$6,893,929</b>	<b>\$6,893,929</b>	<b>\$6,893,929</b>	<b>\$6,893,929</b>
<b>Net Cost</b>		<b>\$4,290,714</b>	<b>\$4,588,116</b>	<b>\$5,263,404</b>	<b>\$5,263,404</b>	<b>\$5,263,404</b>	<b>\$5,263,404</b>	<b>\$5,052,868</b>

**State Controller Schedules** **San Luis Obispo**  
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**Schedule 9**

Group: **100000000 - General Fund** Function: **General Government**  
 Budget Unit: **118 - Human Resources - Talent Development** Activity: **Legislative & Administrative**

Detail by Revenue Category and Expenditure Object	2018-19 Actuals		2019-20 Actuals		2020-21 Recommended		2020-21 Adopted	
	1	2	3	4	5	6	7	
Revenue from Use of Money & Property		\$0	\$0	\$0	\$0	\$0	\$0	
Interfund		0	0	0	22,714	22,714	22,714	
<b>Total Revenue</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$22,714</b>	<b>\$22,714</b>	<b>\$22,714</b>	
Salary and Benefits		\$0	\$149,534	\$211,572	\$186,452	\$186,452	\$186,452	
Services and Supplies		0	346,792	445,437	445,437	445,437	445,437	
Intrafund Transfers		0	0	(6,300)	(6,300)	(6,300)	(6,300)	
<b>Total Expenditures/Appropriations</b>		<b>\$0</b>	<b>\$496,325</b>	<b>\$650,709</b>	<b>\$625,589</b>	<b>\$625,589</b>	<b>\$625,589</b>	
<b>Net Cost</b>		<b>\$0</b>	<b>\$496,325</b>	<b>\$627,995</b>	<b>\$602,875</b>	<b>\$602,875</b>	<b>\$602,875</b>	

<b>State Controller Schedules</b>	<b>San Luis Obispo</b>	<b>Schedule 9</b>
County Budget Act November 2014	Financing Sources and Uses by Budget Unit by Object Governmental Funds Fiscal Year 2020-21	

Group: **1202000000 - Co-Wld Automatin Repl**      Function: **General Government**  
 Budget Unit: **266 - Countywide Automation Replacement**      Activity: **Other General**

Detail by Revenue Category and Expenditure Object	2018-19 Actuals		2019-20 Actuals		2020-21 Recommended		2020-21 Adopted	
	1	2	3	4	5	6	7	
Revenue from Use of Money & Property		\$431,650	\$453,317	\$0	\$0	\$0	\$0	
Intergovernmental Revenue		123,471	550,000	0	0	0	0	
Other Revenues		0	7,269	0	0	0	0	
Interfund		19,100	0	0	0	0	0	
Other Financing Sources		868,360	6,463,953	3,870,033	3,870,033	3,870,033	3,870,033	
Fund Balance		665,943	0	0	0	574,809	574,809	
<b>Total Revenue</b>		<b>\$2,108,524</b>	<b>\$7,474,540</b>	<b>\$3,870,033</b>	<b>\$3,870,033</b>	<b>\$4,444,842</b>	<b>\$4,444,842</b>	
Services and Supplies		\$1,683,023	\$22,910	\$0	\$0	\$0	\$0	
Capital Assets		2,754,868	1,604,972	700,508	700,508	700,508	700,508	
Intrafund Transfers		0	0	0	0	0	0	
Transfers-Out		92,716	185,167	0	0	0	0	
New Reserves		0	0	3,169,525	3,169,525	3,744,334	3,744,334	
<b>Total Expenditures/Appropriations</b>		<b>\$4,530,608</b>	<b>\$1,813,050</b>	<b>\$3,870,033</b>	<b>\$3,870,033</b>	<b>\$4,444,842</b>	<b>\$4,444,842</b>	
<b>Net Cost</b>		<b>\$2,422,084</b>	<b>(\$5,661,490)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	

<p><b>State Controller Schedules</b> County Budget Act November 2014</p>	<p><b>San Luis Obispo</b> Financing Sources and Uses by Budget Unit by Object Governmental Funds Fiscal Year 2020-21</p>	<p><b>Schedule 9</b></p>
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Group: **1208000000 - COP Loan DSF**      Function: **Debt Services**  
 Budget Unit: **277 - Debt Service**      Activity: **Retirement of Long-Term Debt**

Detail by Revenue Category and Expenditure Object	2018-19 Actuals		2019-20 Actuals		2020-21	
	1	2	3	4	5	
Taxes		\$491,058	\$488,427	\$515,000	\$515,000	\$515,000
Fines, Forfeitures, and Penalties		171,864	308,415	307,519	307,519	307,519
Other Financing Sources		1,737,651	1,766,591	2,746,002	2,746,002	2,746,002
<b>Total Revenue</b>		<b>\$2,400,572</b>	<b>\$2,563,433</b>	<b>\$3,568,521</b>	<b>\$3,568,521</b>	<b>\$3,568,521</b>
Services and Supplies		\$20,108	\$9,562	\$54,250	\$54,250	\$54,250
Other Charges		2,319,034	2,559,933	3,514,271	3,514,271	3,514,271
Transfers-Out		0	0	0	0	0
<b>Total Expenditures/Appropriations</b>		<b>\$2,339,141</b>	<b>\$2,569,495</b>	<b>\$3,568,521</b>	<b>\$3,568,521</b>	<b>\$3,568,521</b>
<b>Net Cost</b>		<b>(\$61,431)</b>	<b>\$6,062</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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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	2018-19 Actuals		2019-20 Actuals		2020-21 Recommended		2020-21 Adopted	
	1	2	3	4	5	6	7	
Revenue from Use of Money & Property		\$689,780	\$641,414	\$0	\$0	\$0	\$0	
Other Financing Sources		2,376,163	3,367,669	3,703,657	0	0	0	
Fund Balance		9,621	0	0	0	400,000	400,000	
Cancelled Reserves		0	0	0	2,600,000	4,600,000	4,600,000	
<b>Total Revenue</b>		<b>\$3,075,564</b>	<b>\$4,009,083</b>	<b>\$6,303,657</b>	<b>\$5,000,000</b>			
Transfers-Out		\$1,369,355	\$2,442,408	\$2,600,000	\$4,600,000			
New Reserves		0	0	3,703,657	400,000			
<b>Total Expenditures/Appropriations</b>		<b>\$1,369,355</b>	<b>\$2,442,408</b>	<b>\$6,303,657</b>	<b>\$5,000,000</b>			
<b>Net Cost</b>		<b>(\$1,706,209)</b>	<b>(\$1,566,675)</b>	<b>\$0</b>	<b>\$0</b>			

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**Schedule 9**

Group: **100000000 - General Fund** Function: **General Government**  
 Budget Unit: **103 - Non-Departmental Other Expenditures** Activity: **Legislative & Administrative**

Detail by Revenue Category and Expenditure Object	2018-19 Actuals		2019-20 Actuals		2020-21 Recommended		2020-21 Adopted	
	1	2	3	4	5	6	7	
Intergovernmental Revenue		\$0	\$134,944	\$0	\$0	\$0	\$0	
Charges for Current Services		61,420	57,135	77,000	77,000	77,000	77,000	
Other Revenues		0	25,001	0	0	0	0	
Interfund		36,000	36,000	36,000	36,000	36,000	36,000	
<b>Total Revenue</b>		<b>\$97,420</b>	<b>\$253,079</b>	<b>\$113,000</b>	<b>\$113,000</b>	<b>\$113,000</b>	<b>\$113,000</b>	
Services and Supplies		\$439,114	\$4,966,033	\$633,765	\$633,765	\$612,934	\$612,934	
Capital Assets		0	105,625	0	0	0	0	
<b>Total Expenditures/Appropriations</b>		<b>\$439,114</b>	<b>\$5,071,658</b>	<b>\$633,765</b>	<b>\$633,765</b>	<b>\$612,934</b>	<b>\$612,934</b>	
<b>Net Cost</b>		<b>\$341,693</b>	<b>\$4,818,579</b>	<b>\$520,765</b>	<b>\$520,765</b>	<b>\$499,934</b>	<b>\$499,934</b>	

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Group: **1000000000 - General Fund**      Function: **General Government**  
 Budget Unit: **102 - Non-Departmental - Other Financing Uses**      Activity: **Transfer Out**

Detail by Revenue Category and Expenditure Object	2018-19 Actuals		2019-20 Actuals		2020-21 Recommended		2020-21 Adopted	
	1	2	3	4	5	6	7	8
Charges for Current Services		\$28,408	\$19,488	\$0	\$0	\$0	\$0	\$0
Interfund		2,978,941	2,849,808	3,146,577	3,146,577	3,146,577	3,146,577	3,146,577
Other Financing Sources		6,966,007	2,881,152	513,767	3,344,588	3,344,588	3,344,588	3,344,588
<b>Total Revenue</b>		<b>\$9,973,356</b>	<b>\$5,750,448</b>	<b>\$3,660,344</b>	<b>\$6,491,165</b>	<b>\$6,491,165</b>	<b>\$6,491,165</b>	<b>\$6,491,165</b>
Services and Supplies		\$0	\$62,174	\$0	\$0	\$0	\$0	\$0
Other Charges		60,000	192,000	0	0	0	0	0
Intrafund Transfers		(13,218,371)	(13,969,143)	(14,805,134)	(14,805,134)	(14,805,134)	(14,805,134)	(14,805,134)
Transfers-Out		25,069,818	21,288,361	20,123,117	16,445,320	16,445,320	16,445,320	16,445,320
<b>Total Expenditures/Appropriations</b>		<b>\$11,911,447</b>	<b>\$7,573,391</b>	<b>\$5,317,983</b>	<b>\$1,640,186</b>	<b>\$1,640,186</b>	<b>\$1,640,186</b>	<b>\$1,640,186</b>
<b>Net Cost</b>		<b>\$1,938,091</b>	<b>\$1,822,943</b>	<b>\$1,657,639</b>	<b>(\$4,850,979)</b>	<b>(\$4,850,979)</b>	<b>(\$4,850,979)</b>	<b>(\$4,850,979)</b>



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Group: **100000000 - General Fund** Function: **General Government**  
 Budget Unit: **101 - Non-Departmental Revenue** Activity: **Finance**

Detail by Revenue Category and Expenditure Object	2018-19 Actuals		2019-20 Actuals		2020-21 Recommended		2020-21 Adopted	
	1	2	3	4	5	6	7	8
Taxes		\$196,890,683	\$207,698,686	\$214,870,032	\$208,396,017			
Licenses, Permits, and Franchises		3,233,952	3,449,996	3,233,000	3,233,000			3,233,000
Revenue from Use of Money & Property		4,268,990	4,448,557	3,475,000	3,475,000			3,475,000
Intergovernmental Revenue		2,115,212	17,580,333	2,180,893	2,180,893			2,180,893
Charges for Current Services		2,327,222	2,139,952	2,342,000	2,342,000			2,342,000
Other Revenues		(396,308)	8,621,325	2,379,504	2,379,504			2,379,504
Interfund		265,602	262,180	285,000	285,000			285,000
<b>Total Revenue</b>		<b>\$208,705,353</b>	<b>\$244,201,030</b>	<b>\$228,765,429</b>	<b>\$222,291,414</b>			
Services and Supplies		\$2	\$3	\$5	\$5			\$5
<b>Total Expenditures/Appropriations</b>		<b>\$2</b>	<b>\$3</b>	<b>\$5</b>	<b>\$5</b>			
<b>Net Cost</b>		<b>(\$208,705,351)</b>	<b>(\$244,201,026)</b>	<b>(\$228,765,424)</b>	<b>(\$222,291,409)</b>			

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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	2018-19 Actuals		2019-20 Actuals		2020-21 Recommended		2020-21 Adopted	
	1	2	3	4	5	6	7	
Revenue from Use of Money & Property		\$22,066	\$108,196	\$99,000	\$99,000	\$99,000	\$99,000	
Other Revenues		12,259,174	12,777,265	12,700,000	12,700,000	12,700,000	12,700,000	
Other Financing Sources		0	628,759	0	0	0	0	
Fund Balance		1,307,220	0	427,000	427,000	585,762	585,762	
<b>Total Revenue</b>		<b>\$13,588,460</b>	<b>\$13,514,219</b>	<b>\$13,226,000</b>	<b>\$13,226,000</b>	<b>\$13,384,762</b>	<b>\$13,384,762</b>	
Services and Supplies		\$45,926	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	
Other Charges		7,947,499	8,482,199	9,042,200	9,042,200	9,042,200	9,042,200	
New Reserves		0	0	4,153,800	4,153,800	4,312,562	4,312,562	
<b>Total Expenditures/Appropriations</b>		<b>\$7,993,424</b>	<b>\$8,512,199</b>	<b>\$13,226,000</b>	<b>\$13,226,000</b>	<b>\$13,384,762</b>	<b>\$13,384,762</b>	
<b>Net Cost</b>		<b>(\$5,595,036)</b>	<b>(\$5,002,020)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	

<b>State Controller Schedules</b>	<b>San Luis Obispo</b>	<b>Schedule 9</b>
County Budget Act November 2014	Financing Sources and Uses by Budget Unit by Object Governmental Funds Fiscal Year 2020-21	

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	2018-19 Actuals		2019-20 Actuals		2020-21 Recommended		2020-21 Adopted	
	1	2	3	4	5	6	7	
Revenue from Use of Money & Property		\$242,498	\$283,983	\$0	\$0		\$0	
Charges for Current Services		2,652,470	1,546,024	1,668,009	1,668,009		1,668,009	
Cancelled Reserves		0	0	196,943	196,943		196,943	
<b>Total Revenue</b>		<b>\$2,894,967</b>	<b>\$1,830,006</b>	<b>\$1,864,952</b>	<b>\$1,864,952</b>		<b>\$1,864,952</b>	
Transfers-Out		\$1,100,166	\$1,019,947	\$400,000	\$400,000		\$400,000	
New Reserves		0	0	1,464,952	1,464,952		1,464,952	
<b>Total Expenditures/Appropriations</b>		<b>\$1,100,166</b>	<b>\$1,019,947</b>	<b>\$1,864,952</b>	<b>\$1,864,952</b>		<b>\$1,864,952</b>	
<b>Net Cost</b>		<b>(\$1,794,801)</b>	<b>(\$810,059)</b>	<b>\$0</b>	<b>\$0</b>		<b>\$0</b>	

**State Controller Schedules** **San Luis Obispo**  
 County Budget Act Financing Sources and Uses by Budget Unit by Object  
 November 2014 Governmental Funds  
Fiscal Year 2020-21

**Schedule 9**

Group: **1203000000 - Tax Reduction Rsv** Function: **General Government**  
 Budget Unit: **268 - Tax Reduction Reserve** Activity: **Finance**

Detail by Revenue Category and Expenditure Object	2018-19 Actuals		2019-20 Actuals		2020-21 Recommended		2020-21 Adopted	
	1	2	3	4	5	6	7	
Revenue from Use of Money & Property		\$292,842	\$381,835	\$0	\$0	\$0	\$0	
Other Revenues		0	3,029,949	1,515,072	1,515,072	1,515,072	1,515,072	
Other Financing Sources		98,697	2,004,212	0	0	0	0	
Fund Balance		0	0	0	0	2,141,369	2,141,369	
Cancelled Reserves		0	0	174,908	174,908	972,860	972,860	
<b>Total Revenue</b>		<b>\$391,539</b>	<b>\$5,415,996</b>	<b>\$1,689,980</b>	<b>\$1,689,980</b>	<b>\$4,629,301</b>	<b>\$4,629,301</b>	
Transfers-Out		\$1,327,763	\$3,663,283	\$174,908	\$972,860	\$972,860	\$972,860	
New Reserves		0	0	1,515,072	3,656,441	3,656,441	3,656,441	
<b>Total Expenditures/Appropriations</b>		<b>\$1,327,763</b>	<b>\$3,663,283</b>	<b>\$1,689,980</b>	<b>\$4,629,301</b>	<b>\$4,629,301</b>	<b>\$4,629,301</b>	
<b>Net Cost</b>		<b>\$936,224</b>	<b>(\$1,752,714)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	

**State Controller Schedules** **San Luis Obispo** **Schedule 9**  
 County Budget Act Financing Sources and Uses by Budget Unit by Object  
 November 2014 Governmental Funds  
Fiscal Year 2020-21

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	2018-19 Actuals		2019-20 Actuals		2020-21 Recommended		2020-21 Adopted	
	1	2	3	4	5	6	7	
Revenue from Use of Money & Property		\$339,255	\$321,433	\$0	\$0	\$0	\$0	
Intergovernmental Revenue		1,668,195	300,118	0	0	0	0	
Charges for Current Services		16,903	100,349	0	0	0	0	
Other Revenues		1,697	1	0	0	0	0	
Interfund		334,665	87,138	0	0	0	0	
Other Financing Sources		4,063,863	7,923,654	7,232,000	7,046,720	7,046,720	7,046,720	
Fund Balance		385,855	0	0	0	321,516	321,516	
<b>Total Revenue</b>		<b>\$6,810,434</b>	<b>\$8,732,693</b>	<b>\$7,232,000</b>	<b>\$7,232,000</b>	<b>\$7,368,236</b>	<b>\$7,368,236</b>	
Other Charges		\$15,811	\$0	\$0	\$0	\$0	\$0	
Capital Assets		6,591,234	7,643,594	7,232,000	7,046,720	7,046,720	7,046,720	
Transfers-Out		0	1,345,000	0	0	0	0	
New Reserves		0	0	0	0	321,516	321,516	
<b>Total Expenditures/Appropriations</b>		<b>\$6,607,045</b>	<b>\$8,988,594</b>	<b>\$7,232,000</b>	<b>\$7,232,000</b>	<b>\$7,368,236</b>	<b>\$7,368,236</b>	
<b>Net Cost</b>		<b>(\$203,389)</b>	<b>\$255,901</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	

<b>State Controller Schedules</b>	<b>San Luis Obispo</b>	<b>Schedule 9</b>
County Budget Act November 2014	Financing Sources and Uses by Budget Unit by Object Governmental Funds Fiscal Year 2020-21	

Group: **100000000 - General Fund**      Function: **General Government**  
 Budget Unit: **200 - Maintenance Projects**      Activity: **Property Management**

Detail by Revenue Category and Expenditure Object	2020-21				
	1	2	3	4	5
Intergovernmental Revenue		\$27,632	\$0	\$0	\$0
Charges for Current Services		268,001	142,123	75,107	75,107
Other Revenues		7	0	0	0
Interfund		55,028	381,562	100,000	100,000
Other Financing Sources		150,000	25,000	0	0
<b>Total Revenue</b>		<b>\$500,669</b>	<b>\$548,685</b>	<b>\$175,107</b>	<b>\$175,107</b>
Services and Supplies		\$5,030,432	\$4,036,766	\$3,366,000	\$3,238,364
Transfers-Out		1,317,517	1,079,945	0	0
<b>Total Expenditures/Appropriations</b>		<b>\$6,347,949</b>	<b>\$5,116,711</b>	<b>\$3,366,000</b>	<b>\$3,238,364</b>
<b>Net Cost</b>		<b>\$5,847,280</b>	<b>\$4,568,026</b>	<b>\$3,190,893</b>	<b>\$3,063,257</b>

**State Controller Schedules** **Schedule 9**  
 County Budget Act  
 November 2014

**San Luis Obispo**  
 Financing Sources and Uses by Budget Unit by Object  
 Governmental Funds  
 Fiscal Year 2020-21

Group: **100000000 - General Fund** Function: **Financing Uses**  
 Budget Unit: **115 - Contingencies-GF** Activity: **Legislative & Administrative**

Detail by Revenue Category and Expenditure Object		2018-19 Actuals		2019-20 Actuals		2020-21 Recommended		2020-21 Adopted	
		1	2	3	4	5			
Contingencies			\$0	\$0	\$0	\$27,026,851	\$27,026,851	\$27,026,851	\$27,026,851
Total Expenditures/Appropriations			\$0	\$0	\$0	\$27,026,851	\$27,026,851	\$27,026,851	\$27,026,851
Net Cost			\$0	\$0	\$0	\$27,026,851	\$27,026,851	\$27,026,851	\$27,026,851

## 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 Service Group), Fund Centers 408-412- Self Insurance and Fund Center 407- Fleet (all in the Support to County Departments Service Group) 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 November 2014		Operation of Internal Service Fund Fiscal Year 2020-21		Fund Title: Public Works Service Activity: Public Ways		
Budget Unit: 405						
Operating Detail	2018-19		2019-20		2020-21	
	Actual	2	Actual	3	Recommended	2020-21 Adopted
1					4	5
<b>Operating Revenues</b>						
Charges for current services		38,041,218	38,830,757	38,312,554	38,312,554	38,312,554
Other revenues		82,343	69,036	82,343	82,343	82,343
<b>Total Operating Revenues</b>		<b>38,123,561</b>	<b>38,899,793</b>	<b>38,394,897</b>	<b>38,394,897</b>	<b>38,394,897</b>
<b>Operating Expenses</b>						
Salaries and Benefits		36,787,368	29,588,133	31,846,114	31,846,114	31,846,114
Services and Supplies		7,707,975	8,128,107	8,048,243	8,048,243	8,048,243
Depreciation		906,288	926,872	906,288	906,288	906,288
Countywide Overhead Allocation		117,053	147,475	662,890	662,890	662,890
<b>Total Operating Expenses</b>		<b>45,518,684</b>	<b>38,790,588</b>	<b>41,463,535</b>	<b>41,463,535</b>	<b>41,463,535</b>
<b>Operating Income (Loss)</b>		<b>(7,395,123)</b>	<b>109,206</b>	<b>(3,068,638)</b>	<b>(3,068,638)</b>	<b>(3,068,638)</b>
<b>Non-Operating Revenues (Expenses)</b>						
Interest Revenue		392,477	400,766	233,626	233,626	233,626
Other Income		25,971	20,944	91,070	91,070	91,070
Other Expenses		-	-	-	-	-
<b>Total Non-Operating Revenues (Expenses)</b>		<b>418,448</b>	<b>421,710</b>	<b>324,696</b>	<b>324,696</b>	<b>324,696</b>
<b>Income Bef. Capital Contrbs. &amp; Transfers</b>						
Transfers In		(6,976,675)	530,916	(2,743,942)	(2,743,942)	(2,743,942)
Transfers (Out)		(1,249,198)	(1,098,611)	(1,189,064)	(1,189,064)	(1,189,064)
<b>Change in Net Position</b>		<b>(8,225,873)</b>	<b>(567,696)</b>	<b>(3,933,006)</b>	<b>(3,933,006)</b>	<b>(3,933,006)</b>
<b>Net Position - Beginning</b>						
Cumulative Effect of Change in Accounting Principle		(23,424,230)	(31,650,103)	(32,217,799)	(32,217,799)	(32,217,799)
Net Position - Ending		(31,650,103)	(32,217,799)	(36,150,805)	(36,150,805)	(36,150,805)
<b>Fixed Asset Expenditures</b>						
Equipment		1,300,415	1,163,040	1,768,400	1,768,400	1,768,400
Structures & Improvements		15,811	-	-	-	-
<b>Total Fixed Asset Expenditures</b>		<b>1,316,226</b>	<b>1,163,040</b>	<b>1,768,400</b>	<b>1,768,400</b>	<b>1,768,400</b>

**State Controller Schedules** **San Luis Obispo County** **Schedule 10**  
 County Budget Act **Operation of Internal Service Fund**  
 November 2014 **Fiscal Year 2020-21**  
 Budget Unit: 407 **Fund Title: Fleet Services**  
**Service Activity: Transportation**

Operating Detail	2018-19	2019-20	2020-21	2020-21
	Actual	Actual	Recommended	Adopted
1	2	3	4	5
Operating Revenues				
Charges for Current Services	6,588,536	6,642,853	6,326,824	6,326,824
Other revenues	96,981	18,142	5,000	5,000
<b>Total Operating Revenues</b>	<b>6,685,517</b>	<b>6,660,995</b>	<b>6,331,824</b>	<b>6,331,824</b>
Operating Expenses				
Salaries and Benefits	1,699,222	1,448,315	1,532,640	1,532,640
Services and Supplies	2,934,640	3,086,697	2,882,084	2,882,084
Depreciation	1,827,528	1,831,662	1,507,612	1,507,612
Countywide Overhead Allocation	136,370	114,485	129,427	129,427
<b>Total Operating Expenses</b>	<b>6,597,760</b>	<b>6,481,159</b>	<b>6,051,763</b>	<b>6,051,763</b>
<b>Operating Income (Loss)</b>	<b>87,757</b>	<b>179,836</b>	<b>280,061</b>	<b>280,061</b>
Non-Operating Revenues (Expenses)				
Interest Revenue	126,206	139,680	99,708	99,708
Gain on Sale of Assets	232,931	210,986	200,000	200,000
Other	-	-	-	-
<b>Total Non-Operating Revenues (Expenses)</b>	<b>359,137</b>	<b>350,666</b>	<b>299,708</b>	<b>299,708</b>
Income Bef. Capital Contrbs. & Transfers	446,894	530,502	579,769	579,769
Transfers In, (Out)	(59,398)	(61,480)	(50,245)	-
<b>Change In Net Position</b>	<b>387,496</b>	<b>469,022</b>	<b>529,524</b>	<b>579,769</b>
Net Assets - Beginning	7,000,774	7,388,270	7,857,292	7,857,292
Cumulative Effect of Change in Accounting Principle	-	-	-	-
<b>Net Assets - Ending</b>	<b>7,388,270</b>	<b>7,857,292</b>	<b>8,386,816</b>	<b>8,437,061</b>
Fixed Asset Expenditures				
Equipment	1,726,092	1,455,898	2,075,397	2,045,397
Structures & Improvements	-	127,156	-	-
<b>Total Fixed Asset Expenditures</b>	<b>1,726,092</b>	<b>1,583,054</b>	<b>2,075,397</b>	<b>2,045,397</b>

**State Controller Schedules** **San Luis Obispo County**  
 County Budget Act Operation of Internal Service Fund  
 November 2014 Fiscal Year 2020-21  
 Budget Unit: 408 Fund Title: Workers' Comp Self Insurance  
Service Activity: Other General

Operating Detail	Schedule 10				
	2018-19 Actual 2	2019-20 Actual 3	2020-21 Recommended 4	2020-21 Adopted 5	
1					
Operating Revenues					
Charges for current services	5,848,839	3,536,039	5,500,000	5,500,000	5,500,000
<b>Total Operating Revenues</b>	<b>5,848,839</b>	<b>3,536,039</b>	<b>5,500,000</b>	<b>5,500,000</b>	<b>5,500,000</b>
Operating Expenses					
Insurance Benefit Payments	1,958,225	2,387,264	3,000,000	3,000,000	3,000,000
Salaries & Benefits	258,189	302,931	225,000	225,000	225,000
Services and Supplies	3,740,168	4,124,218	3,882,005	3,882,005	3,882,005
Outside Legal	240,122	156,938	200,000	200,000	200,000
Overhead	140,564	133,503	99,654	99,654	99,654
<b>Total Operating Expenses</b>	<b>6,337,268</b>	<b>7,104,854</b>	<b>7,406,659</b>	<b>7,406,659</b>	<b>7,406,659</b>
<b>Operating Income (Loss)</b>	<b>(488,429)</b>	<b>(3,568,814)</b>	<b>(1,906,659)</b>	<b>(1,906,659)</b>	<b>(1,906,659)</b>
Non-Operating Revenues (Expenses)					
Interest Revenue	587,401	494,389	300,000	300,000	300,000
Other Income	-	-	-	-	-
<b>Total Non-Operating Revenues (Expenses)</b>	<b>587,401</b>	<b>494,389</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>
Income Bef. Capital Contrbs. & Transfers	98,972	(3,074,426)	(1,606,659)	(1,606,659)	(1,606,659)
Transfers In, (Out)	-	-	-	-	-
<b>Change in Net Position</b>	<b>98,972</b>	<b>(3,074,426)</b>	<b>(1,606,659)</b>	<b>(1,606,659)</b>	<b>(1,606,659)</b>
Net Assets - Beginning	3,729,322	3,828,294	753,868	753,868	753,868
Net Assets - Ending	3,828,294	753,868	(852,791)	(852,791)	(852,791)
Capital Asset Expenditures					
Equipment	-	-	-	-	-
Structures and Improvements	-	-	-	-	-
<b>Total Fixed Asset Expenditures</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**State Controller Schedules** **San Luis Obispo County** **Schedule 10**  
 County Budget Act **Operation of Internal Service Fund**  
 November 2014 **Fiscal Year 2020-21**  
 Budget Unit: 409 **Fund Title: Self Insurance - Liability**  
**Service Activity: Other General**

Operating Detail	2018-19	2019-20	2020-21	2020-21
	Actual	Actual	Recommended	Adopted
1	2	3	4	5
<b>Operating Revenues</b>				
Charges for current services	2,450,000	2,450,000	2,200,000	2,200,000
<b>Total Operating Revenues</b>	<b>2,450,000</b>	<b>2,450,000</b>	<b>2,200,000</b>	<b>2,200,000</b>
<b>Operating Expenses</b>				
Insurance Benefit Payments	2,179,219	2,585,091	1,000,000	3,962,500
Salaries & Benefits	-	-	-	-
Services and Supplies	432,192	518,793	3,416,830	454,330
Outside Legal	723,317	702,726	600,000	600,000
Overhead	156,930	147,553	148,779	148,779
<b>Total Operating Expenses</b>	<b>3,491,658</b>	<b>3,954,163</b>	<b>5,165,609</b>	<b>5,165,609</b>
<b>Operating Income (Loss)</b>	<b>(1,041,658)</b>	<b>(1,504,163)</b>	<b>(2,965,609)</b>	<b>(2,965,609)</b>
<b>Non-Operating Revenues (Expenses)</b>				
Interest Revenue	171,067	113,568	70,000	70,000
Other Income	-	-	-	-
<b>Total Non-Operating Revenues (Expenses)</b>	<b>171,067</b>	<b>113,568</b>	<b>70,000</b>	<b>70,000</b>
<b>Income Bef. Capital Contrbs. &amp; Transfers</b>	<b>(870,591)</b>	<b>(1,390,595)</b>	<b>(2,895,609)</b>	<b>(2,895,609)</b>
<b>Transfers In, (Out)</b>				
Change in Net Position	(870,591)	(1,390,595)	(2,895,609)	(2,895,609)
<b>Net Assets - Beginning</b>	<b>2,521,561</b>	<b>1,650,970</b>	<b>260,375</b>	<b>260,375</b>
<b>Net Assets - Ending</b>	<b>1,650,970</b>	<b>260,375</b>	<b>(2,635,234)</b>	<b>(2,635,234)</b>
<b>Capital Asset Expenditures</b>				
Equipment	-	-	-	-
Structures and Improvements	-	-	-	-
<b>Total Fixed Asset Expenditures</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>State Controller Schedules</b> County Budget Act November 2014 Budget Unit: 410		<b>San Luis Obispo County</b> Operation of Internal Service Fund Fiscal Year 2020-21			<b>Schedule 10</b> Fund Title: Unemployment Self Insurance Service Activity: Other General	
Operating Detail	2018-19	2019-20	2020-21	2020-21	2020-21	
	Actual	Actual	Recommended	Adopted	Adopted	
1	2	3	4	5	5	
Operating Revenues						
Charges for current services	154,831	410,175	321,558	321,558	321,558	
	154,831	410,175	321,558	321,558	321,558	
<b>Total Operating Revenues</b>						
Operating Expenses						
Insurance Benefit Payments	191,432	285,215	280,542	280,542	280,542	
Salaries & Benefits	-	-	-	-	-	
Services and Supplies	28,565	31,256	53,330	53,330	53,330	
Outside Legal	-	-	-	-	-	
Overhead	1,285	-	-	-	-	
	221,282	316,472	333,872	333,872	333,872	
<b>Total Operating Expenses</b>						
Operating Income (Loss)	(66,451)	93,703	(12,314)	(12,314)	(12,314)	
Non-Operating Revenues (Expenses)						
Interest Revenue	4,585	3,282	2,000	2,000	2,000	
Other Income	-	-	-	-	-	
	4,585	3,282	2,000	2,000	2,000	
<b>Total Non-Operating Revenues (Expenses)</b>						
Income Bef. Capital Contrbs. & Transfers	(61,866)	96,985	(10,314)	(10,314)	(10,314)	
Transfers In, (Out)	-	-	-	-	-	
	(61,866)	96,985	(10,314)	(10,314)	(10,314)	
<b>Change in Net Position</b>						
Net Assets - Beginning	166,276	104,410	201,395	201,395	201,395	
Net Assets - Ending	104,410	201,395	191,081	191,081	191,081	
Capital Asset Expenditures						
Equipment	-	-	-	-	-	
Structures and Improvements	-	-	-	-	-	
	-	-	-	-	-	
<b>Total Fixed Asset Expenditures</b>						

**State Controller Schedules** **San Luis Obispo County** **Schedule 10**  
 County Budget Act **Operation of Internal Service Fund**  
 November 2014 **Fiscal Year 2020-21**  
 Budget Unit: 411 **Fund Title: Medical Malpractice Self Insurance**  
 Service Activity: Other General

Operating Detail	2018-19	2019-20	2020-21	2020-21
	Actual	Actual	Recommended	Adopted
1	2	3	4	5
<b>Operating Revenues</b>				
Charges for current services	300,000	300,000	422,177	422,177
<b>Total Operating Revenues</b>	<b>300,000</b>	<b>300,000</b>	<b>422,177</b>	<b>422,177</b>
<b>Operating Expenses</b>				
Insurance Benefit Payments	13,925	427,346	20,000	20,000
Salaries & Benefits	-	-	-	-
Services and Supplies	321,558	18,401	546,147	546,147
Outside Legal	-	-	-	-
Overhead	-	3,225	3,071	3,071
<b>Total Operating Expenses</b>	<b>335,483</b>	<b>448,972</b>	<b>569,218</b>	<b>569,218</b>
<b>Operating Income (Loss)</b>	<b>(35,483)</b>	<b>(148,972)</b>	<b>(147,041)</b>	<b>(147,041)</b>
<b>Non-Operating Revenues (Expenses)</b>				
Interest Revenue	12,062	10,342	12,940	12,940
Other Income	-	-	-	-
<b>Total Non-Operating Revenues (Expenses)</b>	<b>12,062</b>	<b>10,342</b>	<b>12,940</b>	<b>12,940</b>
<b>Income Bef. Capital Contrbs. &amp; Transfers</b>	<b>(23,421)</b>	<b>(138,630)</b>	<b>(134,101)</b>	<b>(134,101)</b>
<b>Transfers In, (Out)</b>				
<b>Change in Net Position</b>	<b>(23,421)</b>	<b>(138,630)</b>	<b>(134,101)</b>	<b>(134,101)</b>
<b>Net Assets - Beginning</b>	<b>603,229</b>	<b>579,808</b>	<b>441,178</b>	<b>441,178</b>
<b>Net Assets - Ending</b>	<b>579,808</b>	<b>441,178</b>	<b>307,077</b>	<b>307,077</b>
<b>Capital Asset Expenditures</b>				
Equipment	-	-	-	-
Structures and Improvements	-	-	-	-
<b>Total Fixed Asset Expenditures</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

State Controller Schedules		San Luis Obispo County			Schedule 10
County Budget Act November 2014		Operation of Internal Service Fund Fiscal Year 2020-21			Fund Title: Dental Self Insurance Service Activity: Other General
Budget Unit: 412					
Operating Detail	2018-19	2019-20	2020-21	2020-21	2020-21
	Actual	Actual	Recommended	Adopted	Adopted
1	2	3	4	5	5
Operating Revenues					
Charges for current services	1,583,040	2,110,845	1,518,000	1,518,000	1,518,000
<b>Total Operating Revenues</b>	<b>1,583,040</b>	<b>2,110,845</b>	<b>1,518,000</b>	<b>1,518,000</b>	<b>1,518,000</b>
Operating Expenses					
Insurance Benefit Payments	1,508,091	1,326,802	1,631,139	1,631,139	1,631,139
Salaries & Benefits	-	-	-	-	-
Services and Supplies	206,935	192,915	217,994	217,994	217,994
Outside Legal	-	-	-	-	-
Overhead	5,449	309	-	-	-
<b>Total Operating Expenses</b>	<b>1,720,476</b>	<b>1,520,026</b>	<b>1,849,133</b>	<b>1,849,133</b>	<b>1,849,133</b>
<b>Operating Income (Loss)</b>	<b>(137,436)</b>	<b>590,819</b>	<b>(331,133)</b>	<b>(331,133)</b>	<b>(331,133)</b>
Non-Operating Revenues (Expenses)					
Interest Revenue	22,128	26,862	8,000	8,000	8,000
Other Income	-	-	-	-	-
<b>Total Non-Operating Revenues (Expenses)</b>	<b>22,128</b>	<b>26,862</b>	<b>8,000</b>	<b>8,000</b>	<b>8,000</b>
Income Bef. Capital Contrbs. & Transfers	(115,308)	617,682	(323,133)	(323,133)	(323,133)
Transfers In, (Out)	-	-	-	-	-
<b>Change in Net Position</b>	<b>(115,308)</b>	<b>617,682</b>	<b>(323,133)</b>	<b>(323,133)</b>	<b>(323,133)</b>
Net Assets - Beginning	642,666	527,358	1,145,040	1,145,040	1,145,040
Net Assets - Ending	527,358	1,145,040	821,907	821,907	821,907
Capital Asset Expenditures					
Equipment	-	-	-	-	-
Structures and Improvements	-	-	-	-	-
<b>Total Fixed Asset Expenditures</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**State Controller Schedules** **San Luis Obispo County** **Schedule 10**  
 County Budget Act Operation of Internal Service Fund  
 November 2014 Fiscal Year 2020-21  
 Budget Unit: 413 Fund Title: Other Post Employment Benefits  
 Service Activity: Other General

Operating Detail	2018-19		2019-20		2020-21	
	Actual	2	Actual	3	Recommended	2020-21 Adopted
1					4	5
<b>Operating Revenues</b>						
Charges to Departments	2,475,447	2,496,961	2,496,961	2,600,000	2,600,000	2,600,000
<b>Total Operating Revenues</b>	<b>2,475,447</b>	<b>2,496,961</b>	<b>2,496,961</b>	<b>2,600,000</b>	<b>2,600,000</b>	<b>2,600,000</b>
<b>Operating Expenses</b>						
Insurance Benefit Payments	1,619,589	1,702,990	1,702,990	1,680,000	1,680,000	1,680,000
Accounting Support	10,000	10,000	10,000	10,000	10,000	10,000
Services and Supplies	-	-	-	-	-	-
Professional Services	12,600	12,600	12,600	15,100	15,100	15,100
Other OPEB Funding	888,000	676,000	676,000	897,100	897,100	897,100
<b>Total Operating Expenses</b>	<b>2,530,189</b>	<b>2,401,590</b>	<b>2,401,590</b>	<b>2,602,200</b>	<b>2,602,200</b>	<b>2,602,200</b>
<b>Operating Income (Loss)</b>	<b>(54,742)</b>	<b>95,371</b>	<b>95,371</b>	<b>(2,200)</b>	<b>(2,200)</b>	<b>(2,200)</b>
<b>Non-Operating Revenues (Expenses)</b>						
Interest Revenue	5,684	5,553	5,553	2,200	2,200	2,200
Other Income	-	-	-	-	-	-
<b>Total Non-Operating Revenues (Expenses)</b>	<b>5,684</b>	<b>5,553</b>	<b>5,553</b>	<b>2,200</b>	<b>2,200</b>	<b>2,200</b>
<b>Income Bef. Capital Contrbs. &amp; Transfers</b>	<b>(49,058)</b>	<b>100,924</b>	<b>100,924</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Transfers In. (Out)</b>	<b>-</b>	<b>-</b>	<b>100,924</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Change in Net Position</b>	<b>(49,058)</b>	<b>100,924</b>	<b>100,924</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Assets - Beginning</b>	<b>154,861</b>	<b>105,803</b>	<b>105,803</b>	<b>206,727</b>	<b>206,727</b>	<b>206,727</b>
<b>Net Assets - Ending</b>	<b>105,803</b>	<b>206,727</b>	<b>206,727</b>	<b>206,727</b>	<b>206,727</b>	<b>206,727</b>
<b>Capital Asset Expenditures</b>						
Equipment	-	-	-	-	-	-
Structures and Improvements	-	-	-	-	-	-
<b>Total Fixed Asset Expenditures</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



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

<b>State Controller Schedules</b>	<b>San Luis Obispo County</b>	<b>Schedule 11</b>
County Budget Act	Operation of Enterprise Fund	
November 2014	Fiscal Year 2020-21	
Budget Unit: 425	Service Activity: Transportation	
	Fund Title: Airports	

Operating Detail	2020-21				
	2018-19 Actual	2019-20 Actual	2020-21 Recommended	2020-21 Adopted	2020-21 Adopted
1	2	3	4	5	5
<b>Operating Revenues</b>					
Charges for current services	7,592,488	7,223,463	8,298,184	8,298,184	8,298,184
Passenger Facility Charges (4352025)	979,089	984,997	980,000	980,000	980,000
Customer Facility Charges (4352030)	423,010	388,940	435,000	435,000	435,000
Other Revenues	26,842	46,716	25,250	25,250	25,250
<b>Total Operating Revenues</b>	<b>9,021,429</b>	<b>8,644,117</b>	<b>9,738,434</b>	<b>9,738,434</b>	<b>9,738,434</b>
<b>Operating Expenses</b>					
Salaries and Benefits	1,544,166	2,747,711	2,153,970	2,153,970	2,153,970
Services and Supplies	3,003,083	3,894,819	4,052,874	4,052,874	4,052,874
Other Charges	28,919	29,936	30,835	30,835	30,835
Countywide Overhead Allocation	230,483	211,791	205,704	205,704	205,704
Depreciation	3,481,314	3,472,651	3,402,746	3,402,746	3,402,746
<b>Total Operating Expenses</b>	<b>8,287,965</b>	<b>10,356,907</b>	<b>9,846,129</b>	<b>(107,695)</b>	<b>9,845,629</b>
<b>Operating Income (Loss)</b>	<b>733,464</b>	<b>(1,712,790)</b>	<b>(107,695)</b>	<b>(107,695)</b>	<b>(107,195)</b>
<b>Non-Operating Revenues (Expenses)</b>					
Interest Revenue (4150000)	65,619	267,122	90,000	90,000	90,000
Interest Expense	(23,115)	58,669	(260,748)	(260,748)	(260,748)
Other Non-operating Revenue (Expense)	432,038	4,462	-	-	-
Intergovernmental Revenue (state & fed rev, less 4250020)	326,389	2,631,335	126,000	126,000	126,000
<b>Total Non-Operating Revenues (Expenses)</b>	<b>800,931</b>	<b>2,961,587</b>	<b>(44,748)</b>	<b>(44,748)</b>	<b>(44,748)</b>
<b>Income Bef. Capital Contribs. &amp; Transfers</b>	<b>1,534,395</b>	<b>1,248,797</b>	<b>(152,443)</b>	<b>(151,943)</b>	<b>(151,943)</b>
Operating Transfers Out	(323,810)	(353,302)	(821,388)	(821,388)	(821,388)
Operating Transfers In	12,500	-	758,460	758,460	757,960
Capital Contributions (4250020)	3,138,466	8,844	-	-	-
<b>Change in Net Position</b>	<b>4,361,551</b>	<b>904,339</b>	<b>(215,371)</b>	<b>(215,371)</b>	<b>(215,371)</b>
<b>Net Assets - Beginning</b>	<b>102,354,796</b>	<b>106,716,347</b>	<b>107,620,686</b>	<b>107,620,686</b>	<b>107,620,686</b>
<b>Cumulative Effect of Change in Accounting Principle</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Assets - Ending</b>	<b>106,716,347</b>	<b>107,620,686</b>	<b>107,405,315</b>	<b>107,405,315</b>	<b>107,405,315</b>
<b>Capital Asset Expenditures</b>					
Equipment	90,774	84,976	-	-	-
Structures and Improvements	719,452	541,238	820,960	820,960	820,960
<b>Total Fixed Asset Expenditures</b>	<b>810,226</b>	<b>626,215</b>	<b>820,960</b>	<b>820,960</b>	<b>820,960</b>

State Controller Schedules		San Luis Obispo County		Schedule 11	
County Budget Act		Operation of Enterprise Fund		Fund Title: Golf Courses	
November 2014		Fiscal Year 2020-21		Service Activity: Recreation	
Budget Unit: 427					
Operating Detail	2018-19	2019-20	2020-21	2020-21	2020-21
	Actual	Actual	Recommended	Adopted	Adopted
1	2	3	4	5	5
Operating Revenues					
Charges for current services	2,720,009	2,750,302	3,032,411	3,032,411	3,032,411
Other Revenues	13,012	7,771	1,700	1,700	1,700
<b>Total Operating Revenues</b>	<b>2,733,021</b>	<b>2,758,072</b>	<b>3,034,111</b>	<b>3,034,111</b>	<b>3,034,111</b>
Operating Expenses					
Salaries and Benefits	1,931,641	1,775,621	1,783,016	1,783,016	1,783,016
Services and Supplies	969,333	897,400	957,046	957,046	957,046
Countywide Overhead Allocation	93,613	88,922	89,503	89,503	89,503
Depreciation	368,042	387,838	374,980	374,980	374,980
<b>Total Operating Expenses</b>	<b>3,362,629</b>	<b>3,149,781</b>	<b>3,204,545</b>	<b>3,204,545</b>	<b>3,204,545</b>
Operating Income (Loss)	(629,608)	(391,709)	(170,434)	(170,434)	(170,434)
Non-Operating Revenues (Expenses)					
Interest Revenue	3,801	10,152	1,400	1,400	1,400
Interest Expense	(78,981)	(102,254)	(101,854)	(101,854)	(101,854)
Other Income, (Expense)	-	(75,993)	-	-	-
Aid from Governmental Agencies	-	-	-	-	-
<b>Total Non-Operating Revenues (Expenses)</b>	<b>(75,180)</b>	<b>(168,095)</b>	<b>(100,454)</b>	<b>(100,454)</b>	<b>(100,454)</b>
Income Bef. Capital Contrbs. & Transfers	(704,788)	(559,804)	(270,888)	(270,888)	(270,888)
Operating Transfers In	395,578	997,500	241,752	241,752	241,752
Operating Transfers Out	(47,763)	(48,577)	(50,890)	(50,890)	(50,890)
<b>Change in Net Position</b>	<b>(356,973)</b>	<b>389,120</b>	<b>(80,026)</b>	<b>(80,026)</b>	<b>(80,026)</b>
Net Assets - Beginning	4,496,910	4,139,937	4,529,057	4,529,057	4,529,057
Cumulative Effect of Change in Accounting Principal	-	-	-	-	-
<b>Net Assets - Ending</b>	<b>4,139,937</b>	<b>4,529,057</b>	<b>4,449,031</b>	<b>4,449,031</b>	<b>4,449,031</b>
Capital Asset Expenditures					
Equipment	64,118	65,459	60,000	60,000	60,000
Infrastructure	665	669,020	-	-	-
Structures and Improvements	-	-	878,559	878,559	878,059
Construction in Progress	-	-	-	-	-
<b>Total Fixed Asset Expenditures</b>	<b>64,783</b>	<b>734,479</b>	<b>938,559</b>	<b>938,559</b>	<b>938,059</b>

State Controller Schedules		San Luis Obispo County		Schedule 11	
County Budget Act November 2014		Operation of Enterprise Fund Fiscal Year 2020-21		Fund Title: Los Osos Wastewater Service Activity: Sanitation	
Budget Unit: 430					
Operating Detail	2018-19 Actual	2019-20 Actual	2020-21 Recommended	2020-21 Adopted	
1	2	3	4	5	
Operating Revenues					
Charges for current services	5,354,337	5,245,201	5,997,704	5,997,704	
Other Revenue	9,197	14,929	-	-	
<b>Total Operating Revenues</b>	<b>5,363,534</b>	<b>5,260,130</b>	<b>5,997,704</b>	<b>5,997,704</b>	
Operating Expenses					
Salaries and Benefits	-	-	-	-	
Services and Supplies	3,707,341	3,777,109	3,567,532	3,567,532	
Countywide Overhead Allocation	28,121	56,607	47,607	47,607	
Other Charges	132,681	9,577	-	-	
Depreciation	4,363,970	4,363,970	4,363,846	4,363,846	
<b>Total Operating Expenses</b>	<b>8,232,113</b>	<b>8,207,263</b>	<b>7,978,985</b>	<b>7,978,985</b>	
<b>Operating Income (Loss)</b>	<b>(2,868,579)</b>	<b>(2,947,133)</b>	<b>(1,981,281)</b>	<b>(1,981,281)</b>	
Non-Operating Revenues (Expenses)					
Assessments	-	-	-	-	
Interest Revenue	149,312	151,594	139,000	139,000	
Interest Expense	(3,438,448)	(3,376,401)	(4,108,646)	(4,108,646)	
Other Non-operating Revenue	49,514	-	90,495	90,495	
Intergovernmental Revenue	-	-	-	-	
<b>Total Non-Operating Revenues (Expenses)</b>	<b>(3,239,622)</b>	<b>(3,224,807)</b>	<b>(3,879,151)</b>	<b>(3,879,151)</b>	
Income Bef. Capital Contribs. & Transfers	(6,108,201)	(6,171,940)	(5,860,432)	(5,860,432)	
Contributed Capital	4,860,051	2,618,401	2,681,481	2,681,471	
Operating Transfers Out	(324,428)	(272,857)	-	-	
Operating Transfers In	851,910	-	-	-	
<b>Change in Net Position</b>	<b>(720,668)</b>	<b>(3,826,396)</b>	<b>(3,178,951)</b>	<b>(3,178,961)</b>	
Net Assets - Beginning	137,035,351	137,930,683	134,104,287	134,104,287	
Prior Period Adjustment	1,616,000	-	-	-	
Net Assets - Beginning, Restated	138,651,351	-	-	-	
Net Assets - Ending	137,930,683	134,104,287	130,925,336	130,925,326	
Capital Asset Expenditures					
Equipment	-	-	267,375	267,375	
Structures and Improvements	-	-	-	-	
<b>Total Fixed Asset Expenditures</b>	<b>-</b>	<b>-</b>	<b>267,375</b>	<b>267,375</b>	

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## Appendix

The appendix includes the following information:

- Resolution adopting the FY 2020-21 County Budget
- Description of County Reserves and Designations
- Budgetary Basis of Accounting
- Glossary
- Acronym glossary

# Resolution Adopting the FY 2020-21 County Budget

## IN THE BOARD OF SUPERVISORS

COUNTY OF SAN LUIS OBISPO, STATE OF CALIFORNIA

Tuesday, June 16, 2020

PRESENT: Supervisors John Peschong, Bruce S. Gibson, Debbie Arnold and  
Chairperson Lynn Compton

ABSENT: Supervisor Adam Hill

### RESOLUTION NO. 2020-152

#### RESOLUTION ADOPTING THE COUNTY BUDGET AND BUDGETS FOR BOARD GOVERNED DISTRICTS FOR FISCAL YEAR 2020-21

The following resolution is now offered and read:

WHEREAS, the Board so finds, a Recommended Budget was compiled, approved, advertised and published, pursuant to the County Budget Act; and

WHEREAS, the Board hereby finds, that it has properly noticed and conducted a public hearing at which it made revisions to, deductions from, and additions to said Recommended Budget as it has deemed advisable; and

WHEREAS, the Board so finds, the Recommended Budget, the supplemental budget documents and all revisions developed in the hearing on the final budget as reflected in the Clerk's minutes and documents filed with the Clerk during said hearing, properly constitute each of the objects of expenditure to satisfy the budget requirements as determined by the Board, and are hereby found to be in accordance with Government Code Section 29089, and summarized for the entire budget as follows:

1.	Salaries and Employee Benefits	\$ 321,007,925
2.	Services and Supplies	210,965,864
3.	Other charges	76,272,884
4.	Transfers-Out	24,653,795
5.	Fixed Assets	11,429,125
6.	Capital Projects	7,046,720
7.	Intrafund Transfers	(35,352,278)
8.	Provisions for Contingencies:	
	All Governmental Funds	27,667,444
9.	Provisions for New Reserve/Designations:	14,875,472

**TOTAL GOVERNMENTAL FUNDS** **\$ 658,566,951**

WHEREAS, the balance in the General Reserve of the General Fund is estimated to be \$10,000,000; and

WHEREAS, the Board finds, that some funds from the State Realignment Sales Tax - Social Services Account should be transferred to programs administered by health and mental health departments and has determined that the transfers will not make a substantial change in the services, facilities, programs, or providers funded by the realignment account; and

WHEREAS, the County's appropriation limit established by Article XIII-B of the State Constitution is \$678,046,589 and the total annual appropriations subject to limitation is \$250,319,859; and

NOW, THEREFORE BE IT RESOLVED AND ORDERED, by the Board of Supervisors, County of San Luis Obispo, State of California that:

1. Recitals - The recitals set forth hereinabove are true, correct, and valid.
2. Adoption by Reference - The Recommended Budget for Fiscal Year 2020-21 on file with the Clerk, as revised and finally determined by the Board, is adopted by reference pursuant to Government Code Section 29090 as the Final Budget.
3. Appropriation of Funds - The various amounts of appropriations for Salaries and Employee Benefits, Services and Supplies, Other Charges, Fixed Assets, and Intrafund Transfers are hereby appropriated to the various departments, offices, boards, commissions, committees, other agencies, and special districts as they are shown in the aforesaid Recommended Budget for Fiscal Year 2020-21, as revised and finally determined by the Board, and hereby adopted by reference as the Adopted Budget. The amounts appropriated therein are the total amounts of obligations and expenditures authorized for the period July 1, 2020 through June 30, 2021.
4. Allocated Positions - Employees shall be appointed at class levels shown for allocated permanent positions as indicated by the accompanying Position Allocation resolution.
5. Contingencies - Contingencies for Governmental Funds are appropriated in an amount of \$27,667,444. If final adjusted revenue and fund balances estimates prove higher than the current estimated amounts, then the difference shall either be placed in contingencies up to the allowable limit, used for continued financing of the Teeter obligation or placed in new reserves and/or designations. If final revenue and fund balance estimates are lower than current estimated revenue and fund balance amounts, then the Auditor-Controller shall immediately advise the Board of Supervisors and County Administrator of amount of such shortage so that the Board may decrease appropriations or reserves.
6. Adjustments for Capital and Maintenance Projects and Restricted Revenues - The Auditor-Controller shall determine actual fund balances in the capital projects budget unit and the maintenance projects budget unit as of June 30, 2020. The Auditor-Controller is hereby authorized to make transfers and revisions between projects within the capital projects unit, and between projects within the maintenance projects budget unit, in order to revise each appropriation to account for actual fund



balances, so that each project is funded at no more than the amount appropriated by the Board of Supervisors. The Auditor-Controller shall report any excess appropriations for each of the budget units, and make recommendations on or before September 30, 2020 concerning the disposition of said excess(es). Also, the Auditor-Controller is hereby authorized to reestablish unspent appropriations funded by restricted revenues relating to projects or programs previously approved by the Board. This applies to federal, state, and other granting agency funded programs where the revenues have already been pledged or held in trust and the program or project spans more than one Fiscal Year.

7. Cash Flow Loans – In order to meet cash flow requirements the Auditor-Controller is authorized to make loans between any funds in the County Treasury that are under the control of the County Board of Supervisors to the extent allowed by law. Loans should bear quarterly interest at a rate equivalent to the rate earned on funds held in the County Treasury for that quarter. Repayments of all loans should occur by the end of the Fiscal Year, unless specific authorization is given by the Board to extend repayment.

8. Publication of Final Budget - The Auditor-Controller shall cause the publication of the Final Budget after the Board approves any adjustments made pursuant to Government Code Sections 29101 - 29107 and shall file said publication with the Clerk and State Controller on or before December 1, 2020.

Upon motion of Supervisor Peschong, seconded by Supervisor Gibson, and on the following roll call vote, to wit:

AYES: Supervisors Peschong, Gibson and Chairperson Compton

NOES: Supervisor Arnold

ABSENT: Supervisor Hill

ABSTAINING: None

The foregoing resolution is hereby adopted.

County of San Luis Obispo

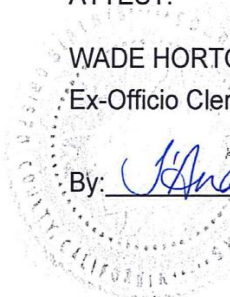
  
\_\_\_\_\_  
Lynn Compton  
Chairperson, Board of Supervisors

Approved by Board Action on:

June 16, 2020

ATTEST:

WADE HORTON  
Ex-Officio Clerk of the Board of Supervisors



By: *Nina Negranti*  
Deputy Clerk

APPROVED AS TO FORM AND LEGAL EFFECT:

RITA L. NEAL  
County Counsel

By: /s/ Nina Negranti  
Assistant County Counsel

Dated: June 12, 2020

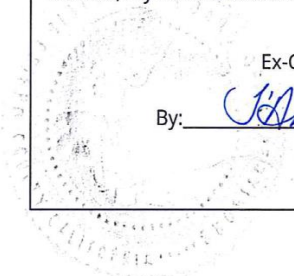
STATE OF CALIFORNIA ) ss.  
COUNTY OF SAN LUIS OBISPO)

I, **WADE HORTON**, Ex-Officio Clerk of the Board of Supervisors thereof, do hereby certify the foregoing to be a full, true and correct copy of an order entered in the minutes of said Board of Supervisors, and now remaining of record in my office.

Witness, my hand and seal of said Board of Supervisors on June 26, 2020.

**WADE HORTON,**  
Ex-Officio Clerk of the Board of Supervisors

By: *Nina Negranti*  
Deputy Clerk



## Description of County Reserves and Designations

### GENERAL FUND

#### **SB1090 Proceeds – Roads Designation**

Holds funding that is intended to finance one-time County Roads or other transportation infrastructure related projects. This fund is funded with funds received directly from PG&E as a result of Senate Bill 1090 (Monning).

#### **SB1090 Proceeds – Safety Designation**

Holds funding that is intended to finance one-time projects designed to ensure a smooth County Office of Emergency Services transition from a primarily Nuclear Power Plant (NPP) funded operation focused on nuclear power plant response, to an operation that is primarily General Fund funded and has a true “all hazards” focus. This fund is funded with funds received directly from PG&E as a result of Senate Bill 1090 (Monning).

#### **SB1090 Proceeds – Affordable Housing Designation**

Holds funding that is intended to finance one-time Affordable and Workforce Housing related projects. This fund is funded with funds received directly from PG&E as a result of Senate Bill 1090 (Monning).

#### **SB1090 Proceeds – Economic Development Designation**

Holds funding that is intended to finance one-time Economic Development related projects. This designation is funded with funds received directly from PG&E as a result of Senate Bill 1090 (Monning).

#### **SB1090 Proceeds – Infrastructure Designation**

Holds funding that is intended to finance one-time County infrastructure related projects. This fund is funded with funds received directly from PG&E as a result of Senate Bill 1090 (Monning).

#### **SB1090 Proceeds – Library Designation**

Holds funding that is intended to finance one-time County Library related projects. This fund is funded with funds received directly from PG&E as a result of Senate Bill 1090 (Monning).

#### **Fire Equipment Replacement Designation**

Holds funding that is intended to help pay for the replacement of fire vehicles and equipment. This designation is funded primarily with General Fund dollars, added each year during the budget development process 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 and helps limit the possibility that the County might defer replacement of fire vehicles past their useful lives.

#### **Internal Financing Designation**

Holds funding that is used to make loans to County departments and Cooperative Roads for special projects. This designation is funded with loan repayments received each year.

#### **Prado Road Overpass Designation**

Holds funding that is intended to fund the County's contribution to the City of San Luis Obispo's project to construct the Highway 101/Prado Road Interchange as a condition of the San Luis Ranch development. This designation was funded primarily with excess Fund Balance Available at the end of Fiscal Year 2017-18, and once expended, will be closed.

#### **Prop 172 Solar Designation**

Holds funding that is intended to fund public safety construction projects. The designation was funded with proceeds from a temporary increase in Prop 172 Public Safety revenue attributable to the construction of two solar plants in the Carrizo Plain.

**Solar Plant Mitigation Designation**

Holds funding that is intended to fund the County's expenses connected to the mitigation of any future negative environmental or economic impacts or increase in need for County services related to the two large-scale solar plants in the Carrizo Plain. This designation was funded with sales tax revenue attributable to the construction of the two solar plants.

**Talent Development Designation**

Holds funding that is intended to fund employee training and development programs. This designation was funded primarily with excess Fund Balance Available in the Organizational Development Fund and General Fund.

**General Reserve**

Holds funding that is intended to address the impact of local emergencies. The General Reserve is funded with periodic contributions from the General Fund. Per Government Code §29127, the Board must adopt a resolution stating the facts constituting an emergency by a four-fifths vote before using the General Reserve as a funding source for appropriations.

**ROAD FUND****Future Roads Projects Designation**

Holds funding that is intended to help finance the emergency repair, safety/betterments, and regular maintenance of County roads. Emergency repair to roads includes: washouts, storm damage, downed trees/debris removal, etc. Regular, routine maintenance of roads includes: reparation and restoration of roads impacted by potholes and cracks, asphalt/pavement betterment, and maintenance of signals, signs, painted lines, etc. Keeping roads maintained consistently prevents larger and more expensive replacement of roads that become dilapidated. This designation is funded with excess Fund Balance Available in the Roads Fund.

**Maria Vista Estates Designation**

Holds funding that is required to finance repairs and maintenance to the Maria Vista Estates sub-division in Nipomo, in accordance with a bond claim settlement. Per the settlement, the funds may not be utilized for any other costs or projects.

**Mine Reclamation North River Road Designation**

Holds funding that is required to finance the reclamation of a mine located on North River Road in Paso Robles. Mines must be reclaimed per California mining regulations, and such compliance and approved reclamation plans must be followed. Funds cannot be redirected to other projects until after the mine is certified reclaimed and expenses reimbursed for reclamation costs.

**PUBLIC FACILITY FEES FUND****County Fire Designation**

Holds funding that is required to finance new public facilities and improvements to fire facilities in order to reduce the impacts caused by new development projects within the unincorporated area of the county. These designations are funded entirely by development fees and expenditures are legally restricted by Government Code.

**General Government Designation**

Holds funding that is required to finance new public facilities and improvements to general government facilities in order to reduce the impacts caused by new development projects within the unincorporated area of the county. These designations are funded entirely by development fees and expenditures are legally restricted by Government Code.

### **Law Enforcement Designation**

Holds funding that is required to finance new public facilities and improvements to law enforcement facilities in order to reduce the impacts caused by new development projects within the unincorporated area of the county. These designations are funded entirely by development fees and expenditures are legally restricted by Government Code.

### **Library Designation**

Holds funding that is required to finance new public facilities and improvements to library facilities in order to reduce the impacts caused by new development projects within the unincorporated area of the county. These designations are funded entirely by development fees and expenditures are legally restricted by Government Code.

### **Parks Designation**

Holds funding that is required to finance new public facilities and improvements to parks facilities in order to reduce the impacts caused by new development projects within the unincorporated area of the county. These designations are funded entirely by development fees and expenditures are legally restricted by Government Code.

## **PARKS FUND**

### **Lopez Parks Projects Designation**

Holds funding that is intended to finance maintenance and improvement cost in the Lopez Lake Recreation Area. This designation is funded with excess Fund Balance Available in the Parks Fund at the end of each fiscal year.

### **Parks Projects Designation**

Holds funding that is intended to finance parks projects and ongoing maintenance and improvements. This designation is funded with excess Fund Balance Available in the Parks Fund at the end of each fiscal year.

## **COUNTYWIDE AUTOMATION REPLACEMENT**

### **Public Safety Radio Communications Designation**

Holds funding that is intended to help pay for the implementation of a countywide radio communications upgrade from analog to digital radio communications systems. This designation was funded from General Fund FBA from FY 2018-19.

### **Automation Replacement Designation**

Holds funding that is intended to help pay for the implementation and modernization of large-scale automation equipment and systems. This designation is funded primarily through depreciation charges and is expended based on the priorities established by the Information Technology Executive Steering Committee.

## **GENERAL GOVERNMENT BUILDING REPLACEMENT**

### **General Government Building Replacement Designation**

Holds funding that is intended to help pay for the replacement of the County's general government buildings. This designation is funded primarily through depreciation charges and is expended based on the needs identified in the County's Facilities Master Plan and priorities identified by the Capital Improvement Executive Steering Committee.

**Library – Cambria Designation**

Holds funding that was repaid by the Library for a loan from the General Government Building Replacement Designation to purchase the new Cambria Library.

**TAX REDUCTION RESERVE****SB1090 Proceeds – TRRF (Tax Reduction Reserve Fund) Designation**

Holds funding that is intended to directly offset unitary tax revenue losses incurred by the General Fund due to the closure of Diablo Canyon Power Plant (DCPP). This fund is funded with funds received directly from PG&E as a result of Senate Bill 1090 (Monning).

**Tax Reduction Reserve Designation**

Holds funding that is intended to offset potential losses of property tax revenue related to the depreciation of the Diablo Canyon Power Plant. This designation is primarily funded with periodic contributions from the General Fund.

**ROADS – IMPACT FEES****Road Improvement Designation**

Holds funding that is intended to finance road projects that are needed to address the impact of new development in specific areas. This designation is funded with road improvement fees that are collected and expenditure of the funds is legally restricted to fund road improvement projects in the geographic area in which the fees are collected.

**WILDLIFE AND GRAZING****General Purpose Designation**

Holds funding for general purpose use within the Wildlife and Grazing program. This designation is funded with grazing fees collected on Bureau of Land Management land and expenditures are legally restricted by Public Resources Code.

**Wildlife Projects Designation**

Holds funding that is required to finance projects that support range improvements and the control of predators. This designation is funded with grazing fees collected on Bureau of Land Management land and expenditures are legally restricted by Public Resources Code.

**DRIVING UNDER THE INFLUENCE****Atascadero Facility Designation**

Holds funding that is intended to pay off the purchase of real property over a multi-year period. This designation was funded with unspent DUI budget in recent years. Expenditures from this designation are legally restricted for DUI related services per Health and Safety Code.

**General Purpose Designation**

Holds funding for general purpose use within the DUI program. This designation is funded with excess Fund Balance Available in the DUI Fund at the end of each fiscal year. Expenditures from this designation are legally restricted for DUI related services per the California Health and Safety Code.

**Systems Development Designation**

Holds funding for development of a new Driving Under the Influence (DUI) Electronic Medical Record system. This designation was funded with unspent DUI budget in recent years. Expenditures from this designation are legally restricted for DUI related services per Health and Safety Code.

**LIBRARY FUND**

**Atascadero Library Expansion Designation**

Holds funding that is required to be spent on the Atascadero Library. This designation was funded by the sale of donated property 20 or more years ago. Expenditures from this designation can only be used to benefit the Atascadero Library.

**General Purpose Designation**

Holds funding for general purpose use by the Library. This designation is funded with excess Fund Balance Available in the Library Fund at the end of each fiscal year.

**Library Facilities Planning Designation**

Holds funding that is intended to fund special one-time projects and maintenance projects. This designation is funded with excess Fund Balance Available in the Library Fund at the end of the fiscal year.

**FISH AND GAME FUND**

**Environmental Settlement Designation**

Holds funding that is required to finance projects to support the protection, conservation and preservation of fish and wildlife. This designation is funded with a settlement related to an environmental lawsuit brought against MCP Urethane, Inc. by the US Attorney General's Office. Funding is intended to support the State Fish and Game's efforts to enforce environmental, wildlife, and natural resource law within San Luis Obispo County.

**Fish and Game Project Designation**

Holds funding that is required to finance projects to support the protection, conservation and preservation of fish and wildlife. This designation is funded with fines collected on fish and game violations committed in the county and expenditures are legally restricted by Fish and Game Code.

**General Purpose Designation**

Holds funding for general purpose use within the Fish and Game program. This designation is funded with fines collected on fish and game violations committed in the county and expenditures are legally restricted by Fish and Game Code.

**DEBT SERVICE FUND**

**Pension Obligation Bond Debt Service Designation**

Holds funding is used to make debt service payments on Pension Obligation Bonds issued by the County. This designation is funded with excess Fund Balance Available at the end of each year.

## CAPITAL PROJECTS FUND

### Facilities Planning Designation

Holds funding that is intended to finance facility projects that have been approved by the Capital Improvement Executive Steering Committee (CI-ESC). Facility projects included in the Capital Improvement Plan (CIP) are identified through: the Facility Condition Assessment process; Americans with Disabilities Act Transition Plan priorities; ranking of County department project requests for facility expansion and improved level of service, as recommended by the CI-ESC; recommendations made by the Public Facility Fee subcommittee; and implementation of long-term County facility conceptual plans. This designation is funded with periodic contributions from the General Fund.

### New Government Center Repairs Designation

Holds funding that is intended to fund construction repairs in the New Government Center. This designation was funded with funds received as part of the construction defect litigation.



## 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.

Encumbrances: 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 Proprietary 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 the modified accrual basis of accounting. Government-Wide statements and Proprietary Fund statements are reported using the economic resources measurement focus and the full accrual method of accounting.

## 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 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, and 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.
Depreciation:	The decline in value of an asset over time as a result of deterioration, age, obsolescence, and impending retirement. Most assets lose their value over time (in other words, they depreciate) and must be replaced once the end of their useful life is reached. Applies particularly to physical assets like equipment and structures.
Designations:	The County has two types of reserves: general reserves and designations. Designations are reserves that are set aside for specific purposes. These designations help provide for the County's long term financial needs.
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.
Function:	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. Also referred to as Service Groups. Example: "Public Protection" is a function.

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.
General Reserve:	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. Except in cases of a legally declared emergency the general reserve may only be established, canceled, increased, or decreased at the time of adopting the budget.
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.
Modified Accrual:	Modified accrual is an accounting method used when revenues are recognized when they become available and measurable and with a few exceptions, expenditures are recognized when they are incurred.
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:	<p>A measurement that assesses progress toward achieving predetermined goals. There are three basic types of meaningful performance measures:</p> <ul style="list-style-type: none"> <li>• 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.)</li> <li>• 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.)</li> <li>• 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.)</li> </ul>
Proposition 1A:	<p>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.</p>
Proposition 13:	<p>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".</p>
Proposition 63:	<p>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.</p>
Proposition 172:	<p>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.</p>
Proprietary Fund:	<p>Used by governmental activities that operate in a manner similar to that of private sector businesses in that they charge fees for services. Proprietary Funds 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.</p>
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 (RBDM) Initiative:	<p>RBDM 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.</p>

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

### Definitions of acronyms commonly used in this budget document

<u>AA:</u>	Administrative Assistant	<u>CIP:</u>	Capital Improvement Plan
<u>ACA</u>	Affordable Care Act	<u>CMC:</u>	California Men's Colony
<u>AB109</u>	Assembly Bill 109- Public Safety Realignment	<u>CMIA:</u>	Confidentiality of Medical Information Act
<u>ADA:</u>	Americans with Disabilities Act	<u>CMSP:</u>	County Medical Services Program
<u>AED:</u>	Automated External Defibrillators	<u>CNI:</u>	California Necessities Index
<u>ALS:</u>	Advanced Life Support	<u>CO:</u>	Correctional Officer
<u>APCD:</u>	Air Pollution Control District	<u>COP:</u>	Certificate of Participation
<u>APWA:</u>	American Public Works Association	<u>COSE:</u>	Conservation and Open Space Element
<u>ARRA:</u>	American Recovery and Reinvestment Act	<u>COTS:</u>	Commercial off the Shelf
<u>ARC:</u>	American Red Cross	<u>CPA:</u>	Certified Public Accountant
<u>ARCA:</u>	Areas Requiring Corrective Action	<u>CPE:</u>	Continuing Professional Education
<u>ASH:</u>	Atascadero State Hospital	<u>CPS:</u>	Contract Pharmacy Services
<u>ASM:</u>	Administrative Services Manager	<u>CSAC:</u>	California State Association of Counties
<u>ASO:</u>	Administrative Services Officer	<u>CSAC – EIA:</u>	California State Association of Counties Excess Insurance Authority
<u>BAR:</u>	Budget Augmentation Request	<u>CSP:</u>	Customer Service Program
<u>BHEHR:</u>	Behavioral Health Electronic Health Record	<u>CSS:</u>	Community Services and Support
<u>BLM:</u>	Bureau of Land Management	<u>CT:</u>	Certified Tech
<u>BME:</u>	Budget Management Evaluation	<u>CTOC:</u>	County Treasury Oversight Committee
<u>BMI:</u>	Body Mass Index	<u>CWS:</u>	Child Welfare Services
<u>BOE:</u>	Board of Equalization	<u>DA:</u>	District Attorney
<u>CACASA:</u>	California Agricultural Commissioners and Sealers Association	<u>DAS:</u>	Drug and Alcohol Services
<u>CAD:</u>	Computer Aided Dispatch	<u>DCSS:</u>	Department of Child Support Services
<u>CAFR:</u>	Comprehensive Annual Financial Report	<u>DMH:</u>	Department of Mental Health
<u>CAL OMS:</u>	California Outcomes Measurement System	<u>DMV:</u>	Department of Motor Vehicles
<u>CALPERS:</u>	California Public Employee Retirement System	<u>DOJ:</u>	Department of Justice
<u>CAO:</u>	County Administrative Officer	<u>DRP:</u>	Disaster Recovery Planning
<u>CAPSLO:</u>	Community Action Partnership of San Luis Obispo	<u>DSS:</u>	Department of Social Services
<u>CASQA:</u>	California Storm Water Quality Association	<u>DSW:</u>	Disaster Service Worker
<u>C-CFSR:</u>	California Child and Family Services Review	<u>DUI:</u>	Driving Under the Influence
<u>CCJCC:</u>	Countywide Criminal Justice Coordination Committee	<u>EIA:</u>	Excess Insurance Authority
<u>CCS:</u>	California Children's Services	<u>EFS:</u>	Enterprise Financial System
<u>CCSAS:</u>	California Child Support Automation System	<u>EHR:</u>	Electronic Health Record
<u>CDBG:</u>	Community Development Block Grant	<u>EIR:</u>	Environmental Impact Report
<u>CDC:</u>	Centers for Disease Control and Prevention	<u>EMAS:</u>	Engineering Materials Arresting System
<u>CDSS:</u>	California Department of Social Services	<u>EMS:</u>	Emergency Medical Services
<u>CEQA:</u>	California Environmental Quality Act	<u>EMSA:</u>	Emergency Medical Services Agency
<u>CHADOC:</u>	County Health Agency Departmental Operations Center	<u>EMSP:</u>	Emergency Medical Services Program
<u>CHC:</u>	Community Health Centers	<u>EMTALA:</u>	Emergency Medical Treatment and Active Labor Act
<u>CHIP:</u>	California Healthcare for Indigents Program	<u>EQRO:</u>	External Quality Review Organization
<u>CHIS:</u>	California Health Interview Survey	<u>ER:</u>	Emergency Response
		<u>ESC:</u>	Emergency Services Coordination
		<u>ESS:</u>	Employee Self Service
		<u>EVC:</u>	Economic Vitality Corporation
		<u>FAA:</u>	Federal Aviation Administration
		<u>FBA:</u>	Fund Balance Available
		<u>FBI:</u>	Federal Bureau of Investigation
		<u>FC:</u>	Fund Center
		<u>FEMA:</u>	Federal Emergency Management Agency

<u>FFP:</u>	Federal Financial Participation	<u>MISP:</u>	Medically Indigent Services Program
<u>FM:</u>	Family Reunification	<u>MoCPOC:</u>	Model of Care Partners Oversight Committee
<u>FMAP:</u>	Federal Medical Assistance Percentage	<u>MOE:</u>	Maintenance of Effort Expense
<u>FSET:</u>	Food Stamps Employment Training	<u>NCAST:</u>	Nursing Child Assessment Satellite Training
<u>FSP:</u>	Full Service Partnership	<u>NGF:</u>	National Golf Foundation
<u>FTE:</u>	Full Time Equivalent	<u>NPDES:</u>	National Pollutant Discharge Elimination System
<u>FY:</u>	Fiscal Year	<u>OD:</u>	Organizational Development
<u>GAAP:</u>	Generally Accepted Accounting Principles	<u>OES:</u>	Office of Emergency Services
<u>GASB:</u>	Governmental Accounting Standards Board	<u>OPEB:</u>	Other Post Employment Benefits
<u>GFOA:</u>	Government Finance Officers Association	<u>OSHA:</u>	Occupational Safety & Health Act
<u>GFS:</u>	General Fund Support	<u>PAL:</u>	Position Allocation List
<u>GIS:</u>	Geographic Information System	<u>PC:</u>	Personal Computer
<u>HAZMAT:</u>	Hazardous Materials	<u>PCF:</u>	Paid Call Firefighters
<u>HF:</u>	Healthy Families	<u>PCR:</u>	Payment Condition Rating
<u>HHS:</u>	Health and Human Services	<u>PEI:</u>	Prevention and Early Intervention
<u>HIPPA:</u>	Health Insurance Portability and Accountability Act	<u>PFF:</u>	Public Facility Fees
<u>HK:</u>	Healthy Kids	<u>PHD:</u>	Public Health Department
<u>HOP:</u>	Homeless Outreach Program	<u>PHF:</u>	Psychiatric Health Facility
<u>HR:</u>	Human Resources	<u>PM:</u>	Preventative Maintenance
<u>HSUS:</u>	Humane Society of the United States	<u>POB:</u>	Pension Obligation Bond
<u>HVAC:</u>	Heating Ventilation and Air Conditioning	<u>PP:</u>	Permanency Placement
<u>IDM:</u>	Integrated Document Management	<u>PQL:</u>	Performance Quality Improvement
<u>IHSS:</u>	In Home Supportive Services	<u>PRS:</u>	Program Review Specialists
<u>IMD:</u>	Institutions for Mental Disease	<u>PYD:</u>	Positive Youth Development
<u>IMR:</u>	Illness Management and Recovery	<u>RCL:</u>	Rate Classification Level
<u>IRS:</u>	Internal Revenue Service	<u>REHS:</u>	Registered Environmental Health Specialist
<u>ISF:</u>	Internal Service Fund	<u>RFP:</u>	Request for Proposal
<u>ISO:</u>	International Organization for Standards	<u>RFQ:</u>	Request for Qualifications
<u>IT:</u>	Information Technology	<u>RN:</u>	Registered Nurse
<u>IT – ESC:</u>	Information Technology Executive Steering Committee	<u>RTA:</u>	Regional Transit Authority
<u>ITIL:</u>	Information Technology Infrastructure Library	<u>SAC:</u>	Supervising Administrative Clerk
<u>ITSP:</u>	Information Technology Strategic Plan	<u>SAMHSA:</u>	Substance Abuse and Mental Health Services Administration
<u>JPA:</u>	Joint Powers Authority	<u>SART:</u>	Suspected Abuse Response Team
<u>JSC:</u>	Juvenile Services Center	<u>SCBA:</u>	Self Contained Breathing Apparatus
<u>LAFCO:</u>	Local Agency Formation Commission	<u>SIP:</u>	System Improvement Plan
<u>LAIF:</u>	Local Agency Investment Fund	<u>SIU:</u>	Special Investigative Unit
<u>LAN:</u>	Local Area Network	<u>SJSO:</u>	Supervising Juvenile Services Officers
<u>LBGTQ:</u>	Lesbian, Bisexual, Gay, Transgender, Questioning	<u>SLOCOG:</u>	San Luis Obispo Council of Governments
<u>LEHC:</u>	Law Enforcement Health Care	<u>SLOCTBID:</u>	San Luis Obispo County Tourism and Business Improvement District
<u>LID:</u>	Low Impact Development	<u>SLORTA:</u>	San Luis Obispo Regional Transit Authority
<u>LSI:</u>	Level of Service Inventory	<u>SLOVCB:</u>	San Luis Obispo Visitors and Conference Bureau
<u>LVN:</u>	Licensed Vocational Nurse	<u>SLVC:</u>	School Located Vaccination Clinics
<u>MAA:</u>	Medical Administrative Activities	<u>SOP:</u>	Standard Operating Procedure
<u>MDC:</u>	Mobile Data Computers	<u>STC:</u>	Standard in Training for Corrections
<u>MDO:</u>	Mentally Disordered Offender	<u>STD:</u>	Sexually Transmitted Diseases
<u>MHSA:</u>	Mental Services Act	<u>SWMP:</u>	Storm Water Management System
<u>MHT:</u>	Mental Health Therapist	<u>TAY:</u>	Transitional Age Youth
		<u>TB:</u>	Tuberculosis
		<u>THPP:</u>	Transitional Housing Program Plus



<u>TMHA:</u>	Transitions Mental Health Association
<u>TOW:</u>	Taxes on the Web
<u>TPA:</u>	Third Party Administrator
<u>TSF:</u>	Tobacco Settlement Fund
<u>UCR:</u>	Uniform Crime Reporting
<u>UMAN:</u>	Unified Metropolitan Area Network
<u>USAR:</u>	Urban Search and Rescue Vehicle
<u>USDA:</u>	United States Dept. of Agriculture
<u>VA:</u>	Veterans Administration
<u>VBM:</u>	Vote by Mail
<u>VLF:</u>	Vehicle License Fee
<u>VOIP:</u>	Voiceover Internet Protocol
<u>VTO:</u>	Voluntary Time Off
<u>WET:</u>	Workforce Education and Training
<u>WIA:</u>	Workforce Investment Act
<u>WIC:</u>	Women, Infants and Children
<u>WPR:</u>	Work Participation Rate
<u>YAP:</u>	Young Adult Programs