



# COUNTY OF SAN LUIS OBISPO 2014 ANNUAL REPORT

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County of San Luis Obispo 2014 Year in Review



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## 2014 Year in Review

Welcome to the County of San Luis Obispo 2014 Annual Report, a great way to understand all that the County did to serve the community last year. Watch the video above for a quick year-in-review. Then, browse the Your County Government section for a quick overview of SLO County and messages from your County leaders. Next, head over to the Delivering Results section to discover how each **individual department impacted** the community and understand some of the most significant challenges we faced as a County in 2014. Finally, review the County's Financials to understand revenue sources, expenditures, credit ratings and debt obligations.

If at any point you'd like to provide feedback, please feel free to scroll to the bottom of each page to access our SLO County Annual Report Survey. Thank you for your interest in County government! Enjoy!



# COUNTY OF SAN LUIS OBISPO 2014 ANNUAL REPORT

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## Message from 2014 Board Chair



Message from 2014 SLO County Board Chair



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# Message from the 2014 Board Chair





## Your County Government



San Luis Obispo County has a general law form of government, which means that certain aspects of the structure and function of the County are dictated by state law.

As a geographical and political subdivision of the State, the County serves a dual role by (1) providing municipal services including law enforcement, roads, parks and libraries to residents, and (2) administering State and Federal programs and services such as public health care, jails, foster care and elections.

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

**District 1** *Adelaide, Cholame, Lake Nacimiento, Oak Shores, Paso Robles, San Miguel, Shandon, Templeton, Whitley Gardens*

**District 2** *Baywood Park, California Men's Colony, Cal Poly State University (portion), Cambria, Cayucos, Cuesta-by-the-Sea, Cuesta College, Harmony, Los Osos, Morro Bay, San Luis Obispo (portion), San Simeon*

**District 3** *Avila Beach, Country Club, Edna-Los Ranchos, Edna Valley (portion), Grover Beach, Pismo Beach, Rolling Hills Estate, San Luis Obispo (portion), Shell Beach, Squire Canyon, Sunset Palisades*

**District 4** *Arroyo Grande, Black Lake Canyon, Callendar-Garrett, Cuyama, Edna Valley (portion), Halcyon, Huasna-Lopez, Los Berros, Nipomo, Nipomo Mesa, Oceano, Palo Mesa*

**District 5** *Atascadero, Cal Poly State University (portion), California Valley, Creston, Garden Farms, Pozo, San Luis Obispo (portion), Santa Margarita*

Other services provided by special districts governed by the **Board of Supervisors** include fire protection, lighting, sanitation and flood control.

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 is responsible 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.

**County Counsel** is also appointed by the Board of Supervisors and is responsible for providing legal counsel to the Board.

## About the Region

The County of San Luis Obispo is one of the original 27 counties of California. Established on February 18, 1850, the County of San Luis Obispo is located on the Pacific Coast, conveniently halfway between San Francisco and Los Angeles, and has a population of more than 273,000 people, making it the 23rd largest county in the state.

Known affectionately as "SLO" (pronounced *slow*) by residents and visitors, the county region is made up of seven cities as well as more than 40 unincorporated communities. SLO 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.

Because of its distance from major metropolitan areas, SLO 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 urban areas. For example, the County is home to major educational institutions including California Polytechnic State University and Cuesta Community College—both of which draw students from all over the world and provide a wide array of educational and cultural opportunities.

The varied geography and rich history of the area provide numerous opportunities for recreation. The nationally known Hearst Castle in San Simeon attracts over 1 million visitors each year and the historic Mission San Luis Obispo de Tolosa, founded in 1772, is another popular attraction.

Many locally sponsored events including the Old-Fashioned Fourth of July, Renaissance Faire, Mid-State Fair, Festival Mozaic, Savor the Central Coast Food and Paso Robles Wine Festival, and various holiday parades and events also draw visitors here 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.







## Message from the CAO

On behalf of the employees of the County of San Luis Obispo, I am pleased to present the 2014 Annual Report and take the opportunity to look back on some of the successes and challenges of the past year.

The County's **credit rating** improved dramatically last year, thanks to careful planning and meticulous financial management. The rating is a testament to the solid financial position of the county, the result of steady leadership and solid management at all levels of the organization. We've emerged from the recession in a stronger financial condition than when we entered, and to come out of it with this sort of recognition is something in which we can all take pride.

A particular challenging task for our community in 2014 was deciding how to implement a longer-term water management system. The **County's water challenges** impacted County staff and the Board agenda perhaps more than any other issue in 2014, and we continued to work toward solutions for our water demand and supply imbalances, which were exacerbated by the historic drought that continues into 2015.

At the same time, the County continued looking forward and began modernizing key systems and facilities.

In 2014, the County tested and installed **new automated baggage screening equipment to improve safety** at the San Luis Obispo County Regional Airport; at the same time the District Attorney's Office **went live with a new case management system**, which helps us successfully prosecute the thousands of cases filed each year in a more cost-effective and efficient manner; and we implemented **new Human Resources software** that will help us find and select the most qualified candidates for open positions.

As we modernized our systems and equipment, we also upgraded and expanded facilities in order to better serve the community. In June 2014, we opened the **new Atascadero Library building**, which also provides a new home for our North County Service Center with more offices for the Assessor's Office, the Planning & Building Department, and the Clerk-Recorder. Additionally, we began construction on the County's new **Women's Jail** to increase the existing capacity of County Jail, and we also began to expand the **Juvenile Hall** to increase juvenile services and treatment programs.

County staff also worked hard to improve existing services and programs. For example, last year we were recognized for our **Transitional Age Youth Financial Assistance Program**, which helps local youth formerly in the foster-care system meet their educational needs. The program earned a Merit Award from the California State Association of Counties (CSAC) for changing participants' lives in innovative and creative ways, allowing them to overcome obstacles to completing their higher education and giving them a better shot at success after foster care. The **Public Works Department** was also recognized for going above and beyond nationally established management practices and received the prestigious American Public Works Association accreditation. Our Public Works Department is only the 12th government agency in California to receive the accreditation and the 96th in the nation.

There is a lot to be proud of in the County of San Luis Obispo. County employees are on the job, working hard to serve and improve our community. This report highlights just a small part of the good work we do every day.

Sincerely,  
Dan Buckshi  
County Administrative Officer



SLO County Administrative Officer Dan Buckshi





## Your Leaders

### Your 2014 Board of Supervisors



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:

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**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*

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**District 5:** *Atascadero, Cal Poly State University (portion), California Valley, Creston, Garden Farms, Pozo, San Luis Obispo (portion), Santa Margarita*

### 2014 Staff Leadership

Not only were the people of San Luis Obispo County represented by an elected Board of Supervisors in 2014, but they were also served by leaders among County employees. Those leaders include:

**Agricultural Commissioner/Sealer of Weights & Measures**

Marty Settevendemie

**Airports Director**

Kevin Bumen

**Animal Services Division Manager**

Eric Anderson

**Assessor**

Tom Bordonaro

**Auditor-Controller/Treasurer/Tax Collector/Public Administrator**

James P. Erb

**Behavioral Health Administrator**

Anne Robin, LMFT

**Chief Probation Officer**

Jim Salio

**Child Support Services Director**

Phil Lowe / Julie Paik

**Clerk-Recorder**

Julie Rodewald / Tommy Gong

**County Administrative Officer**

Dan Buckshi

**County Counsel**

Rita L. Neal

**County Fire**

Robert Lewin

**District Attorney**

Gerry Shea / Dan Dow

**Farm Advisor**

Mary Bianchi

**General Services Interim Director**

Machelle Vieux

**Health Agency Director**

Jeff Hamm

**Human Resources Director**

Tami Douglas-Schatz

**Information Technology Interim Director**

Daniel Milei

**Library Director**

Chris Barnickel

**Parks Interim Director**

Curtis Black

**Planning and Building Director**

James Bergman

**Public Health Officer**

Penny Borenstein

**Public Works Director**

Paavo Ogren / Wade Horton

**Sheriff-Coroner**

Ian Parkinson

**Social Services Director**

Lee Collins

**Veterans Service Officer**

Dana Cummings





## Working for Community



The County of San Luis Obispo has roughly 2,800 employees all working to serve the community. County employees and elected officials are guided by **organizational values**, and work to ensure that their decisions and actions demonstrate these values.

Because the economy steadily improved in 2014, SLO County saw increases in home prices, building permits, sales tax, property tax revenues, and Transient Occupancy Taxes (TOT). These numbers all affected the revenue for the County budget, which meant more money was available to restore County staffing levels, and in some cases, increase service levels above pre-Great Recession numbers to support the County's vision, mission, and community-wide results.

While the County continued to improve financially, it still faced significant challenges in 2014.

The County began implementing the **Patient Protection and Affordable Care Act (ACA)**, which was the most significant regulatory overhaul of the U.S. healthcare system since the passage of Medicare and Medicaid in 1965.

Additionally, the region and many other areas of the state **faced an exceptional drought and other water challenges**. In fact, 2014 was one of the driest years in recorded state history for SLO County and the lack of rain caused record creeks and reservoirs. Joint efforts between the County and its residents were critical to managing the effects of the drought. Meanwhile, the County took, and continues to take, several actions to reduce water usage in County-owned facilities, at County parks and golf courses, at the airports, in new construction and lease agreements, and with County fleet vehicles.

In 2014, the County also completed its third year implementing its **Public Safety Realignment Act plan**, which caused a significant shift in the responsibility for the incarceration and community supervisions of certain low-level convicted felony offenders and parolees.

At the same time, the collaboration among the County and other local organizations to **address homelessness** reached an all-time high. The County devoted \$3.4 million in new funds and created innovative programs to help homeless families and individuals obtain permanent shelter.

Browse the 2014 Annual Report to discover even more ways County staff worked for the community and served SLO County residents with pride in 2014.





## Mission, Vision, Core Values

### Mission

The County's elected representatives and employees are committed to serving the community with pride to enhance the economic, environmental and social quality of life in San Luis Obispo County.

### Vision

The County strives to create a safe, healthy, livable, prosperous and well-governed community.



#### 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 lifelong 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.

## Core Values

### Integrity

We consistently demonstrate and adhere to the moral and ethical principles of impartiality, honesty, and respect. We uphold the principles of fairness, honesty, and respect.

### Collaboration

We celebrate teamwork by working cooperatively to ensure the achievement of our common goals. We collaborate within and across departments for the good of the customer and community.

### Professionalism

We perform our duties in a manner which bestows credibility upon ourselves and our County.

### Accountability

We assume responsibility for our actions and follow through on our commitments. We practice good stewardship of our resources and we adhere to the accepted principles of fiscal responsibility. We follow through on our commitments. We hold ourselves and others accountable for results. We use the resources entrusted to us wisely. We effectively balance the needs of the community with available resources while advocating for the best value and best service.

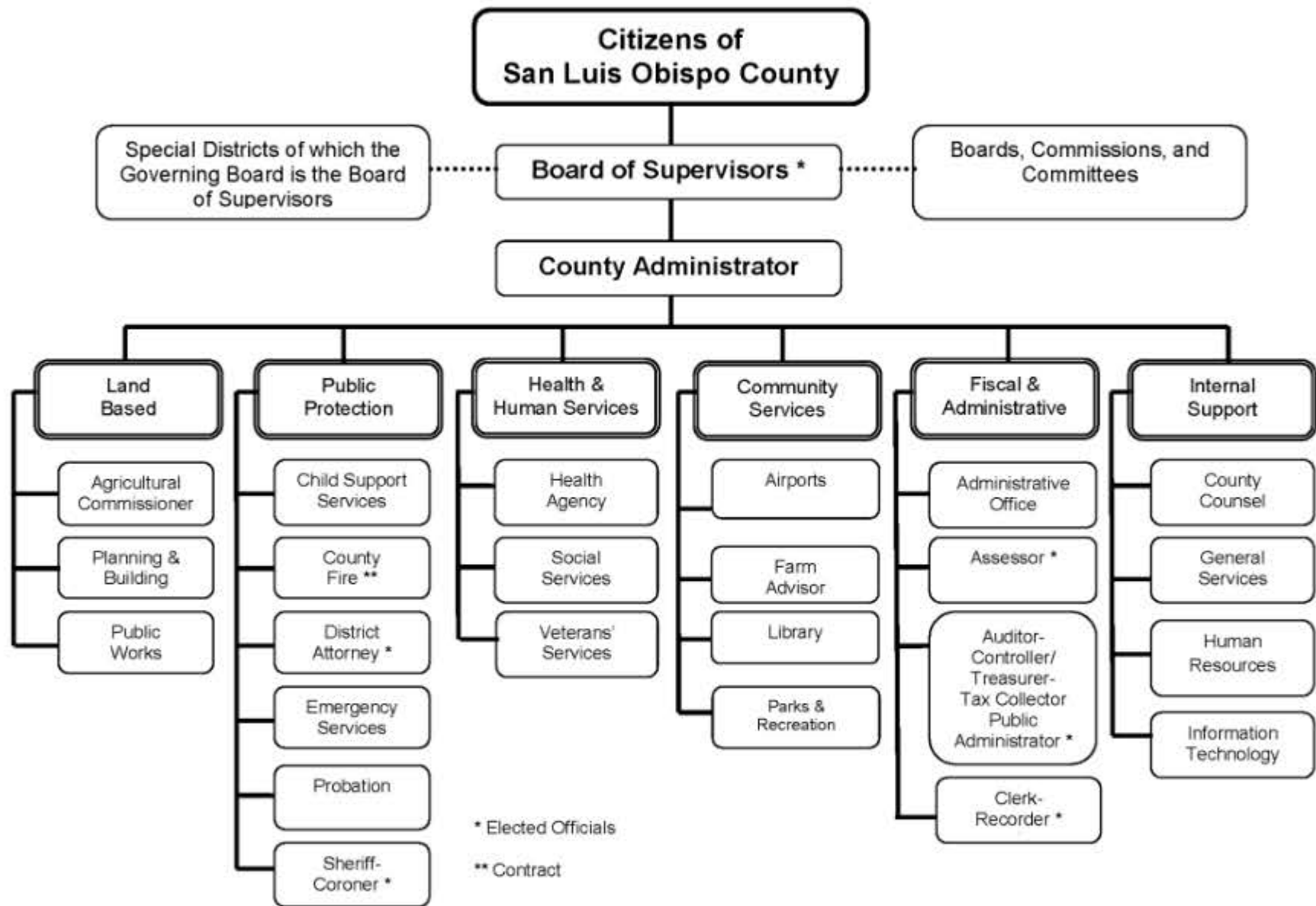
### Responsiveness

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.



# Organizational Chart

## County of San Luis Obispo Organizational Chart







# Delivering Results

Filter:

- All
- Public Protection**
- Land-based Services
- Health & Human Services
- Fiscal and Administrative Services
- County Department Support Services
- Community Services

**3,718 CASES** were received by our child support enforcement and enforcement process.

**3,696 CHILD SUPPORT CASES** with active court orders.

**234 CASES** with successful service of Subpoena & Compulsory during FY 2013-14.

Record High Fiscal Performance. Measured for the fiscal year for FY 2013-14.

**96.9%** Court Order Establishment

Calculation of past due child support payments: **81.9%**

Calculation of current child support received: **78.9%\***

Cost-to-collect ratio of **\$3.35** collected for each program dollar.

Child Support Services

**235 volunteer firefighters**

County Fire increased the use of social media, with over 300 Facebook and over 1,000 followers on Twitter.

County Fire has 18 members on the Regional Response Watchlist Team.

**RESPONSE TO EMERGENCIES**

1,200  
2,200  
10,017  
1,000  
1,000

TRAFFIC COLLISIONS

**COMMUNITY SERVICE**

Wildland firefighters carry on average 45 lbs. of equipment to keep rangelands safe.

**200+ MILITARY VETERANS** are part of the County System Support Team.

**3** finished air attack plans  
**2** finished air tenders

County Fire

**26** CIVILIAN COMMUNITY LAW ENFORCEMENT AGENCIES

**213** CASES FROM THE CALIFORNIA MEN'S COLONY

**1,785** VISITS

**2,948** CIVILIAN WITNESS RESPONSES WERE COVERED BY VICTIM/WITNESS STAFF

**4** murder cases were charged

**4,489** The Victim/Witness Division served

District Attorney

**50** disaster opening procedures for emergency registration

**911** Call Center

**100,000** emergency preparedness materials distributed

**6,000** hours of emergency worker training

**18** EMERGENCY DRILLS

CONDUCTED TWO HOSTILE ACTION NUCLEAR POWER PLANT EXERCISES WITH APPROXIMATELY **1,000 PARTICIPANTS**

**50** TOXIC & CONTAMINANT RESPONSES TO EMERGENCIES

Assured readiness of emergency facilities and equipment

Emergency Services

**BUDGET**

49%  
21%  
30%

**STAFF**

30%  
1%  
69%

Field Services  
Human Resources  
Support Operations

Health Agency - Animal Services

**2,446** adults on Probation supervision

**5%** under supervision

**200** under mandatory supervision

**852** juveniles referred to the Probation Department for counseling services. 37% were referred to other sites.

**140** referrals  
**443** supervision  
**16** admissions

community supervision officers returned to prison

Arrests on Probation supervision, **12%** lower compared to prior year.

**229** lower court referrals to supervision

**54** under informal supervision

Probation and Intervention is working to support the SAFE Society of Cal. and Youth in Action, as well as school-based training of peers, and efforts to increasing number of referrals to juvenile probation.

**82%** of juvenile drug related cases filed in court system (94 out of 114 pending)

**88%** of juvenile delinquency referrals

Probation

**3** PATROL STATIONS

**264,000** PHONE CALLS

**45** HIGH-TECH CRIME CASES

**27** HOSTILE ACTION NUCLEAR POWER PLANT EXERCISES

**COUNTY JAIL**

Booked more than 12,000 inmates throughout the year via remote facilities of agencies

Investor population projected between 300 and 500 inmates at any given time this year.

Broke ground on new Alhambra Jail, which will have 100 beds to replace 12

Sheriff-Coroner



## CHILD SUPPORT SERVICES AT A GLANCE

TOTAL BUDGET: \$ 4.7 MILLION

TOTAL STAFF: 39.75 FULL-TIME EMPLOYEES

# 3,718 CASES

were assisted by our child support establishment and enforcement processes



# 3,696

## CHILD SUPPORT CASES

with active court orders



# 234 CASES

with successful service of Summons & Complaint during FFY 2013-14

The preliminary statistics provided are estimates and subject to change. Final numbers will be published by the State of California in early 2015.

\*Support is primarily used for basic needs of food, clothing and shelter. Basic needs are essential for creating healthier and successful families and community.

Record high Federal Performance Measures for the department for FFY 2013-14:

Court Order Establishment

# 96.9%

Collection of past-due child support payments

# 81.9%

Collection of current child support owed

# 78.9% \*



Cost-to-collection ratio of

# \$3.35



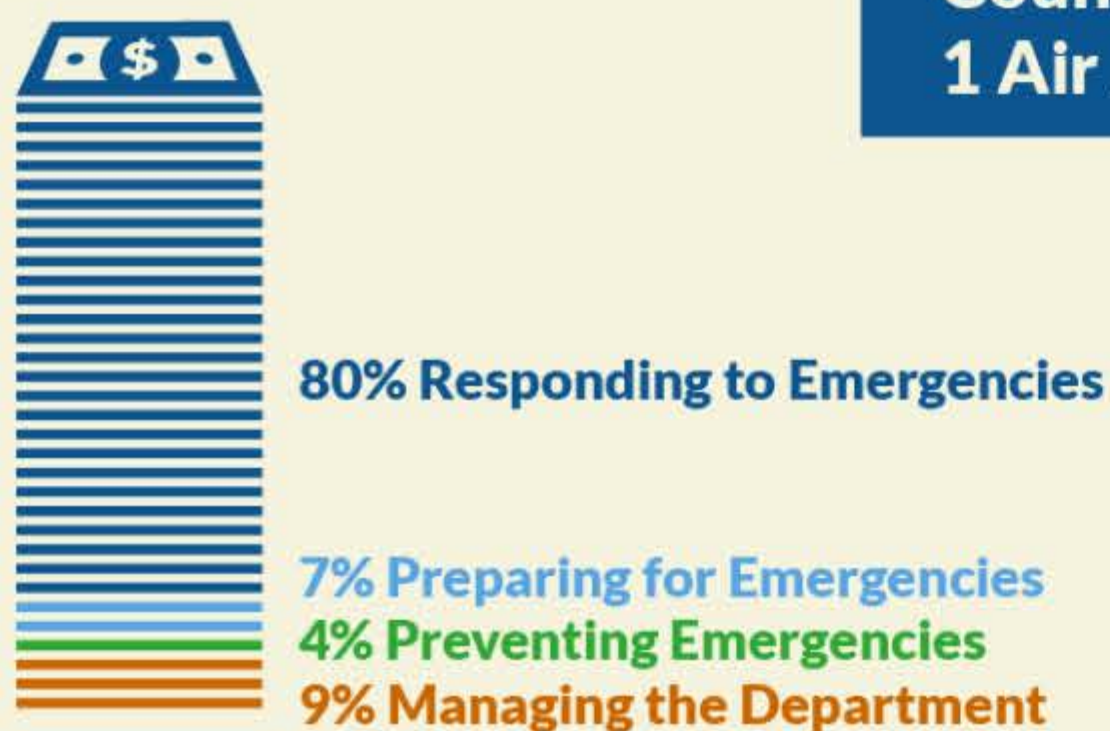
collected for each program dollar expended *(collected more support, while reducing operating costs)*

STATISTICS PROVIDED BY THE COUNTY OF SAN LUIS OBISPO



How do we allocate our resources?

Budget:



County Fire provides services through 21 fire stations, 1 Air Attack Base and 1 Conservation Camp.

Unit Equipment Summary:

- 14 Staffed County fire engines
- 12 Staffed State fire engines
- 2 Medium rescues
- 4 Squads
- 1 HAZMAT Unit
- 1 Breathing Support Unit
- 2 Fire Boats
- 3 Rescue watercraft
- 3 Fire dozers
- 5 Hand crews
- 1 Staffed air attack plane
- 2 Staffed air tankers

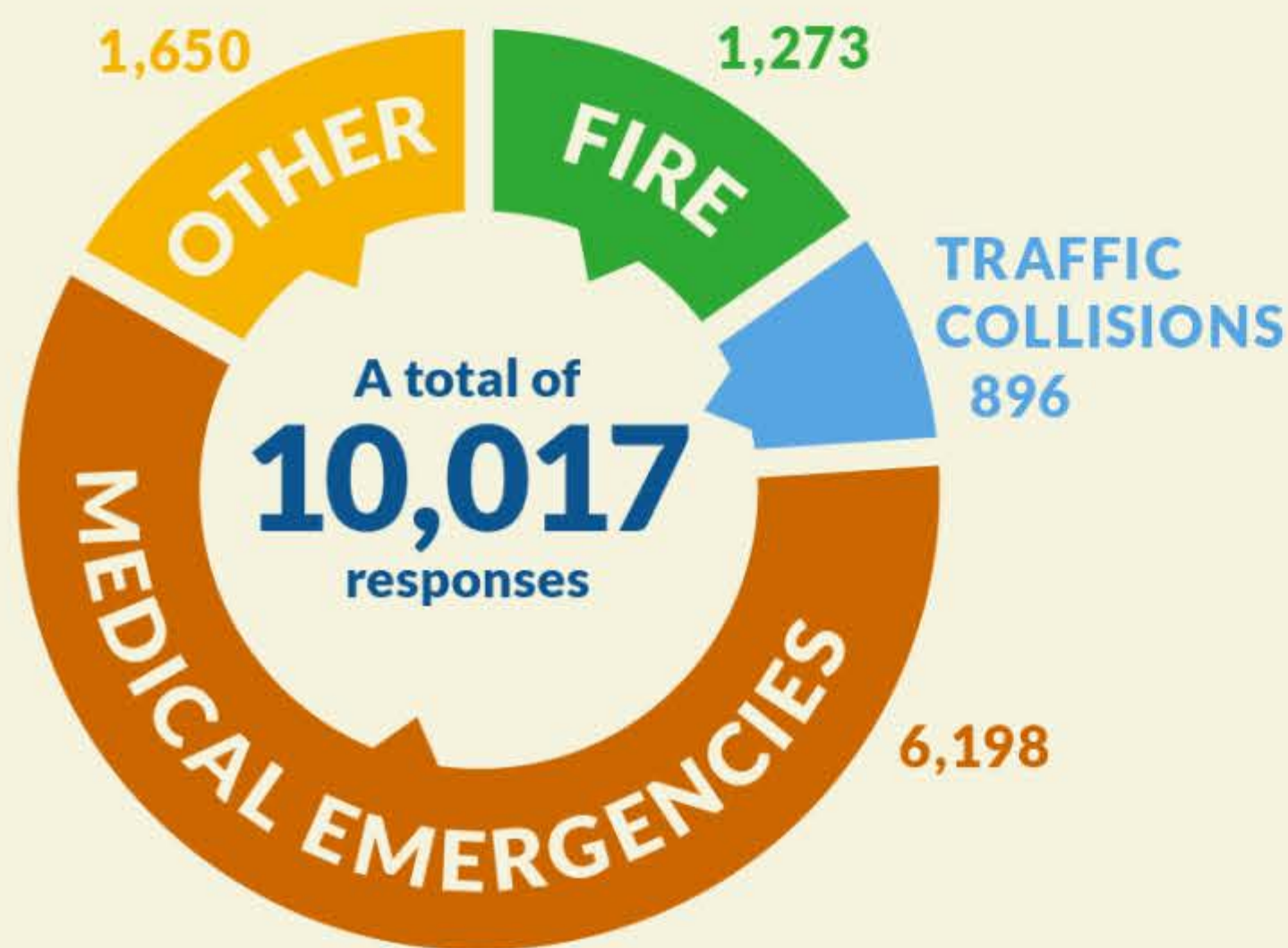


County Fire personnel include:

- 20 support staff
- 188 permanent firefighters
- 79 seasonal firefighters
- 100 inmate firefighters
- 235 volunteer firefighters



RESPONSE TO EMERGENCIES



Wildland firefighters carry on average 45 lbs. of equipment in steep rugged terrain.

COMMUNITY SERVICE

12 current and retired personnel assisted **200+ MILITARY VETERANS** at the 2014 SLO County Veterans Support Stand Down.

Firefighters hosted or participated in more than

**56** COMMUNITY EVENTS for fire safety and prevention awareness.

Four firefighters honored for outstanding service at various Firefighter Recognition Dinners.



Collected **70 large bags** of toys and bicycles for County Child Welfare during Operation Santa Claus.

Sponsored 18 young women interested in Fire Service to attend **CAMP CINDER**

FIGHTING WILDFIRES

144 wildland fires Jan-Dec 2014 (7 year avg = 161)

168 wildland acres burned Jan-Dec 2014 (7 year avg = 1,025)



Local firefighters were engaged for over **72,000 HOURS** during the August 2014 Northern CA lightning siege





# DISTRICT ATTORNEY'S OFFICE AT A GLANCE

## 2014 by the Numbers



COLLABORATED WITH  
**26** LAW ENFORCEMENT AGENCIES

**213** CASES FROM THE  
**CALIFORNIA MEN'S COLONY**  
WERE REFERRED FOR CRIMINAL FILING



ASSISTED  
**1,785**



VICTIMS IN "CRIMES AGAINST PERSONS" CASES CHARGED

**2,948**



CIVILIAN WITNESS SUBPOENAS WERE CONFIRMED BY VICTIM/WITNESS STAFF

**4** → murder cases were charged

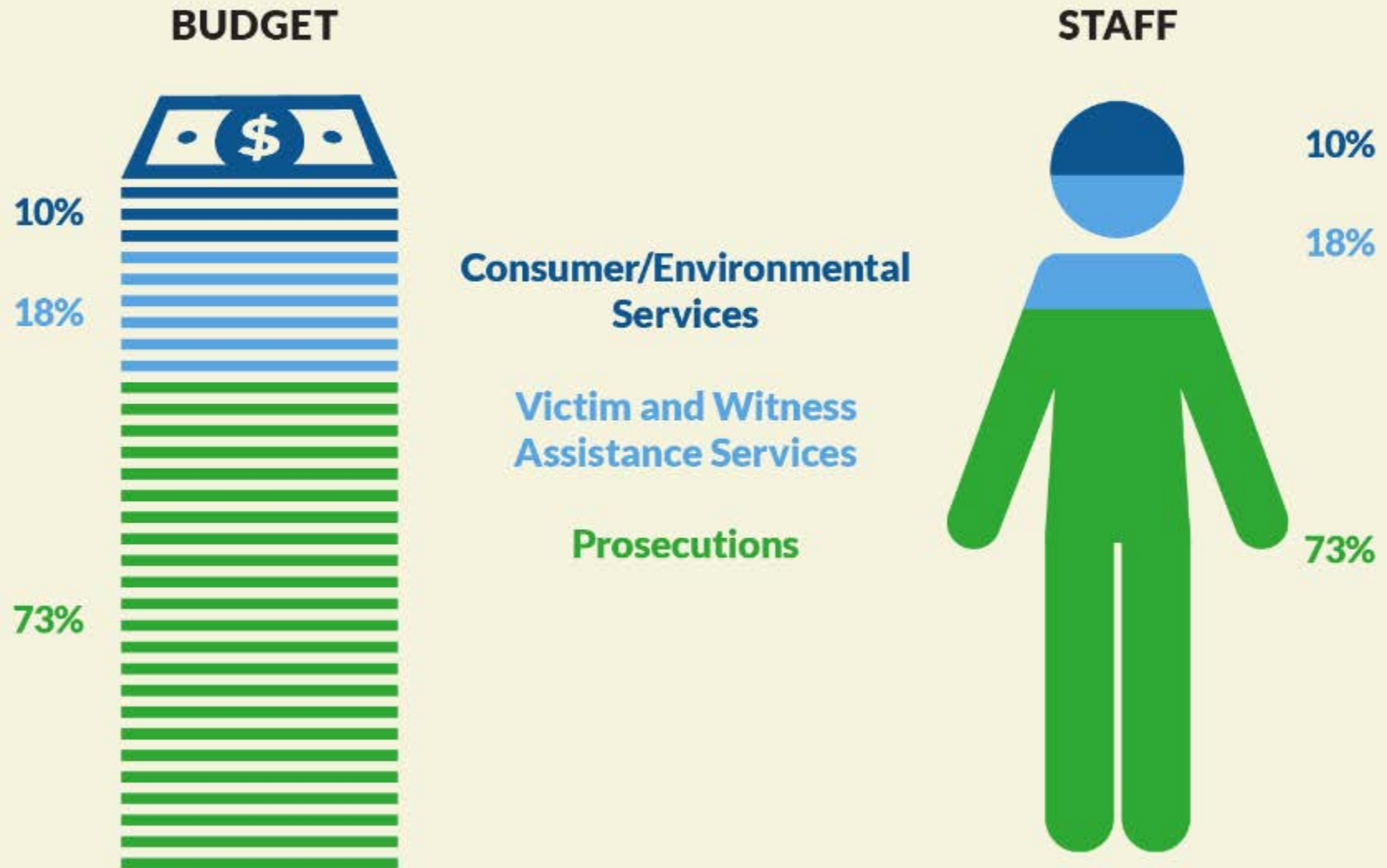
The Victim/Witness Division served  
**4,489** victims of crime and their family members

STATISTICS PROVIDED BY THE COUNTY OF SAN LUIS OBISPO

Image 1 of 2 - Here's a glance at how the District Attorney's Office impacted SLO County and its residents in 2014.



## How do we allocate resources?



STATISTICS PROVIDED BY THE COUNTY OF SAN LUIS OBISPO





# OFFICE OF EMERGENCY SERVICES AT A GLANCE

## 2014 by the Numbers

Revised over

# 50

standard operating procedures to incorporate new regulations



ORGANIZED

# 18

EMERGENCY DRILLS

CONDUCTED TWO HOSTILE ACTION NUCLEAR POWER PLANT EXERCISES WITH APPROXIMATELY

# 1,000

# PARTICIPANTS

# 911

Conducted the Annual Emergency Alert Tests-Reverse 911 and the Early Warning System sirens



# 100,000

emergency preparedness calendars distributed

COLLABORATED WITH OVER

# 50

AGENCIES

TO ENSURE A COORDINATED RESPONSE TO EMERGENCIES



# 6,000

hours of emergency worker training

Assured readiness of emergency facilities and equipment



Obtained over

# \$302,000

in Homeland Security Grant funds for emergency preparedness



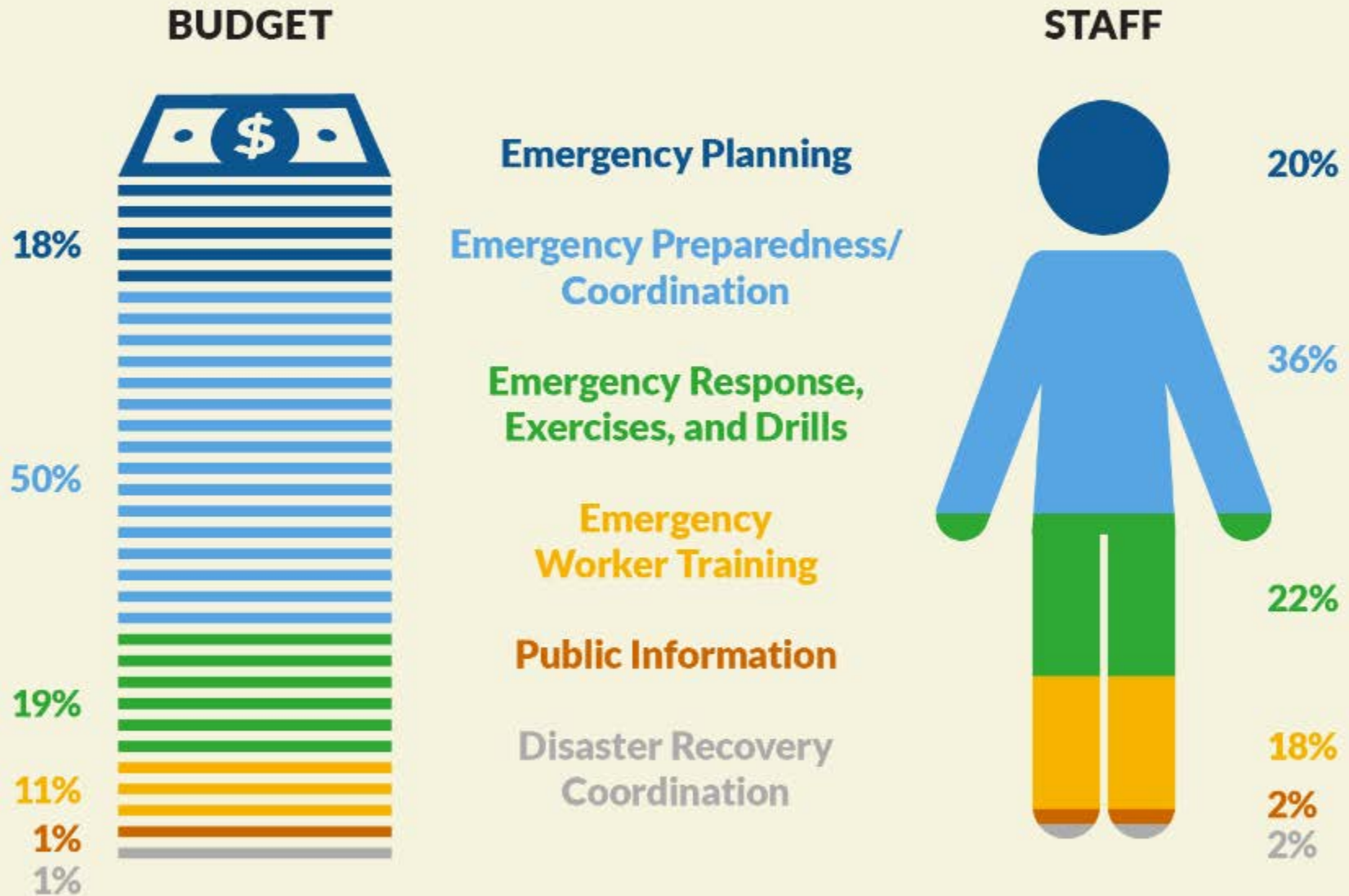
STATISTICS PROVIDED BY THE COUNTY OF SAN LUIS OBISPO

Image 1 of 2 - Here's a glance at how the Office of Emergency Services impacted SLO County and its residents in 2014.



# OFFICE OF EMERGENCY SERVICES AT A GLANCE

## How do we allocate resources?



STATISTICS PROVIDED BY THE COUNTY OF SAN LUIS OBISPO



## PROBATION DEPARTMENT AT A GLANCE

**\$86,661,327**

saved by supervising felons on probation instead of sending them to state prison



Only **8.7%** of post-release community supervision offenders returned to prison

**2,446** adults on Probation supervision:

**5%** under post-release community supervision

**2%** under mandatory supervision

**93%** under formal probation



Juveniles on Probation supervision, **12%** fewer compared to prior year:

**239** under court ordered supervision

**54** under informal supervision



**852** juveniles referred to the Probation Department for committing a crime, **22%** fewer compared to prior year:

**140** felonies

**463** misdemeanors

**16** infractions

**233** probation violations



**Prevention and intervention is working!**

Programs like SAFE System of Care and Youth in Action, as well as school-based truancy officers, contribute to a decreasing number of referrals to juvenile probation

**83%** of juveniles were diverted from the court system  
(294 out of 355 juveniles)

**88%** of juveniles under court-ordered supervision remained in their homes  
(115 out of 131)

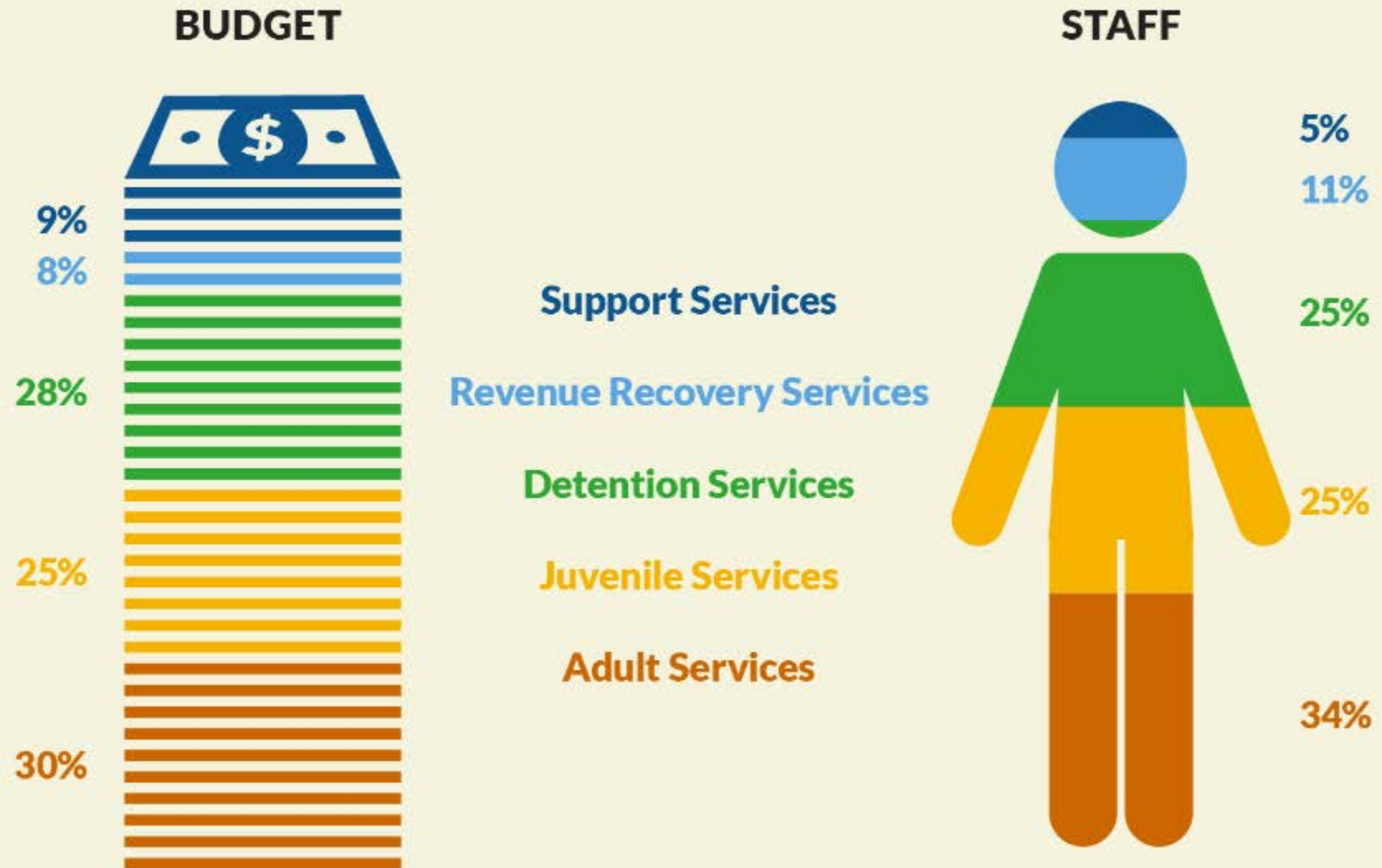


STATISTICS PROVIDED BY THE COUNTY OF SAN LUIS OBISPO



# PROBATION DEPARTMENT AT A GLANCE

## How do we allocate resources?



STATISTICS PROVIDED BY THE COUNTY OF SAN LUIS OBISPO

## SHERIFF'S OFFICE AT A GLANCE

**30+**

divisions, units, volunteer teams,  
and task forces all working  
to keep SLO County safe.



### 3 PATROL STATIONS

(Coast Station, North Station and South Station).

Received **79,347** calls for service.



The Dispatch Center handled

**264,000 PHONE CALLS**

with 46,733 being 9-1-1 calls.

### 10 VEHICLE PURSUITS

in 2014 (down from 22 in 2012).



Investigated

### 45 HIGH-TECH CRIME CASES

(assisted with 21 additional cases with allied agencies).

Detectives successfully investigated 3  
homicides, an attempted homicide, the  
County's first known Human Trafficking  
case, and a large embezzlement.

Analyzed

**2,800+** suspected controlled substance samples  
and 800 urine samples, which were submitted by  
various law enforcement agencies.

Reviewed

### 1,391 REPORTABLE DEATHS

and reviewed all 1,230 hospice cases in the county.

### Narcotics Unit investigated more than 100 cases

and seized nearly .32 pounds of cocaine, .98  
pounds of heroin, 2 pounds of hashish, 9.12  
pounds of methamphetamine, 13,773 pounds of  
processed marijuana, 25,300 marijuana plants.

Received Federal grant funding to purchase a  
**27-FOOT DEFENDER-CLASS PATROL BOAT**  
to help protect our county's coastline, and  
received \$326,000 in grant funds for  
needed equipment and vehicles.



### COUNTY JAIL

Booked more than 12,200 inmates throughout  
the year via arrests by local agencies.

Inmate population fluctuated between 500  
and 800 inmates at any given time this year.

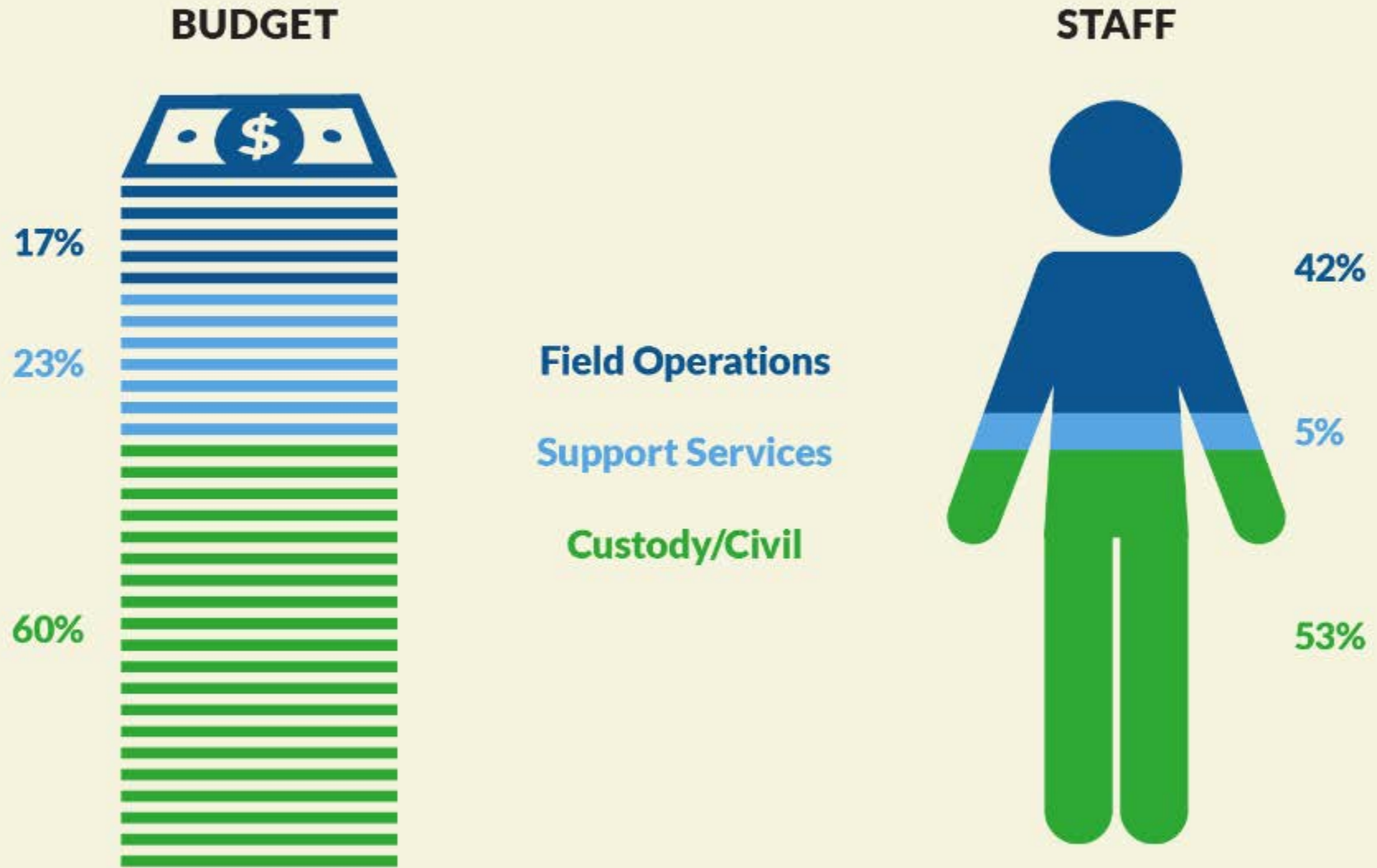
Broke ground on new Women's Jail, which will  
have 198 beds to replace 43  
cell facilities that currently serve  
about 98 women every day.



STATISTICS PROVIDED BY THE COUNTY OF SAN LUIS OBISPO



# How do we allocate resources?



STATISTICS PROVIDED BY THE COUNTY OF SAN LUIS OBISPO



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## Delivering Results

Filter:

- All
- Public Protection
- Land-based Services**
- Health & Human Services
- Fiscal and Administrative Services
- County Department Support Services
- Community Services



Agriculture/Weights and Measures



Planning & Building



Public Works and Transportation





# 2014 by the Numbers

## Keeping SLO County Healthy

**1,541 PACKAGES**

containing plant material were intercepted at a major distribution facility and inspected for harmful insect pests and plant diseases.

**26** of these packages were denied entry into SLO County due to the presence of live pests or other shipping violations

**1 LIMITED AREA**

of SLO County was placed under quarantine to prevent spread of Asian Citrus Psyllid, an insect pest and vector of a disease that is fatal to citrus trees.



Regulated pesticide users were in compliance with mandated requirements

**97.5%** of the time, with **11,319** requirements inspected and **11,040** requirements found in compliance



## Protecting Consumers and Local Businesses

*We protect consumers and competing businesses by ensuring that all merchants comply with California Weights and Measures laws.*

**2,839** COMMERCIAL WEIGHING AND MEASURING DEVICES

were inspected and

**90.5%** were found in compliance



**1,724** RETAIL SHELF ITEMS

were inspected for scanner price accuracy and



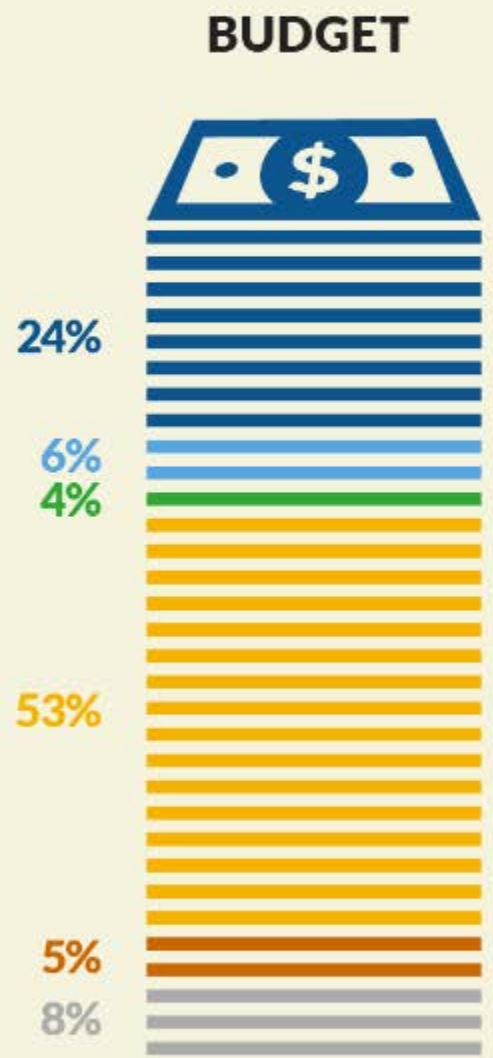
**99.1%** were found in compliance



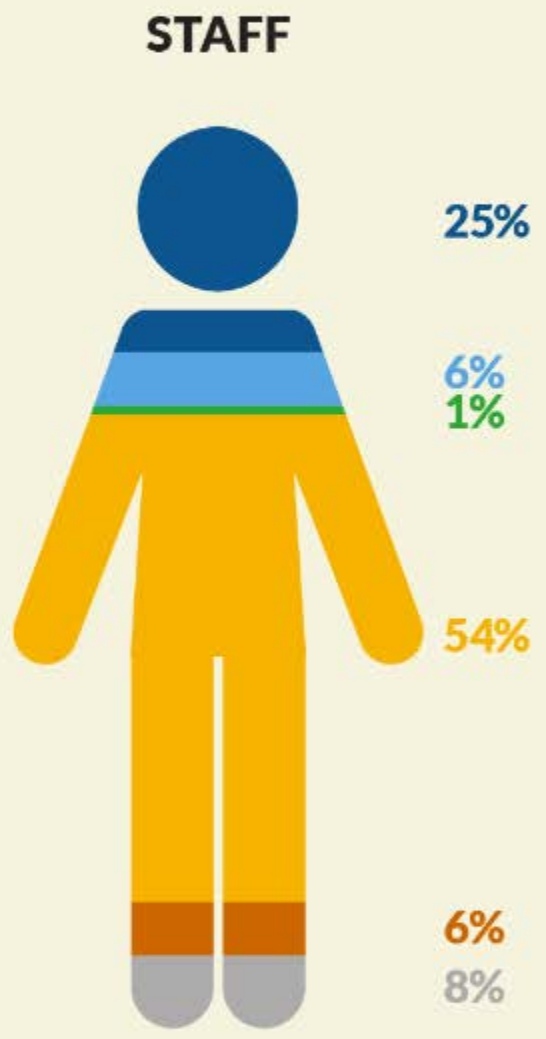
STATISTICS PROVIDED BY THE COUNTY OF SAN LUIS OBISPO



# How do we allocate resources?



- Pesticide Use Enforcement
- Agricultural Resources Management
- Pest Management
- Pest Prevention
- Product Quality
- Weights and Measures Inspections



STATISTICS PROVIDED BY THE COUNTY OF SAN LUIS OBISPO



# PLANNING & BUILDING DEPARTMENT AT A GLANCE

## Balancing SLO County's Growth, Vitality and Natural Resources

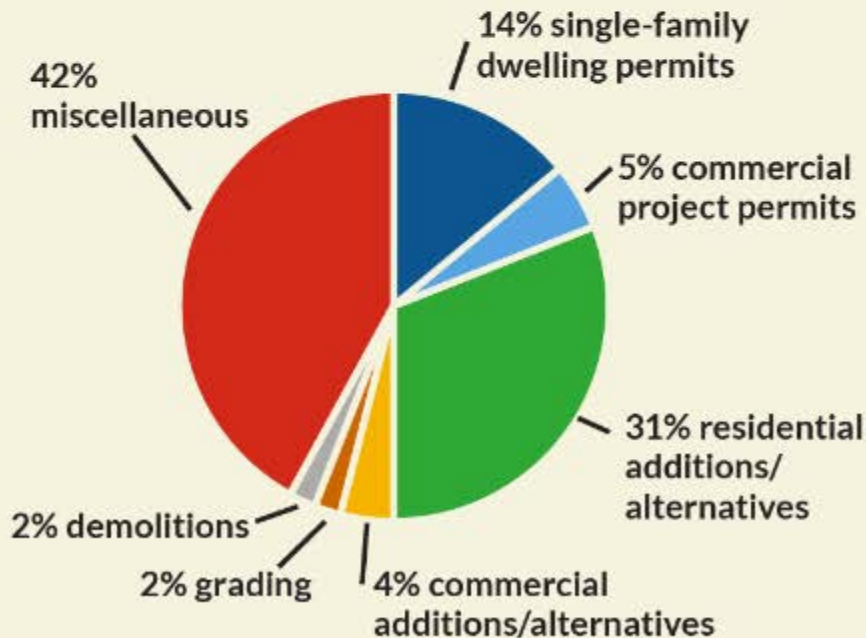


**15** energy retrofit training or energy efficiency events

**5** cost- and resource-savings programs



### 2,622 BUILDING PERMITS ISSUED



**14,667** building inspections completed

**16,282** walk-in clients

**533** enforcement cases

**40%** were in compliance voluntarily within 45 days

**127** land-use and subdivision applications processed

Avg. processing time = **96** days

**15** long-range plans completed or in process

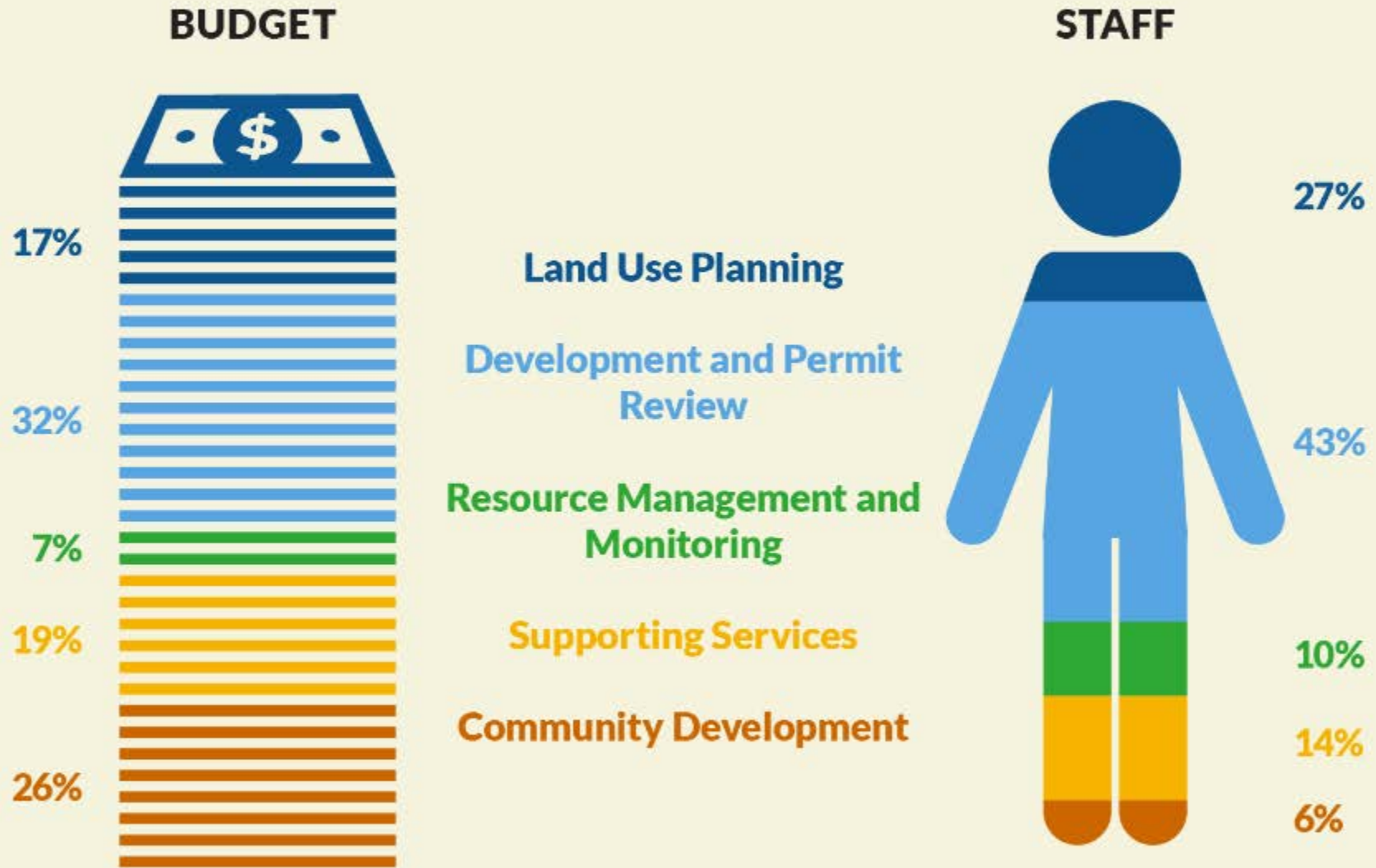


**13** new affordable housing units for low- and moderate-income families

STATISTICS PROVIDED BY THE COUNTY OF SAN LUIS OBISPO



# How do we allocate resources?



STATISTICS PROVIDED BY THE COUNTY OF SAN LUIS OBISPO



# ALL ROADS LEAD TO PUBLIC WORKS

Where SLO County taxpayer dollars went in 2014.

The County is responsible for

# 1,092 MILES

of paved roadways.

Under the Pavement Management Plan for the County, the goal is to maintain a Condition Rating of at least **65 out of 100**. Currently, the Pavement Condition Rating is **62** with significant work underway to improve the system condition.

Pavement rehabilitation on over two miles of arterial roadway in 2014,

Paved over three miles of collector roads

Seal coated over 60 miles of local and residential streets.

## SAFETY AND COLLISIONS:

Average collision rates for intersection, rural roads and suburban streets in the County remained well below the State Highway average collision rates for like facilities.



The County delivered over

# \$50 MILLION

in Capital Improvements in 2014 with the following performance measures:

**80%** of capital improvement milestones completed on time

**93%** of capital improvement projects completed on budget

### Capital Projects completed:

LOS OSOS WASTEWATER COLLECTION SYSTEMS

MAIN STREET BRIDGE REPLACEMENT, CAMBRIA

16TH STREET PEDESTRIAN RAILROAD CROSSING, SAN MIGUEL

LOS OSOS VALLEY ROAD WIDENING PROJECT

CAYUCOS WATERLINE UPGRADES

# 93%

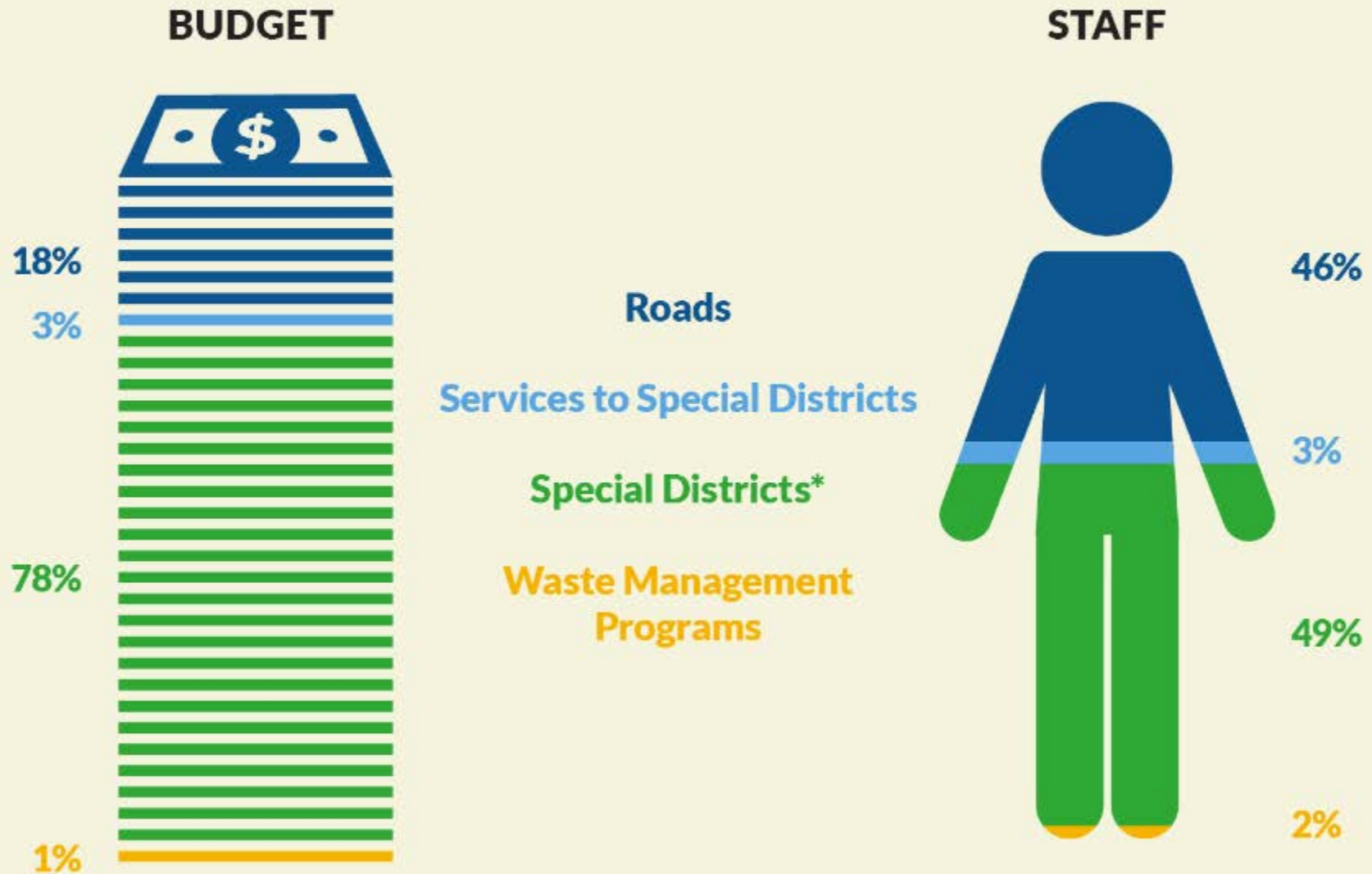
 of the County's 187 bridges are in a good state of repair.  
*The County remains in the top ten Counties in the State for overall bridge conditions.*

In 2014, over a dozen bridges received major maintenance including bridge painting and deck repairs.

Maintained a **90%** or better satisfactory rating from Local Engineers and Surveyors on performance of our Development Services functions



# How do we allocate resources?



\*The figures reported for Special Districts include several large multi-year projects, such as the Los Osos Wastewater Project.

STATISTICS PROVIDED BY THE COUNTY OF SAN LUIS OBISPO



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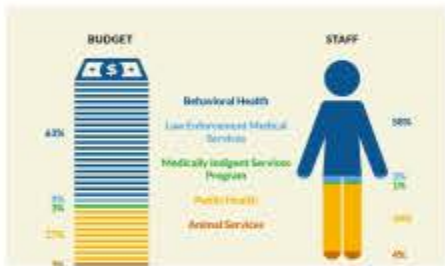
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## Delivering Results

Filter:

All | Public Protection | Land-based Services | **Health & Human Services** | Fiscal and Administrative Services

County Department Support Services | Community Services



Health Agency



Health Agency - Behavioral Health



Health Agency - Public Health



Social Services



Veterans Services



# BEHAVIORAL HEALTH AT A GLANCE

## 5 MENTAL HEALTH SERVICES LOCATIONS



San Luis Obispo

Atascadero

Arroyo Grande

## 4 DRUG & ALCOHOL SERVICES LOCATIONS



San Luis Obispo

Atascadero

Paso Robles

Grover Beach

## PREVENTION:

About 27,000 County residents reached through outreach (including countywide information, education and interventions)

That's 10% of the County's population; state average is 1.5%

Conducted mock DUI Trial on Campus for 500+ students\*\*



\*Stats from January through October 2014

\*\*Funding provided by new youth development grant to address underage drinking and distracted driving.

SERVED

**4,916** INDIVIDUALS



Assessed **1376** individuals for mental health services\*

Assessed **698** individuals for substance use disorder services\*

Provided **1,163** individuals with mobile crisis services

## TREATMENT:

**655** people completed drug and alcohol treatment

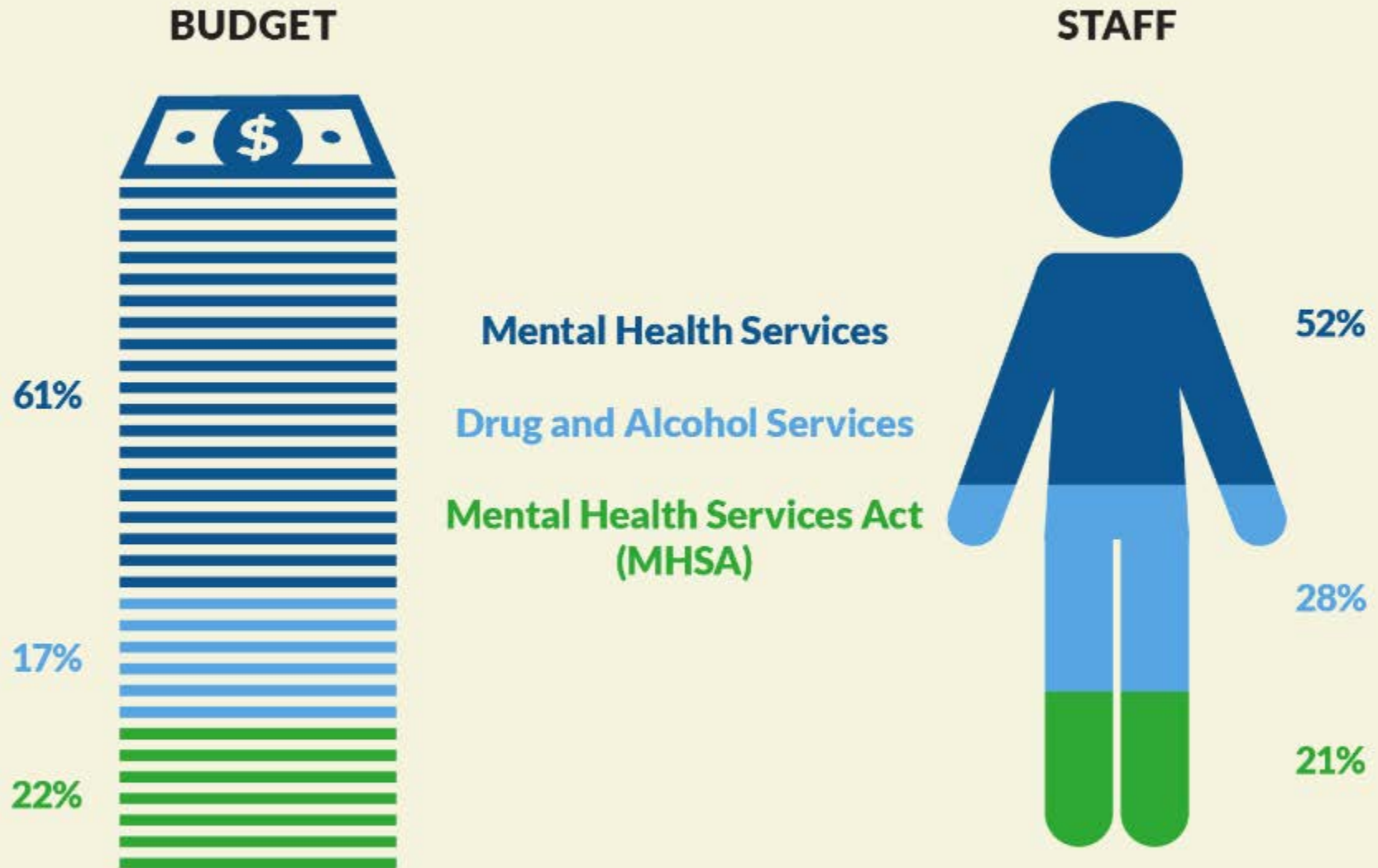


**97.6%** reduced or eliminated substance abuse, or maintained sobriety

**90%** were "very satisfied" or "extremely satisfied" with the treatment program and their experience

STATISTICS PROVIDED BY THE COUNTY OF SAN LUIS OBISPO

# How do we allocate resources?



STATISTICS PROVIDED BY THE COUNTY OF SAN LUIS OBISPO



# PUBLIC HEALTH DEPARTMENT AT A GLANCE

Jail medical staff handled about  
**50,000**  
inmate sick visits



**5,000**  
received nutritional education  
through Supplemental Nutrition  
Assistance Program

**1,200** pregnant women  
received care through the  
Comprehensive Perinatal  
Services Program

**1,300** people were vaccinated  
during an emergency flu drill

**1,250** people trained on  
National CPR Day

**723** children received  
FREE vaccines

**400** Foster Care youth  
received medical case  
management



**4,681** women,  
infants and children  
participated  
in WIC every  
month



1 Merit Award  
for WIC Dental  
Days (from  
California State  
Association of Counties)  
for providing early dental  
intervention and  
education for low-income  
infants and children

**350** pregnant/parenting  
women/infants home visited

**141** children received  
medical exams at  
Martha's Place

**14** cases of HIV detected  
(a rate of 5 per 100,000  
population)

**1** foodborne illness outbreak in  
SLO County (compared to 4 last year)

**96%** of small water systems  
complied with drinking  
water standards  
(compared to 94.8% last year)



**79%** of mothers sought prenatal  
care in their first trimester

## EDUCATION

**2,000** youths  
educated on  
cycling safety



**400** seniors educated  
on pedestrian safety



**300** car seats distributed

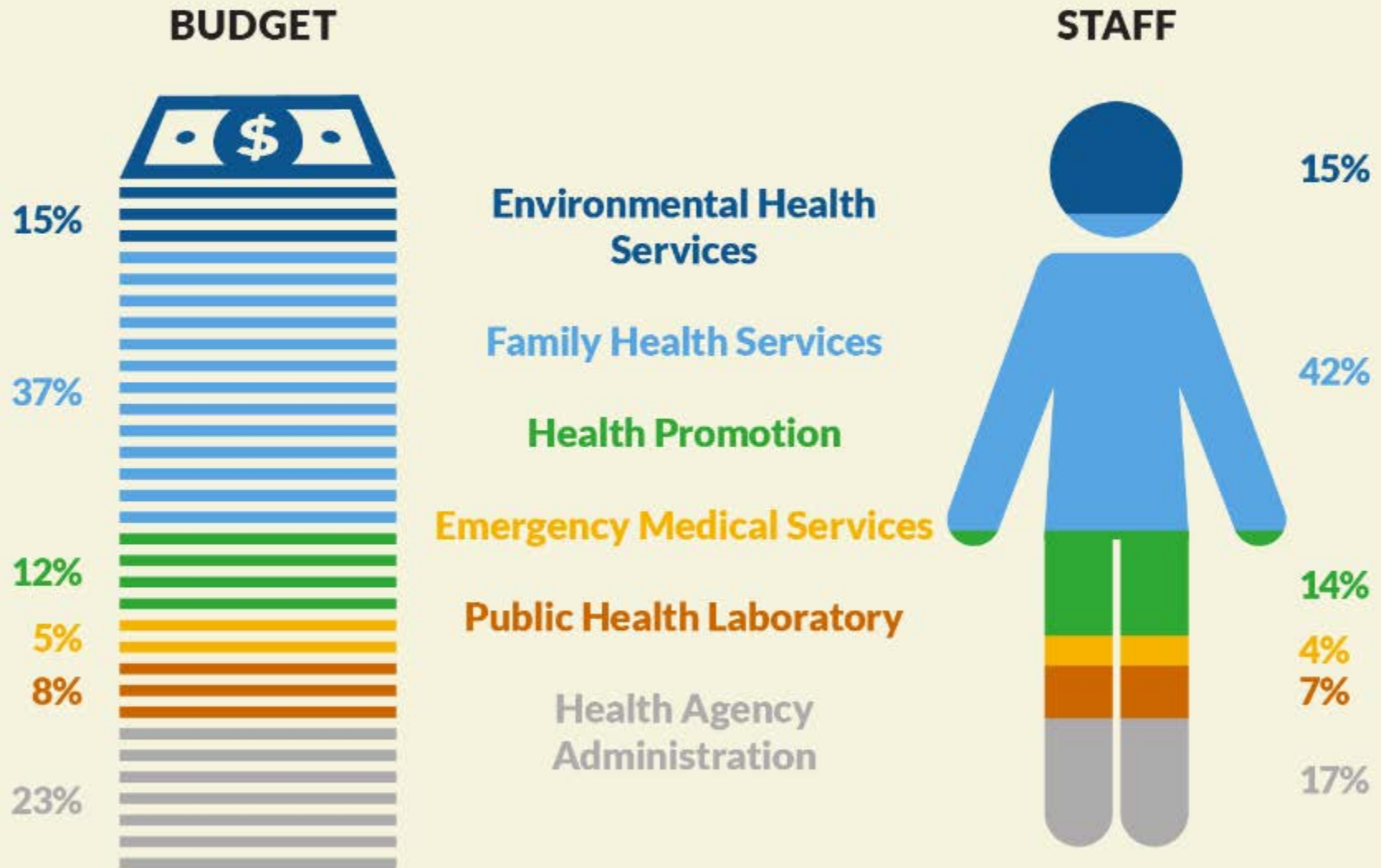
All hospitals participated  
in large-scale outbreak  
drills



STATISTICS PROVIDED BY THE COUNTY OF SAN LUIS OBISPO

# PUBLIC HEALTH DEPARTMENT AT A GLANCE

## How do we allocate resources?



STATISTICS PROVIDED BY THE COUNTY OF SAN LUIS OBISPO



## 2014 by the Numbers

644 families received adoption assistance and 68 children were adopted



**1,698** INDIVIDUALS RECEIVED SUPPORTIVE SERVICES TO HELP THEM AT HOME INSTEAD OF AT A FACILITY  
*1,498 adults and 200 minors (under age 18)*

**76** FAMILIES AND RELATIVES OF ADOPTED CHILDREN RECEIVED GUARDIANSHIP ASSISTANCE



**9,568** FAMILIES aided by food assistance programs. The average family income is below 130% of the Federal Poverty Level for household size.



**15 families** benefited from the California Assistance Program for Immigrants (CAPI) for aged, blind or permanently disabled residents



**1,282 adults** (age 18+) received Adult Protective Services

### AFFORDABLE CARE ACT

**30,000+**

ACA APPLICATIONS PROCESSED

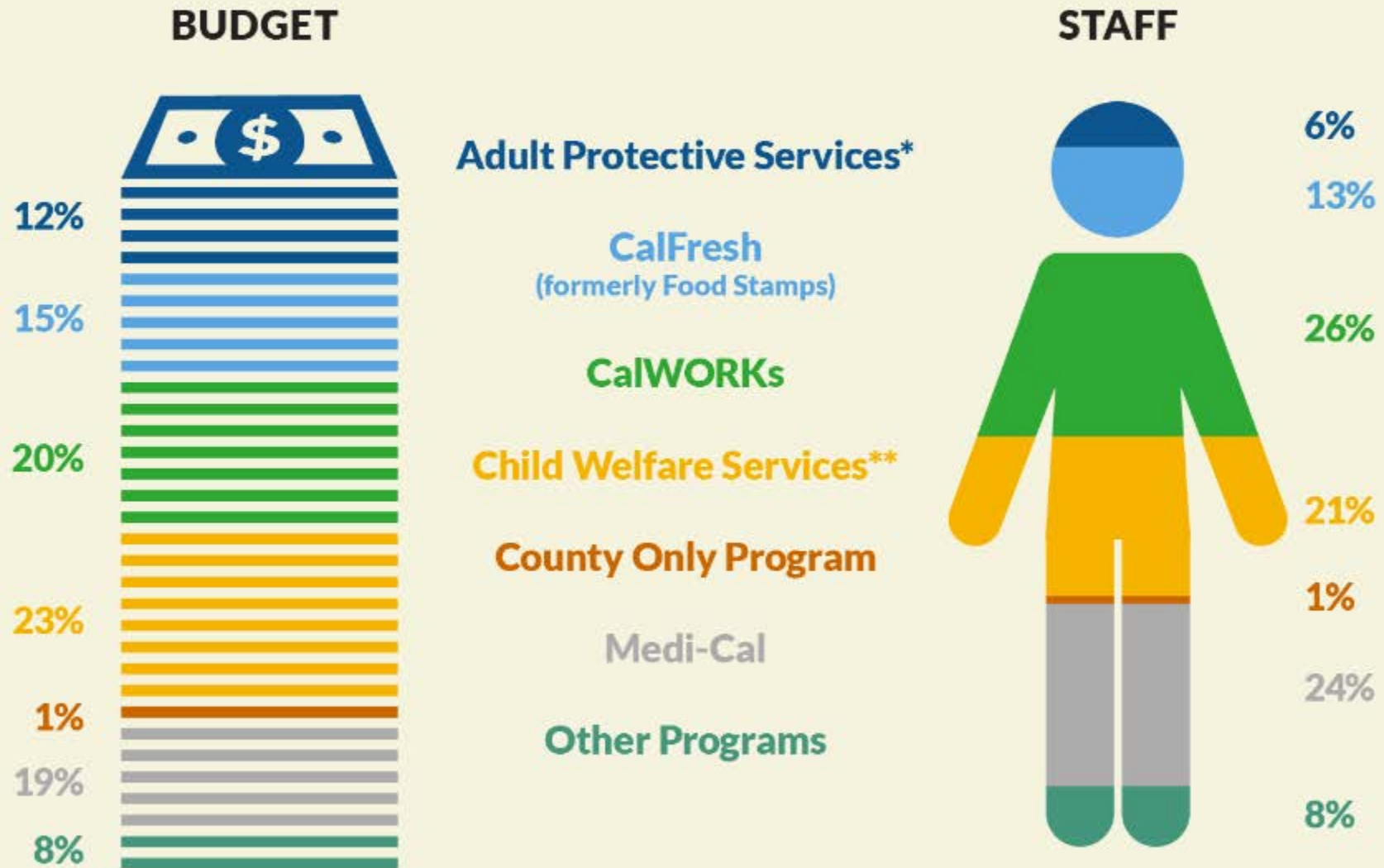
(more cases than many counties larger than ours)

A Call Center staffed by **10 employees** is dedicated to supporting ACA implementation. Call Center staff responds to calls transferred from the Covered California Service Center and helps callers establish Medi-Cal eligibility or educates and enrolls them in other health coverage options.

STATISTICS PROVIDED BY THE COUNTY OF SAN LUIS OBISPO



## How do we allocate resources?



\*Includes County share of IHSS care provider wages paid by the State. DSS pays only County share.

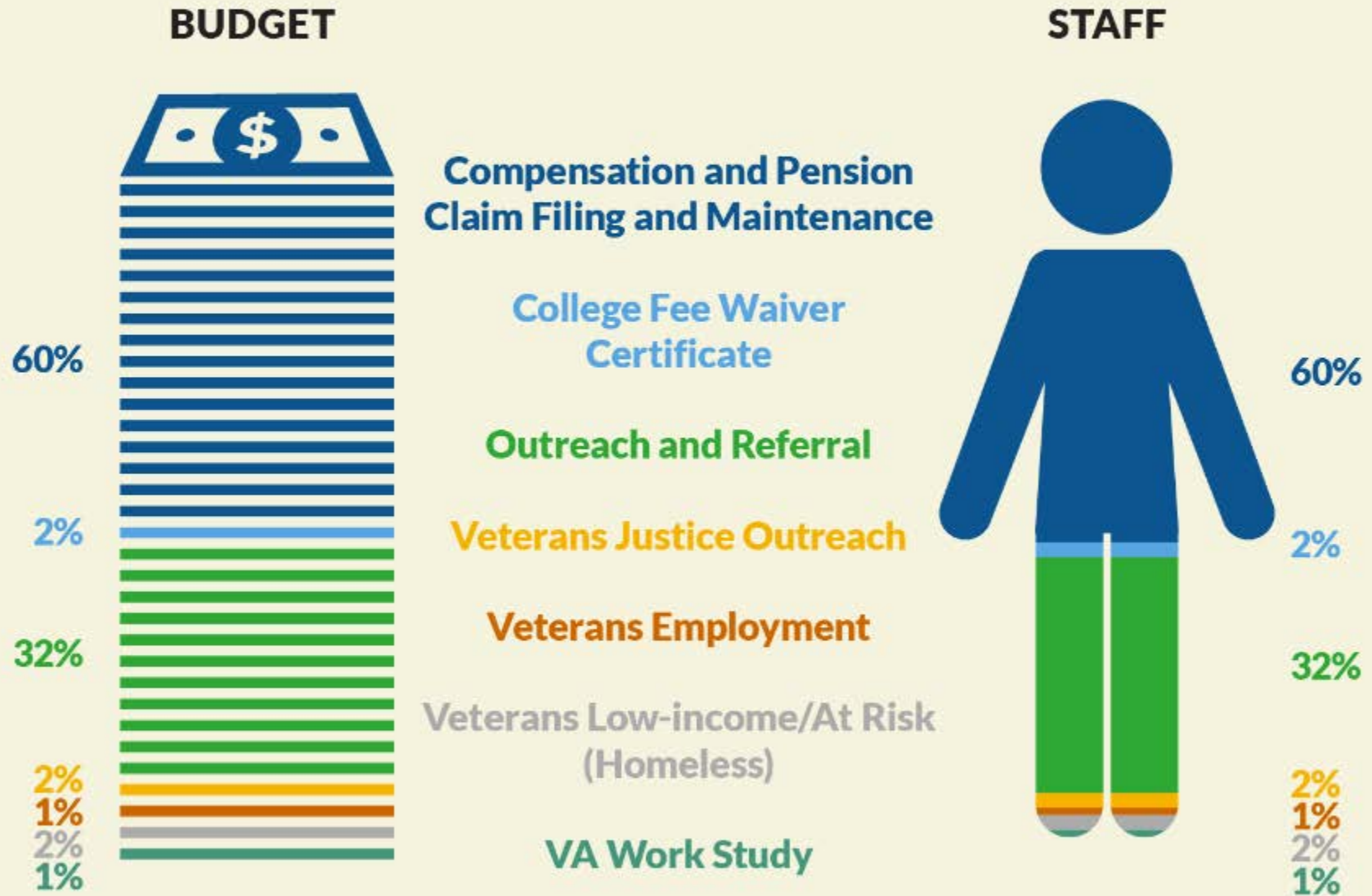
\*\* Includes services to CWS families such as counseling and transportation costs associated with family visitation.

STATISTICS PROVIDED BY THE COUNTY OF SAN LUIS OBISPO



# VETERANS' SERVICES DEPARTMENT AT A GLANCE

## How do we allocate resources?



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County Department Support Services    Community Services



Administrative Office



Assessor



Auditor-Controller-Treasurer-Tax Collector-Public Administrator



Clerk-Recorder

# ADMINISTRATIVE OFFICE AT A GLANCE

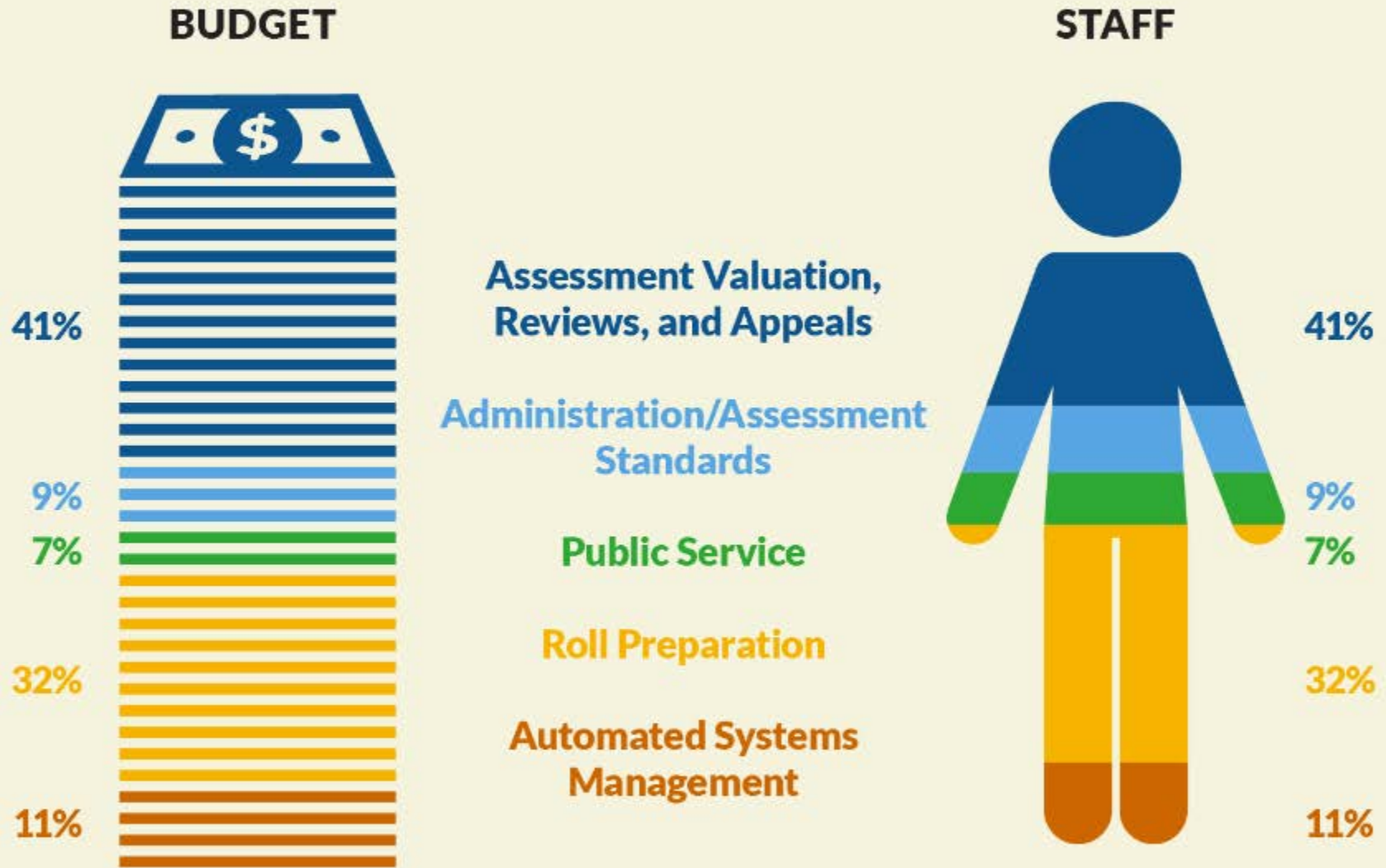
## How do we allocate resources?



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# How do we allocate resources?



STATISTICS PROVIDED BY THE COUNTY OF SAN LUIS OBISPO

# AUDITOR-CONTROLLER-TREASURER-TAX COLLECTOR-PUBLIC ADMINISTRATOR AT A GLANCE

TOTAL BUDGET: \$ 7,923,683

TOTAL STAFF: 65.5 FULL-TIME EMPLOYEES

SAVED THE COUNTY

**\$1.8 MILLION**

THROUGH CONSOLIDATION  
AND OTHER EFFICIENCIES\*



For every 125 County employees,  
there are 2 Auditor-Controller-  
Treasurer-Tax Collector  
staff members.

**98.86%** of secured property  
taxes were collected (1.14% are still  
owed, state average is 1.6% owed)



**AUDITS  
COMPLETED**  
(BOTH INTERNAL AND  
EXTERNAL AUDITS)



**of tax payments  
made electronically**  
*Yes, we offer 24/7 online  
services for taxpayers!*

**100%** of customers surveyed  
rate us "good" or "excellent"



Credit ratings increased to highest  
possible score (AAA/V1 credit rating  
by Fitch Ratings)

**16 estates of deceased residents were  
investigated by Public Administrator**

11 had existing heirs or responsible persons to  
administer the estates

5 estates were administered by Public Administrator  
pursuant to California Probate Code



\*Savings came from consolidating two departments into one and  
from prefunding the pension.

STATISTICS PROVIDED BY THE COUNTY OF SAN LUIS OBISPO



## CLERK-RECORDER'S OFFICE AT A GLANCE

**497**  
Marriage  
ceremonies performed



**2,116**  
Marriage  
licenses issued

**11,931**  
Vital records issued

**24,100**  
Recorded documents  
received by mail



**3,333**  
Electronic documents  
recorded

**16,272** Documents  
recorded by local title  
companies

**15,136** Documents  
recorded in person over  
the counter



**2**

elections managed

**150,015** Ballots counted

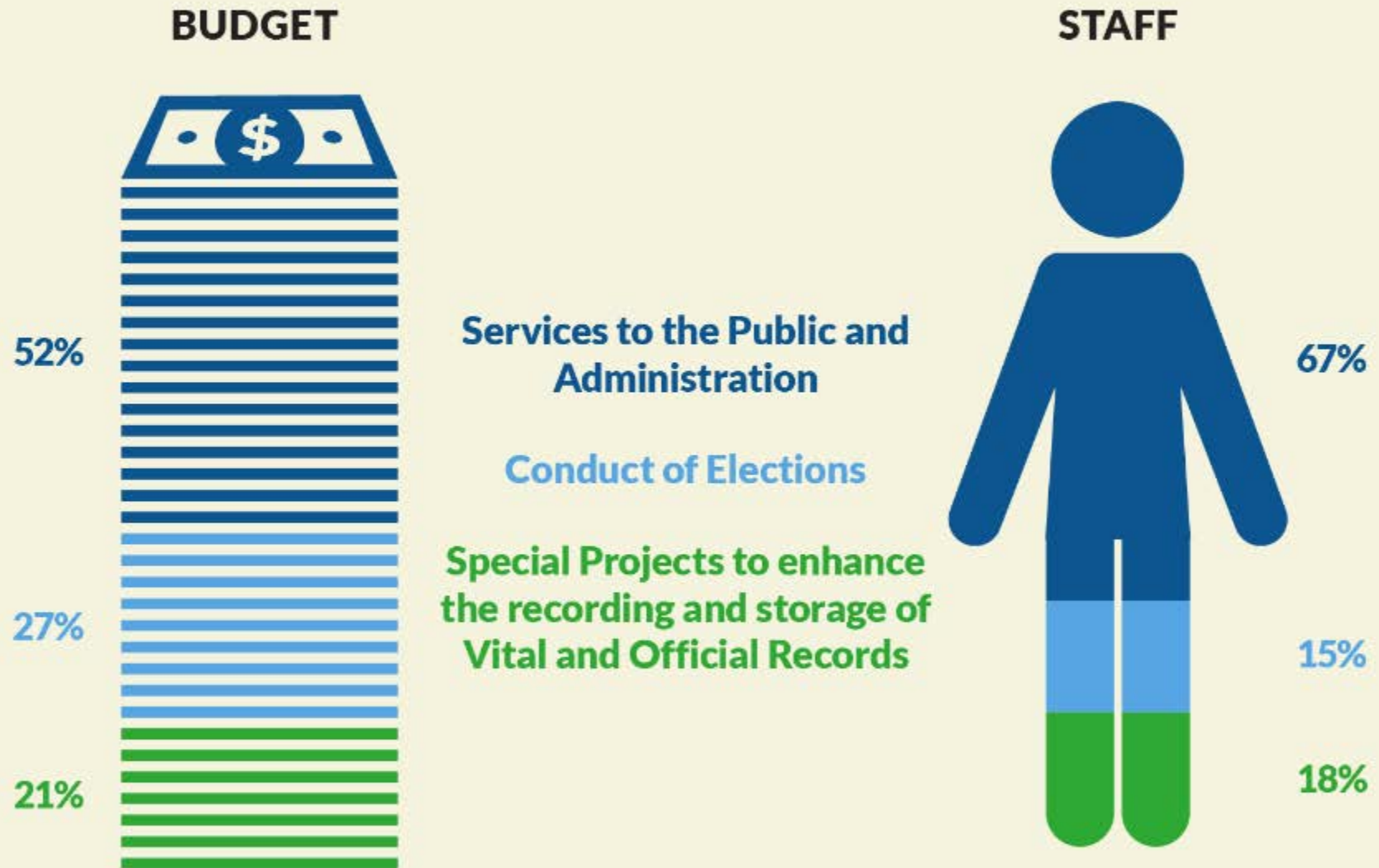
**2,657** Poll workers

**192,699** Vote by  
mail ballots issued



STATISTICS PROVIDED BY THE COUNTY OF SAN LUIS OBISPO

## How do we allocate resources?



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**County Department Support Services**    Community Services



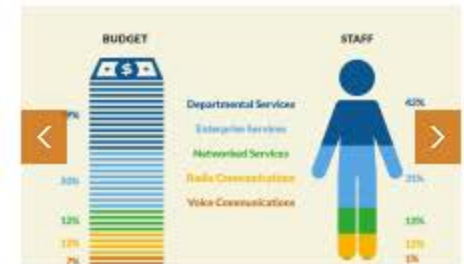
County Counsel



General Services



Human Resources



Information Technology

# How do we allocate resources?



\*On behalf of the County or special districts.

\*\*For County departments, agencies and special districts.



# GENERAL SERVICES AT A GLANCE

## 2014 by the Numbers



annual improvement in fuel economy of non-emergency County-owned vehicles



CAPITAL IMPROVEMENT PROJECT COORDINATORS



Maintained and serviced approximately

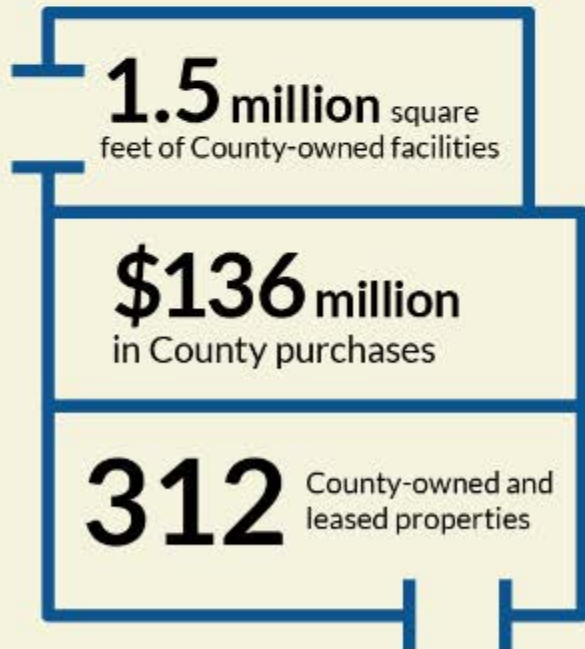
1,000 FLEET VEHICLES



96 CAPITAL IMPROVEMENT PROJECTS

(Including the interim repairs of the Cayucos Pier, the completion of the Atascadero Library and North County Service Center, as well as the start of the Juvenile Hall Expansion Project)

Managed...



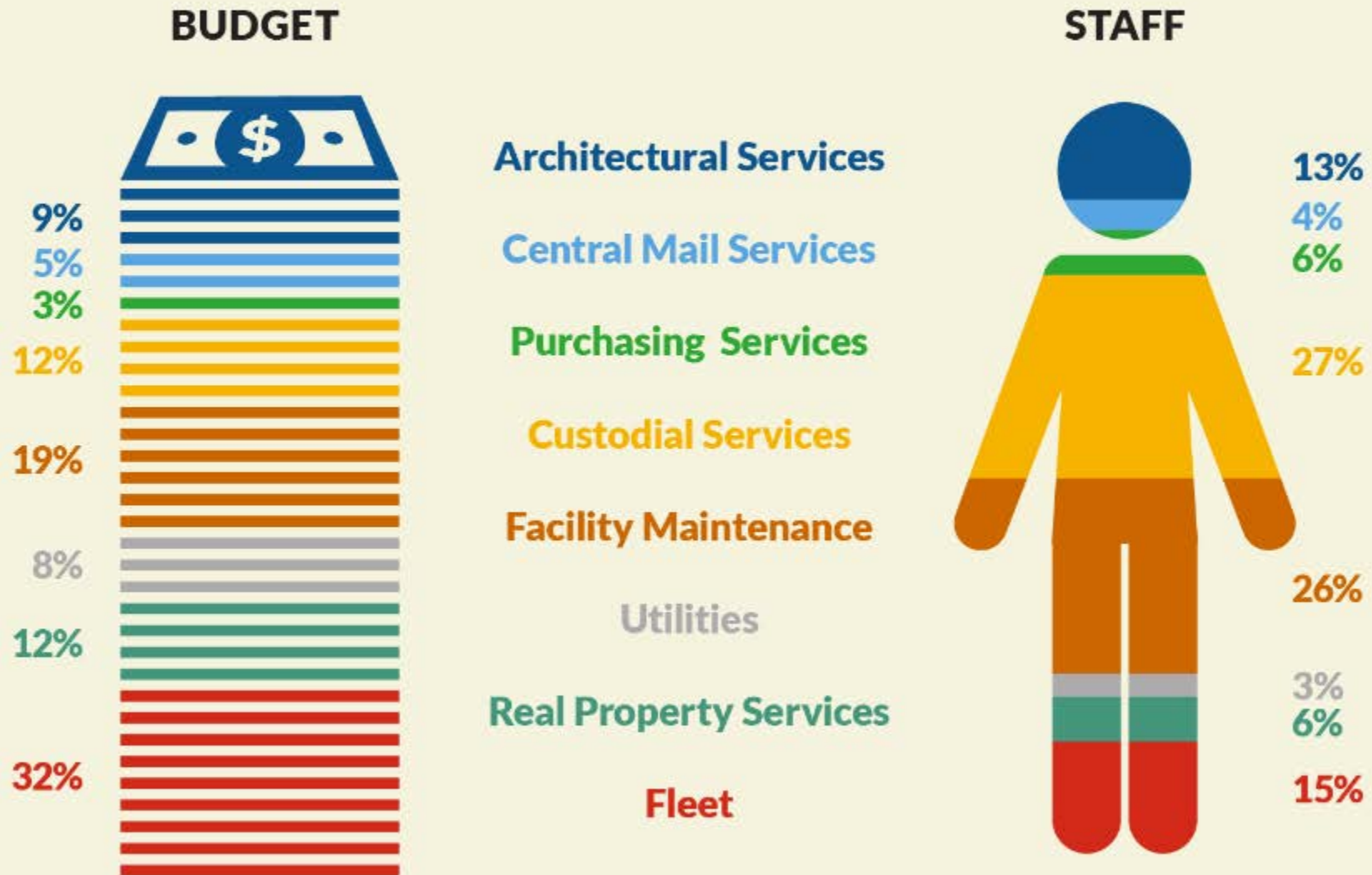
30,000

MANAGED PROJECT HOURS

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# GENERAL SERVICES AT A GLANCE

## How do we allocate resources?



STATISTICS PROVIDED BY THE COUNTY OF SAN LUIS OBISPO



## HUMAN RESOURCES AT A GLANCE

### Recruiting, Training and Empowering SLO County Government Workers

Serves **2,871**  
County Employees

**219**  
recruitments conducted

**10,021**  
job applications  
processed



**82%** of County  
employees who  
rated the benefits  
program "above  
satisfactory"  
or better



Reached Collective Bargaining  
Agreements with 4 of the County's  
17 Bargaining Units; Engaged in  
collective bargaining activities with  
5 additional Bargaining Units, which  
remain in negotiations.



**470** POSITIONS FILLED



**1,100** employees received specialized training

**0** grievances and appeals referred to Civil Service  
Commission. All employee complaints resolved  
at the lower level!

Reduced ergonomic injury claims by **31%**

Fewer recordable injuries this year:

**3.8%** Recordable Injury Rate  
*(One of the lowest injury rates  
among California counties)*



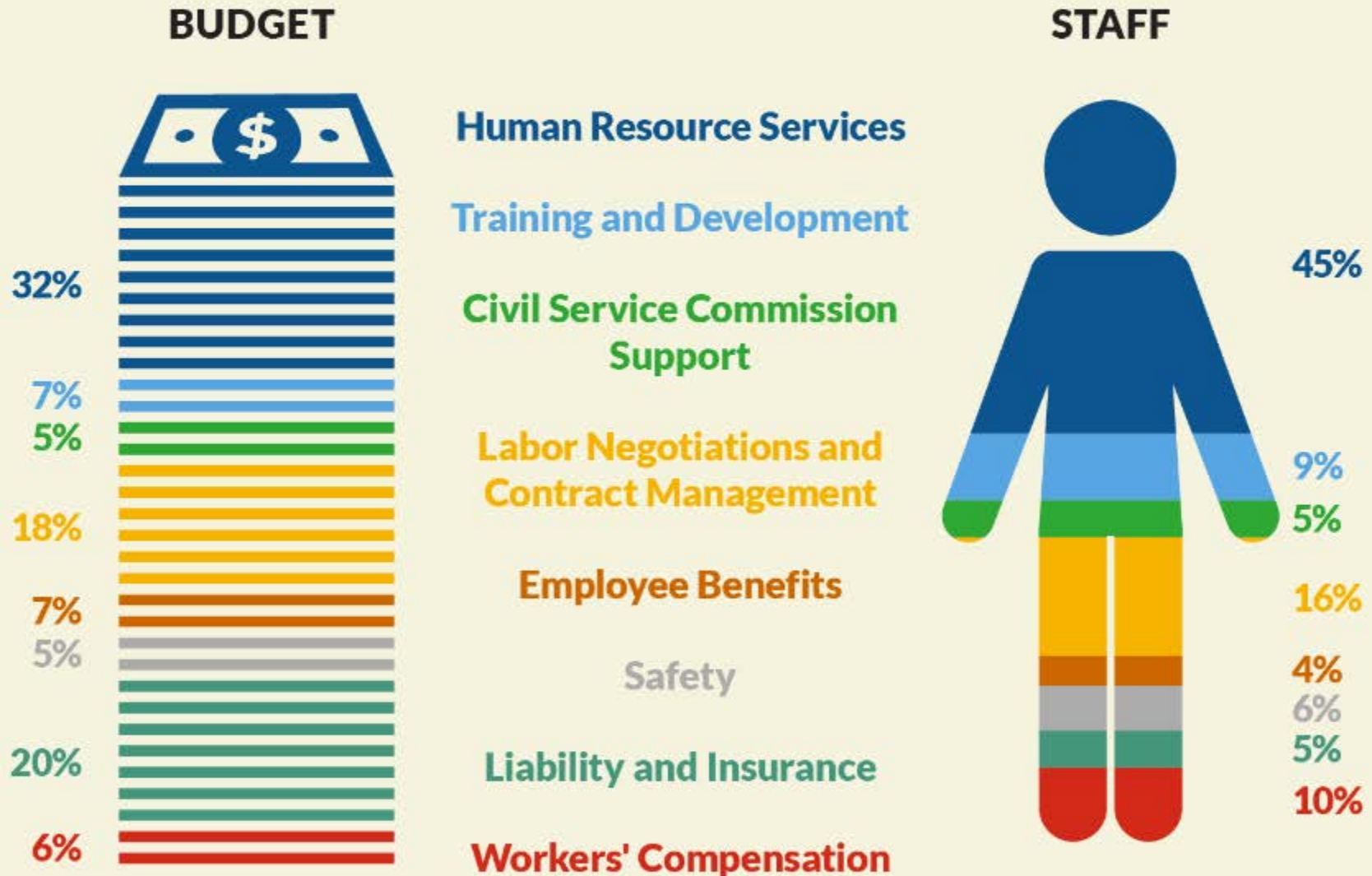
**600** employees received specialized safety  
training in addition to the safety training that  
all employees receive

**295** ergonomic assessments to prevent  
at-work injuries

STATISTICS PROVIDED BY THE COUNTY OF SAN LUIS OBISPO

# HUMAN RESOURCES AT A GLANCE

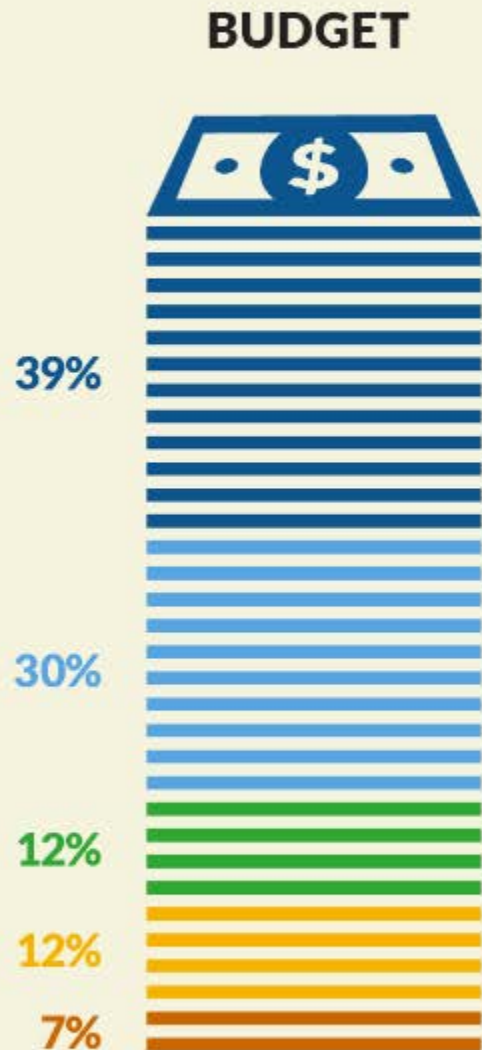
## How do we allocate resources?



STATISTICS PROVIDED BY THE COUNTY OF SAN LUIS OBISPO



## How do we allocate resources?



Departmental Services

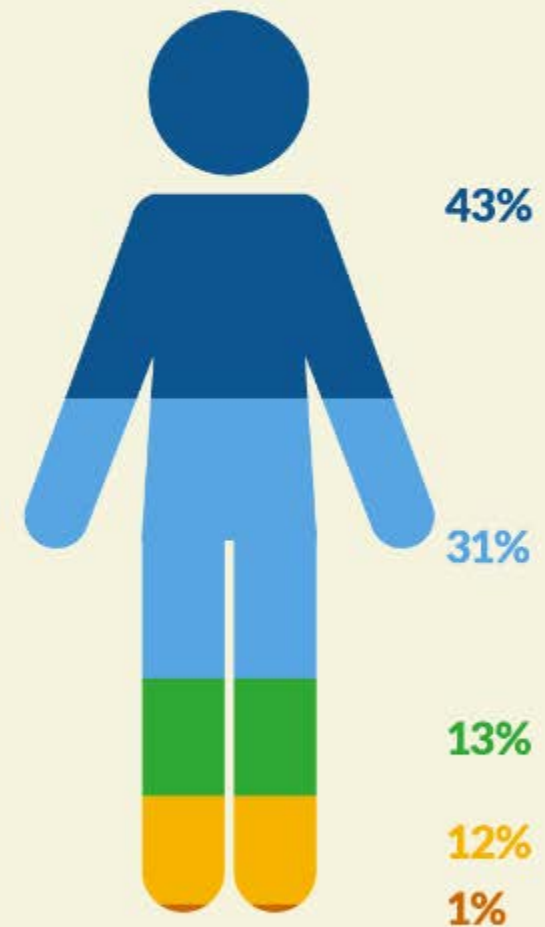
Enterprise Services

Networked Services

Radio Communications

Voice Communications

### STAFF



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- Land-based Services
- Health & Human Services
- Fiscal and Administrative Services
- County Department Support Services
- Community Services**



Airports



Farm Advisor



Libraries



Parks & Recreation



# SLO COUNTY AIRPORTS AT A GLANCE

TOTAL BUDGET: \$ 5.5 MILLION\*

TOTAL STAFF: 14

**65%** of operating revenue is attributed to commercial service

**\$22.41** = operating expenditures per boarded passenger (down 3.3% since 2013)

**\$27.58** = operating revenue, including non-passenger revenue, per boarded passenger (up 2.5% since 2013)

**\$6.62** = commercial airline rents and landing fee revenue per boarded passenger at San Luis Obispo County Regional Airport



**302,652** total passengers flew in and out of SLO County Regional Airport (up 11.2% compared to 2013)\*\*



Reduced customer wait time during check in with new CT-80 luggage scanning equipment.

Increased efficiency by implementing **APPLICATION 139** computer-based work order system to assign, track, and review airfield safety inspections and repairs and maintenance work orders.



Saved **\$258,769** after refinancing an existing loan for construction of the **SITE N HANGARS.**

**SAVED ENERGY & ELECTRICITY** costs by retrofitting incandescent lights in terminal building and Hangars with LED lights.



## SERVED 3 DESTINATIONS WITH 14 DAILY FLIGHTS



6 daily to LA



5 daily to SF



3 daily to Phoenix

\*SLO County Airports is an enterprise fund, which means its source of funding comes from charging user fees from service rather than the General Fund.

\*\*Number of passengers is based the calendar year 2014, while the remaining data is based on FY 2013-14.



Completed the design phase of the proposed new terminal to address FAA safety requirements and create room for future growth.

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# FARM ADVISOR AT A GLANCE

## Educational Programs

**1,481 PARTICIPANTS**

who live and/or work in San Luis Obispo County and an additional 1,711 who either didn't identify or live or work in other counties.

**98% OF PARTICIPANTS**

report a useful gain of knowledge about productive living, protecting natural resources, and/or economic prosperity.

**1,602 4-H CLUB MEMBERS**

(one of the largest 4-H programs in California) in 28 separate local 4-H clubs



**1,223** people attended monthly Master Gardener Advice to Grow By workshops

**1,266** people attended other Master Gardener workshops or events

MASTER GARDENER VOLUNTEERS DONATE

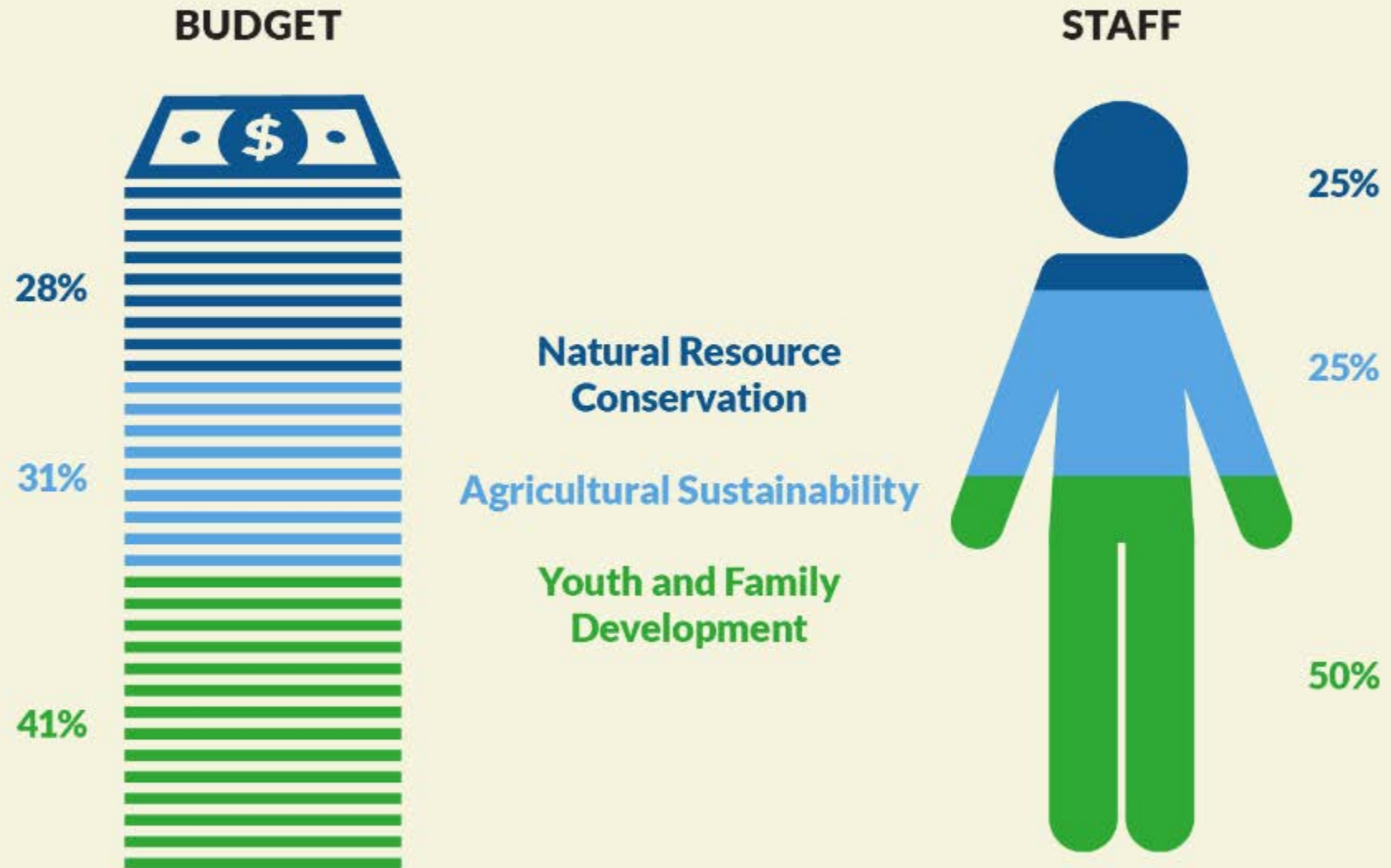
**5,659 HOURS**



STATISTICS PROVIDED BY THE COUNTY OF SAN LUIS OBISPO



# How do we allocate resources?



STATISTICS PROVIDED BY THE COUNTY OF SAN LUIS OBISPO

Image 2 of 2 - This infographic shows how the Farm Advisor allocates its budgetary and staff resources.

# SLO COUNTY LIBRARIES AT A GLANCE

TOTAL BUDGET: \$ 8.7 MILLION

TOTAL STAFF: 70.5 FULL-TIME EMPLOYEES



**290,427**  
BOOKS AVAILABLE

**13,786** eBooks and **7,232** audio books available

**116,658** total digital downloads for fiscal year 2013-14

**74,050 MEMBERS**  
(54,162 active in last 2 years)

**1,398 COMMUNITY EVENTS**  
with 43,350 participants

**1**  
MOBILE APP

to give the public greater access to the library catalog as well as eBooks and other digital media.

**2,436,658**  
items circulated fiscal year 2012-13

**2,374,207**  
fiscal year 2013-14



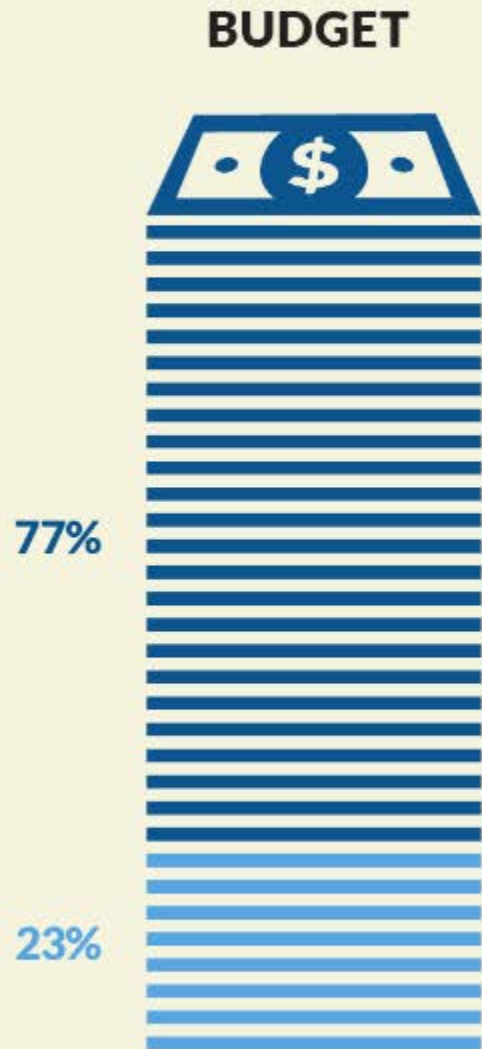
**4,183** kids participated in Summer Reading Program

**527** adults participated in Adult Reading Programs

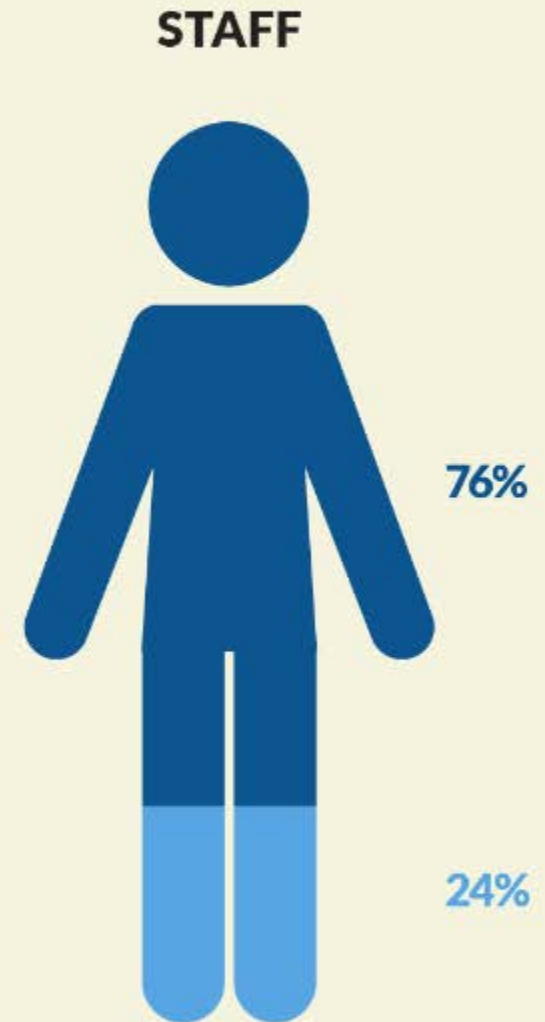
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# How do we allocate resources?



**Parks Facilities**  
**Golf Courses**



STATISTICS PROVIDED BY THE COUNTY OF SAN LUIS OBISPO



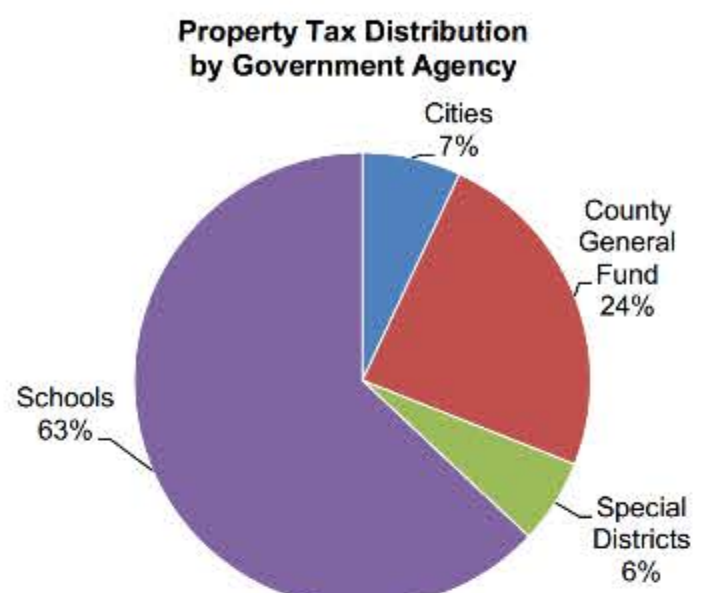
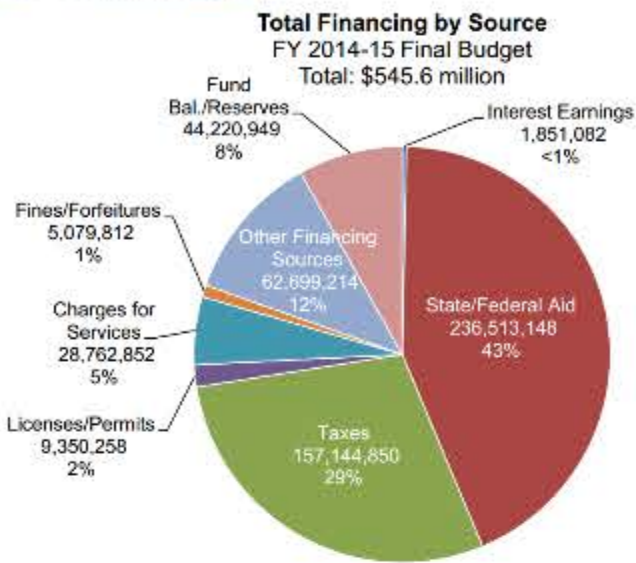


## Financials

### Revenue

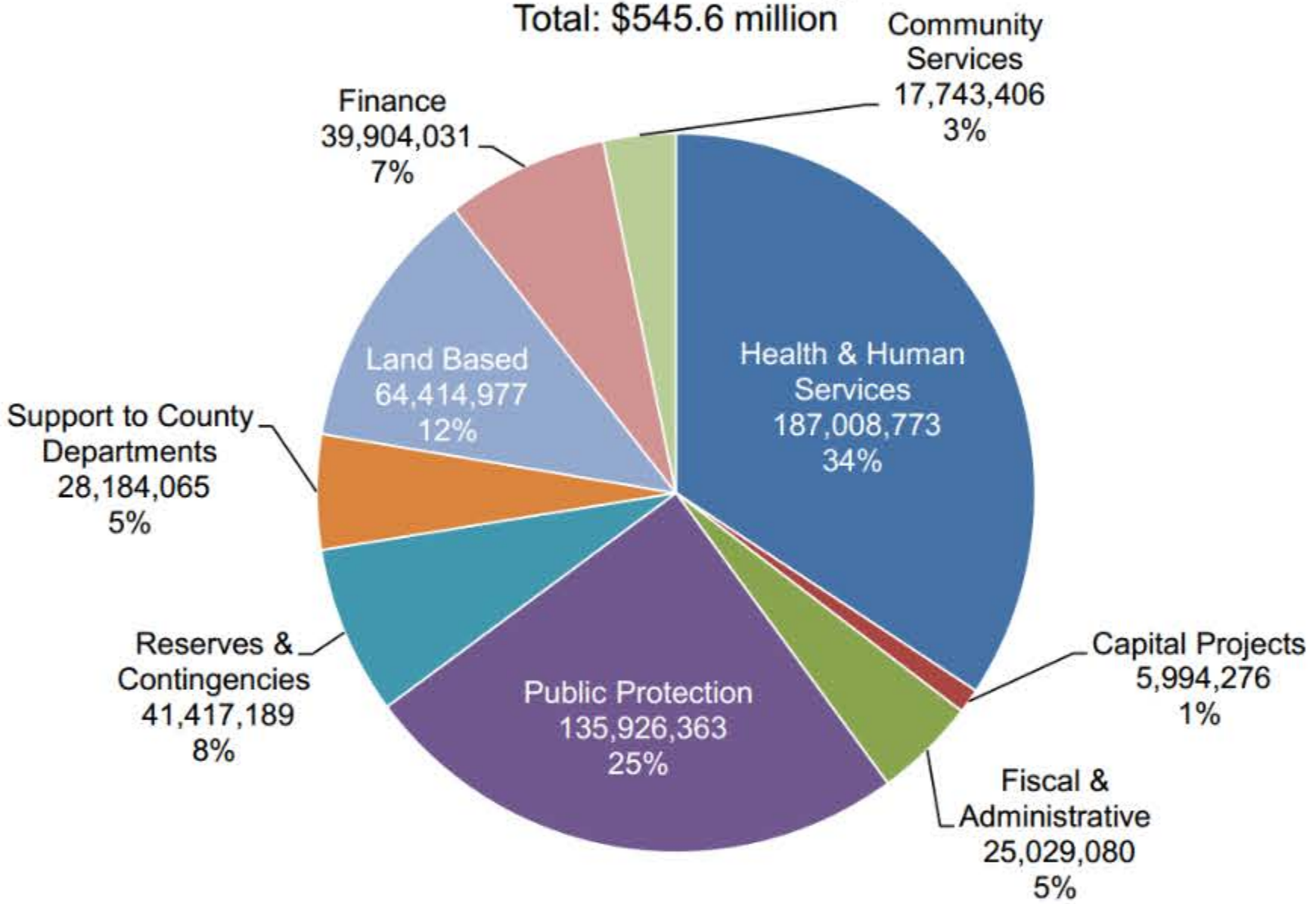
County operations and services are funded by a variety of different revenue sources. The chart below displays the percentage of total revenues contributed by each revenue category. Additional information related to various revenue sources can be found in the [FY 2014-15 Final Budget](#).

Property tax bills are calculated by applying a 1 percent tax rate to the assessed value of real property and certain business personal property owned by tenants. The property taxes collected by the County are a funding source for local governments and school districts within the County. The chart below shows the percentage of property tax revenues that are typically distributed to various government agencies.



### Expenditures

**Expenditures by Functional Area\***  
FY 2014-15 Final Budget  
Total: \$545.6 million



\*County departments and fund centers are grouped together by functional areas, which are used to categorize the services the County provides.

### Credit Rating

The County is in stronger financial position than it was when it entered the Great Recession several years ago, and its credit ratings are a testament to careful management of the County's finances by employees and elected officials.

Every year, the County's Combined Treasury Pool Investment is rated by credit rating agencies based on its creditworthiness. In 2014, the County received high ratings from two nationally recognized rating organizations: Fitch Ratings and Standard & Poor's Ratings Services (S&P).

Fitch Ratings consistently rates the County at the highest level. The County Treasury Pool once again received the highest credit rating issued by Fitch Ratings in 2014, an AAA/V1 rating, which means the County's "AAA" rating reflects the credit quality and diversification of the underlying assets in the County's portfolio and appropriate management and operational capabilities. The "V1" rating reflects low market risk and a strong capacity to return stable principal value to participants in an adverse interest rate environment.

Meanwhile, the County also received **upgraded credit ratings from S&P** with an implied AAA rating for general obligation, which is the highest rating issued. This means that the County has an extremely strong capacity to meet its financial commitments.

The County maintained an A rating from S&P for the Nacimiento water revenue bonds, but the Lopez Dam revenue bond rating decreased from an A+ to an A due to a change in how S&P reviews and analyzes the bonds.

County employees and elected officials continued to preserve the County's good financial standing in 2014 and will work hard to do so into the future.

### Debt Obligations

Maintaining low debt levels is important to ensuring the long-term financial stability of the County. State Law sets the County's legal debt limit at 1.25 percent of the County's total assessed valuation. However, the County has established much stricter debt guidelines for itself. The County's target is to keep the annual debt service backed by the General Fund to 5 percent or less of the General Fund operating budget. Ratios less than 5 percent are considered favorable by bond rating agencies. This target is tracked each year through the Administrative Office's performance measures. In Fiscal Year 2013-14, the County's ratio was 2.7 percent. This ratio is projected to remain constant, as no new debt is currently planned.





# Solving Our Water Challenges

Water challenges impacted the County of San Luis Obispo Board of Supervisors agendas more than any other single issue in 2014.

Throughout the year, the County worked to better understand and address its water challenges and develop sustainable near-term and long-term solutions. These water challenges included:

- 1. Its geographic location and conditions.** The County is a relatively dry area of California and is subject to uncertain and highly variable hydrologic conditions.
- 2. Water supply and demand imbalances.** Increased competition for finite water supplies coupled with the constantly changing and growing agricultural, urban, and environmental water demands create a challenging planning environment. Local surface water supplies are limited, and imported water supplies (i.e., State Water Project) are expensive and subject to hydrologic variability. Groundwater has been relied upon too heavily, leading to the need for increased and sustainable management to maintain both water quantity and quality.
- 3. Lack of funding.** With a low and dispersed population, the region has a limited ability to generate local funding to develop new projects and faces challenges in identifying regional opportunities to take advantage of economies of scale.
- 4. Limiting regulations.** Regulatory requirements/processes, and permitting constraints have limited potential project opportunities, such as desalination.



Unfortunately, the region and state was also plagued by the worst drought on record in 2014, magnifying existing water issues at the local level. As a response to the drought conditions, the County formed a Drought Task Force with representatives from a variety of County departments and agencies who were tasked with monitoring drought conditions and developing appropriate responses, safety emergencies, and communicate with the public.

In October 2014, the Drought Task Force held Water Summit 2014 to report on the **drought conditions, challenges and response plans** based on countywide data it collected throughout the year, and continues to collect. Staff also addressed water issues with both a short-term and long-term approach in 2014.



Play this video to watch Water Summit 2014.

## Near-term Actions

The following near-term actions addressed the immediate impacts of drought conditions facing the County. In 2014, County staff:

- Established emergency back-up plans should a community run out of water.
- Prepared for extreme fire conditions and developed plans that identified alternative water supplies to fight fires in certain areas in the event of a potential shortage of water.
- Reduced water usage at county facilities, parks and grounds. A water audit site visit was conducted with a focus on water efficiency opportunities at County facilities, parks, and golf courses. To date, 38 buildings have been retrofitted with low-flow fixtures, saving an estimated 3,500 gallons per week.
- Identified high-risk areas and created regional plans to address concerns in various communities, including Cambria, San Simeon, Heritage Ranch, Santa Margarita, and the Chorro Valley institutions (County Jail, Juvenile Hall, California Men's Colony, Cuesta College, and the County Office of Education).
- **Identified companies that provide potable water** for residents whose wells are running dry.
- Provided information **resources to farmers and ranchers**.

## Long-term Actions

The County focused on longer-term actions to address imbalances in water supply and demand. In 2014, staff focused on a number of long-term actions, some of which have continued into 2015. These included, but are not limited to:

- Identifying the highest-risk groundwater basins in the County (Level of Severity III basins).
- Implementing the Paso Robles groundwater urgency ordinance, which requires increased water use for new development or irrigated agriculture be offset (water neutral).
- Implementing water offset programs for new developments in multiple areas within the County.
- Providing input and closely tracked State legislation that was recently passed (the Sustainable Groundwater Management Act of 2014) that requires more rigorous groundwater management. Implementation efforts are underway.
- Creating plans to best utilize our surface water (reservoirs).
- Conducting studies to identify options for additional water supply to the County.
- Preparing a resolution and accompanying application materials for submittal to Local Agency Formation Commission for the formation of the Paso Robles Basin Water District.
- Updating countywide water conservation measures.

**"To date, 38 buildings have been retrofitted with low-flow fixtures, saving an estimated 3,500 gallons per week."**

As drought conditions and water issues persist in our region, County staff and elected officials will continue to forge ahead and develop solutions for the community that will last.

[Get the Latest Drought Updates](#)





## Exceeding Affordable Care Act Expectations

Last year, the County of San Luis Obispo faced one of the most significant initiatives ever to affect the local health care system – The Patient Protection and Affordable Care Act (ACA).

The County was tasked with implementing the ACA, and multiple departments worked together to better understand the law, how it should be implemented and the overall effects it would have on local residents.

### Thousands Receive Health Care Coverage

As a result of the passage of the ACA in March 2010, thousands of uninsured San Luis Obispo County residents became eligible for coverage under either an expanded Medi-Cal program or under new low-cost or subsidized insurance programs offered by Covered California—the State’s version of the federally-required health exchange.

Under the ACA, the County of San Luis Obispo Department of Social Services (DSS) was responsible for determining the eligibility of local residents applying for Medi-Cal coverage through Covered California.

With an additional 24 staff members and state-allocated funding of about \$2.2 million, DSS exceeded California Department of Health Care Services expectations. County staff processed 44 percent more Medi-Cal applications than expected, for a total of 13,176 applications representing 18,424 County residents.

The County also exceeded Covered California enrollment projections by at least 50 percent, with a total of 12,256 residents applying for coverage.

“We understand that the Affordable Care Act is a controversial topic, but we don’t have the luxury of having an opinion; we are only charged with implementing it,” said Director of Social Services Lee Collins. “Our staff has done an amazing job at that, and we’ll continue to work with other County departments to meet the health care needs of local residents.”

By August 2014, one out of nine SLO County residents, or more than 30,000 people had applied for coverage under the ACA. County staff was responsible for processing the majority of those applications.

Prior to January 2014, an estimated 43,000 County residents, or near 16 percent, lacked health insurance. Reasons for the lack of health insurance included the cost being unaffordable, ineligibility due to a pre-existing health condition or undocumented immigration status, or general indifference.

Through the coverage mandate under the ACA, health insurance became available and required for the vast majority of those previously uninsured. More than 90 percent of Covered California enrollees from SLO County received federal premium subsidies (available to households with incomes less than 400 percent of the federal poverty limit), and previously uninsured residents could no longer be denied coverage due to a pre-existing condition, among **other important changes**.

### Assisting Special Populations

In addition to the thousands of people who applied for health care coverage in SLO County, special populations are also transitioning to Medi-Cal thanks to new eligibility requirements. County staff continues to identify and work with these special populations to help the transition move more smoothly.

As of August 2014, 500 County Jail inmates and 2,800 indigent County residents – about 240 of whom received cash assistance or General Assistance each month – were eligible and applied for Medi-Cal with the help of County staff. [Watch the full August 2014 staff report on the status of ACA implementation.](#)

In September 2014, the County’s Health Agency also reported that the ACA affected the availability of health services in two important ways: (1) low-income childless adults not previously eligible for Medi-Cal were now eligible, and (2) behavioral health services were now mandated benefits for people living with mental illness and/or substance use disorders.

These changes presented significant implications for many of the County Health Agency’s health care service delivery programs, including its Medically Indigent Services Programs, Mental Health Services, and Substance Use Disorder Services. To address these issues, County Health Agency staff rallied and worked with other departments and stakeholders to ensure that the medical needs of our community continued to be met.

As the County moves forward and continues to implement and be impacted by the ACA, County staff will continue to provide status reports and updates to the Board of Supervisors and the public, as well as increase its own understanding of new benefits available and previous gaps that have been addressed to implement the law.

[Read the full September 2014 staff report](#) on the effects of the ACA on health services in San Luis Obispo County.

**Watch: Department of Social Services Discusses Local Affordable Care Act Implementation (August 19, 2014)**







## Managing Effects of Public Safety Realignment

The state-mandated Public Safety Realignment Act (AB 109\*) continued to impact the County of San Luis Obispo in 2014, but County departments effectively collaborated with each other and community partners to overcome and understand AB 109 challenges and take advantage of opportunities presented by this shift in responsibility.

In 2014, SLO County managed AB 109 impacts on County Jail, as well as probation supervision, and has developed innovative programs to reduce re-offenses. The Community Corrections Partnership (CCP) of San Luis Obispo County is responsible for planning and implementing AB 109.

"One of the challenges for this year is that the base funding (from the State) is less than it was last year, and our Community Corrections Partnership has done a nice job of budgeting and setting some funding aside from previous years of funding," said County Administrative Officer Dan Buckshi.

The CCP has three primary goals: to maintain public safety, improve offender success rate in order to reduce recidivism and to increase alternatives to incarceration and treatment supports for low-level offenders. The partnership meets monthly to monitor the County's realignment plan and **reports annually to the Board of Supervisors** and the public with an overview of achievements and challenges. One major challenge is the impact of AB 109 on the population of the County Jail.

Because low-level felony offenders now serve their sentences in the jail instead of state prison, the population of the jail has increased significantly, rising to an average daily population of 749 in June 2014 from 477 before realignment (June 2010). The jail population increased 57 percent between 2010 and 2014, yet the rate of increase has decreased each year compared to the previous year. It is estimated that between 30 to 35 percent of the jail population at any given time is an AB 109 offender.

### Working to Decrease Recidivism at County Jail

County Jail has been significantly impacted by AB 109 in more ways than one. More beds were added to the nearly every housing unit was relocated to the facility next door to the Men's Honor Farm in order to provide more space for high- to medium-security inmates.

Jail culture has also been affected now that inmates are serving longer sentences as a result of AB 109. County Jail is now concerned with prison and gang politics, which were previously seen in state prisons. Capt. Michelle Cole of the San Luis Obispo County Sheriff's Office told the Board of Supervisors in an **October 2014 presentation**.

However, while AB 109 has presented challenges in the past three years, it has also created a lot of opportunities and allowed jail staff to institute new programs to decrease recidivism, Capt. Cole explained.



Recidivism is one of the most fundamental concepts in the criminal justice system and refers to a person's relapse into criminal behavior. The County Jail is now providing in-custody programs, including General Education Development and/or English as a Second Language courses, computer classes, budgeting and credit counseling, yoga, art, garden projects, Alcoholics Anonymous and Narcotics Anonymous, moral reconnection therapy (which is a cognitive behavioral treatment system for offenders), parenting classes, and other programs, based on evaluated needs, in an effort to help offenders to avoid criminal behavior once they are released.

"One of our biggest successes at the jail has been collaborating with a lot of our community and County partners," Cole said, adding that one of the most successful services has been the **Jail Programs Unit**, which is a collaborative effort between the Sheriff's Office, County Probation Department and County Behavioral Health Department to identify high-risk inmates and provide the treatment and skills they need to transition back into the community.

### Working with Increased Probation Caseloads

The County Probation Department's caseload increased after AB 109 created two new populations under the department's supervision: post-release community supervision offenders and split-sentenced mandatory supervision offenders.

The department has responded to the increased workload with innovative programs and creative solutions, including the implementation of evidence-based practices to assess the risks and needs of individuals under supervision, creation of special units with increased staffing to handle increased workload, and the increased use of electronic monitoring of offenders in the community using GPS devices.

However, as the total number of closed AB 109 probation cases increased year over year, so did the rate of recidivism, meaning that more people reoffended during their case supervision.

"Based on our risk assessment tool, this population is very high in our assessments of reoffending," said Deputy Chief Probation Officer Robert Reyes. "In fact, 74 percent of AB 109 offenders under supervision are identified as high- or high-medium risk level, which means that they are 40 to 70 percent more likely to reoffend."

Probation adopted a strategy to maximize public safety and reduce recidivism among the AB 109 population by combining effective supervision based on assessed risk level, while maintaining the current caseload average and participation in appropriate treatment services.

### Innovative Treatment Programs to Reduce Re-Offenses

Substance abuse treatment is a very important part of reducing recidivism among AB 109 offenders. In fact, the recidivism rate falls to about 15 percent for offenders who are successful in drug or alcohol treatment. To help reduce recidivism among AB 109 offenders, the County focused on treatment and supportive programs both in the County Jail and in the community.

Jail-based services included the Jail Programs Unit referenced above. The most significant changes have been the implementation of drug treatment services and collaboration with community-based providers to bring additional programs into housing units, such as grief and loss counseling, parenting classes and anger management courses.

As a result, County Jail has seen higher and more consistent program participation among inmates. Additionally, 58 percent of inmates who received drug and alcohol treatment while in custody in FY 2013-14 also went on to continue drug and alcohol treatment in the community upon release.

At the same time, the Behavioral Health Department led successful post-release behavioral health treatment services and case management services to the AB 109 population in a program called Post-Release Treatment Services. Recently released offenders attend weekly Post Release Offender Meetings to facilitate placement in appropriate treatment programs in the community, and the Probation and Behavioral Health departments work collaboratively with several community providers to offer additional services and resources as need, including employment services, vocational training, tattoo removal, reproductive health services, and transportation services.

The County will continue to address challenges and take advantage of opportunities presented by the Public Safety Realignment Act by fostering further collaboration between departments and community partners to develop effective ways to achieve the goals outlined in the **County's Realignment Plan**.

[Read the full status report](#) on Implementation of the Public Safety Realignment Act for further details on these programs and their outcomes.

#### \*What is AB 109?

In 2011, the Public Safety Realignment Act (AB 109) transferred from the State of California to counties the responsibility for the incarceration and community supervision of offenders and parolees convicted of certain lower-level felonies, defined as non-serious, non-violent and non-registered sex offenses. Along with several law changes came funding from the State to the counties, and each county developed a plan for how it would implement those changes in a way that best suits its local community.





# Addressing Homelessness

## Finding the Path Home

Nearly 3,500 people are homeless in San Luis Obispo County at any given time over the course of a year. To address this, the County of San Luis Obispo Board of Supervisors and staff strengthened relationships with community partners to implement the [10-year Plan to End Homelessness](#).

Collaboration between agencies addressing homelessness reached an all-time high in 2014. The Board of Supervisors approved \$3.4 million in new funds, staff managed several existing programs and services to encourage self-sufficiency, and together they worked with partner agencies to create innovative programs that help homeless families and individuals obtain permanent shelter.

## New Program Tries 'Housing First' Approach

At the recommendation of staff and the Homeless Services Oversight Council (HSOC), the County Board of Supervisors approved a \$1.9 million, [three-year contract with Transitions Mental Health Association \(TMHA\)](#) in August 2014 to implement a new program called 50Now.



The program provides housing for 50 of SLO County's most vulnerable, chronically homeless individuals whose health conditions put them at increased risk of dying on the streets. By the end of the year, the 50Now placed 13 of the County's most vulnerable homeless people into housing.

By focusing on housing these individuals, the County not only saves money on the services that the most vulnerable homeless persons in a community tend to use in a disproportionate amount, such as hospital and emergency room visits and ambulance transports, but the County is also giving them a better life.

50Now mirrors a national Housing and Urban Development (HUD) movement to provide housing first, followed by treatment and other essential services. Organized and funded by the County's Department of Social Services in partnership with TMHA, Community Action Partnership of San Luis Obispo (CAPSLO) and other homeless service providers, the program is a countywide effort to house the 50 most vulnerable, chronically homeless people in SLO County. But a program like this takes careful planning and important preparation.

Nearly 300 surveys were conducted countywide and the most vulnerable clients were identified. A team of volunteers, partner agencies and County staff visited shelters, creek beds, hospital rooms, jail cells and the streets to get the personal information needed to move forward with the program.



TMHA, in partnership with other agencies, will provide the case management of these clients with the goal of housing as many people as possible. Within the first two months, the program achieved 26 percent of its goal by placing 13 people in housing.

To make the housing costs affordable, the Housing Authority of San Luis Obispo (HASLO) pledged 50 of its Housing Choice Vouchers to subsidize the cost of private apartments for those participating in the program.

In addition to the 50Now program, the Department of Social Services is implementing a rapid rehousing program for homeless families who are participating in CalWORKS. The department applied for and received a \$1 million grant from the State in a highly competitive grant program that seeks to implement and measure creative solutions to family homelessness. Expected to begin in 2015, the Housing Support Program's case managers will work with families to help address housing barriers and increase long-term economic security through short-term rental subsidies and family stabilization strategies.

## Working Together to Address Homelessness

Additionally, in July 2014, the County Board of Supervisors unanimously approved a \$500,000 contribution to the CAPSLO to be used towards the development and construction of a new Homeless Services Center at 40 Prado Road.



Rendering of the Homeless Services Center in San Luis Obispo.

The funds will be used entirely for the development and construction of the center, addressing three of the four following central priorities of the County's 10-Year Plan to End Homelessness:

1. Facilitating access to affordable housing to put an end to homelessness
2. Coordinating prevention and effective intervention programs that would help stop homelessness before it starts
3. Ending and preventing homelessness through integrated, responsive and supportive services
4. Coordinating a solid administrative and financial structure to support effective plan implementation

CAPSLO leads this effort to develop and ultimately operate a new Homeless Services Center that will provide 100 beds with separate spaces for family, women and men, as well as the capacity to accommodate an additional 75 individuals on an emergency basis. The estimated cost of the project is about \$4-4.5 million, and CAPSLO expects the design and fundraising to be completed in June 2015.

## Additional Funding for Services to Homeless

Along with the \$1.9 million 50Now program, the \$1 million Housing Support Program and the \$500,000 contribution to the Homeless Services Center, the County provides essential services to the homeless population and financial support to nearly all local homeless service programs.

The County currently spends approximately \$2.5 million annually to meet the administrative requirements of Federal grant programs and to provide direct services to homeless individuals. In addition, the County spends more than \$121 million annually to fund other health and human services programs that serve low-income and homeless individuals, in order to reduce the incidence of homelessness and encourage self-sufficiency.

County Social Services programs provide everything from temporary cash assistance to nutrition assistance for needy families. County Health Agency programs offer a full range of specialty mental health services, drug and alcohol dependency prevention and treatment, access to health care for those with immediate health care needs who can't afford to pay for it, and an array of preventative health and direct health services and activities for all residents, but particularly for special populations.

The County also continues to manage nearly \$1.5 million in federal grants that it allocates to various homeless services organizations providing shelter, homeless prevention, rapid re-housing, permanent housing, direct services, and rental assistance services to homeless individuals in the county. At the same time, the County allocated \$334,500 in discretionary funds toward various homeless programs.

County staff, elected officials and community organizations made great strides in 2014 to address homelessness and will continue to work collaboratively on innovative programs, while also allocating funding with the ultimate goal of ending homelessness in San Luis Obispo County.

As the community moves toward its goal of eliminating homelessness, County staff and elected officials will continue to work with community partners and citizens to make progress on this issue and to help those people who are less fortunate to obtain shelter and sustenance.

For more on how the County contributes to the effort to serve homeless individuals in our community, read pages 6 through 9 of [this staff report](#).