County of San Luis Obispo
Fiscal Year 2018-19
Year-End Financial Status Report

INTRODUCTION

In accordance with the Board's adopted policy related to ongoing budget administration, this Year End Financial Status Report provides an overview of the County's financial position at the end of Fiscal Year (FY) 2018-19. The purpose of the Report is to provide the Board and public with a clear view of the County's financial position at year-end, compared to the adopted budget and mid-year projections.

The report begins with an overview of the approach that County staff took in preparing the FY 2018-19 budget. The remainder of the Report is organized in the following sections:

> **BOARD POLICY: 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.

Section 1 – an overview of the County's financial position at the end of FY 2018-19, as well as brief summaries of noteworthy departmental fiscal and operational issues;

Section 2 – a listing of all appropriation transfers made under the Auditor's authority during the fourth quarter;

Section 3 – a listing of all personnel changes approved by the Board of Supervisors during the fourth quarter and reclassification requests;

Section 4 – miscellaneous financial items for the Board's consideration, such as requests from departments for the discharge of bad debt;

Section 5 – an update on the capital improvement and maintenance projects managed by Public Works, Parks and Recreation, Airports, and Central Services that were completed in FY 2018-19; and

Section 6 – an overview of departmental goals and performance measures, including results for FY 2018-19.

Looking Back – FY 2018-19 Budget Development

After several years of budget surpluses following the Great Recession, the County faced a modest budget gap moving into FY 2018-19. The $3.6 million gap represented less than 1% of the General Fund budget and was driven by a combination of factors including flattening State and Federal revenues, an increased investment in Capital and Maintenance projects as a result of the County's Facility Condition Assessment process which has identified necessary County facility repairs, significant programmatic growth in the last several years, and the cost of negotiated salary and benefit increases that were approved for FY 2018-19. With limited ability to increase revenue, development of the FY 2018-19 Budget was a balancing act, requiring compromise in order to address the needs of the County's many and varied customers. Given the gap moving into FY 2018-19 and direction from the Board on a number of significant program augmentations, balancing the budget required implementing a number of the County's long-standing Budget Balancing Strategies and Approaches, some of the same strategies that guided the County through the Great Recession and the 'Seven Year Pain Plan.'

Based on direction from the Board, approximately $3 million of General Fund expense was added to the budget, including:

- An increase of $2.3 million for expanded health care services in the County Jail.
- Funding in the amount of $1.5 million to support a full year of fire protection services for the community of Cayucos.

The following was recommended in order to close the General Fund gap (all are consistent with the Board-adopted Budget Balancing Strategies and Approaches):

- Decreasing the ongoing General Fund contribution to Roads by $1.0 million, from $8.1 million to $7.1 million. This reduction was not expected to adversely impact the condition of county roads, due to $6.5 million of new funding provided to the County under Senate Bill 1 (SB 1) - The Road Repair and Accountability Act of 2017. Despite the decrease, the $7.1 million General Fund contribution was still higher than the $6.2 million that the County is required to provide annually to the Roads program in order to receive funding from the State.
- Funding $2.1 million of the total recommended $7.7 million of capital and maintenance expense with General Government Building Replacement reserves.
- Funding the $400,000 one-time contribution to the San Luis Obispo Art Museum, as approved by the Board in September 2017, with General Government Building Replacement reserves.
- Implementing General Fund reductions to departments' Status Quo submittals by approximately $1.9 million. These reductions did not represent cuts to any programs or services but were 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.

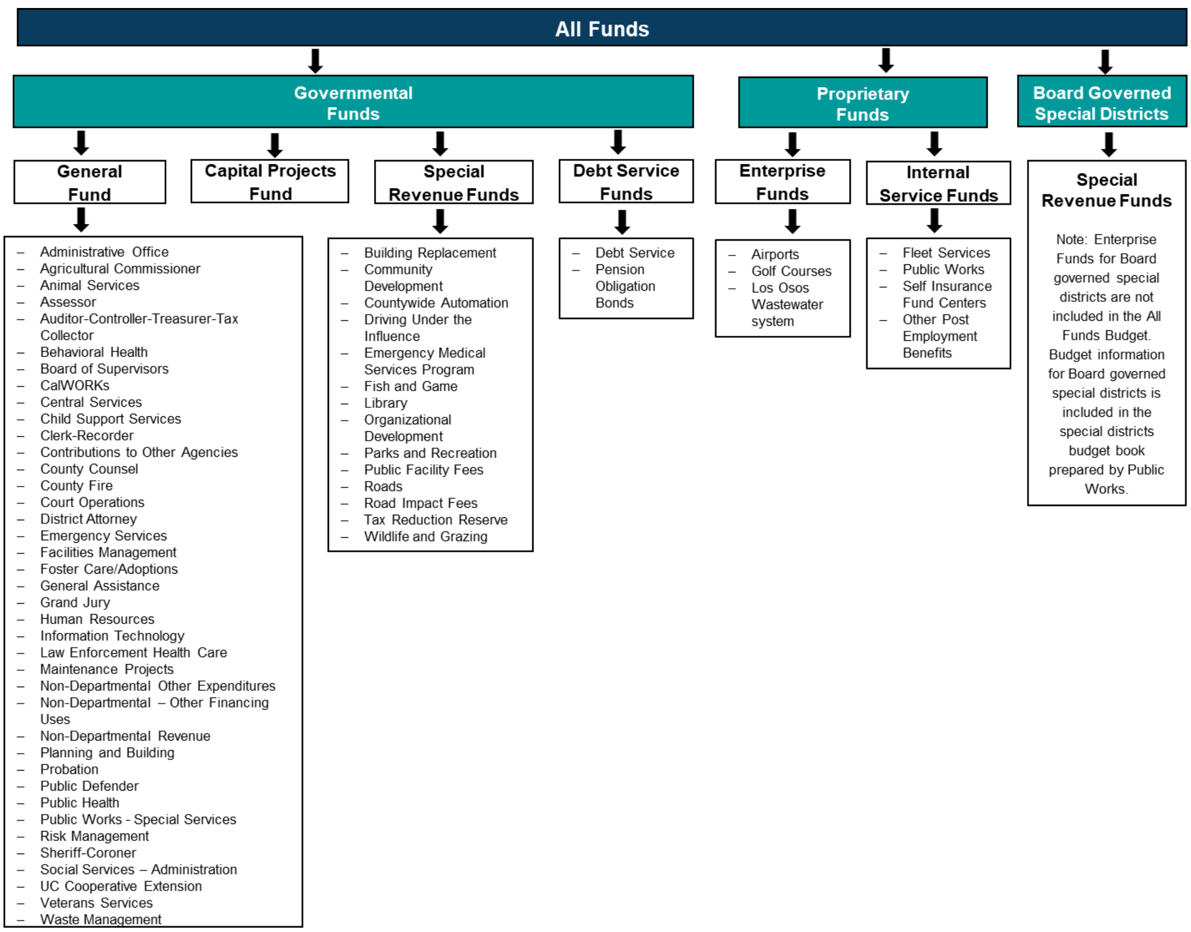
In addition to the approaches used to close the General Fund gap, the amount of depreciation set aside for the replacement of County facilities and automation equipment was also recommended to be approximately $2.5 million less than the calculated the amount of depreciation in the Countywide Cost Plan.

SECTION 1: OVERVIEW OF FINANCIAL POSITION

It is important to note that there are three different budgets that are reported on in quarterly reports as follows.

- General Fund budget- The General Fund is the largest operating fund for expenditures and revenues for countywide activities.
- Governmental Funds budget- This includes the General Fund, as well as Special Revenue Funds, Capital Projects, and Debt Service Funds.
- All Funds budget- This includes Governmental funds, plus Internal Service Funds and Enterprise Funds, and Special Districts that are governed by the Board of Supervisors.

The following chart provides an overview of the County's budgetary fund structure.



The table below compares revenue and expenditures patterns of FY 2018-19 to FY 2017-18 for all Governmental funds and the General Fund. At year-end, FY 2018-19 revenues for Governmental Funds were 92% realized and expenditures totaled 86% of the adjusted budget. A large factor in the difference between what was budgeted, and actual revenues and expenditures realized is the budgeting of multi-year capital projects which extend into the next fiscal year.

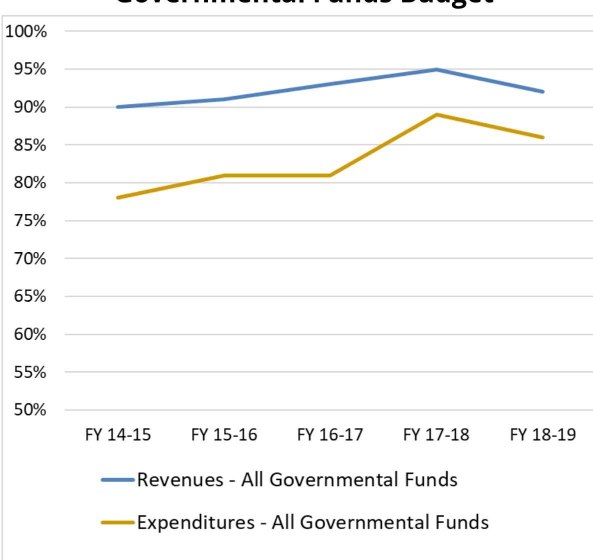
Revenues for the General Fund were at 98% or 2% below the adjusted budget amount and expenditures were 91% of the adjusted budget. Although the General Fund received higher than anticipated non-departmental (discretionary) revenue, a combination of lower health and human services-related program revenues and departmental expenditure savings, resulted in both lower revenues and expenditures than budgeted. More information regarding the net impact to the General Fund is provided below.

Expense & Revenue Governmental Funds Comparison		
	FY 2017-18	**FY 2018-19**
Expenditures	89%	86%
Revenue Realized	95%	92%
Expense & Revenue General Fund Comparison		
	FY 2017-18	**FY 2018-19**
Expenditures	92%	91%
Revenue Realized	99%	98%

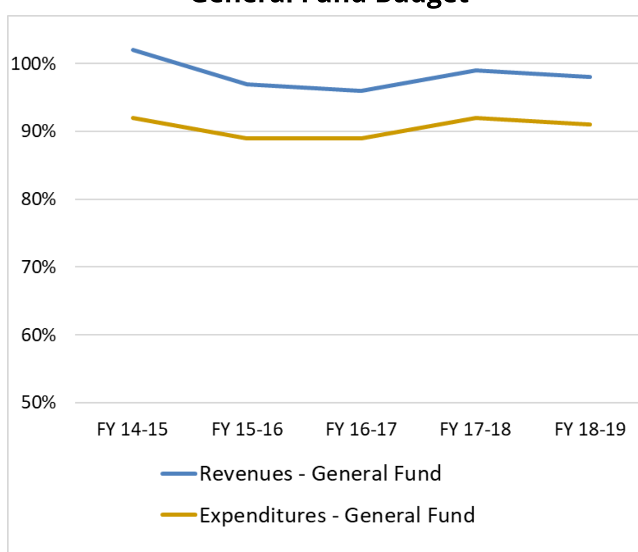
The charts below show the percentage of budgeted expense and revenue trends over the last five fiscal years for both the Governmental Funds Budget and the General Fund Budget.

% of Total Budget at the end of the Fourth Quarter

Governmental Funds Budget



General Fund Budget



The following table shows the year-end status of all General Fund operating departments/fund centers. Some departments (Health Agency, Social Services, Human Resources, Auditor-Controller-Treasurer-Tax Collector-Public Administrator and the Sheriff-Coroner) include more than one fund center and are displayed on the summary table at the agency or departmental level, rather than individually. Internal Service Funds, Enterprise Funds and Special Revenue Funds are not shown, as these fund centers maintain their funding outside of the General Fund. As shown, the total FY 2018-19 General Fund cost for operating departments is approximately $11.7 million less than their total budgeted amounts, yielding a net savings to the General Fund. A discussion of the main drivers behind the significant overall favorable variance is provided below.

Departmental General Fund savings is included in the Auditor-Controller-Treasurer-Tax Collector's Fund Balance Available (FBA) projection during the preparation of the budget and is included as a funding source for the FY 2019-20 Recommended Budget. The FBA is the amount of money available at the end of one fiscal year for financing a portion of the budgetary requirements for the upcoming fiscal year. It is comprised of the unspent General Fund contingencies at the end of the year, plus any remaining General Fund dollars unspent or not encumbered by the various County departments at year end.

General Fund Department Contributions – Year End Status

General Fund Department (and Fund Center)	2018-19 Budgeted[a] General Fund support	2018-19 Actual[b] General Fund support	$ (Savings)/ Overage	% Savings/ Overage
Court Operations (143)	(432,515)	(176,678)	255,837	-59%
Contributions to other Agencies (106)	1,853,003	1,868,543	15,540	1%
Emergency Services (138)	277,191	288,866	11,675	4%
Planning and Building (142)	8,011,586	8,011,586	-	0%
Non-Department – Other Expenditures (103)	367,760	364,260	(3,500)	-1%
UC Cooperative Extension (215)	603,764	582,183	(21,581)	-4%
Veterans Services (186)	755,093	728,763	(26,330)	-3%
Social Services (180, 181, 182, 185)	11,177,370	11,134,463	(42,907)	0%
Grand Jury (131)	135,213	86,787	(48,427)	-36%
Central Services (116)	3,363,179	3,298,109	(65,071)	-2%
County Counsel (111)	5,066,239	4,981,137	(85,102)	-2%
Board of Supervisors (100)	1,753,330	1,653,783	(99,547)	-6%
Health Agency (137, 160, 166, 184)	22,903,766	22,753,875	(149,891)	-1%
Child Support Services (134)	156,232	191	(156,041)	-100%
Clerk-Recorder (110)	740,498	527,375	(213,123)	-29%
Maintenance Projects (200)	15,536,302	15,267,572	(268,730)	-2%
Probation (139)	11,606,069	11,317,748	(288,321)	-2%
Human Resources (105, 112)	4,512,086	4,151,365	(360,721)	-8%
Information Technology (114)	10,350,676	9,884,267	(466,409)	-5%
Administrative Office (104)	2,447,598	1,967,950	(479,648)	-20%

[a] Includes the adopted budget and adjustments.
[b] Includes encumbrances.

General Fund Department Contributions – Year End Status				
General Fund Department (and Fund Center)	**2018-19 Budgeted[a] General Fund support**	**2018-19 Actual[b] General Fund support**	**$ (Savings)/ Overage**	**% Savings/ Overage**
Public Defender (135)	6,490,268	6,004,015	(486,253)	-7%
Agricultural Commissioner (141)	2,976,308	2,466,864	(509,444)	-17%
District Attorney (132)	11,293,991	10,698,004	(595,987)	-5%
Sheriff-Coroner (136 and 184)	55,808,090	55,136,846	(671,244)	-1%
Assessor (109)	10,991,977	10,137,574	(854,403)	-8%
Auditor-Controller-Treasurer-Tax Collector (117)	6,638,118	5,632,023	(1,006,095)	-15%
County Fire (140)	20,097,673	18,479,514	(1,618,159)	-8%
Public Works- Facilities Management, Waste Management, Special Services (113, 130, 201)	11,554,555	8,068,575	(3,485,980)	-30%
Total	**227,035,419**	**215,315,559**	**(11,719,860)**	**-5%**
Non-Departmental Revenues (101)	(200,655,897)	(209,505,351)	(8,849,454)	4%
Non-Departmental-Oth Fin Use (102)	8,737,828	8,048,134	(689,694)	-8%
Contingencies-GF (115)	19,401,324	-	(19,401,324)	-100%
General Fund Net Impact	**54,518,673**	**13,858,341**	**(40,660,332)**	**-75%**

The actual Fund Balance Available (FBA) for the General Fund of $32.62 million exceeded estimates by $2.03 million, primarily due to expenditure savings beyond projected levels. The biggest component of FBA in any year is unused contingencies, comprising $19.4 million of the $32.62 million FBA for FY 2018-19 . The County received $8.8 million more than budgeted non-departmental revenue for FY 2018-19. Non-departmental revenues were budgeted at $200.7 million and realized at $209.5 million. The additional non-departmental revenue received represents mostly tax-related revenue sources such as property, sales, transient occupancy, and unitary taxes. Increases were most notably seen in property tax revenues.

As the preceding table indicates, departments contributed $11.7 million in General Fund support savings in FY 2018-19 which is slightly higher than the $11.2 million in General Fund support savings in FY 2017-18. A variety of factors contributed to the General Fund savings in FY 2018-19. Some significant factors include:

- Public Works had a General Fund savings of $3.5 million due to a savings of $1.02 million in FC 113 – Facilities Management primarily due to unanticipated revenue resulting from increased billings to other departments by Facilities Services for work on leased or other facilities. FC 130 – Waste Management had a General Fund savings of $327,425 due to lower than anticipated maintenance costs and project delays. FC 201 – Special Services had a General Fund savings of $2.1 million primarily related to delays in multi-year development projects and salary savings.
- County Fire had a $1.6 million in General Fund savings in part due to a longer fire season which resulted in the State paying for additional staff costs that the County typically covers.
- Auditor-Controller-Treasurer-Tax Collector had a General Fund savings of $1 million due to salary and benefit savings resulting from staff vacancies.
- The Assessor had a General Fund savings of $854,403 as a result of salary and benefit savings due to vacancies throughout the fiscal year.

As shown in the table above, two fund centers, FC 106 – Contributions to other Agencies and FC 138 – Emergency Services, exceeded the adjusted budgeted level of General Fund support and FC 143 – Court Operations provided less contribution to the General Fund than what was budgeted. Contributions to other Agencies ended the year $15,540 over budgeted level of General Fund support due to an accounting error which was not discovered until after the FY 2018-19 financial books were closed. The error was corrected in the first quarter of FY 2019-20 and will result in a decrease in expenditures of the same amount in FY 2019-20. Emergency Services ended the year $11,675 over budgeted level of General Fund support due to underrealized revenue for the Local Hazard Mitigation plan and ReadySLO website projects. It is anticipated that the underrealized revenue will be received in FY 2019-20 resulting in over realization of revenue in FY 2019-20. Court Operations' budget ended the fiscal year with a $176,687 contribution to the General Fund which is $255,837 less than what was budgeted. The deficit is due to a shortfall in revenue received for fines, forfeitures, and penalties as the amount of revenue received each year is dependent on judicial decisions, the number and types of cases, and legislative changes not within the County control. Additional information on these budgets is provided below under the Notable Issues Sections.

NOTABLE ISSUES REPORTED ON IN THE FIRST, SECOND, AND THIRD QUARTER FINANCIAL STATUS REPORTS

The information below follows up on issues identified in prior quarters and provides information regarding the annual report of fees waived by the Planning and Building Department, the quarterly report of right of way conveyances or corrections approved by the Director of Public Works pursuant to Resolution 2019-042, and the Fleet Selection Criteria Policy Annual Progress Report.

Department: Parks and Recreation
Fund Center: 305
Issue: Parks Operational Shortfall
Impact to General Fund: $560,738
Service Level Impact: None

As part of Second Quarter Financial Status Report, the Board approved a budget adjustment from General Fund contingencies in the amount of $560,738 due to the new cost recovery policy approved by the Board in July 2018 for Parks and Recreation. The new policy aims to achieve cost recovery through fees for services that have primarily an individual benefit (camping, beach wedding rental, etc.) and provide General Fund support for services that are primarily a community benefit (playgrounds, swimming, etc.). At the end of the third quarter, the department anticipated an additional operational shortfall in the amount of $160,000 due to revenues coming in lower than budgeted at the end of the third quarter due to the high rate of rain during FY 2018-19. Furthermore, there were several unbudgeted maintenance project expenditures that were necessary to keep pools safe and open for the upcoming season and other repairs related to the higher rate of rain, downed trees and lightning damage during the winter season. As part of the Third Quarter Financial Status Report, the Board approved the use of $160,000 in Parks contingencies (of $200,00 total budgeted contingencies) in order to offset the anticipated operational shortfall.

At year end, fee revenues actually finished the year $229,000 or 2% higher budgeted levels due to an abundance of campers and other park users in the spring and summer months. In addition, the implementation of the Cost Recovery Plan approved by the Board including dynamic pricing strategies for park related rentals has also contributed to higher than anticipated revenues. At year end, after the contingency adjustments noted above, Parks and Recreation had a Fund Balance Available of $428,973. Of the $428,973, $55,000 was allocated to the Lopez Parks Projects designation and the balance was allocated to the Parks Projects designation.

Department: Sheriff-Coroner's Office
Fund Center: 136
Issue: Unbudgeted overtime expenses and salary and benefit increases
Impact to General Fund: $2.9 million
Service Level Impact: None

At the end of the third quarter, the Sheriff's Office projected that it would be $3.55 million over its budgeted level of General Fund support driven largely by unbudgeted overtime expenses, as well as mid-year salary and benefit increases. At year-end, the Sheriff's Office was $2.9 million over its original budget, approximately $693,000 less than projected in the third quarter.

Overtime was approximately $3 million over budget at year end. While new deputies have been hired to fill several vacancies related to retirements, training takes between six months and one year on average. The Sheriff's Office is completing an in-depth analysis of the use of overtime within the department and will present its findings and recommendations to the Board in FY 2019-20. The recommendations will include a pilot program that will incorporate substitute deputy positions and adjustments to schedules in order to reduce the number of hours of overtime used.

Additionally, on March 6, 2018 and April 9, 2019, the Board approved salary and benefit increases for employees represented in the Sworn Deputy Sheriff's Association (SDSA). On March 26, 2019, the Board approved salary and benefit increases for employees represented by the Deputy Sheriff's Association (DSA). Due to the timing of the approved increases, which totaled an estimated $2.7 million for FY 2018-19 for base salary and benefit increases, the expenses were not included in the FY 2018-19 budget. The unbudgeted overtime and negotiated salary and benefit increases were partially offset by savings in other accounts.

Department: Health Agency - Behavioral Health
Fund Center: 166
Issue: Revenue shortfall and unbudgeted expenditures
Impact to General Fund: $0
Service Level Impact: None

At year-end, the Health Agency overall had General Fund support savings of approximately $150,000 compared to the FY 2018-19 adjusted budget. The savings is attributed to savings in Public Health. The issues faced by Behavioral Health are discussed below.

As part of the Third Quarter Financial Status Report, Behavioral Health projected that it would be $1.33 million over its budgeted level of General Fund support and projected savings in Public Health and unanticipated revenue would offset this overage. At year end, Behavioral Health is reporting that it was $2.29 million over its original budget, with no impact to the General Fund due to savings in Public Health ($1.4 million) and unanticipated revenue ($1 million).

The most notable issues include the following:

- Unbudgeted expenses for contracted Psychiatrist and Nurse Practitioner services exceeded budgeted General Fund support by $537,000 at year-end, $167,000 less than projected in the third quarter.

While these contracted expenses are primarily offset by savings from vacant positions, the number of hours provided in outpatient clinics were significantly higher than in prior years and the rates for the contracted positions are also higher than the budget for the permanent positions. A Request for Proposal will be released in FY 2019-20 to explore on-going options for Psychiatry coverage.

- Unbudgeted expenses related to Specialty Mental Health Services exceeded budgeted General Fund support by $228,000, approximately $131,000 less than projected in the third quarter. Assembly Bills (AB) 403 (2015) and 404 (2017), otherwise known as Continuum of Care Reform (CCR), focus on moving behaviorally and mentally challenged youth from institutional group care to family-based local care. Implementation of CCR has resulted in a dramatic increase in the number of services provided to youth. Because the State's guidelines for CCR implementation were unknown at the time of FY 2018-19 budget development, no CCR impacts were budgeted.
- Drug Medi-Cal revenue was $1.06 million under budget at year-end, $336,000 more than projected in the third quarter. The shortfall was due primarily to fewer reimbursed services (units) billed than budgeted in addition to administrative claim revenue that was calculated based on a percentage of total treatment costs rather than the total amount of Medi-Cal claims. Additionally, the approved reimbursement rate for perinatal residential services was lower than the actual expenses to provide the services due to increased staffing requirements for perinatal residential substance abuse services and a delay in re-certifying a contracted perinatal residential provider due to moving facilities. While the State will reimburse some of the additional expenses through a true up, the additional revenue will not be received for at least two years.

Department: Social Services – Foster Care and Adoptions
Fund Center: 181
Issue: Higher than anticipated expenditures due to rate increases, new state guidelines, and caseload growth
Impact to General Fund: $0
Service Level Impact: None

At the end of the third quarter, Social Services projected that the Foster Care and Adoptions program would be over budget by $741,198 at year end. The additional expenditures resulted from rate increases, new state guidelines, and caseload growth. The FY 2018-19 budget included an anticipated rate increase of 3%; however, the California Necessities Index (CNI) rate increase for Foster Care/Adoptions (effective July 2018) was 3.96%. The additional increase of .96% was estimated at about $182,000 more in expense than budgeted. The department was also projecting additional expenditures related to 1) new state guidelines requiring Child Welfare departments to provide payments to emergency caregivers who have a pending Resource Family Approval application (approximately 23 additional caregivers), and 2) caseload growth of approximately 5% in the Adoptions Assistance program. At the end of the third quarter, as a result of the anticipated increases, the Board approved a budget adjustment in the amount of $800,000 from unanticipated revenue as the additional expenditures are reimbursable with Federal and State funding.

At the end of the third quarter, the department was projecting fourth quarter expenditures consistent with the first nine months of expenditures to ensure adequate appropriation. At the end of the fiscal year, the department's budget came in $572,349 below the adjusted expenditure level and $90,918 below the budgeted level of General Fund support. The lower expenditure level is related to 1) Wraparound program services contract came in less than budget by $118,000, and 2) Foster Care Basic and Extended, and Adoptions costs came in lower than anticipated by $461,000 overall. These costs are difficult to project based on fluctuating caseloads and rates based on level of care specific to the youth in care.

Department: Social Services - General Assistance
Fund Center: 185
Issue: Increase in General Assistance expenditures
Impact to General Fund: $0
Service Level Impact: None

At the end of the third quarter, Social Services projected that the General Assistance program would exceed its budgeted level of General Fund support by $19,856 due to new and expanded eligibility policies, attributed to the resolution approved by the Board on November 6, 2018. At year end, the General Assistance program exceeded its budgeted level of General Fund support by $13,262. This is slightly less than what was anticipated during the third quarter due to caseload and expenditure fluctuation during the year. General Assistance continuing caseloads have increased 23% from an average of 190 in FY 2017-18 to 233 in FY 2018-19. Average General Assistance intake cases have increased by 63% from 114 cases in FY 2017-18 to 165 cases.

Department: Parks and Recreation – Golf Courses
Fund Center: 427
Issue: General Fund contribution to make debt service payment for Dairy Creek Golf Course
Impact to General Fund: $383,078
Service Level Impact: None

Lack of revenue at Dairy Creek Golf Course continues to impact Golf Courses. At the end of the third quarter, Golf projected a year end deficit of $479,799 and it was anticipated that a Board-approved General Fund subsidy (up to $485,000) was needed to make the annual debt service payments and maintain an adequate cash balance for the Golf Program. Golf began FY 2018-19 with a cash balance of $300,000. The forecast of the cash balance as of the third quarter for year-end was $(179,799). It was anticipated that a General Fund transfer was necessary to keep the cash balance as of June 30th above $300,000 was approved by the Board on May 17, 2016.

While the department anticipated needing $479,799 from General Fund contingencies at the end of the third quarter, only $383,078 was transferred to FC 427 – Parks and Recreation as this was the amount needed at fiscal year end.

Department: Central Services
Fund Center: 116
Issue: Unbudgeted expenditures
Impact to General Fund: $14,636
Service Level Impact: None

Due to a renegotiated lease agreement for a rental site on behalf of the Social Services Department, at the end of the third quarter, expenditures were expected to exceed budget by $33,244 at year end.

Renegotiation for a property leased on behalf of the Social Services Department was not completed until after the submittal of the FY 2018-19 budget. The new 5-year lease increased annual costs by $55,426. The department anticipated being able to absorb $40,790 through expenditure savings. During the third quarter report, the Board approved a budget adjustment form General Fund contingencies in the amount of $14,636 to address the increased lease costs that are not offset by expenditure savings.

Central Services ended the year with a $65,071 fund balance which was returned to the General Fund. Revenues exceeded budgeted levels by $51,952 primarily from increased unanticipated billable support to departments, San Luis Obispo Veterans Hall Building, and long-term lease revenue offset by decrease in postage billings.

Department: Court Operations
Fund Center: 143
Issue: Additional payment required for MOE with the State for Court maintenance and revenue shortfall
Impact to General Fund: $388,308
Service Level Impact: None

The Board approved the use of $132,471 in contingencies with the third quarter report to fund an unanticipated additional payment for a Maintenance of Effort contract (MOE) with the State. The terms of the MOE dictate that the County makes a total payment of $529,882 to the State Administrative Office of the Courts every fiscal year. In return for this payment, the State pays all costs associated with maintaining the courthouse facilities and all related utilities. This total payment is broken into four installments of $132,471 paid each fiscal year. Due to an oversight, only three installments were paid in FY 2017-18. Court Operations typically makes a contribution to the General Fund every fiscal year. This underpayment to the State resulted in a greater contribution to the General Fund in FY 2017-18. As a result, five payments, rather than the budgeted four payments, had to be made in FY 2018-19 to fulfill the obligations of the County under the MOE. Contingencies in the amount of $132,471 were requested to provide the appropriations necessary to fulfill the MOE. The normal payment of four regular installments of $132,471 per year will resume in FY 2019-20, and no future need for contingencies for this issue is anticipated.

A new issue to report on at year end is that while Court Operations is contributing $176,678 to the General Fund, this is less than the budgeted $432,515 contribution resulting in a net unfavorable impact to the General Fund in the amount of $255,837. This is due to a shortfall in revenue received for fines, forfeitures, and penalties. Unfortunately, the County does not have the ability to significantly impact the amount of revenue received in this budget. The amount of revenue received each year is dependent on judicial decisions to assess fees, fines, and penalties, the mix of cases heard by the Courts, the economy and defendants' ability to pay, and legislative changes to the fee amounts and distribution formulas. It is typical for this budget to fluctuate significantly from year to year. In some years, this budget contributes significantly more to the General Fund than was budgeted. In other years, this budget requires General Fund support rather than contributing to the General Fund. This is in large part a result of the fact that, although expenditures in this budget are very stable because they are based on Maintenance of Effort (MOE) contracts, revenue is exceedingly difficult to forecast because it does not adhere to any recognizable patterns. This budget will be closely monitored moving forward to attempt to anticipate such shortfalls as early in the fiscal year as possible. Any anticipated shortfalls will be reported on in regular quarterly reports as is done for other such issues that have the potential to impact the budget.

NEW ISSUES TO REPORT ON AS OF THE FOURTH QUARTER

Department: Contributions to Other Agencies
Fund Center: 106
Issue: Accounting Error
Impact to General Fund: $15,540
Service Level Impact: None

Contributions to Other Agencies ended FY 2018-19 over budgeted level of General Fund support by $15,540 due to an accounting error. During the fiscal year, expenditures were debited to the fund center incorrectly. The error was not discovered until after the FY 2018-19 financial books were closed. The error was corrected in the first quarter of FY 2019-20 and will result in a decrease in expenditures of the same amount in FY 2019-20.

Department: Emergency Services
Fund Center: 138
Issue: Deferred Revenue
Impact to General Fund: $11,675
Service Level Impact: None

At year end, revenues for Emergency Services were 80% of budgeted levels due to revenue being deferred into FY 2019-20 for the Local Hazard Mitigation plan and ReadySLO website projects. It is anticipated that the revenue will be received in FY 2019-20; however, due to the deferral, the budget for the fund center was $11,675 over budgeted level of General Fund support for FY 2018-19. The funds, when received, will be credit in FY 2019-20 rather than FY 2018-19. This will result in the over realization of revenue in FY 2019-20. If the revenue had been received in FY 2018-19, the budget would have been under General Fund support by $80,616.

ANNUAL PLANNING AND BUIDLING FEE WAIVER SUMMARY

The Planning and Building Department reports the total amount of waived fees at the end of each fiscal year. The department’s fee schedule authorizes the Planning Director to waive up to $5,000 in permit processing fees for projects that provide broad public benefit. Evidence of public benefit may include but is not limited to: 1) the project meets a need previously identified or recognized by the Board of Supervisors; 2) the project replaces another facility that previously provided benefit; 3) the project provides a facility not presently available in the community; 4) the project has generated substantial, obvious community support; or 5) the project would reduce other County costs or increase other County revenues. The Board of Supervisors has the authority to consider other fee waiver requests, in excess of $5,000, when it considers such waivers to be equitable and in the public interest.

During FY 2018-19 the department, or the Board of Supervisors, waived fees for the following reasons:

Fees Waived in FY 2018-19	
Board of Supervisors approved	$133,895
Chimney Fire	$5,257
County Interest	$1,037
Green Building	$39,575
Jack Ready Park	$1,585
Octagon Barn	$13,400
Grid Photovoltaic	$18,221
Public benefit credit	$21,587
Urban Reserve credit	$55,775
Veterans credit	$135
Total	$290,467

This represents 3.93% of actual fees collected.

QUARTERLY REPORT OF RIGHT OF WAY CONVEYANCES COMPLETED UNDER DELEGATIONS PURSUANT TO RESOLUTION 2019-042

Resolution 2019-042 delegates authority to the Public Works Officers to accept and consent to Deeds or Grants conveying certain real property interests to the County.

The delegation requires a quarterly reporting to the Board of conveyances accepted pursuant to the Resolution.

Attachment 3 represents the first such quarterly report and lists three right of way conveyances and one corrective right of way conveyance completed under the pertinent delegation.

FLEET SELECTION CRITERIA POLICY ANNUAL PROGRESS REPORT

The Board approved the Fleet Selection Criteria Policy on March 12, 2013. This policy tasks Fleet Services to purchase non-emergency fleet vehicles that provide the best available net reduction in fuel consumption and emissions. The policy also requires an annual progress report to be submitted with the Fourth Quarter Report.

The annual progress report is provided as Attachment 4.

SECTION 2: APPROPRIATION TRANSFERS UNDER THE AUDITOR'S AUTHORITY

By resolution the Board of Supervisors authorized the Auditor-Controller-Treasurer-Tax Collector to approve appropriation transfers between all object levels within the same budget unit. The resolution also directed that such transfers be reported to the Board on a quarterly basis.

$1,020,000 Planning and Building: Transferred appropriations from Salaries and Benefits to Services and Supplies to cover consulting services and other program costs related to cannabis and for long range planning project expenses. A portion of the cannabis expenditures are offset by revenue.

$61,578 Emergency Services: Transferred appropriations from Services and Supplies to Salaries and Benefits to cover unanticipated salary and benefit costs.

$1,033,414 Health Agency – Public Health: Transferred appropriations from Salaries and Benefits to Services and Supplies to cover costs related to the Environmental Health furniture reconfiguration funded with unanticipated revenue.

$50,000 Information Technology: Transferred appropriations from Salaries and Benefits to Services and Supplies to offset telephone expenditures caused by the VoIP implementation.

$1,801 Organizational Development: Transferred appropriations from Services and Supplies to Salaries and Benefits to cover the cost of a prevailing wage adjustment.

$124,726 District Attorney: Transferred appropriations from Salaries and Benefits to Services and Supplies for leadership training and to cover additional costs of high-profile investigations.

$2,101,958 Health Agency – Behavioral Health: Transferred appropriations from Salaries and Benefits, Capital Outlay, and Intrafund Charges Expense Offset to Services and Supplies and Other Charges for professional services costs due to additional service requirements and contractor costs for covering vacancies.

$315,000 Law Enforcement Health Care: Transferred appropriations from Salaries and Benefits to Services and Supplies to pay for the cost of correctional deputies charged to Law Enforcement Health Care.

$77,500 Agricultural Commissioner: Transferred appropriations from Salaries and Benefits to Services and Supplies to allow for the purchase of services and equipment related to the Invasive Weeds Program, an agricultural economic study, and investments in security equipment and an e-payment service.

$1,242 Auditor-Controller-Treasurer-Tax Collector: Transferred appropriations from Services and Supplies to Other Charges to cover unanticipated interest charges.

$45,000 Health Agency – Animal Services: Transferred appropriations from Salaries and Benefits to Services and Supplies due to the need for additional use of PetData during the transition of services.

$35,000 Planning and Building: Transferred appropriations from Salaries and Benefits to Services and Supplies to cover consulting services costs related to cannabis.

$166,171 Public Works – Capital Projects: Transferred appropriations remaining from the Public Health Lab Renovation and available funds from the capital projects fund to the SLO Vets Hall Roof Replacement project to address unforeseen seismic conditions.

$26,500 Health Agency – Public Health: Transferred appropriations from Other Charges ($10,000) and Intrafund Expense Offset ($16,500) to Salaries and Wages for Juvenile Services Center staffing.

$60,000 Public Works – Capital Projects: Transferred appropriations from the Capital Projects Fund to the Carrizo Fire Station for additional permitting requirements and materials costs related to the back-up power solution project.

$14,827 Public Works – Capital Projects: Transferred appropriations remaining from the Juvenile Hall Desks Replacement project to cover remaining project costs in the Courthouse ADA project.

$85,000 Heath Agency – Behavioral Health: Transferred appropriations from Salaries and Benefits to Services and Supplies to cover professional services costs incurred due to vacancies.

$100,000 Public Works – Capital Projects: Transferred Capital Projects Fund appropriations to the Animal Services Facility project for staff and administrative costs.

$1,886 County Fire: Transferred appropriations from Services and Supplies to Salaries and Benefits to cover unanticipated costs related to the Cayucos Fire Protection District.

$15,943 County Fire: Transferred appropriations from Services and Supplies to Other Charges for Public Works' costs associated with the Station 16, Estero Bay project.

$50,311 County Fire: Transferred appropriations from Other Charges to Services and Supplies for costs associated with the Station 30 Modular Home project.

$9,261 Planning and Building: Transferred appropriations from Other Charges to Services and Supplies to cover funding for CDBG and HOME grant administration costs. The expenditures are revenue offset.

$2,000 Information Technology – Countywide Automation: Transferred appropriations from Capital Outlay to Services and Supplies for costs associated with the County's SAP Health Check Initiative.

$45,000 Information Technology – Countywide Automation: Transferred appropriations from Capital Outlay to Other Financing Uses to purchase consulting services for the Planning and Building Department's Permit Tracking project.

$352,782 Heath Agency – Behavioral Health: Transferred appropriations from Salaries and Benefits to Services and Supplies for higher than budgeted locum tenens and residential placement costs.

$277,294 Health Agency – Public Health: Transferred appropriations from Services and Supplies to Other Charges to cover unbudgeted pass-through distributions to other agencies.

$20,856 Health Agency – Behavioral Health: Transferred appropriations from Services and Supplies to Capital Outlay to adjust for the cost of camera equipment for the Crisis Stabilization Unit.

$2,573 Health Agency – Behavioral Health: Transferred appropriations from Services and Supplies to Capital Outlay to adjust for the cost of camera equipment for the Crisis Stabilization Unit.

$22,326 District Attorney: Transferred appropriations from Capital Outlay ($9,341) and within Services and Supplies ($12,985) to Services and Supplies to classify equipment purchases for the Privacy and Piracy grant as significant value purchases rather than capitalized equipment.

$19,135 Sheriff-Coroner: Transferred appropriations from Capital Outlay to Services and Supplies to cover expenses that were lower than the threshold of a capital asset and which were related to the purchase of two canines as well as the annual license fee for the RAVE system.

$193,464 County Fire: Transferred appropriations from Services and Supplies to Salaries and Benefits to cover the recording of the Cayucos Fire Protection District's salaries and benefits in accordance with Generally Accepted Governmental Accounting Principles.

$33,039 COP Loan Debt Service: Transferred appropriations from Other Charges to Services and Supplies to reflect savings from earnings and released reserves from existing and retired bond issues which will be used to pay for professional services related to the Animal Services Facility project.

$205,281 County Counsel: Transferred appropriations from Salaries and Benefits to Services and Supplies to fund anticipated litigation which is expected to incur significant legal expenses in FY 2019-20.

$200,000 Parks and Recreation: Transferred Public Facilities Fees designated fund balance to the Nipomo Basketball and Pickleball Courts project.

SECTION 3: POSITION CHANGES

During the fourth quarter, April 1, 2019 through June 30, 2019, the following position allocation changes were approved by the Board of Supervisors. This report also includes a list of any administrative changes approved by the Human Resources Director under the authority of the BOS, and the current vacancy statistics.

POSITION ALLOCATION CHANGES MADE BY THE BOARD OF SUPERVISORS:

Fund Center 113 – Facilities - Allocation Changes Approved 4/23/2019

Delete	1.00 FTE – 001308 Maintenance Painter I/II
Delete	1.00 FTE – 001311 Locksmith I/II
Add	1.00 FTE – 001301 Building Maintenance Superintendent

Fund Center 405 – Public Works - Allocation Changes Approved 4/23/2019

Delete	1.00 FTE – 000652 Civil Engineering Technician Aide/I/II/III
Add	1.00 FTE – 000634 Engineer I/II/III
Add	1.00 FTE – 008892 Administrative Services Officer I/II

Fund Center 141 – Ag Commissioner - Allocation Changes Approved 4/23/2019

Delete	3.00 FTE – 000804 Deputy Agricultural Commissioner
Add	3.00 FTE – 000800 Deputy Agricultural Commissioner/Sealer

Fund Center 160 – Public Health - Allocation Changes Approved 4/23/2019

Delete	1.00 FTE – 000457 Public Health Nurse I/II
Delete	1.00 FTE – 008892 Administrative Services Officer I/II
Add	1.00 FTE – 001584 Program Manager I/II
Add	1.00 FTE – 008795 Administrative Services Manager

<u>New Job Classification</u>

Classification Approved 4/23/2019

300227 Deputy Clerk of the Board – Confidential
300230 Business Systems Analyst I/II/III

<u>Limited Term Positions</u>

Fund Center 132 – District Attorney – Allocation Changes Approved 5/21/2019

Add .50 FTE – 002238 Paralegal – Limited Term	Extended to 6/30/2022

Attachment 1

ADMINISTRATIVE CHANGES MADE BY THE HUMAN RESOURCES DEPARTMENT:

Human Resources Administratively Changed Accounting Technician-Confidential to Accounting Technician (non-Confidential) in Auditor-Controller/Treasurer-Tax/Public Administrator Department May 19, 2019

SUMMARY OF POSITION ALLOCATION CHANGES

FY 2018-2019	Q1	Q2	Q3	Q4
Quarter Start	2,790.75	2,794.00	2,790.25	2,788.50
FTE Additions	20.00	37.75	25.50	8.50
FTE Deletions	16.75	41.50	27.25	8.00
Quarter End	2,794.00	2,790.25	2,788.50	2,789.00
Net Change	+3.25	-3.75	-1.75	0.50
% Change	+.12%	-.13%	-.06%	0.02%

Impact of Mid-Year Position Allocation List Changes

As shown above, as of the end of the fourth quarter, there have been 91.75 FTE additions and 93.50 FTE deletions in FY 2018-19 for a net decrease of 1.75 FTE positions. It is estimated that these position changes had an increased budgetary impact of $1,082,506 for FY 2018-19 and an impact of $2,526,765 moving into FY 2019-20. The General Fund support impact for FY 2018-19 is estimated at -$43,527 for FY 2018-19 and -$22,657 for FY 2019-20.

NEW REQUESTS FOR BOARD APPROVAL:

Reclassification Requests

The Human Resources Department (HR) oversees the County's Classification Plan pursuant to Civil Service Commission Rule 5. At times, changes in regulations, business requirements, etc. may result in significant change to duties assigned to individual positions. These may include changes to level of complexity, decision-making authority, and/or scope of the work to be performed. When an employee, department or labor union believes the duties they are permanently assigned outside the scope of their position, a position study may be initiated.

The reclassification process involves a series of steps that may result in HR performing a position study. Based on the study results, HR may determine that the employee is in the correct job classification and that no change is required; that the duties performed more accurately fit a different, existing classification; or that a new classification should be created.

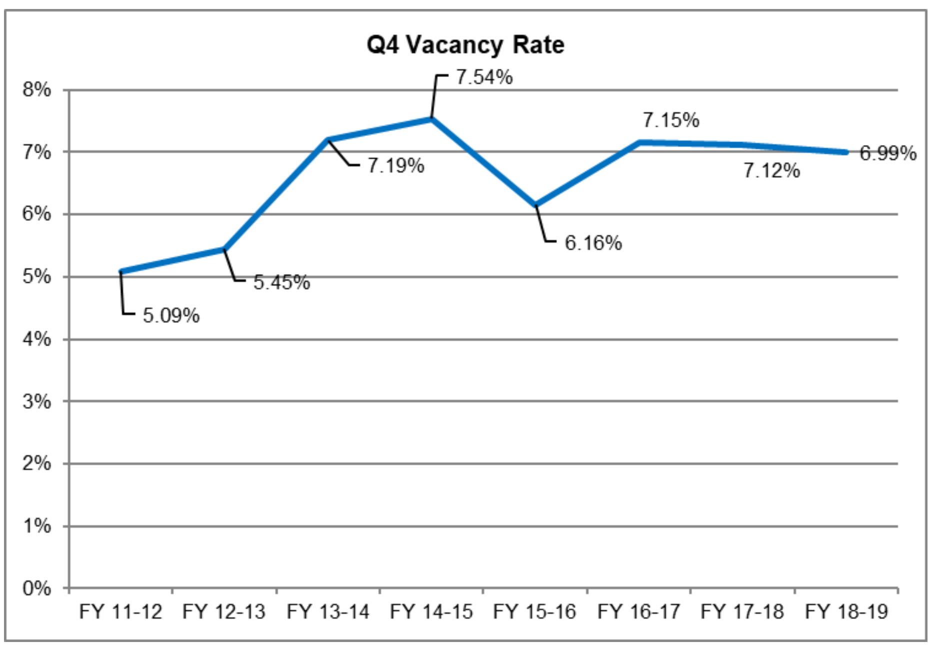
Any resulting reclassification recommendations are brought to the Board in the first or fourth quarter financial status reports or as part of the recommended budget.

During the fourth quarter, the Human Resources Department completed two position studies in which both resulted in reclassifications of incumbents. The Board of Supervisors will make their decision to approve the two reclassifications during their review of the Q4 Report.

Any additional studies that result in reclassification will be included during Q1 Report or during Budget Hearings.

Department	Fund Center	Previous Classification	Findings	Human Resources Recommendation
Health Agency – Behavioral Health	166	Behavioral Health Worker II	Working Out of Class	Behavioral Health Specialist I
Health Agency – Public Health	160	Administrative Services Manager	Working Out of Class	Department Administrator

EMPLOYEE VACANCY RATE:



The County employee vacancy rate at the end of the fourth quarter was 6.99%. This equates to 195.5 vacant positions. By comparison, the vacancy rate for the fourth quarter of Fiscal Year 2017-18 was 7.12%. This represents a decrease of 0.13% percentage points from the prior year. The vacancy rate continues to reflect regular turnover associated with voluntary and involuntary separations, recruitment and retention issues in several key classifications within the Information Technology Department, Health Agency and the Sheriff's Office, as well as hiring delays brought upon by the hiring chill implemented in 2018.

SECTION 4: MISCELLANEOUS FINANCIAL ISSUES

ACCEPTANCE OF DONATED GIFT FUNDS:

Donations made by individuals and community organizations are accepted by the Board and appropriated into the proper departmental budgets on an as needed basis. These donations are used to enhance programs and meet special needs throughout the County. It is recommended that the Board accept donations totaling $23,439.69 on behalf of the following departments as noted below:

- **FC 137 – Animal Services**
  Request to accept gift donations in the amount of $14,383 on behalf of Animal Services for medical care, humane services, and to offset adoption fees for selected sheltered animals to encourage re-homing.

- **FC 180 – Department of Social Services**
  Request to accept cash donations in the amount of $9,056.69 on behalf of Social Services to purchase special services for children and adults.

- **305 – Parks and Recreation**
  Request to accept cash donations in the amount of $739.24 on behalf of Parks and Recreation to continue expected services to the public.

Memos from each department are included in Attachment 2.

DISCHARGE OF BAD DEBT:

Requests to discharge bad debt are presented to the Board in accordance with Government Code requirements. The action relieves the requesting department from active pursuit of receivables, but does not release the responsible parties from the debt owed. Requests to discharge bad debt are only submitted to the Board for action after an extensive investigation has taken place and the department has reached the conclusion that the debt will not be collected. If a department's collection efforts are unsuccessful, cases are often turned over to the County's contract collection agency. The Social Services Department is requesting Relief of Accountability in the amount of $46,629.03 for uncollectable debt for the CalWORKs, CalFresh, and General Assistance debts.

A memo from the Social Services Department is included in Attachment 2.

MISCELLANEOUS:

Section 1 provides information regarding annual report of fees waived by the Planning and Building Director, the quarterly report of right of way conveyances or corrections completed pursuant to Resolution 2019-042, and the Fleet Selection Criteria Policy Annual Progress Report. It is recommended that the Board receive and file these reports as follows:

- **FC 142 – Planning and Building**
  Request to receive and file the annual report of fees waived by the Planning and Building Department.

- **FC 405 – Public Works**
  Request to receive and file the quarterly report of right of way conveyances approved by the Director of Public Works pursuant to Resolution 2019-042.

- **FC 407 – Fleet Services**
  Request to receive and file the Fleet Selection Criteria Policy Annual Progress Report.

SECTION 5: UPDATE ON COMPLETED CAPITAL AND MAINTENANCE PROJECTS MANAGED BY PUBLIC WORKS, PARKS AND RECREATION, AIRPORTS, AND CENTRAL SERVICES

Attachment 5 provides status reports on capital and maintenance projects. This information is provided to keep the Board apprised of the status of various capital and maintenance projects managed by Public Works, Parks and Recreation, Airports, and Central Services. This section below provides an overview of Infrastructure and Facilities Projects which were completed within FY 2018-19.

Infrastructure Projects

- Six (6) Infrastructure Capital Projects were completed. The total amount expended was $14,363,066 or 86% of the budgeted funding.
- Fourteen (14) Infrastructure Major Maintenance Projects were completed. The total amount expended was $4,776,052 or 100% of the budgeted funding.

Facilities Projects

- The Completed Facilities Capital Projects report identifies the total of 11 capital projects completed in FY 2018-19. The total amount budgeted to complete the 11 projects was $7,292,929 and the actual amount expended totaled $6,966,799, or 96% of the budgeted funding for the projects.
- The Completed Individual Facilities Maintenance Projects report identifies a total of 6 maintenance projects completed in FY 2018-19. The total amount budgeted to complete the 6 projects was $1,185,300 and the actual amount expended totaled $947,648 or 80% of the budgeted funding for the projects.
- The Completed Facilities Countywide Maintenance Projects report displays a total of 41 projects for FY 2018-19. The amount budgeted to complete the 41 projects was $2,102,721 and the actual amount expended totaled $1,606,245 or 76% of the budgeted funding ($496,478 variance). Two (2) Countywide Maintenance projects were cancelled during the year and five (5) were transferred to the Capital Projects Fund Center 230.

See the tables below for details.

FY 2018-19 Completed Infrastructure Capital Projects						
Project Title	**Comments**	**Amount Funded**	**Final Cost**	**% Expended**	**Fund Center**	**Funding Source**
Air Park Drive at Oceano Lagoon - Bridge Replacement	This project replaced the Oceano Beach Lagoon timber bridge on Air Park Drive with an 80-foot long two-span, two-lane concrete bridge with sidewalks.	3,838,496	3,702,349	96%	245 – Road Fund	Federal Highway Bridge Program, Regional State Highway Account, Federal Aid Toll Credits, Oceano Community Services District Reimbursable Billing, Road Fund.
Avila Beach Drive at San Luis Obispo Creek - Bridge Seismic Retrofit	This project consisted of fortifying the bridge to current seismic standards.	3,589,167	3,442,246	96%	245 – Road Fund	Federal Highway Bridge Program, Regional State Highway Account, State Aid Nuclear Planning, Road Fund.
Asphalt Concrete Overlay 2016-17 Main Street, Templeton	This asphalt concrete overlay project consisted of an overlay on Main Street of approximately 1.8 miles. Construction of curb ramps, guard rails, bike lanes and lane striping were also completed.	2,491,854	2,707,876	109%	245 –Road Fund	Road Fund-Pavement Management Program, Senate Bill 1, Road Maintenance and Rehabilitation Account.
Asphalt Concrete Overlay 2017-18 O'Donovan Road, Creston and Bennett Way, Templeton	This project placed pavement overlay asphalt on O'Donovan Road and Bennet Way, with no expansion of the current paved area, for a total length of approximately 6.0 miles.	3,670,892	1,748,427	48%	245 – Road Fund	Road Fund-Pavement Management Program, Senate Bill 1, Road Maintenance and Rehabilitation Account.
Nipomo Street at South Bay Boulevard, Los Osos - Traffic Signal	Installation of a traffic signal at the intersection of South Bay Boulevard and Nipomo Avenue in Los Osos.	627,999	612,712	98%	245 – Road Fund	Urban State Highway Account, Road Impact Fees-Los Osos Area, Road Fund.
State Route 58 at Encina Avenue, Santa Margarita - Crosswalk Warning System	This project consisted of the installation of a crosswalk warning system at Encina Avenue and State Route 58, Santa Margarita.	144,658	131,141	91%	245 – Road Fund	Road Fund, Caltrans State Highway Operation and Protection Program Minor Fund Contribution.
TOTAL COMPLETED FY 2018-19 INFRASTRUCTURE CAPITAL PROJECTS		**14,363,066**	**12,344,751**	**86%**		

FY 2018-19 Completed Infrastructure Major Maintenance Projects						
Project Title	**Comments**	**Amount Funded**	**Final Cost**	**% Expended**	**Fund Center**	**Funding Source**
Surface Treatment 2017-18, Various County Roads	This project provided for surface treatment on approximately 66 miles of various County maintained roadways in both North and South County.	2,623,086	2,623,086	100%	245 –Road Fund	Road Fund-Pavement Management Program.
Major roadway prep work on Nacimiento Lake Drive, Heritage Ranch	Major roadway prep work on Nacimiento Lake Drive, Heritage Ranch	726,997	726,997	100%	245 – Road Fund	Road Fund Maintenance Budget
Cottontail Creek Road, Cayucos	Culvert repair on Cottontail Creek Road, Cayucos	231,667	231,667	100%	245 – Road Fund	Road Fund Maintenance Budget
Soda Lake Road, Santa Margarita	Major roadway grading and patching on Soda Lake Road, Santa Margarita	150,701	150,701	100%	245 – Road Fund	Road Fund Maintenance Budget
E Street	Culvert extension on E Street, Cayucos	149,270	149,270	100%	245 – Road Fund	Road Fund Maintenance Budget
Chimney Rock Road	Debris removal, Chimney Rock Road Milepost 12.5, Paso Robles	148,172	148,172	100%	245 – Road Fund	Road Fund Maintenance Budget
Jardine Road	Major roadway prep work on Jardine Road, Paso Robles	134,931	134,931	100%	245 – Road Fund	Road Fund Maintenance Budget
Alamo Creek Road	2017 storm damage slope repair, Alamo Creek Road Milepost 0.85, Santa Maria	128,491	128,491	100%	245 – Road Fund	Road Fund Maintenance Budget
Geneseo Road	Major shoulder work on Geneseo Road, Paso Robles	101,223	101,223	100%	245 – Road Fund	Road Fund Maintenance Budget
Union Road	Shoulder prep work on Union Road, Paso Robles	81,694	81,694	100%	245 – Road Fund	Road Fund Maintenance Budget
Klau Mine Road	2017 storm damage slope repair, Klau Mine Road Milepost 0.25, Paso Robles	80,378	80,378	100%	245 – Road Fund	Road Fund Maintenance Budget

FY 2018-19 Completed Infrastructure Major Maintenance Projects						
Project Title	**Comments**	**Amount Funded**	**Final Cost**	**% Expended**	**Fund Center**	**Funding Source**
Foothill Boulevard	Culvert repair on Foothill Boulevard, San Luis Obispo	78,314	78,314	100%	245 – Road Fund	Road Fund Maintenance Budget
Santa Fe Road	Roadway repair on Santa Fe Road, San Luis Obispo	72,752	72,752	100%	245 – Road Fund	Road Fund Maintenance Budget
Righetti Road	Replaced bridge deck Bridge 1, Righetti Road, San Luis Obispo	68,376	68,376	100%	245 – Road Fund	Road Fund Maintenance Budget
TOTAL FY 2018-19 INFRASTRUCTURE MAJOR MAINTENANCE PROJECTS		**4,776,052**	**4,776,052**	**100%**		

FY 2018-19 Completed Facilities Capital Projects						
Project Title	**Comments**	**Amount Funded**	**Final Cost**	**% Expended**	**Fund Center**	**Funding Source**
320067 Parks - Expand San Miguel Community Park	Expanded the park by removing section of "K" Street	1,675,374	1,637,885	98%	230	$850,000 PFF Parks; $500,000 Land and Water Conservation Grant Funds; $81,306 Housing Related Parks Program Grant; $200,196 Quimby Funds; $43,872 Parks Projects Reserves
320076 Health - SLO - Public Health Lab Renovation	Renovated Public Health Lab	444,300	378,129	85%	230	General Fund
320079 Health - SLO - Psychiatric Facility - Sallyport Entry	Constructed Sallyport entrance at the Psychiatric Health Facility (PHF).	289,759	282,677	98%	230	General Fund
320080 Health - SLO - Crisis Stabilization Unit	Constructed Crisis Stabilization Unit	1,209,500	1,199,359	99%	230	$909,500 California Health Facilities Financing Authority (CHFFA); $300,000 FC 166 Operating Fund
320094 Library-SLO-Roof Replacement (FCA)	Replaced roof at SLO Library	523,712	492,427	94%	230	General Fund $226,562; $197,156 from Library Reserves; $100,000 FC 230 Capital Project Fund
320098 General Government - SLO - Vets Services HVAC	Installed HVAC system at Veteran Services	105,000	94,079	90%	230	California Department of Veterans Affairs (CalVet)

FY 2018-19 Completed Facilities Capital Projects

Project Title	Comments	Amount Funded	Final Cost	% Expended	Fund Center	Funding Source
320115 FCA-1718-COC-PW Bldg. 1202 PIC04 (CIP)	Replaced Roof - COC Bldg. 1202	222,000	131,583	59%	230	Transfer from Major Maintenance Project, General Fund
330024 Airports - SLO - Wildlife Hazard Assessment Plan	Updated the assessment as required by the FAA for the safety of aircraft in flight and on the ground.	130,450	129,735	99%	425	$118,266 FAA AIP Grant; $12,184 Airport Enterprise Fund
330025 Airports - Oceano - AWOS/Beacon	Completion of project has provided real time, site specific, weather information for pilots departing and arriving at the airport where none was available in the past.	503,922	483,962	96%	425	$359,219 FAA AIP Grant; $144,703 Airport Enterprise Fund
330026 Rental Car Wash Facility	Constructed a long-term permanent facility for rental car companies to clean vehicles.	1,588,906	1,536,963	97%	425	Customer Facility Charges
305RLANDC Parks - SLO - Bob Jones Staging Area Restrooms	Funding provided to the Land Conservancy of San Luis Obispo, for the construction of the restrooms in conjunction with their site buildings. This fulfills the County's obligation under the Operating Agreement with the Land Conservancy.	600,000	600,000	100%	305	PFF $400,000; Quimby $200,000
TOTAL FY 2018-19 COMPLETED FACILITIES CAPITAL PROJECTS		**7,292,929**	**6,966,799**	**96%**		

FY 2018-19 Completed Facilities Maintenance Projects						
Project Title	**Comments**	**Amount Funded**	**Final Cost**	**% Expended**	**Fund Center**	**Funding Source**
350093 Santa Margarita Lake Paving, Fish Cleaning Station & Electrical	Repaving, removal of overhead powerlines, and replacing the fish cleaning station.	$615,000	$606,071	99%	200	$540,000 Department of Boating and Waterways Grant; $75,000 Parks Reserves
350116 Replace Juvenile Hall Control Desks at Probation	Replaced two of three dilapidated, wood control desks with new control desks.	$149,200	$134,372	90%	200	$94,200 General Fund; $55,000 FC200-Facilities Maintenance Fund
350133 Probation – JSC – Replace third control desk on the CVA unit	Replacement of a unit staff control desk. This is the third of three replacements.	87,100	52,733	61%	200	General Fund
350135 General Government - FCA Repairs at SLO Veterans Building, PTA85	Window replacement at San Luis Obispo Veteran's Building.	154,000	19,420	13%	200	General Fund
385001 Parks - Lopez Lake Sewage Treatment Rehab	Rehabilitate two clarifiers and related equipment.	85,000	65,000	77%	305	Parks Operating Budget, Funded from Parks Lopez Reserves
385003 Parks - SML Utilities	Upgraded utilities at Santa Margarita Lake	95,000	70,052	74%	305	Parks Operating Fund
TOTAL FY 2018-19 COMPLETED FACILITIES MAINTENANCE PROJECTS		**$1,185,300**	**$947,648**	**80%**		

FY 2018-19 Completed Countywide Facilities Maintenance Projects

Note: All projects in this category are in Fund Center 200 - Maintenance Projects.

Project Title	Original Estimate	Current Budget	Final Cost	Variance – Current vs Final
FCA 1819 - Health - Grover Beach Drug Alcohol, PLC04	10,000	30,000	26,891	3,109
SLO - Vets Hall ADA Repairs	5,000	5,000	4,196	804
FCA 1819 -Atascadero Drug & Alcohol, PBE55	10,000	10,000	5,226	4,774
FCA 1819 -Atascadero Library, PBE57	20,000	20,000	1,605	18,395
Gen Govt-COC-Repair Roads	5,000	10,500	10,342	158
Gen Govt-SLO-Upgrade Sump Pumps at PTB01, -02, -03	60,000	128,188	122,485	5,703
Gen Govt - SLO - Replace Windows at Casa Loma Probation	70,600	130,600	100,938	29,662
Gen Govt-Atascadero-Library-ADA Ramp Design	10,000	15,000	13,019	1,981
CWFCA-SLO-Probation PTO66	58,400	70,400	63,119	7,281
CWFCA-SLO-Probation PTO67	248,100	248,100	153,222	94,878
Countywide Community Buildings Renovations-Gen Govt-SLO-SWMP SLO Vets Hall	139,800	139,800	127,882	11,918
Gen Govt-SLO-Data Center Seismic Anchoring	60,800	60,800	60,705	95
Health - Paso Robles - Seal North Wall	57,700	57,700	17,012	40,688
Probation-SLO-Remove and Replace Aluminum Windows (FCA)	172,200	172,200	124,095	48,105
Gen Govt-LO-LOWWRF County Sewer Laterals	30,000	45,000	41,614	3,386
Sheriff-COC-Replace rollup door at main jail	10,000	10,000	8,272	1,728
Gen Govt-Various-Unisex Restroom Signage	15,100	15,100	15,012	88
FCA 17-18 SLO Mental Health PTF51	36,000	36,000	35,380	620
FCA 17-18 SLO Health Campus PTF66	8,000	8,000	5,480	2,520
FCA 17-18 SLO Health Campus Annex PTF67	3,000	3,000	1,334	1,666
FCA 17-18 COC Sheriff Bldg. 1203 PIC05	500	80,000	19,761	60,239
FCA 17-18 SLO Grand Jury PTD92	30,000	30,000	13,713	16,287
FCA 17-18 SLO Airport Fire Station #21 PTN28	29,000	29,000	25,819	3,181
Gen Govt-SLO-Install Insta-Hot Fixture at Parks Kimball	6,000	9,719	9,719	0
Gen Govt-SLO-Install Vets Hall Door Closers	2,500	2,500	1,774	726
FCA 17-18 Atascadero Library PBE57	31,000	31,000	24,300	6,700
SWMP - SLO County DSS	124,900	127,406	127,405	1
Gen Govt-SLO-Repair Irrigation Line at NGC	10,000	10,000	3,945	6,055
CWFCA-COC-Honor Farm PIC31	54,000	54,000	16,620	37,380

FY 2018-19 Completed Countywide Facilities Maintenance Projects *Note: All projects in this category are in Fund Center 200 - Maintenance Projects.*				
Project Title	**Original Estimate**	**Current Budget**	**Final Cost**	**Variance – Current vs Final**
Countywide Community Buildings Renovations - Real Property Service General Administration	55,000	55,000	50,832	4,168
Countywide Community Buildings Renovations - Various - General Maintenance Work	55,000	55,000	54,592	408
FCA 17-18 COC Sheriff Weapons Facility PIC22	50,000	50,000	26,625	23,375
FCA 17-18 COC IT Comm/ Shop PIC23	60,000	60,000	52,222	7,778
FCA 17-18 SLO Santa Rosa Bldg. PTB07	61,000	68,208	67,717	491
Gen Govt-Nipomo-Install ADA Handrail at Senior Center	3,000	3,000	1,298	1,702
CWFCM-Health-SLO-Install Ligature Resistant Items	80,000	90,000	85,788	4,212
CWFCM-Fleet-COC-Repair Office Floor (PIC18)	20,000	47,500	46,183	1,317
FCA 1819 - Nipomo Library, POB22	18,000	18,000	479	17,521
FCA 1819 - SLO Kimball Building, PTB10	31,000	31,000	10,988	20,012
FCA 17-18 Paso Health Clinic PRE33	6,500	10,000	8,974	1,026
Gen Govt - Various - Delta Controls Installation	26,000	26,000	19,659	6,341
TOTAL COMPLETED COUNTYWIDE FACILITIES MAINTENANCE PROJECTS	**1,783,100**	**2,102,721**	**1,606,245**	**496,478**

SECTION 6: GOALS AND PERFORMANCE MEASURES

The County's "Results Based Decision Making" initiative is the tool used to identify performance measurements that help to link local government activities and spending to results that benefit the community. Below is a summary of the performance measure results achieved by departments in FY 2018-19. A complete listing of final Goals and Performance Measures achieved by departments at the conclusion of FY 2018-19 is available in Attachment 7.

Out of a total of 248 measures, 42 (17%) were met, 85 (34%) exceeded their target, and 102 (41%) did not meet their targets. There is no data available to report on 19 (8%) of the measures, which is largely due to comparative data not yet being available from the State or comparator counties.
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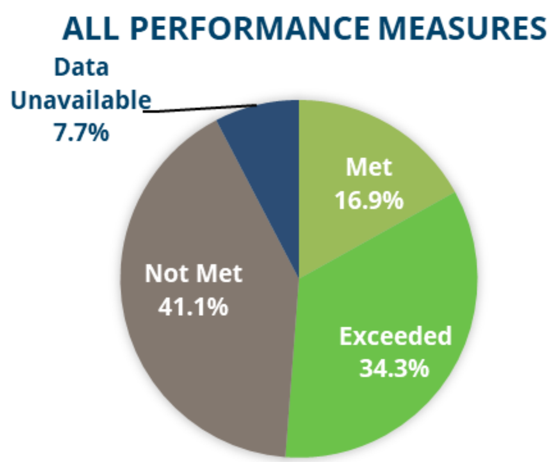
The table below shows the performance measure percentage outcomes for FY 2018-19 as compared to FY 2017-18. There was a decrease in the number of performance measures met or exceeded in FY 2018-19 (51%) down from 59% in FY 2017-18.

Performance Measure Outcomes	FY 2017-18	FY 2018-19
Met	16%	17%
Exceeded	43%	34%
Not Met	36%	41%
Data Unavailable	5%	8%

All County department performance measures are grouped together by service group, which categorize the types of services that individual departments provide. The performance measure results in each of the tables below were determined precisely - measures are listed as 'met' only if actual results matched the target exactly and measures were listed as 'exceeded' or 'not met' even if there was very slight (i.e. 0.1%) variation from the adopted target. This method of evaluation and determination allows for no variation from very specific targets and in part explains why 41% of measures were "not met." Of the 102 of performance measures not met 29 or 28% were almost met and were within 5% of the target.



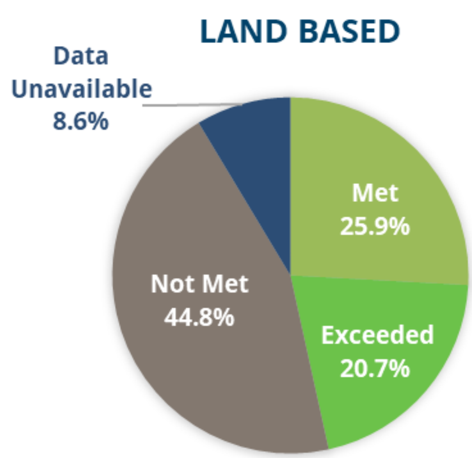
The following are highlights of performance measures by service group. Not all fund center's performance measures are discussed in this document. As noted above, a complete listing of final performance and results achieved can be found in Attachment 7.

LAND BASED SERVICE GROUP

The Land Based Service Group includes those fund centers 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. The table below provides the Land Based Service Group's performance measure result totals for FY 2018-19.

FC Center	Department	Number of FY 2018-19 Performance Measures	Met	Exceeded	Not Met	Data unavailable
141	Ag Commissioner	5	0	2	1	2
142	Planning & Building	13	2	4	5	2
201	Public Works- Special Services	15	7	4	4	0
245	Public Works- Roads	10	5	1	3	1
405	Public Works	11	0	1	10	0
430	Public Works- Los Osos Wastewater System	4	1	0	3	0
	Total Land Based	**58**	**15**	**12**	**26**	**5**

Of the total of 58 Land Based performance measures, 12 (21%) exceeded their targets, 15 (26%) were met, and 26 (45%) were not met. There is no data available to report on 5 (9%) of the measures. Overall, the results are generally consistent with results from prior years. Of the 26 measures not met, 3 (12%) were within 5% of the target. The discussion below highlights some of results for measures in this service group.



Planning and Building continues to be challenged with the implementation of EnerGov, the department's new permit tracking software system. Integration of the software with the department's business practices is incomplete. This has negatively impacted the department's building permit processing timelines and continues to be the reason for the department's low customer service rating. The department succeeded in re-establishing a set of key services at the end of FY 2018-19, including online automated permitting (ePermits) and online renewable energy permits. Increased customer satisfaction and reduced building permit timelines are anticipated in FY 2019-20 as a result. The department will continue to prioritize the configuration of EnerGov and reestablishment of normal permit processing hours in FY 2019-20. The department met or exceeded all but one of its performance measures related to activities that are independent of EnerGov indicating the quality provision of services absent technological complications.

The Special Services division of Public Works has unmet targets related to permit processing that are market driven and beyond the control of the department. One measure, related to subdivision plan processing, was not met due to staff vacancies. An additional unmet target for customer satisfaction surveys was likely skewed by a limited number of responses (there were only 16 responses from 142 participants).

Seven of the measures for the Public Works Internal Service Fund that were not met are related to completing facility condition assessments of County-owned facilities. Actuals were significantly lower than targets primarily because targets for these measures were developed prior to completion of a full inventory of County facilities. The other three unmet measures track the timeliness of facilities and infrastructure capital and maintenance projects. These measures were unmet due to a shortage in staff availability as well as delays in outside agency review, bidder response, and purchasing. Though it did not meet timeliness targets, the department did succeed in improving its percentage of facilities capital and maintenance projects completed within expected time estimates by 15 percentage points compared to FY 2017-18.

The Los Osos Wastewater System met mandated water quality standards for 100% of the days in FY 2018-19. Recycled water delivery was significantly under targets due to unanticipated delays in contracting with water purveyors and a lack of interest in use by the agricultural industry. There was one wastewater system failure, which falls short of the department’s target to have no failures. The incident was quickly addressed.

The Roads division of Public Works met the Board’s average road quality goal to maintain a Pavement Condition Index of 65 and exceeded target road maintenance request response times.

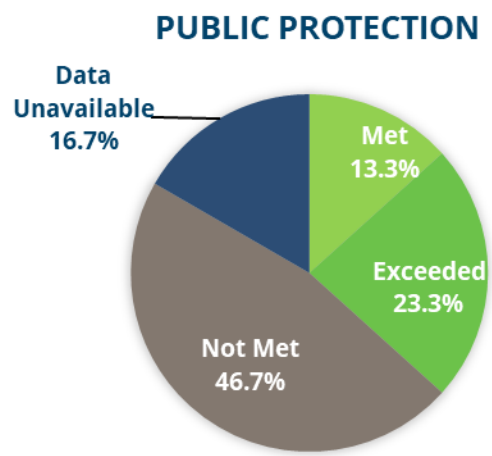
PUBLIC PROTECTION SERVICE GROUP

The Public Protection Service Group includes those fund centers that provide for public safety, law enforcement, criminal justice administration, emergency preparedness, community supervision, and offender rehabilitation services. The table below provides the Public Protection Service Group’s performance measure result totals for FY 2018-19.

Attachment 1

FC Center	Department	Number of FY 2018-19 Performance Measures	Met	Exceeded	Not Met	Data unavailable
130	Waste Management	2	0	0	0	2
132	District Attorney	12	3	2	4	3
134	Child Support Services	4	0	0	0	4
135	Public Defender	2	1	1	0	0
136	Sheriff	8	2	0	6	0
137	Animal Services	5	0	1	4	0
138	Emergency Services	5	2	1	1	1
139	Probation	7	0	6	1	0
140	County Fire	15	0	3	12	0
	Total Public Protection	**60**	**8**	**14**	**28**	**10**

Out of a total of 60 measures, 14 (23%) exceeded their targets, 8 (13%) were met, and 28 (47%) did not meet their targets. Of those not met, 7 (25%) were within 5% of meeting their target. There is no data available to report on 10 (17%) of the measures. Below are highlights of results in this service group.



The Probation Department reports that the recidivism rate among juvenile probationers was 17.7% in FY 2018-19 compared to 22.7% in FY 2017-18, significantly exceeding the target of 30%. Smaller caseload sizes and a continued focus on core correctional practices such as risk assessment and case planning has led to enhanced supervision and delivery of services to youthful offenders and their families. An expanded array of services has allowed for greater linkage to evidence informed programming and intensive services have continued to be made readily available by the County to the highest needs youth and families. The combination of these factors contribute to youthful offenders making positive changes in their lives thereby reducing the likelihood of them committing further offenses in the community.

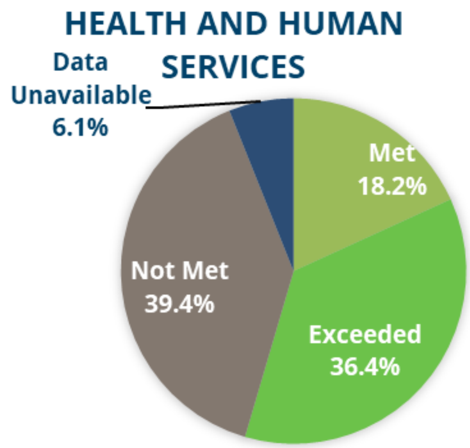
In FY 2018-19, the Sheriff's Office reports that the crime rate in San Luis Obispo County compared to other California law enforcement agencies with populations between 250,000 and 499,000 was lower than 60% of comparable counties, meeting the target. The Sheriff's Office continued to experience high vacancy rates for sworn personnel. There was a 18% vacancy rate for patrol deputies, the same rate reported in FY 2017-18 and a 13% vacancy rate for correctional sworn staff, which is a significant improvement compared to FY 2017-18 when there was a 19% vacancy rate. The target remains at a 10% vacancy rate. Even though the vacancy rate decreased for correctional staff, several were still training.

County Fire has ten performance measures for response times. The response measures either measure response times for first unit to arrive on scene or second unit to arrive on scene by type of area, each with a unique target response time: urban, suburban, rural, remote, and undeveloped. Eight of the targets were not met, including: (1) first unit to arrive, urban areas: 7 minute response (69% actual vs. 90% target); (2) first unit, suburban areas: 8 minute response (45% actual vs. 90% target); (3) first unit, rural areas: 15 minute response (82% actual vs. 85% target); (5) first unit, undeveloped areas: 30 minute response (43% actual vs. 75% target); (6) second unit to arrive, urban: 11 minute response (81% actual vs. 90% target); (7) second unit to arrive, suburban: 13 minute response (57% actual vs. 90% target); (8) second unit to arrive, rural: 18 minute response (82% actual vs. 85% target); (10) second unit to arrive, undeveloped areas: 45 minute response (74% actual vs. 75% target). Multiple factors impact an engine's response time. Ongoing strategies are being employed to reduce response times including improving dispatch procedures and technology, reviewing and updating maps used for dispatch, evaluating demographic area definitions in the County, fine-tuning details of response plans, and improving communications between responders and dispatchers.

HEALTH AND HUMAN SERVICES SERVICE GROUP

The Health and Human Services Service Group includes those fund centers 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. The table below provides the Health and Human Services Service Group's performance measure result totals for FY 2018-19.

FC Center	Department	Number of FY 2018-19 Performance Measures	Met	Exceeded	Not Met	Data unavailable
160	Public Health	9	1	5	3	0
166	Behavioral Health	6	1	3	2	0
180	Social Services - Administration	9	2	2	5	0
184	LEHC	2	0	0	1	1
186	Veteran Services	5	1	2	1	1
375	DUI	2	1	0	1	0
Total Health and Human Services		**33**	**6**	**12**	**13**	**2**



Of the total of 33 Health and Human Services performance measures, 12 (36%) exceeded their targets, six (18%) were met, and 13 (39%) were not met. There is no data available to report on 2 (6%) of the measures. Overall, the results are generally consistent with results from prior years. Of the 13 measures not met, 2 (15%) were within 5% of the target. The discussion below some highlights of results for measures in this service group.

Many of the performance measures tracked by the Health and Human Services departments are influenced by external factors. For example, Public Health tracks the percentage of low birth weight infants. While the rate for FY 2018-19 was lower compared to the prior year (5.6% compared to 5.8%), exceeding the target for the indicator, factors such as poor nutrition and drug and alcohol consumption can impact the rate. Public Health provides services through multiple preventative programs aimed at reducing the rate of low birth weight infants and improving birth outcomes.

In FY 2018-19, Public Health saw a significant increase in the percentage of live born infants whose mothers received prenatal care in the first trimester of pregnancy. In FY 2018-19, 84.2% of live born infants had mothers that received prenatal care in the first trimester compared to 78% in FY 2017-18. Public Health provides a variety of programs that assist pregnant and parenting families; however, external factors also play a role in whether women receive care in the first trimester. Additionally, the rate of reported retail foodborne disease outbreaks per 100,000 of county population decreased from 0.71 (two outbreaks) in FY 2017-18 to 0.35 (one outbreak) in FY 2018-19.

In Behavioral Health, the 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 was 94.8% in FY 2018-19, the highest rate reported over the last four years. Additionally, while the percentage of clients who were readmitted to the Psychiatric Health Facility (PHF) within 30 days of prior discharge increased from 10.7% in FY 2017-18 to 11.9% in FY 2018-19, there was an overall decrease in the total PHF census population, due largely to operations of the Crisis Stabilization Unit, implementation of Community Action Teams, and the acuity level of patients at the PHF.

The Social Services Department tracks the percentage of timely face to face contacts with children in foster care that were done within the required time frame, which is most often monthly. In a typical month, approximately 300 children require a face to face visit with a Social Worker regardless of location, including outside of California. In FY 2018-19, The department met the goal of 97% of face to face visits within the required time frame improving slightly from the FY 2017-18 actual result of 97%. Another measure the department tracks is the percentage of timely Adult Protective Services (APS) face to face responses that are completed within the mandated timeframe. In FY 2018-19, the APS division experienced multiple and overlapping vacancies, which significantly impacted the response time. Due to the high number of vacancies, the department was able to meet the mandated timeframe 74% of the time, lower than the 85% target and down from FY 2017-18 actual amount of 95%.

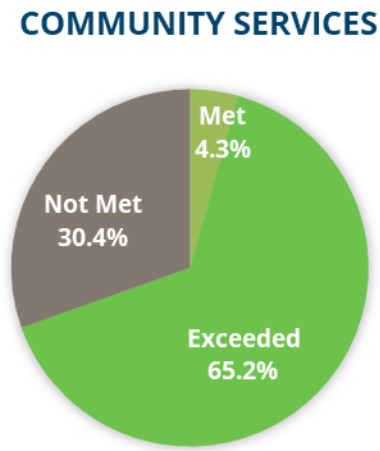
Of the five performance measures in Veterans Services, only one was not achieved. Community outreach continues to be a strong focal point for staff and in FY 2018-19 the department intentionally included more outreach to veteran focused service providers in addition to direct outreach to veterans. Beyond the 2,630 unduplicated veterans reached, an additional 1,177 service providers now serve as partners in the community which is a significant increase from the previous year's 375 providers. Going forward, establishing greater connections throughout the county is a priority all with the goal of increasing services to our veterans.

COMMUNITY SERVICES SERVICE GROUP

The Community Services Service Group includes those fund centers that provide programs and services of general benefit to residents and visitors, including airports, libraries, golf courses, parks, and recreation areas. The table below provides the Community Services Service Group's performance measure result totals for FY 2018-19.

FC Center	Department	Number of FY 2018-19 Performance Measures	Met	Exceeded	Not Met	Data unavailable
215	UC Cooperative Extension	4	1	2	1	0
305	Parks and Recreation	4	0	3	1	0
377	Library	6	0	3	3	0
425	Airports	4	0	3	1	0
427	Golf Courses	5	0	4	1	0
	Total Community Services	**23**	**1**	**15**	**7**	**0**

Out of a total of 23 measures, 15 (65%) exceeded their targets, 1 (4%) were met, and 7 (30%) did not meet their targets, of which 3 of the total of unmet measures were just within 5% of reaching their targets.



Airports exceeded three of its four measures, including total operating income and total passenger enplanements. The measure for enplanements is an especially important indicator which reflects the launch of new air service and increased destinations while the measure for total annual operating income highlights the 93% increase from the prior year.

For Golf Courses, the amount of revenue relative to expense was just above targeted levels at 85%. The department is moving forward with El Chorro Regional Park Plan Phase I enhancements which will bring several new revenue sources to the Golf Program and more changes are on the horizon. Top Tracer is expected to come online in FY 2019-20 which should have a significant impact the engagement levels at golf facilities by users aged 25 and under. Other influences which should affect revenue and engagement levels are Go Karts and Miniature Golf which is currently in the permitting process

The Library exceeded three of six performance measures, including expenditures per capita. An interesting trend to watch is the shift in usage from traditional circulation of items to digital resources, with digital circulation increasing 21.9% over the prior year. Library patrons using digital resources do not need to visit the library to check items out. Across various county branches, the Library continues to offer additional programs, services and exhibits to attract patrons to these community hubs.

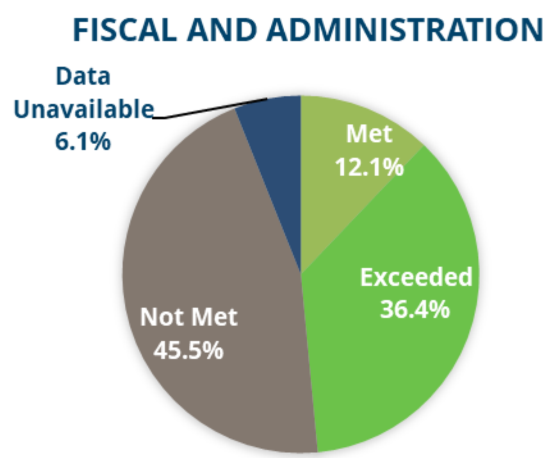
FISCAL AND ADMINISTRATIVE SERVICE GROUP

The Fiscal and Administrative Service Group includes those fund centers 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, general administration of County departments, development of County employees, and budgets and policies. The table below provides the Fiscal and Administrative Service Group’s performance measure result totals for FY 2018-19.

Attachment 1

FC Center	Department	Number of FY 2018-19 Performance Measures	Met	Exceeded	Not Met	Data unavailable
100	Board of Supervisors	1	0	0	0	1
104	Administrative Office	5	1	0	4	0
109	Assessor	4	0	0	4	0
110	Clerk Recorder	9	1	5	3	0
117	Auditor-Controller-Treasurer-Tax Collector	7	2	4	1	0
275	Organizational Development	7	0	3	3	1
	Total Fiscal and Administrative	**33**	**4**	**12**	**15**	**2**

Of the 33 Fiscal and Administrative performance measures, four (12%) targets were met, 12 (36%) exceeded their targets, and 15 (45%) did not meet their targets. There is no data available to report on two (6%) of the measure. There was a decrease (by two) in the number of measures met when compared to FY 2017-18; however, it should be noted that of the targets not met, five were within 5% or less of their targets. The number of measures exceeding their targets were slightly below FY 2017-19 level of 13. The discussion below some highlights of results for measures in this service group.



The Auditor-Controller-Treasurer-Tax Collector-Public Administrator's measure for maintaining a high credit rating for the Treasury Combined Pool Investments has consistently been met. In FY 2018-19, the County again maintained the highest rating available from Fitch Ratings, Inc. – "AAAt/S1". This credit rating provides evidence to investors that the County pays its financial obligations and meets all safety and liquidity goals for the Treasury investment pool.

The Clerk-Recorder's Office exceeded five of their measures due to the large voter turnout for the 2018 election. Specially, the measures tracking online voter registration, polling place look-up, and voter registration status look-up exceeded targets by 4,983 (online voter registrations), 1,549 (online searches for polling locations) and 3,483 (online searches for voter registration status) respectively. The County's 2018-19 voter turnout at 74.4% was approximately 10% ahead of the statewide average of 64.5%.

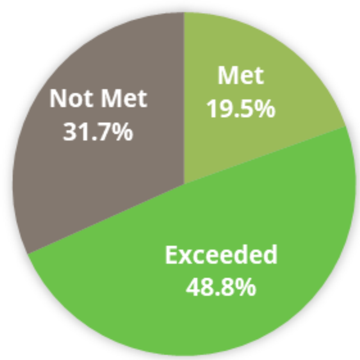
SUPPORT TO COUNTY DEPARTMENTS SERVICE GROUP

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. The table below provides the Support to County Departments Service Group's performance measure result totals for FY 2018-19.

FC Center	Department	Number of FY 2018-19 Performance Measures	Met	Exceeded	Not Met	Data unavailable
105	Risk Management	4	0	4	0	0
111	County Counsel	5	0	3	2	2
112	Human Resources	4	0	2	2	2
113	Public Works - Facilities Management	13	3	5	5	5
114	Information Technology	8	5	2	1	1
116	Central Services	3	0	0	3	3
407	Central Services - Fleet Services	4	0	4	0	0
Total Support to County Departments		**41**	**8**	**20**	**13**	**0**

Out of a total of 41 measures for the Support to County Departments service group, 20 (49%) exceeded their targets, 8 (19%) targets were met, and 13 (32%) did not meet their targets. Of those not met, 7 were within 5% of meeting their target.

SUPPORT TO COUNTY DEPARTMENTS



A total of four performance measures tracking cost and timing of services for Central Services – Fleet Division were exceeded in all instances, as in prior years. The department's focus on continuous process improvement and personnel development has also resulted receiving recognition for being in the top 1% nationwide of fleet departments by two top fleet industry organizations in FY 2018-19. The Fleet Division also received a multi-year accreditation from the American Public Works Association.

The Human Resources Department exceeded measures tracking customer satisfaction but did not meet targets for time to fill vacancies, due to a countywide hiring chill, which is designed to generate salary savings to address a multi-year budget gap. The Risk Management Division, reported in Fund Center 105 in FY 2018-19, exceeded all four targets tracking workplace illness and injury and liability claims. This fund center's measures will be tracked in the Human Resources Fund Center 112 in future fiscal years.