

TULARE COUNTY



RECOMMENDED BUDGET 2010/2011

Cover: Tulare County Farm Labor & Agriculture Museum dedicated November 2009. The Museum is located in the Mooney Grove Park, Visalia. Photo taken by Brian Summers, Tulare County Capital Projects/Facilities Manager.

COUNTY OF TULARE STATE OF CALIFORNIA

RECOMMENDED BUDGET 2010-2011

FOR THE FISCAL YEAR ENDING JUNE 30, 2011

Prepared for the Board of Supervisors

By

**Jean M. Rousseau
County Administrative Officer**

**Under the Direction of:
Martin R. Meier
Deputy County Administrative Officer – Budget**

County of Tulare

Mission Statement

To provide the residents of Tulare County with quality services to improve and sustain the region's safety, economic well-being and quality of life.

Vision Statement

A County government that has earned the trust, respect and support of its residents through collaboration, fair and effective service.

Core Values

The County of Tulare is committed to a collaborative and team-oriented approach to service that is anchored in our shared values of:

- | | |
|--------------------------------|--------------------------|
| ❖ <i>Respect</i> | ❖ <i>Innovation</i> |
| ❖ <i>Responsiveness</i> | ❖ <i>Fairness</i> |
| ❖ <i>Commitment</i> | ❖ <i>Accountability</i> |
| ❖ <i>Can-do Attitude</i> | ❖ <i>Compassion</i> |
| ❖ <i>Respect for Diversity</i> | ❖ <i>Professionalism</i> |
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County of Tulare County

Board of Supervisors



J. Steven Worthley
Chairman
Supervisor District 4



Mike Ennis
Vice Chairman
Supervisor District 5



Allen Ishida
Supervisor District 1



Pete Vander Poel
Supervisor District 2



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Supervisor District 3

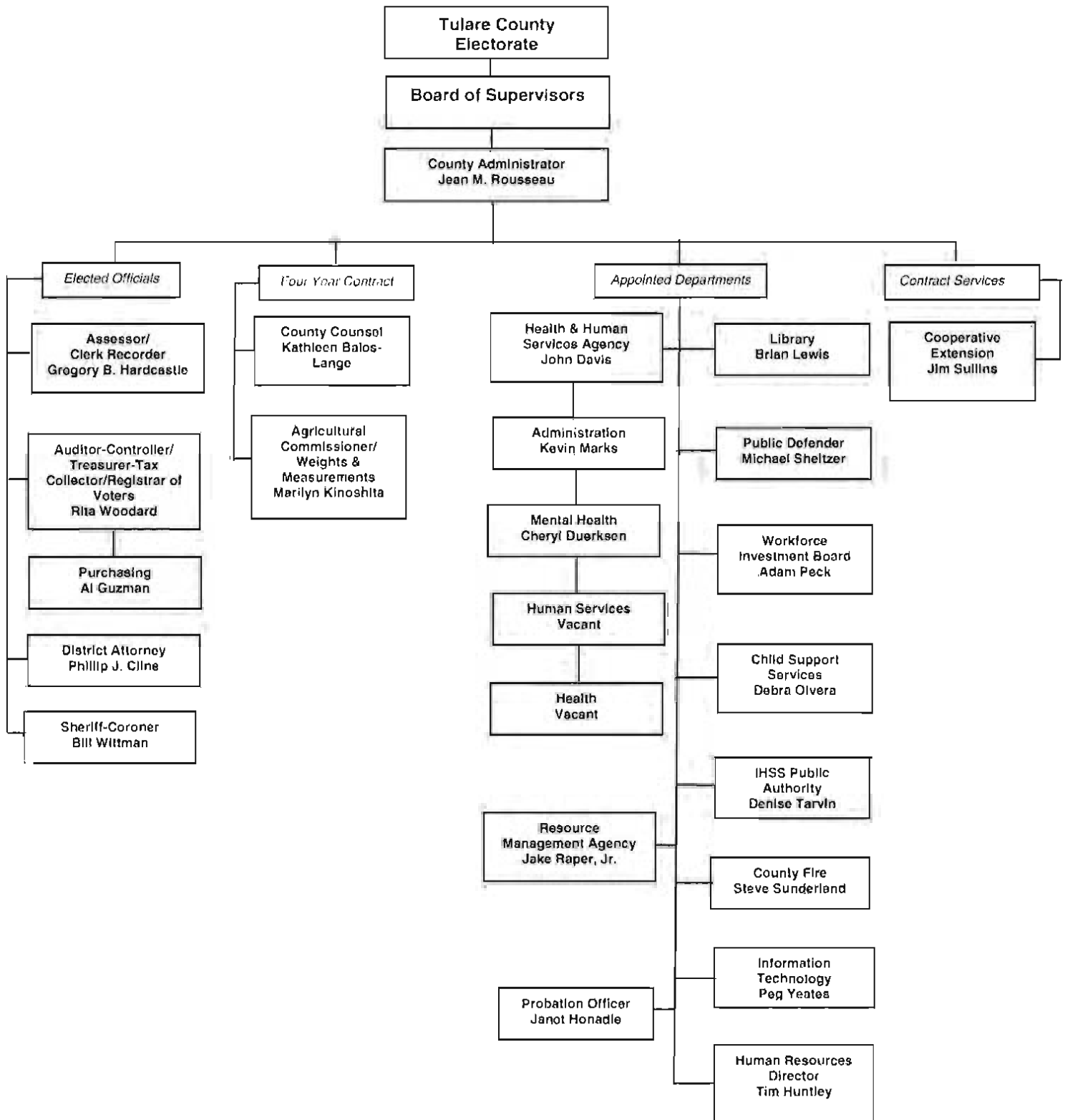
County Administrative Office



Jean Rousseau
County Administrative Officer

TULARE COUNTY ORGANIZATIONAL CHART

August 2010



County of Tulare

Department Head Listing

Ag Commissioner/Sealer of Weights & Measures	Marilyn Kinoshita	684-3350
Assessor/Clerk-Recorder	Gregory B. Hardcastle	636-5050
Auditor-Controller/Treasurer-Tax Collector/ Registrar of Voters	Rita Woodard	636-5200
Child Support Services	Debra Olvera	713-5700
Cooperative Extension	Jim Sullins	684-3300
County Administrative Officer	Jean M. Rousseau	636-5005
County Counsel	Kathleen Bales-Lange	636-4950
District Attorney	Phillip J. Cline	733-6411
Fire	Steve Sunderland	747-8233
Health and Human Services Agency	John Davis	624-8000
Human Resources and Development	Tim Huntley	636-4900
Information Technology	Peg Yeates	636-4806
In-Home Supportive Services Public Authority	Denise Tarvin	623-0640
Library	Brian Lewis	713-2700
Probation	Janet Honadle	713-2750
Public Defender	Michael Sheltzer	636-4500
Resource Management Agency	Jake Raper, Jr.	624-7000
Sheriff-Coroner	Bill Wittman	636-4625
Workforce Investment Board	Adam Peck	713-5200

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DATE: September 21, 2010

TO: Tulare County Board of Supervisors

FROM: Jean M. Rousseau, County Administrative Officer

SUBJECT: Fiscal Year 2010/11 Recommended Budget

The Fiscal Year (FY) 2010/11 Recommended Budget is presented for review, modification and adoption. This is the fifth budget presented since the County developed its "Strategic Business Plan and Management System" in FY 2006/07. Consequently, the Recommended Budget document continues to incorporate the County's strategic initiatives along with additional information that we hope will help our constituents better understand County government. As a part of the strategic plan process, the County identified the following four broad strategic initiatives:

1. **Safety and Security** - Provide for the safety and security of the public.
2. **Economic Well-Being** - Promote economic development opportunities, effective growth management and a quality standard of living.
3. **Quality of Life** - Promote public health and welfare, educational opportunities, natural resource management and continued improvement of environmental quality.
4. **Organizational Performance** - Continuously improve organizational effectiveness and fiscal stability.

The strategic initiatives outlined above will help the County achieve its mission "to provide the residents of Tulare County with quality services in order to improve and sustain the region's safety, economic well being and quality of life."

This is the eighth year the Recommended Budget process is utilizing alternative dates in compliance with the County Budget Act. The County uses the alternative schedule in order to streamline the overall budgetary process and ultimately prepare a Recommended Budget incorporating budgetary changes made by the State affecting County operations. A part of this change requires the County to use a rollover budget from the prior fiscal year in order to continue County business until the budget hearings are held. The budget, presented today for your consideration, accomplishes this goal and properly reflects the County's desire to maintain a prudent approach to budgeting its governmental operations. It also is a balanced budget that reduces net General Fund costs in Department budgets in a year of reduced revenues, rising costs, and remaining fiscal uncertainties.

ECONOMIC AND BUDGETARY ENVIRONMENT

The County continues to face unprecedented challenges today in the era of the Great Recession of 2008. The effects of a downturn in the economy (which many experts feel may not be fully over), rising unemployment (currently almost 17%, the biggest decline in employment among the largest California counties), a decline in year-to-year personal income for the first time since World War II, a drop of about 23% in housing construction employment and valuation for 2009 compared with the prior year, and a large number of foreclosures in the region have resulted in significant loss of local discretionary revenues that fund critical County services related to the safety, health and welfare of the public. An example is the local property tax assessment roll (once a reliable and growing funding

source) that is anticipated to be flat for FY 2010/11 after dropping 1% last fiscal year (the first decline since the passage of Proposition 13 in 1979). Another example is property tax-related discretionary revenue that is projected to be down an estimated \$3.6 million from its high in FY 2008/09. There is a loss of \$3.4 million in Williamson Act subventions during this time. Add to this losses of over \$800 thousand in sales-related taxes and more than \$1.7 million in interest earnings, and increased retirement costs anticipated to be between \$2.5 and \$5 million as a direct result of earnings losses over this same period, and one can see the challenges Tulare County is facing due to the poor national and local economy.

STATE BUDGET

The State has not yet adopted its FY 2010/11 budget that is required by State law to be adopted by July 1 each year. The Governor calculates a total budget deficit of \$19.1 billion. Of that imbalance, \$7.7 billion (about 40%) is due to the current year, \$10.2 billion (about 53%) accrues to the budget year, and \$1.2 billion (about 6%) is to build a reserve. On May 14, 2010, the Governor released his FY 2010-11 May Revision budget proposals. The Governor proposes to address the projected deficit with: a) \$12.4 billion in program reductions, b) \$3.4 billion in new Federal funds, c) \$1.3 billion in alternative funding, and d) \$2.1 billion in fund shifts/other revenue. The May Revision includes the elimination of several safety net programs, and significant cost shifts and redirection of County resources to cover State expenses for social service programs. The Legislative Democrats released their alternative budget on August 3, 2010, which proposes more than \$8 billion in cuts, including to public education; but rejects the Governor's proposed CalWORKs and other social service program eliminations, and permanently cuts the State sales tax nearly in half while raising new revenue for education. Not counting shifting of funds, this proposal addresses \$14.3 billion of the State deficit this year. Already since the State has not enacted a timely budget, its financial officers implemented an accelerated deferral of payments to counties which negatively impacts county cash flows. In short, we can expect the results of the State budget negotiations to be fluid and harmful to revenue streams that the County relies on to provide services to citizens who most need them.

GOVERNOR'S MAY BUDGET REVISION

Few details of the Governor's budget proposals have been provided, therefore the specific funding and operational impacts on County programs and services are unknown at this time. Issues of note for Tulare County include the following:

ADMINISTRATION OF JUSTICE

Court Security Reimbursements - The Governor proposes a \$15 court security fee which could generate approximately \$60 million for the State Trial Court Trust Fund, with proceeds to be dedicated for court security purposes. This would be helpful in ensuring that the Court has a reliable funding mechanism to fully reimburse court security costs provided by the Sheriff's Department.

Corrections - The Governor proposes to require counties to house non-violent, non-serious offenders in local jails for terms of up to 36 months and have the Division of Juvenile Justice parolees supervised by local Probation departments, thereby shifting the workload to local agencies as a means to reduce State costs. Although the proposed changes would certainly impact local resources, a portion of the cost savings achieved by the State would be passed to local agencies in order to accommodate enhanced services and the increased workload.

Public Safety Grants - Beginning in FY 2011/12, after expiration of the temporary Vehicle License Fee (VLF) increase, the Governor proposes to establish a State General Fund allocation for various public safety grants and programs. This would effectively restore funding for these programs back to FY 2008/09 levels and reinstate the prior allocation methodology.

AGRICULTURE AND NATURAL RESOURCES

Williamson Act State Subventions - The May Revision continues to allocate \$1,000 for the Williamson Act Subvention Program. This essentially eliminates the program. These subventions are intended to partially backfill property tax revenue losses sustained by counties when they enter into contracts with landowners to not develop land in exchange for reduced property tax assessments.

GOVERNMENT FINANCE AND OPERATIONS

May 2009 Special Election Reimbursement - The May Revision continues to include \$68.2 million in reimbursement for County costs associated with the May 2009 Special Election.

HEALTH AND HUMAN SERVICES

CalWORKs - The Governor proposes to eliminate the CalWORKs (temporary financial assistance and employment services) program effective October 1, 2010. Details of the proposal are not available at this time.

In-Home Supportive Services (IHSS) - The May Revision includes \$637.1 million savings from the IHSS program. The Governor proposes to meet with the stakeholders to develop specific cost containment measures to generate the budget savings.

Social Services Programs - The Governor proposes to increase the County's share of the non-federal cost in Foster Care, Adoptions Assistance, Child Welfare Services, and Food Stamps programs. In addition, the Governor proposes to redirect: a) County savings from the increased federal share for these programs funded through the American Recovery and Reinvestment Act (ARRA) and b) the mental health Realignment funds to offset the increased County cost.

Medi-Cal Program - The May Revision projects a savings of \$523 million through Medi-Cal cost containment measures. Specific proposals to attain this, which would require State plan amendment or Federal waiver, include limitation of services and utilization controls, increased cost-sharing/co-payments, and enrolling of seniors and people with disabilities into managed care. The Governor also proposes to eliminate full-scope Medi-Cal services for new legal immigrants, roll back Family Planning rates, and eliminate AIDS Drug Assistance Program for county jails and all Drug Medi-Cal programs except Perinatal and Minor Consent programs.

Mental Health Realignment Fund - The Governor proposes to redirect \$602 million in county mental health Realignment funding to backfill State General Fund costs for Food Stamps and Child Welfare Services. Details are lacking on how the redirection would be accomplished.

Mental Health Services Programs - The May Revision proposes to suspend AB 3632 mental health mandates (special education for children), and Individuals with Disabilities Education Act funding as part of a transfer of responsibility for services to seriously emotionally disturbed children and youth to the State Department of Education.

LEGISLATIVE DEMOCRATS' ALTERNATIVE BUDGET

The Legislative Democrats recently proposed their alternative "California Jobs Budget" that they say focuses on saving jobs and restructuring the provision and funding of state services. The package includes a mix of cuts, new revenues, restructuring, tax reductions, and reforms:

ADMINISTRATION OF JUSTICE

Corrections - The Jobs Budget continues to include the public safety "restructuring" proposal (as revised by Senate Democrats in mid-July) that shifts responsibility to counties for housing and supervising "wobbler" offenders and provides revenue from the Vehicle License Fee to fund the services. This proposal takes the place of the Governor's May Revision proposal to shift the workload to local agencies. The proposal would also maintain funding for local public safety programs, convert funding for the 2007 juvenile justice population to a VLF funding base, and create a four-county parole realignment pilot program.

AGRICULTURE AND NATURAL RESOURCES

State Water Board Waste Discharge Requirement - In the proposed FY 2010/11 budget, the Governor proposed a new Waste Discharge Requirement fee by the State Water Resources Control Board (SWRCB) on operating solid waste landfills. Since 1994, operating landfills have not been subject to such a fee and, instead, the regulatory activities of the SWRCB and the Regional Waste Quality Control Boards (RWQCB) related to such facilities have been covered by funding from the Integrated Waste Management Account (IWMA). CalRecycle claims that IWMA revenues are down 30 percent, much of it due to a reduction in disposal due to the downturn in the economy. The reduced funding from the IWMA to SWRCB and RWQCB programs is about \$2.3 million per year or about 34 percent. This proposal requires the SWRCB by March 1, 2011 to analyze and report on the costs of regulating active landfills, and to begin billing the permittees (generally counties) in the second half of the FY 2010/11.

GOVERNMENT FINANCE AND OPERATIONS

Personal Income Tax and VLF - The proposed tax reform alternative would raise Federally deductible taxes (Personal Income Tax and Vehicle License Fees) and reduce the State sales tax rate. Personal Income Tax rates for each bracket would be increased by 1%, and the current 0.25% surcharge would also be extended, raising about \$8.7 billion in Personal Income Taxes revenues. The Vehicle License Fee would be increased from 1.15% to 1.65%, with a portion dedicated to restructuring public safety programs in 2011-12 (a smaller share of the VLF would be available to phase-in the restructuring). The state sales tax rate would be reduced by 1.75% in the budget year and an additional 0.75% in 2011-12, for a total reduction of 2.5% in 2011-12.

Oil Severance Tax and Single Flip - The Democrats' plan includes an oil severance tax and the Single Flip. The oil severance tax would raise \$600 million in the current budget year, half the amount raised in the out-years because it would only be in effect for half of the budget year. Democrats believe they can raise the oil severance tax with a majority vote by using a mechanism known as the Single Flip, which would unravel the Triple Flip of 2004. Under the Triple Flip, the State shifted a quarter-cent of the local sales tax to the State and reimbursed local agencies with schools' property taxes, which the State then backfilled pursuant to Proposition 98. The Single Flip is a mechanism by which the Legislature would reduce the state sales tax rate by that quarter-cent and allow the local sales tax to return to its previous level. The Democrats reason that the Single Flip would reduce the State sales tax and increase the oil severance tax by an amount to make the net effect revenue neutral and so it would only require majority approval. Meanwhile, the local tax would return to its historical rate by operation of law, making it outside of the neutrality calculation.

Securitization of Pre-2004 Mandate Reimbursements - The Jobs Budget includes authorization for school districts and local governments to securitize future State payments for mandate reimbursements (pre-2004 mandate payments owed to non-school local agencies are nearly \$1 billion). Using the VLF Gap Loan and Proposition 1A Securitization as a model, a joint powers authority would be authorized to pool local agency reimbursements and sell a bond with proceeds going to local agencies.

HEALTH AND HUMAN SERVICES

CalWORKs, Child Welfare Services (CWS) and In-Home Supportive Services (IHSS) - The Jobs Budget includes a number of reductions in health and human services, but rejects the Governor's proposals to eliminate CalWORKs, CWS, community mental health programs, Adult Day Healthcare, and severe reductions to IHSS.

AB 3632 Mandate – Special Education Mental Health Related Services - This proposal rejects the Governor's proposal to eliminate the reimbursable mandate on counties to provide mental health Services to special education students. This is a Federal requirement that in every other state is performed by schools. It augments the amount available to pay for prior year AB 3632 payments to counties by \$133 million, but reduces the appropriation for current-year claims by \$52 million. The proposal directs the Department of Education to help Special Education Local Planning Areas establish best practices so that schools could begin delivering this program in the future, and appropriates \$3 million of Federal Individuals with Disabilities Education Act funds for that purpose.

TULARE COUNTY BUDGET ACTIONS

To date, the County has been quite proactive in attempting to mitigate the negative budgetary impacts of the economy and the state budget. For example:

➤ In FY 2008/09, the County:

- Instituted a hiring freeze of existing positions and future vacancies, allowing exemptions for critical need areas such as public safety, mandated functions, health related concerns, and other areas as determined by County Administration staff;
- Deleted over 300 vacant positions and laid off over 150 employees; and

- Completed Countywide project to identify ways to reduce costs, increase revenues, and improve operations that produced about 450 suggestions, applicable to both individual Departments and Countywide operations, which are being evaluated for appropriate implementation.

➤ In FY 2009/10, the County:

- Continued the hiring freeze;
- Implemented 7-10% across-the-board budget reductions;
- Negotiated no new salary or merit increases for bargaining units that were not already under existing agreements;
- Suspended sick leave buy back and deferred compensation match;
- Negotiated 40 hour furloughs (or equivalent salary reductions) for most bargaining units;
- Initiated 32 vacant position deletes and 27 layoffs as responses to continuing reductions in funding;
- Suspended Teeter Plan (whereby 100% of the secured property taxes levied are apportioned to eligible agencies instead of the historical practice of apportioning 100% of taxes as they are collected) which significantly reduces County cash flow requirements and eliminates the need to set up a legally required reserve fund to pay for defaulted property tax losses, thus freeing up funds that can be used for other purposes;
- Initiated the San Joaquin Valley Insurance Authority with Fresno County to jointly negotiate for more favorable healthcare rates for employees of both counties;
- Reorganized the Resource Management Agency to focus on its external services to the public and transferred its internal service functions to the County Administrative Office under the General Services Program, thereby streamlining the associated external and internal functions to make them more efficient; and
- Received Federal ARRA funds for improving community safety, providing meals for seniors, improving transportation services, resurfacing roads, training for unemployed adults and youths and funding summer jobs for youths.

➤ In FY 2010/11, the County has so far:

- Continued the hiring freeze;
- Implemented additional 4-8% across-the-board budget reductions;
- Negotiated no new salary or merit increases for most bargaining units;
- Continued suspension of sick leave buy back and deferred compensation match;
- Negotiated 40 hour furloughs (or equivalent salary reductions) for most bargaining units;
- Initiated additional vacant position deletes as preemptive responses to continuing reductions in funding;
- Eliminated the Juvenile Justice Crime Prevention Act program budget to reflect loss of State funding;
- Continued suspension of the Teeter Plan;
- Activated a letter of credit to address cash flow issues rather than borrowing a traditional Tax and Revenue Anticipation Note (TRAN) to save on interest charges;
- Used \$2 million each of General Fund Reserves and Contingency appropriations as a one-time funding sources to help balance the FY 2010/11 County Budget;

- Incorporated remaining ARRA funds in the financing of appropriate County activities;
- Pursued initial strategies to address future significant increases in retirement costs that involve reviewing and possibly modifying existing retirement policies and potentially coordinating modifications with other local area public agencies; and
- Reduced public hours for the Resource Management Agency to improve efficiency so staff can focus on processing paperwork.

In short, FY 2010/11 will see the continuation of reduced local programs and services due to the lingering effects of the Great Recession that cause declining revenues, high unemployment, dipping personal income, ongoing budgetary reductions and accelerated deferrals of payments to Counties by the state, and steeply escalating retirement costs. The current condition of local government has been called the “new normal” because it appears to be a permanent, ongoing condition.

NOTES ABOUT THE BUDGET STRUCTURE

The State Controller dictates the organization and structure of county budgets in order to ensure consistency and comparability of data. For most of the Departments and programs reported in this document, the two most recent prior fiscal years’ activities are included for comparison purposes. The funds listed in the front schedules are for Tulare County governmental operating funds. In addition to these funds, there are Enterprise, Internal Service, and Special District Funds included. Budget information for these activities is shown in specific schedules for each. Funds are comprised of single or multiple sub-units called agencies.

A narrative section is provided for each agency. The narrative provides: a statement of Departmental purpose; the Agency’s major accomplishments for FY 2009/10 organized by Strategic Initiatives; Key Goals and Objectives FY 2010/11 also by Strategic Initiatives; the Departmental requested budget; the County Administrator’s recommendations; pending issues and policy considerations if applicable; and statement of department head concurrence or appeal.

Additionally, for each agency, a series of summary charts and tables are featured. These include as appropriate: a brief organizational chart; a ten-year staffing trend graph; source of funds and use of funds pie charts; and the budget summary table. A listing of the agency’s total position count is also shown.

The budget summary table provides information by appropriation units and revenue sources. The appropriation units are the agency expenses. The Salaries and Employee Benefits appropriation unit is a composite of all employee costs including extra-help and overtime. The Service and Supplies appropriation represents all operational costs such as office supplies and professional services. The Other Charges appropriation unit is primarily used for charges from the Internal Service Funds for maintenance, custodial, motor pool and other internal services. Fixed Assets appropriation unit is for any equipment purchases of \$5,000 or more. The Other Financing Uses appropriation unit is used for operating transfers from one fund to another. Overhead is shown in the COWCAP (Countywide Cost Allocation Plan) appropriation unit. The revenue sources have been categorized primarily as follows: taxes; licenses, permits & franchise fees; aid from other government agencies (State or Federal); charges for current services; and miscellaneous revenue.

GENERAL FUND

The General Fund budget reflects significant reductions compared with the FY 2009/10 Adopted Budget. The General Fund's appropriations are almost \$591.1 million, which are \$6.1 million or 1% lower than the FY 2009/10 Adopted Budget. The decrease is due primarily to a decrease in Contingency appropriations that are used to balance the General Fund, a reduction in one time expenditures in the Miscellaneous Administration budget and a decrease in the Capital Acquisitions budget from making the final payment on the FY 2008/09 vehicle leases last fiscal year. In addition, the public safety partners (District Attorney, Probation, Public Defender and the Sheriff) departments' collective appropriations decrease significantly predominately due to decreases in State funding for several programs including Proposition 36 (Substance Abuse), suspension of mandate reimbursements for several sexually violent predator prosecution programs, reductions in ARRA stimulus grants, and vacant positions due to the hiring freeze.

The General Fund's estimated revenues are \$577.8 million, which are \$2.7 million or almost 0.5% lower than the FY 2009/10 Adopted Budget. The overall decrease largely reflects the reduction in State and Federal program revenues and the slowdown of sales taxes and property taxes resulting from the unstable economy.

The General Fund's carryover fund balance included in this year's budget decreases \$5.5 million or 33% to \$11.3 million compared to \$16.8 million at June 30, 2009, continuing a downward pattern.

For FY 2010/11, the County's across-the-board budget reductions again help to correct the General Fund's structural budget deficit (i.e., the current revenue structure of taxes, fees, and other sources is insufficient to maintain governmental services at their current levels) by reducing overall General Fund expenditures to a level closer to available revenues. The difference between expenditures and revenues represents the use of fund balance monies, \$2 million of Contingency appropriations and \$2 million of Reserves to balance the budget. For FY 2010/11, this difference is once more deliberately brought down to a level closer to the historical fund balance that existed prior to the unsustainable "housing boom economy" that has now ended.

The "new normal" economic conditions and the persistent budgetary problems of the State budget process continue to bedevil County Administration. The FY 2010/11 General Fund budget confronts and attempts to resolve these challenges.

OTHER FUNDS

Activities not included in the General Fund are budgeted in Special Revenue, Enterprise, Internal Service, Debt Service, and Special District Funds.

➤ Special Revenue Funds

The County's most prominent Special Revenue funds include the Fire, Roads, Child Support Services, Library budgets, and Capital Projects.

The Fire Fund's budget has no significant areas with major changes compared to the FY 2009/10 Final Budget.

The Road Fund's estimated revenues are \$18.8 million or 37% over last year's adopted budget predominately due to increases in funding from Measure R and ARRA.

The Child Support Services Fund's estimated expenditures and revenues remain the same as the FY 2009/10 Adopted Budget.

The Library Fund's expenditures are virtually the same as last year's adopted budget.

Expenditures for the Capital Projects Fund increase about \$936 thousand or 8% compared with the FY 2009/10 Adopted Budget primarily for completing the remodel of the downtown annex facility to accommodate Probation staff and for planning the construction of the Ivanhoe Community Center.

➤ **Enterprise Funds**

Enterprise funds account for operations that are financed and operated in a manner similar to private businesses, where the intent of the government is to provide goods or services to the general public on a continuing basis at a cost that is financed or recovered primarily through user charges. The County's Enterprise funds include Public Transit and Solid Waste Management. Collectively, the expenses for these budgets are reduced \$3.7 million or 11% compared with last year's adopted budget, largely due to reductions in the purchasing of fixed assets and the transfer of the Design Division of Waste Management to the Roads Fund.

➤ **Internal Service Funds**

Internal Service funds (ISFs) are utilized to provide services to departments within the County by taking advantage of operating efficiencies. These funds provide better accountability and control over costs previously provided within the General Fund. ISFs include services such as insurance, maintenance, custodial, motor pool, printing, mail, communications, and information technology. As part of the reorganization approved for the Resource Management Agency (RMA) effective February 2010, RMA's ISFs were transferred to the County Administrative Office's newly established General Services Division. Overall, ISF charges to County departments have been reduced by about \$1.3 million or 3.4% when compared with the FY 2009/10 Adopted Budget. The reductions are achieved by a combination of position vacancies, operating efficiencies, and reduced levels of service.

➤ **Debt Service Funds**

Debt Service funds are used to properly account for the County's collective debt service activities. Overall, Debt Service funds' expenditures decrease about \$2 million or 10% compared with the Adopted Budget for last fiscal year. The reasons for the decrease include an anticipated decline in Tobacco Settlement proceeds and reductions in interest expenses.

➤ **Special District Funds**

Special District funds are independent units of local government generally organized and funded through assessments to the beneficiaries of the Districts to perform a specific function(s) for a specific area. Examples include flood control, storm drainage and landscape assessments, redevelopment, and sewer and water systems maintenance districts.

The County Flood Control Fund coordinates all countywide flood control activities. It increases expenditures by \$0.3 million or 9% compared to last year's adopted budget. The overall increase is for completing flood control improvement projects carried over from FY 2009/10 and for an increase in Road Yard charges.

The Assessment Districts' funds provide for long-term maintenance of storm drainage systems and landscape improvements. Overall, Assessment funds' expenses remain essentially the same compared with last fiscal year.

The County Redevelopment funds are responsible for improving, upgrading, and revitalizing areas within the unincorporated territory of the County that have become blighted because of deterioration, disuse, and unproductive economic conditions. Overall, Redevelopment funds' expenditures increase \$745 thousand or 2% compared with the FY 2009/10 Adopted Budget. The increase is primarily due to expected new projects.

The County Service Area funds account for sewer and water systems construction and ongoing maintenance within the unincorporated areas of the County. Overall, County Service Area funds' expenses are virtually the same as the 2009/10 Adopted Budget.

ACKNOWLEDGEMENTS

It takes a lot of hard work and time in order to complete a budget for the size and complexity of Tulare County. I want to take this opportunity to thank the Department Heads for their collective cooperation during this budget process. In particular, I want to thank my office staff, Kristin Bennett, Martin Meier, Paul Guerrero, Carol Pightling, Debbie Vaughn, Carrie Boggs, Cathy Bradford and Patsy Hogue. Without their long hours and dedication, the completion of the budget process would not have happened. I also want to thank the Auditor-Controller/Treasurer-Tax Collector and her staff, along with the Human Resources Director and his staff, and the Information Technology Director and her staff for their hard work, dedication, and assistance in this process.

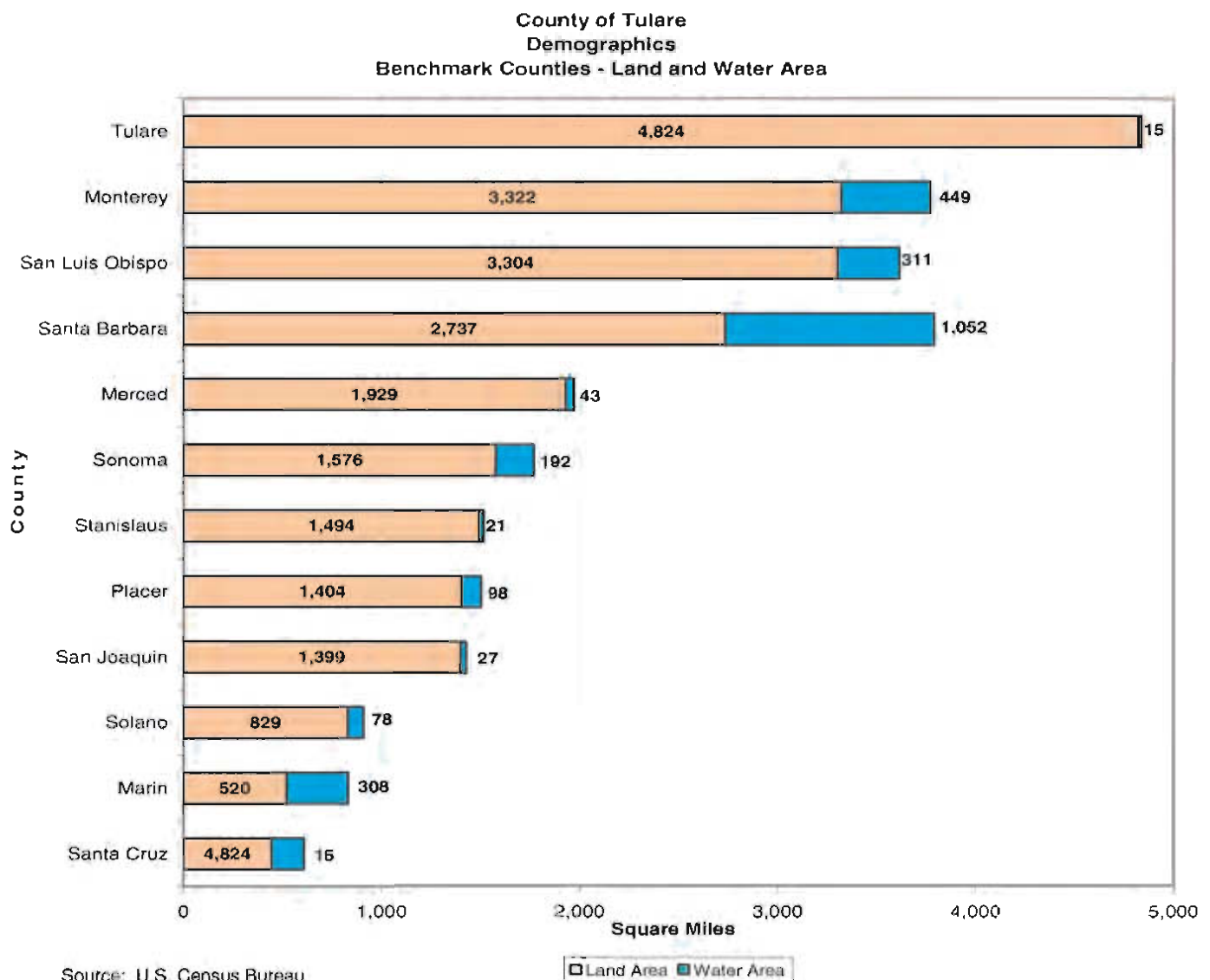
Geography

The County is strategically located in the San Joaquin Valley midway between San Francisco and Los Angeles, a 2.5 hour drive from California's central coastline and a short distance from Sequoia National Park. There is easy access to State Highways 99 and 198 to reach these destinations.

The County's central location, family oriented lifestyle, and affordable housing contribute to the growing population and business community.

According to the U.S. Census Bureau, Tulare County has a total area of 4,839 square miles – the largest area of the Benchmark Counties. (see chart below) Land area is 4,824 square miles and water area is a mere 15 square miles or 0.3% of our total area. The limited water area compels the County's continuing search for adequate water to satisfy growing agricultural and urban population needs.

In addition to the unincorporated areas, the County serves eight cities: Dinuba, Exeter, Farmersville, Lindsay, Porterville, Tulare, Visalia, and Woodlake.



Centrally located, Tulare County is situated in a geographically diverse region. Mountain peaks of the Sierra Nevada Range rise to more than 14,000 feet in its Eastern half comprised primarily of public lands within the Sequoia National Park, National Forest, and the Mineral King, Golden Trout, and Domelands Wilderness areas. Opportunities for all-season outdoor recreation includes hiking, water and snow skiing, fishing, and boating.

Meanwhile, the extensively cultivated and very fertile valley floor in the Western half has allowed Tulare County to become the second-leading producer of agricultural commodities in the United States. In addition to substantial packing/shipping operations, light and medium manufacturing plants are becoming an important factor in the County's total economic picture.

The largest city in Tulare County is Visalia with a 2009 population of 123,670. Tulare County's large agricultural industry lends itself to a large unincorporated area population of 145,123 residents in 2009.

Government Organization/Function

The County of Tulare is a General Law County created by the State Legislature in 1852. The City of Visalia is the County Seat.

It is the function of the County to provide services to residents as requested by them through laws enacted at the Federal, State, and local level and through the election process.

The County is divided into five Supervisorial Districts based on population as required by State statute. Members of the Board of Supervisors are elected from each District, by the voters of that District, to serve staggered four-year terms. The Board is vested with legislative authority and the responsibility to set County policy.

The current County Board of Supervisors and the years in which their respective terms expire, and the areas of the County served are:

District 1: Allen Ishida 2014
Serving Exeter, Farmersville, Lemon Cove, Lindsay, Poplar, Strathmore, Three Rivers, Tooleville, Tonyville and part of Visalia.

District 2: Pete Vander Poel 2012
Serving Alpaugh, Earlimart, Pixley, Richgrove, Tipton, Tulare, Teviston, Waukena, Allensworth and Woodville.

District 3: Phillip Cox 2012
Serving Visalia.

District 4: Steven Worthley 2010
Serving Badger, Cutler, Dinuba, Goshen, Kingsburg, Orosi, Woodlake, London, Ivanhoe, Traver, Monson-Sultana, Seville, Yettem, and part of Visalia.

District 5: Mike Ennis 2014
Serving Camp Nelson, Ducor, Kennedy Meadows, Porterville, Posey, Springville, Ponderosa, California Hot Springs and Terra Bella.

In addition, the offices of Sheriff, District Attorney, Assessor/Clerk-Recorder, and Auditor-Controller/Treasurer/Tax Collector are elected positions.

The County government consists of 18 departments responsible for all County services (see County Organizational Chart).

County Services

Cities are primarily charged with providing municipal services to residents within city boundaries. The County is charged with providing services to residents who live in unincorporated areas outside city boundaries. In some instances, however, the residents are best served when the County provides services to all County residents, whether residing within cities or not.

Services Countywide

The County provides the following services to all residents of the County:

- Criminal Prosecution by the District Attorney
- Defense of indigent defendants by the Public Defender and Alternative Defense
- Operation of jails and other detention facilities by the Sheriff
- Operation of juvenile detention facilities by Probation
- Probationary Supervision of adults and juveniles by Probation
- Investigations of local governmental activity by the Grand Jury
- Coroner and forensic services by the Sheriff
- Public Assistance by Health and Human Services
- Health and Mental Health Services by Health and Human Services
- Child Protection by Health and Human Services
- Enforcement of Environmental Quality statutes by Health and Human Services
- Child Support Collections by Child Support Services
- Agricultural protection and consumer assurances by the Agricultural Commissioner
- Equity in transactions involving weights, counts, and measures by the Sealer of Weights and Measures
- Oversight and Permitting of Landfills and Solid Waste Disposal and Collection by Resource Management Agency
- Assistance to Veterans claiming benefits by Health and Human Services

- Tax Assessments by the Assessor
- Elections and voter registrations by the Registrar of Voters
- Recording and retrieval of vital statistics and other recorded documents by the Clerk-Recorder
- Collection and distribution of property taxes by the Tax Collector

Services to Unincorporated Areas

The County provides the additional following services to residents of unincorporated areas:

- Patrol and law enforcement by the Sheriff
- Fire protection and prevention services by the Fire Department
- Maintenance of County-owned parks and other open spaces around County facilities by General Services
- Library services and literacy programs by the Library
- Building permit processing and safety and compliance inspections by Resource Management Agency
- Maintenance of County roads, traffic signals, bridges and local small airports by Resource Management Agency
- Planning, zoning, and other land use processing by Resource Management Agency
- Construction and maintenance of water and sewer projects, curbs and gutters, and residences in Redevelopment Districts by Resource Management Agency

- Animal control services by Health and Human Services Agency

Benchmark Counties

The economic and demographic characteristics of the County in great part determine the resources available and necessary to meet the needs of the community. The tax base determines the ability to generate revenue, while other economic factors affect demands for services such as public safety, health, and social services.

An evaluation of local economic and demographic characteristics aids County management in identifying changes in available resources and the needs of residents.

Changes in needs and the resources available to meet those needs are interrelated in a continuous cycle of cause and effect.

When reviewing the County of Tulare's economic health and the ability to deliver services to the residents, it is inevitable that comparisons are made among other counties with characteristics similar to County of Tulare.

These Benchmark Counties are considered to be similar including:

- A total population between 250,000 and 700,000 residents.
- Suburban to rural environments with no large metropolitan city having a population in excess of 300,000 residents.

A group of 11 counties meet the above criteria and are included in the following comparisons of populations and economic factors.

Tulare County's Benchmark Counties

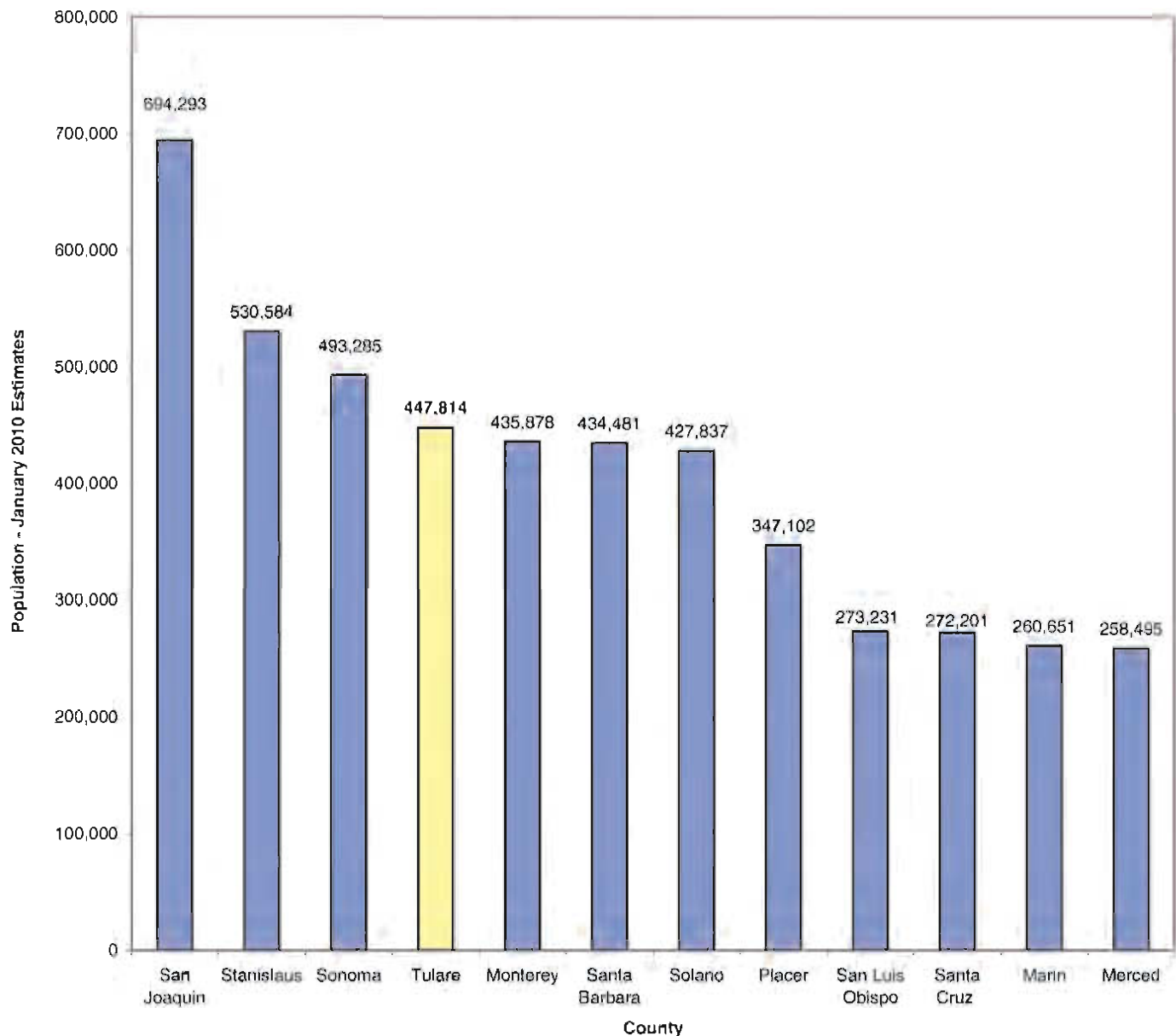


Rank	County	4/1/2000	1/1/2010	% Change	Rank	County	4/1/2000	1/1/2010	% Change
1	Placer	248,399	347,102	39.7%	31	Lake	58,325	64,053	9.8%
2	Riverside	1,545,387	2,139,535	38.4%	32	Los Angeles	9,519,330	10,441,080	9.7%
3	Imperial	142,361	183,029	28.6%	33	San Benito	53,234	58,388	9.7%
4	Kern	661,653	839,587	26.9%	34	Butte	203,171	221,768	9.2%
5	Sutter	78,930	99,154	25.6%	35	Alameda	1,443,939	1,574,857	9.1%
6	Madera	123,109	153,655	24.8%	36	Santa Barbara	399,347	434,481	8.8%
7	San Joaquin	563,938	694,293	23.2%	37	Monterey	401,762	435,878	8.5%
8	Merced	210,554	258,495	22.8%	38	Solano	394,930	427,837	8.3%
9	Yuba	60,219	73,380	21.9%	39	Amador	35,100	38,022	8.3%
10	Tulare	368,021	447,814	21.7%	40	Del Norte	27,507	29,673	7.9%
11	San Bernardino	1,710,139	2,073,149	21.2%	41	Sonoma	456,614	493,285	7.6%
12	Kings	129,461	156,289	20.7%	42	Nevada	52,033	98,680	7.2%
13	Yolo	168,660	202,953	20.3%	43	Trinity	13,022	13,898	6.7%
14	Fresno	799,407	953,761	19.3%	44	San Mateo	707,163	754,285	6.7%
15	Stanislaus	446,997	530,584	18.7%	45	Santa Cruz	255,602	272,201	6.5%
16	Sacramento	1,223,499	1,445,327	18.1%	46	Mariposa	17,130	18,192	6.2%
17	Colusa	18,804	22,206	18.1%	47	Lassen	33,828	35,889	6.1%
18	El Dorado	156,299	182,019	16.5%	48	Mono	12,853	13,617	5.9%
19	San Diego	2,813,833	3,224,432	14.6%	49	Humboldt	126,518	133,400	5.4%
20	Calaveras	40,554	45,870	13.1%	50	Marin	247,289	260,651	5.4%
21	Contra Costa	948,816	1,073,055	13.1%	51	Mendocino	86,265	90,289	4.7%
22	Shasta	163,256	184,247	12.9%	52	Siskiyou	44,301	46,010	3.9%
23	Tehama	56,039	63,100	12.6%	53	Modoc	9,449	9,777	3.5%
24	Ventura	753,197	844,713	12.2%	54	Tuolumne	54,504	56,086	2.9%
25	Santa Clara	1,682,595	1,880,876	11.8%	55	Inyo	18,071	18,110	0.2%
26	Napa	124,279	138,917	11.8%	56	Alpine	1,208	1,189	-1.6%
27	Glenn	26,453	29,434	11.3%	57	Plumas	20,824	20,428	-1.9%
28	Orange	2,846,289	3,166,461	11.2%	58	Sierra	3,555	3,303	-7.1%
29	San Luis Obispo	246,681	273,231	10.8%					
30	San Francisco	776,733	856,095	10.2%					
						California	33,873,086	38,648,090	14.1%

Source: California Department of Finance, Demographic Research Unit
Table: E-1 State/County Population Estimates with Annual Percent Change

Population

County Of Tulare Demographics - Benchmark Counties



Source: California Department of Finance, Demographic Research Unit
Table 2: E-4 Population Estimates for Cities, Counties and State, 2001-2010 with 2000 Benchmark

California's population topped 38.6 million persons as of January 1, 2010, according to the State Department of Finance. California is our nation's most populous state and represents 12.0% of the nation's 307 million persons, or one out of every eight persons of the nation's population.

The population base of the County is profiled in terms of age, education, labor skills, and income levels, and how these factors change over time. Changes in population affect the demand for housing and related market values which in turn affect property tax revenues.

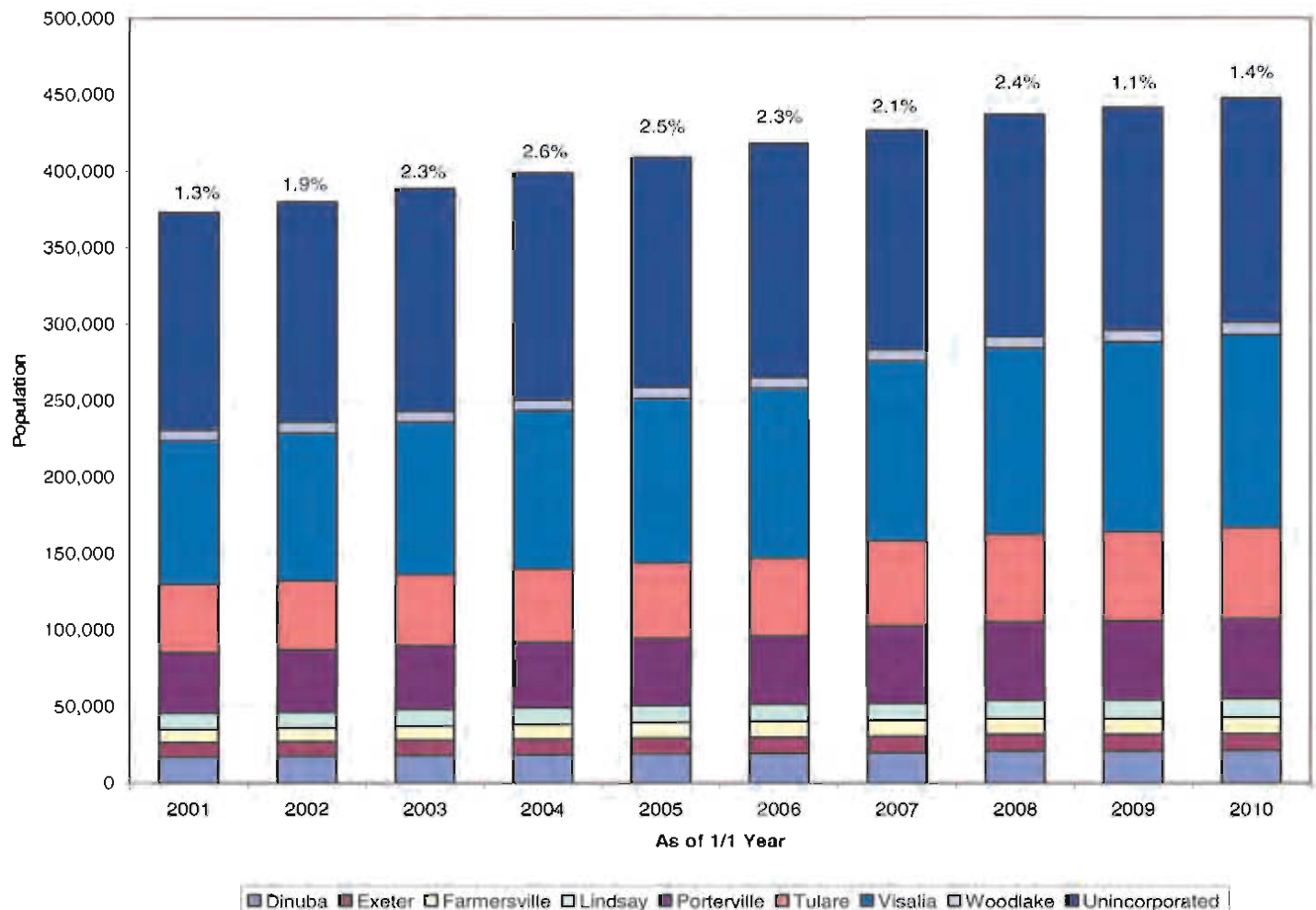
The County population over a 10-year period, beginning in 2000, indicates steady and constant growth. The County population has increased approximately 21.7% since 2000.

During the same time period, the population in the unincorporated areas of the County is holding steady.

The largest portion (17.1%) of the population growth has been in the cities of Visalia, Tulare and Porterville.

	Dinuba	Exeter	Farmersville	Lindsay	Porterville	Tulare	Visalia	Woodlake	Unincorporated
2000	16,844	9,168	8,737	10,297	39,615	43,994	91,891	6,653	140,822
2010	21,542	10,752	10,971	11,800	52,960	59,535	125,971	7,927	146,356

County Of Tulare
Demographics
Total Population - Incorporated and Unincorporated Areas



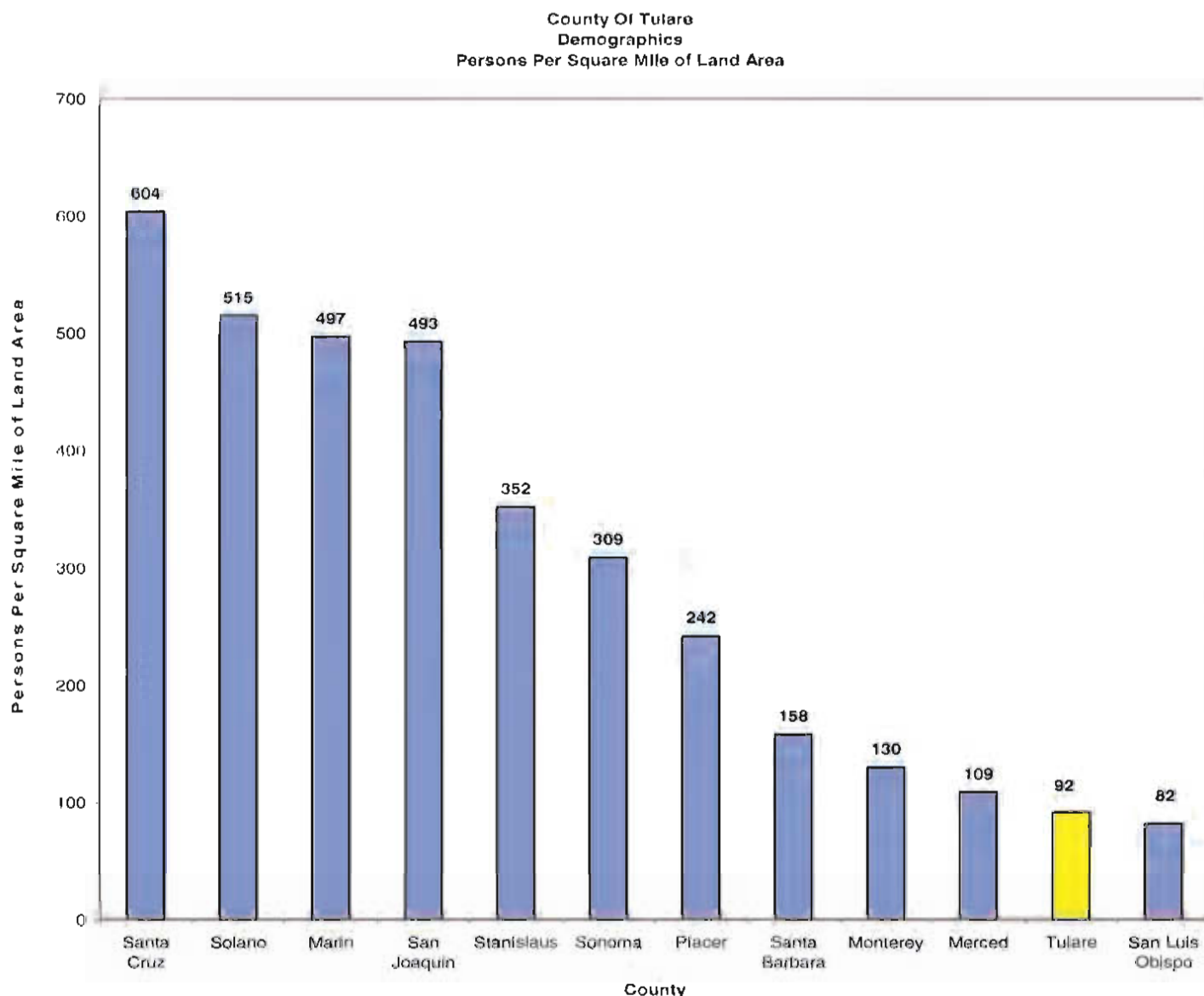
Source: California Department of Finance, Demographic Research Unit
 Table 2:E-4 Population Estimates for Cities, Counties and State, 2001-2010 With 2000 Benchmark; 1991-2000 with 1990 and 2000 Census counts

As shown in the following charts entitled Persons per Square Mile of Land Area and Percent of Population in the Unincorporated Areas, Tulare County has a low average per square mile (land area) population density; 67.3% of its residents are concentrated within the eight cities.

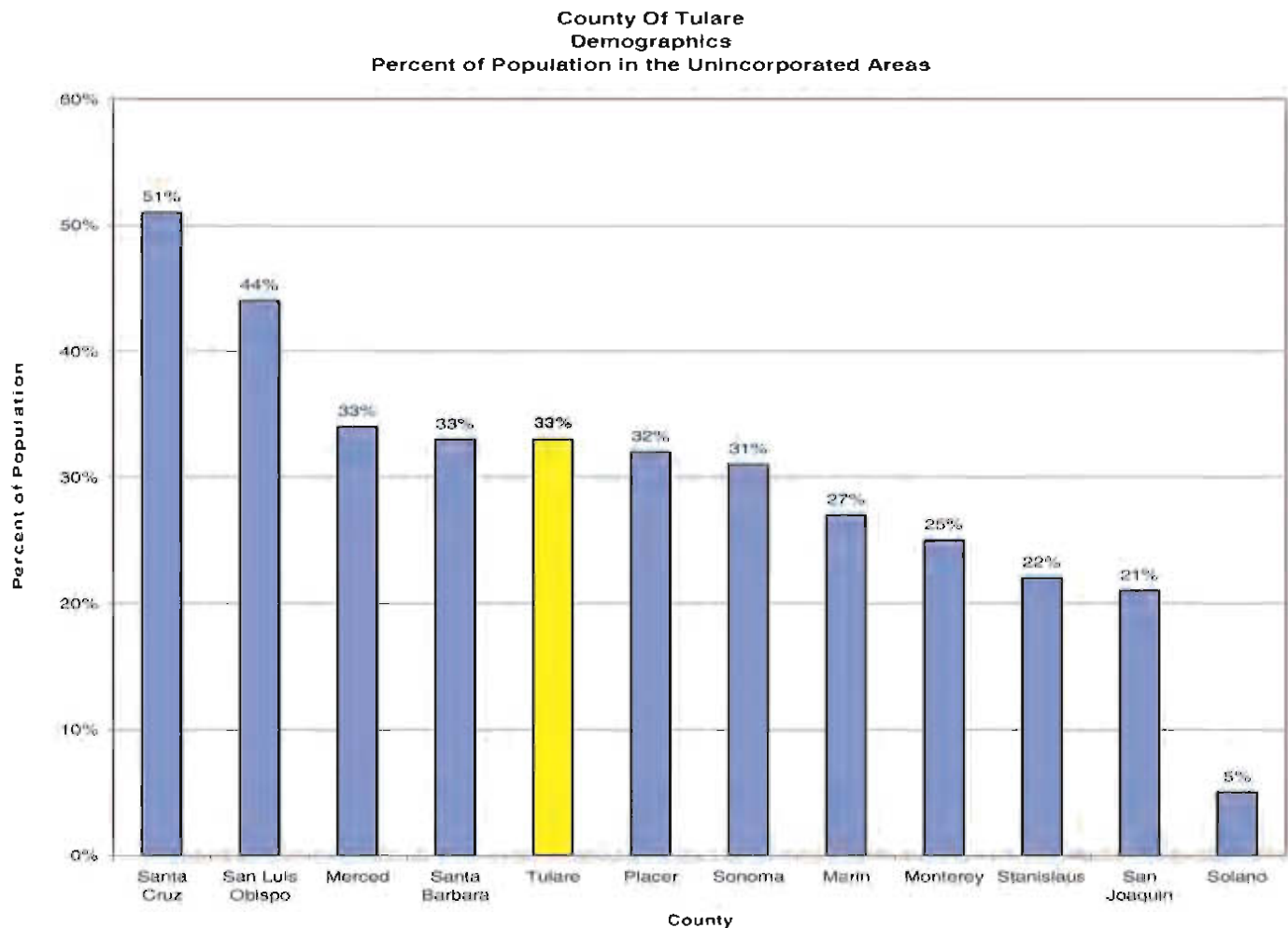
Estimates, 82.8% of California residents live in cities and 17.2% in unincorporated areas.

The County's General Plan, which directs growth toward its cities, has resulted in the urban concentration of the population

According to the California Department of Finance's January 2010 City/County Population



Source: California Department of Finance, Demographics Research Unit



Source: California Department of Finance, Demographics Research Unit
 Table 2: E-4 Population Estimates for Cities, Counties and State, 2001-2010 with 2000 Benchmark

This unique mixture of a sizeable urban population and a large rural/agricultural economic base creates many challenges for County government. These include:

- Balancing the continued urban growth pressures with the need to preserve the economic agricultural land base and open spaces.
- Coordinating transitions and expansions of infrastructure from the growing urban areas to the rural areas (i.e., reliever routes, upgraded feeder streets and roads, and flood control).
- Addressing issues in the transition zones between urban and agricultural areas (i.e., land use, pesticide use, odors and vermin).
- Acquiring sufficient water to supply the needs of the large agricultural community as well as the rapidly increasing urban population.
- Resolving the conflict between large urban-driven need for health, public assistance, and law and justice services, with the limited ability of County government to control, influence or fund initiatives in the urban environment that create long-term improvements.

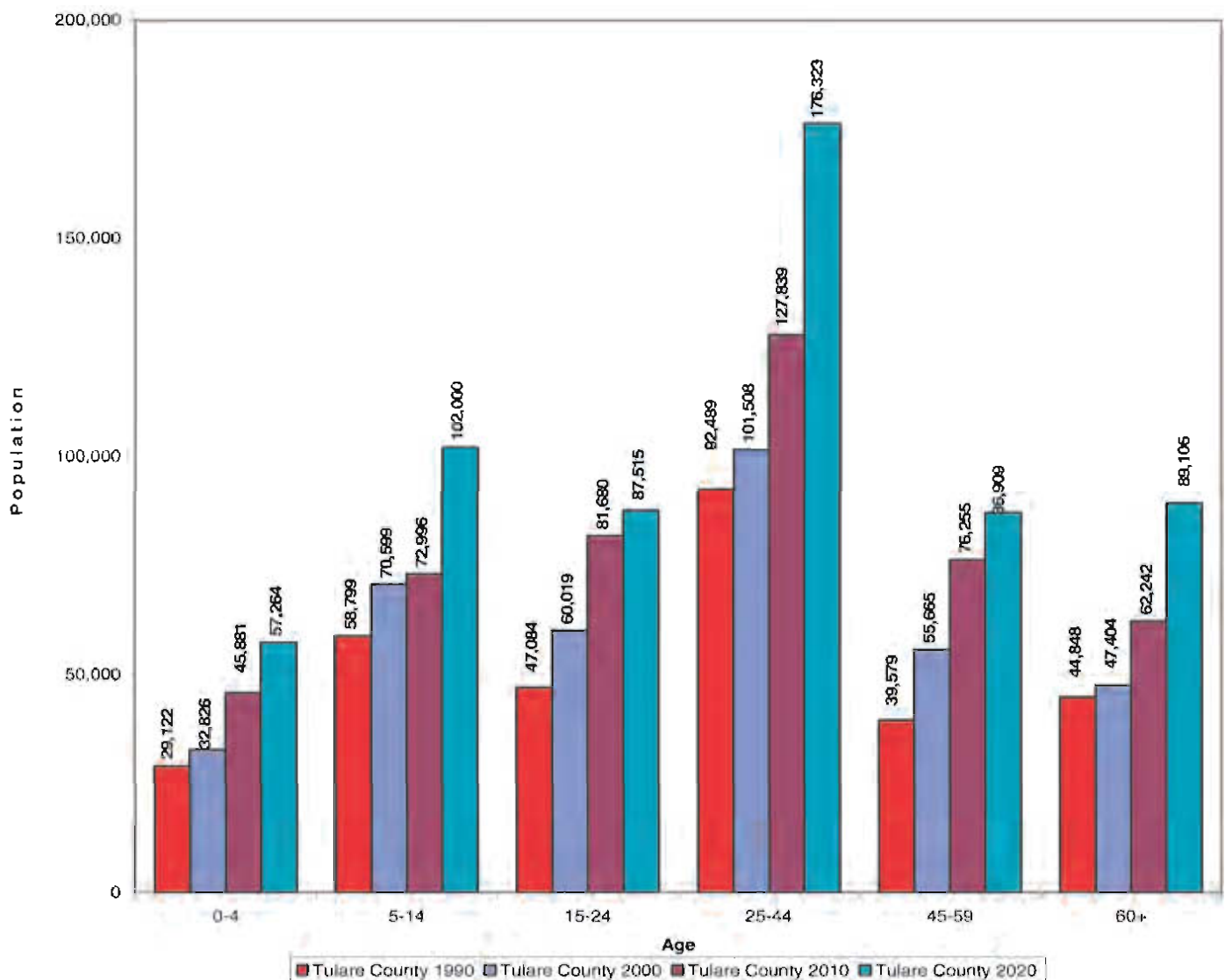
Population by Age

The following charts, Population by Age Group and Population Percentage in Various Age Groups, demonstrate local growth. From the 1990 Census to the 2000 Census to the projected 2010 Census, the fastest growing segment of the population was in the 45 to 59 year old age group in Tulare County - an increase of 36,676 residents or 92.7%.

Even so, it is still the 25 to 44 year old age group that comprises the largest segment of the local population, as it is statewide.

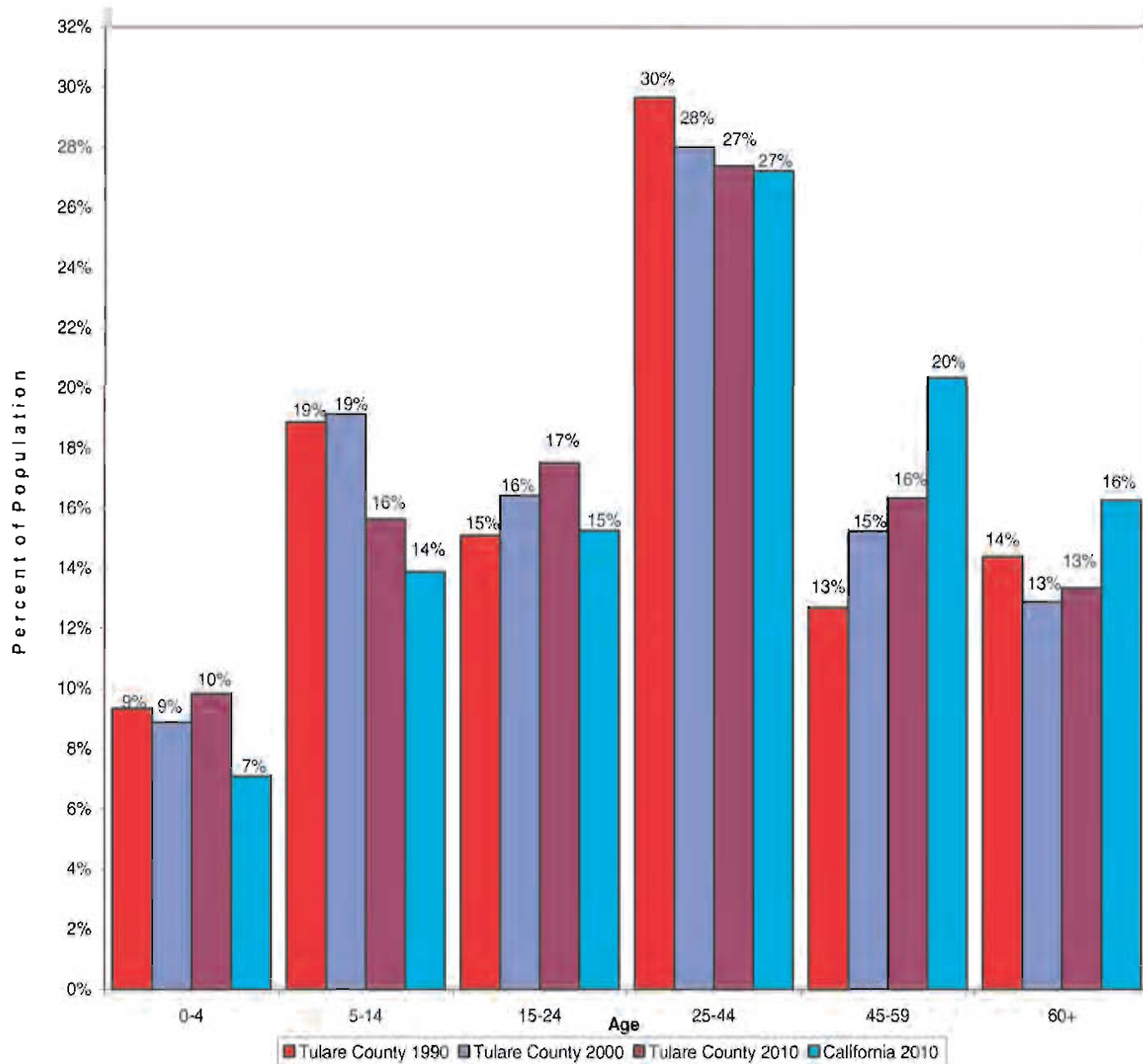
The age demographics in Tulare County differ from those of the State in that its population under age 24 years is above the State averages, while the population over 45 is below State averages. A younger population means a greater focus on schools, pediatric health services and child care.

County Of Tulare
Demographics
Population By Age Group



Source: U.S. Census Bureau, Census 2000 of Population and Housing
Source: California Department of Finance, Demographics Research Unit, 2007
Population Projections by Race/Ethnicity, Gender and Age Report 06 P-3

County Of Tulare
Demographics
Population Percentage In Various Age Groups

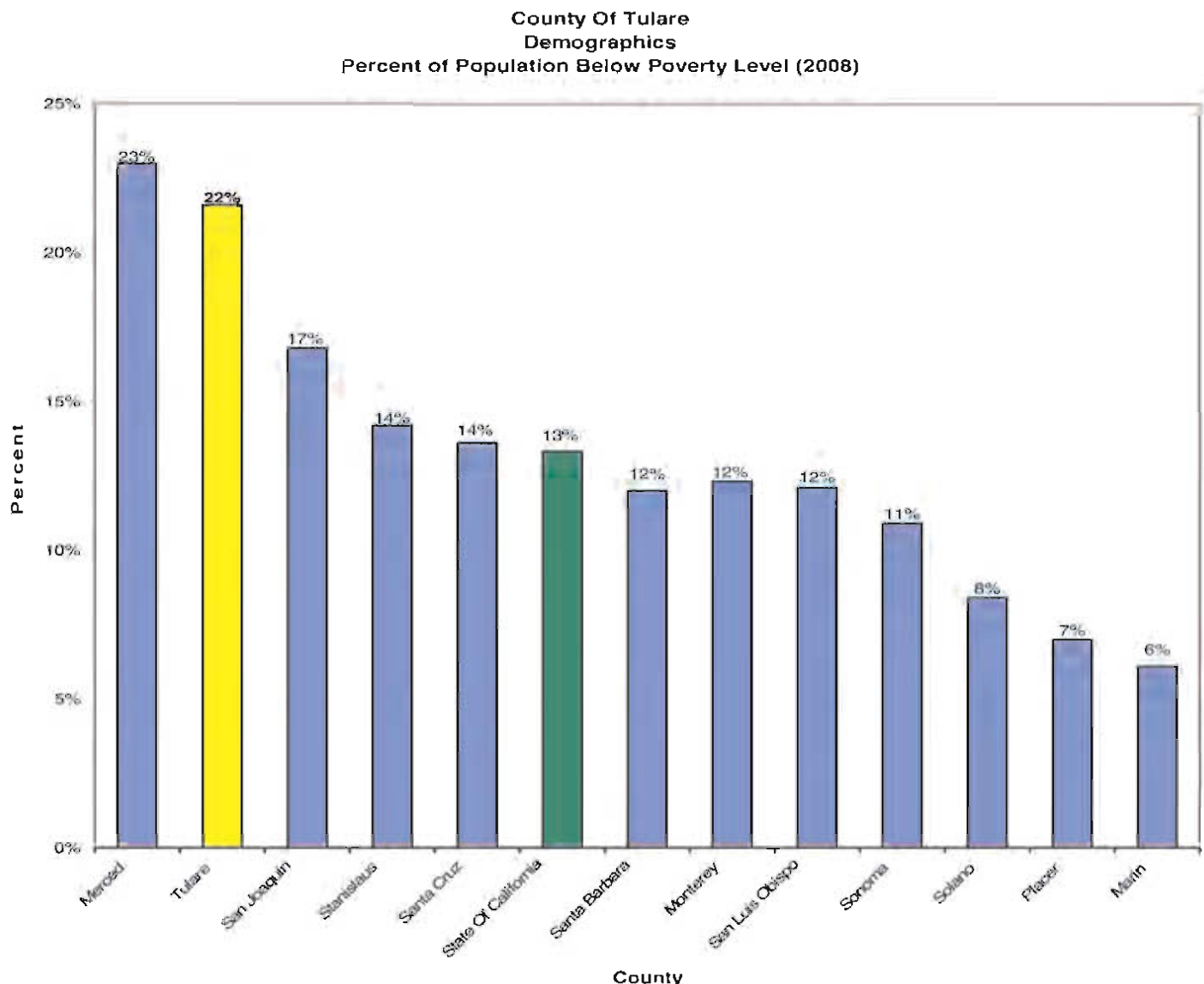


Source: California Department of Finance, Demographics Research Unit 2007
Population Projections by Race/Ethnicity, Gender and Age Report 06 P-3

Population Living in Poverty

The U.S. Census Bureau's 2008 American Community Survey poverty level figures* show 21.6% of the County population is living at or below poverty level. The State average is 13.3%. The U.S. Census Bureau's statistics on poverty provide an important measure of the Country's economic well-being and are often used to assess need or eligibility for public assistance.

The County's above-average poverty level puts a greater strain on the County's public assistance resources with demands for low-income housing, food stamps, discounted rates for water and sewer services, healthcare for the uninsured and assistance with vital services such as utilities and cash aid.



Source: U.S. Census Bureau, 2008 American Community Survey,
GCT1701 Percent of People Below Poverty Level in the Past 12 Months (For Whom Poverty Status Is Determined)
*Poverty statistics presented use thresholds prescribed for federal agencies by the Office of Management and Budget and are estimates.

The following chart entitled Population Percentage by Ethnicity reflects 2000 Census and 2010 and 2020 Population Projections by Ethnicity indicating the percentages of the population made up by each ethnic group in Tulare County. These percentages are increasing in the Hispanic segment while White and Black segments show a decrease over the same time period.

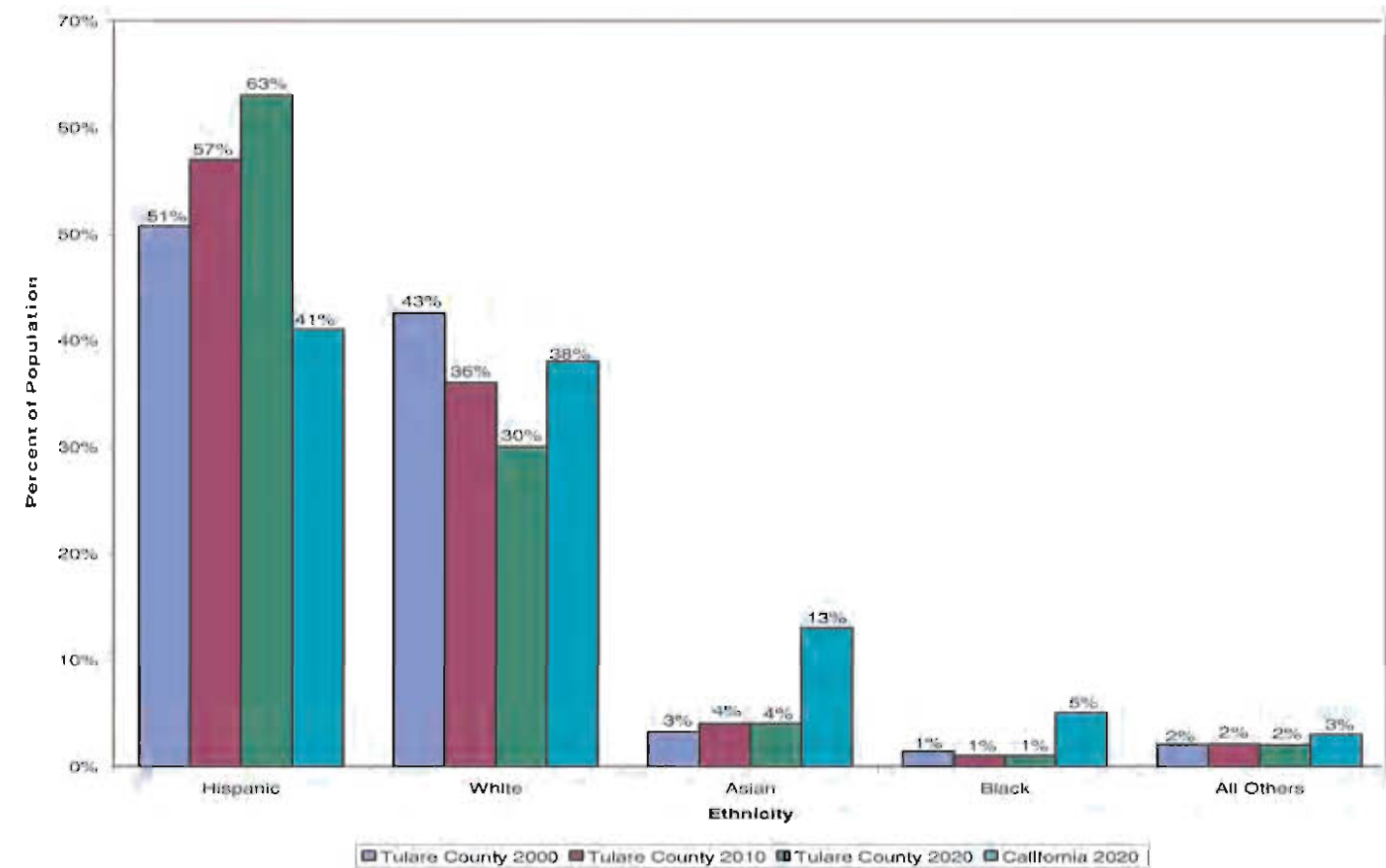
The largest projected increase through 2020 is in the Hispanic segment with a projected population increase of 23.5% over the 2000 data and may represent as much as 62.5% of the total population of Tulare County in 2020.

The Asian and Black segments of the population are projected to remain virtually unchanged over time as is the segment of "all others".

The White segment of Tulare County's population is projected to decrease by 30.2% by 2020 over 2000 data, to represent approximately 30.7% of the total population by 2020.

Comparing Tulare County's projected ethnic population segments for the year 2020 to the State of California's 2020 projections, Tulare County is projected to have a much larger than statewide average in the Hispanic segment, while other ethnic segments are projected to be lower than California's statewide averages.

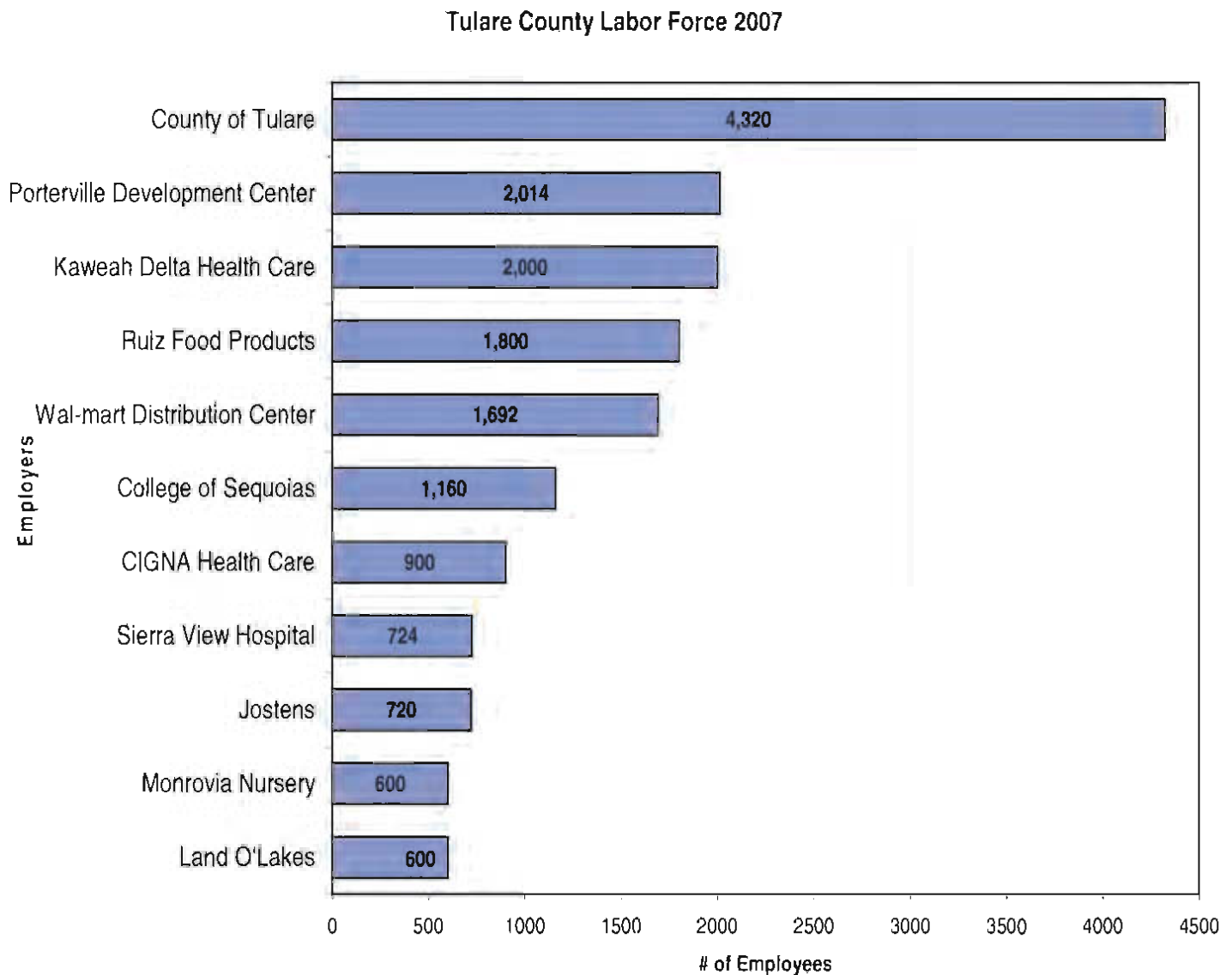
County Of Tulare
Demographics
Population Percentage By Ethnicity



Source: California Department of Finance, Demographics Research Unit
 Population Projections by Race/Ethnicity, Gender and Age Report 06 P-3

Major Private Sector Employers

Whereas County government and other local municipalities remain consistently the largest employers within the County, the following graph shows the major private sector employers and illustrates the roll of the healthcare industry in the County's economy



Source: Tulare County Economic Development Corporation

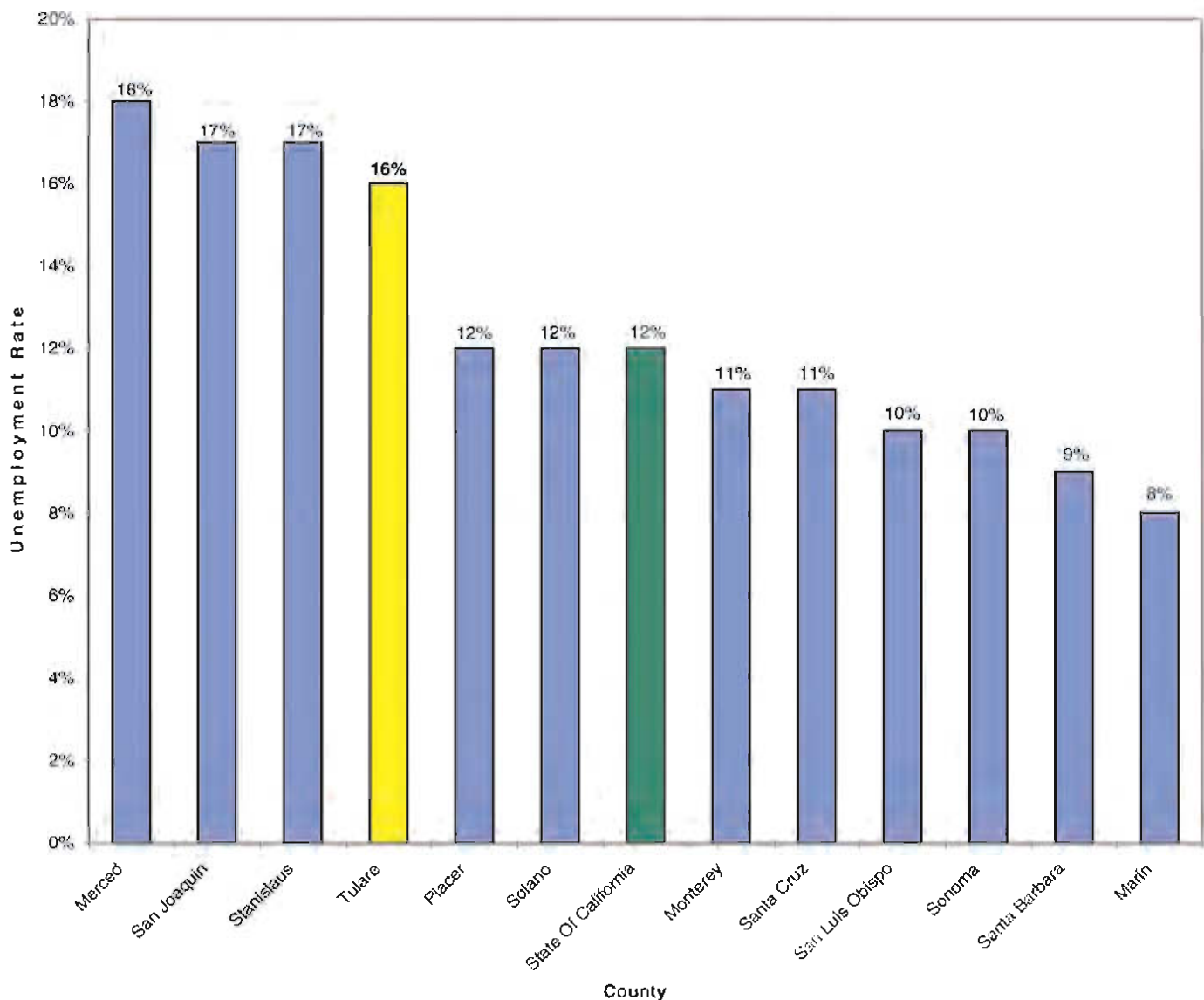
Employment and Economic Growth

Tulare County had, up until 2007, experienced steady employment growth along with an increase in population in the 25 – 59 year old age groups. However, in the last few years, the County has experienced a higher than State's

average unemployment rate in a State with one of the nation's highest unemployment rates.

The graph below shows the County's unemployment rate versus the Benchmark Counties and the State of California

County Of Tulare
Demographics
Average Unemployment Rates - June 2010



Source: California Employment Development Department

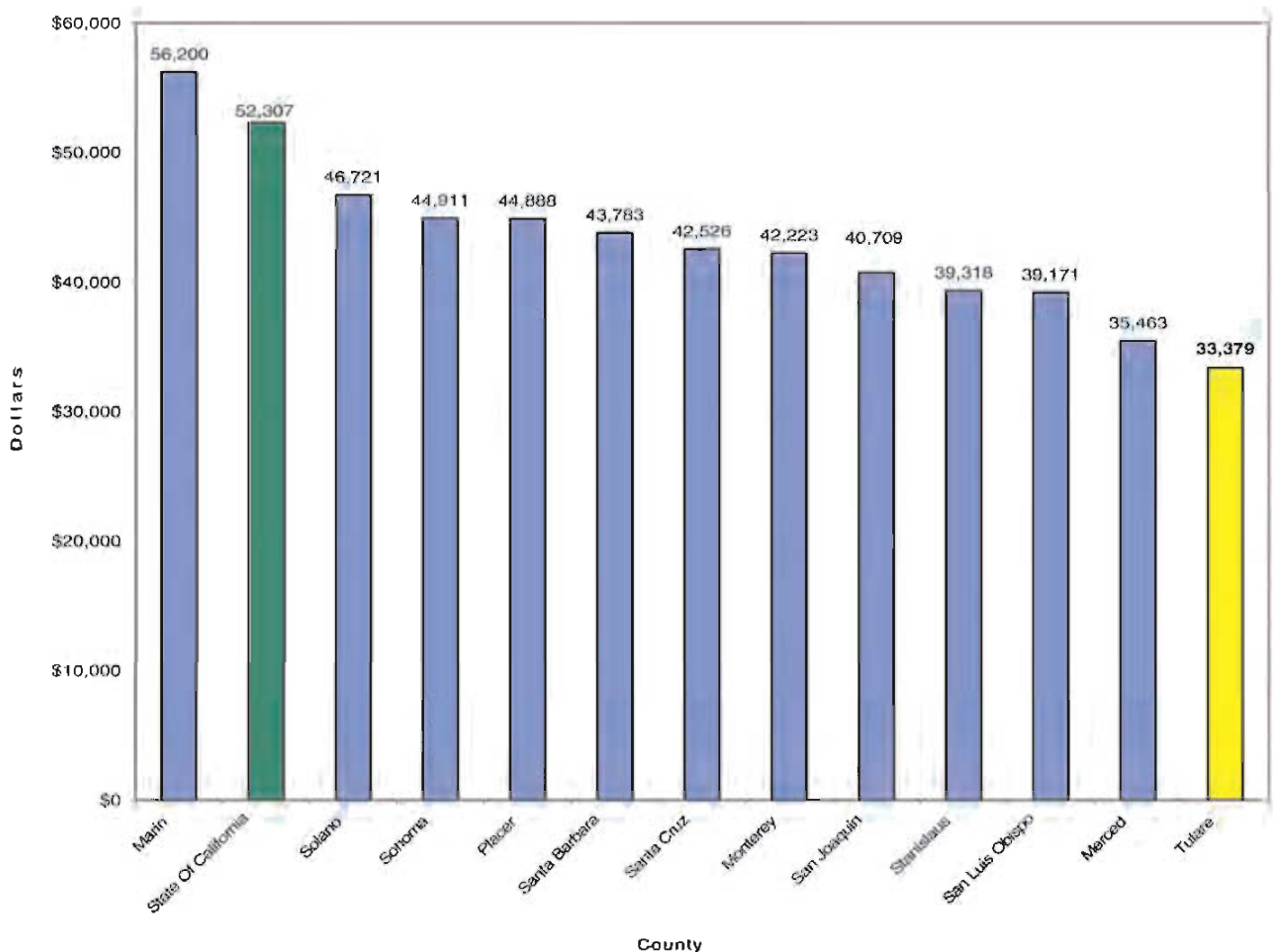
Tulare County's average wage per job of \$33,379 is lowest among our Benchmark Counties, as demonstrated by the chart below.

Data from the California Employment Development Department shows that between 2000 and 2006, 14,400 jobs were created, however the recent economic downturn has resulted in the loss of 33,400 jobs over the last few years.

The fastest growing County industries from 2000 to 2007 by overall percentage gain were:

- Farm employment with 8,200 new jobs, a 20% increase
- Health and Education Services with 3,700 new jobs, a 50% increase
- Transportation and Utilities with 1,200 new jobs, a 38% increase
- Food Manufacturing and Beverage and Tobacco with 2,000 new jobs, a 50% increase
- Local Government with 3,700 new jobs, a 15% increase

**County Of Tulare
Demographics
Average Wage Per Job 2008**



Source: Bureau of Economic Analysis, U.S. Department of Commerce

Since 2007, the trends have reversed and the County is experiencing decreases in new jobs created and the elimination of existing jobs. Home foreclosures have negatively impacted the home construction industry. State budget cuts in areas of health and mental health have resulted in loss of jobs for County and other healthcare providers. Restrictions on release of water to agricultural lands have negatively affected employment of farm workers.

In addition, the “domino effect” of the job losses mentioned above is the additional loss of local jobs due to the closure of local retail establishments, further adding to the local unemployment rate, and likely to the average wage per job.

The graph below represents the distribution of the 148,400 civilian jobs in Tulare County projected by the California Employment Development Department in various industries in 2010. The 148,400 jobs in these industries include:

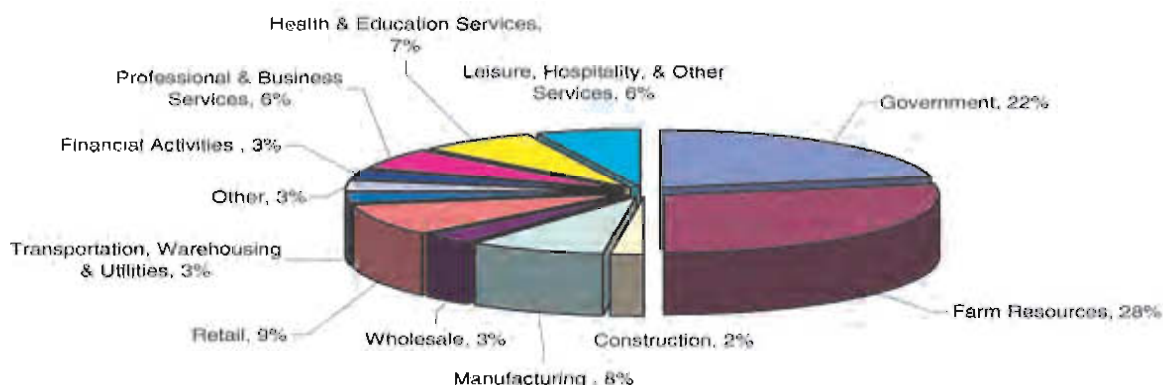
- 41,200 in Farm;
- 5,100 in Transportation, Warehousing and Utilities;
- 4,000 in Financial and Leasing;

- 8,200 in Professional and Business Services;
- 3,600 in Construction;
- 33,000 in Government;
- 11,700 in Manufacturing;
- 3,900 in Wholesale;
- 13,800 in Retail;
- 8,800 in Leisure and Hospitality;
- 10,900 in Health and Education Services;
- 4,200 in all Other Industries.

If the local workforce were able to fill all the available jobs in Tulare County, there would still be a shortage of 30,800 jobs to allow all residents to live and work in the County. In reality, it is unlikely that there would be enough jobs in appropriate industries for the approximate 211,700 County residents in the labor force.

The increasing unemployment and the decreasing number of jobs in appropriate industries have resulted in demands for educational resources to retrain residents with new skills to meet changing demands in appropriate industries.

**County Of Tulare
Demographics
Employment By Industry - 2010 Projection**



Source: California Employment Development Department
Industry Employment & Labor Force – by Month, March 2010 Benchmark

Tulare County Commuting

According to data completed by the U.S. Census Bureau, approximately 11.5% of the County workforce works outside the County. On the other hand, approximately 8.9% of jobs in the County are held by workers residing outside the County.

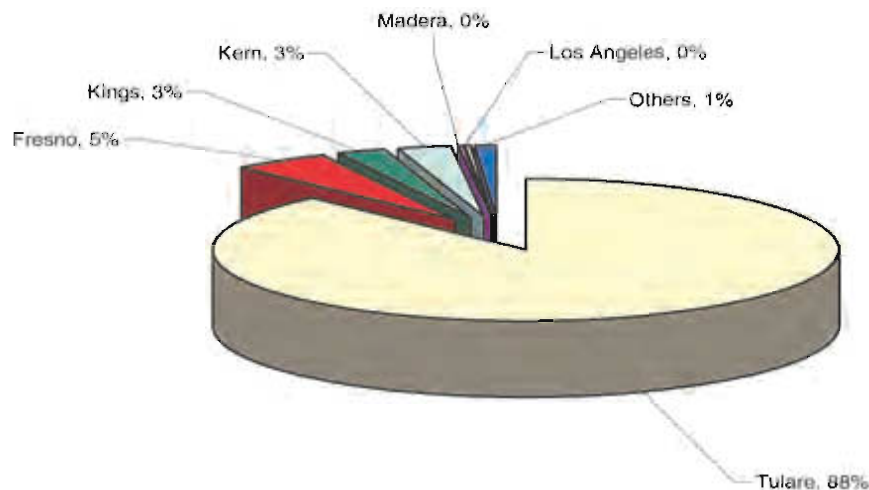
The chart below represents the numbers of County workforce commuting to other counties in 2000. It includes commuters who reside in Tulare County using any means of transportation, commuting mainly to neighboring counties including Fresno, Kings and Kern.

Despite the trend through 2006 for a greater number of Tulare County residents to work within the County, the increase in unemployment rates and the diminishing availability of jobs in appropriate industries in the County has resulted in an increasing number of residents seeking employment in neighboring counties in spite of increased costs of commuting.

Approximately 88.5% of Tulare County residents chose to work within the County in 2000.

Workers commuting into the County are mainly from neighboring counties including Fresno, Kings and Kern.

**County Of Tulare
Demographics
Commuting To Other Local Counties 2000**



Source: U.S. Census 2000

Gross Agricultural Crop Value

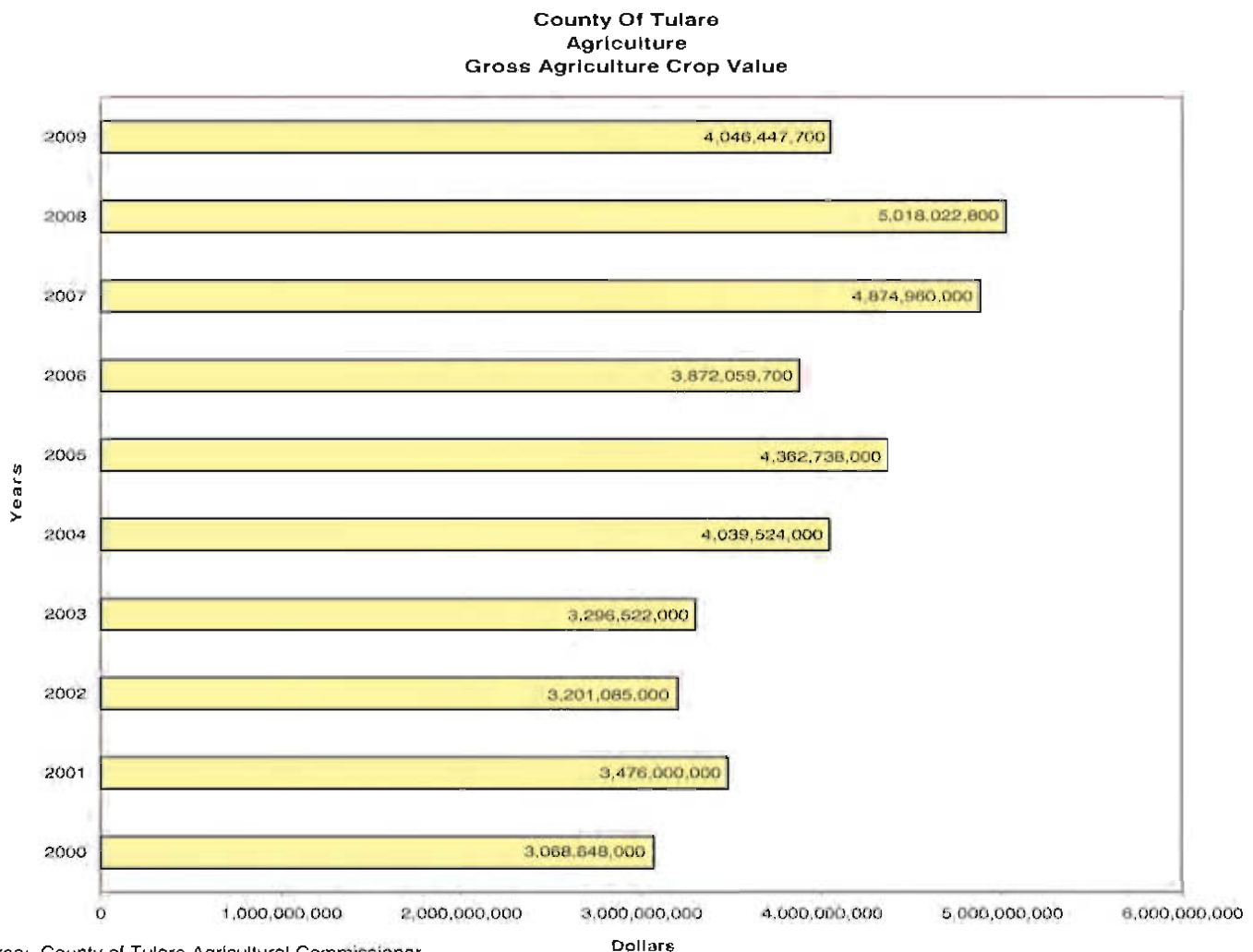
Sales of agricultural products continue to be a mainstay of the County's economy.

With a 2009 estimated value exceeding \$4 billion, Tulare County agriculture is diversified with approximately 120 different commodities including fruits, nuts, vegetables, grains, seed, nursery stock and livestock. It is the diversity of commodities that has helped to mitigate other conditions which negatively impact certain crops.

The value of agricultural crops for 2009 represents a decrease of \$971.6 million from 2008. The two largest contributors to the decrease are milk production (\$578M) and livestock and poultry products (\$567.8M). Although production was relatively stable, market prices for these products declined in 2009.

The 2009 estimated value of Tulare County agriculture is divided as follows:

- Field Crops \$389.7M;
- Nursery Production \$72.7M;
- Fruit and Nut Crops \$1,786.5M;
- Vegetable Crops \$28.8M;
- Livestock, Poultry and Apiary Products \$1,238.4M;
- Livestock & Poultry Production \$526.4M;
- Milk \$1,229.0M;
- Seed Crops \$2.6M; and
- Industrial Crops \$1.4M.



Source: County of Tulare Agricultural Commissioner

County Assessed Values & Growth

The table below illustrates the 20-year growth in assessed values in Tulare County. Property taxes are a major source of local governmental revenues and are determined by assessed values.

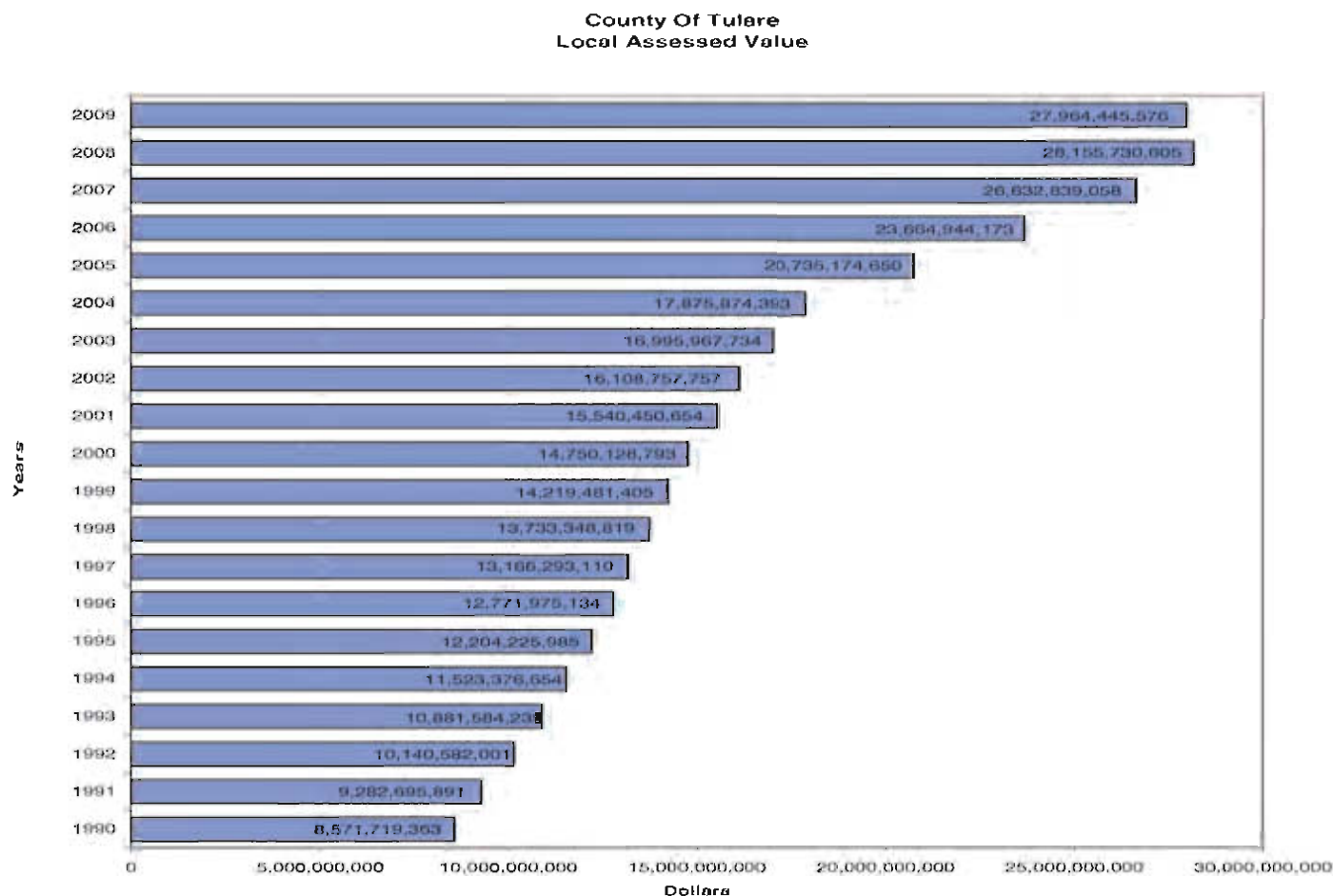
The 2009 Assessment Roll of \$27.9 billion increased only 1.1% over the prior year's roll value and represents property ownership values in Tulare County as of June 30, 2009. The property tax rate throughout the entire State of California is 1% of assessed value.

The accelerated rise in property values caused rapid growth in levied taxes in prior years but has slowed considerably since 2009. The delinquency rate has increased from approximately 3% of amounts levied to almost 7%, contributing to decreased revenues.

Property taxes in prior fiscal years accounted for approximately 84% of tax revenues for the County. Last year, that percentage rose to 87%. It is expected, however, that the next few years will show a remarkable decline in property tax revenues available to the County.

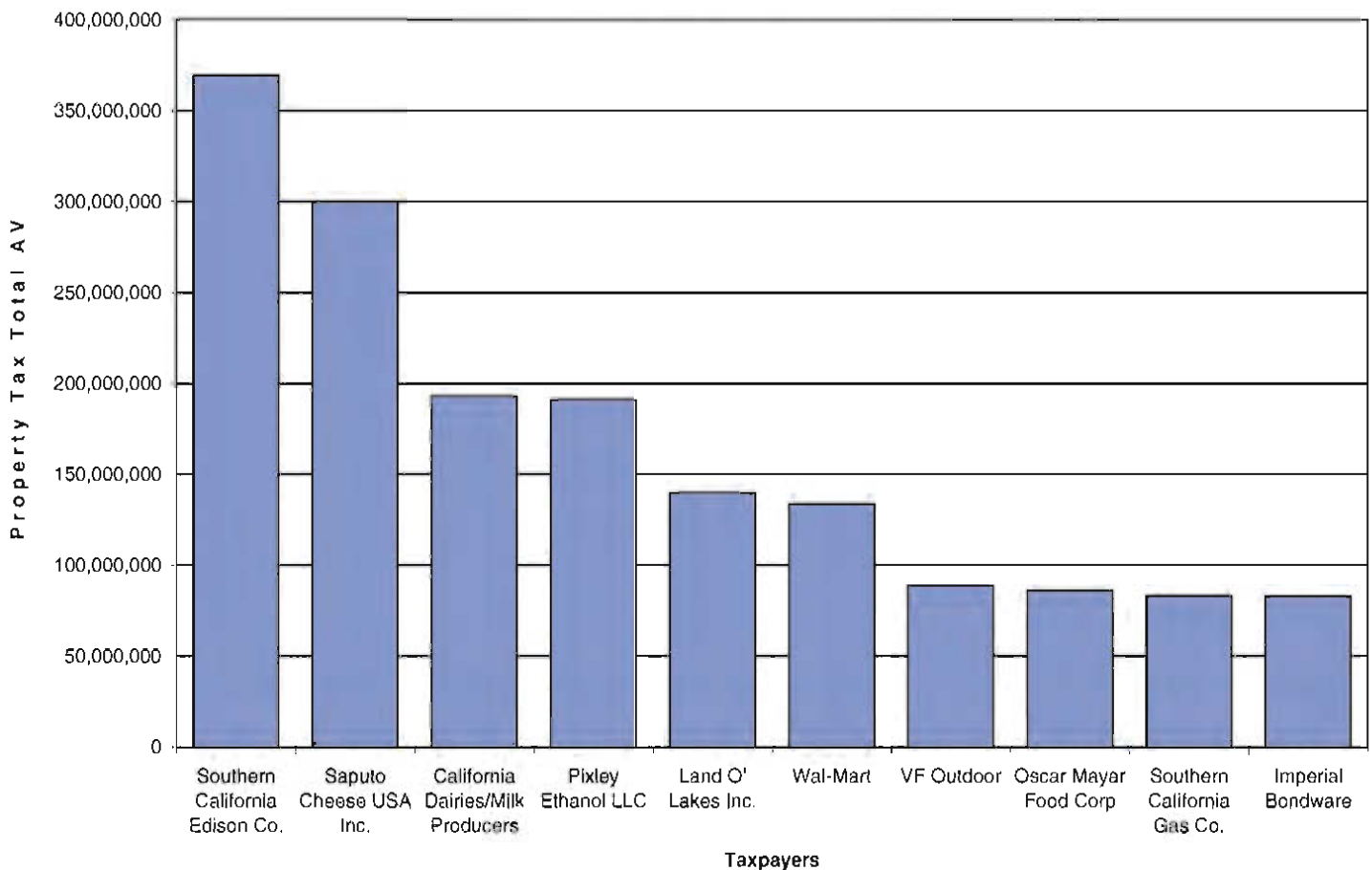
In the most recent year, the growth has slowed due in part to the decline in property values assigned to new sales and in part by over 4,000 applications from property owners requesting a reduction in assessed value to match the decline in property values.

It is the property tax revenues, along with sales tax revenues, that comprise a large portion of the County's discretionary funds. In the County of Tulare, the largest portion of discretionary monies, by far, is used to support public protection departments such as the Sheriff, District Attorney, Fire and Probation.



Source: County of Tulare Adopted Budget Book 2009/2010, Schedule 6

Principal Property Taxpayers 2009/2010



2009/2010				
Taxpayer	Property Taxes Total AV	Rank	%Total AV	Industry
Southern California Edison Co.	369,411,394	1	1.32%	Utility
Saputo Cheese USA Inc.	300,134,480	2	1.07%	Food Processor
California Dairies/Milk Producers	192,870,663	3	0.69%	Food Processor
Pixley Ethanol LLC	191,038,804	4	0.68%	Energy
Land O' Lakes Inc.	139,597,894	5	0.50%	Food Processor
Wal-Mart	133,638,838	6	0.48%	Distribution
VF Outdoor	88,954,214	7	0.32%	Distribution
Oscar Mayar Food Corp	85,932,056	8	0.31%	Food Processor
Southern California Gas Co.	83,092,672	9	0.30%	Utility
Imperial Bondware	82,884,143	10	0.30%	Distribution
Total	1,667,555,158		5.95%	
Total Net County Roll AV	28,009,126,137			
Source: Tulare County Tax Collector Website				

TULARE COUNTY STRATEGIC 5-YEAR BUSINESS PLAN

This is Tulare County's first organization-wide Strategic Business Plan (Plan). The Plan reflects the vision of our County Board of Supervisors, its management and the independently elected County officials. It represents our County's commitment to continuous improvement, innovation and a can-do culture with which to better serve our fellow residents. The Plan sets forth the County's mission, the values by which it will be guided, and the goals we intend to achieve.

The Plan comprises four Strategic Initiatives: Safety and Security; Economic Well-Being; Quality of Life; and Organizational Performance.

In achieving the initiatives of our Plan, we believe our employees are the County's most valued asset. Our commitment to them is to provide the best work environment and tools so that they may excel at their jobs. Our vision for organizational performance is to:

- Provide quality public service measured by specific indications of our operational performance;
- Develop a skilled, solution-driven workforce whose contributions are valued and whose ideas are solicited, implemented and rewarded resulting in an environment of continuous improvement;
- Acquire state-of-the-art technology with which to provide quality and timely information for the delivery of services directly to the public;
- Integrate information management systems where possible to organize the county's operations in a more efficient and productive manner;
- Conduct county business and operations in an open, transparent manner; and
- Provide stability of county operations through periods of economic fluctuations and changing priorities and service demands.

The County is committed to finding innovative ways to collaborate internally and with our County's cities, schools, community organizations, business community and the many other stakeholders to ensure coordination, pursue goals, solve problems, share information and leverage resources. Our commitment is to act with our community for the benefit of the community.

THE STRATEGIC MANAGEMENT SYSTEM

The Strategic Management System (SMS) is an integrated and dynamic management system that optimizes County resources to plan, implement and monitor the delivery of County programs and services. The SMS is a continuous cycle of “plan, action, check and adjust” activities providing continuous improvement toward achieving County goals.

The SMS process begins with a long-range, five-year Strategic Business Plan. The Plan is then followed by:

- Development of shorter term County Department Operational Plans that set objectives for the next two fiscal years and identifies the resources required to achieve those objectives. Through operational planning, the County allocates resources to specific programs and services that contribute to the achievement of Strategic Plan goals
- Development of the County Operational Plan, including a two-year Financial Plan, that aligns departmental groups and department operational plans with the Strategic Plan Initiatives
- Monitoring and control process with which to evaluate program performance and risks, allowing the County to continuously track adherence to the Strategic and Operational Plans and to make adjustments when necessary or desirable
- Program linkages that ensure day-to-day coordination and cooperation across organizational lines and with appropriate external stakeholders to unify efforts toward achievements
- Employee Motivation, Reward and Recognition Initiatives that set clear expectations for employees and provide rewards for meeting and exceeding those expectations

Strategic business planning is a continuous improvement process. The County's Plan is reviewed annually and may be revised at any time, as demanded by emerging issues, significant changes in the expectations, needs and resources that reflect the County's operating environment.

Every County employee should have knowledge of the SMS and their role in its implementation. Achieving goals requires that everyone share a sense of ownership and responsibility. Despite the important role of management leadership, success of the SMS depends on strong and effective performance at all levels of the organization.

THE COUNTY OF TULARE 2006-2011 STRATEGIC BUSINESS PLAN SUMMARY

MISSION: To provide the residents of Tulare County with quality services in order to improve and sustain the region's safety, economic well-being and quality of life

VISION: To earn the trust, respect and support of the residents of Tulare County through collaboration and fair and effective service

VALUES: Respect, Innovation, Responsiveness, Fairness, Commitment, Accountability, Can-do Attitude, Compassion, Respect for Diversity, Professionalism

STRATEGIC INITIATIVES

Safety and Security	Economic Well-Being	Quality of Life	Organizational Performance
<p><i>Provide for the safety and security of the public</i></p> <ul style="list-style-type: none"> Promote personal responsibility for public safety Protect business and individuals from white collar crime Promote crime prevention by addressing substance abuse, domestic violence, mental health issues, truancy, illiteracy, and gang activity Effectively and fairly investigate, arrest, prosecute and punish individuals who engage in criminal behaviors Plan and provide coordinated emergency preparedness, response, recovery and mitigation capabilities for both natural and man-made disasters Improve and maintain adequate transportation infrastructure Provide adequate facilities for protection of the public Collaborate with school districts, cities and community-based nonprofit organizations to promote early intervention for youth involved in gang activities Promote County-wide loss prevention and workplace safety Provide an adequate and safe water supply Provide facilities and resources for training and rehabilitation of criminal offenders 	<p><i>Promote economic development opportunities, effective growth management and a quality standard of living</i></p> <ul style="list-style-type: none"> Attract and retain a diverse business community in all regions of the County Encourage growth consistent with the County General Plan Collaborate in developing and sustaining a well-qualified labor pool Promote and provide a business-friendly, can-do service ethic Continue to protect the County's agriculture-based economy Expand enterprise and redevelopment zones Collaborate with the Economic Development Corporation for unincorporated County business development commensurate to the County's contribution to the organization Promote tourist opportunities and services stressing Tulare County's historical heritage and proximity to the High Sierra and National Parks Promote locating a four-year college or university in Tulare County Promote vocational training 	<p><i>Promote public health and welfare educational opportunities, natural resource management and continued improvement of environmental quality</i></p> <ul style="list-style-type: none"> Encourage innovative provision of quality supportive services for at-risk adults, youth and children in the state and federally mandated dependency system that enables and supports success Link eligible needy children to no-cost or low-cost healthcare coverage Promote specific programs to raise literacy Countywide Encourage quality education opportunities for all county residents Promote youth-oriented activities in small communities Eliminate minority inequities through cultural education Provide greater recreational and cultural opportunities Promote a litter-free Tulare County Attract and retain a broad range of health and mental health service providers 	<p><i>Continuously improve organizational effectiveness and fiscal stability</i></p> <ul style="list-style-type: none"> Provide the public with accessible high quality information services that are timely and responsive Provide for the stability of County operations through periods of economic fluctuations and changing priorities and service demands Provide a qualified, productive and competitively compensated County workforce Provide for effective communication, collaboration and decision-making at, and between, all levels of the organization Provide state-of-the-art technology and infrastructure to support better service delivery Provide for the objective evaluation and measurement of County program performance Promote an organization that continuously demonstrates the value of its employees in fulfilling the County mission Continually evaluate the organizational structure to improve service delivery

Purpose

This section of the Budget document sets forth the Government Code Sections and administrative directives, as issued by the Office of the State Controller, pertaining to the form and content of the Annual County Budget. It describes the format of the Tulare County Budget document and includes County ordinances.

Legal Basis

The Government Code specifies the content of the budget, budget adoption procedures and dates by which actions must be taken. (Government Code 29000-29144)

Forms

The budget document must be on such forms as are prescribed by the State Controller in consultation with the Committee on County Accounting Procedures. (Government Code 29005)

Permission to Deviate

A County may add to the information required, or show it in more detail, providing the financial information and the classifications or items required to be included in the budget are clearly and completely set forth. Any change proposed by a county in the arrangement of the information required on the forms shall be subject to review and approval by the State Controller.

Funds and Accounts

Fund and account titles to be used by counties in the preparation of the budget are those contained in the publication, Accounting Standards and Procedures for Counties, issued by the State Controller. Special districts required to be included in the budget document must use fund and account titles contained in

the publications, Uniform Accounting System of Special Districts.

Basis of Accounting

The general operating group of funds (governmental fund types) are budgeted and accounted for utilizing the modified accrual basis of accounting. This group of funds is summarized on Schedule 1 of the budget document.

Internal service and enterprise funds are budgeted and accounted for utilizing the accrual basis of accounting.

The basis of accounting utilized in this budget document is required by directive of the State Controller and Governmental Generally Accepted Accounting Principles (GAAP) and prescribed by pronouncements of the Governmental Accounting Standards Board (GASB).

Legal Duties and Deadlines

State Controller (Government Code 29005)

- To promulgate budget rules, regulations and classification and to prescribe forms.

Supervisors (Government Code 29061, 29063, 29064, 29065, 29080, 29081, 29088, 29101)

- To hold hearings on budget estimates prepared by officials.
- To make revisions, reductions and additions to estimates.
- To formally approve the tabulations, as revised, as the Recommended Budget.
- To make the Recommended Budget available to the general public.

Budget Construction & Legal Requirements

- To publish notice that budget is available and to announce and conduct public hearings, as prescribed by law.
- To adopt a budget by resolution for County and special Districts.
- To adopt tax rates.
- To levy taxes.

Auditor or Administrative Officer as Designated by Board (Government Code 29040, 29042, 29045, 29060, 29062)

- To receive budget estimates from officials.
- To prescribe and supply budget work sheets.
- To submit budget estimates when official responsible has not done so.
- To prepare tabulation of estimates.
- To submit tabulation to the Board.
- To file alternate procedure for the Recommended Budget.

Auditor (Government Code 29043, 29044, 29083, 29093, 29103, 29109, 29124)

- Furnish financial statements or data to responsible officials.
- To attend public hearings on Recommended Budget and furnish any financial statements and data required.
- To revise the Recommended Budget to reflect changes made by the Board.
- To calculate tax rates.
- To forward statement of all County tax rates, assessed valuations and amount of taxes levied and allocated to the State Controller.

- To file copy of Adopted Budget with the Office of the State Controller.
- To approve all payments in accordance with the Adopted Budget.

Budget Goals and Objectives

The County Budget sets forth the foundation for major Board policy actions and provides a fiscal "road map" for the direction of County government to follow, now and in the future. As such, the County Budget represents the single most important document that is prepared, reviewed and approved on an annual basis.

The intent of the Budget document is to:

- Provide a document in a format that is user friendly and readable in order to give the public a clear understanding about County government operations and funding. The County Statistical Profile gives the reader a comprehensive profile of the County.
- Provide specific goals and objectives, which can be used on an annual basis, to judge the progress of County Departments and operations in fulfilling their departmental goals and objectives as well as the County's overall mission.
- Provide the Board and the public with a clear understanding of revenues and expenditures in areas such as Public Safety and Health & Human Services.

While several improvements have been made to this year's budget document, we have maintained the basic principles, goals and objectives of Tulare County as the underlying foundation for the Budget. These include:

- The Budget must be balanced so estimated revenues equal appropriations.
- Wherever possible, the Budget should be balanced with ongoing and known revenue

Budget Construction & Legal Requirements

sources equaling ongoing and reasonably expected expenditures.

- To the extent possible, one-time money should not be used for ongoing operations.
- Service levels should be maintained at the highest level, within funding constraints.
- The Budget should, wherever possible, anticipate and make provisions for uncertain funding for County-operated programs.

In reference to the stated goals and objectives above, there are several policy guidelines that were followed and maintained in developing this Budget:

- Proposition 172 funds have been allocated to maximize public safety benefits.
- Realignment revenues have been allocated to Health & Human Services.

Budget Policies of the Board of Supervisors

In addition to the legally required duties, there are certain actions to implement the budget process, which the Supervisors may take.

- Changing the arrangement of information on budget forms, upon approval of the State Controller. (Government Code 29005)
- Designation of data, in addition to available financing and financing requirements included in departmental estimates. (Government Code 29006)
- Selection of method of presenting supporting data for salaries and wages appropriations. (Government Code 29007)
- Designation of Auditor or Administrative Officer to receive budget estimates. (Government Code 29040, 29042)

- Designation of Auditor or Administrative Officer to submit estimates in event of nonperformance by responsible official. (Government Code 29045)
- Designation of Administrative Officer to prepare budget tabulation on prescribed forms. (Government Code 29061)
- Designation of Administrative Officer to hold hearings and recommend changes in tabulation. (Government Code 29062)
- Authorization of additional appropriation controls and designation of official to administer controls. (Government Code 29092)
- Approval of new positions and fixed assets prior to Adopted Budget approval. (Government Code 29124)
- Designation of official to approve transfers and revisions of appropriations within a budget unit. (Government Code 29125)
- Approval of budgetary adjustments. (Government Code 29125, 29126, 29126.1, 29127, 29130)
- Designation of official to whom Auditor shall submit statements showing conditions of budget appropriations and estimated available financing. (Government Code 29126.2)

Adopted Budget Policy

The FY 2010/11 Budget Hearings will commence Tuesday, September 14, 2010 and continue for a period not to exceed 14 calendar days.

The Board of Supervisors has designated the County Administrative Officer as the official responsible to carry out all County budgetary responsibilities not specifically reserved to the Board of Supervisors, Auditor or State Controller.

Per Tulare County Ordinance Section 1-03-1015, "Budgets: Preparation and Supervision" the following duties for the County Administrative Officer-Clerk of the Board of Supervisors shall:

- Develop budget instructions and policies, revenue estimates, and departmental budget targets to guide departments in budget preparation.
- Recommend to the Board of Supervisors an annual County operating budget based on revenue projections, budget targets and proposed goals, objectives, work programs and projects developed by the various departments.
- Recommend to the Board of Supervisors a capital budget based upon long-range plans for acquiring, constructing, or improving buildings, roads and other County facilities; make recommendations to the Board on the acquisition and disposition of real property.
- Establish and oversee a control system or systems to assure that the various County departments and other agencies under the jurisdiction of the Board of Supervisors are operating within their respective budgets; make recommendations to the Board regarding requests for unforeseen and unbudgeted expenditures; approve fund transfers and budget revisions within appropriations, and make recommendations to the Board for fund transfer requests which require Board action under state law; establish policies for acquiring additional or replacement fixed assets.

Keep the Board informed of the financial status of the County and of other matters of major significance which affect the County.

- The County Administrative Officer-Clerk of the Board of Supervisors shall work closely with the County Auditor-Controller in the preparation and execution of the budget.

Summary of Designated Responsibilities for Actions

As previously discussed, State laws and County ordinances prescribe the manner and form in which the Budget is presented. Additional responsibilities and the delegation for preparation, review and approval are also established by statute and ordinance and by policies coordinated through the Board of Supervisors, the County Administrator and the Auditor-Controller's Office.

Listed below are additional actions, which require a **four-fifths** vote of the Board of Supervisors:

- Appropriation increases within a fund.
- Appropriations from contingencies.
- Appropriations of unanticipated revenues.
- Reduction of appropriations and revenues for unrealized funding.
- Transfer between funds.
- Transfers from designated reserves.
- Transfers from equipment replacement reserves.
- Transfers from general reserves (only during budget process).

Listed below are additional actions requiring a **majority vote** of the Board of Supervisors:

- Approval of a fixed asset over \$5,000 that does not increase the overall department budget.
- Approval of contracts and amendments when the aggregate amount of the contract and amendment(s) is in excess of \$100,000 per fiscal year.
- Transfers between departments within a fund.
- Transfers between Capital Projects.

Budget Schedule for FY 2010/11

MARCH 2010

ACTION	DATE	RESPONSIBLE PERSON (S)
1. Budget Facilitation Group email to instruct pre-budget FY 2010/2011 labor forecast, moves in TC Job Cost, and other associated personnel actions	Mar. 22	CAO Staff, Departments
2. Departments enter anticipated moves into TC Job Cost (Unit Distribution) Table in Enterprise	Mar. 24 – Apr. 17	Departments
3. Departments meet with their CAO Analysts and County Revenue Officer to review and finalize their revenue estimates. Re-evaluating process and benefits.	TBD (next year)	CAO Analysts, Auditor's Office

APRIL 2010

ACTION	DATE	RESPONSIBLE PERSON (S)
4. Initial Fund balance estimates due to CAO's Office from Auditor	Apr. 7	Auditor's Office
5. Budget Facilitation Group meeting to discuss FY 10/11 budget process...Unemployment Insurance, Mid Year Pilot Program, TC Job Costing: FY 10/11 Moves, opt-out benefit waivers, narrative (PM) and the budget line issue.	Apr. 8	CAO Staff, HRD Staff, IT Staff, Departments
6. IT presents budget data entry training to ISF departments, as necessary. Contact Cindy @ 636-4862	Apr. 8-19	IT Staff
7. Service Departments enter CAO-approved charges into the appropriate line item of each recipient department's Req. Budget and their own departments and report any problem areas to IT Help Desk	Apr. 8-19	ISF Departments
8. CAO's Office to calculate final estimated FY 2010/11 salary and benefits and enter them into Web Budget System, using best available estimates	Apr. 19	Budget Analyst
9. Open web budget system for department use	Apr. 20	IT Staff
10. Departments enter FY 10/11 requests into budget website (EXCEPT Salary & Benefits which were entered by the CAO's Office and charges which were entered by Service Departments); review Personnel allocations and complete requested changes in Personnel allocations, Fixed Asset Requests, fee requests, Department Purpose, Goals and Objectives, and Requested Budget narrative	Apr. 20- Jun. 10	Departments
11. All Board fee hearings should be completed.	Apr. 27	BOS, Assistant CAO

Budget Schedule for FY 2010/11

MAY 2010

ACTION	DATE	RESPONSIBLE PERSON (S)
12. Target allocations distributed to departments	May 3	CAO
13. HRD begins periodic review of department personnel requests.	May 3- Jun. 10	HRD Staff
14. Deadline for Departments to return the Labor Forecast Verification Form to CAO.	May 4	Departments

JUNE 2010

ACTION	DATE	RESPONSIBLE PERSON (S)
15. Deadline for Departments to enter and submit all 10/11 Requested Budget information into budget website.	Jun. 10	Departments
16. No Delegated Action Requests (DARs) accepted after this date until Budget is adopted.	Jun. 10	Departments
17. Review agency roll ups for Adopted 09/10 from Web Budget System and Requested 10/11 budgets; check for accuracy and gross discrepancies that must be addressed; check Department Purpose, Goals and Objectives, and Requested Budget narrative for content, format, and consistency; review/verify charges (expenditures and revenues) for all internal services and client departments; consult with appropriate departments to resolve discrepancies	Jun. 10 – Jun. 25	Budget Analyst, CAO Analysts, Departments
18. HRD advises Departments about its initial recommendations and receives feedback from them	Jun. 21-25	HRD Staff
19. Departments coordinate with CAO Analysts to adjust Requested Budget for HRD recommendations as appropriate	Jun. 21-25	Departments, CAO Analysts
20. CAO Analysts analyze Requested Budgets in terms of justified department needs and assigned targets; meet with departments as needed; review all Service Departments' charges and corresponding costs; develop reduction packages, as needed; and prepare Recommended Budget recommendations and narratives for Deputy CAO review	Jun. 28 – Jul. 16	CAO Analysts

Budget Schedule for FY 2010/11

JULY 2010

ACTION	DATE	RESPONSIBLE PERSON (S)
21. Human Resources submits final position recommendations to CAO's Office and departments	Jul. 9	HRD Staff

AUGUST 2010

ACTION	DATE	RESPONSIBLE PERSON (S)
22. Final Fund Balances due to CAO from Auditor	Aug. 3	Auditor's Office
23. CAO Analysts compile Recommended Budget changes and submit them to departments so they can rebalance their budgets as a result of final fund balances	Aug. 4-6	CAO Analysts
24. Departments make Web Budget System data entry changes for Recommended Budgets and rebalance budgets as a result of final fund balances	Aug. 4-6	Departments
25. CAO Analysts verify accuracy of all Recommended Budget numbers, revenue/expenditure balances, Recommended Narratives, and position changes for their departments; coordinate results with Budget Analyst	Aug. 9 – 23	CAO Analysts, Budget Analyst
26. Department Heads who have disagreements with CAO's Recommended Budget must submit a letter specifying which items they are asking the Board of Supervisors to consider at the Final Budget Hearings	Aug. 13	Departments
27. CAO, Assistant CAO and Deputy CAO finalize Recommended Budget dollars and narratives	Aug. 16-18	CAO, Assistant CAO, Deputy CAO

SEPTEMBER 2010

ACTION	DATE	RESPONSIBLE PERSON (S)
28. Notice of Final Budget Hearing posted	Sep. 3	Clerk-BOS
29. Recommended Budget Book to the Board of Supervisors	Sep. 8	Deputy CAO
30. Final Budget Hearing packages to Board of Supervisors	Sept. 8	Deputy CAO
31. Recommended Budget available for public distribution	Sep. 8	Deputy CAO

Budget Schedule for FY 2010/11

<i>ACTION</i>	<i>DATE</i>	<i>RESPONSIBLE PERSON (S)</i>
32. Final Budget Hearing packages available to public	Sep. 8	Deputy CAO
33. Board of Supervisors conducts public hearings on the Final Budget and adopts Final Budget	Sep. 14	BOS
34. CAO Analysts review all Adopted Budget numbers, positions, and schedules for accuracy	Sep. 15 – 21	Deputy CAO, CAO Analysts, Budget Analyst
35. Deputy CAO and Budget Analyst reviews and finalizes Adopted Budget numbers, positions, and schedules	Sep. 22 – 30	Deputy CAO, Budget Analyst
36. Adopted Budget rolled into AFIN	Sep.30	Deputy CAO , Auditor's Office
37. Human Resources finalizes personnel resolution with all Adopted Budget adds and deletes	Sep.30	Human Resources

NOVEMBER 2010

<i>ACTION</i>	<i>DATE</i>	<i>RESPONSIBLE PERSON (S)</i>
38. Adopted Budget Book returned from printer and distributed	Nov. 29	Auditor

DECEMBER 2010

<i>ACTION</i>	<i>DATE</i>	<i>RESPONSIBLE PERSON (S)</i>
39. Adopted Budget Book sent to State	Dec. 1	Auditor

Glossary of Budget Terms and Acronyms

A-87 – This alpha/numeric designation refers to costs allocated to County departments under the Countywide Cost Allocation Plan (COWCAP) to cover central administrative and overhead expenditures. See **COWCAP**.

AB – Assembly Bill.

AB 233 – Known as the Lockyer-Isenberg Trial Court Funding Act of 1997, this omnibus bill transferred the responsibility for local trial courts from the counties to the State, established maintenance of effort payments by the counties to the State based on 1995-96 expenditures, and established two task forces to advise the Legislature regarding future responsibility for trial court employees and facilities.

ACCOUNTS PAYABLE – A short-term liability reflecting amounts owed private persons or organizations for goods or services received.

ACCOUNTS RECEIVABLE – An asset account reflecting amounts due from private persons or organizations for goods and services provided (excluding amounts due from other funds or other governments).

ACCRUAL BASIS – The basis of accounting under which transactions are recognized when they occur, regardless of the timing of related cash flows.

ACCRUED EXPENSES – Expenses incurred but not paid.

ACCRUED REVENUE – Revenues earned but not received.

ACO – Accumulated Capital Outlay.

ACTIVITY – A specific line of work performed to accomplish a function for which a governmental unit is responsible. Example: "Protective Inspection" is an activity performed in the "Public Protection" function.

AD VALOREM TAX – A tax based on value (i.e., a property tax).

ADA – Americans with Disabilities Act.

ADOPTED BUDGET -- Approved legal spending plan for a fiscal year, adopted by resolution of the Board of Supervisors after a public hearing on the Recommended Budget and making any changes to that budget deemed advisable. By statute, the Board of Supervisors must adopt a budget by October 2 each year.

AGENCY – An organizational device used by County management to group formerly stand alone departments under central management.

AGENCY FUNDS – A type of fund used to hold monies separate and apart from County revenues on a temporary basis. Usually mandated by law and requiring no budget.

AOC – Administrative Office of the Courts (Judicial Counsel).

APPROPRIATION – A legal authorization granted by the Board of Supervisors to make expenditures and to incur obligations for specific purposes. An appropriation expires at the end of the Fiscal Year.

ASSESSED VALUATION – A valuation set upon real estate or other property by the County or State Board of Equalization as a basis for levying taxes.

AUTHORIZED POSITIONS – Positions included in the county's salary resolution and for which funding may or may not be provided in the budget.

BALANCE SHEET – The financial statement disclosing the assets, liabilities and fund equity or net assets of an entity at a specified date in conformity with Generally Accepted Accounting Principles (GAAP).

BASIS OF ACCOUNTING – A term used to refer to when revenues, expenditures, expenses, and transfers - and the related assets and liabilities - are recognized in the accounts and reported in the financial

Glossary of Budget Terms and Acronyms

statements. Specifically, it relates to the timing of the measurements made, regardless of the nature of the measurement, on either the modified accrual or the full accrual basis.

BUDGET – A plan of financial operation embodying an estimate of proposed expenditures for a given period and the proposed means of financing them. A budget usually is a financial plan for a single fiscal year.

BUDGET UNIT – The classification of the budget expenditure requirements into appropriate, identified or organizational units deemed necessary or desirable for control and information related to a particular financial operation or program.

CAL-OSHA – California Occupational Safety and Health Administration.

CAO – County Administrative Office.

CAPITAL (FIXED) ASSET – A tangible item of a long-term character such as land, buildings, furniture, and other equipment with a unit cost in excess of \$5,000. Also intangible items such as easements, rights-of-way, water rights or computer software valued at \$100,000 or more, that lack a physical substance, are nonfinancial in nature, are not a prepayment for goods and services and have an initial useful life extending beyond one year.

CAPITAL EXPENDITURES – Expenditures resulting in the acquisition of or addition to the government's general capital assets.

CAPITAL PROJECT FUND – A County fiduciary fund created to account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by proprietary funds and other fiduciary funds).

CASH BASIS – A basis of accounting under which transactions are recognized when cash is received or disbursed.

CASH FLOW – Cash available from net collections available for expenditure payments at any given point.

CDBG – Community Development Block Grant.

CEQA – California Environmental Quality Act.

CFP – Court Facility Payment is essentially like an MOE to be paid to the State of California in perpetuity for court facility maintenance.

COLA – Cost-of-Living Adjustment.

CONTINGENCY – An amount of specified appropriations of a fund, appropriated for unforeseen expenditure requirements.

CONTRACTED SERVICES – Expenditures for services rendered under contract by personnel who are not on the payroll of the jurisdiction, including all related expenses covered by the contract.

COP – Certificates of Participation. Certificates issued for the financing of capital assets, COPs represent undivided interests in the rental payments under a tax-exempt lease.

COST ACCOUNTING – The method of accounting that provides for assembling and recording of all the elements of cost incurred to accomplish a purpose, to carry on an activity or operation, or to complete a unit of work or a specific job.

COUNTYWIDE REVENUE – Non-specific program revenues, which include such items as property taxes, sales tax, interest earnings, vehicle license fees, etc. These are revenues not specified or dedicated to a particular program, but which may be appropriated at the discretion of the Board of Supervisors.

COWCAP (CountyWide Cost Allocation Plan or A-87 Cost Plan) – The Plan (approved by the California State Controller's Office) is designed to allocate central administrative and overhead costs of departments within the

Glossary of Budget Terms and Acronyms

General Fund servicing the entire County (such as Purchasing, Human Resources & Development, Treasurer, Auditor, County Counsel and the County Administration Office) to departments benefiting from those services.

CPS – Child Protective Services.

CSAC – California State Association of Counties.

CSAC-EIA – California State Association of Counties - Excess Insurance Authority.

CURRENT LIABILITIES – Liabilities which are payable within one year.

DA – District Attorney.

DEBT SERVICE FUND – A fund established to account for the accumulation of resources for the payment of interest and principal for general long-term debt.

DEFEASANCE – The legal release of a debtor from being the primary obligor under the debt, either by the courts or by the creditor. Also referred to as a legal defeasance.

DEFERRED REVENUE – Resource inflows that do not yet meet the criteria for revenue recognition. Unearned amounts are always reported as deferred revenue. In governmental funds, earned amounts also are reported as deferred revenue until they are available to liquidate liabilities of the current period.

DELINQUENT TAXES – Taxes remaining unpaid on and after the date on which a penalty for nonpayment is attached.

DEPARTMENT – An organizational device used by County management to group programs of like nature.

DESIGNATION – For governmental fund types, a segregation of a portion of the unreserved fund balance to indicate tentative plans for financial resource utilization in a future period, such as for general

contingencies, equipment replacement, financing receivables, etc.

DISCRETIONARY REVENUE – see **COUNTYWIDE REVENUE**

DOJ – Department of Justice.

DUE TO OTHER AGENCIES – A short-term liability account reflecting amounts owed by the County to an outside government agency for goods or services provided.

EARMARKED FUNDS – Revenues designated by statute or Constitution for a specific purpose.

EIR/S – Environmental Impact Report/Statement.

EMPLOYEE BENEFITS – Amounts paid on behalf of employees not included in the gross salary. Examples are group health or life insurance payments, contributions to employee retirement, Social Security taxes, workers' compensation payments, and dental, vision and unemployment insurance payments.

ENCUMBRANCE – An obligation in the form of a purchase order, contract, or other commitment related to unperformed contracts for goods and services.

ENTERPRISE FUND – A fund established to account for operations that are financed and operated in a manner similar to private business enterprises, where the intent of the government body is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges.

ERAF – Refers to the Education Revenue Augmentation Fund established by the State of California in FY 1992/93. This Fund was established to require distribution of property tax funds that were shifted from cities, special districts and the County to offset cuts in State revenues to schools.

Glossary of Budget Terms and Acronyms

EXPENDITURE – Decrease in net financial resources under the current financial resources measurement focus not properly classified as *other financing uses*.

EXPENSES – Outflows or other depletion of assets or incurrence of liabilities (or a combination of both) from delivering or producing goods, rendering services or carrying out other activities that constitute the entity's ongoing major or central operations.

EXTRA HELP POSITION – A non-regular, temporary position created to meet a peak workload or other unusual work situation; can include seasonal or recurrent intermittent employment.

FEMA – Federal Emergency Management Agency.

FIDUCIARY FUND -- A fund used to account for assets held by a government unit in a trustee capacity or as an agent for others and which therefore cannot be used to support the government's own programs. The fiduciary fund category includes pension (and other employee benefit) trust funds, investment trust funds, and agency funds. A trustee acquires legal title to the assets entrusted, but, in the agency relationship, title rests with the agency (i.e., principal).

YEAR (FY) – A 12-month period to which the annual operating budget applies and at the end of which a government determines its financial position and the results of its operations. The County's fiscal year is from July 1 to June 30 of the subsequent year.

FTE – Full Time Equivalent Position. A full or part-time position converted to a decimal equivalent of a full-time position based on 2,080 hours per year (a 40 hour week). For example, an extra-help laborer working for four months or 690 hours would be equivalent to 0.33 of a full-time position (FTE).

FUNCTION – A group of related activities aimed at accomplishing a major service for

which a governmental unit is responsible. These designations are specified by the State Controller. Example: "Public Protection" is a function.

FUND – A fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

FUND BALANCE – The excess of assets of a fund over its liabilities reported in a governmental fund. A portion of this balance may be available to finance the succeeding year's budget.

FUND EQUITY – The net difference of assets over liabilities.

FUND TYPE – One of eleven categories into which all individual funds can be categorized. Governmental fund types include the general fund, special revenue funds, debt service funds, and capital project funds. Proprietary fund types include enterprise funds and internal service funds. Fiduciary fund types include pension (and other employee benefit) trust funds, investment trust funds, and agency funds.

GAAP – Generally Accepted Accounting Principles. Uniform minimum standards and guidelines for financial accounting and reporting. These govern the form and content of the financial statement of an entity. GAAP encompass the conventions, rules and procedures necessary to define accepted accounting practice at a particular time. They include not only broad guidelines of general applications, but also detailed practices and procedures. GAAP provide a standard by which to measure financial presentations. The primary authoritative body on the application GAAP for state and local governments is the GASB.

Glossary of Budget Terms and Acronyms

GANN LIMIT – Refers to the Gann Initiative (Proposition 4 on the November 1979 ballot), which imposed limits on the allowable annual appropriations of the State, schools, and most local agencies; limit is generally prior year appropriations factored by Consumer Price Index (CPI) and population changes.

GASB – Governmental Accounting Standards Board. The authoritative accounting and financial reporting standard-setting body for government entities.

GENERAL RESERVE – An equity restriction within a fund to provide for dry period financing.

GENERAL REVENUE – see **COUNTYWIDE REVENUE**

GIS – Geographical Information System.

GOVERNMENTAL FUNDS – The group of funds consisting of the general fund, special revenue funds, capital projects funds, and debt service funds.

GRANT – A contribution from private grantors or from one governmental unit to another, usually made for a specific purpose and time period.

IHSS – In-Home Supportive Services (IHSS) provides services to eligible elderly and disabled persons who are unable to remain safely in their own homes without assistance. IHSS is funded through Medi-Cal and the Social Services Block Grant (SSBG).

INTERNAL CONTROL STRUCTURE – Policies and procedures established to provide reasonable assurance that specific government objectives will be achieved.

INTERNAL SERVICE ACCOUNTS – A category of appropriations for payment of major items unique to the fund making the payment (i.e., insurance premium payments by Risk Management).

INTERNAL SERVICE FUND – A fund used to account for the financing of goods or services provided by one department or agency to another department or agency of a government on a cost recovery basis (i.e., Fleet Services, Information Technology, or Risk Management).

INVESTMENT TRUST FUNDS – Funds used to account for monies deposited by external participants, such as Schools and Special Districts, in the County-operated treasury pool.

JPA – Joint Powers Authority.

KEY GOALS AND OBJECTIVES – Key Goals: Broad statements of measurable outcomes to be achieved on behalf of County customers (both external and internal) that are linked to core functions and provide “added value” above minimum requirements. Key Objectives: Clear, realistic, measurable and time-limited statements of actions that when completed, move toward achievement of key goals.

LAFCO – Local Agency Formation Commission. LAFCO is a State-mandated independent entity responsible for the formation and modification of the boundaries of local agencies. The Commission is tasked to observe these basic statutory purposes: (a) the promotion of orderly development; (b) the discouragement of urban sprawl; (c) the preservation of open-space and prime agricultural lands; and (d) the extension of governmental services.

LETTER OF CREDIT – A document issued by a bank that guarantees the payment of a customer's draft. It substitutes the bank's credit for the customer's credit.

LT – Limited Term Position. A full or part-time position which has a specified term of employment. At the end of the term, the position is eliminated from the Position Allocation Listing.

MAINTENANCE OF EFFORT (MOE) – A Federal and/or State requirement that the County provide a certain level of financial

Glossary of Budget Terms and Acronyms

support for a program from local tax revenues. The amount of support is referred to as the Maintenance of Effort (MOE) level.

MANDATED PROGRAM – Mandated programs are those programs and services, which the County is required to provide by specific State and/or Federal law or by court order.

MATCH – Refers to a cost sharing ratio for a State or Federal program which requires a County General Fund Contribution of a certain amount or percentage to qualify.

MEASURE R – Passed by voters in 2006, this measure imposes a 30 year one-half (1/2) cent retail transactions and use tax countywide within Tulare County. The tax may fund the construction, maintenance, improvement, and operation in Tulare County of streets, roads, and highways, and the construction, improvement, and operation of public transit systems.

MEDI-CAL – Medi-Cal, California's Medicaid program, is a federal-state cooperative medical care financing program for low-income elderly, disabled, children, and families.

MISSION STATEMENT – A succinct description of the scope and purpose of a County department or agency.

MODIFIED ACCRUAL – Basis of accounting according to which (a) revenues are recognized in the accounting period in which they become available and measurable; and (b) expenditures are recognized in the accounting period in which the fund liability is incurred, if measurable, except for unmatured interest on general long-term debt and certain similar accrued obligations, which should be recognized when due.

MOE – Maintenance of Effort. A Federal and/or State requirement that the County provide a certain level of financial support for a program from local tax revenues. The amount

of support is referred to as the Maintenance of Effort (MOE) level.

MOU – Memorandum of Understanding. A contract between entities outlining the services and responsibilities of each party to the other.

NEPA – National Environmental Protection Act.

NET COUNTY COST – The difference between budgeted appropriations and departmental revenues for General Fund budgets. Countywide revenues fund the dollar difference.

OBJECT – A classification of expenditure or revenue. Example: "Office Expense" is an account in "Services and Supplies."

OTHER CHARGES – A category of appropriations for payment to Internal Service Funds within the County and/or an agency, institution or person outside the County Government for other than services and supplies (i.e., debt service and payments to the State for maintenance of the Courts).

OTHER FINANCING SOURCES – A category of revenues which includes long-term debt proceeds, proceeds from the sale of general fixed assets and operating transfers in. Such amounts are classified separately from revenues on the governmental operating statement of revenues, expenditures and changes in fund balances.

OTHER FINANCING USES – A category of appropriations which includes fund operating transfers out and the amount of refunding bond proceeds deposited with the escrow agent. Such amounts are classified separately from governmental statement of revenues, expenditures and changes in fund balance.

PENSION TRUST FUND – Fund established for pension and other employee retirement benefits.

Glossary of Budget Terms and Acronyms

PROGRAM REVENUE – Revenue which is derived from and dedicated to specific program operations, such as charges to users for licenses and permits.

PROPOSITION 8 -- Passed by the voters in November 1978. This measure requires the County Assessor to annually assess either a property's Proposition 13 base year value or its Market Value as of January 1 (lien date), taking into account any factors causing a decline in value, whichever is less. Any reductions are temporary. When and if the market value of a previously reduced assessment increases above its Proposition 13 base year value, the Assessor will once again assess its Proposition 13 base year value.

PROPOSITION 10 – Passed by the voters on November 3, 1998. This measure imposed a 50-cent per pack excise tax on cigarettes and specified excise tax on other types of tobacco products. Revenues generated are placed in a special fund – the Children and Families First Trust Fund – to be used to fund early childhood development programs and to offset revenue losses to Proposition 99.

PROPOSITION 13 – A tax limitation initiative approved by the voters in 1978. This measure provides for: (a) a one (1) percent tax limit exclusive of tax rates to repay existing voter-approved bonded indebtedness; (b) assessment restrictions establishing 1975 level values for all property with allowable increase of 2% annually and reappraisal to current value upon change in ownership and new construction; (c) a two-thirds vote requirement to increase State taxes; and (d) a two-thirds vote of the electorate for local agencies to impose "special taxes."

PROPOSITION 36 – Passed by the voters on November 7, 2000, this measure changed State law so that certain adult offenders who use or possess illegal drugs would receive drug treatment and supervision in the community, rather than being sent to prison or jail. The measure also provides state funds to counties to operate drug treatment programs.

PROPOSITION 99 – Passed by the voters in November 1988, this measure established 25-cent surtax per package of cigarettes and equivalent amount on all other tobacco products sold in California. Revenues provide funding for health, health education, research and other programs.

PROPOSITION 172 – Proposition 172 was passed in November 1993. It established a one-half cent sales tax whose proceeds are used to fund eligible public safety activities.

PROPOSITION 218 – Passed by the voters in November 1996, this measure constrained local governments' ability to impose fees, assessments and taxes through the imposition of specific criteria and requirements. All new taxes, fees and assessments require a two-thirds vote.

REALIGNMENT REVENUE – State revenues allocated to counties by law are derived from Statewide sales tax collections and vehicle license fees. These revenues are allocated yearly and are dedicated to County operated Health and Human Services. The name of the revenues comes from the State's 1991 budget package, which shifted the State's responsibility for non-federal funding for Health and Social Services to counties.

REAL PROPERTY – Land and the structures attached to it.

RECOMMENDED BUDGET – The working document for the fiscal year under discussion.

REGULAR POSITION – Any permanent position in the County's classification system approved and funded by the Board of Supervisors.

REIMBURSEMENT – Payment received for services/supplies expended on behalf of another institution, agency or person.

RESERVE – An account used to set aside and maintain a portion of fund equity, which is

Glossary of Budget Terms and Acronyms

legally or contractually restricted for future use or not available for expenditure.

REVENUE – Money received to finance ongoing County services. Examples are property taxes, sales taxes, fees, and State and Federal grants.

ROLLOVER BUDGET – A rollover budget is the current fiscal year's modified budget as of June 30th that is used, with approval of the Board of Supervisors, as the County's operating budget for the period beginning July 1st and concluding with the adoption of the next fiscal year's Final Budget.

RULE 810 – Refers to Rules promulgated by the Administrative Office of the Court, which defines expenditures eligible for funding local courts through the Trial Court Budget Commission.

SALARIES AND EMPLOYEE BENEFITS – A category of appropriation which establishes all expenditures for employee-related costs.

SALARY SAVINGS – The dollar amount of salaries expected to be saved due to vacancies and turnover of employees.

SB – Senate Bill.

SCHEDULE – A listing of financial data in a form and manner prescribed by the State Controller's Office.

SCHEDULE 1 (Summary of County Budget) -- A summary of the overall County budget by governmental fund, of the means of financing the budget and the expenditure requirements.

SCHEDULE 2 (Analysis of Fund Balance Unreserved/Undesignated) – An analysis of the various components of actual or estimated governmental fund balances available at the end of the fiscal year to finance budgetary requirements of the subsequent year's budget.

SCHEDULE 3 (Detail of Provisions for Reserves/Designations) – A detailed list of the

provisions for Reserves/Designation by governmental funds.

SCHEDULE 4 (Summary of Estimated Additional Financing Sources, Estimated Revenue, Other Financing Sources and Residual Equity Transfers) – A summary of estimated revenues, with historical data, by fund and sources for governmental funds.

SCHEDULE 5 (Analysis of Financing Sources by Source by Fund) -- An analysis of revenues, with historical data, by fund and source for governmental funds.

SCHEDULE 6 (Analysis of Current Property Taxes and Assessed Valuation) – An analysis of current secured and unsecured property tax revenues and assessed valuations.

SCHEDULE 7 (Summary of County Financing Requirements by Function and Fund) -- A summary of financing requirements, with historical data, by function, by appropriations for contingencies, by provisions for reserves and designations, and by fund for governmental funds.

SCHEDULE 8 (Summary of County Financing Requirements) -- A summary of financing requirements, with historical data, by general function, by activity for governmental funds.

SCHEDULE 8A (Summary of County Specific Financing Uses) – A rollup summary of Schedule 8, with historical data, by expenditure category for governmental funds.

SCHEDULE 9 (Budget Unit Financing Uses Detail) – A summary of accounts with total financing sources and requirements, with historical data, for each budget unit for governmental funds. Schedule 9 is not included in the Recommended Budget, but is included in the Final Budget.

SCHEDULE 10 (Operation of Internal Service Fund) – A summary of each internal service activity, with historical data, setting forth the expected operations of the activity through

Glossary of Budget Terms and Acronyms

detailed revenues and expenses. Schedule 10 is not included in the Recommended Budget, but is included in the Final Budget.

SCHEDULE 11 (Operation of Enterprise Fund) – A summary of income and expenses, with historical data, for each enterprise fund including Terra Bella Sewer Maintenance district which is presented as an enterprise fund and whose affairs and finances are under the supervision and control of the Board of Supervisors as the District Board of Directors as provided in Government Code Section 29002. Schedule 11 is not included in the Recommended Budget, but is included in the Final Budget.

SCHEDULE 13 (Summary of Special District Budget) – This schedule is the counterpart of Schedule 1 and is used to summarize information for districts operating as governmental funds under the supervision and control of the Board of Supervisors as the District Board of Directors as provided in Government Code Section 29002.

SCHEDULE 14 (Analysis of Fund Balance Unreserved/Undesignated to Finance the Budget) – This schedule is the counterpart of Schedule 2 and is used to analyze information for districts operating as governmental funds under the supervision and control of the Board of Supervisors as the District Board of Directors as provided in Government Code Section 29002.

SCHEDULE 15 (Special Districts Detail of Provisions for Reserves/Designations) – This schedule is the counterpart of Schedule 3 and is used to provide information for districts operating as governmental funds under the supervision and control of the Board of Supervisors as the District Board of Directors as provided in Government Code Section 29002.

SCHEDULE 16A (Special District Budget Detail) – This schedule is used in conjunction with Schedules 13, 14 and 15 to provide supporting detail for the estimated revenues,

other financing sources and residual equity transfers for districts operating as governmental funds under the supervision and control of the Board of Supervisors as the District Board of Directors as provided in Government Code Section 29002.

SCHEDULE 16B (Special District Budget Detail) – This schedule is used in conjunction with Schedules 13, 14 and 15 to provide supporting detail for the estimated financing requirements for districts operating as governmental funds under the supervision and control of the Board of Supervisors as the District Board of Directors as provided in Government Code Section 29002.

SECURED ROLL – Assessed value of real property, such as land, buildings, secured personal property or anything permanently attached to land as determined by each County Assessor.

SECURED TAXES – Taxes levied on real properties in the County which are “secured” by a lien on the properties.

SERVICES AND SUPPLIES – A category of appropriations which establishes expenditures for County department operating expenses related to vendors and suppliers external to the County government.

SPECIAL DISTRICT – Independent unit of local government generally organized and funded through assessments to the beneficiaries of the district to perform a specific function(s) for a specific area. Examples: street lighting, waterworks, and fire departments.

SPECIAL REVENUE FUND – A fund used to account for the proceeds of specific revenue sources (other than major capital projects) that are legally restricted to expenditure for specified purposes.

STRATEGIC BUSINESS PLAN -- Document in which the County envisions its future in five years and develops strategies, goals,

Glossary of Budget Terms and Acronyms

objectives and action plans to achieve that future.

STRUCTURAL DEFICIT -- This means that with the current revenue structure (e.g., taxes, fees, and other sources), there is insufficient income to maintain governmental services at the current level.

STRUCTURAL BALANCE -- Structural balance is defined as the matching of ongoing revenues with ongoing expenditures. If revenues equal or exceed expenditures, structural balance is achieved. Conversely, if expenditures exceed revenues, structural imbalance occurs.

SUPPLEMENTAL TAX ROLL -- The Supplemental Property Tax Roll is a result of legislation enacted in 1983 and requires an assessment of property when a change to the status of the property occurs, rather than once a year as was previously the case.

SUSTAINABILITY -- Sustainability (or more precisely fiscal sustainability) means that a government can cover its ongoing expenditures out of its own ongoing revenues, while reducing its dependence on borrowing and intergovernmental transfers.

TANF -- Temporary Assistance for Needy Families. TANF was created by the new welfare reform law to replace Aid to Families with Dependent Children (AFDC), Emergency Assistance (EA), and JOBS (GAIN). It provides a block grant to states to enable temporary assistance to needy families and creates new work requirements and time limits.

TAX RATE -- The rate per one hundred dollars applied to the assessed valuation base necessary to produce the tax levy.

TAX RELIEF SUBVENTIONS -- Funds ordinarily paid to compensate for taxes lost because of tax relief measures, such as homeowner's exemption.

TEA 21 -- Transportation Equity Act for the 21st Century.

TEETER PLAN -- A plan whereby 100% of the secured property taxes levied are apportioned to eligible agencies instead of the historical practice of apportioning 100% of taxes as they are collected.

TEMPORARY POSITION -- See Extra Help.

TRAN -- Tax Revenue Anticipation Notes. Notes or warrants issued in anticipation of collection of taxes, usually retireable only from tax collections and frequently only from the proceeds of tax levy whose collection they anticipate.

TRIAL COURT FUNDING -- The Trial Court Funding Act of 1997 effectively separated the budgetary and administrative function of the trial courts from the County and made the State responsible for funding trial court operations. The County's fiscal responsibility is limited to a Maintenance of Effort.

UNINCORPORATED AREA -- The areas of the County outside City boundaries.

UNSECURED TAX -- A tax on properties such as office furniture, equipment, and boats, which are not secured by real property owned by the assessee.

USE TAX -- A tax on goods purchased outside the State to prevent revenue loss from avoidance of sales taxes by means of out-of-state purchases. A use tax is also levied in order to remove inequities between purchases made within and outside the State.

VLF -- Vehicle License Fee.

WIA -- Workforce Investment Act.

WIB -- Workforce Investment Board.

COUNTY OF TULARE
STATE OF CALIFORNIA
SUMMARY OF COUNTY BUDGET
FOR FISCAL YEAR 2010-11

COUNTY FUNDS	AVAILABLE FINANCING				FINANCING REQUIREMENTS		
	FUND BALANCE UNRESERVED/ UNDESIGNATED JUNE 30, 2010	CANCELLATION OF PRIOR YEAR RESERVES/ DESIGNATIONS	ESTIMATED ADDITIONAL FINANCING SOURCES	TOTAL AVAILABLE FINANCING	ESTIMATED FINANCING USES	PROVISIONS FOR RESERVE AND/OR DESIGNATION (new/increased)	TOTAL FINANCING REQUIREMENTS
GENERAL FUND	\$11,303,485	\$2,000,000	\$577,764,924	\$591,068,409	\$591,068,409		\$591,068,409
INDIGENT HEALTHCARE AB75			\$1,123,116	\$1,123,116	\$1,123,116		\$1,123,116
LIBRARY FUND	\$2,470,284		\$3,672,783	\$6,343,067	\$6,343,067		\$6,343,067
FISH & GAME FUND	\$22,513			\$22,513	\$22,513		\$22,513
AVIATION	\$33,158		\$394,400	\$427,558	\$427,558		\$427,558
STRUCTURAL FIRE FUND	\$1,121,930		\$11,876,370	\$12,998,300	\$12,998,300		\$12,998,300
ROAD FUND	\$13,384,954		\$69,828,738	\$83,213,692	\$83,213,692		\$83,213,692
T C WORKFORCE INVESTMENT BOAR			\$17,025,969	\$17,025,969	\$17,025,969		\$17,025,969
CHILD SUPPORT SERVICES			\$17,095,281	\$17,095,281	\$17,095,281		\$17,095,281
REALIGNMENT-MENTAL HEALTH			\$14,592,088	\$14,592,088	\$14,592,088		\$14,592,088
REALIGNMENT-HEALTH			\$15,607,790	\$15,607,790	\$15,607,790		\$15,607,790
REALIGNMENT-SOCIAL SERVICES			\$15,047,831	\$15,047,831	\$15,047,831		\$15,047,831
TOBACCO SETTLEMENT REVENUE FN			\$4,105,533	\$4,105,533	\$4,105,533		\$4,105,533
PENSION OBLIGATION BOND			\$6,587,492	\$6,587,492	\$6,356,632	\$230,860	\$6,587,492
BUILDING LOANS	\$3,175,017		\$6,379,158	\$9,554,175	\$6,790,625	\$2,763,550	\$9,554,175
CAPITAL PROJECTS/MAJOR MAINT.	\$7,009,646		\$5,035,201	\$12,044,847	\$12,044,847		\$12,044,847
GRAND TOTALS	\$38,520,987	\$2,000,000	\$766,336,674	\$806,857,661	\$803,863,251	\$2,994,410	\$806,857,661

-- MEMO ONLY

* GANN Calculations will be adopted at a later date.

COUNTY OF TULARE
STATE OF CALIFORNIA
ANALYSIS OF FUND BALANCE UNRESERVED / UNDESIGNATED
FOR FISCAL YEAR 2010-11

COUNTY FUNDS	FUND BALANCE (per Auditor) AS OF JUNE 30, 2010	LESS: FUND BALANCE - RESERVED / DESIGNATED JUNE 30, 2010			FUND BALANCE UNRESERVED UNDESIGNATED TO FINANCE CURRENT BUDGET ESTIMATED
		RESERVES		DESIGNATIONS	
		ENCUMBRANCES	GENERAL & OTHER RESERVES		
GENERAL FUND	001	\$31,303,485			\$11,303,485
INDIGENT HEALTHCARE AB75	004			\$20,000,000	
LIBRARY FUND	010	\$2,470,284			\$2,470,284
FISH & GAME FUND	011	\$22,513			\$22,513
AVIATION	012	\$33,158			\$33,158
STRUCTURAL FIRE FUND	013	\$1,121,930			\$1,121,930
ROAD FUND	014	\$13,384,954			\$13,384,954
T C WORKFORCE INVESTMENT BOAR	015				
CHILD SUPPORT SERVICES	016				
REALIGNMENT-MENTAL HEALTH	017				
REALIGNMENT-HEALTH	018				
REALIGNMENT-SOCIAL SERVICES	019				
TOBACCO SETTLEMENT REVENUE FN	020				
PENSION OBLIGATION BOND	022	\$764,663		\$764,663	\$3,175,017
BUILDING LOANS	024	\$4,524,671		\$1,349,654	\$7,009,646
CAPITAL PROJECTS/MAJOR MAINT.	030	\$7,009,646			
GRAND TOTALS		\$60,635,324		\$22,114,337	\$38,520,987

COUNTY OF TULARE
STATE OF CALIFORNIA
DETAIL OF PROVISIONS FOR RESERVES / DESIGNATIONS
(With Supplemental Data Affecting Reserve / Designation Balances)
FOR FISCAL YEAR 2010-11

COUNTY FUNDS	RESERVES / DESIGNATIONS BALANCE AS OF JUNE 30, 2010	AMOUNT MADE AVAILABLE FOR FINANCING BY CANCELLATION		INCREASE OR NEW RESERVES/DESIG. TO BE PROVIDED IN BUDGET YEAR		TOTAL RESERVES/ DESIGNATION FOR BUDGET YEAR	FUND
		RECOMMENDED	ADOPTED BY THE BOARD OF SUPV.	RECOMMENDED	ADOPTED BY THE BOARD OF SUPV.		
GENERAL FUND	\$20,000,000	\$2,000,000				\$18,000,000	GENERAL FUND
INDIGENT HEALTHCARE AB75							INDIGENT HEALTHCARE
LIBRARY FUND							LIBRARY FUND
FISH & GAME FUND							FISH & GAME FUND
AVIATION							AVIATION
STRUCTURAL FIRE FUND							STRUCTURAL FIRE FUND
ROAD FUND							ROAD FUND
T C WORKFORCE INVESTMENT BOARD							T C WORKFORCE INVESTMENT
CHILD SUPPORT SERVICES							CHILD SUPPORT SERVICES
REALIGNMENT-MENTAL HEALTH							REALIGNMENT-MENTAL HEALTH
REALIGNMENT-HEALTH							REALIGNMENT-HEALTH
REALIGNMENT-SOCIAL SERVICES							REALIGNMENT-SOCIAL SERVICES
TOBACCO SETTLEMENT REVENUE FUND							TOBACCO SETTLEMENT REVENUE
PENSION OBLIGATION BOND	\$764,683			\$230,860		\$995,543	PENSION OBLIGATION BOND
BUILDING LOANS	\$1,349,654			\$2,763,550		\$4,113,204	BUILDING LOANS
CAPITAL PROJECTS/MAJOR MAINT.							CAPITAL PROJECTS/MAINTENANCE
GRAND TOTALS	\$22,114,337	\$2,000,000		\$2,994,410		\$23,108,747	

COUNTY OF TULARE
STATE OF CALIFORNIA
**SUMMARY OF ESTIMATED REVENUE, OTHER FINANCING SOURCES &
RESIDUAL EQUITY TRANSFERS**
BUDGET FOR FISCAL YEAR 2010-11

DESCRIPTION	ACTUAL 2008-09	ESTIMATED 2009-10	RECOMMENDED 2010-11	ADOPTED BY THE BOARD OF SUPERVISORS 2010-11
SUMMARIZATION BY SOURCE				
TAXES	\$123,701,715	\$114,405,454	\$126,845,107	
LIC. PERMITS & FRANCHISE	\$10,100,867	\$8,485,101	\$8,870,291	
FINES FORFEIT..PENALTIES	\$7,194,371	\$7,549,321	\$7,117,745	
USE OF MONEY & PROPERTY	\$5,137,120	\$3,224,728	\$2,393,430	
AID FRM OTH GOV'T AGENCY	\$398,983,730	\$406,159,328	\$439,590,746	
CHARGES FOR CURRENT SERV	\$77,950,330	\$71,516,031	\$80,210,063	
MISCELLANEOUS REVENUE	\$8,499,887	\$11,105,234	\$7,177,314	
OTHER FINANCING SOURCES	\$95,235,427	\$88,860,302	\$92,830,953	
COWCAP	\$968,361	\$1,185,010	\$1,301,025	
TOTAL FINANCING	\$727,771,608	\$712,490,509	\$766,336,674	
SUMMARIZATION BY FUND				
GENERAL FUND	\$565,516,243	\$553,520,821	\$577,764,924	
INDIGENT HEALTHCARE AB75	\$1,419,870	\$1,224,180	\$1,123,116	
CHILDREN AND FAMILIES FIRST AD	\$243,041	\$212		
GENERAL FUND - TRAN		\$23,297		
LIBRARY FUND	\$3,969,470	\$3,712,951	\$3,872,783	
FISH & GAME FUND	\$12,980	\$11,216		
AVIATION	\$1,887,364	\$1,339,240	\$394,400	
STRUCTURAL FIRE FUND	\$13,606,655	\$12,323,739	\$11,876,370	
ROAD FUND	\$44,715,822	\$44,266,523	\$69,828,738	
T C WORKFORCE INVESTMENT BOARD	\$10,092,721	\$16,526,397	\$17,025,969	
CHILD SUPPORT SERVICES	\$15,467,731	\$14,705,195	\$17,095,281	
REALIGNMENT-MENTAL HEALTH	\$14,995,878	\$13,846,570	\$14,592,088	
REALIGNMENT-HEALTH	\$17,165,083	\$15,103,124	\$15,607,790	
REALIGNMENT-SOCIAL SERVICES	\$15,101,067	\$14,169,439	\$15,047,831	
TOBACCO SETTLEMENT REVENUE FND	\$4,470,521	\$3,727,742	\$4,105,533	
PENSION OBLIGATION BOND	\$6,252,216	\$5,741,791	\$6,587,492	
EQUIPMENT LOANS	\$415,575	\$240,169		
BUILDING LOANS	\$8,171,333	\$6,757,874	\$6,379,158	
CAPITAL PROJECTS/MAJOR MAINT.	\$4,268,038	\$5,250,029	\$5,035,201	
TOTAL FINANCING	\$727,771,608	\$712,490,509	\$766,336,674	

COUNTY OF TULARE
STATE OF CALIFORNIA
ANALYSIS OF FINANCING SOURCES BY SOURCE BY FUND
BUDGET FOR FISCAL YEAR 2010-11

DESCRIPTION	ACTUAL 2008-09	ESTIMATED 2009-10	RECOMMENDED 2010-11	ADOPTED BY THE BOARD OF SUPERVISORS 2010-11	FUND GENERAL UNLESS OTHERWISE INDICATED
TAXES					
PROPERTY TAXES					
PROPERTY TAXES-CURRENT SECURED	\$40,001,243	\$37,737,029	\$36,374,255		LIBRARY
PROPERTY TAXES-CURRENT SECURED	\$3,033,609	\$2,870,755	\$2,795,795		STRUC FIRE
PROPERTY TAXES-CURRENT SECURED	\$6,296,167	\$6,242,975	\$6,037,448		
PROPERTY TAX-CURRENT UNSECURED	\$1,881,684	\$1,982,858	\$1,943,895		LIBRARY
PROPERTY TAX-CURRENT UNSECURED	\$146,699	\$155,472	\$146,548		STRUC FIRE
PROPERTY TAX-CURRENT UNSECURED	\$304,727	\$338,763	\$326,848		
PROPERTY TAXES-PRIOR SECURED	\$11,281	\$5,426	\$100,000		LIBRARY
PROPERTY TAXES-PRIOR SECURED	\$876	\$423	\$100		STRUC FIRE
PROPERTY TAXES-PRIOR SECURED	\$1,831	\$879	\$1		
PROPERTY TAXES-PRIOR UNSECURED	\$27,372	\$76,898	\$44,000		LIBRARY
PROPERTY TAXES-PRIOR UNSECURED	\$2,124	\$5,995	\$1,000		STRUC FIRE
PROPERTY TAXES-PRIOR UNSECURED	\$4,442	\$12,453	\$4,000		
PROPERTY TAX IN-LIEU OF VLF	\$45,932,907	\$45,514,186	\$43,238,477		LIBRARY
SUPPL PROP TAX-CURRENT SECURED	\$2,949,597	\$1,151,659	\$800,000		STRUC FIRE
SUPPL PROP TAX-CURRENT SECURED	\$107,106	\$41,857	\$35,000		
SUPPL PROP TAX-CURRENT SECURED	\$208,500	\$80,839	\$35,000		LIBRARY
SUPPL PROPERTY TAXES-PRIOR	\$5,714	\$11,692	\$3,060		STRUC FIRE
SUPPL PROPERTY TAXES-PRIOR	\$222	\$436	\$100		
SUPPL PROPERTY TAXES-PRIOR	\$452	\$858	\$1		LIBRARY
OTHER TAXES					
SALES & USE TAXES	\$5,973,898	\$5,666,555	\$5,800,000		ROAD FUND
IN LIEU LOCAL SALES & USE TAX	\$2,507,622	\$1,914,229	\$1,818,518		ROAD FUND
MEASURE J SALES TAX PROCEEDS	\$5,135	\$3,956	\$3,800		ROAD FUND
MEASURE R SALES TAX PROCEEDS	\$6,873,102	\$3,657,123	\$20,266,313		
TRANSPORTATION TAX-NON TRANSIT		\$167,047			
LTF-ACT & STREETS & ROADS	\$3,548,559	\$2,936,576	\$3,097,047		
TRANSIENT LODGING-ROOM OCCUP	\$1,185,422	\$1,137,506	\$1,119,000		
PROPERTY TRANSFER TAX	\$1,025,829	\$777,563	\$855,000		

COUNTY OF TULARE
STATE OF CALIFORNIA
ANALYSIS OF FINANCING SOURCES BY SOURCE BY FUND
BUDGET FOR FISCAL YEAR 2010-11

DESCRIPTION	ACTUAL 2008-09	ESTIMATED 2009-10	RECOMMENDED 2010-11	ADOPTED BY THE BOARD OF SUPERVISORS 2010-11	FUND GENERAL UNLESS OTHERWISE INDICATED
TIMBER YIELD		\$1,940			
TIMBER YIELD		\$72	\$1,000		LIBRARY
TIMBER YIELD		\$50	\$100		STRUC FIRE
AIRCRAFT	\$178,868	\$177,049	\$185,250		
ADJUSTMENT OF PARTNERSHIP PROG	\$962,000	\$962,000	\$962,000		
STATE - TOBACCO TAX PROP 10	\$552,703	\$795,793	\$751,551		
TOTAL TAXES	\$123,701,715	\$114,405,454	\$128,845,107		
LIC..PERMITS & FRANCHISE					
LICENSES,PERMITS & FRANCHISES					
ANIMAL LICENSES	\$65,997	\$68,942	\$64,000		
BUSINESS LICENSES	\$2,630,097	\$2,704,874	\$2,731,380		
CONSTRUCTION PERMITS	\$1,557,065	\$1,430,296	\$1,660,733		
CONSTRUCTION PERMITS	\$4,904	\$4,858	\$5,000		ROAD FUND
DBL FEE FOR USE PERMITS	\$39,414	\$3,820			
DBL FEE FOR ILLEGAL CONSTR	\$239		\$5,000		
DAIRY COMPLIANCE INVEST FEES	\$156,836	\$153,827	\$155,000		
AG PRESERVE APPLICATION FEES	\$11,302	\$9,600	\$10,000		
FRANCHISES	\$5,358,856	\$3,846,971	\$3,840,000		
OTHER LICENSES & PERMITS	\$186,848	\$179,796	\$311,778		
OTHER LICENSES & PERMITS	\$15,487	\$16,225	\$15,100		STRUC FIRE
AUTOMATION SURCHARGE	\$6,415	\$5,112	\$5,000		
E.E. HOUSING PERMITS	\$63,040	\$57,860	\$65,000		
REINSPECTION FEES	\$3,300	\$1,800	\$1,000		
HOUSING CERTIFICATE OF NON-OP	\$800	\$950	\$1,200		
HOUSING VERIFICATION OF US CIT	\$65	\$156	\$100		
MOTION FILING FEES		\$14			
MARRIAGE DISSOLUTION FEES	\$2				
TOTAL LIC..PERMITS & FRANCHISE	\$10,100,667	\$8,485,101	\$8,870,291		

COUNTY OF TULARE
STATE OF CALIFORNIA
ANALYSIS OF FINANCING SOURCES BY SOURCE BY FUND
BUDGET FOR FISCAL YEAR 2010-11

DESCRIPTION	ACTUAL 2008-09	ESTIMATED 2009-10	RECOMMENDED 2010-11	ADOPTED BY THE BOARD OF SUPERVISORS 2010-11	FUND GENERAL UNLESS OTHERWISE INDICATED
FINES, FORFEIT., PENALTIES					
VEHICLE CODE FINES					
RED LIGHT VIOLATIONS	\$9,606	\$10,759	\$9,500		
PROOF OF INSURANCE VIOLATIONS	\$32,036	\$36,168	\$30,000		
PARKING FINES	\$54,288	\$101,368	\$75,635		
OTHER COURT FINES					
OTHER COURT FINES	\$97,735	\$83,288	\$107,000		
CHILD PASSENGER SEAT VIOLATION	\$32,879	\$16,000	\$16,000		
AUTO WARRANT SYS (FTA/FTP)	\$149	\$91	\$100		
BICYCLE HELMET VIOLATIONS	\$797	\$488	\$909		
STATE PENALTY ASSESSMENT	\$886,391	\$948,377	\$980,000		
CRIME PREVENTION FINES	\$121	\$207	\$100		
OFF-HIGHWAY VEHICLE FINES	\$137	\$126	\$100		
GENERAL BASE FINE DISTRIBUTION	\$407,699	\$448,312	\$402,537		
BASE FINE DISTRIBUTION-REALIGN	\$1,182,500	\$1,310,744	\$1,150,000		
PC 1463.07 \$25 ADMIN SCRN	\$1,995	\$1,577	\$1,600		
P/C 1463.07 \$10 CITATION	\$137	\$136	\$100		
STATHAM FINES-DRUNKEN DRIVING	\$6,707				
TRAFFIC SCHOOL FEES #24	\$310,933	\$340,598	\$305,000		
FORFEITURES & PENALTIES					
E.E. HOUSING FINES	\$6,240	\$360	\$6,000		
PENALTY ON DELINQUENT TAXES	\$131,320	\$1,397,175	\$1,150,000		
COST OF PREPARING DELINQ TAXES	\$211,118	\$77,440	\$260,000		
COUNTY PENALTY ASSESSMENT	\$197,409	\$292,750	\$186,400		
COUNTY PENALTY ASSESSMENT	\$867,993	\$996,472	\$936,018		INDGNT HLTH
COUNTY PENALTY ASSESSMENT	\$2,160,000	\$1,150,000	\$1,150,000		BLDG LOANS
DUI LAB FEES	\$30,317	\$45,347	\$32,000		
AG CD 31662 VICIOUS DOG	\$11	\$3			
PENALTY & ASSESSMENTS	\$236,776	\$19,799	\$203,747		
BAIL ENHANCEMENT	\$154,828	\$167,517	\$150,000		

COUNTY OF TULARE

STATE OF CALIFORNIA

ANALYSIS OF FINANCING SOURCES BY SOURCE BY FUND

BUDGET FOR FISCAL YEAR 2010-11

DESCRIPTION	ACTUAL 2008-09	ESTIMATED 2009-10	RECOMMENDED 2010-11	ADOPTED BY THE BOARD OF SUPERVISORS 2010-11	FUND GENERAL UNLESS OTHERWISE INDICATED
CONTROLLED SUBSTANCE VIOLATION	\$123	\$4,988	\$5,000		
FISH & GAME PENALTY ASSESSMENT	\$4,826	\$4,197			FISH & GAME
FISH & GAME PRESERVATION FINES	\$8,152	\$7,018			FISH & GAME
OTHER GOVERNMENTAL AID					
ADMINISTRATIVE FINES	\$162,142	\$87,015	\$60,000		
TOTAL FINES, FORFEIT., PENALTIES	\$7,194,371	\$7,549,321	\$7,117,745		
USE OF MONEY & PROPERTY					
FROM USE OF MONEY & PROPERTY					
INTEREST	\$2,816,268	\$1,404,445	\$1,018,230		INDGNT HLTH
INTEREST	\$48,273	\$31,052	\$37,088		CHILD&FAM FI
INTEREST	\$3,746	\$212			GEN FD-TRAN
INTEREST		\$23,297			LIBRARY
INTEREST	\$91,037	\$62,207	\$40,000		STRUC FIRE
INTEREST	\$98,837	\$38,427	\$50,000		ROAD FUND
INTEREST	\$(523)	\$29,681			T C WID
INTEREST	\$(2,684)	\$(2,250)	\$2,000		CHILD SUPPT
INTEREST	\$171,893	\$98,189	\$140,000		PENS OBL BND
INTEREST	\$2,817	\$2,801			BLDG LOANS
INTEREST	\$855,845	\$444,018	\$56,418		CAPITAL PROJ
INTEREST	\$93,735	\$103,256			
INTEREST-REGISTERED WARRANTS		\$15,303			
INTEREST-TEETER		\$287,707	\$273,321		
FACILITY RENT	\$315,809	\$502,649	\$597,266		AVIATION
FACILITY RENT	\$38,620	\$7,455	\$59,400		STRUC FIRE
FACILITY RENT	\$34,097	\$89,616	\$5,001		ROAD FUND
FACILITY RENT	\$3,596	\$3,808	\$4,583		T C WID
FACILITY RENT	\$470,673		\$1		
CONCESSIONS	\$95,081	\$82,875	\$110,112		

COUNTY OF TULARE
STATE OF CALIFORNIA
ANALYSIS OF FINANCING SOURCES BY SOURCE BY FUND
BUDGET FOR FISCAL YEAR 2010-11

DESCRIPTION	ACTUAL 2008-09	ESTIMATED 2009-10	RECOMMENDED 2010-11	ADOPTED BY THE BOARD OF SUPERVISORS 2010-11	FUND GENERAL UNLESS OTHERWISE INDICATED
TOTAL USE OF MONEY & PROPERTY	\$5,137,120	\$3,224,728	\$2,393,430		
AID FRM OTH GOV'T AGENCY					
STATE AID					
GENERAL FUND					
STATE OTHER-IN LIEU TAX	\$5,527		\$5,700		
STATE-PUBLIC ASSISTANCE ADMIN	\$47,146,817	\$53,116,212	\$60,196,004		
SCHOOL NUTRITION PROGRAM	\$19,812	\$18,993	\$24,000		
STATE AID FOR CHILDREN	\$54,391,103	\$50,936,507	\$65,777,406		
STATE AID VLF REALIGNMENT	\$17,550,780	\$16,327,747	\$16,913,268		
STATE-MEDICAL MANAGED CARE	\$4,033,321	\$1,900,270	\$2,129,063		
STATE-MENTAL HEALTH	\$7,463,627	\$7,621,406	\$6,758,631		
AID FOR TUBERCULOSIS CONTROL	\$46,055	\$35,701	\$94,903		
STATE HEALTH PROGRAMS-OTHER	\$2,101,036	\$1,058,020	\$1,227,867		
STATE-DRUG & ALCOHOL ABUSE	\$1,592,993	\$653,250	\$489,700		
STATE HEALTH ADMINISTRATION	\$1,015,127	\$1,015,769	\$1,017,568		
STATE-AGRICULTURE	\$2,573,139	\$2,930,326	\$2,940,657		
STATE-WEIGHTS & MEASURES	\$21,361	\$21,810	\$13,500		
AID FOR TRNG ON CORRECTIONS	\$281,745	\$184,848	\$258,995		
AID FOR TRNG POST	\$203,859	\$178,405	\$160,000		
STATE-DISASTER RELIEF			\$350,000		
STATE-VETERANS AFFAIRS	\$70,000	\$54,972	\$91,300		
ST-HOMEOWNERS PROP TAX RELIEF	\$535,841	\$548,998	\$550,000		
STATE- OTHER	\$6,637,598	\$9,678,403	\$6,145,574		
STATE- SB933 REIMBURSEMENT	\$30,022	\$26,202	\$25,000		
STATE- CAPIT	\$260,161	\$280,726	\$167,882		
OTHER STATE GRANTS	\$5,157,184	\$4,047,724	\$5,016,442		
OTHER STATE CONTRACTS	\$1,977,325	\$1,725,108	\$2,124,825		
PROPERTY TAX ADMIN-AB818	\$68,891	\$19,575	\$10,000		
JUCPA	\$972,492	\$1,084,763	\$1,090,776		

COUNTY OF TULARE
STATE OF CALIFORNIA
ANALYSIS OF FINANCING SOURCES BY SOURCE BY FUND
BUDGET FOR FISCAL YEAR 2010-11

DESCRIPTION	ACTUAL 2008-09	ESTIMATED 2009-10	RECOMMENDED 2010-11	ADOPTED BY THE BOARD OF SUPERVISORS 2010-11	FUND GENERAL UNLESS OTHERWISE INDICATED
STATE- COPS	\$408,347	\$284,244	\$377,383		
JUV PROB & CAMPS FUNDING(JPCF)	\$2,315,493	\$2,999,276	\$2,853,996		
STATE - VLF	\$347,265	\$1,825,084	\$1,769,796		
STATE AID FOR \$890	\$372,447	\$736,277	\$308,044		
PROP 172 PUB SAFETY FUND	\$20,676,328	\$19,832,549	\$20,000,000		
AID FOR WILLIAMSON TAX RELIEF	\$3,016,091	\$98			
AID FOR WILLIAMSON TAX SUPER	\$80,292				
TOTAL GENERAL FUND	\$181,392,079	\$179,143,263	\$198,888,280		
OTHER FUNDS					
STATE-HIGHWAY USER TAX-2104A	\$1,852,652	\$3,740,662	\$3,299,659		ROAD FUND
STATE-HIGHWAY USER TAX-2104B	\$84,617				ROAD FUND
STATE-HIGHWAY USER TAX-2104D	\$2,080,666				ROAD FUND
STATE-HIGHWAY USER TAX-2104F	\$590,104				ROAD FUND
STATE-HIGHWAY USER TAX-2105	\$3,970,823	\$3,161,256	\$3,370,000		ROAD FUND
STATE-HIGHWAY USER TAX-2106A	\$281,419	\$557,402	\$594,000		ROAD FUND
STATE-HIGHWAY USER TAX-2106B	\$409,025				ROAD FUND
STATE OTHER-IN LIEU TAX	\$(4,289)	\$516	\$4,000		ROAD FUND
ST PUB ASST PROG REALIGNMENT	\$14,136,819	\$13,290,450	\$14,116,990		REALIGN-SS
ST AID MNTL HLTH REALIGNMENT	\$8,769,586	\$8,050,862	\$8,566,950		REALIGN-MH
STATE HEALTH PROGRAM-AB75	\$503,604	\$173,111	\$150,000		INDGNT HLTH
STATE AID HEALTH REALIGNMENT	\$3,887,120	\$3,569,468	\$3,768,895		REALIGN-HLTH
AID FOR TRNG POST	\$3,873				CHILD SUPPT
STATE-DISASTER RELIEF	\$439,324	\$183,497	\$75,000		ROAD FUND
STATE-OES REIMBURSEMENT	\$717,626	\$41,829	\$40,157		STRUC FIRE
ST-HOMEOWNERS PROP TAX RELIEF	\$40,274	\$90,748	\$86,212		LIBRARY
ST-HOMEOWNERS PROP TAX RELIEF	\$83,480	\$117,208	\$113,400		STRUC FIRE
STATE- OTHER	\$111,577				LIBRARY
STATE- OTHER	\$36,124				AVIATION
STATE- OTHER	\$63,182				STRUC FIRE
STATE- OTHER	\$3,419,632	\$1,090,270			ROAD FUND

COUNTY OF TULARE
STATE OF CALIFORNIA
ANALYSIS OF FINANCING SOURCES BY SOURCE BY FUND
BUDGET FOR FISCAL YEAR 2010-11

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STATE- OTHER	\$21,115	\$16,138	\$27,521		CHILD SUPPT
STATE- OTHER		\$814,496	\$342,614		CAPITAL PROJ
RD EXCHANGE FUNDS		\$987,784			ROAD FUND
STATE- CHILD SUPPORT ADMIN	\$4,253,228	\$4,516,040	\$5,774,512		CHILD SUPPT
OTHER STATE GRANTS	\$61,661	\$52,265	\$117,000		LIBRARY
OTHER STATE GRANTS			\$216,000		AVIATION
OTHER STATE GRANTS			\$17,500		STRUC FIRE
OTHER STATE GRANTS	\$4,133,180	\$6,712,027	\$2,078,054		ROAD FUND
STATE-HIGHWAY PROJECTS	\$12,098,389	\$13,457,774	\$13,490,000		ROAD FUND
STATE-TRAFFIC CONGESTION RELF		\$2,578,077	\$1,552,511		ROAD FUND
TOTAL OTHER FUNDS	\$62,035,821	\$65,201,780	\$57,800,975		
FEDERAL AID					
GENERAL FUND					
FED-PUBLIC ASSISTANCE ADMINIST	\$45,686,929	\$33,252,323	\$47,860,335		
FED-PROB TITLE IV-E	\$1,839,117	\$1,775,193	\$2,451,484		
FED-ARRA GRANTS		\$6,729,203	\$2,594,524		
FED-PUB-ASSISTANCE-CHILDREN	\$53,951,326	\$59,992,489	\$45,807,459		
FED-WIC	\$4,096,681	\$4,511,761	\$6,162,274		
FED ALCOHOL & DRUG PROGRAMS	\$1,844,766	\$1,775,784	\$2,063,310		
FED-HEALTH ADMINISTRATION	\$4,135,860	\$5,609,626	\$6,597,056		
FED-FOREST RESERVE REVENUE	\$20,000				
FED-IN LIEU TAXES	\$2,569,268	\$2,580,183	\$1,553,000		
FED-OTHER	\$1,127,066	\$1,471,737	\$1,060,000		
OTHER FEDERAL GRANTS	\$5,523,619	\$3,559,296	\$4,503,234		
OTHER FEDERAL CONTRACTS	\$436,613	\$706,338	\$794,879		
FED-HOMELAND SECURITY	\$674,820	\$882,357	\$2,032,724		
FED-BIOTERRORISM PREPAREDNESS	\$1,382,982	\$1,778,427	\$1,517,102		
FED-GLASSYING SHARPSHOOTER	\$539,923	\$702,164	\$700,000		
FOOD & NUTRITION SERVICES	\$331,172	\$298,172	\$323,500		
FEMA GRANTS	\$138,728	\$143,335	\$201,238		

COUNTY OF TULARE
STATE OF CALIFORNIA
ANALYSIS OF FINANCING SOURCES BY SOURCE BY FUND
BUDGET FOR FISCAL YEAR 2010-11

DESCRIPTION	ACTUAL 2008-09	ESTIMATED 2009-10	RECOMMENDED 2010-11	ADOPTED BY THE BOARD OF SUPERVISORS 2010-11	FUND GENERAL UNLESS OTHERWISE INDICATED
COMMUNITY DEVELOP BLOCK GRANT	\$807,791	\$45,918	\$1,263,533		
HOME GRANT	\$767,946	\$199,984	\$278,454		
WORKFORCE HOUSING GRANT	\$64,308				
CDBG-REHAB PROGRAM INCOME	\$123,617		\$765,832		
CAL HOME	\$231,433	\$75,000	\$1,135,000		
HOME REHAB PROGRAM INCOME	\$34,244		\$40,000		
FEDERAL CAPITAL GRANTS	\$170,562				
TOTAL GENERAL FUND	\$126,688,771	\$126,088,298	\$128,704,938		
OTHER FUNDS					
FED-ARRA GRANTS			\$12,740,708		ROAD FUND
FED-ARRA GRANTS		\$100	\$4,905,550		T C WID
FED-ARRA GRANTS		\$1,760,532	\$1,781,268		CHILD SUPPT
FED-ARRA GRANTS			\$310,000		CAPITAL PROJ
FED-FOREST RESERVE REVENUE	\$460,184	\$386,593	\$405,000		ROAD FUND
FED-USDA			\$165,000		LIBRARY
FED-USDA		\$60,000			STRUC FIRE
FED-OTHER	\$7,647	\$6,336			ROAD FUND
FED-CHILD SUPP ENFRMNT INCENT	\$10,593,020	\$7,986,247	\$9,371,982		CHILD SUPPT
FED-INS RENTAL REVENUE			\$1		T C WID
OTHER FEDERAL GRANTS	\$1,772,927	\$1,290,210	\$95,000		AVIATION
FED-HIGHWAY PROJECTS	\$2,686,099	\$963,109	\$6,995,700		ROAD FUND
FED-WORKFORCE INVESTMENT ACT	\$7,637,982	\$16,528,547	\$12,113,410		T C WID
TOTAL OTHER FUNDS	\$23,557,859	\$28,981,704	\$48,864,826		
OTHER GOVERNMENTAL AID					
OTHER-IN LIEU TAXES	\$17,239	\$17,634	\$16,752		
OTHER-GOVERNMENTAL AGENCIES	\$4,574,409	\$4,905,084	\$4,825,938		
OTHER-GOVERNMENTAL AGENCIES	\$239,285				CHILD&FAM FI
OTHER-GOVERNMENTAL AGENCIES	\$223,017	\$211,700	\$203,049		LIBRARY
OTHER-GOVERNMENTAL AGENCIES		\$24,000	\$24,000		AVIATION

COUNTY OF TULARE
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BUDGET FOR FISCAL YEAR 2010-11

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OTHER-GOVERNMENTAL AGENCIES	\$98,288	\$128,916	\$83,179		STRUC FIRE
OTHER-GOVERNMENTAL AGENCIES		\$250,000			CAPITAL PROJ
OTHER-GOVERNMENTAL AGENCIES PY		\$988,836	\$128,309		
ADMIN FEES	\$156,952	\$215,113	\$50,700		
TOTAL AID FRM OTH GOV'T AGENCY	\$398,983,730	\$406,159,328	\$439,590,746		
CHARGES FOR CURRENT SERV					
CHARGES FOR CURRENT SERVICES					
ASSESSMENTS & TAX COLLECT FEES	\$280,044	\$314,332	\$253,926		
FORMATION FEES		\$2,090			
HR&D ADMIN FEES	\$88,772	\$75,219	\$80,197		
DEFERRED COMP ADMIN	\$71,164	\$43,319	\$59,500		
PROPERTY TAX ADMIN FEES	\$2,013,155	\$1,948,237	\$1,977,262		
AUDITING & ACCOUNTING FEES	\$43,666	\$51,702	\$40,001		
BOND PROCESSING FEES	\$1,937	\$19,080			
ELECTION SERVICES	\$1,031,921	\$411,705	\$415,980		
FILING FEES	\$10,594	\$9,499	\$9,000		
LEGAL SERVICES	\$911,984	\$664,761	\$659,952		
COURT APPOINTED ATTORNEY FEES	\$1,432	\$356	\$500		
REGISTRATION FEES FOR APPOINTE			\$1		
PERSONNEL SERVICES	\$1,724,835	\$1,443,983	\$1,484,333		
COMPLIANCE REP/MONITORING FEES	\$12,125	\$12,023	\$14,000		
PLANNING & ENGINEERING SERV	\$1,130,442	\$837,956	\$1,045,307		
PLANNING & ENGINEERING SERV	\$145,094	\$117,735	\$100,000		STRUC FIRE
PLANNING & ENGINEERING SERV	\$36,752	\$26,517	\$100,000		ROAD FUNC
AGRICULTURAL SERVICES	\$1,288,971	\$1,316,694	\$1,278,475		
CIVIL PROCESS SERVICES	\$250,498	\$314,513	\$622,000		
INSTALLMENT ACCOUNT FEES	\$21,484	\$21,583	\$70,000		
ACCOUNTS RECEIVABLE FEE	\$60		\$61		
CITATION PROCESSING FEES	\$15,069	\$17,105	\$15,000		

COUNTY OF TULARE
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BUDGET FOR FISCAL YEAR 2010-11

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ADMINISTRATIVE SCREENING	\$5,488	\$3,920	\$4,500		
DOMESTIC VIOLENCE FEE	\$23,580	\$27,424	\$26,000		
DOMESTIC VIOLENCE-RESTRAINING	\$8,709	\$9,411	\$10,000		
TRAFFIC SCHOOL FEES	\$350,309	\$384,439	\$350,000		
TRAFFIC SCHOOL REALIGNMENT FEE	\$1,172,000	\$1,286,980	\$1,150,000		
VEHICLE REPOSESSION FEES	\$2,175	\$2,115	\$2,520		
TOWING FEE CHARGE		\$51,610	\$65,000		
ESTATE FEES	\$157,186		\$93,700		
LAW ENFORCEMENT SERVICES	\$59,521				
INMATE SERVICES	\$444,539	\$599,696	\$552,782		
BOOKING FEES FOR JAIL	\$746,678	\$615,156	\$829,000		
BOOKING FEES	\$26,723	\$26,755	\$23,001		
OUTSIDE DA CONTRACTS	\$87,917	\$90,060	\$90,060		
WEEKENDER ADMINISTRATION FEES	\$115,320	\$94,960	\$75,600		
RETURN TO CUSTODY		\$67,846	\$54,000		
PROOF OF CORRECTION	\$57,878	\$71,067	\$55,000		
SWAP FEES	\$315,530	\$248,752	\$364,000		STRUC FIRE
FIRE PROTECTION SERVICES	\$64,592	\$9,259	\$20,000		
FINGERPRINT FEES	\$188,930	\$236,596	\$250,000		
DISPATCH SERVICE	\$138,244	\$151,215	\$191,445		
DISPATCH SERVICE	\$30,422	\$38,515	\$30,000		STRUC FIRE
SUPPRESSION COST REIMBURSEMENT		\$1,902	\$100		STRUC FIRE
RESEARCH FEES	\$15,539	\$30,638	\$25,000		
RECORDING FEES-MICROGRAPHICS	\$276,509	\$107,705	\$801,820		
LOCAL AGENCY FORMATION (LAFCO)			\$1		
FILED PROP TAX DOCUMENT FEES			\$1		
DMV SEARCH FEES			\$1		
TAX ESTIMATES FEE	\$10,836	\$6,993	\$7,500		
DMV-AUTO THEFT ASSESSMENT FEES	\$210,139	\$210,139	\$210,139		
REAL ESTATE RECORDING FEE	\$156,228	\$178,293	\$239,810		

COUNTY OF TULARE
STATE OF CALIFORNIAANALYSIS OF FINANCING SOURCES BY SOURCE BY FUND
BUDGET FOR FISCAL YEAR 2010-11

DESCRIPTION	ACTUAL 2008-09	ESTIMATED 2009-10	RECOMMENDED 2010-11	ADOPTED BY THE BOARD OF SUPERVISORS 2010-11	FUND GENERAL UNLESS OTHERWISE INDICATED
RECORDING FEES	\$1,249,770	\$1,208,637	\$2,050,000		
SSN TRUNCATION PROGRAM			\$148,500		
BIRTHS, DEATHS & MARRIAGE CERT	\$30,000	\$50,000	\$50,000		
ROAD & STREET SERVICES	\$78,152	\$91,228	\$50,000		
HEALTH FEES	\$195,901	\$178,038	\$182,796		
HEALTH FEES - MEDI-CAL	\$29,109,199	\$29,962,956	\$32,664,748		
MEDI-CAL-BLUE CROSS/MINGD CARE	\$3,438,634	\$3,696,296	\$3,200,000		
MEDI-CAL-HEALTHNET/MINGD CARE	\$388,105	\$400,503	\$250,000		
HEALTHY FAMILIES-BC/MINGD CARE	\$89,680	\$75,353	\$50,000		
HEALTHY FAMILIES-HNM/MINGD CARE	\$23,494	\$24,885	\$20,000		
HEALTHY FAMILY SED	\$1,243,245	\$1,633,211	\$1,416,593		
CAPITATION - KEY MEDICAL	\$114,212	\$28,838	\$35,000		
HEALTH FEES - MEDICARE	\$699,372	\$289,740	\$338,500		
HEALTH FEES - PRIVATE PAY	\$735,455	\$601,796	\$490,000		
HEALTH FEES - PATIENT INSUR	\$249,163	\$183,908	\$185,000		
HEALTH FEES - MILK TESTING	\$14,641	\$15,240	\$11,200		
MENTAL HEALTH SERVICES	\$1,260	\$2,414	\$4,000		
ALCOHOL ABUSE FEES	\$622,194		\$452,171		
CALIF CHILDREN SERVICES	\$1,297,338	\$1,902,608	\$1,895,458		
INSTITUTIONAL CARE & SERVICES	\$591,805	\$441,400	\$571,001		
LIBRARY SERVICES	\$132,827	\$128,753	\$130,000		
LIBRARY SERVICES	\$74,755	\$81,804	\$79,000		LIBRARY
CHGS FOR SERV-WATER & SEWER	\$53,080		\$364,980		
MUSEUM ENTRANCE FEES	\$9,458	\$10,847	\$15,000		
CAMPING FEES	\$85,373	\$64,784	\$72,000		
PARK ENTRANCE FEES	\$107,295	\$96,070	\$120,000		
RESERVATION FEES		\$1,315	\$13,000		
OTHER SERVICES	\$4,843,286	\$3,135,477	\$5,471,808		
OTHER SERVICES	\$30,205	\$21,133	\$10,000		STRUC FIRE
KTAAA ADMIN	\$317,554	\$277,547	\$253,868		

COUNTY OF TULARE
STATE OF CALIFORNIAANALYSIS OF FINANCING SOURCES BY SOURCE BY FUND
BUDGET FOR FISCAL YEAR 2010-11

DESCRIPTION	ACTUAL 2008-09	ESTIMATED 2009-10	RECOMMENDED 2010-11	ADOPTED BY THE BOARD OF SUPERVISORS 2010-11	FUND GENERAL UNLESS OTHERWISE INDICATED
COLLECTIONS SERVICES	\$257,699	\$215,569	\$332,000		
BILLED PHONE REVENUE	\$150,503	\$117,296	\$326,402		
ADMIN CHARGED	\$1,333,747	\$1,335,233	\$1,358,464		
SERVICES OF THE TREASURER	\$1,078,042	\$1,295,310	\$1,348,768		
BILLED SVCS TO COURT	\$8,613				
DESIGN SERVICES					ROAD FUND
ADP PR/HR-CHARGES TO ENTER FDS	\$31,857		\$294,900		
CO COUNSEL CHARGES	\$507,798	\$478,761	\$495,000		
SERVICES TO OTHER DEPTS	\$941,656	\$772,592	\$460,098		
SERVICES TO RISK MANAGEMENT	\$1,205,749	\$1,150,233	\$1,272,653		
GIS SERVICES	\$41,020	\$36,720	\$51,850		
RMA-COURIER	\$21,699	\$21,262	\$24,382		
PROPERTY MANAGEMENT	\$8,777	\$10,631	\$14,904		
COST PLAN RECOVERED	\$1,402,494	\$770,003	\$701,148		
ROAD YARD BILLING (INCL FUEL)	\$849,817	\$1,061,842	\$850,000		ROAD FUND
COURT SECURITY SERVICES	\$4,565,274	\$4,475,465	\$4,977,742		
IF-RD YD BILLING (INCL FUEL)	\$633,810	\$457,252	\$620,000		ROAD FUND
INTERFUND REVENUE					
IF REV-PROP TAX ADM FEES	\$105,825	\$111,338	\$113,000		
IF REV-BILLED PHONE REVENUE	\$238,506	\$256,377	\$68,453		
IF REV-ADMIN CHARGED	\$659,942	\$943,019	\$1,474,106		
ADP PR/HR-INTERFD REVENUE	\$42,874				
IF REV-COUNTY COUNSEL CHARGES	\$4,260	\$123,645	\$89,000		
IF REV-GIS SERVICES	\$26,386	\$47,850	\$52,200		
IF REV-COURIER	\$37,196	\$38,146	\$37,517		
IF REV-PROPERTY MANAGEMENT	\$166,689	\$208,370	\$207,657		
INTERFUND REV-SERV TO OTH DEPT	\$887,227	\$659,790	\$631,735		LIBRARY
INTERFUND REV-SERV TO OTH DEPT	\$48,991	\$46,668	\$4,226		AVIATION
INTERFUND REV-SERV TO OTH DEPT		\$16,000			STRUC FIRE
INTERFUND REV-SERV TO OTH DEPT	\$93,294				

COUNTY OF TULARE
STATE OF CALIFORNIAANALYSIS OF FINANCING SOURCES BY SOURCE BY FUND
BUDGET FOR FISCAL YEAR 2010-11

DESCRIPTION	ACTUAL 2008-09	ESTIMATED 2009-10	RECOMMENDED 2010-11	ADOPTED BY THE BOARD OF SUPERVISORS 2010-11	FUND GENERAL UNLESS OTHERWISE INDICATED
INTERFUND REV-SERV TO OTH DEPT	\$1,677,658				T C WID
INTERFUND REV-PTY TAX SERVICE	\$7,500	\$0,315	\$8,750		
INTERFUND REV-PROG ADMIN COSTS	\$1,883,183	\$55,000	\$55,000		
TOTAL CHARGES FOR CURRENT SERV	\$77,950,330	\$71,518,031	\$80,210,063		
MISCELLANEOUS REVENUE					
MISCELLANEOUS REVENUE					
DA FAMILY SUPPORT-CO SHARE		\$336,240			
WELFARE REPAYMENTS	\$76,237	\$876,146	\$40,000		
FOOD STAMP REPAYMENTS	\$127,024				
WELFARE REPAYMENTS & REFUNDS	\$1,432,370	\$688,030	\$740,000		
RETIREMENT REFUNDS	\$27,520	\$11,849	\$1		
RETIREMENT REFUNDS	\$25,177		\$1		T C WID
RETIREMENT REFUNDS	\$5,900	\$19,740			CHILD SUPPT
RESTITUTION PAYMENTS	\$2,104	\$51	\$651		
VENDOR REBATES	\$119,555	\$80,338	\$129,000		
ASSET FORFEITURES	\$103,718	\$102,838	\$122,049		
CONSUMER FRAUD SEIZURES	\$1,101	\$1,490	\$5,000		
OTHER SALES-TAXABLE (UI 8.75)	\$131,108	\$159,828	\$177,751		LIBRARY
OTHER SALES-TAXABLE (UI 8.75)	\$6,080	\$5,936	\$5,800		
OTHER SALES-TAXABLE (VIS 9.00)	\$114,979	\$101,431	\$88,400		LIBRARY
OTHER SALES-TAXABLE (VIS 9.00)	\$10,475	\$15,267	\$14,500		ROAD FUND
OTHER SALES-TAXABLE (VIS 9.00)		\$1,491			
OTHER SALES-TAXABLE (TUL 9.25)	\$117,421				
OTHER SALES-TAXABLE (DIN 9.50)	\$2,198	\$181	\$500		
OTHER SALES-TAXABLE (DIN 9.50)	\$2,905	\$2,368	\$2,500		LIBRARY
OTHER SALES-TAXABLE (PVL 9.25)	\$805		\$765		
OTHER SALES-NON TAXABLE	\$115,845	\$273,852	\$116,321		
OTHER SALES-NON TAXABLE		\$75,974	\$1		ROAD FUND
LESS CONSIGNMENT SALES	\$140,684)	\$230,856)	\$10,900)		

COUNTY OF TULARE
STATE OF CALIFORNIAANALYSIS OF FINANCING SOURCES BY SOURCE BY FUND
BUDGET FOR FISCAL YEAR 2010-11

DESCRIPTION	ACTUAL 2008-09	ESTIMATED 2009-10	RECOMMENDED 2010-11	ADOPTED BY THE BOARD OF SUPERVISORS 2010-11	FUND GENERAL UNLESS OTHERWISE INDICATED
LESS CONSIGNMENT SALES					
OTHER REVENUE-PRIOR YEAR	\$(20)	\$50,748	\$1		LIBRARY
VEHICLE USE REIMBURSEMENT		\$4,223	\$3,000		
PUBLIC ADM REIMBURSEMENTS	\$70,333	\$43,843	\$75,000		
CAFETERIA PLAN FORECLOSURES	\$25,832				
OTHER REVENUE	\$445,629	\$787,613	\$843,358		LIBRARY
OTHER REVENUE	\$9,482	\$1,195	\$24,480		AVIATION
OTHER REVENUE		\$1,575			STRUC FIRE
OTHER REVENUE	\$28,221	\$4,210	\$2		ROAD FUND
OTHER REVENUE	\$4,810	\$91,144	\$1		T C WID
OTHER REVENUE	\$176,120		\$1		CHILD SUPPT
OTHER REVENUE	\$4,310	\$1,451	\$20,000		CAPITAL PROJ
OTHER REVENUE	\$20,157	\$1,208			
PROGRAM REPAYMENTS	\$2,639,316	\$4,084,236	\$3,962,852		INDGNT HLTH
PROGRAM REPAYMENTS		\$23,545			
INSURANCE PROCEEDS/RECOVERIES	\$19,654	\$149,779	\$84,002		STRUC FIRE
INSURANCE PROCEEDS/RECOVERIES	\$234,333				ROAD FUND
INSURANCE PROCEEDS/RECOVERIES	\$92,834	\$1,702	\$1		STRUC FIRE
WORKER'S COMP REIMBURSEMENT	\$576,870	\$772,717	\$344,832		ROAD FUND
WORKER'S COMP REIMBURSEMENT	\$16,372	\$146,278	\$1		STRUC FIRE
WORKER'S COMP REIMBURSEMENT	\$29,499	\$17,544	\$11,250		ROAD FUND
WORKER'S COMP REIMBURSEMENT	\$5,740		\$1		T C WID
WORKER'S COMP REIMBURSEMENT	\$8,081	\$3,620			CHILD SUPPT
OTH REV 10% REBATE VICTIM REST	\$109,743	\$125,001	\$150,000		
OUTLAWED WARRANTS	\$118,771	\$227,299	\$30,008		LIBRARY
OUTLAWED WARRANTS	\$127	\$172	\$128		STRUC FIRE
OUTLAWED WARRANTS	\$884	\$1,263	\$1		ROAD FUND
OUTLAWED WARRANTS	\$7,653	\$20			T C WID
OUTLAWED WARRANTS	\$55		\$2		CHILD SUPPT
OUTLAWED WARRANTS	\$6,251	\$303,238			

COUNTY OF TULARE
STATE OF CALIFORNIA
ANALYSIS OF FINANCING SOURCES BY SOURCE BY FUND
BUDGET FOR FISCAL YEAR 2010-11

DESCRIPTION	ACTUAL 2008-09	ESTIMATED 2009-10	RECOMMENDED 2010-11	ADOPTED BY THE BOARD OF SUPERVISORS 2010-11	FUND GENERAL UNLESS OTHERWISE INDICATED
WIB 3RD PARTY REIMBURSEMENT			\$4,000		T C WID
OTHER REVENUE-CASH OVERAGE	\$1	\$2	\$1		
PRIVATE GRANTS/DONATIONS	\$37,516	\$12,805	\$128,000		
PRIVATE GRANTS/DONATIONS	\$225	\$200	\$84,000		LIBRARY
PRIVATE GRANTS/DONATIONS	\$464,496	\$1,376,683	\$169,187		CAPITAL PROJ
NSF CHECKS	\$(21)	\$(3,384)	\$(39)		
PRIOR A/P ACCRUALS ADJUSTMENT	\$1,061,715	\$302,029	\$2		
PRIOR A/P ACCRUALS ADJUSTMENT		\$40,083	\$1		STRUC FIRE
PRIOR A/P ACCRUALS ADJUSTMENT			\$1		T C WID
TOTAL MISCELLANEOUS REVENUE	\$8,499,887	\$11,105,234	\$7,177,314		
OTHER FINANCING SOURCES					
MISCELLANEOUS REVENUE OTHER					
D.S. RETIREMENT- POB	\$5,914,014	\$5,738,990	\$6,307,932		PENS OBL BND
TOBACCO SETTLEMENT PROCEEDS	\$4,470,521	\$3,727,742	\$4,105,533		TOBACCO SF
OTHER FINANCING SOURCES					
CRTS RETIREMENT- POB	\$335,385		\$279,560		PENS OBL BND
SALE OF FIXED ASSETS-NON TAX	\$169,163	\$107,364	\$125,000		
LEASE PRINCIPAL PAYMENTS	\$135,884	\$144,252	\$153,136		BLDG LOANS
OPERATING TRANSFERS-IN	\$45,688,385	\$43,560,645	\$46,844,484		
OPERATING TRANSFERS-IN	\$39,693				AVIATION
OPERATING TRANSFERS-IN	\$52,375		\$1		ROAD FUND
OPERATING TRANSFERS-IN	\$100,000		\$1		T C WID
OPERATING TRANSFERS-IN	\$6,226,292	\$5,795,708	\$6,025,138		REALIGN-MH
OPERATING TRANSFERS-IN	\$12,241,846	\$11,534,656	\$11,838,895		REALIGN-PLTH
OPERATING TRANSFERS-IN	\$564,248	\$878,989	\$930,841		REALIGN-SS
OPERATING TRANSFERS-IN		\$113,400	\$1,113,400		CAPITAL PROJ
O/T-IN:OTH CAP PROJECTS	\$189,653	\$90,986			CAPITAL PROJ
DEBT SRVC - VEHICLES	\$415,572	\$240,169			EQUIP LOANS
DEBT SRVC - BUILDING	\$5,019,604	\$5,019,604	\$5,019,604		BLDG LOANS

COUNTY OF TULARE
STATE OF CALIFORNIA
ANALYSIS OF FINANCING SOURCES BY SOURCE BY FUND
BUDGET FOR FISCAL YEAR 2010-11

DESCRIPTION	ACTUAL 2008-09	ESTIMATED 2009-10	RECOMMENDED 2010-11	ADOPTED BY THE BOARD OF SUPERVISORS 2010-11	FUND GENERAL UNLESS OTHERWISE INDICATED
O/T-IN:INMATE WELFARE TRUST		\$4,678			
O/T-IN: FIRE	\$5,038,784	\$4,660,875	\$4,660,875		STRUC FIRE
O/T-IN:SS REALIGNMENT	\$1,036,117				
O/T-IN:SS REALIGNMENT	\$1,036,117				REALIGN-HLTH
O/T-IN:CAP/PROJ		\$719,992	\$1,000,000		
O/T-IN:CAP/PROJ	\$1,767	\$2,000,000	\$320,000		STRUC FIRE
TEETER REVENUES			\$100,000		CAPITAL PROJ
O/T-IN:HARMON FIELD					
O/T-IN:VEH ACQUISITION 07/08		\$239,671			
O/T-IN:VEH ACQUISITION 08/09	\$984,076	\$690,661			
O/T-IN:VEH ACQUISITION 10/11			\$500,000		
O/T-IN: PFA	\$3,500,000	\$2,500,000	\$3,000,000		CAPITAL PROJ
O/T-IN:50% SAVINGS			\$361,635		
O/T-IN:98/99 LEASE	\$1,675,931	\$1,091,920	\$144,918		
OTHER LONG-TERM DEBT PROCEEDS	\$3				EQUIP LOANS
TOTAL OTHER FINANCING SOURCES	\$95,235,427	\$88,860,302	\$92,830,953		
COWCAP					
INTERFUND REV-COWCAP BILLED	\$868,361	\$1,185,010	\$1,301,025		
TOTAL COWCAP	\$868,361	\$1,185,010	\$1,301,025		
GRAND TOTAL	\$727,771,608	\$712,490,509	\$766,336,674		

COUNTY OF TULARE
STATE OF CALIFORNIA
ANALYSIS OF CURRENT PROPERTY TAXES
BUDGET FOR FISCAL YEAR 2010-11

COUNTY FUNDS	SECURED SUPPLEMENTAL PROPERTY TAXES	CURRENT SECURED PROPERTY TAXES			CURRENT UNSECURED PROPERTY TAXES		
		APPORTIONMENT FROM COUNTYWIDE TAX RATE	VOTER APPROVED DEBT RATE	AMOUNT	APPORTIONMENT FROM COUNTYWIDE TAX RATE	VOTER APPROVED DEBT RATE	AMOUNT
Library	35,000	2,795,795			2,830,795	146,548	146,548
General	800,000	36,374,255			37,174,255	1,943,895	1,943,895
Fire	35,000	6,037,448			6,072,448	326,848	326,848
TOTAL	870,000	45,207,498			46,077,498	2,417,291	2,417,291

COUNTYWIDE TAX BASE

	SECURED ROLL				UNSECURED ROLL (4)	TOTAL SECURED (3)	TOTAL SECURED & UNSECURED ASSESSED (5)
	LOCAL ASSESSED (1)	STATE ASSESSED (2)					
LAND IMPROVEMENTS	7,598,941,322	38,762,454			3,201,167	7,637,703,776	7,640,904,943
PERSONAL PROPERTY	18,387,781,283	596,007,847			521,075,237	18,983,789,130	19,504,864,367
TOTAL ASSESSED VALUATION	524,723,886	52,861,759			984,490,745	577,585,645	1,562,076,390
	28,511,446,491	687,632,060			1,508,767,149	27,199,078,551	28,707,845,700
LESS EXEMPTIONS:							
HOMEOWNERS	346,659,316				7,000	346,659,316	346,666,316
OTHERS	641,997,807				23,833,638	641,997,807	865,831,445
TOTAL NET ASSESSED VALUE	25,522,789,368	687,632,060			1,484,926,511	26,210,421,428	27,695,347,939
Less Allowance for:							
Delinquencies (1) 4.41%, (2) 4.41% (3) 4.41% (4) 9.87%	1,125,555,011	30,324,574			146,562,247	1,155,879,585	1,302,441,832
ADJUSTED VALUATION FOR EST. TAX REVENUE COMPUTATION	24,397,234,357	657,307,486			1,338,364,264	25,054,541,843	26,392,906,107

NOTE: Allowance for delinquencies has been added as, the County opted out of Teeter via County Resolution number 2009-0466 dated, June 23, 2009.

COUNTY OF TULARE
STATE OF CALIFORNIA
SUMMARY OF COUNTY FINANCING REQUIREMENTS BY FUNCTION & FUND
BUDGET FOR FISCAL YEAR 2010-11

DESCRIPTION	ACTUAL 2008-09	ESTIMATED 2009-10	RECOMMENDED 2010-11	ADOPTED BY THE BOARD OF SUPERVISORS 2010-11
SUMMARIZATION BY FUNCTION				
GENERAL	\$45,832,283	\$35,836,682	\$53,108,672	
PUBLIC PROTECTION	\$196,083,594	\$189,860,889	\$197,314,298	
PUBLICWAYS AND FACILITIES	\$45,093,559	\$38,243,884	\$83,641,250	
HEALTH AND SANITATION	\$173,443,412	\$165,865,638	\$170,802,937	
PUBLIC ASSISTANCE	\$251,105,137	\$256,874,133	\$272,008,672	
EDUCATION	\$5,086,312	\$4,987,461	\$7,432,384	
RECREATION AND CULTURAL SERV/C	\$2,275,616	\$2,058,793	\$3,984,590	
RETIREMENT OF LONG TERM DEBT	\$15,571,483	\$15,191,078	\$15,570,448	
TOTAL FINANCING REQUIREMENTS	\$734,491,396	\$708,918,558	\$803,863,251	
SUMMARIZATION BY FUND				
GENERAL FUND	\$570,097,325	\$556,181,559	\$591,058,409	
INDIGENT HEALTHCARE AB75	\$1,450,869	\$1,254,802	\$1,123,116	
CHILDREN AND FAMILIES FIRST AD	\$243,041			
LIBRARY FUND	\$4,036,255	\$3,911,862	\$6,343,067	
FISH & GAME FUND	\$22,571	\$10,560	\$22,513	
AVIATION	\$1,880,788	\$1,417,973	\$427,558	
STRUCTURAL FIRE FUND	\$13,714,952	\$13,103,071	\$12,998,300	
ROAD FUND	\$43,212,771	\$36,825,911	\$83,213,692	
T C WORKFORCE INVESTMENT BOARD	\$10,923,279	\$16,197,532	\$17,025,969	
CHILD SUPPORT SERVICES	\$15,467,730	\$14,705,194	\$17,095,281	
REALIGNMENT-MENTAL HEALTH	\$14,595,878	\$13,846,570	\$14,592,088	
REALIGNMENT-HEALTH	\$17,165,083	\$15,103,124	\$15,607,790	
REALIGNMENT-SOCIAL SERVICES	\$15,101,067	\$14,169,439	\$15,047,831	
TOBACCO SETTLEMENT REVENUE FND	\$4,470,521	\$3,727,742	\$4,105,533	
PENSION OBLIGATION BOND	\$5,789,117	\$6,058,419	\$6,356,832	
EQUIPMENT LOANS	\$438,753	\$271,544		
BUILDING LOANS	\$7,397,715	\$6,746,599	\$6,790,625	
CAPITAL PROJECTS/MAJOR MAINT.	\$8,083,641	\$5,386,657	\$12,044,847	
TOTAL FINANCING REQUIREMENTS	\$734,491,396	\$708,918,558	\$803,863,251	

COUNTY OF TULARE
STATE OF CALIFORNIA
SUMMARY OF COUNTY FINANCING REQUIREMENTS
BUDGET FOR FISCAL YEAR 2010-11

BUDGET UNITS (Grouped by Function & Activity)	ACTUAL 2008-09	ESTIMATED 2009-10	RECOMMENDED 2010-11	ADOPTED BY THE BOARD OF SUPERVISORS 2010-11
GENERAL				
LEGISLATIVE AND ADMINISTRATIVE				
BOARD OF SUPERVISORS	\$1,052,577	\$1,229,749	\$1,667,546	
ADMINISTRATIVE OFFICER	\$16,605,262	\$10,777,745	\$19,324,348	
FINANCE				
AUDITOR-CONTROLLER	\$807,826	\$1,274,133	\$1,080,726	
TREASURER	\$1,132,697	\$1,289,455	\$1,479,148	
ASSESSOR	\$5,983,830	\$6,130,188	\$6,259,344	
TAX COLLECTOR	\$1,820,082	\$1,754,987	\$1,841,473	
PURCHASING AGENT	\$322,959	\$421,218	\$465,458	
COUNSEL				
COUNTY COUNSEL	\$4,460,852	\$2,160,973	\$2,133,784	
PERSONNEL				
PERSONNEL	\$287,352	\$132,204	\$948,866	
ELECTIONS				
REGISTRAR OF VOTERS	\$1,762,421	\$1,677,439	\$1,634,396	
COMMUNICATIONS				
TELEPHONE AND RADIO SYSTEMS	\$587,910	\$420,979	\$394,855	
MESSENGER AND DELIVERY DEPARTM	\$60,190	\$60,881	\$61,699	
PROPERTY MANAGEMENT				
MAINTENANCE DEPARTMENTS	\$171,641	\$313,028	\$378,676	
DEPARTMENTS	\$159,677	\$207,194	\$926,355	
PLANT ACQUISITION				
PLANT ACQUISITION	\$6,083,841	\$5,386,657	\$12,044,847	
OTHER GENERAL				
SURVEYOR AND ENGINEER	\$388,088	\$274,918	\$271,780	
CENTRAL SERVICES, STORES	\$2,086,772	\$2,278,666	\$2,136,689	
DEFERRED COMP	\$58,506	\$46,268	\$68,500	
TOTAL GENERAL	\$45,832,283	\$35,836,682	\$53,108,672	
PUBLIC PROTECTION				

COUNTY OF TULARE
STATE OF CALIFORNIA
SUMMARY OF COUNTY FINANCING REQUIREMENTS
BUDGET FOR FISCAL YEAR 2010-11

BUDGET UNITS (Grouped by Function & Activity)	ACTUAL 2008-09	ESTIMATED 2009-10	RECOMMENDED 2010-11	ADOPTED BY THE BOARD OF SUPERVISORS 2010-11
JUDICIAL				
COURTS	\$7,807,720	\$7,416,508	\$7,446,443	
SHERIFF - COURTS	\$4,839,786	\$4,955,259	\$5,183,965	
GRAND JURY	\$189,655	\$145,184	\$166,574	
FAMILY SUPPORT - CHILD SUPPORT	\$15,467,730	\$14,705,194	\$17,095,281	
LAW LIBRARY	\$135,851	\$129,108	\$152,151	
DISTRICT ATTORNEY - PROSECUTOR	\$19,327,078	\$19,628,039	\$18,606,413	
PUBLIC DEFENDER	\$8,587,296	\$8,444,669	\$8,191,851	
POLICE PROTECTION				
SHERIFF	\$38,757,177	\$38,435,436	\$35,731,310	
DRUG & ALC ABUSE TESTS	\$216,918	\$197,706	\$200,000	
DETENTION AND CORRECTION				
ADULT DETENTION	\$37,743,832	\$38,065,928	\$37,798,081	
PROBATION	\$24,582,021	\$24,560,282	\$24,951,552	
HONOR FARMS	\$225,021	\$95,442	\$120,600	
FIRE PROTECTION				
FIRE DEPARTMENT	\$13,714,952	\$13,103,071	\$12,998,300	
FLOOD CONTROL AND SOIL AND WATER CHANNEL CONSTRUCTION AND MAINTENANCE	\$34,372	\$34,225	\$364,980	
PROTECTION INSPECTION				
AGRICULTURAL COMMISSIONER	\$5,852,471	\$6,141,177	\$6,106,769	
BUILDING INSPECTOR	\$2,365,664	\$1,809,311	\$2,080,802	
SEALER OF WEIGHTS AND MEASURES	\$484,074	\$456,159	\$440,078	
OTHER PROTECTION				
COUNTY CLERK	\$436,223	\$397,069	\$482,224	
RECORDER	\$982,830	\$765,190	\$1,763,860	
PUBLIC ADMINISTRATOR	\$227,521	\$189,574	\$188,700	
EMERGENCY SERVICES, DISASTER RESPONSE	\$1,567	\$11,836	\$4,862,120	
PUBLIC GUARDIAN	\$8,277,915	\$5,625,323	\$6,388,553	
LAFCO	\$191,031	\$203,989	\$1	

COUNTY OF TULARE
STATE OF CALIFORNIA
SUMMARY OF COUNTY FINANCING REQUIREMENTS
BUDGET FOR FISCAL YEAR 2010-11

BUDGET UNITS (Grouped by Function & Activity)	ACTUAL 2008-09	ESTIMATED 2009-10	RECOMMENDED 2010-11	ADOPTED BY THE BOARD OF SUPERVISORS 2010-11
ENVIRONMENTAL PROTECTION PROGR	\$1,151,423	\$660,025	\$2,025,235	
FISH AND GAME PROPAGATION	\$22,571	\$10,560	\$22,513	
PLANNING AND ZONING	\$5,317,859	\$2,720,520	\$2,874,788	
PREDATORY ANIMAL CONTROL	\$1,014,139	\$914,035	\$1,004,769	
ABANDONED VEHICLE PROGRAM	\$118,837	\$40,070	\$86,385	
TOTAL PUBLIC PROTECTION	\$196,083,594	\$189,860,889	\$197,314,298	
PUBLIC WAYS AND FACILITIES				
PUBLIC WAYS				
ROADS - PUBLIC WAYS	\$43,212,771	\$36,825,911	\$83,213,692	
AIRPORTS	\$1,880,788	\$1,417,973	\$427,558	
TOTAL PUBLIC WAYS AND FACILITIES	\$45,093,559	\$38,243,884	\$83,641,250	
HEALTH AND SANITATION				
HEALTH				
PUBLIC HEALTH OFFICER	\$1,047,203	\$895,137	\$670,000	
HEALTH DEPARTMENT	\$42,959,032	\$41,503,107	\$45,733,827	
COMMUNITY MENTAL HEALTH	\$54,596,377	\$53,539,237	\$55,463,265	
FAMILY PLANNING, FAMILY HEALTH	\$2,040,448	\$1,734,076	\$1,737,701	
ALCOHOL AND DRUG ABUSE SERVICE	\$8,602,110	\$6,885,177	\$7,847,145	
ENVIRONMENTAL HEALTH	\$177,473	\$175,476	\$194,242	
HOSPITAL CARE				
MEDICAL CARE SERVICES	\$59,427,714	\$56,152,970	\$53,815,679	
MEDICALLY INDIGENT ADULTS	\$4,593,055	\$4,980,456	\$5,341,078	
TOTAL HEALTH AND SANITATION	\$173,443,412	\$165,865,638	\$170,802,937	
PUBLIC ASSISTANCE				
ADMINISTRATION				
ADMINISTRATION - SOCIAL SERVICE	\$92,553,304	\$96,944,131	\$111,243,571	
AID PROGRAMS				
AID PROGRAMS	\$119,574,984	\$121,198,050	\$122,831,950	

**COUNTY OF TULARE
STATE OF CALIFORNIA
SUMMARY OF COUNTY FINANCING REQUIREMENTS
BUDGET FOR FISCAL YEAR 2010-11**

BUDGET UNITS (Grouped by Function & Activity)	ACTUAL 2009-09	ESTIMATED 2009-10	RECOMMENDED 2010-11	ADOPTED BY THE BOARD OF SUPERVISORS 2010-11
GENERAL RELIEF				
AID TO INDIGENTS - GENERAL REL	\$1,450,869	\$1,254,802	\$1,123,116	
CARE OF COURT WARDS				
FOSTER CARE	\$24,327,888	\$19,110,000	\$20,800,004	
VETERANS' SERVICES				
VETERANS SERVICES OFFICER	\$245,474	\$251,325	\$263,363	
OTHER ASSISTANCE				
WIA - VOCATIONAL TRAINING	\$10,923,279	\$16,194,073	\$12,263,849	
COMMUNITY DEVELOPMENT	\$2,029,339	\$1,931,691	\$3,482,819	
TOTAL PUBLIC ASSISTANCE	\$251,105,137	\$256,874,133	\$272,008,672	
EDUCATION				
LIBRARY SERVICES				
COUNTY LIBRARY	\$4,187,294	\$4,061,698	\$6,494,269	
AGRICULTURAL EDUCATION				
AGRICULTURAL EXTENSION SERVICE	\$892,018	\$925,763	\$938,115	
TOTAL EDUCATION	\$5,086,312	\$4,987,461	\$7,432,384	
RECREATION AND CULTURAL SERVICE				
RECREATION FACILITIES				
PARKS	\$1,873,121	\$1,508,074	\$3,347,974	
AQUATIC RECREATIONAL AREAS	\$298,245	\$394,454	\$381,133	
CULTURAL SERVICES				
MUSEUM	\$104,250	\$156,265	\$255,493	
TOTAL RECREATION AND CULTURAL SERVICE	\$2,275,616	\$2,058,793	\$3,984,590	
DEBT SERVICES				
RETIREMENT OF LONG TERM DEBT				
RETIREMENT OF LONG TERM DEBT	\$15,571,483	\$15,191,078	\$15,570,448	
TOTAL RETIREMENT OF LONG TERM DEBT	\$15,571,483	\$15,191,078	\$15,570,448	

COUNTY OF TULARE
STATE OF CALIFORNIA
SUMMARY OF COUNTY FINANCING REQUIREMENTS
BUDGET FOR FISCAL YEAR 2010-11

BUDGET UNITS (Grouped by Function & Activity)	ACTUAL 2008-09	ESTIMATED 2009-10	RECOMMENDED 2010-11	ADOPTED BY THE BOARD OF SUPERVISORS 2010-11
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TOTAL FINANCING USES BY BUDGET UNIT

\$734,491,396 \$708,918,558 \$803,863,251

* Note: Operating Transfers are shown in function where transfers actually take place.

COUNTY OF TULARE
STATE OF CALIFORNIA
SUMMARY OF COUNTY FINANCING REQUIREMENTS
BUDGET FOR FISCAL YEAR 2010-11

DESCRIPTION	ACTUAL 2008-09	ESTIMATED 2009-10	RECOMMENDED 2010-11	ADOPTED BY THE BOARD OF SUPERVISORS 2010-11
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TOTAL FINANCING USES BY BUDGET UNIT
(BROUGHT FORWARD)

APPROPRIATION FOR CONTINGENCIES:

GENERAL FUND

TOTAL FINANCING USES

PROVISIONS FOR RESERVES / DESIGNATIONS:

TOTAL PROVISIONS FOR RESERVES /
DESIGNATIONS:

TOTAL FINANCING REQUIREMENTS

\$799,863,251

\$4,000,000

\$803,863,251

\$2,994,410

\$2,994,410

\$806,857,661

\$708,646,914

\$708,646,914

\$733,809,562

\$733,809,562

COUNTY OF TULARE
STATE OF CALIFORNIA
SUMMARY OF COUNTY FINANCING REQUIREMENTS
BUDGET FOR FISCAL YEAR 2010-11

DESCRIPTION	ACTUAL 2008-09	ESTIMATED 2009-10	RECOMMENDED 2010-11	ADOPTED BY THE BOARD OF SUPERVISORS 2010-11
SALARIES AND EMPLOYEE BENEFITS	\$272,354,230	\$256,692,015	\$271,502,706	
SERVICE AND SUPPLIES	\$149,048,423	\$142,915,287	\$209,842,880	
OTHER CHARGES	\$210,276,976	\$217,646,235	\$221,482,500	
FIXED ASSETS:				
LAND				
BUILDINGS & IMPROVEMENTS	\$9,011,728	\$5,403,747	\$11,959,024	
EQUIPMENT	\$4,722,180	\$4,166,410	\$5,168,938	
COWCAP	\$951,591	\$1,094,285	\$1,331,745	
OTHER FINANCING USES	\$88,126,169	\$91,000,579	\$82,575,458	
RESERVES			\$2,994,410	
TOTAL FINANCING REQUIREMENTS	\$734,491,396	\$708,918,558	\$806,857,661	

COUNTY OF TULARE
STATE OF CALIFORNIA
SUMMARY OF SPECIAL DISTRICT BUDGETS
FOR FISCAL YEAR 2010-11

GOVERNING BOARD:
Board of Supervisors

COUNTY FUNDS	AVAILABLE FINANCING				FINANCING REQUIREMENTS		
	FUND BALANCE UNRESERVED/ UNDESIGNATED JUNE 30, 2010	CANCELLATION OF PRIOR YEAR RESERVES/ DESIGNATIONS	ESTIMATED ADDITIONAL FINANCING SOURCES	TOTAL AVAILABLE FINANCING	ESTIMATED FINANCING USES	PROVISIONS FOR RESERVE AND/OR DESIGNATION (new/increased)	TOTAL FINANCING REQUIREMENTS
IN-HOME SUPPORTIVE SERVICES			\$1,304,781	\$1,304,781	\$1,304,781		\$1,304,781
TULARE COUNTY FLOOD CONTROL	\$2,901,044		\$602,741	\$3,503,785	\$3,503,785		\$3,503,785
COMMUNITY REDEVELOPMENT AGENCY ADMIN FUND			\$10,257,781	\$10,257,781	\$10,257,781		\$10,257,781
EARLMART REDEVELOPMENT PROJECT AREA	\$1,173,310		\$560,525	\$1,733,835	\$1,733,835		\$1,733,835
MANHOE REDEVELOPMENT PROJECT AREA	\$365,366		\$341,267	\$706,633	\$706,633		\$706,633
LINDSAY ADMIN COST HSNG SETASIDE	\$10,474			\$10,474		\$10,474	\$10,474
GOSHEN REDEVELOPMENT PROJECT AREA	\$1,475,742		\$11,025,440	\$12,501,182	\$12,501,182		\$12,501,182
CUTLERVOROSI REDEVELOPMENT PROJECT AREA	\$547,157		\$1,508,724	\$2,055,881	\$2,055,881		\$2,055,881
PIXLEY REDEVELOPMENT PROJECT AREA	\$1,339,455		\$703,503	\$2,042,958	\$2,042,958		\$2,042,958
TRAVER REDEVELOPMENT PROJECT AREA	\$1,553,075		\$412,102	\$1,965,177	\$1,965,177		\$1,965,177
RICHGROVE REDEVELOPMENT PROJECT AREA	\$278,075		\$293,618	\$572,693	\$572,693		\$572,693
POPLAR REDEVELOPMENT PROJECT AREA	\$335,014		\$260,388	\$595,402	\$595,402		\$595,402
GRAND TOTALS	\$9,979,712		\$27,270,870	\$37,250,582	\$37,240,108	\$10,474	\$37,250,582

COUNTY OF TULARE
STATE OF CALIFORNIA
ANALYSIS OF FUND BALANCE UNRESERVED / UNDESIGNATED
FOR FISCAL YEAR 2010-11

GOVERNING BOARD:
 Board of Supervisors

COUNTY FUNDS	FUND BALANCE (per Auditor) AS OF JUNE 30, 2010 ESTIMATED	LESS: FUND BALANCE - RESERVED / DESIGNATED JUNE 30, 2010			FUND BALANCE UNRESERVED UNDESIGNATED TO FINANCE CURRENT BUDGET ESTIMATED
		RESERVES		DESIGNATIONS	
		ENCUMBRANCES	GENERAL & OTHER RESERVES		
IN-HOME SUPPORTIVE SERVICES	\$2,901,044				\$2,901,044
TULARE COUNTY FLOOD CONTROL					
COMMUNITY REDEVELOPMENT AGENCY ADMIN FUND					
EARLIMART REDEVELOPMENT PROJECT AREA	\$1,173,310				\$1,173,310
IVANHOE REDEVELOPMENT PROJECT AREA	\$365,366				\$365,366
LINDSAY ADMIN COST HSNG SETASIDE	\$39,702				\$10,474
GOSHEN REDEVELOPMENT PROJECT AREA	\$1,475,742		\$29,228		\$1,475,742
CUTLER/ROSOSI REDEVELOPMENT PROJECT AREA	\$547,157				\$547,157
PIXLEY REDEVELOPMENT PROJECT AREA	\$1,339,455				\$1,339,455
TRAVER REDEVELOPMENT PROJECT AREA	\$1,553,075				\$1,553,075
RICHGROVE REDEVELOPMENT PROJECT AREA	\$279,075				\$279,075
POPLAR REDEVELOPMENT PROJECT AREA	\$335,014				\$335,014
GRAND TOTALS	\$10,008,940		\$29,228		\$9,979,712

COUNTY OF TULARE
STATE OF CALIFORNIA
DETAIL OF PROVISIONS FOR RESERVES / DESIGNATIONS
(With Supplemental Data Affecting Reserve / Designation Balances)
FOR FISCAL YEAR 2010-11

GOVERNING BOARD:
Board of Supervisors

COUNTY FUNDS	RESERVES / DESIGNATIONS BALANCE AS OF JUNE 30, 2010	AMOUNT MADE AVAILABLE FOR FINANCING BY CANCELLATION		INCREASE OR NEW RESERVES/DESIG. TO BE PROVIDED IN BUDGET YEAR		TOTAL RESERVES/ DESIGNATION FOR BUDGET YEAR
		RECOMMENDED	ADOPTED BY THE BOARD OF SUPV.	RECOMMENDED	ADOPTED BY THE BOARD OF SUPV.	
IN-HOME SUPPORTIVE SERVICES						
TULARE COUNTY FLOOD CONTROL						
COMMUNITY REDEVELOPMENT AGENCY ADMIN FUND						
EARLMART REDEVELOPMENT PROJECT AREA						
IVANHOE REDEVELOPMENT PROJECT AREA						
LINDSAY ADMIN COST HSNG SETASIDE	\$29,228			\$10,474		\$39,702
GOSHEN REDEVELOPMENT PROJECT AREA						
CUTLER/ROSJI REDEVELOPMENT PROJECT AREA						
PIXLEY REDEVELOPMENT PROJECT AREA						
TRAVER REDEVELOPMENT PROJECT AREA						
RICHGROVE REDEVELOPMENT PROJECT AREA						
POPLAR REDEVELOPMENT PROJECT AREA						
GRAND TOTALS	\$29,228			\$10,474		\$39,702

COUNTY OF TULARE
STATE OF CALIFORNIA
SPECIAL DISTRICT
SUMMARY

BUDGET FOR FISCAL YEAR 2010-11

GOVERNING BOARD:
Board of Supervisors

FUND	ASSESSED VALUATION		DELINQUENCY		VOTER APPROVED DEBT
	SECURED	UNSECURED	SECURED	UNSECURED	
SUMMARY OF SOURCE	ACTUAL 2008-09	ESTIMATED 2009-10	RECOMMENDED 2010-11	ADOPTED BY THE BOARD OF SUPERVISORS 2010-11	
ADDITIONAL FINANCING SOURCES					
PROPERTY TAXES	\$4,510,579	\$2,414,318	\$3,428,910		
OTHER TAXES		\$1,333,337	\$6,293,750		
FROM USE OF MONEY & PROPERTY	\$434,347	\$281,203	\$213,100		
INTERGOVERNMENTAL					
STATE AID	\$3,532,348	\$326,249	\$2,587,884		
FEDERAL AID	\$712,225	\$188,905	\$8,765,459		
OTHER GOVERNMENTAL AID	\$270,547	\$176,970	\$2,287,073		
CHARGES FOR CURRENT SERVICES		\$24,189	\$29,000		
INTERFUND REVENUE		\$716,720	\$1,096,706		
MISCELLANEOUS REVENUE	\$32,782	\$297	\$252		
OTHER FINANCING SOURCES	\$4,677,735	\$1,572,204	\$2,585,726		
TOTAL ADDITIONAL FINANCING SOURCES	\$14,170,563	\$7,044,391	\$27,270,870		

NONE

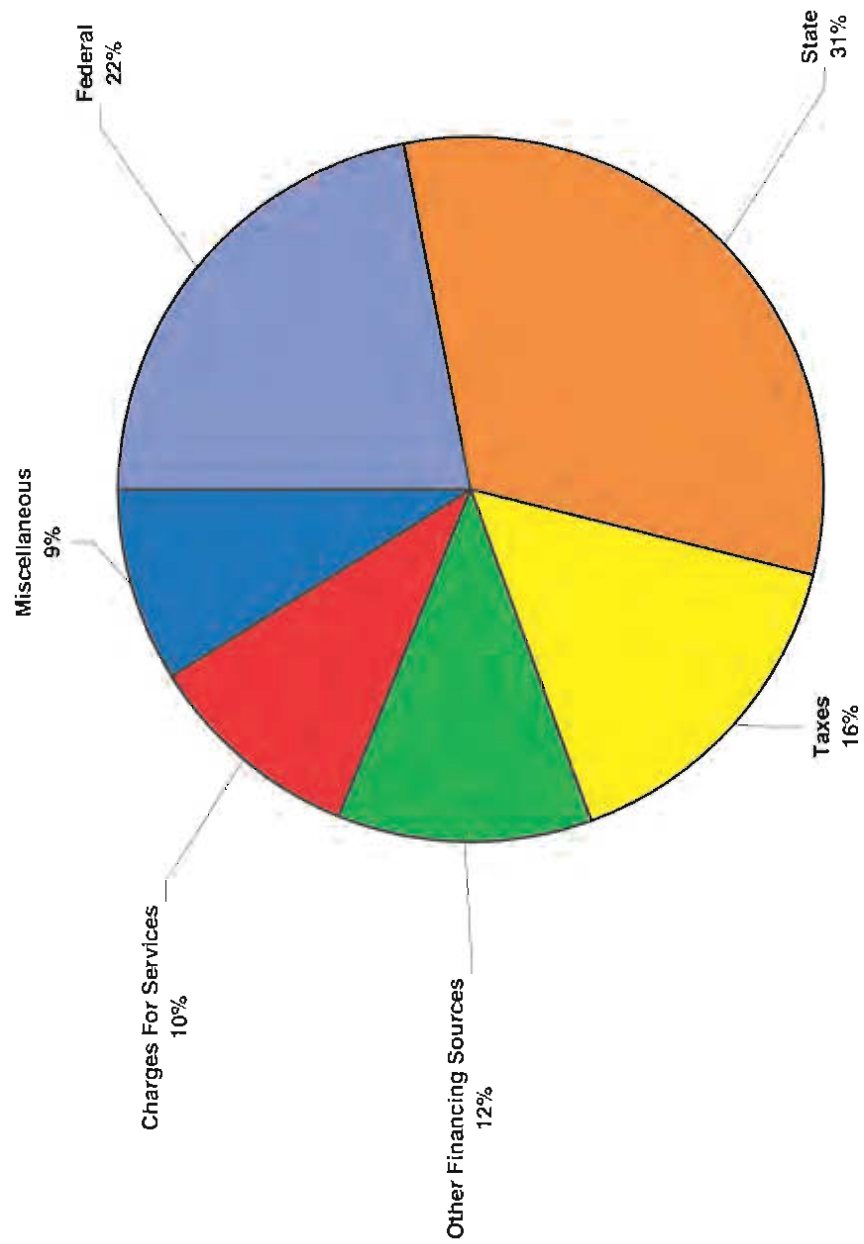
COUNTY OF TULARE
STATE OF CALIFORNIA
SPECIAL DISTRICT

GOVERNING BOARD:
Board of Supervisors

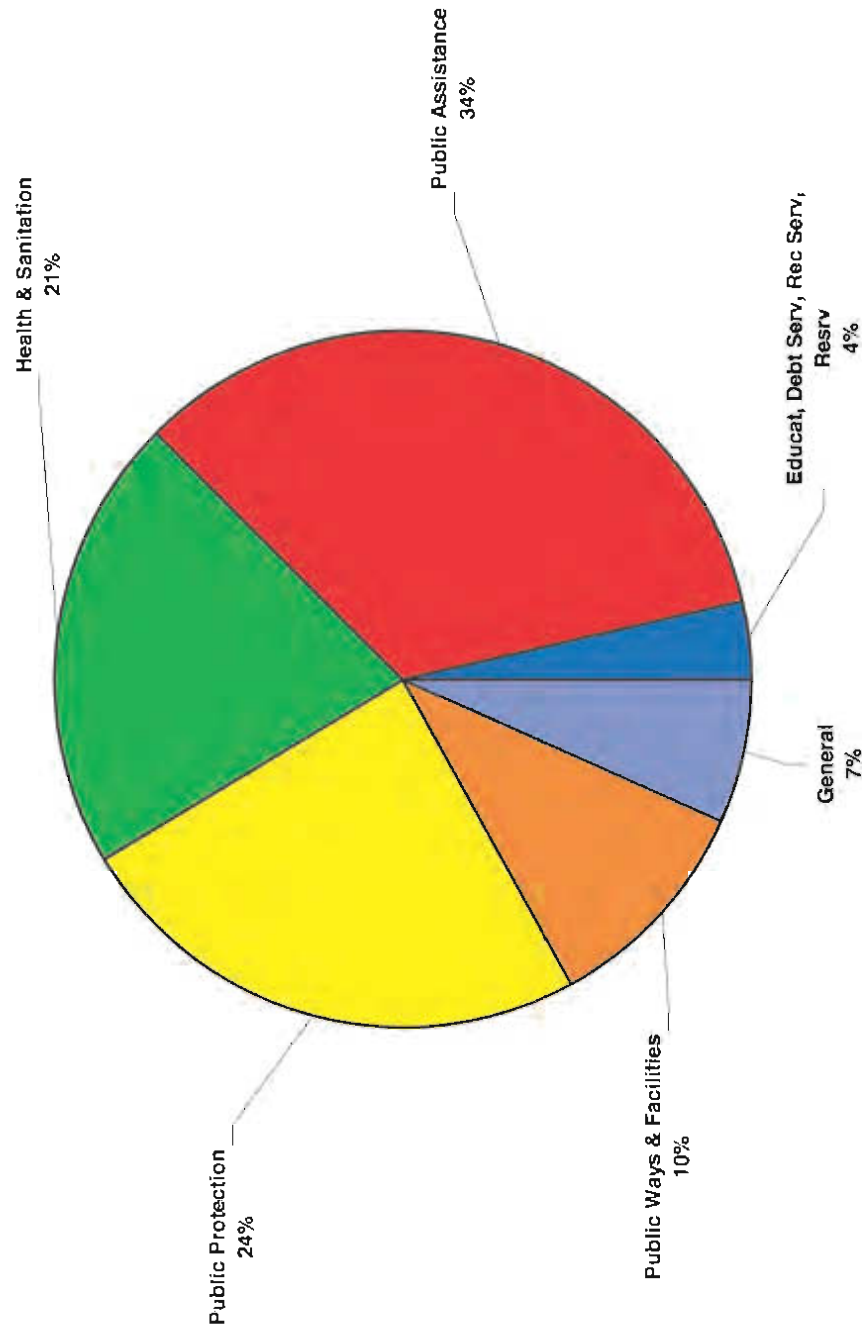
SUMMARY
BUDGET FOR FISCAL YEAR 2010-11

SUMMARY OF SOURCE	ACTUAL 2008-09	ESTIMATED 2009-10	RECOMMENDED 2010-11	ADOPTED BY THE BOARD OF SUPERVISORS 2010-11
FINANCING USES				
SALARIES AND EMPLOYEE BENEFITS	\$216,322		\$1,490,286	
SERVICE AND SUPPLIES	\$4,892,920		\$29,749,563	
OTHER CHARGES	\$3,597,217		\$3,305,853	
FIXED ASSETS	\$91,393		\$66,354	
OTHER FINANCING USES	\$2,773,735		\$2,586,482	
COWCAP	\$16,670		\$41,560	
TOTAL FINANCING USES	\$11,588,257		\$37,240,108	

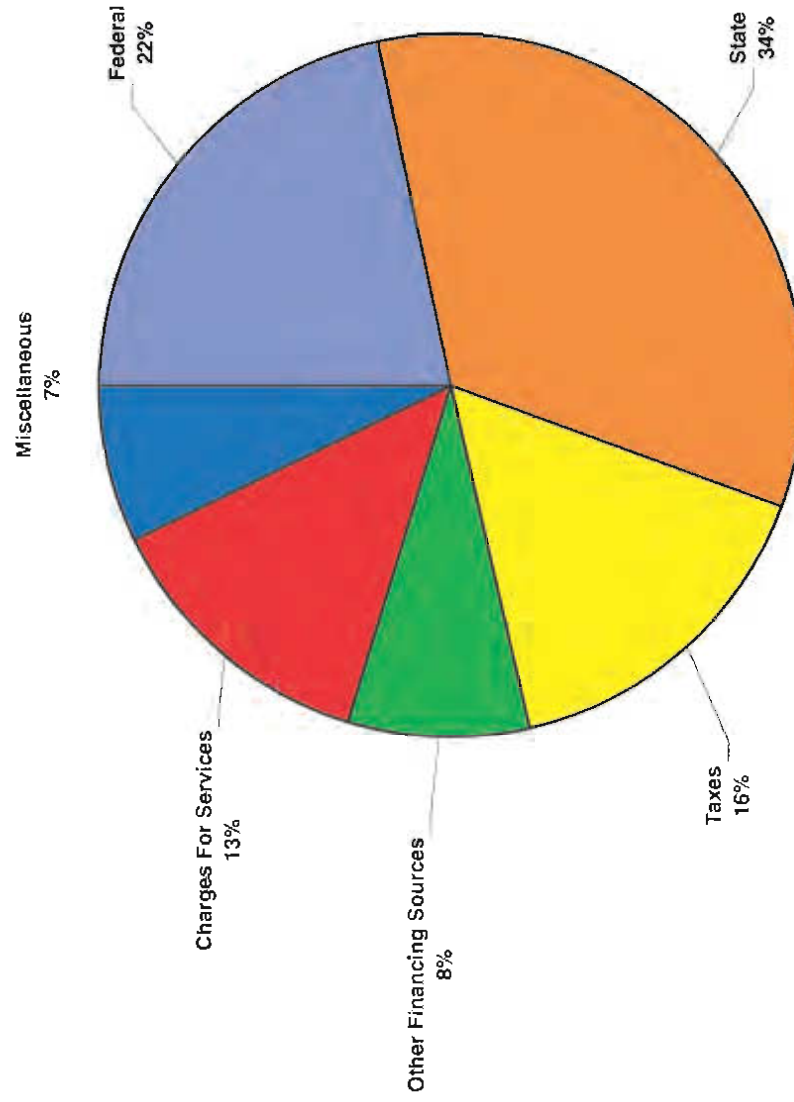
Fiscal Year 2010/11
Means of Financing Tulare County Operating Budget By Major Source -
\$806,857,661



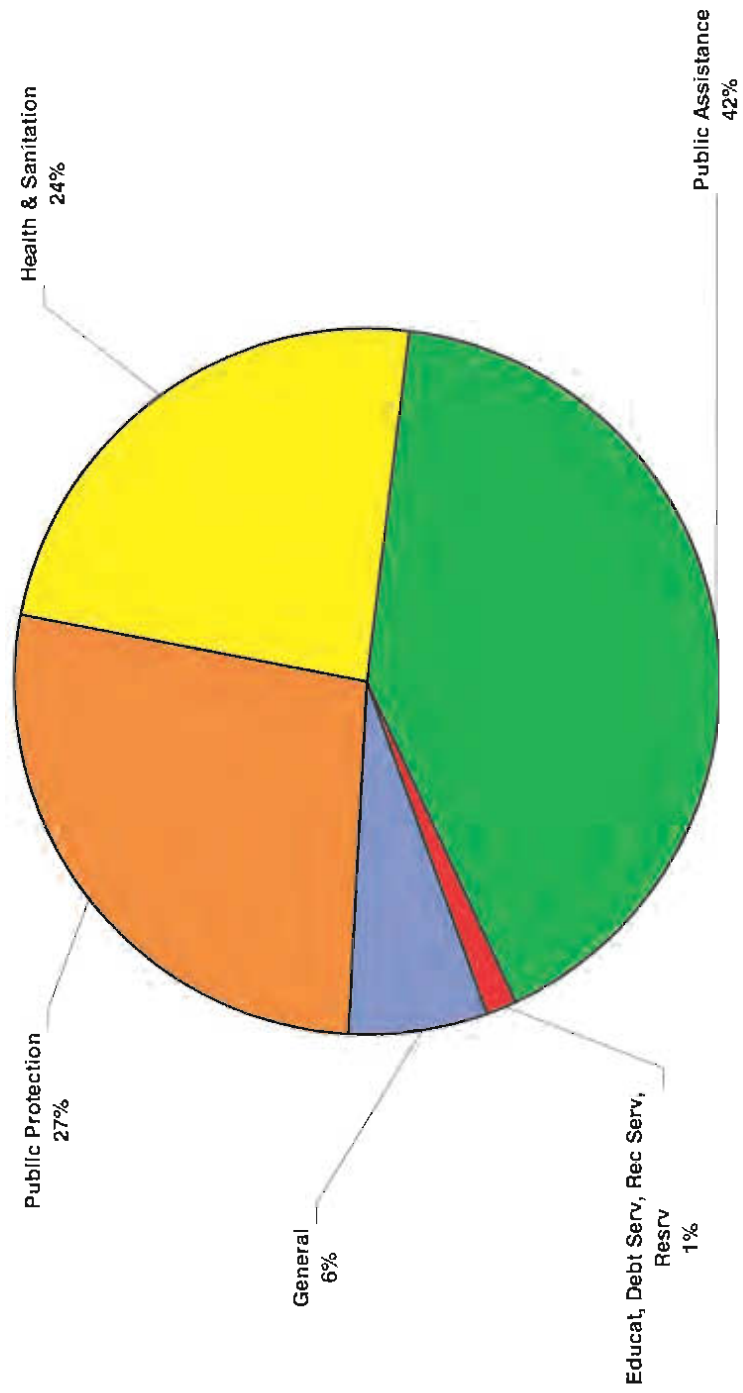
Fiscal Year 2010/11
Appropriation of Tulare County Operating Budget By Major Function -
\$806,857,661



Fiscal Year 2010/11
Means of Financing Tulare County General Fund Budget By Major Source -
\$591,068,409



Fiscal Year 2010/11
Appropriation of Tulare County General Fund Budget By Major Function -
\$591,068,409



Summary of Recommended Expenditures and Revenues - FY 2010/11

			Expenditures		Revenues	
Fund	Agency	Agency Name	Requested	Recommended	Requested	Recommended
001	010	Board Of Supervisors	1,667,546	1,667,546	54,969	54,969
001	012	Miscellaneous Administration	9,831,673	9,831,673	1,408,879	1,408,879
001	015	Agriculture Commissioner	6,545,772	6,545,772	5,344,889	5,344,889
001	025	Assessor	8,505,428	8,505,428	4,156,526	4,156,526
001	030	Auditor-Controller	5,862,367	5,862,367	3,241,783	3,241,783
001	031	General County Revenues	0	0	129,106,652	129,106,652
001	032	Purchasing	565,458	565,458	597,832	597,832
001	050	Contingency-Appropriation For	4,000,000	4,000,000	0	0
001	055	Cooperative Extension	938,115	938,115	94,782	94,782
001	080	County Counsel	2,133,764	2,133,764	2,246,883	2,246,883
001	085	County Administrative	1,770,220	1,770,220	468,679	468,679
001	087	General Services	5,351,520	5,351,520	3,599,571	3,599,571
001	090	Information Technology	0	0	0	0
001	091	Central Telephone	394,855	394,855	394,855	394,855
001	095	Capital Acquisitions	2,423,191	2,423,191	1,096,052	1,096,052
001	100	District Attorney	17,726,214	17,726,214	3,918,892	3,918,892
001	142	Health & Human Services	387,640,295	387,640,295	373,368,054	373,368,054
001	200	Human Resources & Development	948,868	948,868	1,041,423	1,041,423
001	205	Probation	24,544,860	24,544,860	10,642,406	10,642,406
001	210	Public Defender	8,191,851	8,191,851	147,160	147,160
001	230	Resource Management	13,323,479	13,323,479	12,289,305	12,289,305
001	240	Sheriff-Coroner	77,450,448	77,450,448	16,993,506	16,993,506
001	260	Local Law Enforcement	558,554	558,554	377,383	377,383
001	265	Rural Crime	597,783	597,783	597,783	597,783
001	270	Multi-Agcy Gang Violence Prog	1,030,157	1,030,157	9,917	9,917
001	275	Action Project	0	0	0	0
001	280	Cpa 2000 (Ab 1913)	1,100,823	1,100,823	1,100,823	1,100,823
001	810	Miscellaneous Criminal Justice	7,965,168	7,965,168	5,465,920	5,465,920
General Fund Subtotal			591,068,409	591,068,409	577,764,924	577,764,924
001	FBL	Fund Balance	0	0	11,303,485	11,303,485
Release of Reserves			0	0	2,000,000	2,000,000
General Fund Total			591,068,409	591,068,409	591,068,409	591,068,409
Operating Fund						
004	142	Health & Human Services	1,123,116	1,123,116	1,123,116	1,123,116
004	FBL	Fund Balance	0	0	0	0
Indigent Health Fund Total			1,123,116	1,123,116	1,123,116	1,123,116
005	142	Children & Families First Admin	0	0	0	0
005	FBL	Fund Balance	0	0	0	0
Children & Families First Admin Fund Total			0	0	0	0
010	145	Library	6,343,067	6,343,067	3,872,783	3,872,783
010	FBL	Fund Balance	0	0	2,470,284	2,470,284
Library Fund Total			6,343,067	6,343,067	6,343,067	6,343,067
011	015	Agriculture Commissioner	22,513	22,513	0	0
011	FBL	Fund Balance	0	0	22,513	22,513
Fish & Game Fund Total			22,513	22,513	22,513	22,513
012	231	Aviation	427,558	427,558	394,400	394,400
012	FBL	Fund Balance	0	0	33,158	33,158
Aviation Fund Total			427,558	427,558	427,558	427,558

Summary of Recommended Expenditures and Revenues - FY 2010/11

			Expenditures		Revenues	
Fund	Agency	Agency Name	Requested	Recommended	Requested	Recommended
013	245	State & County Fire	12,998,300	12,998,300	11,876,370	11,876,370
013	FBL	Fund Balance	0	0	1,121,930	1,121,930
Fire Fund Total			12,998,300	12,998,300	12,998,300	12,998,300
014	225	Public Works	83,213,692	83,213,692	69,828,738	69,828,738
014	FBL	Fund Balance	0	0	13,384,954	13,384,954
Road Fund Total			83,213,692	83,213,692	83,213,692	83,213,692
015	120	T C Workforce Investment Board	17,025,969	17,025,969	17,025,969	17,025,969
015	FBL	Fund Balance	0	0	0	0
Workforce Investment Board Fund Total			17,025,969	17,025,969	17,025,969	17,025,969
016	101	Child Support Services	17,095,281	17,095,281	17,095,281	17,095,281
016	FBL	Fund Balance	0	0	0	0
Child Support Services Fund Total			17,095,281	17,095,281	17,095,281	17,095,281
017	017	Realignment-Mental Health	14,592,088	14,592,088	14,592,088	14,592,088
017	FBL	Fund Balance	0	0	0	0
Mental Health Realignment Fund Total			14,592,088	14,592,088	14,592,088	14,592,088
018	018	Realignment-Health	15,607,790	15,607,790	15,607,790	15,607,790
018	FBL	Fund Balance	0	0	0	0
Health Realignment Fund Total			15,607,790	15,607,790	15,607,790	15,607,790
019	019	Realignment-Social Services	15,047,831	15,047,831	15,047,831	15,047,831
019	FBL	Fund Balance	0	0	0	0
Social Services Realignment Fund Total			15,047,831	15,047,831	15,047,831	15,047,831
020	020	Tobacco Settlement Proceeds	4,105,533	4,105,533	4,105,533	4,105,533
020	FBL	Fund Balance	0	0	0	0
Tobacco Settlement Fund Total			4,105,533	4,105,533	4,105,533	4,105,533
022	022	Debt Service E- Pob	6,356,632	6,356,632	6,587,492	6,587,492
		Increases to Reserves	230,860	230,860		
022	FBL	Fund Balance	0	0	0	0
Debt Service E-Pob Fund Total			6,587,492	6,587,492	6,587,492	6,587,492
023	023	Equipment Loans	0	0	0	0
023	FBL	Fund Balance	0	0	0	0
Vehicle-Equipment Debt Fund Total			0	0	0	0
024	024	Building Loans	6,790,625	6,790,625	6,379,158	6,379,158
		Increases to Reserves	2,763,550	2,763,550		
024	FBL	Fund Balance	0	0	3,175,017	3,175,017
Building Debt Fund Total			9,554,175	9,554,175	9,554,175	9,554,175
030	086	County Adm Capital Projects	12,044,847	12,044,847	5,035,201	5,035,201
030	FBL	Fund Balance	0	0	7,009,646	7,009,646
Capital Projects Fund Total			12,044,847	12,044,847	12,044,847	12,044,847
Operating Funds Total			215,789,252	215,789,252	215,789,252	215,789,252
Operating Funds (Including General Fund) Total			806,857,661	806,857,661	806,857,661	806,857,661

Summary of Recommended Expenditures and Revenues - FY 2010/11

			Expenditures		Revenues	
Fund	Agency	Agency Name	Requested	Recommended	Requested	Recommended
County Service Areas						
C15	C15	Lemon Cove - Capital Proj.	0	0	1	1
C15	FBL	Fund Balance	0	0	45,189	45,189
Lemon Cove - Capital Proj. Fund Total			0	0	45,190	45,190
Z01	Z01	Tulare County Csa#1 El Rancho	33,696	33,696	19,862	19,862
Z01	FBL	Fund Balance	0	0	-52,005	-52,005
Tulare County Csa#1 El Rancho Fund Total			33,696	33,696	-32,143	-32,143
Z10	Z10	Tc Csa#1 Z0B Delft Colony	140,754	140,754	61,228	61,228
Z10	FBL	Fund Balance	0	0	79,526	79,526
Tc Csa#1 Z0B Delft Colony Fund Total			140,754	140,754	140,754	140,754
Z11	Z11	Tc Csa#1 Z0B Delft Col Wtr	411,864	411,864	335,761	335,761
Z11	FBL	Fund Balance	0	0	76,103	76,103
Tc Csa#1 Z0B Delft Col Wtr Fund Total			411,864	411,864	411,864	411,864
Z50	Z50	Tc Csa#1 Z0B Seville	87,811	87,811	77,149	77,149
Z50	FBL	Fund Balance	0	0	-17,945	-17,945
Tc Csa#1 Z0B Seville Fund Total			87,811	87,811	59,204	59,204
Z60	Z60	Tc Csa#1 Zob Toneyville	72,450	72,450	48,526	48,526
Z60	FBL	Fund Balance	0	0	21,896	21,896
Tc Csa#1 Zob Toneyville Fund Total			72,450	72,450	70,422	70,422
Z70	Z70	Tc Csa#1 Zob Tooleville	91,064	91,064	46,893	46,893
Z70	FBL	Fund Balance	0	0	-232,453	-232,453
Tc Csa#1 Zob Tooleville Fund Total			91,064	91,064	-185,560	-185,560
Z80	Z80	Tc Csa#1 Zob Traver	123,141	123,141	71,507	71,507
Z80	FBL	Fund Balance	0	0	-11,213	-11,213
Tc Csa#1 Zob Traver Fund Total			123,141	123,141	60,294	60,294
Z90	Z90	Tc Csa#1 Z0B Yettem	75,486	75,486	61,101	61,101
Z90	FBL	Fund Balance	0	0	-197,850	-197,850
Tc Csa#1 Z0B Yettem Fund Total			75,486	75,486	-136,749	-136,749
Z91	Z91	Yettem Water Project	62,332	62,332	40,611	40,611
Z91	FBL	Fund Balance	0	0	-12,322	-12,322
Yettem Water Project Fund Total			62,332	62,332	28,289	28,289
Z95	Z95	Tc Csa#2 Wells Tract Water	112,261	112,261	23,012	23,012
Z95	FBL	Fund Balance	0	0	89,249	89,249
Tc Csa#2 Wells Tract Water Fund Total			112,261	112,261	112,261	112,261
Z96	Z96	Tc Csa#2 Wells Tract Sewer	66,401	66,401	41,535	41,535
Z96	FBL	Fund Balance	0	0	12,064	12,064
Tc Csa#2 Wells Tract Sewer Fund Total			66,401	66,401	53,599	53,599
County Service Area Total			1,277,260	1,277,260	627,425	627,425
Enterprise Funds						
040	220	Public Transit	3,756,874	3,756,874	3,276,025	3,276,025
040	FBL	Fund Balance	0	0	480,849	480,849
Public Transit Fund Total			3,756,874	3,756,874	3,756,874	3,756,874

Summary of Recommended Expenditures and Revenues - FY 2010/11

			Expenditures		Revenues	
Fund	Agency	Agency Name	Requested	Recommended	Requested	Recommended
045	235	Solid Waste	26,613,258	26,613,258	22,477,773	22,477,773
045	FBL	Fund Balance	0	0	4,135,485	4,135,485
Solid Waste Fund Total			26,613,258	26,613,258	26,613,258	26,613,258
761	761	Terra Bella Sewer District	254,321	254,321	175,121	175,121
761	FBL	Fund Balance	0	0	807,488	807,488
Terra Bella Fund Total			254,321	254,321	982,609	982,609
L01	L01	92-01 Orosi Landscape	76,312	76,312	8,891	8,891
L01	FBL	Fund Balance	0	0	67,421	67,421
Lemon Cove - Capital Proj. Fund Total			76,312	76,312	76,312	76,312
L05	L05	95-720 Orosi Storm	11,289	11,289	1,628	1,628
L05	FBL	Fund Balance	0	0	9,661	9,661
95-720 Orosi Storm Fund Total			11,289	11,289	11,289	11,289
L07	L07	09-799 Poplar	0	0	45	45
L07	FBL	Fund Balance	0	0	1,967	1,967
Poplar Fund Total			0	0	2,012	2,012
L10	L10	95-722 Orosi Storm	24,786	24,786	2,065	2,065
L10	FBL	Fund Balance	0	0	22,721	22,721
95-722 Orosi Storm Fund Total			24,786	24,786	24,786	24,786
L16	L16	02-01 Earlimart Lndscp	77,868	77,868	9,454	9,454
L16	FBL	Fund Balance	0	0	68,414	68,414
02-01 Earlimart Fund Total			77,868	77,868	77,868	77,868
L60	L60	02-748 Tipton Storm	16,282	16,282	2,575	2,575
L60	FBL	Fund Balance	0	0	13,707	13,707
02-748 Tipton Storm Fund Total			16,282	16,282	16,282	16,282
L65	L65	02-746 Earlimart Storm	34,255	34,255	3,368	3,368
L65	FBL	Fund Balance	0	0	30,887	30,887
02-746 Earlimart Storm Fund Total			34,255	34,255	34,255	34,255
L70	L70	05-764 Cutler Drainage Distr	12,727	12,727	3,082	3,082
L70	FBL	Fund Balance	0	0	9,645	9,645
05-764 Cutler Drainage Distr Fund Total			12,727	12,727	12,727	12,727
L75	L75	04-752 Teviston Storm	5,284	5,284	884	884
L75	FBL	Fund Balance	0	0	4,400	4,400
04-752 Teviston Storm Fund Total			5,284	5,284	5,284	5,284
L80	L80	04-744 Earlimart Storm	21,277	21,277	3,156	3,156
L80	FBL	Fund Balance	0	0	18,121	18,121
04-744 Earlimart Storm Fund Total			21,277	21,277	21,277	21,277
L85	L85	04-754 Orosi Storm	40,301	40,301	4,147	4,147
L85	FBL	Fund Balance	0	0	36,154	36,154
04-754 Orosi Storm Fund Total			40,301	40,301	40,301	40,301
L86	L86	07-79 Visalia Storm Drain	10,213	10,213	9,906	9,906
L86	FBL	Fund Balance	0	0	307	307
07-79 Visalia Storm Drain Fund Total			10,213	10,213	10,213	10,213

Summary of Recommended Expenditures and Revenues - FY 2010/11

			Expenditures		Revenues	
Fund	Agency	Agency Name	Requested	Recommended	Requested	Recommended
L87	L87	07-767 Visalia Storm Drain	0	0	47	47
L87	FBL	Fund Balance	0	0	171	171
07-767 Visalia Storm Drain Fund Total			0	0	218	218
M02	M02	05-759 Visalia	14,004	14,004	6,450	6,450
M02	FBL	Fund Balance	0	0	7,554	7,554
05-759 Visalia Fund Total			14,004	14,004	14,004	14,004
M03	M03	05-773 Strathmore Road Distr	1,917	1,917	75	75
M03	FBL	Fund Balance	0	0	1,842	1,842
05-773 Strathmore Road Distr Fund Total			1,917	1,917	1,917	1,917
M04	M04	06-781 Porterville Road Distr	13,002	13,002	6,165	6,165
M04	FBL	Fund Balance	0	0	6,837	6,837
06-781 Porterville Road Distr Fund Total			13,002	13,002	13,002	13,002
M06	M06	06-772R Visalia	10,034	10,034	6,538	6,538
M06	FBL	Fund Balance	0	0	3,496	3,496
06-772R Visalia Fund Total			10,034	10,034	10,034	10,034
M07	M07	09-799 Poplar	0	0	1,916	1,916
M07	FBL	Fund Balance	0	0	1,967	1,967
09-799 Poplar Fund Total			0	0	3,883	3,883
M86	M86	07-792R Visalia Road Maint	14,960	14,960	13,864	13,864
M86	FBL	Fund Balance	0	0	1,096	1,096
07-792R Visalia Road Maint Fund Total			14,960	14,960	14,960	14,960
M87	M87	07-767R Visalia Road Maint	2,920	2,920	2,759	2,759
M87	FBL	Fund Balance	0	0	161	161
07-767R Visalia Road Maint Fund Total			2,920	2,920	2,920	2,920
Enterprise Funds Total			31,011,884	31,011,884	31,746,285	31,746,285
Internal Service Funds						
061	035	Insurance-County Counsel	10,091,501	10,091,501	6,091,501	6,091,501
061	FBL	Fund Balance	0	0	12,388,438	12,388,438
Worker's Compensation Fund Total			10,091,501	10,091,501	18,479,939	18,479,939
062	035	Insurance-County Counsel	7,141,218	7,141,218	6,141,218	6,141,218
062	FBL	Fund Balance	0	0	5,334,076	5,334,076
Liability Insurance Fund Total			7,141,218	7,141,218	11,475,294	11,475,294
063	035	Insurance-County Counsel	382,862	382,862	382,862	382,862
063	FBL	Fund Balance	0	0	680,420	680,420
Property Insurance Fund Total			382,862	382,862	1,063,282	1,063,282
064	035	Insurance-County Counsel	498,298	498,298	498,298	498,298
064	FBL	Fund Balance	0	0	744,637	744,637
Malpractice Insurance Fund Total			498,298	498,298	1,242,935	1,242,935
065	065	Health Insurance Fund	16,016,025	16,016,025	18,072,181	18,072,181
065	FBL	Fund Balance	0	0	869,994	869,994
Health Insurance Fund Total			16,016,025	16,016,025	18,942,175	18,942,175

Summary of Recommended Expenditures and Revenues - FY 2010/11

			Expenditures		Revenues	
Fund	Agency	Agency Name	Requested	Recommended	Requested	Recommended
066	066	Grounds	519,347	519,347	450,163	450,163
066	FBL	Fund Balance	0	0	69,184	69,184
Grounds Fund Total			519,347	519,347	519,347	519,347
067	067	Maintenance	5,134,220	5,134,220	4,565,994	4,565,994
067	FBL	Fund Balance	0	0	568,226	568,226
Maintenance Fund Total			5,134,220	5,134,220	5,134,220	5,134,220
068	068	Custodial	2,219,729	2,219,729	1,991,037	1,991,037
068	FBL	Fund Balance	0	0	228,692	228,692
Custodial Fund Total			2,219,729	2,219,729	2,219,729	2,219,729
070	070	Motor Pool	3,881,981	3,881,981	3,304,504	3,304,504
070	FBL	Fund Balance	0	0	577,477	577,477
Motor Pool Fund Total			3,881,981	3,881,981	3,881,981	3,881,981
071	090	Information Technology	15,234,926	15,234,926	15,234,926	15,234,926
071	FBL	Fund Balance	0	0	198,183	198,183
Information Technology Fund Total			15,234,926	15,234,926	15,433,109	15,433,109
074	074	Communications	1,150,592	1,150,592	1,150,592	1,150,592
074	FBL	Fund Balance	0	0	-28,097	-28,097
Communications Fund Total			1,150,592	1,150,592	1,122,495	1,122,495
076	076	Mail	1,244,915	1,244,915	1,323,425	1,323,425
076	FBL	Fund Balance	0	0	-78,510	-78,510
Mail Fund Total			1,244,915	1,244,915	1,244,915	1,244,915
077	077	Copier	566,455	566,455	685,112	685,112
077	FBL	Fund Balance	0	0	-118,657	-118,657
Copier Fund Total			566,455	566,455	566,455	566,455
079	079	Print	1,573,800	1,573,800	1,725,779	1,725,779
079	FBL	Fund Balance	0	0	-151,979	-151,979
Print Fund Total			1,573,800	1,573,800	1,573,800	1,573,800
081	081	Utilities	5,809,240	5,809,240	5,809,240	5,809,240
081	FBL	Fund Balance	0	0	0	0
Utilities Fund Total			5,809,240	5,809,240	5,809,240	5,809,240
Internal Service Funds Total			71,465,109	71,465,109	88,708,916	88,708,916
Redevelopment Funds						
RA3	RA3	Community Redevelopmen Agency	10,257,781	10,257,781	10,257,781	10,257,781
RA3	FBL	Fund Balance	0	0	0	0
Community Redevelopmen Agency Fund Total			10,257,781	10,257,781	10,257,781	10,257,781
RE2	RE2	Tcra Earlimart Spec Rev Fund	228,776	228,776	228,776	228,776
RE2	FBL	Fund Balance	0	0	0	0
Tcra Earlimart Spec Rev Fund Fund Total			228,776	228,776	228,776	228,776
RE3	RE3	Tcra Earlimart Capital Project	1,201,963	1,201,963	243,776	243,776
RE3	FBL	Fund Balance	0	0	958,187	958,187
Tcra Earlimart Capital Project Fund Total			1,201,963	1,201,963	1,201,963	1,201,963

Summary of Recommended Expenditures and Revenues - FY 2010/11

			Expenditures		Revenues	
Fund	Agency	Agency Name	Requested	Recommended	Requested	Recommended
RE4	RE4	Tcra Earlimrt Housing Setaside	303,096	303,096	87,973	87,973
RE4	FBL	Fund Balance	0	0	215,123	215,123
Tcra Earlimrt Housing Setaside Fund Total			303,096	303,096	303,096	303,096
RI2	RI2	Tcra Ivanhoe Spec Rev Fund	142,254	142,254	142,254	142,254
RI2	FBL	Fund Balance	0	0	0	0
Tcra Ivanhoe Spec Rev Fund Fund Total			142,254	142,254	142,254	142,254
RI3	RI3	Tcra Ivanhoe Capital Projects	416,874	416,874	146,754	146,754
RI3	FBL	Fund Balance	0	0	270,120	270,120
Tcra Ivanhoe Capital Projects Fund Total			416,874	416,874	416,874	416,874
RI4	RI4	Tcra Ivanhoe Housng Setaside	147,505	147,505	52,259	52,259
RI4	FBL	Fund Balance	0	0	95,246	95,246
Tcra Ivanhoe Housng Setaside Fund Total			147,505	147,505	147,505	147,505
RL4	RL4	Lndsy1AMD3-Cnty Hsing Setaside	0	0	0	0
RL4	RL4	Increases to Reserves	0	10,474	0	0
RL4	FBL	Fund Balance	0	0	39,702	10,474
Lndsy1AMD3-Cnty Hsing Setaside Fund Total			0	10,474	39,702	10,474
RM2	RM2	Tcra Goshen Spec Rev Fund	604,668	604,668	604,668	604,668
RM2	FBL	Fund Balance	0	0	0	0
Tcra Goshen Spec Rev Fund Fund Total			604,668	604,668	604,668	604,668
RM3	RM3	Tcra Goshen Capital Projects	10,613,099	10,613,099	10,197,662	10,197,662
RM3	FBL	Fund Balance	0	0	415,437	415,437
Tcra Goshen Capital Projects Fund Total			10,613,099	10,613,099	10,613,099	10,613,099
RM4	RM4	Tcra Goshen Housing Setaside	1,283,415	1,283,415	223,110	223,110
RM4	FBL	Fund Balance	0	0	1,060,305	1,060,305
Tcra Goshen Housing Setaside Fund Total			1,283,415	1,283,415	1,283,415	1,283,415
RO2	RO2	Tcra Cutler/Orosi Spec Rev Fd	471,531	471,531	471,531	471,531
RO2	FBL	Fund Balance	0	0	0	0
Tcra Cutler/Orosi Spec Rev Fd Fund Total			471,531	471,531	471,531	471,531
RO3	RO3	Tcra Cutler/Orosi Capital Proj	911,471	911,471	854,329	854,329
RO3	FBL	Fund Balance	0	0	57,142	57,142
Tcra Cutler/Orosi Capital Proj Fund Total			911,471	911,471	911,471	911,471
RO4	RO4	Tcra Cutler/Orosi Hsg Setaside	672,879	672,879	182,864	182,864
RO4	FBL	Fund Balance	0	0	490,015	490,015
Tcra Cutler/Orosi Hsg Setaside Fund Total			672,879	672,879	672,879	672,879
RP2	RP2	Tcra Pixley Spec Rev Fund	289,943	289,943	289,943	289,943
RP2	FBL	Fund Balance	0	0	0	0
Tcra Pixley Spec Rev Fund Fund Total			289,943	289,943	289,943	289,943
RP3	RP3	Tcra Pixley Capital Projects	1,258,064	1,258,064	305,943	305,943
RP3	FBL	Fund Balance	0	0	952,121	952,121
Tcra Pixley Capital Projects Fund Total			1,258,064	1,258,064	1,258,064	1,258,064
RP4	RP4	Tcra Pixley Housing Setaside	494,951	494,951	107,617	107,617
RP4	FBL	Fund Balance	0	0	387,334	387,334
Tcra Pixley Housing Setaside Fund Total			494,951	494,951	494,951	494,951

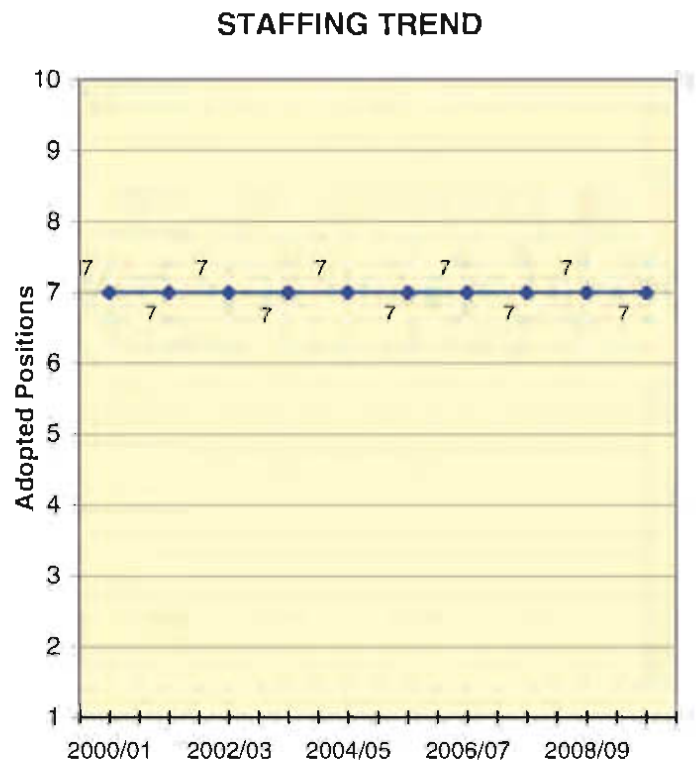
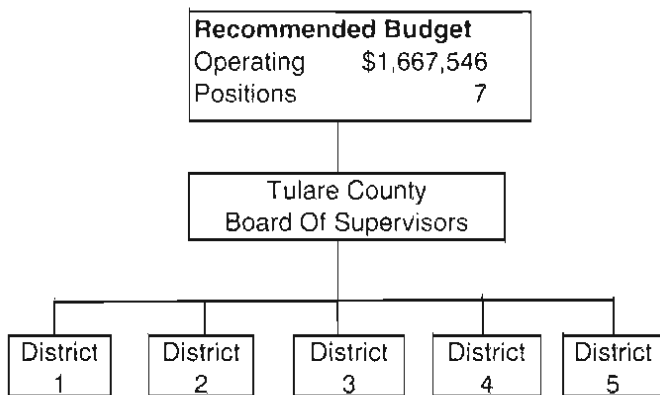
Summary of Recommended Expenditures and Revenues - FY 2010/11

			Expenditures		Revenues	
Fund	Agency	Agency Name	Requested	Recommended	Requested	Recommended
RT2	RT2	Tcra Traver Spec Rev Fund	166,569	166,569	166,569	166,569
RT2	FBL	Fund Balance	0	0	0	0
Tcra Traver Spec Rev Fund Fund Total			166,569	166,569	166,569	166,569
RT3	RT3	Tcra Traver Capital Projects	1,508,804	1,508,804	190,569	190,569
RT3	FBL	Fund Balance	0	0	1,318,235	1,318,235
Tcra Traver Capital Projects Fund Total			1,508,804	1,508,804	1,508,804	1,508,804
RT4	RT4	Tcra Traver Housing Setaside	289,804	289,804	54,964	54,964
RT4	FBL	Fund Balance	0	0	234,840	234,840
Tcra Traver Housing Setaside Fund Total			289,804	289,804	289,804	289,804
SG2	SG2	Tcra Richgrove Spec Rev Fund	163,478	163,478	163,478	163,478
SG2	FBL	Fund Balance	0	0	0	0
Tcra Richgrove Spec Rev Fund Fund Total			163,478	163,478	163,478	163,478
SG3	SG3	Tcra Richgrove Capital Project	19,466	19,466	56,690	56,690
SG3	FBL	Fund Balance	0	0	-37,224	-37,224
Tcra Richgrove Capital Project Fund Total			19,466	19,466	19,466	19,466
SG4	SG4	Tcra Richgrove Housing Setaside	389,749	389,749	73,450	73,450
SG4	FBL	Fund Balance	0	0	316,299	316,299
Tcra Richgrove Housing Setaside Fund Total			389,749	389,749	389,749	389,749
SP2	SP2	Tcra Poplar/Ctn Ctr Spec Rev	108,908	108,908	108,908	108,908
SP2	FBL	Fund Balance	0	0	0	0
Tcra Poplar/Ctn Ctr Spec Rev Fund Total			108,908	108,908	108,908	108,908
SP3	SP3	Tcra Poplar/Cotton Ctr Cap Prj	305,515	305,515	110,508	110,508
SP3	FBL	Fund Balance	0	0	195,007	195,007
Tcra Poplar/Cotton Ctr Cap Prj Fund Total			305,515	305,515	305,515	305,515
SP4	SP4	Tcra Poplar/Cotton Center	180,979	180,979	40,972	40,972
SP4	FBL	Fund Balance	0	0	140,007	140,007
Tcra Poplar/Cotton Center Fund Total			180,979	180,979	180,979	180,979
Redevelopment Funds Total			32,431,542	32,442,016	32,471,244	32,442,016
Special Districts						
725	725	IHSS Public Authority	1,304,781	1,304,781	1,304,781	1,304,781
725	FBL	Fund Balance	0	0	0	0
IHSS Public Authority Fund Total			1,304,781	1,304,781	1,304,781	1,304,781
771	771	Tulare Co. Flood Control Dist	3,503,785	3,503,785	602,741	602,741
771	FBL	Fund Balance	0	0	2,901,044	2,901,044
Tulare Co. Flood Control Dist Fund Total			3,503,785	3,503,785	3,503,785	3,503,785
Special Districts Funds Total			4,808,566	4,808,566	4,808,566	4,808,566
Ending Totals						
Total of All Funds			947,852,022	947,862,496	965,220,097	965,190,869
Less Internal Service Funds			71,465,109	71,465,109	88,708,916	88,708,916
Net Total of All Funds			876,386,913	876,397,387	876,511,181	876,481,953

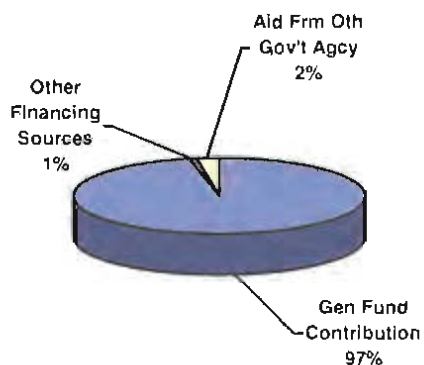
Position Summary and Status

	Department	FY 06/07 Final Budget	FY 07/08 Final Budget	FY 08/09 Final Budget	FY 09/10 Final Budget	As of June 30, 2010			FY 10/11 Req Budget	FY 10/11 Recomm Budget	From Final to Recomm	From 6/30/10 to Recomm
						Total Allocation	Filled	Vacant				
010	Board Of Supervisors	7.00	7.00	7.00	7.00	7.00	7.00	0.00	7.00	7.00	0.00	0.00
012	Miscellaneous Administration	2.00	2.00	1.00	1.00	1.00	1.00	0.00	1.00	1.00	0.00	0.00
015	Agricultural Commissioner	57.00	58.00	58.00	58.00	58.00	47.00	11.00	58.00	58.00	0.00	0.00
025	Assessor/Clerk Recorder	84.00	91.00	92.00	92.00	92.00	84.00	8.00	94.00	94.00	2.00	2.00
030	Auditor	57.00	58.00	59.00	58.00	58.00	52.00	6.00	58.00	58.00	0.00	0.00
032	Purchasing	6.00	6.00	6.00	6.00	7.00	6.00	1.00	7.00	7.00	1.00	0.00
055	Co-Operative Extension	8.00	8.50	8.50	8.50	9.00	9.00	0.00	9.00	9.00	0.50	0.00
080	County Counsel	50.65	53.65	53.65	52.65	51.65	49.65	2.00	52.65	52.65	0.00	1.00
085	County Administration	15.00	17.00	16.00	16.00	16.00	12.90	3.10	17.00	17.00	1.00	1.00
087	General Services	0.00	0.00	0.00	0.00	31.00	29.00	2.00	32.00	32.00	32.00	1.00
100	District Attorney	175.00	194.00	196.00	198.00	203.00	179.00	24.00	199.00	199.00	1.00	-4.00
142	Health & Human Services	2250.05	2281.25	2225.75	1747.40	1804.95	1585.36	219.59	1820.95	1820.95	73.55	16.00
200	Human Resources & Dev	26.00	27.00	28.00	26.00	26.00	23.90	2.10	26.00	26.00	0.00	0.00
205	Probation	315.00	326.00	324.00	335.00	336.00	300.00	36.00	335.00	335.00	0.00	-1.00
210	Public Defender	75.00	82.00	83.00	83.00	83.00	71.00	12.00	83.00	83.00	0.00	0.00
230	Resource Management Agency	155.00	161.00	161.00	82.50	67.00	64.00	3.00	68.00	68.00	-14.50	1.00
240	Sheriff	690.50	694.50	700.00	709.00	723.00	656.00	67.00	723.00	723.00	14.00	0.00
260	C.O.P. Agency	9.00	9.00	9.00	9.00	6.00	6.00	0.00	3.00	3.00	-6.00	-3.00
265	Rural Crime Program Agency	9.00	9.00	9.00	7.00	6.00	6.00	0.00	4.00	4.00	-3.00	-2.00
270	Multi-Agency Gang Task Force	9.00	12.00	12.00	12.00	12.00	11.00	1.00	11.00	11.00	-1.00	-1.00
275	Action Project	16.00	15.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
280	Crime Prevention Project	13.00	15.00	14.00	13.00	12.00	9.00	3.00	13.00	13.00	0.00	1.00
810	Miscellaneous Criminal Justice	2.45	2.45	2.00	2.48	2.48	2.49	-0.01	2.48	2.48	0.00	0.00
<hr/>												
	General Fund	4,031.65	4,129.35	4,064.90	3,523.53	3,612.08	3,211.30	400.78	3,624.08	3,624.08	100.55	12.00
<hr/>												
066	ISF Grounds Services	4.00	4.00	4.00	3.00	3.00	3.00	0.00	3.00	3.00	0.00	0.00
067	ISF Facilities	46.00	48.00	48.00	44.00	43.00	37.00	6.00	44.00	44.00	0.00	1.00
068	ISF Custodial	38.00	40.00	40.00	26.00	24.00	24.00	0.00	24.00	24.00	-2.00	0.00
070	ISF Fleet Services	9.00	9.00	9.00	9.00	9.00	9.00	0.00	9.00	9.00	0.00	0.00
074	ISF Communications	8.00	8.00	8.00	8.00	8.00	8.00	0.00	8.00	8.00	0.00	0.00
076	ISF Mail Services	3.00	3.00	3.00	1.00	1.00	1.00	0.00	1.00	1.00	0.00	0.00
079	ISF Print Services	15.00	15.00	15.00	14.00	14.00	12.00	2.00	12.00	12.00	-2.00	-2.00
081	ISF Utilities	0.00	1.00	1.00	1.00	1.00	1.00	0.00	1.00	1.00	0.00	0.00
086	Capital Projects	2.00	3.00	2.00	2.00	3.00	2.00	1.00	3.00	3.00	1.00	0.00
090	Information Technology	0.00	0.00	119.00	116.00	120.00	104.00	16.00	121.00	121.00	5.00	1.00
101	Child Support Services	269.00	269.00	269.00	226.00	226.00	183.00	43.00	212.00	212.00	-14.00	-14.00
120	Workforce Investment Board	81.00	42.00	38.00	38.00	38.00	35.00	3.00	35.00	35.00	-3.00	-3.00
142	Indigent Health Care	3.55	3.55	2.00	2.00	2.00	2.00	0.00	2.00	2.00	0.00	0.00
145	Library	33.60	36.60	36.60	36.60	36.60	31.60	5.00	37.10	37.10	0.50	0.50
220	Transit	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	1.00	1.00	1.00
225	RMA Roads	133.00	131.00	134.00	135.00	149.00	120.00	29.00	165.00	165.00	30.00	16.00
235	Solid Waste	75.00	76.00	74.00	75.00	64.00	51.00	13.00	50.00	50.00	-25.00	-14.00
245	Fire	27.00	109.00	114.00	116.00	114.00	104.00	10.00	115.00	115.00	-1.00	1.00
R&S	Redevelopment	0.00	0.00	0.00	18.00	18.00	18.00	0.00	19.00	19.00	1.00	1.00
<hr/>												
	Other Funds	747.15	788.15	916.6	870.60	873.80	745.60	128.00	882.10	862.10	-8.50	-11.50
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	Total County Allocations	4,778.80	4,927.50	4,981.50	4,394.13	4,485.68	3,956.90	528.78	4,486.18	4,486.18	92.05	0.50

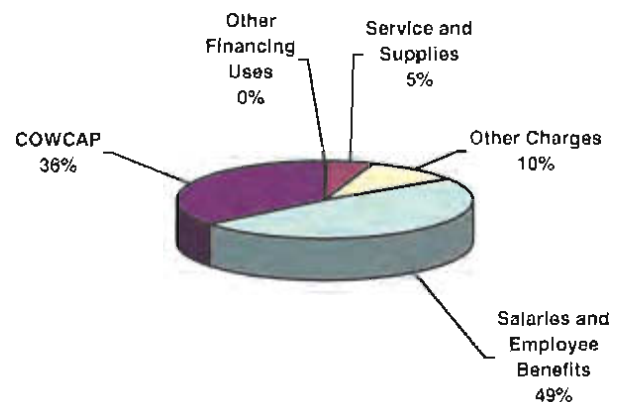
For detailed Personnel Actions such as Adds, Deletes, and Re-classes refer to Budget Narratives.



SOURCE OF FUNDS



USE OF FUNDS



FUND: 001
 AGENCY: 010

MAJOR ACCOUNTS CLASSIFICATIONS	2008/09 ACTUALS	2009/10 FINAL BUDGET	2010/11 DEPT REQUEST	2010/11 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Other Charges	112,164	122,513	170,878	170,878	48,365	39.48 %
Other Financing Uses	3,644	3,644	3,644	3,644	0	0.00 %
Service And Supplies	84,671	76,049	83,049	83,049	7,000	9.20 %
Cowcap	49,924	230,885	598,574	598,574	367,689	159.25 %
Salaries And Employee Benefits	<u>802,174</u>	<u>810,417</u>	<u>811,401</u>	<u>811,401</u>	<u>984</u>	<u>0.12 %</u>
TOTAL APPROPRIATIONS	1,052,577	1,243,508	1,667,546	1,667,546	424,038	<u>34.10 %</u>
REVENUES:						
Aid Frm Oth Gov't Agency	0	0	40,000	40,000	40,000	0.00 %
Miscellaneous Revenue	1,112	50,000	0	0	(50,000)	(100.00) %
Other Financing Sources	<u>11,745</u>	<u>0</u>	<u>14,969</u>	<u>14,969</u>	<u>14,969</u>	<u>0.00 %</u>
TOTAL REVENUES	<u>12,857</u>	<u>50,000</u>	<u>54,969</u>	<u>54,969</u>	<u>4,969</u>	<u>9.94 %</u>
NET COUNTY COST	1,039,720	1,193,508	1,612,577	1,612,577	419,069	35.11 %

POSITIONS	7	7	7	7	0
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Departmental Purpose

Under the California Constitution and State laws, the Board of Supervisors is both the Legislative and Executive Branch of County government.

The Board of Supervisors also serves as the Governing Board of the Flood Control District, In-Home Support Services (IHSS) Public Authority, Public Finance Authority, Redevelopment Agency, and the Terra Bella Sewer Maintenance District.

The Board enacts ordinances and resolutions, approves contracts, sets policies, adopts annual budgets, sets salaries and compensation, and through the County Administrative Officer, oversees Departments operations.

Major Accomplishments in FY 2009/10

Safety and Security

- Maintained and provided the LOOP bus service for youth in the unincorporated areas of the County to receive rides free of charge into cities where they can participate in youth programs and events.
- Sponsored, through collaboration with the Tulare County Gang Prevention Task Force, seven Step Up community events to help provide assistance to families dealing with gang issues.
- Supported local water agencies and municipalities to enhance water supplies and water quality.

Quality of Life

- Awarded \$40,000 in grants to youth groups throughout Tulare County for the purpose of administering the Step Up Youth Activities Grant Program.

Organizational Performance

- Completed the Strengthening the Bottom Line Action Team meetings, which resulted in over 300 suggestions with a majority of them being implemented. These suggestions have allowed Tulare County to improve operations and become more efficient and cost effective.
- Received over 1,800 applications for Changed Assessment resulting in over \$65,000 in revenue that will offset the costs associated with the Assessment Appeals Board Clerk position and associated costs.
- Developed an electronic Countywide Newsletter to communicate with key stakeholders including all County employees.
- Established a Business License Ordinance for certain businesses to track permitted uses and resolve other code compliance issues.
- Established and implemented two Twitter accounts: www.twitter.com/CountyofTulare and www.twitter.com/stepuptc.
- Established and updated www.aroundtularecounty.com, a website that provides daily news updates and information.
- Updated and maintained www.stepuptc.com, a website designed to promote the efforts of the Tulare County Gang Prevention Task Force.

Key Goals and Objectives FY 2010/11

Safety and Security

- Support the Step Up Program and the Sheriff's Department in expanding anti-gang operations throughout our County.

- Expand partnerships with faith-based organizations, schools, non-profit and for profit entities, and other governmental agencies to promote anti-gang initiatives throughout the County.

Economic Well-Being

- Work closely and diligently with our delegates in Sacramento and Washington, D.C. to protect the County's interests.

Organizational Performance

- Support the Step Up Service Learning Grant Program for youth groups throughout Tulare County.
 - ❑ Objective 1 – Expand the service learning grant program to middle school youth by May 2011.
- Develop and implement Countywide strategy to comply with the San Joaquin Valley Air Pollution Control District's Rule 9410. (Employer Based Trip Reduction.):
 - ❑ Objective 1 – Appoint Employee Transportation Site Coordinators for 11 County work sites indentified by the program by August 2010.
 - ❑ Objective 2 – Participate in the Human Resources and Development annual health fair by September 2010 to promote the advantages of improved air quality resulting from the use of alternate transportation.
 - ❑ Objective 3 – Establish alternative transportation bulletin boards at each work site by December 2010.
 - ❑ Objective 4 – Establish an electronic ride match bulletin board available to employees to voluntarily find rideshare partners by June 2011.
 - ❑ Objective 5 – Distribute the first quarterly Employer Rideshare Newsletter discussing and encouraging alternative transportation modes to employees by June 2011.

Organizational Performance

- Provide training to all County Departments on how to prepare an agenda item for the Board of Supervisors, using the agenda item template, to improve efficiency and eliminate unnecessary duplication.
 - ❑ Objective 1 – Update agenda items template by October 2010.
 - ❑ Objective 2 – Set up training on new agenda template by February 2011.
- Work with Information Technology to eliminate the distribution of copies of Resolutions that are available through paperless workflow.

Departmental Budget Request

The Requested Budget represents an overall increase of \$424,038 or 34% in expenditures and a decrease of \$4,969 or 10% in revenues when compared with the FY 2009/2010 Final Budget. As a result, the Net County Cost increased \$419,069 or 35% when compared with the FY 2009/10 Final Budget.

Significant areas with major changes between the FY 2009/10 Final Budget and the FY 2010/11 Requested Budget are as follows:

- Other Charges increase \$48,365 primarily due to liability and utility charges.
- Cost Allocation Plan (COWCAP) Charges Countywide increase \$367,698 due to changes in the plan.
- Included is a one time appropriation of \$14,969 representing the Department's share of its savings from last Fiscal Year.
- Revenue projections decrease \$10,000 due to the projected amount of Applications for Changed Assessment.

Staffing changes reflected in the Requested Budget include the following:

- Reclass 1 FTE position to reflect changes in job description.
 - 1 Board Representative II to Board Media Officer

**County Administrator's
Recommendation**

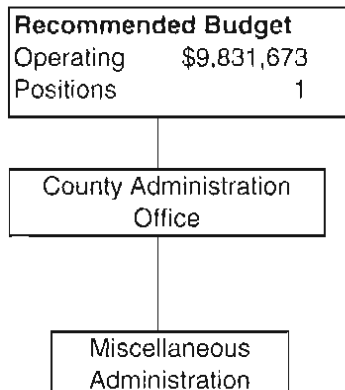
The budget is recommended as submitted.

**Pending Issues and Policy
Considerations**

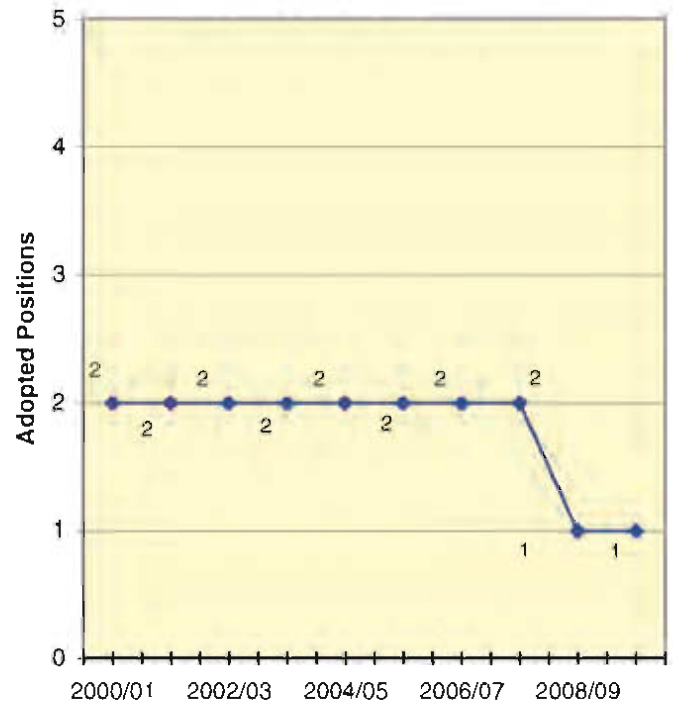
There are no pending issues or policy considerations.

**Department Head Concurrence or
Appeal**

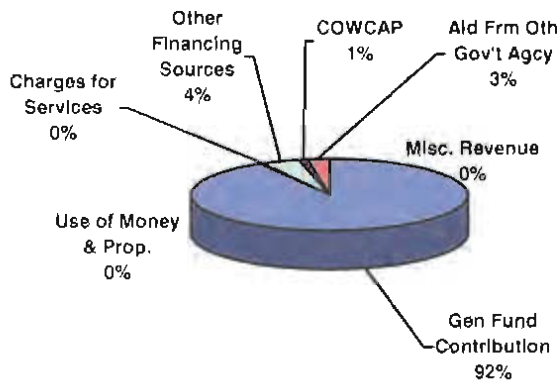
Not applicable.



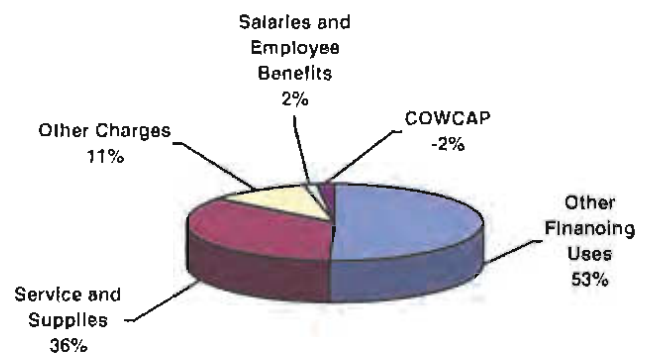
STAFFING TREND



SOURCE OF FUNDS



USE OF FUNDS



MAJOR ACCOUNTS CLASSIFICATIONS	2008/09 ACTUALS	2009/10 FINAL BUDGET	2010/11 DEPT REQUEST	2010/11 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Other Charges	1,538,393	1,855,229	1,125,727	1,125,727	(729,502)	(39.32)%
Cowcap	(256,856)	16,834	(189,905)	(189,905)	(206,739)	(1,226.10)%
Other Financing Uses	7,728,807	5,587,028	5,167,431	5,167,431	(419,597)	(7.51)%
Service And Supplies	2,599,433	4,306,776	3,581,473	3,581,473	(725,305)	(16.84)%
Salaries And Employee Benefits	<u>166,169</u>	<u>153,111</u>	<u>146,947</u>	<u>146,947</u>	<u>(6,164)</u>	<u>(4.03)%</u>
TOTAL APPROPRIATIONS	11,774,146	11,916,930	9,831,673	9,831,673	(2,087,307)	(17.51)%
REVENUES:						
Use Of Money & Property	73,954	30,912	30,412	30,412	(500)	(1.62)%
Aid Frm Oth Gov't Agency	5,000	250,000	250,001	250,001	1	0.00 %
Charges For Current Serv	102,232	474	11,130	11,130	10,656	2,246.10 %
Miscellaneous Revenue	22,833	339,040	1,001	1,001	(338,039)	(99.70)%
Other Financing Sources	0	414,023	1,000,000	1,000,000	585,977	141.53 %
Cowcap	<u>76,609</u>	<u>31,039</u>	<u>116,335</u>	<u>116,335</u>	<u>85,296</u>	<u>274.80 %</u>
TOTAL REVENUES	<u>280,628</u>	<u>1,085,438</u>	<u>1,408,879</u>	<u>1,408,679</u>	<u>343,391</u>	<u>32.23 %</u>
NET COUNTY COST	11,493,518	10,853,492	8,422,794	8,422,794	(2,430,698)	(22.40)%

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Departmental Purpose

The Miscellaneous Administration budget accounts for a variety of expenditures and revenues that do not fall within the jurisdiction of any specific department yet affect overall County activities and statutory mandates.

Some examples of the varied expenses budgeted in Miscellaneous Administration are:

- Miscellaneous Fees: Various membership dues for local, regional, and state associations.
- Single County Audit and Comprehensive Annual Financial Report (CAFR): Appropriation of the General Fund cost for the annual outside audits.
- Good Works: Funding for community-service programs throughout the County.
- Kings/Tulare Area Agency on Aging: County matching funds for the Senior Program, funding for bus tokens for seniors, and other senior services.
- Librarian Salary and Benefits: The County Librarian's salary and benefits are required by law to be paid from the General Fund.
- ADP/Human Resource and Payroll Budget: Funding for the automated human resource and payroll system has been moved to the Information Technology (IT) budget (071-090) and only the Countywide Cost Allocation Plan (COWCAP) charges remain.
- Disaster Management: Appropriation dedicated for responding to Countywide emergencies of all kinds.
- Projects: Funding for special projects with Countywide impacts.

- Tourism: Funding for the coordination of the Countywide marketing and tourism strategies and promotional materials.
- Water Commission: Funding for support of County Water Commission activities.
- Farm-to-Market: County matching funds to be combined with Federal funding for local road maintenance projects. Last grant ended September 30, 2009.
- Fire: County contribution in support of the Fire Fund.

Major Accomplishments in FY 2009/10

Not applicable.

Key Goals and Objectives FY 2010/11

Not applicable.

Departmental Budget Request

The Requested Budget represents an overall decrease of \$2,087,307 or 18% in expenditures and an increase of \$343,391 or 32% in revenues when compared with the FY 2009/10 Final Budget. As a result, the Net County Cost is decreased \$2,430,698 or 22% when compared with the FY 2009/10 Final Budget.

Significant areas with major changes between the FY 2009/10 Final Budget and the FY 2010/11 Requested Budget are as follows:

- Services and Supplies decrease \$725,305 mainly for the reduction in budgeted one-time expenditures.
- Other Charges decrease \$729,502 primarily due to decrease in interest charges associated with internal borrowing.

- Other Financing Uses decrease \$419,597 primarily due to General Fund contribution decrease to Information Technology.
- COWCAP charges decrease \$206,739 due to changes in the Plan.
- Revenue projections increase overall primarily due to a one time net increase in transfers from other funds.

County Administrator's Recommendation

The budget is recommended as submitted.

Pending Issues and Policy Considerations

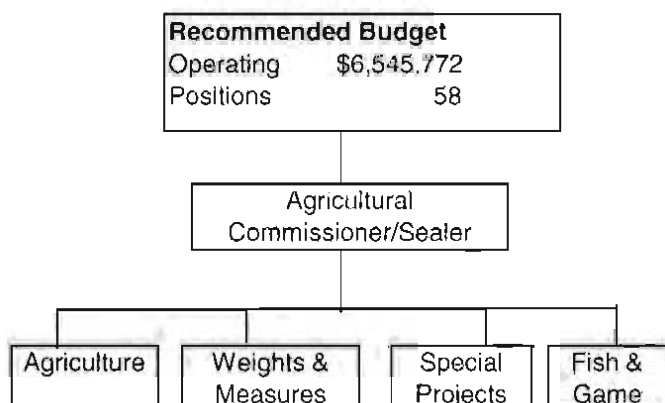
There are no pending issues or policy considerations.

Department Head Concurrence or Appeal

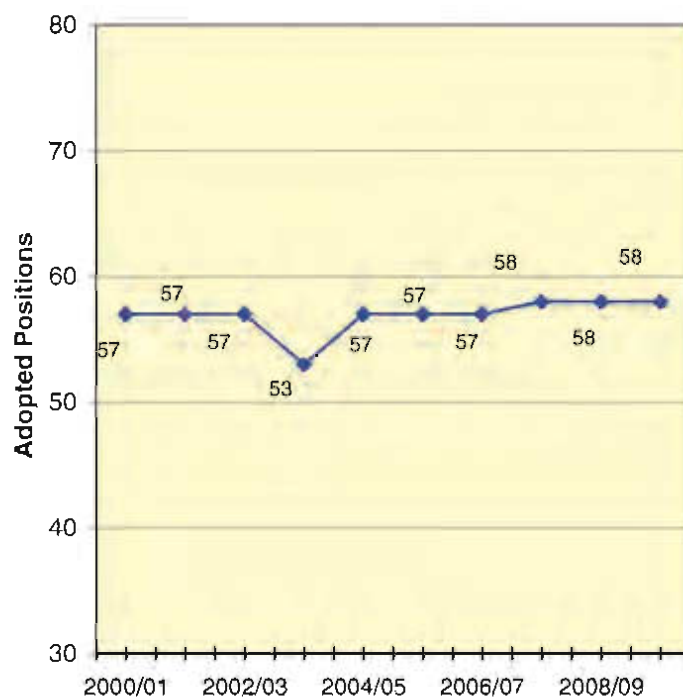
The Department Head concurs with the Recommended Budget.

Marilyn Kinoshita, Agricultural Commissioner/ Sealer of Weights and Measures

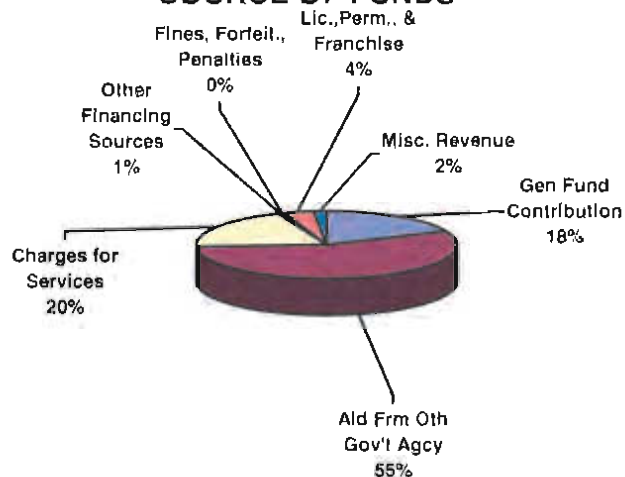
Agricultural Commissioner/ Sealer of Weights and Measures



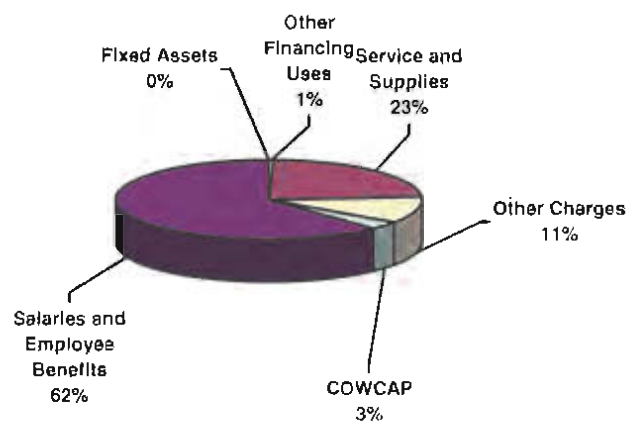
STAFFING TREND



SOURCE OF FUNDS



USE OF FUNDS



**Marilyn Kinoshita, Agricultural Commissioner/
Sealer of Weights and Measures**

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

FUND: 001

AGENCY: 015

MAJOR ACCOUNTS CLASSIFICATIONS	2008/09 ACTUALS	2009/10 FINAL BUDGET	2010/11 DEPT REQUEST	2010/11 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Salaries And Employee Benefits	3,997,064	4,139,256	4,054,658	4,054,658	(84,598)	(2.04)%
Service And Supplies	1,208,641	2,248,344	1,530,167	1,530,167	(718,177)	(31.94)%
Other Charges	790,156	707,700	713,632	713,632	5,932	0.84 %
Other Financing Uses	177,178	42,606	37,770	37,770	(4,836)	(11.35)%
Cowcap	<u>163,506</u>	<u>232,446</u>	<u>209,545</u>	<u>209,545</u>	<u>(22,901)</u>	<u>(9.85)%</u>
TOTAL APPROPRIATIONS	6,336,545	7,370,352	6,545,772	6,545,772	(824,580)	(11.19)%
REVENUES:						
Lic.,Permits & Franchise	147,536	146,345	235,217	235,217	88,872	60.73 %
Fines,Forfeit.,Penalties	64,389	16,400	16,401	16,401	1	0.01 %
Aid Frm Oth Gov't Agency	3,134,423	4,260,673	3,654,157	3,654,157	(626,516)	(14.64)%
Charges For Current Serv	1,443,820	1,443,224	1,286,975	1,286,975	(156,249)	(10.83)%
Miscellaneous Revenue	92,659	130,463	111,251	111,251	(19,212)	(14.73)%
Other Financing Sources	<u>0</u>	<u>0</u>	<u>40,668</u>	<u>40,668</u>	<u>40,668</u>	<u>0.00 %</u>
TOTAL REVENUES	<u>4,882,827</u>	<u>6,017,105</u>	<u>5,344,889</u>	<u>5,344,889</u>	<u>(672,216)</u>	<u>(11.17)%</u>
NET COUNTY COST	1,453,718	1,353,247	1,200,883	1,200,883	(152,364)	(11.26)%

POSITIONS**58****58****58****58****0**

Marilyn Kinoshita, Agricultural Commissioner/ Sealer of Weights and Measures

Agricultural Commissioner/ Sealer of Weights and Measures

Departmental Purpose

The offices of the Agricultural Commissioner and Sealer of Weights and Measures are consolidated into a single Department in Tulare County, as is the case in most other California counties. The Commissioner/Sealer is licensed by the California Department of Food and Agriculture (CDFA) and appointed by the Board of Supervisors. Statutory duties are defined in the California Food and Agricultural Code, the Business and Professions Code, and the California Code of Regulations. The Department enforces State laws and regulations at the County level, assures compliance, provides education, and takes appropriate enforcement actions. Public outreach, survey, and enforcement relating to all areas of statutory responsibilities are key activities.

The mission of the Agricultural Commissioner is to "Promote and protect agriculture and the public health, safety and welfare." The mission of the Sealer of Weights and Measures is to "Ensure equity in the marketplace for all transactions involving weight, measure, or count."

Major Accomplishments in FY 2009/10

Safety and Security

- Issued more than 3,700 pesticide permits, reviewed approximately 10,000 Notices of Intent to apply restricted materials, and reviewed 200,000 reports of pesticide use.
- Completed more than 700 field inspections and investigations of pesticide use, including investigations of all suspected pesticide illnesses.

Economic Well-Being

- Tested and inspected more than 8,200 commercially used weighing and measuring devices in Tulare County, including retail motor-fuel devices (gas pumps), meters, and scales. Investigated 120 complaints received that involved device or transaction inaccuracies.
- Conducted more than 26,000 phytosanitary (export) inspections to facilitate the shipment of locally produced commodities to more than 75 countries worldwide.
- Monitored more than 7,600 Glassy-Winged Sharpshooter traps placed throughout Tulare County. This insect spreads Pierce's disease, which can kill grapevines. There are 55,000 acres of commercial grapevines in Tulare County.

Goals and Objectives for FY 2010/11

Safety and Security

- Partner with growers, industry and associated groups in initiating the formation of a local "Spray Safe" program. This program would be designed to promote the safe application of crop chemicals through increased lines of communication.
 - Objective 1 – Organize a sub-committee for a continuing education event, and develop a continuing education presentation by October 2010.
 - Objective 2 – Participate in and provide a laws and regulations presentation for a major Spray Safe event by May 2011.

Economic Well-Being

- Formulate action plans to have in place for detection of any new emerging pests of concern before they can become

**Marilyn Kinoshita, Agricultural Commissioner/
Sealer of Weights and Measures**

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

established and threaten County crops and the related workforces.

- ❑ Objective 1 – Develop rapid response plans, documents, and timelines by August 2010.
- ❑ Objective 2 – Prepare plans to address any positive finds of pests of concern by December 31, 2010.
- Align Weights and Measures device registrations to reflect recent statute changes.
 - ❑ Objective 1 – Review proposed changes for the Tulare County Ordinance by October 2010.
 - ❑ Objective 2 – Provide information on proposed changes to device owners by October 2010.
 - ❑ Objective 3 - Submission of proposed changes to the Board of Supervisors by December 2010.
- Increase client participation in electronic phytosanitary (export) certificate issuance. This capability eases the process of certification requirements and aids in promoting international commerce of Tulare County commodities.
 - ❑ Objective 1 – Provide training for the Agriculture Department staff and clients by February, 2011.
 - ❑ Objective 2 – Streamline the process to extract data from the electronic export data for reporting and informational functions by April 2011.

Departmental Budget Request

The Requested Budget represents an overall decrease of \$824,580 or 11% in expenditures and a decrease of \$672,216 or 11% in revenues when compared with the FY 2009/10 Final Budget. As a result, the Net County Cost is decreased \$152,364 or 11% when compared with the FY 2009/10 Final Budget.

Significant areas with major changes between the FY 2009/10 Final Budget and the FY 2010/11 Requested Budget are as follows:

- Services and Supplies decrease \$718,177 primarily due to the elimination of a non-mandated, non-regulatory program.
- Other Financing Uses decrease \$4,836 mainly due to the elimination of vehicle debt service.
- COWCAP (Countywide Cost Allocation Plan) charges increase \$22,901 due to changes in the Plan.
- Included is a one time appropriation of \$40,888 representing the Department's share of its savings from last Fiscal Year.
- Revenue projections decrease overall primarily due to decreases in State subvention and Federal Glassy-Winged Sharpshooter suppression funding.

County Administrator's Recommendation

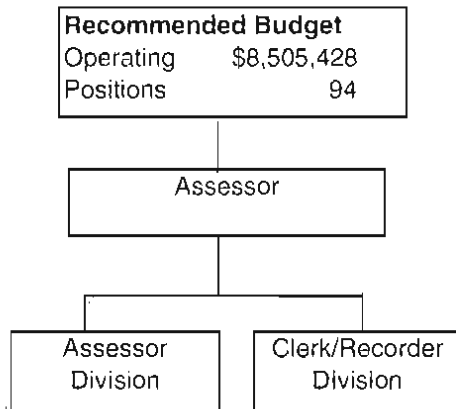
The budget is recommended as submitted.

Pending Issues and Policy Considerations

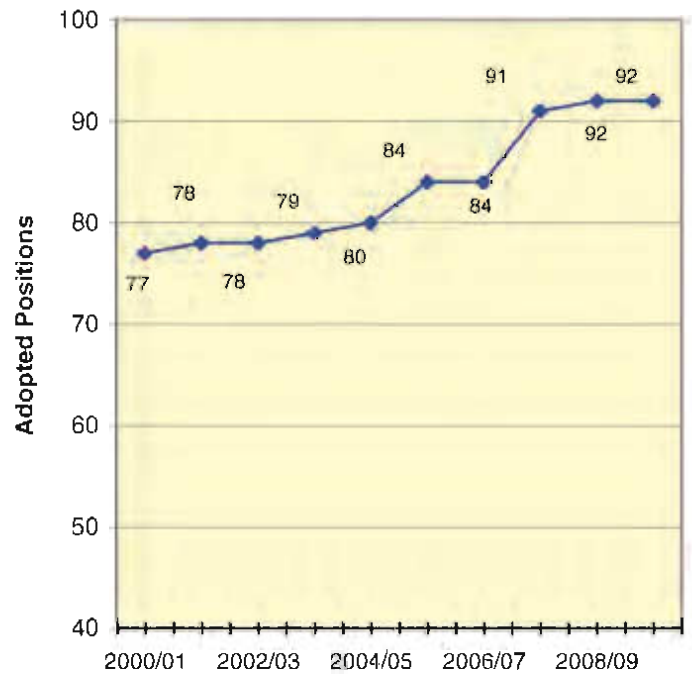
There are no pending issues or policy considerations.

Department Head Concurrence or Appeal

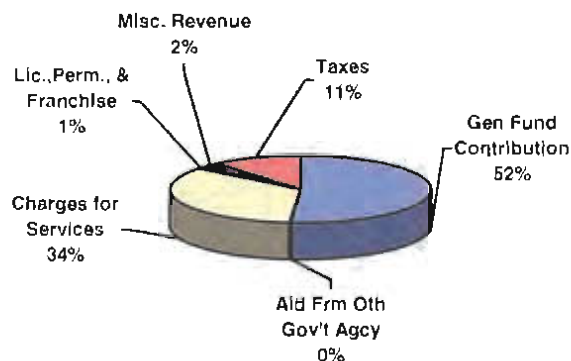
The Department Head concurs with the Recommended Budget.



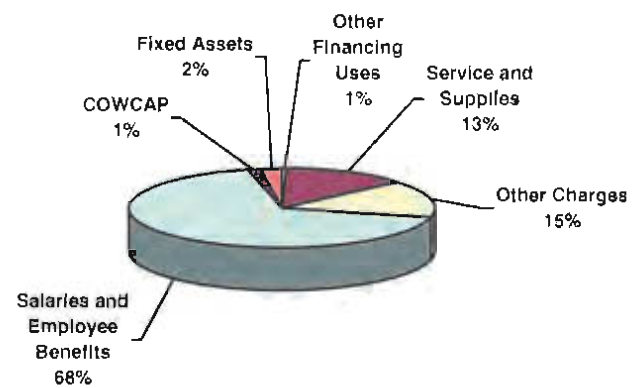
STAFFING TREND



SOURCE OF FUNDS



USE OF FUNDS



FUND: 001
AGENCY: 025

MAJOR ACCOUNTS CLASSIFICATIONS	2008/09 ACTUALS	2009/10 FINAL BUDGET	2010/11 DEPT REQUEST	2010/11 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Salaries And Employee Benefits	5,666,757	5,796,565	5,749,074	5,749,074	(47,491)	(0.82)%
Fixed Assets	60,293	170,000	200,000	200,000	30,000	17.65 %
Cowcap	161,479	160,971	113,123	113,123	(47,848)	(29.72)%
Other Charges	1,021,294	1,164,274	1,288,048	1,288,048	123,774	10.63 %
Other Financing Uses	84,689	70,265	43,147	43,147	(27,118)	(38.59)%
Service And Supplies	<u>418,371</u>	<u>1,091,814</u>	<u>1,112,036</u>	<u>1,112,036</u>	<u>20,222</u>	<u>1.85 %</u>
TOTAL APPROPRIATIONS	7,412,883	8,453,689	8,505,426	8,505,426	51,539	<u>0.61 %</u>
REVENUES:						
Taxes	1,025,829	1,000,000	955,000	955,000	(45,000)	(4.50)%
Lic.,Permits & Franchise	67,932	70,000	72,000	72,000	2,000	2.86 %
Aid Frm Oth Gov'T Agency	74,418	210,700	15,700	15,700	(195,000)	(92.55)%
Charges For Current Serv	1,412,893	2,220,826	2,932,825	2,932,825	712,005	32.06 %
Miscellaneous Revenue	22,981	279,551	181,001	181,001	(98,550)	(35.25)%
Other Financing Sources	<u>59,474</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00 %</u>
TOTAL REVENUES	<u>2,663,527</u>	<u>3,781,071</u>	<u>4,156,526</u>	<u>4,156,526</u>	<u>375,455</u>	<u>9.93 %</u>
NET COUNTY COST	4,749,356	4,672,618	4,348,902	4,348,902	(323,916)	(6.93)%

POSITIONS **92** **92** **94** **94** **2**

Departmental Purpose

The services performed by the Assessor/Clerk-Recorder's Office are mandated by the California Constitution and the California Government Code. The mission of the Assessor/Clerk-Recorder's Office is multi-faceted.

Assessor Division

For the Assessor's Office the mission is to accurately determine the taxable value of Tulare County land, improvements, business and personal property, assessable boats and aircraft in compliance of State, County and local laws. This Office is responsible for identifying property and its ownership and placing value on all taxable property within the County. This information is compiled into the Annual Assessment Roll and is reported to the State, the County Administrative Office, Auditor-Controller/Tax Collector-Treasurer and the public.

Other related functions of the Assessor's Office are as follows:

- Appeals: Respond to written appeals from property owners contesting the taxable value on their property. This involves researching and gathering pertinent data to support the values and computations used by the Assessor's Office and meeting with property owners, their representatives and members of the local Assessment Appeals Board (AAB) in a formal appeals hearing. AAB decisions are applied to secured, unsecured and/or supplemental tax rolls.
- Exemptions Program: Receive, examine and process applications from taxpayers requesting property tax exemptions under the California Revenue and Taxation Code.
- Mapping Services: Maintain a complete set of assessment maps geographically

identifying all real property within the County. The California Government Code mandates the creation and maintenance of official assessment maps, each uniquely identifying specific property ownership for valuation and tax purposes and used by Assessor staff, other County Departments, title companies, surveyors, engineers and individual property owners. Maintenance of assessment maps requires creation and amendment to correctly reflect up-to-date information associated with property ownership boundaries and changes. Other critical references to assessment maps are political and jurisdictional boundaries in adherence with Board of Equalization mandates. Mapping Services also provides key information for the development and enhancement of the County's Geographical Information System (GIS).

- Administration: Plan, organize, direct, and support the daily operations of the Office.

Clerk-Recorder Division

The Clerk's Division mission is to timely and accurately handle the various orders for passports, marriage licenses, fictitious business names, notaries and environmental filings, as well as handling requests for certified copies of birth, death and marriage certificates. The Recorder's Division mission is to timely and accurately perform the critical public service function of insuring that official documents are recorded and indexed.

Major Accomplishments in FY 2009/10

Quality of Life

- Promoted and protected agriculture by placing accurate assessments on parcels governed by the California Land Conservation Act of 1965 (CLCA), also known as the Williamson Act or Ag Preserve. Tulare County has over 1.1

million acres enrolled in either the CLCA or the Farmland Security Zone (Super Williamson Act) comprising over 14,000 contracts which must be valued every year. This is a labor intensive task requiring up-to-date annual economic data on nearly seventy different agricultural commodities and/or uses.

- Continued a Countywide residential property assessment value review for properties sold during the recent economic boom years of 2003 thru portions of 2008 to identify those that have lost significant value in the current housing market. As authorized by Proposition 8, over 40,000 properties qualified for temporary assessment reductions of an expected estimate of nearly \$2 billion for the 2010/11 tax roll year.

Organizational Performance

- Identified, located, inspected, analyzed and determined the assessed value of over 153,000 properties; 16,208 business properties; 8,950 watercraft; 530 aircraft; 6,745 agricultural business properties; and, approximately 334 other assessable unsecured properties (water companies, apartments, etc.).
- Prepared the annual Secured, Unsecured and Supplemental Tax Rolls accurately. Secured property tax values, excluding exemptions, which totaled a record \$27 billion for the 2010/11 tax roll. This represents a very slight increase in the tax roll from the previous year. The 2010/11 tax roll was approximately \$270 million more than the 2009/10 roll which represents a .214% increase from the prior year value. Personal property enrollments exceeded \$1.56 billion.
- Recorded and indexed nearly 84,300 official documents; 5,469 orders for

passports, marriage licenses, and such. Processed 21,850 requests for copies of birth, death and marriage certificates.

- Involved in the assessment working of nearly 2,600 Assessment Appeals filed with Board of Supervisors.

Key Goals and Objectives FY 2010/11

- Value all taxable property in Tulare County in order to accurately publish the Secured and Unsecured Assessment Roll.
 - Objective – Value an estimated 148,000 real property accounts, approximately 70,000 more than during a normal year, which is due to continued decline in property values as a result of the weak economy; value an estimated 22,300 business and personal property accounts by June 2011.
- Publish the Secured and Unsecured Assessment Rolls of value every July.
 - Objective – Deliver an accurate and complete assessment to the County Auditor by July 2011.
- Design and implement an in-house data management system by June 2011 for the roll correction process, which will result in reduction of redundancy and error rate by approximately 5%.
 - Objective 1 – Have new roll correction program completed and in service by June 2011, which will result in an approximate 10% decrease in backlog.
 - Objective 2 – Improve efficiency in a multitude of Assessor processes by implementing technology by June 2011 that will automate said processes, which will result in reduced redundancy and error rate by a minimum of 5%.
- Improve and increase efficiency and revenues in the Clerk-Recorder Division.

- Objective 1 – Record and index over 90,000 recorded documents by December 2010, representing an approximate 6% increase from 2009.
- Objective 2 – Process over 25,000 requests for official documents (birth certificates, death certificates, etc.) by December 2010, representing an approximate 14% increase from 2009.

Departmental Budget Request

The Requested Budget represents an overall increase of approximately \$51,539 or 1% in expenditures and an increase of \$375,455 or 10% in revenues when compared with the FY 2009/10 Final Budget. The Net County Cost is decreased by \$323,916 or 7%.

Significant areas with major changes between the FY 2009/10 Final Budget and the FY 2010/11 Requested Budget are as follows:

- Other Charges increase by \$123,774 primarily due to data processing charges.
- Fixed Assets increased by \$30,000 due to the replacement of a vehicle damaged by accident.
- Other Financing Uses decrease by \$27,118 due to vehicle debt service changes.
- COWCAP (County Wide Cost Allocation Plan) decrease by \$47,848 due to changes in the plan.
- Revenue projections increase \$375,455 overall due mostly to increases in property transfer taxes and recording fees related to the slight improvement in the housing market and recent recording fees increase.

Staffing changes reflected in the Requested Budget include the following:

- Add 2 FTE positions to help meet department goals and deadlines and to address critical increases in workloads. Requested additional positions are:
 - 2 Title and Administrative Technicians

County Administrator's Recommendation

The budget is recommended as submitted.

Pending Issues and Policy Considerations

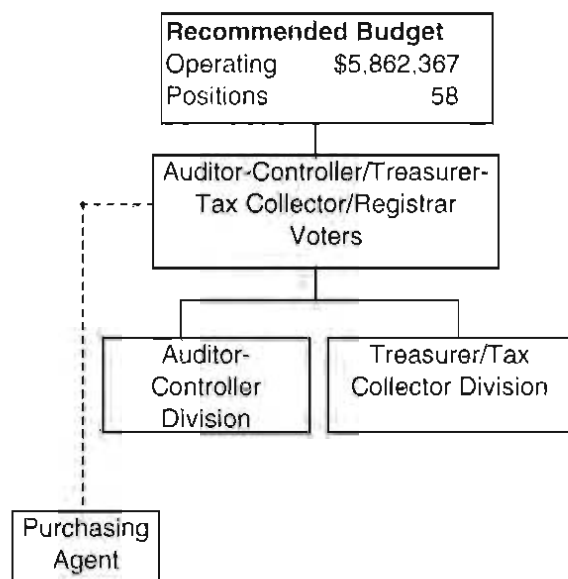
There are no pending issues or policy considerations.

Department Head Concurrence or Appeal

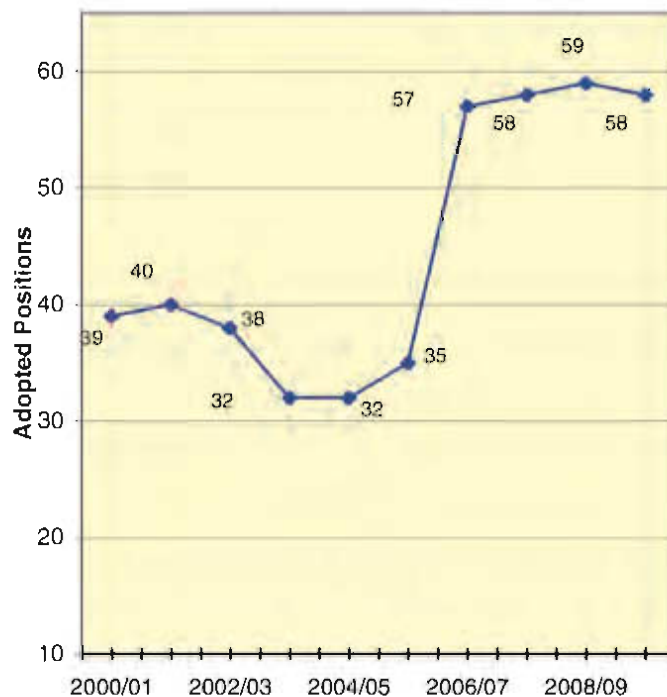
The Department Head concurs with the Recommended Budget.

**Rita Woodard, Auditor-Controller/
Treasurer-Tax Collector/Registrar of Voters**

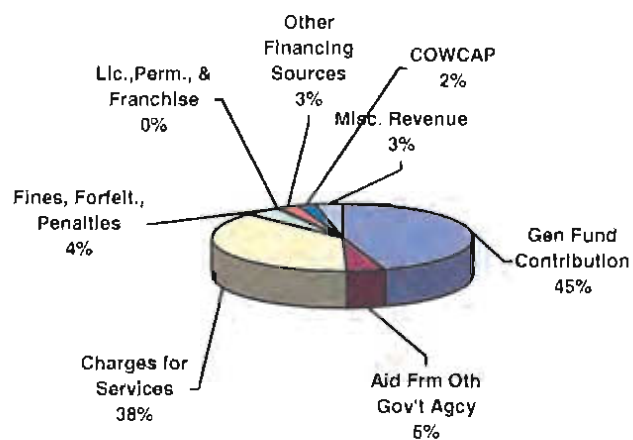
**Auditor-Controller/Treasurer-
Tax Collector/Registrar of Voters**



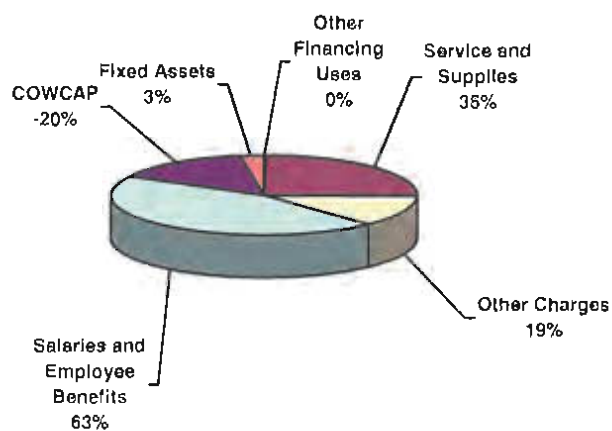
STAFFING TREND



SOURCE OF FUNDS



USE OF FUNDS



Rita Woodard, Auditor-Controller/
Treasurer-Tax Collector/Registrar of Voters

Auditor-Controller/Treasurer-
Tax Collector/Registrar of Voters

FUND: 001

AGENCY: 030

MAJOR ACCOUNTS CLASSIFICATIONS	2008/09 ACTUALS	2009/10 FINAL BUDGET	2010/11 DEPT REQUEST	2010/11 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	1,910,417	2,345,000	2,056,097	2,056,097	(288,903)	(12.32)%
Other Financing Uses	43,328	31,693	27,381	27,381	(4,312)	(13.61)%
Other Charges	1,123,966	1,142,091	1,047,533	1,047,533	(94,558)	(8.28)%
Cowcap	(1,270,768)	(1,147,306)	(1,177,458)	(1,177,458)	(30,152)	2.63 %
Salaries And Employee Benefits	3,678,589	3,724,492	3,698,814	3,698,814	(25,678)	(0.69)%
Fixed Assets	<u>16,121</u>	<u>57,000</u>	<u>210,000</u>	<u>210,000</u>	<u>153,000</u>	<u>268.42 %</u>
TOTAL APPROPRIATIONS	5,501,653	6,152,970	5,862,367	5,862,367	(290,603)	<u>(4.72)%</u>
REVENUES:						
Lic.,Permits & Franchise	7,630	7,500	12,500	12,500	5,000	66.67 %
Fines,Forfeit.,Penalties	211,118	260,000	260,000	260,000	0	0.00 %
Aid Frm Oth Gov'T Agency	37,475	272,958	271,380	271,380	(1,578)	(0.58)%
Charges For Current Serv	2,546,150	2,145,308	2,226,179	2,226,179	80,871	3.77 %
Miscellaneous Revenue	246,511	153,251	187,651	187,651	34,400	22.45 %
Other Financing Sources	75,592	180,000	148,329	148,329	(31,671)	(17.60)%
Cowcap	178,537	232,571	135,744	135,744	(96,827)	(41.63)%
TOTAL REVENUES	<u>3,301,013</u>	<u>3,251,588</u>	<u>3,241,783</u>	<u>3,241,783</u>	<u>(9,805)</u>	<u>(0.30)%</u>
NET COUNTY COST	2,200,640	2,901,382	2,620,584	2,620,584	(280,798)	(9.68)%

POSITIONS

59

58

58

58

0

Rita Woodard, Auditor-Controller/ Treasurer-Tax Collector/Registrar of Voters

Auditor-Controller/Treasurer- Tax Collector/Registrar of Voters

Departmental Purpose

The Auditor-Controller duties are performed under legal authority provided within the Government Code Sections 26880 and 26900. The Auditor-Controller is the principal financial and accounting officer for the County. The mission of the Treasurer is to provide banking services and management of around \$700 million for the County and other jurisdictions located or operating within Tulare County, per Government Code 27000 et. seq. The purpose of the Tax Collector is to provide efficient collection of property tax revenues as mandated by State, County, and local jurisdictions to provide services to the residents of Tulare County, per Government Code 51500 et. seq. and Revenue and Taxation Code 2602. The Registrar of Voters is charged with conducting fair and impartial Federal, State, local, and school elections as mandated by the State of California Election Code, Government Code Section 26802.5, Education Code, Health & Safety Code, Water Code, and the Constitution of the United States.

AUDITOR-CONTROLLER

The Auditor-Controller function includes the following duties:

Administration

- Exercise general supervision of the financial information and accounts of all Departments, Districts, and Agencies under the control of the Board of Supervisors.
- Establish accounting policies, as well as plan, organize, and direct the daily operations of the Department.

General Accounting/Payroll/Training

- Manage the Countywide financial system (AFIN) and process and monitor financial

information for County Departments and Special Districts.

- Maintain the countywide general ledger.
- Enforce accounting policies and procedures.
- Provide accounting training and guidance to all County Departments.
- Monitor budgetary and fiscal activities.
- Ensure financial reporting in accordance with County policies, State and Federal laws, and Governmental Accounting Standards Board guidelines.
- Prepare the Countywide Cost Allocation Plan (COWCAP) for the distribution of overhead expenses in accordance with State and Federal guidelines.
- Process payroll checks and reports for all County employees and selected Special Districts.
- Distribute cash aid payments to Social Services recipients.
- Monitor debt service accounting for all existing County long-term debt and provide all required financial data during application for new debt.
- Provide projections, history, and analysis of financial information to County management for decision-making purposes.

Revenue/Claims

- Monitor and manage General Revenues.
- Audit and pay claims from vendors submitted on payment vouchers.

**Rita Woodard, Auditor-Controller/
Treasurer-Tax Collector/Registrar of Voters**

**Auditor-Controller/Treasurer-
Tax Collector/Registrar of Voters**

- Monitor and manage accounts payable and other bookkeeping functions for Special Districts.
- Reconcile cash, warrants payable, vouchers payable, and encumbrances.
- Assist in the preparation and management of the County Budget.
- Prepare the State Controller's Report.

Internal Audit

- Perform audits, internal control reviews, and special projects as requested by County management.
- Provide technical assistance, cost benefit analysis, research, and review of County policies and procedures.
- Promote internal controls and respond to inquiries regarding deficiencies and/or effectiveness of County operations.

Major Accomplishments in FY 2009/10

Organizational Performance

- Received the Government Finance Officers Association Certificate of Achievement for Excellence in Financial Reporting for the 13th consecutive year.

Key Goals and Objectives FY 2010/11

Organizational Performance

- Develop a fraud, waste and abuse prevention tool kit for County Departments.
 - ❑ Objective 1 – Obtain “best practices” from authoritative sources such as Government Finance Officers Association by December 2010.

- ❑ Objective 2 – Develop a list of services/processes that should be included in the policy by March 2011.
- ❑ Objective 3 – Decide upon the method and format of delivery by April 2011.
- ❑ Objective 4 – Complete a draft of the tool kit for review by May 2011.
- ❑ Objective 5 – Train all County Departments on use of the tool kit by June 2011.

- Develop a reference guide for County Accounting policies and practices.
 - ❑ Objective 1 – Identify County accounting related policies and practices that should be included in the guide by December 2010.
 - ❑ Objective 2 – Decide on method/format for the reference guide by January 2011.
 - ❑ Objective 3 – Complete a draft of the reference guide for review by May 2011.
 - ❑ Objective 4 – Provide training on accessing the reference guide by June 2011.

TREASURER-TAX COLLECTOR

The Treasurer-Tax Collector function includes the following duties:

Cash Management

- Manage pooled funds for public entities and County Departments.
- Provide banking and related services.
- Earn a rate of return which is approximately equal to or greater than the benchmarks established by the investment policy, without sacrificing the safety, principal or liquidity.

**Rita Woodard, Auditor-Controller/
Treasurer-Tax Collector/Registrar of Voters**

**Auditor-Controller/Treasurer-
Tax Collector/Registrar of Voters**

Property Tax Collection

- Bill and collect secured, supplemental, and unsecured property tax assessments.
- Reconcile and maintain tax collection trust funds.
- Pursue collection of delinquent accounts.
- Maintain subdivision, parcel map, and lot-line adjustment work in progress files.
- Publish tax delinquency information and, as needed, conduct tax sale auctions.

Major Accomplishments in FY 2009/10

Organizational Performance

- Assisted the Youth Employment Program of the Community Services and Employment Training agency by providing 13 individuals a total of 3,799 hours of training on answering telephones and assisting Tax Collector customers. The agency has provided 85 individuals with a total of 22,673 hours of training since its inception in 2006.
- Improved customer service with a new phone system in the Tax Collector's office which has reduced the number of incoming calls for the 2009 calendar year over the 2008 calendar year by 34.58%.
- Improved customer service in the Tax Collector's office has reduced the number of tax payers coming to our office for the 2009 calendar year over the 2008 calendar year by 12.67%.
- Invested public monies held in the Treasury and earned a rate of return which was greater than the benchmarks established by

the investment policy, without sacrificing the safety of principle or liquidity.

Key Goals and Objectives FY 2010/11

Organizational Performance

- Improve customer letters and reminder notices to automate the production process for better customer service.
 - ❑ Objective 1 - Work with the County's Information Technology Department and Print and Mail Center to produce a print ready file for processing by September 2010.
 - ❑ Objective 2 - Work with Tax Collector's staff to update the wording on the letters by September 2010.
 - ❑ Objective 3 - Train staff on input requirements for the PIMS system to produce letters that are ready to mail by November 2010.
- Review work flow of the entire office to determine where improvements can be made for better cash management and customer service.
 - ❑ Objective 1 - Create flow charts of current flow for staff review by September 2010.
 - ❑ Objective 2 - Review flow charts for the process and for the segregation of duties by March 2011.
 - ❑ Objective 3 - Make changes as determined by the review by June 2011.
- Research and look for ways to acquire a new cashing system that will work in most County offices while improving cash management, investment opportunities and customer service.
 - ❑ Objective 1 - Travel to near by Counties to see what their processes are and review their systems by July 2010.
 - ❑ Objective 2 - Determine the start up cost for the Treasurer/Tax Collector's

**Rita Woodard, Auditor-Controller/
Treasurer-Tax Collector/Registrar of Voters**

**Auditor-Controller/Treasurer-
Tax Collector/Registrar of Voters**

Division and any additional funds that may be needed by September 2010.

- Objective 3 - Research finance/grant options and select most appropriate option by November 2010.

PROPERTY TAX ACCOUNTING

The Property Tax Accounting function includes the following duties:

- Levy and distribute property taxes.
- Levy and publish annual property tax rates.
- Report to State and local agencies.
- Perform special accounting for the County's Teeter program and for Redevelopment projects.
- Administer the Committee to Cancel Property Taxes formed to hear and decide claims for cancellation of property taxes and penalties.
- Implement State mandated changes to the County's property tax information system.
- Reconcile and maintain the County's 15 property tax rolls.

Major Accomplishments in FY 2009/10

Organizational Performance

- Implemented Assembly Bill (AB) X4 15 and X4 26 which provided funding to schools through two new allocations.
- Computed eight new general obligation bond tax rates for the County's annual property tax rate levy.

Key Goals and Objectives FY 2010/11

Organizational Performance

- Implement changes to the property tax system to accommodate the County's decision to discontinue the Teeter Tax Program.
 - Objective 1 - Work with the Information Technology Department to update Property Information Management System (PIMS) by June 2011.
- Review the Division's procedures to determine how to best use our available resources without affecting our customer service.
 - Objective 1 - Create a list of duties for the Division by September 2010.
 - Objective 2 - Review duties to see if they are necessary or mandated or duplicated in a different Division by November 2010.
 - Objective 3 - Work with other Divisions to best divide duties by June 2011.

REGISTRAR OF VOTERS

The Registrar of Voters function includes the following duties:

- Provide accurate and timely service, meeting all deadlines in accordance with laws and regulations.
- Register voters, maintain voter registration records, and provide voter registration and election information to candidates and campaigns.
- Ensure the timely filing of campaign disclosure statements and act as Filing Officer for Statements of Economic Interests.

**Rita Woodard, Auditor-Controller/
Treasurer-Tax Collector/Registrar of Voters**

**Auditor-Controller/Treasurer-
Tax Collector/Registrar of Voters**

- File and verify State and local initiatives, referendum, and recall petitions.
- Conduct, canvass, and certify the results of all elections.

Major Accomplishments in FY 2009/10

Organizational Performance

- Conducted successful November 2009 Consolidated District Election and June 2010 Gubernatorial Primary Elections.
- Applied for and received Federal grant monies for election officer training

Key Goals and Objectives FY 2010/11

Organizational Performance

- Work with the County's Print and Mail center to produce sample ballots. This will improve customer service and save the County money.
 - ❑ Objective 1 - Work with the Print and Mail Center to produce a print ready file for processing by August 2010.
 - ❑ Objective 2 - Train Election staff to provide information needed by the Print and Mail Center by September 2010.
 - ❑ Objective 3 - Write procedures for this process by May 2011.
 - ❑ Objective 4 - Implement changes as needed by June 2011.
- Review the Division's procedures to determine how to best use our available resources without affecting our registered voters.
 - ❑ Objective 1 - Create a list of duties for the Division by September 2010.
 - ❑ Objective 2 - Review duties to see if they are necessary or mandated or duplicated in a different Division by November 2010.

- ❑ Objective 3 - Implement changes as needed by June 2011.

Departmental Budget Request

The Requested Budget represents an overall decrease of \$290,603 or 5% in expenditures and a decrease of \$9,805 in revenues when compared with the FY 2009/10 Final Budget. As a result, the Net County Cost is decreased by \$280,798 or 10%.

Significant areas with major changes between FY 2009/10 Final Budget and the FY 2010/11 Requested Budget are as follows:

- Services and Supplies decrease of \$288,903 due to very limited election activity in 2011.
- Fixed Asset expenditures of \$153,000 for FY 2010/11 include the following:
 - Cashiering System (\$153,000)
- Included is a one time appropriation of \$13,329 representing the Department's share of its savings from last Fiscal Year.

**County Administrator's
Recommendation**

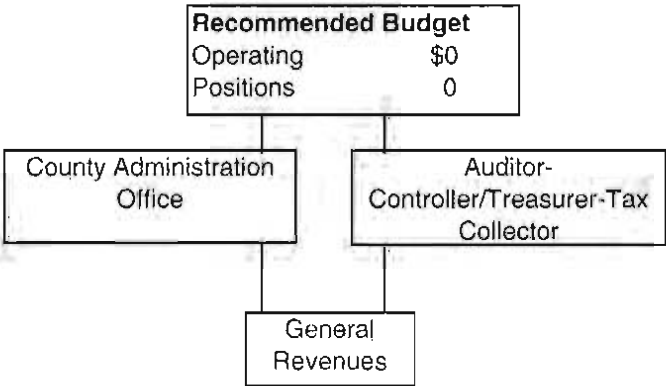
This budget is recommended as submitted.

**Pending Issues and Policy
Considerations**

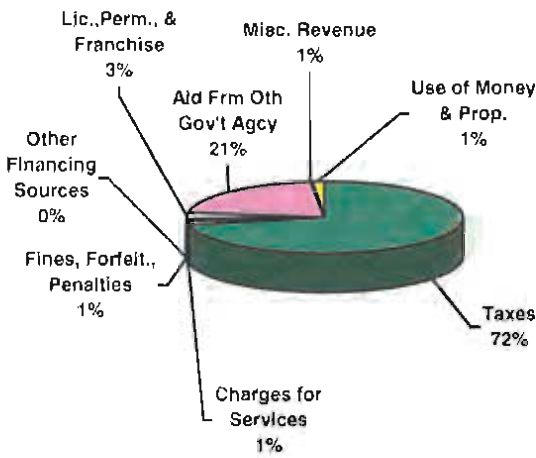
There are no pending issues or policy considerations.

**Department Head Concurrence or
Appeal**

The Department Head concurs with the Recommended Budget.



SOURCE OF FUNDS



FUND: 001
AGENCY: 031

MAJOR ACCOUNTS CLASSIFICATIONS	2008/09 ACTUALS	2009/10 FINAL BUDGET	2010/11 DEPT REQUEST	2010/11 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
REVENUES:						
Taxes	101,600,181	97,166,594	92,392,255	92,392,255	(4,776,339)	(4.92)%
Lic.,Permits & Franchise	5,194,947	4,250,000	3,700,000	3,700,000	(550,000)	(12.94)%
Fines,Forfeit.,Penalties	131,320	153,000	1,150,000	1,150,000	997,000	651.63 %
Use Of Money & Property	2,924,923	1,500,000	1,621,321	1,621,321	121,321	8.09 %
Aid Frm Oth Gov'T Agency	31,323,073	26,589,000	27,073,998	27,073,998	484,998	1.82 %
Charges For Current Serv	2,943,127	2,192,531	2,469,078	2,469,078	276,547	12.61 %
Miscellaneous Revenue	680,419	700,000	700,000	700,000	0	0.00 %
Other Financing Sources	<u>1,767</u>	<u>1,000,000</u>	<u>0</u>	<u>0</u>	<u>(1,000,000)</u>	<u>(100.00)%</u>
TOTAL REVENUES	<u>144,799,757</u>	<u>133,553,125</u>	<u>129,106,652</u>	<u>129,106,652</u>	<u>(4,446,473)</u>	<u>(3.33)%</u>
NET COUNTY COST	(144,799,757)	(133,553,125)	(129,106,652)	(129,106,652)	4,446,473	(3.33)%

Departmental Purpose

The General Revenues Budget receives revenues not attributable to a specific County service or department. These discretionary revenues provide the Board of Supervisors the means of financing programs in accordance with the adopted Board priorities. The types of revenues included are property tax, motor vehicle fees, sales tax, interest earnings, state and federal funds, in lieu funds, and redevelopment pass-through revenues.

Major Accomplishments in FY 2009/10

Not applicable.

Key Goals and Objectives FY 2010/11

Not applicable.

Departmental Budget Request

The Requested Budget represents an overall decrease of \$4,446,473 or 3% in revenues when compared with the FY 2009/10 Final Budget.

The factors contributing to major changes between the FY 2009/10 Final Budget and the FY 2010/11 Requested Budget are as follows:

- Secured Property Tax Roll is expected to decrease by \$2,507,899.
- Property Tax in Lieu of Vehicle License Fees is projected to decrease \$1,608,189.
- Franchise Fees are anticipated to decrease \$550,000.
- In the Triple Flip, the State takes one-half of 1% of local sales taxes. To protect cities and counties from this sales tax loss, the State takes a like amount of property tax from schools and shifts it to the cities and counties to replace the sales tax they gave up. Schools are held harmless because the

State back-fills the property tax loss with State General Fund revenues. For FY 2010/11, the Triple Flip decreases the County's sales tax by approximately \$1,900,000 and increases property taxes by \$1,900,000.

County Administrator's Recommendation

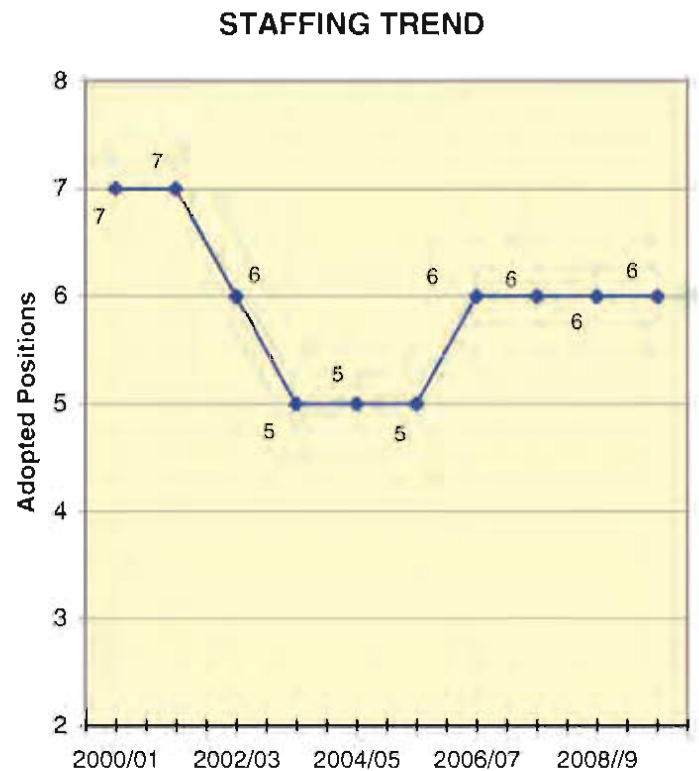
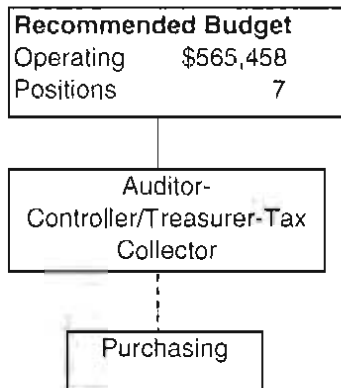
This budget is recommended as submitted.

Pending Issues and Policy Considerations

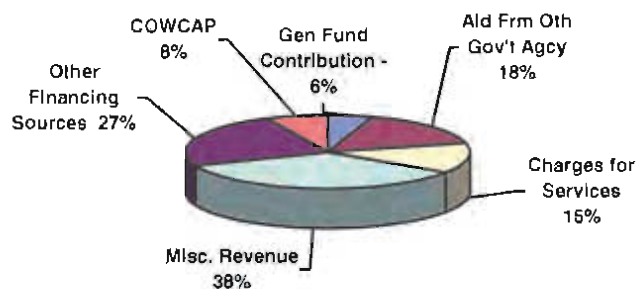
There are no pending issues or policy considerations.

Department Head Concurrence or Appeal

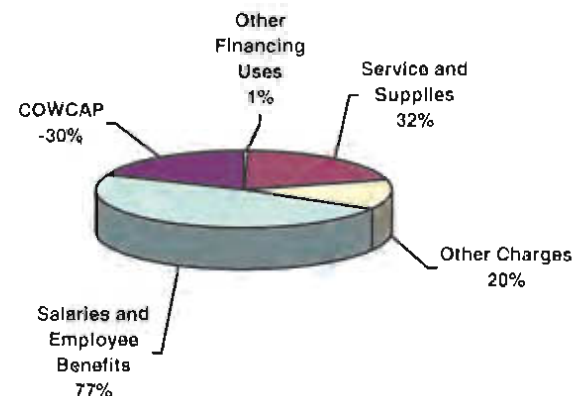
The Department Head concurs with the Recommended Budget.



SOURCE OF FUNDS



USE OF FUNDS



FUND: 001
AGENCY: 032

MAJOR ACCOUNTS CLASSIFICATIONS	2008/09 ACTUALS	2009/10 FINAL BUDGET	2010/11 DEPT REQUEST	2010/11 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Salaries And Employee Benefits	361,328	409,238	434,556	434,556	25,318	6.19 %
Service And Supplies	48,518	137,834	183,025	183,025	45,191	32.79 %
Other Charges	92,003	75,148	112,723	112,723	37,575	50.00 %
Cowcap	(182,807)	(122,471)	(169,455)	(169,455)	(46,984)	38.36 %
Other Financing Uses	<u>5,484</u>	<u>5,484</u>	<u>4,609</u>	<u>4,609</u>	<u>(875)</u>	<u>(15.96)%</u>
TOTAL APPROPRIATIONS	<u>324,526</u>	<u>505,233</u>	<u>565,458</u>	<u>565,458</u>	<u>60,225</u>	<u>11.92 %</u>
REVENUES:						
Aid Frm Oth Gov'T Agency	0	100,000	100,000	100,000	0	0.00 %
Charges For Current Serv	76,859	(2,450)	84,651	84,651	87,101	(3,555.14)%
Miscellaneous Revenue	189,502	146,721	217,960	217,960	71,239	48.55 %
Other Financing Sources	169,163	126,066	151,277	151,277	25,191	19.98 %
Cowcap	<u>92,602</u>	<u>36,765</u>	<u>43,944</u>	<u>43,944</u>	<u>7,179</u>	<u>19.53 %</u>
TOTAL REVENUES	<u>528,126</u>	<u>407,122</u>	<u>597,832</u>	<u>597,832</u>	<u>190,710</u>	<u>46.84 %</u>
NET COUNTY COST	<u>(203,600)</u>	<u>98,111</u>	<u>(32,374)</u>	<u>(32,374)</u>	<u>(130,485)</u>	<u>(133.00)%</u>

POSITIONS

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Departmental Purpose

The purpose of the Purchasing Department is to acquire goods and services for all County departments at the least possible cost through volume buying, standardizing, negotiating, and bidding.

Major Accomplishments in FY 2009/10

Organizational Performance

- Currently e-mailing agreements and contracts to vendors to save the County on printing and mailing costs, as well, as time.
- Working with Departments and vendors on Recycle Project for implementation of recycling and conservation programs throughout the County, including providing employee desk recycling bins in certain Departments, ordering re-refined motor oil for County vehicles, and purchasing eco-friendly janitorial supplies for the Resource Management Agency.
- A special VISA card has been received for the purchases of large dollar items. Working with vendors to accept VISA as final payment.

Key Goals and Objectives FY 2010/11

Organizational Performance

- Develop and implement a Paperless Purchase Order for Countywide potential cost savings and improve delivery and payments of products/services.
 - ❑ Objective 1 - Work with Auditor's Office to acquire updated software program within AFIN system by August 2010.
 - ❑ Objective 2 - Software program available for testing by January 2011.
 - ❑ Objective 3 - Develop training materials for Departments by May 2011.

- ❑ Objective 4 - Implementation of paperless Purchase Order Program for FY 2011/12.

- Provide to County Departments a current Purchasing Policy and Procedures Manual.
 - ❑ Objective 1 - Conduct audit of the current Policy and Procedures Manual identifying outdated information to be removed from the manual by July 2010.
 - ❑ Objective 2 - Compile new information and processes into Policy and Procedures Manual by August 2010.
 - ❑ Objective 3 - Conduct Training of Policy and Procedures Manual to Purchasing staff, County departments by October 2010.
 - ❑ Objective 4 - Distribution of Policy and Procedures Manual to County representatives by November 2010.
 - ❑ Objective 5 - Conduct a survey of selected County Departments to determine Customer Service Satisfaction in the Policy and Procedure Manual roll out by December 2010.

Departmental Budget Request

The Requested Budget represents an overall increase of \$60,225 or 12% in expenditures and an increase of \$190,710 or 47% in revenues when compared with the FY 2009/10 Final Budget. As a result, the Net County Cost has decreased \$130,485 or 133% when compared with the FY 2009/10 Final Budget.

Significant areas with major changes between the FY 2009/10 Final Budget and the FY 2010/11 Requested Budget are as follows:

- Service and Supplies increase \$45,191 due to additional professional services. Included is a one time appropriation of \$26,277 representing the Department's share of its savings from last Fiscal Year.

- Other Charges increased \$37,575 primarily due to Internal Service Fund charges.
- Countywide Cost Allocation Plan (COWCAP) charges increase \$46,984 due to changes in the Plan.
- Included is a one time appropriation of \$26,277 representing the Department's share of its savings from last Fiscal Year.
- Revenue Projections increased \$190,710 overall due to rebates from the San Joaquin Air Pollution Control District.
- Staffing changes reflected in requested budget that were approved by the Board of Supervisors with an effective date after April 24, 2010 until publication of this budget book include the following:
 - Add 1 FTE position to Surplus Store operations. The additional position is:
 - 1 Surplus Store Clerk

County Administrator's Recommendation

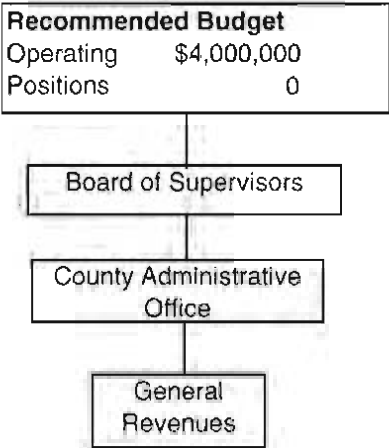
This budget is recommended as submitted.

Pending Issues and Policy Considerations

There are no pending issues or policy considerations.

Department Head Concurrence or Appeal

The Department Head concurs with the Recommended Budget.



FUND: 001
AGENCY: 050

MAJOR ACCOUNTS CLASSIFICATIONS	2008/09 ACTUALS	2009/10 FINAL BUDGET	2010/11 DEPT REQUEST	2010/11 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Other Charges	<u>0</u>	<u>6,000,000</u>	<u>4,000,000</u>	<u>4,000,000</u>	<u>(2,000,000)</u>	<u>(33.33)%</u>
TOTAL APPROPRIATIONS	<u>0</u>	<u>6,000,000</u>	<u>4,000,000</u>	<u>4,000,000</u>	<u>(2,000,000)</u>	<u>(33.33)%</u>
NET COUNTY COST	0	6,000,000	4,000,000	4,000,000	(2,000,000)	(33.33)%

Departmental Purpose

This budget is used to protect the County against unforeseen expenditure requirements and failure to realize anticipated revenues. If needed, appropriations from this budget may be transferred to another General Fund budget with the approval of the Board of Supervisors by a four-fifths vote. State law authorizes appropriations for contingencies in an amount not exceeding 15% of the total appropriations from the fund exclusive of the amount of the appropriation for contingencies.

Major Accomplishments in FY 2009/10

Not applicable.

Key Goals and Objectives FY 2010/11

Not applicable.

Departmental Budget Request

The Requested Budget represents an overall decrease of \$2,000,000 or 33% in expenditures when compared with the FY 2009/10 Final Budget. As a result, the Net County Cost is decreased \$2,000,000 or 33% when compared with the FY 2009/10 Final Budget.

The factors contributing to the major change between the FY 2009/10 Final Budget and the FY 2010/11 Requested Budget are as follows:

- The negative impacts on the County of a weak economy and state budget takeaways mean that additional funds from Contingency are required to supplement budgeted appropriations for FY 2010/11 and help balance the General Fund.

County Administrator's Recommendation

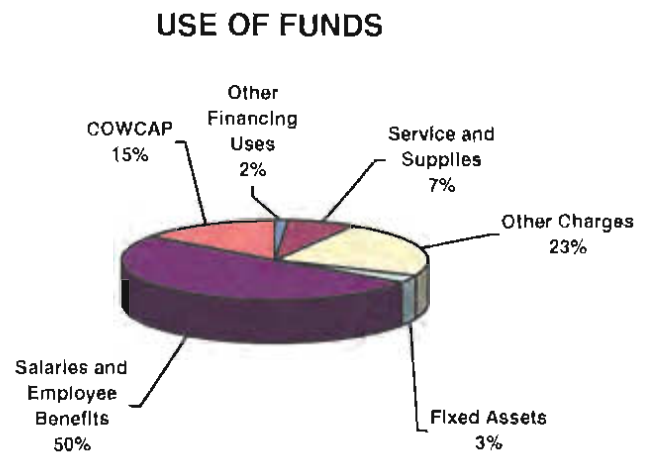
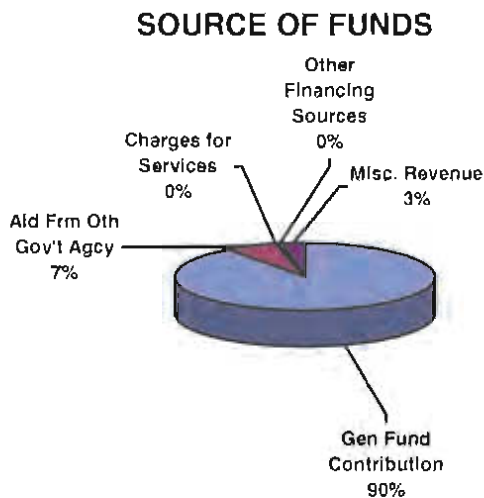
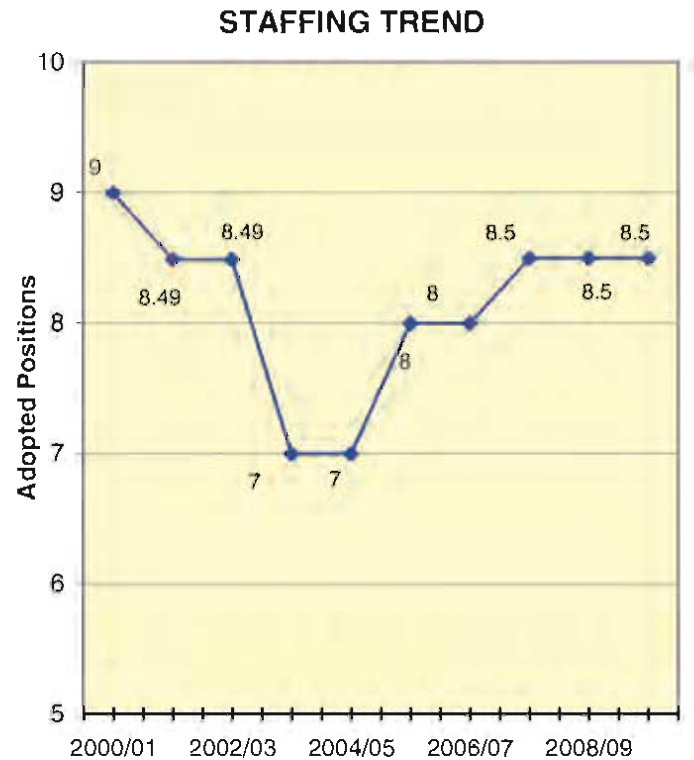
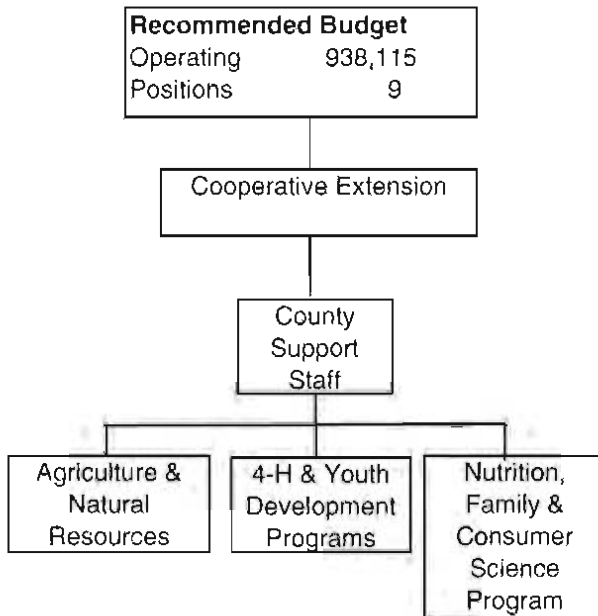
This budget is recommended as submitted.

Pending Issues and Policy Considerations

There are no pending issues or policy considerations.

Department Head Concurrence or Appeal

The Department Head concurs with the Recommended Budget.



FUND: 001
AGENCY: 055

MAJOR ACCOUNTS CLASSIFICATIONS	2008/09 ACTUALS	2009/10 FINAL BUDGET	2010/11 DEPT REQUEST	2010/11 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	69,776	86,760	67,072	67,072	(19,688)	(22.69) %
Other Financing Uses	38,042	45,532	13,050	13,050	(32,482)	(71.34) %
Other Charges	235,025	204,631	215,222	215,222	10,591	5.18 %
Cowcap	128,421	148,719	141,883	141,883	(6,836)	(4.60) %
Fixed Assets	5,638	0	29,000	29,000	29,000	0.00 %
Salaries And Employee Benefits	<u>422,116</u>	<u>440,072</u>	<u>471,888</u>	<u>471,888</u>	<u>31,816</u>	<u>7.23 %</u>
TOTAL APPROPRIATIONS	899,018	925,714	938,115	938,115	12,401	<u>1.34 %</u>
REVENUES:						
Aid Frm Oth Gov't Agency	18,297	22,107	61,114	61,114	39,007	176.45 %
Charges For Current Serv	3,135	3,000	3,000	3,000	0	0.00 %
Miscellaneous Revenue	8,971	4,000	25,788	25,788	21,788	544.70 %
Other Financing Sources	<u>9,538</u>	<u>0</u>	<u>4,880</u>	<u>4,880</u>	<u>4,880</u>	<u>0.00 %</u>
TOTAL REVENUES	<u>37,941</u>	<u>29,107</u>	<u>94,782</u>	<u>94,782</u>	<u>65,675</u>	<u>225.63 %</u>
NET COUNTY COST	861,077	896,607	843,333	843,333	(53,274)	(5.94) %

POSITIONS	8.5	8.5	9	9	.5
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Departmental Purpose

The mission of the University of California Division of Agriculture and Natural Resources is to serve California through the creation, development and application of knowledge in agricultural, natural, and human resources.

University of California Cooperative Extension (UCCE) brings together Federal, State and County governments into a voluntary partnership. Cooperative Extension was established by Congress with the Smith-Lever Act of 1914 and is authorized under the provisions of the State of California Education Code, Section 32330. This joint effort between the University of California (UC), the United States Department of Agriculture, and Tulare County began in 1918.

UCCE has agriculture, natural resources, 4-H, nutrition, family, and consumer sciences staff based in county offices. In addition, Cooperative Extension specialists are headquartered at UC Berkeley, UC Davis, and UC Riverside, where they conduct research and collaborate in county programs. As a part of the land-grant institutions, UCCE's mandate is dedicated to the welfare, development, and protection of agriculture, natural resources, and people of California.

County farm advisors' work is to enhance Tulare County agricultural productivity, competitiveness and sustainability of the food system. Advisors collaborate with campus-based Cooperative Extension specialists and campus scientists to research, adapt, and field-test agricultural improvements or solutions and promote the use of research findings.

The 4-H youth development program, with staff in each county office, provides meaningful, learn-by-doing educational activities to children in 4-H clubs and to children participating in school enrichment and after-school programs.

The 4-H program includes an array of exciting new programs for today's youth including rocketry, computer science, and leadership as well as traditional offerings such as cooking, animal husbandry, and sewing.

The nutrition, family, and consumer sciences staff brings the food systems focus to nutrition, food safety, food preparation, as well as finance management. Collaborative partnerships with government agencies and cooperative research projects with industry extend the reach of UC advisors. Workshops, field days, public meetings, newsletters, the mass media, and other communication tools bring information to the community.

Major Accomplishments in FY 2009/10

Safety and Security

- Conducted pesticide and agricultural safety training classes attended by more than 1,000 agricultural workers. Classes were offered in English and Spanish.
- Protected water supply and air quality through research and education efforts:
 - Conducted research and field days to reduce and improve the distribution of nitrogen applied to crops and promote the use of environmentally safe pesticides through Integrated Pest Management.
 - Developed and disseminated critical information on use of nutrients from dairy storage ponds at agronomic rates to protect ground water and maximize returns.
 - Collaborated in the development of alternative strategies for dairy mortality disposal.
- Initiated research for management of beetle larval feeding on walnut roots. Changes to

cultural practices may result in reduced use of chemicals for control of the pest

- Discovered new disease in walnuts, (Thousand Cankers Disease) and alerted the industry. Established monitoring stations to determine transmission of disease. Informed growers of environmental risk of disease transmission by selling walnut wood. Movement of infected wood may be considered a forest bio-security issue.

Economic Well-Being

- Developed new irrigation management techniques for improved efficiencies in young citrus crops that enhance plant health and production while also conserving water.
- A research trial initiated in 2004 examining the decline of Fukumoto navel trees, a widely planted new navel orange was completed answering critical loss of production issues for the citrus industry. Results determined incompatibility between cultivar and rootstock.
- A spring citrus meeting was held addressing Air Quality, Virulent Strains of Tristeza Virus, Asian Citrus Psyllid/HLB Disease and Irrigation System Maintenance. It was attended by 90 growers and allied industry members.
- Industry adaptation through field days lead to improved production efficiencies of 10-40% by reducing the height of orchards, thereby reducing labor and the number of people required to travel to work in the orchards.
- Developed specialty crops and production systems that support economic sustainability for Tulare County. This included blueberry, blackberry and papaya research.
- Developed research and education programs for agronomic crops to keep growers competitive. Included cotton, corn, alfalfa and wheat varieties selection and pest and disease control research.

Quality of Life

- Improved irrigation techniques for citrus crops to improve efficiencies and conserve water.
- Development of Bravo Lake Botanical Gardens in Woodlake, enhancing the community and providing experiential opportunities for youth.
- Improved rangelands and habitat through the Weed Management Area (WMA) program that treated 50 sites totaling over 350 acres for Yellow Starthistle (YST) reducing the spread of YST and the negative impact on County rangelands and habitats.
- Captured grant funding to establish a new WMA Coordinator/Outreach position.
- UC Advisor coordinated construction and maintenance of four soccer fields at Akers and Riggins that are used by Visalia Youth Soccer League and many local schools. Experience and consultation from the UC Advisor has been a major source of information for all of the new soccer fields in Visalia.
- Received funding for Dairy Foods Science Skill-a-thon, an educational activity for youth to share their knowledge and skills gained in the Foods-Nutrition project. A \$5,000 donation from Land O'Lakes Foundation, Inc. is sponsoring the new 4-H activity.
- Conducted 4-H Science, Engineering, and Technology activities with over 1,000 youth

at the Countywide Kids Festival held in Visalia.

- Researched and developed information for parents; Teens and Driving: What Parents Need to Know.
- Conducted the community 4-H club program in which 806 Tulare County youth and 328 adult leaders participated.
- Conducted the 4-H Mini Society, an entrepreneurial program, which was delivered through the HEART after school programs with over 150 youth participating.
- Assisted over 4,000 homeowners with sustainable landscaping practices, provided science based education on sustainable landscape to more than 500 youth, and delivered over 4,000 volunteer hours through the Master Gardener community outreach program.
- Enhanced the annual rose pruning demonstrations at the County Courthouse to a comprehensive garden festival, including instruction on growing your own fruits, vegetables and herbs as well as water conservation practices and safer chemical use practices.
- Provided nutrition education to more than 1,000 Tulare County residents in the Adult Expanded Food and Nutrition Education Program (EFNEP) and the Adult Food Stamp Nutrition Education Program (FSNEP).
- Trained over 165 HEART after school program leaders in nutrition education and physical activity that was extended to more than 1,800 youth through the FSNEP program.
- Recruited and trained 90 new teachers this year in our School Nutrition Education Program for a total of 275 teachers who

extended nutrition education to more than 5,000 youth in Tulare County.

- Provided nutrition education to 750 middle school students during National School Breakfast Week and 800 middle school students at the Dare Day graduation.
- Developed a partnership with the Tulare City Library and provided nutrition education support and program development to the ESTRELLA after school reading program
- Provided nutrition education to more than 700 Tulare County parents in the Head Start Home Base Program, of which over 71% were at or below the poverty level.
- Conducted programs to prevent childhood obesity.
- Worked to reduce future health care costs by providing proven nutrition education. Cost-benefit analysis studies show that for every dollar spent in EFNEP, four to eight dollars are saved in future health care costs. Using these figures, the future health care savings from EFNEP over the past three years would be approximately one million dollars in Tulare County.

Organizational Performance

- Expanded the responsibilities of the Master Gardener Program Coordinator part time position.
- Trained and graduated 37 new Master Gardener program volunteers. This was double the average number of graduates for the program.
- Revised and updated Department web site, reducing mailed newsletters while increasing outreach and public access.
- Expanded use of internal department intranet page thereby improving efficiency.

- Volunteers logged over 74,000 donated hours to UCCE programs.
- Successfully recruited and hired a UC Orchard Systems Farm Advisor for nut, plum and olive growers who will further strengthen department efforts to improve grower and industry profitability and agricultural sustainability.

Key Goals and Objectives FY 2010/11

Safety and Security

- Ensure safe and secure food supplies.
 - Objective 1 – Apply for grant that would support research and education programs to address food safety issues (E.coli) in dairy operations. Grant will be submitted by August and decided by October 2010.
 - Objective 2 - Conduct research for crop utilization and crop factors for irrigation scheduling of mature citrus trees to reduce water use. Data to be compiled by December 2010.
 - Objective 3 - Collaborate with industry and agencies to provide pesticide applicators safety training to Spanish speaking farm workers. Multiple sessions to be conducted before December 2010.

Economic Well-Being

- Enhance competitive, sustainable food systems.
 - Objective 1 - Collaborate in developing guidelines for emergency livestock mortality disposal. The next phase of research results are to be compiled by January 2010.
 - Objective 2 - Corn silage losses and management practices have been researched. Results will be presented at dairy industry meetings in Colorado in July, New Mexico in August and in Visalia in December 2010.

- Objective 3 - Execute and implement research and education programs that address local problems affecting the sustainability and economic viability of agriculture. Meetings for olive growers will be hosted in July and October 2010 to address developments in core cultural practices. Dried plum harvest research results will be delivered at a meeting in December 2010.
- Objective 4 - Conduct research, develop practices and provide education programs to resolve select weed species issues. Seven studies will be conducted for control of Roundup resistant weeds and other difficult to control weeds that will be completed by June 2011.
- Objective 5 – Provide site treatments and education for a target group of landowners to control and contain local invasive weed species, YST. Weed Management Area program plans to treat 40 properties and 300 acres in Tulare County by June 2011.

Quality of Life

- Increase science literacy in natural resources, agriculture and nutrition.
 - Objective 1 - UC Advisor is working with the San Joaquin Valley Air Pollution Control District to identify best management practices that can mitigate emissions from silage. The task force will have periodic meetings concluding in October 2010 and results will be released by January 2011.
 - Objective 2 - Implement a growing and effective Youth Development Program that promotes youth related activities in small communities to enable youth to reach their fullest potential through developing citizenship, leadership and life skills. 4-H Club program plans to involve 800 youth and 300 volunteers for FY 2010/11.

- ❑ Objective 3 - Master Gardener program will promote sustainable landscapes and home gardens appropriate for the Central Valley. Volunteer staff will provide two day per week office service hours. Master Gardeners will conduct four seasonal public events and a major event in February 2011.
- Enhance the health of Californians
 - ❑ Objective 1 - Conduct nutrition and consumer science research and implement programs that address childhood obesity and the human nutritional status, with the intent to reach 4,000 families from EFNEP and FSNEP programs and to expand the School Nutrition Education Program to reach over 5,000 youth by June 2011.
 - ❑ Objective 2 - "EatFit" will expand its reach to youth in more classrooms this coming year and a new program called "WalkFit" that has new physical activity and math curriculum will be introduced by December 2010.

Organizational Performance

- Utilize technology for efficiencies and savings.
 - ❑ Objective 1 - Expand video conferencing capabilities. UC to provide enhanced capabilities to allow system to connect more locations simultaneously by April 2011.
 - ❑ Objective 2 - Continue to integrate technology in program delivery, including improvement and expansion of website presence. A complete website revision is to be completed by October 2010.
- Staff development to capture efficiencies, effectiveness and savings.
 - ❑ Objective 1 - Provide staff training to improve skills. Website maintenance training to be completed by January 2011.

- ❑ Objective 2 - Provide volunteer training to improve communication outreach skills: public speaking, newspaper writing skills, and gardening workshop demonstrations. Recent program graduates are required to volunteer 50 hours of service and acquire 12 hours of continuing education by June 2011. The Program Coordinator is compiling a comprehensive instructions manual to be completed by December 2010.

Departmental Budget Request

The Requested Budget represents an overall increase of \$12,401 or 1% in expenditures and an increase of \$65,675 or 226% in revenues when compared with the FY 2009/10 Budget. As a result, the Net County Cost is decreased by \$53,274 or 6% when compared with the FY 2009/10 Budget.

Significant areas with major changes between the FY 2009/10 Final Budget and the FY 2010/11 Requested Budget are as follows:

- Services and Supplies decrease \$19,688 due to cost saving cuts.
- Fixed Assets expenditures for FY 2010/11 of \$29,000 include the following:
 - 1 Vehicle (\$29,000)
- Other Charges Financing Uses decrease \$32,482 due to significant reductions in debt service for vehicle expenses.
- Included is a one-time appropriation of \$4,880 that represents the Department share of savings from last Fiscal Year.
- Revenue projections increase \$65,675 due to the addition of a grant and insurance settlement recoveries.

**County Administrator's
Recommendation**

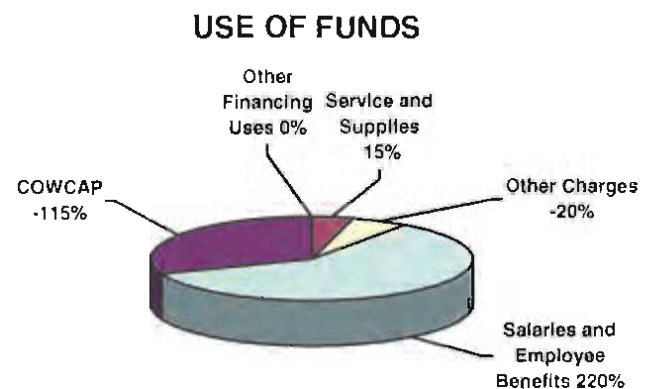
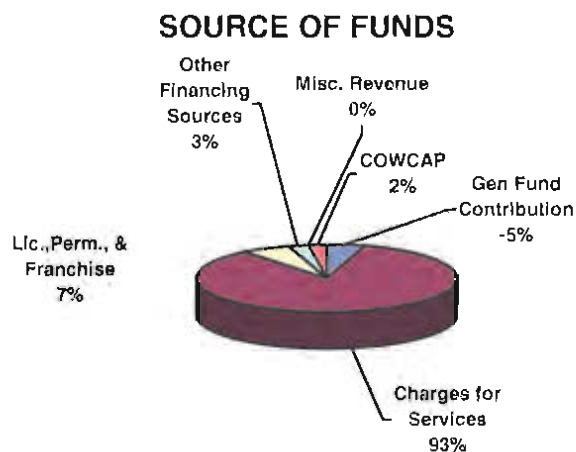
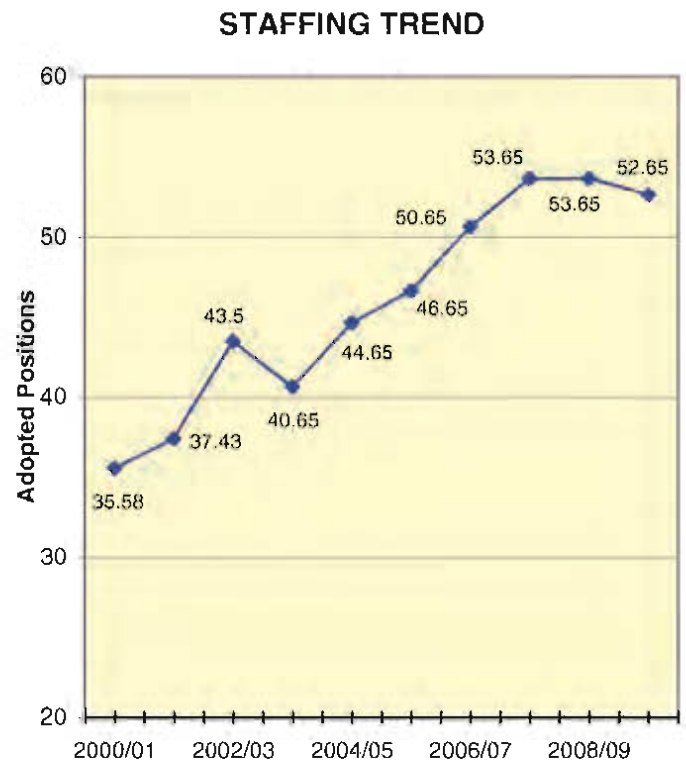
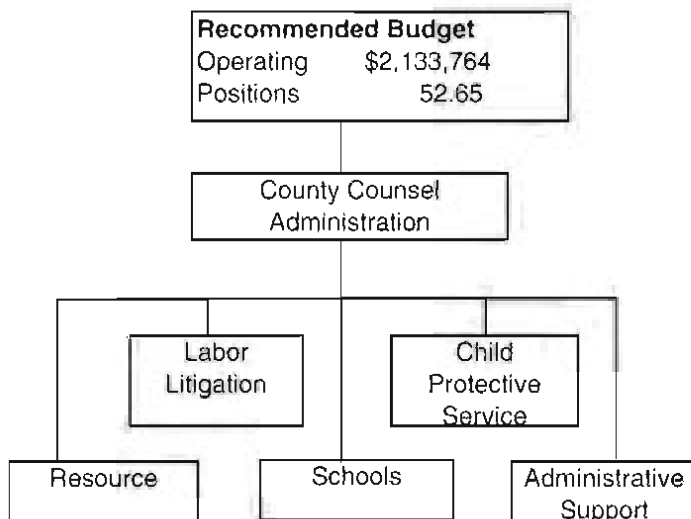
The budget is recommended as submitted.

**Pending Issues and Policy
Considerations**

There are no pending issues or policy
Considerations.

**Department Head Concurrence or
Appeal**

The Department Head concurs with the
Recommended Budget.



FUND: 001
AGENCY: 080

MAJOR ACCOUNTS CLASSIFICATIONS	2008/09 ACTUALS	2009/10 FINAL BUDGET	2010/11 DEPT REQUEST	2010/11 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	313,686	287,097	322,695	322,695	35,598	12.40 %
Salaries And Employee Benefits	4,633,271	4,629,875	4,702,942	4,702,942	73,067	1.58 %
Other Financing Uses	8,123	7,752	8,113	8,113	361	4.66 %
Cowcap	(69,400)	(2,224,587)	(2,453,213)	(2,453,213)	(228,626)	10.28 %
Other Charges	<u>(424,828)</u>	<u>(421,123)</u>	<u>(446,773)</u>	<u>(446,773)</u>	<u>(25,650)</u>	<u>6.09 %</u>
TOTAL APPROPRIATIONS	4,460,852	2,279,014	2,133,764	2,133,764	(145,250)	(6.37)%
REVENUES:						
Lic., Permits & Franchise	163,909	166,000	140,000	140,000	(26,000)	(15.66)%
Charges For Current Serv	3,058,446	2,434,928	1,992,861	1,992,861	(442,067)	(18.16)%
Miscellaneous Revenue	6,841	2,500	502	502	(1,998)	(79.92)%
Other Financing Sources	43,379	0	64,169	64,169	64,169	0.00 %
Cowcap	<u>13,753</u>	<u>15,347</u>	<u>49,351</u>	<u>49,351</u>	<u>34,004</u>	<u>221.57 %</u>
TOTAL REVENUES	<u>3,286,328</u>	<u>2,618,775</u>	<u>2,246,883</u>	<u>2,246,883</u>	<u>(371,892)</u>	<u>(14.20)%</u>
NET COUNTY COST	1,174,524	(339,761)	(113,119)	(113,119)	226,642	(68.71)%

POSITIONS

53.65

52.65

52.65

52.65

0

Departmental Purpose

The mission of the County Counsel office is to provide quality and innovative services to the benefit of our clients and which support the public good. Our vision is to meet the legal challenges facing the County of Tulare in partnership with our clients.

The office of the County Counsel is created by statute. The County Counsel's office provides legal advice and representation to the Board of Supervisors, elected and appointed County officers, County Department Heads and staff, and County Boards and Commissions regarding all civil legal matters facing the County of Tulare.

By a Board approved contract which provides significant financial support for the office, the County Counsel's office also provides services to the Board of Education, the Superintendent of Schools and a consortium of local school districts.

The County Counsel's office includes the Risk Management Division by assignment of the Board of Supervisors. The Risk Management Division provides for the organized protection of the County's physical, fiscal, human and good will assets through the administration of the County's liability insurance, Workers' Compensation and safety programs. Discussion of the Risk Management budget (Agency 035) may be found in the insurance funds budget narrative.

Major Accomplishments in FY 2009/10

The office of the County Counsel provided legal services and support necessary to clients that carry out direct public services. This support in turn provides support for the Board's strategic initiatives and priorities. Examples of this include:

Safety and Security

- Filed 354 petitions; pursued 30 appeals and appellate writs; appeared daily in the County's Juvenile Court for the protection of abused or neglected children.
- Submitted 32 warrants to the Juvenile Court Judge involving the removal of 71 children for dangerous home environments.
- Filed 25 new conservatorship petitions on behalf of the Public Guardian for the protection of gravely disabled adults due to mental illness or adults who were for other reasons unable to care for themselves.
- Pursued collection of 71 bail bond forfeitures and collected \$235,871 in Summary Judgments by representing the County in small claims matters, a 95% increase over Fiscal Year 2008/09.
- Prepared and presented training to social workers on such topics as court report writing, and adoptions procedures used by social workers.
- Supported County Departments in code enforcement in the areas of environmental health, land use, fire and nuisance abatement including prevailing in an administrative hearing and related Superior Court action resulting in judgment in the County's favor of over one million dollars.
- Completed further revision of the Duties of Legal Officer in a legal manual called "Emergencies A to Z."
- The California County Counsels' Association recognized a Deputy County Counsel as having performed extraordinary service benefiting counties Statewide for the work in preparing the legal manual "Emergencies A to Z." The California State

Association of Counties awarded this project in an honorable mention.

- Completed further training of key legal staff on emergency response and preparedness.

Economic Well-Being

- Reviewed or prepared 388 contracts for legal sufficiency and risk transfer.
- Developed and implemented phase one of the Contract Streamlining Project, which has reduced the number of contracts requiring counsel and staff time for review. Since April 2010, 15 contracts were processed under the Streamlining Project.
- Represented the County in most tort litigation using in-house counsel, at substantial savings to the County.
- Obtained a favorable resolution including summary judgment and dismissal in 16 other cases.
- Contributed to amicus curiae [Friend of the Court] briefs on behalf of Counties.
- Contributed to preparation and editing of articles for new County Counsels' Association of California Law Guide.
- Advised the Board of Retirement.
- Litigated disability retirement applications that are set for hearing by the Board of Retirement and obtained resolutions favorable to the County in several cases.
- Advised the Assessment Appeals Board and represented the Assessor in assessment appeals hearings.

- Represented the County and Tax Collector in several matters regarding liens in favor of the County.

- Represented the County in small claims matters, and collected money due to the County as a result of overpayments.

Quality of Life

- Advised the Board of Supervisors, the Tulare County Planning Commission and the Resource Management Agency regarding discretionary land use entitlement matters.
- Advised Tulare County Local Area Foundation Commission and staff regarding annexations of unincorporated territory into the cities.
- Advised the Tulare County Association of Governments regarding transportation funding issues.
- Advised Community Development and Redevelopment to assist with projects for the betterment of the community.
- Advised 44 school districts, the College of the Sequoias, the Tulare County Organization for Vocational Education and the Tulare County Office of Education in legal matters and proceedings.
- Updated and reorganized office Brown Act Booklet benefiting all clients and the public.
- Presented training on sexual harassment for County supervisory employees.
- Advised the Grand Jury.
- Assisted the Elections Department.

- Designed and presented Government 101 which is a class for members of special district boards on legal issues.

Organizational Performance

- Provided 24,526 hours of legal representation on specific matters which includes 738 hours on General Plan Update matters.
- Provided over 15,332 hours of legal advice on Departments' general matters
- Developed and implemented a training program for new attorneys, providing a number of certified hours of Minimum Continuing Legal Education at minimal cost to taxpayers.
- Enhanced collaboration between teams to provide mandatory harassment and discrimination prevention training to school clients as well as representation in administrative procedures.
- Prepared quarterly reports on all litigation to which the County is a party for the Board of Supervisors.
- Opened over 1,584 legal file matters during FY 2009/10.
- Provided over 3,127 hours in advising County Departments with legal processes and requirements surrounding employee discipline and dismissal during this Fiscal Year, an 82% increase over FY 2008/09.
- Improved use of computer software to develop appropriate reports to measure workload and response times.
- Established an opinion library for Health and Human Services Agency.

- Upgraded the content of management system used on County Counsel's password protected web page for clients to include the features, such as a search function, requested by our clients.

- Further used cost tracking system for legal resources developed in prior year. Through a considerable research on cost for: publications, licenses, books and subscription, agency reduced FY 2010/11 item budget by 16%.

Key Goals and Objectives FY 2010/11

Safety and Security

- Improve legal framework for effective civil code enforcement.
 - ❑ Objective 1 - Work with two departments charged with code enforcement to identify those chapters of Tulare County Ordinance Code pertaining to the County's civil code enforcement authority that need to be updated and improved by June 2011.
 - ❑ Objective 2 - Work with clients charged with code enforcement to amend at least one chapter of the Tulare County Ordinance to update and improve the County's civil code enforcement authority by June 2011.
 - ❑ Objective 3 - Update and complete three chapters in a Code Enforcement Manual for use by client staff by June 2011.

Economic Well Being

- Improve County effectiveness in contracting for goods and services:
 - ❑ Objective 1 - Identify and implement two more procedures to streamline contract review to reduce overall staff time needed by April 2011.
 - ❑ Objective 2 - Update Contract Protocols and Insurance manual for clients to use

as resources to develop, negotiate and administer contracts by January 2011.

- Objective 3 - Develop a Contracts Handbook on contracting for goods and services for clients to use as a resource to develop, negotiate and administer contracts by June 2011.
- Objective 4 - Provide three on-line training modules to clients on contracts and contract administration using the Performance Platform Project by June 2011.

Organizational Performance

- Provide on-line training through the Performance Platform Project.
 - Objective 1 - Set up a working Performance Platform software tool to provide on-line training to County employees by June 2011.
 - Objective 2 - Work with clients to identify and develop a variety of trainings through the Performance Platform software tool for individual client use by June 2011.
- Assist in the productivity and efficiency of our clients by improving access to our on-line legal services:
 - Objective 1 - Transition of our current on-line legal resources into the new content management system and other search features requested by our clients by June 2011.
 - Objective 2 - Train each legal team within the office to update their sections of the County Counsel password protected client services website using the new content management system by March 2011.

Departmental Budget Request

The Requested Budget represents an overall decrease of \$145,250 or 6% in expenditures and a decrease of \$371,892 or 14% in revenues when compared with the FY 2009/10 Final Budget. As a result, the Net County Cost is increased \$226,642 or 67% when compared with the FY 2009/10 Final Budget.

Significant areas with major changes between the FY 2009/10 Final Budget and the FY 2010/11 Requested Budget are as follows:

- Services and Supplies increase \$35,598 mainly for anticipated unemployment insurance payments
- Countywide Cost Allocation Plan (COWCAP) charges decrease \$228,626 due to changes in the Plan.
- Included is a one time appropriation of \$64,168 representing the Department's share of its savings from last Fiscal Year.
- Revenue projections decrease overall due to the COWCAP revenue decrease attributable to changes in the Plan despite increases in legal service fees revenue from Deferred Compensation Plan and land use entitlement cases.

Staffing changes reflected in the Requested Budget that were approved by the Board of Supervisors with an effective date after April 24, 2010 until the publication of the Budget Book include the following:

- Deleted 1 FTE filled position to help the Department meet the necessary reductions. The deleted position is:
 - 1 County Counsel Services Analyst

Staffing changes reflected in the Requested Budget include the following:

- Delete 1 FTE vacant position to help fund two Risk Management positions. The requested deleted position is:
 - 1 Assistant Risk Manager
- Add 2 FTE Risk Management positions to better self-administer insurance programs. The requested additional positions are:
 - 1 Risk Management Analyst
 - 1 Safety and Claims Officer-K
- Add 1 FTE position to assist with land use and other County general legal matters. The requested additional position is:
 - 1 Civil Attorney V
- Reclass 1 FTE position to bilingual. The requested reclassified position is:
 - 1 Civil Office Assistant II to Civil Office Assistant-Bilingual

County Administrator's Recommendation

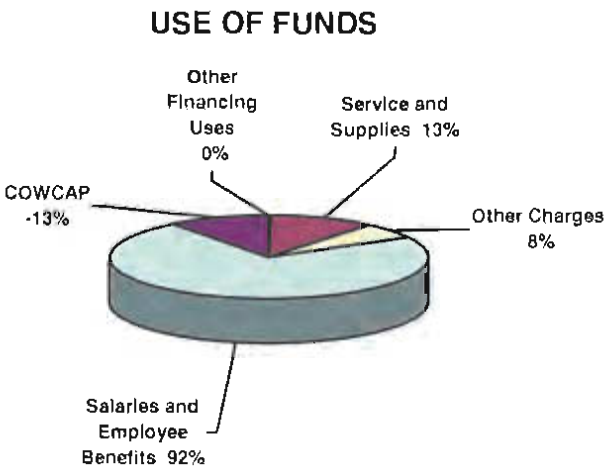
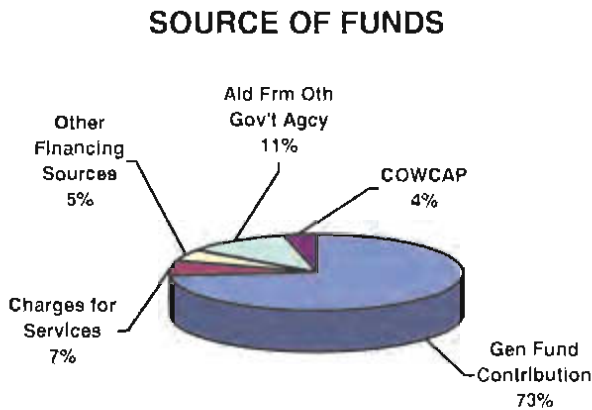
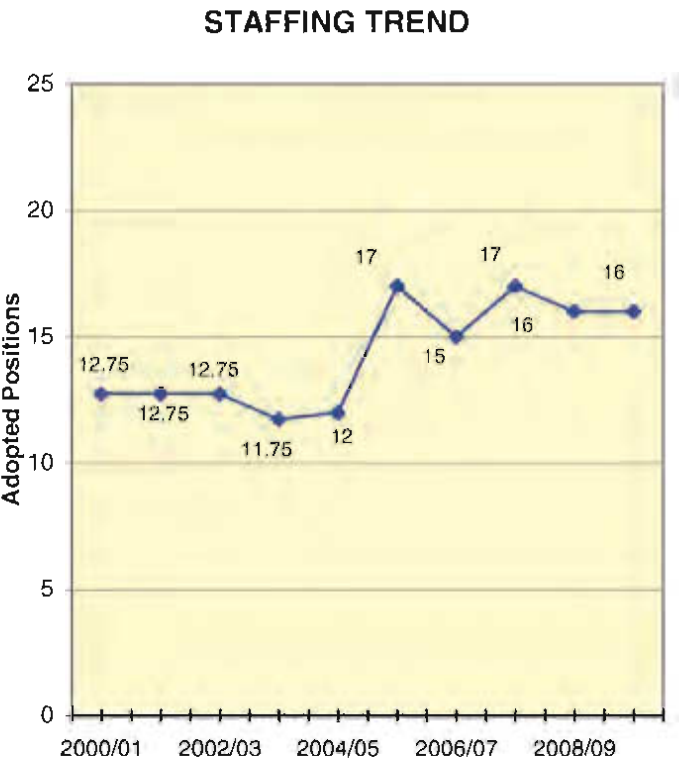
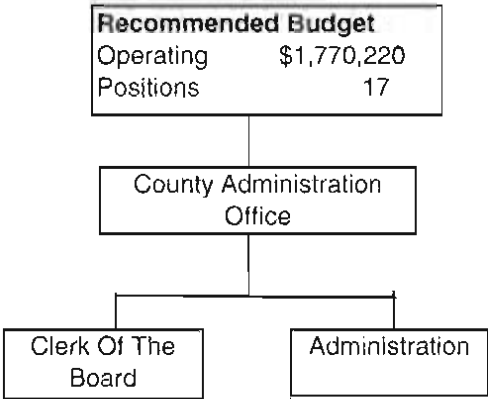
This budget is recommended as submitted.

Pending Issues and Policy Considerations

There are no pending issues or policy considerations.

Department Head Concurrence or Appeal

The Department Head concurs with the Recommended Budget.



FUND: 001
AGENCY: 085

MAJOR ACCOUNTS CLASSIFICATIONS	2008/09 ACTUALS	2009/10 FINAL BUDGET	2010/11 DEPT REQUEST	2010/11 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Other Charges	149,493	133,517	139,020	139,020	5,503	4.12 %
Other Financing Uses	3,205	3,205	3,205	3,205	0	0.00 %
Cowcap	(835,566)	(1,562,896)	(227,978)	(227,978)	1,334,918	(65.41) %
Service And Supplies	43,029	64,483	235,396	235,396	150,913	178.63 %
Salaries And Employee Benefits	<u>1,231,352</u>	<u>1,579,220</u>	<u>1,620,577</u>	<u>1,620,577</u>	<u>41,357</u>	<u>2.62 %</u>
TOTAL APPROPRIATIONS	591,513	237,529	1,770,220	1,770,220	1,532,691	<u>645.26 %</u>
REVENUES:						
Aid Frm Oth Gov't Agency	0	0	200,000	200,000	200,000	0.00 %
Charges For Current Serv	25,376	167,414	116,306	116,306	(51,108)	(30.53) %
Miscellaneous Revenue	4,526	0	0	0	0	0.00 %
Other Financing Sources	0	0	87,732	87,732	87,732	0.00 %
Cowcap	<u>39,466</u>	<u>259,007</u>	<u>64,641</u>	<u>64,641</u>	<u>(194,366)</u>	<u>(75.04) %</u>
TOTAL REVENUES	<u>69,368</u>	<u>426,421</u>	<u>468,679</u>	<u>468,679</u>	<u>42,258</u>	<u>9.91 %</u>
NET COUNTY COST	522,145	(188,892)	1,301,541	1,301,541	1,490,433	(769.04) %

POSITIONS	16	16	17	17	1
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Departmental Purpose

Under the direction of the Board of Supervisors, the County Administrative Officer is responsible for the day-to-day operations of the County, serves as the Clerk of the Board of Supervisors, and prepares the annual budget for the County. Through the coordination of departmental activities, the County Administrative Officer works to resolve differences among departments and ensures that County government operates effectively and efficiently.

The County Administrative Officer and staff shall:

- Oversee all County operations and functions assuring that Board policies are carried out in the most efficient and cost-effective manner.
- Interpret, recommend, and implement all Board policies.
- Forecast and formulate short and long range County plans through strategic planning and the annual budget.
- Review and monitor County budgets, services, and programs.
- Oversee preparation of Board of Supervisors meeting agendas and minutes, maintain all official records, and support the Assessment Appeals Board as Clerk of the Board of Supervisors.
- Review, monitor, and prepare recommendations to Federal and State legislation.
- Review and oversee Countywide position allocation.
- Manage Capital Projects and Major Maintenance.

- Manage General Services.

- Administer contracts as directed by the Board of Supervisors.

Major Accomplishments in FY 2009/10

Safety and Security

- Expanded the Automatic External Defibrillator AED program, installing donated AED units in County facilities and certifying County employees as CPR/AED volunteer responders.
- Established a Business License ordinance to track permitted uses and resolve code compliance issues.

Economic Well Being

- Assisted the Board of Supervisors with analysis and recommendations on the various issues facing the County including State Budget impacts and relationships with cities.
- Participated in the organization of a Resource Advisory Committee in collaboration with the County of Kern and U.S. Forest Service to recommend projects on and around Federal lands for funding applications.
- Developed a Tulare County Tourism Marketing Plan and built strategic alliances with local chambers of commerce, the Sequoia Valley Visitors Council and other tourism partners.
- Developed exhibits for the History of Farm Labor and Agriculture Museum showcasing contributions of Armenian and African Americans to Tulare County agriculture. Partnered with the Tulare County Office of Education to create and implement a series

of educational and cultural programs for the museum.

- Made substantial progress in negotiations with cities regarding the General Plan, Impact Fees, and Revenue Sharing that will culminate in FY 2010/11.

Quality of Life

- Completed the majority of the Mooney Grove master plan.
- Promoted local recreational opportunities through a Mooney Grove Centennial Celebration recognizing the 100th year anniversary of Tulare County Parks and Recreation programs.
- Completed construction on the History of Farm Labor and Agriculture Museum.

Organizational Performance

- Formed a Grant Committee to address training, resources and special topics including the American Reinvestment and Recovery Act (ARRA) of 2009 Federal Stimulus Funding options and reporting.
- Worked with the Strategic Plan Update Committee to identify key strategic issues and conducted an internal survey to solicit feedback related to the plan update.
- Submitted a balanced and financially sound FY 2009/10 Final Budget.
- Identified key State and Federal legislative issues and actively focused on County needs.
- Developed a Financial Trend Monitoring System, a database that will be used as part of the development of the Five Year Financial Plan.

- Finalized and executed a Secret Shopper Program and distributed results to County Departments.

- Joined a public-private partnership with the Central Valley Independent Network (CVIN) to include Tulare County in an 18 county project to develop increased access to broadband internet services in rural areas.

Key Goals and Objectives FY 2010/11

Safety and Security

- Implement Business License ordinance for businesses operating in the unincorporated areas of the County not currently covered by existing requirements.
 - ❑ Objective 1 – Create County Business License Working Group by August 2010
 - ❑ Objective 2 – Investigate processes and procedures and write business license ordinance by December 2010.
 - ❑ Objective 3 – Submit agenda item for approval of business license ordinance to Board of Supervisors by April 2011.

Quality of Life

- Complete master plan for Mooney Grove Park.
 - ❑ Objective 1 – Submit agenda item for approval of Final Mooney Grove Master Plan to the Board of Supervisors by November 2010.

Organizational Performance

- Develop a five year financial forecast to assist in long-term financial planning.
 - ❑ Objective 1 – Create list of data to be forecast by September 2010.
 - ❑ Objective 2 – Develop forecasting software by October 2010.
 - ❑ Objective 3 – Identify data sources and import data by November 2010.

- ☐ Objective 4 – Perform the forecast by December 2010.
- ☐ Objective 5 – Analyze forecast and report results by February 2011.
- Implement financial policies for Tulare County.
 - ☐ Objective 1 – Circulate draft of policies to County Departments for review and comments by January 2011.
 - ☐ Objective 2 – Revise draft to reflect comments and re-submit to Departments for final review by February 2011.
 - ☐ Objective 3 – Revise and finalize policies by April 2011.
 - ☐ Objective 4 – Submit agenda item for approval of policies to Board of Supervisors by May 2011.
- Develop and implement a Countywide Customer Service Program.
 - ☐ Objective 1 - Solicit feedback from Department Heads regarding preferred program content by September 2010.
 - ☐ Objective 2 - Coordinate and develop program with Human Resources by February 2011.
 - ☐ Objective 3 - Implement customer service training by June 2011.
- Develop and implement Impact Fee Program.
 - ☐ Objective 1 – Update transportation impact fee report by February 2011.
 - ☐ Objective 2 – Update November 2008 general report for demographics by February 2011.
 - ☐ Objective 3 – Finalize maintenance of effort with cities to collect impact fees by June 2011.
 - ☐ Objective 4 – Submit agenda item for approval of impact fees to Board of Supervisors by June 2011.

- Complete review and implementation of Administrative Regulations (AR) not implemented in FY 2009/10.
 - ☐ Objective 1 – Coordinate with Human Resources and Development to incorporate several AR's into Personnel Rules by December 2010.
 - ☐ Objective 2 – Coordinate with General Services, County Counsel and Human Resources and Development on remainder AR's by May 2011.
 - ☐ Objective 3 – Submit agenda item for implementation of AR's to Board of Supervisors by June 2011.

Departmental Budget Request

The Requested Budget represents an overall increase of \$1,532,691 or 645% in expenditures and an increase of \$42,258 or 10% in revenues when compared with the FY 2009/10 Final Budget. As a result, the Net County Cost is increased \$1,490,433 or 789% when compared with the FY 2009/10 Final Budget.

Significant areas with major changes between the FY 2009/10 Final Budget and the FY 2010/11 Requested Budget are as follows:

- Services and Supplies Increase \$150,913 mainly due to expenditures related to a State grant.
- Countywide Cost Allocation Plan (COWCAP) charges increase \$1,334,918 due to changes in the Plan.
- Included is a one-time appropriation of \$87,732, representing the Department's share of its savings from last Fiscal Year.
- Revenue projections increase \$42,258 primarily due to a decrease in billed COWCAP revenues and receipt of a State grant.

Staffing changes reflected in the Requested Budget include the following:

- Add 1 FTE position to coordinate grant program. The requested additional position is:
 - 1 Administrative Analyst
- Reclass 1 FTE position to reflect a change in position responsibilities. The reclassified position is:
 - 1 Media and Tourism Manager to Tourism and Film Commission Manager

County Administrator's Recommendation

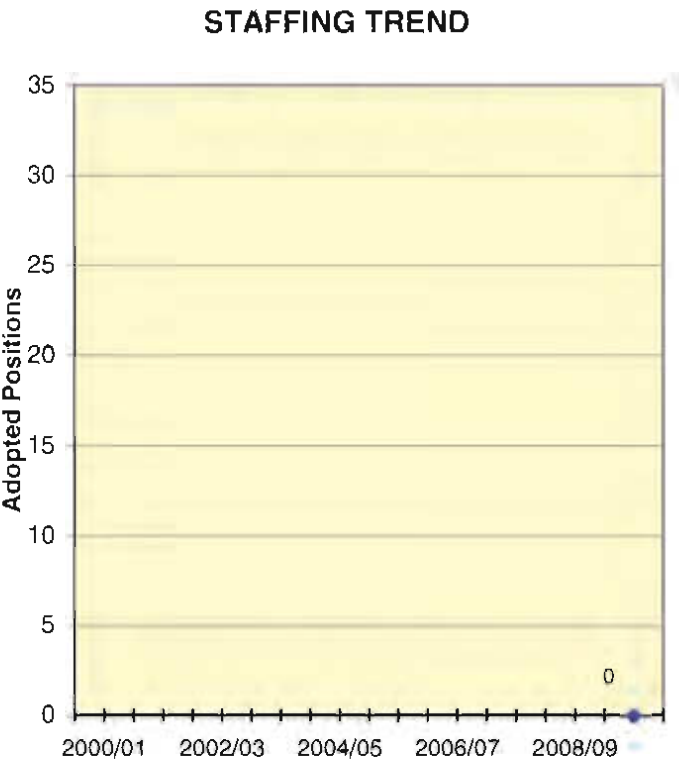
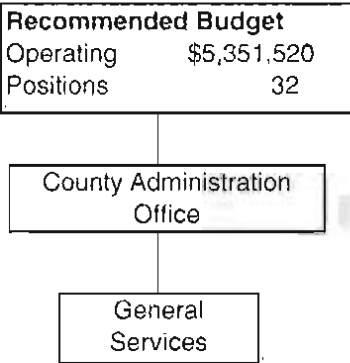
This budget is recommended as submitted.

Pending Issues and Policy Considerations

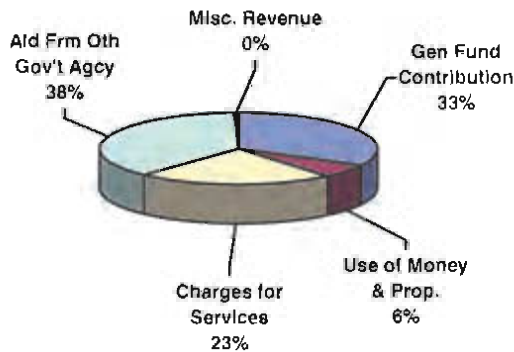
There are no pending issues or policy considerations.

Department Head Concurrence or Appeal

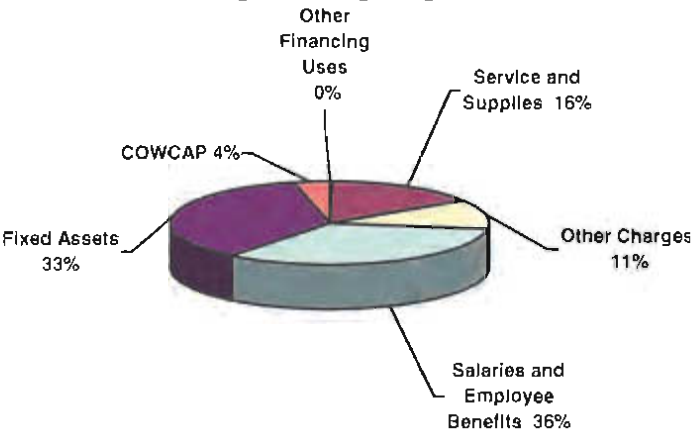
The Department Head concurs with the Recommended Budget.



SOURCE OF FUNDS



USE OF FUNDS



FUND: 001
AGENCY: 087

MAJOR ACCOUNTS CLASSIFICATIONS	2008/09 ACTUALS	2009/10 FINAL BUDGET	2010/11 DEPT REQUEST	2010/11 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Other Charges	0	0	603,014	603,014	603,014	0.00 %
Salaries And Employee Benefits	0	0	1,922,208	1,922,208	1,922,208	0.00 %
Fixed Assets	0	0	1,782,881	1,782,881	1,782,881	0.00 %
Cowcap	0	0	190,451	190,451	190,451	0.00 %
Other Financing Uses	0	0	14,326	14,326	14,326	0.00 %
Service And Supplies	<u>0</u>	<u>0</u>	<u>638,640</u>	<u>638,640</u>	<u>638,640</u>	<u>0.00 %</u>
TOTAL APPROPRIATIONS	0	0	5,351,520	5,351,520	5,351,520	<u>0.00 %</u>
REVENUES:						
Use Of Money & Property	0	0	328,966	328,966	328,966	0.00 %
Aid Frm Oth Gov'T Agency	0	0	2,020,313	2,020,313	2,020,313	0.00 %
Charges For Current Serv	0	0	1,227,292	1,227,292	1,227,292	0.00 %
Miscellaneous Revenue	<u>0</u>	<u>0</u>	<u>23,000</u>	<u>23,000</u>	<u>23,000</u>	<u>0.00 %</u>
TOTAL REVENUES	<u>0</u>	<u>0</u>	<u>3,599,571</u>	<u>3,599,571</u>	<u>3,599,571</u>	<u>0.00 %</u>
NET COUNTY COST	0	0	1,751,949	1,751,949	1,751,949	0.00 %

POSITIONS	0	0	32	32	32
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Department Purpose

As part of the reorganization approved for the Resource Management Agency effective February 2010, several General Services Units were transferred to the County Administrative Office's newly established General Services Division.

The General Services Division is comprised of the following Units: Administration, Courier Services, Lake Patrol, Museum, Parks and Recreation and Property Management.

The General Services Division strives to provide services and support to County residents and County Departments in a timely and friendly fashion with a commitment to quality customer service and products.

Major Accomplishments in FY 2009/10

Organizational Performance

- The new 17,000 square foot Tulare County Museum of Farm Labor and Agriculture opened in November with a successful gala event.
- In conjunction with the Tulare County Office of Education, Museum staff completed three videos, Armenian History, Water and Irrigation, and the Faces of Farming to be used in information kiosks. An 18-minute agricultural video was also produced for use in the Museum Learning Center.
- Two major cultural exhibits were successfully hosted at the new Museum. In December, an opening of the Tulare County Armenian Agriculture Exhibit was attended by over 200 people. In March, a reception for the African American Experience in Tulare County Exhibit was attended by over 300 people. Features of the exhibit include "Allensworth: 100 years of the California Dream," an exhibit on loan from the California African American Museum in Los Angeles and a video interview of Dr. Lonnie Bunch, Museum Director, Smithsonian African American Museum.
- Museum staff completed the Native American Project: "Honoring Our Past: Images of Tulare County's Native Americans" with the printing and framing of 45 photographs which will soon be on display.
- Parks completed the rehabilitation of arbors, benches and barbeques in various parks by way of the Adopt-A-Arbor program.
- Parks coordinated various park events including: two large car shows, Civil War Reenactment, Arbor Day celebration, Mooney Grove Park's Centennial celebration, and the End of the Trail Disc Golf Tournament.
- Over 200 trees were planted in the parks with the assistance of volunteers.
- Parks staff assisted in the installation of Measure R sponsored bike and pedestrian bridge and CSET Cameron Creek Trail projects at Mooney Grove Park.
- Parks designed and completed a 5-acre multipurpose recharge basin at Mooney Grove Park.
- An updated GPS Park Tree Inventory with risk assessment and maintenance recommendations was completed.
- Parks staff actively participated in the Mooney Grove Master Plan design process.
- Parks commenced the transfer of the Elk Bayou Park and Elk Bayou Soccer Complex with the City of Tulare.

- Property Management has provided support for several major road projects. This includes the processing of over 60 Right of Way purchases for Road 108 and facilitating related escrows. Over 100 Right of Way purchases and associated escrows were completed for Road 80.
- Property Management assisted in the completion of the new TulareWORKs office in Visalia. The grand opening was July 2009.

Safety and Security

- Lake Patrol conducted 14 water classes for youth groups in school classrooms and at the two lake visitor centers.
- Lake Patrol provided water safety information to the public at the Tulare County Fair and Porterville County Fair.
- Lake Patrol purchased and initiated service of a new patrol boat at no cost to the County by utilizing State equipment funds.

Key Goals and Objectives FY 2010/11

Organizational Performance

- Develop a Mission Statement and Vision for General Services to establish an identity and define the newly formed Division for internal and external customers.
 - ❑ Objective 1 - Brainstorm with General Services staff by November 2010.
 - ❑ Objective 2 - Adopt new Mission Statement and Vision for the newly created General Services Department by December 2010.
- Provide County customers with improved billings and information through integration of General Services Software.
 - ❑ Objective 1 - Work with Information Technology (IT) to identify current

- software and assess integration requirements by September 2010.
- ❑ Objective 2 - Coordinate with IT to complete software programming, integration and testing by November 2010.
- ❑ Objective 3 - Integration of all General Services software by December 2010.
- To provide accurate estimates for budgeting purposes complete a comprehensive review of the Facilities and General Services Estimates Rate Book.
 - ❑ Objective 1 - Verify all data within the Rate Book is correct by September 2010.
 - ❑ Objective 2 - Coordinate with Fiscal Department to review current databases used to produce estimates by October 2010.
 - ❑ Objective 3 - Review set up of Rate Book with customer Departments by November 2010.
 - ❑ Objective 4 - Edit Rate Book to fulfill customers' needs by December 2010.
- Provide improved water safety to public by reducing repeat offenders on the water.
 - ❑ Objective 1 - Create a database of Lake Patrol issued warnings and citations by January 2011.
 - ❑ Objective 2 - Develop implementation and distribution of database to enforcement agencies by March 2011.
- Fulfill State curriculum requirements for schools through increased use of County Museum.
 - ❑ Objective 1 - Work with the IMPACT program at Tulare County Office of Education to develop review of required curriculum by September 2010.
 - ❑ Objective 2 - Develop implementation plan to increase number of schools utilizing the County museum annually by June 2011.

- Improved public access to County Parks to begin Renovation Projects.
 - ❑ Objective 1 - Renovate Alpaugh Playground by December 2010.
 - ❑ Objective 2 - Review and assess compliance with American with Disability Act of County parks and park restroom facilities by June 2011.
- Provide for efficient and accurate data retrieval for customers through upgrade of Property Management Database.
 - ❑ Objective 1 - In cooperation with IT develop new property database by March 2011.
 - ❑ Objective 2 - Train staff and transition to new property database by May 2011.
- Provide timely and efficient Right of Way services for Avenue 416 at Kings River Bridge Road Project.
 - ❑ Objective 1 - Obtain all required title reports by June 2011.
 - ❑ Objective 2 - Obtain property appraisals by June 2011.
 - ❑ Objective 3 - Negotiate Right of Way purchases by June 2011.
 - ❑ Objective 4 - Process agreements to Board by June 2011.
 - ❑ Objective 5 - Open and fund escrows by June 2011.
- Maximize quality and minimize cost of Courier Services for all internal customers.
 - ❑ Objective 1 - Complete assessment of current courier services and customer needs through interactive survey process by September 2010.
 - ❑ Objective 2 - Develop strategies to address identified needs and maximize services by October 2010.
 - ❑ Objective 3 - Implement service strategies by November 2010.

Department Budget Request

The Requested Budget represents \$5,351,520 in expenditures and \$3,599,571 in revenues. The Net County Cost for the newly formed Division is \$1,751,949. This is a newly formed Division; there is no direct prior year comparison. The Resource Management Agency Net County Cost previously associated with these functions was decreased to reflect the transfer of the General Services Units.

- Fixed Assets expenditures in FY 2010/11 of \$47,500 include the following items:
 - 1 John Deere 72" Deck Mower (\$19,000)
 - 1 Brush Chipper (\$28,500)

Staffing changes reflected in the Requested Budget that were approved by the Board of Supervisors with an effective date after April 24, 2010 until the publication of this Budget Book include the following:

- Addition of 8 FTE positions to provide administration services to the Division:
 - 1 Administrative Services Officer II
 - 1 Accountant I/II
 - 1 Senior Account Clerk
 - 4 Account Clerk
 - 1 Clerk Dispatcher

County Administrator's Recommendation

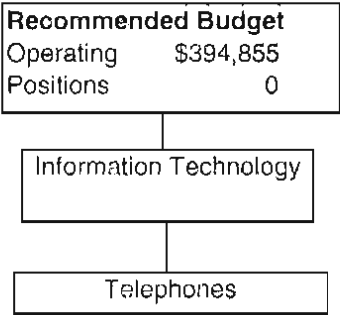
The budget is recommended as submitted.

Pending Issues and Policy Considerations

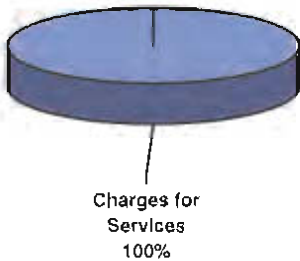
There are no pending issues or policy considerations.

Department Head Concurrence or Appeal

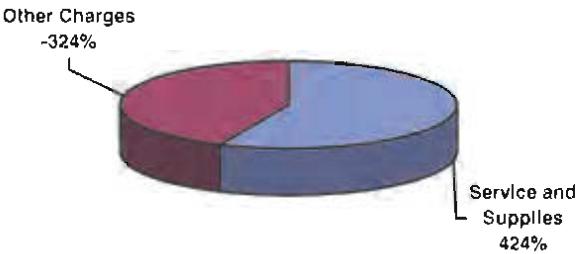
The Department Head concurs with the Recommended Budget.



SOURCE OF FUNDS



USE OF FUNDS



FUND: 001
AGENCY: 091

MAJOR ACCOUNTS CLASSIFICATIONS	2008/09 ACTUALS	2009/10 FINAL BUDGET	2010/11 DEPT REQUEST	2010/11 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	2,119,657	2,056,065	1,676,071	1,676,071	(380,014)	(18.48)%
Other Charges	<u>(1,609,767)</u>	<u>(1,561,362)</u>	<u>(1,281,216)</u>	<u>(1,281,216)</u>	<u>280,146</u>	<u>(17.94)%</u>
TOTAL APPROPRIATIONS	509,890	494,723	394,855	394,855	(99,866)	<u>(20.19)%</u>
REVENUES:						
Charges For Current Serv	523,257	494,723	394,855	394,855	(99,866)	(20.19)%
Miscellaneous Revenue	<u>2</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00 %</u>
TOTAL REVENUES	<u>523,259</u>	<u>494,723</u>	<u>394,855</u>	<u>394,855</u>	<u>(99,866)</u>	<u>(20.19)%</u>
NET COUNTY COST	(13,369)	0	0	0	0	0.00 %

Departmental Purpose

Tulare County Information Technology Department (IT) is responsible for paying the County telephone bills. Telephone bills are paid by IT and are then allocated to County Departments based on actual use. IT also provides services relating to telephone bills such as refund requests, research of unused lines, and other cost savings activities.

Major Accomplishments in FY 2009/10

Organizational Performance

- Identified telephone lines that were not billed correctly and processed refund requests for those billing errors.
- Streamlined the telephone bill distribution process by utilizing electronic data to spot discrepancies in billings.
- Made significant progress in charging and payment of bills within 15 days of bill receipt.

Key Goals and Objectives FY 2010/11

Organizational Performance

- Develop a system to monitor billings for telephone services to protect against overcharges.
 - ❑ Objective 1 - Work with outside vendor to audit charges for telephone services by June 2011.
 - ❑ Objective 2 - Implement a system to electronically review actual charges against contract rates by December 2010.

Departmental Budget Request

The Requested Budget represents an overall decrease of \$99,838 or 20% in both expenditures and revenues when compared

with the FY 2009/10 Final Budget. As a result, the Net County Cost is unchanged when compared with the FY 2009/10 Final Budget.

Significant areas with major changes between the FY 2009/10 Final Budget and the FY 2010/11 Requested Budget are as follows:

- Services and Supplies decrease \$99,838 primarily due to reductions in costs related to the Voice over Internet Protocol (VoIP) project.
- Revenues decrease \$99,838 primarily due to reductions in costs related to the VoIP project.

County Administrator's Recommendation

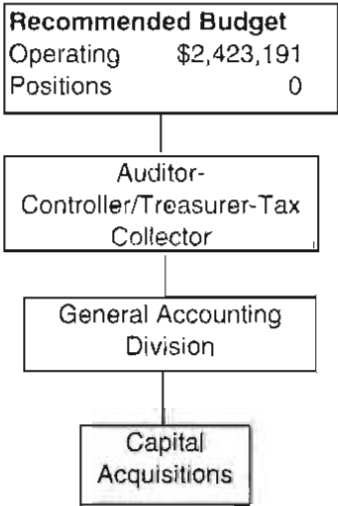
This budget is recommended as submitted.

Pending Issues and Policy Considerations

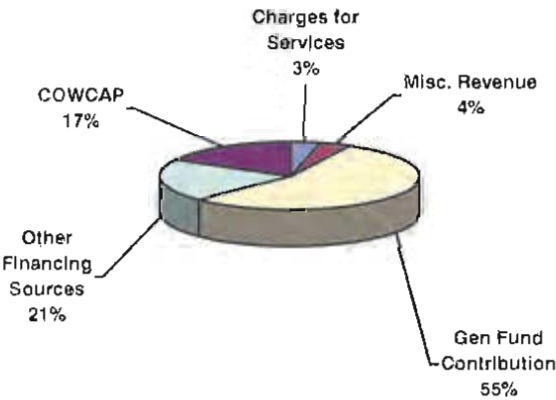
There are no pending issues or policy considerations.

Department Head Concurrence or Appeal

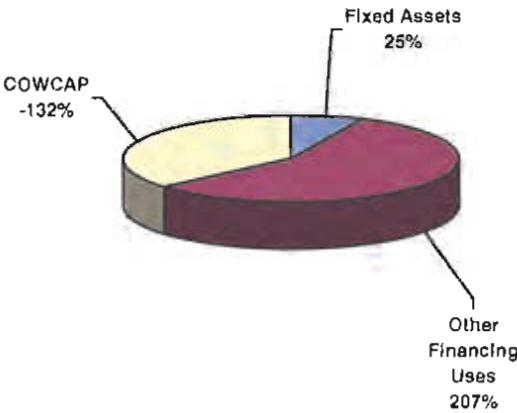
The Department Head concurs with the Recommended Budget.



SOURCE OF FUNDS



USE OF FUNDS



FUND: 001
AGENCY: 095

MAJOR ACCOUNTS CLASSIFICATIONS	2008/09 ACTUALS	2009/10 FINAL BUDGET	2010/11 DEPT REQUEST	2010/11 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Fixed Assets	1,120,142	1,783,465	600,000	600,000	(1,183,465)	(66.36) %
Other Financing Uses	5,019,604	5,019,604	5,019,604	5,019,604	0	0.00 %
Cowcap	<u>(4,193,688)</u>	<u>(3,596,105)</u>	<u>(3,196,413)</u>	<u>(3,196,413)</u>	<u>399,692</u>	<u>(11.11) %</u>
TOTAL APPROPRIATIONS	1,945,858	3,206,964	2,423,191	2,423,191	(783,773)	<u>(24.44) %</u>
REVENUES:						
Charges For Current Serv	77,656	125,192	84,678	84,678	(40,514)	(32.36) %
Miscellaneous Revenue	0	100,000	100,000	100,000	0	0.00 %
Other Financing Sources	984,076	1,683,465	500,000	500,000	(1,183,465)	(70.30) %
Cowcap	<u>205,453</u>	<u>221,064</u>	<u>411,374</u>	<u>411,374</u>	<u>190,310</u>	<u>86.09 %</u>
TOTAL REVENUES	<u>1,267,185</u>	<u>2,129,721</u>	<u>1,096,052</u>	<u>1,096,052</u>	<u>(1,033,669)</u>	<u>(48.54) %</u>
NET COUNTY COST	678,673	1,077,243	1,327,139	1,327,139	249,896	23.20 %

Departmental Purpose

This budget is used to record the payment for all capital assets (buildings, vehicles, and equipment) obtained by the County through capital leases or other long-term financial proceeds.

Department Head Concurrence or Appeal

The Department Head concurs with the Recommended Budget.

Major Accomplishments in FY 2009/10

Not applicable.

Key Goals and Objectives FY 2010/11

Not applicable.

Departmental Budget Request

The Requested Budget represents an overall decrease of \$783,773 or 24% in expenditures and a decrease of \$1,033,669 or 49% in revenues when compared with the FY 2009/10 Final Budget. As a result, the Net County Cost is increased \$249,896 or 23% when compared with the FY 2009/10 Final Budget.

The factor contributing to the changes between the FY 2009/10 Final Budget and the FY 2010/11 Requested Budget is as follows:

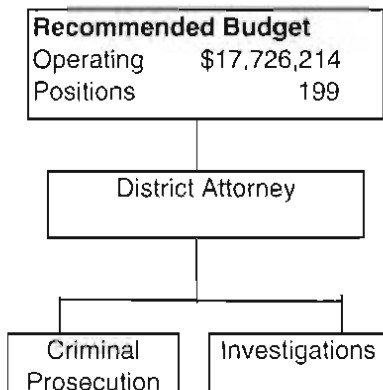
- Final payment for vehicle leases acquired in FY 2008/09 was made in FY 2009/10.

**County Administrator's
Recommendation**

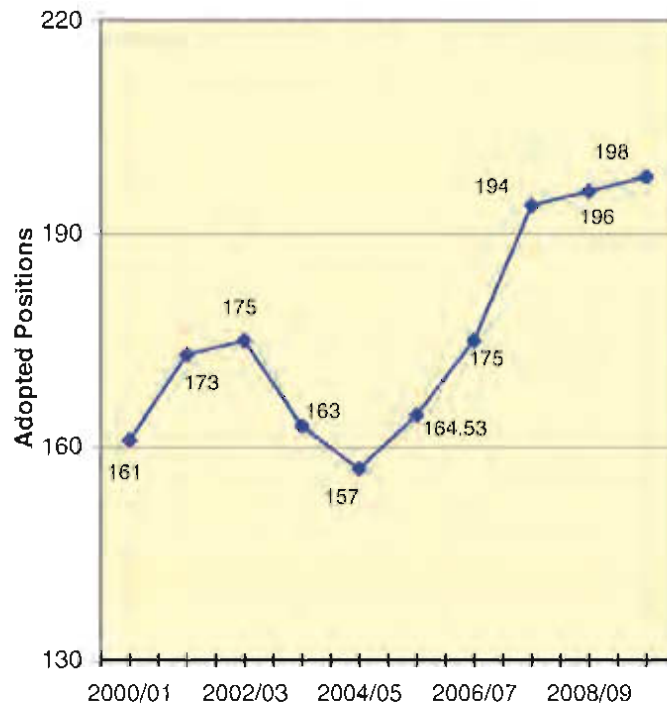
The budget is recommended as submitted.

**Pending Issues and Policy
Considerations**

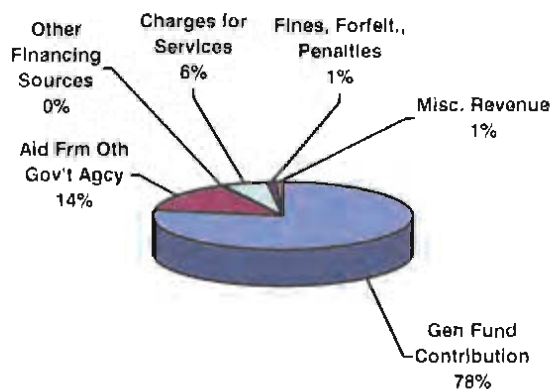
There are no pending issues or policy considerations.



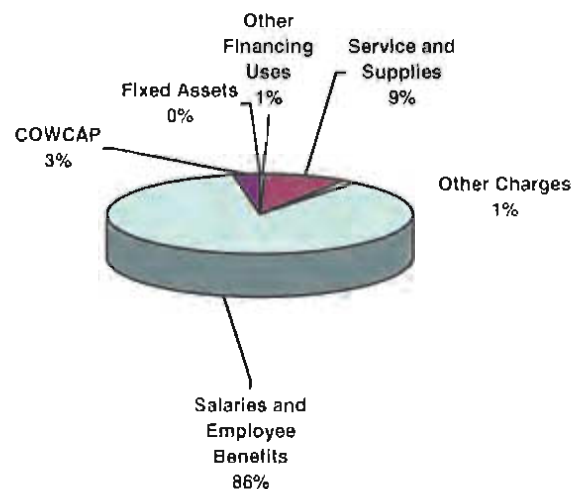
STAFFING TREND



SOURCE OF FUNDS



USE OF FUNDS



FUND: 001
AGENCY: 100

MAJOR ACCOUNTS CLASSIFICATIONS	2008/09 ACTUALS	2009/10 FINAL BUDGET	2010/11 DEPT REQUEST	2010/11 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Other Financing Uses	167,248	179,840	108,978	108,978	(70,862)	(39.40)%
Salaries And Employee Benefits	16,080,301	15,661,318	15,387,815	15,387,815	(493,503)	(3.11)%
Service And Supplies	1,518,380	1,710,339	1,529,959	1,529,959	(180,380)	(10.55)%
Other Charges	203,088	1,264,930	227,171	227,171	(1,057,759)	(82.32)%
Cowcap	477,667	525,265	472,291	472,291	(52,974)	(10.09)%
Fixed Assets	<u>99,110</u>	<u>57,000</u>	<u>0</u>	<u>0</u>	<u>(57,000)</u>	<u>(100.00)%</u>
TOTAL APPROPRIATIONS	18,545,794	19,638,692	17,726,214	17,726,214	(1,912,478)	(9.74)%
REVENUES:						
Fines, Forfeit., Penalties	176,077	291,530	187,346	187,346	(104,184)	(35.74)%
Aid Frm Oth Gov't Agency	2,543,895	3,741,977	2,521,161	2,521,161	(1,220,816)	(32.62)%
Charges For Current Serv	957,758	1,128,903	991,924	991,924	(136,979)	(12.13)%
Miscellaneous Revenue	208,351	139,500	139,500	139,500	0	0.00%
Other Financing Sources	<u>309,380</u>	<u>0</u>	<u>78,961</u>	<u>78,961</u>	<u>78,961</u>	<u>0.00%</u>
TOTAL REVENUES	<u>4,195,461</u>	<u>5,301,910</u>	<u>3,918,892</u>	<u>3,918,892</u>	<u>(1,383,018)</u>	<u>(26.09)%</u>
NET COUNTY COST	14,350,333	14,336,782	13,807,322	13,807,322	(529,460)	(3.69)%

POSITIONS	196	198	199	199	1
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Departmental Purpose

The District Attorney is an elected official. He is part of the Executive Branch of government. The District Attorney is the public prosecutor and the Chief Law Enforcement Officer for the County. The District Attorney prosecutes all criminal cases, adult and juvenile. No one may institute criminal proceedings without the concurrence, approval, or authorization of the District Attorney.

The District Attorney provides advice and assistance to the Grand Jury in its investigation of crime.

Necessary expenses incurred by the District Attorney, in the detection and prosecution of crime, become County charges.

The District Attorney may sponsor, supervise, or participate in any project or program to improve the administration of justice. The jurisdiction of the District Attorney extends to all places and locations within the County, including within the boundaries of incorporated cities. In the enforcement of the law and in the exercise of the powers for which he is elected, the District Attorney acts as both a County officer and a State officer.

The District Attorney is also responsible for the investigation of crime. Such activities are inseparable from the prosecution function. The local police departments and County Sheriff usually conduct routine investigations. Especially complex, specialized, and sensitive investigations mostly fall to the District Attorney. Examples are police involved criminal activity, political corruption, and major economic crimes. Grand Jury investigations and post-filing criminal investigations are also the responsibility of the District Attorney.

ORGANIZATION OF THE OFFICE

The District Attorney's Office is divided into three Bureaus. The Bureaus are: Criminal

Prosecution, Administrative Services and Investigations.

CRIMINAL PROSECUTION BUREAU

The Criminal Prosecution Bureau is responsible for the Visalia, Porterville, Tulare, Juvenile, and the Pre-Trial Courts and all criminal cases heard in those Courts. Criminal cases are divided between General Prosecution cases and Special Prosecution matters. Special Prosecution cases are prosecuted by special units in the areas of rural crime (agricultural crime), white collar crime, real estate fraud, Workers' Compensation insurance fraud, auto insurance fraud, major narcotics, Cal-MMET Clandestine Lab Enforcement, child abuse, rape, domestic violence, violence against women, homicides, welfare fraud, Sexual Assault Felony Enforcement (SAFE), and elder abuse.

During the last year, there has been a significant increase in serious and violent felonies. There was a 24% increase in adult sexual assault cases; 19% increase in child molest cases; 14% increase in homicide; 11% increase in robberies and a 2% increase in burglaries.

Major Accomplishments in FY 2009/10

Safety and Security

- Prosecuted 4,981 felony cases, including 4,307 adult felonies and 526 juvenile felonies.
- Prosecuted 11,826 misdemeanor cases, including 11,300 adult misdemeanors and 526 juvenile misdemeanors.
- Tried 103 felony jury trials (including 12 murder cases with a 100% conviction rate involving nine gang members); 69 misdemeanor jury trials; and three misdemeanor court trials for a total of 72 misdemeanor cases.

- Our subpoena processing unit generated 36,076 subpoenas in 2009.

ADMINISTRATIVE SERVICES BUREAU

The Administrative Services Bureau is comprised of the Administrative Operations Division and the Special Programs Division.

Administrative Operations Division

The Administrative Operations Division consists of the Training and Staff Development Unit, Budget and Fiscal Unit, Human Resources Unit, Case Processing Unit, Information Technology (IT) Unit, Victim and Witness Center, Pre-trial Facility Unit, and the Bad Check Recovery Program.

The Budget and Fiscal Unit handles a \$22.7 million budget and payroll services for over 200 Department members.

The Case Processing Unit consists of Legal Office Assistants assigned between six separate offices that are responsible for the processing of all criminal cases.

The Victim and Witness Center provides a full range of comprehensive services to victims of violent crime in Tulare County.

Special Programs Division

The Special Programs Division consists of the Agriculture Crime Technology Information and Operations Network (ACTION) Project Administration Unit, Grant Administration Unit, Writs and Appeals Unit, Civil Prosecutions Unit, and Forensic Mental Health Unit. This Division is responsible for the development of special projects and programs, including the Special Emphasis Victims Assistance (SEVA) Program, which provides services to Spanish-speaking victims and the Elder Abuse Advocacy and Outreach Program.

The ACTION Project Unit is an important project for Tulare County. It serves to protect the agricultural base of the County from loss by criminal actions. The ACTION Project compliments the State funded Rural Crime Prevention Program.

The Grant Administration Unit is responsible for the administration of all grant funds. The unit secured \$4,377,819 in grant funds to help off-set the prosecution of criminal cases.

The Civil Prosecutions Unit consists of the Public Administrator and Consumer Fraud sections.

The Forensic Mental Health Unit handles forensic mentally ill and developmentally disabled cases referred from the Porterville Developmental Center. The Unit also covers cases in Court where a person is detained by law enforcement pursuant to Welfare and Institutions Code section 5150, criminal cases where a mental defense of insanity is alleged, and sexually violent predator cases.

Major Accomplishments in FY 2009/10

Safety and Security

- Serviced 1,779 new victims or witnesses through the Victim Advocates at the Victim and Witness Center. Cases covered a broad spectrum including homicide, domestic violence and child abuse. The Victim of Crime Compensation Claims Section processed 857 applications for the Victim and Witness Center and paid a total of \$1,097,414 to various service providers Countywide to assist the victims of violent crimes.
- Handled 25,165 cases, through the Case Processing Unit, that were referred for prosecution.

- Assisted senior citizens in 95 cases of elder abuse through the Elder Abuse Outreach and Advocacy Program.
- Filed 53 cases on unlicensed contractors and 17 law suits for unfair business practices through the Consumer Fraud section, returning \$317,094 to consumers.
- Due to the economic decline, grant funding is more important than ever for the District Attorney's Office. This year, the DA's office obtained funds from the Department of Social Services to fund In-Home Supportive Service Fraud Investigation and Program Integrity Efforts. We also obtained American Recovery and Reinvestment Act (ARRA) Federal Stimulus Funds through three grants. Two of these grants benefited our Victim Witness Assistance programs, and included Violence Against Women Act and Victims of Crime Act funds through the California Emergency Management Agency (CalEMA). The third was an Edward Byrne Memorial, Justice Assistance Grant (JAG) through the U.S. Department of Justice, Bureau of Justice Assistance (BJA). The JAG grant includes three County law enforcement agencies and eight local police departments.
- Developed collaborative working relationships with police agencies in Tulare County, as well as, the Probation Department and the Tulare County Sheriff's Department in order to increase funding.
- Prosecuted 233 cases from the Porterville State Hospital in Superior Court, resulting in 308.80 attorney hours and 507.6 Legal Office Assistants' hours being devoted to the preparation of paperwork and appearing in Court.

Quality of Life

- Provided enhanced services to Spanish-speaking victims in 893 cases through the Special Emphasis Victim Assistance Program.

Organizational Performance

- Continued to staff the Adult Pre-Trial Court. 1,238 cases including 935 felonies were disposed of resulting in a significant savings in time, expense and resources.
- Collected \$154,934 to be paid directly to victims of crimes and another \$203,727 in Court orders for restitution to State Crime Victims Compensation Board fund. This fund is accessed by the Victim's Program to cover expenses incurred by victims of crime up to \$70,000 per victimization.
- Collected \$104,412 for victims through the Bad Check Recovery Program for 2,851 bad checks at no cost to the County.
- Provided informal training sessions for ACTION project investigators.
- Obtained 95 convictions and received orders for the collection of \$534,538 of restitution through the Welfare Fraud Unit. \$244,660 of this restitution has already been collected.
- Continued Project Proximity, which locates two District Attorney support staff members at the Visalia Police Department. The Prosecution Assistant reviewed approximately 1,100 misdemeanor reports and charges were filed in over 92% of those cases. Additionally, Court appearances for police officers resulted in 4,758 subpoenas being issued and scheduled by these personnel. This program has increased efficiencies, saved time and greatly reduced

duplicative activity for both agencies with a major advancement of interagency harmony. Project Proximity is primarily funded by the City of Visalia through a Memorandum of Understanding.

BUREAU OF INVESTIGATION

The Bureau of Investigations is divided into three Divisions: Criminal, Special Investigations and Welfare Fraud and Family Support.

Criminal Division

The Criminal Division is responsible for investigating all District Attorney initiated criminal investigations, police and official misconduct investigations, Grand Jury investigations, and post-filing investigations for pending felony and misdemeanor cases.

Special Investigations Division

The Special Investigations Division investigates auto theft, auto insurance fraud, consumer fraud, Workers' Compensation fraud, gang crimes, and real estate fraud.

Welfare Fraud and Family Support Division

The Welfare Fraud and Family Support Division is responsible for investigations of welfare fraud and child support cases.

Major Accomplishments for FY 2009/10

Safety and Security

- Investigated 401 total cases with 31 homicide investigations through the Criminal Division. This constitutes a 44% increase in investigation requests above those requested in 2008.
- The Tulare County Regional Auto Theft Team made 221 arrests for auto theft and chop shop operations and recovered 297 vehicles with a value of \$3,399,140.
- Received 79 referrals for auto insurance fraud.
- The Rural Crimes Investigator assisted in all 13 partner counties, through the Rural Crime and ACTION projects, with arrests, search warrants, and 168 deployments of surveillance equipment countering agricultural crime.
- Worked on 15 gang details resulting in 75 probation searches, 25 parole searches, 304 gang field interview contacts, and 21 felony arrests and 51 misdemeanor arrests of gang members.
- Relocated and maintained contact for 15 witness intimidation cases relocating 25 family members. This was an increase of 67% over the previous year due to the rise in crimes of violence involving threats to victims and witnesses.
- Child Abduction Unit received 18 new parental abduction cases from local law enforcement agencies. In 16 of these cases, children were located and recovered, including two children from Mexico. The children were returned to their custodial parent.
- Completed six public integrity requests involving School Districts, Public Guardian, RMA and Probation Department. These investigations involved 1,206 hours of investigation time.

Key Goals and Objectives FY 2010/11

- Concentrate on our core function of fighting crime. Give special emphasis to combating the growing problem of gang crime.
- Expand electronic filing of cases between the police agencies, the District Attorney's Office and the Courts. This project will

reduce the time and resources expended by each of these agencies.

- Conduct community outreach in the areas of the consumer fraud, elder abuse, insurance fraud and real estate fraud. This will include speaking at various functions, conducting forums and working with allied agencies to promote crime awareness and prevention.

Departmental Budget Request

The Requested Budget represents an overall decrease of \$1,912,478 or 10% in expenditures and a decrease of \$1,383,018 or 26% in revenues compared with the FY 2009/10 Final Budget. As a result, the Net County Cost is decreased \$529,460 or 4% when compared with the FY 2009/10 Final Budget.

Significant areas with major changes between the FY 2009/10 Final Budget and the FY 2010/11 Requested Budget are as follows:

- Salaries and Benefits decrease \$493,503 primarily due to salary savings and deletion of 4 positions.
- Services and Supplies decrease \$180,380 largely due to reductions in contracted services, building rent, equipment maintenance and office supplies.
- Other Charges decrease \$1,057,759 primarily due to contributions to other agencies for the JAG ARRA grant and increases in contra revenue accounts to direct charge staff to the appropriate program.
- Other Financing Uses decrease \$70,862 due to a reduction in debt service.

- Countywide Cost Allocation Plan (COWCAP) charges decreased \$52,974 due to changes in the Plan.
- Included is a one time appropriation of \$2,012 representing the Department's share of its savings from last Fiscal Year.
- Revenue projections decrease \$1,383,018 overall due to Federal Stimulus grants ending and carry over to second year for JAG ARRA .

Staffing changes reflected in the Requested Budget include the following:

- Delete 4 FTE positions due to a reduction in grant funding and an administrative correction. The requested deleted positions are:
 - 1 Senior Account Clerk
 - 3 Attorney V

County Administrator's Recommendation

The budget is recommended as submitted.

Pending Issues and Policy Considerations

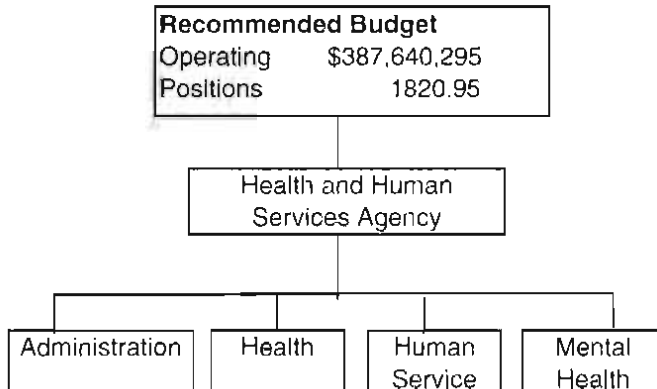
There are no pending issues or policy considerations.

Department Head Concurrence or Appeal

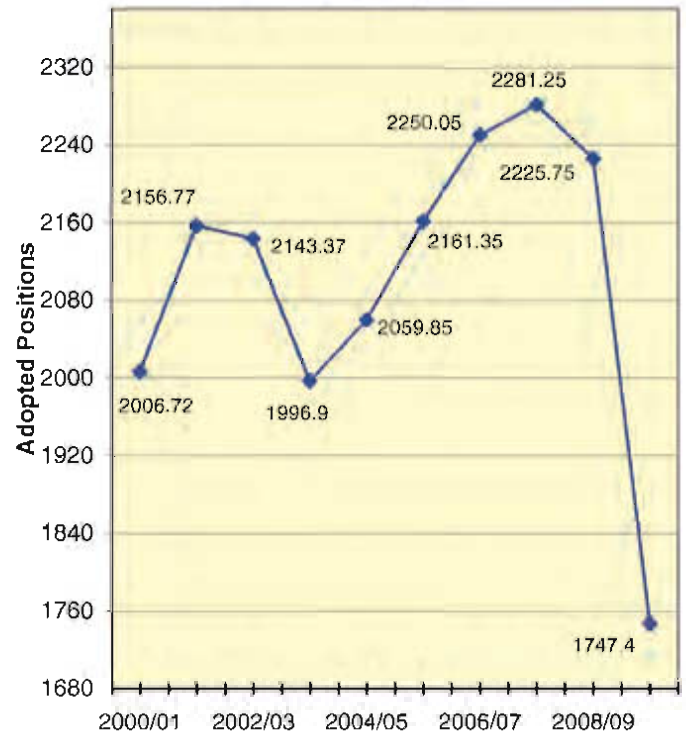
The Department Head concurs with the Recommended Budget.

John Davis
Director

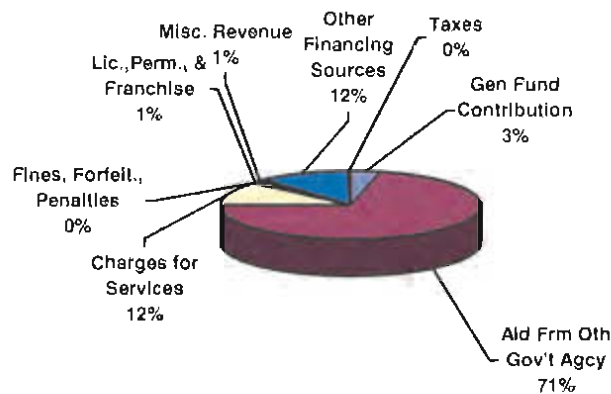
Health and Human Services Agency



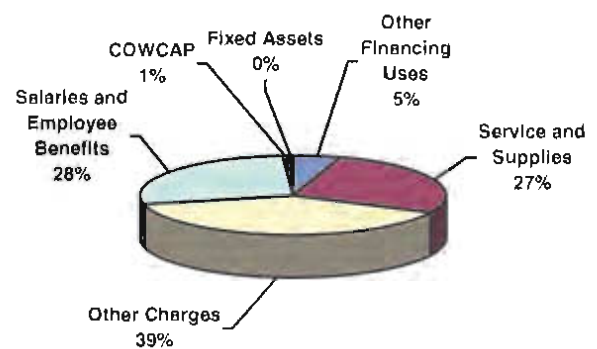
STAFFING TREND



SOURCE OF FUNDS



USE OF FUNDS



FUND: 001
AGENCY: 142

MAJOR ACCOUNTS CLASSIFICATIONS	2008/09 ACTUALS	2009/10 FINAL BUDGET	2010/11 DEPT REQUEST	2010/11 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	85,353,296	107,946,211	106,056,864	106,056,864	(1,889,347)	(1.75) %
Other Charges	151,589,447	148,078,124	151,227,669	151,227,669	3,149,545	2.13 %
Other Financing Uses	19,609,370	19,008,817	18,940,622	18,940,622	(68,195)	(0.36) %
Cowcap	3,621,218	4,851,055	3,217,264	3,217,264	(1,633,791)	(33.68) %
Salaries And Employee Benefits	108,393,078	103,111,171	107,516,514	107,516,514	4,405,343	4.27 %
Fixed Assets	<u>486,106</u>	<u>430,290</u>	<u>681,362</u>	<u>681,362</u>	<u>251,072</u>	<u>58.35 %</u>
TOTAL APPROPRIATIONS	369,052,515	383,425,668	387,840,295	387,840,295	4,214,627	<u>1.10 %</u>
REVENUES:						
Taxes	410,944	653,845	601,551	601,551	(52,294)	(8.00) %
Lic.,Permits & Franchise	2,738,796	2,847,195	2,822,224	2,822,224	(24,971)	(0.88) %
Fines,Forfeit.,Penalties	39,383	16,908	16,908	16,908	0	0.00 %
Aid Frm Oth Gov'T Agency	259,246,977	273,728,515	276,205,250	276,205,250	2,476,735	0.90 %
Charges For Current Serv	42,123,681	45,288,934	45,643,265	45,643,265	354,331	0.78 %
Miscellaneous Revenue	4,173,044	2,819,200	3,239,266	3,239,266	420,066	14.90 %
Other Financing Sources	<u>46,064,312</u>	<u>44,843,320</u>	<u>44,839,570</u>	<u>44,839,570</u>	<u>(3,750)</u>	<u>(0.01) %</u>
TOTAL REVENUES	<u>354,797,137</u>	<u>370,197,917</u>	<u>373,368,054</u>	<u>373,368,054</u>	<u>3,170,137</u>	<u>0.86 %</u>
NET COUNTY COST	14,255,378	13,227,751	14,272,241	14,272,241	1,044,490	7.90 %

POSITIONS	2225.75	1747.4	1820.95	1820.95	73.55
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Departmental Purpose

The Health and Human Services Agency (HHSA) was created in 1995 by bringing together four departments: Health, Mental Health, Public Social Services, and Aging. Currently, after consolidation and realignment, the Agency has four branches, including Administration, Health, Mental Health, and Human Services. The reasons that the Board of Supervisors chose to create the Agency are several. First, the consolidation of departments meant an immediate decrease in the amount of the County contribution that had to be made from the General Fund, a pressing point due to several years of financial difficulties. Second, the ability of one department to support another financially had the effect of largely reducing the "boom and bust" cycles of funding that occur in State and Federal governments. Third, the services to clients could be enhanced, as well as better integrated; the Agency has the capacity to treat a multiplicity of problems, to treat the client holistically. Fourth, each of the departments can be better informed and qualitatively improved by bringing professionals from different disciplines into new settings: for example, Human Services benefits from the infusion of health and mental health professionals working side-by-side with social workers.

The purpose of the Agency is to improve the physical, emotional, and social well-being of the people of Tulare County through programs provided in a caring, collaborative, and culturally respectful manner. Caring for the individual and gaining the trust and respect of the residents of Tulare County has become one of the Agency's primary goals. By working in partnership with community organizations and grouping available resources, the Agency is better equipped to seamlessly provide services on multiple levels. The Agency strives to treat each cultural group represented in Tulare County sensitively by providing valuable

resources to employees, such as mandatory cultural awareness education and workshops.

ADMINISTRATION

Branch Purpose

The Administration Branch of the HHSA is comprised of the following divisions: Human Resources, Facilities, Marketing, Training, Office of Emergency Services, Animal Control, Environmental Quality Control, Project Management, Aging Services, and Fiscal.

Administration plans, develops, implements, and maintains supports and processes that ensure HHSA staff can service the residents of Tulare County.

The Office of Emergency Services (OES) coordinates the emergency preparedness, response, recovery, and mitigation activities for the Tulare Operational Area, which is comprised of the County and all political subdivisions, Special Districts, and tribes therein. OES maintains the County's all-hazards emergency plans and Emergency Operations Center (EOC), and administers the Emergency Management Training and Exercise Plan, the Emergency Management Performance Grant, and the Homeland Security Grant. OES coordinates the local adoption, implementation, and compliance reporting for the California Standardized Emergency Management System (SEMS) and the National Incident Management System (NIMS).

Environmental Quality Control (EQC) division monitors contamination of the environment. EQC oversees the remediation of County-owned properties that have been contaminated; inspects and repairs water backflow devices, thus preventing the contamination of drinking water; and helps in

the review process of County-acquired property.

Although Administration's divisions primarily support departments that facilitate the delivery of services to the community, Animal Control provides services directly to the community at large. The Animal Control program successfully adopts out hundreds of animals each year and provides community outreach activities. Animal Control also provides dog licensing services for County residents and responds to field emergencies, including dog bites, vicious animals, animal neglect, law enforcement requests, and public complaints. Animal Control provides kenneling and holding services for stray, sick, and injured animals that have been picked up or brought to the kennel.

Administration also oversees the Veterans Services Program. The Veterans Services Program provides California veterans and their families with aid and assistance in presenting their claims for veterans' benefits under the laws of the United States and the State of California. These benefits include direct low-cost loans to acquire farms and homes; access to rehabilitative, residential, and medical care services; and college fee waivers for the children of disabled veterans.

Major Accomplishments in FY 2009/10

Safety and Security

- Developed sustainable funding for the Countywide emergency notification system, AlertTC.
- Conducted an Emergency Operations Center tabletop exercise for emergency management staff.
- Initiated development of the Tulare County Multi-Jurisdictional Local Hazard Mitigation Plan.
- Applied for and received a Hazard Mitigation Grant Program (HMGP) award.
- Deployed the WebEOC Resource Manager tool to multiple County and city departments to facilitate the requesting and tracking of mutual aid resources during disasters.
- Began planning for participation in the 2011 Statewide Golden Guardian emergency training exercise.
- Initiated work to complete the Tulare County Mass Evacuation Plan.
- Conducted a complete inventory audit of all State Homeland Security Grant equipment purchases within Tulare County since 2001.

Quality of Life

- Provided support, with fewer resources than FY 2008/09, of professional development courses to ensure the personal health and safety preparedness of Agency staff. Trained outreach staff on skills and tools vital to community education, including cultural competency.
- Assisted an estimated 2,568 veterans and their families to attain benefits and services. This is approximately a 17% increase from FY 2008/09.
- Implemented the "BenefitsCalWIN" project that allows TulareWORKs clients to apply online for Food Stamp and Medi-Cal benefits. Tulare County is the co-pilot county for the 18-county CalWIN consortium.
- Began Phase 1 implementation of the

"AccessCalWIN" integrated voice response system for TulareWORKs clients that allows self-service access to their case information.

- Started Phase 1 implementation of the "Compass" automated appointment scheduling system and associated lobby kiosks and monitors in TulareWORKs district offices to streamline the appointment process at these offices.

Organizational Performance

- Implemented the GE Electronic Medical Records system at the County Criminal Justice facilities.
- Implemented Service-Now, a problem reporting and tracking software tool to enhance support and project management for the re-engineering of a software application used by the Health Branch.

Key Goals and Objectives FY 2010/11

Safety and Security

- Finalize the Tulare County Mass Evacuation Plan.
 - Objective 1 – Conduct multiple stakeholder meetings to develop plan elements by May 2011.
 - Objective 2 – Train responders on the draft plan and conduct an exercise to validate the plan by May 2011.
 - Objective 3 – Finalize plan document, with the knowledge gained from the exercise by June 2011.
- Provide emergency management training to County emergency responders, executives, elected officials, and EOC staff.
 - Objective 1 – Provide four quarterly SEMS/NIMS/Incident Command

Systems training to all levels of responders by June 2011.

- Objective 2 – Provide annual training specific to EOC staff, executives, and elected officials by June 2011.
- Objective 3 – Conduct a needs analysis to identify additional training needed for responders by April 2011 for the FY 2010/11 grant cycle.

Organizational Performance

- Implement the full interface of data elements between the online "BenefitsCalWIN" tool and the CalWIN system to minimize data entry and enhance staff productivity.
 - Objective 1 – Provide the ability to automatically populate all of the Application/Registration data elements from the web site to the CalWIN System by March 2011.
 - Objective 2 – Reduce by 30% the amount of staff time required to enter an application submitted via the Web into CalWIN by June 2011.

MENTAL HEALTH

Branch Purpose

The Mental Health Branch of HHSA is comprised of the following nine divisions: Clinical Services, Psychiatric Emergency Team, Mental Health Plan, Quality Improvement, Criminal Justice Mental Health, Mental Health Services Act (MHSA), Alcohol and Drug Programs, Family Intervention, and Public Guardian/Conservatorship. Services are provided with the least restrictive level of care in order to stabilize and manage psychiatric symptoms, minimize hospitalization, and help consumers achieve the highest possible level of successful functioning in their community.

The Tulare County Department of Mental

Health operates two adult outpatient mental health clinics, one in Visalia (North County) and one in Porterville (South County), as well as the children's outpatient clinic in Porterville. Children's mental health services in Visalia, Dinuba, Tulare, and Exeter are provided by contracted community providers. Services include individual, group, and family counseling; psychiatric evaluation; consultation and medication support; crisis intervention; case management; primary and preventive health care referrals; psychological assessments; school-based counseling; co-occurring residential services; clinical ancillary services; and criminal justice mental health services.

The Psychiatric Emergency Team receives calls from the public, outpatient clinics, law enforcement, and area hospitals. Staff responds to calls requiring emergency mental health assessments under the direction and guidance of the Mental Health Director or his/her designee. Consumers are referred to mental health outpatient clinics, drug and alcohol support groups, and other resources, as clinically indicated.

The Tulare County Mental Health Department also monitors and oversees all County-run and contracted clinics for compliance with the Mental Health Plan, which ensures that beneficiaries have access to specialty mental health services. Monitoring is conducted by the Quality Improvement Division.

The Quality Improvement Division provides oversight and compliance of mental health services mandated by the Mental Health Plan, which describes all aspects of service delivery to mental health consumers. This division is charged with developing appropriate tools and utilizing them to monitor and evaluate the activities of the Mental Health Plan. This includes performance monitoring, analyzing client and system outcomes, utilization

management, credentialing of licensed staff, monitoring and resolution of beneficiary and provider satisfaction, and clinical records review.

Criminal Justice Mental Health Services are provided for inmates and minors in Tulare County Criminal Justice facilities. Services for the adult criminal justice population include crisis intervention and medication management. Services for minors include crisis intervention; short-term interventions; alcohol and drug counseling; psychiatric and mental health assessments; individual and group therapy; medication management; and discharge planning. Staff positions for the Juvenile Mental Health Criminal Justice Division are funded through a Substance Abuse and Mental Health Services Administration grant, which is renewed each year.

The Tulare County Mental Health Services Act (MHSA) requires that programs be developed in order to reach underserved and unserved populations within the boundaries of Tulare County. The vision of the Department of Mental Health is to build a system that provides not only quality services, but culturally appropriate services that are accessible to all residents who meet the criteria. The Community Services and Supports (CSS) component consists of six programs: One-Stop Centers in North, South, and Central County; Mobile Units in North and South County; and Transitional Age Youth Supportive Housing. In addition, the Tulare County MHSA Prevention and Early Intervention (PEI) component consists of eleven programs that build capacity for promoting mental health awareness and providing mental health early intervention services at sites where people go for other routine activities.

The Tulare County Mental Health Court, a MHSA program, links offenders who would

ordinarily be incarcerated to long-term community-based treatment. Mental Health Court works through mental health assessments, individualized treatment plans, and ongoing judicial monitoring to address both the mental health needs of offenders and public safety concerns of communities. Mental Health Court is a collaborative effort between the Tulare County Superior Court, Mental Health Department, District Attorney, Public Defender, and Probation.

The Alcohol and Drug Programs Division coordinates services with its contracted providers to address substance abuse problems among adolescents and adults, including perinatal women. Prevention coordinators conduct activities that will avert the use of alcohol and drugs. Treatment providers offer an array of services that includes residential placement and outpatient programs. Services include: inpatient and outpatient substance abuse treatment; substance abuse outpatient, educational, and prevention services; Juvenile Drug Court; perinatal outreach; Substance Abuse and Crime Prevention Act; case management; parenting classes; life skills classes; and individual counseling.

The Family Intervention Division offers substance abuse education and outpatient programs, parenting classes, life skills workshops, mental health assessments, short-term interventions, and case management activities, primarily to TulareWORKs clients.

The Public Guardian/Conservator Division serves as a safety net for approximately 200 of the County's most vulnerable residents: the mentally ill and the elderly who are unable to properly care for themselves and their finances. The mission of the Public Guardian/Conservator program is to protect the most vulnerable and incapacitated citizens in Tulare County from abuse, exploitation, and

self-neglect through a quality program of legally substituted decision-making for persons and property. Adult Protective Services (APS) is part of the Public Guardian/Conservator Division. APS investigates reports of abuse of elders and dependent adults who live in private homes and hotels. It also investigates abuse that occurs in hospitals and health clinics when the abuser is not a staff member. APS staff evaluates abuse cases and arranges for services such as advocacy, counseling, money management, out-of-home placement, and conservatorship. APS staff also provides information and referrals to other agencies and educates the public about reporting requirements and responsibilities under the Elder and Dependent Adult Abuse Reporting laws.

Major Accomplishments in FY 2009/10

Quality of Life

- Submitted the Tulare County MHSA CSS FY 2009/10 Plan Update to California Department of Mental Health which was approved for \$12,953,017 to continue to provide 10 programs that serve an estimated 1,800 Tulare County residents with a mental illness.
- Implemented the 11 Tulare County MHSA PEI Plan Programs to promote mental health awareness and/or provide early intervention services to over 6,000 individuals.
- Submitted the Tulare County MHSA Housing Component Plan to California Department of Mental Health and California Housing Finance Agency (CalHFA) requesting \$1,540,000 for the approval of the East Tulare Avenue project to provide permanent housing for 22 mental health consumers.

- Implemented two standardized assessment tools, the Level of Care Utilization and Child and Adolescent Level of Care, for use by all Tulare County Mental Health contracted providers.
- Provided ongoing 40-hour modules of Crisis Intervention Training in conjunction with the Visalia Police Department and the Tulare County Sheriff's Department.
- Developed a full set of policies and procedures for the Public Guardian in conformance with the Omnibus Conservatorship and Guardianship Act of 2006.

Organizational Performance

- Presented information about the Tulare County Mental Health Court program at the 2010 Annual Forensic Mental Health Conference.
- Converted office space in the Public Guardian's Office into a locked storage area thereby eliminating the need for offsite storage. This will result in a savings of approximately \$4,000 per year in storage costs.
- Streamlined the APS referral process in an effort to more effectively and efficiently link clients to needed services with a single point of contact.

Key Goals and Objectives FY 2010/11

Quality of Life

- Develop a strategic plan for implementation of the Wellness and Recovery Model consistent with State mandates. The Wellness and Recovery Model is an approach to the treatment of mental illness and/or substance dependence that

emphasizes and supports each individual's potential for recovery. Recovery is seen within the model as a personal journey that may involve developing hope, a sense of self, supportive relationships, empowerment, social inclusion, coping skills, and meaning.

- ☐ Objective 1 – Develop a strategic planning committee comprised of consumers, family members, and Mental Health staff by July 2010.
 - ☐ Objective 2 – Complete the strategic plan by August 2010.
 - ☐ Objective 3 – Implement the strategic plan system-wide by June 2011.
- Submit Tulare County MHSA Workforce, Education, and Training (WET) Plan to California Department of Mental Health to potentially draw down \$2,246,400 for the possible implementation of programs that will assist in the enhancement and improvement of workforce education and training of mental health service providers and mental health consumers and family members.
 - ☐ Objective 1 – Work with the established local Workforce Education and Training Stakeholder Group to analyze the results of a workforce education and training survey and needs assessment of Tulare County residents, using the results to create a WET Plan and submit it to the California Department of Mental Health by August 2010.
 - ☐ Objective 2 – Implement or enhance programs and projects that promote the use of Web-based technologies and distance-learning techniques to expand access to relevant training and technical assistance by March 2011.
 - ☐ Objective 3 – Establish a local employment preparation program and other employment supports for mental health clients and/or family members receiving public mental health services,

to promote both their full-time and part-time employment by May 2011.

Organizational Performance

- Implement the Xora time tracking system to enable social workers to send client updates from the field and provide managers with actual pictures of field activities.
- Objective 1 – Distribute phones equipped with Xora software to field social workers by July 2010.
- Objective 2 – Develop customized job reports that can be used to assess overall efficiency and effectiveness of projects by February 2011.

HEALTH SERVICES

Branch Purpose

The Health Services Branch of HHSA is comprised of the following divisions: Health Operations, Environmental Health, Maternal Child Adolescent Health, Public Health, Public Health Emergency Preparedness, and Indigent Health. The mission of the Branch is to protect and promote the health of Tulare County residents through the development and/or implementation of public health and primary care programs that use best practice interventions.

Health Services operates three health care centers: Tulare Pediatric, Farmersville, and Visalia. The clinics offer primary, specialty, and preventative care to Tulare County residents regardless of their ability to pay. Other Health Branch services include regulation of retail food sales, household hazardous waste (HHW) disposal, monitoring of public water systems, regulation of production and shipping of milk for Tulare and Kings Counties, Women, Infant and Children (WIC) nutrition program, Cal-Learn pregnancy

prevention program, infectious diseases control, and preparedness and response to bioterrorism.

Major Accomplishments in FY 2009/10

Safety and Security

- Ensured that Tulare County was prepared to quickly and effectively respond to epidemics by conducting Tulare County's Emergency Nursing Academy training for public health nurses on core competencies during emergency situations, and providing 48 school-based pandemic flu (H1N1) clinics throughout Tulare County.
- Conducted concurrent Triple-Site Mass Vaccination Exercise at 3 locations Countywide; implemented Public Health's Incident Command System; activated the Department Operations Center in order to establish a centralized Command Center; trained HHSA staff for their potential roles during a mass vaccination and/or mass distribution of vaccine during a biological event scenario; and vaccinated approximately 20,000 Tulare County residents.
- Increased awareness of public health issues among community partners and the public by leading the health response to the H1N1 Pandemic Flu Outbreak Emergency; coordinated the laboratory processing of potential H1N1 cases for Kern, Fresno and Tulare Counties; and received and distributed supplies from the Strategic National Stockpile to hospitals and clinics.
- Decreased harmful environmental conditions by implementing the Above Ground Petroleum Storage Tank Act Program which regulates hazardous waste contamination by ensuring compliance with the laws governing hazardous materials; and the Sharps Disposal program which

provides education and an outlet for the public to dispose of medical needles in a manner that complies with the law, for home users (individuals/small group homes).

- Implemented a permanent monthly recycle collection service in Porterville in collaboration with the City of Porterville to address previously identified problems in the physical environment and minimize harmful environmental conditions.

Quality of Life

- Completed implementation of the WIC Local Vendor Liaison initiative by collecting data on the readiness of over 65 WIC authorized vendors throughout Tulare County for implementation of the new WIC food packaging system. Provided WIC authorized vendor store managers with information and one-on-one training.
- Established community partnerships by collaborating with Public Health Emergency Preparedness, Tulare County Office of Education and Visalia Unified School Nurses, to address H1N1 threats. The Immunization Program gave more than 18,000 H1N1 vaccinations to school children and their families.
- Promoted healthy pregnancy and birth outcomes by successfully implementing the Perinatal Wellness Program. Administered 468 screening tools to identify women with symptoms of Perinatal Mood and Anxiety Disorders. A total of 112 Clients were referred to nurse case management and mental health services.
- Promoted access to clinical care services by successfully completing the Health Resources and Services Administration re-designation application to recognize Tulare

County Health Care Centers as Federally Qualified Health Care Centers.

- Performed 16 provider/clinic site audits and provided 22 Child Health and Disability Prevention staff training on topics such as: Annual Fluoride Varnish, and Audiometric and Preventing Blindness Vision Screening workshops.

Organizational Performance

- Increased value of clinical care by streamlining the immunization process at the Visalia Health Care Center to improve efficiencies by maximizing staff and provider time.
- Increased effectiveness of public health programs by providing breastfeeding counseling training for WIC staff. So far, 48 of the 60 WIC staff members have successfully completed training.

Key Goals and Objectives FY 2010/11

Safety and Security

- Minimize harmful environmental conditions for Tulare County residents by addressing the physical environment via the following programs: HHW collection services; recycle collection events; and Excellence in Safe Food Handling.
 - ❑ Objective 1 – Provide weekly HHW collection services in collaboration with the City of Visalia, for a total of 52, by June 2011.
 - ❑ Objective 2 – Provide excellent customer services to the public by providing at least six mobile HHW collection events by June 2011.
 - ❑ Objective 3 – Provide City of Porterville Recycle Center with support and oversight at 12 recycle collection events and provide transportation and

recycling services to the Center a minimum of twice by June 2011.

- Objective 4 – Promote the Excellence in Safe Food Handling Awards program, in collaboration with the Central Valley California Restaurant Association, by completing 12 website updates and issuing 25 Safe Food Handling awards by June 2011.

Quality of Life

- Ensure clinical service access for all individuals within Tulare County without regard to insurance status.
 - Objective 1 – Increase the percentage of adult patients with type 1 or 2 diabetes hemoglobin A1c (HbA1c) \leq 9% (under control) treated from 62% to 65% by June 2011.
 - Objective 2 – Sponsor 2 health fairs to provide outreach services to the community by June 2011.
 - Objective 3 – Relocate the Tulare County pharmacy to the Visalia Health Care Center to eliminate the need for medication dispensing by nursing staff, thus increasing nursing productivity, by June 2011.
- Promote and preserve proper nutrition for pregnant women, infants, children, and families in Tulare County.
 - Objective 1 – Open a new WIC clinic in Cutler-Orosi to serve approximately 1,200 participants per month by June 2011.
 - Objective 2 – Increase by 6% the number of WIC participants served throughout Tulare County by June 2011.
 - Objective 3 – Increase exclusive breast feeding rates at 2 months from 14% to 16% by June 2011.
 - Objective 4 – Increase the number of first-time client mothers who initiate breast-feeding to 80% by June 2011.

HUMAN SERVICES

Branch Purpose

The Human Services Branch of HHSA is comprised of the following divisions: TulareWORKs and Child Welfare Services (CWS). These two divisions serve the residents of Tulare County by providing protective and supportive services to at-risk and disadvantaged families and individuals of all ages.

TulareWORKs has five full-service district offices located in Dinuba, Lindsay, Porterville, Tulare, and Visalia, in addition to a processing center in Visalia that handles ongoing Medi-Cal and Food Stamp cases. TulareWORKs services include determining eligibility and delivery of public assistance benefits (Temporary Cash Assistance, Medi-Cal, Food Stamps, General Assistance, and Tulare County Medical Services) and providing employment case management service for the CalWORKs program.

This division also includes delivery of In-Home Supportive Services (IHSS). The IHSS Program was integrated with the TulareWORKs Division in FY 2008/09 and helps pay for services to allow the disabled, blind and elderly to remain safely in their own homes. IHSS is considered an alternative to out-of-home care, such as nursing homes or board and care facilities, enabling adults to live independently in the least restrictive environment. The types of services that can be authorized through IHSS are house cleaning, meal preparation, laundry, grocery shopping, personal care services, accompaniment to medical appointments, and protective supervision for the mentally impaired.

CWS has offices located in Dinuba, Visalia, Tulare, and Porterville. CWS provides an array

of services to children and families in Tulare County, including, but not limited to: child abuse and neglect investigations; supportive services that allow children to remain safely at home with their parents; case management for both children who remain at home and children placed in out-of-home care; foster care home licensing; and adoption services.

Major Accomplishments in FY 2009/10

Safety and Security

- Implemented new IHSS Provider enrollment procedures, in conjunction with the Tulare County IHSS Public Authority, that require criminal background checks and mandatory orientation. Accomplishments achieved under the new requirements include:
 - Completed 1,334 fingerprint and background checks.
 - Presented 715 new orientations.
- Assisted an estimated 2,683 clients to remain safely in their own homes.
- Selected by the California Evidence-Based Clearinghouse for Child Welfare to become part of the first statewide cohort to implement the Safe Kids California Project (SKCP). SKCP is a three-county collaborative effort to provide an evidence-based home visitation model (SafeCare®) to families with children ages 0-7 who have come into contact with CWS through a substantiated investigation of neglect. The model provides health, home safety, parent/child interaction, and communication and problem solving modules to help parents develop critical skills and allow children to remain safely in their homes.
- Improved the average timeliness of status review court reports by nearly 30% over FY

2008/09.

- Reduced CWS generated foster care overpayments and County General Fund payments for foster care in FY 2009/10, from \$676 in June 2009 to \$100 in June 2010, and \$10,441 in June 2009 to \$2,073 in June 2010, respectively.
- Exceeded Federal and State requirements by averaging over 90% of monthly contacts with children and over 95% of timely social worker response to child abuse and neglect investigations.
- Established the Child Protection Planning Council. This is a collaborative group including representatives from all HHS departments, Tulare County Probation, Tulare County Sheriff's Department, Tulare County Juvenile Court, the Child Abuse Prevention Council, a former youth in foster care, and many community partners who serve children and families in Tulare County. This group reviewed Child Welfare and Probation performance in outcome areas focusing on permanency and will continue to work collaboratively over the next two years to develop an integrated plan to target services and maximize resources to serve families along the spectrum of need, from prevention through intervention.

Quality of Life

- Increased the number of families receiving nutrition assistance from the Food Stamp Program by 17% over FY 2008/09.
- Increased the number of children enrolled in the Medi-Cal no-cost health plan by 4,256 over FY 2008/09.

Key Goals and Objectives FY 2010/11

Quality of Life

- Improve access to services for disabled, blind and elderly Tulare County residents, enabling them to live independently.
 - Objective 1 – Process 500 new applications for services by December 2010.
 - Objective 2 – Conduct 900 in-home client assessments by March 2011.
- Improve performance in placing Tulare County children in foster care “least-restrictive” placements.
 - Objective 1 – Increase the number of Tulare County licensed foster care homes by 10% by June 2011.
 - Objective 2 – Increase percentage of total foster care population placed with relatives by 5% by June 2011.
- Link eligible needy children to no-cost or low-cost health care coverage.
 - Objective 1 – Increase the number of children enrolled in the Medi-Cal and Healthy Families Programs by 1,500 by June 2011.

Departmental Budget Request

The Requested Budget represents an overall increase of \$4,214,627 or 1% in expenditures and an increase of \$3,170,137 or 1% in revenues when compared with the FY 2009/10 Final Budget. As a result, the Net County Cost is increased \$1,044,490 or 8% when compared with the FY 2009/10 Final Budget.

Significant areas with major changes between the FY 2009/10 Final Budget and the FY 2010/11 Requested Budget are as follows:

- Salaries and Benefits increase \$4,405,343 due to a net addition of 16 positions and an

increase in State and Federal revenues.

- Service and Supplies decrease \$1,889,347 primarily due to a decrease in contract service providers and participant support services.
- Other Charges increase \$3,149,545 primarily due to an increase for client supportive care activities.
- Fixed Assets increase \$251,072. The FY 2010/11 expenditures of \$681,362 include the following items:
 - 1 Telecommunications motherboard (\$7,362)
 - 1 SUV (\$33,000)
 - 2 Server Enclosures (\$44,800)
 - 3 Blade Servers (\$61,400)
 - 2 Servers (\$20,000)
 - 2 Core Routers (\$400,000)
 - 4 Vehicles (\$50,000)
 - 4 Switches (\$64,800)
- COWCAP (Countywide Cost Allocation Plan) charges decrease \$1,633,791 due to changes in the Plan.
- Revenue projections increase overall due to anticipated increases in State and Federal contributions.

Staffing changes reflected in the Requested Budget include the following:

- Add 14 FTE positions to address workload issues. Requested additional positions include:
 - 4 Administrative Services Officer III
 - 1 Caseworker Assistant II
 - 2 Mental Health Case Manager IV
 - 5 Self Sufficiency Resource Specialist
 - 2 Licensed Social Worker

- Delete 5 FTE vacant positions primarily due to State of California budget reductions that severely impact the Agency. The requested deleted positions include:

- 4 Alcohol & Drug Specialist II
- 1 Homemaker

- Adjust salary for one classification to account for existing duties. The requested salary adjustment is:

- Program Specialist I – CalWORKs (4.5%)

Staffing changes reflected in the Requested Budget that were approved by the Board of Supervisors with an effective date of April 24, 2010 until the publication of this Budget Book include the following:

- Added 13 FTE positions to provide more efficient services:

- 1 Administrative Services Officer III
- 2 Staff Services Analyst III
- 2 Health Program Assistant
- 3 Nutrition Assistant II
- 1 Office Assistant IV
- 1 Public Health Emergency Preparedness Manager
- 1 Public Health Lab Manager
- 2 Social Service Worker III

- Deleted 6 FTE positions to provide more cost-effective services:

- 1 Health Education Assistant
- 1 Unit Manager I
- 1 Supervising Nurse I
- 2 Prevention Services Coordinator II
- 1 Social Services Supervisor I

County Administrator's Recommendation

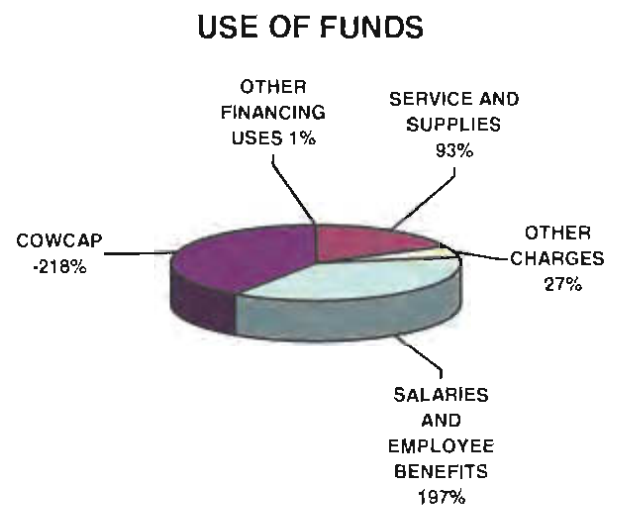
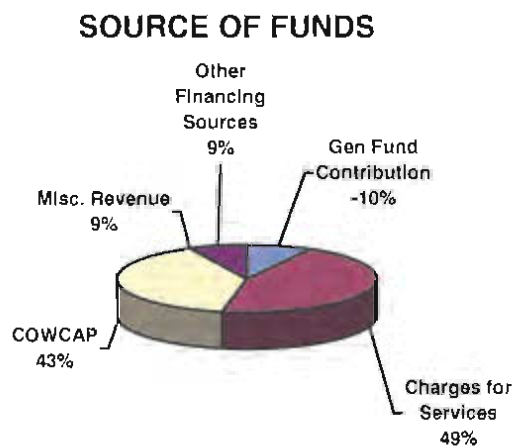
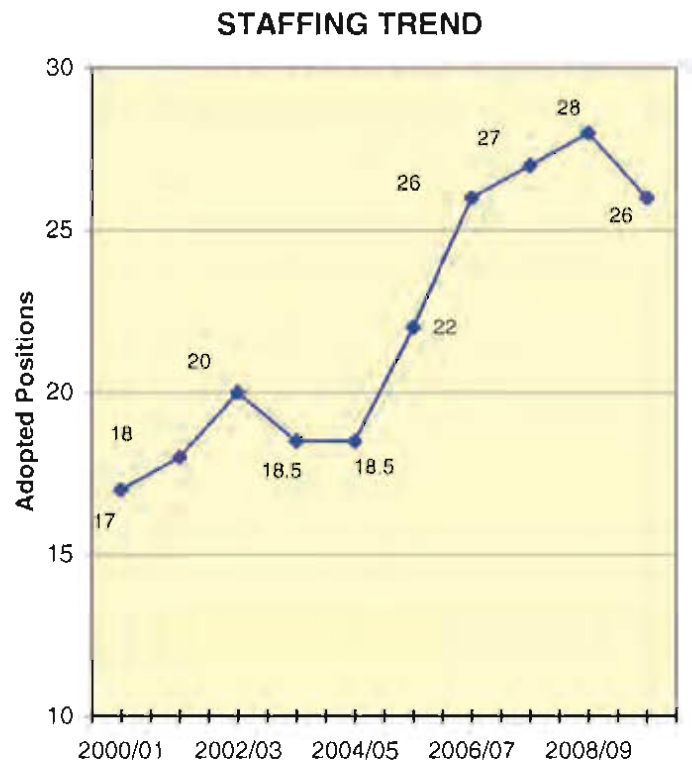
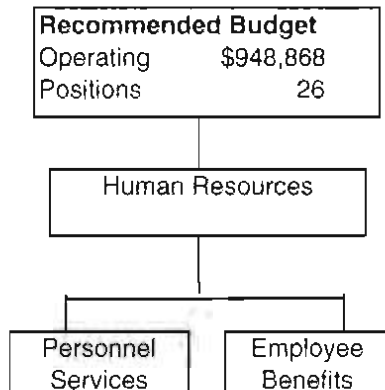
This budget is recommended as submitted.

Pending Issues and Policy Considerations

There are no pending issues or policy considerations.

Department Head Concurrence or Appeal

The Department Head concurs with the Recommended Budget.



FUND: 001
AGENCY: 300

MAJOR ACCOUNTS CLASSIFICATIONS	2008/09 ACTUALS	2009/10 FINAL BUDGET	2010/11 DEPT REQUEST	2010/11 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Cowcap	(2,279,400)	(2,464,713)	(2,065,304)	(2,065,304)	399,409	(16.21) %
Salaries And Employee Benefits	1,868,456	1,965,646	1,870,877	1,870,877	(84,769)	(4.33) %
Other Charges	256,526	283,406	257,605	257,605	(25,801)	(9.10) %
Other Financing Uses	5,787	5,787	5,787	5,787	0	0.00 %
Service And Supplies	<u>435,983</u>	<u>775,239</u>	<u>879,903</u>	<u>879,903</u>	<u>104,664</u>	<u>13.50 %</u>
TOTAL APPROPRIATIONS	287,352	555,365	948,668	948,668	393,503	70.85 %
REVENUES:						
Use Of Money & Property	0	1,100	0	0	(1,100)	(100.00) %
Charges For Current Serv	245,799	263,472	510,346	510,346	226,874	80.03 %
Miscellaneous Revenue	46,645	100	100	100	0	0.00 %
Other Financing Sources	0	0	80,861	80,861	80,861	0.00 %
Cowcap	<u>364,662</u>	<u>376,479</u>	<u>450,116</u>	<u>450,116</u>	<u>73,637</u>	<u>19.56 %</u>
TOTAL REVENUES	<u>657,108</u>	<u>661,151</u>	<u>1,041,423</u>	<u>1,041,423</u>	<u>380,272</u>	<u>57.52 %</u>
NET COUNTY COST	(369,754)	(105,786)	(92,555)	(92,555)	13,231	(12.51) %

POSITIONS	28	26	26	26	0
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Departmental Purpose

The vision of the Human Resources & Development (HR&D) department is: Your Success is Our Reward; and our mission is: Helping people succeed because talent doesn't just happen. The following are the primary service areas:

Employee Relations

- Provides policy support to County Department management in the areas of labor relations, disciplinary actions, performance management, policy and procedure interpretation, application of personnel rules and administrative regulations.
- Analyzes and evaluates employee organization requests and proposals for meet and confer negotiation sessions and contract negotiations in relation to specific memoranda of understanding.
- Provides procedural support in grievance hearings and disciplinary meetings (Skellys).
- Conducts investigations of allegations of discrimination and provides legally mandated training.

Employee Benefits

- Negotiates and administers a comprehensive employee benefits program that supports County recruitment and retention objectives and meets the diverse and changing needs of Tulare County employees.
- Communicates benefit programs to participants and provides education on how to be smart benefits consumers.

- Encourages employee health and wellness to reduce high risk medical claims and result in lower health care premiums.
- Acts as liaison between participants and insurance vendors.

Human Resources

- Provides quality candidates for employment consideration through recruitment and testing of applicants' knowledge, skills, and abilities and assists departments with the selection process.
- Maintains and amends the County's classification and compensation plan to reflect changing organizational structures and responsibilities and to enhance recruitment and retention of essential employees.
- Provides policy guidance and advice on human resources and personnel and pay issues, Equal Employment Opportunities, and various legal mandates.

Employee Data Services

- Assists and provides training to Departments in maintaining and reporting employment data through the Enterprise Human Resources and Payroll Information System. This data feeds the Payroll system, assists the budget process, contributes to Position Control, and provides demographic and classification tracking in support of numerous Department functions.
- Ensures accurate interface between Enterprise System and Benefits Administration Module.

- Maintains Department internet and intranet computer sites.

Training

- Provides supervisory and management training to County employees.
- Arranges and facilitates training and learning resources for County Departments and employees, inclusive of wellness.
- Identifies future training needs.

Support

- Supports and assists the operations of all division programs.
- Oversees County Service Awards and Employee Recognition Awards programs.

Administration

- Plans, organizes, and directs the daily operations of the Department and ensures the goals, objectives and programs are in alignment with the County's Strategic Management Plan.
- Ensures that the Department is responsive to the public, Board of Supervisors, County Departments, employees, employee organizations, and applicants.

Major Accomplishments in FY 2009/210

Organizational Performance

- Assisted in the development of strategic proposals and implementation of policies regarding increasing revenues, decreasing costs, and realigning services as part of a Countywide "Strengthening the Bottom Line" paradigm shift.

- Completed negotiations with nine bargaining associations.
- Participated in a review and update of the County's Strategic Plan.
- Updated Supervisory Academy and Alumni courses in January 2010. Added three new alumni courses, engaged in "road trips" to other Departments and hosted guest speakers.
- Working with Risk Management in a evaluation of training module which included an administrative tracking system. May be used to develop a skills-based assessment tool for succession planning and other Countywide training.
- Entered into a partnership with Information Technology to begin development of an Accounts Receivable module. The program is to assist in the recording, collecting and tracking of health premium revenues and payments that are recorded in the Insurance Trust Fund 571 and the Internal Service Fund 065.
- Established a Joint Powers Agreement with the County of Fresno to administer one of the major County health plans as a self-funded system, as well as a County-owned health insurance pool. Established an Internal Service Fund to accommodate the self-funded County health plan.
- Managed a system for background checks for new hires with a fingerprinting "Livescan" program. Conducted 386 checks since inception of service.
- Worked with Departments in a reduction-in-force plan, facilitated the layoff process affecting over 76 employees, and assisted those employees with benefits and post-employment resources consultations.

- Calculated and updated seniority on employee files and developed seniority lists.
- Conducted 114 recruitments, performed 60 exams and processed over 8,000 applications.
- Supported Departments in approximately 66 corrective personnel actions including: memorandums of counseling, formal reprimands, suspensions, reductions in pay in lieu of suspensions, administrative leaves, demotions and dismissals.
- Logged and processed 78 Delegated Action Requests, Personnel related issues and 147 hiring freeze waivers for Departments.
- Conducted 33 formal investigations of discrimination and harassment cases and other informal investigative projects. Interviewed over 220 persons during these investigative reviews. Also assisted Departments and employees with information and resolution of problems at lowest level.
- Conducted 51 Supervisory Academy Workshops for 272 employees taught by the County Training Officer and subject matter experts. Conducted three additional alumni workshops covering "Dealing with Discipline". Supervisory Academy took three "road trips" showcasing different departments. Hosted a luncheon in September for 38 graduates. Sponsored Subject Matter Expert Thank You and Planning Session luncheon in December.
- Conducted 15 Harassment Prevention (AB 1825) workshops for 378 employees, taught by County Counsel and an outside consultant.

Key Goals and Objectives FY 2010/11

Organizational Performance

- Clarify Leave Policy and Procedures for Departments: Implement new FMLA changes; Multi-year project covering 2010/11 and 2011/12.
 - ❑ Objective 1 – Research and develop a comprehensive leave policy to incorporate all leave types within State and Federal guidelines and in accordance with County of Tulare rules and procedures by May 2011.
 - ❑ Objective 2 – Present executive management with leave policy for adoption at the June 2011 Department Head meeting.
 - ❑ Objective 3 – Present leave policy at the July 2011 HR Advisory Group meeting.
 - ❑ Objective 4 – Begin training and implementation for July 2011.
- Provide Harassment and Discrimination Training for all employees with an on-line training program to be utilized in the convenience of their office; Multi-year project covering 2010/11 and 2011/12.
 - ❑ Objective 1 – Purchase an on-line software program for discrimination and harassment prevention. Train all Tulare County employees by July 2011. The on-line system will also include other training programs, all to be utilized in the convenience of their office.
 - ❑ Objective 2 – Reduce the severity and frequency of founded sexual harassment complaints annually rate of 5% by June 2011.
- Develop the Accounts Receivable Module.
 - ❑ Objective 1 – Develop a method to record and collect outstanding insurance premium receivables by July 2011.
 - ❑ Objective 2 – Reduce County liability for unsubstantiated coverage by July 2011.

- ☐ Objective 3 – Increase County ability to collect past due amounts by December 2010.
- Restructure the Employee and Employer Benefit contributions for a more equitable share of the premium cost.
- ☐ Objective 1 – Task our benefits consultant, to review the current benefit structure – plans and benefit amount – and recommend viable alternatives by November 2010.
- ☐ Objective 2 – Create a Strategic Health Care Initiative Group (SHCIG) of key Tulare County employee stakeholders that will be tasked with reviewing the options and formulating a plan for the future of Tulare County health benefits by November 2010.
- ☐ Objective 3 – Have executive management approve the best option to be developed by December 2010.
- ☐ Objective 4 – Implement new structure through Human Resources and Development with over-sight from the SHCIG and the County Administrative Office using a phased-in approach beginning January 2011.
- ☐ Objective 5 – Participate with the Tulare County Sheriff and Probation Departments to develop a joint benefit program beginning March 2011.
- ☐ Objective 6 – Review the retiree and Special District insurance needs as it relates to the County plans beginning March 2011.

Departmental Budget Request

The Requested Budget represents an overall increase of \$393,503 or 71% in expenditures and an increase of \$380,272 or 58% in revenues when compared with the FY 2009/10 Final Budget. As a result the Net County Cost is increased by 13,231 or 13% when compared with the FY 2009/10 Final Budget.

Significant areas with major changes between the FY 2009/10 Final budget and the FY 2010/11 Requested Budget are as follows:

- Service and Supplies increase \$104,664 due to higher number of administrative hearings, larger number of service awards, purchase of a training and tracking module, and costs associated with negotiations and legal issues.
- Countywide Cost Allocation Plan (COWCAP) charges decreased \$399,409 due to changes in the Plan.
- Included is a one time appropriation of \$80,861 representing the Department's share of its savings from last Fiscal Year.
- Revenue projections increased overall due to increases in COWCAP revenues.

County Administrator's Recommendation

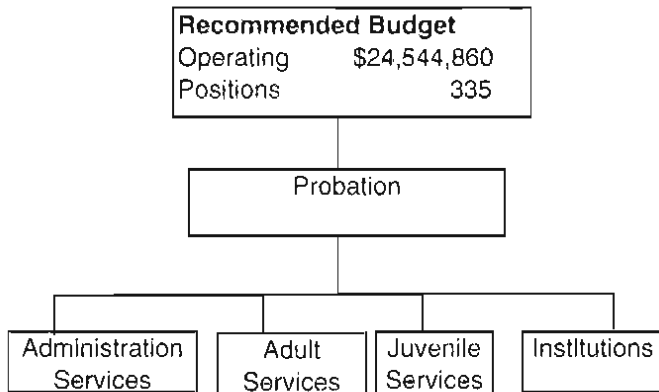
The budget is recommended as submitted.

Pending Issues and Policy Considerations

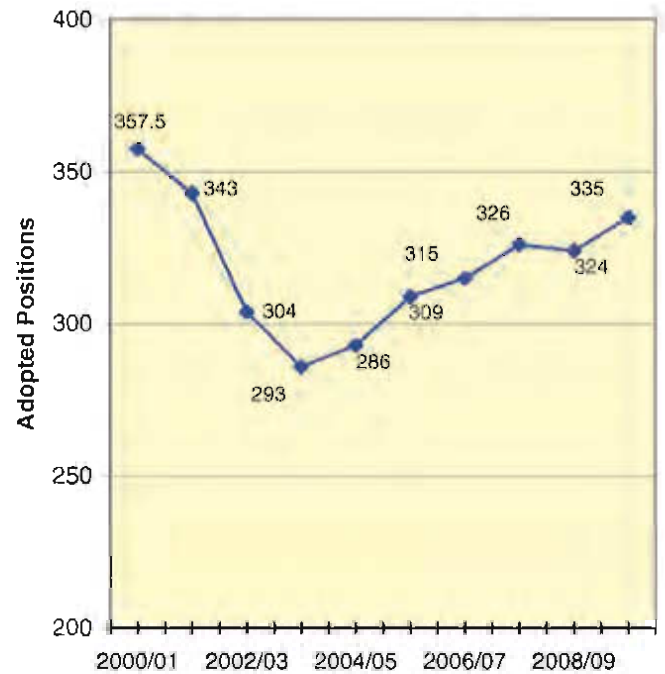
There are no pending issues or policy considerations.

Department Head Concurrence or Appeal

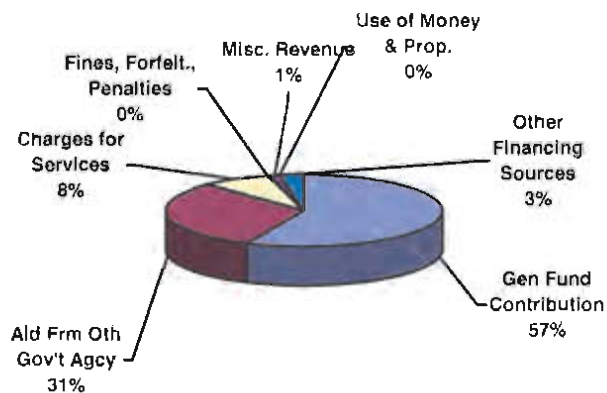
The Department Head concurs with the Recommended Budget.



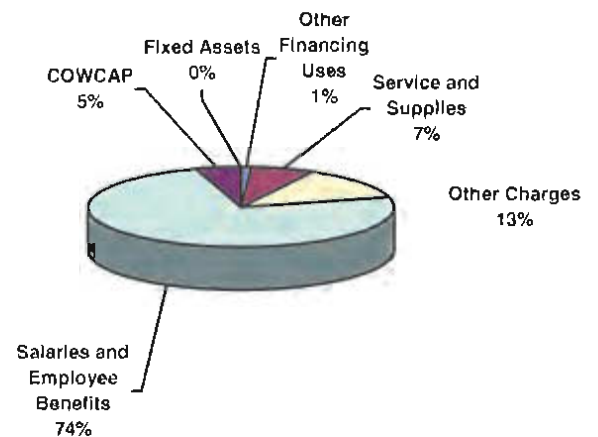
STAFFING TREND



SOURCE OF FUNDS



USE OF FUNDS



FUND: 001
AGENCY: 205

MAJOR ACCOUNTS: CLASSIFICATIONS	2008/09 ACTUALS	2009/10 FINAL BUDGET	2010/11 DEPT REQUEST	2010/11 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Cowcap	1,172,121	1,237,157	1,140,065	1,140,065	(97,092)	(7.85)%
Salaries And Employee Benefits	17,324,581	19,579,419	18,301,428	18,301,428	(1,277,991)	(6.53)%
Fixed Assets	43,872	0	0	0	0	0.00 %
Service And Supplies	1,474,981	1,673,056	1,697,656	1,697,656	24,596	1.47 %
Other Charges	3,019,840	3,039,721	3,165,170	3,165,170	125,449	4.13 %
Other Financing Uses	<u>313,997</u>	<u>272,582</u>	<u>240,541</u>	<u>240,541</u>	<u>(32,041)</u>	<u>(11.75)%</u>
TOTAL APPROPRIATIONS	23,949,392	25,801,937	24,544,860	24,544,860	(1,257,077)	(4.87)%
REVENUES:						
Fines,Forfeit.,Penalties	38,979	41,507	121,400	121,400	79,893	192.46 %
Use Of Money & Property	0	0	8,183	8,183	8,183	0.00 %
Aid Frm Oth GovT Agency	6,144,756	8,068,173	7,629,289	7,629,289	(436,884)	(5.44)%
Charges For Current Serv	1,274,839	2,003,863	1,966,363	1,966,363	(37,500)	(1.87)%
Miscellaneous Revenue	135,828	166,410	224,395	224,395	57,965	34.64 %
Other Financing Sources	<u>1,115,573</u>	<u>845,901</u>	<u>692,776</u>	<u>692,776</u>	<u>(153,125)</u>	<u>(18.10)%</u>
TOTAL REVENUES	<u>8,759,975</u>	<u>11,125,854</u>	<u>10,642,406</u>	<u>10,642,406</u>	<u>(483,448)</u>	<u>(4.35)%</u>
NET COUNTY COST	15,189,417	14,676,083	13,902,454	13,902,454	(773,629)	(5.27)%

POSITIONS	324	335	335	335	0
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Departmental Purpose

Sections 1203.5 and 1203.6 of the California Penal Code and Section 270 of the Welfare and Institutions Code mandate the Office of the Chief Probation Officer. These statutes also authorize the appointment of assistant and deputy probation officers to perform such duties and tasks as directed by the Court and the Juvenile Justice Commission. Section 850 of the Welfare and Institutions Code establishes the requirement for a Juvenile Hall and Section 854 of the Welfare and Institutions Code places the appointment of the staff assigned to the Juvenile Hall under the direction of the Chief Probation Officer.

Core Values

The Tulare County Probation Department believes that the following core values are fundamental to the realization of our mission and goals:

Employees are our most valued resource.

Community protection can best be achieved by balancing law enforcement activities with casework responsibilities.

Lives can be changed by engaging offenders in the rehabilitative process.

Optimum performance is best achieved through innovation and collaboration.

Departmental Mission

The Tulare County Probation Department protects the community by conducting Court investigations; enforcing Court orders; assisting victims; and implementing prevention, intervention, supervision, and offender accountability programs.

In an effort to meet this mission and legal mandates, the Probation Department provides a wide range of administrative,

investigative, supervision, rehabilitative and detention services for juvenile and adult offenders which include the following:

The Administrative Services Division provides a full spectrum of administrative services to the operational divisions, including fiscal management, human resources, grants and contractual agreements, implementation of policies and procedures, external audits, internal operational studies and information technology (IT).

The Adult Services Division consists of Adult Court Investigations; High Risk, Conventional and Limited Supervision; the Drug Court, Recovery Court and Offender Treatment Program (Proposition 36), Mental Health Court and Veterans Court programs; Adult Electronic Monitoring; and the grant-funded Office of Traffic Safety (OTS), Sexual Assault Felony Enforcement (SAFE) and Spousal Abuse Felony Enforcement (SAFE) programs.

The Juvenile Court Services Division consists of Juvenile Investigations, Juvenile Court Officers, Juvenile Records and Placement (out-of-home and Wraparound services). Wraparound services are contracted and allow for intensive, in-home counseling and intervention to juveniles whose needs would otherwise be met in an out-of-home placement.

The Juvenile Special Services Division consists of Team Supervision, High Risk and Gang Supervision, Juvenile Accountability Block Grant Program, Campus Probation Officer Program, Thunderbolt (out-of-custody intake), Gang Resistance Education and Training (GREAT), Juvenile Drug Court and the K-9 Drug Dog.

The Juvenile Detention Facility maintains four distinct populations of juvenile offenders: juveniles who have been arrested by law enforcement and are awaiting detention

hearing and/or other order of the Court; juveniles who have been adjudicated and are awaiting placement in out-of-home care, other commitment programs or the State Division of Juvenile Justice; juveniles who are being tried in adult criminal Court and are pending sentence; and juveniles committed by the Court to secure, long-term programming (up to 365 days) who, prior to the implementation of SB 81, would have been committed to the State Division of Juvenile Justice.

The Juvenile Detention Facility operates a Home Supervision and Electronic Monitoring program, as required by law; and Aftercare services, including electronic monitoring for up to 180 days, on juveniles who have completed the long-term program and who have been released to the community.

The Probation Youth Facility maintains two commitment programs for juvenile offenders ranging in age from 13 through 17 years: a short-term program (45 to 180 days) that addresses substance abuse and behavioral problems within the home, school and community; and a long-term modified "boot camp" program (up to 365 days) that addresses the needs of juveniles at moderate risk to re-offend following adjudication for serious property, drug related and other qualifying offenses.

Aftercare services, including electronic monitoring, are provided for up to 180 days following return to the community.

Major Accomplishments in FY 2009/10

Safety and Security

- Purchased user-rights, trained all adult supervision staff and implemented the use of the COMPAS, a validated risk and needs assessment tool currently being utilized by the Department of Corrections and Rehabilitation to identify the risk,

supervision and referral needs of adult felony probationers.

- Established the Tulare County Driving Under the Influence Probation Supervision and Prosecution Project funded by the OTS. This project includes a Deputy Probation Officer and an Assistant District Attorney. Grant funding for the period of October 2009 through September 2011 was awarded in the amount of \$423,602.
- Collaborated with the Tulare County District Attorney's Office, the Tulare County Superior Court and the Veterans Administration to establish a Veterans Court to address the needs of combat veterans who suffer from Post Traumatic Stress Disorder, substance abuse or psychological problems and who have entered the criminal justice system. No direct costs incurred by the Probation Department.
- Deployed 15 additional laptops and air cards, and installed 26 laptop mounts in vehicles assigned to field supervision officers, to allow for remote access to Caseload Explorer. Staff is able to enter real-time case note information and immediately identify current and past probationers via electronic photograph. This equipment was funded through an Edward Byrne Memorial Justice Assistance Grant (JAG) in the amount of \$43,000.
- Partnered with the Tulare County Office of Education for the purchase and installation of Digital Video Recorders and associated camera equipment in each classroom at the Juvenile Detention Facility and the Youth Facility. The total cost of \$11,437 was shared by the agencies.

Quality of Life

Participated in the following Step-Up events designed to improve chances for Tulare County youth to avoid gang involvement: Families Step Up for Ivanhoe where staff from our GREAT program facilitated a six-week parent participation program; one-day activities at Traver Elementary School and Goshen Elementary School where staff coordinated food, entertainment and GREAT activities to children and parents; and provided work crews from our Juvenile Justice Crime Prevention Act funded Work Program following Step Up activities at Mulcahy Junior High School and Mission Oaks High School in Tulare.

Organizational Performance

- Increased the collection of victim restitution on felony adult cases by 5%, from \$409,594 to \$427,935.
- Increased the collection of delinquent Victim Restitution fines, and associated penalty assessments, by 63.5%, from \$109,743 to \$179,474.
- Re-organized the Adult Services Division and established an Adult Assessment and Treatment Unit to provide focused probation supervision and intervention and referral services to those adult felony probationers deemed by the COMPAS at highest risk of further criminal activity that would likely result in a commitment to State Prison. Supervision services provided by this unit will be funded through a CalEMA block grant award in the amount of \$635,044 covering the period of October 2009 through September 2012.
- Certified and provided the Probation Officer Core Training Course in Tulare County. This 176 hour course ran from August 2009 through September 2009

and was taught by instructors from within the Tulare County Probation Department to 12 entry-level Deputy Probation Officers from Tulare, Kern, Lake, Kings and San Luis Obispo Counties.

- Initiated the electronic delivery of Adult Court reports to the Public Defender's Office.
- Implemented an Aggression Replacement Training (ART) program within the Juvenile Detention and Youth Facility programs. Trained 18 juvenile institutions and field supervision staff in the delivery of this intervention to high risk juvenile offenders. On-site training by certified instructors and curriculum materials were funded by a one-time grant in the amount of \$61,244 through the Corrections Standards Authority Anger Management and Youth Violence Prevention Training and Technology Assistance Project dated October 2009.

Key Goals and Objectives FY 2010/11

Safety and Security

- Install GPS tracking units in 40 vehicles assigned to juvenile and adult field supervision in conjunction with the County-wide Consolidated Dispatch and Interoperability planning.
 - ☐ Objective 1 - Receive approval for FY 2010/11 expenditure by September 2010.
 - ☐ Objective 2 - Work with IT to complete installation by December 2010.
- Monitor legislation and plan for the implementation of the Prison Reform Bill pending revision by the Governor and/or the Legislature. The May 2010 Revise Budget proposal would require adult felony offenders subject to a State Prison commitment of three years or less to serve that sentence at the local level,

tasking Probation Departments with programming and supervision services. This proposal would also shift all juvenile parole responsibilities from the Division of Juvenile Justice (DJJ) to local Probation Departments.

- Objective 1 - Participate in weekly Legislative Committee conference calls with the Chief Probation Officers of California.
- Objective 2 - Work closely with the Chief Probation Officers of California to ensure appropriate funding is attached to shifts in responsibility.
- Objective 3 - Develop an operational plan within 60 days of any Legislative change.

Organizational Performance

- Increase the collection of victim restitution on felony adult cases an additional 5%, from \$427,935 to \$449,332.
 - Objective 1 - Continue monthly meetings with the District Attorney to develop and streamline alternative collection methods. Develop written protocol by September 2010.
 - Objective 2 - Adjust terms and conditions of felony probation to include a Restitution Review at the mid-point of the probation term to ensure compliance on cases owing in excess of \$10,000 by July 2010.
 - Objective 3 - Collaborate with the Tulare County Superior Court to streamline the Court orders and notification process from the Courts to Probation Accounting Services on misdemeanor restitution cases by August 2010.
 - Objective 4 - Review and monitor collection reports as submitted by Probation Accounting Services and the Franchise Tax Board and Debt Collection Program on a quarterly basis beginning October 2010.

- Increase the collection of delinquent Victim Restitution fines, and associated penalty assessments by 5%, from \$179,474 to \$188,448.
 - Objective 1 - An adjustment in the caseload management system was completed on June 2010 to allow for internal notification to the Franchise Tax Board and Debt Collection Program on delinquent payments.
 - Objective 2 - Review and monitor collection reports as received from Probation Accounting Services and the Franchise Tax Board and Debt Collection Program on a quarterly basis beginning October 2010.
- Increase credit card payments, in person, by telephone and on-line, in the collection of restitution, fines and fees by 10%, from \$41,492 to \$45,541. Telephonic and on-line payments not only reduce counter traffic, travel time and air pollution but also eliminate check clearance delays in the payment of victim restitution.
 - Objective 1 - Advise each offender who pays at the counter of the credit card option effective August 2010.
 - Objective 2 - Modify automated monthly statement to include credit card advisement by August 2010.
- Expand the electronic delivery of Court reports by adding a folder for Juvenile Court reports for the Public Defender's Office and by duplicating this system on both Adult Court and Juvenile Court reports for the District Attorney's Office.
 - Objective 1 - Work with IT and the Public Defender's Office to identify users and develop folder by August 2010.
 - Objective 2 - Work with IT and the District Attorney to identify users and develop folder by December 2010.
- Work in concert with the County Administrative Office in planning for the

re-location of the Fairway Avenue operation to the Oak Street Annex, inclusive of developing time frames for floor plan design, IT interfaces, purchase of office equipment and the physical re-location of identified staff.

- ☐ Objective - Schedule a minimum of one meeting per quarter with Capital Projects personnel effective September 2010.
- Prepare for data entry requirements imposed on California Probation Departments by the Federal Statewide Automated Child Welfare Information System (SACWIS). Data on probation children subject to placement in a foster home, group home or home of a relative must now be entered into California's Case Management System and Child Welfare Service Case Management Services (for transmittal to SACWIS) to receive Title IV-E reimbursement for placement costs, as well as the costs for services to children at risk of placement.
 - ☐ Objective 1 - Schedule monthly meetings with IT to develop interface methodology beginning July 2010.
 - ☐ Objective 2 - Identify required fields by July 2010.
 - ☐ Objective 3 - Develop crosswalk from Caseload Explorer to CMS/CWS on required fields by August 2010.
 - ☐ Objective 4 - Schedule meeting with IT personnel from Health and Human Services Agency to enter test cases during August 2010.
 - ☐ Objective 5 - Schedule training by the State of California on data entry no later than September 2010.
- Prepare and monitor potential revenue short-falls to the Probation Department and the County General Fund based on fluctuations in the economy.
 - ☐ Objective 1 - Schedule quarterly meetings with fiscal staff to evaluate

revenue streams beginning September 2010.

Department Budget Request

The Requested Budget represents an overall decrease of \$1,257,077 or 5% in expenditures and a decrease of \$483,448 or 4% in revenues when compared with the FY 2009/10 Final Budget. As a result, the Net County Cost is decreased \$773,629 or 5% when compared with the FY 2009/2010 Final Budget.

Significant areas with major changes between the FY 2009/10 Final Budget and FY 2010/11 Requested Budget are as follows:

- Salary and Benefits decreased \$1,277,991 primarily due to savings from freezing vacancies and position deletions.
- Other Charges increase \$125,449 due to a decrease in reimbursable services provided to other departments.
- Other Financing Uses decrease \$32,041 due to a reduction in vehicle debt service.
- Revenue projections decrease due to the reduction of claims for Federal Title IV-E, State Aid for SB 90, SB 789 Realignment dollars and a loss of funding for Recovery Court (Proposition 36).

Staffing changes reflected in the Requested Budget include the following:

- Delete 2 FTE positions due to a reduction in grant funding. The requested deleted positions are:
 - 2 Probation Officer II
- Add 1 FTE due to a reduction in funding in Agency 270. The requested added position is:

- 1 Probation Officer III
- Reclass 2 FTE positions to reflect a change in position responsibilities. The requested reclassified position is:
 - 1 Accountant II to Administrative Services Officer I
 - 1 Account Clerk to Senior Account Clerk

County Administrator's Recommendation

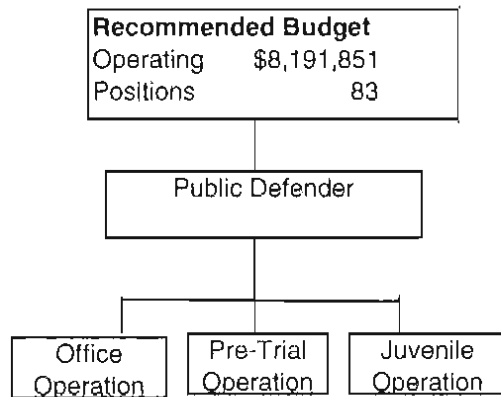
This budget is approved as submitted.

Pending Issues and Policy Considerations

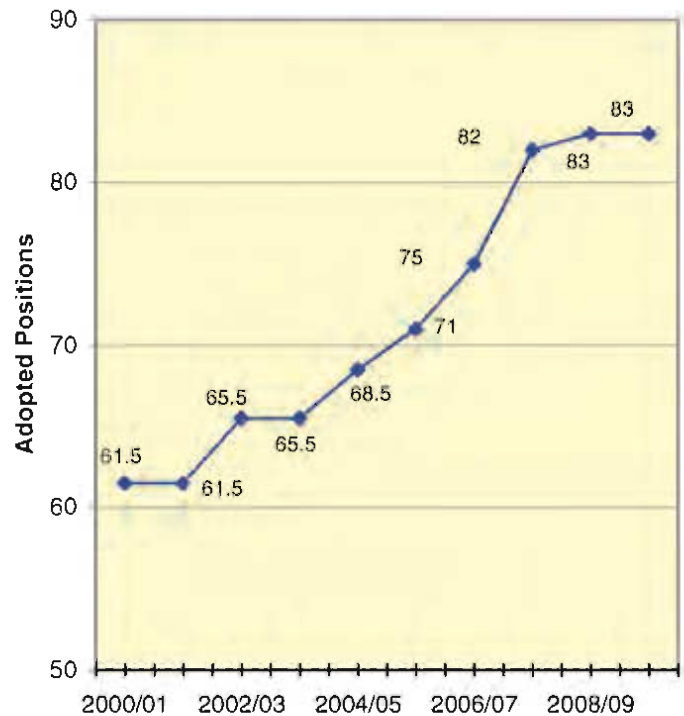
There are no pending issues and policy considerations.

Department Head Concurrence or Appeal

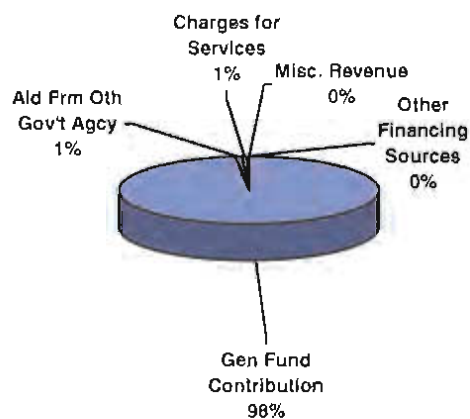
The Department Head concurs with the Recommended Budget.



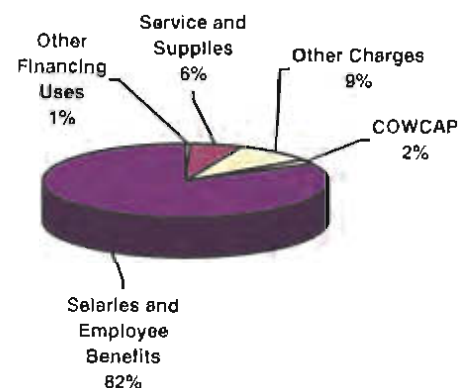
STAFFING TREND



SOURCE OF FUNDS



USE OF FUNDS



FUND: 001
AGENCY: 210

MAJOR ACCOUNTS CLASSIFICATIONS	2008/09 ACTUALS	2009/10 FINAL BUDGET	2010/11 DEPT REQUEST	2010/11 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Cowcap	174,800	208,675	155,477	155,477	(53,198)	(25.49) %
Other Financing Uses	91,014	79,750	43,995	43,995	(35,755)	(44.83) %
Other Charges	777,282	757,379	732,095	732,095	(25,284)	(3.34) %
Service And Supplies	355,968	352,055	484,176	484,176	132,121	37.53 %
Salaries And Employee Benefits	<u>7,188,232</u>	<u>7,204,345</u>	<u>6,776,108</u>	<u>6,776,108</u>	<u>(428,237)</u>	<u>(5.94) %</u>
TOTAL APPROPRIATIONS	8,587,296	8,602,204	8,191,851	8,191,851	(410,353)	(4.77) %
REVENUES:						
Aid Frm Oth Gov't Agency	0	70,891	70,891	70,891	0	0.00 %
Charges For Current Serv	44,464	60,001	60,001	60,001	0	0.00 %
Miscellaneous Revenue	7,135	201	202	202	1	0.50 %
Other Financing Sources	<u>45,500</u>	<u>0</u>	<u>16,066</u>	<u>16,066</u>	<u>16,066</u>	<u>0.00 %</u>
TOTAL REVENUES	<u>97,099</u>	<u>131,093</u>	<u>147,160</u>	<u>147,160</u>	<u>16,067</u>	<u>12.26 %</u>
NET COUNTY COST	8,490,197	8,471,111	8,044,691	8,044,691	(426,420)	(5.03) %
POSITIONS	83	83	83	83	0	

Departmental Purpose

The Tulare County Public Defender undertakes to provide competent, effective, ethical, and economical legal representation to individuals unable to afford private counsel in certain cases where life or liberty interests are at stake. Such representation is mandated by the United States Constitution and California State law, primarily the Constitution, Government Code, Penal Code, and Welfare and Institutions Code. Attorneys from the Public Defender's Office are typically appointed by the Tulare County Superior Court to represent:

- Adult defendants accused of crimes in misdemeanor and felony cases.
- Juveniles in delinquency cases.
- Mentally disabled individuals facing involuntary mental health commitments.
- Defendants facing incarceration in contempt of court cases arising out of a failure to obey civil court orders.

While enabling statutes mandate the work that the Public Defender must do, and the primary responsibility is to clients, the role as a County agency is actually broader. The Public Defender's Office is an integral part of the administration of justice for the citizens of Tulare County, and takes seriously the role as a criminal justice partner along with law enforcement agencies and Probation to ensure, to the extent possible, that just outcomes occur for its clients.

Department Organization

- Deputy Public Defenders are the backbone of the Department. They handle case management and client contact from the inception of a case until final sentencing. They direct all of the action from client and witness interviews to initiating investigation requests, evaluating evidence, conducting

legal research and writing motions. Attorneys negotiate cases with their counterparts in the District Attorney's Office and with Judges. When necessary, they try cases to juries.

- Investigators follow up on leads, interview witnesses, serve subpoenas, gather and analyze evidence, help create trial exhibits, advise attorneys, and strategize trial tactics. They often act as witness coordinators for attorneys who are in trial, sit at counsel table as the defense investigating officer, and sometimes testify in court.
- Support staff open and close files, answer telephones, and maintain a case management database program. Legal support staff includes paralegals and law clerks that assist attorneys with legal research and writing and provide trial support on complex matters including death penalty cases. Interviewers make initial client intake contact. The Department's account clerk processes payroll and all departmental financial transactions. Administrative, personnel, and budget tasks are handled or delegated by the Public Defender Services Analyst.
- The majority of Public Defender staff have their offices in the Visalia Courthouse. While there is some overlap in duties, most attorneys have specifically defined assignments.
- Felony Attorneys handle the most serious cases. Felony charges upon conviction can lead to State prison sentences. Felony crimes include drug offenses, sex crimes, robbery and burglary, serious assaults and murder.
- Misdemeanor Attorneys range in experience from recent law school graduates who have just passed the bar exam to lawyers with a couple of years criminal law experience. Upon conviction, a misdemeanor client may

serve a maximum of 1 year in the County jail. These clients face a variety of less serious charges for crimes like driving under the influence of alcohol, petty theft, simple assaults, domestic violence and some drug offenses.

➤ Civil Attorneys do not carry exclusively civil caseloads. Instead, the civil cases are rotated between several lawyers. The weekly civil calendars include:

- Conservatorship proceedings for individuals alleged to be unable to feed, clothe or care for themselves because of a mental disorder or due to their advanced age.
- Welfare and Institutions Code §6500 proceedings wherein developmentally disabled individuals are facing involuntary commitment to a State hospital.
- Civil Contempt proceedings for people alleged to have willfully violated lawful court orders, primarily for failure to pay child support.
- Certain guardianship and adoption cases.
- Hearings for people involuntarily detained in mental health facilities or those involuntarily compelled to take psychotropic medications.
- Hearings for people facing re-commitments as sexually violent predators; those found not guilty by reason of insanity, but still deemed insane; and mentally disordered offenders.

➤ Specialty Court Attorneys do not work exclusively in these specialty courts. Instead, various lawyers are assigned to represent clients in:

- Drug Court is a “voluntary” specialty court for individuals with drug problems charged with a variety of non-violent offenses who would otherwise likely be facing State prison or local incarceration. Instead, they agree to a rigorous program of court monitored and enforced drug treatment.
- Proposition 36 “Recovery Court” is a statutorily mandated drug treatment program for all non-violent drug possession offenders. Upon successful completion of this court ordered community based treatment, the case against the defendant is dismissed.
- Mental Health Court was developed as the result of the Department working closely with the Superior Court, Probation, Mental Health Department and the District Attorney's Office to create a Court dedicated to addressing the special needs of offenders with serious, persistent mental illnesses. The goal, modeled after the Drug Court, is to help these individuals maintain their treatment programs and stay crime free through the provision of very intensive mental health services and intervention. The program has been operational since late June 2008.
- Veterans Court provides combat veterans in the criminal justice system who suffer from Post Traumatic Stress Disorder (PTSD) with intensive, comprehensive treatment as an alternative to more traditional incarceration and punishment for certain kinds of offenses related to their PTSD. The Veterans Court has been operational since March 2010.

➤ The office at the Juvenile Justice Center houses the Juvenile Attorney team, clerical support, investigators, paralegals, an interviewer, and Pre-Trial Facility attorneys:

- Five attorneys are assigned to the Juvenile Unit. They rotate into the unit for at least a year. Juvenile work is highly specialized and requires specific training and additional education. These attorneys handle all phases of representing juveniles charged with criminal offenses. Consequences to these young clients can range from informal supervision in their homes to formal probation supervision to removal from their parents' control and custody and commitment to a group home, local "boot camp" or other local long term detention program, or as a final resort, to the State Division of Juvenile Justice.
- Last day arraignments in the courtroom at the Pre-Trial Facility began in April 2006. Attorneys assigned to this Court inform inmates of the charges against them, provide advice in entering pleas, and settle various, mostly older cases that are in the client's best interest to quickly resolve. Attorneys in the Pre-Trial Facility are assisted by a paralegal and a clerical person.
- Early Case Disposition Court began in April 2008, when the Pre-Trial Facility Court expanded its operations to include a morning calendar dedicated to early resolution of low level felony cases. This calendar is staffed by one deputy public defender who, working together with the Court and District Attorney, attempts to settle cases at the earliest stage possible. In keeping with the best interests of clients, the system benefits by these early dispositions in reduced transportation costs, less crowding in the outlying Courts, and freeing jail space when appropriate.

Major Accomplishments in FY 2009/010

Safety and Security

- Opened over approximately 4,725 felony cases (including violations of probation) in FY 2009/10.
- Opened approximately 6,830 misdemeanor cases in FY 2009/10.
- Opened approximately 900 civil cases in FY 2009/010
- Opened approximately 1,450 new juvenile cases in FY 2009/10.
- Advised and arraigned approximately 5,300 clients on approximately 8,720 cases at the Pre-Trial Facility. Made approximately 10,480 appearances in this courtroom in FY 2009/10, including over 1,230 early case disposition hearings during FY 2009/10.
- Absorbed into existing caseloads a large number of murder and capital murder cases. While the number of active murder cases fluctuates as cases move in and out of the system, the average monthly count during FY 2009/010 was 21 active murder cases (plus 8 pending sentencing or delayed long-term due to mental health issues). Of these cases:
 - 6 clients are charged with special circumstances murder which upon conviction could lead to a death sentence. There are no more serious, stressful, and resource intensive cases in the practice of law. One of these cases was tried to a verdict of life without the possibility of parole.
 - 7 clients continue to face special circumstances murder in cases where the maximum penalty has been determined to be life in prison without the possibility of parole.

- Tried approximately 54 felony cases with a positive outcome for the client in over 55% of the cases.
- Tried approximately 50 misdemeanor cases with a positive outcome, 50% of the cases.
- Participated in the Adult and Juvenile Drug Courts.
- Participated on the Drug Court, Recovery Court, and Juvenile Drug Court Steering Committees to help set policy and problem solve systemic issues.
- Represented approximately 480 mentally ill and developmentally disabled persons to ensure that appropriate and least restrictive treatment options were implemented.
- Continued to staff the Pre-Trial Facility Court for last day arraignments each day, appearing on approximately 8,700 cases.
- Represented clients in the Early Case Disposition Court for early case resolution in low level felony matters. Settled approximately 70% of the 1,230 cases referred for early case disposition at the pre-trial facility.
- Represented clients in the Mental Health Court. Handled on average 35 clients in the Mental Health Court each month.
- In FY 2009/010 Public Defender attorneys appeared with approximately 28,450 defendants on approximately 41,350 cases in over 70,000 court hearings in 24 courtrooms throughout Tulare County.

Quality of Life

- Promoted and advocated rehabilitation programs for clients in the Drug and Recovery Courts and Juvenile Courts and helped to secure anger management, parenting, and mental health treatment and

counseling. These efforts are designed to curb recidivism.

- Improved air quality and lowered fuel costs and consumption by acquiring hybrid vehicles to replace outdated automobiles in the fleet.

Organizational Performance

- Paper processes continue to be automated leading to greater efficiency. More cases are handled paperless utilizing the JCATS computer system.

Key Goals and Objectives FY 20010/11

Organizational Performance

- Make budget reductions mandated by the County Administrative Office and Board of Supervisors while minimizing the reduction of services to clients and elimination of mandated legal representation.
 - ❑ Objective 1 - Restructure the Investigations Unit by reducing staff size by 56% effective July 2010.
 - ❑ Objective 2 - Present layoff resolution to Board of Supervisors for 3 currently filled investigator positions by June 2010.
 - ❑ Objective 3 - Transition Investigations Unit to a smaller workforce. Reassign existing caseload among remaining investigators by July 2010.
 - ❑ Objective 4 - Improve efficiency of Investigative Unit to effectively continue providing quality services by September 2010.
- Increase revenue to help offset budget reductions.
 - ❑ Objective 1 - Institute registration fee provided for in Penal Code section 987.5 by January 2011.
 - ❑ Objective 2 - Contact Superior Court and Probation Accounting to determine

collection mechanism by September 2010.

- ☐ Objective 3 - Submit agenda item to Board of Supervisors by December 2010.
- ☐ Objective 4 - Notify and train deputy public defenders, clerical staff, court personnel and collections staff of new fee and procedures by December 2010.

- Increase efficiency and eliminate duplication of data entry in opening case files and coordinating Court appearance calendars with the Superior Court.
- ☐ Objective 1 - Complete computerized integration with the Courts to electronically receive case information by August 2010.

Departmental Budget Request

The Requested Budget represents an overall decrease of \$410,353 or 5% in expenditures and an increase of \$16,067 or 12% in revenues when compared with the FY 2009/10 Final Budget. As a result, the Net County Cost is decreased \$426,420 or 5% when compared with the FY 2009/10 Final Budget.

Significant areas with major changes between the FY 2009/10 Final Budget and the FY 2010/11 Requested Budget are as follows:

- Salaries and Benefits decrease \$428,237 primarily due to savings from freezing vacancies.
- Service and Supplies increased \$132,121 mainly due to funding for active capital case trials.
- Other Financing Uses decrease \$35,755 due to a reduction in debt service.
- Countywide Cost Allocation Plan (COWCAP) charges decrease \$35,755 due to changes in the Plan.

- Included is a one time appropriation of \$16,066 representing the Department's share of its savings from last Fiscal Year.

County Administrator's Recommendation

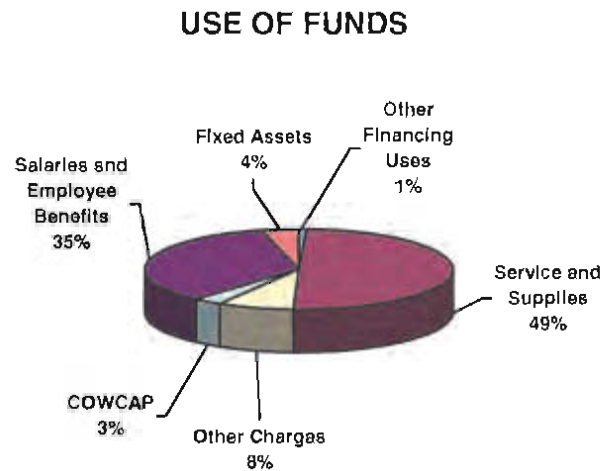
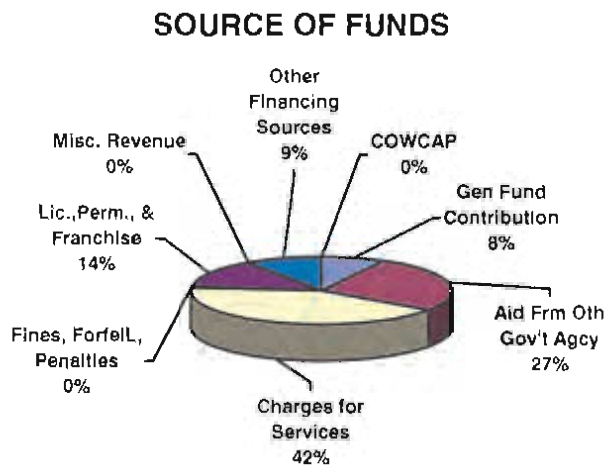
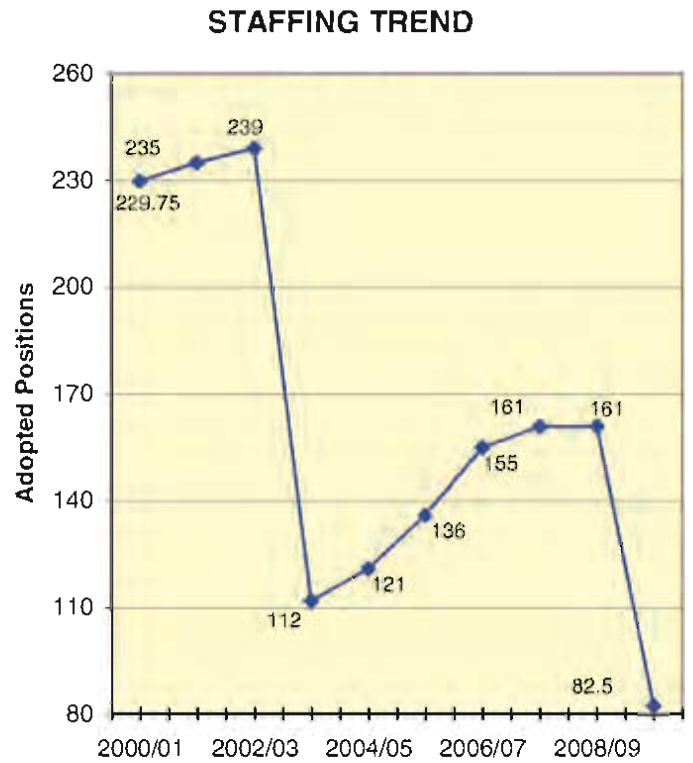
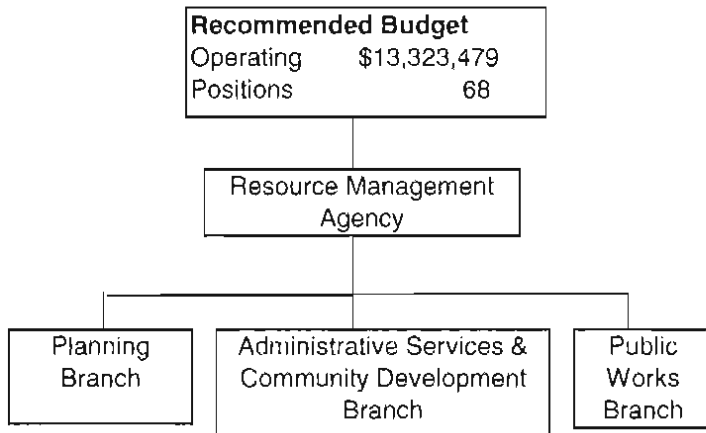
The budget is recommended as submitted.

Pending Issues and Policy Considerations

There are no pending issues or policy

Department Head Concurrence or Appeal

The Department Head concurs with the Recommended Budget.



FUND: 001
AGENCY: 230

MAJOR ACCOUNTS CLASSIFICATIONS	2008/09 ACTUALS	2009/10 FINAL BUDGET	2010/11 DEPT REQUEST	2010/11 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Other Charges	1,751,780	1,882,544	1,045,389	1,045,389	(837,155)	(44.47)%
Salaries And Employee Benefits	9,691,893	7,103,524	4,598,388	4,598,388	(2,505,136)	(35.27)%
Service And Supplies	4,808,884	7,037,099	6,644,553	6,644,553	(392,546)	(5.58)%
Fixed Assets	371,229	1,891,827	500,000	500,000	(1,391,827)	(73.57)%
Other Financing Uses	115,569	183,681	101,739	101,739	(81,942)	(44.61)%
Cowcap	<u>116,558</u>	<u>616,763</u>	<u>433,410</u>	<u>433,410</u>	<u>(183,353)</u>	<u>(29.73)%</u>
TOTAL APPROPRIATIONS	16,855,903	18,715,438	13,323,479	13,323,479	(5,391,959)	(28.81)%
REVENUES:						
Lic.,Permits & Franchise	1,719,721	1,701,176	1,810,550	1,810,550	109,374	6.43 %
Fines,Forfeit.,Penalties	169,382	117,176	66,000	66,000	(51,176)	(43.67)%
Use Of Money & Property	179,891	292,880	0	0	(292,880)	(100.00)%
Aid Frm Oth Gov'T Agency	2,910,748	6,019,094	3,568,819	3,568,819	(2,450,275)	(40.71)%
Charges For Current Serv	7,774,896	6,650,212	5,563,154	5,563,154	(1,087,058)	(16.35)%
Miscellaneous Revenue	53,467	28,645	5,620	5,620	(23,025)	(80.38)%
Other Financing Sources	45,163	400,610	1,245,642	1,245,642	845,032	210.94 %
Cowcap	<u>(721)</u>	<u>12,738</u>	<u>29,520</u>	<u>29,520</u>	<u>16,782</u>	<u>131.75 %</u>
TOTAL REVENUES	<u>12,851,147</u>	<u>15,222,531</u>	<u>12,289,305</u>	<u>12,289,305</u>	<u>(2,933,226)</u>	<u>(19.27)%</u>
NET COUNTY COST	4,004,756	3,492,907	1,034,174	1,034,174	(2,458,733)	(70.39)%

POSITIONS	161	82.5	68	68	-14.5
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Departmental Purpose

The Resource Management Agency (RMA) is comprised of the Public Works Branch, Administration and Community Development Branch and Planning Branch. The 2009/2010 Fiscal Year implemented RMA Reorganization by flattening executive management positions by combining Roads and Transportation into the Public Works Branch; by combining Administration and Community Development Services into the Administration and Community Development Branch; and by the reassignment of Support Services to the County Administrative Office. Internal shifting of various sections within RMA Branches has resulted in the shift of the Building Division and Permit Center under the Planning Branch of RMA.

The Agency is responsible for several funds and budgets including special revenue funds and enterprise funds. Agency 230 includes the following General Fund Branches and functions:

- Engineering Services-Surveyor's Office and Cross Valley Canal.
- Transportation Services-Utility Support.
- Administration and Community Development which includes personnel and fiscal.
- Redevelopment and grants program.
- Planning Branch, which includes Building Inspection, Code Compliance, Employee Housing, Abandoned Vehicle Abatement, Permit Center, Countywide Planning, Project Review.
- Geographical Information Systems (GIS).
- Environmental Review.

The Board of Supervisors serves as the Redevelopment Agency Board.

The Agency's mission is to support Tulare County's quality of life and economic prosperity by effectively managing the natural and developing resources and committing to timely and cost effective services.

The Agency's vision is to serve as a model of responsive customer service through teamwork, innovation, technology, competence, communication and commitment to quality.

Major Accomplishments for FY 2009/10

Safety and Security

- Adopted the 2009 Federal Transportation Improvement Program (FTIP). The FTIP is a priority list of projects and a financial plan that programs projects to be carried out in a 3 year period. It provides funds for additional projects as well as transit and bike and pedestrian projects.

Quality of Life

- Moved administration of the Tulare County Association of Governments (TCAG) to that agency.
- Participated in the San Joaquin Valley Regional Blueprint Implementation Process preparation of a Regional Planning Tool Kit document in conjunction with San Joaquin Valley Counties.

Economic Well-Being

- Completed the State Mandated Housing Element Update and local adoption process.
- Completed the General Plan update, Background Report, recirculated Draft EIR.

- Continued the facilitation of Special Projects including Yokohl Ranch New Town Project, CARES EIR and update of the Animal Facilities Element.
- Completed first phase of the Williamson Act Program by filing Non-Renewal of substandard parcels.
- Initiated second phase of the Williamson Act Program for Non-Prime Ag lands.

Organizational Performance

- Developed and implemented a better training program for managers in the areas of purchasing, budgets, and contract management.
- Fine-tuned Questys Optical Character Recognition and search capability for accessing our digitized documents.
- Developed policies, procedures and desk manuals for complete and standardized guidelines.
- Continued to develop the in-house training program at RMA with goals and objectives to encourage retention and promotion from within.
- Developed staff for succession planning and promotion.
- Made progress in completing several ordinance changes to simplify and streamline work.
- Rearranged assignments at the Permit Center to reduce time spent on processing permits.

Key Goals and Objectives FY 2010/11

Economic Well-Being

- Reorganize the Planning Branch Project Review by combining Permit Center.
 - ❑ Objective 1 - Establish a full-time Permit Center Coordinator with a Planning background to serve as a third Planner at the counter, manage and troubleshoot Permit Center operations and process permits by June 2011.
 - ❑ Objective 2 - Work in conjunction with Information Technology and other County Departments to upgrade existing permit tracking software to fully functional GIS based permit tracking system by June 2011.
 - ❑ Objective 3 - Review existing development processing systems and modify to become more efficient. Establish separate processing track for large subdivisions that have master planned development by June 2011.
- Improve Dairy Agribusiness Permit Processing.
 - ❑ Objective 1 - Prepare and adopt an update to the County Animal Confinement Facilities Plan by June 2011.

Organizational Performance

- Improve the technical knowledge base for Planning staff.
 - ❑ Objective 1 - Conduct in-house monthly training sessions for the Planning staff on topics of California Environmental Quality Act (CEQA) and Land Use Planning by June 2011.
- In conjunction with Administration and Community Development Branch submit grant applications that will allow RMA to initiate a Comprehensive Zoning Ordinance

Amendment to implement new General Plan.

- ❑ Objective 1 - Obtain Proposition 84 Sustainable Communities Grant to fund amendments by June 2011.
 - ❑ Objective 2 - Simplify systems and clarify ambiguities to reach a more predictable outcome for County staff and others using the ordinance by June 2011.
 - ❑ Objective 3 - Develop clear standards to guide development according to policies of the new General Plan by June 2011.
- Process Interim Zoning Ordinance Amendments to improve efficiencies while waiting for completion of the comprehensive Zoning Ordinance Update.
- ❑ Objective 1 - Process 10 of the 24 ordinance amendments currently identified on County's "wish list" by June 2011.

Departmental Budget Request

The Requested Budget represents an overall decrease of \$5,391,959 or 29% in expenditures and a decrease of \$2,933,226 or 19% in revenues when compared with the FY 2009/10 Final Budget. As a result, the Net County Cost is decreased by \$2,458,733 or 70% when compared with the FY 2009/10 Final Budget.

Significant areas with major changes between the FY 2009/10 Final Budget and the FY 2010/11 Requested Budget are as follows:

- Salaries and Benefits decrease \$ 2,505,136 primarily due to the deletion of positions, salary savings resulting from employee furloughs and the transfer of employees out of RMA funds.
- Services and Supplies decrease \$392,546 due a reduction of specialized departmental

expense related to Parks Division that was transferred to General Services Agency.

- Other Charges decrease \$837,155 due to the transfer of the Parks Division and others out of RMA.
- Fixed Assets expenditures in FY 2010/11 of \$500,000 include the following:
 - Permit System (\$500,000).
- Other Financing Uses decrease \$81,942 due primarily because previously financed vehicles have been paid off.
- Countywide Cost Allocation Plan (COWCAP) charges decrease \$183,353 due to changes in Plan.
- Included is a one time appropriation of \$10,453 representing the Department's share of its savings from last Fiscal Year.
- Revenue projections decrease overall primarily due to the transfer of Parks Division and the related grant revenues to General Services Agency.

Staffing changes reflected in the Requested Budget that were approved by the Board of Supervisors with an effective date after April 24, 2010 until the publication of the Budget Book include the following:

- Moved 4 FTE positions: 3 positions to Roads Fund and 1 position to TCAG due to a reorganization of the divisions within the Agency to meet the County needs. The moved positions include:
 - 1 Engineering Technician III
 - 2 Engineering Technician II
 - 1 Planner III

➤ Reclassified 2 FTE positions due to a reorganization of the Divisions within the Agency and the reassignment of duties. The reclassified positions include:

- 1 Administrative Services Officer II to Fiscal Manager
- 1 Assistant RMA Director-Administration to Assistant RMA Director-Planning and Community Development

Staffing changes reflected in the Requested Budget include the following:

➤ Add 5 FTE positions as part of the reorganization of the divisions within the Agency to meet the County needs. The requested additional positions include:

- 2 Building/Zoning Inspector III
- 1 Stock Animal Specialist
- 1 Office Assistant III
- 1 Assistant RMA Director-Planning

➤ Reclassify 3 FTE positions due to a reorganization of the divisions within the Agency and the reassignment of duties. The requested reclassified positions include:

- 1 Planner III to Environmental Planning Specialist
- 1 Planner IV to Environmental Planning Coordinator
- 1 Personnel Service Officer II to Human Resource Manager

County Administrator's Recommendation

The budget is recommended as submitted, except the reclassification of 1 Planner III to Environmental Planning Specialist, 1 Planner IV to Environmental Planning Coordinator and 1 Personnel Service Officer II to Human Resource Manager are not recommended per

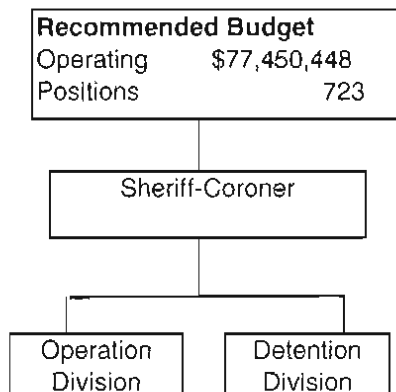
Agency request. The \$20,878 reduction in Salaries and Benefits expenditures resulting from the County Administrative Office recommendation is reallocated to Services and Supplies to rebalance the budget for FY 2010/11.

Pending Issues and Policy Considerations

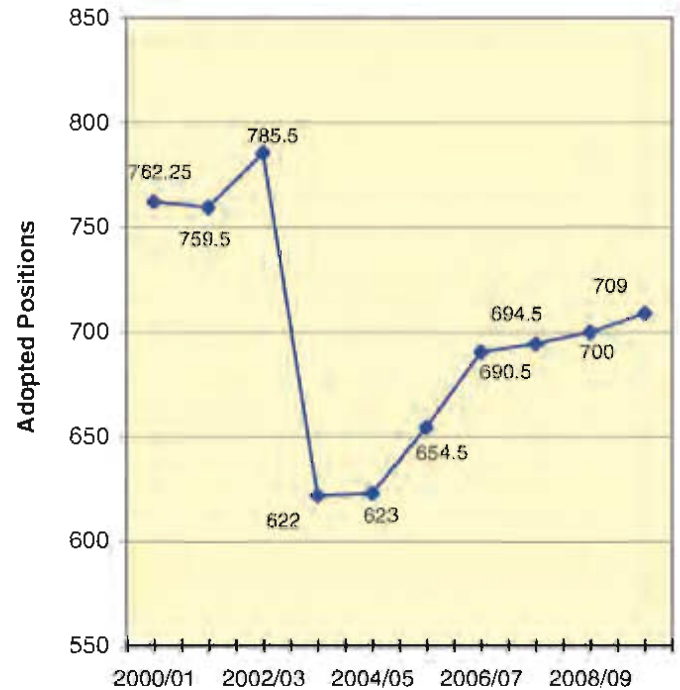
There are no pending issues or policy considerations.

Department Head Concurrence or Appeal

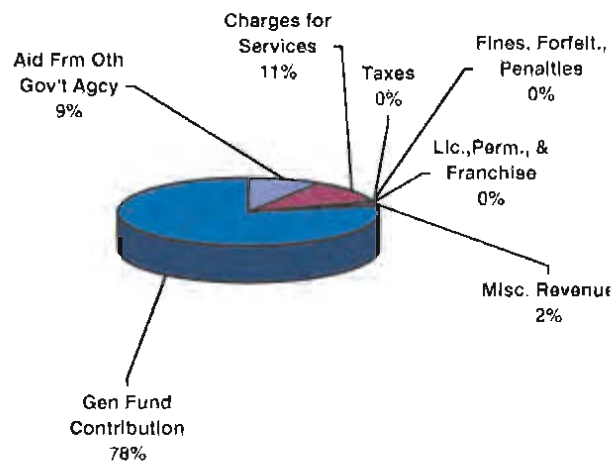
The Department Head concurs with the Recommended Budget.



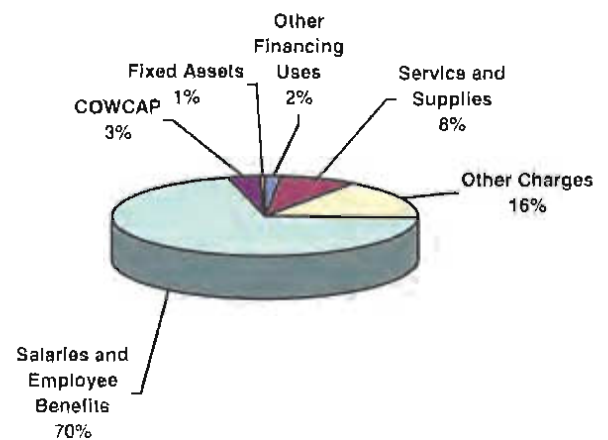
STAFFING TREND



SOURCE OF FUNDS



USE OF FUNDS



FUND: 001
AGENCY: 240

MAJOR ACCOUNTS CLASSIFICATIONS	2008/09 ACTUALS	2009/10 FINAL BUDGET	2010/11 DEPT REQUEST	2010/11 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Salaries And Employee Benefits	54,248,487	56,744,953	54,695,760	54,695,760	(2,049,193)	(3.61) %
Other Financing Uses	2,118,435	1,533,568	1,294,504	1,294,504	(239,064)	(15.59) %
Service And Supplies	6,103,364	6,110,841	6,145,872	6,145,872	35,031	0.57 %
Other Charges	14,105,169	12,277,521	12,247,548	12,247,548	(29,973)	(0.24) %
Fixed Assets	771,975	162,000	424,500	424,500	262,500	162.04 %
Cowcap	<u>2,714,994</u>	<u>2,808,363</u>	<u>2,642,264</u>	<u>2,642,264</u>	<u>(166,099)</u>	<u>(5.91) %</u>
TOTAL APPROPRIATIONS	80,062,424	79,637,246	77,450,448	77,450,448	(2,186,796)	(2.75) %
REVENUES:						
Taxes	141,759	150,000	150,000	150,000	0	0.00 %
Lic.,Permits & Franchise	29,493	40,000	48,200	48,200	8,200	20.50 %
Fines,Forfeit.,Penalties	130,867	62,500	109,635	109,635	27,135	32.89 %
Aid Frm Oth GovT Agency	5,351,627	5,666,799	6,866,902	6,866,902	1,200,103	21.18 %
Charges For Current Serv	7,646,975	8,453,629	8,622,954	8,622,954	169,325	2.00 %
Miscellaneous Revenue	1,136,705	1,342,136	1,195,815	1,195,815	(146,321)	(10.90) %
Other Financing Sources	<u>357,818</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00 %</u>
TOTAL REVENUES	<u>14,795,244</u>	<u>15,735,064</u>	<u>16,993,506</u>	<u>16,993,506</u>	<u>1,258,442</u>	<u>8.00 %</u>
NET COUNTY COST	65,267,180	63,902,182	60,456,942	60,456,942	(3,445,240)	(5.39) %

POSITIONS	700	709	723	723	14
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Departmental Purpose

The Sheriff's Department is a State Constitutional Office headed by an elected Sheriff as prescribed in State Government Code 24000(b). The Sheriff is responsible for providing law enforcement services in the County including patrol, investigations, and custody of adult offenders. The Sheriff is also the Coroner, responsible for death investigations. The Sheriff's Department provides a variety of support services, including dispatch of law enforcement personnel and maintenance of criminal records. The agency is divided into two major Divisions: Operations and Detentions. Operations include Administration, Patrol and Investigations. Detentions include Administration and Facilities.

Operations Division

Administrative Services

Administrative Services includes: the Business Office, Background Investigations, Honor Guard, Media Relations, Property and Evidence, Reserves, Training, Communications and Records. Administrative Services key functions are:

- Investigate allegations of misconduct by Sheriff's deputies and other staff members.
- Develop and monitor budgets; conduct fiscal and accounting activities; develop requests for bids and proposals; manage contracts; research and write staff reports; and monitor implementation of operational standards; lead strategic planning; and monitor safety programs.
- Store crime reports, register documents of criminals and other public documents, and provide access to documents by law enforcement personnel and the general public per relevant laws regarding privacy and public disclosure of such documents.

- Provide 911 call service for County residents to report requests for law enforcement, emergency medical and other urgent assistance.
- Facilitate recruitment, hiring, and promotional processes, including performing pre-employment background investigations and psychological services in accordance with established procedures.
- Work with local media to keep the public educated and informed on public safety issues to further community-based policing efforts.

Administrative Operations

Administrative Operations includes: Court Services for Dinuba, Juvenile, Porterville, Pre-Trial, Tulare, and Visalia Courts; Civil; Family Support Services; Automation; Grants; 911 Coordination; Aviation Unit; Cal-ID; and Crime Analysis. Key functions of Administrative Operations are:

- Coordinate the implementation, maintenance, and financing of automated law enforcement systems, such as the Jail Management System, a comprehensive database on inmates.
- Provide Court security at courthouses throughout County and serve court-related documents to County residents.
- Identify and pursue grant funding to operate special programs to benefit the general public.
- Provide crime analysis and statistical information in support of Patrol and Investigations.
- Conduct studies and other special projects to enhance Department efficiency and long-range planning.

Patrol

Patrol includes: Headquarters, Cutler-Orosi, Pixley, and Porterville Substations; Night Watch; Community Oriented Policing Services (COPS); Resident Deputies, River and Lake Patrol Units; Dive Team; Bomb Squad; Sheriff's Explorers; School Resource Officers; Liaison with Regional Law Enforcement Units; Search and Rescue Team; and Sheriff's Volunteers. Patrol key functions are:

- Prevent and detect criminal activity.
- Apprehend persons responsible for crimes.
- Create partnerships and solve problems in the community to enhance law enforcement utilizing the COPS philosophy.
- Serve subpoenas and criminal warrants.
- Provide Countywide disaster management, mitigation, and recovery services.
- Provide Countywide law enforcement mutual aid coordination.
- Provide Search and Rescue/Dive Team operations for land and aquatic environments. Recover and preserve criminal evidence and promote safety during land and water-related activities.
- Patrol the Kings River with law enforcement personnel to maximize the safe operations of recreational vessels, including the perimeter campgrounds and picnic areas of Lake Kaweah and Lake Success.

Investigations

Investigations include: Violent Crimes, Property Crimes, Crimes against Children, Narcotics Investigations, Domestic Violence, Coroner's Unit, Crime Lab, Sheriff's Tactical Enforcement Personnel and Gang Crimes. Key functions of Investigations include:

- Investigate all major crimes within the jurisdiction of the Sheriff's Department.
- Lead multi-agency narcotics and gang suppression units.
- Assist other local, State and Federal agencies with criminal investigations.
- Provide public education and crime prevention presentations.
- Identify, collect, process, and preserve evidence from suspects and crime scenes.

Major Accomplishments in FY 2009/10:

Safety and Security

- Established 12 new Community-based Officer (CBO) positions serving rural communities across County. The CBO'S keep in constant touch with school officials, students, parents, business owners, town councils, community-based non-profit organizations, and others in the community to promote public safety. The deputy positions were made possible by a three-year, \$3.2 million grant from the Federal Office of Community Oriented Policing Services.
- Eradicated 211,563 marijuana plants with an estimated street value of \$846.3 million from Bureau of Land Management property, State and Federal Parks, National Forest Service lands, and other public and private property.
- Outfitted more than 200 patrol officers and detectives with new hand-held radios to facilitate officer-to-officer communication on crime investigations and at other critical times. The durable, state-of-the-art radios were paid for by grants, County General Fund, and tribal assistance.
- Moved aggressively to address gang-related crime:

- Implemented a gang injunction in Cutler-Orosi. The injunction prohibits gang members from associating with one another in public, and makes it easier for law enforcement to search these people for unlicensed weapons, illegal drugs, and other contraband items. The Tulare County District Attorney's Office works closely with the Sheriff's Department in enforcing the injunction.
 - The Sheriff's Department was a key participant in several Step Up community events and the South Valley Gang Awareness Forum.
 - Enhanced a regional network of law enforcement agencies to share intelligence on street gangs. The effort was made possible by a \$200,000 Regional Anti-Gang Intelligence-Led Policing Program grant from the California Emergency Management Agency. The enhancements included "bing maps" at www.tularesheriff.info where the general public can locate information on gangs and how to report gang activity.
 - Enhanced inmate identification at booking and release with NEC Integra computer system. This system allows storage of the inmate's fingerprints on a secure server at the Department. Deputies also view a photo of the inmate as another check to confirm identity.
- Organizational Performance**
- To enhance communication with the public, news media, and other law enforcement agencies, the Department established a twitter account at www.twitter.com and a new web site www.tularesheriff.info. The new web site contains information on Sheriff's divisions and programs, and appropriate contact numbers.
 - Upgraded computer equipment in Sheriff's Dispatch Center with \$275,000 in State 911 funds.
 - Started taking 911 calls from AT&T and Verizon cell phone users. This was done in compliance with a State mandate to police and fire emergency dispatch centers to handle these calls to relieve pressure on the California Highway Patrol, which previously handled such calls.
 - Implemented Write Force reporting system in patrol cars, an electronic system that replaced a time-consuming process of hand writing crime incident reports by deputies. The system also is used by correctional deputies for incident reports in the jails.
 - Replaced aging servers for crime scene photos and inmate mug shots. The new crime scene server contains thousands of evidence shots of crime scene used in prosecutions. The new mug shot server, among other uses, allows Department patrol officers and detectives to determine criminal history and outstanding warrants on suspects in the field.
 - Started a program for field deputies to drop in on local businesses to get to know owners, managers and employees. The practice will allow the deputy to share crime prevention information and to get feedback on quality of law enforcement services. The program is part of the Sheriff's Department's community-based policing outreach efforts.
 - Implemented a new database in Personnel & Training to track the Department's 700-plus employees from job applicants to retirement and separating from the organization.

Quality of Life

- Purchased 12 hybrid (gasoline-electric) cars for the Sheriff's vehicle fleet. The Ford Fusion models produce less air pollution and require less fuel to operate than comparable cars powered solely by gasoline engines. It is expected that delivery of vehicles will be completed by September 2010.

Detentions Division

Administration

Administration includes: Transportation Unit, Inmate Programs Unit, Jail Services Unit, Farm Expansion Program, Jail Industries and Court Security. The key functions of Administration are:

- Provide for the safety and security of inmates and staff.
- Provide programs for inmates designed to increase their skills, education and abilities to function in the community.
- Provide vocational, academic, and industry programs to inmates.
- Operate out-of-custody release programs.
- Provide safe and secure transport of inmates to Court and other required locations.
- Facilitate and maintain detailed inmate records.
- Coordinate custody issues with other criminal justice agencies.
- Produce beef, pork, and vegetables for use in jail kitchens.
- Conduct road-side litter and tire clean-up programs.

Facilities

Facilities include: Adult Pre-Trial Facility, Bob Wiley Detention Facility, Men's Correctional Facility, Main Jail, Day Reporting Center and Sheriff's Work Alternative Program. Facilities key functions include:

- Detain and house pre-trial and sentenced inmates.
- Provide for the care and welfare of inmates and staff.
- Maintain accurate and detailed inmate records.
- Coordinate custody related issues with criminal justice agencies.
- Supervise inmate work release programs.
- Provide transportation of inmates to Court and other destinations.

Major Accomplishments for Detentions Division in FY 2009/10:

Safety and Security

- Replaced aging surveillance camera systems at Main Jail and the Bob Wiley Detention Center with equipment that better tracks inmates and is easier for deputies to operate.
- Purchased two restraint chairs to replace wraps used on violent inmates. The chairs, which will be placed in county jails, more securely restrain these inmates than the wraps. This should lessen injuries to the offenders, deputies and other staff, until the inmates have sufficiently calmed down and the restraints can be removed.

Quality of Life

- Adapted the Character Counts! Curriculum for children of adult inmates. The 8-week instruction includes components on the six pillars of Character Counts! – fairness, caring, responsibility, citizenship, respect and truthfulness.
- Hired a vocational building instructor to teach construction skills to inmates while providing cost-effective construction labor on County projects. The program is paid by the Inmate Welfare Fund.
- Began a fork-lift certification program for inmates to enhance post-incarceration job readiness.

Organizational Performance

Consolidated day-to-day supervision of Bob Wiley and Pre-Trial Detention Facilities under one lieutenant. The move allowed the Department to devote another lieutenant to the new position of compliance officer and transport supervisor for the Detentions Division.

Key Goals and Objectives FY 2010/11

Safety and Security

- Reduce Gang Violence in Tulare County.
 - ❑ Objective - Reduce annual gang violence by 5% through implementation of additional gang injunctions, establishing a target list of "Top 10" gang violence offenders, increase patrol of high-crime areas, and other measures by June 2011.
- Decrease number of bad checks cashed by local businesses.
 - ❑ Objective 1 - Seek a County Ordinance by December 2010, to require mini marts, service stations, and other businesses to better ascertain identity of

people seeking to cash checks, such as showing a valid California ID, providing check holder's name and address, or taking check holder's thumb print.

- ❑ Objective 2 - Start to conduct random undercover patrols of businesses to check compliance with new ordinance by March 2011.
- Goal - Enhance safety and efficiency for Sheriff's Special Emergency Response team (SSERT).
 - ❑ Objective 1 - Identify funding source by December 2010, for less-than-lethal weapons, protective gear, and other equipment for 15-member SSERT team of correctional deputies who respond to inmate riots, hostage situations, and other potential dangerous emergencies in County Detention Facilities.
 - ❑ Objective 2 - Outfit team with new equipment by June 2011.

Organizational Performance

- Promote inmate welfare and lower Sheriff's administration costs through implementation of EZ Card and Kiosk System at County Detention Facilities.
 - ❑ Objective 1 - By September 2010, implement ATM-like deposits by inmates and family members to inmate accounts for use by offenders for bail and commissary items, replacing time-consuming process of cash handling by Sheriff's staff.
 - ❑ Objective 2 - By June 2011, decide on whether to implement EZ's Video Court function for computer-to-computer conferences between inmates and attorneys.
- Enhance field investigations by deputies through installation of Airlink computer modems in patrol cars.
 - ❑ Objective 1 - Begin installation by September 2010, of modems in 100

patrol cars to establish field access to Web-based criminal databases.

- ☐ Objective 2 - Complete Airlink installation by November 2010.
- Establish forum for community input on public safety issues.
 - ☐ Objective 1 - Select communities by July 2010, for town hall meetings and during 2010-11.
 - ☐ Objective 2 - Conduct quarterly town hall meetings between July 15, 2010, and June 2011.
- Improve inter-agency communication to enhance Countywide apprehension of people with outstanding arrest warrants and recovery of stolen vehicles by 30%.
 - ☐ Objective 1 - Enhance Sheriff's crime bulletin system to local law enforcement agencies to include photographs of wanted people and stolen vehicles by October 2010.
 - ☐ Objective 2 - Expand the Sheriff's bulletin system to include postings by County police departments by November 2010.
- Establish a Countywide Interoperable Communications System to enhance communications during a major crime, disaster, or terrorist incident.
 - ☐ Objective 1 - Secure Homeland Security grant funds by December 2010, to network communication towers in foothills around the County with central office facilities in Visalia for enhanced communication among police, fire, and other first responders, particularly during the first 10 minutes of a major incident.
 - ☐ Objective 2 - Complete planning for construction phase of project by June 2011.
 - ☐ Objective 3 - Construct and have system operational by December 2012.

Departmental Budget Request

The Requested Budget represents an overall decrease of \$2,186,798 or 3% in expenditures and an increase of \$1,258,442 or 8% in revenues when compared with the FY 2009/10 Final Budget. As a result, the Net County Cost is decreased \$3,445,240 or 5% when compared with the FY 2009/10 Final Budget.

Significant areas with major changes between the FY 2009/10 Final Budget and the FY 2010/11 Requested Budget are as follows:

- Salaries and Benefits decrease \$2,049,193 primarily due to savings from freezing vacancies.
- Fixed Assets expenditures for FY 2010/11 of \$262,500 include the following:
 - 2 Patrol sport utility vehicles (\$70,000)
 - 12 Hybrid vehicles (\$348,000)
 - 1 Bomb detection dog (\$6,500)
- Other Financing Uses decrease \$239,064 due to decreases in debt obligation.
- Countywide Cost Allocation Plan (COWCAP) charges decrease \$166,099 due to changes in the Plan.

Staffing changes reflected in the Requested Budget include the following:

- Delete 3 FTE positions due to the loss of grant funding. The requested deleted positions include:
 - 3 Sheriff's Deputy II
- Add 3 FTE positions that were previously funded in Agency 260 Citizens' Options for Public Safety (COPS):
 - 2 Sheriff's Deputy II
 - 1 Sheriff's Sergeant, Correction

Staffing changes reflected in the Requested Budget that were approved by the Board of Supervisors with an effective date after April 24, 2010 until the publication of this Budget Book include the following:

- Add 2 FTE positions that will be funded by Cal-EMA grants. The added positions are:
 - 1 Sheriff's Deputy II
 - 1 Crime Systems Specialist

County Administrator's Recommendation

The budget is recommended as submitted.

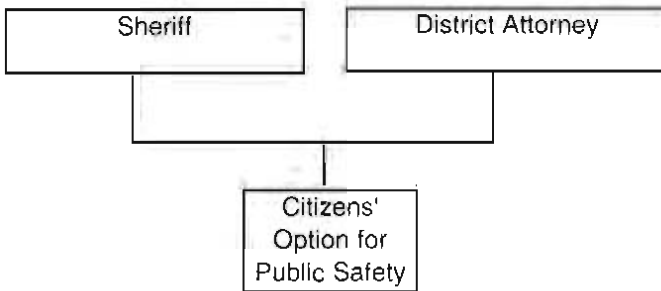
Pending Issues and Policy Considerations

There are no pending issues or policy considerations.

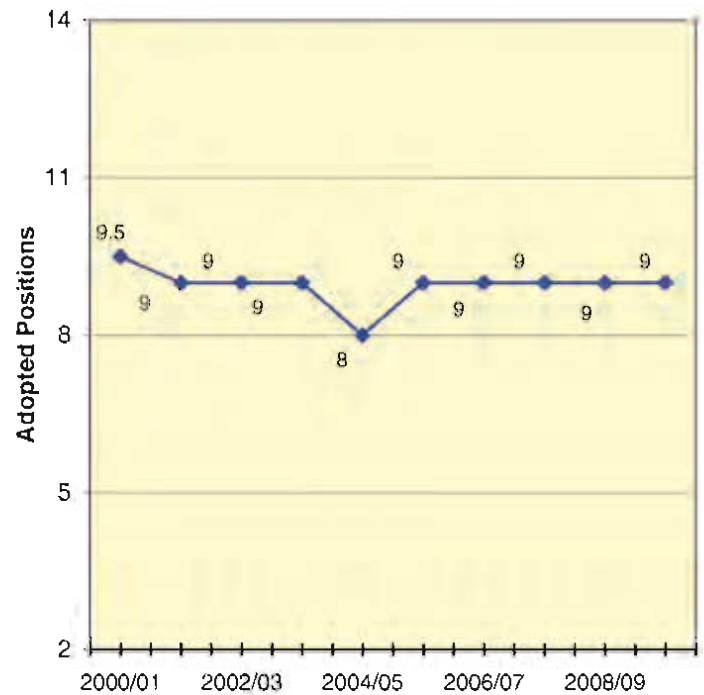
Department Head Concurrence or Appeal

The Department Head concurs with the Recommended Budget.

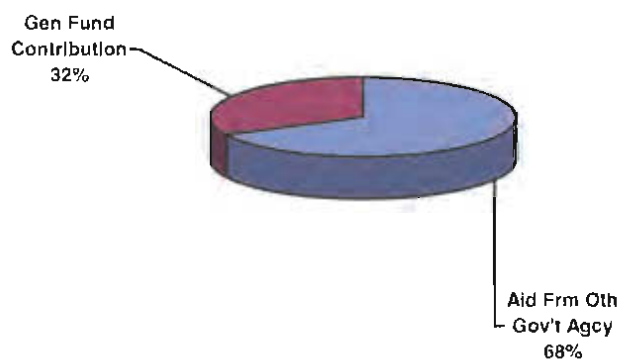
Recommended Budget	
Operating	\$558,554
Positions	3



STAFFING TREND



SOURCE OF FUNDS



USE OF FUNDS



AGENCY: 260

MAJOR ACCOUNTS CLASSIFICATIONS	2008/09 ACTUALS	2009/10 FINAL BUDGET	2010/11 DEPT REQUEST	2010/11 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Salaries And Employee Benefits	760,420	630,063	552,696	552,696	(277,387)	(33.42)%
Other Charges	8,275	8,317	5,458	5,458	(2,859)	(34.38)%
Service And Supplies	<u>0</u>	<u>400</u>	<u>400</u>	<u>400</u>	<u>0</u>	<u>0.00</u> %
TOTAL APPROPRIATIONS	768,695	638,800	558,554	558,554	(280,246)	(33.41)%
REVENUES:						
Aid Frm Oth Gov't Agency	408,347	646,429	377,383	377,383	(271,046)	(41.80)%
Other Financing Sources	<u>52,991</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00</u> %
TOTAL REVENUES	<u>461,338</u>	<u>646,429</u>	<u>377,383</u>	<u>377,383</u>	<u>(271,046)</u>	<u>(41.80)%</u>
NET COUNTY COST	307,357	190,371	181,171	181,171	(9,200)	(4.83)%

POSITIONS	9	9	3	3	-6
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Departmental Purpose

The Citizens' Option for Public Safety (COPS) was established through Assembly Bill 3229, Chapter 134, Statutes of 1996. The funding requires the enactment of Supplemental Law Enforcement Services Funds, for use by the Sheriff's Department for Jail and Operations and by the District Attorney for criminal prosecutions.

Front-Line Operations Support

- Sheriff's Department Patrol personnel are utilized in various patrol assignments throughout the County. The FY 2009/10 funding paid for five patrol deputies.

Jail Operations

- Sheriff's Detention Supervisory personnel are assigned to the detention facilities to provide staff supervision. The FY 2009/10 funding paid for two jail sergeants.

District Attorney

- District Attorney personnel are used for prosecution of criminal offenders.

Major Accomplishments in 2009/2010

Organizational Performance

- Obtained renewed funding, as part of a multi-department, multi-agency effort, for COPS funding.
- Complied with the COPS Oversight Committee's priorities for expenditures.

Key Goals and Objectives FY 2010/11

Safety and Security

- Utilize the COPS funds to maintain staffing levels in Patrol and Detention Divisions and

to allow the Department to address the Department's community policing goals.

Organizational Performance

- Strive to maximize the Department's use of the COPS funds to minimize use of County's General Fund revenues in Patrol and Detention Divisions.
- Work with local governmental organizations to ensure Tulare County continues to receive annual funding.

Departmental Budget Request

The Requested Budget represents an overall decrease of \$280,246 or 33% in expenditures and a decrease of \$271,046 or 42% in revenues when compared with the FY 2009/10 Final Budget. As a result, the Net County Cost decreased \$9,200 or 5% when compared with the FY 2009/10 Final Budget.

Significant areas with major changes between the FY 2009/10 Final Budget and the FY 2010/11 Requested Budget are as follows:

- Salaries and Benefits decrease \$277,387 primarily due to the position reduction.
- Revenue projections decrease overall primarily due to a reduction of Local Safety and Protection Account funding.

Staffing changes reflected in the Requested Budget include the following:

- Delete 3 FTE positions due to the anticipated reduction in State funding in the Local Safety and Protection Account. The requested deleted positions include:
 - 2 Sheriff's Deputy II
 - 1 Sheriff's Sergeant, Correction

County Administrator's
Recommendation

The budget is recommended as submitted.

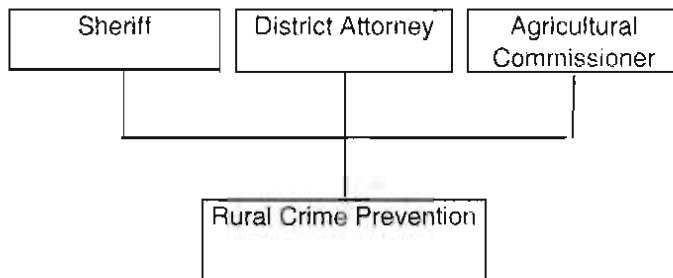
Pending Issues and Policy
Considerations

There are no pending issues or policy
considerations.

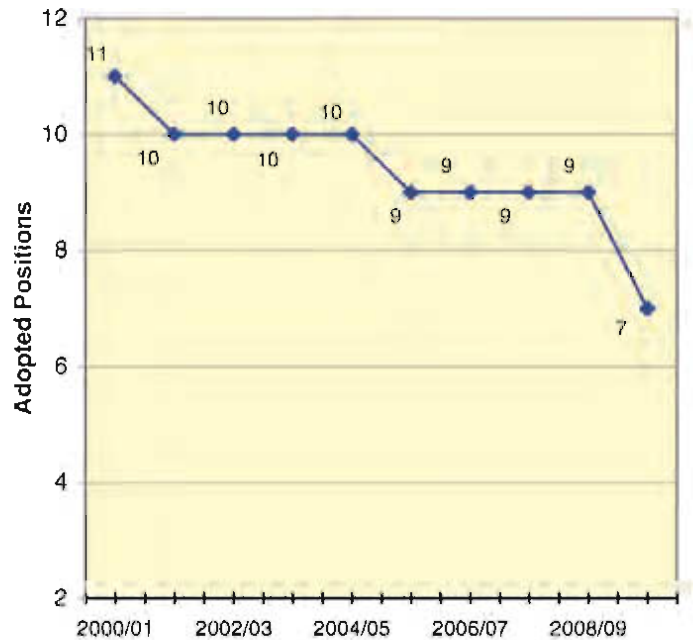
Department Head Concurrence or
Appeal

The Department Head concurs with the
Recommended Budget.

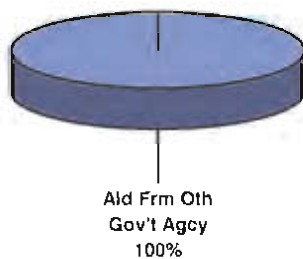
Recommended Budget	
Operating	\$597,783
Positions	4



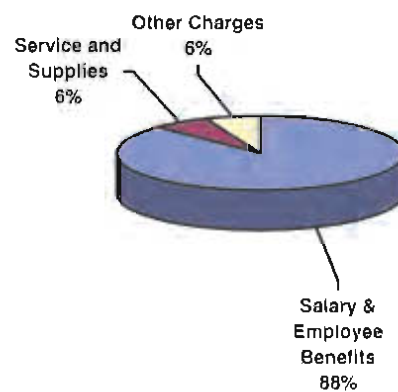
STAFFING TREND



SOURCE OF FUNDS



USE OF FUNDS



FUND: 001
AGENCY: 265

MAJOR ACCOUNTS CLASSIFICATIONS	2008/09 ACTUALS	2009/10 FINAL BUDGET	2010/11 DEPT REQUEST	2010/11 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Other Charges	22,108	14,096	35,988	35,988	21,892	155.31 %
Salaries And Employee Benefits	568,073	551,410	523,207	523,207	(28,203)	(5.11) %
Service And Supplies	<u>27,777</u>	<u>26,665</u>	<u>38,588</u>	<u>38,588</u>	<u>9,923</u>	<u>34.62 %</u>
TOTAL APPROPRIATIONS	617,958	594,171	597,783	597,783	3,612	<u>0.61 %</u>
REVENUES:						
Aid Frm Oth Gov'T Agency	555,069	594,171	597,783	597,783	3,612	0.61 %
Other Financing Sources	<u>67,514</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00 %</u>
TOTAL REVENUES	<u>622,583</u>	<u>594,171</u>	<u>597,783</u>	<u>597,783</u>	<u>3,612</u>	<u>0.61 %</u>
NET COUNTY COST	(4,625)	0	0	0	0	0.00 %

POSITIONS	9	7	4	4	-3
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Departmental Purpose

The District Attorney created the Rural Crime Prevention Program with State funded dollars to address the special needs of Tulare County's rural agricultural infrastructure. Tulare County has a special interest in protecting farmers and ranchers and is uniquely suited for such a program because it has an agricultural-based economy. Tulare County ranks number two in the nation for agricultural production. Approximately 1,600,000 of the 3,158,400 acres in Tulare County are used for agricultural activities with approximately 800,000 acres under irrigated cultivation. Of the 436,000 residents, roughly 25% rely directly on agriculture for their livelihood according to the Tulare County Farm Bureau.

Major Accomplishments in FY 2009/10

Safety and Security

- Investigated 312 cases with 35 arrests.
- Referred over 44 cases for prosecution with 26 filed. The average sentence for those convicted was 187 days.
- Recovered property totaling \$390,025 with \$31,569 in restitution ordered paid to the victims.

Key Goals and Objectives 2010/11

- Successfully prosecute agricultural crime cases.
- Identify new trends in agricultural crime, such as the wire, metal and fuel thefts specialized task forces to address them.
- Network with the Central Valley Rural Crime Task Force Counties to address

agricultural crime throughout the Central Valley.

Departmental Budget Requests

The Requested Budget represents an overall increase of \$3,612 or 1% in expenditures and an increase of \$3,612 or 1% in revenues when compared with the FY 2009/10 Final budget. As a result Net County Costs remain the same when compared with the 2009/10 Final Budget.

Significant areas with major changes between the FY 2009/10 Final Budget and the FY 2010/11 Requested Budget are as follows:

- Services and Supplies increase \$9,923 due to contracted services.
- Other Charges increase \$21,892 primarily due to Fleet Services charges.

County Administrator's Recommendation

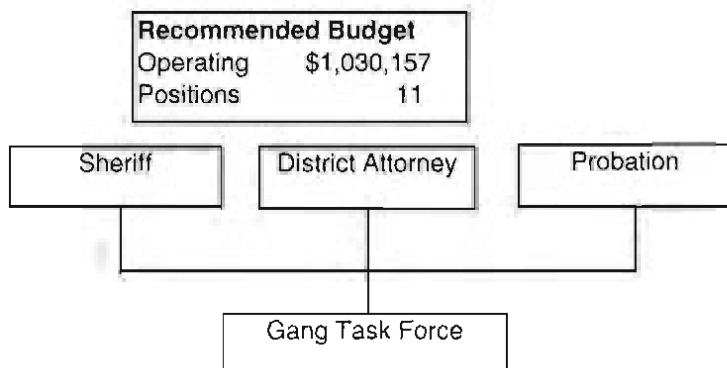
The budget is recommended as submitted.

Pending Issues and Policy Considerations

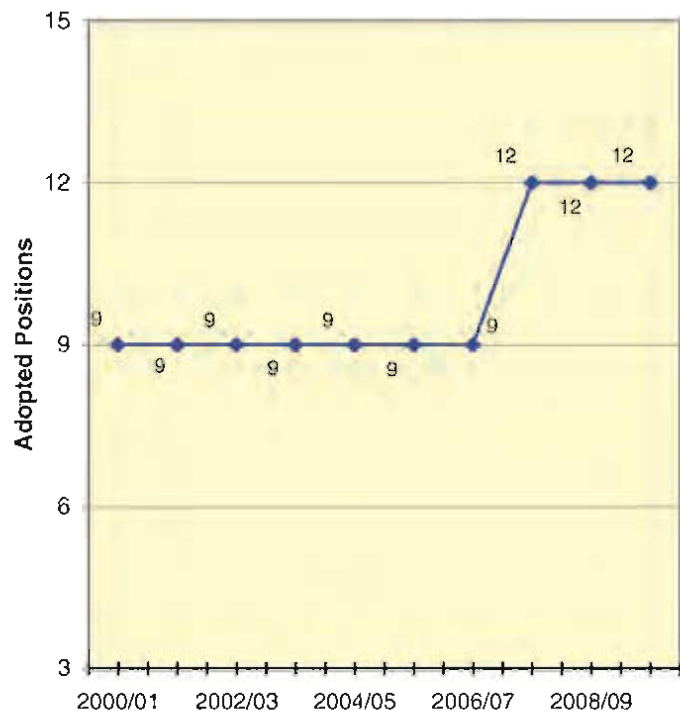
There are no pending issues or policy considerations.

Department Head Concurrence or Appeal

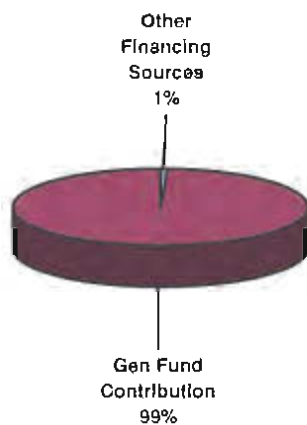
The Department Head concurs with the Recommended Budget.



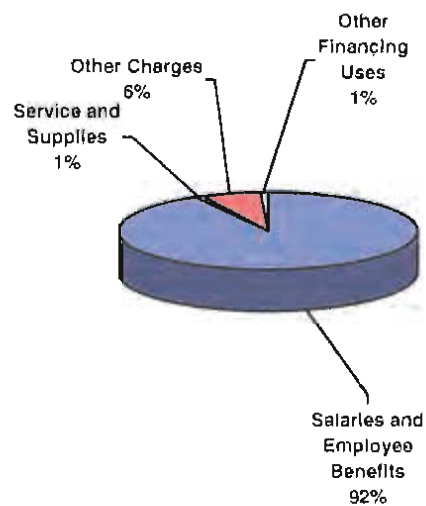
STAFFING TREND



SOURCE OF FUNDS



USE OF FUNDS



FUND: 001
AGENCY: 270

MAJOR ACCOUNTS CLASSIFICATIONS	2008/09 ACTUALS	2009/10 FINAL BUDGET	2010/11 DEPT REQUEST	2010/11 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	17,455	38,193	8,720	8,720	(29,473)	(77.17)%
Other Charges	35,804	25,956	66,906	66,906	40,950	157.77 %
Other Financing Uses	10,127	7,000	7,200	7,200	200	2.66 %
Salaries And Employee Benefits	<u>937,963</u>	<u>1,081,265</u>	<u>947,331</u>	<u>947,331</u>	<u>(133,934)</u>	<u>(12.39)%</u>
TOTAL APPROPRIATIONS	1,001,349	1,152,414	1,030,157	1,030,157	(122,257)	(10.61)%
REVENUES:						
Aid Frm Oth Gov'T Agency	57,406	67,782	0	0	(67,782)	(100.00)%
Miscellaneous Revenue	815	0	0	0	0	0.00 %
Other Financing Sources	<u>0</u>	<u>0</u>	<u>9,917</u>	<u>9,917</u>	<u>9,917</u>	<u>0.00 %</u>
TOTAL REVENUES	<u>58,221</u>	<u>67,782</u>	<u>9,917</u>	<u>9,917</u>	<u>(77,865)</u>	<u>(68.70)%</u>
NET COUNTY COST	943,128	1,064,632	1,020,240	1,020,240	(44,392)	(4.17)%

POSITIONS	12	12	11	11	-1
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Departmental Purpose

The District Attorney's Office is the lead Department for Agency 270, Gang Violence Task Force.

Gangs and gang violence remain a significant problem in Tulare County. There are 105 known criminal street gangs in Tulare County with 5,263 documented gang members. The youngest documented gang member is 11 years old. The oldest documented gang member is 61 years old.

At the request of the Board of Supervisors and the Police Chiefs' Association, the District Attorney's Office took the lead in establishing a Countywide anti-gang program that operates across City and County boundaries and utilizes a whole community approach to the eradication of gang violence. The Gang Task Force links together the Sheriff's Office, the Probation Department and the District Attorney's Office and coordinates with the California State Parole, the California Highway Patrol and every city police department in the County to provide a united effort in the fight against gang violence.

In addition to Task Force personnel, highly trained and skilled personnel have been assigned from existing Sheriff's Department Gang and Tactical Enforcement personnel (North and South County MAGNET - Multi-Agency Gang Enforcement Team), Probation Gang Unit, and the District Attorney's Gang Unit.

Additionally, graffiti cases are continuing to impact neighborhoods, as well as, commercial establishments.

This Task Force is critical to efforts in dealing with this ever-growing menace to the safety of County citizens.

Major Accomplishments in 2009/10

Safety and Security

- Filed 143 new adult gang cases and 44 new juvenile gang cases. 13 of the cases were gang related murder cases.
- Conducted 15 Gang Task Force details throughout the County, including rapid response details at the request of local law enforcement agencies.
- During the Gang Task Force details, officers made 21 felony gang arrests and 51 misdemeanor gang arrests.
- During Gang Task Force details, officers conducted 75 probation searches, 25 parole searches and 304 Gang Field Interviews.
- Seized numerous weapons and narcotics.

Key Goals and Objectives FY 2010/11

- Coordinate the efforts of law enforcement to reduce gang violence and to eliminate graffiti from our communities.
- Explore additional communities for gang injunctions and similar community oriented gang suppression strategies.

Departmental Budget Requests

The Requested Budget represents an overall decrease of \$122,257 or 11% in expenditures and a decrease of \$77,865 or 89% in revenues when compared with the FY 2009/10 Final Budget. As a result, the Net County Cost decreased \$44,392 or 4% when compared with FY 2009/10 Final Budget.

Significant areas with major changes between the FY 2009/10 Final Budget and the FY 2010/11 Requested Budget are as follows:

Phillip J. Cline, District Attorney

- Salaries and Benefits decrease \$133,934 due to the deletion of a Probation Officer and retirement savings.
- Services and Supplies decrease \$29,473 due to communications, professional services, jury per diem, transportation travel and training.
- Other Charges increase \$40,950 due to an increase in District Attorney charges to the agency and an increase in Fleet Services charges for all Departments within the Agency.

Staffing changes reflected in the Requested Budget include the following The requested deleted position is:

- Delete 1 FTE position due to reduced reimbursement revenue. The requested deleted position is:
 - 1 Probation Officer III

County Administrator's Recommendation

The budget is recommended as submitted.

Pending Issues and Policy Considerations

There are no pending issues or policy considerations.

Department Head Concurrence or Appeal

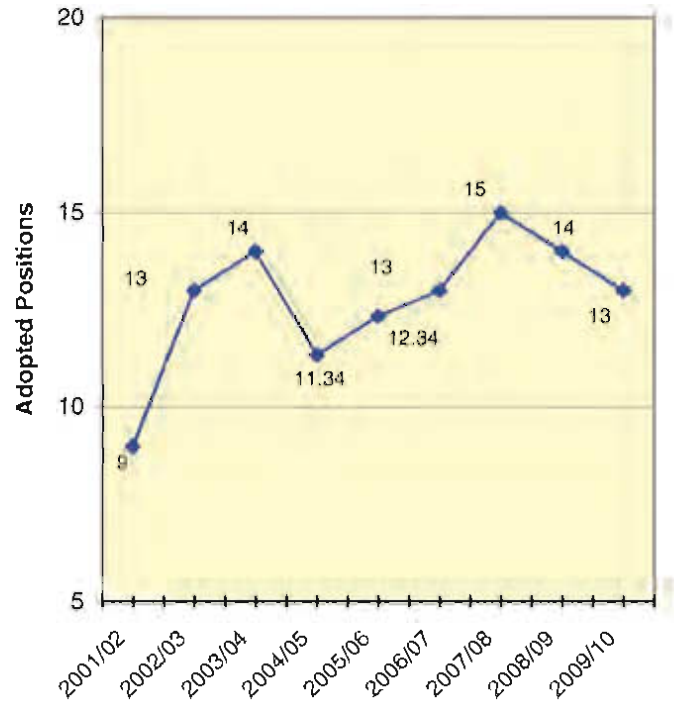
The Department Head concurs with the Recommended Budget.

Recommended Budget	
Operating	\$1,100,823
Positions	13

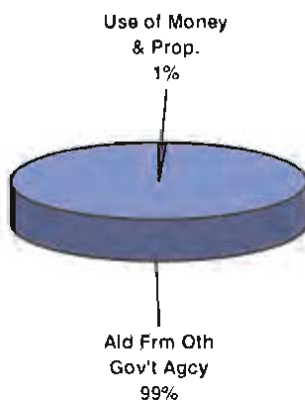
Probation

Juvenile Justice
Crime Prevention

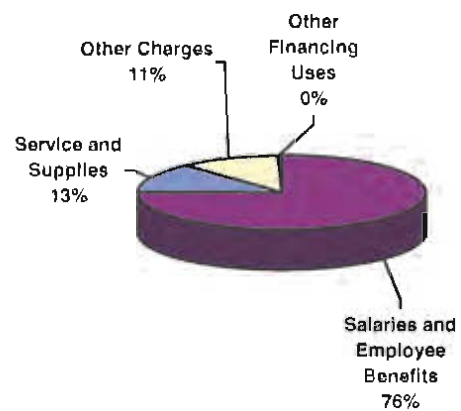
STAFFING TREND



SOURCE OF FUNDS



USE OF FUNDS



FUND: 001
AGENCY: 380

MAJOR ACCOUNTS CLASSIFICATIONS	2008/09 ACTUALS	2009/10 FINAL BUDGET	2010/11 DEPT REQUEST	2010/11 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Salaries And Employee Benefits	850,310	846,725	826,424	828,424	(18,301)	(2.16)%
Service And Supplies	299,906	193,645	142,694	142,694	(50,951)	(26.31)%
Other Charges	49,268	88,170	125,105	125,105	36,935	41.89 %
Other Financing Uses	<u>9,558</u>	<u>4,750</u>	<u>4,600</u>	<u>4,600</u>	<u>(150)</u>	<u>(3.16)%</u>
TOTAL APPROPRIATIONS	1,209,042	1,133,290	1,100,823	1,100,823	(32,467)	<u>(2.86)%</u>
REVENUES:						
Use Of Money & Property	48,590	33,500	10,047	10,047	(23,453)	(70.01)%
Aid Frm Oth Gov'T Agency	1,017,939	1,099,790	1,090,776	1,090,776	(9,014)	(0.82)%
Miscellaneous Revenue	57	0	0	0	0	0.00 %
Other Financing Sources	<u>142,454</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00 %</u>
TOTAL REVENUES	<u>1,209,040</u>	<u>1,133,290</u>	<u>1,100,823</u>	<u>1,100,823</u>	<u>(32,467)</u>	<u>(2.86)%</u>
NET COUNTY COST	2	0	0	0	0	0.00 %

POSITIONS	14	13	13	13	0
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Departmental Purpose

This program was created by the passage of the Schiff-Cardenas Crime Prevention Act and is funded yearly through the California State Legislature. The Tulare County Board of Supervisors approved and adopted the Tulare County Multi-Agency Juvenile Justice Plan in accordance with the empowering legislation. This Plan is updated by the Probation Department each year, reviewed by the Tulare County Juvenile Justice Coordinating Council, and submitted to the California Corrections Standards Authority for final approval. This program, referred to as the Restorative Justice Project, utilizes available community assets to support a continuum of services that builds upon our capacity to reduce juvenile delinquency through prevention, early intervention, supervision, treatment, incapacitation and community reintegration programs. Aiming resources toward the following factors works best in preventing, controlling and reducing further law violations:

- Identification and implementation of evidence-based programs.
- Harm reduction and empathy.
- Relationships and participation.
- Resiliency and risk avoidance.
- Providing for graduated sanctions or consequences that are proportionate to the offense.
- Applying those sanctions or consequences swiftly, surely and consistently.
- Supporting structured aftercare for juvenile offenders who are returning to their communities after a period of incarceration through counseling and supervision.

The Restorative Justice Project is a partnership between the Probation Department, Health and Human Services Agency, Community Services and Employment Training, Inc. (C-SET), and community volunteers.

Neighborhood Accountability Board (NAB) Program

The NAB Program targets first time juvenile offenders. The emphasis of the Program is on collaboration between the Probation Department and the Health and Human Services Agency, with an emphasis on community involvement and volunteerism. The Program's mission is early intervention for juvenile offenders prior to their entry into the formal criminal justice system. The cases referred to this Program are essentially the same types as those referred to the Thunderbolt Program (out-of-custody intake). These cases represent minors who have been cited for a law violation by local law enforcement agencies, but were not detained in a juvenile facility. The minors then appear before a panel consisting of community members who serve as NAB board members and either live or work in the specified area. NAB board members are provided with training to assist in the decision making process. The Board hears and disposes of cases in much the same way a judge would. Victims are encouraged to participate in this proceeding. All of the involved parties develop a contract similar to an informal probation agreement. The contract is tailored to meet the needs of each individual minor. Specific terms may address: substance abuse, mental health, academic performance, victim restitution, or various other issues.

Gang Resistance Education & Training (GREAT)

GREAT is a national school-based gang reduction curriculum currently taught by two full-time Probation Officers to more than 2,250 children per year at 17 school sites located

primarily in rural, underserved County communities. GREAT meets the required JJCPA criteria for replication of existing successful programs, and has been an unqualified success among children, educators and parents.

GREAT includes a Summer Component that consists of a partnership with C-SET to provide a week of summer camp for children who have completed GREAT curriculum. The five-day camp is repeated over a four-week period for up to 25 students per week at no cost to their parents. Most of the children who go to GREAT Camp come from small, poor, rural communities.

Aftercare and Re-entry Program

The Aftercare and Re-entry Program was created to identify and help high-risk juvenile offenders make a gradual transition from secure confinement into release back to their homes and communities. The overall aim of the Program is to prepare youth for progressively increased responsibility in the community and includes supervision, monitoring and drug testing to reduce juvenile recidivism. Accountability for the Aftercare Program is administered by a schedule of graduated sanctions that include written assignments, additional attendance at counseling, work projects and on occasion a return to the Residential Youth Facility Program for further structure and treatment. Aftercare and Re-entry Probation Officers recognize that anti-social behavior does not always occur during normal business hours and as a result, assigned officers work a flexible schedule to maintain structure and accountability. Aftercare Program officers work closely with Mental Health Juvenile Forensic staff to understand alcohol and drug use history, family structure and unification, and multiple classification procedures gauged to address the challenges minors face. This insures that probationers do not have a safe haven for anti-social behavior, reinforcing the

positive lesson learned in the Youth Facility Residential Program. The success of the Aftercare Program in conjunction with the Tulare County Probation Youth Facility program led to an expansion of Aftercare and Re-entry services to minors being released from group home placements and from the Department's short-term drug treatment program. Minors from these two groups will be subjected to the same level of supervision as the Youth Facility program participants.

Major Accomplishments in FY 2009/10

Safety and Security

- Provided services to 340 youth placed on a NAB contract by the Juvenile Probation Officers.
- Completed a total of 2,950 community service hours by 168 minors in the communities of Goshen, Visalia, Tulare, Pixley, Tipton, and Porterville.
- Achieved a no arrest or referral success rate of 82.9% of NAB participants at 6-month follow-up.
- Provided Juvenile Aftercare services to 581 youth.
- Achieved an Aftercare graduation rate of approximately 27.1%.

Quality of Life

- Targeted the communities of Goshen, Visalia, Porterville, Pixley, Tulare, Exeter, and Tipton.

Key Goals and Objectives FY 2010/11

Safety and Security

- Interrupt the cycle of delinquent behavior among youth through balanced and

restorative justice services; reduce youth contact with the formal juvenile justice system through the provision of evidence-based services; and reduce the rate of recidivism among youth.

- ❑ Objective 1 - Increase NAB services to youth by 5% from 340 to 357.
- ❑ Objective 2 - Increase the NAB youth success rate by 5% (87.9%).
- ❑ Objective 3 - Increase the Aftercare and Re-entry graduation rate by 5% from 27.1% to 32.1%.
- ❑ Objective 4 - Institute the Gang Resistance Education and Training (GREAT) program and provide services for up to 2,300 children in 4th through 7th grades at selected school sites located throughout the county.
- ❑ Objective 5 - Provide GREAT Summer Camp for 100 children.

Departmental Budget Request

The Requested Budget represents an overall decrease of \$32,467 or 3% in both expenditures and revenues when compared with the FY 2010/10 Final Budget. As a result the Net County Cost remains the same when compared with the 2010/10 Final Budget.

Staffing changes reflected in the Requested Budget include the following:

- Add 2 FTE positions due to a change in the GREAT program. The requested positions include:
 - 2 Probation Officer II
- Delete 1 FTE position due to a reduction in State funding. The requested deleted position is:
 - 1 Deputy District Attorney

Staffing changes reflected in the Requested Budget that were approved by the Board of Supervisors with an effective date after April 24, 2010 until the publication of the Budget Book include the following:

- Deleted 1 FTE position due to a reduction in revenue allocation. The deleted position is as follows:

- 1 Probation Technician

County Administrator's Recommendation

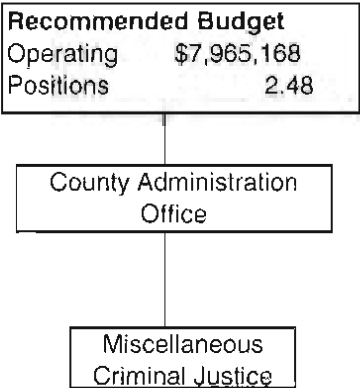
This budget is recommended as submitted.

Pending Issues and Policy Considerations

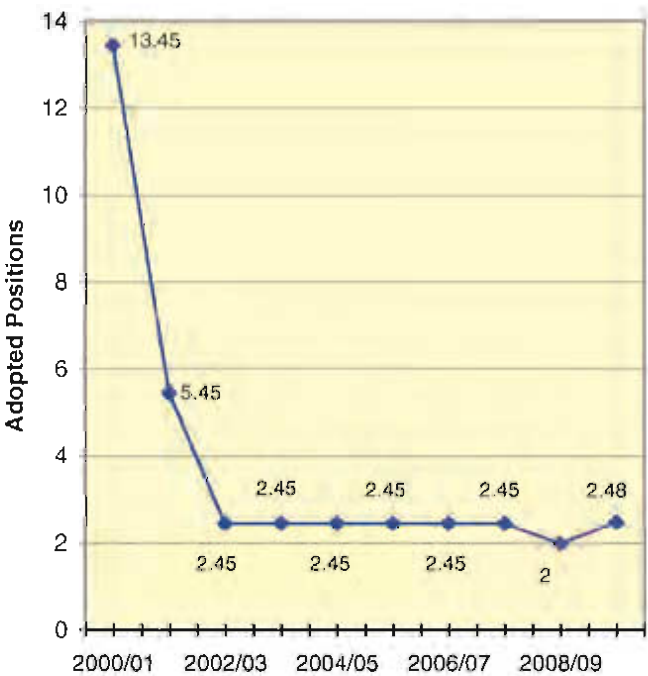
There are no pending issues or policy considerations.

Department Head Concurrence or Appeal

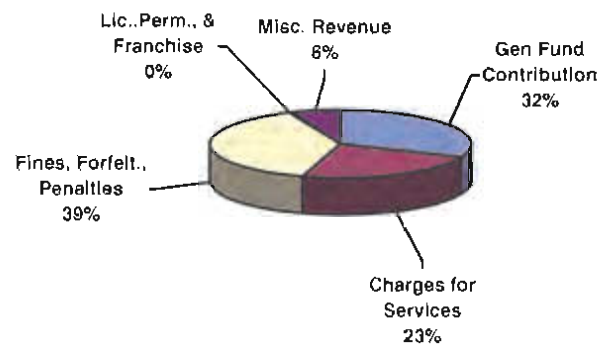
The Department Head concurs with the Recommended Budget.



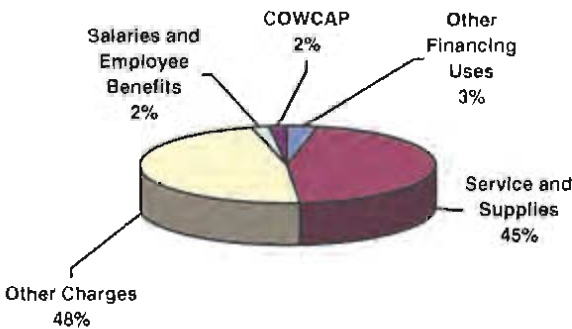
STAFFING TREND



SOURCE OF FUNDS



USE OF FUNDS



FUND: 001
AGENCY: 810

MAJOR ACCOUNTS CLASSIFICATIONS	2008/09 ACTUALS	2009/10 FINAL BUDGET	2010/11 DEPT REQUEST	2010/11 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Other Financing Uses	230,898	231,138	264,397	264,397	33,259	14.39 %
Salaries And Employee Benefits	137,829	137,936	137,323	137,323	(613)	(0.44)%
Other Charges	4,191,374	4,300,822	3,793,569	3,793,569	(507,253)	(11.79)%
Service And Supplies	3,482,446	3,606,130	3,604,500	3,604,500	(1,630)	(0.05)%
Cowcap	<u>307,797</u>	<u>79,829</u>	<u>165,379</u>	<u>165,379</u>	<u>85,550</u>	<u>107.17 %</u>
TOTAL APPROPRIATIONS	8,350,144	8,355,855	7,965,168	7,965,168	(390,687)	(4.68)%
REVENUES:						
Lic.,Permits & Franchise	10,312	10,000	9,500	9,500	(500)	(5.00)%
Fines,Forfeit.,Penalties	3,142,883	3,093,600	3,104,037	3,104,037	10,437	0.34 %
Charges For Current Serv	1,905,625	1,863,154	1,864,000	1,864,000	846	0.05 %
Miscellaneous Revenue	<u>297,054</u>	<u>856,216</u>	<u>488,383</u>	<u>488,383</u>	<u>(367,833)</u>	<u>(42.96)%</u>
TOTAL REVENUES	<u>5,355,874</u>	<u>5,822,970</u>	<u>5,465,920</u>	<u>5,465,920</u>	<u>(357,050)</u>	<u>(6.13)%</u>
NET COUNTY COST	2,994,270	2,532,885	2,499,248	2,499,248	(33,637)	(1.33)%

POSITIONS	2	2.48	2.48	2.48	0
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Departmental Purpose

This budget reflects justice system expenditures and revenues that are not included in other Departmental budgets. These expenses include the County's required Maintenance of Effort (MOE) payments to the State for operations of the Superior Court, the Conflict Defender contract, Court-ordered expenses, Grand Jury expenses, Law Library salary and benefit expenses, Court Transfer payments, and other Court expenses not included in State Court funding. Court Security costs are included in the Sheriff's Department budget.

Major Accomplishments in FY 2009/10

Not applicable.

Key Goals and Objectives FY 2010/11

Not applicable.

Departmental Budget Request

The Requested Budget represents an overall decrease of \$390,687 or 5% in expenditures and a decrease of \$357,050 or 6% in revenues, when compared with the FY 2009/10 Final Budget. As a result, the Net County Cost is decreased \$33,637 or 1% when compared with the FY 2009/10 Final Budget.

Significant areas with major changes between the FY 2009/10 Final Budget and the FY 2010/11 Requested Budget are as follows:

- Other Charges decrease \$507,253 primarily due to a decrease in the Visalia Court maintenance and utilities estimates and a recalculation of the additional Court MOE payment.
- Other Financing Uses increase \$33,259 due to payments related to the energy conservation projects.

- Countywide Cost Allocation Plan (COWCAP) charges increase \$85,550 due to changes in the Plan.
- Revenue projections decrease overall due mostly to program repayments from the Court Transfer.

County Administrator's Recommendation

The budget is recommended as submitted.

Pending Issues and Policy Considerations

There are no pending issues or policy considerations.

Department Head Concurrence or Appeal

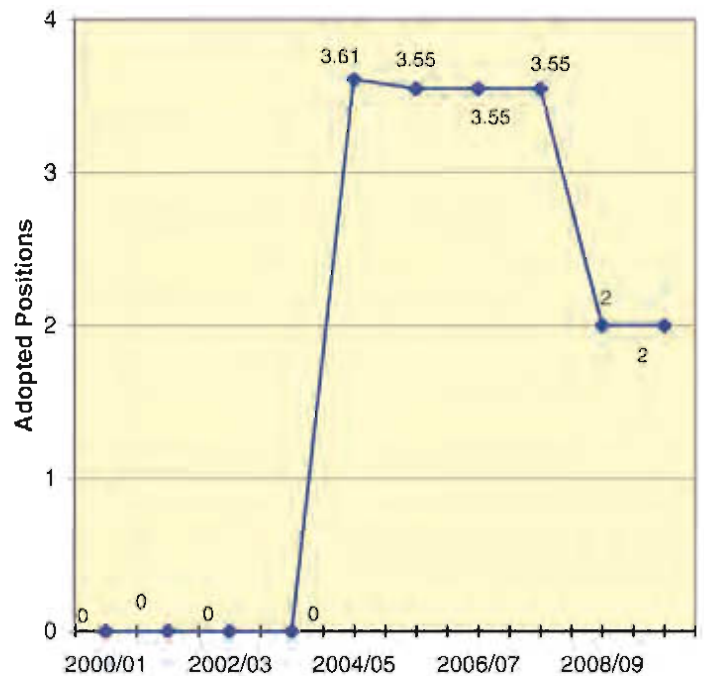
The Department Head concurs with the Recommended Budget.

Recommended Budget	
Operating	1,123,116
Positions	2

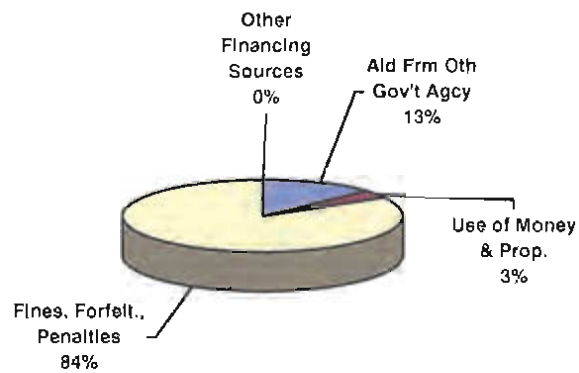
Health and Human
Services Agency

Indigent Health Care

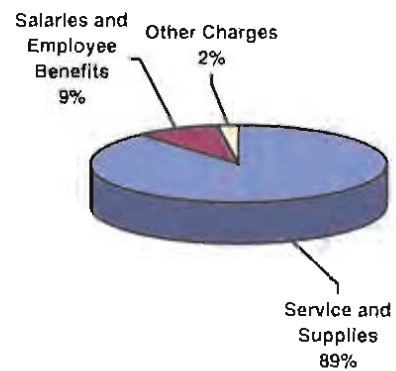
STAFFING TREND



SOURCE OF FUNDS



USE OF FUNDS



MAJOR ACCOUNTS CLASSIFICATIONS	2008/09 ACTUALS	2009/10 FINAL BUDGET	2010/11 DEPT REQUEST	2010/11 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Salaries And Employee Benefits	129,685	139,640	102,803	102,803	(36,837)	(26.38)%
Service And Supplies	1,190,892	1,184,498	995,057	995,057	(189,441)	(15.99)%
Other Charges	<u>130,292</u>	<u>12,817</u>	<u>25,256</u>	<u>25,256</u>	<u>12,439</u>	<u>97.05 %</u>
TOTAL APPROPRIATIONS	1,450,869	1,336,955	1,123,116	1,123,116	(213,839)	<u>(15.99)%</u>
REVENUES:						
Fines, Forfeit., Penalties	867,993	818,403	936,016	936,016	117,615	14.37 %
Use Of Money & Property	48,273	36,796	37,098	37,098	302	0.82 %
Aid Frm Oth GovT Agency	503,604	481,756	150,000	150,000	(331,756)	(66.86)%
TOTAL REVENUES	1,419,870	1,336,955	1,123,116	1,123,116	(213,839)	<u>(15.99)%</u>
NET COUNTY COST	30,999	0	0	0	0	0.00 %

244

Departmental Purpose

This budget encompasses the following programs and services:

The Tobacco Control Project provides multi-modality efforts throughout the County to reduce health problems associated with tobacco use. The Project coordinates with regional and state groups to provide education and information to the public, free smoking cessation classes, and consultation on how facilities can become smoke free, in addition to working with enforcement agencies to curb the sale of tobacco products to underage youth. The Project also serves as the agency to receive and process complaints for violation of Labor Code Section 6404.5 (Smoke-Free Workplace/Bar Law).

The Maddy Emergency Medical Services Fund program provides limited funding for reimbursement of uncompensated emergency services provided by physicians to indigents.

Funding for the Tobacco Control Project and Emergency Medical Services reimbursement is made available through Assembly Bill 75 (AB75) and the Tobacco Tax and Health Improvement Act of 1988 (Proposition 99).

Major Accomplishments in FY 2009/10

Quality of Life

- Minimized harmful environmental conditions by posting all required Tobacco Control signage in all government buildings as required by law.
- Performed outreach at numerous health fairs and community events.

Organizational Performance

- Pursued the recovery of costs incurred for providing health care services to indigents.

Key Goals and Objectives FY 2010/11

Organizational Performance

- Increase value by enhancing efficiency with limited resources within the Tulare County Medical Services (TCMS) Program.
 - ❑ Objective 1 - Process 95% of all claims submitted by Tulare County providers (including three hospitals, three emergency physician groups, and eleven individual providers) within 90 days of submission by June 2011.
 - ❑ Objective 2 - Develop, plan, and implement two provider training sessions to educate Tulare County providers, contract providers, and all other providers of the local Medical Society on the availability of Maddy Funds in compliance with mandated legislation by June 2011.

Departmental Budget Request

The Requested Budget represents an overall decrease of \$213,839 or 16% in both expenditures and revenues when compared with the FY 2009/10 Final Budget.

The factors contributing to the major changes between the FY 2009/10 Final Budget and the FY 2010/11 Requested Budget are as follows:

- Elimination of the California Health Care for Indigents program (CHIP) funding.

- Elimination of the Emergency Medical Services Appropriation (EMSA) funding.

County Administrator's Recommendation

This budget is recommended as submitted.

Pending Issues and Policy Considerations

There are no pending issues or policy considerations.

Department Head Concurrence or Appeal

The Department Head concurs with the Recommended Budget.

FUND: 005
AGENCY: 142

MAJOR ACCOUNTS CLASSIFICATIONS	2008/09 ACTUALS	2009/10 FINAL BUDGET	2010/11 DEPT REQUEST	2010/11 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	<u>243,041</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00 %</u>
TOTAL APPROPRIATIONS	243,041	0	0	0	0	<u>0.00 %</u>
REVENUES:						
Use Of Money & Property	3,746	0	0	0	0	0.00 %
Aid Frm Oth Gov'T Agency	<u>239,295</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00 %</u>
TOTAL REVENUES	<u>243,041</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00 %</u>
NET COUNTY COST	0	0	0	0	0	0.00 %

Departmental Purpose

The Children and Families First Administration budget was incorporated into the Health Services Division of the Health and Human Services Agency budget in FY 2009/10. The separate fund has been discontinued.

Major Accomplishments in FY 2009/10

Not applicable.

Key Goals and Objectives FY 2010/11

Not applicable.

Departmental Budget Request

Not applicable.

**County Administrator's
Recommendations**

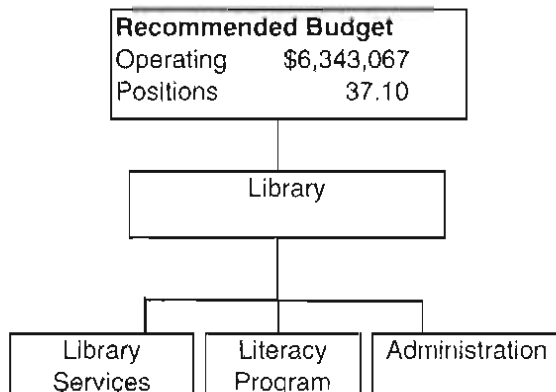
Not applicable.

**Pending Issues and Policy
Considerations**

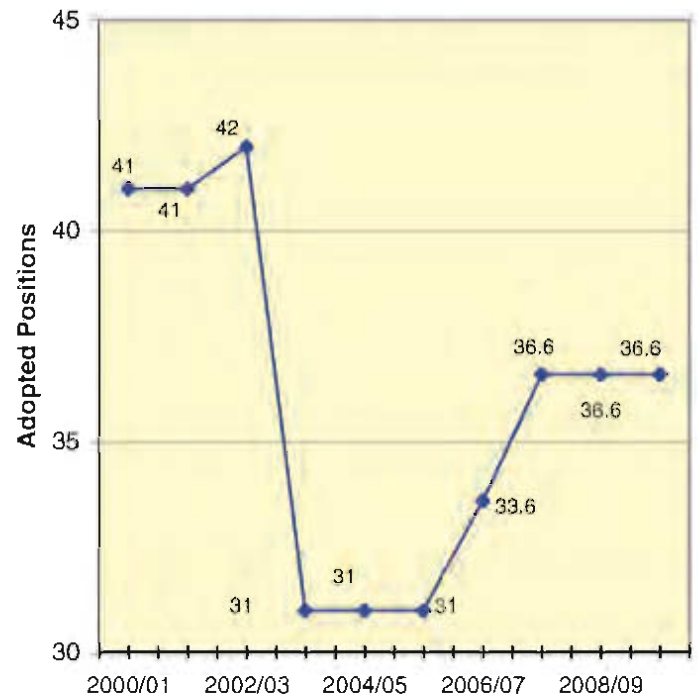
Not applicable.

**Department Head Concurrence or
Appeal**

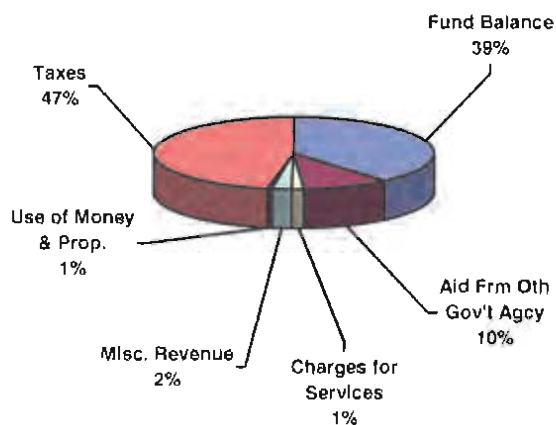
Not applicable.



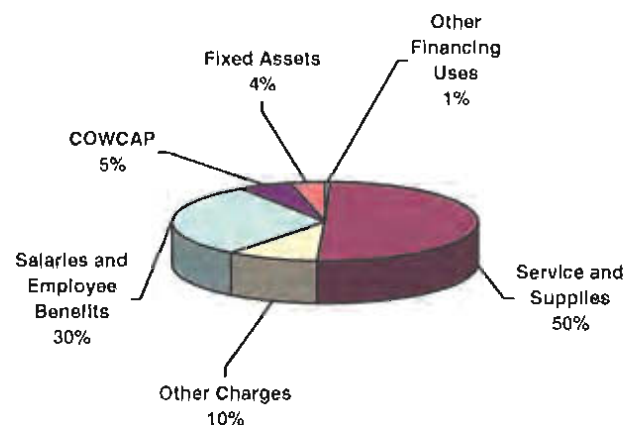
STAFFING TREND



SOURCE OF FUNDS



USE OF FUNDS



FUND: 010
AGENCY: 145

MAJOR ACCOUNTS CLASSIFICATIONS	2008/09 ACTUALS	2009/10 FINAL BUDGET	2010/11 DEPT. REQUEST	2010/11 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Salaries And Employee Benefits	1,797,093	1,856,492	1,920,026	1,920,026	63,534	3.42 %
Cowcap	95,888	126,688	347,942	347,942	219,254	170.36 %
Other Charges	630,816	684,377	628,947	628,947	(55,430)	(8.10) %
Fixed Assets	0	0	230,000	230,000	230,000	0.00 %
Other Financing Uses	149,381	149,381	35,981	35,981	(113,400)	(75.91) %
Service And Supplies	<u>1,363,077</u>	<u>3,530,736</u>	<u>3,180,171</u>	<u>3,180,171</u>	<u>(350,567)</u>	<u>(9.93) %</u>
TOTAL APPROPRIATIONS	4,036,255	6,349,676	6,343,067	6,343,067	(6,609)	(0.10) %
REVENUES:						
Taxes	3,288,884	3,015,897	2,979,543	2,979,543	(36,354)	(1.21) %
Use Of Money & Property	91,037	40,000	40,000	40,000	0	0.00 %
Aid Frm Oth Gov't Agency	436,529	474,449	638,606	638,606	164,157	34.60 %
Charges For Current Serv	123,746	79,226	83,226	83,226	4,000	5.05 %
Miscellaneous Revenue	<u>29,274</u>	<u>101,108</u>	<u>131,408</u>	<u>131,408</u>	<u>30,300</u>	<u>29.97 %</u>
TOTAL REVENUES	<u>3,969,470</u>	<u>3,710,680</u>	<u>3,872,783</u>	<u>3,872,783</u>	<u>162,103</u>	<u>4.37 %</u>
NET COUNTY COST	66,785	2,638,996	2,470,284	2,470,284	(166,712)	(6.39) %

POSITIONS	36.6	36.6	37.1	37.1	.5
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Departmental Purpose

The Tulare County Library strives to enrich the lives of all users by meeting the informational, recreational, self-educational and cultural needs of the community in a welcoming atmosphere. Through a trained, service-oriented staff, the Library provides organized collections of current-interest materials and access to additional resources through participation in cooperative library systems. The Library endeavors to fulfill its commitment to the future by providing stimulating materials and programs that encourage lifelong learning for all.

Library Services

- The Tulare County Library operates 15 branch libraries in the communities of Alpaugh, Dinuba, Earlimart, Exeter, Ivanhoe, Lindsay, Orosi, Pixley, Springville, Strathmore, Terra Bella, Three Rivers, Tipton, Visalia and Woodlake. The Library also operates a bookmobile serving East Porterville, Allensworth, Farmersville and Goshen and plans future bookmachine services in Cutler.
- The Library provides traditional library services, including reader's advisory, information retrieval and programming. The Library's collection of more than 300,000 volumes includes books, magazines, newspapers, videos, and audio books. In addition to the County holdings, customers also have access to the collections of the members of the San Joaquin Valley Library System (SJVLS), totaling close to 2,000,000 volumes. SJVLS is a consortium of nine public libraries in six valley counties including Tulare County.
- The Library is committed to providing free public access to computers, technology, the Internet and other electronic resources. Internet access is available at all branch libraries. Electronic databases, including

periodicals and newspapers, are also available to customers. The Visalia Branch Library computer lab offers free public instruction on software applications and the Internet.

- The children of Tulare County are a high priority for the Library. Story times are held in all branch libraries. Summer reading programs are provided to encourage recreational reading and to help children sustain the reading and comprehension skills learned in school. Performers and special programs are scheduled to help draw the children into these activities.

Literacy Program

- Currently, the Library has a partnership with the Sheriff's Department to provide a program called Jail House Rocks. This award winning program encourages inmates to embrace literacy as a goal in order to become (a) employable, (b) positive parents, and (c) productive community members. It provides inmates with a literacy foundation for when they transition from incarceration back to their community. Success is primarily gauged on the numbers of inmates who sign up for the Jail House Rocks course, and those who complete this course. The program will serve more than 110 inmates in FY 2010/11 at Men's Correctional Facility, Bob Wiley Detention Center and Pre-Trial Facility in Tulare County.
- The Health and Human Services Agency (HHS) has a Literacy Advocate, who acts as a cheerleader and documents the progress of HHS literacy referrals made through the five HHS District Offices. The Literacy Advocate also acts as counselor, referral officer and liaison with the customers. The program serves customers in Tulare, Dinuba, Visalia, Strathmore, Porterville and other communities in Tulare County.

- Early Learning for Families (ELF) has generated strong interest and attendance. The program serves 80 children at the once-a-month book club, offering four sessions with 20 children each. ELF was started as a pilot program through the California State Library three years ago, and presently serves 114 children aged five and under and their parents in Tulare County. ELF will continue in FY 2010/11, using one-time funding provided by First 5 Tulare County.

Administration

- Plans for the long term needs and sustainability of the Library, including an ongoing review of services and development of improved physical facilities.
- Organizes, directs, and supports the daily operations of the Department.
- Develops support for the Library through community groups including the Visalia/Tulare County Library Foundation, Library friends groups and other organizations.

Major Accomplishments in FY 2009/10

Safety and Security

- Added new safety and security measures to reduce theft of DVD and CD materials at the Library. Theft has dropped to virtually zero as a result.

Quality of Life

- Signed up over 2,200 children for the Summer Reading Program for youth. Six art workshops, special performances and movies were provided. Over 7,500 children participated in a total of 26 programs.

- Provided a presentation to the California Library Association's 2009 Conference titled "Story Time Sparks".
- Installed six early literacy computers designed specifically for children 0-5 years to help them learn how to use a computer to develop literacy, reading comprehension, math, science, and other essential skills.
- Began the My First Library Card Program designed to encourage children to get a library card. Children 0-5 years who get their first card have their picture taken and placed into a keepsake brochure commemorating the child's first library card. During the program's initial two weeks, the Library signed up over 60 children and anticipates over 1,500 children participating in this program after one year.
- Participated in the In-and-Out Cover to Cover program, where In-and-Out Restaurants provided 367 children with incentives to read.
- Increased the number of volunteers and the number of hours they worked and added facilities for homebound delivery programs.
- Preserved several collections in the history room, including the Tulare County Sesquicentennial and aerial digital photograph collections. The history room is now fully staffed. The Library also wrote a grant to the State Library to digitize 50% of the Library's microfilmed newspaper collection. This collection will be placed online in conjunction with other libraries if the grant is awarded.
- Unveiled a new website with a sleeker design, an easier interface, and new services including self-service, a calendar of events, book newsletters, a link to the latest books and DVDs with a way to subscribe using email, and access to a new E-Audiobook Collection from the SJVLS,

where over 1,000 books are available online for download 24 hours a day, 7 days a week.

- Increased circulation 12% since last year, with the highest increase coming from the Young Adult/Teen collection at over 47%.
- Increased computer usage 25%, as well as adult attendance at programming and computer training classes by 47%. To accommodate the heavy demand for computer usage, the Library employed both an automated computer sign-up system and a time management system so that the computers are used equitably by patrons. The Library also expanded the variety of computer classes available, becoming one of the few places in the County where Word 2007 and Windows 7 classes are regularly taught.
- Re-established bookmobile services in East Porterville, Farmersville, Goshen, and Allensworth making weekly stops at all locations.
- Received three United State Department of Agriculture (USDA) grants for the rehabilitation of the Ivanhoe and Earlimart Library branches and the establishment of a Bookmachine in Cutler (\$320,000 project). The bookmachine should be installed in late summer, with renovations for the branches beginning early next Fiscal Year.

Organizational Performance

- Recognized the recent graduation of a Reference Librarian who received a Masters Degree in Library Science as part of the Library's "Grow Your Own" library education program that is partially funded by a State Library grant.
- Adjusted hours for Tulare County libraries to save utility costs, make for a greener library, and maximizing staffing efficiency.

Key Goals and Objectives FY 2010/11

Economic Well-Being

- Expand English Speakers of Other Languages from three groups to seven groups.
 - ❑ Objective 1 - Identify venues to hold conversation circles throughout the County by September 2010.
 - ❑ Objective 2 - Recruit volunteers to lead circles and purchase materials to support tutors and learners by January 2011.
- Expand Spanish Language Materials by developing a rotating Spanish Collection in Library branches.
 - ❑ Objective 1 - Purchase materials to be included in collection by September 2010.
 - ❑ Objective 2 - Begin moving collection in regular rotation by October 2010.

Quality of Life

- Expand the Library's homebound services to two new venues.
 - ❑ Objective 1 - Survey organizations to determine interest and add two venues by September 30, 2010.
 - ❑ Objective 2 - Recruit and train three to five new volunteers for venues by October 2010.
- Expand Movie Night and Board Game Programs to other branches.
 - ❑ Objective 1 - Test program at Exeter Library by advertising movie and game night and taking a poll of which movies to show by September 2010.
 - ❑ Objective 2 - Expand program to other branches where space is available by January 2011.
- Develop a book discussion group for children (juvenile and young adult) with the books purchased by the Library for the

discussion; then provide those books for check-out as a kit to promote book clubs outside the Library.

- ❑ Objective 1 - Form ongoing book discussion group for both juveniles and young adults by October 2010.
- ❑ Objective 2 - Make kits available to general public by January 2011.

Organizational Performance

- Create a continuous staff training program by which staff will review all Library policies and procedures on a bi-yearly basis so that the public experiences consistent service levels and service provision at each branch.
 - ❑ Objective 1 - Assess software options and purchase software by August 2010.
 - ❑ Objective 2 - Work with supervisors to create a monthly on-line training schedule, complete with follow up questions that are broken into 24 segments by December 2010.
 - ❑ Objective 3 - Create and print expectations and a training schedule to share with the staff by April 2011.
 - ❑ Objective 4 - Communicate reasons for training to staff and complete training on the use of the software by June 2011.
- Provide improved means of communication so the public can give their opinions and input on current and future library services.
 - ❑ Objective 1 - Purchase survey product, train staff, and install product by October 2010.
 - ❑ Objective 2 - Work with the vendor to create and launch first survey by November 2010.
 - ❑ Objective 3 - Determine effectiveness of the survey and the survey process by December 2010.
 - ❑ Objective 4 - Plan surveys for the balance of the Fiscal Year by January 2011.
 - ❑ Objective 5 - Review and evaluate surveys by June 2011.

- Expand history room collection preservation.

- ❑ Objective 1 - Properly store Steward Papers by November 2010.
- ❑ Objective 2 - Consolidate the historical maps by January 2011.
- ❑ Objective 3 - Index Allensworth Collection and make available on website by March 2011.
- ❑ Objective 4 - Write one grant to hire consultant to develop plan to preserve and digitize entire history collection by June 2011.

Departmental Budget Request

The Requested Budget represents an overall decrease of \$6,609 or less than 1% in expenditures and an increase of \$162,103 or 4% in revenues when compared with the FY 2009/10 Final Budget. The \$2,470,284 difference between expenditures and revenues represents the use of Reserves.

Significant areas with major changes between the FY 2009/10 Final Budget and the FY 2010/11 Requested Budget are as follows:

- Services and Supplies decrease \$350,567 due to adjustments for the use of Reserves.
- Fixed Asset expenditures in FY 2010/11 of \$230,000 include the following items:
 - Bookmachine for Orosi Library (\$10,000)
 - Ivanhoe Library renovation (\$110,000)
 - Earlimart Library renovation (\$110,000)
- Other Financial Uses decrease \$113,400 since there are no requests for Fiscal Year 2010/11.
- Countywide Cost Allocation Plan (COWCAP) charges increase \$219,254 due to changes in the Plan.

- Revenues increase due to receiving three USDA grants.

Department Head Concurrence or Appeal

Staffing changes reflected in the Requested Budget include the following:

The Department Head concurs with the Recommended Budget.

- Add 0.5 FTE position for the Literacy Program. The requested added position is:

- 0.5 Office Assistant I

Staffing changes reflected in the Requested Budget that were approved by the Board of Supervisors with an effective date of April 24, 2010 until the publication of this Budget Book include the following:

- Added 2 FTEs for 3 new permanent part-time positions and one existing 0.6 position to provide additional service hours to several libraries:

- 0.8 Library Assistant II
- 0.6 Library Assistant II
- 0.4 Library Assistant II
- 0.2 Library Assistant II

- Deleted 2 FTE positions to reallocate the hours to part-time positions at several libraries:

- 2 Library Assistant II

County Administrator's Recommendation

The budget is recommended as submitted.

Pending Issues and Policy Considerations

There are no pending issues or policy considerations.



**Marilyn Kinoshita, Agricultural Commissioner/
Sealer of Weights and Measures**

**011-015
Fish and Game**

FUND: 011
AGENCY: 015

MAJOR ACCOUNTS CLASSIFICATIONS	2008/09 ACTUALS	2009/10 FINAL BUDGET	2010/11 DEPT REQUEST	2010/11 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Other Charges	<u>22,571</u>	<u>21,857</u>	<u>22,513</u>	<u>22,513</u>	<u>656</u>	<u>3.00 %</u>
TOTAL APPROPRIATIONS	22,571	21,857	22,513	22,513	656	3.00 %
REVENUES:						
Fines, Forfeit, Penalties	12,980	0	0	0	0	0.00 %
TOTAL REVENUES	<u>12,980</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00 %</u>
NET COUNTY COST	9,591	21,857	22,513	22,513	656	3.00 %

Departmental Purpose

This budget is responsible for distributing monies that are derived from Fish and Game fines and forfeitures imposed by the Court system. Distributions are made as awards to worthy local applicants, organizations and agencies, and are to be expended solely for projects related to the protection, conservation, propagation, and preservation of fish and wildlife. Awards are recommended annually by the local Fish and Game Commission to the Board of Supervisors for approval. The Fish and Game Propagation Program is a function of the Agricultural Commissioner.

Major Accomplishments in FY 2009/10

Quality of Life

- Awarded \$3,000 to Southern Tulare County Sportsman's Association for rearing 1,000 pheasants which were randomly released during hunting season at Success Lake near Porterville; including 50 pheasants for a Wheelchair Hunt.
- Awarded \$250 to Wild Ones Wildlife Rehabilitation for rehabilitation training, veterinary treatment, medical supplies, caging materials and foodstuffs – Springville.
- Awarded \$2,788 to Critter Creek Wildlife Station for rat and mice maintenance, carnivore food, and a fire protection water tank, used in conjunction with providing educational programs for service organizations, schools and clubs – Squaw Valley.
- Awarded \$250 to the SCICON Raptor Center for feed, equipment and cage maintenance – near Springville.
- Awarded \$1,000 to Kaweah Flyfishers (KFF) for the development of a "book bag"

(that would contain appropriate books supporting environmental education), a fly tying DVD created by KFF and a copy of "The Way of a Trout" DVD that can be provided to elementary students' classrooms – Visalia.

Key Goals and Objectives FY 2010/11

Quality of Life

- Award funds to worthy applicants, organizations and agencies as recommended by the local Fish and Game Commission and approved by the Board of Supervisors to promote Fish and Game activities.
 - ❑ Objective 1 – Actively participate in commission meetings, provide assistance as needed and submit funding recommendations to the Board of Supervisors in a timely manner.
 - ❑ Objective 2 – Organize no less than one Tulare County Fish and Game Commission meeting to be held before May 2011.

Organizational Performance

- Develop and implement additional methods to let applicants be aware of funding request submission deadlines in sufficient time to prepare the requests. Turnover in applicant contacts creates a risk of missing opportunities for funding when there is a delay in receiving information.
 - ❑ Objective 1 – Create, maintain, periodically update, and employ a list of applicant contacts by both person and organization. Prepare both a document and email list by September 2010.

Departmental Budget Request

The Requested Budget represents an overall decrease of \$656 or 3% in expenditures when compared with the FY 2009/10 Final Budget.

The \$22,513 difference between expenditures and revenues represents the use of Reserves.

Department Head Concurrence or
Appeal

The factors contributing to changes between the FY 2009/10 Final Budget and the FY 2010/11 Requested Budget are as follows:

The Department Head concurs with the
Recommended Budget.

➤ Conservation, propagation, and preservation projects supported for FY 2010/11 include providing feed and supplies for rearing pheasants which are randomly released during hunting season related to a Junior Pheasant Hunt, the Youth Hunter Education program, and includes 50 pheasants for a Wheelchair Hunt near Porterville (\$2,350); 100 male pheasants for a Family Pheasant Hunt in the Alpaugh area (\$1,450); building materials for cages and mews for adolescent and convalescing birds of prey – Squaw Valley (\$2,700); wildlife rehabilitation, training and supplies in the Springville area (\$500); marina slip rental for Fish and Game Warden patrol skiff at Lake Kaweah (\$690); elementary student field trips related to the “Trout in the Classroom” program - Visalia (\$3,000); providing feed and cage repairs at the SCICON raptor center – near Springville (\$250); data collection for CalTrout’s Golden Trout protection project (\$2,000).

County Administrator’s Recommendation

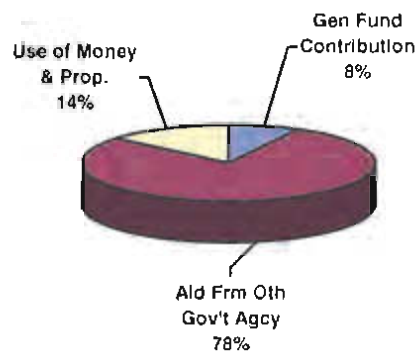
The budget is recommended as submitted.

Pending Issues and Policy Considerations

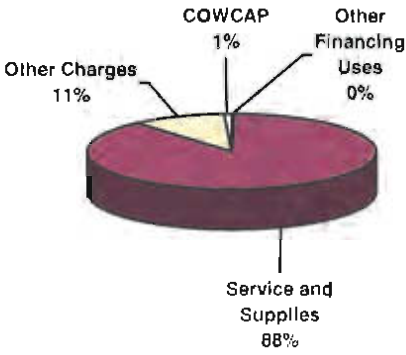
There are no pending issues or policy considerations.



SOURCE OF FUNDS



USE OF FUNDS



FUND: 012
AGENCY: 231

MAJOR ACCOUNTS CLASSIFICATIONS	2008/09 ACTUALS	2009/10 FINAL BUDGET	2010/11 DEPT REQUEST	2010/11 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Other Financing Uses	852	852	852	852	0	0.00 %
Fixed Assets	1,550,447	2,340,240	0	0	(2,340,240)	(100.00) %
Service And Supplies	275,548	13,626	377,559	377,559	363,933	2,670.87 %
Other Charges	56,832	44,854	45,324	45,324	470	1.05 %
Cowcap	<u>(2,691)</u>	<u>801</u>	<u>3,823</u>	<u>3,823</u>	<u>2,922</u>	<u>324.31 %</u>
TOTAL APPROPRIATIONS	1,880,788	2,400,473	427,558	427,558	(1,972,915)	<u>(82.19) %</u>
REVENUES:						
Use Of Money & Property	38,620	71,280	59,400	59,400	(11,880)	(16.67) %
Aid Frm Oth Gov'T Agency	1,809,051	2,329,194	335,000	335,000	(1,994,194)	(85.62) %
Other Financing Sources	<u>39,893</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00 %</u>
TOTAL REVENUES	<u>1,887,364</u>	<u>2,400,474</u>	<u>394,400</u>	<u>394,400</u>	<u>(2,006,074)</u>	<u>(83.57) %</u>
NET COUNTY COST	(6,576)	(1)	33,158	33,158	33,159	315,900.00) %

Departmental Purpose

The management of the Aviation Fund and airport operations is administered by the Resource Management Agency (RMA) Public Works Branch. The RMA Public Works Branch internally contracts for staff resources with the Community Development & Redevelopment Division (COMDEV) to oversee the management of the Aviation Fund Work Program. COMDEV is responsible for the safe operation, maintenance and expansion of County Airport facilities for use by the general aviation community. Tulare County currently manages Sequoia Field located north of Visalia.

Sequoia Field Airport serves as a base of operation for approximately twelve (12) private aircraft and one aviation maintenance business. In FY 2008/09, the Board authorized the submittal of a grant application to the Federal Aviation Administration (FAA) for the design of airport improvement projects at Sequoia Field. In FY 2009/10, the FAA approved grant funding for the reconstruction of the Taxiway.

In FY 2008/09 FAA approved a grant to update the Airport Land Use Plan (ALP) which lists the current and proposed development and capital projects for the airfield area which covers 300 acres of the 320 acre site. These improvements included: the reconstructed runway and proposed reconstruction of taxiways, aprons and airfield grading and drainage. In FY 2009/10, the County updated the ALP with FAA funds.

Major Accomplishments in FY 2009/10

Organizational Performance

- Completed reconstruction of the Sequoia Field taxiway for \$1.22 million.

- Completed the exterior painting of the North and South Hangars at Sequoia Field Airport.
- Completed the design of stormwater drainage improvements to be constructed with future FAA funds.

Organizational Performance

- Reassigned the administrative responsibilities of the Aviation Fund to the RMA Public Works Branch to improve the efficiency of the Airport's capital improvements.

Key Goals and Objectives FY 2010/11

Economic Well Being

- Increase airport usage by aviation community and evaluate the methods to increase the revenues being generated at Sequoia Field Airport.
 - ❑ Objective 1 - Determine the ability of the County to install fueling facilities by June 2011.
 - ❑ Objective 2 - Identify new methods of tenant attraction by June 2011.

Safety and Security

- Improve facilities at Sequoia Field Airport to provide increased safety and functionality of airfield for private aircraft.
 - ❑ Objective 1 - Work with the Airport Engineer to design future capital improvements to the apron and ramp area by June 2011.
 - ❑ Objective 2 - Repair damaged and deteriorating pavement areas by June 2011.

Departmental Budget Request

The Requested Budget represents an overall decrease of \$1,972,915 or 82% in

expenditures and a decrease of \$2,006,074 or 84% in revenues when compared with the FY 2009/10 Final Budget. The \$33,158 difference between expenditures and revenues represents the use of Reserves.

Significant areas with major changes between the FY 2009/10 Final Budget and the FY 2010/11 Requested Budget are as follows:

- Services and Supplies increase \$363,933 due to increased need for design engineering services.
- Fixed Assets decrease \$2,340,240 because the County will not be pursuing any FAA-funded capital improvement projects in FY 2010/11. There are no requests for fixed assets for FY 2010/11.
- Revenue projections decrease overall because the County will not be pursuing any FAA-funded capital improvement projects in FY 2010/11. Airport Engineers will be making design improvements that are anticipated to be constructed in FY 2011/12.

County Administrator's Recommendation

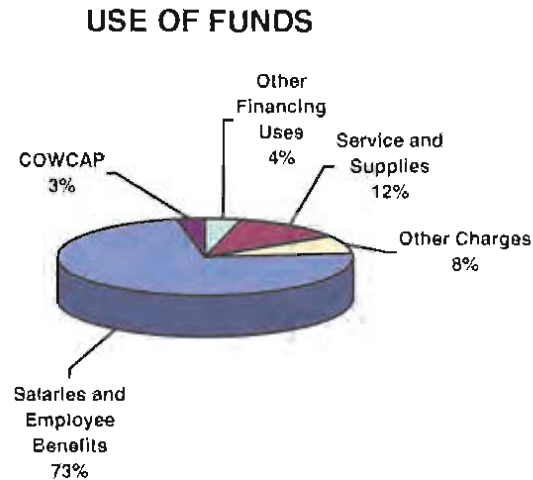
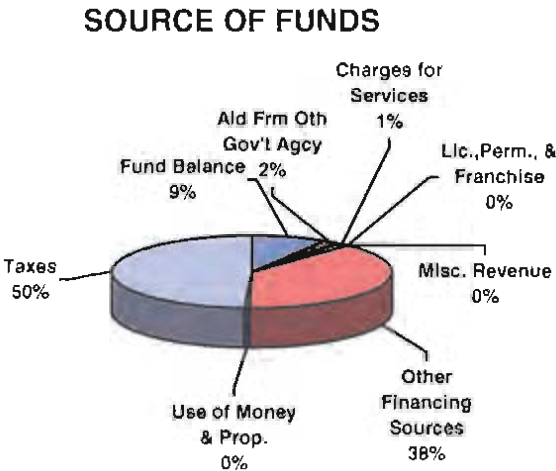
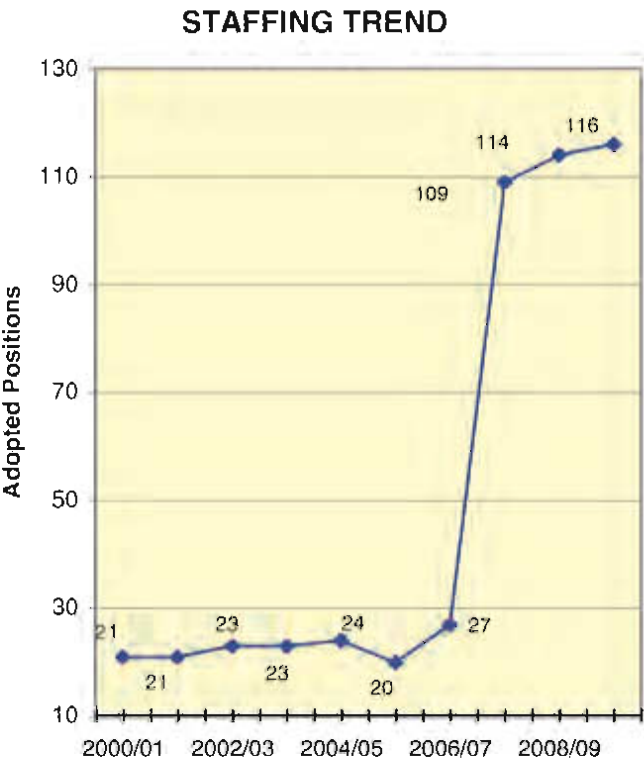
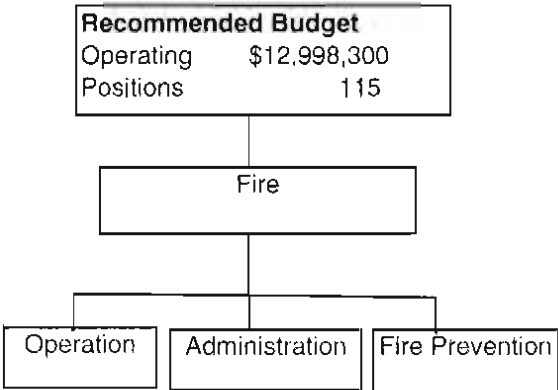
The budget is recommended as submitted.

Pending Issues and Policy Considerations

There are no pending issues and policy considerations.

Department Head Concurrence or Appeal

The Department Head concurs with the Recommended Budget.



FUND: 013
AGENCY: 245

MAJOR ACCOUNTS CLASSIFICATIONS	2008/09 ACTUALS	2009/10 FINAL BUDGET	2010/11 DEPT REQUEST	2010/11 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Other Charges	846,712	929,247	992,530	992,530	63,283	6.81 %
Other Financing Uses	455,122	453,911	494,211	494,211	40,300	8.88 %
Service And Supplies	1,834,979	1,724,879	1,567,588	1,567,588	(157,291)	(9.12) %
Salaries And Employee Benefits	9,848,569	9,550,360	9,554,456	9,554,456	4,096	0.04 %
Cowcap	148,382	389,772	389,515	389,515	(257)	(0.07) %
Fixed Assets	<u>581,188</u>	<u>481,379</u>	<u>0</u>	<u>0</u>	<u>(481,379)</u>	<u>(100.00) %</u>
TOTAL APPROPRIATIONS	13,714,952	13,529,548	12,998,300	12,998,300	(531,248)	(3.93) %
REVENUES:						
Taxes	6,812,457	6,229,977	6,403,398	6,403,398	173,421	2.78 %
Lic.,Permits & Franchise	15,487	16,600	15,100	15,100	(1,500)	(9.04) %
Use Of Money & Property	132,934	104,800	55,001	55,001	(49,799)	(47.52) %
Aid Frm Oth Gov't Agency	962,576	245,600	261,891	261,891	16,291	6.63 %
Charges For Current Serv	363,607	375,608	160,100	160,100	(215,508)	(57.38) %
Miscellaneous Revenue	280,810	2,000	5	5	(1,995)	(99.75) %
Other Financing Sources	<u>5,038,784</u>	<u>4,660,875</u>	<u>4,980,875</u>	<u>4,980,875</u>	<u>320,000</u>	<u>6.87 %</u>
TOTAL REVENUES	<u>13,606,855</u>	<u>11,635,460</u>	<u>11,876,370</u>	<u>11,876,370</u>	<u>240,910</u>	<u>2.07 %</u>
NET COUNTY COST	108,297	1,894,088	1,121,930	1,121,930	(772,158)	(40.77) %

POSITIONS	114	116	115	115	-1
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Departmental Purpose

The Fire Department provides comprehensive fire protection, first responder emergency medical care, and fire prevention services. The Department responds to fires, medical aids, traffic accidents, and other public assistance calls. To accomplish this mission, fire equipment and staff are situated in 28 stations throughout the County. Management and administration are located in Farmersville. The 911 Center is located at the County Communications Facility at Mooney Grove Park. Vehicle maintenance is co-located with the Resource Management Agency (RMA) Fleet Central Shop and the Supply Warehouse is in Woodville.

Emergency Response

- Responds to all types of fire emergencies on a daily basis. These include residential and commercial structure fires, brush and grass fires, vehicle fires, and various other fire incidents.
- Provides first response to medical emergencies including heart attacks, automobile accidents and home, work and other injuries.
- Performs rescues in a variety of circumstances such as industrial accidents, hiking mishaps, water-related incidents and other situations.

Prevention

- Investigates arson or other fire causes, identifies responsible parties, and issues citations or makes arrests as appropriate.
- Establishes and performs fire prevention and safety programs for children and the general public. Distributes materials and generates news releases to raise awareness and to educate the general public.

- Performs weed abatement and lot clearing program to reduce identified fire hazards.
- Issues annual fireworks sales permits and monitors Independence Day fireworks throughout the County.

Emergency Communications Center

- Receives 911 emergency calls and determines the need to assist the caller and/or dispatch emergency vehicles, equipment and personnel as required.
- Provides emergency dispatch services for the cities of Farmersville and Lindsay and for the fire districts of Woodlake and Strathmore on a contract basis.

Training

- Plans and provides training programs and opportunities for Full Time and Extra-Help Fire Fighters.
- Tracks and arranges required fire fighter physical examinations.
- Recruits, trains and equips community reserve fire fighters, who receive nominal pay, to respond to Fire Department emergencies. The Department is authorized 440 Extra-Help Fire Fighter positions, and typically has about 320 active members.

Major Accomplishments in FY 2009/10

Safety and Security

- Responded to over 12,000 emergency incidents.
- Issued approximately 1,500 hazard abatement notice letters to property owners.

Organizational Performance

- Acquired new Fire Patrol cab and chassis to update equipment for improved fleet reliability.

- Completed significant fire station and communication system maintenance.
- Conducted a new employee academy.
- Operated two cycles of a fire "Intern" program to provide education and experience to prepare Extra-Help Fire Fighters to achieve their career objectives.

Key Goals and Objectives FY 2010/11

Safety and Security

- Update County Building and Fire Code Safety Standards.
 - Objective 1 - Purchase and review newly adopted 2010 California Codes, make the necessary local amendments, and prepare an ordinance for code adoption by the Board of Supervisors by December 2010.
 - Objective 2 - Adopt the new 2010 California Building and Fire Codes, and associated life safety standards to prepare for new codes enforcement date of January 2011.
 - Objective 3 - Train inspection staff on changes created by the new codes by December 2010.
 - Objective 4 - Submit local amendments to the 2010 Codes, once adopted, to the California Building Standards Commission for approval by February 2011.
 - Objective 5 - Train engine company staff on those changes in new codes that pertain to business and mercantile occupancies by March 2011.
- Improve and coordinate effective 911 Dispatch services to Tulare County Fire Department and contracted emergency responders.
 - Objective - Utilize connectivity to Emergency Medical Services Dispatch information through the new DataTech 911 program, to allow dispatchers to more quickly and efficiently dispatch the appropriate resources by March 2011.
- To provide training based on new increasing regulatory requirements to ensure internal employee safety and to enhance services to external customers.
 - Objective 1 - Coordinate with Risk Management to develop the policy and equipment requirements to meet the new Cal OSHA Airborne Transmissible Disease Standard by June 2011.
 - Objective 2 - Deliver training by June 2011 to meet requirements of the California Incident Command Certification System as adopted by the State Board of Fire Services.
- Explore areas of inter-departmental interface to improve our efforts to mitigate the incidence of arson fires.
 - Objective 1 - Work with Tulare County Sheriff's Department to develop a joint program to interface and exchange information relative to arson fires by June 2011.
 - Objective 2 - Develop a program to interface with the California Highway Patrol's Vehicle Arson Task Force by June 2011.
- Develop and promote a Business License requirement for all businesses in the County.
 - Objective 1 - Participate in a County Administration Office Business License Committee to develop a Business License Ordinance by June 2011.
 - Objective 2 - Analyze the practical, regulatory, life safety and fiscal effects of a proposed ordinance on County businesses and provide results to the Committee by December 2010.

Organizational Performance

- Improve and refine Fire Department support services (911 Dispatch, Fleet Maintenance and Supply Services) oversight and guidance.
 - ❑ Objective 1 - Establish an additional Battalion Chief position and dedicate the position to Support Services by July 2010.

There are no pending issues or policy considerations.

Department Head Concurrence or Appeal

The Department Head concurs with the recommended budget.

Departmental Budget Request

The Requested Budget represents an overall decrease of \$531,248 or 4% in expenditures and an increase of \$240,910 or 2% in revenues when compared with the FY 2009/10 Final Budget. The \$1,121,930 difference between expenditures and revenues represents the use of Reserves.

There are no significant areas with major changes between the FY 2009/10 Final Budget and the FY 2010/11 Requested Budget.

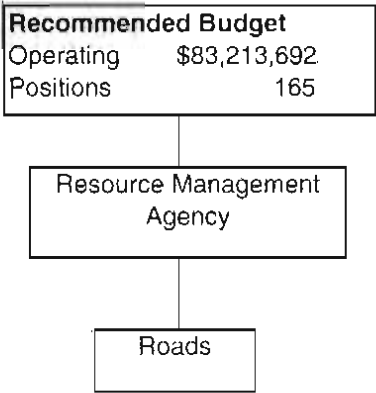
Staffing changes reflected in the Requested Budget that were approved by the Board of Supervisors with an effective date after April 24, 2010 until publication of this Budget Book included the following:

- Add 1 FTE position to assume duties and to provide additional Battalion Chief coverage. The added position is:
 - 1 Battalion Chief

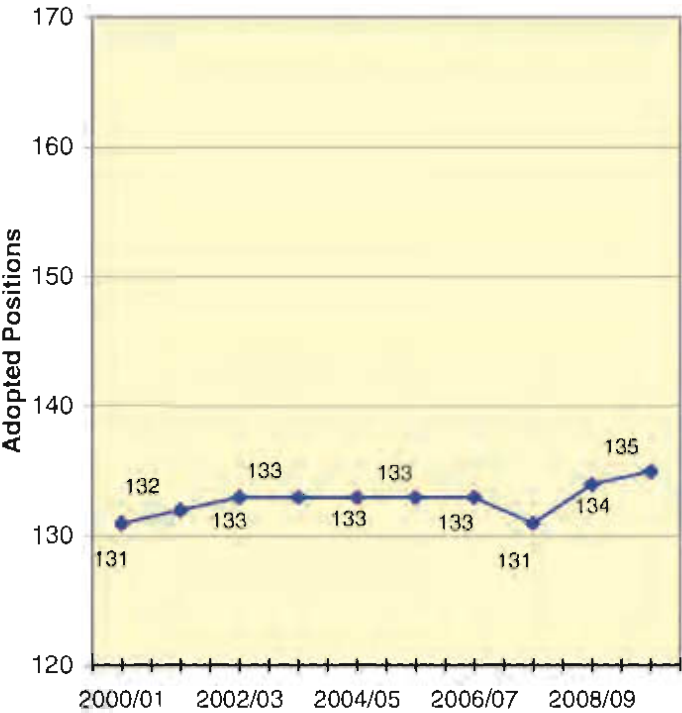
County Administrator's Recommendation

This budget is recommended as submitted except \$320,000 in revenue is reallocated from one Operating Transfers In to another to reflect the correct revenue source.

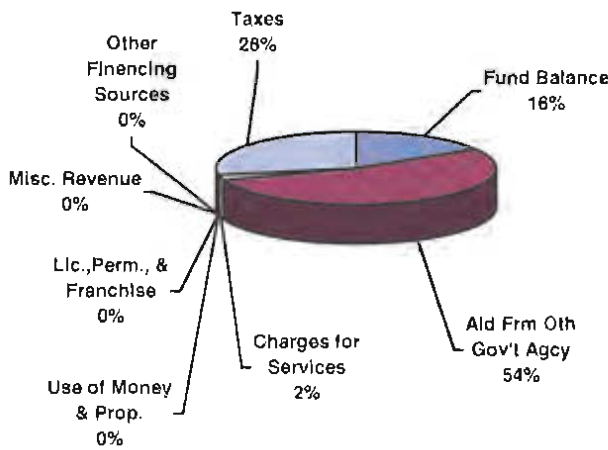
Pending Issues and Policy Considerations



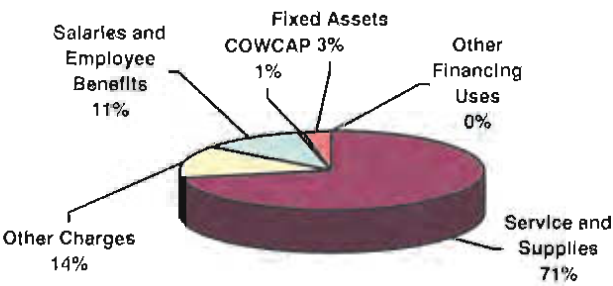
STAFFING TREND



SOURCE OF FUNDS



USE OF FUNDS



FUND: 014
 AGENCY: 225

MAJOR ACCOUNTS CLASSIFICATIONS	2008/09 ACTUALS	2009/10 FINAL BUDGET	2010/11 DEPT REQUEST	2010/11 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	27,541,002	30,210,869	59,823,804	59,823,804	29,612,935	98.02 %
Cowcap	338,705	231,441	431,363	431,363	199,922	86.38 %
Fixed Assets	1,405,742	747,500	2,476,576	2,476,576	1,729,076	231.31 %
Other Financing Uses	4,157	4,157	16,529	16,529	12,372	297.62 %
Other Charges	6,373,053	17,352,699	11,249,874	11,249,874	(6,102,825)	(35.17)%
Salaries And Employee Benefits	<u>7,550,112</u>	<u>8,104,566</u>	<u>9,215,546</u>	<u>9,215,546</u>	<u>1,110,980</u>	<u>13.71 %</u>
TOTAL APPROPRIATIONS	43,212,771	56,651,232	83,213,692	83,213,692	26,562,460	<u>46.89 %</u>
REVENUES:						
Taxes	10,421,661	12,438,433	23,363,360	23,363,360	10,924,927	87.83 %
Lic.,Permits & Franchise	4,904	0	5,000	5,000	5,000	0.00 %
Use Of Money & Property	3,073	0	4,583	4,583	4,583	0.00 %
Aid Frm Oth Gov'T Agency	32,500,482	36,875,089	44,529,641	44,529,641	7,654,552	20.76 %
Charges For Current Serv	1,598,531	1,677,406	1,914,900	1,914,900	237,494	14.16 %
Miscellaneous Revenue	134,796	21,741	11,253	11,253	(10,488)	(48.24)%
Other Financing Sources	<u>52,375</u>	<u>52,375</u>	<u>1</u>	<u>1</u>	<u>(52,374)</u>	<u>(100.00)%</u>
TOTAL REVENUES	<u>44,715,822</u>	<u>51,065,044</u>	<u>69,828,738</u>	<u>69,828,738</u>	<u>18,763,694</u>	<u>36.74 %</u>
NET COUNTY COST	(1,503,051)	5,586,188	13,384,954	13,384,954	7,798,766	139.61 %

POSITIONS

134

135

165

165

30

Departmental Purpose

The Roads Fund is a component of the Public Works Branch of the Resource Management Agency (RMA). Activities funded in this budget include design engineering, transportation planning, construction, surveyors, and maintenance services for approximately 3,040 miles of the County road system and 400 bridges. Some engineering services are provided to other divisions and departments within the County.

In FY 2009/10, the Engineering Branch and the Transportation Branch were merged into the Public Works Branch. This resulted in the merging of the Design Division and the Surveyors budgets into the Road Fund.

The Design Division provides engineering and graphic services for Solid Waste, Transportation, and other Divisions of the Resource Management Agency. The Surveyors also provide services to these Divisions. The expenses for the Surveyors were previously split between the Roads Fund and the General Fund. These expenses will be consolidated under the Roads Fund.

Major Accomplishments in FY 2009/10

Safety and Security

- Completed the construction of the road widening project on Road 80 from Avenue 204 to Avenue 328.
- Completed the following road repairs and maintenance using County staff:
 - Road Mix Asphalt, Surfacing Overlays: 47.5 miles
 - Chip Seals: 103.5 miles
 - Blade Patching: 120 miles (represents about 240 miles of drivable roads)
- 330 miles of Shoulder Maintenance Countywide
- Bridge and culvert repairs.
- Provided inspection services to the Community Redevelopment Agency in the communities of Ivanhoe, Richgrove, and Cutler-Orosi.
- Congestion Mitigation and Air Quality grant funds were awarded FY 2011/12 to purchase Diesel Engine retrofits to be installed on some of the Off-Road Fleet to meet California Air Resources Bureau requirements (\$830,837). The funding will be advanced to FY 2010/11.
- Completed a Class II Bike Lane on Avenue 416 from the City of Dinuba to the community of Cutler-Orosi using State Bike Transportation Account and Measure R Bike Funding.
- Met with County rural communities to solicit public input to select roads for overlays funded by Measure R. Performed road repairs in rural communities and rural roads totaling 24.5 miles.
- Provided inspection services to Capital Projects in the construction of the Mooney Grove Bridge for the new museum.
- Completed the installation of a traffic signal on Avenue 280 at Road 156 between the City of Visalia and the City of Farmersville with Federal Highway Safety and Improvement Program funding.
- Striped 1,540 miles of roadways and stenciled 4,482 roadway markings, which included crosswalks.

- Completed phase 2 of the Monson-Sultana Safe Routes to School project that included additional community sidewalks.
- Responded to approximately 350 requests for traffic data or studies. Read, analyzed, logged and filed approximately 2,000 collision reports and maintained the "Crossroad" collision database.
- Maintained nine signals and approximately 1,500 streetlights Countywide. Installed, inspected, and repaired over 4,000 traffic signs. Responded to over 200 emergency "call-outs" for road hazard conditions, traffic accidents and other various incidents on County roads.
- Completed the design and award phases for Road Overlay projects to be constructed with American Recovery and Reinvestment Act (ARRA) Federal Stimulus Funds including:
 - Avenue 384 from State Route 99 to Road 80
 - Diagonal 134 from the City of Tulare to Avenue 192
 - Avenue 192 from Road 140 to Road 152
 - Avenue 56 from Road 148 to Road 176
 - Avenue 232 from Road 20 to the City of Tulare
 - Road 56 from Avenue 400 to Avenue 432
- Completed the bid and award phase of the Road 80 project for Phase 1A from Avenue 328 to Avenue 342. The construction phase is scheduled to begin Fall 2010.
- Continued the Right of Way acquisitions for both the Road 108 and Road 80 widening projects for future phases.
- Began the preliminary designing phase of the Kings River Bridge project on Avenue 416.

Key Goals and Objectives FY 2010/11

Safety and Security

- Advance delivery of three safety projects FY 2010/11.
 - ❑ Objective 1 - Construction of the Strathmore Safe Routes to School project by June 2011.
 - ❑ Objective 2 - Construction of a traffic signal at the intersection of Avenue 280 and Road 180 (Anderson Road) near the City of Exeter by June 2011.
 - ❑ Objective 3 - Construction of a traffic signal at the intersection of Date and Leggett near the City of Porterville by June 2011.

Quality of Life

- Identify and submit grants for retrofit or replacement of road equipment to meet new air emission standards.
 - ❑ Objective 1 - Identify three new funding sources by June 2011.
 - ❑ Objective 2 - Submit two proposals from non-traditional sources by June 2011.

Organization Performance

- Adopt a project management approach to increase communication across the new consolidated Divisions under the Public Works branch.
 - ❑ Objective 1 - Assign a project manager to track all projects from start to completion by October 2010.
 - ❑ Objective 2 - Initiate quarterly projects meetings to integrate the Design, Surveyors, and Road Operations Divisions to track project progress by June 2011.
- Increase training in new construction and design methods to advance project delivery by FY 2010/11.

- Objective 1 – Cross-train Design Engineers in field inspection by June 2011.
- Objective 2 - Update training of all Engineers, Techs, and Analysts in Caltrans Project Management by June 2011.

- Other Charges decrease \$6,102,825 primarily due to the near completion of Rights of Way acquisitions.
- Fixed Asset expenditures in FY 2010/11 expenditures of \$2,476,576 include the following items:

Departmental Budget Request

The Requested Budget represents an overall increase of \$26,572,660 or 47% in expenditures and an increase of \$18,763,894 or 37% in revenues when compared with the FY 2009/10 Final Budget. The \$13,395,154 difference between expenditures and revenues represents the use of Reserves and a carryover of Proposition 1B Street and Roads Funds.

Significant areas with major changes between the FY 2009/10 Final Budget and the FY 2010/11 Requested Budget are as follows:

- Salaries and Benefits increase \$1,110,980 due to the transfer of the following positions to reflect the consolidation of the Transportation and Engineering Branches into the Public Works Branch under the Roads fund:
 - Design positions transferred from Solid Waste to the Roads Fund.
 - Surveyor positions transferred from the General Fund to the Roads Fund.
 - Transit Coordinator position transferred from the Roads Fund to the Transit Fund.
- Services and Supplies increase \$29,612,935 largely due to the addition of contracted services for the ARRA and Proposition 1B Street and Roads overlay projects scheduled for construction in FY 2010/11.

- 2 Wheel Loaders (\$430,000)
- 3 Backhoes (\$240,000)
- 4 Sign Trucks (\$205,000)
- 1 Truck Utility Bed with Stencil Equipment (\$25,000)
- 2 Water Trucks (\$270,000)
- 1 ¾-Ton Service Truck (\$25,000)
- 1 ½-Ton 4x4 Extended Cab Truck (\$28,000)
- 3 Tractors with Cab & Lifts (\$225,000)
- 1 Self Propelled Roller (\$85,000)
- 2 Radio Repeaters (\$27,000)
- 9 Diesel Engine Retrofits (\$816,625)
- 1 Trimble S-6 Survey Equipment (\$99,951)

- Revenue projections increased overall due to increases in ARRA funding and the advance of Measure R funds to cover State Transportation Improvement Projects decreases.

Staffing changes reflected in the Requested Budget that were approved by the Board of Supervisors with an effective date after April 2010 until the publication of the Budget Book include the following:

- Added 15 FTE positions due to the transfer of the Design Division of Solid Waste to Roads. The additional positions include:
 - 2 Engineer IV
 - 3 Engineer III
 - 4 Engineer II
 - 1 Engineer I
 - 2 Engineering Technician III
 - 3 Engineering Technician II

- Reclassified 3 FTE positions as part of reorganization to better reflect changes in assigned duties. The reclassified positions include:
 - Parks & Grounds Equipment Operator to Heavy Equipment Mechanic
 - Engineer III to Engineering Technician III
 - Engineering Aide II to Engineering Technician I
- Deleted 1 FTE position to transfer to the Transit Fund. The deleted position is:
 - 1 Transit Coordinator

County Administrator's Recommendation

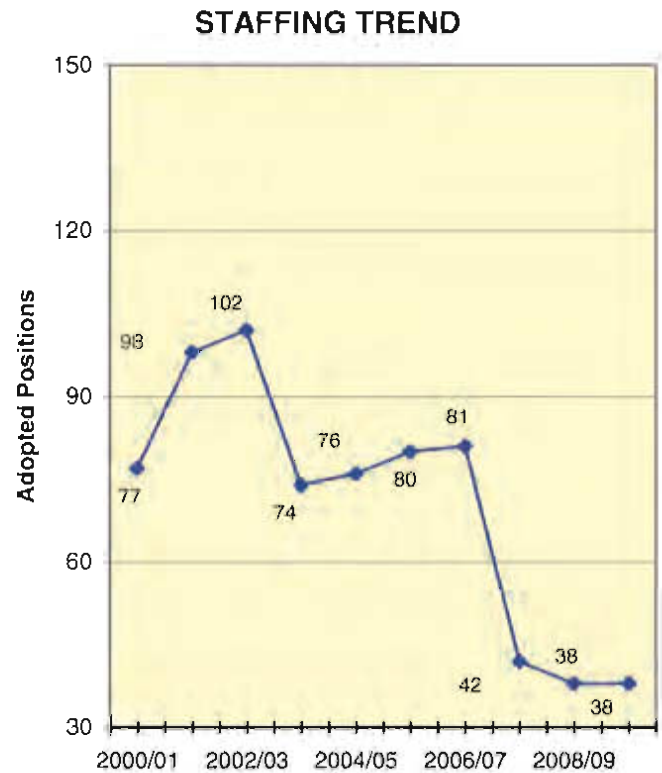
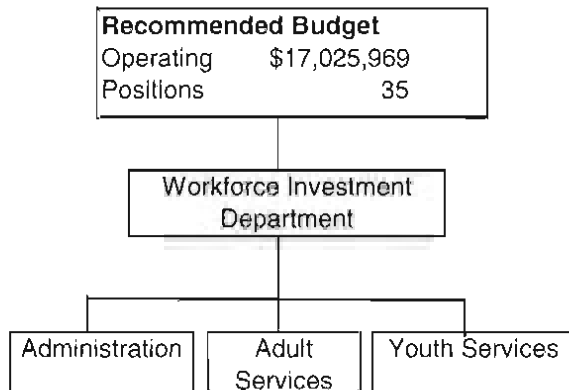
This budget is recommended as submitted.

Pending Issues and Policy Considerations

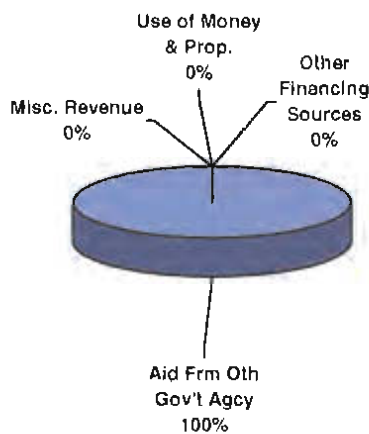
There are no pending issues or policy considerations.

Department Head Concurrence or Appeal

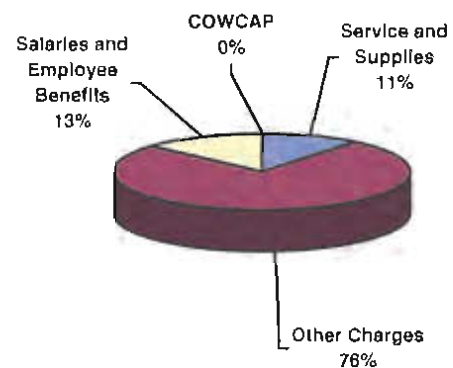
The Department Head concurs with the Recommended Budget.



SOURCE OF FUNDS



USE OF FUNDS



MAJOR ACCOUNTS CLASSIFICATIONS	2008/09 ACTUALS	2009/10 FINAL BUDGET	2010/11 DEPT REQUEST	2010/11 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	1,454,929	2,525,943	1,841,633	1,841,633	(687,310)	(27.18)%
Cowcap	102,724	91,360	(3,575)	(3,575)	(94,935)	(103.91)%
Other Charges	7,299,357	12,355,527	12,902,550	12,902,550	547,023	4.43 %
Salaries And Employee Benefits	<u>2,086,269</u>	<u>2,416,709</u>	<u>2,285,361</u>	<u>2,285,361</u>	<u>(131,348)</u>	<u>(5.43)%</u>
TOTAL APPROPRIATIONS	10,923,279	17,392,539	17,025,969	17,025,969	(366,570)	(2.11)%
REVENUES:						
Use Of Money & Property	467,989	83,204	2,001	2,001	(81,203)	(97.60)%
Aid Frm Oth Gov't Agency	7,637,982	17,094,724	17,019,961	17,019,961	(74,763)	(0.44)%
Charges For Current Serv	1,677,658	104,610	0	0	(104,610)	(100.00)%
Miscellaneous Revenue	209,092	10,001	4,006	4,006	(5,995)	(59.94)%
Other Financing Sources	<u>100,000</u>	<u>100,000</u>	<u>1</u>	<u>1</u>	<u>(99,999)</u>	<u>(100.00)%</u>
TOTAL REVENUES	<u>10,092,721</u>	<u>17,392,539</u>	<u>17,025,969</u>	<u>17,025,969</u>	<u>(366,570)</u>	<u>(2.11)%</u>
NET COUNTY COST	830,558	0	0	0	0	0.00 %

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Departmental Purpose

The Workforce Investment Board of Tulare County (WIB) is responsible for the day-to-day administration of the Workforce Investment Act (WIA) for Tulare County. WIB carries out programs in cooperation with local partner agencies that provide training and employment opportunities to all those seeking services. A wide array of services is available for the business community as well as the One Stop Centers.

The missions of WIB is to:

- Meet the workforce development needs of individuals and businesses through coordinated education and training.
- Oversee WIA funds and competitively awarded project and grant funds, their operations, and functions assuring that expenditures, policies, and directives are carried out in an efficient and cost-effective manner.
- Forecast and formulate strategic and efficient, short and long range WIB plans through planning and analysis based on awarded funds.
- Coordinate, leverage, integrate, review, and monitor workforce development budgets, services, and programs throughout Tulare County.
- Review, monitor, and prepare required fiscal and program reports to Federal and State agencies, partner with local workforce investment areas throughout the Central San Joaquin Valley in order to maximize limited workforce development resources.

Major Accomplishments in FY 2009/10

Economic Well-Being

- Prepared more than 1,800 Tulare County youth for employment and self sufficiency

by providing work experience and skills development through the Youth@Work Summer Program.

Organizational Performance

- Exceeded all Federally mandated performance goals.
- Provided services to 25,956 individuals.
- Opened an Employment Connection One Stop center in Dinuba and in Tulare that provides employment services to businesses and job seekers.
- Issued 2,607 Microsoft Elevate America Learning Vouchers to businesses and jobseekers in Tulare County.
- Implemented a virtual one stop system that provided on-line customer access to businesses and jobseekers. Provides employers on-line access to a talent pool of jobseekers.
- Added additional jobseeker computers, enhanced customer flow and access at the Employment Connection Centers in Porterville and Visalia through building modifications.
- Placed 453 individuals in On-the-Job Training positions with local employers, representing a 500% increase over the previous year. Provided Career Scholarships to 894 individuals representing a 300% increase over the previous year. Placed 164 individuals in work experience positions with local employers, representing a 100% increase over the previous year.
- Received an Allied Health Care Grant from the California Employment Development Department in the amount of \$999,931 to

train individuals in allied health care careers.

- Received a National Emergency Grant from the U.S. Department of Labor on behalf of the Central California Workforce Collaborative with a maximum threshold amount of \$8,197,664, and with an approved grant activity period of May 1, 2010 to April 30, 2011, subject to extension. The initial grant award amount is \$4,762,120.

Key Goals and Objectives FY 2010/11

Organizational Performance

- Meet all WIA Adult and Dislocated Worker participant performance goals set by the California Employment Development Department Workforce Services Division by June 2011. Individuals must meet WIA low income criteria to be eligible for the Adult Program. Individuals must meet dislocated worker criteria such as being laid off due to a company closure or substantial lay off, or receiving unemployment insurance and unlikely to return to their previous industry or occupation.
 - ❑ Objective 1 – 79% of all Adult Program participants will find employment within 90 days after leaving the program, 88.4% of all Dislocated Worker Program participants will find employment within 90 days after completing the program.
 - ❑ Objective 2 – 79% of all the Adult Program participants who find employment after completing the program will remain employed for at least six months. 83% of all Dislocated Worker Program participants who find employment after completing the program will remain employed for at least six months.
 - ❑ Objective 3 – Six months after completing the Adult or Dislocated Worker Programs, clients will earn a self sufficient wage.
- Meet all WIA In-School and Out-of-School Youth Program performance goals set by the California Employment Development Department Workforce Services Division by June 2011. Youth must be between the ages of 16 to 21, be low income, and have a barrier to finding employment or completing school to be eligible for the WIA Youth Program.
 - ❑ Objective 1 – 65% of Youth participants will find a job or enroll in school within three months of completing the program.
 - ❑ Objective 2 – 45% of Youth participants will receive a GED, High School Diploma or Vocational School Certificate within three months of completing the program.
 - ❑ Objective 3 – 15% of Out-of-School Youth will increase at least one educational functioning level within three months of completing the program.
- Meet all WIA Youth@Work Summer Program performance goals set by the Employment Development Department Workforce Services Division. The Youth@Work Summer Program serves low income youth and operates between the months of May and September. Although 75% less youth will be enrolled in Summer 2010, in comparison to Summer 2009, due to a decrease in one time American Recovery and Reinvestment Act (ARRA) Federal Stimulus Funding, the WIB is partnering with Tulare County Health and Human Services Agency to co-enroll WIA eligible and CalWORKs eligible youth. This leveraging of resources allows the WIB to offer 150 hours of paid work experience and 10 hours of work readiness to each eligible youth, thus maintaining the same level of service to the youth participants.
 - ❑ Objective 1 – 80% of all Summer Youth@Work participants will receive at least 150 hours of paid work experience by September 2010.
 - ❑ Objective 2 – 95% of all Summer Youth@Work participants will receive at

10 hours work-readiness training prior to beginning a paid work experience job by September 2010.

- Meet all U.S. Department of Labor National Emergency Grant performance goals. The project and the nine counties in the Collaborative will use awarded funds for a region wide project that will include paid work experience opportunities, individual training accounts, and on the job training contracts for dislocated workers.
 - Objective 1 - Enroll 570 participants between all nine Central California Workforce Collaborative members in work experience, paid internships, and training programs. The WIB of Tulare County is responsible for providing 53 of the 570 participants with either training or work experience by June.
 - Objective 2 - 81% of all participants enrolled will find employment within 90 days of completing the program.

Departmental Budget Request

The Requested Budget represents an overall decrease of \$366,570 or 2% in both expenditures and revenues when compared with the FY 2009/10 Final Budget.

Significant areas with major changes between the FY 2009/10 Final Budget and the FY 2010/11 Requested Budget are as follows:

- Decrease in revenue and corresponding expenditures is due to expenditure of one-time ARRA and WIA funds.

Staffing Changes reflected in the Requested Budget include the following:

- Delete 3 FTE vacant positions to streamline staffing allocations to adjust for current Department needs. The requested deleted positions are:
 - 3 Workforce Development Specialist I

Staffing changes reflected in the Requested Budget include the following:

- Reclass 1 FTE position primarily due to a change in responsibilities of duties within the WIB department.
 - 1 Department Secretary to Staff Services Analyst I

County Administrator's Recommendation

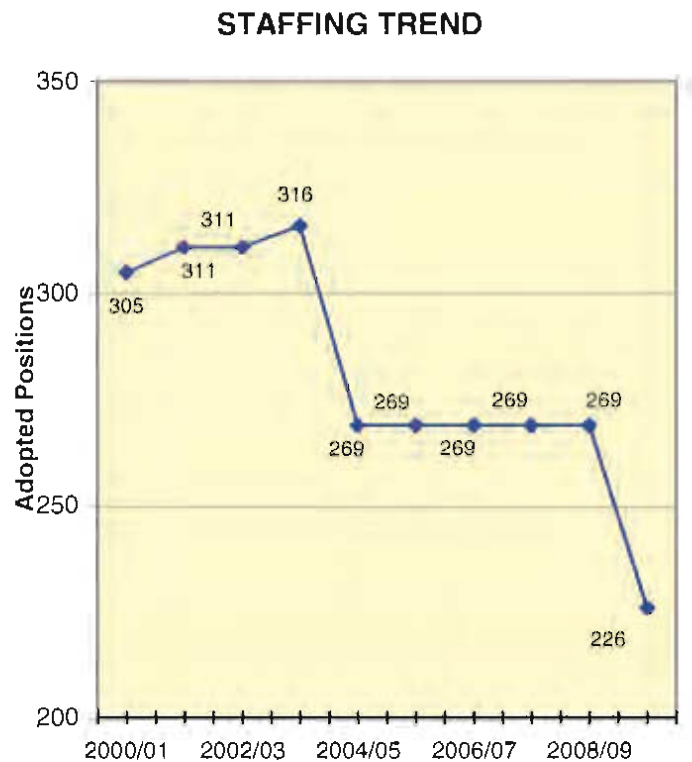
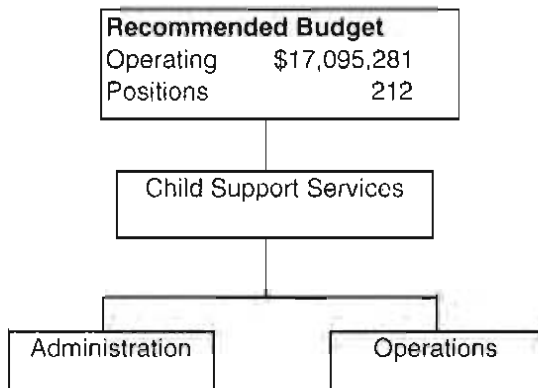
This budget is recommended as submitted.

Pending Issues and Policy Considerations

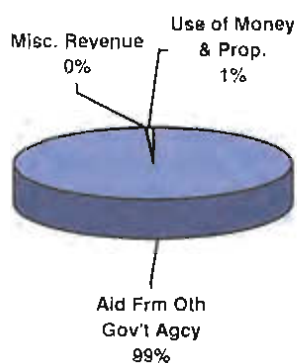
There are no pending issues or policy recommendations.

Department Head Concurrence or Appeal

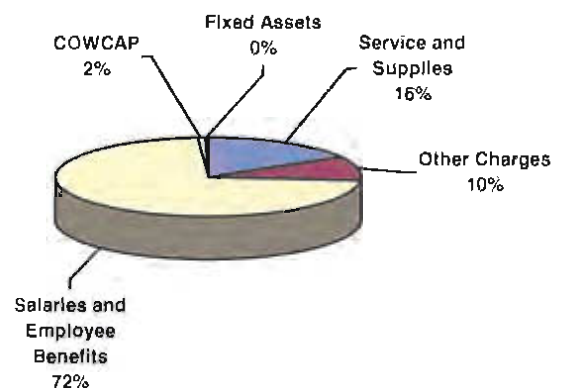
The Department Head concurs with the Recommended Budget.



SOURCE OF FUNDS



USE OF FUNDS



FUND: 016
AGENCY: 101

MAJOR ACCOUNTS CLASSIFICATIONS	2006/09 ACTUALS	2009/10 FINAL BUDGET	2010/11 DEPT REQUEST	2010/11 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Other Charges	2,062,627	1,904,187	1,651,403	1,651,403	(252,784)	(13.28) %
Fixed Assets	32,089	40,000	50,000	50,000	10,000	25.00 %
Cowcap	268,683	252,123	162,677	162,677	(89,446)	(35.48) %
Service And Supplies	1,960,712	2,525,653	2,647,084	2,647,084	321,431	12.73 %
Salaries And Employee Benefits	<u>11,143,619</u>	<u>12,373,318</u>	<u>12,384,117</u>	<u>12,384,117</u>	<u>10,799</u>	<u>0.09 %</u>
TOTAL APPROPRIATIONS	15,467,730	17,095,281	17,095,281	17,095,281	0	<u>0.00 %</u>
REVENUES:						
Use Of Money & Property	171,893	140,000	140,000	140,000	0	0.00 %
Aid Frm Oth Gov't Agency	15,271,236	16,935,281	16,935,281	16,935,281	0	0.00 %
Miscellaneous Revenue	<u>24,602</u>	<u>20,000</u>	<u>20,000</u>	<u>20,000</u>	<u>0</u>	<u>0.00 %</u>
TOTAL REVENUES	<u>15,467,731</u>	<u>17,095,281</u>	<u>17,095,281</u>	<u>17,095,281</u>	<u>0</u>	<u>0.00 %</u>
NET COUNTY COST	(1)	0	0	0	0	0.00 %

POSITIONS	269	226	212	212	-14
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Departmental Purpose

The mission of the Tulare County Department of Child Support Services (TDCSS) is to enhance the well-being of children by assuring that assistance in obtaining support, including financial and medical, is available to children through locating parents, establishing paternity, establishing support obligations, and monitoring and enforcing those obligations.

The vision of TDCSS is that children can count on both parents for the financial, medical, and emotional support they need to be healthy and successful.

Principles

Every child has a right to emotional and financial support from both parents. Under California law, anyone who becomes a parent assumes the financial responsibility of providing for his/her child. Single mothers and fathers continually struggle with the serious and complicated challenge of raising their child(ren). In many cases, custodial and non-custodial parents work together to help provide both emotional and financial support to their child(ren), but many do not.

Services

Most services provided are free. About 42,000 children are served by TDCSS. The active caseload is approximately 37,000.

TDCSS provides the following services:

➤ Initiate Child Support Process

Anyone who has a child support and/or a medical support order, or wants to establish one, can apply for child support enforcement services by completing an on-line application for services. After the application form is submitted, the child support process begins. The County Health

and Human Services Agency (HHSA) will automatically refer parents who receive public assistance, including CalWORKs and Medi-Cal, to TDCSS.

➤ Open a Child Support Case for Services

Either parent, or the caretaker/guardian of a child, may request to open a child support case by completing an on-line application for services.

TDCSS will also open cases for individuals receiving CalWORKs and/or Medi-Cal assistance who have been referred by HHSA. The more information the custodial party gives about the case, the better service TDCSS can provide.

➤ Locate the Parent

To get an order for support, establish paternity or enforce a child support order, TDCSS must know where the non-custodial parent lives or works. TDCSS will make every effort to locate the non-custodial parent.

➤ Establish Paternity

If paternity (fatherhood) has not been established, TDCSS will initiate the legal process to establish paternity. If genetic tests are necessary, they are done at no cost to the parties. Paternity must be established before child support and medical support can be ordered by the Court.

➤ Seek a Support Order

If a court order for child support does not already exist, and the non-custodial parent is located, TDCSS will seek a court order based on both parents' ability to pay support and the amount of time the child spends with each parent.

➤ Obtain a Medical Support Order

A National Medical Support Notice requires the non-custodial parent's employer to enroll the child(ren) in the non-custodial parent's health insurance plan. Under the court order, the non-custodial parent will be required to provide health insurance coverage, including vision and dental care, for the child(ren).

➤ Enforce Support Orders

TCDCSS will take steps to enforce court orders for child support, child support arrears, and medical support. Enforcement action will be taken if the non-custodial parent does not pay or pays less than the amount ordered, or if the non-custodial parent does not provide health insurance for the child as ordered by the Court. TCDCSS will determine the type of enforcement action to be taken, consistent with State and Federal regulations.

TCDCSS does not:

- Assist with custody or visitation matters
- Handle divorces
- Enforce spousal support only orders
- Obtain or enforce restraining orders

Major Accomplishments in FY 2009/10

Economic Well-Being

- Collected and distributed \$37.8 million, of which over \$547,000 was distributed to the County of Tulare as reimbursement for public assistance programs.
- Reached 56.2% collection rate of the current support cases.

- Achieved 57.3% collection rate of arrears support cases.

Quality of Life

- Established paternity in 115% of cases submitted. This represents the percentage of all children born out of wedlock with paternity established or acknowledged.
- Reached 83.5% on the percentage of cases receiving a support order.
- Pursued opportunities to use technology to meet customer needs, maximize efficiency, and improve performance:
 - Instituted automatic telephone communication with customers that notified them of changes in department hours and court locations.
 - Implemented automatic telephone communication with customers that reminds them of upcoming court appearances. This resulted in an increase of 13% in the court appearance rate by customers.
 - Collaborated with the County Information Technology Department to develop and implement an on-line appointment scheduling system where customers can set their own appointments.

Organizational Performance

- Networked with other counties and the State to seek out and share best practice.
- Implemented a smooth and effective transition to the new Statewide single telephone number that provides access to automated case information and to every county child support agency.

- Completed 23 presentations to inmates at Bob Wiley Detention Facility and the Day Reporting Center.
- Partnered with the Workforce Investment Board to provide information for Rapid Response presentations to companies implementing lay-offs.

Key Goals and Objectives FY 2010/11

Economic Well-Being

- Ensure that children in cases involving Title IV-D of the Federal Social Security Act have support from parents as ordered by increasing the amount of child support collections and distributions.
 - ❑ Objective 1 - Collect and distribute \$38,254,896 in child support by September 2010.
 - ❑ Objective 2 - Collect and distribute 58.6% of the amount of child support due by September 2010.
 - ❑ Objective 3 - Collect 60.1% of cases with arrears owing by September 2010.

Quality of Life

- Increase the percentage of children with a legal relationship with their parents.
 - ❑ Objective 1 - Establish parentage in cases for 117.6% of the children born out of wedlock in the previous year by September 2010.
- Increase the percentage of child support cases with support orders.
 - ❑ Objective 1 - Establish support orders in 89.8% of cases needing a support order by September 2010.

Organizational Performance

- Operate a responsive customer friendly program.
 - ❑ Objective 1 - Conduct customer service surveys and achieve an annual

customer satisfaction rate of at least 80% by June 2011.

- ❑ Objective 2 - Maximize customer access to electronic information and services by June 2011.
- ❑ Objective 3 - Present information at 75% of State Department of Corrections and Rehabilitation's Parole and Community Team meetings to assist newly released prisoners who have a child support obligation by June 2011.

Departmental Budget Request

The Requested Budget of \$17,905,281 in expenditures and revenues represents no change when compared with the FY 2009/10 Final Budget.

Significant areas with major changes between the FY 2009/10 Final Budget and the FY 2010/11 Requested Budget are as follows:

- Service and Supplies increase \$321,431 due primarily to a need to contract for more process servers to meet increasing workloads.
- Other Charges decrease \$252,784 mostly for reductions in Workers' Compensation and Information Technology charges.
- Fixed Assets expenditures in FY 2010/11 of \$50,000 include the following items:
 - 2 Replacement vehicles (\$50,000)
- Countywide Cost Allocation Plan (COWCAP) charges decrease \$89,466 due to changes in the Plan.
- Revenue projections show a decrease in Federal Child Support Enforcement Incentive funds fully offset by an increase in Federal American Recovery and Reinvestment Act (ARRA) Federal Stimulus Funding.

Federal American Recovery and
Reinvestment Act (ARRA) Federal Stimulus
Funding.

Staffing Changes reflected in the Requested
Budget include the following:

- Delete 14 FTE vacant positions to
streamline staffing allocations to adjust for
current Department needs. The requested
deleted positions are:
- 2 Account Clerk-Senior
 - 1 Child Support Attorney V
 - 7 Child Support Officer III
 - 1 Child Support Program Manager
 - 2 Legal Clerk II
 - 1 Training Officer II

County Administrator's Recommendation

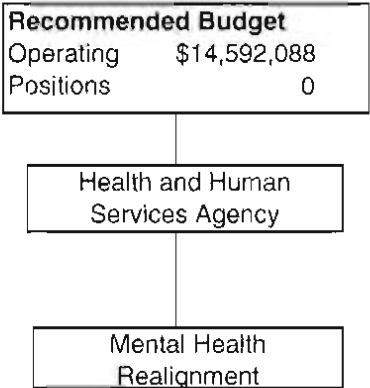
This budget is recommended as submitted.

Pending Issues and Policy Considerations

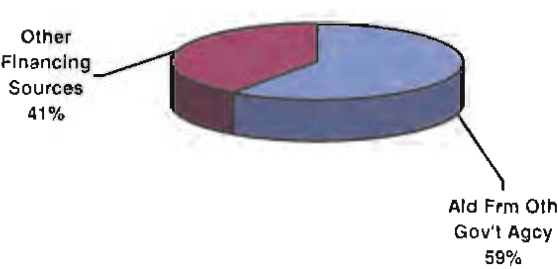
Revenue stabilization is subject to continued
Legislative support.

Department Head Concurrence or Appeal

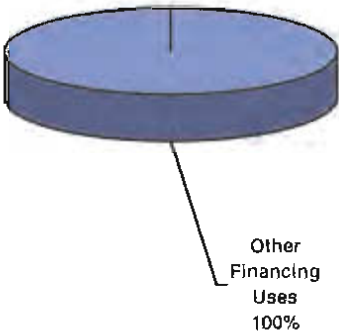
The Department Head concurs with the
Recommended Budget.



SOURCE OF FUNDS



USE OF FUNDS



FUND: 017
AGENCY: 017

MAJOR ACCOUNTS CLASSIFICATIONS	2008/09 ACTUALS	2009/10 FINAL BUDGET	2010/11 DEPT REQUEST	2010/11 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Other Financing Uses	<u>14,995,878</u>	<u>14,592,088</u>	<u>14,592,088</u>	<u>14,592,088</u>	<u>0</u>	<u>0.00 %</u>
TOTAL APPROPRIATIONS	14,995,878	14,592,088	14,592,088	14,592,088	0	0.00 %
REVENUES:						
Aid Frm Oth Gov'T Agency	8,789,586	8,566,950	8,566,950	8,566,950	0	0.00 %
Other Financing Sources	6,226,292	6,025,138	6,025,138	6,025,138	0	0.00 %
TOTAL REVENUES	<u>14,995,878</u>	<u>14,592,088</u>	<u>14,592,088</u>	<u>14,592,088</u>	<u>0</u>	<u>0.00 %</u>
NET COUNTY COST	0	0	0	0	0	0.00 %

Departmental Purpose

There are no pending issues or policy considerations.

This budget accounts for revenues received from the State designated to support local mental health programs. Counties are provided with two revenue sources referred to as realignment revenue: a portion of both State sales tax collections and vehicle license fees.

Department Head Concurrence or Appeal

The Department Head concurs with the Recommended Budget.

Realignment revenue allocated to the County is placed in the Local Health and Welfare Trust Fund, which has separate accounts or funds for Mental Health, Health, and Social Services.

Accounting for these revenues requires that they be included in the County's operating budget to identify the flow of revenues to the General Fund and to record the County's match for Mental Health. These revenues are transferred from Mental Health Realignment Fund to the Health and Human Services Agency General Fund for expenditure on mental health programs.

Major Accomplishments in FY 2009/10

Not applicable.

Key Goals and Objectives FY 2010/11

Not applicable.

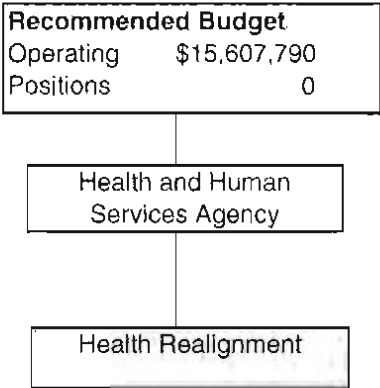
Departmental Budget Request

The Requested Budget represents no change in expenditures or revenues when compared with the FY 2009/10 Final Budget.

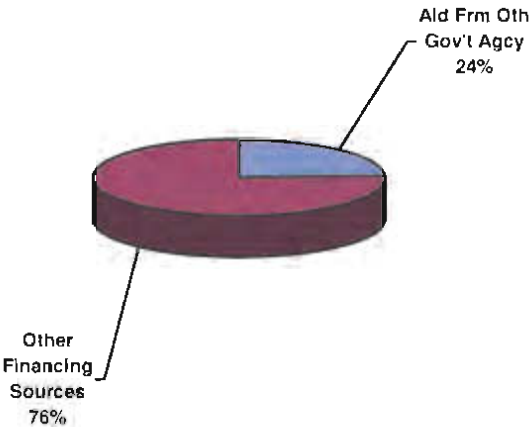
County Administrator's Recommendation

This budget is recommended as submitted.

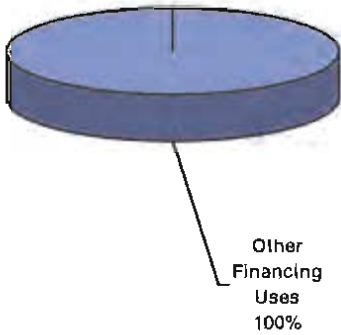
Pending Issues and Policy Considerations



SOURCE OF FUNDS



USE OF FUNDS



FUND: 018
AGENCY: 018

MAJOR ACCOUNTS CLASSIFICATIONS	2008/09 ACTUALS	2009/10 FINAL BUDGET	2010/11 DEPT REQUEST	2010/11 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Other Financing Uses	<u>17,165,083</u>	<u>15,607,790</u>	<u>15,607,790</u>	<u>15,607,790</u>	<u>0</u>	<u>0.00 %</u>
TOTAL APPROPRIATIONS	17,165,083	15,607,790	15,607,790	15,607,790	0	0.00 %
REVENUES:						
Aid Frm Oth Gov'T Agency	3,887,120	3,768,895	3,768,895	3,768,895	0	0.00 %
Other Financing Sources	13,277,963	11,838,895	11,838,895	11,838,895	0	0.00 %
TOTAL REVENUES	<u>17,165,083</u>	<u>15,607,790</u>	<u>15,607,790</u>	<u>15,607,790</u>	<u>0</u>	<u>0.00 %</u>
NET COUNTY COST	0	0	0	0	0	0.00 %

Departmental Purpose

This budget accounts for revenues received from the State designated to support local health programs. Counties are provided with two revenue sources referred to as realignment revenue: a portion of both State sales tax collections and vehicle license fees.

Realignment revenue allocated to the County is placed in the Local Health and Welfare Trust Fund, which has separate accounts or funds for Health, Mental Health, and Social Services.

Accounting for these revenues requires that they be included in the County's operating budget to identify the flow of revenues to the General Fund and to record the County's match for Health. These revenues are transferred from Health Realignment Fund to the Health and Human Services Agency General Fund for expenditure on health programs.

Major Accomplishments in FY 2009/10

Not applicable.

Key Goals and Objectives FY 2010/11

Not applicable.

Departmental Budget Request

The Requested Budget represents no change in expenditures or revenues when compared with the FY 2009/10 Final Budget.

County Administrator's Recommendation

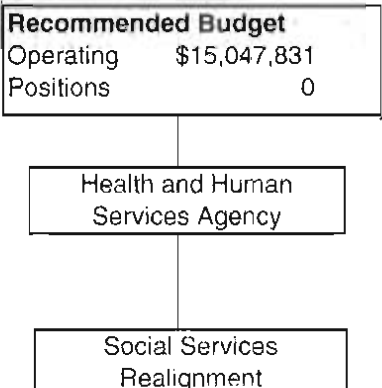
This budget is recommended as submitted.

Pending Issues and Policy Considerations

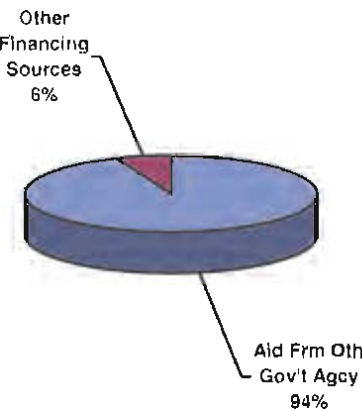
There are no pending issues or policy considerations.

Department Head Concurrence or Appeal

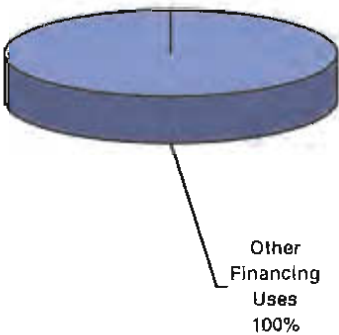
The Department Head concurs with the Recommended Budget.



SOURCE OF FUNDS



USE OF FUNDS



FUND: 019
AGENCY: 019

MAJOR ACCOUNTS CLASSIFICATIONS	2008/09 ACTUALS	2009/10 FINAL BUDGET	2010/11 DEPT REQUEST	2010/11 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Other Financing Uses	<u>15,101,067</u>	<u>15,047,831</u>	<u>15,047,831</u>	<u>15,047,831</u>	<u>0</u>	<u>0.00 %</u>
TOTAL APPROPRIATIONS	<u>15,101,067</u>	<u>15,047,831</u>	<u>15,047,831</u>	<u>15,047,831</u>	<u>0</u>	<u>0.00 %</u>
REVENUES:						
Aid Frm Oth Gov'T Agency	14,136,819	14,116,990	14,116,990	14,116,990	0	0.00 %
Other Financing Sources	964,248	930,841	930,841	930,841	0	0.00 %
TOTAL REVENUES	<u>15,101,067</u>	<u>15,047,831</u>	<u>15,047,831</u>	<u>15,047,831</u>	<u>0</u>	<u>0.00 %</u>
NET COUNTY COST	0	0	0	0	0	0.00 %

Departmental Purpose

This budget accounts for revenues received from the State designated to support local Social Services, Juvenile Justice, and California Children's Services programs. Counties are provided with two revenue sources referred to as realignment revenue: a portion of both State sales tax collections and vehicle license fees.

Realignment revenue allocated to the County is placed in the Local Health and Welfare Trust Fund, which has separate accounts or funds for Social Services, Health, and Mental Health.

Accounting for these revenues requires that they be included in the County's operating budget to identify the flow of revenues to the General Fund and to record the County's match for Social Services. These revenues are transferred from Social Services Realignment Fund to the Health and Human Services Agency General Fund for expenditure on social services programs.

Major Accomplishments in FY 2009/10

Not applicable.

Key Goals and Objectives FY 2010/11

Not applicable.

Departmental Budget Request

The Requested Budget represents no change in expenditures or revenues when compared with the FY 2009/10 Final Budget.

County Administrator's Recommendation

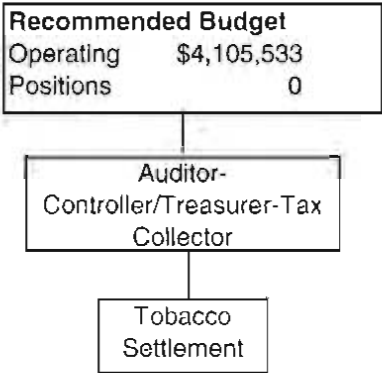
This budget is recommended as submitted.

Pending Issues and Policy Considerations

There are no pending issues or policy considerations.

Department Head Concurrence or Appeal

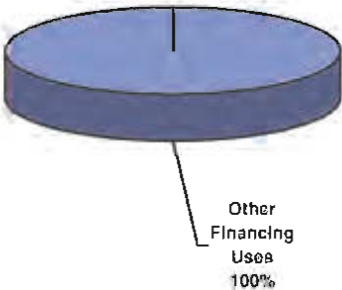
The Department Head concurs with the Recommended Budget.



SOURCE OF FUNDS



USE OF FUNDS



FUND: 020
AGENCY: 020

MAJOR ACCOUNTS CLASSIFICATIONS	2008/09 ACTUALS	2009/10 FINAL BUDGET	2010/11 DEPT REQUEST	2010/11 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Other Financing Uses	<u>4,470,521</u>	<u>5,048,679</u>	<u>4,105,533</u>	<u>4,105,533</u>	<u>(943,146)</u>	<u>(18.68)%</u>
TOTAL APPROPRIATIONS	4,470,521	5,048,679	4,105,533	4,105,533	(943,146)	(18.68)%
REVENUES:						
Other Financing Sources	4,470,521	5,048,679	4,105,533	4,105,533	(943,146)	(18.68)%
TOTAL REVENUES	<u>4,470,521</u>	<u>5,048,679</u>	<u>4,105,533</u>	<u>4,105,533</u>	<u>(943,146)</u>	<u>(18.68)%</u>
NET COUNTY COST	0	0	0	0	0	0.00 %

Departmental Purpose

This budget is used to collect the County's portion of California's 1998 settlement with the nationwide litigation against tobacco companies. This settlement revenue is received annually and transferred to the Tulare County Public Financing Authority (TCPFA), where it is used to pay debt service and administrative costs associated with the variable rate bonds sold to create the Millennium Fund.

In December 1999, the Board of Supervisors established the Millennium Fund through the TCPFA. The Millennium Fund was created to invest anticipated revenues resulting from the Tobacco Settlement.

TCPFA issued \$45 million in the form of variable rate demand bonds, the proceeds of which were set aside in an endowment fund (Millennium Fund) to pay for future capital projects.

Major Accomplishments in FY 2009/10

Not applicable.

Key Goals and Objectives FY 2010/11

Not applicable.

Departmental Budget Request

The Requested Budget represents an overall decrease of \$943,146 or 19% in both expenditures and revenues when compared with the FY 2009/10 Final Budget.

The factor contributing to major changes between the FY 2009/10 Final Budget and the FY 2010/11 Requested Budget is as follows:

- Anticipated decrease in Tobacco Settlement proceeds compared with FY 2009/10.

**County Administrator's
Recommendation**

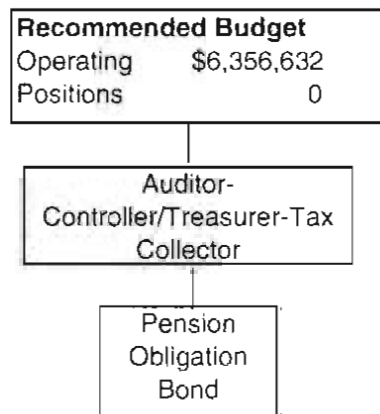
The budget is recommended as submitted.

**Pending Issues and Policy
Considerations**

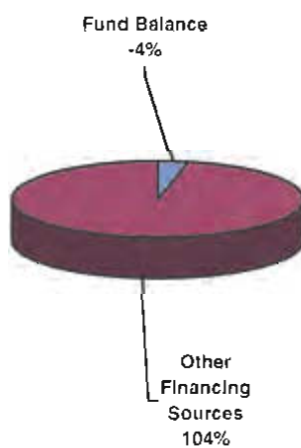
There are no pending issues or policy considerations.

**Department Head Concurrence or
Appeal**

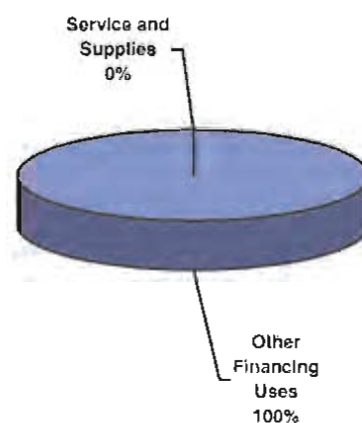
The Department Head concurs with the Recommended Budget.



SOURCE OF FUNDS



USE OF FUNDS



FUND: 022
AGENCY: 022

MAJOR ACCOUNTS CLASSIFICATIONS	2008/09 ACTUALS	2009/10 FINAL BUDGET	2010/11 DEPT REQUEST	2010/11 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Other Charges	5,789,117	6,158,419	6,353,632	6,353,632	195,213	3.17 %
Service And Supplies	<u>0</u>	<u>3,000</u>	<u>3,000</u>	<u>3,000</u>	<u>0</u>	<u>0.00 %</u>
TOTAL APPROPRIATIONS	5,789,117	6,161,419	6,356,632	6,356,632	195,213	<u>3.17 %</u>
REVENUES:						
Use Of Money & Property	2,817	0	0	0	0	0.00 %
Other Financing Sources	<u>6,249,399</u>	<u>6,161,419</u>	<u>6,587,492</u>	<u>6,587,492</u>	<u>426,073</u>	<u>6.92 %</u>
TOTAL REVENUES	<u>6,252,216</u>	<u>6,161,419</u>	<u>6,587,492</u>	<u>6,587,492</u>	<u>426,073</u>	<u>6.92 %</u>
NET COUNTY COST	(463,099)	0	(230,860)	(230,860)	(230,860)	0.00 %

Departmental Purpose

This budget accounts for debt service payments for the County's Pension Obligation Bond (POB) issue. County departments and the Courts are assessed their share of the annual debt based on payroll costs.

The County issued POBs of \$41 million in May 1997 to pay the unfunded actuarial accrued pension liability as of June 1996. The interest rates applicable to the POBs range from 6% to 7%.

The POB Fund was established to accumulate the funds assessed to County departments and Courts and to issue payment of principal, interest, and administrative costs of the long term debt.

The outstanding principal balance as of August 2010 is \$12 million. The last debt service payment will be made in FY 2011/12.

Major Accomplishments in FY 2009/10

Not applicable.

Key Goals and Objectives FY 2010/11

Not applicable.

Departmental Budget Request

The Requested Budget represents an overall increase of \$195,213 or 3% in expenditures and an increase of \$426,073 or 7% in revenues when compared with the FY 2009/10 Final Budget. The \$230,860 difference between expenditures and revenues represents reallocation to Reserves.

The factor contributing to major changes between the FY 2009/10 Final Budget and the FY 2010/11 Requested Budget is as follows:

- Increased charges for the POB debt service.

County Administrator's Recommendation

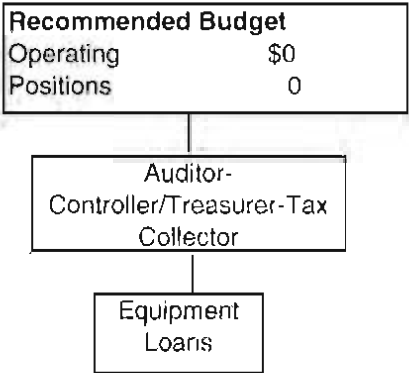
The budget is recommended as submitted.

Pending Issues and Policy Considerations

There are no pending issues or policy considerations.

Department Head Concurrence or Appeal

The Department Head concurs with the Recommended Budget.



FUND: 023
AGENCY: 023

MAJOR ACCOUNTS CLASSIFICATIONS	2008/09 ACTUALS	2009/10 FINAL BUDGET	2010/11 DEPT REQUEST	2010/11 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Other Charges	<u>438,793</u>	<u>270,750</u>	<u>0</u>	<u>0</u>	<u>(270,750)</u>	<u>(100.00)%</u>
TOTAL APPROPRIATIONS	438,793	270,750	0	0	(270,750)	(100.00)%
REVENUES:						
Other Financing Sources	415,575	239,093	0	0	(239,093)	(100.00)%
TOTAL REVENUES	<u>415,575</u>	<u>239,093</u>	<u>0</u>	<u>0</u>	<u>(239,093)</u>	<u>(100.00)%</u>
NET COUNTY COST	23,218	31,657	0	0	(31,657)	(100.00)%

Departmental Purpose

Certain capital assets (i.e., election equipment, 911 system, and vehicles) are acquired by the County through long-term payment agreements (leases). County departments are assessed their share of the annual debt based upon their usage of the financed assets.

The Equipment Debt Service Fund was established to accumulate the funds assessed to departments and to issue payment of principal, interest, and administration costs of the long-term debt.

Final payments for all outstanding leases were made in FY 2009/10 and so there was no outstanding principal balance of all such debts as of June 2010.

Major Accomplishments in FY 2009/10

Not Applicable.

Key Goals and Objectives FY 2010/11

Not applicable.

Departmental Budget Request

None.

County Administrator's Recommendation

The budget is recommended as submitted.

Pending Issues and Policy Considerations

There are no pending issues or policy considerations.

Department Head Concurrence or Appeal

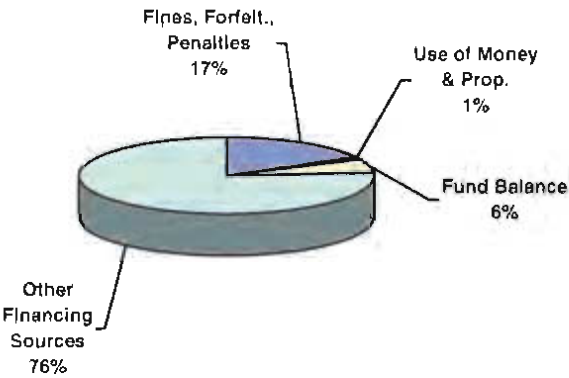
The Department Head concurs with the Recommended Budget.

Recommended Budget	
Operating	\$6,790,625
Positions	0

Auditor-
Controller/Treasurer-Tax
Collector

Building
Loans

SOURCE OF FUNDS



USE OF FUNDS



FUND: 024
AGENCY: 024

MAJOR ACCOUNTS CLASSIFICATIONS	2008/09 ACTUALS	2009/10 FINAL BUDGET	2010/11 DEPT REQUEST	2010/11 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Other Charges	7,392,415	7,763,800	6,786,625	6,786,625	(977,175)	(12.59)%
Service And Supplies	<u>5,300</u>	<u>4,000</u>	<u>4,000</u>	<u>4,000</u>	<u>0</u>	<u>0.00</u> %
TOTAL APPROPRIATIONS	7,397,715	7,767,800	6,790,625	6,790,625	(977,175)	<u>(12.58)</u> %
REVENUES:						
Fines, Forfeit., Penalties	2,160,000	1,375,000	1,150,000	1,150,000	(225,000)	(16.36)%
Use Of Money & Property	855,845	65,102	56,418	56,418	(8,684)	(13.34)%
Other Financing Sources	<u>5,155,488</u>	<u>5,163,856</u>	<u>5,172,740</u>	<u>5,172,740</u>	<u>8,884</u>	<u>0.17</u> %
TOTAL REVENUES	<u>8,171,333</u>	<u>6,603,958</u>	<u>6,379,158</u>	<u>6,379,158</u>	<u>(224,800)</u>	<u>(3.40)</u> %
NET COUNTY COST	(773,618)	1,163,842	411,467	411,467	(752,375)	(64.65)%

Departmental Purpose

Many County facilities were acquired or constructed by the Tulare County Public Facilities Corporation (TCPFC), using the proceeds of long-term borrowings known as Certificates of Participation (COP). Each year, the County is required to transfer to TCPFC an amount equal to the annual debt service and administration costs incurred by TCPFC on those COPs.

The Building Debt Service Fund was established to accumulate the resources (including some fines, rents, direct financing lease proceeds, and transfers from the County General Fund) needed to pay the costs of the COPs. These accumulated resources are transferred annually to TCPFC to meet the COP debt service requirements.

This budget includes all building debt service costs and revenues associated with the 1998 COPs. The 1996 COP was paid off in FY 2008/09.

Prior to FY 2004/05, revenues in this budget included charges to those County Departments using facilities financed from the COPs. County departments are no longer charged for building debt service. Instead, the Countywide Cost Allocation Plan contains a building use allowance and the Building Debt Service Fund is funded by revenues including a transfer from Capital Acquisitions (Agency 095) in the General Fund.

Major Accomplishments in FY 2009/10

Not applicable.

Key Goals and Objectives FY 2010/11

Not applicable.

Departmental Budget Request

The Requested Budget represents an overall decrease of \$977,175 or 13% in expenditures, and a decrease of \$224,800 or 3% in revenues when compared with the FY 2009/10 Final Budget. The \$411,467 difference between expenditures and revenues represents the use of Reserves.

The significant area with major change between the FY 2009/10 Final Budget and the FY 2010/11 Requested Budget is as follows:

- Decrease in interest expense on the 1998 COP payment.

County Administrator's Recommendation

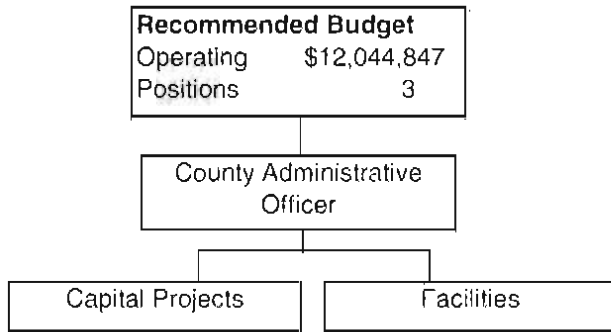
The budget is recommended as submitted.

Pending Issues and Policy Considerations

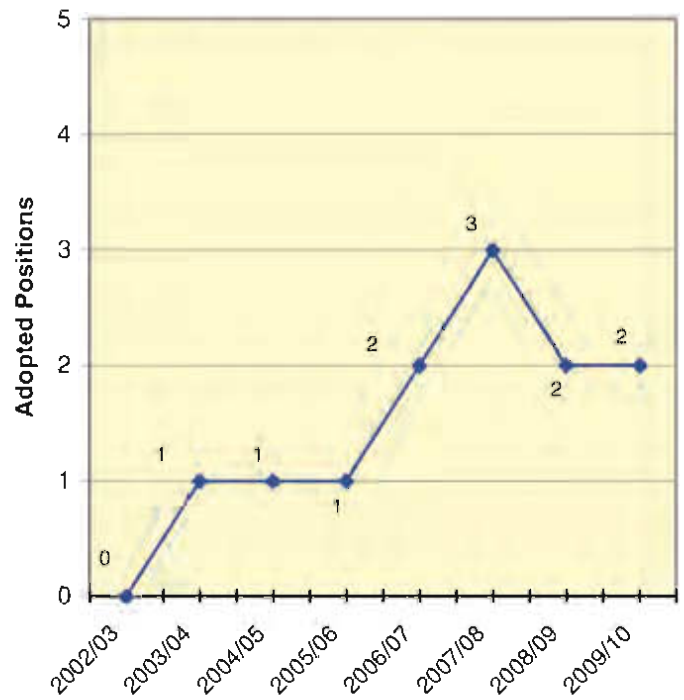
There are no pending issues or policy considerations.

Department Head Concurrence or Appeal

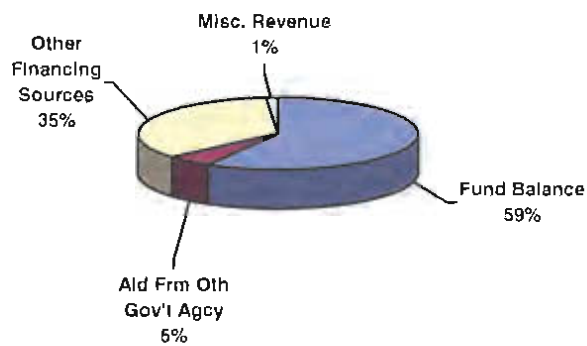
The Department Head concurs with the Recommended Budget.



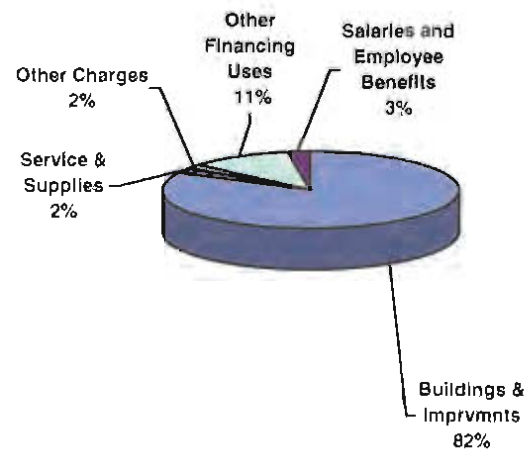
STAFFING TREND



SOURCE OF FUNDS



USE OF FUNDS



FUND: 030
AGENCY: 086

MAJOR ACCOUNTS CLASSIFICATIONS	2008/09 ACTUALS	2009/10 FINAL BUDGET	2010/11 DEPT REQUEST	2010/11 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	484,304	277,500	262,500	262,500	(15,000)	(5.41)%
Fixed Assets	7,189,956	10,416,894	10,043,643	9,943,643	(473,251)	(4.54)%
Salaries And Employee Benefits	210,650	207,973	312,339	312,339	104,366	50.18 %
Other Financing Uses	0	0	1,220,000	1,320,000	1,320,000	0.00 %
Other Charges	<u>198,731</u>	<u>206,848</u>	<u>206,365</u>	<u>206,365</u>	<u>(483)</u>	<u>(0.23)%</u>
TOTAL APPROPRIATIONS	8,083,641	11,109,215	12,044,647	12,044,647	935,632	8.42 %
REVENUES:						
Use Of Money & Property	93,735	0	0	0	0	0.00 %
Aid Frm Oth Gov'T Agency	0	1,407,110	652,614	652,614	(754,496)	(53.62)%
Miscellaneous Revenue	484,653	1,816,870	169,187	169,187	(1,647,683)	(90.69)%
Other Financing Sources	<u>3,689,650</u>	<u>2,736,962</u>	<u>4,213,400</u>	<u>4,213,400</u>	<u>1,474,438</u>	<u>53.83 %</u>
TOTAL REVENUES	<u>4,268,038</u>	<u>5,962,942</u>	<u>5,035,201</u>	<u>5,035,201</u>	<u>(927,741)</u>	<u>(15.58)%</u>
NET COUNTY COST	3,815,603	5,146,273	7,009,646	7,009,646	1,863,373	36.21 %

POSITIONS

2

2

3

3

1

Departmental Purpose

The Capital Projects Division is responsible for all County facility major maintenance, capital improvements, new construction, and the Capital Improvement Plan (CIP). Staff from the County Administrative Office provides project oversight.

As part of the reorganization approved for the Resource Management Agency effective February 2010, the Facilities Unit was transferred to the County Administrative Office and assigned to the Capital Projects Division. Facilities function and budget are described under the Internal Fund Section, Fund 067-067 Facilities.

The Capital Projects Division strives to be proactive in the planning, implementation, and completion of capital projects and major maintenance or facilities maintenance efforts for the County of Tulare, its citizens and employees. Honesty, fairness, and professionalism are the core values that are applied to each effort with an emphasis on customer satisfaction.

Capital Improvement Plan

The County's CIP is a 10 year, short-range plan which identifies capital projects and equipment purchases, provides a planning schedule and identifies options for financing the plan. The CIP categorizes capital projects as follows:

Land, Buildings and Facilities – All construction and acquisition associated with new infrastructure, including buildings, trails, and parks. Public Works projects are not included in this plan. Full project costs, including planning, design, land acquisition, construction management, furnishings and fixtures are included.

Major Equipment – Equipment with a cost of \$100,000 or more and an estimated useful service life of 5 years or more. This includes the first-time purchase of significant pieces of small equipment or groups of small equipment purchased as part of a larger project; for example, to furnish or equip a new facility. Replacement equipment and systems are also included under this definition.

Major Improvements or Remedial Maintenance to Existing Buildings and Facilities – Improvements to and renovations of existing buildings and facilities with a cost of \$50,000 or more. This includes projects for significant remodeling, tenant improvements and additions, and maintenance of buildings and facilities such as re-roofing and repaving. Minor repairs and routine maintenance are performed by the Facilities Unit.

Capital Projects Staff

- Monitors all capital expenditures and functions ensuring that projects are carried out in the most efficient and cost-effective manner.
- Oversees the daily operations of Facilities Unit staff, maintenance of buildings and associated equipment, and related budgetary expenditures.
- Plans, implements, and completes capital and major maintenance projects.
- Manages, updates, and implements the CIP.
- Prepares and monitors the annual Capital Projects budget.
- Oversees County master planning efforts, makes recommendations, and implements Board of Supervisors directives.

- Interacts with and assists County Departments with capital, major maintenance, facilities maintenance, and space planning needs.

Major Accomplishment in FY 2009/10

Safety and Security

- Continued planning and design work for new County Fire Stations 1 in Visalia and Station 9 in Alpaugh. Expanded project scope of work to include a full master plan of the adjacent Central Road Yard including review of water and wastewater for the facilities.

Economic Well Being

- Continued working with the State Department of Toxic Substances on the final California Environmental Quality Act (CEQA) documents for Harmon Field.
- Completed the installation of a new bridge and the first phase of a Bike and Trail project in Mooney Grove Park.

Quality of Life

- Continued work on a 20 year master plan for Mooney Grove Park.
- Completed construction of the 17,000 square foot Tulare County History of Farm Labor and Agriculture Museum.
- Completed the purchase of a vacant church and began planning for a new Ivanhoe Community Center in its place.

Organizational Performance

- Completed development of the CIP, including revision of the 3, 5 and 10 year spending forecasts.

- Continued planning for the demolition of a vacant building next to Parking Lot 6 in the County Civic Center and developed plans and specifications for adding 166 parking stalls in its place, thereby expanding Parking Lot 6.

- Began design and programming for the remodel of the Downtown Annex facility to accommodate Probation Department staff currently in leased facilities.

- Transferred the Resource Management Agency's Support Division to the County Administrative Office, and assigned the Building Maintenance Unit to the Capital Projects Division and created the General Services Division to manage the rest of the internal support functions. The transfer was made to increase the efficiency and effectiveness of internal support operations.

- Participated in a training panel for the California State Association of Counties (CSAC) on CIP development.

Key Goals and Objectives FY 2010/11

Safety and Security

- Provide state of the art replacement fire stations for Station 1 in Visalia and Station 9 in Alpaugh.
 - ❑ Objective 1 – Complete required controls upgrades, repairs to engine and replacement of the heat recovery unit by October 2010.
- Develop a quality design for the relocation of County Fire Station 1.
 - ❑ Objective 1 – Complete the biddable plans and specifications by September 2010.
- Complete a re-roofing project at the Bob Wiley Detention Facility Support Services

building to provide safe working conditions and protect County assets.

- Objective 1 – Utilize Federal General Services Administration (GSA) contract to install a new roof on the Support Services building by November 2010.

Economic Well Being

- Provide clean and safe environmental conditions at County-owned Harmon Field by completing the final State regulatory requirements and initiating remediation efforts.
 - Objective 1 – Assist State with preparation and completion of final CEQA requirements by January 2011.
 - Objective 2 – Receive State approval of Draft Remedial Action Plan by March 2011.
 - Objective 3 – Complete State required public outreach meetings in the surrounding community by April 2011.
 - Objective 4 – Begin remediation by June 2011.

Quality of Life

- Improve access for public and staff by installing an elevator in the Tulare County History of Farm Labor and Agriculture Museum.
 - Objective 1 – Monitor construction process to achieve project completion by October 2010.
- Provide improved facilities for the public by upgrading the Earlimart and Ivanhoe Branch Libraries to include new window systems, shelving, circulation desks, ADA compliant restrooms, flooring and paint.
 - Objective 1 – Complete remodel plans and bid both projects by October 2010.
 - Objective 2 – Complete both remodel projects by March 2011.

Organizational Performance

- Provide improved facilities for County fleet customers and improved work environment for staff by completing Phase 2 of the Fleet Services Facility (Motor Pool) project and relocating operations to new facility.
 - Objective 1 – Complete biddable plans and specifications by August 2010.
 - Objective 2 – Bid, construct and complete project by January 2011.
 - Objective 3 – Coordinate with Fleet Services to relocate to the new facility by February 2011.
- Provide updated workspace for staff and improved public access by completing Downtown Annex Remodel plans and specifications.
 - Objective 1 – Complete biddable plans and specifications by September 2010.
 - Objective 2 – Bid, construct and complete project by March 2011.
- Improve public and staff parking access to the County Civic Center by demolishing vacant building next to Parking Lot 6 and converting the area to additional parking spaces.
 - Objective 1 – Complete Phase 1, electrical infra-structure upgrades, re-routing existing high voltage electrical feed for existing Fleet Services (Motor Pool) facility and vacant facility by December 2010.
 - Objective 2 – Complete biddable plans and specifications for the project by December 2010.
 - Objective 3 – Complete hazardous materials abatement and demolition of vacant building by February 2011.
 - Objective 4 – Bid, construct and complete Parking Lot 6 expansion project by June 2011.

Departmental Budget Request

The Requested Budget represents an overall increase of \$935,632 or 8% in expenditures and a decrease of \$927,741 or 16% in revenues when compared with the FY 2009/10 Final Budget. The \$7,009,646 difference between expenditures and revenues represents the use of Reserves.

The factors contributing to major changes between the FY 2009/10 Final Budget and the FY 2010/11 Requested Budget are as follows:

- Revenue projections decrease primarily due to completion of grant funded projects and other minor revenue reductions.
- Expenditures increase due to budgeting of Reserves.

County Administrator's Recommendation

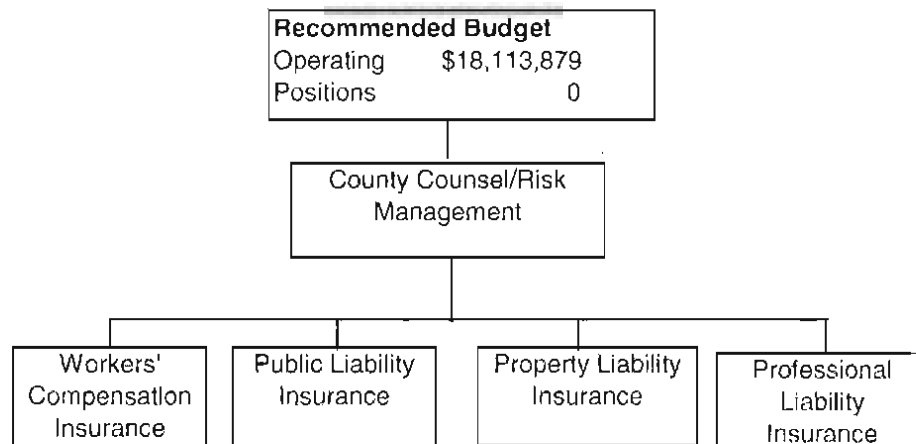
This budget is recommended as submitted except \$100,000 is reallocated from Fixed Assets to Operating Transfers In and \$220,000 is reallocated from one Operating Transfers In to another to reflect the correct revenue source.

Pending Issues and Policy Considerations

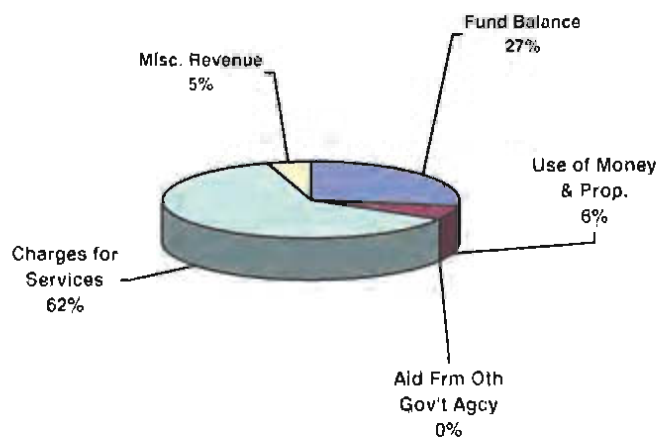
There are no pending issues or policy considerations.

Department Head Concurrence or Appeal

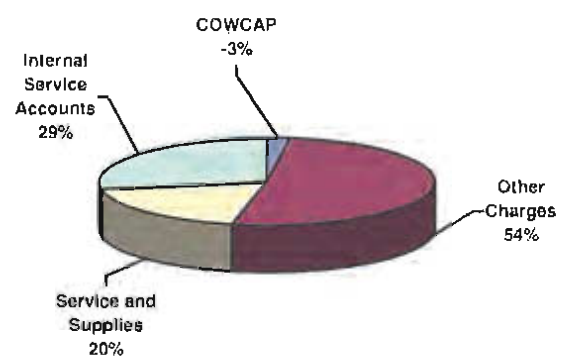
The Department Head concurs with the Recommended Budget.



SOURCE OF FUNDS



USE OF FUNDS



FUND: 061
AGENCY: 035

MAJOR ACCOUNTS CLASSIFICATIONS	2008/09 ACTUALS	2009/10 FINAL BUDGET	2010/11 DEPT REQUEST	2010/11 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Cowcap	471,307	19,758	(198,446)	(198,446)	(218,204)	(1,104.38)%
Other Charges	2,984,209	5,004,900	6,379,947	6,379,947	1,375,047	27.47 %
Service And Supplies	1,547,310	1,790,225	1,910,000	1,910,000	119,775	6.69 %
Internal Service Accounts	1,370,245	3,344,848	2,000,000	2,000,000	(1,344,848)	(40.21)%
Fixed Assets	<u>25,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00 %</u>
TOTAL APPROPRIATIONS	6,378,071	10,159,731	10,091,501	10,091,501	(68,230)	(0.67)%
REVENUES:						
Use Of Money & Property	1,197,846	870,001	750,000	750,000	(120,001)	(13.79)%
Aid Frm Oth GovT Agency	0	0	16,000	16,000	16,000	0.00 %
Charges For Current Serv	10,361,537	8,269,230	5,200,000	5,200,000	(3,069,230)	(37.27)%
Miscellaneous Revenue	<u>83</u>	<u>500</u>	<u>125,501</u>	<u>125,501</u>	<u>125,001</u>	<u>25,000.20 %</u>
TOTAL REVENUES	11,559,266	9,159,731	6,091,501	6,091,501	(3,068,230)	(33.50)%
NET COUNTY COST	(5,181,195)	1,000,000	4,000,000	4,000,000	3,000,000	300.00 %

FUND: 062
AGENCY: 035

MAJOR ACCOUNTS CLASSIFICATIONS	2008/09 ACTUALS	2009/10 FINAL BUDGET	2010/11 DEPT REQUEST	2010/11 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Cowcap	78,504	9,977	(197,529)	(197,529)	(207,506)	(2,079.84)%
Service And Supplies	1,708,304	1,553,813	1,604,006	1,604,006	50,193	3.23 %
Internal Service Accounts	1,816,887	2,160,000	2,500,000	2,500,000	340,000	15.74 %
Other Charges	<u>2,753,049</u>	<u>2,430,584</u>	<u>3,234,741</u>	<u>3,234,741</u>	<u>804,147</u>	<u>33.08 %</u>
TOTAL APPROPRIATIONS	6,354,544	6,154,384	7,141,218	7,141,218	986,834	16.03 %
REVENUES:						
Use Of Money & Property	377,013	320,000	250,000	250,000	(70,000)	(21.88)%
Charges For Current Serv	4,938,636	4,833,384	5,140,218	5,140,218	306,834	6.35 %
Miscellaneous Revenue	<u>1,003,274</u>	<u>1,000</u>	<u>751,000</u>	<u>751,000</u>	<u>750,000</u>	<u>75,000.00 %</u>
TOTAL REVENUES	6,318,923	5,154,384	6,141,218	6,141,218	986,834	19.15 %
NET COUNTY COST	37,621	1,000,000	1,000,000	1,000,000	0	0.00 %

FUND: 063
AGENCY: 035

MAJOR ACCOUNTS CLASSIFICATIONS	2008/09 ACTUALS	2009/10 FINAL BUDGET	2010/11 DEPT REQUEST	2010/11 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Internal Service Accounts	263,100	346,978	317,768	317,768	(29,210)	(8.42)%
Service And Supplies	4,336	8,002	24,000	24,000	15,998	199.93 %
Other Charges	3,084	55,235	50,000	50,000	(5,235)	(9.48)%
Cowcap	<u>16,003</u>	<u>652</u>	<u>(8,906)</u>	<u>(8,906)</u>	<u>(8,558)</u>	<u>(1,465.95)%</u>
TOTAL APPROPRIATIONS	286,523	410,667	382,662	382,662	(28,005)	(6.82)%
REVENUES:						
Use Of Money & Property	19,792	16,000	15,000	15,000	(1,000)	(6.25)%
Charges For Current Serv	<u>406,717</u>	<u>384,667</u>	<u>367,662</u>	<u>367,662</u>	<u>(27,005)</u>	<u>(6.84)%</u>
TOTAL REVENUES	426,509	410,667	382,662	382,662	(28,005)	(6.62)%
NET COUNTY COST	(139,966)	0	0	0	0	0.00 %

FUND: 064
AGENCY: 035

MAJOR ACCOUNTS CLASSIFICATIONS	2008/09 ACTUALS	2009/10 FINAL BUDGET	2010/11 DEPT REQUEST	2010/11 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Internal Service Accounts	282,187	467,930	454,337	454,337	(13,593)	(2.90)%
Cowcap	18,636	879	(11,720)	(11,720)	(12,599)	(1,433.33)%
Other Charges	30,169	26,919	30,661	30,661	3,762	13.96 %
Service And Supplies	<u>46,069</u>	<u>86,213</u>	<u>25,000</u>	<u>25,000</u>	<u>(61,213)</u>	<u>(71.00)%</u>
TOTAL APPROPRIATIONS	377,041	581,941	498,298	498,298	(83,643)	(14.37)%
REVENUES:						
Use Of Money & Property	25,575	21,000	19,000	19,000	(2,000)	(9.52)%
Charges For Current Serv	<u>540,300</u>	<u>560,941</u>	<u>479,298</u>	<u>479,298</u>	<u>(81,643)</u>	<u>(14.55)%</u>
TOTAL REVENUES	<u>566,475</u>	<u>581,941</u>	<u>498,298</u>	<u>498,298</u>	<u>(83,643)</u>	<u>(14.37)%</u>
NET COUNTY COST	(189,434)	0	0	0	0	0.00 %

Departmental Purpose

The mission of the County Counsel office is to provide quality services to our clients and support the public good. Our vision is to meet the Risk Management challenges facing the Tulare County in partnership with our clients.

Risk Management provides organized protection of the County's physical, fiscal, human and good will assets through the administration of the County's Liability and Workers' Compensation insurance and safety programs.

Risk Management personnel are included in the County Counsel budget (Agency 080) and associated costs are distributed to the Risk Management budget (Agency 035) as a cost for administering the insurance programs which includes insurance applications, premium allocations, and review of vendor and contractor insurance requirements and issuance of certificates as evidence of the County's insurance.

Risk Management administers the following four insurance programs:

Workers' Compensation—Fund 061

Risk Management is responsible for planning and administering the self-insured Workers' Compensation Internal Service Fund (\$10 Million). Workers' Compensation insurance program includes a \$125,000 self-insured retention.

Administration entails: overseeing County's third party claim administrator; coordinating CAL-OSHA mandated prevention and safety programs; monitoring leave of absence and return to work programs; overseeing medical resolution and Department of Transportation programs. A major focus is providing excellent customer services to the injured employees and County Departments.

General Liability—Fund 062

Risk Management administers the County's Liability Program Fund (\$7 Million) which includes direct administration of the \$250,000 self-insured retention pool and excess insurance policies. The agency self administers the Liability Program and participates in mediations and settlement conferences.

Property Insurance—Fund 063

Risk Management provides insurance coverage for the County's buildings at the appraised value (\$532 Million) and pursues recovery of County's property and vehicle loss from responsible parties. The property program includes a \$10,000 deductible.

Medical Malpractice—Fund 064

Risk Management administers liability losses for County's medical facility operations and oversees claims resulting from medical malpractice allegations against County employed or contracted medical professionals. The Medical Malpractice Program includes a \$10,000 deductible.

Major Accomplishments in FY 2009/10

Risk Management services and supports the Departments that carry out direct public services. This support in turn provides support for the Board's strategic initiatives and priorities. Examples of this include:

Safety and Security

- Completed the following loss control and prevention measures:

Preventive sessions and meetings:

- Three ergonomics
- Five defensive driver
- Two workplace violence lectures

- Six Supervisory Academy
- Four Quarterly Safety Representative Meetings

Loss control inspections and investigations:

- 12 workplace violence inspections
- Eight safety investigations
- Seven mold inspections
- Two indoor air quality inspections
- 43 safety consultations
- 16 facility inspections
- One asbestos inspection
- Three slip, trip and fall investigations
- 86 ergonomic evaluations

- Provided training to County Safety Representatives to update the Illness Injury Prevention Plan (IIPP) to ensure compliance with IIPP requirements.
- Successfully completed Cal-OSHA inspection after a critical incident.
- Coordinated presentations to reduce the physical manifestations of exposure to stress-related events for County employees.

Organizational Performance

- Assisted in reducing claim cost growth through enhanced claims administration guidelines, which is reflected in the newly drafted a Request for Proposal (RFP) to be issued in FY 2010/11.
- Developed compensability review guidelines for Workers' Compensation claims and completed 47 reviews.
- Self-administered liability claims and litigation seeking damages against the County to minimize County's exposure and costs:
 - Investigated 92 liability cases.
 - Completed 92 liability status reports.

- Filed and reviewed 101 incidents.
- Attended nine mediations and two settlement conferences.

- Oversaw the pre-employment physical process which conducted 270 work step and drug tests and completed a medical resolution process review.
- Subrogated against at-fault third parties to recover \$22,500 and filed insurance claims to recover \$20,800 as a result of damages to County properties during FY 2009/10.
- Managed leave and accommodation issues in concert with County Department representatives through disability management efforts: reviewed 351 return to work accommodation; facilitated 141 interactive process meetings with employees on leave to develop appropriate plans for return to work, accommodation, or retirement; processed six Administrative Regulation 26 applications; assisted with 17 disability retirement applications; provided 141 interactive process meeting reports to the Departments.
- Began a process to provide front line medical providers with the job analysis at the first medical visit to facilitate early return to work.
- Developed quarterly leave meeting reports and held 22 meetings for 170 employees with Workers' Compensation claims and 257 employees with non-industrial injuries.
- Expanded use of ProLaw software program to develop reports for all risk management cases.
- Developed and distributed information sheets to County Departments that contain details and risk services summary to enhance operational transparency.

- Designed and completed phase one of a new enhanced website with a link to the internet to improve communications among County Departments.
- Developed electronic mail process and work flow: scanned 3,523 incoming documents and 1,177 files to achieve the Department's goal of paperless operation.
- Implemented use of the acknowledgement of claim notice to inform County Department Heads of claims or lawsuits filed and the impact on Departments' premium allocations.
- Held 36 Liability Claim Committee meetings to analyze liability claims filed against the County and to meet the strategic initiative of organizational effectiveness.
- Developed and completed internal status and action plans on the following key programs: 402 for Workers' Compensation; 303 for disability management; and 47 for retirement.
- Met with Resource Management Agency to analyze loss exposure for road hazard claims and suits to reduce the cost of litigation.
- Analyzed the requirements of Medicare Medicaid Set Aside Act and developed system to self-administer compliance with the legislation to reduce costs.
- Relocated the Risk Management Office to reduce overhead costs.

Key Goals and Objectives FY 2010/11

Safety and Security

- Improve and expand the level and type of services to County Departments.

- ❑ Objective 1 - Coordinate and act as custodian of record for the Automated External Defibrillator program by October 2010.
- ❑ Objective 2 - Coordinate and act as custodian of record for the Aerosol Transmissible Disease policy by January 2011.
- ❑ Objective 3 - Provide safety training to all County Departments as required by the IIPP Injury Illness Prevention Plan by June 2011.
- ❑ Objective 4 - Coordinate the revision of the County's Workplace Violence Response plan with the committee by June 2011.
- ❑ Objective 5 - Assist County Counsel to revise the County's Drug and Alcohol testing policy and procedure by January 2011.

Organizational Performance

- Improve the Workers' Compensation and General Liability claim adjudication process to enhance services to County Departments while keeping claim costs as low as possible.
 - ❑ Objective 1 - Complete an RFP for Workers' Compensation claim administration services to ensure County employees and Departments receive the best possible service at the most competitive rate by January 2011.
 - ❑ Objective 2 - Develop a program to self-administer the requirements of Medicare, Medicaid and State Children's Health Insurance Program Extension Act of 2007 Legislation to avoid penalties for non-compliance by January 2011.
 - ❑ Objective 3 - Review and revise liability claim administration and litigation guidelines in concert with County Counsel in order to resolve claims and litigation timely at lowest possible cost by June 2011.

- ☐ Objective 4 - Develop and implement Liability Committee evaluation meetings to engage County Department contacts to aggressively defend them against lawsuits by June 2011.
- Expand and enhance the effectiveness of the Risk Management services through use of web-based organizational performance management system, Performance Platform.
 - ☐ Objective 1 - Implement the Employer Pull Notice Program by August 2010.
 - ☐ Objective 2 - Implement Performance Platform for use by County Counsel and Human Resources and Development by November 2010.
 - ☐ Objective 3 - Implement Performance Platform for all County Departments by June 2011.
- Make the Risk Management website more informative for County contacts by including procedures and training materials via intranet.
 - ☐ Objective 1 - Complete Phase II of Risk Management website project by September 2010.
 - ☐ Objective 2 - Complete Phase III of risk website project to provide loss data and loss statistics to County Departments via the intranet by June 2011.
- Improve the efficiency of risk finance functions and improve the effectiveness of insurance related service to County Departments:
 - ☐ Objective 1 - Negotiate the best possible insurance coverage terms at the most competitive rate possible by January 2011.
 - ☐ Objective 2 - Provide insurance training for County contacts that prepare vendor agreements to improve process by September 2010.
 - ☐ Objective 3 - Conduct review of Boards and Commissions to determine

insurance needs and identify potential liability exposures by June 2011.

- ☐ Objective 4 - Review, revise, update the County contract manual to protect the County's fiscal assets by September 2010.

Departmental Budget Request

The Requested Budget represents an increase of \$806,956 or 5% in expenses and a decrease of \$2,193,044 or 14% in revenues when compared with the FY 2009/10 Final Budget. The difference of \$5,000,000 between expenses and revenues represents the use of Unrestricted Net Assets.

Significant areas with major changes between the FY 2009/10 Final Budget and the FY 2010/11 Requested Budget are as follows:

- Service and Supplies increase \$124,753 mainly from anticipated legal defense cost for Workers' Compensation and liability claims.
- Other Charges increase \$2,177,721 largely due to anticipated increases in Workers' Compensation and liability claim expenses attributable to general economic conditions.
- Internal Service Accounts decrease \$1,047,651 primarily due to savings on Excess Insurance premiums.
- Countywide Cost Allocation Plan (COWCAP) charges decrease \$447,867 due to changes in the Plan.
- Revenue projections decrease overall due to the reduction of charges to County Departments for Workers' Compensation fund expenses and decrease in interest revenues from use of Reserves.

County Administrator's
Recommendation

This budget is recommended as submitted.

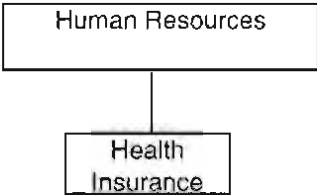
Pending Issues and Policy
Consideration

There are no pending issues or policy
considerations.

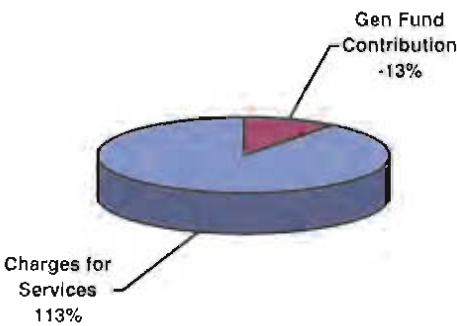
Department Head Concurrence or
Appeal

The Department Head concurs with the
Recommended Budget.

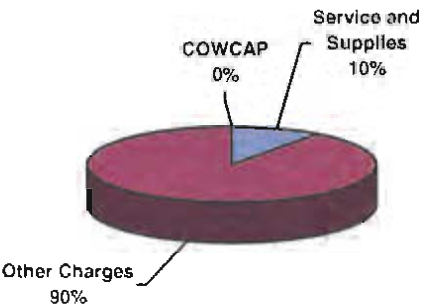
Recommended Budget	
Operating	\$16,016,025
Positions	0



SOURCE OF FUNDS



USE OF FUNDS



FUND: 065

AGENCY: 065

MAJOR ACCOUNTS CLASSIFICATIONS	2008/09 ACTUALS	2009/10 FINAL BUDGET	2010/11 DEPT REQUEST	2010/11 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Cowcap	0	0	5	5	5	0.00 %
Other Charges	0	0	14,410,131	14,410,131	14,410,131	0.00 %
Service And Supplies	<u>0</u>	<u>0</u>	<u>1,605,889</u>	<u>1,605,889</u>	<u>1,605,889</u>	<u>0.00 %</u>
TOTAL APPROPRIATIONS	0	0	16,016,025	16,016,025	16,016,025	<u>0.00 %</u>
REVENUES:						
Charges For Current Serv	0	0	18,072,181	18,072,181	18,072,181	0.00 %
TOTAL REVENUES	<u>0</u>	<u>0</u>	<u>18,072,181</u>	<u>18,072,181</u>	<u>18,072,181</u>	<u>0.00 %</u>
NET COUNTY COST	0	0	(2,056,156)	(2,056,156)	(2,056,156)	0.00 %

Departmental Purpose

The vision of the Human Resources & Development (HR&D) department is: Your Success is Our Reward; and our mission is: Helping people succeed because talent doesn't just happen. The following are the primary service areas:

Negotiates and administers a comprehensive employee benefits program that supports County recruitment and retention objectives and meets the diverse and changing needs of Tulare County employees.

Communicates benefit programs to participants and provides education on how to be smart benefits consumers.

Major Accomplishments in FY 2009/10

Organizational Performance

- Developed an Accounts Receivable module in collaboration with Information Technology to assist in the recording, collecting and tracking of health premium revenues and payments.
- Established a Joint Powers Agreement with the County of Fresno to administer one of the major County health plans as a self-funded system, as well as a County-owned health insurance pool. Established an Internal Service Funds to accommodate the self-funded County health plan.

Key Goals and Objectives FY 2010/11

Organizational Performance

- Procure an Accounts Receivable Module.
 - ❑ Objective 1 – Record and collect outstanding insurance premium receivables by July 2010.

- ❑ Objective 2 – Reduce County liability for unsubstantiated coverage by July 2010.
- ❑ Objective 3 – Increase County ability to collect past due amounts by December 2010.

Departmental Budget Request

The Requested Budget represents \$16,016,030 in expenses and \$18,072,181 in revenues. The difference between expenses and revenues for the newly formed fund is \$2,056,151. This is a newly formed fund; there is no direct prior year comparison.

County Administrator's Recommendation

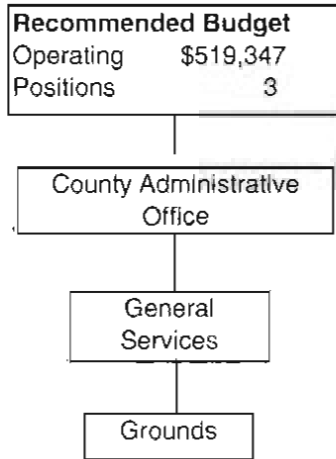
The budget is recommended as submitted.

Pending Issues and Policy Considerations

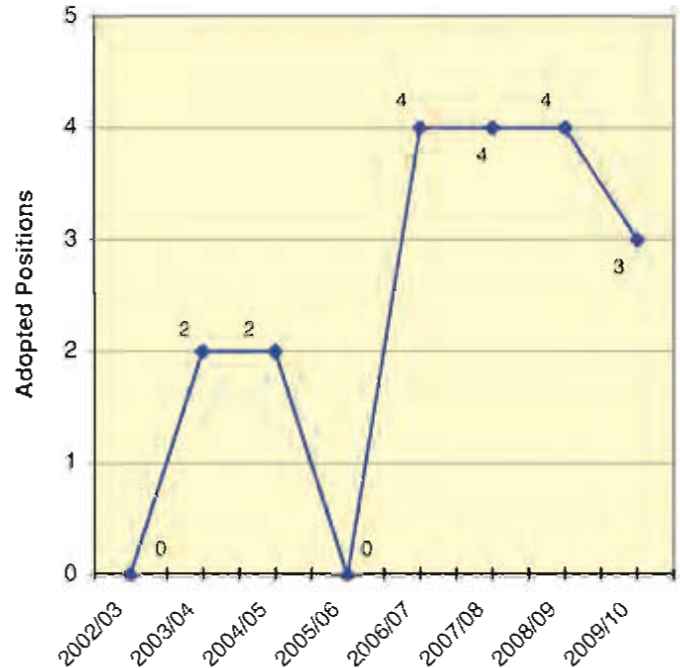
There are no pending issues or policy considerations.

Department Head Concurrence or Appeal

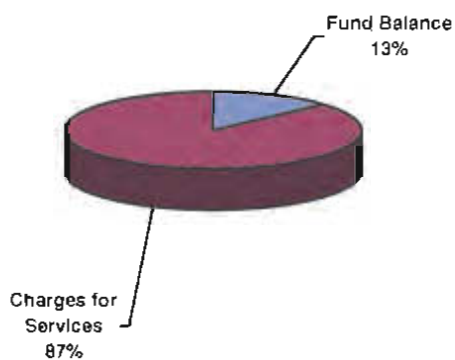
The Department Head concurs with the Recommended Budget.



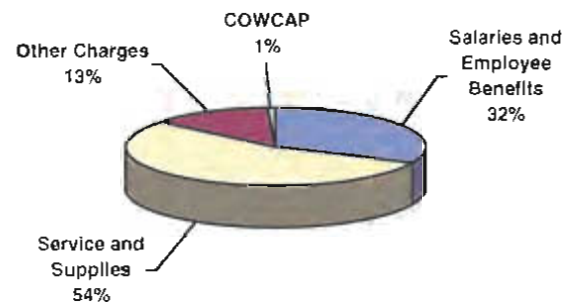
STAFFING TREND



SOURCE OF FUNDS



USE OF FUNDS



FUND: 066
AGENCY: 066

MAJOR ACCOUNTS: CLASSIFICATIONS	2008/09 ACTUALS	2009/10 FINAL BUDGET	2010/11 DEPT REQUEST	2010/11 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Salaries And Employee Benefits	204,002	165,218	164,291	164,291	(927)	(0.56)%
Other Financing Uses	0	10,700	0	0	(10,700)	(100.00)%
Other Charges	69,776	73,032	67,023	67,023	(6,009)	(8.23)%
Service And Supplies	147,001	162,727	283,314	283,314	100,587	55.05 %
Cowcap	<u>7,590</u>	<u>10,284</u>	<u>4,719</u>	<u>4,719</u>	<u>(5,565)</u>	<u>(54.11)%</u>
TOTAL APPROPRIATIONS	428,369	441,961	519,347	519,347	77,388	<u>17.51 %</u>
REVENUES:						
Charges For Current Serv	443,540	449,578	450,163	450,163	585	0.13 %
TOTAL REVENUES	<u>443,540</u>	<u>449,578</u>	<u>450,163</u>	<u>450,163</u>	<u>585</u>	<u>0.13 %</u>
NET COUNTY COST	(15,171)	(7,617)	69,184	69,184	76,801	(1,008.26)%

POSITIONS	4	3	3	3	0
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Departmental Purpose

As part of the reorganization approved for the Resource Management Agency effective February 2010, the Grounds Services Unit was transferred to the County Administrative Office's newly established General Services Division.

The Grounds Services Unit is responsible for providing landscaping maintenance services to County-owned and selected leased facilities. Services are provided through a combination of full-time and extra-help staff for the two major Visalia sites, Government Plaza and the County Civic Center, and through contracted services for the remainder of County-owned sites. Costs are recovered through charges to user departments.

The Grounds Services Unit provides a welcoming environment for the public and employees.

Major Accomplishments in FY 2009/10

Organizational Performance

- The Civic Center irrigation system was renovated to maximize the existing system.
- Initiated tree replacement program. Replaced failing or site inappropriate trees with improved selections.

Key Goals and Objectives FY 2010/11

Organizational Performance

- Enhance environment for County residents and staff by providing safe and attractive tree plantings.
 - Objective 1 - To develop a systematic tree replacement program for facilities maintained by Grounds Services by September 2010.

- Objective 2 – Replace failing or site inappropriate trees with improved tree varieties by June 2011.

Departmental Budget Request

The Requested Budget represents an overall increase of \$77,386 or 18% in expenses and an increase of \$585 or less than 1% in revenues when compared with the FY 2009/10 Final Budget. The \$69,184 difference between expenses and revenues represents a use of Unrestricted Net Assets.

Significant areas with major changes between the FY 2009/10 Final Budget and the FY 2010/11 Requested Budget are as follows:

- Services and Supplies increase \$100,587 due to increased use of professional services.
- Other Financing Uses decrease \$10,700 as debt service for financed vehicles was paid off.

County Administrator's Recommendation

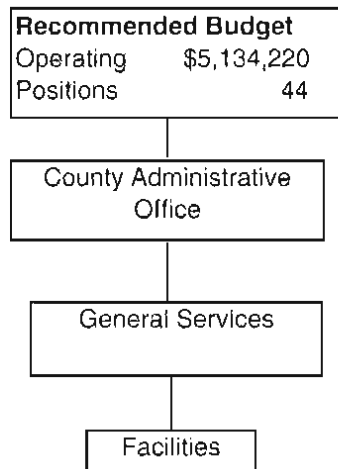
The budget is recommended as submitted.

Pending Issues and Policy Considerations

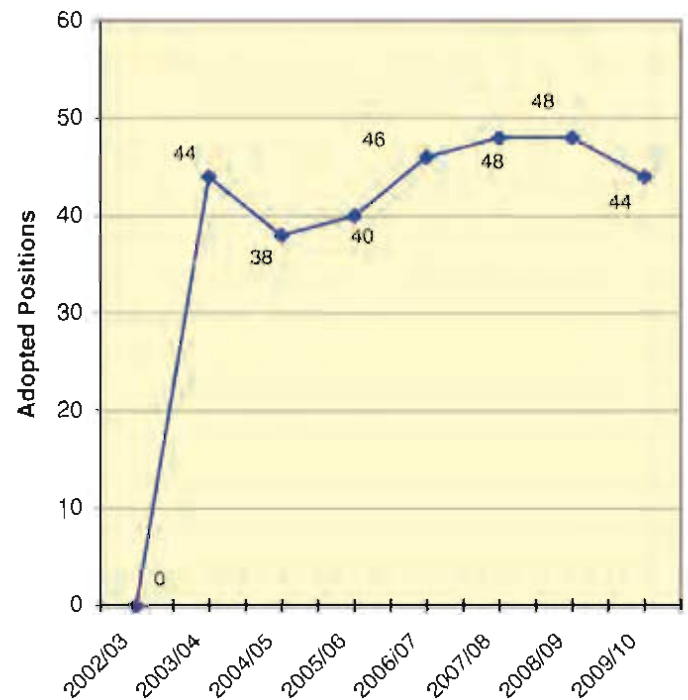
There are no pending issues or policy considerations.

Department Head Concurrence or Appeal

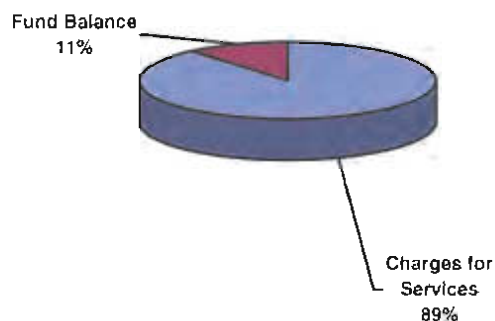
The Department Head concurs with the Recommended Budget.



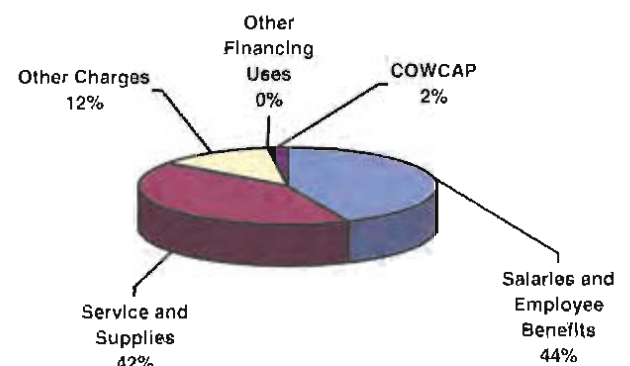
STAFFING TREND



SOURCE OF FUNDS



USE OF FUNDS



FUND: 067
AGENCY: 067

MAJOR ACCOUNTS CLASSIFICATIONS	2008/09 ACTUALS	2009/10 FINAL BUDGET	2010/11 DEPT REQUEST	2010/11 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	2,199,454	2,091,462	2,158,092	2,158,092	66,630	3.19 %
Cowcap	118,371	115,767	94,168	94,168	(21,599)	(18.86)%
Other Charges	824,184	839,161	634,984	634,984	(204,177)	(24.33)%
Other Financing Uses	14,407	60,403	25,504	25,504	(34,899)	(57.78)%
Salaries And Employee Benefits	<u>2,667,289</u>	<u>2,582,017</u>	<u>2,221,472</u>	<u>2,221,472</u>	<u>(360,545)</u>	<u>(13.96)%</u>
TOTAL APPROPRIATIONS	5,623,685	5,688,810	5,134,220	5,134,220	(554,590)	(9.75)%
REVENUES:						
Charges For Current Serv	6,405,757	5,150,726	4,565,994	4,565,994	(584,732)	(11.35)%
Miscellaneous Revenue	4,337	0	0	0	0	0.00 %
TOTAL REVENUES	<u>6,410,094</u>	<u>5,150,726</u>	<u>4,565,994</u>	<u>4,565,994</u>	<u>(584,732)</u>	<u>(11.35)%</u>
NET COUNTY COST	(786,409)	538,084	568,226	568,226	30,142	5.60 %

POSITIONS	48	44	44	44	0
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Departmental Purpose

As part of the reorganization approved for the Resource Management Agency effective February 2010, the Facilities Unit was transferred to the County Administrative Office and assigned to the Capital Projects Division.

The Facilities Unit is responsible for providing maintenance of buildings and associated equipment for County-owned and selected leased facilities. Facility and equipment maintenance services are performed primarily through in-house staff with contract support for technical requirements as needed.

The Facilities Unit conducts periodic meetings with user Departments to review and coordinate current and proposed maintenance needs.

The Facilities Unit will continue to provide a clean, safe, and comfortable working environment using skilled personnel to maintain all buildings in an orderly, timely and friendly fashion, with a commitment to quality customer service and products.

Major Accomplishments in FY 2009/10

Safety and Security

- Completed upgrades to the security systems at Bob Wiley Detention Facility, Probation Youth Facility and the Juvenile Detention Facility.
- Installed new energy efficient water heaters at Pre-Trial Facility, Bob Wiley Detention Facility and Juvenile Detention Facility.
- Completed upgrades to the Co-Generation Plant controls at the Main Jail and Juvenile Justice Center to increase efficiency.

Organizational Performance

- Managed energy performance project to complete the installation of new Co-Generation facility at Bob Wiley Detention Facility.
- Expanded user Department access to computer-based Corrigo work order system to provide better customer service.
- Completed numerous painting projects Countywide.

Key Goals and Objectives FY 2010/11

Safety and Security

- Provide efficient, dependable energy source to the Bob Wiley Detention Facility by completing the Co-Generation Plant project.
 - ❑ Objective 1: Complete required controls upgrades, repairs to engine and replacement of the Heat Recovery Unit by November 2010
 - ❑ Objective 2: Initiate an energy performance audit by December 2010.
- Provide improved safety and security for staff and juveniles by upgrading the security doors and locks at the Juvenile Detention Facility.
 - ❑ Objective 1 - Purchase, modify and install new door strike plates by October 2010.
 - ❑ Objective 2 - Complete a re-commissioning of the cell doors to include adjustments to hinges, sensors and locks by May 2011.

Organizational Performance

- Improve communications with County customers by expanded capabilities in the computer-based Corrigo work order system.

- ❑ Objective 1 - Implement electronic time keeping function to replace current paper system by November 2010.
 - ❑ Objective 2 - Coordinate with Information Technology to create new bridging software to allow automatic billings and interface with AFIN accounting system by December 2010.
 - ❑ Objective 3 - Expand Department access to work order entry into Corrigo by February 2011.
 - Improve heating and cooling performance and improve energy efficiency at the Bob Wiley Detention Facility by replacing the chiller and boiler units.
 - ❑ Objective 1 - Identify and purchase replacement units by November 2010.
 - ❑ Objective 2 - Install and operate new units by May 2011.
 - Increase energy efficiency and provide improved public and work environments by assessing the HVAC controls and energy management systems at County facilities.
 - ❑ Objective 1 - Complete assessment of current HVAC controls and energy management systems by December 2010.
 - ❑ Objective 2 - Identify projects, work plans and funding sources by March 2011.
 - Salaries and Benefits decrease \$360,545 due to holding several positions vacant.
 - Other Charges decrease \$204,177 due to reductions in costs related to vacant positions and elimination of overhead distribution from Resource Management Agency.
 - Other Financing Uses decrease \$34,899 as previously financed vehicles are paid off.
 - Countywide Cost Allocation Plan (COWCAP) charges decrease \$21,599 due to changes in the Plan.
 - Revenue projections decrease overall due to reduction in staffing.
- Staffing changes reflected in the Requested Budget include the following:
- Add 1 FTE position to complete reorganization structure of the Unit.
 - 1 Senior Capital Projects/Facilities Coordinator

County Administrator's Recommendation

The budget is recommended as submitted.

Pending Issues and Policy Considerations

There are no pending issues or policy considerations.

Department Head Concurrence or Appeal

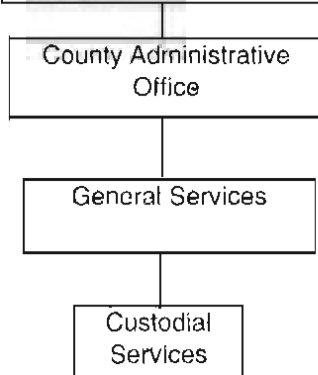
The Department Head concurs with the Recommended Budget.

Departmental Budget Request

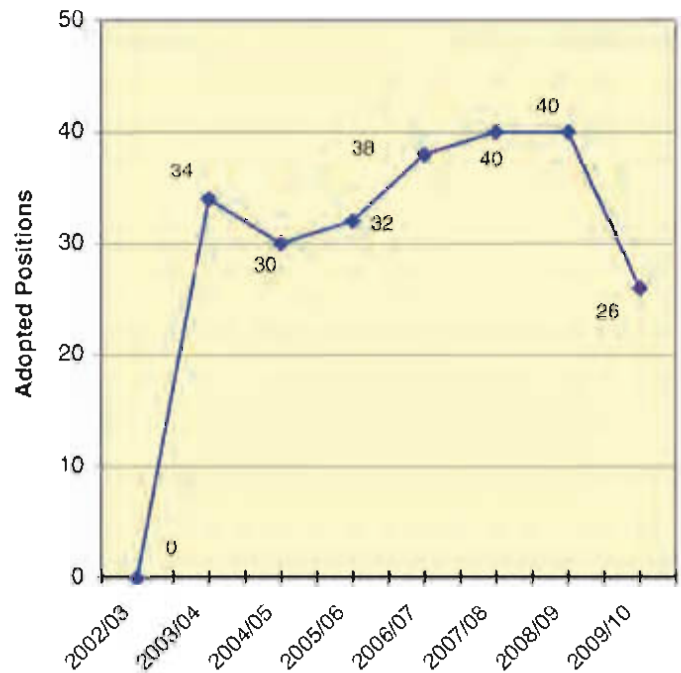
The Requested Budget represents an overall decrease of \$554,590 or 10% in expenses and a decrease of \$584,732 or 11% in revenues when compared with the FY 2009/10 Final Budget. The \$568,226 difference between expenses and revenues represents a use of Reserves.

Significant areas with major changes between the FY 2009/10 Final Budget and the FY 2010/11 Requested Budget are as follows:

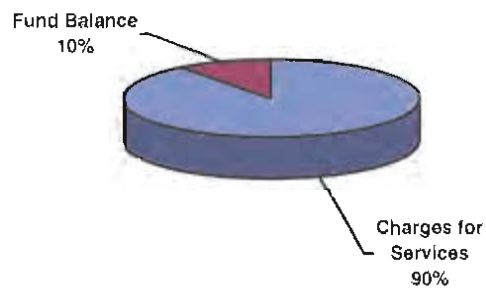
Recommended Budget	
Operating	\$2,219,729
Positions	24



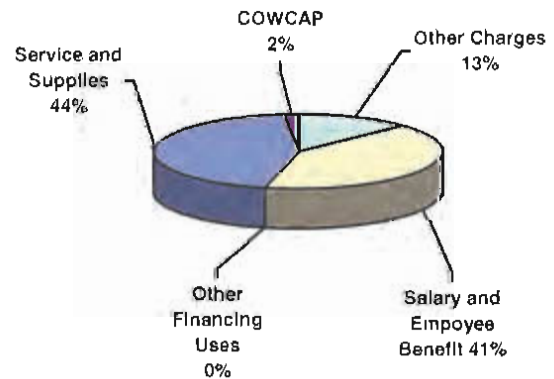
STAFFING TREND



SOURCE OF FUNDS



USE OF FUNDS



FUND: 068
AGENCY: 068

MAJOR ACCOUNTS CLASSIFICATIONS	2008/09 ACTUALS	2009/10 FINAL BUDGET	2010/11 DEPT REQUEST	2010/11 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Salaries And Employee Benefits	1,230,305	955,249	907,600	907,600	(47,649)	(4.99) %
Service And Supplies	718,400	779,400	993,599	993,599	214,199	27.48 %
Other Charges	376,460	361,735	262,606	262,606	(99,127)	(25.97) %
Cowcap	43,740	30,101	35,868	35,868	5,767	19.16 %
Other Financing Uses	<u>0</u>	<u>0</u>	<u>54</u>	<u>54</u>	<u>54</u>	<u>0.00</u> %
TOTAL APPROPRIATIONS	2,368,905	2,146,485	2,219,729	2,219,729	73,244	<u>3.41</u> %
REVENUES:						
Charges For Current Serv	2,535,610	2,116,260	1,991,037	1,991,037	(125,243)	(5.92) %
Miscellaneous Revenue	747	0	0	0	0	0.00 %
TOTAL REVENUES	<u>2,536,357</u>	<u>2,116,260</u>	<u>1,991,037</u>	<u>1,991,037</u>	<u>(125,243)</u>	<u>(5.92)</u> %
NET COUNTY COST	(167,452)	30,205	228,692	228,692	198,487	657.13 %

POSITIONS	40	26	24	24	-2
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Department Purpose

As part of the reorganization approved for the Resource Management Agency effective February 2010, the Custodial Services Unit was transferred to the County Administrative Office's newly established General Services Division.

The Custodial Services Unit is responsible for providing services to County-owned and selected leased facilities. Services are provided through full-time staff in the Visalia area and Sheriff's detention sites and through contracted services for the remainder of County-owned sites. Costs are recovered through charges to user departments.

The Custodial Services Unit strives to provide a clean, safe and comfortable working environment using skilled personnel to maintain all buildings in an orderly, timely and friendly fashion with a commitment to quality customer service and products.

Major Accomplishments in FY 2009/10

Organizational Performance

- Moved the operation from an evening shift to a traditional day shift.

Key Goals and Objectives FY 2010/11

Organizational Performance

- Enhance service performance by utilizing experienced staff.
 - Objective 1 - Establish Lead Worker through addition of one Custodial Worker III position.
 - Objective 2 - Fill position by August 2010 through internal promotional opportunity.

- Provided quality contracted service to County-owned facilities in outlying areas.
 - Objective 1 - Issue Request for Proposal for new three year Custodial Contract for outlying County areas by August 2010.
 - Objective 2 - Coordinate with the Purchasing Department to select vendor and complete contracts by September 2010.
- Implement "Green" Custodial Services in all County-owned and selected leased facilities.
 - Objective 1 - Define appropriate "Green" practices and develop an implementation plan by August 2010.
 - Objective 2 - Coordinate with all end users to implement "Green" practices by June 2011.

Department Budget Request

The Requested Budget represents an overall increase of \$73,244 or 3% in expenses and a decrease of \$125,243 or 6% in revenues when compared with the FY 2009/10 Final Budget. The \$228,692 difference between expenses and revenues represents a use of Unrestricted Net Assets.

Significant areas with major changes between the FY 2009/10 Final Budget and the FY 2010/11 Requested Budget are as follows:

- Services and Supplies increase \$214,199 due to increased costs of supplies and unemployment costs due to prior year staff reductions.
- Other Charges decrease \$99,127 due to the elimination of overhead distribution from Resource Management Agency.

Staffing changes reflected in the Requested Budget that were approved by the Board of

Supervisors with an effective date after April 24, 2010 until the publication of this Budget Book include the following:

- Reclassified 1 FTE position to lead worker. This position will be filled through an internal promotional recruitment. Once filled, one original position will be deleted. The reclassified position is:
 - 1 Custodial Worker II to Custodial Worker III

County Administrator's Recommendation

The budget is recommended as submitted.

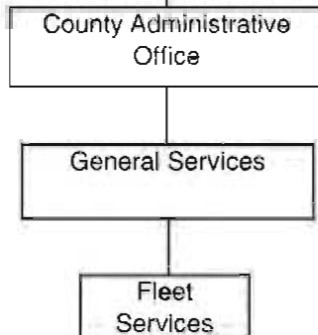
Pending Issues and Policy Considerations

There are no pending issues or policy considerations.

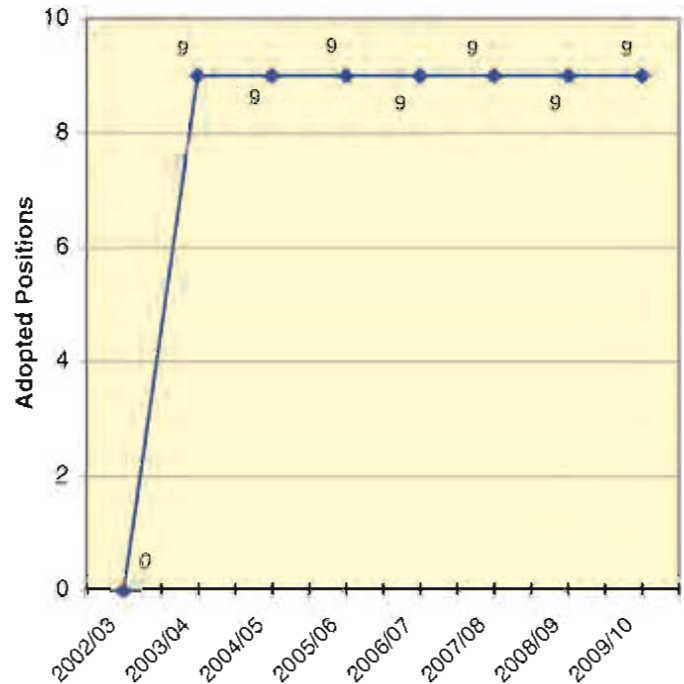
Department Head Concurrence or Appeal

The Department Head concurs with the Recommended Budget.

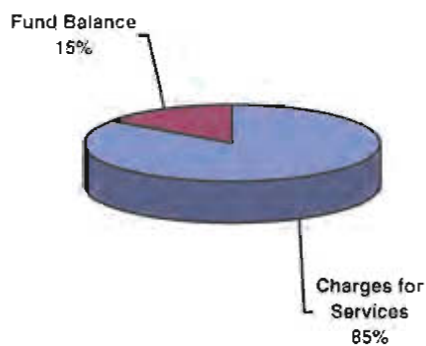
Recommended Budget	
Operating	\$3,881,981
Positions	9



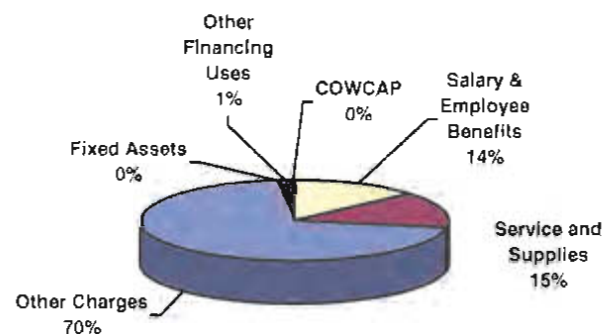
STAFFING TREND



SOURCE OF FUNDS



USE OF FUNDS



FUND: 070
AGENCY: 070

MAJOR ACCOUNTS CLASSIFICATIONS	2008/09 ACTUALS	2009/10 FINAL BUDGET	2010/11 DEPT REQUEST	2010/11 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Other Charges	2,576,868	2,756,996	2,731,269	2,731,269	(25,727)	(0.93)%
Other Financing Uses	0	114,845	57,500	57,500	(57,345)	(49.93)%
Service And Supplies	55,090	711,445	558,538	558,538	(152,907)	(21.49)%
Cowcap	30,309	32,564	6,170	6,170	(26,394)	(81.05)%
Salaries And Employee Benefits	521,969	489,181	514,575	514,575	25,394	5.19%
Fixed Assets	<u>4,335</u>	<u>0</u>	<u>13,929</u>	<u>13,929</u>	<u>13,929</u>	<u>0.00%</u>
TOTAL APPROPRIATIONS	3,188,569	4,105,031	3,881,981	3,881,981	(223,050)	<u>(5.43)%</u>
REVENUES:						
Charges For Current Serv	3,830,378	3,385,985	3,304,504	3,304,504	(81,481)	(2.41)%
Miscellaneous Revenue	75	0	0	0	0	0.00%
TOTAL REVENUES	<u>3,830,453</u>	<u>3,385,985</u>	<u>3,304,504</u>	<u>3,304,504</u>	<u>(81,481)</u>	<u>(2.41)%</u>
NET COUNTY COST	(641,864)	719,046	577,477	577,477	(141,569)	(19.69)%

POSITIONS	9	9	9	9	0
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Departmental Purpose

As part of the reorganization approved for the Resource Management Agency effective February 2010, the Fleet Services Unit was transferred to the County Administrative Office's newly established General Services Division.

The Fleet Services Unit is responsible for providing safe and cost-effective management of the vehicles operated by the various departments in Tulare County. This includes scheduling maintenance and repairs as well as acquisition and disposal of vehicles. Fleet Services currently maintains 45 checkout vehicles including trip cars for use by the other departments in the County. There are 1,233 vehicles in the County fleet. Costs are recovered through charges to user departments.

Major Accomplishments in FY 2009/10

Organizational Performance

- Completed a Countywide inventory of County vehicles.
- Assisted departments with vehicle purchases.
- Initiated the procurement of Fueling Station software that will enhance the security at County-owned fueling stations.

Key Goals and Objectives FY 2010/11

Organizational Performance

- Provide state of the art facilities by completing construction of new Fleet Services Facility.
 - ❑ Objective 1 - In conjunction with Capital Projects, complete bid for Phase II construction of Fleet Services Facility Completion of Phase II by August 2010.

- ❑ Objective 2 - In conjunction with Capital Projects, complete the construction of Phase II of the Fleet Services Facility by February 2011.
- ❑ Objective 3 - Relocate Fleet Service Equipment and staff from current location to new location and initiate operations at new location by February 2011.

- Provide County customers with improved tracking of vehicle usage and repairs through updated software.

- ❑ Objective 1 - Input the current County vehicles data to the new software by September 2010.
- ❑ Objective 2 - Test data in new software by October 2010.
- ❑ Objective 3 - Fully transition to new software by November 2010.

Department Budget Request

The Requested Budget represents an overall decrease of \$223,050 or 5% in expenses and a decrease of \$81,481 or 2% in revenues when compared with the FY 2009/10 Final Budget. The \$577,477 difference between expenses and revenues represents a use of Unrestricted Net Assets.

Significant areas with major changes between the FY 2009/10 Final Budget and the FY 2010/11 Requested Budget are as follows:

- Services and Supplies decrease by \$152,907 as most of the costs related to the relocation of the Fleet Services Unit were expended in FY 2009/10 with approximately a third of projected expenses remaining to be incurred in FY 2010/11.
- Fixed Assets increase \$13,929 for equipment related to the facility relocation. The FY 2010/11 expenses of \$13,929 include the following items:

- 1 Jiffy Lube Lift (\$13,929).

Staffing changes reflected in the Requested Budget that were approved by the Board of Supervisors with an effective date after April 2010 until the publication of this Budget Book include the following:

- Reclass 3 FTE positions to improve efficiencies and more closely reflect job duties of Fleet personnel. The reclassified positions are:

- 3 Auto Service Worker to Auto Mechanic I

Retitled 1 FTE position to more closely identify job responsibility. The position is:

- 1 Road Yard Assistant to Fleet Services Technician

County Administrator's Recommendation

The budget is recommended as submitted.

Pending Issues and Policy Considerations

There are no pending issues or policy considerations.

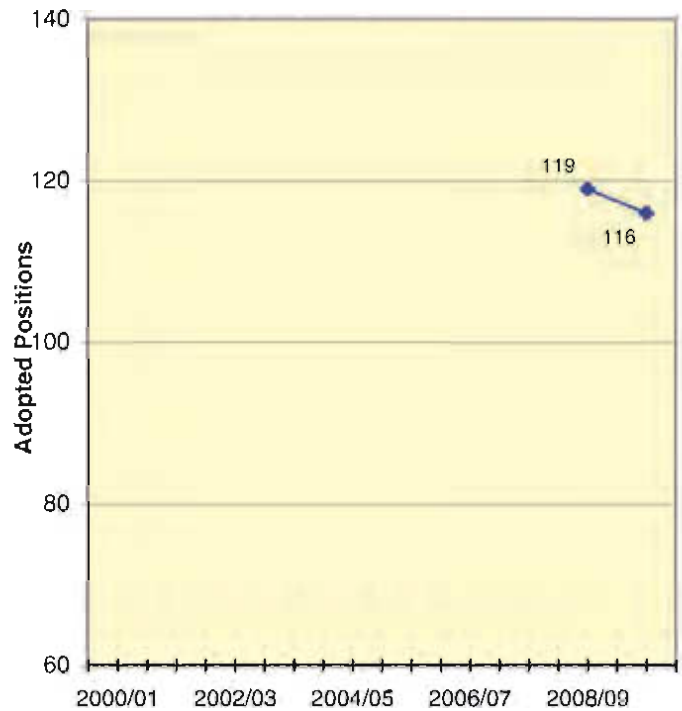
Department Head Concurrence or Appeal

The Department Head concurs with the Recommended Budget.

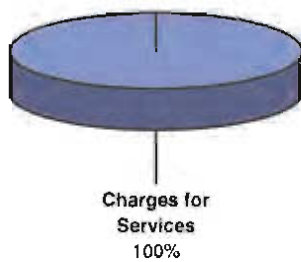
Recommended Budget	
Operating	\$15,234,926
Positions	121

Information Technology

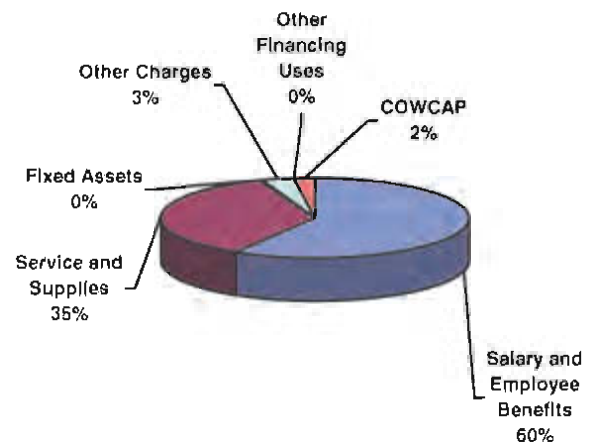
STAFFING TREND



SOURCE OF FUNDS



USE OF FUNDS



FUND: 071
AGENCY: 090

MAJOR ACCOUNTS CLASSIFICATIONS	2008/09 ACTUALS	2009/10 FINAL BUDGET	2010/11 DEPT REQUEST	2010/11 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	3,242,613	5,632,823	5,393,117	5,393,117	(239,706)	(4.26) %
Fixed Assets	13,229	0	50,000	50,000	50,000	0.00 %
Other Charges	424,613	73,057	486,649	486,649	413,792	566.40 %
Salaries And Employee Benefits	8,476,841	8,676,478	8,948,683	8,948,683	272,205	3.14 %
Other Financing Uses	27,902	27,925	24,067	24,067	(3,836)	(13.74) %
Cowcap	<u>17,685</u>	<u>162,250</u>	<u>332,190</u>	<u>332,190</u>	<u>169,640</u>	<u>104.74 %</u>
TOTAL APPROPRIATIONS	12,202,863	14,572,533	15,234,926	15,234,926	662,393	<u>4.55 %</u>
REVENUES:						
Charges For Current Serv	12,298,768	13,972,374	15,234,926	15,234,926	1,262,552	9.04 %
Miscellaneous Revenue	5,770	0	0	0	0	0.00 %
Other Financing Sources	813,755	520,264	0	0	(520,264)	(100.00) %
TOTAL REVENUES	<u>13,106,293</u>	<u>14,492,658</u>	<u>15,234,926</u>	<u>15,234,926</u>	<u>742,268</u>	<u>5.12 %</u>
NET COUNTY COST	(903,430)	79,875	0	0	(79,875)	(100.00) %

POSITIONS	119	116	121	121	5
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Departmental Purpose

Tulare County Information Technology Department (IT) strives to provide professional, high quality technology solutions and customer service to County Departments. IT supports 275 servers, 240 switches, 103 routers, 100 wireless access points; more than 296 terabytes of data and over 4,000 desktops and laptops.

IT also guides the ongoing development and evolution of technology in support of the County's strategic initiatives. Costs are recovered through charges to user departments.

Beginning in FY 2009/10, IT took over management of the ADP/Human Resource and Payroll Budget for the automated human resource and payroll system (Enterprise).

IT delivers services throughout the County in the areas of Operations (Keep the Business Running) and Service Desk Support to Tulare County employees. IT also provides application development and maintenance and the delivery of new technology projects using Project Management methodologies.

Major Accomplishments in FY 2009/10

Organizational Performance

- Implemented new web site for Department of Child Support Services providing the ability for the public to make appointments online.
- Completed Voice over Internet Protocol (VoIP) installations in 16 areas for County Departments.
- Disconnected 574 unneeded telephone lines identified through internal audit and implementation of the VoIP system.

- Installed enterprise level video surveillance.
- Installed faster and more reliable Storage Area Network (SAN) for most County Departments.
- Completed State mandated Phase II Medi-Cal billing formats for Mental Health - one of the first eight counties to do so.
- Streamlined content management for nine Departments.
- Added Assessor area on the County website to assist in addressing the property value reductions due to market conditions.
- Implemented new Accounts Receivable systems for the Probation and Human Resources and Development Departments.
- Converted Health and Human Services Agency (HHSA) collections system to MS SQL platform allowing for better support and reliability of the system.
- Completed the implementation of the new mainframe for the Property Information Management System (PIMS).
- Implemented a new backup system for the entire County providing faster and more reliable backups.

Key Goals and Objectives FY 2010/11

Safety and Security

- Fully implement the Variable Area Network to provide emergency connectivity to critical offices.
 - ❑ Objective 1 - Complete contract with satellite service provider by March 2011.

- ❑ Objective 2 - Test and implement at critical sites by June 2011.

Economic Well Being

- Improve tracking of IT assets while reducing the costs of performing physical inventories.
 - ❑ Objective 1 - Install an appliance to monitor and locate WiFi asset tags by December 2010.
 - ❑ Objective 2 - Tag all equipment that needs to be monitored and inventoried by June 2011.
- Implement transparent allocation method for chargeback.
 - ❑ Objective 1 - Implement tools providing the ability to be compliant with Auditor's requirements by June 2011.

Organizational Performance

- Continue the implementation of the Project Management Office.
 - ❑ Objective 1 - Implementation of a project and profile management system by December, 2010.
 - ❑ Objective 2 - Offer training in project management practices for other County Departments by March 2011.
 - ❑ Objective 3 - Countywide collaboration on project management by June 2011.
- Maintain accurate accounting of software license compliance.
 - ❑ Objective 1 - Complete audit of current usage of software by October 2010.
 - ❑ Objective 2 - Implement plan to maintain compliance with all software licensing by January 2011.

Departmental Budget Request

The Requested Budget represents an overall increase of \$662,393 or 5% in expenses and an increase of \$742,268 or 5% in revenues

when compared with the FY 2009/10 Final Budget. The \$79,875 difference between expenses and revenues represents the use of Reserves.

Significant areas with major changes between the FY 2009/10 Final Budget and the FY 2010/11 Requested Budget are as follows:

- Salaries and Benefits increase \$272,205 primarily due to filling of two vacant positions and adding one position.
- Service and Supplies decrease \$239,706 primarily due to adjusting expenses for the increase in salary and benefits expense and COWCAP.
- Other Charges increase \$413,792 primarily due to the reductions in workers compensation, utilities and telephone expense.
- Fixed Assets expenses in FY 2010/11 of \$50,000 include the following:
 - Servers and related hardware (\$50,000).
- Countywide Cost Allocation Plan (COWCAP) charges increase \$169,940 due to changes in the Plan.
- Revenue projections increase overall due to addition of the ADP budget to the IT budget.

Staffing changes reflected in the Requested Budget include the following:

- Add 1 FTE position to the IT budget to meet the County's needs. The requested additional position is:

- 1 Administrative Aide

County Administrator's
Recommendation

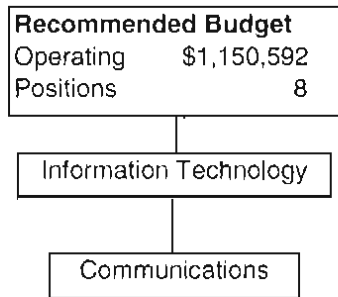
The budget is recommended as submitted.

Pending Issues and Policy
Considerations

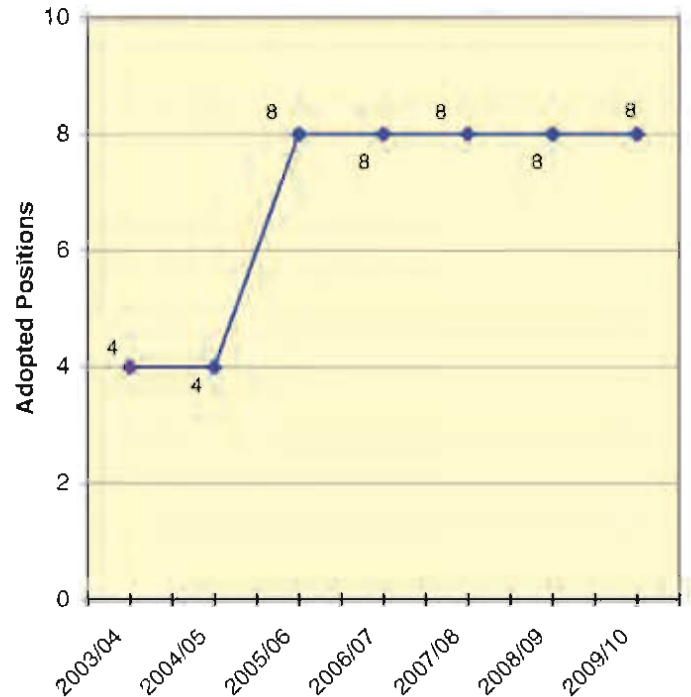
There are no pending issues or policy
considerations.

Department Head Concurrence or
Appeal

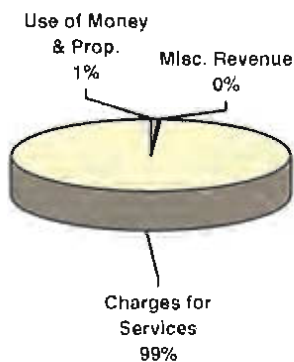
The Department Head concurs with the
Recommended Budget.



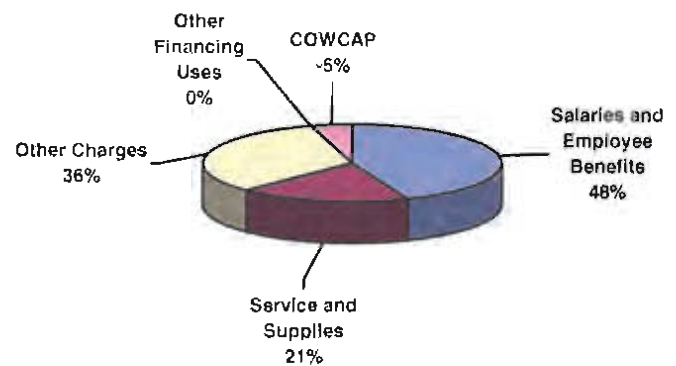
STAFFING TREND



SOURCE OF FUNDS



USE OF FUNDS



FUND: 074
AGENCY: 074

MAJOR ACCOUNTS CLASSIFICATIONS	2008/09 ACTUALS	2009/10 FINAL BUDGET	2010/11 DEPT REQUEST	2010/11 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Fixed Assets	49,435	115,437	0	0	(115,437)	(100.00)%
Other Charges	381,367	380,328	415,903	415,903	35,575	9.35 %
Cowcap	31,373	10,935	(55,911)	(55,911)	(86,846)	(611.30)%
Salaries And Employee Benefits	565,544	543,353	554,145	554,145	10,792	1.99 %
Other Financing Uses	340	340	340	340	0	0.00 %
Service And Supplies	<u>140,680</u>	<u>403,019</u>	<u>236,115</u>	<u>236,115</u>	<u>(166,904)</u>	<u>(41.41)%</u>
TOTAL APPROPRIATIONS	1,168,739	1,453,412	1,150,592	1,150,592	(302,820)	(20.84)%
REVENUES:						
Use Of Money & Property	9,344	10,000	10,000	10,000	0	0.00 %
Aid Frm Oth Gov't Agency	0	295,036	0	0	(295,036)	(100.00)%
Charges For Current Serv	1,093,879	1,121,459	1,137,942	1,137,942	16,483	1.47 %
Miscellaneous Revenue	19,350	21,163	2,650	2,650	(16,513)	(87.48)%
Other Financing Sources	<u>0</u>	<u>5,752</u>	<u>0</u>	<u>0</u>	<u>(5,752)</u>	<u>(100.00)%</u>
TOTAL REVENUES	<u>1,122,573</u>	<u>1,453,412</u>	<u>1,150,592</u>	<u>1,150,592</u>	<u>(302,820)</u>	<u>(20.84)%</u>
NET COUNTY COST	46,166	0	0	0	0	0.00 %

POSITIONS

8

8

8

8

0

Departmental Purpose

The Communications Services Division of the Information Technology Department (IT) provides programming, maintenance, and configuration of all radio and telecommunications equipment. The Communications Division coordinates liaison with phone service vendors, orders transmission services, maintains all County telephone-switching devices, provides cabling for data transmission requirements and provides radio transmission and maintenance service on communications equipment. Costs are recovered through charges to user Departments.

The Communications Division provides reliable voice and radio communications and data links to various County departments and agencies.

Major Accomplishments in FY 2009/10

Organizational Performance

- Replaced 625 mobile radios and 75 repeaters that were well past end of life for Federal Communications Commission (FCC) compliant equipment.
- Completed software upgrades to 591 radios making them FCC compliant.
- Completed 750 Radio work requests.
- Provided programming services for radios at Kingsburg Fire, Exeter Police, Farmersville Fire, Lindsay Police, Porterville Police and Fire.
- Refurbished Blue Ridge antenna farm.

Key Goals and Objectives FY 2010/11

Organizational Performance

- Improve Tulare County Radio Systems.
 - ❑ Objective 1 - Finish narrow banding of all radio inventory by June 2011.

- ❑ Objective 2 - Simulcast/voting repeater at a minimum of one Sheriff Radio channel by March 2011.
- ❑ Objective 3 - Expand radio repeater presence at United States Forestry sites (Tobias and Jordan) by June 2011.

Departmental Budget Request

The Requested Budget represents an overall decrease of \$302,820 or 21% in expenses and revenues when compared with the FY 2009/10 Final Budget. There is no difference between expenses and revenues.

Significant areas with major changes between the FY 2009/10 Final Budget and the FY 2010/11 Requested Budget are as follows:

- Service and Supplies decrease \$166,904 primarily due to FY 2009/10 purchases funded by the Indian Gaming grant.
- Countywide Cost Allocation Plan (COWCAP) charges decrease \$66,846 due to changes in the Plan.
- Revenue projections decrease overall primarily due to the reduction of funding from an Indian Gaming grant.

County Administrator's Recommendation

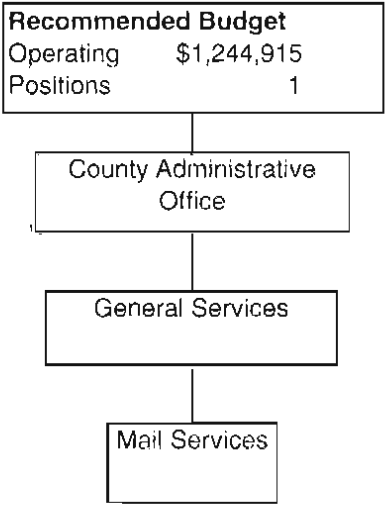
This budget is recommended as submitted.

Pending Issues and Policy Considerations

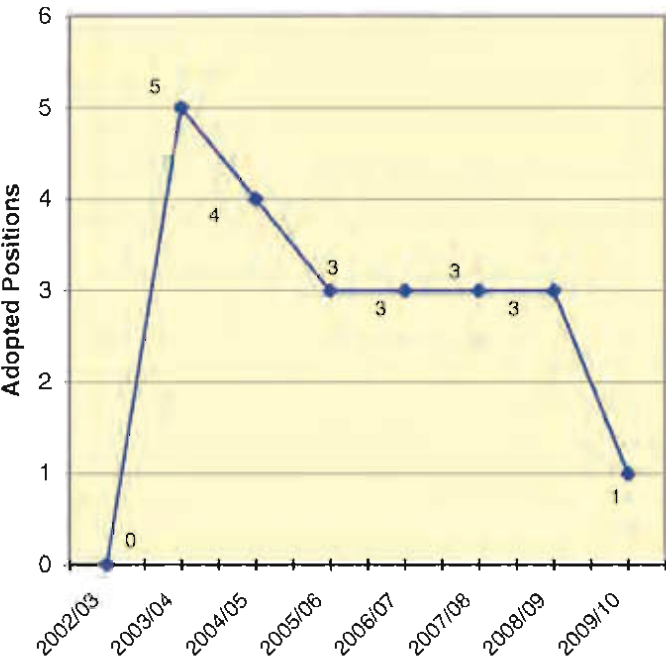
There are no pending issues or policy considerations.

Department Head Concurrence or Appeal

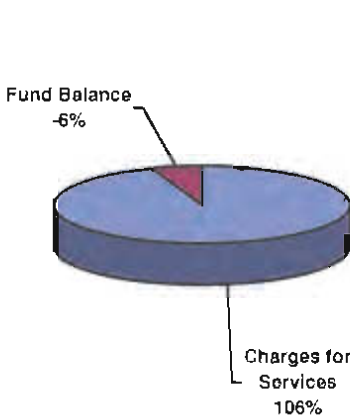
The Department Head concurs with the Recommended Budget.



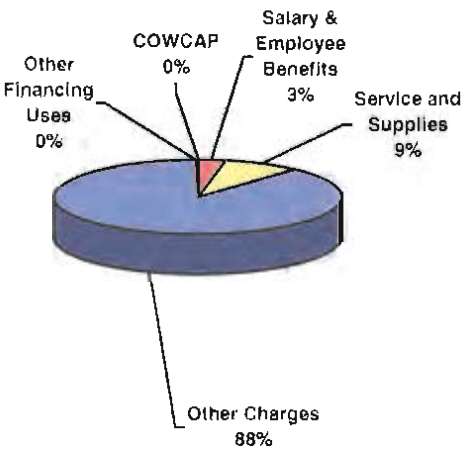
STAFFING TREND



SOURCE OF FUNDS



USE OF FUNDS



MAJOR ACCOUNTS CLASSIFICATIONS	2008/09 ACTUALS	2009/10 FINAL BUDGET	2010/11 DEPT REQUEST	2010/11 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Other Financing Uses	3,642	3,642	3,496	3,496	(146)	(4.01)%
Salaries And Employee Benefits	43,586	38,740	38,522	38,522	(218)	(0.56)%
Cowcap	7,670	9,911	48	48	(9,863)	(99.52)%
Service And Supplies	47,573	47,000	108,374	108,374	61,374	130.56 %
Other Charges	1,215,017	1,033,473	1,094,475	1,094,475	61,002	5.90 %
Fixed Assets	<u>1,991</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00 %</u>
TOTAL APPROPRIATIONS	1,319,479	1,132,766	1,244,915	1,244,915	112,149	9.90 %
REVENUES:						
Charges For Current Serv	1,280,468	1,247,617	1,323,425	1,323,425	75,808	6.06 %
TOTAL REVENUES	<u>1,280,468</u>	<u>1,247,617</u>	<u>1,323,425</u>	<u>1,323,425</u>	<u>75,808</u>	<u>6.06 %</u>
NET COUNTY COST	39,011	(114,851)	(78,510)	(78,510)	36,341	(31.64)%

348

Departmental Purpose

As part of the reorganization approved for the Resource Management Agency effective February 2010, the Mail Services Unit was transferred to the County Administrative Office's newly established General Services Division.

The Mail Services Unit is responsible for providing all County Departments with services that meet mail needs while continually seeking ways to provide services in the most efficient manner. Costs are recovered through charges to user departments.

Major Accomplishments in FY 2009/10

Organizational Performance

- Achieved operational goals with 35% increase in the handling of daily mailed electronic forms; create e-forms; digital data flow; insert and mail.
- Mail pieces inserted increased approximately 18%.
- Address machine mail pieces increased approximately 40%.

Key Goals and Objectives FY 2010/11

Organizational Performance

- Provide more timely and accurate billings to all customers through automation of mail account statements.
 - ❑ Objective 1 - Define and coordinate automation project with County Information Technology Department by September 2010.
 - ❑ Objective 2 - Link current mail management software to the County's AFIN accounting system by December 2010.
 - ❑ Objective 3 - Train internal mail staff on the new system by October 2010.

- ❑ Objective 4 - Test data in the County's AFIN accounting system by November 2010.
- Implementing the United States Postal Services (USPS) reporting and penalties changes.
 - ❑ Objective 1 - Receive new guidelines from USPS by October 2010.
 - ❑ Objective 2 - Train internal mail staff on the new guidelines by November 2010.
 - ❑ Objective 3 - Provide instructional materials to customers regarding the USPS changes during October and November 2010.

Departmental Budget Request

The Requested Budget represents an overall increase of \$112,149 or 10% in expenses and an increase of \$75,808 or 6% in revenues when compared with the FY 2009/10 Final Budget. The \$78,510 difference between expenses and revenues represents an offset of a prior shortfall in Unrestricted Net Assets.

Significant area with a major change between the FY 2009/10 Final Budget and the FY 2010/11 Requested Budget is as follows:

- Services and Supplies increase \$61,374 due to upcoming major equipment maintenance costs.

County Administrator's Recommendation

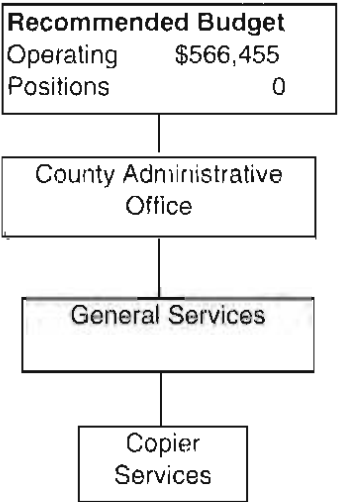
The budget is recommended as submitted.

Pending Issues and Policy Considerations

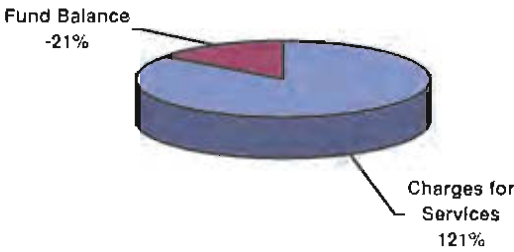
There are no pending issues or policy considerations.

Department Head Concurrence or Appeal

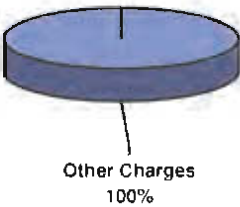
The Department Head concurs with the Recommended Budget.



SOURCE OF FUNDS



USE OF FUNDS



FUND: 077
AGENCY: 077

MAJOR ACCOUNTS CLASSIFICATIONS	2008/09 ACTUALS	2009/10 FINAL BUDGET	2010/11 DEPT REQUEST	2010/11 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Other Charges	673,696	564,098	566,874	566,874	2,776	0.49 %
Cowcap	<u>838</u>	<u>0</u>	<u>(419)</u>	<u>(419)</u>	<u>(419)</u>	<u>0.00 %</u>
TOTAL APPROPRIATIONS	674,534	564,098	566,455	566,455	2,357	<u>0.42 %</u>
REVENUES:						
Charges For Current Serv	589,787	636,875	685,112	685,112	48,237	7.57 %
TOTAL REVENUES	<u>589,787</u>	<u>636,875</u>	<u>685,112</u>	<u>685,112</u>	<u>48,237</u>	<u>7.57 %</u>
NET COUNTY COST	84,747	(72,777)	(118,657)	(118,657)	(45,880)	63.04 %

Departmental Purpose

As part of the reorganization approved for the Resource Management Agency effective February 2010, the Copier Services Unit was transferred to the County Administrative Office's newly established General Services Division.

The Copier Services Unit is responsible for providing all County Departments with equipment with which to produce copies at their local offices. Costs are recovered through charges to user departments.

Major Accomplishments in FY 2009/10

Organizational Performance

- Security concerns were a major issue this year. The news media reported hard drives in copiers retain all digital images posing an obvious potential security risk. A thorough review was conducted of all copiers in use by the County and security protocol adopted.
- The Copier Services Unit began working directly with the IT Department in preparing a Request for Proposal (RFP) for the upcoming new contract in spring of 2011.

Key Goals and Objectives FY 2010/11

Organizational Performance

- Provide quality contracted service and copier equipment to all internal and external customers.
 - ❑ Objective 1 - Coordinate with IT, potential vendors and Purchasing Department by August 2010.
 - ❑ Objective 2 - Coordinate RFP with outside agencies by September 2010.
 - ❑ Objective 3 - Conduct a copier equipment demonstration for current

and potential customers to define their needs by January 2011.

- ❑ Objective 4 – Prepare and issue RFP for the new five year copier service contract by February 2011.
- ❑ Objective 5 – Award contract to successful bidder and implement service by April 2011.

Departmental Budget Request

The Requested Budget represents an overall increase of \$2,357 or less than 1% in expenses and an increase of \$48,237 or 8% in revenues when compared with the FY 2009/10 Final Budget. The \$118,657 difference between expenses and revenues represents an offset of a prior shortfall in Unrestricted Net Assets.

There are no significant areas with major changes between the FY 2009/10 Final Budget and the FY 2010/11 Requested Budget.

County Administrator's Recommendation

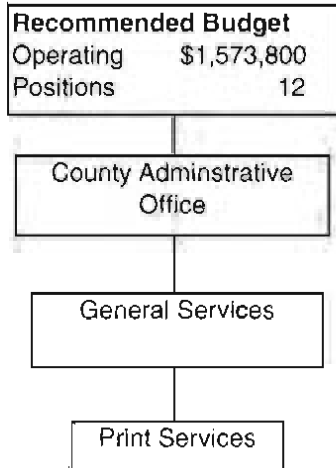
The budget is recommended as submitted.

Pending Issues and Policy Considerations

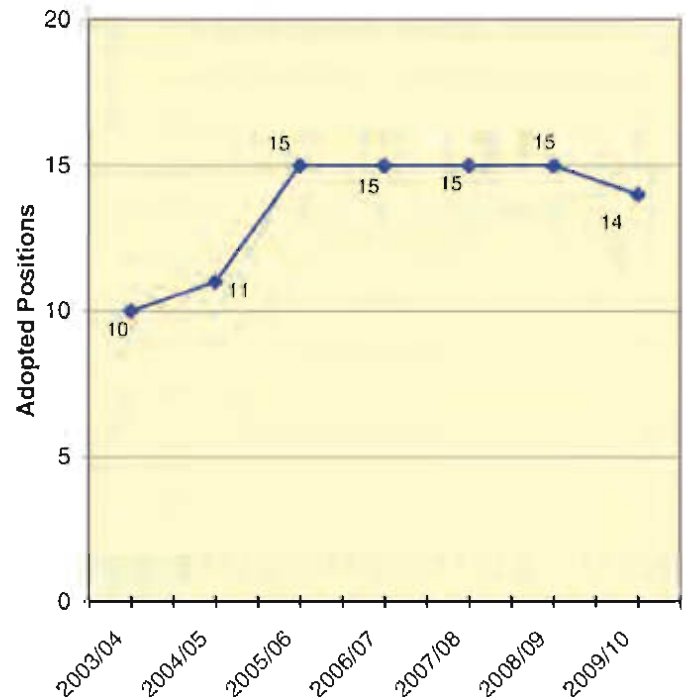
There are no pending issues or policy considerations.

Department Head Concurrence or Appeal

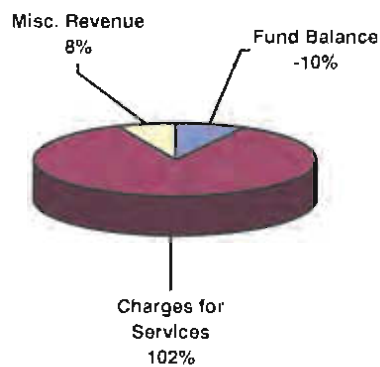
The Department Head concurs with the Recommended Budget.



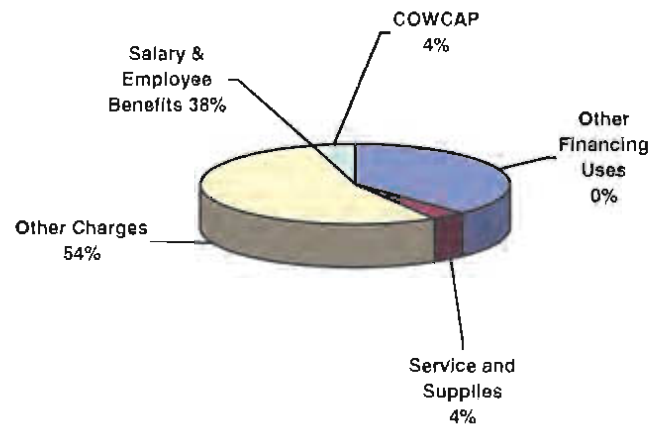
STAFFING TREND



SOURCE OF FUNDS



USE OF FUNDS



FUND: 079
AGENCY: 079

MAJOR ACCOUNTS CLASSIFICATIONS	2008/09 ACTUALS	2009/10 FINAL BUDGET	2010/11 DEPT REQUEST	2010/11 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Other Financing Uses	2,754	2,754	2,752	2,752	(2)	(0.07)%
Cowcap	68,737	66,570	66,232	66,232	(336)	(0.49)%
Service And Supplies	42,232	45,140	55,750	55,750	10,610	23.50%
Salaries And Employee Benefits	693,408	634,419	595,934	595,934	(38,485)	(6.07)%
Other Charges	<u>926,104</u>	<u>856,585</u>	<u>851,132</u>	<u>851,132</u>	<u>(5,453)</u>	<u>(0.64)%</u>
TOTAL APPROPRIATIONS	1,733,235	1,607,468	1,573,800	1,573,800	(33,668)	(2.09)%
REVENUES:						
Charges For Current Serv	1,562,661	1,654,138	1,598,142	1,598,142	(55,996)	(3.39)%
Miscellaneous Revenue	130,954	172,812	127,637	127,637	(45,175)	(26.14)%
TOTAL REVENUES	<u>1,693,615</u>	<u>1,826,950</u>	<u>1,725,779</u>	<u>1,725,779</u>	<u>(101,171)</u>	<u>(5.54)%</u>
NET COUNTY COST	39,620	(219,482)	(151,979)	(151,979)	67,503	(30.76)%

POSITIONS

15

14

12

12

-2

Departmental Purpose

As part of the reorganization approved for the Resource Management Agency effective February 2010, the Print Services Unit was transferred to the County Administrative Office's newly established General Services Division.

The Print Services Unit is responsible for providing printed products to all County Departments. Costs are recovered through charges to user departments.

Major Accomplishments in FY 2009/10

Organizational Performance

- Acquired three high speed, high quality black and white copiers and one eight bit color 65 page per minute color copier.
- Printed 14 original artwork 16 foot banners on canvas media to hang as center timeline show pieces in the History of Farm Labor and Agriculture Museum, Mooney Grove Park.

Key Goals and Objectives FY 2010/11

Organizational Performance

- Provide customers with electronic ordering services to increase efficiency and accuracy.
 - Objective 1 - Evaluate WebCRD, a web-based mail/print ordering system by December 2010.
 - Objective 2 - Consider Information Technology ordering system as an alternative by March 2011.
 - Objective 3 - Automate administration statements by February 2011.
 - Objective 4 - Link software to County's AFIN accounting system by March 2011.

Departmental Budget Request

The Requested Budget represents an overall decrease of \$33,668 or 2% in expenses and a decrease of \$101,171 or 6% in revenues when compared with the FY 2009/10 Final Budget. The \$151,979 difference between expenses and revenues represents an offset of a prior shortfall in Unrestricted Net Assets.

There are no significant areas with major changes between the FY 2009/10 Final Budget and the FY 2010/11 Requested Budget.

Staffing changes reflected in the Requested Budget that were approved by the Board of Supervisors with an effective date after April 24, 2010 until the publication of this Budget Book include the following:

- Deletion of 2 FTE positions that are no longer needed. The deleted positions include:
 - 1 Digital Equipment Operator II
 - 1 Print Mail Operator II
- Retitle 1 FTE position to better reflect the job responsibilities of the position. The re-titled position is:
 - 1 Communications Service Manager to Print and Mail Manager

County Administrator's Recommendation

The budget is recommended as submitted.

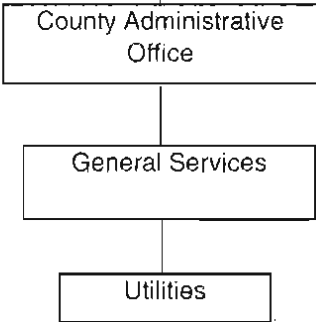
Pending Issues and Policy Considerations

There are no pending issues or policy considerations.

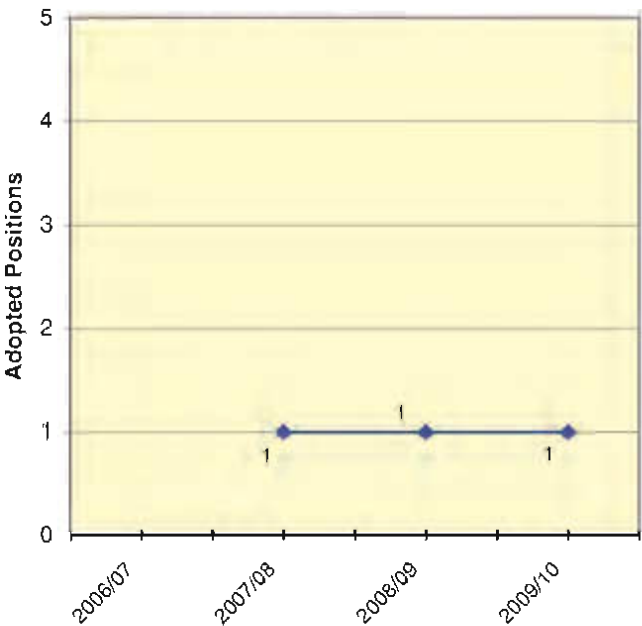
Department Head Concurrence or Appeal

The Department Head concurs with the Recommended Budget.

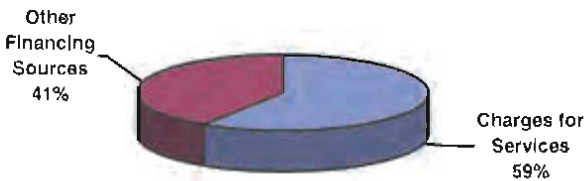
Recommended Budget	
Operating	\$5,809,240
Positions	1



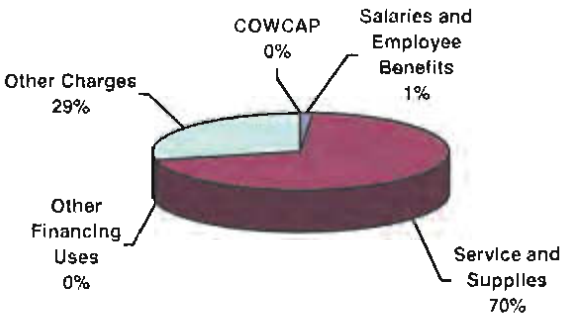
STAFFING TREND



SOURCE OF FUNDS



USE OF FUNDS



MAJOR ACCOUNTS CLASSIFICATIONS	2008/09 ACTUALS	2009/10 FINAL BUDGET	2010/11 DEPT REQUEST	2010/11 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Other Charges	1,461,248	1,967,333	1,663,879	1,663,879	(303,454)	(15.42)%
Salaries And Employee Benefits	85,874	84,621	83,308	83,308	(1,313)	(1.55)%
Cowcap	12,890	4,894	(1,973)	(1,973)	(6,867)	(140.31)%
Other Financing Uses	0	0	95	95	95	0.00 %
Service And Supplies	<u>3,721,881</u>	<u>4,851,228</u>	<u>4,063,931</u>	<u>4,063,931</u>	<u>(787,297)</u>	<u>(16.23)%</u>
TOTAL APPROPRIATIONS	5,281,893	6,908,076	5,809,240	5,809,240	(1,098,836)	(15.91)%
REVENUES:						
Charges For Current Serv	3,822,597	3,665,960	3,442,863	3,442,883	(243,077)	(6.59)%
Miscellaneous Revenue	464,310	464,301	0	0	(464,301)	(100.00)%
Other Financing Sources	1,646,761	1,898,138	2,366,357	2,366,357	468,219	24.67 %
TOTAL REVENUES	<u>5,933,668</u>	<u>6,048,399</u>	<u>5,809,240</u>	<u>5,809,240</u>	<u>(239,159)</u>	<u>(3.95)%</u>
NET COUNTY COST	(651,775)	859,677	0	0	(859,677)	(100.00)%

357

Departmental Purpose

As part of the reorganization approved for the Resource Management Agency effective February 2010, the Utilities Unit was transferred to the County Administrative Office's newly established General Services Division.

The Utilities Unit is responsible for centralized utility invoice processing and subsequent billing for all County facilities. Costs are recovered through charges to user departments. The Utilities Unit also oversees Countywide energy savings programs, seeks energy savings grants and develops energy conservation recommendations.

Major Accomplishments in FY 2009/10

Organizational Performance

- Upgraded utility tracking software that provides efficient energy management capabilities and allows electronic payment of specific utility invoices for improved accounts payable efficiency.
- Collaborated with other local government agencies and utility companies to apply for, create, and participate in an energy partnership, the Valley Innovative Energy Watch (VIEW). The contract term will be January 2010 to December 2012.
- Applied for a Countywide energy efficient lighting upgrade to the California Energy Commission, with the San Joaquin Valley Clean Energy Partnership as lead agency, under the American Recovery and Reinvestment Act stimulus funds.
- Completed Legal Authority, Operation and Maintenance Program, and Overflow Emergency Response Plan section of Sewer System Management Plan (SSMP) for the Bob Wiley Detention Facility Waste Water Treatment Plant.

Key Goals and Objectives FY 2010/11

Organizational Performance

- Provide County customers with enhanced electronic billing and accounting options.
 - ❑ Objective 1 - Complete utility tracking software interface with County AFIN accounting system record and verify information by September 2010.
- Coordinate with the San Joaquin Valley Clean Energy Partnership for implementation of Countywide energy efficient lighting upgrade project in the amount of \$826,271 funded through the California Energy Commission using American Recovery and Reinvestment Act stimulus funds.
 - ❑ Objective 1 - Initiate energy efficient lighting upgrade project following August 2010 award notice.
 - ❑ Objective 2 – Coordinate all project progress monitoring and project costs with Grant Project Coordinator at San Joaquin Valley Clean Energy Partnership throughout the duration of the project.
 - ❑ Objective 3 – Complete project and submit grant documentation October 2011.
- Provide customers with more efficient operations of wastewater treatment facility through enhanced management plan and compliance with sewer system regulatory agencies.
 - ❑ Objective 1 - Develop the Design and Performance Provisions, System Evaluation and Capacity Assurance Plan, Monitoring and Program Modifications, Program Audits, and Communication Program portion of SSMP for the Bob Wiley Detention Facility Waste Water Treatment Plant by August 2010.

- ☐ Objective 2 - Submit final SSMP to Board of Supervisors by September 2010.
- Coordinate energy efficiency outreach program in unincorporated areas of the County.
- ☐ Objective 1 - Meet with VIEW partnership members and implementing partner to develop plan schedule and strategy by September 2010.
- ☐ Objective 2 – Hold three public energy efficiency improvement outreach meetings throughout the unincorporated areas of the County by January 2011.

Department Budget Request

The Requested Budget represents an overall decrease of \$1,098,836 or 16% in expenses and a decrease of \$239,159 or 4% in revenues when compared with the FY 2009/10 Final Budget. There is no difference between expenses and revenues in the Requested Budget.

Significant areas with major changes between the FY 2009/10 Final Budget and the FY 2010/11 Requested Budget are as follows:

- Services and Supplies decrease \$787,297 because of substantial reduction in expected equipment maintenance costs.
- Other Charges decrease \$30,452 due to elimination of overhead distribution from Resource Management Agency.
- Revenue projections decrease because all expected vendor rebates for energy improvements were received in FY 2009/10.

County Administrator's Recommendation

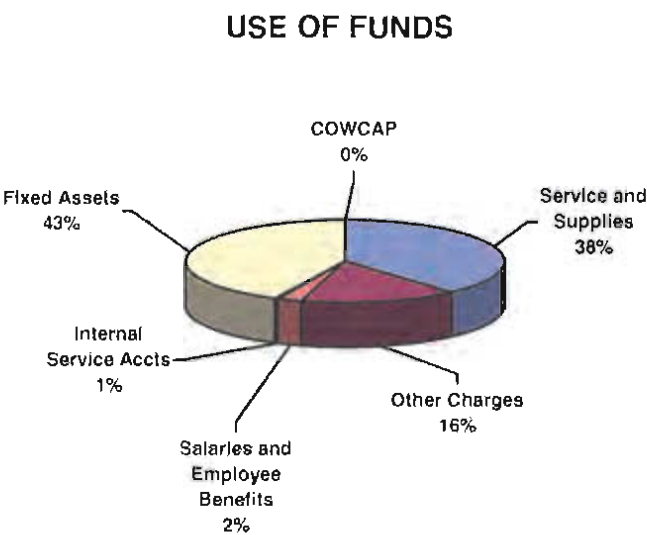
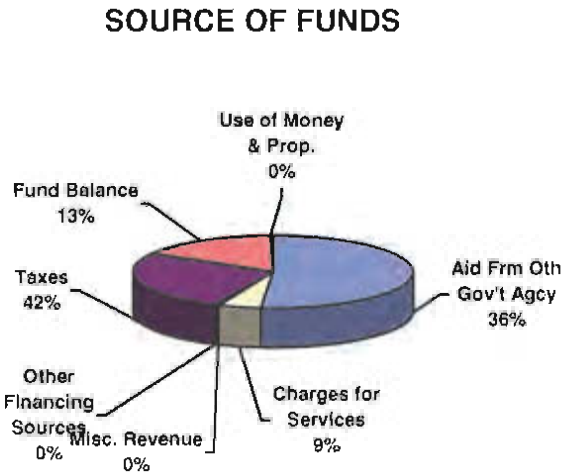
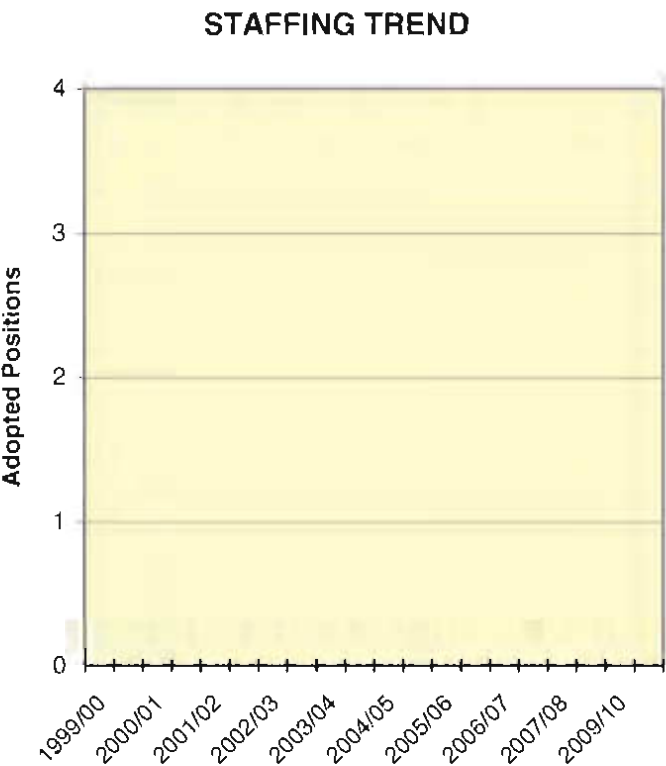
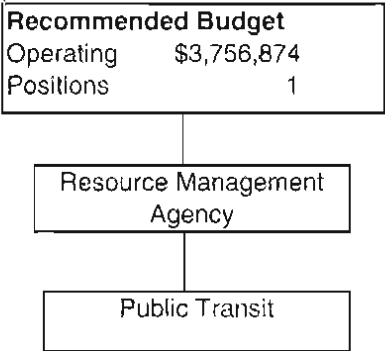
The budget is recommended as submitted.

Pending Issues and Policy Considerations

There are no pending issues or policy considerations.

Department Head Concurrence or Appeal

The Department Head concurs with the Recommended Budget.



FUND: 040
 AGENCY: 220

MAJOR ACCOUNTS CLASSIFICATIONS	2008/09 ACTUALS	2009/10 FINAL BUDGET	2010/11 DEPT REQUEST	2010/11 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	936,231	1,251,108	1,447,815	1,447,815	196,707	15.72 %
Other Charges	445,169	420,083	602,960	602,960	162,677	43.53 %
Salaries And Employee Benefits	0	0	90,224	90,224	90,224	0.00 %
Internal Service Accounts	9,118	15,000	15,000	15,000	0	0.00 %
Fixed Assets	927,839	2,227,512	1,604,447	1,604,447	(623,065)	(27.97)%
Cowcap	<u>6,429</u>	<u>(21,960)</u>	<u>(3,572)</u>	<u>(3,572)</u>	<u>18,388</u>	<u>(83.73)%</u>
TOTAL APPROPRIATIONS	2,324,766	3,891,743	3,756,674	3,756,674	(134,869)	<u>(3.47)%</u>
REVENUES:						
Taxes	347,441	995,667	1,585,167	1,585,187	589,320	59.18 %
Use Of Money & Property	71,986	6,905	14,100	14,100	7,195	104.20 %
Aid Frm Oth Gov't Agency	539,448	1,930,957	1,346,738	1,346,738	(584,219)	(30.26)%
Charges For Current Serv	207,939	192,000	327,000	327,000	135,000	70.31 %
Miscellaneous Revenue	33,676	10,000	500	500	(9,500)	(95.00)%
Other Financing Sources	<u>2,500</u>	<u>2,500</u>	<u>2,500</u>	<u>2,500</u>	<u>0</u>	<u>0.00 %</u>
TOTAL REVENUES	<u>1,202,990</u>	<u>3,136,229</u>	<u>3,276,025</u>	<u>3,276,025</u>	<u>137,796</u>	<u>4.39 %</u>
NET COUNTY COST	1,121,796	753,514	480,649	480,649	(272,665)	(36.19)%

POSITIONS	0	0	1	1	1
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Departmental Purpose

Tulare County Area Transit (TCaT) provides an effective and affordable means of transportation for residents in certain unincorporated areas of the County. Since 1980, service has been provided in the form of community Dial-A-Ride service, rural fixed routes, and subsidies to residents using Orange Belt Stages common carrier routes.

The County contracts with the Cities of Lindsay, Woodlake, Porterville, Tulare and Visalia to extend service to County residents in surrounding unincorporated areas. Further, the County contracts with the Kings Tulare Area Agency on Aging (KTAAA) for a senior citizen's transportation program. All operations of the TCaT are managed by the Resource Management Agency (RMA). Transit operations are provided under a multi-year contract with a private contractor. In FY 2009/10 the TCaT system served about 186,000 riders.

The Transportation Development Act requires that a fare-box recovery ratio of 10% be maintained. Failure to do so requires that local funds be used to supplement fare revenue shortfalls. In FY 2009/10, the overall system obtained a 15% fare-box recovery rate.

TCaT has nine fixed routes and three Dial-A-Ride services. There are five routes that are not currently meeting the 10% fare-box revenue requirements. These routes are: Lindsay, Plainview, Strathmore Rural Route, North County Dial-A-Ride, Springville/Terra Bella Rural Route, South County Dial-A-Ride and Lindsay Dial-A-Ride. In Fiscal Year 2010/11 these routes will be carefully monitored and evaluated.

The Transit fleet is in the process of being converted to Compressed Natural Gas (CNG) from older, more polluting diesel and gas fuels to protect air quality.

Major Accomplishments in FY 2009/10

Organizational Performance

- Provided safe, friendly, cost-effective, clean and reliable public transit services to the community.
- TCaT, operated by the RMA Transit Division, provided rides to more than 186,000 riders in Fiscal Year 2009/10, an increase of 34,000 riders over last Fiscal Year. Fare-box revenue increased by 22%; and service delivery improved by logging more than 25,800 revenue service hours and 665,000 annual revenue miles during the year.
- Replaced three Diesel Transit Buses with three new CNG Transit Buses using State Proposition 1B funding.
- Awarded State of California Public Transportation Modernization, Improvement and Service Enhancement Account (PTMISEA) 1B funds in the amount of \$637,885 in order to purchase two new CNG buses to replace two older gasoline powered buses, and replace and update all signage at TCaT bus stops. The PTMISEA 1B funds have no local match but are contingent upon the sale of the State Bonds.
- Awarded State of California Transit System Safety, Security and Disaster Response Account Funding in the amount of \$112,761 to purchase additional security cameras, fencing, and lighting at the Porterville and Dinuba Road Yards where transit buses will refuel overnight.
- Continued to Implement the Measure R Transit route expansion (August 2008) which included additional runs on weekdays and increased Saturday services to the four

primary TCaT routes. In January 2011, Sunday services will be added to the four primary routes.

- The South County Route will be improved to connect students to attendance at College of the Sequoias (COS). COS is building a new campus in Tulare and the TCaT routes will allow connections to the new campus.
- Negotiated and signed a new three year contract with MV Transportation, Inc. for operation of the TCaT Transit Routes.
- Continued operation of the LOOP Bus that served the youth in rural Tulare County with transportation to recreational opportunities.
- Used Proposition 1B (Homeland Security) funds to purchase an Automatic Vehicle Location and Global Positioning System to monitor the location of the transit buses on the routes.

Key Goals and Objectives FY 2010/11

Organizational Performance

- Increase TCaT ridership by 20%.
 - ❑ Objective 1 - Participate in six community outreach events to distribute route information by June 2011.
 - ❑ Objective 2 - Install information posts at transit stops with current route schedules by June 2011.
 - ❑ Objective 3 - Add new locations for distribution of transit guides by June 2011.
 - ❑ Objective 4 - Assist the City of Visalia in marketing of the "Green Line" (Transit Information Call Center) by June 2011.

Quality of Life

- Increase the LOOP bus revenue hours by 50%.

- ❑ Objective 1 - Increase targeted outreach to schools and community centers by June 2011.

- Expand the CNG fuel station at the Central Road Yard with additional fast fill and slow fill stations to accommodate the increase CNG transit fleet.
 - ❑ Objective 1 - Work with Purchasing to obtain bids to expand the CNG fuel station utilizing the PTIMSEA Prop 1B funds by June 2011.
- Improve routes from South County; Earlimart, Tipton, Pixley, to connect students attending COS at new Tulare campus.
 - ❑ Objective 1 - Increasing the number of trips from 7 to 11 each day each direction to new COS campus by June 2011.

Departmental Budget Request

The Requested Budget represents an overall decrease of \$134,869 or 3% in expenses and an increase of \$137,736 or 4% in revenues when compared with the FY 2009/10 Final Budget. The \$480,849 difference between expenses and revenues represents the use of Unrestricted Net Assets.

Significant areas with major changes between the FY 2008/09 Final Budget and the FY 2009/10 Requested Budget are as follows:

- Salaries and Benefits increase \$90,224 due to the addition of a Transit Coordinator.
- Services and Supplies increase \$196,707 largely due to expansion of bus routes under Measure R.
- Other Charges increase \$182,877 due to increased depreciation expense resulting from recent purchases of new buses.

- Fixed Assets for FY 2010/11 of \$1,604,447 include the following:

- 4 CNG 17-passenger buses (\$690,000)
- 2 CNG 16-passenger buses (\$186,784)
- 1 CNG Fast Fill Fuel Station (\$373,674)
- 1 Security Gate and Lighting at Central Road Yard (\$43,607)
- 1 Video Camera System for Transit Buses (\$37,500)
- 1 Security Fence and Lighting at Central Road Yard (\$75,261)
- 2 Used LOOP buses, carryover from FY 2009/10 (\$130,000)
- 2 Security Fencing and Lighting at Dinuba and Porterville Road Yards (\$67,621)

- Revenue projections increased overall due to an increase in American Recovery Reinvestment Act (ARRA) Federal Stimulus Funds, 5311 Operating funds, Transit Prop 1B funds, and Measure R funds which will be used to purchase CNG passenger buses, 18 fare-boxes, expand the CNG fueling station, and purchase transit security system enhancements, along with expansion of routes.

Staffing changes reflected in the Requested Budget that were approved by the Board of Supervisors with an effective date after April 24, 2010 until the publication of the Budget Book include the following:

- Added 1 FTE position resulting from the transfer of position from Roads Fund. The requested added position is:
- 1 Transit Coordinator

County Administrator's Recommendation

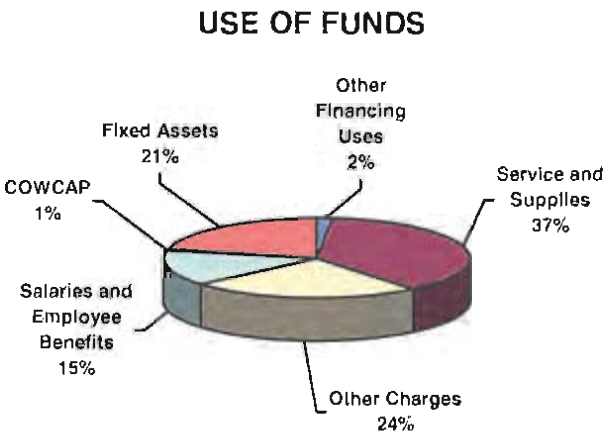
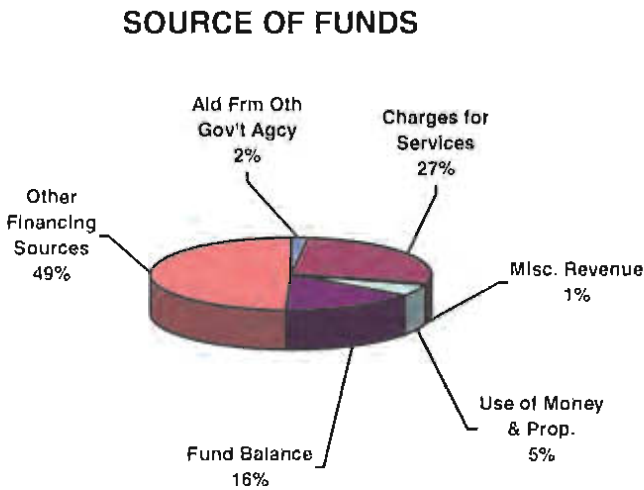
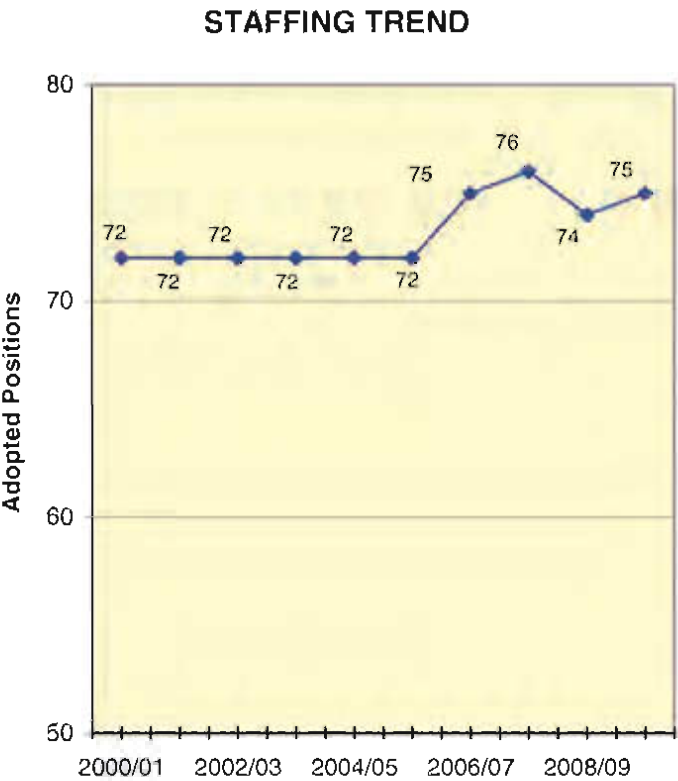
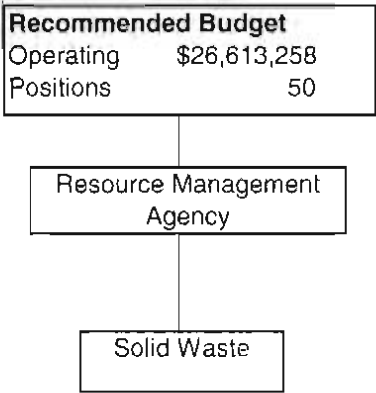
The budget is recommended as submitted.

Pending Issues and Policy Considerations

There are no pending issues or policy considerations.

Department Head Concurrence or Appeal

The Department Head concurs with the Recommended Budget.



FUND: 045
AGENCY: 235

MAJOR ACCOUNTS CLASSIFICATIONS	2008/09 ACTUALS	2009/10 FINAL BUDGET	2010/11 DEPT REQUEST	2010/11 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Cowcap	288,334	116,522	136,802	136,802	20,280	17.40 %
Salaries And Employee Benefits	4,252,888	4,729,291	3,885,390	3,885,390	(843,901)	(17.84) %
Other Financing Uses	502,720	441,742	439,564	439,564	(2,178)	(0.49) %
Fixed Assets	0	10,247,645	5,687,541	5,687,541	(4,560,104)	(44.50) %
Other Charges	6,183,805	6,685,185	6,451,149	6,451,149	(234,036)	(3.50) %
Service And Supplies	<u>3,535,074</u>	<u>7,946,312</u>	<u>10,012,812</u>	<u>10,012,812</u>	<u>2,066,500</u>	<u>26.01 %</u>
TOTAL APPROPRIATIONS	14,760,801	30,166,697	26,613,258	26,613,258	(3,553,439)	(11.76) %
REVENUES:						
Use Of Money & Property	2,482,896	1,569,723	1,424,120	1,424,120	(145,603)	(9.28) %
Aid Frm Oth Gov/T Agency	272,963	319,157	502,106	502,106	182,949	57.32 %
Charges For Current Serv	8,139,538	8,368,744	7,272,544	7,272,544	(1,116,200)	(13.31) %
Miscellaneous Revenue	125,854	136,245	136,046	136,046	(199)	(0.15) %
Other Financing Sources	<u>0</u>	<u>18,400</u>	<u>13,142,957</u>	<u>13,142,957</u>	<u>13,124,557</u>	<u>71,329.11 %</u>
TOTAL REVENUES	<u>11,021,051</u>	<u>10,432,269</u>	<u>22,477,773</u>	<u>22,477,773</u>	<u>12,045,504</u>	<u>115.46 %</u>
NET COUNTY COST	3,739,550	19,734,428	4,135,485	4,135,485	(15,598,943)	(79.04) %

POSITIONS

74

75

50

50

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Departmental Purpose

The Solid Waste Division is a component of the Public Works Branch of the Resource Management Agency (RMA) and is responsible for the safe and cost-effective management of solid waste in Tulare County.

In FY 2009/10, the Engineering and the Transportation Branches were merged into the Public Works Branch. This resulted in the transfer of the Design Division to the Roads Fund.

The Administration Division provides administration of the County Integrated Waste Management Plan, operation and maintenance of solid waste facilities, development of new solid waste facilities, regulation of solid waste collection services and compliance with all applicable Federal and State regulations.

As an Enterprise Fund, the Solid Waste Fund has a balance of unrestricted net assets, which are used to fund various projects and acquisitions.

Major Accomplishments in FY 2009/10

Safety and Security

- Completed design phase on:
 - New entrance and recycling areas at the Visalia landfill.
 - Earlimart landfill closure.
 - Partial expansion and closure of the Woodville landfill.
 - Orosi landfill closure.
- Completed construction of the Phase 2 expansion of the Visalia landfill.
- Initiated construction of the Earlimart landfill closure.

- Initiated clean closure of the Orosi landfill closure.
- Prepared the Mandatory Greenhouse Gas Monitoring Plan for the Teapot Dome, Visalia and Woodville landfills in order to comply with new regulations.

Quality of Life

- Conducted Cleanup Week in spring and fall for valley and mountain residents. These events were co-sponsored and organized by the County, the eight incorporated cities, licensed haulers and various community organizations.
- Partnered with the Consolidated Waste Management Authority to operate a booth at the Tulare County Fair.
- Continued coordination between Solid Waste and the Sheriff's Litter and Tire Cleanup Programs.

Organizational Performance

- Recycled 43,894 tons of material including 23,968 tons of construction and demolition waste, 1,602 tons of tires, 1,256 tons of scrap metal, 17,061 tons of wood and green waste and 7 tons of pesticide containers or agricultural plastic as a part of the Landfill Salvage Program.
- Generated over 11.7 million Kilowatt hours of electricity and received over \$97,000 in commensurate revenue, as a result of gas to energy projects at the Visalia and Woodville landfills.

Key Goals and Objectives FY 2009/10

Safety and Security

- Provide a safer, less congested, traffic entrance to the Visalia landfill.

- ❑ Objective 1 - Provide support during the plan preparation to relocate the entrance to the Visalia landfill by December 2010.
- ❑ Objective 2 - Begin construction of the new Visalia landfill entrance by June 2011.

Quality of Life

- Initiate construction of the Orosi landfill closure.
 - ❑ Objective 1 - Advertise, award and provide design support for the closure of the Orosi landfill by June 2011.
- Complete closure of the Earlimart landfill.
 - ❑ Objective 1 - Finish construction of the landfill cap by June 2011.
 - ❑ Certify closure by June 2011.

Organizational Performance

- Increase the efficiency and capacity of the County landfills.
 - ❑ Objective 1 - Obtain regulatory approval to extend the life of the Woodville landfill by December 2010.
 - ❑ Objective 2 - Obtain regulatory approval to extend the life of the Teapot Dome landfill by December 2010.

Departmental Budget Request

The Requested Budget represents an overall decrease of \$3,553,439 or 12% in expenses and an increase of \$12,045,504 or 115% in revenues when compared with the FY 2009/10 Final Budget. The \$4,135,485 difference between expenses and revenues represents the use of Unrestricted Net Assets, the use of Postclosure and Corrective Action Reserves and amounts previously designated by the Board of Supervisors for equipment purchases and landfill site acquisitions.

Significant areas with major changes between the FY 2009/10 Final Budget and the FY 2010/11 Requested Budget are as follows:

- Salaries and Benefits decrease \$843,901 due to the transfer of the Design Division to the Roads Fund.
- Services and Supplies increase \$2,066,500 mainly due to an increase in the costs associated with closures, environmental engineering design services, equipment maintenance and the purchase of soil for the Teapot Dome landfill.
- Other Charges decrease \$234,036 largely due to a reduction of interfund administrative costs.
- Fixed Assets expenses for FY2010/11 of \$5,687,541 include the following:
 - Construction of Visalia Landfill Entrance (\$3,000,000)
 - Phase I of Woodville Landfill Expansion (\$1,250,000)
 - Teapot Dome Landfill Scale (\$150,000)
 - 1 Caterpillar Dozer (\$600,000)
 - 2 Replacement Scrapers (\$120,000)
 - 1 Water Truck (\$150,000)
 - 1 Backhoe (\$10,000)
 - 1 Tool Carrier Loader (\$200,000)
 - Diesel Engine Retrofits (\$121,856)
 - 1 ¾ -Ton Crew Cab Truck (\$23,011)
 - 3 4WD Pickup Trucks (\$62,674)
- Countywide Cost Allocation Plan (COWCAP) charges increase \$20,280 due to changes in the Plan.
- Revenues increased overall due primarily to the transfer of funds from the Postclosure and Corrective Action Reserves to be used for landfill site improvements and equipment purchases.

Staffing changes reflected in the Requested Budget that were approved by the Board of Supervisors with an effective date after April 24, 2010 until the publication of the Budget Book include the following:

- Deleted 12 FTE positions which were transferred to the Roads Fund as part of the reorganization of RMA. The deleted positions include:
 - 2 Engineer IV
 - 6 Engineer III
 - 2 Engineer II
 - 1 Engineering Technician III
 - 1 Engineering Technician I
- Reclass 1 FTE position as part of the reorganization of RMA so compensation reflects changes in assigned duties. The reclassified position is:
 - 1 Staff Services Analyst II to a Staff Services Analyst III

County Administrator's Recommendation

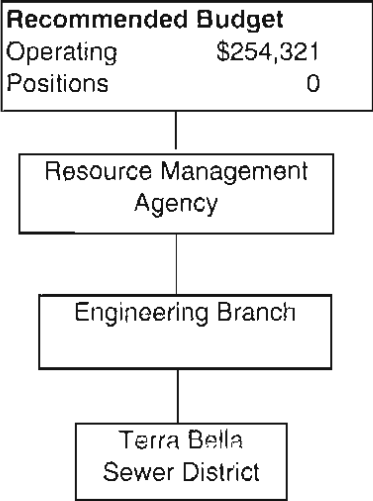
This budget is recommended as submitted.

Pending Issues and Policy Considerations

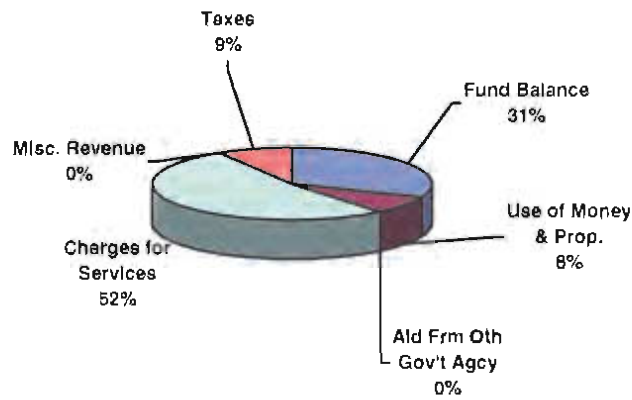
There are no pending issues or policy considerations.

Department Head Concurrence or Appeal

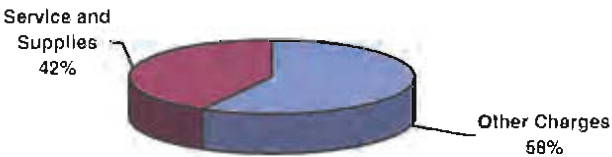
The Department Head concurs with the Recommended Budget.



SOURCE OF FUNDS



USE OF FUNDS



FUND: 761
AGENCY: 761

MAJOR ACCOUNTS CLASSIFICATIONS	2008/09 ACTUALS	2009/10 FINAL BUDGET	2010/11 DEPT REQUEST	2010/11 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	11,882	47,752	106,351	106,351	58,599	122.72 %
Cowcap	(811)	0	0	0	0	0.00 %
Other Charges	<u>212,702</u>	<u>196,124</u>	<u>147,970</u>	<u>147,970</u>	<u>(48,154)</u>	<u>(24.55) %</u>
TOTAL APPROPRIATIONS	223,773	243,876	254,321	254,321	10,445	<u>4.28 %</u>
REVENUES:						
Taxes	31,812	22,221	21,772	21,772	(449)	(2.02) %
Use Of Money & Property	28,846	28,643	20,534	20,534	(8,109)	(28.31) %
Aid Frm Oth Gov't Agency	373	75	75	75	0	0.00 %
Charges For Current Serv	153,864	143,031	132,739	132,739	(10,292)	(7.20) %
Miscellaneous Revenue	<u>0</u>	<u>10</u>	<u>1</u>	<u>1</u>	<u>(9)</u>	<u>(90.00) %</u>
TOTAL REVENUES	<u>214,895</u>	<u>193,980</u>	<u>175,121</u>	<u>175,121</u>	<u>(18,859)</u>	<u>(9.72) %</u>
NET COUNTY COST	8,878	49,896	79,200	79,200	29,304	58.73 %

District Purpose

The Terra Bella Sewer Maintenance District is an independent Special District, with the Board of Supervisors serving as the District's governing board. The District provides sanitary sewer collection, treatment, and disposal services to the community of Terra Bella. The Resource Management Agency is responsible for District operations. The Terra Bella Sewer District serves a population of approximately 1,500 residents.

Major Accomplishments in FY 2009/10

Organizational Performance

- Effectively administered the operation and maintenance of the sewer system.
- Developed a wastewater collection system map indicating pipe size, locations, gravity line segments, manholes, force mains and sewer laterals for the sewer facility.
- Completed Part II of a State mandated Sanitary Sewer Maintenance Plan.

Key Goals and Objectives FY 2010/11

Economic Well Being

- To provide efficient sewer systems to residents and ensure adequate funding for maintenance and repairs.
 - ❑ Objective 1 - Place delinquent accounts on the County Assessor's Tax Roll by August 2010.

Quality of Life

- Decrease risk to human health and the environment in the event a sewer system overflow occurs.
 - ❑ Objective 1 - Complete a Sanitary Sewer Management Plan by August 2010.

District Budget Request

The Requested Budget represents an overall increase of \$10,445 or 4% in expenses and a decrease of \$18,859 or 10% in revenues when compared with the FY 2009/10 Final Budget. The \$79,200 difference between expenses and revenues represents the use of Unrestricted Net Assets.

There are no significant areas with major changes between the FY 2009/10 Final Budget and the FY 2010/11 Requested Budget.

County Administrator's Recommendation

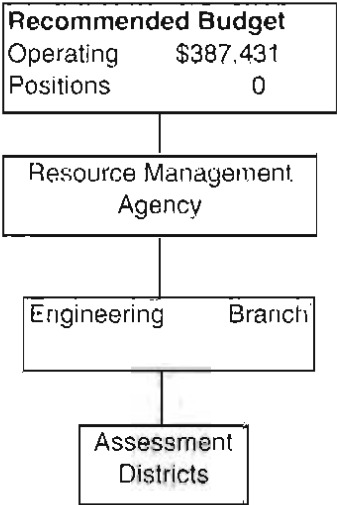
The budget is recommended as submitted.

Pending Issues and Policy Considerations

There are no pending issues and policy considerations.

Department Head Concurrence or Appeal

The Department Head concurs with the Recommended Budget.



Jake Raper, Jr.
Resource Management Agency Director

L & M - Funds
Assessment Districts

FUND: L01
 AGENCY: L01

MAJOR ACCOUNTS CLASSIFICATIONS	2008/09 ACTUALS	2009/10 FINAL BUDGET	2010/11 DEPT REQUEST	2010/11 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	2,633	59,910	73,021	73,021	13,111	21.88 %
Other Charges	<u>25</u>	<u>9,100</u>	<u>3,291</u>	<u>3,291</u>	<u>(5,809)</u>	<u>(63.84)%</u>
TOTAL APPROPRIATIONS	2,658	69,010	76,312	76,312	7,302	<u>10.58 %</u>
REVENUES:						
Use Of Money & Property	2,054	2,200	1,500	1,500	(700)	(31.82)%
Charges For Current Serv	<u>7,391</u>	<u>7,573</u>	<u>7,391</u>	<u>7,391</u>	<u>(182)</u>	<u>(2.40)%</u>
TOTAL REVENUES	<u>9,445</u>	<u>9,773</u>	<u>8,891</u>	<u>8,891</u>	<u>(882)</u>	<u>(9.02)%</u>
NET COUNTY COST	(6,787)	59,237	67,421	67,421	8,184	13.82 %

FUND: L05
 AGENCY: L05

MAJOR ACCOUNTS CLASSIFICATIONS	2008/09 ACTUALS	2009/10 FINAL BUDGET	2010/11 DEPT REQUEST	2010/11 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	0	7,162	10,814	10,814	3,652	50.99 %
Other Charges	<u>3,913</u>	<u>4,150</u>	<u>475</u>	<u>475</u>	<u>(3,675)</u>	<u>(88.55)%</u>
TOTAL APPROPRIATIONS	3,913	11,312	11,289	11,289	(23)	<u>(0.20)%</u>
REVENUES:						
Use Of Money & Property	407	550	238	238	(312)	(56.73)%
Charges For Current Serv	<u>1,390</u>	<u>1,550</u>	<u>1,390</u>	<u>1,390</u>	<u>(160)</u>	<u>(10.32)%</u>
TOTAL REVENUES	<u>1,797</u>	<u>2,100</u>	<u>1,628</u>	<u>1,628</u>	<u>(472)</u>	<u>(22.48)%</u>
NET COUNTY COST	2,116	9,212	9,661	9,661	449	4.87 %

FUND: L07
 AGENCY: L07

MAJOR ACCOUNTS CLASSIFICATIONS	2008/09 ACTUALS	2009/10 FINAL BUDGET	2010/11 DEPT REQUEST	2010/11 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
REVENUES:						
Use Of Money & Property	70	0	45	45	45	0.00 %
Charges For Current Serv	<u>1,843</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00 %</u>
TOTAL REVENUES	<u>1,913</u>	<u>0</u>	<u>45</u>	<u>45</u>	<u>45</u>	<u>0.00 %</u>
NET COUNTY COST	(1,918)	0	(45)	(45)	(45)	0.00 %

Jake Raper, Jr.
Resource Management Agency Director

L & M - Funds
Assessment Districts

FUND: L10
 AGENCY: L10

MAJOR ACCOUNTS CLASSIFICATIONS	2008/09 ACTUALS	2009/10 FINAL BUDGET	2010/11 DEPT REQUEST	2010/11 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	0	21,246	24,349	24,349	3,103	14.61 %
Other Charges	<u>409</u>	<u>2,140</u>	<u>437</u>	<u>437</u>	<u>(1,703)</u>	<u>(79.58)%</u>
TOTAL APPROPRIATIONS	409	23,386	24,786	24,786	1,400	<u>5.99 %</u>
REVENUES:						
Use Of Money & Property	758	750	450	450	(300)	(40.00)%
Charges For Current Serv	<u>1,615</u>	<u>1,639</u>	<u>1,615</u>	<u>1,615</u>	<u>(24)</u>	<u>(1.46)%</u>
TOTAL REVENUES	<u>2,373</u>	<u>2,389</u>	<u>2,065</u>	<u>2,065</u>	<u>(324)</u>	<u>(13.56)%</u>
NET COUNTY COST	(1,964)	20,997	22,721	22,721	1,724	8.21 %

FUND: L16
 AGENCY: L16

MAJOR ACCOUNTS CLASSIFICATIONS	2008/09 ACTUALS	2009/10 FINAL BUDGET	2010/11 DEPT REQUEST	2010/11 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	2,511	60,912	73,568	73,568	12,656	20.78 %
Other Charges	<u>25</u>	<u>8,602</u>	<u>4,300</u>	<u>4,300</u>	<u>(4,302)</u>	<u>(50.01)%</u>
TOTAL APPROPRIATIONS	2,536	69,514	77,868	77,868	8,354	<u>12.02 %</u>
REVENUES:						
Use Of Money & Property	2,047	1,800	1,530	1,530	(270)	(15.00)%
Charges For Current Serv	<u>7,924</u>	<u>6,237</u>	<u>7,924</u>	<u>7,924</u>	<u>(313)</u>	<u>(3.80)%</u>
TOTAL REVENUES	<u>9,971</u>	<u>10,037</u>	<u>9,454</u>	<u>9,454</u>	<u>(563)</u>	<u>(5.61)%</u>
NET COUNTY COST	(7,435)	59,477	68,414	68,414	8,937	15.03 %

FUND: L60
 AGENCY: L60

MAJOR ACCOUNTS CLASSIFICATIONS	2008/09 ACTUALS	2009/10 FINAL BUDGET	2010/11 DEPT REQUEST	2010/11 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	0	12,250	15,882	15,882	3,632	29.65 %
Other Charges	<u>385</u>	<u>2,050</u>	<u>400</u>	<u>400</u>	<u>(1,650)</u>	<u>(80.49)%</u>
TOTAL APPROPRIATIONS	385	14,300	16,282	16,282	1,982	<u>13.86 %</u>
REVENUES:						
Use Of Money & Property	387	300	300	300	0	0.00 %
Charges For Current Serv	<u>2,275</u>	<u>2,379</u>	<u>2,275</u>	<u>2,275</u>	<u>(104)</u>	<u>(4.37)%</u>
TOTAL REVENUES	<u>2,662</u>	<u>2,679</u>	<u>2,575</u>	<u>2,575</u>	<u>(104)</u>	<u>(3.88)%</u>
NET COUNTY COST	(2,277)	11,621	13,707	13,707	2,086	17.95 %

Jake Raper, Jr.
Resource Management Agency Director

L & M - Funds
Assessment Districts

FUND: L65
 AGENCY: L65

MAJOR ACCOUNTS CLASSIFICATIONS	2008/09 ACTUALS	2009/10 FINAL BUDGET	2010/11 DEPT REQUEST	2010/11 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Other Charges	1,166	3,152	2,100	2,100	(1,052)	(33.38)%
Service And Supplies	<u>0</u>	<u>29,092</u>	<u>32,155</u>	<u>32,155</u>	<u>3,063</u>	<u>10.53 %</u>
TOTAL APPROPRIATIONS	1,166	32,244	34,255	34,255	2,011	<u>6.24 %</u>
REVENUES:						
Use Of Money & Property	1,028	800	720	720	(80)	(10.00)%
Charges For Current Serv	<u>2,837</u>	<u>2,962</u>	<u>2,648</u>	<u>2,648</u>	<u>(314)</u>	<u>(10.60)%</u>
TOTAL REVENUES	<u>3,665</u>	<u>3,762</u>	<u>3,368</u>	<u>3,368</u>	<u>(394)</u>	<u>(10.47)%</u>
NET COUNTY COST	(2,499)	28,482	30,887	30,887	2,405	8.44 %

FUND: L70
 AGENCY: L70

MAJOR ACCOUNTS CLASSIFICATIONS	2008/09 ACTUALS	2009/10 FINAL BUDGET	2010/11 DEPT REQUEST	2010/11 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	0	6,604	11,377	11,377	4,573	67.21 %
Other Charges	<u>25</u>	<u>2,900</u>	<u>1,350</u>	<u>1,350</u>	<u>(1,550)</u>	<u>(53.45)%</u>
TOTAL APPROPRIATIONS	25	9,704	12,727	12,727	3,023	<u>31.15 %</u>
REVENUES:						
Use Of Money & Property	171	100	180	180	80	80.00 %
Charges For Current Serv	<u>2,903</u>	<u>3,000</u>	<u>2,902</u>	<u>2,902</u>	<u>(98)</u>	<u>(3.27)%</u>
TOTAL REVENUES	<u>3,074</u>	<u>3,100</u>	<u>3,082</u>	<u>3,082</u>	<u>(18)</u>	<u>(0.58)%</u>
NET COUNTY COST	(3,049)	6,604	9,645	9,645	3,041	46.05 %

FUND: L75
 AGENCY: L75

MAJOR ACCOUNTS CLASSIFICATIONS	2008/09 ACTUALS	2009/10 FINAL BUDGET	2010/11 DEPT REQUEST	2010/11 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	0	4,128	4,884	4,884	756	18.31 %
Other Charges	<u>25</u>	<u>850</u>	<u>400</u>	<u>400</u>	<u>(450)</u>	<u>(52.94)%</u>
TOTAL APPROPRIATIONS	25	4,978	5,284	5,284	308	<u>6.15 %</u>
REVENUES:						
Use Of Money & Property	125	150	100	100	(50)	(33.33)%
Charges For Current Serv	<u>785</u>	<u>855</u>	<u>784</u>	<u>784</u>	<u>(71)</u>	<u>(8.30)%</u>
TOTAL REVENUES	<u>910</u>	<u>1,005</u>	<u>884</u>	<u>884</u>	<u>(121)</u>	<u>(12.04)%</u>
NET COUNTY COST	(885)	3,973	4,400	4,400	427	10.75 %

Jake Raper, Jr.
Resource Management Agency Director

L & M - Funds
Assessment Districts

FUND: L80
 AGENCY: L80

MAJOR ACCOUNTS CLASSIFICATIONS	2008/09 ACTUALS	2009/10 FINAL BUDGET	2010/11 DEPT REQUEST	2010/11 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Other Charges	724	2,840	850	850	(1,990)	(70.07)%
Service And Supplies	<u>0</u>	<u>16,283</u>	<u>20,427</u>	<u>20,427</u>	<u>4,144</u>	<u>25.45</u> %
TOTAL APPROPRIATIONS	724	19,123	21,277	21,277	2,154	<u>11.26</u> %
REVENUES:						
Use Of Money & Property	533	500	400	400	(100)	(20.00)%
Charges For Current Serv	<u>2,757</u>	<u>2,919</u>	<u>2,756</u>	<u>2,756</u>	<u>(163)</u>	<u>(5.58)</u> %
TOTAL REVENUES	<u>3,290</u>	<u>3,419</u>	<u>3,156</u>	<u>3,156</u>	<u>(263)</u>	<u>(7.69)</u> %
NET COUNTY COST	(2,566)	15,704	18,121	18,121	2,417	15.39 %

FUND: L85
 AGENCY: L85

MAJOR ACCOUNTS CLASSIFICATIONS	2008/09 ACTUALS	2009/10 FINAL BUDGET	2010/11 DEPT REQUEST	2010/11 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Other Charges	25	3,850	1,100	1,100	(2,750)	(71.43)%
Service And Supplies	<u>0</u>	<u>32,713</u>	<u>39,201</u>	<u>39,201</u>	<u>6,488</u>	<u>19.83</u> %
TOTAL APPROPRIATIONS	25	36,563	40,301	40,301	3,738	<u>10.22</u> %
REVENUES:						
Use Of Money & Property	1,112	1,000	820	820	(180)	(18.00)%
Charges For Current Serv	<u>3,327</u>	<u>3,525</u>	<u>3,327</u>	<u>3,327</u>	<u>(198)</u>	<u>(5.62)</u> %
TOTAL REVENUES	<u>4,439</u>	<u>4,525</u>	<u>4,147</u>	<u>4,147</u>	<u>(378)</u>	<u>(8.35)</u> %
NET COUNTY COST	(4,414)	32,038	36,154	36,154	4,116	12.85 %

FUND: L86
 AGENCY: L86

MAJOR ACCOUNTS CLASSIFICATIONS	2008/09 ACTUALS	2009/10 FINAL BUDGET	2010/11 DEPT REQUEST	2010/11 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	<u>0</u>	<u>0</u>	<u>10,213</u>	<u>10,213</u>	<u>10,213</u>	<u>0.00</u> %
TOTAL APPROPRIATIONS	0	0	10,213	10,213	10,213	<u>0.00</u> %
REVENUES:						
Use Of Money & Property	74	74	42	42	(32)	(43.24)%
Charges For Current Serv	<u>0</u>	<u>0</u>	<u>9,864</u>	<u>9,864</u>	<u>9,864</u>	<u>0.00</u> %
TOTAL REVENUES	<u>74</u>	<u>74</u>	<u>9,906</u>	<u>9,906</u>	<u>9,832</u>	<u>13,286.49</u> %
NET COUNTY COST	(74)	(74)	307	307	381	(514.86)%

Jake Raper, Jr.
Resource Management Agency Director

L & M - Funds
Assessment Districts

FUND: L87
 AGENCY: L87

MAJOR ACCOUNTS CLASSIFICATIONS	2008/09 ACTUALS	2009/10 FINAL BUDGET	2010/11 DEPT REQUEST	2010/11 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
REVENUES:						
Use Of Money & Property	<u>74</u>	<u>0</u>	<u>47</u>	<u>47</u>	<u>47</u>	<u>0.00</u> %
TOTAL REVENUES	<u>74</u>	<u>0</u>	<u>47</u>	<u>47</u>	<u>47</u>	<u>0.00</u> %
NET COUNTY COST	(74)	0	(47)	(47)	(47)	0.00 %

FUND: M02
 AGENCY: M02

MAJOR ACCOUNTS CLASSIFICATIONS	2008/09 ACTUALS	2009/10 FINAL BUDGET	2010/11 DEPT REQUEST	2010/11 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	0	7,173	12,004	12,004	4,831	67.35 %
Other Charges	<u>0</u>	<u>400</u>	<u>2,000</u>	<u>2,000</u>	<u>1,600</u>	<u>400.00</u> %
TOTAL APPROPRIATIONS	0	7,573	14,004	14,004	6,431	<u>84.92</u> %
REVENUES:						
Use Of Money & Property	41	33	65	65	32	96.97 %
Charges For Current Serv	<u>0</u>	<u>6,455</u>	<u>6,385</u>	<u>6,385</u>	<u>(70)</u>	<u>(1.08)</u> %
TOTAL REVENUES	<u>41</u>	<u>6,488</u>	<u>6,450</u>	<u>6,450</u>	<u>(38)</u>	<u>(0.59)</u> %
NET COUNTY COST	(41)	1,085	7,554	7,554	6,469	596.22 %

FUND: M03
 AGENCY: M03

MAJOR ACCOUNTS CLASSIFICATIONS	2008/09 ACTUALS	2009/10 FINAL BUDGET	2010/11 DEPT REQUEST	2010/11 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Other Charges	0	0	800	800	800	0.00 %
Service And Supplies	<u>0</u>	<u>1,871</u>	<u>1,117</u>	<u>1,117</u>	<u>(754)</u>	<u>(40.30)</u> %
TOTAL APPROPRIATIONS	0	1,871	1,917	1,917	46	<u>2.46</u> %
REVENUES:						
Use Of Money & Property	<u>67</u>	<u>75</u>	<u>75</u>	<u>75</u>	<u>0</u>	<u>0.00</u> %
TOTAL REVENUES	<u>67</u>	<u>75</u>	<u>75</u>	<u>75</u>	<u>0</u>	<u>0.00</u> %
NET COUNTY COST	(67)	1,796	1,842	1,842	46	2.56 %

Jake Raper, Jr.
Resource Management Agency Director

L & M - Funds
Assessment Districts

FUND: M04
 AGENCY: M04

MAJOR ACCOUNTS CLASSIFICATIONS	2008/09 ACTUALS	2009/10 FINAL BUDGET	2010/11 DEPT REQUEST	2010/11 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	0	0	3,514	3,514	3,514	0.00 %
Other Charges	<u>0</u>	<u>8,255</u>	<u>9,488</u>	<u>9,488</u>	<u>1,233</u>	<u>14.94 %</u>
TOTAL APPROPRIATIONS	0	8,255	13,002	13,002	4,747	<u>57.50 %</u>
REVENUES:						
Use Of Money & Property	78	6,188	130	130	(6,058)	(97.90)%
Charges For Current Serv	<u>0</u>	<u>0</u>	<u>6,035</u>	<u>6,035</u>	<u>6,035</u>	<u>0.00 %</u>
TOTAL REVENUES	<u>78</u>	<u>6,188</u>	<u>6,165</u>	<u>6,165</u>	<u>(23)</u>	<u>(0.37)%</u>
NET COUNTY COST	(78)	2,067	6,837	6,837	4,770	230.77 %

FUND: M06
 AGENCY: M06

MAJOR ACCOUNTS CLASSIFICATIONS	2008/09 ACTUALS	2009/10 FINAL BUDGET	2010/11 DEPT REQUEST	2010/11 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	0	8,288	7,784	7,784	(504)	(6.08)%
Other Charges	<u>0</u>	<u>400</u>	<u>2,250</u>	<u>2,250</u>	<u>1,850</u>	<u>462.50 %</u>
TOTAL APPROPRIATIONS	0	8,688	10,034	10,034	1,346	<u>15.49 %</u>
REVENUES:						
Use Of Money & Property	77	75	50	50	(25)	(33.33)%
Charges For Current Serv	<u>0</u>	<u>6,558</u>	<u>6,488</u>	<u>6,488</u>	<u>(70)</u>	<u>(1.07)%</u>
TOTAL REVENUES	<u>77</u>	<u>6,633</u>	<u>6,538</u>	<u>6,538</u>	<u>(95)</u>	<u>(1.43)%</u>
NET COUNTY COST	(77)	2,055	3,496	3,496	1,441	70.12 %

FUND: M07
 AGENCY: M07

MAJOR ACCOUNTS CLASSIFICATIONS	2008/09 ACTUALS	2009/10 FINAL BUDGET	2010/11 DEPT REQUEST	2010/11 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
REVENUES:						
Use Of Money & Property	70	68	68	68	0	0.00 %
Charges For Current Serv	<u>1,848</u>	<u>1,848</u>	<u>1,848</u>	<u>1,848</u>	<u>0</u>	<u>0.00 %</u>
TOTAL REVENUES	<u>1,918</u>	<u>1,916</u>	<u>1,916</u>	<u>1,916</u>	<u>0</u>	<u>0.00 %</u>
NET COUNTY COST	(1,918)	(1,916)	(1,916)	(1,916)	0	0.00 %

Jake Raper, Jr.
Resource Management Agency Director

L & M - Funds
Assessment Districts

FUND: M86
 AGENCY: M86

MAJOR ACCOUNTS CLASSIFICATIONS	2008/09 ACTUALS	2009/10 FINAL BUDGET	2010/11 DEPT REQUEST	2010/11 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	0	0	12,010	12,010	12,010	0.00 %
Other Charges	<u>0</u>	<u>14,193</u>	<u>2,950</u>	<u>2,950</u>	<u>(11,243)</u>	<u>(79.22)%</u>
TOTAL APPROPRIATIONS	0	14,193	14,960	14,960	767	<u>5.40 %</u>
REVENUES:						
Use Of Money & Property	74	60	42	42	(18)	(30.00)%
Charges For Current Serv	<u>0</u>	<u>14,008</u>	<u>13,822</u>	<u>13,822</u>	<u>(186)</u>	<u>(1.33)%</u>
TOTAL REVENUES	<u>74</u>	<u>14,068</u>	<u>13,864</u>	<u>13,864</u>	<u>(204)</u>	<u>(1.45)%</u>
NET COUNTY COST	(74)	125	1,096	1,096	971	776.80 %

FUND: M87
 AGENCY: M87

MAJOR ACCOUNTS CLASSIFICATIONS	2008/09 ACTUALS	2009/10 FINAL BUDGET	2010/11 DEPT REQUEST	2010/11 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Other Charges	0	2,952	1,100	1,100	(1,852)	(62.74)%
Service And Supplies	<u>0</u>	<u>0</u>	<u>1,820</u>	<u>1,820</u>	<u>1,820</u>	<u>0.00 %</u>
TOTAL APPROPRIATIONS	0	2,952	2,920	2,920	(32)	<u>(1.08)%</u>
REVENUES:						
Use Of Money & Property	74	50	50	50	0	0.00 %
Charges For Current Serv	<u>0</u>	<u>2,781</u>	<u>2,709</u>	<u>2,709</u>	<u>(72)</u>	<u>(2.59)%</u>
TOTAL REVENUES	<u>74</u>	<u>2,831</u>	<u>2,759</u>	<u>2,759</u>	<u>(72)</u>	<u>(2.54)%</u>
NET COUNTY COST	(74)	121	161	161	40	33.06 %

District Purpose

The purpose of Assessment Districts is to provide for long-term maintenance of storm drainage systems, landscape improvements and road maintenance for residential subdivisions in unincorporated areas. The Assessment Districts have their own separate budgets.

Annual revenues come from assessment fees from individual property owners in each district. Assessment amounts are adjusted annually to reflect changing costs to maintain the Districts.

The County accounts for the activities in these Assessment Districts in funds beginning with L and M. Staff from the Resource Management Agency administers the L and M Funds. All landscape maintenance services are provided by contract.

L and M Fund budgets include:

- L01 Orosi Lighting/Landscape Assessment District 92-01
- L05 Orosi Storm Drain Assessment District 95-720
- L07 Poplar Assessment District 09-799
- L10 Orosi Storm Drain Assessment District 98-722
- L16 Earlimart Lighting and Landscape Assessment District 02-01
- L60 Tipton Storm Drain Assessment District 02-748
- L65 Earlimart Storm Drain Assessment District 02-746
- L70 Cutler Storm Drain Assessment District 05-764

- L75 Teviston Storm Drain Assessment District 04-752
- L80 Earlimart Storm Drain Assessment District 04-744
- L85 Orosi Storm Drain Assessment District 04-754
- L86 Visalia Storm Drain Assessment District 07-792
- L87 Visalia Storm Drain Assessment District 07-767
- M02 Visalia (El Rio) Road Assessment District 05-759
- M03 Strathmore Road Assessment District 05-773
- M04 Porterville Road Assessment District 06-781
- M06 Visalia (Accacia) Road Assessment District 06-772
- M07 Popular Road Assessment District 09-799
- M86 Visalia Road Maintenance 07-792R
- M87 Visalia Road Maintenance 07-767R

Major Accomplishments in FY 2009/10

Organizational Performance

- Properly accounted for the drainage and road maintenance Assessment Districts' activities. New drainage assessments were approved for existing tracts 767 and 792, and new road maintenance assessments were approved for existing tracts 781, 772, and 792.

Key Goals and Objectives FY 2010/11

Organizational Performance

- Restructure maintenance agreements to reflect decreased revenues and higher operating costs.
 - ❑ Objective 1 – Review maintenance agreements to prioritize services by June 2011.
 - ❑ Objective 2 – Make recommendations for changes to maintenance agreements by June 2011.
- Investigate alternative designs and materials to reduce Districts' costs for maintenance activities.
 - ❑ Objective 1 - Solicit and/or draft alternative designs by June 2011.
 - ❑ Objective 2 – Compare and contrast alternatives to rank highest level cost-effective design by June 2011.

Pending Issues and Policy Considerations

There are no pending issues or policy considerations.

Department Head Concurrence or Appeal

The Department Head concurs with the Recommended Budgets.

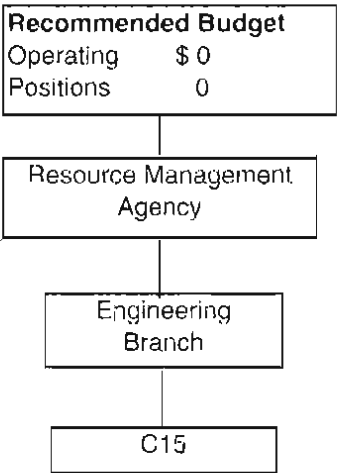
District Budget Request

The Requested Budgets for FY 2010/11 together represent an overall increase of \$53,765 or 16% in expenses and an increase of \$5,593 or 7% in revenues when compared with the FY 2009/10 Final Budget. The \$300,416 difference between expenses and revenues represents the use of Unrestricted Net Assets.

There are no significant areas with major changes between the FY 2009/10 Final Budget and the FY 2010/11 Requested Budget.

County Administrator's Recommendation

The budget is recommended as submitted.



FUND: C15
 AGENCY: C15

MAJOR ACCOUNTS CLASSIFICATIONS	2008/09 ACTUALS	2009/10 FINAL BUDGET	2010/11 DEPT REQUEST	2010/11 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
REVENUES:						
Use Of Money & Property	<u>1,652</u>	<u>1,500</u>	<u>1</u>	<u>1</u>	<u>(1,499)</u>	<u>(99.93)%</u>
TOTAL REVENUES	<u>1,652</u>	<u>1,500</u>	<u>1</u>	<u>1</u>	<u>(1,499)</u>	<u>(99.93)%</u>
NET COUNTY COST	(1,652)	(1,500)	(1)	(1)	1,499	(99.93)%

Departmental Purpose

The purpose of the C Funds is to locate, develop, provide, and maintain potable water for residents of the unincorporated areas of the County. Staff from the Resource Management Agency administers the C Funds for sewer and water projects.

The only currently active C Fund is C15 – Lemon Cove Water. This fund has no appropriations and is only compounding interest earnings.

Major Accomplishments in FY 2009/10

Organizational Performance

- Continued work with the Lemon Cove Sanitary District to provide effective services to the community.

Key Goals and Objectives FY 2010/11

Quality of Life

- Improve the water and wastewater facilities in Lemon Cove to assure residents of a continued supply of safe water.
 - ❑ Objective 1 - Work with the Lemon Cove Sanitary District to assess alternative plans to locate a source of drinkable water for the community by June 2011.
 - ❑ Objective 2 – Assess the alternative means of disposal of storm runoff by June 2011.

Departmental Budget Request

The Requested Budget represents no change in revenues when compared with the FY 2009/10 Final Budget.

County Administrator's Recommendation

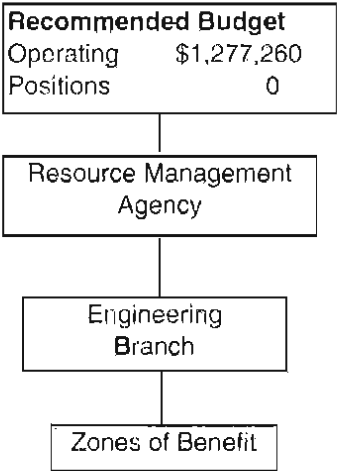
The budget is recommended as submitted.

Pending Issues and Policy Considerations

There are no pending issues or policy considerations.

Department Head Concurrence or Appeal

The Department Head concurs with the Recommended Budget.



Jake Raper, Jr.
Resource Management Agency Director

Z-Funds
County Service Areas

FUND: Z01
 AGENCY: Z01

MAJOR ACCOUNTS CLASSIFICATIONS	2008/09 ACTUALS	2009/10 FINAL BUDGET	2010/11 DEPT REQUEST	2010/11 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Other Charges	22,841	31,513	15,927	15,927	(15,586)	(49.46) %
Service And Supplies	<u>1,249</u>	<u>1,577</u>	<u>17,769</u>	<u>17,769</u>	<u>16,192</u>	<u>1,026.76</u> %
TOTAL APPROPRIATIONS	23,890	33,090	33,696	33,696	606	<u>1.83</u> %
REVENUES:						
Use Of Money & Property	156	140	179	179	39	27.86 %
Charges For Current Serv	<u>17,766</u>	<u>19,387</u>	<u>19,663</u>	<u>19,663</u>	<u>296</u>	<u>1.53</u> %
TOTAL REVENUES	<u>17,922</u>	<u>19,527</u>	<u>19,862</u>	<u>19,862</u>	<u>335</u>	<u>1.72</u> %
NET COUNTY COST	5,968	13,563	13,834	13,834	271	2.00 %

FUND: Z10
 AGENCY: Z10

MAJOR ACCOUNTS CLASSIFICATIONS	2008/09 ACTUALS	2009/10 FINAL BUDGET	2010/11 DEPT REQUEST	2010/11 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	4,596	68,369	93,095	93,095	24,706	36.13 %
Other Charges	<u>79,767</u>	<u>68,281</u>	<u>47,659</u>	<u>47,659</u>	<u>(20,622)</u>	<u>(30.20)</u> %
TOTAL APPROPRIATIONS	84,363	136,670	140,754	140,754	4,084	<u>2.99</u> %
REVENUES:						
Use Of Money & Property	5,403	5,391	5,894	5,894	503	9.33 %
Charges For Current Serv	58,674	56,971	55,333	55,333	(1,638)	(2.88) %
Miscellaneous Revenue	<u>10</u>	<u>10</u>	<u>1</u>	<u>1</u>	<u>(9)</u>	<u>(90.00)</u> %
TOTAL REVENUES	<u>64,087</u>	<u>62,372</u>	<u>61,228</u>	<u>61,228</u>	<u>(1,144)</u>	<u>(1.83)</u> %
NET COUNTY COST	20,276	74,298	79,526	79,526	5,228	7.04 %

FUND: Z11
 AGENCY: Z11

MAJOR ACCOUNTS CLASSIFICATIONS	2008/09 ACTUALS	2009/10 FINAL BUDGET	2010/11 DEPT REQUEST	2010/11 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Other Charges	60,353	97,695	28,991	28,991	(68,704)	(70.32) %
Service And Supplies	<u>1,034</u>	<u>320,507</u>	<u>382,873</u>	<u>382,873</u>	<u>62,366</u>	<u>19.46</u> %
TOTAL APPROPRIATIONS	61,387	418,202	411,864	411,864	(6,338)	<u>(1.52)</u> %
REVENUES:						
Use Of Money & Property	2,779	2,724	3,314	3,314	590	21.66 %
Aid Frm Oth Gov't Agency	0	276,500	276,500	276,500	0	0.00 %
Charges For Current Serv	58,417	57,634	55,946	55,946	(1,688)	(2.93) %
Miscellaneous Revenue	<u>0</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>0</u>	<u>0.00</u> %
TOTAL REVENUES	<u>61,196</u>	<u>336,859</u>	<u>335,761</u>	<u>335,761</u>	<u>(1,098)</u>	<u>(0.33)</u> %
NET COUNTY COST	191	81,343	76,103	76,103	(5,240)	(6.44) %

FUND: Z50
AGENCY: Z50

MAJOR ACCOUNTS CLASSIFICATIONS	2008/09 ACTUALS	2009/10 FINAL BUDGET	2010/11 DEPT REQUEST	2010/11 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	1,032	13,299	47,642	47,642	34,543	259.74 %
Other Charges	<u>81,719</u>	<u>80,743</u>	<u>39,969</u>	<u>39,969</u>	<u>(40,774)</u>	<u>(50.50) %</u>
TOTAL APPROPRIATIONS	82,751	94,042	87,611	87,611	(6,231)	(6.63) %
REVENUES:						
Use Of Money & Property	2,586	2,517	3,650	3,650	1,133	45.01 %
Charges For Current Serv	63,316	67,445	73,498	73,498	6,053	8.97 %
Miscellaneous Revenue	<u>0</u>	<u>10</u>	<u>1</u>	<u>1</u>	<u>(9)</u>	<u>(90.00) %</u>
TOTAL REVENUES	<u>65,902</u>	<u>69,972</u>	<u>77,149</u>	<u>77,149</u>	<u>7,177</u>	<u>10.26 %</u>
NET COUNTY COST	16,849	24,070	10,662	10,662	(13,408)	(55.70) %

FUND: Z60
AGENCY: Z60

MAJOR ACCOUNTS CLASSIFICATIONS	2008/09 ACTUALS	2009/10 FINAL BUDGET	2010/11 DEPT REQUEST	2010/11 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Other Charges	63,830	66,060	28,684	28,684	(39,376)	(57.85) %
Service And Supplies	<u>1,632</u>	<u>2,306</u>	<u>43,766</u>	<u>43,766</u>	<u>41,460</u>	<u>1,797.92 %</u>
TOTAL APPROPRIATIONS	65,462	70,366	72,450	72,450	2,084	2.96 %
REVENUES:						
Use Of Money & Property	1,283	1,264	2,372	2,372	1,108	87.66 %
Charges For Current Serv	41,499	45,473	46,153	46,153	660	1.50 %
Miscellaneous Revenue	<u>10</u>	<u>10</u>	<u>1</u>	<u>1</u>	<u>(9)</u>	<u>(90.00) %</u>
TOTAL REVENUES	<u>42,792</u>	<u>46,747</u>	<u>48,526</u>	<u>48,526</u>	<u>1,779</u>	<u>3.81 %</u>
NET COUNTY COST	22,670	23,619	23,924	23,924	305	1.29 %

Jake Raper, Jr.
Resource Management Agency Director

Z-Funds
County Service Areas

FUND: Z70
 AGENCY: Z70

MAJOR ACCOUNTS CLASSIFICATIONS	2008/09 ACTUALS	2009/10 FINAL BUDGET	2010/11 DEPT REQUEST	2010/11 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Other Charges	76,898	85,785	52,969	52,969	(32,816)	(38.25)%
Service And Supplies	<u>5,914</u>	<u>19,918</u>	<u>38,095</u>	<u>38,095</u>	<u>16,177</u>	<u>91.26</u> %
TOTAL APPROPRIATIONS	82,812	105,703	91,064	91,064	(14,639)	(13.85)%
REVENUES:						
Use Of Money & Property	1,191	1,142	1,246	1,246	104	9.11 %
Charges For Current Serv	44,683	49,441	45,646	45,646	(3,795)	(7.68)%
Miscellaneous Revenue	<u>0</u>	<u>10</u>	<u>1</u>	<u>1</u>	<u>(9)</u>	<u>(90.00)%</u>
TOTAL REVENUES	<u>45,874</u>	<u>50,593</u>	<u>46,893</u>	<u>46,893</u>	<u>(3,700)</u>	<u>(7.31)</u> %
NET COUNTY COST	36,738	55,110	44,171	44,171	(10,939)	(19.85)%

FUND: Z80
 AGENCY: Z80

MAJOR ACCOUNTS CLASSIFICATIONS	2008/09 ACTUALS	2009/10 FINAL BUDGET	2010/11 DEPT REQUEST	2010/11 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	6,117	27,662	44,873	44,873	17,211	62.22 %
Other Charges	<u>102,204</u>	<u>94,179</u>	<u>78,268</u>	<u>78,268</u>	<u>(15,911)</u>	<u>(16.89)%</u>
TOTAL APPROPRIATIONS	108,321	121,841	123,141	123,141	1,300	1.07 %
REVENUES:						
Use Of Money & Property	2,651	2,596	2,054	2,054	(542)	(20.88)%
Charges For Current Serv	56,854	62,530	69,452	69,452	6,922	11.07 %
Miscellaneous Revenue	<u>0</u>	<u>10</u>	<u>1</u>	<u>1</u>	<u>(9)</u>	<u>(90.00)%</u>
TOTAL REVENUES	<u>59,505</u>	<u>65,136</u>	<u>71,507</u>	<u>71,507</u>	<u>6,371</u>	<u>9.78</u> %
NET COUNTY COST	48,816	56,705	51,634	51,634	(5,071)	(8.94)%

FUND: Z90
 AGENCY: Z90

MAJOR ACCOUNTS CLASSIFICATIONS	2008/09 ACTUALS	2009/10 FINAL BUDGET	2010/11 DEPT REQUEST	2010/11 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	1,782	8,113	46,274	46,274	38,161	470.37 %
Other Charges	<u>72,941</u>	<u>70,108</u>	<u>29,212</u>	<u>29,212</u>	<u>(40,896)</u>	<u>(58.33)%</u>
TOTAL APPROPRIATIONS	74,723	78,221	75,486	75,486	(2,735)	(3.50)%
REVENUES:						
Use Of Money & Property	768	730	517	517	(213)	(29.18)%
Charges For Current Serv	55,218	59,536	60,583	60,583	1,047	1.76 %
Miscellaneous Revenue	<u>0</u>	<u>0</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>0.00</u> %
TOTAL REVENUES	<u>55,986</u>	<u>60,266</u>	<u>61,101</u>	<u>61,101</u>	<u>835</u>	<u>1.39</u> %
NET COUNTY COST	18,737	17,955	14,385	14,385	(3,570)	(19.88)%

Jake Raper, Jr.
Resource Management Agency Director

Z-Funds
County Service Areas

FUND: Z91
 AGENCY: Z91

MAJOR ACCOUNTS CLASSIFICATIONS	2008/09 ACTUALS	2009/10 FINAL BUDGET	2010/11 DEPT REQUEST	2010/11 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Other Charges	46,176	67,690	23,799	23,799	(43,891)	(64.84) %
Service And Supplies	<u>23</u>	<u>8,590</u>	<u>38,533</u>	<u>38,533</u>	<u>29,943</u>	<u>348.58</u> %
TOTAL APPROPRIATIONS	46,199	76,280	62,332	62,332	(13,948)	(18.29) %
REVENUES:						
Use Of Money & Property	289	257	258	258	1	0.39 %
Charges For Current Serv	36,892	39,631	40,352	40,352	721	1.82 %
Miscellaneous Revenue	<u>0</u>	<u>10</u>	<u>1</u>	<u>1</u>	<u>(9)</u>	<u>(90.00)</u> %
TOTAL REVENUES	<u>37,181</u>	<u>39,898</u>	<u>40,611</u>	<u>40,611</u>	<u>713</u>	<u>1.79</u> %
NET COUNTY COST	9,018	36,382	21,721	21,721	(14,661)	(40.30) %

FUND: Z95
 AGENCY: Z95

MAJOR ACCOUNTS CLASSIFICATIONS	2008/09 ACTUALS	2009/10 FINAL BUDGET	2010/11 DEPT REQUEST	2010/11 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	74	89,179	98,417	98,417	9,238	10.36 %
Other Charges	<u>22,781</u>	<u>32,760</u>	<u>13,844</u>	<u>13,844</u>	<u>(18,936)</u>	<u>(57.77)</u> %
TOTAL APPROPRIATIONS	22,855	121,959	112,261	112,261	(9,696)	(7.95) %
REVENUES:						
Use Of Money & Property	3,728	3,698	2,783	2,783	(915)	(24.74) %
Charges For Current Serv	20,348	21,668	20,228	20,228	(1,440)	(6.65) %
Miscellaneous Revenue	<u>0</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>0</u>	<u>0.00</u> %
TOTAL REVENUES	<u>24,076</u>	<u>25,367</u>	<u>23,012</u>	<u>23,012</u>	<u>(2,355)</u>	<u>(9.28)</u> %
NET COUNTY COST	(1,221)	96,592	89,249	89,249	(7,343)	(7.60) %

FUND: Z96
 AGENCY: Z96

MAJOR ACCOUNTS CLASSIFICATIONS	2008/09 ACTUALS	2009/10 FINAL BUDGET	2010/11 DEPT REQUEST	2010/11 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Other Charges	46,516	57,346	18,500	18,500	(38,846)	(67.74) %
Service And Supplies	<u>1,300</u>	<u>3,462</u>	<u>47,901</u>	<u>47,901</u>	<u>44,439</u>	<u>1,283.62</u> %
TOTAL APPROPRIATIONS	47,816	60,808	66,401	66,401	5,593	9.20 %
REVENUES:						
Use Of Money & Property	886	856	907	907	51	5.96 %
Charges For Current Serv	35,989	38,418	40,627	40,627	1,209	3.07 %
Miscellaneous Revenue	<u>0</u>	<u>10</u>	<u>1</u>	<u>1</u>	<u>(9)</u>	<u>(90.00)</u> %
TOTAL REVENUES	36,875	40,284	41,535	41,535	1,251	3.11 %
NET COUNTY COST	10,941	20,524	24,866	24,866	4,342	21.16 %

Departmental Purpose

The Z Funds account for sewer and water systems constructed and operated as Zones of Benefit under two County Service Areas. The systems serve unincorporated communities around the County. Revenues are generated from fees collected from ratepayers in each zone and from loan funds from the County.

The Z Fund project areas have inadequate revenue to be financially self-sufficient. Therefore, these project areas require loans from the County's Revolving Fund, as established by the Board of Supervisors, to support operations.

Staff from the Resource Management Agency administer the Z Funds.

Z Fund projects have their own budgets and include:

- Z01 El Rancho Sewer Lift Station
- Z10 Delft Colony Sewer Treatment Facility
- Z11 Delft Colony Water Distribution System
- Z50 Seville Sewer Lift Station
- Z60 Tonyville Sewer Lift Station
- Z70 Tooleville Sewer Treatment Facility
- Z80 Traver Sewer Treatment Facility
- Z90 Yettem Sewer Lift Station
- Z91 Yettem Water Distribution System
- Z95 Wells Tract Water Distribution System
- Z96 Wells Tract Sewer Lift Station

Major Accomplishments in FY 2009/10

Safety and Security

- Safely operated and maintained County sewer and water systems within County Service Areas No. 1 and 2.
- Modified pump installation at Yettem Water Distribution System to provide increased water supply.

Economic Well Being

- Accounted properly for the Assessment Districts' activities.

Quality of Life

- Completed a well restoration project for the Delft Colony Water Distribution System.

Organizational Performance

- Developed wastewater collection system maps indicating pipe size, locations, gravity line segments, manholes, force mains, sewer laterals and pump stations for all County owned sewer facilities.
- Completed Part II of a State mandated Sanitary Sewer Management Plan.

Key Goals and Objectives FY 2010/11

Economic Well Being

- Ensure adequate funding for maintenance and repairs of water and sewer systems.
 - ❑ Objective 1 - Place delinquent accounts on the County Assessor's Tax Roll by June 2011.

Quality of Life

- Decrease risk to human health and the environment in the event a sewer system overflow occurs.
 - Objective 1 - Complete a Sanitary Sewer Management Plan by June 2011.

Departmental Budget Request

The Requested Budgets together represent an overall decrease of \$39,922 or 3% in expenses and an increase of \$10,164 or 1% in revenues when compared with the FY 2009/10 Final Budgets. The \$450,075 difference between expenses and revenues represents an increase in deficit Net Assets and the use of the County's revolving fund.

There are no significant areas with major changes between the FY 2009/10 Final Budget and the FY 2010/11 Requested Budget.

County Administrator's Recommendation

The budget is recommended as submitted.

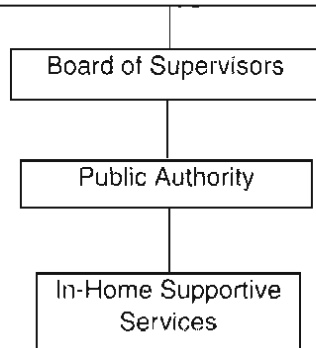
Pending Issues and Policy Considerations

There are no pending issues and policy considerations.

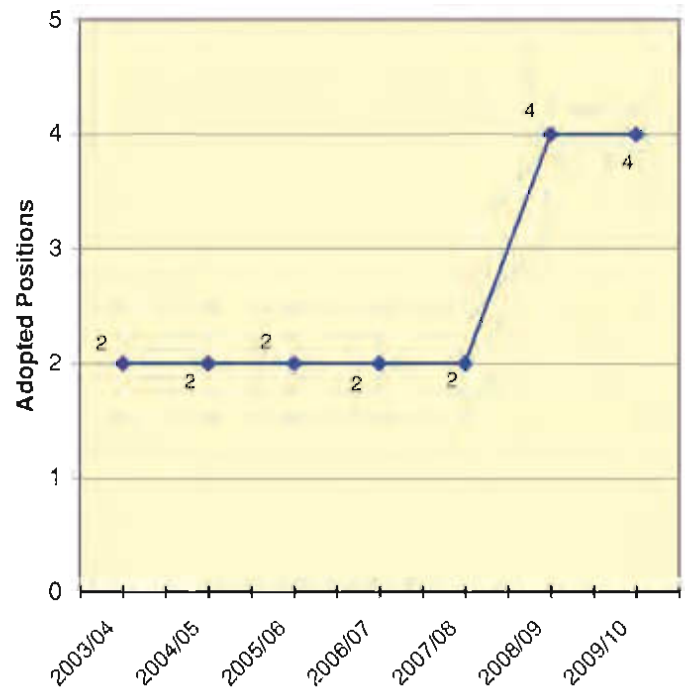
Department Head Concurrence or Appeal

The Department Head concurs with the Recommended Budgets.

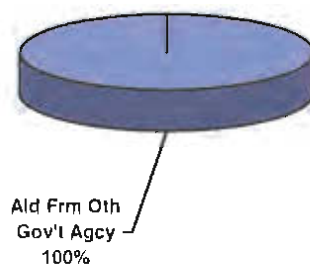
Recommended Budget	
Operating	\$1,304,781
Positions	4



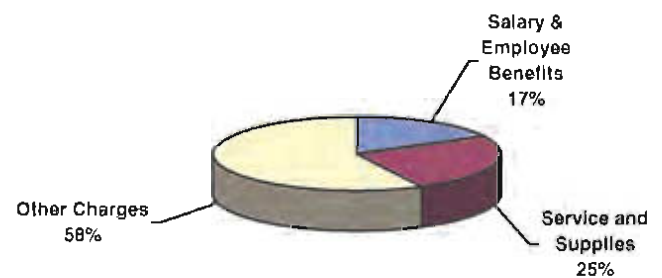
STAFFING TREND



SOURCE OF FUNDS



USE OF FUNDS



MAJOR ACCOUNTS CLASSIFICATIONS	2008/09 ACTUALS	2009/10 FINAL BUDGET	2010/11 DEPT REQUEST	2010/11 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Other Charges	929,557	744,953	751,321	751,321	6,368	0.85 %
Service And Supplies	281,544	332,368	329,329	329,329	(3,039)	(0.91) %
Salaries And Employee Benefits	<u>216,322</u>	<u>223,696</u>	<u>224,131</u>	<u>224,131</u>	<u>435</u>	<u>0.19 %</u>
TOTAL APPROPRIATIONS	1,427,423	1,301,017	1,304,781	1,304,781	3,764	<u>0.29 %</u>
REVENUES:						
Use Of Money & Property	3,971	0	0	0	0	0.00 %
Aid Frm Oth Govt Agency	<u>1,428,932</u>	<u>1,301,017</u>	<u>1,304,781</u>	<u>1,304,781</u>	<u>3,764</u>	<u>0.29 %</u>
TOTAL REVENUES	<u>1,430,903</u>	<u>1,301,017</u>	<u>1,304,781</u>	<u>1,304,781</u>	<u>3,764</u>	<u>0.29 %</u>
NET COUNTY COST	(3,480)	0	0	0	0	0.00 %

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Departmental Purpose

The In-Home Supportive Services Public Authority (PA) serves as the employer of record for In-Home Supportive Services (IHSS) caregivers in Tulare County. The California Department of Social Services regulates the IHSS program, while the County operates the program.

IHSS is an entitlement program. Services include domestic and personal care services to low income persons who are elderly or disabled, and who, without these services, are at risk for out-of-home placement.

Based on an analysis of their living situation and ability to perform the activities of daily living, recipients are authorized a maximum number of hours per month of assistance. Recipients are allowed to hire their own providers; the IHSS program pays the provider for authorized services rendered.

In 2002, the Tulare County Board of Supervisors established the PA to act as the Employer of Record for IHSS individual providers. The PA, a governmental entity separate from Tulare County, contracts with the County to provide staff and all administrative services for the program.

The PA operates a Provider Registry to match potential caregivers with IHSS recipients who need care. The PA also provides training for IHSS providers and consumers, acts as the Employer of Record for providers in terms of collective bargaining for wages and benefits, and performs any other functions as may be necessary for the operation of the PA or related to the delivery of IHSS services in Tulare County.

Major Accomplishments in FY 2009/10

Safety and Security

- Conducted First Aid/CPR training for new providers and recertification of existing providers.
- Implemented State mandated criminal background checks of all providers to ensure compliance with "no felony" policy.
- Provided State mandated provider orientations focusing on fraud prevention.

Quality of Life

- Renewed health benefits plan for eligible IHSS care providers.

Key Goals and Objectives FY 2010/11

Safety and Security

- Continue to promote personal responsibility for safeguarding the public by training and certifying/recertifying all Registry providers in First Aid/CPR.
 - ❑ Objective 1 – Hold weekly CPR/First Aid training sessions at the PA office at no cost to care providers to assure access to training throughout FY 2010/11.
- Continue to conduct criminal background checks for all providers to ensure compliance with State policy.
 - ❑ Objective 1 – Perform daily processing of Department of Justice livescan results, identifying individuals to be approved or disqualified and updating records accordingly throughout FY 2010/11.

Economic Well-Being

- Collaborate in developing and sustaining a well-qualified labor pool by engaging in collective bargaining and negotiating an approved contract with a recognized union for wages and benefits.

- ☐ Objective 1 – Meet annually with recognized provider union to negotiate for wages and health benefits.
- Promote and provide a business-friendly, can-do service ethic by conducting IHSS consumer satisfaction surveys.
 - ☐ Objective 1 – Conduct annual satisfaction survey by mail and track responses to ensure increased consumer satisfaction with services.

Departmental Budget Request

The Requested Budget represents an overall increase of \$3,764 or less than 1% in both expenditures and revenues when compared with the FY 2009/10 Final Budget. The General Fund contribution, provided by Health and Human Services Agency, is requested to increase by \$34,395 or 15% when compared with the FY 2009/10 Final Budget.

There are no significant areas with major changes between the FY 2009/10 Final Budget and the FY 2010/11 Requested Budget.

County Administrator's Recommendation

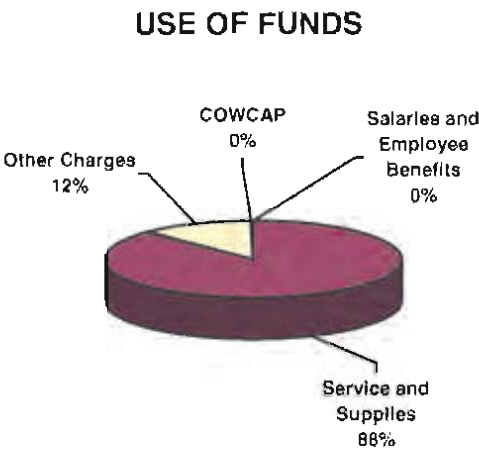
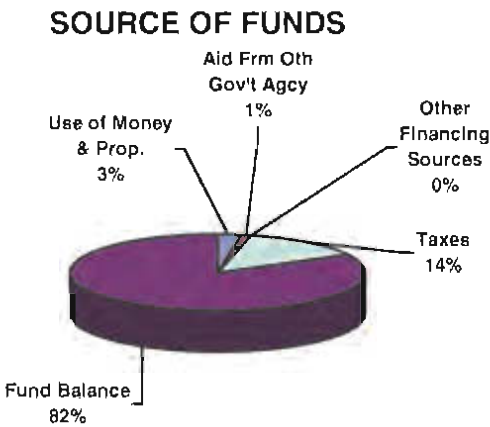
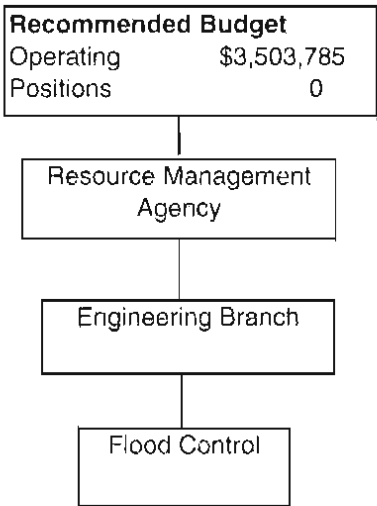
This budget is recommended as submitted.

Pending Issues and Policy Considerations

There are no pending issues and policy considerations.

Department Head Concurrence or Appeal

The Department Head concurs with the Recommended Budget.



FUND: 771
AGENCY: 771

MAJOR ACCOUNTS CLASSIFICATIONS	2008/09 ACTUALS	2009/10 FINAL BUDGET	2010/11 DEPT REQUEST	2010/11 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	84,132	2,847,896	3,077,946	3,077,946	230,050	8.08 %
Other Charges	199,627	319,670	431,278	431,278	111,608	34.91 %
Salaries And Employee Benefits	0	1,000	2,050	2,050	1,050	105.00 %
Cowcap	<u>16,670</u>	<u>28,286</u>	<u>(7,489)</u>	<u>(7,489)</u>	<u>(35,775)</u>	<u>(126.48)%</u>
TOTAL APPROPRIATIONS	300,429	3,196,852	3,503,785	3,503,785	306,933	<u>9.60 %</u>
REVENUES:						
Taxes	550,998	471,330	478,174	478,174	6,844	1.45 %
Use Of Money & Property	91,504	90,000	92,000	92,000	2,000	2.22 %
Aid Frm Oth Gov'T Agency	26,966	23,500	31,567	31,567	8,067	34.33 %
Other Financing Sources	<u>4,000</u>	<u>1,000</u>	<u>1,000</u>	<u>1,000</u>	<u>0</u>	<u>0.00 %</u>
TOTAL REVENUES	<u>673,468</u>	<u>585,830</u>	<u>602,741</u>	<u>602,741</u>	<u>16,911</u>	<u>2.89 %</u>
NET COUNTY COST	(373,039)	2,611,022	2,901,044	2,901,044	290,022	11.11 %

District Purpose

The Tulare County Flood Control District is an independent Special District, with the Board of Supervisors serving as the governing board of the District. The Resource Management Agency is responsible for the operations and management of the District.

The District can plan, design, construct, and maintain flood control projects within the County. Duties include coordinating with Federal, State, and local flood control agencies, maintenance of channels, pumps, and ponding basins. The District also administers the Federal Emergency Management Agency's (FEMA) National Flood Insurance Program, providing flood zone information, and performing flood control investigations.

Last Fiscal Year the budget carried the County's local sponsor share of the Lake Success Reservoir Enlargement and Success Dam Seismic Remediation projects. Other projects currently being considered by the United States Army Corps of Engineers (USACOE) that will also require sponsorship in the next budget include: Deer Creek, White River, and Strathmore and Frazier Creeks.

The County's commitment to fund a local sponsor share of these important projects will ultimately provide the District with remaining funds necessary to carry these projects to construction, minimizing maintenance and flood damage responses in these heavily impacted areas.

Major Accomplishments in FY 2009/10

Safety and Security

- Responded to increased inquiries from the public due to the unusual nature of last years FEMA flood insurance rules. Increased media attention and insurance

invoices in County as well as Visalia City areas have caused concern among residents.

- Experienced a slowing of developmental phase of the Cottonwood Creek Widening project to provide flood management behind the Silveira Juvenile Detention Facility due to additional environmental requirements from outside agencies.
- Gained increased understanding of grant and bond funding programs through participation in the Department of Water Resources Statewide Needs Assessment Group.

Organizational Performance

- Actively participated in project evaluation and analysis on the Success Dam Remediation project and provided additional pressure on Army Corps of Engineers to fund and reschedule the project.
- Contracted for refinements to the County's Storm Water Management Plan, allowing the County to fall under an individual National Pollutant Discharge Elimination System (NPDES) permit.
- Participated with several agencies in coordination of projects that will impact Tulare County.
- Completed Several Projects including the realignment of Lewis Creek in the City of Lindsay to reduce the flood potential of the waterway.

Key Goals and Objectives FY 2010/11

Safety and Security

- Enhance Security by reducing or eliminating flood hazards in Tulare County.

- ❑ Objective 1 - Work with USACOE to focus their proposed feasibility study to address projects for flood prone areas of the County including.

- Frazier and Strathmore Creeks
- Deer Creek
- White River

Organizational Performance

- Standardize innovative green approaches to handle storm water runoff.
 - ❑ Objective 1 - Work in coordination with Community Development Division on new demonstration projects to capture and return groundwater by June 2011.
- Completion of Storm Water Management Plan Annual report and Storm Water Pollution Prevention Ordinance FY 2010/11.
 - ❑ Objective 1 - Complete the report by September 2010.
- Work to keep down flood insurance rates throughout the County.
 - ❑ Objective 1 - Increase local enforcement efforts against negligent property owners located in major flood zones by June 2011.

District Budget Request

The Requested Budget represents an overall increase of \$306,933 or 10% in expenditures and an increase of \$16,911 or 3% in revenues when compared with the FY 2009/10 Final Budget. The \$2,901,044 difference between expenditures and revenues represents the use of Reserves.

Significant areas with major changes between the FY 2009/10 Final Budget and the FY 2010/11 Requested Budget are as follows:

- Service and Supplies increase \$230,050 largely due to specialized departmental costs and professional services of the Army Corps of Engineers projects.
- Other Charges increased \$111,608 due to increased costs for equipment maintenance at the County Road Yards.
- Countywide Cost Allocation Plan (COWCAP) charges decrease \$35,775 due to changes in the Plan.
- Revenue projections increased overall due to an increase in secured property taxes.

County Administrator's Recommendation

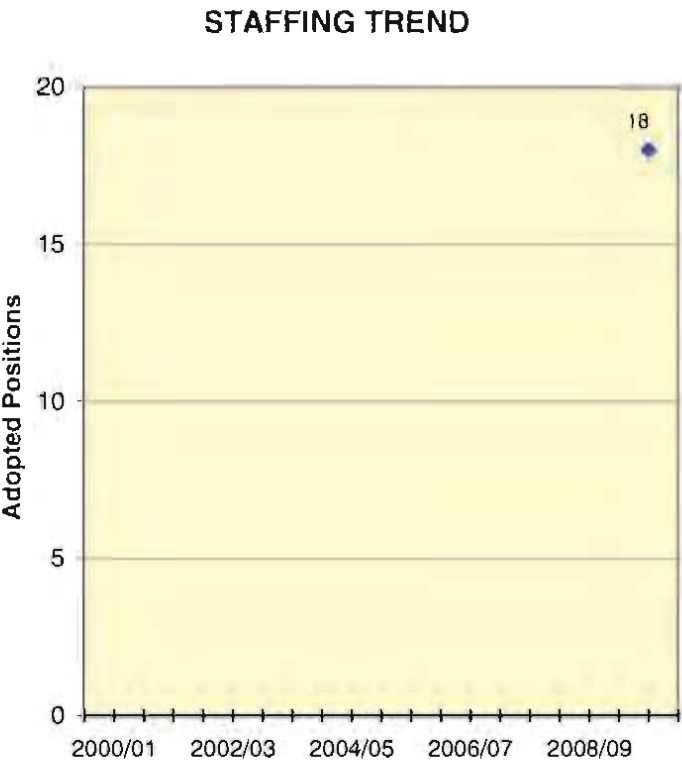
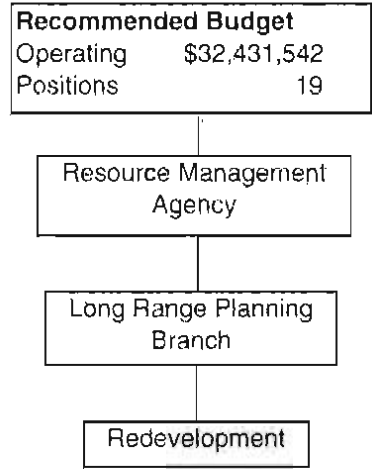
The budget is recommended as submitted.

Pending Issues and Policy Considerations

There are no pending issues or policy considerations.

Department Head Concurrence or Appeal

The Department Head concurs with the Recommended Budget.



FUND: RA3

AGENCY: RA3

MAJOR ACCOUNTS CLASSIFICATIONS	2008/09 ACTUALS	2009/10 FINAL BUDGET	2010/11 DEPT REQUEST	2010/11 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Other Financing Uses	0	1,756	1,755	1,755	(1)	(0.06) %
Service And Supplies	0	6,579,191	8,447,693	8,447,693	1,868,502	28.40 %
Other Charges	0	472,494	502,303	502,303	29,809	6.31 %
Salaries And Employee Benefits	0	1,366,166	1,264,115	1,264,115	(122,071)	(8.81) %
Fixed Assets	0	90,000	0	0	(90,000)	(100.00) %
Cowcap	0	62,439	41,915	41,915	(20,524)	(32.87) %
TOTAL APPROPRIATIONS	0	8,592,066	10,257,781	10,257,781	1,665,715	19.39 %
REVENUES:						
Aid Frm Oth Gov'T Agency	0	6,396,346	8,286,078	8,286,078	1,889,732	29.54 %
Charges For Current Serv	0	116,463	1,125,708	1,125,706	1,009,243	866.58 %
Other Financing Sources	0	2,079,257	845,997	845,997	(1,233,260)	(59.31) %
TOTAL REVENUES	0	8,592,066	10,257,781	10,257,781	1,665,715	19.39 %
NET COUNTY COST	0	0	0	0	0	0.00 %

POSITIONS

0 18 19 19 1

FUND: RE2

AGENCY: RE2

MAJOR ACCOUNTS CLASSIFICATIONS	2008/09 ACTUALS	2009/10 FINAL BUDGET	2010/11 DEPT REQUEST	2010/11 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Other Financing Uses	345,230	270,603	228,776	228,776	(41,827)	(15.46) %
TOTAL APPROPRIATIONS	345,230	270,603	228,776	228,776	(41,827)	(15.46) %
REVENUES:						
Taxes	331,958	268,603	227,276	227,276	(41,327)	(15.39) %
Use Of Money & Property	6,556	2,000	1,500	1,500	(500)	(25.00) %
Aid Frm Oth Gov'T Agency	6,716	0	0	0	0	0.00 %
TOTAL REVENUES	345,230	270,603	228,776	228,776	(41,827)	(15.46) %
NET COUNTY COST	0	0	0	0	0	0.00 %

Jean M. Rousseau
Executive Director

R & S - Funds
Redevelopment Agency

FUND: RE3
AGENCY: RE3

MAJOR ACCOUNTS CLASSIFICATIONS	2008/09 ACTUALS	2009/10 FINAL BUDGET	2010/11 DEPT REQUEST	2010/11 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Fixed Assets	0	100,000	0	0	(100,000)	(100.00)%
Other Financing Uses	0	193,546	79,116	79,116	(114,430)	(59.12)%
Other Charges	233,197	100,950	115,600	115,600	14,650	14.51 %
Service And Supplies	<u>37,851</u>	<u>935,699</u>	<u>1,007,247</u>	<u>1,007,247</u>	<u>71,548</u>	<u>7.65 %</u>
TOTAL APPROPRIATIONS	271,048	1,330,195	1,201,963	1,201,963	(128,232)	(9.64)%
REVENUES:						
Use Of Money & Property	32,461	25,000	15,000	15,000	(10,000)	(40.00)%
Aid Frm Oth GovT Agency	28,736	0	0	0	0	0.00 %
Other Financing Sources	<u>345,230</u>	<u>270,603</u>	<u>228,776</u>	<u>228,776</u>	<u>(41,827)</u>	<u>(15.46)%</u>
TOTAL REVENUES	<u>406,427</u>	<u>295,603</u>	<u>243,776</u>	<u>243,776</u>	<u>(51,827)</u>	<u>(17.53)%</u>
NET COUNTY COST	(135,379)	1,034,592	958,187	958,187	(76,405)	(7.39)%

FUND: RE4
AGENCY: RE4

MAJOR ACCOUNTS CLASSIFICATIONS	2008/09 ACTUALS	2009/10 FINAL BUDGET	2010/11 DEPT REQUEST	2010/11 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	10,969	341,005	214,743	214,743	(126,262)	(37.03)%
Other Charges	73,066	9,001	41,250	41,250	32,249	358.28 %
Other Financing Uses	0	45,029	37,103	37,103	(7,926)	(17.60)%
Fixed Assets	<u>0</u>	<u>0</u>	<u>10,000</u>	<u>10,000</u>	<u>10,000</u>	<u>0.00 %</u>
TOTAL APPROPRIATIONS	84,035	395,035	303,096	303,096	(91,939)	(23.27)%
REVENUES:						
Taxes	116,656	96,794	85,473	85,473	(11,321)	(11.70)%
Use Of Money & Property	6,398	0	2,500	2,500	2,500	0.00 %
TOTAL REVENUES	<u>123,042</u>	<u>96,794</u>	<u>87,973</u>	<u>87,973</u>	<u>(8,821)</u>	<u>(9.11)%</u>
NET COUNTY COST	(39,007)	298,241	215,123	215,123	(83,118)	(27.87)%

FUND: R12
AGENCY: R12

MAJOR ACCOUNTS CLASSIFICATIONS	2008/09 ACTUALS	2009/10 FINAL BUDGET	2010/11 DEPT REQUEST	2010/11 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Other Financing Uses	<u>215,909</u>	<u>180,181</u>	<u>142,254</u>	<u>142,254</u>	<u>(37,927)</u>	<u>(21.05)%</u>
TOTAL APPROPRIATIONS	215,909	180,181	142,254	142,254	(37,927)	(21.05)%
REVENUES:						
Taxes	207,446	178,681	141,254	141,254	(37,427)	(20.95)%
Use Of Money & Property	4,182	1,500	1,000	1,000	(500)	(33.33)%
Aid Frm Oth GovT Agency	<u>4,281</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00 %</u>
TOTAL REVENUES	<u>215,909</u>	<u>180,181</u>	<u>142,254</u>	<u>142,254</u>	<u>(37,927)</u>	<u>(21.05)%</u>
NET COUNTY COST	0	0	0	0	0	0.00 %

Jean M. Rousseau
Executive Director

R & S - Funds
Redevelopment Agency

FUND: R13
AGENCY: R13

MAJOR ACCOUNTS CLASSIFICATIONS	2008/09 ACTUALS	2009/10 FINAL BUDGET	2010/11 DEPT REQUEST	2010/11 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Other Charges	113,354	27,125	72,800	72,800	45,675	168.39 %
Other Financing Uses	0	123,224	45,469	45,469	(77,755)	(63.10) %
Service And Supplies	<u>174,274</u>	<u>313,654</u>	<u>298,605</u>	<u>298,605</u>	<u>(15,049)</u>	<u>(4.80) %</u>
TOTAL APPROPRIATIONS	287,628	464,003	416,874	416,874	(47,129)	(10.16) %
REVENUES:						
Use Of Money & Property	7,867	7,000	4,500	4,500	(2,500)	(35.71) %
Aid Frm Oth Gov'T Agency	54,756	0	0	0	0	0.00 %
Miscellaneous Revenue	9	0	0	0	0	0.00 %
Other Financing Sources	<u>215,909</u>	<u>180,161</u>	<u>142,254</u>	<u>142,254</u>	<u>(37,927)</u>	<u>(21.05) %</u>
TOTAL REVENUES	<u>278,541</u>	<u>187,161</u>	<u>146,754</u>	<u>146,754</u>	<u>(40,427)</u>	<u>(21.60) %</u>
NET COUNTY COST	9,087	276,822	270,120	270,120	(6,702)	(2.42) %

FUND: R14
AGENCY: R14

MAJOR ACCOUNTS CLASSIFICATIONS	2008/09 ACTUALS	2009/10 FINAL BUDGET	2010/11 DEPT REQUEST	2010/11 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	8,711	135,857	105,520	105,520	(30,337)	(22.33) %
Other Financing Uses	0	28,656	16,166	16,166	(10,470)	(36.53) %
Fixed Assets	0	0	3,050	3,050	3,050	0.00 %
Cowcap	0	0	47	47	47	0.00 %
Other Charges	<u>43,844</u>	<u>6,914</u>	<u>20,700</u>	<u>20,700</u>	<u>11,786</u>	<u>132.22 %</u>
TOTAL APPROPRIATIONS	52,555	173,429	147,505	147,505	(25,924)	(14.95) %
REVENUES:						
Taxes	74,164	61,614	50,259	50,259	(11,355)	(18.43) %
Use Of Money & Property	3,351	0	2,000	2,000	2,000	0.00 %
TOTAL REVENUES	<u>77,515</u>	<u>61,614</u>	<u>52,259</u>	<u>52,259</u>	<u>(9,355)</u>	<u>(15.18) %</u>
NET COUNTY COST	(24,960)	111,815	95,246	95,246	(16,569)	(14.82) %

FUND: RL4
AGENCY: RL4

MAJOR ACCOUNTS CLASSIFICATIONS	2008/09 ACTUALS	2009/10 FINAL BUDGET	2010/11 DEPT REQUEST	2010/11 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
REVENUES:						
Taxes	11,626	0	0	0	0	0.00 %
Use Of Money & Property	<u>722</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00 %</u>
TOTAL REVENUES	<u>12,348</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00 %</u>
NET COUNTY COST	(12,348)	0	0	0	0	0.00 %

Jean M. Rousseau
Executive Director

R & S - Funds
Redevelopment Agency

FUND: RM2
AGENCY: RM2

MAJOR ACCOUNTS CLASSIFICATIONS	2006/09 ACTUALS	2009/10 FINAL BUDGET	2010/11 DEPT REQUEST	2010/11 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	4,984	9,927	9,927	9,927	0	0.00 %
Other Charges	148,069	201,134	194,479	194,479	(6,655)	(3.31) %
Other Financing Uses	<u>650,846</u>	<u>198,859</u>	<u>400,262</u>	<u>400,262</u>	<u>201,403</u>	<u>101.28 %</u>
TOTAL APPROPRIATIONS	803,879	409,920	604,668	604,668	194,748	47.51 %
REVENUES:						
Taxes	773,452	407,420	600,668	600,668	193,248	47.43 %
Use Of Money & Property	14,223	2,500	4,000	4,000	1,500	60.00 %
Aid Frm Oth Gov/T Agency	<u>16,204</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00 %</u>
TOTAL REVENUES	<u>803,879</u>	<u>409,920</u>	<u>604,668</u>	<u>604,668</u>	<u>194,748</u>	<u>47.51 %</u>
NET COUNTY COST	0	0	0	0	0	0.00 %

FUND: RM3
AGENCY: RM3

MAJOR ACCOUNTS CLASSIFICATIONS	2006/09 ACTUALS	2009/10 FINAL BUDGET	2010/11 DEPT REQUEST	2010/11 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Fixed Assets	10,992	500,000	0	0	(500,000)	(100.00) %
Service And Supplies	462,521	4,639,848	10,175,592	10,175,592	5,535,744	119.31 %
Other Charges	379,546	54,900	273,118	273,118	218,218	397.48 %
Cowcap	0	0	700	700	700	0.00 %
Other Financing Uses	<u>0</u>	<u>465,243</u>	<u>163,689</u>	<u>163,689</u>	<u>(301,554)</u>	<u>(64.82) %</u>
TOTAL APPROPRIATIONS	853,059	5,659,991	10,613,099	10,613,099	4,953,108	87.51 %
REVENUES:						
Taxes	0	3,200,000	6,293,400	6,293,400	3,093,400	96.67 %
Use Of Money & Property	24,194	25,000	4,000	4,000	(21,000)	(84.00) %
Aid Frm Oth Gov/T Agency	10,535	1,500,000	3,500,000	3,500,000	2,000,000	133.33 %
Miscellaneous Revenue	518	0	0	0	0	0.00 %
Other Financing Sources	<u>650,846</u>	<u>208,786</u>	<u>400,262</u>	<u>400,262</u>	<u>191,476</u>	<u>91.71 %</u>
TOTAL REVENUES	<u>686,093</u>	<u>4,933,786</u>	<u>10,197,662</u>	<u>10,197,662</u>	<u>5,263,876</u>	<u>106.69 %</u>
NET COUNTY COST	166,966	726,205	415,437	415,437	(310,766)	(42.79) %

Jean M. Rousseau
Executive Director

R & S - Funds
Redevelopment Agency

FUND: RM4
AGENCY: RM4

MAJOR ACCOUNTS CLASSIFICATIONS	2008/09 ACTUALS	2009/10 FINAL BUDGET	2010/11 DEPT REQUEST	2010/11 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Fixed Assets	0	0	10,000	10,000	10,000	0.00 %
Service And Supplies	33,447	1,140,834	1,139,308	1,139,308	(1,526)	(0.13) %
Other Charges	125,269	27,001	70,450	70,450	43,449	160.92 %
Other Financing Uses	<u>0</u>	<u>108,310</u>	<u>63,657</u>	<u>63,657</u>	<u>(44,653)</u>	<u>(41.23) %</u>
TOTAL APPROPRIATIONS	158,716	1,276,145	1,283,415	1,283,415	7,270	0.57 %
REVENUES:						
Taxes	268,348	232,811	211,110	211,110	(21,701)	(9.32) %
Use Of Money & Property	34,419	0	12,000	12,000	12,000	0.00 %
TOTAL REVENUES	<u>302,767</u>	<u>232,811</u>	<u>223,110</u>	<u>223,110</u>	<u>(9,701)</u>	<u>(4.17) %</u>
NET COUNTY COST	(144,051)	1,043,334	1,060,305	1,060,305	16,971	1.63 %

FUND: RO2
AGENCY: RO2

MAJOR ACCOUNTS CLASSIFICATIONS	2008/09 ACTUALS	2009/10 FINAL BUDGET	2010/11 DEPT REQUEST	2010/11 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Other Financing Uses	739,913	419,542	346,077	346,077	(73,465)	(17.51) %
Other Charges	<u>0</u>	<u>120,000</u>	<u>125,454</u>	<u>125,454</u>	<u>5,454</u>	<u>4.55 %</u>
TOTAL APPROPRIATIONS	739,913	539,542	471,531	471,531	(68,011)	(12.61) %
REVENUES:						
Taxes	711,961	537,042	468,531	468,531	(68,511)	(12.76) %
Use Of Money & Property	14,155	2,500	3,000	3,000	500	20.00 %
Aid Frm Oth Gov'T Agency	<u>13,797</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00 %</u>
TOTAL REVENUES	<u>739,913</u>	<u>539,542</u>	<u>471,531</u>	<u>471,531</u>	<u>(68,011)</u>	<u>(12.61) %</u>
NET COUNTY COST	0	0	0	0	0	0.00 %

FUND: RO3
AGENCY: RO3

MAJOR ACCOUNTS CLASSIFICATIONS	2008/09 ACTUALS	2009/10 FINAL BUDGET	2010/11 DEPT REQUEST	2010/11 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Cowcap	0	0	3,170	3,170	3,170	0.00 %
Fixed Assets	71,107	60,000	0	0	(80,000)	(100.00) %
Service And Supplies	1,365,014	5,625,359	737,844	737,844	(4,887,515)	(86.88) %
Other Financing Uses	0	397,640	63,657	63,657	(333,983)	(83.99) %
Other Charges	<u>470,114</u>	<u>54,400</u>	<u>106,800</u>	<u>106,800</u>	<u>52,400</u>	<u>96.32 %</u>
TOTAL APPROPRIATIONS	1,906,235	6,157,399	911,471	911,471	(5,245,928)	(85.20) %
REVENUES:						
Use Of Money & Property	23,985	30,000	8,000	8,000	(22,000)	(73.33) %
Aid Frm Oth Gov'T Agency	812,938	3,266,792	500,000	500,000	(2,766,792)	(84.68) %
Miscellaneous Revenue	235	0	252	252	252	0.00 %
Other Financing Sources	<u>2,639,913</u>	<u>419,541</u>	<u>346,077</u>	<u>346,077</u>	<u>(73,464)</u>	<u>(17.51) %</u>
TOTAL REVENUES	<u>3,277,071</u>	<u>3,716,333</u>	<u>854,329</u>	<u>854,329</u>	<u>(2,862,004)</u>	<u>(77.01) %</u>
NET COUNTY COST	(1,370,836)	2,441,066	57,142	57,142	(2,383,924)	(97.66) %

FUND: R04
AGENCY: R04

MAJOR ACCOUNTS CLASSIFICATIONS	2008/09 ACTUALS	2009/10 FINAL BUDGET	2010/11 DEPT REQUEST	2010/11 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	44,687	856,283	570,229	570,229	(286,054)	(33.41) %
Other Financing Uses	0	92,539	43,650	43,650	(48,889)	(52.83) %
Fixed Assets	0	0	10,000	10,000	10,000	0.00 %
Other Charges	<u>109,146</u>	<u>11,001</u>	<u>49,000</u>	<u>49,000</u>	<u>37,999</u>	<u>345.41 %</u>
TOTAL APPROPRIATIONS	153,833	959,823	672,879	672,879	(286,944)	(29.90) %
REVENUES:						
Taxes	246,639	196,904	177,864	177,864	(21,040)	(10.56) %
Use Of Money & Property	12,902	0	5,000	5,000	-5,000	0.00 %
TOTAL REVENUES	<u>259,541</u>	<u>196,904</u>	<u>182,864</u>	<u>182,864</u>	<u>(16,040)</u>	<u>(8.06) %</u>
NET COUNTY COST	(105,708)	760,919	490,015	490,015	(270,904)	(35.60) %

FUND: RP2
AGENCY: RP2

MAJOR ACCOUNTS CLASSIFICATIONS	2008/09 ACTUALS	2009/10 FINAL BUDGET	2010/11 DEPT REQUEST	2010/11 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Other Financing Uses	<u>372,957</u>	<u>311,617</u>	<u>289,943</u>	<u>289,943</u>	<u>(21,674)</u>	<u>(6.96) %</u>
TOTAL APPROPRIATIONS	372,957	311,617	289,943	289,943	(21,674)	(6.96) %
REVENUES:						
Taxes	358,559	310,917	287,943	287,943	(22,974)	(7.39) %
Use Of Money & Property	7,078	700	2,000	2,000	1,300	185.71 %
Aid Frm Oth Gov't Agency	<u>7,319</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00 %</u>
TOTAL REVENUES	<u>372,956</u>	<u>311,617</u>	<u>289,943</u>	<u>289,943</u>	<u>(21,674)</u>	<u>(6.96) %</u>
NET COUNTY COST	1	0	0	0	0	0.00 %

FUND: RP3
AGENCY: RP3

MAJOR ACCOUNTS CLASSIFICATIONS	2008/09 ACTUALS	2009/10 FINAL BUDGET	2010/11 DEPT REQUEST	2010/11 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Cowcap	0	0	2,377	2,377	2,377	0.00 %
Fixed Assets	0	0	3,304	3,304	3,304	0.00 %
Other Charges	153,707	39,200	110,000	110,000	70,800	180.61 %
Service And Supplies	11,076	999,650	1,074,179	1,074,179	74,529	7.46 %
Other Financing Uses	<u>0</u>	<u>210,648</u>	<u>66,204</u>	<u>66,204</u>	<u>(142,444)</u>	<u>(67.62) %</u>
TOTAL APPROPRIATIONS	164,783	1,249,498	1,258,064	1,258,064	8,566	0.69 %
REVENUES:						
Use Of Money & Property	24,801	25,000	16,000	16,000	(9,000)	(36.00) %
Other Financing Sources	372,957	311,617	289,943	289,943	(21,674)	(6.96) %
TOTAL REVENUES	<u>397,758</u>	<u>336,617</u>	<u>305,943</u>	<u>305,943</u>	<u>(30,674)</u>	<u>(9.11) %</u>
NET COUNTY COST	(232,975)	912,881	952,121	952,121	39,240	4.30 %

Jean M. Rousseau
Executive Director

R & S - Funds
Redevelopment Agency

FUND: RP4
AGENCY: RP4

MAJOR ACCOUNTS CLASSIFICATIONS	2008/09 ACTUALS	2009/10 FINAL BUDGET	2010/11 DEPT REQUEST	2010/11 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Other Charges	47,384	12,001	55,417	55,417	43,418	361.77 %
Other Financing Uses	0	49,032	43,650	43,650	(5,382)	(10.98)%
Service And Supplies	7,232	387,877	385,884	385,884	(1,993)	(0.51)%
Fixed Assets	<u>0</u>	<u>0</u>	<u>10,000</u>	<u>10,000</u>	<u>10,000</u>	<u>0.00 %</u>
TOTAL APPROPRIATIONS	54,616	448,910	494,951	494,951	46,041	10.26 %
REVENUES:						
Taxes	121,865	105,396	103,617	103,617	(1,779)	(1.69)%
Use Of Money & Property	10,922	0	4,000	4,000	4,000	0.00 %
TOTAL REVENUES	<u>132,787</u>	<u>105,396</u>	<u>107,617</u>	<u>107,617</u>	<u>2,221</u>	<u>2.11 %</u>
NET COUNTY COST	(78,171)	343,514	387,334	387,334	43,820	12.76 %

FUND: RT2
AGENCY: RT2

MAJOR ACCOUNTS CLASSIFICATIONS	2008/09 ACTUALS	2009/10 FINAL BUDGET	2010/11 DEPT REQUEST	2010/11 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Other Financing Uses	<u>255,241</u>	<u>212,766</u>	<u>166,569</u>	<u>166,569</u>	<u>(46,197)</u>	<u>(21.71)%</u>
TOTAL APPROPRIATIONS	255,241	212,766	166,569	166,569	(46,197)	(21.71)%
REVENUES:						
Taxes	248,291	210,316	164,569	164,569	(45,747)	(21.75)%
Use Of Money & Property	4,532	1,700	1,000	1,000	(700)	(41.18)%
Aid Frm Oth Gov't Agency	<u>4,419</u>	<u>750</u>	<u>1,000</u>	<u>1,000</u>	<u>250</u>	<u>33.33 %</u>
TOTAL REVENUES	<u>255,242</u>	<u>212,766</u>	<u>166,569</u>	<u>166,569</u>	<u>(46,197)</u>	<u>(21.71)%</u>
NET COUNTY COST	(1)	0	0	0	0	0.00 %

FUND: RT3
AGENCY: RT3

MAJOR ACCOUNTS CLASSIFICATIONS	2008/09 ACTUALS	2009/10 FINAL BUDGET	2010/11 DEPT REQUEST	2010/11 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Other Charges	85,232	32,125	123,300	123,300	91,175	283.81 %
Service And Supplies	6,897	1,362,276	1,294,519	1,294,519	(67,759)	(4.97)%
Fixed Assets	0	50,000	0	0	(50,000)	(100.00)%
Other Financing Uses	0	127,854	90,938	90,938	(36,916)	(28.87)%
Cowcap	<u>0</u>	<u>0</u>	<u>47</u>	<u>47</u>	<u>47</u>	<u>0.00 %</u>
TOTAL APPROPRIATIONS	91,929	1,572,257	1,508,804	1,508,804	(63,453)	(4.04)%
REVENUES:						
Use Of Money & Property	42,710	43,000	24,000	24,000	(19,000)	(44.19)%
Other Financing Sources	255,241	212,767	166,569	166,569	(46,198)	(21.71)%
TOTAL REVENUES	<u>297,951</u>	<u>255,767</u>	<u>190,569</u>	<u>190,569</u>	<u>(65,198)</u>	<u>(25.49)%</u>
NET COUNTY COST	(206,022)	1,316,490	1,318,235	1,318,235	1,745	0.13 %

Jean M. Rousseau
Executive Director

R & S - Funds
Redevelopment Agency

FUND: RT4
AGENCY: RT4

MAJOR ACCOUNTS CLASSIFICATIONS	2008/09 ACTUALS	2009/10 FINAL BUDGET	2010/11 DEPT REQUEST	2010/11 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	33,899	312,619	230,974	230,974	(81,645)	(26.12)%
Other Financing Uses	0	29,742	22,735	22,735	(7,007)	(23.56)%
Other Charges	23,630	7,001	26,095	26,095	19,094	272.73 %
Fixed Assets	<u>0</u>	<u>0</u>	<u>10,000</u>	<u>10,000</u>	<u>10,000</u>	<u>0.00 %</u>
TOTAL APPROPRIATIONS	57,529	349,362	269,804	269,804	(59,558)	(17.05)%
REVENUES:						
Taxes	74,601	63,960	52,464	52,464	(11,496)	(17.97)%
Use Of Money & Property	7,446	0	2,500	2,500	2,500	0.00 %
Miscellaneous Revenue	111	0	0	0	0	0.00 %
TOTAL REVENUES	<u>82,158</u>	<u>63,960</u>	<u>54,964</u>	<u>54,964</u>	<u>(6,996)</u>	<u>(14.07)%</u>
NET COUNTY COST	(24,629)	265,402	234,840	234,840	(50,562)	(17.72)%

FUND: SG2
AGENCY: SG2

MAJOR ACCOUNTS CLASSIFICATIONS	2008/09 ACTUALS	2009/10 FINAL BUDGET	2010/11 DEPT REQUEST	2010/11 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Other Financing Uses	49,009	19,114	55,940	55,940	36,826	192.67 %
Service And Supplies	2,200	0	2,200	2,200	2,200	0.00 %
Other Charges	<u>103,483</u>	<u>106,000</u>	<u>105,338</u>	<u>105,338</u>	<u>(662)</u>	<u>(0.62)%</u>
TOTAL APPROPRIATIONS	154,692	125,114	163,478	163,478	38,364	30.66 %
REVENUES:						
Taxes	159,441	124,914	161,978	161,978	37,064	29.67 %
Use Of Money & Property	1,686	200	1,500	1,500	1,300	650.00 %
Aid Frm Oth Gov'T Agency	<u>4,235</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00 %</u>
TOTAL REVENUES	<u>165,362</u>	<u>125,114</u>	<u>163,478</u>	<u>163,478</u>	<u>38,364</u>	<u>30.66 %</u>
NET COUNTY COST	(10,670)	0	0	0	0	0.00 %

FUND: SG3
AGENCY: SG3

MAJOR ACCOUNTS CLASSIFICATIONS	2008/09 ACTUALS	2009/10 FINAL BUDGET	2010/11 DEPT REQUEST	2010/11 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	2,206,101	161,726	2,634	2,634	(159,092)	(96.37)%
Other Financing Uses	0	0	7,639	7,639	7,639	0.00 %
Other Charges	143,132	6,450	6,400	6,400	(50)	(0.58)%
Cowcap	0	0	793	793	793	0.00 %
Fixed Assets	<u>9,234</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00 %</u>
TOTAL APPROPRIATIONS	2,358,527	170,176	19,466	19,466	(150,710)	(88.56)%
REVENUES:						
Use Of Money & Property	35,794	1,200	750	750	(450)	(37.50)%
Aid Frm Oth Gov'T Agency	2,161,435	0	0	0	0	0.00 %
Miscellaneous Revenue	31,900	0	0	0	0	0.00 %
Other Financing Sources	<u>49,009</u>	<u>19,115</u>	<u>55,940</u>	<u>55,940</u>	<u>36,825</u>	<u>192.65 %</u>
TOTAL REVENUES	<u>2,278,138</u>	<u>20,315</u>	<u>56,690</u>	<u>56,690</u>	<u>36,375</u>	<u>179.05 %</u>
NET COUNTY COST	80,389	149,861	(37,224)	(37,224)	(167,065)	(124.84)%

Jean M. Rousseau
Executive Director

R & S - Funds
Redevelopment Agency

FUND: SG4
AGENCY: SG4

MAJOR ACCOUNTS CLASSIFICATIONS	2008/09 ACTUALS	2009/10 FINAL BUDGET	2010/11 DEPT REQUEST	2010/11 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Other Charges	50,470	20,404	47,350	47,350	26,946	132.06 %
Other Financing Uses	0	31,164	37,375	37,375	6,211	19.93 %
Service And Supplies	<u>14,720</u>	<u>258,285</u>	<u>305,024</u>	<u>305,024</u>	<u>48,739</u>	<u>18.10 %</u>
TOTAL APPROPRIATIONS	65,190	309,653	389,749	389,749	79,896	<u>25.79 %</u>
REVENUES:						
Taxes	70,486	60,925	70,450	70,450	9,525	15.63 %
Use Of Money & Property	11,090	0	3,000	3,000	3,000	0.00 %
TOTAL REVENUES	<u>81,576</u>	<u>60,925</u>	<u>73,450</u>	<u>73,450</u>	<u>12,525</u>	<u>20.56 %</u>
NET COUNTY COST	(16,386)	248,928	316,299	316,299	67,371	27.06 %

FUND: SP2
AGENCY: SP2

MAJOR ACCOUNTS CLASSIFICATIONS	2008/09 ACTUALS	2009/10 FINAL BUDGET	2010/11 DEPT REQUEST	2010/11 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Other Financing Uses	<u>144,630</u>	<u>116,305</u>	<u>108,908</u>	<u>108,908</u>	<u>(7,397)</u>	<u>(6.36)%</u>
TOTAL APPROPRIATIONS	144,630	116,305	108,908	108,908	(7,397)	<u>(6.36)%</u>
REVENUES:						
Taxes	139,147	116,105	108,158	108,158	(7,947)	(6.84)%
Use Of Money & Property	2,727	200	750	750	550	275.00 %
Aid Frm Oth GovT Agency	<u>2,754</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00 %</u>
TOTAL REVENUES	<u>144,628</u>	<u>116,305</u>	<u>108,908</u>	<u>108,908</u>	<u>(7,397)</u>	<u>(6.36)%</u>
NET COUNTY COST	2	0	0	0	0	0.00 %

FUND: SP3
AGENCY: SP3

MAJOR ACCOUNTS CLASSIFICATIONS	2008/09 ACTUALS	2009/10 FINAL BUDGET	2010/11 DEPT REQUEST	2010/11 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Other Charges	128,509	43,275	52,400	52,400	9,125	21.09 %
Fixed Assets	0	45,000	0	0	(45,000)	(100.00)%
Other Financing Uses	0	80,068	40,922	40,922	(39,146)	(48.89)%
Service And Supplies	<u>102,273</u>	<u>50,902</u>	<u>212,193</u>	<u>212,193</u>	<u>161,291</u>	<u>316.87 %</u>
TOTAL APPROPRIATIONS	230,782	219,245	305,515	305,515	86,270	<u>39.35 %</u>
REVENUES:						
Use Of Money & Property	27	600	1,600	1,600	1,000	166.67 %
Aid Frm Oth GovT Agency	133,097	0	0	0	0	0.00 %
Miscellaneous Revenue	9	0	0	0	0	0.00 %
Other Financing Sources	<u>144,630</u>	<u>116,304</u>	<u>108,908</u>	<u>108,908</u>	<u>(7,396)</u>	<u>(6.36)%</u>
TOTAL REVENUES	<u>277,763</u>	<u>116,904</u>	<u>110,508</u>	<u>110,508</u>	<u>(6,396)</u>	<u>(5.47)%</u>
NET COUNTY COST	(46,981)	102,341	195,007	195,007	92,666	90.55 %

Jean M. Rousseau
Executive Director

R & S - Funds
Redevelopment Agency

FUND: SP4
 AGENCY: SP4

MAJOR ACCOUNTS CLASSIFICATIONS	2008/09 ACTUALS	2009/10 FINAL BUDGET	2010/11 DEPT REQUEST	2010/11 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	608	155,911	127,973	127,973	(27,936)	(17.92)%
Other Charges	36,881	17,760	23,000	23,000	5,240	29.50 %
Other Financing Uses	0	18,612	20,006	20,006	1,394	7.49 %
Fixed Assets	<u>0</u>	<u>0</u>	<u>10,000</u>	<u>10,000</u>	<u>10,000</u>	<u>0.00 %</u>
TOTAL APPROPRIATIONS	37,489	192,283	160,979	160,979	(11,304)	(5.88)%
REVENUES:						
Taxes	46,941	60,925	39,472	39,472	(21,453)	(35.21)%
Use Of Money & Property	4,656	0	1,500	1,500	1,500	0.00 %
TOTAL REVENUES	<u>51,597</u>	<u>60,925</u>	<u>40,972</u>	<u>40,972</u>	<u>(19,953)</u>	<u>(32.75)%</u>
NET COUNTY COST	(14,106)	131,358	140,007	140,007	8,649	6.58 %

Agency Purpose

The purpose of the Redevelopment Agency is to develop, implement, and administer Redevelopment Project Areas and implement capital improvement projects, housing programs, general community improvements and economic development for the unincorporated communities of Cutler-Orosi, Earlimart, Goshen, Ivanhoe, Pixley, Poplar-Cotton Center, Richgrove, and Traver.

Implementation of these projects is accomplished through coordination with local, State and Federal governmental agencies and other County Departments. Activity is accounted for in R and S Funds by Resource Management Agency of the County.

Revenue for each fund comes from Redevelopment Tax Increment and State and Federal funding sources. The County Board of Supervisors serves as the Redevelopment Agency Board of Directors.

R and S Fund projects have their own budgets and include:

- RA3 Community Development Agency Administration Fund.
- RE2, RE3, RE4 Earlimart Redevelopment
- RI2, RI3, RI4 Ivanhoe Redevelopment
- RM2, RM3, RM4 Goshen Redevelopment
- RO2, RO3, RO4 Cutler/Orosi Redevelopment
- RP2, RP3, RP4 Pixley Redevelopment
- RT2, RT3, RT4 Traver Redevelopment
- SG2, SG3, SG4 Richgrove Redevelopment

- SP2, SP3, SP4 Poplar/Cotton Center Redevelopment

Major Accomplishments in FY 2009/10

Safety and Security

- Provided additional fire safety equipment for the County's Cutler-Orosi fire station.
- Completed construction of pedestrian safety improvements along Avenue 419 and Road 126 in Orosi.
- Connected homes to new water distribution system in Plainview.
- Completed a test well to determine the location of a permanent well to serve residents of Richgrove and the Rodriguez Labor Camp.

Economic Well-Being

- Created a Business Assistance Revolving Loan Fund to provide loan assistance to entrepreneurs.
- Installed community improvement projects, including landscaping, sidewalks, and downtown improvements.

Quality of Life

- Completed Richgrove Ponding Basin Recreation Project facilities installation, including the installation of baseball backstops and a soccer field.
- Provided the funding for the purchase or construction of youth and community centers in Ivanhoe, Pixley, and Richgrove.
- Received a total of \$8,330,789 in grant funds for various community improvements, including housing, economic development, and infrastructure programs.

Key Goals and Objectives FY 2010/11

Safety and Security

- Increase safe and connected pedestrian corridors.
 - ❑ Objective 1 - Complete the engineering and receive project approval for the Safe Routes to School Project in Pixley by June 2011.

Economic Well-Being

- Improve economic growth and community stability by providing access to below market interest rate loan funds.
 - ❑ Objective 1 - Implement the newly created Microenterprise Façade Improvement Program by June 2011.

Quality of Life

- Enhance outreach efforts and engagement of other County Departments to ensure efficient service and project delivery.
 - ❑ Objective 1 - Collaborate with Sheriff's Department and the Health and Human Services Agency to promote youth-oriented services by June 2011.

Departmental Budget Request

The Requested Budgets together represent an overall increase of \$745,824 or 2% in expenditures and an increase of \$10,969,295 or 51% in revenues when compared with the FY 2009/10 Final Budgets. The \$39,702 difference between expenditures and revenues represents an increase in Reserves.

Significant areas with major changes between the FY 2009/10 Final Budget and the FY 2010/11 Requested Budget are as follows:

- Salaries and benefits decrease \$122,071 due to position vacancies.

- Services and Supplies increase \$2,075,383 due to expected new projects.

- Revenue projections increase overall due to an increase from grant sources and an increase in secured property taxes.

Staffing changes reflected in the Requested Budget that were approved by the Board of Supervisors with an effective date after April 24, 2010 until the publication of the Budget Book include the following:

- Added 1 FTE position as part of the reorganization of the Resource Management Agency. The added position is:

- 1 Community Development Manager

County Administrator's Recommendation

The budget is recommended as submitted.

Pending Issues and Policy Considerations

There are no pending issues or policy considerations.

Department Head Concurrence or Appeal

The Department Head concurs with the Recommended Budget.