



# COUNTY OF TULARE



**RECOMMENDED BUDGET  
2011/2012**

# **COUNTY OF TULARE STATE OF CALIFORNIA**

## **RECOMMENDED BUDGET 2011-2012**

FOR THE FISCAL YEAR ENDING JUNE 30, 2012

**Prepared for the Board of Supervisors**

**By**

**Jean M. Rousseau  
County Administrative Officer**

# County of Tulare

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## 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:

- Accountability
  - Can-do Attitude
  - Commitment
  - Compassion
  - Fairness
  - Innovation
  - Professionalism
  - Respect
  - Respect for Diversity
  - Responsiveness
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# County of Tulare

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## Board of Supervisors



Allen Ishida  
Supervisor District 1  
Vice Chairman



Pete Vander Poel  
Supervisor District 2



Phillip A. Cox  
Supervisor District 3



J. Steven Worthley  
Supervisor District 4



Mike Ennis  
Supervisor District 5  
Chairman

## County Administrative Office



Jean M. Rousseau  
County Administrative Officer

# COUNTY OF TULARE

## ORGANIZATIONAL CHART

August 2011

Tulare County  
Electorate

Board of Supervisors

County Administrator  
Jean M. Rousseau

Purchasing  
Lori Looney

### *Elected Officials*

Assessor/  
Clerk/Recorder  
Roland Hill

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

District Attorney  
Phillip J. Cline

Sheriff-Coroner  
Bill Wittman

### *Four Year Contract*

Agricultural Commissioner  
Sealer of Weights &  
Measures  
Marilyn Kinoshita

County Counsel  
Kathleen Bales-Lange

### *Appointed Departments*

Child Support Services  
Debra Olvera

County Fire  
Vacant

Health & Human  
Services Agency  
John Davis

Health and Human  
Services Administration  
Kevin Marks

Health Services  
Vacant

Human Services  
Jason Britt

Mental Health Services  
Cheryl Duerksen

Human Resources  
Director  
Jeff Cardell

IHSS Public Authority  
Denise Tarvin

Information &  
Communications  
Technology  
Peg Yeates

Library  
Brian Lewis

Probation  
Janet Honadle

Public Defender  
Michael Sheltzer

Resource  
Management Agency  
Jake Raper, Jr.

Workforce Investment  
Board  
Adam Peck

### *Contract Services*

Cooperative  
Extension  
Jim Sullins

# County of Tulare

## Department Head Listing



Ag Commissioner/Sealer of Weights & Measures	Marilyn Kinoshita	684-3350
Assessor/Clerk-Recorder	Roland Hill	636-5100
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	Vacant	747-8233
Health Services	Vacant	624-8480
Health and Human Services Agency	John Davis	624-8000
Health and Human Services Administration	Kevin Marks	624-8011
Human Resources and Development	Jeff Cardell	636-4900
Human Services	Jason Britt	624-8075
Information and Communications Technology	Peg Yeates	636-4806
In-Home Supportive Services Public Authority	Denise Tarvin	713-5000
Library	Brian Lewis	713-2700
Mental Health Services	Cheryl Duerksen	624-7445
Probation	Janet Honadle	713-2750
Public Defender	Michael Sheltzer	636-4500
Purchasing	Lori Looney	636-5245
Resource Management Agency	Jake Raper, Jr.	624-7000
Sheriff-Coroner	Bill Wittman	733-6220
Workforce Investment Board	Adam Peck	713-5200

DATE: September 20, 2011

TO: Tulare County Board of Supervisors

FROM: Jean M. Rousseau, County Administrative Officer

SUBJECT: Fiscal Year 2011/12 Recommended Budget

The Fiscal Year (FY) 2011/12 Recommended Budget is presented for review, modification and adoption. This is the sixth 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.”

The County’s Strategic Plan will be updated this Fiscal Year.

This is the ninth 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 requirement of this alternative schedule is that the County 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 overseeing its governmental fiscal operations. It also is a balanced, somewhat status quo budget that slightly reduces net General Fund costs in Department budgets in a year of static revenues, rising costs, and remaining fiscal uncertainties.

## **ECONOMIC AND BUDGETARY ENVIRONMENT**

The outlook for the State economy is continued slow growth due to weak real estate market conditions, depressed construction activity, and public sector fiscal problems. These factors continue to be the biggest impediments to stronger job growth. Although the State is experiencing some job growth which started in 2010, unemployment is expected to be in double digits well into 2013. The County is also experiencing slow economic activity. After reaching a low of 7% in September 2006 at the height of the recent housing boom, (the unemployment rate was under 10% for 13 straight months between May 2006 and May 2007) the current unemployment rate is 16.6% in July 2011. State and local sales tax revenues are slowly recovering at an anemic 3 to 4%. The most recent permit activity as of 2010 is 30% of the level in 2006. Most importantly, 60% of General Countywide (discretionary) revenues are tied directly to the County's assessed value growth. The local property tax assessment roll (once a reliable and growing funding source) is anticipated to decrease by 1% for FY 2011/12 after being virtually flat for last Fiscal Year. At the same time, the County is experiencing increased retirement costs as a direct result of earnings losses in the fall of 2008. All of these factors create significant challenges for Tulare County to maintain the level of services we were able to provide in the past.

## **STATE BUDGET**

On January 10, 2011, the Governor released the FY 2011/12 Governor's Budget shortly after assuming office. At that time, the Brown Administration calculated the size of the budget problem facing the Legislature at \$25.4 billion. This shortfall was comprised of an expected General Fund deficit of \$8.2 billion for FY 2010/11, assuming no changes by the State, and a \$17.2 billion structural deficit in FY 2011/12. The Governor proposed \$14 billion in new revenues primarily from renewing four temporary taxes that were set to expire in 2011. The Governor's Budget included \$12.5 billion in reductions in General Fund expenditures, most of which were projected to be implemented no later than the end of March to reach the levels budgeted.

Using provisions of Proposition 25, the Legislature passed a number of budget-related bills as well as the budget bill in mid-March 2011 with a majority vote. However, as the Legislature was unable to achieve a two-thirds vote for the budget package, the June special election requesting extension of the temporary taxes set to expire in June 2011 and others in December 2011 was not called. The Legislature passed, and the Governor signed, budget related legislation containing \$11.1 billion in expenditure related actions, some of which are ongoing and some temporary.

The State Legislature ultimately passed its FY 2011/12 budget and the Governor signed it at the end of June 2011. The FY 2011/12 budget was a conglomeration of six months of legislative effort resulting in a series of bills passed on June 15 and June 28, 2011. General Fund spending was reduced \$5.5 billion or 6.1% compared to the prior Fiscal Year. Instead of using the extension of the temporary taxes, revenue estimates were increased by \$13.2 billion based on an optimistic \$11.8 billion assumed growth in revenues between FY 2010/11 and FY 2011/12. The final budget also included the Governor's historic Realignment of public safety

services from the State to counties. The budget package included a mechanism otherwise referred to as a “Trigger” for further reducing expenditures in FY 2011/12 if State General Fund revenues fall short of projections by December 31, 2011.

Below are details of the budget actions taken to address the projected State deficit between January 1, 2011 and June 30, 2012 that will have specific funding and operational impacts on County programs and services in FY 2011/12.

As noted above, the cornerstone of the Governor’s budget is a historic Realignment of government services from the State to cities, counties, special districts, and school boards. The Governor’s desire is to eliminate duplicative administration and overhead while allowing locally determined priorities and still maintaining Statewide goals and objectives. The 2011/12 Realignment package would restructure how and where \$10 billion in a wide range of public services are provided. Due to the size of the Realignment package, it will be phased in over a number of years.

**Phase 1 Realignment** – The first phase of the Governor’s Realignment package covers public safety. It includes local law enforcement, detention, as well as safety of children in the child welfare system, adults in the Adult Protective Services program and supportive services such as mental health and substance abuse treatment.

**Court Security** – The Governor’s budget gives counties funding for court security. Overall funding of \$530 million and responsibility for court security goes to counties. This allows courts and counties to negotiate service levels and agreements locally. Provision of court security is to remain with County Sheriffs’ Departments. The effective date of Realignment is July 1, 2011.

**Local Public Safety Funding** – The Governor’s budget provides ongoing support for local public safety by dedicating State General Fund dollars for programs formerly funded with Vehicle License Fees (VLF). Most importantly, funding levels are effectively restored to the levels enacted in the State’s 2008/09 budget. The effective date of Realignment is July 1, 2011. Funding is dedicated to specific programs – retaining historic allocation mechanisms as follows:

- Citizens’ Options for Public Safety (COPS): \$107 million
- Juvenile Justice Crime Prevention (JJCPA): \$107 million
- Booking Fee Subventions: \$35 million
- Probation Funding: \$181 million
- Small/Rural Sheriff’s Program \$18.5 million
- Local Assistance Programs (CalEMA): \$57 million

**Shift Of Low-Level Offenders** – The Governor’s budget transfers to counties the responsibility to manage low-level offenders by requiring non-violent, non-serious, non-sex offenders serve their terms locally either in county jails and/or on probation.

Resources from the Realignment plan provide funding to expand local capacity to address the needs of this population. The effective date of Realignment is October 1, 2011.

**Realign Adult Parole** – The Governor's budget shifts a portion of the responsibility for the adult parole program to County Probation Departments. Counties assume supervisory responsibility for all non-violent, non-serious, non-sex offender parolees upon their release from State prison. The effective date of Realignment is October 1, 2011.

**Realignment of Remaining Juvenile Justice Programs** – The Governor's administration is proposing to fully eliminate the Division of Juvenile Justice (DJJ) by June 30, 2014, requiring counties to house, treat, and supervise all juvenile offenders. Moving this responsibility to counties mean counties, beginning July 1, 2014, bear the entire responsibility for the juvenile justice continuum.

**Mental Health Services** – The Governor's budget gives counties full responsibility for administration and funding of two mental health programs. The programs are the Early Periodic Screening Diagnosis and Treatment (EPSDT) Program and mental health managed care. Mental Health Services Act (Proposition 63) monies are to be used to reimburse counties for costs in Fiscal Year 2011/12 on a one-time basis. In Fiscal Year 2012/13, these programs, as well as existing community mental health services funded with 1991 Realignment funds, are to be funded with new Public Safety Realignment funds. The effective date of Realignment is July 1, 2012.

**Substance Use Disorder Treatment** – The Governor's budget includes shifting substance use disorder treatment funds and services to counties. By including mental health and substance use disorder treatment funds in the overall Realignment program, the Governor is hoping to encourage creative models of integrated services for the new probation population as well as other persons currently receiving treatment services. The effective date of Realignment is July 1, 2011.

**Foster Care and Child Welfare Services** – The Governor's budget includes transferring the primary program responsibility for child welfare services to the counties. Of impact to counties, counties assume 100% of costs for child welfare, foster care and adoptions. The effective date of Realignment is July 1, 2011.

**Adult Protective Services (APS)** – The Governor's budget realigns the entire APS program to counties. Counties are given complete flexibility in determining service levels and priorities for their community. The effective date of Realignment is July 1, 2011.

**Phase II Realignment** - The second phase of the Governor's Realignment plan focuses on implementation of national health care reform. With most individuals served by County indigent programs becoming eligible for Medi-Cal in 2014, the Governor's plan assumes there will be a natural shift of costs from counties to the State. The Governor's administration wants to examine the

Local Revenue Fund Indigent Health Care Account (1991 Realignment) and determine which level of government is best suited to provide health-related programs. Phase Two assumes the State will become responsible for costs associated with health care programs, including California Children's Services and In-Home Supportive Services, while counties assume responsibility for CalWORKS, food stamps administration, child support, and child care.

**State Operations** – The Governor's budget anticipates commensurate reductions to program administration at the State level. The goal is to reduce State operations for those affected programs by at least 25%, which would translate into savings for the State General Fund and the elimination of hundreds of State jobs.

The elimination of DJJ and the transfer of programs to the local level means the eventual elimination of over 4,000 State jobs, in addition to reductions at California Department of Corrections and Rehabilitation headquarters.

**Funding** – The first phase of Realignment funding relies on two types of funding for implementation. First, Vehicle License Fee revenues originally dedicated to DMV administration and the portion previously dedicated to cities in the amount of \$453 million are now a source of Realignment funding. The second type of funds comes from a portion of the State's sales taxes. The State is redirecting 1.0625% of the State's portion of sales taxes, or \$5.105.7 billion, for Realignment purposes.

The second source of funding, for specified mental health programs, is the use of existing Mental Health Services Act funds for the two mental health programs noted above. These funds are to be used on a one-time basis for Fiscal Year 2011/12.

#### ADMINISTRATION OF JUSTICE

**Judicial Branch** – In addition to the Realignment of court security funding, the Governor's budget includes a permanent reduction of \$200 million for Courts beginning in Fiscal Year 2011/12.

#### AGRICULTURE AND NATURAL RESOURCES

**California Department of Food and Agriculture** – The Governor's budget includes a \$15 million reduction to the Department and a \$30 million ongoing reduction in future budget years. The budget document indicates the Secretary of Food and Agriculture will convene key agricultural and industry individuals to assess programs and identify solutions.

**Williamson Act** – The Governor's budget eliminates the \$10 million appropriation that was included in SB 863 (2010 statute) for subvention payments in Fiscal Year 2010/11 and provides no ongoing funding. The budget document states the Williamson Act will "thus be a local program."

The budget trailer bill that eliminated the \$10 million appropriation for Fiscal Year 2010/11 also terminated the provisions of SB 863 that provided for an optional alternative funding mechanism for counties that the Tulare County Board of Supervisors approved in December 2010. Fortunately, AB 1265 was signed by the Governor in July 2011 which reinstates the provisions of the alternative funding mechanism for counties effective with Fiscal Year 2011/12.

### GOVERNMENT FINANCE AND OPERATIONS

**Redevelopment** – The Governor's budget includes two provisions affecting Redevelopment Agencies. The first provision dissolves Redevelopment Agencies effective October 1, 2011, and designates a successor agency to handle remaining legal obligations such as bond payments. Tax increment in excess of the amount necessary to repay bonds would be distributed as property tax. The second provision gives Redevelopment Agencies the ability to avoid being dissolved by requiring the agencies to pay money to the State that would go predominately to schools, fire districts and transit districts by November 1, 2011. For all future years, the existing Redevelopment Agencies will have to pay approximately 30% of their Fiscal Year 2011/12 payment along with 80% of the schools' portion of future tax increment.

In order to avoid turning over millions of dollars in individual project area reserves, the Tulare County Redevelopment Agency will take advantage of the second provision and pay approximately \$2.1 million to the State in Fiscal Year 2011/12.

**Local Library Subventions** – The final budget eliminates \$30.4 million of funding for local libraries, which represents the majority of local library assistance from the State. The cut eliminates State General Fund support for the Public Library Foundation, the California Library Literacy and English Acquisition Services, and the California Library Services Act.

**State Mandates** – The final budget suspends most mandates not related to elections or law enforcement. The budget also defers the annual payment to Counties for pre-2004 mandated obligations.

### HEALTH AND HUMAN SERVICES

**CalWORKs** - The final budget includes approximately \$839 million in CalWORKS program reductions generated by a number of changes to various programs. The changes include cutting grants by 8%; limiting adult and "child only" time on aid from 60 months to 48 months; reducing the single allocation to counties, implementing income level changes associated with eligibility; and small reductions in various programs such as CalLearn, Community Challenge and Statewide Automated Welfare System.

**Child Care** - The final budget includes approximately \$412 million in Child Care program cuts primarily in reductions to provider reimbursements and changes in eligibility requirements.

**In-Home Supportive Services (IHSS)** - The budget includes approximately \$382 million in cuts to the IHSS program by tightening eligibility requirements, requiring a physician's written certification for recipients, and other unspecified savings.

**Development Services** – The budget includes a total reduction of \$482 million in Development Services comprised predominately by the implementation of cost containment measures, reduced provider payments, assumed additional Federal funds for various programs and reduced funding for developmental centers.

**Social Services Programs** – As noted above, the Public Safety Realignment plan realigns 100% of most child welfare system costs and APS costs and about 34% of CalWorks costs to counties. Total estimated savings to the State General Fund due to the new Realignment plan are estimated to be \$2.7 billion.

**Medi-Cal Program** - The final budget includes a total of \$1.9 billion in reductions compared to the prior Fiscal Year. The reductions were comprised of a number of changes including reduced provider payments, imposition of mandatory copayments, elimination of certain Adult Day Health Care, soft cap on the number of doctor visits during a year, and other identified and unidentified savings in programs.

**Mental Health Services Programs** - The final budget includes a total of \$746 million in reductions comprised of a one-time shift of support for mental health programs from the State General Fund to Proposition 63 (Mental Health Services Act).

#### POTENTIAL TRIGGER REDUCTIONS

In addition to the expenditure reductions above, the final budget also contains a mechanism for additional cuts in expenditures in FY 2011/12 if State General Fund estimated revenues at mid-year fall short of amounts budgeted. The cuts come in two tiers: first if revenues are forecast to be \$1 billion below the budget level, and second, if the revenue is forecast to be \$2 billion below. None of the proposed Tier 2 cuts affect counties. The following are full Fiscal Year funding cuts under the Tier 1 scenario:

Reduce funding for development services	\$100 million
Reduce service hours and anti-fraud efforts in IHSS	\$110 million
Reduce child care funding by 4%	\$23 million
Eliminate State grants for libraries	\$16 million
Eliminate vertical prosecution grants	\$15 million
Extend Medi-Cal provider cuts	\$15 million

**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.

➤ In FY 2009/10, the County:

- Continued the hiring freeze;
- Implemented 7-10% across-the-board budget reductions;
- Negotiated no new salary, merit or COLA 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 collected are apportioned to eligible agencies instead of the historical practice of apportioning 100% of taxes as they are levied) 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 and Facilities Divisions, thereby streamlining the associated external and internal functions to make them more efficient; and
- Received Federal American Recovery and Reinvestment Act (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:

- Continued the hiring freeze;
- Implemented additional 4-8% across-the-board budget reductions;
- Negotiated no new salary, merit or COLA 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 pre-emptive responses to continuing reductions in 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);
- Used \$2 million of General Fund Reserves as a one-time funding source 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 FY 2011/12, the County has so far:

- Continued the hiring freeze;
- Implemented additional 1-3% across-the-board budget reductions;
- Negotiated no new salary, merit or COLA 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;
- Continued suspension of the Teeter Plan;
- Sold a traditional Tax and Revenue Anticipation Note (TRAN) to save on interest charges;
- Used \$2 million of General Fund Reserves as a one-time funding source to help balance the FY 2011/12 County Budget; and
- 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.

In short, FY 2011/12 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 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 2010/11 organized by Strategic Initiatives; Key Goals and Objectives FY 2011/12 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. Capital 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 Countywide Cost Allocation Plan (COWCAP) 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 a marginal increase in appropriations compared with the FY 2011/12 Adopted Budget. The General Fund’s appropriations are almost \$598.1 million, which is approximately \$7 million or 1% higher than the FY 2010/11 Adopted Budget. The overall difference is due primarily to a larger budgetary fund balance in the amount of approximately \$3.1

million (even though the County did not draw down \$2 million in its General Reserve as budgeted in FY 2010/11) and an increase in projected General County Revenues of approximately \$3.2 million. The increase in General County Revenues virtually offsets the increase in retirement contributions brought about by the stock market crash of late 2008. The excess fund balance allows the County to increase its Contingency appropriations that are used to cushion the volatility in the local and State economies. The Contingency appropriation is proposed to increase by a \$1 million bringing it to \$5 million for FY 2011/12.

The remaining excess fund balance is proposed to be used in three different ways. As a part of the County overall budget strategy, General Fund Departments are allowed to rollover 50% of their unused Net County Cost to offset reductions slated in FY 2011/12. As noted above in the recap of budget actions, Public Safety Departments share of Net County Cost are reduced by 1% and Non-Public Safety Departments share by 3%. This is the third Fiscal Year in a row in which Departments' share of Net County Cost are reduced. This is necessary to keep the structural budget in line with ongoing revenues. \$1.1 million of the excess fund balance is redistributed to Departments to help them offset these reductions.

The County of Tulare is currently being inundated with marijuana groves on the valley floor. This is causing a significant health and public safety problem for County residents. The recommended budget for FY 2011/12 proposes to use these one time funds to augment existing staff by creating a Marijuana Strike Force Team comprised of Sheriff, District Attorney and Resource Management employees. The increase in staff amounts to approximately \$600,000.

The remaining portion of excess fund balance is proposed to suspend the County furlough on a one time basis for FY 2011/12. As noted above in the Budgetary Actions section of this message, this is the third Fiscal Year in a row the County is freezing substantially all step and merit increases, providing no cost of living increases, suspending sick leave buyback and deferred compensation matches and employing a one week furlough. The furlough program reduces employees' salaries by 1.92% per pay period and provides one week of time off to compensate for the reduction. The proposed budget uses \$2.1 million to suspend the furlough program for FY 2011/12 only. This is a good faith gesture to help our employees during this difficult time while at the same time, increasing the level of services to our constituents.

The General Fund's estimated revenues are \$581.6 million, which are \$3.8 million or almost 0.7% higher than the FY 2010/11 Adopted Budget. As noted above, the overall increase is predominately due to the increase in projected General County Revenues.

In conclusion, for FY 2011/12, 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 and \$2 million of General Reserves to balance the budget. For FY 2011/12, this difference reflects conservative revenue estimates used initially to build the Fiscal Year 2010/11 budget along with unforeseen Department savings at Fiscal Year end.

The “new normal” economic conditions and the persistent budgetary problems of the State budget process continue to bedevil County Administration. The FY 2011/12 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 2010/11 Adopted Budget.

The Road Fund’s estimated revenues are \$7.9 million or 11% less than last year’s Adopted Budget predominately due to the funding cycles for Federal ARRA and State Proposition 1B ending in FY 2010/11.

The Child Support Services Fund’s appropriations and estimated revenues remain virtually the same as the FY 2010/11 Adopted Budget.

The Library Fund’s expenditures are virtually the same as the FY 2010/11 Adopted Budget.

Expenditures for the Capital Projects Fund increase about \$2.7 million or 54% compared with the FY 2010/11 Adopted Budget primarily due to one time funds for Health and Human Services Agency and Library projects.

### **➤ 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 \$2.5 million or 8% compared with last year's Adopted Budget, largely due to a decrease in costs associated with completing a number projects in the Solid Waste fund in FY 2010/11 netted with an increase in the expenditures related to expansion of bus routes and transit stops under Measure R in the Transit 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, facilities, custodial, fleet, 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 and Facilities Division.

➤ Debt Service Funds

Debt Service funds are used to properly account for the County's collective debt service activities. Overall, Debt Service funds' expenditures increase about \$2.4 million or 18% compared with the Adopted Budget for last Fiscal Year. The reasons for the increase include the transfer of Chevron and Invensys Energy Management Projects debt from the Utilities ISF FY 2011/12 and an increase in the last payment on the County's Pension Bond debt service.

➤ 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 \$284,000 or 8% compared to FY 2010/11 Adopted Budget. The overall increase is for participation in the Integrated Regional Water Management Plan Groups 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 increase \$84,000 or 22% compared to FY 2010/11 Adopted Budget. The overall increase is due to an augmentation in professional services.

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 decrease \$16.2 million or 50% compared with the FY 2010/11 Adopted Budget. The decrease is primarily due to moving the appropriations for public works projects out of the Redevelopment budget to RMA's Public Works Department where they are accounted for more appropriately.

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 2010/11 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, Paul Guerrero, Carol Pightling, Debbie Vaughn, Denise Akins, Brandy Spray, 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 and Communications Technology Director and her staff for their hard work, dedication, and assistance in this process.

## Geography

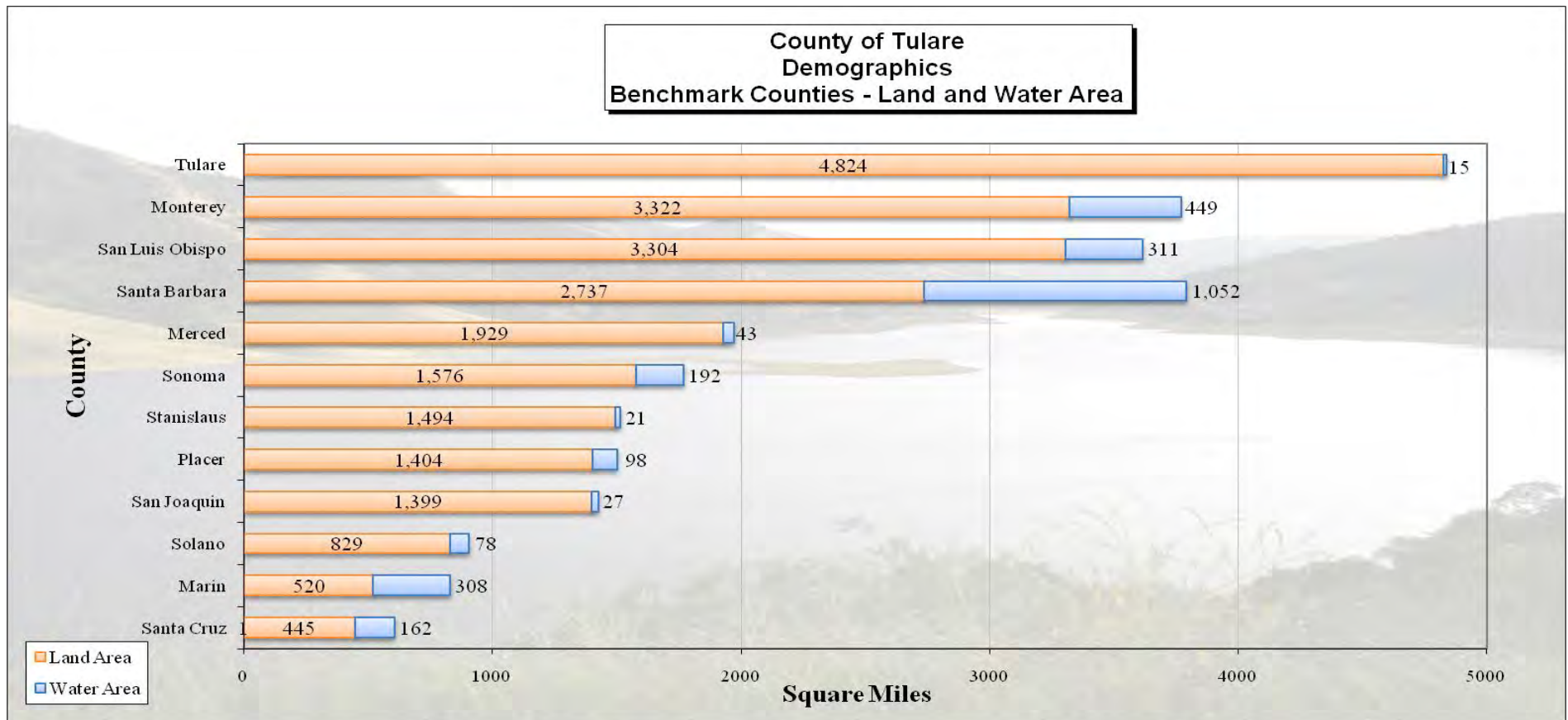
The County is strategically located in the San Joaquin Valley midway between San Francisco and Los Angeles, a 2.5 hour drive from California's central coastline and a short distance from Sequoia National Park. There is easy access to State Highways 99 and 198 to reach these destinations.

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 include 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 2010 population of 124,442. Tulare County's large agricultural industry lends itself to a large unincorporated area population of 142,873 residents in 2010.

### 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 2012  
Serving Exeter, Farmersville, Lemon Cove, Lindsay, Poplar, Strathmore, Three Rivers, Tooleville, Tonyville and part of Visalia.

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

District 3: Phillip Cox 2012  
Serving Visalia.

District 4: Steven Worthley 2014  
Serving Badger, Cutler, Dinuba, Goshen, Ivanhoe, Kingsburg, London, Monson-Sultana, Oroshi, Seville, Traver, part of Visalia, Woodlake, and Yettem.

District 5: Mike Ennis 2014  
Serving California Hot Springs, Camp Nelson, Ducor, Kennedy Meadows, Ponderosa, Porterville, Posey, Springville, 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 the Resource Management Agency
- Maintenance of County roads, traffic signals, bridges and local small airports by the Resource Management Agency
- Planning, zoning, and other land use processing by the Resource Management Agency
- Construction and maintenance of water and sewer projects, curbs and gutters, and residences in Redevelopment Districts by the Resource Management Agency
- Animal control services by the 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.

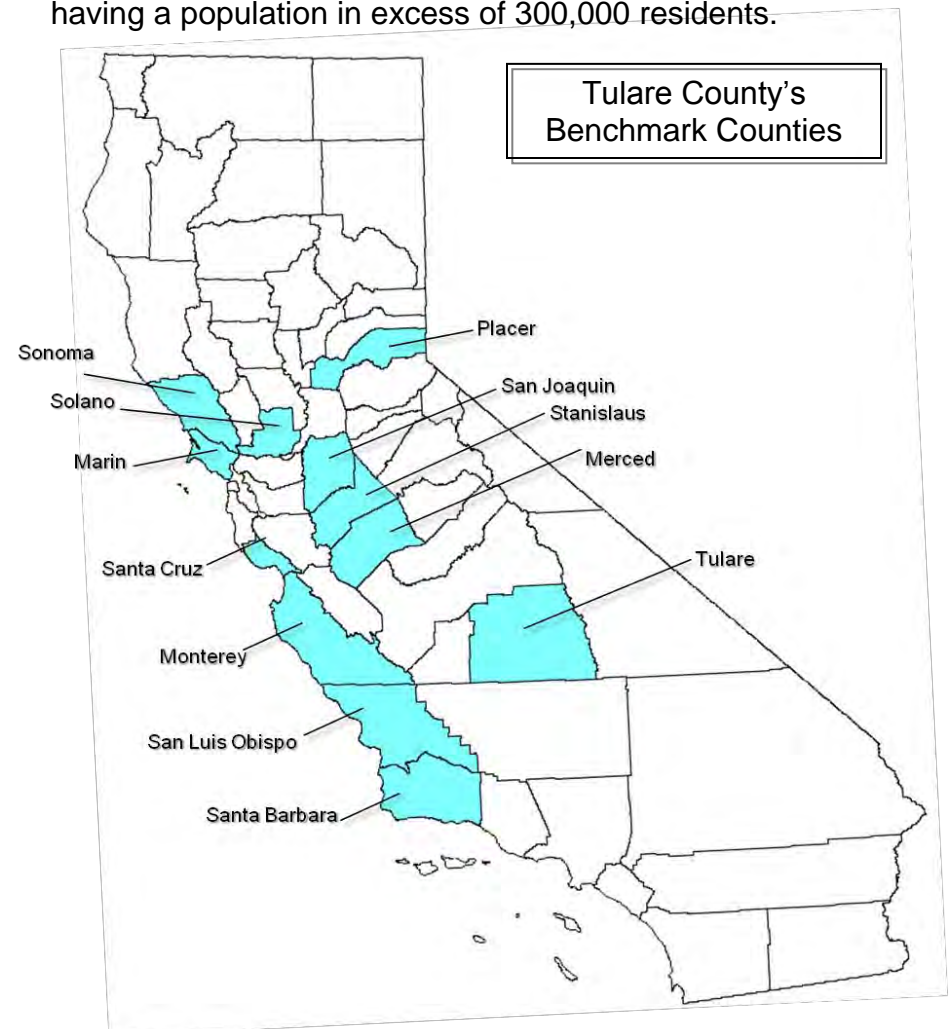
An evaluation of local economic and demographic characteristics aids County management in identifying changes in available resources and the needs of residents.

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.



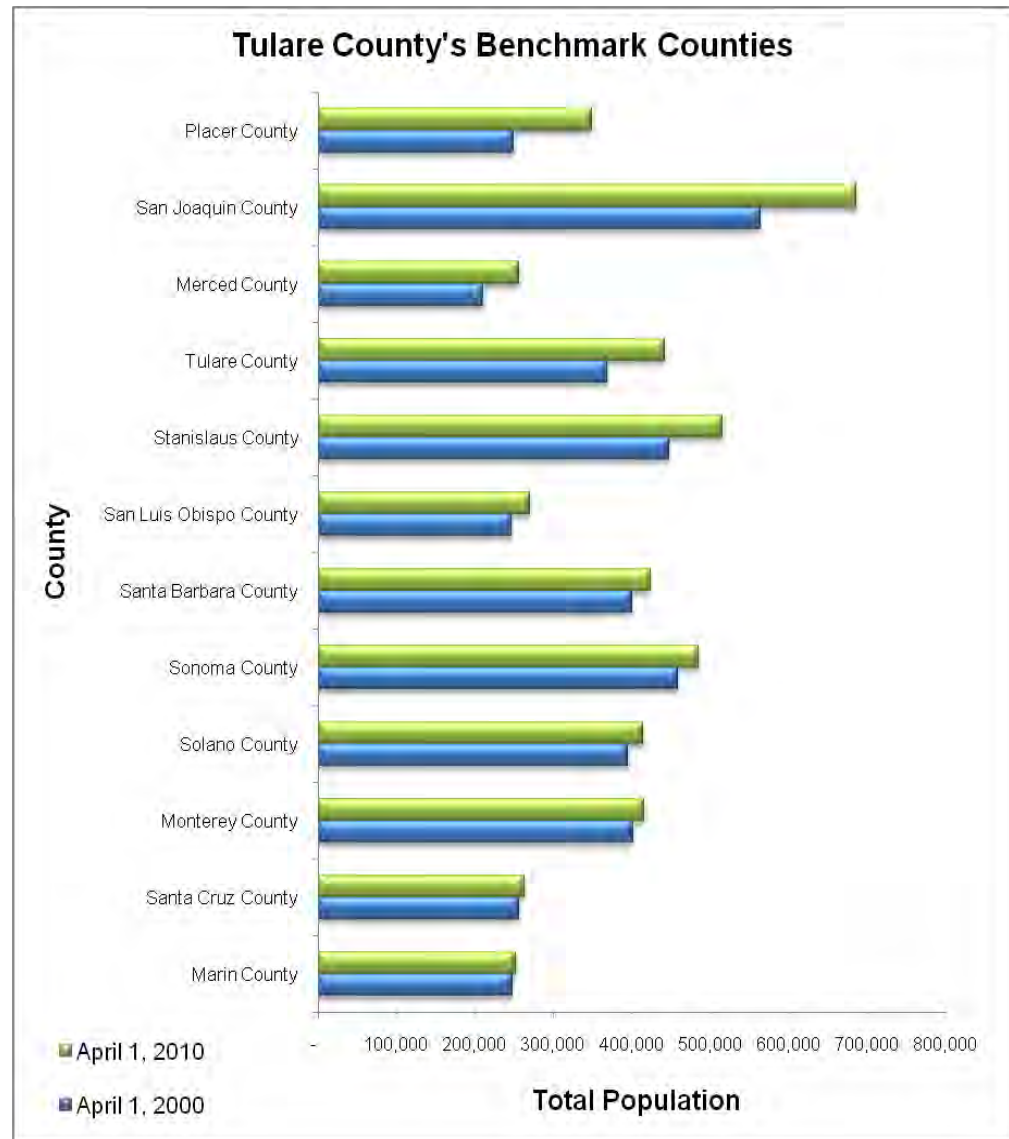
**Jean M. Rousseau**  
**County Administrative Officer**

**County Statistical Profile**

A group of 11 counties meet the previously stated criteria and are included in the following comparisons of populations and economic factors. The counties below are ranked by population growth over the last decade.

Rank	County	Total Population		Change	
		4/1/2000	4/1/2010	2000-2010	%
2	Placer County	248,399	348,432	100,033	40.3%
6	San Joaquin County	563,598	685,306	121,708	21.6%
7	Merced County	210,554	255,793	45,239	21.5%
8	Tulare County	368,021	442,179	74,158	20.2%
17	Stanislaus County	446,997	514,453	67,456	15.1%
27	San Luis Obispo County	246,681	269,637	22,956	9.3%
35	Santa Barbara County	399,347	423,895	24,548	6.1%
39	Sonoma County	458,614	483,878	25,264	5.5%
40	Solano County	394,542	413,344	18,802	4.8%
46	Monterey County	401,762	415,057	13,295	3.3%
49	Santa Cruz County	255,602	262,382	6,780	2.7%
51	Marin County	247,289	252,409	5,120	2.1%

Source: California Department of Finance, Demographic Research Unit  
 Rankings of Total Population, Percent Change, and Numerical Change.

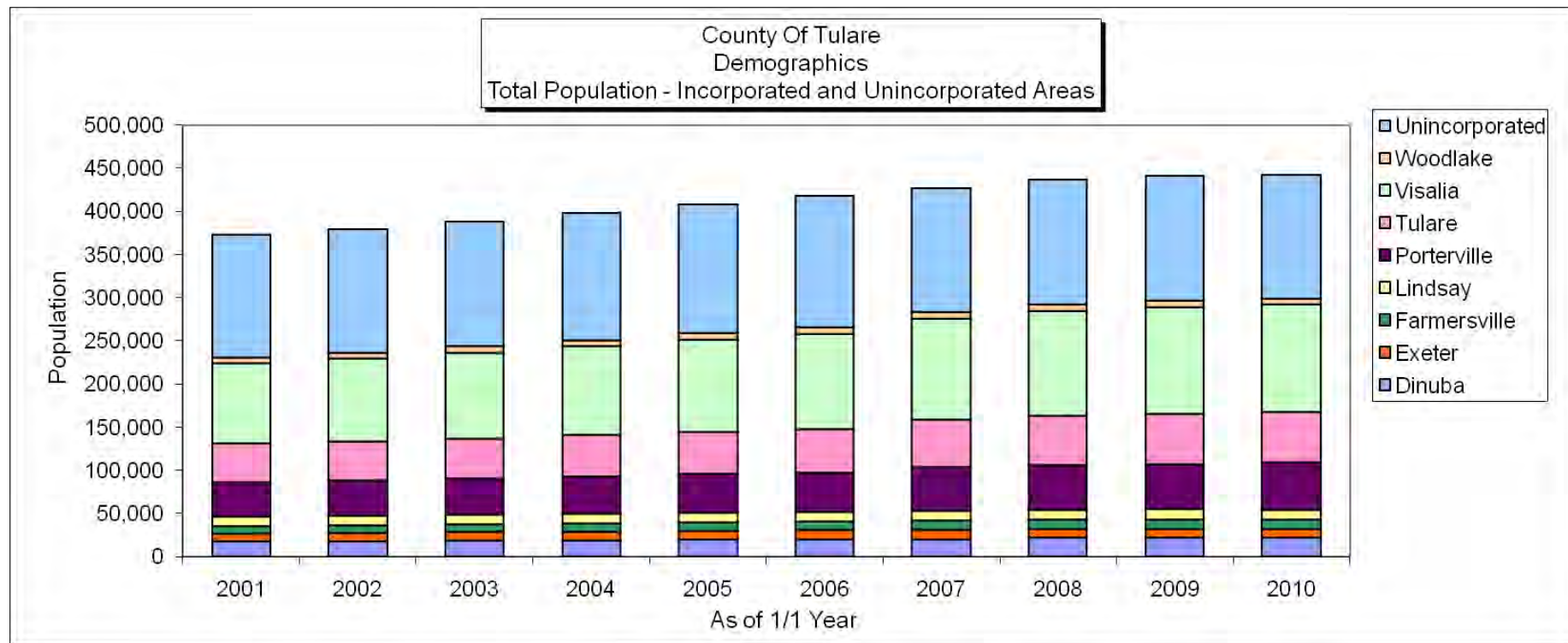


## Population

California's population topped 37.2 million persons as of April 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 308 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.

	2000	2010
Dinuba	16,844	21,453
Exeter	9,168	10,334
Farmersville	8,737	10,588
Lindsay	10,297	11,768
Porterville	39,615	54,165
Tulare	43,994	59,278
Visalia	91,891	124,442
Woodlake	6,653	7,279
Unincorporated	140,822	142,872



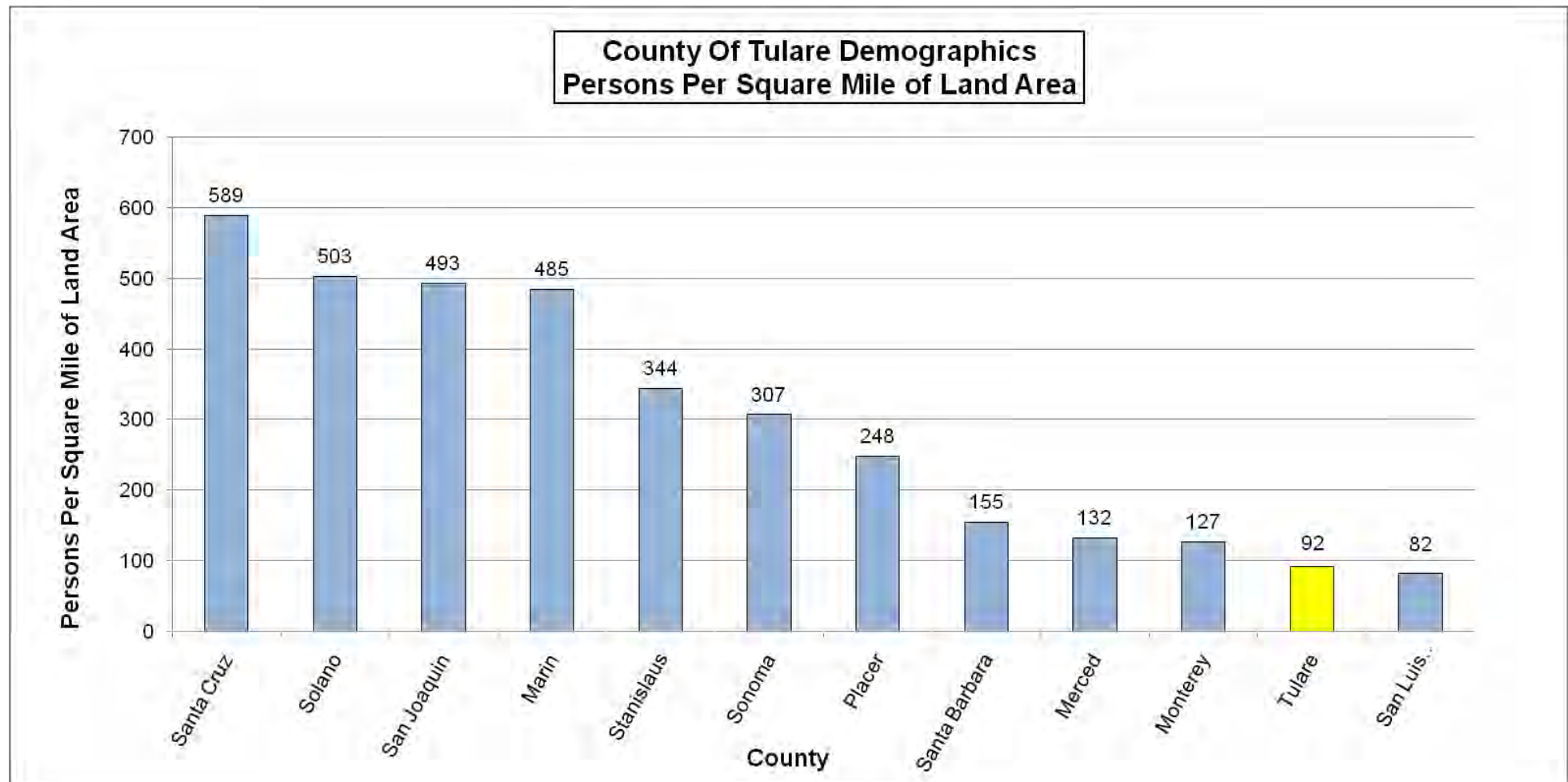
The County population over a 10-year period, beginning in 2000, indicates steady and constant growth. The County population has increased approximately 20.2% since 2000.

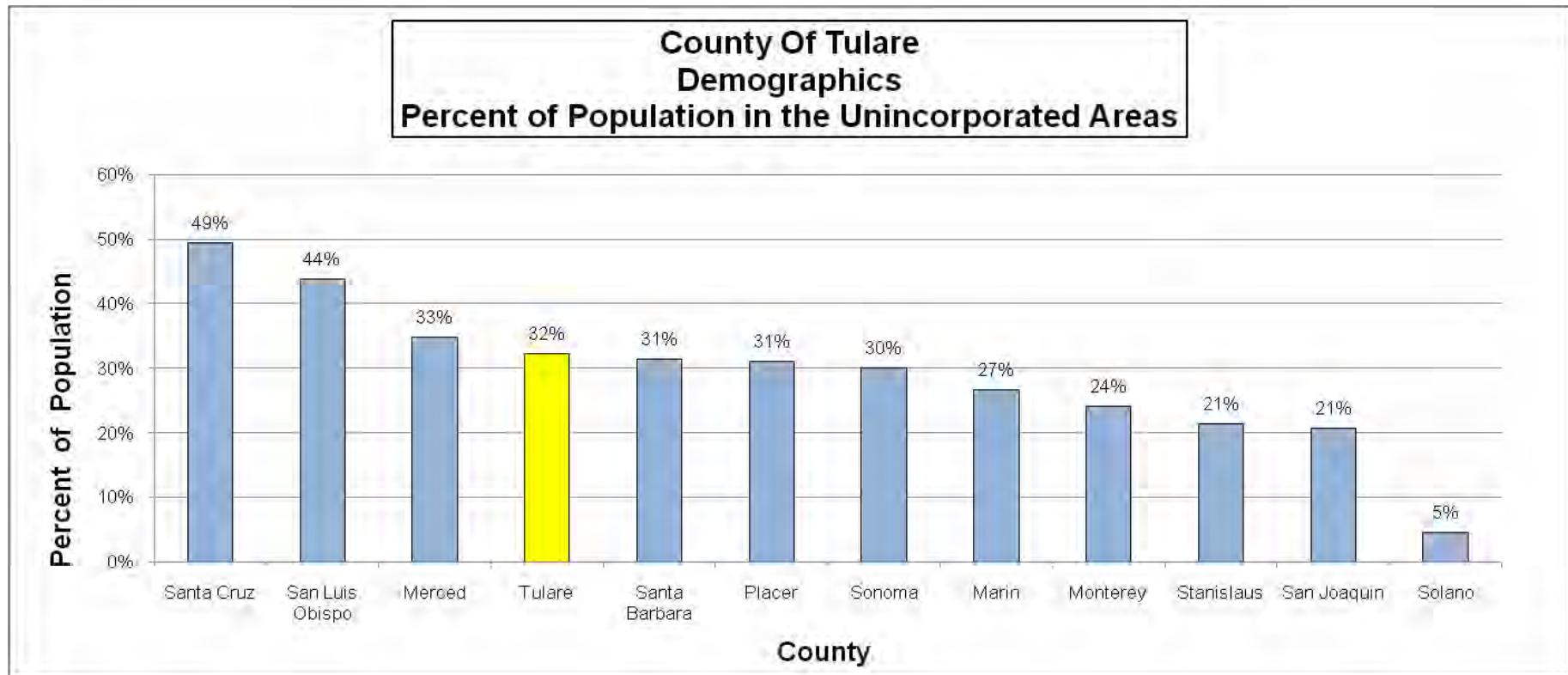
The largest portion (17.1%) of the population growth has been in the cities of Visalia, Tulare and Porterville.

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

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.

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





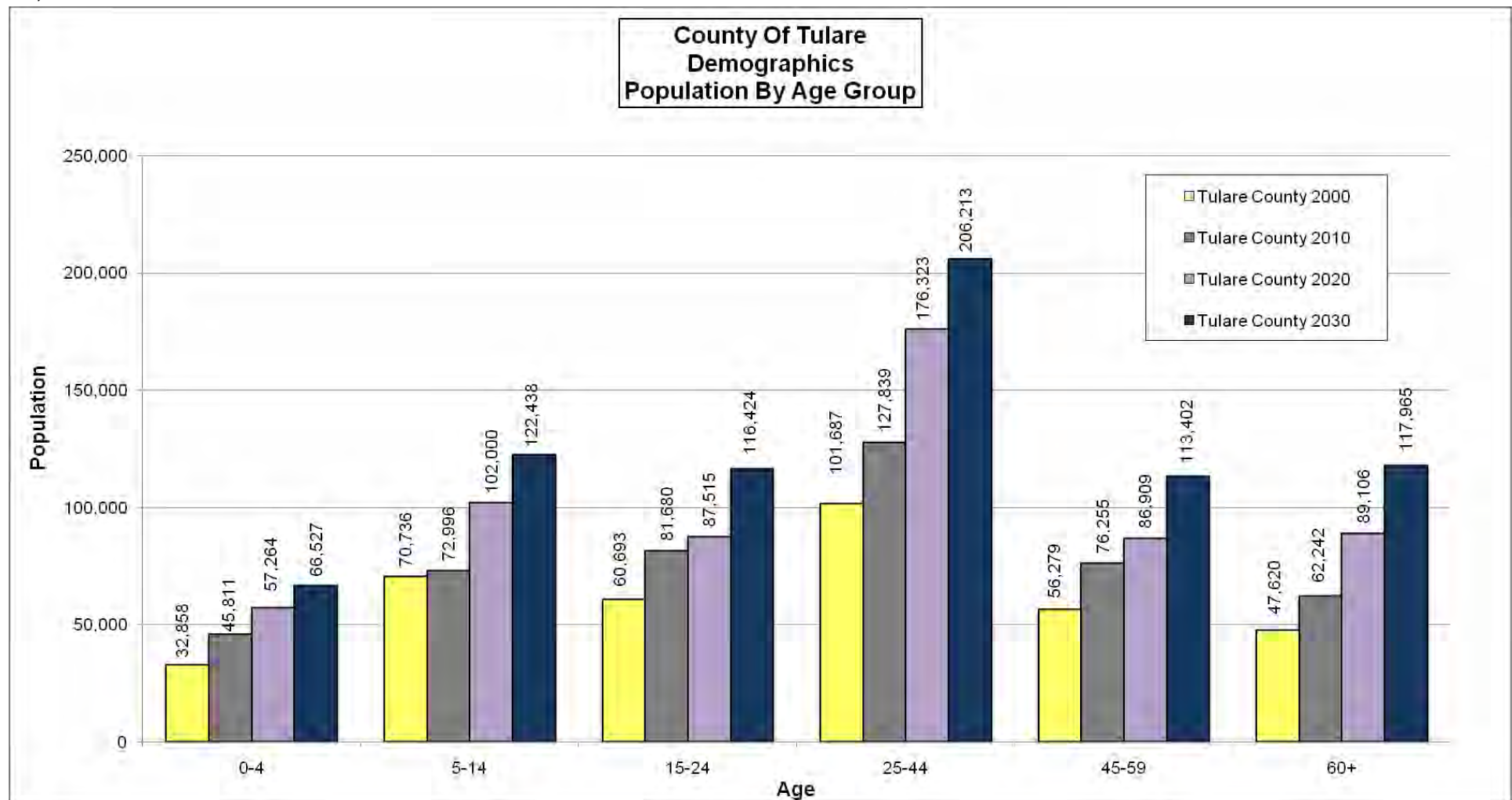
This unique mixture of a sizeable urban population and a large rural/agricultural economic base creates many challenges for County government. These include:

- 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

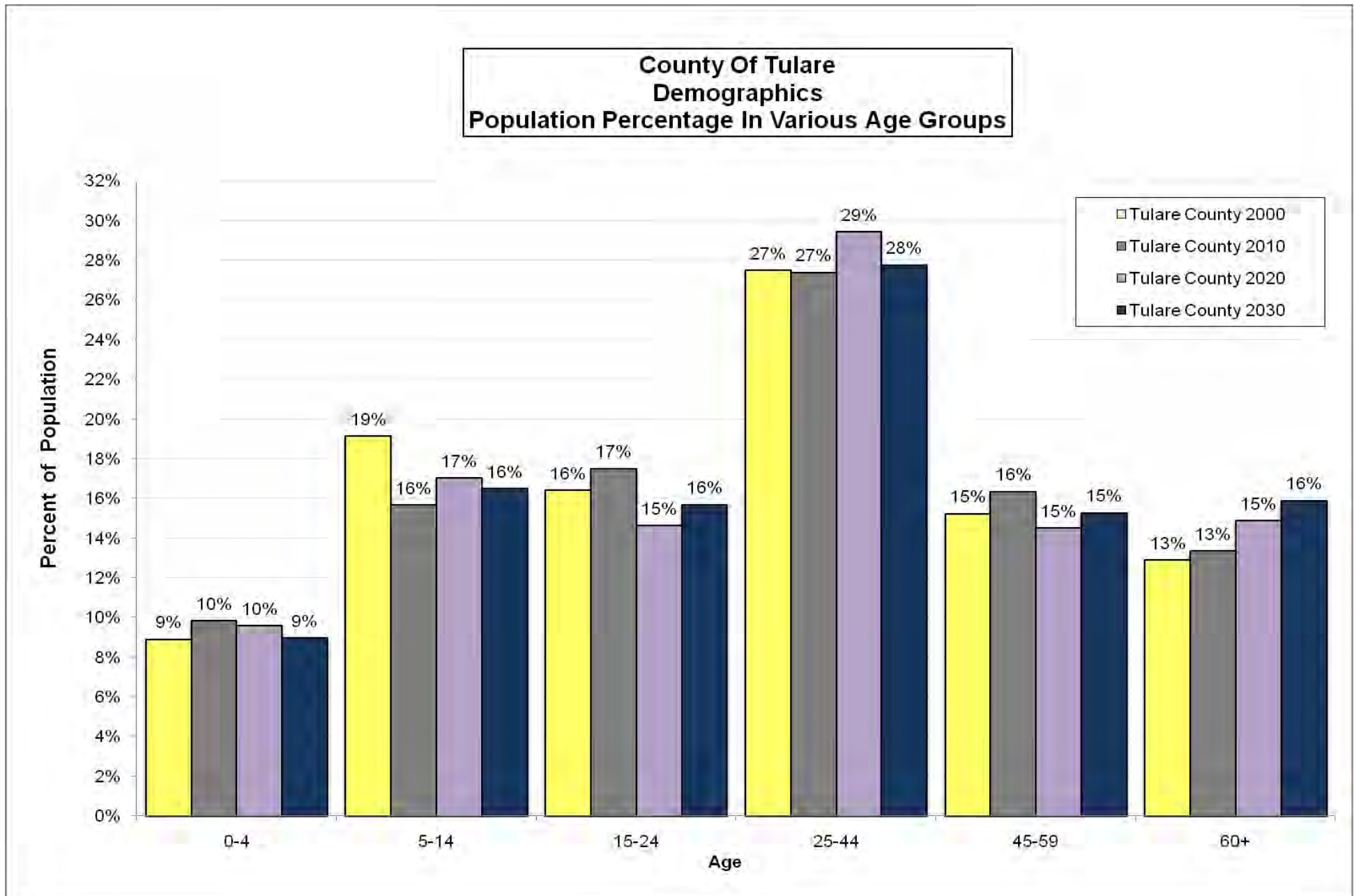
The following charts, Population by Age Group and Population Percentage in Various Age Groups, demonstrate local growth. From the 2000 Census to the 2010 Census to the projected 2020 Census, the fastest growing segment of the population was in the 25 to 44 year old age group in Tulare County - an increase of 74,626 residents or 73.4%.

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.



Source: U.S. Census Bureau, Census 2000 of Population and Housing

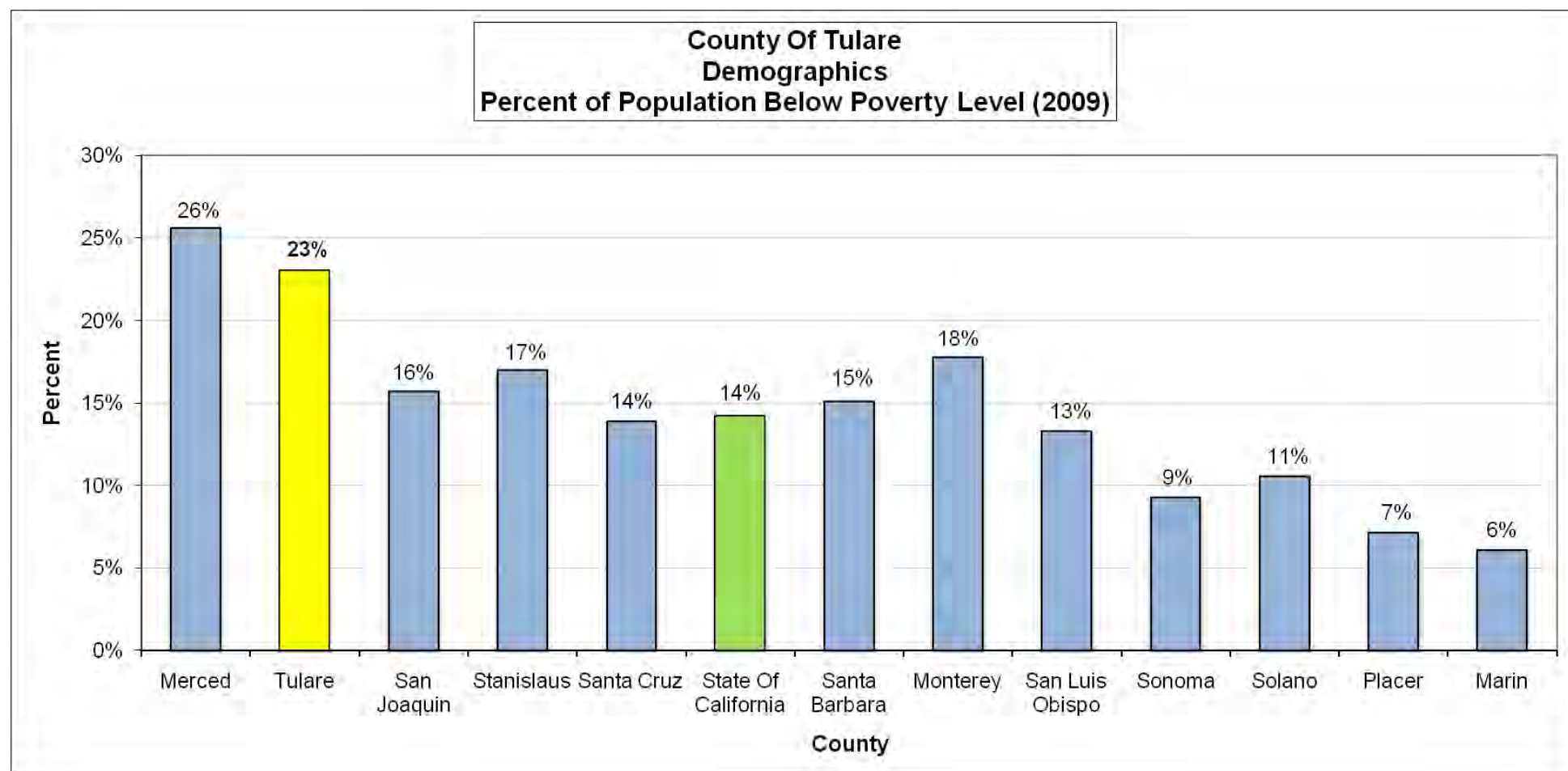
Source: California Department of Finance, Demographics Research Unit, 2007. Population Projections by Race/Ethnicity, Gender and Age Report 06 P-3



## Population Living in Poverty

The U.S. Census Bureau's 2009 American Community Survey poverty level figures\* show 23% of the County population is living at or below poverty level. The State average is 14.2%. 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, 2009 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.

## Population by Ethnicity

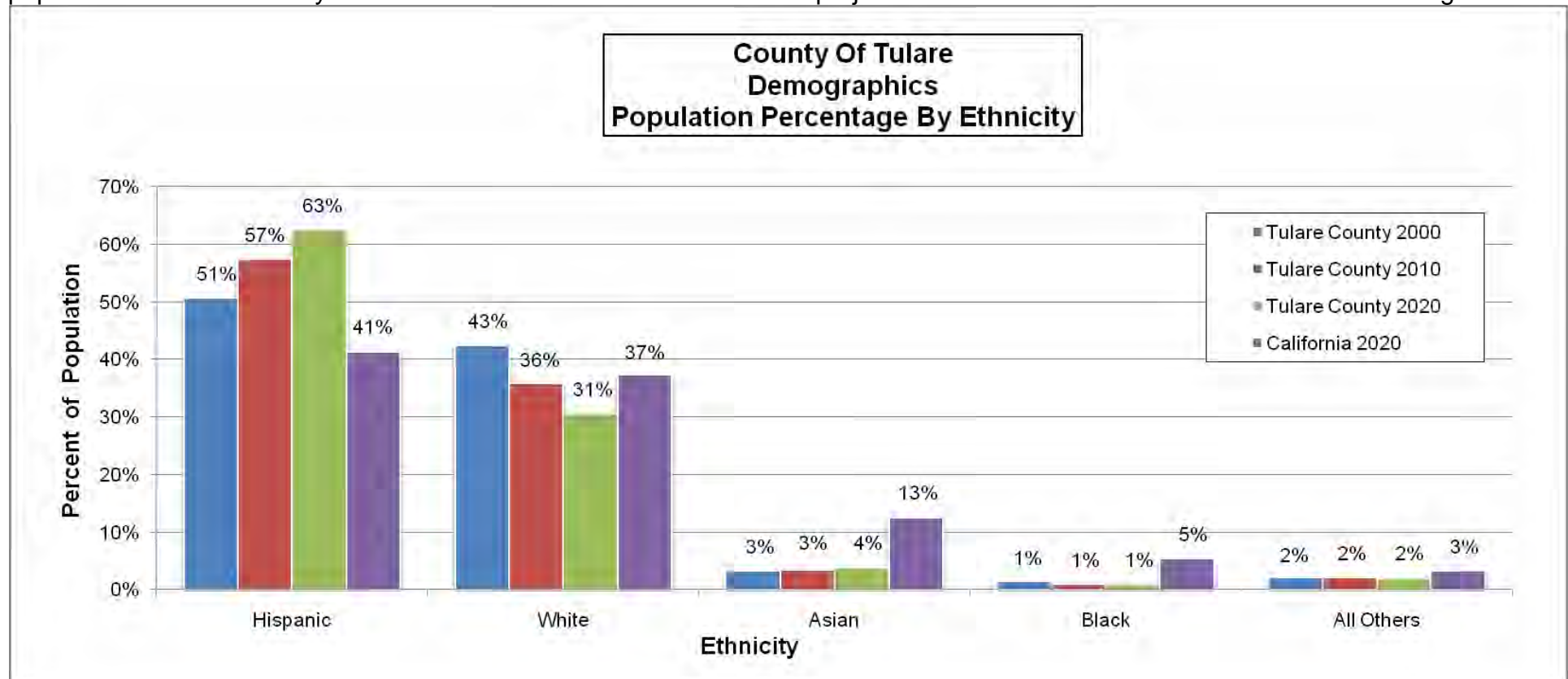
The following chart entitled Population Percentage by Ethnicity reflects 2000 and 2010 Census and 2020 Population Projections by Ethnicity indicating the percentages of the population made up by each ethnic group in Tulare County. These percentages are increasing in the Hispanic segment while White and 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”.

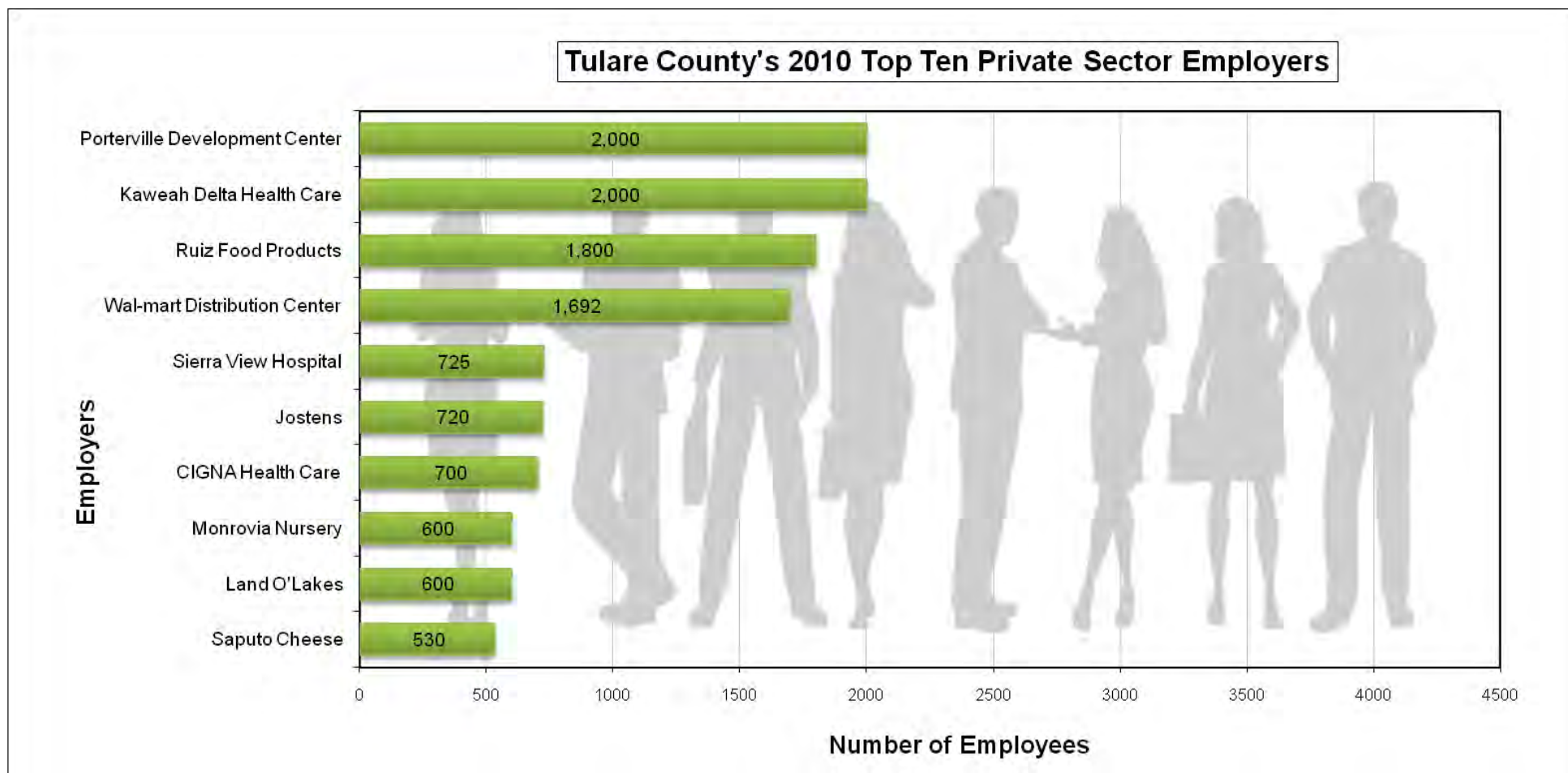
The White segment of Tulare County’s population is projected to decrease by 30.2% by 2020 over 2000 data, to represent approximately 30.7% of the total population by 2020.

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.



## 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.

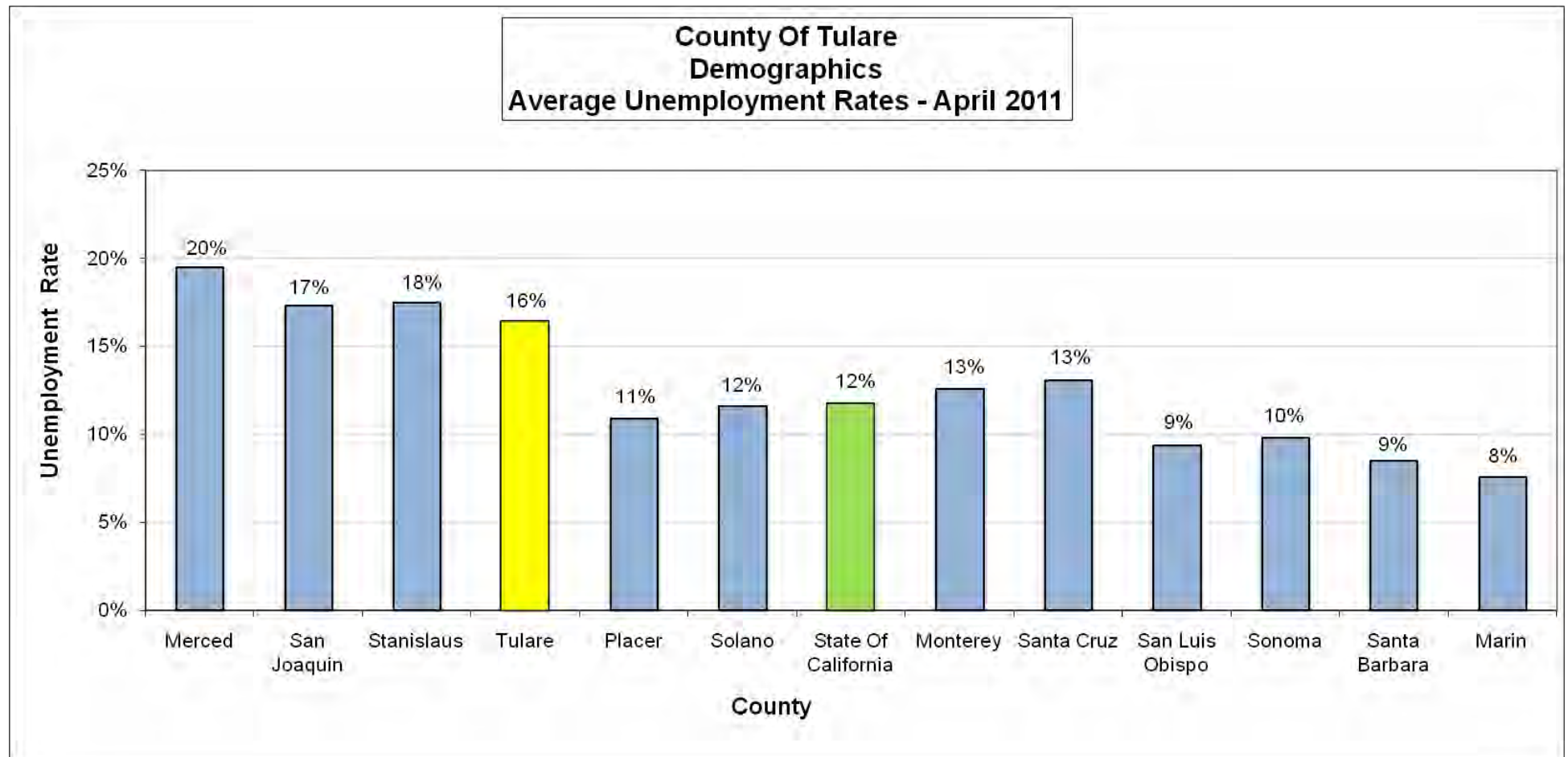


## Employment and Economic Growth

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



Source: California Employment Development Department

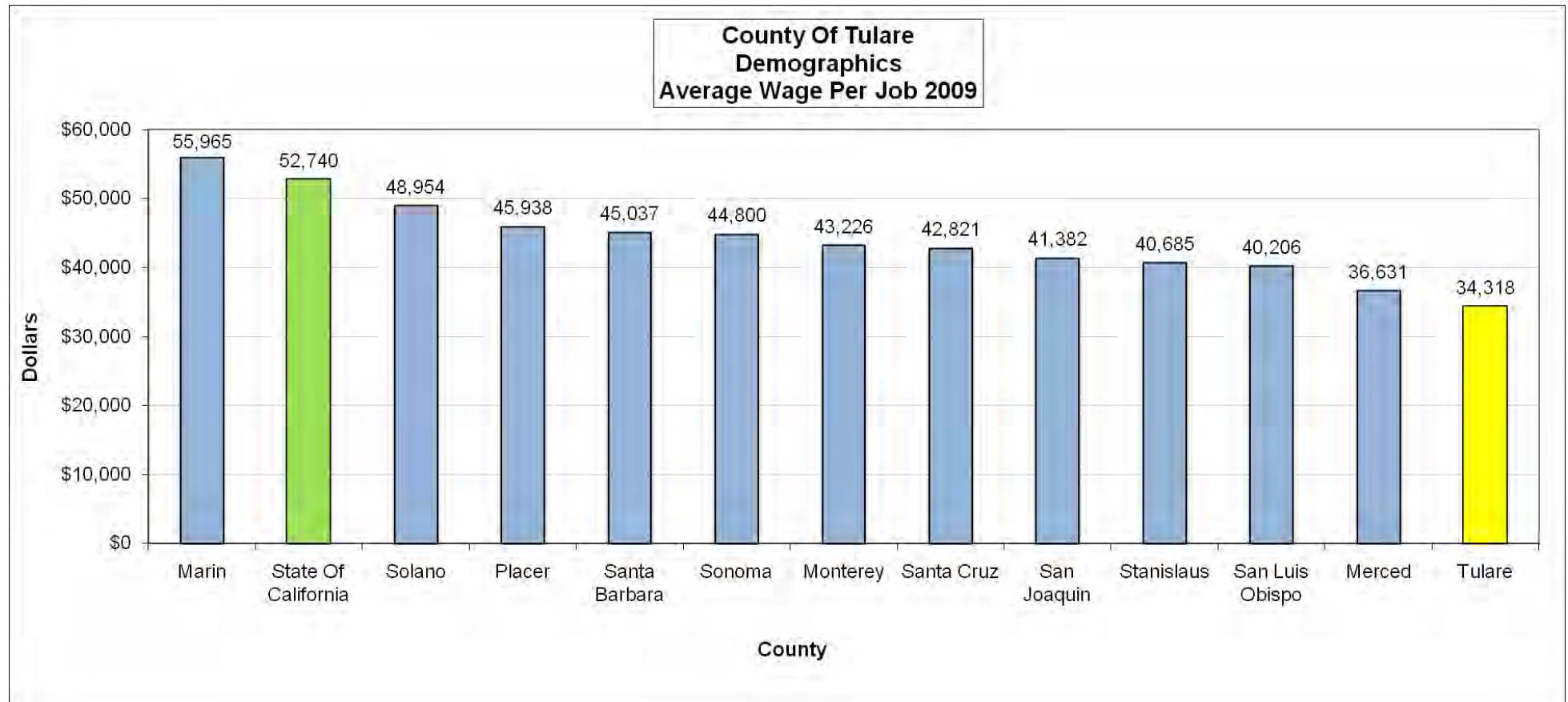
Tulare County's average wage per job of \$34,318 is lowest among our Benchmark Counties, as demonstrated by the chart below.

Attached

Data from the California Employment Development Department shows that between 2000 and 2010, 35,900 jobs were created, despite the recent economic downturn there has been an increase of 15,800 jobs over the last few years.

The fastest growing County industries from 2000 to 2010 by overall percentage gain were:

- Farm employment with 3,800 new jobs, a 20.9% increase.
- Health and Education Services with 3,300 new jobs, a 43.42% increase
- Food Manufacturing and Beverage and Tobacco with 2,000 new jobs, a 48.78% increase.
- Local Government with 3,100 new jobs, a 12.7% increase.
- Transportation, Trade and Utilities with 1,400 new jobs, a 6.45% increase.



Since 2007, the industry employment trends have slowed 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 146,900 civilian jobs in Tulare County projected by the California Employment Development Department in various industries in June, 2011. The 146,900 jobs in these industries include:

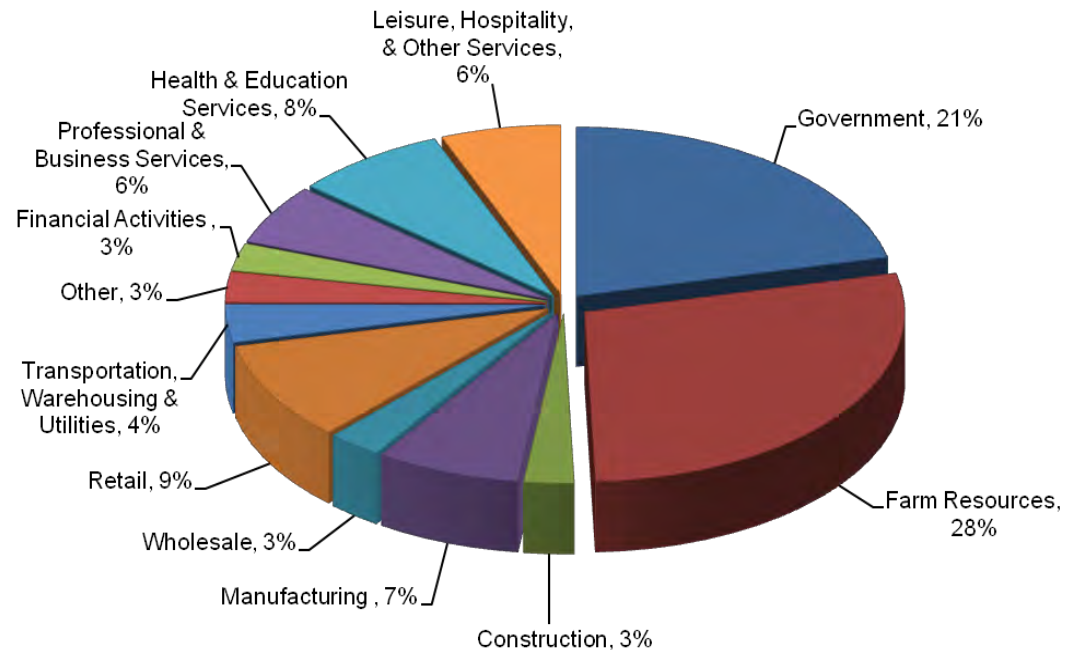
- 41,400 in Farm;
- 5,300 in Transportation, Warehousing and Utilities;
- 3,800 in Financial and Leasing;
- 8,400 in Professional and Business Services;
- 3,700 in Construction;
- 31,300 in Government;
- 10,700 in Manufacturing;
- 4,000 in Wholesale;
- 13,900 in Retail;
- 8,900 in Leisure and Hospitality;

- 11,300 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 - 2011 Projection**



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

## Tulare County Commuting

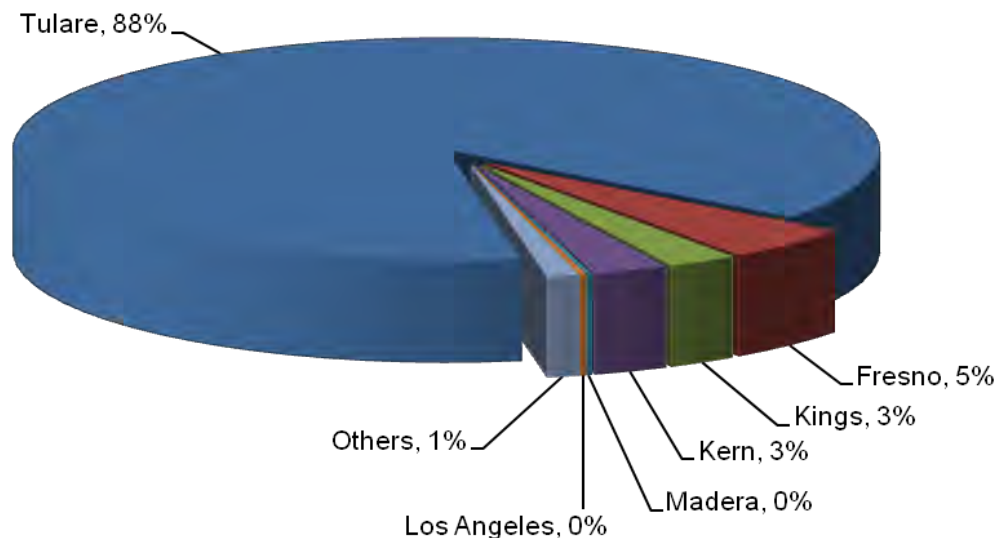
According to data completed by the U.S. Census Bureau, approximately 11.5% of the County workforce works outside the County. On the other hand, approximately 8.9% of jobs in the County are held by workers residing outside the County.

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.

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**

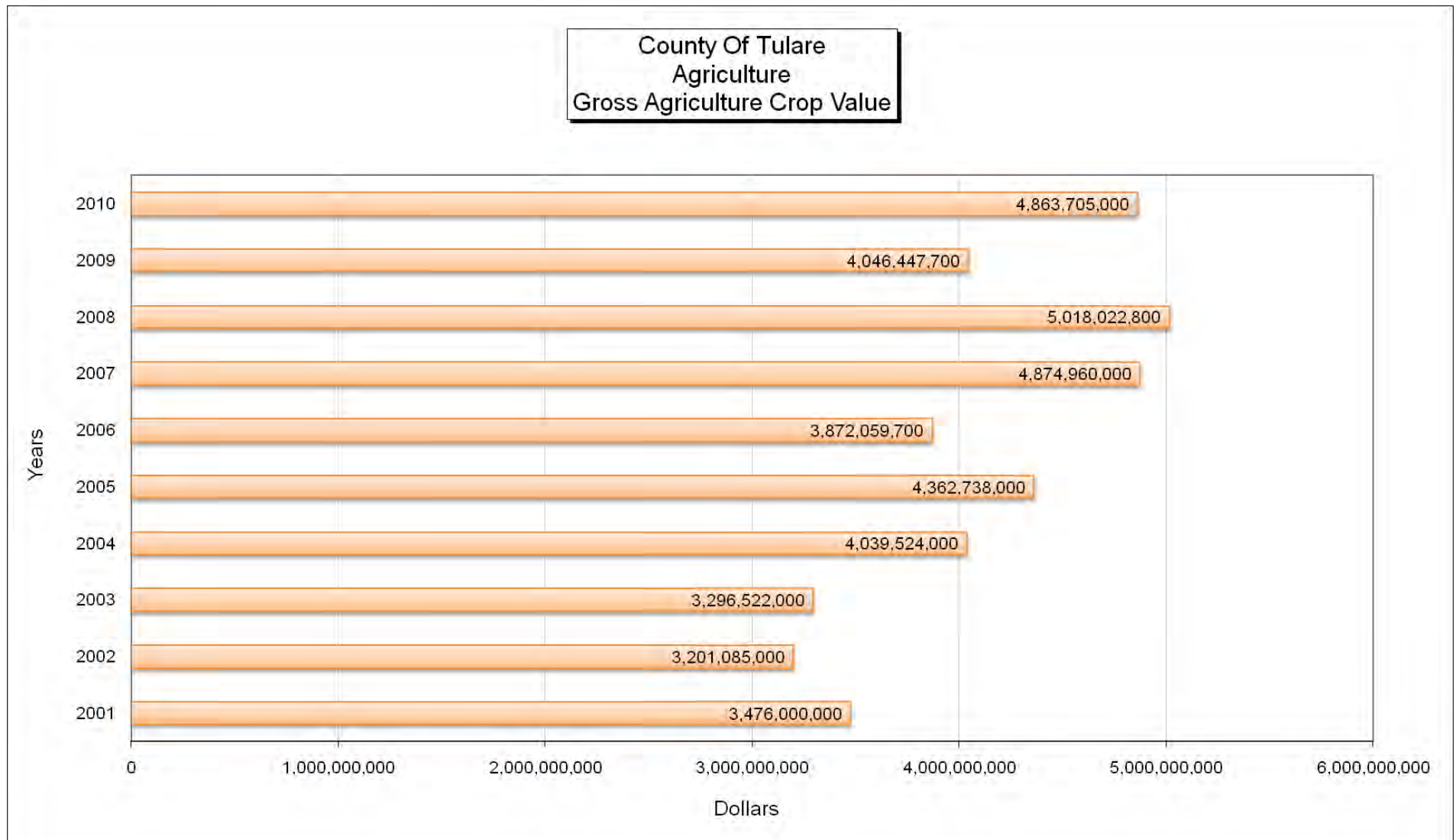


Source: U.S. Census 2000

## Gross Agricultural Crop Value

Sales of agricultural products continue to be a mainstay of the County's economy. With a 2010 estimated value exceeding \$4.8 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 2010 represents an increase of \$817.2 million from 2009. The two largest contributors to the increase are milk production \$376.1 million and livestock and poultry products \$372 million. Production was relatively stable, causing market prices for these products to rise in 2010.

The 2010 estimated value of Tulare County agriculture is divided as follows:

- Field Crops \$458.9 million
- Nursery Production \$64.6 million
- Fruit and Nut Crops \$2,091.2 million
- Vegetable Crops \$20.2 million
- Livestock, Poultry and Apiary Products \$1,610.4 million
- Milk \$1,604.1 million
- Seed Crops \$1.6 million
- Industrial Crops \$1.4 million

## County Assessed Values & Growth

The table on the next page 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 2010 Assessment Roll of \$28.0 billion increased only .01% over the prior year's roll value and represents property ownership

values in Tulare County as of June 30, 2010. The property tax rate throughout the entire State of California is 1% of assessed value.

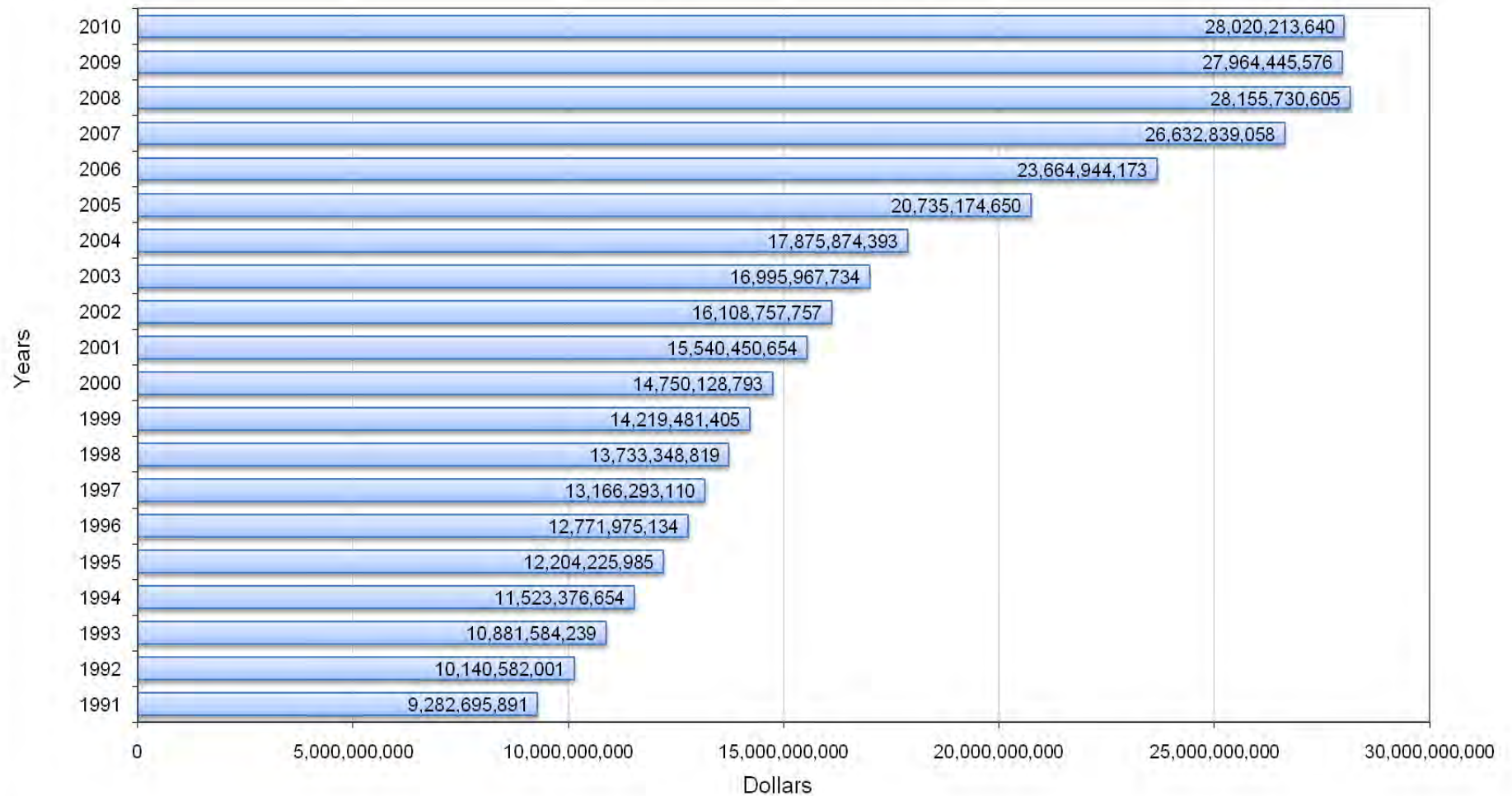
The accelerated rise in property values caused rapid growth in levied taxes in prior years but has slowed considerably since 2009. The delinquency rate has increased from approximately 3% of amounts levied to almost 7%, contributing to decreased revenues.

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 little to no growth in property tax revenues available to the County.

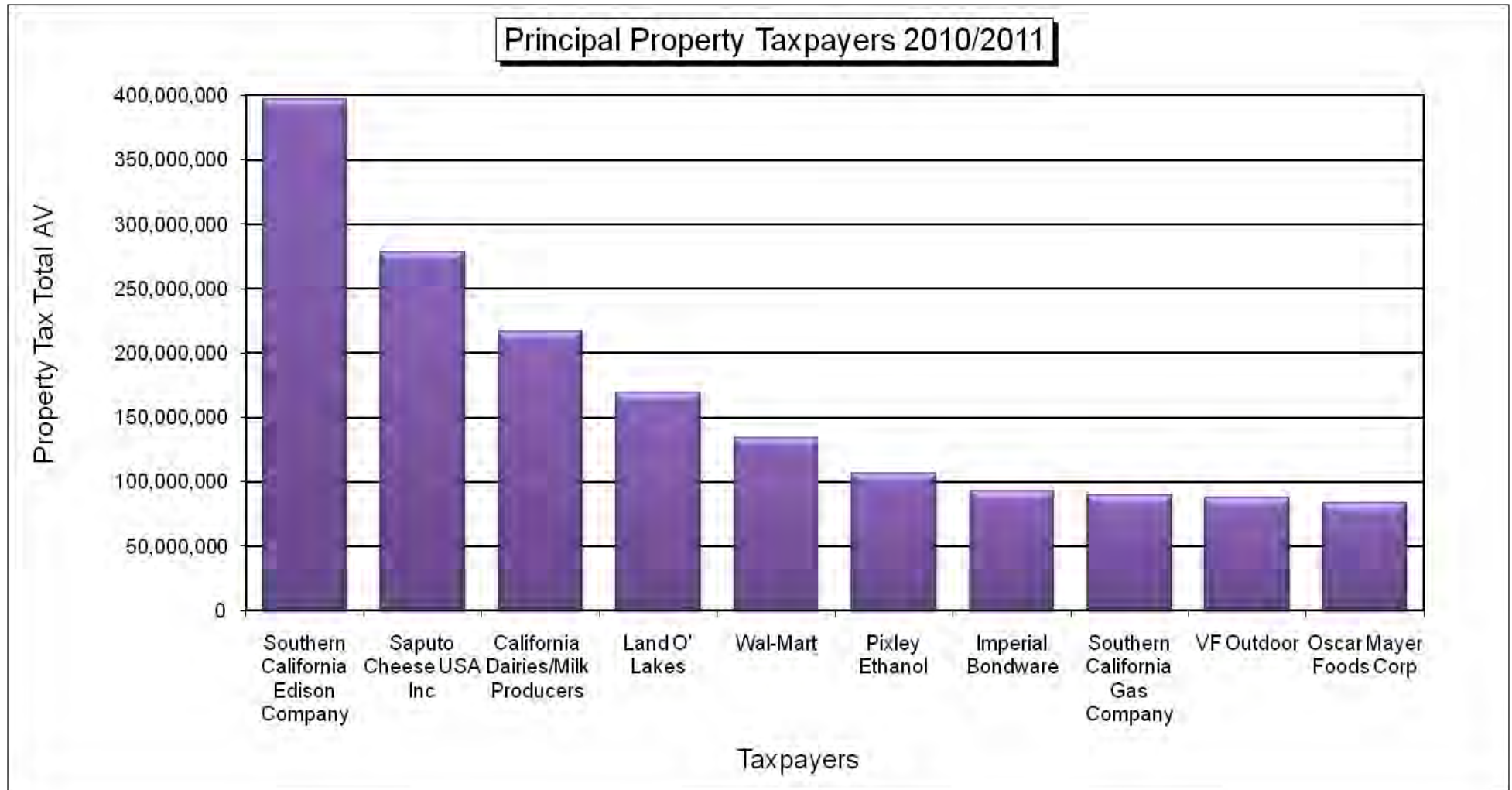
In the most recent year, the growth has slowed due in part to the decline in property values assigned to new sales and in part by over 4,000 applications from property owners requesting a reduction in assessed value to match the decline in property values.

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.

County Of Tulare  
Local Assessed Value



<b>Taxpayer</b>	<b>2010/11</b>		
	<b>Prpty Tax Total AV</b>	<b>Rank</b>	<b>% Total AV</b>
Southern California Edison Company	396,562,880	1	1.41%
Saputo Cheese USA Inc	278,295,587	2	0.99%
California Dairies/Milk Producers	216,523,400	3	0.77%
Land O' Lakes	169,640,058	4	0.60%
Wal-Mart	134,558,020	5	0.48%
Pixley Ethanol	106,431,907	6	0.38%
Imperial Bondware	92,897,982	7	0.33%
Southern California Gas Company	89,528,256	8	0.32%
VF Outdoor	87,731,677	9	0.31%
Oscar Mayer Foods Corp	83,480,427	10	0.30%
Total	1,655,650,194		5.89%
Total Net County Roll AV	28,087,504,036		



Source: Tulare County Tax Collector Website, Property Tax Services-  
View Principal Property Tax Payers.

## **County of Tulare Strategic 5-Year Business Plan**

### ***COUNTY OF TULARE 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.

## **County of Tulare Strategic 5-Year Business Plan**

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

### Purpose

This section of the Budget document sets forth the Government Code (GC) Sections requirements, the California Code of Regulations (CCR), administrative directives and recommended practices, 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. Special Districts whose affairs and finances are under the supervision and control of the County Board of Supervisors are subject to the same rules and regulations. (GC 29000-29144, 30200, 53065, CCR 951-967)

### Forms

The budget document must be on such forms as are prescribed by the State Controller and shall be presented in numerical order. (GC 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 written approval by the State Controller. (GC 29005)

### 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 System of Accounts for 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** (GC 29005)

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

### **All County Officials (GC 29040)**

- To provide an itemized request detailing estimates of required financing sources and uses for unit(s) administered.

### **Board of Supervisors (GC 29063, 29064, 29065, 29080, 29081, 29088)**

- To make revisions, reductions and additions to budget requests.
- To formally approve the Recommended Budget, as revised, as the legal authorization to spend until approval of the Adopted Budget for the County and dependent Special Districts not later than June 30 of each year.
- To make the Recommended Budget available to the general public.
- To publish notice that the budget is available and to announce and conduct public hearings, as prescribed by law.
- To approve the Adopted Budget by resolution for the County and dependent Special Districts not later than October 2 of each year.

### **Auditor or Administrative Officer as Designated by Board (GC 29040, 29042, 29045, 29060, 29061, 29062, 29083)**

- To receive budget requests from officials.
- To prescribe procedures for submitting requests.
- To submit budget requests when official responsible has not done so.

- To compile budget requests.
- To review budget requests, prepare the Recommended Budget and submit the Recommended Budget to the Board of Supervisors.
- To revise the Recommended Budget to reflect changes made by the Board.

### **Auditor (GC 29043, 29044, 29083, 29093, 29124)**

- To provide estimates for bonded debt service requirements.
- To furnish financial statements data or recommendations for any changes to the estimated financing sources to responsible officials.
- To provide for the Auditor or his/her deputy to attend public hearings on the Recommended Budget and to furnish any financial statements and data required.
- To approve certain payments pending adoption of the Adopted Budget.
- To file a copy of the Adopted Budget in the Office of the Clerk of the Board and with the Office of the State Controller no later than December 1 of each year.

### **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

## Budget Construction & Legal Requirements

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 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 Policy Options 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. (GC 29005)
- Designation of data, in addition to available financing sources and financing uses included in departmental estimates. (GC 29006)
- Selection of method of presenting supporting data for salaries and position allocations. (GC 29007)
- Designation of Auditor or Administrative Officer to receive budget estimates and prescribe budget request forms. (GC 29040, 29042)

## Budget Construction & Legal Requirements

- Designation of Auditor or Administrative Officer to submit estimates in event of non-performance by responsible official. (GC 29045)
- Designation of Auditor or Administrative Officer to compile budget requests and prepare the Recommended Budget. (GC 29060, 29061, 29062)
- Designation of Auditor or Administrative Officer to revise the Recommended Budget to reflect Board actions for the Adopted Budget. (GC 29083(b))
- Authorization of additional appropriation controls and designation of official to administer controls. (GC 29092)
- Approval of new positions and capital assets prior to Adopted Budget approval. (GC 29124)
- Designation of Auditor or Administrative Officer to approve transfers and revisions of appropriations within a budget unit. (GC 29125(b))
- Approval of budgetary adjustments including cancellation of unused appropriations and emergency appropriations. (GC 29125, 29126, 29126.1, 29127, 29130)
- Providing for fees for collection of taxes and assessments of Special Districts and Improvement Districts (GC 29142)

### Adopted Budget Policy

The FY 2011/12 Budget Hearings will commence Tuesday, September 20, 2011 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 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 capital assets.

## Budget Construction & Legal Requirements

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- Keep the Board informed of the financial status of the County and of other matters of major significance which affect the County.
- 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 Administrative Officer 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.
- Transfers 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 acquisition of a capital 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.

**MARCH 2011**

<b>ACTION</b>	<b>DATE</b>	<b>RESPONSIBLE PERSON (S)</b>
1. Budget Facilitation Group email to instruct pre-budget FY 2011/2012 labor forecast, moves in TC Job Cost, and other associated personnel actions	Mar. 21	CAO Staff, Departments
2. Departments enter anticipated moves into TC Job Cost (Unit Distribution) Table in Enterprise	Mar. 23 – Apr. 15	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 2011**

<b>ACTION</b>	<b>DATE</b>	<b>RESPONSIBLE PERSON (S)</b>
4. Initial Fund balance estimates due to CAO's Office from Auditor	Apr. 6	Auditor's Office
5. Budget Facilitation Group meeting to discuss FY 11/12 budget process...UI, TC Job Costing: FY 11/12 Moves, narrative (PM) and the budget line issue.	Apr. 6	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 2011/12 salary and benefits and enter them into Web Budget System, using best available estimates	Apr. 18	Budget Analyst
9. Open web budget system for department use	Apr. 19	IT Staff
10. Departments enter FY 11/12 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. 19-Jun. 10	Departments

**Budget Schedule for FY 2011/12**

<b>ACTION</b>	<b>DATE</b>	<b><i>RESPONSIBLE PERSON (S)</i></b>
11. All Board fee hearings should be completed.	Apr. 26	BOS, Assistant CAO

**MAY 2011**

<b>ACTION</b>	<b>DATE</b>	<b><i>RESPONSIBLE PERSON (S)</i></b>
12. Target allocations distributed to departments	May 2	CAO
13. HRD begins periodic review of department personnel requests.	May 2-Jun. 10	HRD Staff
14. Deadline for Departments to return the Labor Forecast Verification Form to CAO.	May 3	Departments

**JUNE 2011**

<b>ACTION</b>	<b>DATE</b>	<b><i>RESPONSIBLE PERSON (S)</i></b>
15. Deadline for Departments to enter and submit all 11/12 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 10/11 from Web Budget System and Requested 11/12 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. 24	Budget Analyst, CAO Analysts, Departments
18. HRD advises Departments about its initial recommendations and receives feedback from them	Jun. 20-24	HRD Staff
19. Departments coordinate with CAO Analysts to adjust Requested Budget for HRD recommendations as appropriate	Jun. 20-24	Departments, CAO Analysts

**Budget Schedule for FY 2011/12**

<b>ACTION</b>	<b>DATE</b>	<b>RESPONSIBLE PERSON (S)</b>
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. 27– Jul. 15	CAO Analysts

**JULY 2011**

<b>ACTION</b>	<b>DATE</b>	<b>RESPONSIBLE PERSON (S)</b>
21. Human Resources submits final position recommendations to CAO's Office and departments	Jul. 8	HRD Staff

**AUGUST 2011**

<b>ACTION</b>	<b>DATE</b>	<b>RESPONSIBLE PERSON (S)</b>
22. Final Fund Balances due to CAO from Auditor	Aug. 2	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. 3-5	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. 3-5	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. 8 – 22	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. 12	Departments
27. CAO, Assistant CAO and Deputy CAO finalize Recommended Budget dollars and narratives	Aug. 15- 19	CAO, Assistant CAO, Deputy CAO

**SEPTEMBER 2011**

<b>ACTION</b>	<b>DATE</b>	<b>RESPONSIBLE PERSON (S)</b>
28. Notice of Final Budget Hearing posted	Sep. 2	Clerk-BOS
29. Recommended Budget Book to the Board of Supervisors	Sep. 7	Deputy CAO
30. Final Budget Hearing packages to Board of Supervisors	Sept. 7	Deputy CAO
31. Recommended Budget available for public distribution	Sep. 7	Deputy CAO
<b>ACTION</b>	<b>DATE</b>	<b>RESPONSIBLE PERSON (S)</b>
32. Final Budget Hearing packages available to public	Sep. 7	Deputy CAO
33. Board of Supervisors conducts public hearings on the Final Budget and adopts Final Budget	Sep. 13	BOS
34. CAO Analysts review all Adopted Budget numbers, positions, and schedules for accuracy	Sep. 14 – 20	Deputy CAO, CAO Analysts, Budget Analyst
35. Deputy CAO and Budget Analyst reviews and finalizes Adopted Budget numbers, positions, and schedules	Sep. 21 – 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 2011**

<b>ACTION</b>	<b>DATE</b>	<b>RESPONSIBLE PERSON (S)</b>
38. Adopted Budget Book returned from printer and distributed	Nov. 28	Auditor

**DECEMBER 2011**

<b>ACTION</b>	<b>DATE</b>	<b>RESPONSIBLE PERSON (S)</b>
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 case 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.

## **Glossary of Budget Terms and Acronyms**

**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 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.

## **Glossary of Budget Terms and Acronyms**

**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 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.

## **Glossary of Budget Terms and Acronyms**

**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.

**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).

**FIXED ASSET** – See Capital Asset.

**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.

## **Glossary of Budget Terms and Acronyms**

**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.

**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.

## **Glossary of Budget Terms and Acronyms**

**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 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.

## **Glossary of Budget Terms and Acronyms**

**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.

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

## **Glossary of Budget Terms and Acronyms**

**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.

## **Glossary of Budget Terms and Acronyms**

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

## **Glossary of Budget Terms and Acronyms**

**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 expected operations of the activity through 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.

## **Glossary of Budget Terms and Acronyms**

**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, 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 21<sup>st</sup> 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 2011-12**

COUNTY FUNDS		AVAILABLE FINANCING				FINANCING REQUIREMENTS		
		FUND BALANCE UNRESERVED/ UNDESIGNATED JUNE 30, 2011	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	001	\$14,477,569	\$2,000,000	\$581,613,563	\$598,091,132	\$598,091,132		\$598,091,132
INDIGENT HEALTHCARE AB75	004			\$1,165,485	\$1,165,485	\$1,165,485		\$1,165,485
LIBRARY FUND	010	\$2,778,630		\$3,766,501	\$6,545,131	\$6,545,131		\$6,545,131
FISH & GAME FUND	011	\$16,804			\$16,804	\$16,804		\$16,804
AVIATION	012	\$39,179		\$535,805	\$574,984	\$574,984		\$574,984
STRUCTURAL FIRE FUND	013	\$943,626		\$11,896,124	\$12,839,750	\$12,839,750		\$12,839,750
ROAD FUND	014	\$17,266,452		\$61,899,075	\$79,165,527	\$79,165,527		\$79,165,527
T C WORKFORCE INVESTMENT BOAR	015			\$10,574,401	\$10,574,401	\$10,574,401		\$10,574,401
CHILD SUPPORT SERVICES	016			\$17,001,103	\$17,001,103	\$17,001,103		\$17,001,103
REALIGNMENT-MENTAL HEALTH	017			\$17,224,991	\$17,224,991	\$17,224,991		\$17,224,991
REALIGNMENT-HEALTH	018			\$17,130,587	\$17,130,587	\$17,130,587		\$17,130,587
REALIGNMENT-SOCIAL SERVICES	019			\$16,975,008	\$16,975,008	\$16,975,008		\$16,975,008
TOBACCO SETTLEMENT REVENUE FN	020			\$3,962,356	\$3,962,356	\$3,962,356		\$3,962,356
PENSION OBLIGATION BOND	022		\$257,076	\$6,249,528	\$6,506,604	\$6,506,604		\$6,506,604
BUILDING LOANS	024	\$1,997,254		\$8,323,891	\$10,321,145	\$8,334,145	\$1,987,000	\$10,321,145
CAPITAL PROJECTS/MAJOR MAINT.	030	\$8,190,632		\$7,687,042	\$15,877,674	\$15,877,674		\$15,877,674
<b>GRAND TOTALS</b>		<b>\$45,710,146</b>	<b>\$2,257,076</b>	<b>\$766,005,460</b>	<b>\$813,972,682</b>	<b>\$811,985,682</b>	<b>\$1,987,000</b>	<b>\$813,972,682</b>

- 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 2011-12**

				FUND BALANCE UNRESERVED UNDESIGNATED TO FINANCE CURRENT BUDGET ESTIMATED	
COUNTY FUNDS	FUND BALANCE (per Auditor) AS OF JUNE 30, 2011	LESS: FUND BALANCE - RESERVED / DESIGNATED JUNE 30, 2011			
		RESERVES		DESIGNATIONS	
		ENCUMBRANCES	GENERAL & OTHER RESERVES		
	ESTIMATED				
GENERAL FUND	001	\$34,477,569		\$20,000,000	\$14,477,569
INDIGENT HEALTHCARE AB75	004				
LIBRARY FUND	010	\$2,778,630			\$2,778,630
FISH & GAME FUND	011	\$16,804			\$16,804
AVIATION	012	\$39,179			\$39,179
STRUCTURAL FIRE FUND	013	\$943,626			\$943,626
ROAD FUND	014	\$17,266,452			\$17,266,452
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	\$257,076		\$257,076	
BUILDING LOANS	024	\$6,110,458		\$4,113,204	\$1,997,254
CAPITAL PROJECTS/MAJOR MAINT.	030	\$8,190,632			\$8,190,632
<b>GRAND TOTALS</b>		<b>\$70,080,426</b>		<b>\$24,370,280</b>	<b>\$45,710,146</b>

**COUNTY OF TULARE**  
**STATE OF CALIFORNIA**  
**DETAIL OF PROVISIONS FOR RESERVES / DESIGNATIONS**  
*(With Supplemental Data Affecting Reserve / Designation Balances)*  
**FOR FISCAL YEAR 2011-12**

COUNTY FUNDS		RESERVES / DESIGNATIONS BALANCE AS OF JUNE 30, 2011	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	001	\$20,000,000		\$2,000,000			\$18,000,000	GENERAL FUND
INDIGENT HEALTHCARE AB75	004							INDIGENT HEALTHCAR
LIBRARY FUND	010							LIBRARY FUND
FISH & GAME FUND	011							FISH & GAME FUND
AVIATION	012							AVIATION
STRUCTURAL FIRE FUND	013							STRUCTURAL FIRE FU
ROAD FUND	014							ROAD FUND
T C WORKFORCE INVESTMENT BOAR	015							T C WORKFORCE INVE
CHILD SUPPORT SERVICES	016							CHILD SUPPORT SERV
REALIGNMENT-MENTAL HEALTH	017							REALIGNMENT-MENTAI
REALIGNMENT-HEALTH	018							REALIGNMENT-HEALTH
REALIGNMENT-SOCIAL SERVICES	019							REALIGNMENT-SOCIAL
TOBACCO SETTLEMENT REVENUE FN	020							TOBACCO SETTLEMEN
PENSION OBLIGATION BOND	022	\$257,076		\$257,076				PENSION OBLIGATION
BUILDING LOANS	024	\$4,113,204			\$1,987,000		\$6,100,204	BUILDING LOANS
CAPITAL PROJECTS/MAJOR MAINT.	030							CAPITAL PROJECTS/M
<b>GRAND TOTALS</b>		<b>\$24,370,280</b>		<b>\$2,257,076</b>		<b>\$1,987,000</b>	<b>\$24,100,204</b>	

**COUNTY OF TULARE**  
**STATE OF CALIFORNIA**  
**SUMMARY OF ESTIMATED REVENUE, OTHER FINANCING SOURCES &**  
**RESIDUAL EQUITY TRANSFERS**  
**BUDGET FOR FISCAL YEAR 2011-12**

DESCRIPTION	ACTUAL 2009-10	ESTIMATED 2010-11	RECOMMENDED 2011-12	ADOPTED BY THE BOARD OF SUPERVISORS 2011-12
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**SUMMARIZATION BY SOURCE**

TAXES	\$120,916,990	\$137,612,483	\$131,971,887
LIC.,PERMITS & FRANCHISE	\$8,485,101	\$8,785,002	\$9,299,119
FINES,FORFEIT.,PENALTIES	\$7,549,321	\$9,366,179	\$7,464,235
REV. FROM USE OF MONEY & PROP	\$3,224,728	\$3,230,188	\$1,718,036
INTERGOVERNMENTAL REVENUE	\$399,647,792	\$387,006,329	\$423,633,269
CHARGES FOR CURRENT SERV	\$71,516,031	\$81,373,041	\$82,105,699
MISCELLANEOUS REVENUE	\$11,105,234	\$9,129,427	\$5,271,727
OTHER FINANCING SOURCES	\$88,860,302	\$71,799,589	\$103,174,118
COWCAP	\$1,185,010	\$1,301,025	\$1,367,370

**TOTAL FINANCING**

**\$712,490,509      \$709,603,263      \$766,005,460**

**SUMMARIZATION BY FUND**

GENERAL FUND	001	\$553,520,821	\$549,767,693	\$581,613,563
INDIGENT HEALTHCARE AB75	004	\$1,224,180	\$1,123,171	\$1,165,485
CHILDREN AND FAMILIES FIRST AD	005	\$212		
GENERAL FUND - TRAN	007	\$23,297		
LIBRARY FUND	010	\$3,712,951	\$3,906,223	\$3,766,501
FISH & GAME FUND	011	\$11,216	\$7,229	
AVIATION	012	\$1,339,240	\$202,678	\$535,805
STRUCTURAL FIRE FUND	013	\$12,323,739	\$12,685,660	\$11,896,124
ROAD FUND	014	\$44,266,523	\$61,388,143	\$61,899,075
T C WORKFORCE INVESTMENT BOARD	015	\$16,526,397	\$15,130,571	\$10,574,401
CHILD SUPPORT SERVICES	016	\$14,705,195	\$13,683,060	\$17,001,103
REALIGNMENT-MENTAL HEALTH	017	\$13,846,570	\$2,600,990	\$17,224,991
REALIGNMENT-HEALTH	018	\$15,103,124	\$11,572,067	\$17,130,587
REALIGNMENT-SOCIAL SERVICES	019	\$14,169,439	\$12,494,183	\$16,975,008
TOBACCO SETTLEMENT REVENUE FND	020	\$3,727,742	\$3,853,660	\$3,962,356
PENSION OBLIGATION BOND	022	\$5,741,791	\$6,324,478	\$6,249,528
EQUIPMENT LOANS	023	\$240,169		
BUILDING LOANS	024	\$6,757,874	\$8,250,578	\$8,323,891
CAPITAL PROJECTS/MAJOR MAINT.	030	\$5,250,029	\$6,612,879	\$7,687,042

**TOTAL FINANCING**

**\$712,490,509      \$709,603,263      \$766,005,460**

**COUNTY OF TULARE**  
**STATE OF CALIFORNIA**  
**ANALYSIS OF FINANCING SOURCES BY SOURCE BY FUND**  
**BUDGET FOR FISCAL YEAR 2011-12**

DESCRIPTION	ACTUAL 2009-10	ESTIMATED 2010-11	RECOMMENDED 2011-12	ADOPTED BY THE BOARD OF SUPERVISORS 2011-12	FUND GENERAL UNLESS OTHERWISE INDICATED
<b>TAXES</b>					
<b>PROPERTY TAXES</b>					
PROPERTY TAXES-CURRENT SECURED	\$37,737,029	\$37,883,087	\$37,504,256		
PROPERTY TAXES-CURRENT SECURED	\$2,870,755	\$2,884,773	\$2,795,795		LIBRARY
PROPERTY TAXES-CURRENT SECURED	\$6,242,975	\$6,270,724	\$6,288,090		STRUC FIRE
PROPERTY TAX-CURRENT UNSECURED	\$1,982,858	\$2,145,091	\$1,800,000		
PROPERTY TAX-CURRENT UNSECURED	\$155,472	\$168,946	\$146,548		LIBRARY
PROPERTY TAX-CURRENT UNSECURED	\$338,763	\$368,009	\$368,520		STRUC FIRE
PROPERTY TAXES-PRIOR SECURED	\$(5,426)	\$745,739	\$100,000		
PROPERTY TAXES-PRIOR SECURED	\$(423)	\$58,472	\$100		LIBRARY
PROPERTY TAXES-PRIOR SECURED	\$(879)	\$127,406	\$1		STRUC FIRE
PROPERTY TAXES-PRIOR UNSECURED	\$76,898	\$29,722	\$44,000		
PROPERTY TAXES-PRIOR UNSECURED	\$5,995	\$2,330	\$1,000		LIBRARY
PROPERTY TAXES-PRIOR UNSECURED	\$12,453	\$5,078	\$4,000		STRUC FIRE
PROPERTY TAX IN-LIEU OF VLF	\$45,514,186	\$45,609,094	\$45,153,003		
SUPPL PROP TAX-CURRENT SECURED	\$1,151,659	\$872,960	\$500,000		
SUPPL PROP TAX-CURRENT SECURED	\$41,857	\$31,792	\$35,000		LIBRARY
SUPPL PROP TAX-CURRENT SECURED	\$80,839	\$63,731	\$35,000		STRUC FIRE
SUPPL PROPERTY TAXES-PRIOR	\$11,692	\$193,507	\$3,060		
SUPPL PROPERTY TAXES-PRIOR	\$436	\$7,045	\$100		LIBRARY
SUPPL PROPERTY TAXES-PRIOR	\$856	\$13,833	\$1		STRUC FIRE
RDA PASS THRU	\$4,908,084	\$4,895,565	\$5,058,134		
RDA PASS THRU	\$211,700	\$202,002	\$203,049		LIBRARY
RDA PASS THRU	\$24,000		\$24,000		AVIATION
RDA PASS THRU	\$128,916	\$131,378	\$90,000		STRUC FIRE
RDA PASS THRU		\$500,000			ROAD FUND
RDA PASS THRU	\$250,000				CAPITAL PROJ
RDA PASS THRU PY	\$988,836	\$314,583			
RDA PASS THRU PY		\$13,170	\$1		LIBRARY
RDA PASS THRU PY		\$(2,369)			STRUC FIRE

**COUNTY OF TULARE**  
**STATE OF CALIFORNIA**  
**ANALYSIS OF FINANCING SOURCES BY SOURCE BY FUND**  
**BUDGET FOR FISCAL YEAR 2011-12**

DESCRIPTION	ACTUAL 2009-10	ESTIMATED 2010-11	RECOMMENDED 2011-12	ADOPTED BY THE BOARD OF SUPERVISORS 2011-12	FUND GENERAL UNLESS OTHERWISE INDICATED
<b>OTHER TAXES</b>					
SALES & USE TAXES	\$5,656,555	\$6,430,516	\$5,800,000		
IN LIEU LOCAL SALES & USE TAX	\$1,914,229	\$1,819,558	\$1,819,558		
MEASURE J SALES TAX PROCEEDS	\$3,956		\$4,080		
MEASURE R SALES TAX PROCEEDS	\$3,657,123	\$19,944,736	\$17,771,871		ROAD FUND
TRANSPORTATION TAX-NON TRANSIT	\$167,047				ROAD FUND
LTF-ART 8 STREETS & ROADS	\$2,936,576	\$2,288,000	\$3,000,000		ROAD FUND
TRANSIENT LODGING-ROOM OCCUP	\$1,137,506	\$1,199,710	\$1,119,000		
PROPERTY TRANSFER TAX	\$777,563	\$837,065	\$955,000		
TIMBER YIELD	\$1,940	\$1,422	\$36,720		
TIMBER YIELD	\$72	\$53	\$1,000		LIBRARY
TIMBER YIELD	\$50	\$36	\$100		STRUC FIRE
AIRCRAFT	\$177,049	\$134,849	\$198,900		
ADJUSTMENT OF PARTNERSHIP PROG	\$962,000	\$962,000	\$962,000		
STATE - TOBACCO TAX PROP 10	\$795,793	\$458,870	\$150,000		
<b>TOTAL TAXES</b>	<b>\$120,916,990</b>	<b>\$137,612,483</b>	<b>\$131,971,887</b>		
<b>LIC.,PERMITS &amp; FRANCHISE</b>					
<b>LICENSES,PERMITS &amp; FRANCHISES</b>					
ANIMAL LICENSES	\$68,942	\$65,888	\$70,000		
REGISTRATION FEES			\$403,259		
BUSINESS LICENSES	\$2,704,874	\$2,634,873	\$2,647,293		
CONSTRUCTION PERMITS	\$1,430,296	\$1,651,694	\$1,740,265		
CONSTRUCTION PERMITS	\$4,858	\$6,703	\$5,000		ROAD FUND
DBL FEE FOR USE PERMITS	\$3,820	\$7,392	\$4,500		
DBL FEE FOR ILLEGAL CONSTR			\$4,000		
DAIRY COMPLIANCE INVEST FEES	\$153,827	\$164,813	\$165,000		
AG PRESERVE APPLICATION FEES	\$9,600	\$9,300	\$9,000		
FRANCHISES	\$3,846,971	\$3,943,863	\$3,828,000		
OTHER LICENSES & PERMITS	\$179,796	\$206,883	\$331,602		

**COUNTY OF TULARE  
STATE OF CALIFORNIA  
ANALYSIS OF FINANCING SOURCES BY SOURCE BY FUND  
BUDGET FOR FISCAL YEAR 2011-12**

DESCRIPTION	ACTUAL 2009-10	ESTIMATED 2010-11	RECOMMENDED 2011-12	ADOPTED BY THE BOARD OF SUPERVISORS 2011-12	FUND GENERAL UNLESS OTHERWISE INDICATED
OTHER LICENSES & PERMITS	\$16,225	\$16,658	\$15,100		STRUC FIRE
AUTOMATION SURCHARGE	\$5,112	\$5,662	\$5,500		
E.E. HOUSING PERMITS	\$57,860	\$68,730	\$68,000		
REINSPECTION FEES	\$1,800	\$800	\$1,000		
HOUSING CERTIFICATE OF NON-OP	\$950	\$1,600	\$1,500		
HOUSING VERIFICATION OF US CIT	\$156	\$143	\$100		
MOTION FILING FEES	\$14				
<b>TOTAL LIC..PERMITS &amp; FRANCHISE</b>	<b>\$8,485,101</b>	<b>\$8,785,002</b>	<b>\$9,299,119</b>		
<b>FINES, FORFEIT., PENALTIES</b>					
<b>VEHICLE CODE FINES</b>					
RED LIGHT VIOLATIONS	\$10,759	\$10,335	\$9,500		
PROOF OF INSURANCE VIOLATIONS	\$36,168	\$42,310	\$42,000		
PARKING FINES	\$101,368	\$95,310	\$99,635		
<b>OTHER COURT FINES</b>					
OTHER COURT FINES	\$83,288	\$72,812	\$95,000		
CHILD PASSENGER SEAT VIOLATION	\$16,000	\$12,000	\$26,000		
AUTO WARRANT SYS (FTA/FTP)	\$91	\$65	\$75		
BICYCLE HELMET VIOLATIONS	\$488	\$294	\$500		
STATE PENALTY ASSESSMENT	\$948,377	\$905,805	\$880,000		
CRIME PREVENTION FINES	\$207	\$276	\$200		
OFF-HIGHWAY VEHICLE FINES	\$126	\$270	\$100		
GENERAL BASE FINE DISTRIBUTION	\$449,312	\$435,889	\$433,382		
BASE FINE DISTRIBUTION-REALIGN	\$1,310,744	\$1,279,079	\$1,300,000		
PC 1463.07 \$25 ADMIN SCRIN	\$1,577	\$1,421	\$1,600		
P/C 1463.07 \$10 CITATION	\$136	\$139	\$100		
STATHAM FINES-DRUNKEN DRIVING		\$2			
TRAFFIC SCHOOL FEES #24	\$340,598	\$285,247	\$305,000		
<b>FORFEITURES &amp; PENALTIES</b>					
E.E. HOUSING FINES	\$360	\$3,493	\$3,000		

**COUNTY OF TULARE**  
**STATE OF CALIFORNIA**  
**ANALYSIS OF FINANCING SOURCES BY SOURCE BY FUND**  
**BUDGET FOR FISCAL YEAR 2011-12**

DESCRIPTION	ACTUAL 2009-10	ESTIMATED 2010-11	RECOMMENDED 2011-12	ADOPTED BY THE BOARD OF SUPERVISORS 2011-12	FUND GENERAL UNLESS OTHERWISE INDICATED
PENALTY ON DELINQUENT TAXES	\$1,397,175	\$1,409,245	\$1,150,000		
COST OF PREPARING DELINQ TAXES	\$77,440	\$122,062	\$100,000		
COUNTY PENALTY ASSESSMENT	\$292,750	\$227,432	\$240,000		
COUNTY PENALTY ASSESSMENT	\$996,472	\$949,407	\$936,018		INDGNT HLTH
COUNTY PENALTY ASSESSMENT	\$1,150,000	\$3,020,904	\$1,448,217		BLDG LOANS
DUI LAB FEES	\$45,347	\$34,435	\$34,000		
AG CD 31662 VICIOUS DOG	\$3				
PENALTY & ASSESSMENTS	\$19,799	\$241,597	\$167,750		
BAIL ENHANCEMENT	\$167,517	\$128,199	\$130,000		
CONTROLLED SUBSTANCE VIOLATION	\$4,988	\$20,226	\$15,000		
FISH & GAME PENALTY ASSESSMENT	\$4,197	\$2,711			FISH & GAME
FISH & GAME PRESERVATION FINES	\$7,019	\$4,518			FISH & GAME
<b>OTHER GOVERNMENTAL AID</b>					
ADMINISTRATIVE FINES	\$87,015	\$60,696	\$47,158		
<b>TOTAL FINES.FORFEIT..PENALTIES</b>	<b>\$7,549,321</b>	<b>\$9,366,179</b>	<b>\$7,464,235</b>		
<b>REV. FROM USE OF MONEY &amp; PROP</b>					
<b>FROM USE OF MONEY &amp; PROPERTY</b>					
INTEREST	\$1,404,445	\$1,680,131	\$516,001		
INTEREST	\$31,052	\$28,752	\$37,098		INDGNT HLTH
INTEREST	\$212				CHILD&FAM FI
INTEREST	\$23,297				GEN FD-TRAN
INTEREST	\$62,207	\$59,193	\$40,000		LIBRARY
INTEREST	\$38,427	\$60,974	\$50,000		STRUC FIRE
INTEREST	\$29,661	\$110,499	\$50,000		ROAD FUND
INTEREST	\$(2,250)	\$(2,780)	\$2,000		T C WID
INTEREST	\$98,189	\$98,170	\$60,000		CHILD SUPP'T
INTEREST	\$2,801		\$1		PENS OBL BND
INTEREST	\$444,018	\$56,934	\$46,987		BLDG LOANS
INTEREST	\$103,256	\$229,258			CAPITAL PROJ

**COUNTY OF TULARE**  
**STATE OF CALIFORNIA**  
**ANALYSIS OF FINANCING SOURCES BY SOURCE BY FUND**  
**BUDGET FOR FISCAL YEAR 2011-12**

DESCRIPTION	ACTUAL 2009-10	ESTIMATED 2010-11	RECOMMENDED 2011-12	ADOPTED BY THE BOARD OF SUPERVISORS 2011-12	FUND GENERAL UNLESS OTHERWISE INDICATED
INTEREST-REGISTERED WARRANTS	\$15,303				
INTEREST-TEETER	\$287,707				
FACILITY RENT	\$502,649	\$678,581	\$585,038		
FACILITY RENT	\$7,455	\$33,680	\$34,920		AVIATION
FACILITY RENT	\$89,616	\$95,575	\$12,001		STRUC FIRE
FACILITY RENT	\$3,808	\$2,400	\$1,400		ROAD FUND
FACILITY RENT		\$(1)	\$172,478		T C WID
FACILITY RENT		\$645			CAPITAL PROJ
CONCESSIONS	\$82,875	\$87,858	\$110,112		
INSURANCE AND RECOVERY		\$10,319			
<b>TOTAL REV. FROM USE OF MONEY &amp; PROP</b>	<b>\$3,224,728</b>	<b>\$3,230,188</b>	<b>\$1,718,036</b>		
<b>INTERGOVERNMENTAL REVENUE</b>					
<b>STATE AID</b>					
STATE-HIGHWAY USER TAX-2104A	\$3,740,662	\$3,897,440	\$3,300,000		ROAD FUND
STATE-HIGHWAY USER TAX-2103A		\$5,803,042	\$4,000,000		ROAD FUND
STATE-HIGHWAY USER TAX-2105	\$3,161,256	\$3,312,309	\$3,100,000		ROAD FUND
STATE-HIGHWAY USER TAX-2106A	\$557,402	\$609,244	\$480,000		ROAD FUND
STATE OTHER-IN LIEU TAX		\$5,499	\$5,700		
STATE OTHER-IN LIEU TAX	\$816	\$174			ROAD FUND
STATE-PUBLIC ASSISTANCE ADMIN	\$53,116,212	\$47,064,817	\$60,601,179		
SCHOOL NUTRITION PROGRAM	\$18,993	\$21,177	\$26,000		
STATE AID FOR CHILDREN	\$50,936,507	\$55,692,045	\$52,455,241		
STATE AID VLF REALIGNMENT	\$16,327,747	\$15,455,295	\$15,922,778		
ST PUB ASST PROG REALIGNMENT	\$13,290,450	\$11,663,189	\$16,118,416		REALIGN-SS
ST AID MNTL HLTH REALIGNMENT	\$8,050,862	\$(2,915,580)	\$11,557,391		REALIGN-MH
STATE-MEDICAL MANAGED CARE	\$1,900,270	\$2,565,147	\$3,459,050		
STATE-MENTAL HEALTH	\$7,621,406	\$8,764,424	\$7,000,206		
AID FOR TUBERCULOSIS CONTROL	\$35,701	\$64,537	\$39,526		
STATE HEALTH PROGRAMS-OTHER	\$1,058,020	\$1,346,868	\$1,084,575		

**COUNTY OF TULARE**  
**STATE OF CALIFORNIA**  
**ANALYSIS OF FINANCING SOURCES BY SOURCE BY FUND**  
**BUDGET FOR FISCAL YEAR 2011-12**

DESCRIPTION	ACTUAL 2009-10	ESTIMATED 2010-11	RECOMMENDED 2011-12	ADOPTED BY THE BOARD OF SUPERVISORS 2011-12	FUND GENERAL UNLESS OTHERWISE INDICATED
STATE HEALTH PROGRAM-AB75	\$173,111	\$108,390	\$192,369		INDGNT HLTH
STATE-DRUG & ALCOHOL ABUSE	\$653,250	\$659,223	\$673,484		
STATE AID HEALTH REALIGNMENT	\$3,568,468	\$582,730	\$4,750,395		REALIGN-HLTH
STATE HEALTH ADMINISTRATION	\$1,015,769	\$897,363	\$1,008,002		
STATE-AGRICULTURE	\$2,930,326	\$2,577,917	\$3,272,302		
STATE-WEIGHTS & MEASURES	\$21,810	\$14,794	\$16,594		
AID FOR TRNG ON CORRECTIONS	\$184,848	\$202,183	\$249,460		
AID FOR TRNG POST	\$178,405	\$184,525	\$160,000		
AID FOR TRNG POST		\$1,865	\$4,000		CHILD SUPP'T
STATE-DISASTER RELIEF		\$(19,611)	\$350,000		
STATE-DISASTER RELIEF		\$7,228			STRUC FIRE
STATE-DISASTER RELIEF		\$26,908	\$94,680		ROAD FUND
STATE-OES REIMBURSEMENT	\$183,497	\$38,271	\$50,000		STRUC FIRE
STATE-VETERANS AFFAIRS	\$54,972	\$64,965	\$65,687		
ST-HOMEOWNERS PROP TAX RELIEF	\$548,998	\$518,616	\$550,000		
ST-HOMEOWNERS PROP TAX RELIEF	\$41,829	\$40,095	\$21,000		LIBRARY
ST-HOMEOWNERS PROP TAX RELIEF	\$90,748	\$87,330	\$87,330		STRUC FIRE
STATE- OTHER	\$9,678,403	\$11,042,016	\$11,043,391		
STATE- OTHER	\$117,208	\$137,697	\$28,000		LIBRARY
STATE- OTHER		\$10,593			STRUC FIRE
STATE- OTHER	\$1,090,270	\$34,812			ROAD FUND
STATE- OTHER	\$16,138	\$17,694	\$27,521		CHILD SUPP'T
STATE- OTHER	\$814,496	\$342,613			CAPITAL PROJ
RD EXCHANGE FUNDS	\$987,784	\$987,784	\$987,784		ROAD FUND
STATE- CHILD SUPPORT ADMIN	\$4,516,040	\$4,043,512	\$5,742,094		CHILD SUPP'T
STATE- SB933 REIMBURSEMENT	\$26,202	\$15,161	\$30,000		
STATE- CAPIT	\$280,726	\$287,854	\$168,555		
OTHER STATE GRANTS	\$4,047,724	\$5,155,575	\$6,329,611		
OTHER STATE GRANTS	\$52,265	\$110,544	\$114,000		LIBRARY
OTHER STATE GRANTS		\$131,753	\$136,080		AVIATION

**COUNTY OF TULARE**  
**STATE OF CALIFORNIA**  
**ANALYSIS OF FINANCING SOURCES BY SOURCE BY FUND**  
**BUDGET FOR FISCAL YEAR 2011-12**

DESCRIPTION	ACTUAL 2009-10	ESTIMATED 2010-11	RECOMMENDED 2011-12	ADOPTED BY THE BOARD OF SUPERVISORS 2011-12	FUND GENERAL UNLESS OTHERWISE INDICATED
OTHER STATE GRANTS			\$20,000		STRUC FIRE
OTHER STATE GRANTS	\$8,712,027				ROAD FUND
OTHER STATE CONTRACTS	\$1,725,108	\$1,689,874	\$200,000		
STATE-HIGHWAY PROJECTS	\$13,457,774	\$4,904,970	\$6,917,366		ROAD FUND
STATE-TRAFFIC CONGESTION RELF	\$2,578,677	\$1,601,791			ROAD FUND
PROPERTY TAX ADMIN-AB818	\$19,575	\$13,333			
JJCPA	\$1,084,763	\$853,739	\$1,084,763		
STATE- COPS	\$284,244	\$320,959	\$390,076		
JUV PROB & CAMPS FUNDING(JPCF)	\$2,999,276	\$2,460,556	\$3,143,100		
STATE - VLF	\$1,825,084	\$1,230,592	\$1,057,258		
STATE REALIGNMENT 2011			\$101,403		
STATE AID FOR SB90	\$736,277	\$268,718	\$262,469		
PROP 172 PUB SAFETY FUND	\$19,832,549	\$21,350,561	\$20,000,000		
AID FOR WILLIAMSON TAX RELIEF	\$98		\$2,000,000		
<b>FEDERAL AID</b>					
FED-PUBLIC ASSISTANCE ADMINIST	\$33,252,323	\$40,280,111	\$45,165,257		
FED-PROB TITLE IV-E	\$1,775,193	\$1,109,119	\$2,044,406		
FED-ARRA GRANTS	\$6,729,203	\$5,602,064	\$1,708,985		
FED-ARRA GRANTS		\$9,017,490			ROAD FUND
FED-ARRA GRANTS	\$100	\$3,697,038	\$2,045,738		T C WID
FED-ARRA GRANTS	\$1,760,532	\$403,284			CHILD SUPP'T
FED-ARRA GRANTS			\$200,000		CAPITAL PROJ
FED-PUB-ASSISTANCE-CHILDREN	\$59,992,489	\$56,591,822	\$52,455,241		
FED-WIC	\$4,511,761	\$4,846,680	\$5,403,342		
FED ALCOHOL & DRUG PROGRAMS	\$1,775,794	\$2,443,489	\$2,555,864		
FED-HEALTH ADMINISTRATION	\$5,609,626	\$6,379,715	\$7,123,174		
FED-DISASTER RELIEF		\$31,898			
FED-DISASTER RELIEF		\$28,911			STRUC FIRE
FED-DISASTER RELIEF		\$28,136	\$1,024,236		ROAD FUND
FED-FOREST RESERVE REVENUE	\$386,593	\$382,775	\$405,000		ROAD FUND

**COUNTY OF TULARE**  
**STATE OF CALIFORNIA**  
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**BUDGET FOR FISCAL YEAR 2011-12**

DESCRIPTION	ACTUAL 2009-10	ESTIMATED 2010-11	RECOMMENDED 2011-12	ADOPTED BY THE BOARD OF SUPERVISORS 2011-12	FUND GENERAL UNLESS OTHERWISE INDICATED
FED-USDA			\$165,000		LIBRARY
FED-USDA	\$60,000				STRUC FIRE
FED-IN LIEU TAXES	\$2,580,183	\$2,523,680	\$1,553,000		
FED-OTHER	\$1,471,737	\$1,703,265	\$1,070,000		
FED-OTHER	\$6,366	\$6,103	\$867,958		ROAD FUND
FED-CHILD SUPP ENFRMNT INCENT	\$7,986,247	\$9,083,986	\$11,146,419		CHILD SUPPT
FED-INS RENTAL REVENUE			\$1		T C WID
OTHER FEDERAL GRANTS	\$3,559,296	\$5,966,570	\$4,693,869		
OTHER FEDERAL GRANTS	\$1,290,210	\$12,581	\$329,594		AVIATION
OTHER FEDERAL CONTRACTS	\$706,338	\$701,198	\$787,080		
FED-HOMELAND SECURITY	\$882,357	\$1,004,466	\$2,022,613		
FED-HIGHWAY PROJECTS	\$963,109	\$4,575,042	\$17,010,481		ROAD FUND
FED-BIOTERRORISM PREPAREDNESS	\$1,778,427	\$1,257,216	\$992,492		
FED-GLASSYWING SHARPSHOOTER	\$702,164	\$657,949	\$1,000,000		
FOOD & NUTRITION SERVICES	\$298,172	\$338,343	\$335,000		
FEMA GRANTS	\$143,335	\$201,238	\$201,238		
FED-WORKFORCE INVESTMENT ACT	\$16,528,547	\$10,605,964	\$8,350,177		T C WID
COMMUNITY DEVELOP BLOCK GRANT	\$45,916				
HOME GRANT	\$198,984				
CDBG-REHAB PROGRAM INCOME		\$411,564	\$620,136		
CAL HOME	\$75,000	\$527,375	\$1,619,612		
HOME REHAB PROGRAM INCOME			\$30,000		
<b>OTHER GOVERNMENTAL AID</b>					
OTHER-IN LIEU TAXES	\$17,634	\$17,983	\$16,320		
OTH-GOV AGY INDIAN GAMING GRNT		\$160,512	\$170,000		ROAD FUND
ADMIN FEES	\$215,113	\$53,642	\$42,200		
<b>TOTAL INTERGOVERNMENTAL REVENUE</b>	<b>\$399,647,792</b>	<b>\$387,006,329</b>	<b>\$423,633,269</b>		

**CHARGES FOR CURRENT SERV**  
**CHARGES FOR CURRENT SERVICES**

**COUNTY OF TULARE  
STATE OF CALIFORNIA  
ANALYSIS OF FINANCING SOURCES BY SOURCE BY FUND  
BUDGET FOR FISCAL YEAR 2011-12**

DESCRIPTION	ACTUAL 2009-10	ESTIMATED 2010-11	RECOMMENDED 2011-12	ADOPTED BY THE BOARD OF SUPERVISORS 2011-12	FUND GENERAL UNLESS OTHERWISE INDICATED
ASSESSMENTS & TAX COLLECT FEES	\$314,332	\$216,809	\$258,806		
FORMATION FEES	\$2,090				
HR&D ADMIN FEES	\$75,219	\$72,675	\$80,197		
DEFERRED COMP ADMIN	\$43,319	\$47,980	\$75,400		
PROP TAX ADM-SB2557	\$1,948,237	\$1,802,093	\$2,000,000		
PROP TAX ADM-SB2557-PR YR		\$183,982			
AUDITING & ACCOUNTING FEES	\$51,702	\$49,331	\$40,001		
BOND PROCESSING FEES	\$19,080	\$20,572	\$20,000		
ELECTION SERVICES	\$411,705	\$469,885	\$410,000		
FILING FEES	\$9,499	\$10,734	\$10,000		
LEGAL SERVICES	\$664,761	\$658,129	\$660,000		
COURT APPOINTED ATTORNEY FEES	\$356	\$67	\$300		
REGISTRATION FEES FOR APPOINTE			\$20,000		
PERSONNEL SERVICES	\$1,443,983	\$1,384,868	\$1,637,188		
COMPLIANCE REP/MONITORING FEES	\$12,023	\$70			
PLANNING & ENGINEERING SERV	\$837,956	\$948,111	\$1,489,132		
PLANNING & ENGINEERING SERV	\$117,735	\$125,550	\$120,000		STRUC FIRE
PLANNING & ENGINEERING SERV	\$26,517	\$77,695	\$50,000		ROAD FUND
AGRICULTURAL SERVICES	\$1,316,694	\$1,600,715	\$1,294,767		
CIVIL PROCESS SERVICES	\$314,513	\$947,204	\$616,000		
INSTALLMENT ACCOUNT FEES	\$21,583	\$24,724	\$70,000		
ACCOUNTS RECEIVABLE FEE			\$2		
CITATION PROCESSING FEES	\$17,105	\$18,082	\$15,000		
ADMINISTRATIVE SCREENING	\$3,920	\$2,441	\$3,000		
DOMESTIC VIOLENCE FEE	\$27,424	\$21,351	\$26,000		
DOMESTIC VIOLENCE-RESTRAINING	\$9,411	\$8,592	\$10,000		
TRAFFIC SCHOOL FEES	\$384,439	\$353,485	\$350,000		
TRAFFIC SCHOOL REALIGNMENT FEE	\$1,286,980	\$1,183,520	\$1,150,000		
VEHICLE REPOSSESSION FEES	\$2,115	\$2,955	\$2,520		
TOWING FEE CHARGE	\$51,610	\$50,700	\$65,000		

**COUNTY OF TULARE**  
**STATE OF CALIFORNIA**  
**ANALYSIS OF FINANCING SOURCES BY SOURCE BY FUND**  
**BUDGET FOR FISCAL YEAR 2011-12**

DESCRIPTION	ACTUAL 2009-10	ESTIMATED 2010-11	RECOMMENDED 2011-12	ADOPTED BY THE BOARD OF SUPERVISORS 2011-12	FUND GENERAL UNLESS OTHERWISE INDICATED
ESTATE FEES		\$26,460	\$25,840		
INMATE SERVICES	\$599,696	\$568,652	\$673,442		
BOOKING FEES FOR JAIL	\$615,156	\$829,164	\$829,000		
BOOKING FEES	\$26,755	\$23,422	\$23,001		
OUTSIDE DA CONTRACTS	\$90,060	\$90,060			
WEEKENDER ADMINISTRATION FEES	\$94,660	\$72,640	\$75,600		
RETURN TO CUSTODY	\$67,846	\$54,664	\$54,000		
PROOF OF CORRECTION	\$71,067	\$65,227	\$60,000		
SWAP FEES	\$248,752	\$248,892	\$364,000		
FIRE PROTECTION SERVICES	\$9,259	\$58,688	\$40,000		STRUC FIRE
FINGERPRINT FEES	\$236,596	\$214,505	\$250,000		
DISPATCH SERVICE	\$151,215	\$154,161	\$191,445		
DISPATCH SERVICE	\$38,515	\$45,698	\$30,000		STRUC FIRE
SUPPRESSION COST REIMBURSEMENT	\$1,902	\$4,882	\$100		STRUC FIRE
RESEARCH FEES	\$30,638	\$10,426	\$25,000		
RECORDING FEES-MICROGRAPHICS	\$107,705	\$212,841	\$806,265		
LOCAL AGENCY FORMATION (LAFCO)			\$1		
FILED PROP TAX DOCUMENT FEES			\$1		
DMV SEARCH FEES			\$1		
TAX ESTIMATES FEE	\$6,993	\$8,820	\$7,500		
DMV-AUTO THEFT ASSESSMENT FEES	\$210,139	\$210,139	\$210,139		
REAL ESTATE RECORDING FEE	\$178,293	\$179,291	\$239,810		
RECORDING FEES	\$1,208,637	\$1,589,631	\$2,050,340		
BIRTHS, DEATHS & MARRIAGE CERT	\$50,000	\$50,000	\$50,000		
ROAD & STREET SERVICES	\$91,228	\$587,058	\$292,150		ROAD FUND
HEALTH FEES	\$178,038	\$207,621	\$198,056		
HEALTH FEES - MEDI-CAL	\$29,962,956	\$37,788,767	\$32,980,607		
MEDI-CAL-BLUE CROSS/MNGD CARE	\$3,696,296	\$2,994,566	\$3,200,000		
MEDI-CAL-HEALTHNET/MNGD CARE	\$400,503	\$419,381	\$300,000		
HEALTHY FAMILIES-BC/MNGD CARE	\$75,353	\$66,321	\$75,000		

**COUNTY OF TULARE  
STATE OF CALIFORNIA  
ANALYSIS OF FINANCING SOURCES BY SOURCE BY FUND  
BUDGET FOR FISCAL YEAR 2011-12**

DESCRIPTION	ACTUAL 2009-10	ESTIMATED 2010-11	RECOMMENDED 2011-12	ADOPTED BY THE BOARD OF SUPERVISORS 2011-12	FUND GENERAL UNLESS OTHERWISE INDICATED
HEALTHY FAMILIES-HN/MNGD CARE	\$24,885	\$22,582	\$20,000		
HEALTHY FAMILY SED	\$1,633,211	\$1,301,120	\$1,115,014		
CAPITATION - KEY MEDICAL	\$28,838	\$16,654	\$20,000		
HEALTH FEES - MEDICARE	\$289,740	\$273,918	\$329,280		
HEALTH FEES - PRIVATE PAY	\$601,796	\$563,272	\$535,000		
HEALTH FEES - PATIENT INSUR	\$183,908	\$197,106	\$185,000		
HEALTH FEES - MILK TESTING	\$15,240	\$4,688	\$12,000		
MENTAL HEALTH SERVICES	\$2,414	\$945	\$4,000		
ALCOHOL ABUSE FEES		\$39,276	\$2,235,004		
CALIF CHILDREN SERVICES	\$1,902,608	\$2,019,921	\$1,663,425		
INSTITUTIONAL CARE & SERVICES	\$441,400	\$330,147	\$566,001		
LIBRARY SERVICES	\$128,753	\$132,171	\$130,000		
LIBRARY SERVICES	\$81,804	\$80,458	\$79,000		LIBRARY
CHGS FOR SERV-WATER & SEWER			\$53,393		
MUSEUM ENTRANCE FEES	\$10,847	\$8,167	\$15,000		
CAMPING FEES	\$64,784	\$47,534	\$72,000		
PARK ENTRANCE FEES	\$96,070	\$87,972	\$120,000		
RESERVATION FEES	\$1,315		\$13,000		
OTHER SERVICES	\$3,135,477	\$3,438,967	\$3,947,461		
OTHER SERVICES	\$21,133	\$29,497	\$10,000		STRUC FIRE
KTAAA ADMIN	\$277,547	\$278,854	\$259,817		
COLLECTIONS SERVICES	\$215,569	\$248,252	\$319,667		
BILLED PHONE REVENUE	\$117,296	\$123,694	\$306,290		
ADMIN CHARGED	\$1,335,233	\$1,246,901	\$1,399,448		
SERVICES OF THE TREASURER	\$1,295,310	\$1,273,604	\$1,642,708		
BILLED SVCS TO COURT		\$1,640			
DESIGN SERVICES		\$82,746	\$85,300		ROAD FUND
CO COUNSEL CHARGES	\$478,761	\$630,096	\$500,000		
SERVICES TO OTHER DEPTS	\$772,592	\$505,779	\$429,651		
SERVICES TO RISK MANAGEMENT	\$1,150,233	\$1,117,926	\$1,289,378		

**COUNTY OF TULARE**  
**STATE OF CALIFORNIA**  
**ANALYSIS OF FINANCING SOURCES BY SOURCE BY FUND**  
**BUDGET FOR FISCAL YEAR 2011-12**

DESCRIPTION	ACTUAL 2009-10	ESTIMATED 2010-11	RECOMMENDED 2011-12	ADOPTED BY THE BOARD OF SUPERVISORS 2011-12	FUND GENERAL UNLESS OTHERWISE INDICATED
GIS SERVICES	\$36,720	\$27,839	\$30,425		
GSA-COURIER	\$21,262	\$22,091	\$15,447		
PROPERTY MANAGEMENT	\$10,631	\$2,240	\$14,904		
COST PLAN RECOVERED	\$770,003	\$652,455	\$847,613		
ROAD YARD BILLING (INCL FUEL)	\$1,061,842	\$1,397,116	\$1,405,500		ROAD FUND
COURT SECURITY SERVICES	\$4,475,465	\$4,532,670	\$5,171,947		
I/F-RD YD BILLING (INCL FUEL)	\$457,252	\$809,132	\$871,849		ROAD FUND
<b>INTERFUND REVENUE</b>					
I/F REV - PROP TAX ADM-SB2557	\$111,339	\$104,617	\$113,000		
I/F REV-BILLED PHONE REVENUE	\$256,377	\$241,441	\$76,649		
I/F REV-ADMIN CHARGED	\$943,019	\$1,334,709	\$1,548,360		
I/F REV-DESIGN SERVICES		\$134,652	\$8,500		ROAD FUND
I/F REV-COUNTY COUNSEL CHARGES	\$123,645	\$70,201	\$60,000		
I/F REVENUE SHERIFF'S ENGRAVIN			\$2,118		
I/F REV-GIS SERVICES	\$47,859	\$32,215	\$64,200		
I/F REV-COURIER	\$36,146	\$38,813	\$47,952		
I/F REV-PROPERTY MANAGEMENT	\$209,370	\$158,845	\$206,817		
INTERFUND REV-SERV TO OTH DEPT	\$658,790	\$495,680	\$659,769		
INTERFUND REV-SERV TO OTH DEPT	\$46,666	\$62,961			LIBRARY
INTERFUND REV-SERV TO OTH DEPT	\$16,000	\$24,480	\$11,211		AVIATION
INTERFUND REV-PPTY TAX SERVICE	\$9,315	\$7,700	\$12,990		
INTERFUND REV-PROG ADMIN COSTS	\$55,000	\$55,000	\$55,000		
<b>TOTAL CHARGES FOR CURRENT SERV</b>	<b>\$71,516,031</b>	<b>\$81,373,041</b>	<b>\$82,105,699</b>		
<b>MISCELLANEOUS REVENUE</b>					
<b>MISCELLANEOUS REVENUE</b>					
DA FAMILY SUPPORT-CO SHARE	\$336,240				
WELFARE REPAYMENTS	\$876,146	\$853,709	\$195,998		
FOOD STAMP REPAYMENTS		\$109,626	\$2		
WELFARE REPAYMENTS & REFUNDS	\$688,060	\$681,445			

**COUNTY OF TULARE**  
**STATE OF CALIFORNIA**  
**ANALYSIS OF FINANCING SOURCES BY SOURCE BY FUND**  
**BUDGET FOR FISCAL YEAR 2011-12**

DESCRIPTION	ACTUAL 2009-10	ESTIMATED 2010-11	RECOMMENDED 2011-12	ADOPTED BY THE BOARD OF SUPERVISORS 2011-12	FUND GENERAL UNLESS OTHERWISE INDICATED
WELFARE REPAYMENTS & REFUNDS		\$6,722			CHILD SUPP'T
RETIREMENT REFUNDS	\$11,849	\$19,493			
RETIREMENT REFUNDS		\$25,985			ROAD FUND
RETIREMENT REFUNDS			\$1		T C WID
RETIREMENT REFUNDS	\$19,740	\$6,397	\$100		CHILD SUPP'T
RESTITUTION PAYMENTS	\$51	\$2,000	\$201		
VENDOR REBATES	\$90,338	\$154,335	\$125,000		
ASSET FORFEITURES	\$102,836	\$78,440	\$95,000		
CONSUMER FRAUD SEIZURES	\$1,490		\$5,000		
OTHER SALES-TAXABLE (UI 8.75)	\$159,828	\$140,939	\$226,151		
OTHER SALES-TAXABLE (UI 8.75)	\$5,906	\$6,290	\$5,800		LIBRARY
OTHER SALES-TAXABLE (VIS 9.00)	\$101,431	\$81,175	\$81,440		
OTHER SALES-TAXABLE (VIS 9.00)	\$15,267	\$20,477	\$20,000		LIBRARY
OTHER SALES-TAXABLE (VIS 9.00)		\$184			AVIATION
OTHER SALES-TAXABLE (VIS 9.00)	\$1,491	\$4,088			ROAD FUND
OTHER SALES-TAXABLE (TUL 9.25)		\$120			
OTHER SALES-TAXABLE (DIN 9.50)	\$181				
OTHER SALES-TAXABLE (DIN 9.50)	\$2,368	\$2,501	\$2,500		LIBRARY
OTHER SALES-NON TAXABLE	\$273,852	\$152,222	\$103,600		
OTHER SALES-NON TAXABLE	\$75,974	\$4,700			ROAD FUND
LESS CONSIGNMENT SALES	\$(230,856)	\$(18,518)	\$(5,000)		
OTHER REVENUE-PRIOR YEAR	\$50,748	\$3,392	\$1		
PRIOR YEAR ADJUSTMENTS		\$27,663			
VEHICLE USE REIMBURSEMENT	\$4,223	\$7,437	\$6,000		
PUBLIC ADM REIMBURSEMENTS	\$43,843	\$28,767	\$75,000		
CAFETERIA PLAN FOREITURES		\$2,077			
OTHER REVENUE	\$787,613	\$448,097	\$480,102		
OTHER REVENUE	\$1,195	\$3,340	\$24,480		LIBRARY
OTHER REVENUE	\$1,575				AVIATION
OTHER REVENUE	\$4,210	\$8,490	\$3		STRUC FIRE

**COUNTY OF TULARE**  
**STATE OF CALIFORNIA**  
**ANALYSIS OF FINANCING SOURCES BY SOURCE BY FUND**  
**BUDGET FOR FISCAL YEAR 2011-12**

DESCRIPTION	ACTUAL 2009-10	ESTIMATED 2010-11	RECOMMENDED 2011-12	ADOPTED BY THE BOARD OF SUPERVISORS 2011-12	FUND GENERAL UNLESS OTHERWISE INDICATED
OTHER REVENUE	\$91,144	\$26,886			ROAD FUND
OTHER REVENUE		\$805,240	\$1		T C WID
OTHER REVENUE	\$1,451	\$980	\$6,000		CHILD SUPP'T
OTHER REVENUE	\$1,208	\$43,643	\$756,595		CAPITAL PROJ
PROGRAM REPAYMENTS	\$4,084,236	\$2,787,251	\$2,145,983		
PROGRAM REPAYMENTS	\$23,545	\$19,498			INDGNT HLTH
INSURANCE PROCEEDS/RECOVERIES	\$149,779	\$114,300	\$75,001		
INSURANCE PROCEEDS/RECOVERIES	\$1,702	\$9,994			ROAD FUND
WORKER'S COMP REIMBURSEMENT	\$772,717	\$670,626	\$420,688		
WORKER'S COMP REIMBURSEMENT	\$146,278	\$108,299	\$15,000		STRUC FIRE
WORKER'S COMP REIMBURSEMENT	\$17,544	\$17,317			ROAD FUND
WORKER'S COMP REIMBURSEMENT		\$850	\$1		T C WID
WORKER'S COMP REIMBURSEMENT	\$3,620	\$19,270	\$11,969		CHILD SUPP'T
OTH REV 10% REBATE VICTIM REST	\$126,001	\$74,884	\$150,000		
OUTLAWED WARRANTS	\$227,299	\$177,409	\$30,011		
OUTLAWED WARRANTS		\$45			INDGNT HLTH
OUTLAWED WARRANTS	\$172	\$76	\$128		LIBRARY
OUTLAWED WARRANTS	\$1,263	\$184	\$2		STRUC FIRE
OUTLAWED WARRANTS	\$20	\$(96)			ROAD FUND
OUTLAWED WARRANTS		\$21,536	\$2		T C WID
OUTLAWED WARRANTS	\$303,238	\$1,180	\$3,000		CHILD SUPP'T
OUTLAWED WARRANTS		\$58			CAPITAL PROJ
WIB 3RD PARTY REIMBURSEMENT		\$2,724	\$4,000		T C WID
OTHER REVENUE-CASH OVERAGE	\$2	\$1	\$1		
OTHER REVENUE-PLAN FEES		\$2,470			CAPITAL PROJ
PRIVATE GRANTS/DONATIONS	\$12,805	\$25,319	\$128,000		
PRIVATE GRANTS/DONATIONS	\$200	\$14,008	\$84,000		LIBRARY
PRIVATE GRANTS/DONATIONS	\$1,376,683	\$145,187			CAPITAL PROJ
NSF CHECKS	\$(3,384)	\$(5,892)	\$(39)		
PRIOR A/P ACCRUALS ADJUSTMENT	\$302,029	\$1,184,456	\$3		

**COUNTY OF TULARE**  
**STATE OF CALIFORNIA**  
**ANALYSIS OF FINANCING SOURCES BY SOURCE BY FUND**  
**BUDGET FOR FISCAL YEAR 2011-12**

DESCRIPTION	ACTUAL 2009-10	ESTIMATED 2010-11	RECOMMENDED 2011-12	ADOPTED BY THE BOARD OF SUPERVISORS 2011-12	FUND GENERAL UNLESS OTHERWISE INDICATED
PRIOR A/P ACCRUALS ADJUSTMENT	\$40,083	\$131	\$1		STRUC FIRE
PRIOR A/P ACCRUALS ADJUSTMENT			\$1		T C WID
<b>TOTAL MISCELLANEOUS REVENUE</b>	<b>\$11,105,234</b>	<b>\$9,129,427</b>	<b>\$5,271,727</b>		
<b>OTHER FINANCING SOURCES</b>					
<b>MISCELLANEOUS REVENUE OTHER</b>					
D.S. RETIREMENT- POB	\$5,738,990	\$6,324,478	\$5,963,508		PENS OBL BND
TOBACCO SETTLEMENT PROCEEDS	\$3,727,742	\$3,853,660	\$3,962,356		TOBBACO SF
<b>OTHER FINANCING SOURCES</b>					
CRTS RETIREMENT- POB			\$286,019		PENS OBL BND
SALE OF FIXED ASSETS-NON TAX	\$107,364	\$147,901	\$175,000		
SALE OF FIXED ASSETS-NON TAX		\$10,000			ROAD FUND
LEASE PRINCIPAL PAYMENTS	\$144,252	\$153,136	\$162,567		BLDG LOANS
OPERATING TRANSFERS-IN	\$43,560,645	\$27,735,398	\$52,101,665		
OPERATING TRANSFERS-IN		\$17,079			INDGNT HLTH
OPERATING TRANSFERS-IN			\$1		T C WID
OPERATING TRANSFERS-IN	\$5,795,708	\$5,516,570	\$5,667,600		REALIGN-MH
OPERATING TRANSFERS-IN	\$11,534,656	\$10,989,337	\$11,280,192		REALIGN-HLTH
OPERATING TRANSFERS-IN	\$878,989	\$830,994	\$856,592		REALIGN-SS
OPERATING TRANSFERS-IN	\$113,400	\$2,359,137	\$139,047		CAPITAL PROJ
O/T-IN:OTH CAP PROJECTS	\$90,986		\$3,591,400		CAPITAL PROJ
DEBT SRVC - VEHICLES	\$240,169				EQUIP LOANS
DEBT SRVC - BUILDING	\$5,019,604	\$5,019,604	\$5,019,604		BLDG LOANS
O/T-IN:INMATE WELFARE TRUST	\$4,678				
O/T-IN:FIRE	\$4,660,875	\$4,660,875	\$4,660,875		STRUC FIRE
O/T-IN:SS REALIGNMENT			\$1,100,000		REALIGN-HLTH
O/T-IN:CAP/PROJ	\$719,992		\$1,000,000		
O/T-IN:CAP/PROJ		\$320,000			STRUC FIRE
O/T-IN:FROM INVENSYS TRUST			\$1,021,929		BLDG LOANS
O/T-IN:FOR ENERGY CONSERVATION			\$624,587		BLDG LOANS

**COUNTY OF TULARE  
STATE OF CALIFORNIA  
ANALYSIS OF FINANCING SOURCES BY SOURCE BY FUND  
BUDGET FOR FISCAL YEAR 2011-12**

DESCRIPTION	ACTUAL 2009-10	ESTIMATED 2010-11	RECOMMENDED 2011-12	ADOPTED BY THE BOARD OF SUPERVISORS 2011-12	FUND GENERAL UNLESS OTHERWISE INDICATED
TEETER REVENUES	\$2,000,000				
O/T-IN:HARMON FIELD		\$347,439	\$500,000		CAPITAL PROJ
O/T-IN:MAINTENANCE		\$142,429			CAPITAL PROJ
O/T-IN:VEH ACQUISITION 07/08	\$239,671				
O/T-IN:VEH ACQUISITION 08/09	\$690,661				
O/T-IN:VEH ACQUISITION 10/11			\$1,594,500		
O/T-IN:PFA	\$2,500,000	\$3,000,000	\$2,500,000		CAPITAL PROJ
O/T-IN:50% SAVINGS		\$361,635	\$966,675		
O/T-IN:98/99 LEASE	\$1,091,920	\$9,917	\$1		
<b>TOTAL OTHER FINANCING SOURCES</b>	<b>\$88,860,302</b>	<b>\$71,799,589</b>	<b>\$103,174,118</b>		
<b>COWCAP</b>					
<b>COWCAP</b>					
INTERFUND REV-COWCAP BILLED	\$1,185,010	\$1,301,025	\$1,367,370		
<b>TOTAL COWCAP</b>	<b>\$1,185,010</b>	<b>\$1,301,025</b>	<b>\$1,367,370</b>		
<b>GRAND TOTAL</b>	<b>\$712,490,509</b>	<b>\$709,603,263</b>	<b>\$766,005,460</b>		

**COUNTY OF TULARE  
STATE OF CALIFORNIA  
ANALYSIS OF CURRENT PROPERTY TAXES  
BUDGET FOR FISCAL YEAR 2011-12**

COUNTY FUNDS	SECURED SUPPLEMENTAL PROPERTY TAXES	CURRENT SECURED PROPERTY TAXES				CURRENT UNSECURED PROPERTY TAXES			
		APPORTIONMENT FROM COUNTYWIDE TAX RATE	VOTER APPROVED DEBT		TOTAL SECURED	APPORTIONMENT FROM COUNTYWIDE TAX RATE	VOTER APPROVED DEBT		TOTAL UNSECURED
			RATE	AMOUNT			RATE	AMOUNT	
Library	35,000	2,795,795			2,830,795	146,548			146,548
General	500,000	37,504,256			38,004,256	1,800,000			1,800,000
Fire	35,000	6,288,090			6,323,090	368,520			368,520
<b>TOTAL</b>	570,000	46,588,141			47,158,141	2,315,068			2,315,068

**COUNTYWIDE TAX BASE**

	SECURED ROLL			UNSECURED ROLL (4)	TOTAL SECURED & UNSECURED ASSESSED (5)
	LOCAL ASSESSED (1)	STATE ASSESSED (2)	TOTAL SECURED (3)		
LAND	7,402,581,426	41,131,617	7,443,713,043	2,958,500	7,446,671,543
IMPROVEMENTS	18,292,946,678	734,604,328	19,027,551,006	573,732,072	19,601,283,078
PERSONAL PROPERTY	521,535,720	52,715,091	574,250,811	981,239,869	1,555,490,680
<b>TOTAL ASSESSED VALUATION</b>	26,217,063,824	828,451,036	27,045,514,860	1,557,930,441	28,603,445,301
LESS EXEMPTIONS:					
HOMEOWNERS	341,497,456		341,497,456	7,000	341,504,456
OTHERS	662,326,635		662,326,635	8,418,418	670,745,053
<b>TOTAL NET ASSESSED VALUE</b>	25,213,239,733	828,451,036	26,041,690,769	1,549,505,023	27,591,195,792
Less Allowance for:					
Delinquencies (1) 3.88%, (2) 3.88% (3) 3.88% (4) 10.07%	978,273,702	32,143,900	1,010,417,602	156,035,156	1,166,452,758
<b>ADJUSTED VALUATION FOR EST. TAX REVENUE COMPUTATION</b>	24,234,966,031	796,307,136	25,031,273,167	1,393,469,867	26,424,743,034

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 2011-12**

DESCRIPTION	ACTUAL 2009-10	ESTIMATED 2010-11	RECOMMENDED 2011-12	ADOPTED BY THE BOARD OF SUPERVISORS 2011-12
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**SUMMARIZATION BY FUNCTION**

GENERAL	\$35,836,682	\$38,509,640	\$62,504,668
PUBLIC PROTECTION	\$189,860,889	\$184,646,009	\$196,176,435
PUBLIC WAYS AND FACILITIES	\$38,243,884	\$57,223,956	\$79,740,511
HEALTH AND SANITATION	\$165,865,638	\$147,733,269	\$184,217,539
PUBLIC ASSISTANCE	\$256,874,133	\$248,572,328	\$261,297,839
EDUCATION	\$4,987,461	\$5,380,842	\$7,601,699
RECREATION AND CULTURAL SERVIC	\$2,058,793	\$3,290,491	\$2,611,936
RETIREMENT OF LONG TERM DEBT	\$15,191,078	\$14,864,265	\$17,835,055
<b>TOTAL FINANCING REQUIREMENTS</b>	<b>\$708,918,558</b>	<b>\$700,220,800</b>	<b>\$811,985,682</b>

**SUMMARIZATION BY FUND**

GENERAL FUND	001	\$556,181,559	\$547,457,835	\$598,091,132
INDIGENT HEALTHCARE AB75	004	\$1,254,802	\$1,123,548	\$1,165,485
LIBRARY FUND	010	\$3,911,662	\$4,309,804	\$6,545,131
FISH & GAME FUND	011	\$10,560	\$12,940	\$16,804
AVIATION	012	\$1,417,973	\$196,658	\$574,984
STRUCTURAL FIRE FUND	013	\$13,103,071	\$12,441,278	\$12,839,750
ROAD FUND	014	\$36,825,911	\$57,027,298	\$79,165,527
T C WORKFORCE INVESTMENT BOARD	015	\$16,197,532	\$15,130,582	\$10,574,401
CHILD SUPPORT SERVICES	016	\$14,705,194	\$13,669,154	\$17,001,103
REALIGNMENT-MENTAL HEALTH	017	\$13,846,570	\$2,600,989	\$17,224,991
REALIGNMENT-HEALTH	018	\$15,103,124	\$11,572,067	\$17,130,587
REALIGNMENT-SOCIAL SERVICES	019	\$14,169,439	\$12,494,183	\$16,975,008
TOBACCO SETTLEMENT REVENUE FND	020	\$3,727,742	\$3,853,660	\$3,962,356
PENSION OBLIGATION BOND	022	\$6,058,419	\$6,356,282	\$6,506,604
EQUIPMENT LOANS	023	\$271,644		
BUILDING LOANS	024	\$6,746,699	\$6,684,792	\$8,334,145
CAPITAL PROJECTS/MAJOR MAINT.	030	\$5,386,657	\$5,289,730	\$15,877,674
<b>TOTAL FINANCING REQUIREMENTS</b>		<b>\$708,918,558</b>	<b>\$700,220,800</b>	<b>\$811,985,682</b>

**COUNTY OF TULARE  
STATE OF CALIFORNIA  
SUMMARY OF COUNTY FINANCING REQUIREMENTS  
BUDGET FOR FISCAL YEAR 2011-12**

BUDGET UNITS (Grouped by Function & Activity)	ACTUAL 2009-10	ESTIMATED 2010-11	RECOMMENDED 2011-12	ADOPTED BY THE BOARD OF SUPERVISORS 2011-12
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**GENERAL**

**LEGISLATIVE AND ADMINISTRATIVE**

BOARD OF SUPERVISORS	\$1,229,749	\$1,667,019	\$1,798,248
ADMINISTRATIVE OFFICER	\$10,777,745	\$13,623,898	\$23,203,628

**FINANCE**

AUDITOR-CONTROLLER	\$1,274,133	\$1,072,048	\$906,295
TREASURER	\$1,289,455	\$1,271,595	\$1,559,875
ASSESSOR	\$6,130,188	\$6,084,911	\$6,326,414
TAX COLLECTOR	\$1,754,987	\$1,750,529	\$1,947,567
PURCHASING AGENT	\$421,218	\$393,888	\$420,781

**COUNSEL**

COUNTY COUNSEL	\$2,160,973	\$1,806,241	\$3,125,624
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**PERSONNEL**

PERSONNEL	\$132,204	\$366,391	\$990,843
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**ELECTIONS**

REGISTRAR OF VOTERS	\$1,677,439	\$1,161,006	\$2,230,008
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**COMMUNICATIONS**

TELEPHONE AND RADIO SYSTEMS	\$420,979	\$396,220	\$382,940
MESSENGER AND DELIVERY DEPARTM	\$60,881	\$61,282	\$63,399

**PROPERTY MANAGEMENT**

MAINTENANCE DEPARTMENTS	\$313,028	\$234,040	\$273,439
DEPARTMENTS	\$207,194	\$907,360	\$912,479

**PLANT ACQUISITION**

PLANT ACQUISITION	\$5,386,657	\$5,289,730	\$15,877,674
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**OTHER GENERAL**

SURVEYOR AND ENGINEER	\$274,918	\$366,469	\$177,473
CENTRAL SERVICES, STORES	\$2,278,666	\$1,997,076	\$2,232,581
DEFERRED COMP	\$46,268	\$59,937	\$75,400

<b>TOTAL GENERAL</b>	<b>\$35,836,682</b>	<b>\$38,509,640</b>	<b>\$62,504,668</b>
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**PUBLIC PROTECTION**

**COUNTY OF TULARE  
STATE OF CALIFORNIA  
SUMMARY OF COUNTY FINANCING REQUIREMENTS  
BUDGET FOR FISCAL YEAR 2011-12**

BUDGET UNITS (Grouped by Function & Activity)	ACTUAL 2009-10	ESTIMATED 2010-11	RECOMMENDED 2011-12	ADOPTED BY THE BOARD OF SUPERVISORS 2011-12
<b>JUDICIAL</b>				
COURTS	\$7,416,508	\$6,981,109	\$7,446,003	
SHERIFF - COURTS	\$4,955,259	\$4,830,926	\$5,390,448	
GRAND JURY	\$145,184	\$158,091	\$168,767	
FAMILY SUPPORT - CHILD SUPPORT	\$14,705,194	\$13,669,154	\$17,001,103	
LAW LIBRARY	\$129,108	\$159,569	\$157,500	
DISTRICT ATTORNEY - PROSECUTIO	\$19,628,039	\$18,571,570	\$17,533,258	
PUBLIC DEFENDER	\$8,444,669	\$7,929,921	\$8,382,913	
<b>POLICE PROTECTION</b>				
SHERIFF	\$38,435,436	\$37,929,469	\$36,472,847	
DRUG & ALC ABUSE TESTS	\$197,706	\$209,550	\$205,000	
<b>DETENTION AND CORRECTION</b>				
ADULT DETENTION	\$38,065,928	\$36,035,620	\$37,487,934	
PROBATION	\$24,560,282	\$22,742,600	\$26,452,642	
HONOR FARMS	\$95,442	\$131,630	\$120,600	
<b>FIRE PROTECTION</b>				
FIRE DEPARTMENT	\$13,103,071	\$12,441,278	\$12,839,750	
<b>FLOOD CONTROL AND SOIL AND WAT</b>				
CHANNEL CONSTR AND MAINT	\$34,225	\$12,647	\$53,393	
<b>PROTECTION INSPECTION</b>				
AGRICULTURAL COMMISSIONER	\$6,141,177	\$5,423,307	\$7,210,805	
BUILDING INSPECTOR	\$1,809,311	\$1,519,222	\$2,352,828	
SEALER OF WEIGHTS AND MEASURES	\$456,159	\$442,936	\$451,185	
<b>OTHER PROTECTION</b>				
COUNTY CLERK	\$397,069	\$410,412	\$494,123	
RECORDER	\$765,190	\$961,892	\$1,844,988	
PUBLIC ADMINISTRATOR	\$189,574	\$139,086	\$200,840	
EMERGENCY SERVICES, DISASTER R	\$11,836	\$3,933,082	\$1,692,472	
PUBLIC GUARDIAN	\$5,625,323	\$5,548,329	\$5,679,297	
LAFCO	\$203,989			

**COUNTY OF TULARE**  
**STATE OF CALIFORNIA**  
**SUMMARY OF COUNTY FINANCING REQUIREMENTS**  
**BUDGET FOR FISCAL YEAR 2011-12**

BUDGET UNITS (Grouped by Function & Activity)	ACTUAL 2009-10	ESTIMATED 2010-11	RECOMMENDED 2011-12	ADOPTED BY THE BOARD OF SUPERVISORS 2011-12
ENVIRONMENTAL PROTECTION PROGR	\$660,025	\$675,713	\$2,074,881	
FISH AND GAME PROPAGATION	\$10,560	\$12,940	\$16,804	
PLANNING AND ZONING	\$2,720,520	\$2,777,550	\$3,326,027	
PREDATORY ANIMAL CONTROL	\$914,035	\$956,045	\$1,036,496	
ABANDONED VEHICLE PROGRAM	\$40,070	\$42,361	\$83,531	
<b>TOTAL PUBLIC PROTECTION</b>	<b>\$189,860,889</b>	<b>\$184,646,009</b>	<b>\$196,176,435</b>	
<b>PUBLIC WAYS AND FACILITIES</b>				
<b>PUBLIC WAYS</b>				
ROADS - PUBLIC WAYS	\$36,825,911	\$57,027,298	\$79,165,527	
AIRPORTS	\$1,417,973	\$196,658	\$574,984	
<b>TOTAL PUBLIC WAYS AND FACILITIES</b>	<b>\$38,243,884</b>	<b>\$57,223,956</b>	<b>\$79,740,511</b>	
<b>HEALTH AND SANITATION</b>				
<b>HEALTH</b>				
PUBLIC HEALTH OFFICER	\$895,137	\$218,783	\$670,000	
HEALTH DEPARTMENT	\$41,503,107	\$37,808,311	\$48,427,642	
COMMUNITY MENTAL HEALTH	\$53,539,237	\$53,240,976	\$58,727,744	
FAMILY PLANNING, FAMILY HEALTH	\$1,734,076	\$1,663,003	\$1,896,255	
ALCOHOL AND DRUG ABUSE SERVICE	\$6,885,177	\$7,292,905	\$8,886,415	
ENVIRONMENTAL HEALTH	\$175,476	\$157,766	\$177,759	
<b>HOSPITAL CARE</b>				
MEDICAL CARE SERVICES	\$56,152,970	\$43,173,136	\$60,090,646	
MEDICALLY INDIGENT ADULTS	\$4,980,458	\$4,178,389	\$5,341,078	
<b>TOTAL HEALTH AND SANITATION</b>	<b>\$165,865,638</b>	<b>\$147,733,269</b>	<b>\$184,217,539</b>	
<b>PUBLIC ASSISTANCE</b>				
<b>ADMINISTRATION</b>				
ADMINISTRATION - SOCIAL SERVIC	\$96,944,131	\$93,008,279	\$109,732,545	
<b>AID PROGRAMS</b>				
AID PROGRAMS	\$121,198,050	\$123,592,914	\$115,591,947	

**COUNTY OF TULARE**  
**STATE OF CALIFORNIA**  
**SUMMARY OF COUNTY FINANCING REQUIREMENTS**  
**BUDGET FOR FISCAL YEAR 2011-12**

BUDGET UNITS (Grouped by Function & Activity)	ACTUAL 2009-10	ESTIMATED 2010-11	RECOMMENDED 2011-12	ADOPTED BY THE BOARD OF SUPERVISORS 2011-12
<b>GENERAL RELIEF</b>				
AID TO INDIGENTS - GENERAL REL	\$1,254,802	\$1,123,548	\$1,165,485	
<b>CARE OF COURT WARDS</b>				
FOSTER CARE	\$19,110,061	\$18,312,640	\$20,842,878	
<b>VETERANS' SERVICES</b>				
VETERANS SERVICES OFFICER	\$251,325	\$216,645	\$243,692	
<b>OTHER ASSISTANCE</b>				
WIA - VOCATIONAL TRAINING	\$16,184,073	\$11,288,787	\$8,981,929	
COMMUNITY DEVELOPMENT	\$1,931,691	\$1,029,515	\$4,739,363	
<b>TOTAL PUBLIC ASSISTANCE</b>	<b>\$256,874,133</b>	<b>\$248,572,328</b>	<b>\$261,297,839</b>	
 <b>EDUCATION</b>				
<b>LIBRARY SERVICES</b>				
COUNTY LIBRARY	\$4,061,698	\$4,460,438	\$6,693,656	
<b>AGRICULTURAL EDUCATION</b>				
AGRICULTURAL EXTENSION SERVIC	\$925,763	\$920,404	\$908,043	
<b>TOTAL EDUCATION</b>	<b>\$4,987,461</b>	<b>\$5,380,842</b>	<b>\$7,601,699</b>	
 <b>RECREATION AND CULTURAL SERVIC</b>				
<b>RECREATION FACILITIES</b>				
PARKS	\$1,508,074	\$2,806,644	\$1,999,733	
AQUATIC RECREATIONAL AREAS	\$394,454	\$353,438	\$337,607	
<b>CULTURAL SERVICES</b>				
MUSEUM	\$156,265	\$130,409	\$274,596	
<b>TOTAL RECREATION AND CULTURAL SERVIC</b>	<b>\$2,058,793</b>	<b>\$3,290,491</b>	<b>\$2,611,936</b>	
 <b>RETIREMENT OF LONG TERM DEBT</b>				
<b>DEBT SERVICES</b>				
RETIREMENT OF LONG TERM DEBT	\$15,191,078	\$14,864,265	\$17,835,055	
<b>TOTAL RETIREMENT OF LONG TERM DEBT</b>	<b>\$15,191,078</b>	<b>\$14,864,265</b>	<b>\$17,835,055</b>	

**COUNTY OF TULARE**  
**STATE OF CALIFORNIA**  
**SUMMARY OF COUNTY FINANCING REQUIREMENTS**  
**BUDGET FOR FISCAL YEAR 2011-12**

BUDGET UNITS (Grouped by Function & Activity)	ACTUAL 2009-10	ESTIMATED 2010-11	RECOMMENDED 2011-12	ADOPTED BY THE BOARD OF SUPERVISORS 2011-12
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***TOTAL FINANCING USES BY BUDGET UNIT***

**\$708,918,558**

**\$700,220,800**

**\$811,985,682**

\* 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 2011-12**

DESCRIPTION	ACTUAL 2009-10	ESTIMATED 2010-11	RECOMMENDED 2011-12	ADOPTED BY THE BOARD OF SUPERVISORS 2011-12
TOTAL FINANCING USES BY BUDGET UNIT (BROUGHT FORWARD)	\$708,646,914	\$700,220,800	\$806,985,682	
APPROPRIATION FOR CONTINGENCIES:				
GENERAL FUND			\$5,000,000	
TOTAL FINANCING USES	\$708,646,914	\$700,220,800	\$811,985,682	
PROVISIONS FOR RESERVES / DESIGNATIONS:			\$1,987,000	
TOTAL PROVISIONS FOR RESERVES / DESIGNATIONS:			\$1,987,000	
<b>TOTAL FINANCING REQUIREMENTS</b>	<b>\$708,646,914</b>	<b>\$700,220,800</b>	<b>\$813,972,682</b>	

**COUNTY OF TULARE  
STATE OF CALIFORNIA  
SUMMARY OF COUNTY FINANCING REQUIREMENTS  
BUDGET FOR FISCAL YEAR 2011-12**

DESCRIPTION	ACTUAL 2009-10	ESTIMATED 2010-11	RECOMMENDED 2011-12	ADOPTED BY THE BOARD OF SUPERVISORS 2011-12
SALARIES AND EMPLOYEE BENEFITS	\$256,692,015	\$248,888,779	\$279,234,758	
SERVICE AND SUPPLIES	\$142,915,287	\$163,833,418	\$212,682,806	
OTHER CHARGES	\$217,646,235	\$212,731,499	\$207,026,980	
FIXED ASSETS:				
BUILDINGS & IMPROVEMENTS	\$5,403,747	\$5,765,713	\$14,978,449	
EQUIPMENT	\$4,166,410	\$4,567,929	\$6,049,603	
COWCAP	\$1,094,285	\$1,331,745	\$1,345,416	
OTHER FINANCING USES	\$81,000,579	\$63,101,717	\$90,667,670	
RESERVES			\$1,987,000	
<b>TOTAL FINANCING REQUIREMENTS</b>	<b>\$708,918,558</b>	<b>\$700,220,800</b>	<b>\$813,972,682</b>	

**COUNTY OF TULARE  
STATE OF CALIFORNIA  
SUMMARY OF SPECIAL DISTRICT BUDGETS  
FOR FISCAL YEAR 2011-12**

**GOVERNING BOARD:  
Board of Supervisors**

COUNTY FUNDS	AVAILABLE FINANCING				FINANCING REQUIREMENTS		
	FUND BALANCE UNRESERVED/ UNDESIGNATED JUNE 30, 2011	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
COMMUNITY BLOCK DEVELOPMENT GRANT			\$6,057,632	\$6,057,632	\$6,057,632		\$6,057,632
HOME PROGRAM FUND			\$5,956,800	\$5,956,800	\$5,956,800		\$5,956,800
IN-HOME SUPPORTIVE SERVICES			\$1,180,982	\$1,180,982	\$1,180,982		\$1,180,982
TULARE COUNTY FLOOD CONTROL	\$3,185,263		\$602,741	\$3,788,004	\$3,788,004		\$3,788,004
COMMUNITY REDEVELOPMENT AGENCY ADMIN FUND	\$1,304		\$1,261,504	\$1,262,808	\$1,262,808		\$1,262,808
EARLIMART REDEVELOPMENT PROJECT AREA	\$1,094,410		\$624,386	\$1,718,796	\$1,718,796		\$1,718,796
IVANHOE REDEVELOPMENT PROJECT AREA	\$355,748		\$544,514	\$900,262	\$900,262		\$900,262
LINDSAY ADMIN COST HSNG SETASIDE	\$12,230		\$800	\$13,030		\$13,030	\$13,030
GOSHEN REDEVELOPMENT PROJECT AREA	\$2,416,246		\$1,547,873	\$3,964,119	\$3,964,119		\$3,964,119
CUTLER/OROSI REDEVELOPMENT PROJECT AREA	\$1,448,223		\$1,209,870	\$2,658,093	\$2,658,093		\$2,658,093
PIXLEY REDEVELOPMENT PROJECT AREA	\$1,496,767		\$785,087	\$2,281,854	\$2,281,854		\$2,281,854
TRAVER REDEVELOPMENT PROJECT AREA	\$1,500,934		\$315,911	\$1,816,845	\$1,816,845		\$1,816,845
RICHGROVE REDEVELOPMENT PROJECT AREA	\$551,074		\$375,353	\$926,427	\$926,427		\$926,427
POPLAR REDEVELOPMENT PROJECT AREA	\$408,437		\$318,424	\$726,861	\$726,861		\$726,861
<b>GRAND TOTALS</b>	<b>\$12,470,636</b>		<b>\$20,781,877</b>	<b>\$33,252,513</b>	<b>\$33,239,483</b>	<b>\$13,030</b>	<b>\$33,252,513</b>

**COUNTY OF TULARE  
STATE OF CALIFORNIA  
ANALYSIS OF FUND BALANCE UNRESERVED / UNDESIGNATED  
FOR FISCAL YEAR 2011-12**

**GOVERNING BOARD:**  
Board of Supervisors

					FUND BALANCE UNRESERVED UNDESIGNATED TO FINANCE CURRENT BUDGET  ESTIMATED
COUNTY FUNDS	FUND BALANCE (per Auditor) AS OF JUNE 30, 2011  ESTIMATED	LESS: FUND BALANCE - RESERVED / DESIGNATED JUNE 30, 2011			
		RESERVES		DESIGNATIONS	
		ENCUMBRANCES	GENERAL & OTHER RESERVES		
COMMUNITY BLOCK DEVELOPMENT GRANT					
HOME PROGRAM FUND					
IN-HOME SUPPORTIVE SERVICES					
TULARE COUNTY FLOOD CONTROL	\$3,185,263				\$3,185,263
COMMUNITY REDEVELOPMENT AGENCY ADMIN FUND	\$1,304				\$1,304
EARLIMART REDEVELOPMENT PROJECT AREA	\$1,094,410				\$1,094,410
IVANHOE REDEVELOPMENT PROJECT AREA	\$355,748				\$355,748
LINDSAY ADMIN COST HSNB SETASIDE	\$51,932		\$39,702		\$12,230
GOSHEN REDEVELOPMENT PROJECT AREA	\$2,416,246				\$2,416,246
CUTLER/OROSI REDEVELOPMENT PROJECT AREA	\$1,448,223				\$1,448,223
PIXLEY REDEVELOPMENT PROJECT AREA	\$1,496,767				\$1,496,767
TRAVER REDEVELOPMENT PROJECT AREA	\$1,500,934				\$1,500,934
RICHGROVE REDEVELOPMENT PROJECT AREA	\$551,074				\$551,074
POPLAR REDEVELOPMENT PROJECT AREA	\$408,437				\$408,437
<b>GRAND TOTALS</b>	<b>\$12,510,338</b>		<b>\$39,702</b>		<b>\$12,470,636</b>

**COUNTY OF TULARE**  
**STATE OF CALIFORNIA**  
**DETAIL OF PROVISIONS FOR RESERVES / DESIGNATIONS**  
*(With Supplemental Data Affecting Reserve / Designation Balances)*  
**FOR FISCAL YEAR 2011-12**

**GOVERNING BOARD:**  
Board of Supervisors

COUNTY FUNDS	RESERVES / DESIGNATIONS BALANCE AS OF JUNE 30, 2011	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.	
COMMUNITY BLOCK DEVELOPMENT GRANT						
HOME PROGRAM FUND						
IN-HOME SUPPORTIVE SERVICES						
TULARE COUNTY FLOOD CONTROL						
COMMUNITY REDEVELOPMENT AGENCY ADMIN FUND						
EARLIMART REDEVELOPMENT PROJECT AREA						
IVANHOE REDEVELOPMENT PROJECT AREA						
LINDSAY ADMIN COST HSNG SETASIDE	\$39,702			\$13,030		\$52,732
GOSHEN REDEVELOPMENT PROJECT AREA						
CUTLER/OROSI REDEVELOPMENT PROJECT AREA						
PIXLEY REDEVELOPMENT PROJECT AREA						
TRAVER REDEVELOPMENT PROJECT AREA						
RICHGROVE REDEVELOPMENT PROJECT AREA						
POPLAR REDEVELOPMENT PROJECT AREA						
<b>GRAND TOTALS</b>	<b>\$39,702</b>			<b>\$13,030</b>		<b>\$52,732</b>

**COUNTY OF TULARE  
STATE OF CALIFORNIA  
SPECIAL DISTRICT  
SUMMARY**

**BUDGET FOR FISCAL YEAR 2011-12**

GOVERNING BOARD:  
Board of Supervisors

FUND	ASSESSED VALUATION		DELINQUENCY		VOTER APPROVED DEBT
	SECURED	UNSECURED	SECURED	UNSECURED	

**NONE**

SUMMARY OF SOURCE	ACTUAL 2009-10	ESTIMATED 2010-11	RECOMMENDED 2011-12	ADOPTED BY THE BOARD OF SUPERVISORS 2011-12
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**ADDITIONAL FINANCING SOURCES**

PROPERTY TAXES	\$2,591,288	\$4,247,379	\$3,979,274
OTHER TAXES	\$1,333,337	\$6	\$350
FROM USE OF MONEY & PROPERTY	\$281,203	\$261,090	\$423,623
INTERGOVERNMENTAL			
STATE AID	\$326,249	\$650,808	\$407,516
FEDERAL AID	\$198,905	\$2,913,530	\$12,587,424
CHARGES FOR CURRENT SERVICES	\$24,188	\$1,550	
INTERFUND REVENUE	\$716,720	\$1,585,736	\$1,261,504
MISCELLANEOUS REVENUE	\$297	\$3,242	\$33,780
OTHER FINANCING SOURCES	\$1,572,204	\$2,268,214	\$2,088,406

**TOTAL ADDITIONAL FINANCING SOURCES**

**\$7,044,391      \$11,931,555      \$20,781,877**

**COUNTY OF TULARE  
STATE OF CALIFORNIA  
SPECIAL DISTRICT  
SUMMARY**

**BUDGET FOR FISCAL YEAR 2011-12**

**GOVERNING BOARD:  
Board of Supervisors**

SUMMARY OF SOURCE	ACTUAL 2009-10	ESTIMATED 2010-11	RECOMMENDED 2011-12	ADOPTED BY THE BOARD OF SUPERVISORS 2011-12
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**FINANCING USES**

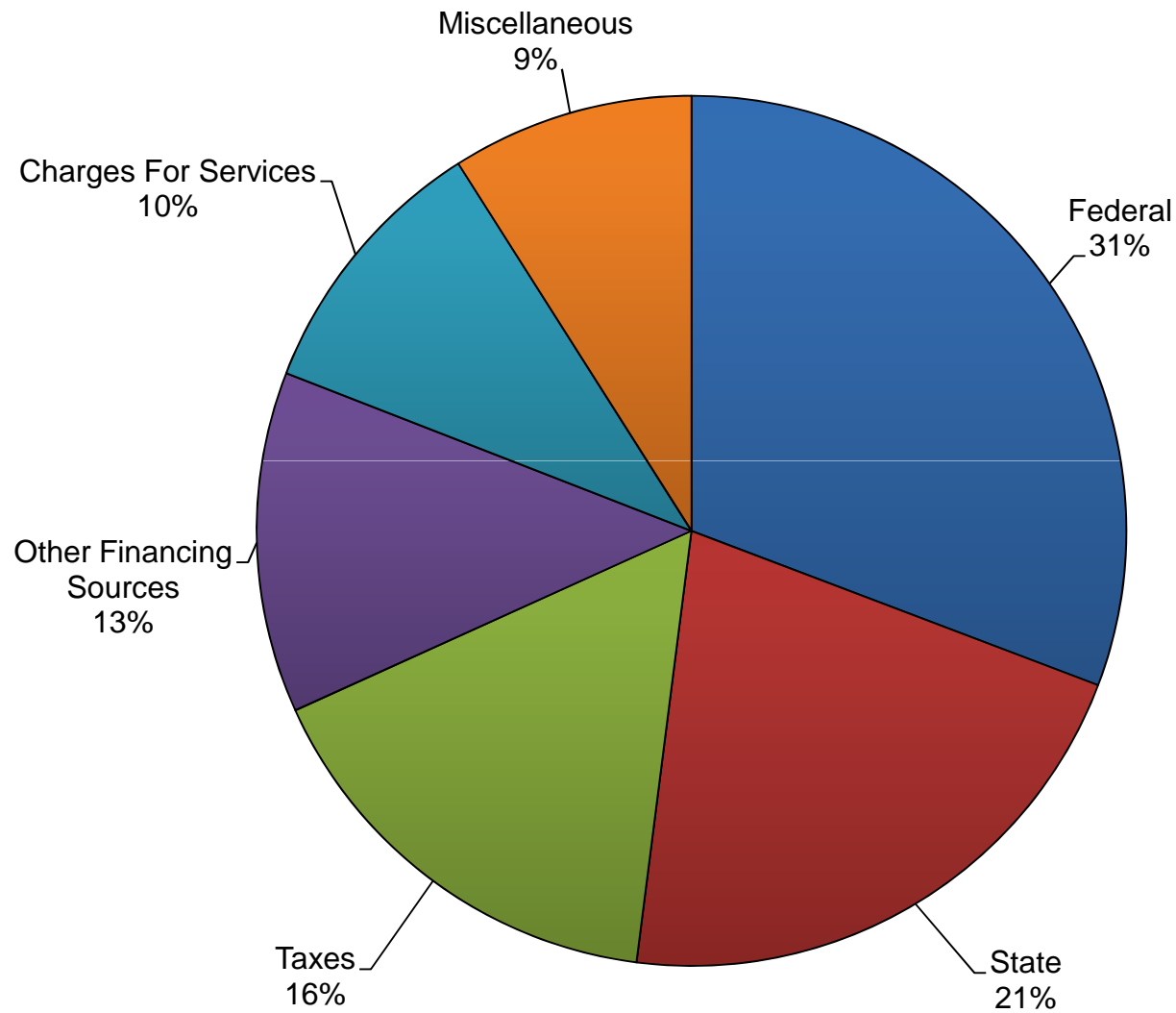
SALARIES AND EMPLOYEE BENEFITS	\$1,419,441		\$939,784	
SERVICE AND SUPPLIES	\$4,409,320		\$26,056,151	
OTHER CHARGES	\$2,612,409		\$4,132,151	
FIXED ASSETS	\$89,436			
OTHER FINANCING USES	\$1,572,957		\$2,089,443	
COWCAP	\$90,725		\$21,954	

**TOTAL FINCANCING USES**

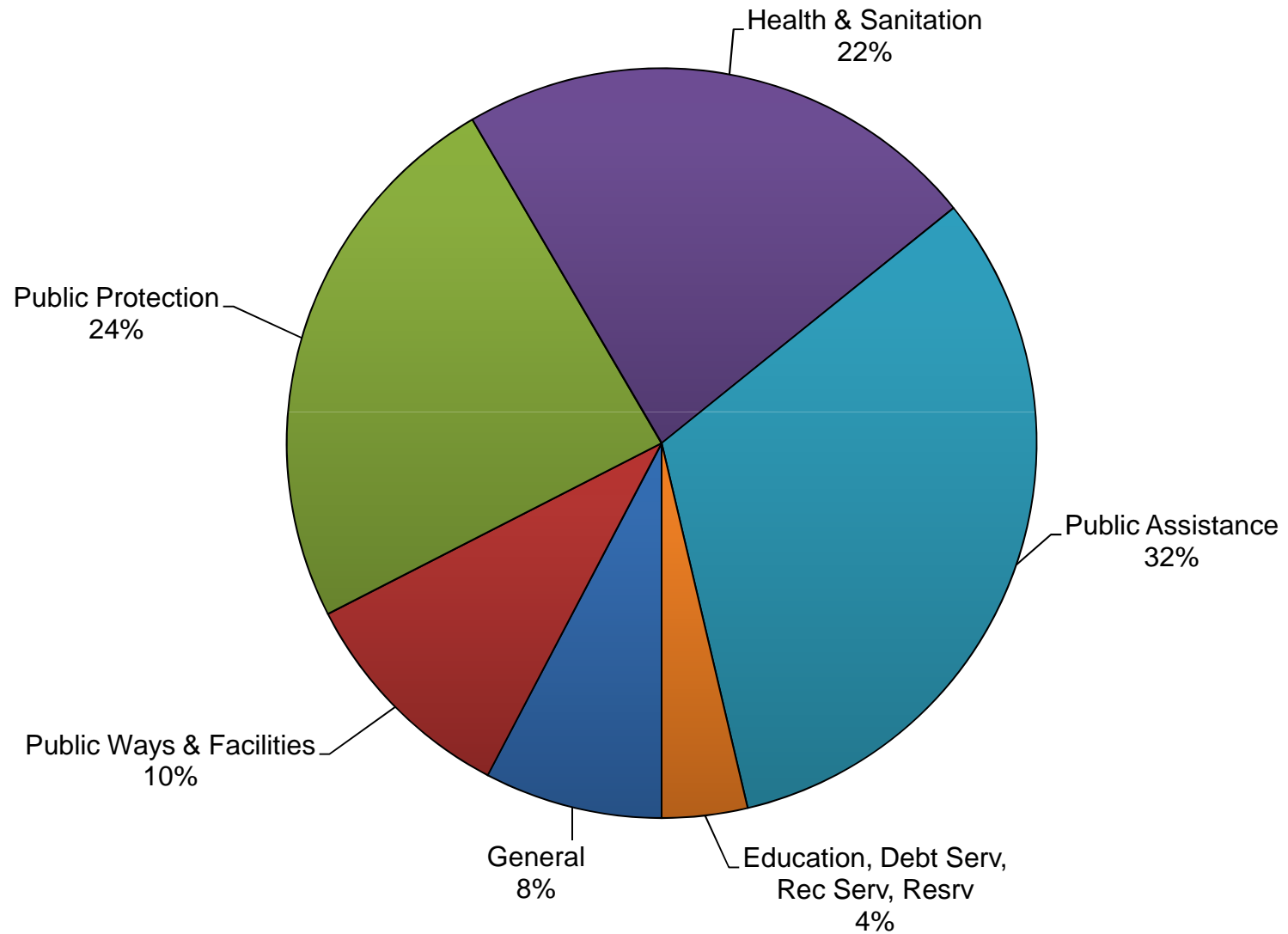
**\$10,194,288**

**\$33,239,483**

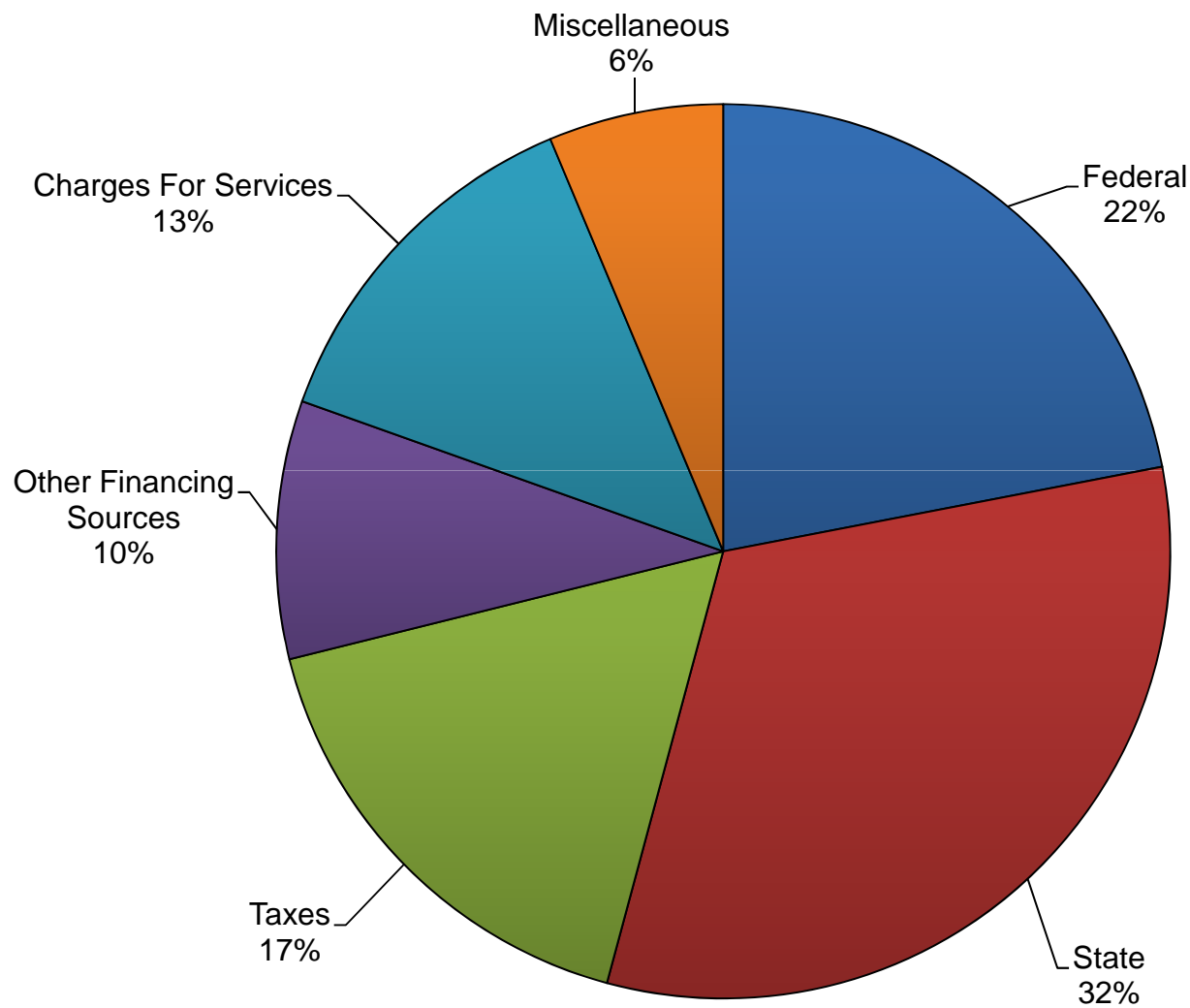
**FY 2011/12**  
**Means of Financing Tulare County Operating Budget By Major**  
**Source- \$813,972,682**



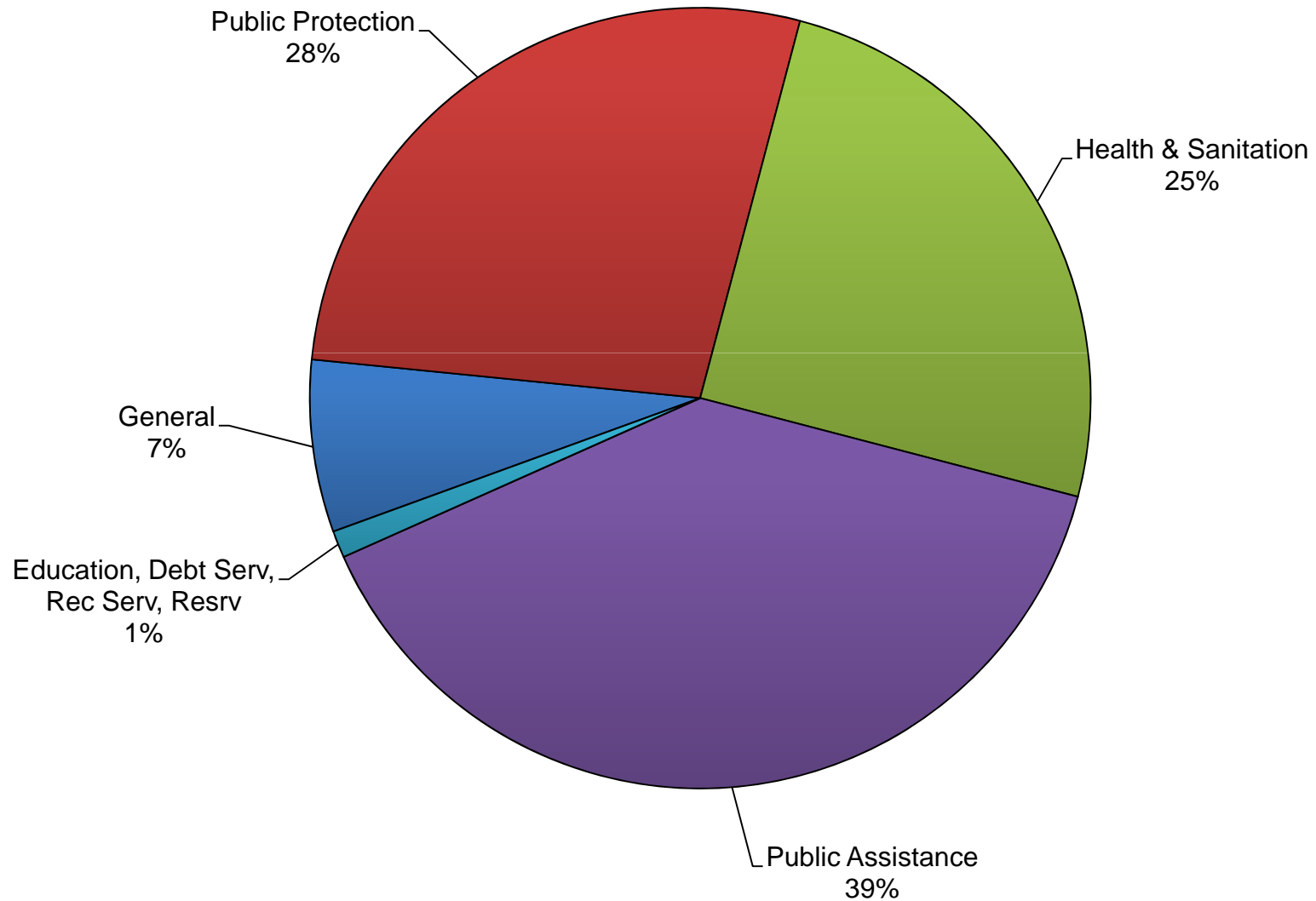
**FY 2011/12**  
**Appropriation of Tulare County Operating Budget By Major Function-**  
**\$813,972,682**



**FY 2011/12**  
**Means of Financing Tulare County General Fund Budget By Major**  
**Source - \$598,091,132**



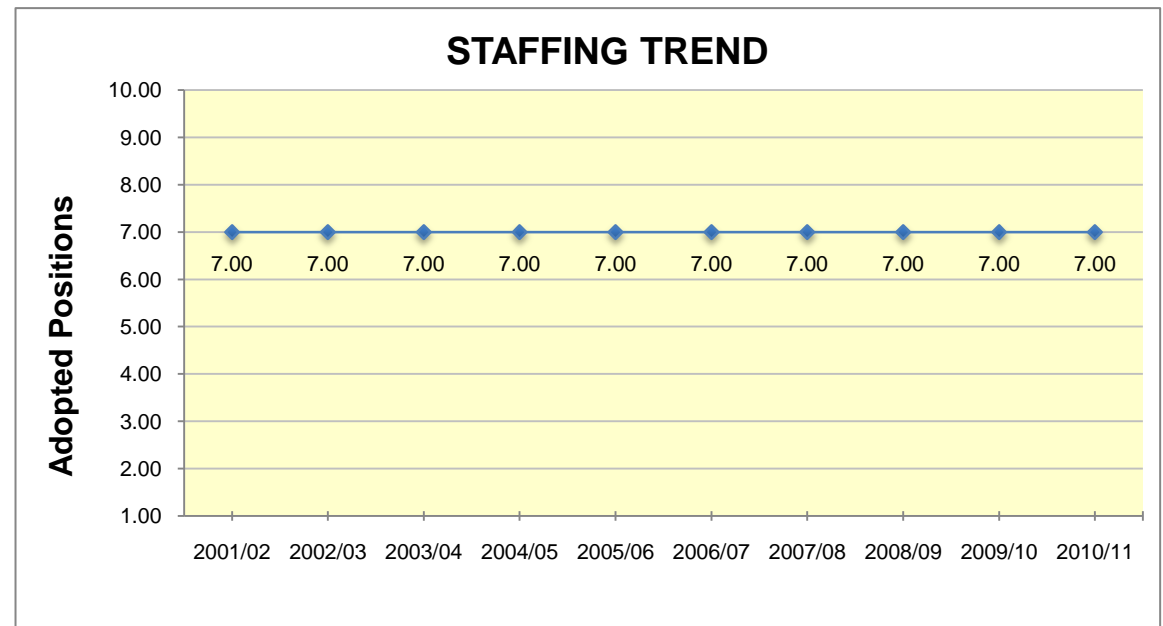
**FY 2011/12**  
**Appropriation of Tulare County General Fund Budget By Major**  
**Function - \$598,091,132**



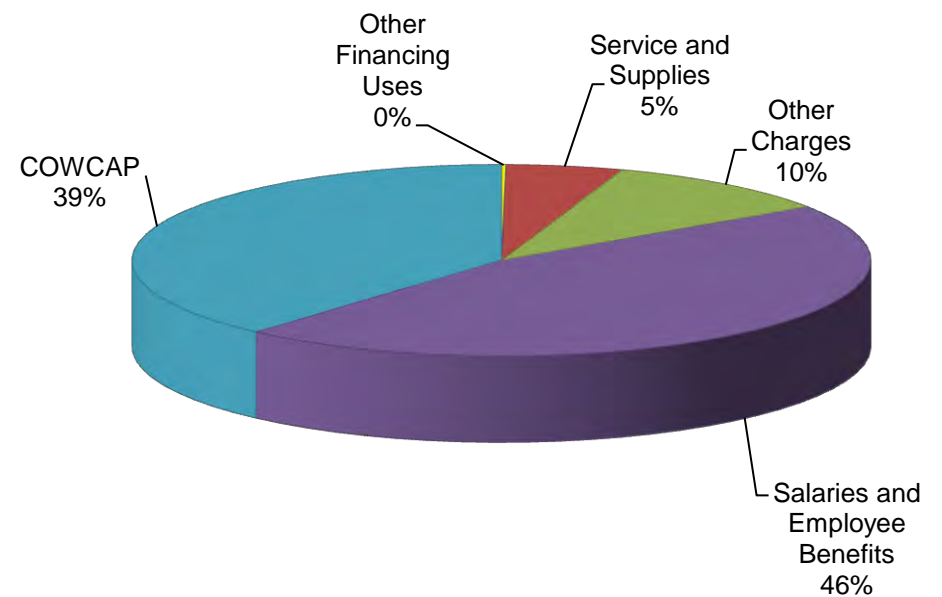
## Position Summary and Status

	Department	FY 07/08 Final Budget	FY 08/09 Final Budget	FY 09/10 Final Budget	FY 10/11 Final Budget	As of June 30, 2011			FY 11/12 Req Budget	FY 11/12 Recomm Budget	From Final to Recomm	From 6/30/11 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	1.00	1.00	1.00	1.00	1.00	0.00	2.00	2.00	1.00	1.00
015	Agricultural Commissioner	58.00	58.00	58.00	58.00	58.00	50.00	8.00	59.00	59.00	1.00	1.00
025	Assessor/Clerk Recorder	91.00	92.00	92.00	94.00	94.00	81.00	13.00	94.00	94.00	0.00	0.00
030	Auditor	58.00	59.00	58.00	58.00	58.00	52.00	6.00	58.00	58.00	0.00	0.00
032	Purchasing	6.00	6.00	6.00	7.00	7.00	4.00	3.00	8.00	8.00	1.00	1.00
055	Co-Operative Extension	8.50	8.50	8.50	9.00	9.00	9.00	0.00	9.00	9.00	0.00	0.00
080	County Counsel	53.65	53.65	52.65	53.65	53.65	51.65	2.00	53.65	53.65	0.00	0.00
085	County Administration	17.00	16.00	16.00	17.00	17.00	13.00	4.00	16.00	16.00	-1.00	-1.00
087	General Services	0.00	0.00	0.00	32.00	32.00	32.00	0.00	32.00	32.00	0.00	0.00
100	District Attorney	194.00	196.00	198.00	199.00	199.00	177.00	22.00	194.00	194.00	-5.00	-5.00
142	Health & Human Services	2281.25	2225.75	1747.40	1820.95	1955.70	1615.51	340.19	1988.70	1988.70	167.75	33.00
200	Human Resources & Dev	27.00	28.00	26.00	26.00	26.00	21.90	4.10	26.00	26.00	0.00	0.00
205	Probation	326.00	324.00	335.00	335.00	335.00	285.00	50.00	340.00	340.00	5.00	5.00
210	Public Defender	82.00	83.00	83.00	83.00	83.00	69.00	14.00	84.00	84.00	1.00	1.00
230	Resource Management Agency	161.00	161.00	82.50	68.00	72.00	63.00	9.00	75.00	75.00	7.00	3.00
240	Sheriff	694.50	700.00	709.00	723.00	721.00	642.00	79.00	720.00	720.00	-3.00	-1.00
260	C.O.P. Agency	9.00	9.00	9.00	3.00	6.00	5.00	1.00	6.00	6.00	3.00	0.00
265	Rural Crime Program Agency	9.00	9.00	7.00	6.00	6.00	6.00	0.00	6.00	6.00	0.00	0.00
270	Multi-Agency Gang Task Force	12.00	12.00	12.00	11.00	11.00	11.00	0.00	11.00	11.00	0.00	0.00
275	Action Project	15.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
280	Crime Prevention Project	15.00	14.00	13.00	13.00	13.00	7.00	6.00	11.00	11.00	-2.00	-2.00
810	Miscellaneous Criminal Justice	2.45	2.00	2.48	2.48	2.48	2.48	0.00	2.48	2.48	0.00	0.00
<b>General Fund</b>		<b>4,129.35</b>	<b>4,064.90</b>	<b>3,523.53</b>	<b>3,627.08</b>	<b>3,766.83</b>	<b>3,205.54</b>	<b>561.29</b>	<b>3,802.83</b>	<b>3,802.83</b>	<b>175.75</b>	<b>36.00</b>
066	ISF Grounds Services	4.00	4.00	3.00	3.00	3.00	3.00	0.00	3.00	3.00	0.00	0.00
067	ISF Facilities	48.00	48.00	44.00	44.00	43.00	37.00	6.00	43.00	43.00	-1.00	0.00
068	ISF Custodial	40.00	40.00	26.00	24.00	25.00	23.00	2.00	25.00	25.00	1.00	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	1.00	1.00	1.00	1.00	0.00	2.00	2.00	1.00	1.00
079	ISF Print Services	15.00	15.00	14.00	12.00	12.00	11.00	1.00	11.00	11.00	-1.00	-1.00
081	ISF Utilities	1.00	1.00	1.00	1.00	1.00	1.00	0.00	1.00	1.00	0.00	0.00
086	Capital Projects	3.00	2.00	2.00	3.00	3.00	3.00	0.00	3.00	3.00	0.00	0.00
090	Information & Communications Technology	0.00	119.00	116.00	121.00	121.00	107.00	14.00	127.00	127.00	6.00	6.00
101	Child Support Services	269.00	269.00	226.00	212.00	212.00	178.00	34.00	212.00	212.00	0.00	0.00
120	Workforce Investment Board	42.00	38.00	38.00	35.00	23.00	21.00	2.00	22.00	22.00	-13.00	-1.00
142	Indigent Health Care	3.55	2.00	2.00	2.00	6.00	4.00	2.00	6.00	6.00	4.00	0.00
145	Library	36.60	36.60	36.60	37.10	38.90	34.40	4.50	36.80	36.80	-0.30	-2.10
220	Transit	0.00	0.00	0.00	1.00	1.00	1.00	0.00	1.00	1.00	0.00	0.00
225	RMA Roads	131.00	134.00	135.00	165.00	150.00	115.00	35.00	149.00	149.00	-16.00	-1.00
235	Solid Waste	76.00	74.00	75.00	50.00	62.00	54.00	8.00	61.00	61.00	11.00	-1.00
245	Fire	109.00	114.00	116.00	115.00	115.00	109.00	6.00	116.00	116.00	1.00	1.00
R&S	Redevelopment	0.00	0.00	18.00	19.00	18.00	9.00	9.00	9.00	9.00	-10.00	-9.00
<b>Other Funds</b>		<b>798.15</b>	<b>916.60</b>	<b>870.6</b>	<b>862.10</b>	<b>851.90</b>	<b>728.40</b>	<b>123.50</b>	<b>844.80</b>	<b>844.80</b>	<b>-17.30</b>	<b>-7.10</b>
<b>Total County Allocations</b>		<b>4,927.50</b>	<b>4,981.50</b>	<b>4,394.13</b>	<b>4,489.18</b>	<b>4,618.73</b>	<b>3,933.94</b>	<b>684.79</b>	<b>4,647.63</b>	<b>4,647.63</b>	<b>158.45</b>	<b>28.90</b>

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



## USE OF FUNDS



FUND: 001 AGENCY: 010						
MAJOR ACCOUNTS CLASSIFICATIONS	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Salaries And Employee Benefits	808,209	811,401	826,481	826,481	15,080	1.86 %
Service And Supplies	67,380	83,049	92,000	92,000	8,951	10.78 %
Other Charges	119,631	170,878	184,282	184,282	13,404	7.84 %
Other Financing Uses	3,644	3,644	3,656	3,656	12	0.33 %
Cowcap	<u>230,885</u>	<u>598,574</u>	<u>691,829</u>	<u>691,829</u>	<u>93,255</u>	<u>15.58</u> %
TOTAL APPROPRIATIONS	1,229,749	1,667,546	1,798,248	1,798,248	130,702	<u>7.84</u> %
REVENUES:						
Intergovernmental Revenue	66,150	40,000	40,000	40,000	0	0.00 %
Miscellaneous Revenue	640	0	200	200	200	0.00 %
Other Financing Sources	<u>14,413</u>	<u>14,969</u>	<u>0</u>	<u>0</u>	<u>(14,969)</u>	<u>(100.00)</u> %
TOTAL REVENUES	<u>81,203</u>	<u>54,969</u>	<u>40,200</u>	<u>40,200</u>	<u>(14,769)</u>	<u>(26.87)</u> %
NET COUNTY COST	1,148,546	1,612,577	1,758,048	1,758,048	145,471	9.02 %

**Positions**

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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.

## Departmental Core Functions

### Board of Supervisors

- Adopt rules and regulations necessary for the governance of the Board, the preservation of order, and the transaction of business.

### Clerk of the Board

- Maintain and update Rosters for appointments to Boards and Commissions and Special Districts.
- Provide a myriad of administrative duties to the Assessment Appeals Board relative to the functioning of the assessment appeals process as required by the mandated guidelines of the State Legislature.

## Key Goals and Objectives Results FY 2010/11

### Safety and Security

- **Goal 1:** Support the Step Up Program and the Sheriff's Department in expanding anti-gang operations throughout the County. **Results:** Expanded the Step Up program by including events in Terra Bella, City of Porterville, Alta Vista School District, Poplar and Alpaugh/Allensworth.
- **Goal 2:** Expand partnerships with faith-based organizations, schools, non-profit and for profit entities, and other governmental agencies to expand anti-gang initiatives throughout the County. **Results:** Expanded partnerships in locations of new events which included faith-based, law enforcement, school districts and local government entities.

### Economic Well-Being

- **Goal 1:** Work closely and diligently with our delegates in Sacramento and Washington, D.C. to protect the County's interests. **Results:** Participated in annual advocacy trip to Washington, D.C. resulting in increased, one time funding for Tulare County Sheriff's Department. Worked with Sacramento delegates to advocate for issues related to public safety realignment, the Williamson Act and other items of importance.

### Quality of Life

- **Goal 1:** 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. **Results:** Awarded \$40,000 in grants that included middle schools.

- **Goal 2:** 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 identified by the program by August 2010. **Results:** Appointed Employee Transportation Site Coordinators for 10 county work sites. One work site was taken off because it did not meet requirement of the eTRIP rule.
  - ❑ **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. **Results:** Participated in the annual health fair.
  - ❑ **Objective 3** – Establish alternative transportation bulletin boards at each work site by December 2010. **Results:** Alternative transportation bulletin boards have been purchased and will be placed at work sites by December 2011.
  - ❑ **Objective 4** – Establish an electronic ride match bulletin board available to employees to voluntarily find rideshare partners by June 2011. **Results:** This objective was not met. Tulare County's eTRIP committee discontinued this measure.
  - ❑ **Objective 5** – Distribute the first quarterly Employer Rideshare Newsletter discussing and encouraging alternative transportation modes to employees by June 2011. **Results:** Newsletter was distributed.

### **Organizational Performance**

- **Goal 1:** 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. **Results:** Updated revisions were completed June 2011.
  - ❑ **Objective 2** – Set up training on new agenda template by February 2011. **Results:** Provided six training sessions in July 2011 to allow flexibility for attendance. Additionally, provided access to the agenda item template and instructions as well as the training materials through the County's intranet system.
- **Goal 2:** Work with Information and Communication Technology (ICT) to eliminate the distribution of copies of resolutions that are available through paperless workflow. **Results:** Goal has been reevaluated due to a pending upgrade to Questys software, the software utilized to store and retrieve resolutions.

### **Other Accomplishments in FY 2010/11**

- Received and processed over 1,300 application requests for Changed Assessments resulting in over \$35,000 that will offset the costs associated with the Assessment Appeals Board Clerk position.
- Provided LOOP bus service to over 11,000 youth in the unincorporated areas of the County for participation in youth programs and events into cities.
- Created a Redistricting Committee for the purpose of making recommendations on how to redraw Tulare County's Supervisorial district boundaries.
- Board of Supervisors members actively serve on variety of Boards, Commissions and Committees at the State and local level. These include the Commission on State Mandates

(Governor appointment of Supervisor Steve Worthley), Agricultural Advisory Committee, Tulare County Water Commission, Mental Health Board, First 5 Commission, Sierra Nevada Conservancy Board, Local Agency Formation Commission, Tulare County Association of Governments to name a few.

- Provided leadership during 2010 Winter Storm by declaring emergency, supporting the County's Emergency Operations Center and working with local communities to complete FEMA relief claims.
- Continued to carry out Strengthening the Bottom Line, a program which encouraged all employees to brainstorm cost saving and revenue-generating ideas, along with ideas to improve work processes. Cost saving ideas included paperless newsletters and paychecks.
- Worked with Tulare County Association of Governments to leverage Measure R, a half-cent sales tax approved by voters in 2006, to boost transportation funding for the county by 400 percent and doubled the amount of road projects started in its first three years. Some notable transportation projects that will start ahead of time include: improvements to Betty Drive, Bardsley Avenue, and Cartmill Avenue railroad crossings; improvements to State Route 190; and the early completion of Mooney Boulevard widening in Visalia.
- Began working on the Central Valley Next-General Broadband Infrastructure Project, which will provide high-speed Internet service through 18 California counties, including Tulare County.

- Launched the Tulare County Speakers Bureau which includes a diverse group of local government experts who are prepared to speak on a wide range of topics relating to local government issues.
- Continued to work with community partners to promote 2-1-1. The 2-1-1 program is an important tool because it links residents to services, promotes civic involvement, and serves as a social barometer for assessing where need is greatest in the community.
- Helped launch a collaborative effort called Taste Tulare County, a program that seeks to educate the public about the rich variety of agricultural products here in our county. Promoted the Taste Tulare County program at Mooney Grove Park, the Sequoia Foodie Fest in Exeter and at the AMGEN Tour.

## Key Goals and Objectives FY 2011/12

### Safety and Security

- **Goal 1:** Provide 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.
  - ☐ **Objective 1** – Work with the Transportation Department to provide bus services June through August 2011/12.
- **Goal 2:** Continue to sponsor, through collaboration with the Tulare County Gang Prevention Task Force, Step Up community events to help provide assistance to families dealing with gang issues.
  - ☐ **Objective 1** – Work with communities to develop Step Up events throughout the fiscal year.

### **Quality of Life**

- **Goal 1:** Provide grant funding to support the Step Up Service Learning Grant Program for youth groups throughout Tulare County that target the involvement of school-aged youth who are gang affiliated or at risk of joining a gang.
  - ❑ **Objective 1** – Establish grant eligibility and accept applications by February 2012.
  - ❑ **Objective 2** – Review applications and award grant funding by April 2012.
- **Goal 2:** Support local water agencies and municipalities to enhance water supplies and water quality.
  - ❑ **Objective 1** – Complete phase one work on the Tulare County Disadvantaged Communities Water Study grant including completion of database of water issues, identification of priority issues, identification of potential solutions to those issues, and the selection of pilot projects to implement solutions by June 2012.
  - ❑ **Objective 2** – Research conditions of membership in Poso and Tule Integrated Regional Water Management groups and make a decision regarding membership by June 2012.
- **Goal 3:** Initiate the Summer Night Lights Program, through the collaboration of various agencies, to provide a safe environment for youth of all ages by keeping selected parks and recreational activities open on Saturday evenings throughout the summer.
  - ❑ **Objective 1** – Create the Summer Night Lights Planning Committee by April 2012.
  - ❑ **Objective 2** – Designate the park locations and dates and times by May 2012.

### **Organizational Performance**

- **Goal 1:** Improve the efficiency of the Assessment Appeals process.
  - ❑ **Objective 1** - Work with the Assessor's Office to begin using the Assessment Appeals Tracking System to create the agenda and track applications for the Assessment Appeals Board throughout the Fiscal Year.
- **Goal 2:** Establish a database for our Boards and Commissions and Special Districts to improve efficiency in creating the monthly report as well as sharing information with other Departments and Agencies.
  - ❑ **Objective 1** - Work with ICT to acquire a software program or create an in-house database system by June 2012.
- **Goal 3:** Initiate the County's five year 2006-2011 Strategic Business Plan to ensure continued alignment between community priorities and County services.
  - ❑ **Objective 1** – Direct the County Administrative Officer to establish a County Department working group by November 2011 to determine the approach and schedule for the Plan update.
  - ❑ **Objective 2** – Evaluate and update County initiatives by May 2012
  - ❑ **Objective 3** – Adopt update five year 2012 – 2017 Strategic Business Plan by June 2012.

### **Departmental Budget Request**

The Requested Budget represents an overall increase of \$130,702 or 8% in expenditures and a decrease of \$14,769 or 27% in revenues when compared with the FY 2010/11 Final

Budget. As a result, the Net County Cost increased \$145,471 or 9% when compared with the FY 2010/11 Final Budget.

Significant areas with major changes between the FY 2010/11 Final Budget and the FY 2011/12 Requested Budget are as follows:

- Services and Supplies increase \$8,951 primarily due to special department expense charges for implementing the new LSx Questys Agenda Management system and the purchase of a new scanner.
- Cost Allocation Plan (COWCAP) Charges increase \$93,255 due to changes in the plan.
- Revenue projections decrease overall \$14,769 due to the exclusion of a one time appropriation of the prior year's savings which was included in FY 2010/11.

#### County Administrator's Recommendation

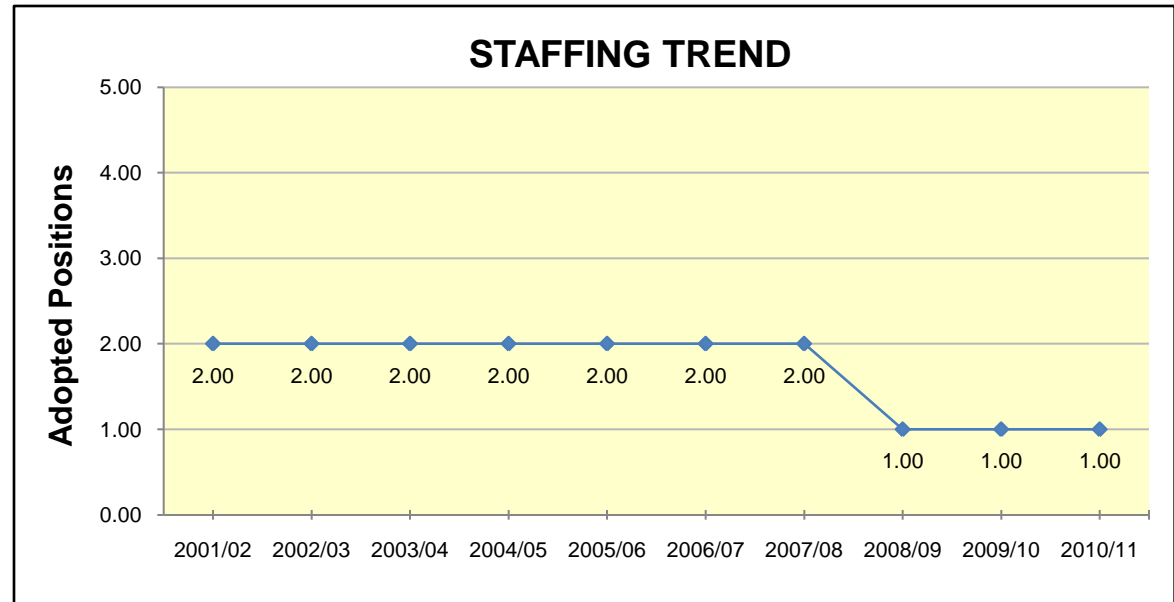
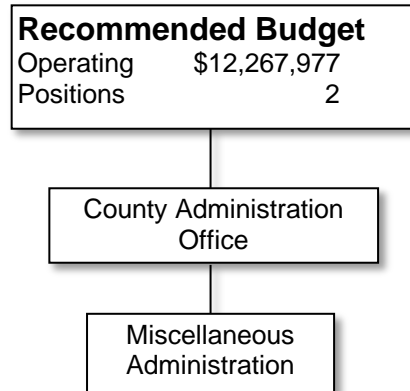
The budget is recommended as submitted.

#### Pending Issues and Policy Considerations

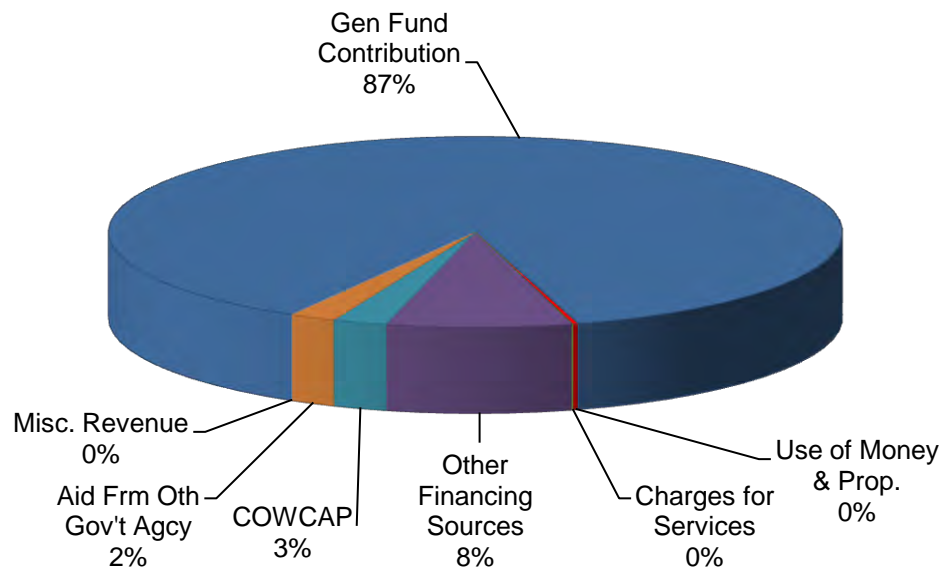
There are no pending issues or policy considerations.

#### Department Head Concurrence or Appeal

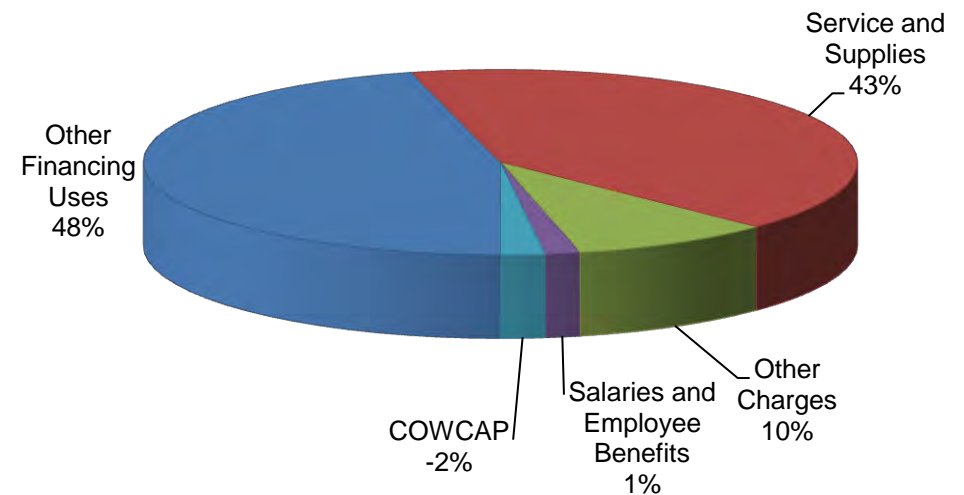
Not applicable.



## SOURCE OF FUNDS



## USE OF FUNDS



FUND: 001						
AGENCY: 012						
MAJOR ACCOUNTS CLASSIFICATIONS	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Salaries And Employee Benefits	146,151	146,947	202,032	202,032	55,085	37.49 %
Service And Supplies	824,620	3,581,473	5,280,929	5,280,929	1,699,456	47.45 %
Other Charges	455,189	1,125,727	1,166,804	1,166,804	41,077	3.65 %
Other Financing Uses	5,920,021	5,167,431	5,871,624	5,871,624	704,193	13.63 %
Cowcap	<u>16,834</u>	<u>(189,905)</u>	<u>(253,412)</u>	<u>(253,412)</u>	<u>(63,507)</u>	<u>33.44</u> %
TOTAL APPROPRIATIONS	7,362,815	9,831,673	12,267,977	12,267,977	2,436,304	<u>24.78</u> %
REVENUES:						
Taxes	13,500	1	1	1	0	0.00 %
Rev. from Use of Money & Prop	12,355	30,412	30,312	30,312	(100)	(0.33) %
Intergovernmental Revenue	0	250,000	250,000	250,000	0	0.00 %
Charges For Current Serv	494	11,130	2,776	2,776	(8,354)	(75.06) %
Miscellaneous Revenue	330,650	1,001	1,001	1,001	0	0.00 %
Other Financing Sources	372,581	1,000,000	1,000,000	1,000,000	0	0.00 %
Cowcap	<u>31,039</u>	<u>116,335</u>	<u>291,446</u>	<u>291,446</u>	<u>175,111</u>	<u>150.52</u> %
TOTAL REVENUES	<u>760,619</u>	<u>1,408,879</u>	<u>1,575,536</u>	<u>1,575,536</u>	<u>166,657</u>	<u>11.83</u> %
NET COUNTY COST	6,602,196	8,422,794	10,692,441	10,692,441	2,269,647	26.95 %

Positions

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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.
- **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 has been transferred to the Resource Management Agency budget (001-230).
- **Water Commission:** Funding for support of County Water Commission activities has been transferred to the County Administrative Office budget (001-085).
- **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.

## Departmental Budget Request

The Requested Budget represents an overall increase of \$2,436,304 or 25% in expenditures and an increase of \$166,657 or 12% in revenues when compared with the FY 2010/11 Final Budget. As a result, the Net County Cost is increased \$2,269,647 or 27% when compared with the FY 2010/11 Final Budget.

Significant areas with major changes between the FY 2010/11 Final Budget and the FY 2011/12 Requested Budget are as follows:

- **Salary and Benefits** increase \$55,085 due to additional position.
- **Services and Supplies** increase \$1,699,456 primarily due General Plan expenses and for permit software.

- Other Financing Uses increase \$704,193 primarily due to the operating transfer out amount of Departmental year-end savings in the General Fund.
- Countywide Cost Allocation Plan (COWCAP) charges decrease \$63,507 due to changes in the Plan.
- Revenue projections increase overall primarily due to COWCAP interfund revenue charges.

Staffing changes reflected in Requested Budget include the following:

- Add 1 FTE position to help meet Department goals and to address workload issues and special projects. Requested additional position is:
  - 1 Board Representative II

### County Administrator's Recommendation

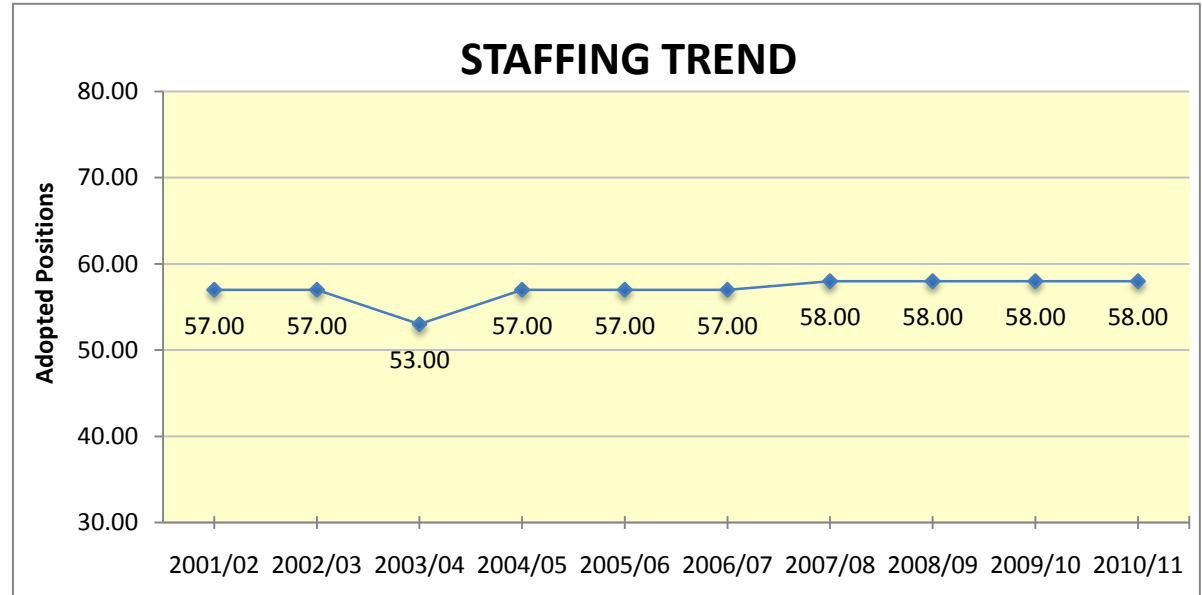
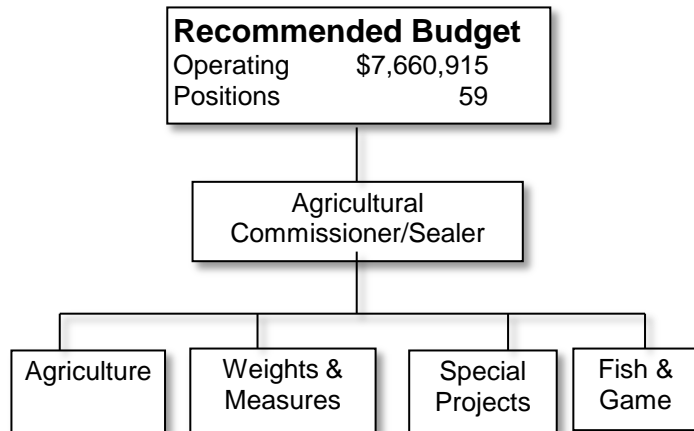
The budget is recommended as submitted.

### Pending Issues and Policy Considerations

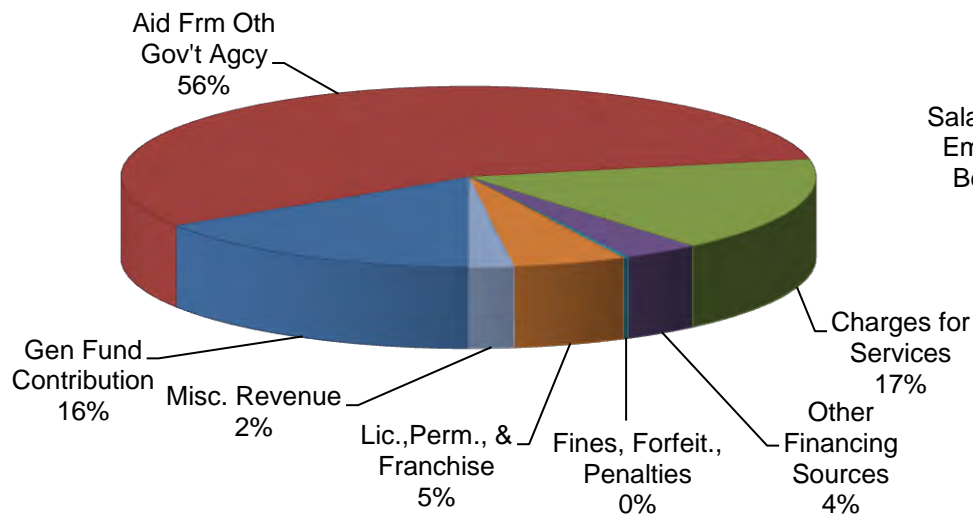
There are no pending issues or policy considerations.

### Department Head Concurrence or Appeal

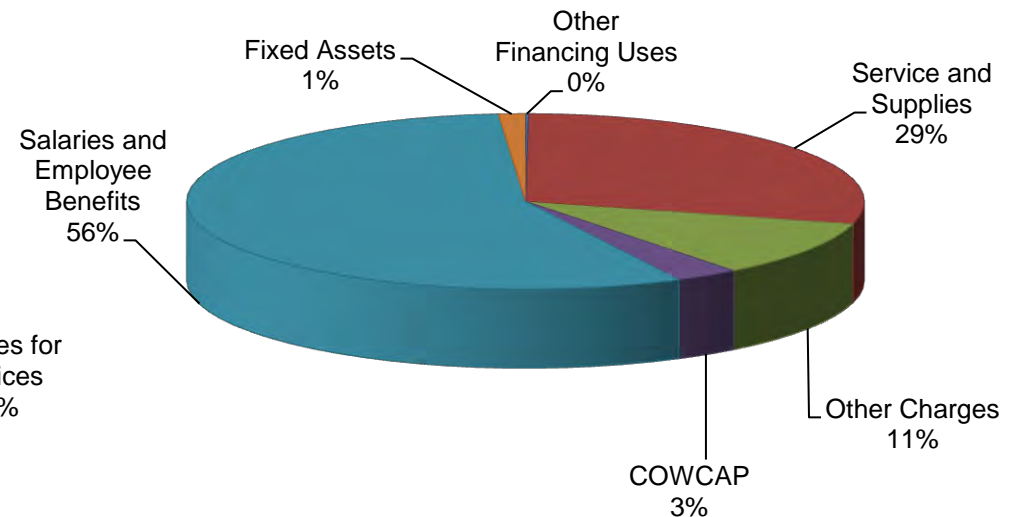
The Department Head concurs with the Recommended Budget.



## SOURCE OF FUNDS



## USE OF FUNDS



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

**001-015  
Agricultural Commissioner/  
Sealer of Weights and Measures**

FUND: 001						
AGENCY: 015						
MAJOR ACCOUNTS CLASSIFICATIONS	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Salaries And Employee Benefits	4,070,416	4,054,658	4,304,600	4,304,600	249,942	6.16 %
Service And Supplies	1,534,092	1,530,167	2,222,952	2,222,952	692,785	45.28 %
Other Charges	719,754	713,632	791,363	791,363	77,731	10.89 %
Fixed Assets	0	0	98,000	98,000	98,000	0.00 %
Other Financing Uses	40,628	37,770	11,082	11,082	(26,688)	(70.66) %
Cowcap	<u>232,446</u>	<u>209,545</u>	<u>232,918</u>	<u>232,918</u>	<u>23,373</u>	<u>11.15</u> %
TOTAL APPROPRIATIONS	6,597,336	6,545,772	7,660,915	7,660,915	1,115,143	<u>17.04</u> %
REVENUES:						
Lic.,Permits & Franchise	151,161	235,217	403,261	403,261	168,044	71.44 %
Fines,Forfeit.,Penalties	19,799	16,401	17,750	17,750	1,349	8.23 %
Intergovernmental Revenue	3,654,300	3,654,157	4,288,896	4,288,896	634,739	17.37 %
Charges For Current Serv	1,461,417	1,286,975	1,302,987	1,302,987	16,012	1.24 %
Miscellaneous Revenue	94,267	111,251	159,651	159,651	48,400	43.51 %
Other Financing Sources	<u>0</u>	<u>40,888</u>	<u>273,072</u>	<u>273,072</u>	<u>232,184</u>	<u>567.85</u> %
TOTAL REVENUES	<u>5,380,944</u>	<u>5,344,889</u>	<u>6,445,617</u>	<u>6,445,617</u>	<u>1,100,728</u>	<u>20.59</u> %
NET COUNTY COST	1,216,392	1,200,883	1,215,298	1,215,298	14,415	1.20 %

**Positions**

**58**

**58**

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**1**

## 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.

## Departmental Core Functions

- **Pest Detection:** Detect exotic pests well before they become firmly established.
- **Pest Exclusion – Plant Quarantine:** Prevent introduction and/or spread of detrimental plant pests and diseases.
- **Pesticide Use Enforcement:** Ensure the safe, legal and proper use of pesticides.

- **Weights and Measures:** Ensure equity in the marketplace.

## Key Goals and Objectives Results for FY 2010/11

### Safety and Security

- **Goal 1:** 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. **Results:** Partnered in the speakers’ sub-committee in July 2010, and developed a presentation approved for continuing education credit in September 2010.
  - ❑ **Objective 2** - Participate in and provide a laws and regulations presentation for a major Spray Safe event by May 2011. **Results:** Provided an informational laws and regulations presentation to approximately 150 attendees of the November 16, 2010 event.

### Economic Well-Being

- **Goal 1:** Formulate action plans to have in place for detection of any new emerging pests of concern before they can become established and threaten County crops and the related workforces.
  - ❑ **Objective 1** - Develop rapid response plans, documents and timelines by August 2010. **Results:** This effort is on-going as new pest situations emerge, and continues to be a long-term objective. In September 2010,

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

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

Compliance Agreements were drafted to help ensure that incoming commodity shipments fulfilled phytosanitary requirements.

- **Objective 2** - Prepare plans to address any positive finds of pests of concern by December 2010. **Results:** This goal remains a long-term objective of the Department. By December of 2010, policies and procedures related to insect detections were reviewed with the State Department of Agriculture. Procedures to be followed in the event of a positive exotic insect find of a pest of concern to agricultural commodities were validated.
- **Goal 2:** Align Weights and Measures device registrations to reflect recent statute changes.
  - **Objective 1** - Review proposed changes for the Tulare County Ordinance by October 2010. **Results:** Between April and October 2010, draft documents including a cost analysis were prepared for the proposed Ordinance and fee structure and were submitted for review.
  - **Objective 2** - Provide information on proposed changes to device owners by October 2010. **Results:** In October 2010, an informational letter and a copy of the proposed fee structure change were sent to all those with commercial devices registered in Tulare County.
  - **Objective 3** - Submission of proposed changes to the Board of Supervisors by December 2010. **Results:** On November 9, 2010, agenda items for the proposed changes were approved by the Board of Supervisors.
- **Goal 3:** 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. **Results:** Staff participated in several trainings provided by the United States Department of Agriculture (USDA) in the fall and winter of 2010. After these trainings, staff was able to provide training to the local agricultural industry. By February 2011, over 60 entities were using electronic certificates for the export of county commodities.
- **Objective 2** - Streamline the process to extract data from the electronic export data for reporting and informational functions by April 2011. **Results:** As of March 2010, a reporting function of the electronic certificate program allows the data to query for generating various reports. These include certificate status, number of certificates issued, number of certificates issued by county area, names of commodities, and names of countries the commodities are exported to. More than 87% of all export certificates issued in Tulare County are now done by using electronic certification.

## Key Goals and Objectives FY 2011/12

### Organizational Performance

- **Goal 1:** Develop a comprehensive budget tracking spreadsheet covering multiple programs to reduce duplications of data entry.
  - **Objective 1** - Recognize and record the different program spreadsheets and the types of databases currently used by October 2011.

- **Objective 2** - Identify and collaborate with information technology sources on spreadsheet design and development to integrate and simplify the various existing spreadsheets by January 2012.

### **Economic Well-Being**

- **Goal 1:** Expand involvement in interagency participation in the investigation of agricultural and weights and measures related crimes.
  - **Objective 1** - Sharing of information with interagency departments for mutual awareness of abuse and harm to individuals and industry in Tulare County to begin by September 2011.

### **Quality of Life**

- **Goal 1:** Increase community outreach and educate public regarding department functions.
  - **Objective 1** - Develop and provide community presentations for the Tulare County Speaker's Bureau about department services and current topics of interest.
  - **Objective 2** - Design and assemble informational displays for public events.

### **Departmental Budget Request**

The Requested Budget represents an overall increase of \$882,959 or 13% in expenditures and an increase of \$868,544 or 16% in revenues when compared with the FY 2010/11 Final Budget. As a result, the Net County Cost is increased \$14,415 or 1% when compared with the FY 2010/11 Final Budget.

Significant areas with major changes between the FY 2010/11 Final Budget and the FY 2011/12 Requested Budget are as follows:

- Salaries and Benefits increased \$249,942 primarily due to the reduction of salary savings.
- Services and Supplies increase \$460,601 primarily due to an increase of State and Federal Glassy-winged sharpshooter insect subvention and suppression funding and associated costs of insect treatments.
- Other Financing Uses decreases by \$26,688 mainly due to vehicle debt payments.
- COWCAP (Countywide Cost Allocation Plan) charges increase \$23,373 due to changes in the Plan.
- Other Charges increase by \$77,731 primarily due to Fleet Services costs.
- Capital Assets increase \$98,000. The FY 2011/12 expenditures of \$98,000 include the following:
  - 5 pickup trucks \$98,000
- Revenue projections increase by \$868,544 overall, primarily due to an adjustment of commercial registration fees for weights and measure devices and increases in State subvention and Federal Glassy-Winged Sharpshooter suppression funding.

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

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

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Staffing changes reflected in the Requested Budget include the following:

- Add 1 FTE position to address workload issues. The requested additional position is:
  - 1 Department Secretary

**County Administrator's Recommendation**

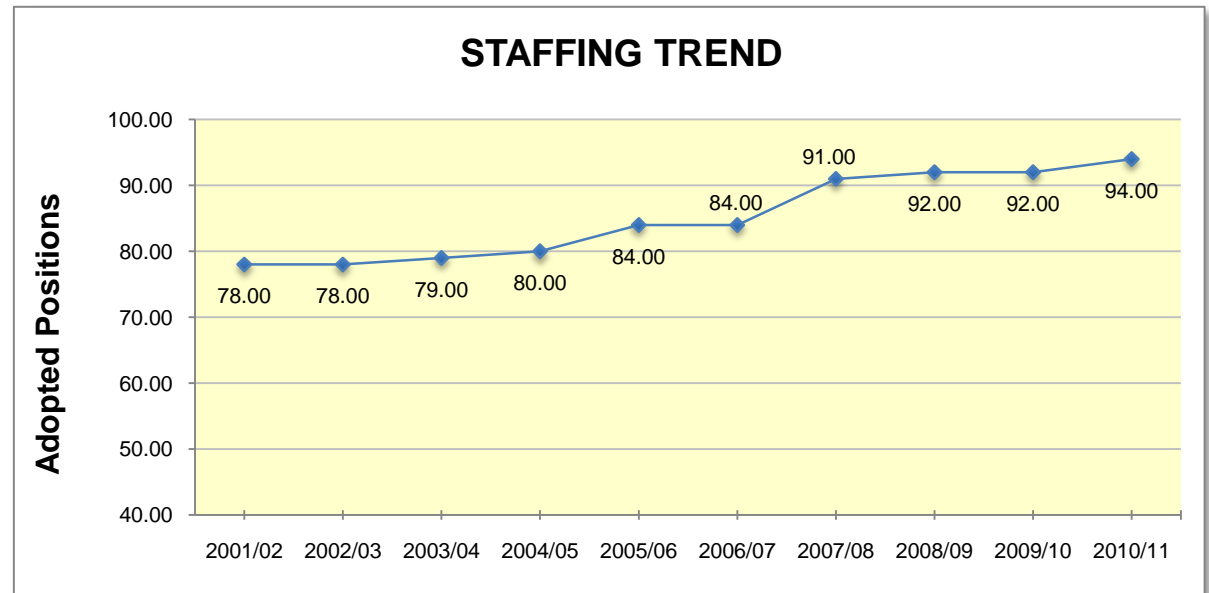
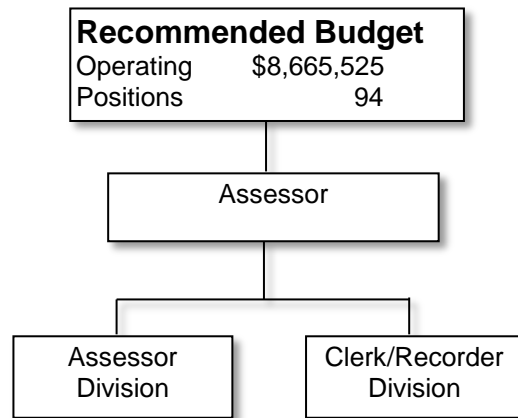
The budget is recommended as submitted.

**Pending Issues and Policy Considerations**

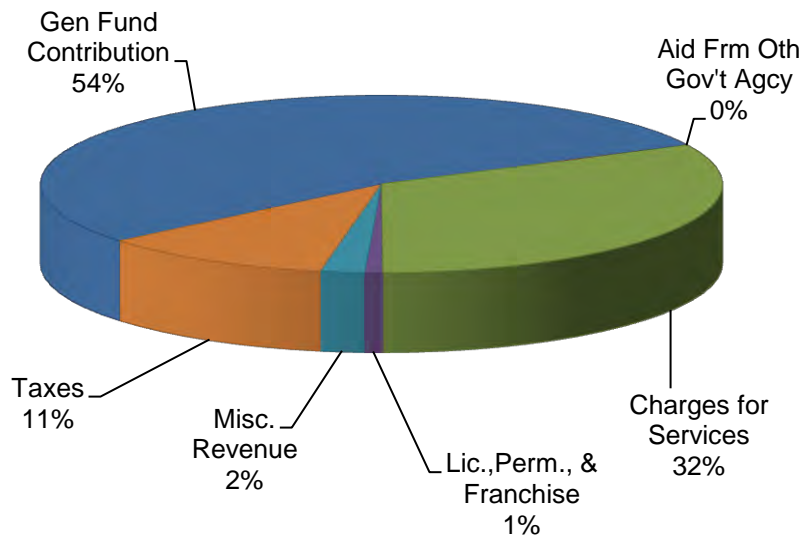
There are no pending issues or policy considerations.

**Department Head Concurrence or Appeal**

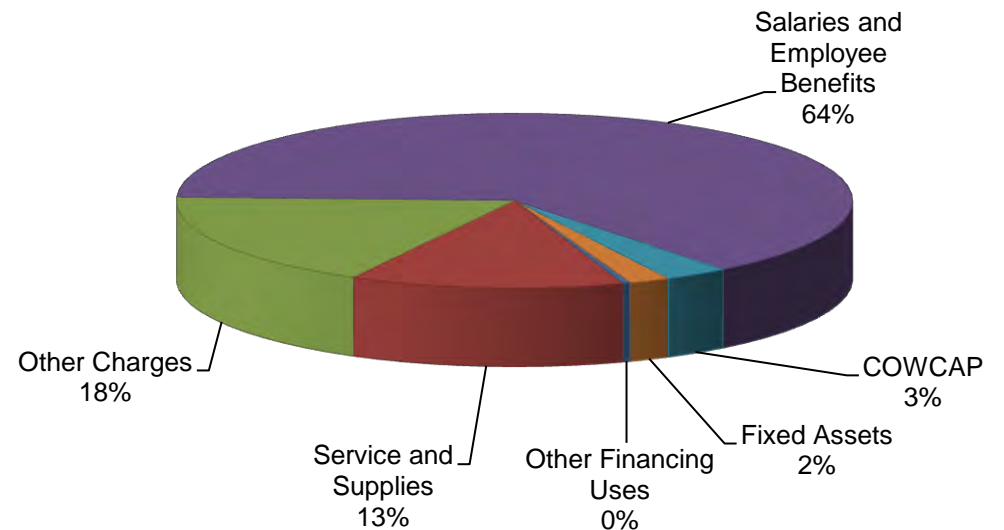
The Department Head concurs with the Recommended Budget.



## SOURCE OF FUNDS



## USE OF FUNDS



FUND: 001						
AGENCY: 025						
MAJOR ACCOUNTS CLASSIFICATIONS	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Salaries And Employee Benefits	5,572,981	5,749,074	5,532,484	5,532,484	(216,590)	(3.77) %
Service And Supplies	270,909	1,112,036	1,131,293	1,131,293	19,257	1.73 %
Other Charges	1,165,532	1,288,048	1,537,118	1,537,118	249,070	19.34 %
Fixed Assets	24,210	200,000	170,000	170,000	(30,000)	(15.00) %
Other Financing Uses	97,844	43,147	31,247	31,247	(11,900)	(27.58) %
Cowcap	<u>160,971</u>	<u>113,123</u>	<u>263,383</u>	<u>263,383</u>	<u>150,260</u>	<u>132.83</u> %
TOTAL APPROPRIATIONS	7,292,447	8,505,428	8,665,525	8,665,525	160,097	<u>1.88</u> %
REVENUES:						
Taxes	777,563	955,000	955,000	955,000	0	0.00 %
Lic.,Permits & Franchise	62,832	72,000	72,000	72,000	0	0.00 %
Intergovernmental Revenue	19,575	15,700	5,700	5,700	(10,000)	(63.69) %
Charges For Current Serv	1,238,422	2,932,825	2,788,770	2,788,770	(144,055)	(4.91) %
Miscellaneous Revenue	<u>196,219</u>	<u>181,001</u>	<u>181,001</u>	<u>181,001</u>	<u>0</u>	<u>0.00</u> %
TOTAL REVENUES	<u>2,294,611</u>	<u>4,156,526</u>	<u>4,002,471</u>	<u>4,002,471</u>	<u>(154,055)</u>	<u>(3.71)</u> %
NET COUNTY COST	4,997,836	4,348,902	4,663,054	4,663,054	314,152	7.22 %

**Positions**

**92**

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## 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.

## Departmental Core Functions

- Responsible for real estate and personal property valuation activities including Proposition 8 recalculations (decline in value).
- Responsible for timely and accurately insuring that documents are recorded and indexed.

## Assessor Division

The Assessor's Office 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.

- Assessment Appeals: Respond to assessment appeals filed by property owners contesting the taxable value of 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 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.

### Key Goals and Objectives Results FY 2010/2011

- **Goal 1:** Value all taxable property in Tulare County in order to accurately publish the secured & unsecured assessment roll.
  - **Objective 1** – 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 due to the weak economy; value an estimated 22,300 business and personal property accounts by June 2011. **Results:** Valued an estimated 155,713 real property and 24,238 business and personal property accounts.
- **Goal 2:** Publish the secured and unsecured assessment rolls of value every July.
  - **Objective 1** – Deliver an accurate and complete assessment to the County Auditor by July 2011. **Results:** Assessment roll delivered to the County Auditor on June 24, 2011.
- **Goal 3:** 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. **Results:**

Due to unforeseen and prolonged software development time object has not been achieved.

- **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%. **Results:** A modified/improved Tulare County Automated Single Family Residence/Condo Value Review Program (Auto Prop 8) was implemented that resulted in 69,426 single-family properties being reviewed.
  - **Goal 4:** 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. **Results:** Declining real estate market yielded 83,726 official documents.
    - **Objective 2** – Process over 25,000 requests for official documents (i.e. birth certificates, death certificates) by December 2010, representing an approximate 14% increase from 2009. **Results:** Actually processed 19,089 official documents representing an approximate 23% decrease due to lack of demand.
- ### Other Accomplishments in FY 2010/2011
- Successful and timely completion of nearly 3,800 2008/2009 assessment appeals.
  - Provided automatic property tax reductions for 36,603 impacted single-family residences.

## Key Goals and Objectives FY 2011/2012

- **Goal 1:** Value all taxable property in Tulare County in order to accurately publish the Secured and Unsecured Assessment Roll.
  - ❑ **Objective 1** – Value an estimated 155,713 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 33,063 business and personal property accounts by June 2012.
- **Goal 2:** Publish the Secured and Unsecured Assessment Rolls of value every July.
  - ❑ **Objective 1** – Deliver an accurate and complete assessment to the County Auditor by July 2012.
- **Goal 3:** Continue the design testing and implementation of an in-house data management system by June 2012 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 2012, which will prevent backlog buildup.
  - ❑ **Objective 2** – Improve efficiency in a multitude of Assessor processes by implementing technology by June 2012 that will automate said processes, which will result in reduced redundancy and error rate by a minimum of 5%.
- **Goal 4:** Improve and increase efficiency and revenues in the Clerk-Recorder Division.

- ❑ **Objective 1** – Record and index over 85,000 recorded documents by December 2011, representing an approximate 2% increase from 2010.
- ❑ **Objective 2** – Process over 22,000 requests for official documents (birth certificates, death certificates) by December 2011, representing an approximate 15% increase from 2010.

## Departmental Budget Request

The Requested Budget represents an overall increase of approximately \$160,097 or 2% in expenditures and a decrease of \$154,055 or 4% in revenues when compared with the FY 2010/2011 Final Budget. The Net County Cost is increased by \$314,152 or 7%.

Significant areas with major changes between the FY 2010/11 Final Budget and the FY 2011/2012 Requested Budget are as follows:

- Salary & Benefits decreased by \$216,590 due to not filling vacancies.
- Other Charges increased by \$249,070 primarily due to an increase in data processing charges.
- Capital Assets decreased by \$30,000 due to delaying purchases of replacement vehicles.
- Other Financing Uses decreased by \$11,900 due to payoff of vehicles.
- COWCAP (County Wide Cost Allocation Plan) increased by \$150,260 due to changes in the plan.

**County Administrator's Recommendation**

The budget is recommended as submitted.

**Pending Issues and Policy Considerations**

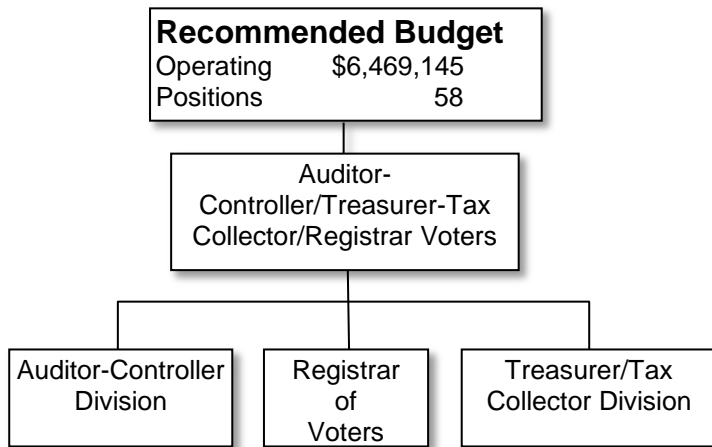
There are no pending issues or policy considerations.

**Department Head Concurrence or Appeal**

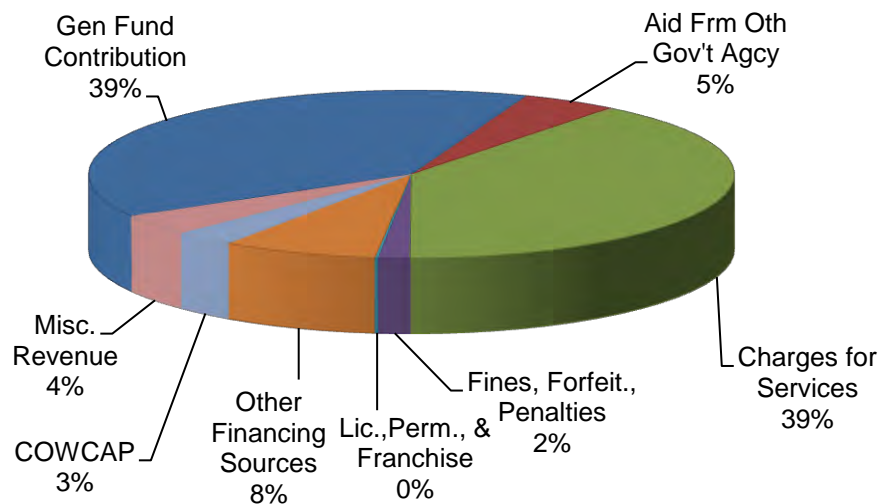
The Department Head concurs with the Recommended Budget.

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

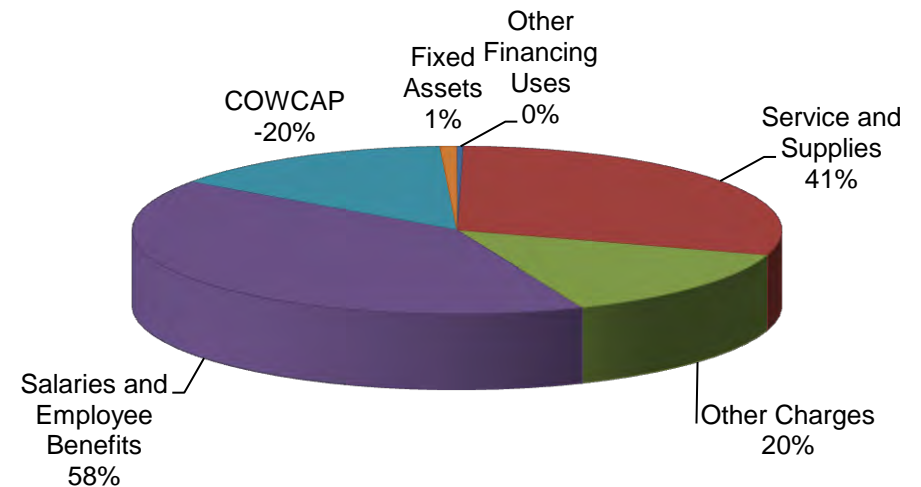
**Auditor-Controller/Treasurer-  
Tax Collector/Registrar of Voters**



**SOURCE OF FUNDS**



**USE OF FUNDS**



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

**001-030  
Auditor-Controller/Treasurer-  
Tax Collector/Registrar of Voters**

FUND: 001						
AGENCY: 030						
MAJOR ACCOUNTS CLASSIFICATIONS	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Salaries And Employee Benefits	3,614,422	3,698,814	3,728,929	3,728,929	30,115	0.81 %
Service And Supplies	1,829,963	2,056,097	2,681,556	2,681,556	625,459	30.42 %
Other Charges	1,003,047	1,047,533	1,265,415	1,265,415	217,882	20.80 %
Fixed Assets	0	210,000	76,595	76,595	(133,405)	(63.53) %
Other Financing Uses	669,107	27,381	27,916	27,916	535	1.95 %
Cowcap	<u>(1,147,306)</u>	<u>(1,177,458)</u>	<u>(1,311,266)</u>	<u>(1,311,266)</u>	<u>(133,808)</u>	<u>11.36</u> %
TOTAL APPROPRIATIONS	5,969,233	5,862,367	6,469,145	6,469,145	606,778	<u>10.35</u> %
REVENUES:						
Lic.,Permits & Franchise	9,962	12,500	12,500	12,500	0	0.00 %
Fines,Forfeit.,Penalties	77,440	260,000	100,000	100,000	(160,000)	(61.54) %
Intergovernmental Revenue	277,699	271,380	308,854	308,854	37,474	13.81 %
Charges For Current Serv	2,160,881	2,226,179	2,557,065	2,557,065	330,886	14.86 %
Miscellaneous Revenue	335,950	187,651	261,391	261,391	73,740	39.30 %
Other Financing Sources	0	148,329	502,495	502,495	354,166	238.77 %
Cowcap	<u>232,571</u>	<u>135,744</u>	<u>196,807</u>	<u>196,807</u>	<u>61,063</u>	<u>44.98</u> %
TOTAL REVENUES	<u>3,094,503</u>	<u>3,241,783</u>	<u>3,939,112</u>	<u>3,939,112</u>	<u>697,329</u>	<u>21.51</u> %
NET COUNTY COST	2,874,730	2,620,584	2,530,033	2,530,033	(90,551)	(3.46) %

**Positions**

**58**

**58**

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**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 and as such administers the County's major financial, payroll and capital asset systems. The mission of the Treasurer is to provide banking services and management of around \$900 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.

### **Departmental Core Functions**

- Provide fiscal services and advice to County Departments and to maintain proper accounting records in accordance with the laws and professional standards though financial integrity and transparency. Also, act as the guardian of funds administered for the County, Cities, Schools and Special Districts.
- Conduct independent audits, reviews and analysis to assist County management to improve efficiency and effectiveness

of programs and functions, to safeguard County assets, and to meet financial reporting requirements.

- Act as the chief custodian and investment officer of all County funds as well as school districts, Special Districts and their local government.
- Administer property tax collections and apportionments as mandated by the California Revenue and Taxation Code, Government Code, Health and Safety Code, County and City Ordinances, resolutions and agreements.
- Register voters, maintain voter registration records, and provide voter registration and election information as requested. Provide impartial, accurate and timely elections mandated upon the County of Tulare.

### **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.

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

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

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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.
- Provide timely and accurate preparation, distribution and reporting of payroll to County Departments and Special Districts in order to ensure accuracy and compliance with State and Federal reporting requirements.
- 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.
- Monitor, 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 annual report to the State Controller's Office.

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.

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

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

**Key Goals and Objectives Results FY 2010/11**

**Organizational Performance**

- **Goal 1:** 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. **Results:** Best practices researched and action plan developed.
  - ❑ **Objective 2** - Develop a list of services/processes that should be included in the policy by March 2011. **Results:** Developed list in March 2011.
  - ❑ **Objective 3** - Decide upon the method and format of delivery by April 2011. **Results:** Decided on physical training to County employees.
  - ❑ **Objective 4** - Complete a draft of the tool kit for review by May 2011. **Results:** Draft completed.
  - ❑ **Objective 5** - Train all County Departments on use of the tool kit by June 2011. **Results:** Training completed.
- **Goal 2:** 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. **Results:** Determined the need for updated Capital Asset policy and a Countywide GASB 54 policy.
  - ❑ **Objective 2** - Decide on method/format for the reference guide by January 2011. **Results:** Determined Countywide training to be the most effective way of presenting policies.

- ❑ **Objective 3** - Complete a draft of the reference guide for review by May 2011. **Results:** Completed draft of reference guide.
- ❑ **Objective 4** - Provide training on accessing the reference guide by June 2011. **Results:** Completed with Countywide Auditor training.

**Other Accomplishments in FY 2010/11**

- Received the Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting for the 14<sup>th</sup> consecutive year.

**Key Goals and Objectives FY 2011/12**

**Organizational Performance**

- **Goal 1:** Train County Internal Service Departments and Departments with Enterprise type activities on proper financial statement preparation for use in the County's Comprehensive Annual Financial Report to ensure compliance with all current Governmental Accounting Standards.
  - ❑ **Objective 1** - Attend GFOA Accounting for Enterprise Funds seminar August 2011.
  - ❑ **Objective 2** - Present training class on how to prepare financial statements to County Departments with Enterprise type activities and Internal Service Departments March 2012.
  - ❑ **Objective 3** - Monitor and assist departments with any additional questions through June 2012.

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

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

- **Goal 2:** Complete three Department Head Change audits for the three Departments that have had changes in Department Heads.
  - ❑ **Objective 1** – Perform and complete Human Resources Department Head Change Audit October 2011
  - ❑ **Objective 2** – Perform and complete Purchasing Department Head Change Audit December 2011
  - ❑ **Objective 3** – Perform and complete Assessor-Clerk Recorder Department Head Change Audit March 2012
- **Goal 3:** Implement new procedures to verify existence, completeness and valuation of Countywide Capital Assets.
  - ❑ **Objective 1** – Prepare audit programs to use during test counts of Capital Assets July 2011
  - ❑ **Objective 2** – Perform Countywide Capital Asset verifications August 2011.

### Treasurer-Tax Collector

The Treasurer-Tax Collector function includes the following duties:

#### Cash Management

- Oversee and manage all monies deposited into the County Treasury before disbursement, earning a maximum investment return with low risk without sacrificing safety, principal or liquidity.
- Provide banking and related services to pooled public entities.

#### Property Tax Collection

- Encourage voluntary compliance with the property tax laws of the State of California and the tax ordinances of Tulare County.
- Bill and collect secured, supplemental, and unsecured property tax assessments.
- Pursue collection of delinquent tax accounts.
- Publish tax delinquency information and, as needed, conduct tax sale auctions.

### Key Goals and Objectives Results FY 2010/11

#### Organizational Performance

- **Goal 1:** Improve customer letters and reminder notices to automate the production process for better customer service.
  - ❑ **Objective 1** - Work with the County's Information and Communications Technology (ICT) and Print and Mail Center to produce a print ready file for processing by September 2010. **Results:** Completed.
  - ❑ **Objective 2** - Work with Tax Collector's staff to update the wording on the letters by September 2010. **Results:** Completed.
  - ❑ **Objective 3** - Train staff on input requirements for the PIMS system to produce letters that are ready to mail by November 2010. **Results:** Completed.

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

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

- **Goal 2:** Review work flow of the entire office to determine where improvements can be made for better cash management and customer service. **Results:** This goal had to be re-evaluated due to shrinking staffing resources. However, the goal will remain a long-term objective of the Department and will be addressed in the future as resources permit.
- **Goal 3:** 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 nearby Counties to see what their processes are and review their systems by July 2010. **Results:** Completed.
  - ❑ **Objective 2** - Determine the start up cost for the Treasurer/Tax Collector's Division and any additional funds that may be needed by September 2010. **Results:** Completed.
  - ❑ **Objective 3** - Research finance/grant options and select most appropriate option by November 2010. **Results:** Completed.

**Other Accomplishments in FY 2010/11**

- Improved customer service has reduced the number of incoming calls for the 2010 calendar year over the 2008 calendar year by 42%.
- Improved customer service has reduced the number of tax payers coming to our office for the 2010 calendar year over the 2008 calendar year by 43%.

- 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.
- Increased payments sent for lock box processing, reducing time to deposit payments; April 10, 2011 collections process was completed in 10 days, 3 weeks less than April, 2010.
- Historical tax roll files are now produced on searchable images on CD instead of on microfiche, allowing better public access.

**Key Goals and Objectives FY 2011/12**

**Organizational Performance**

- **Goal 1:** Automate the Board Order Claim letters and forms for refunds through the County Print and Mail Center to provide more efficiency and improve customer service.
  - ❑ **Objective 1** - Work with ICT and Print and Mail Center to produce a print ready file for processing by September 2011.
  - ❑ **Objective 2** - Work with Tax Collector's staff to update the wording on the letters by September 2011.
  - ❑ **Objective 3** - Train staff on input requirements for the PIMS system to produce letters that are ready to mail by November 2011.
- **Goal 2:** Install a new cashing system that will work in most County offices while improving cash management, investment opportunities and customer service.

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

- ☐ **Objective 1** - Re-configure payment counters to handle the new equipment by September 2011.
- ☐ **Objective 2** - Install iNovah cashiering software and necessary hardware by September 2011.
- ☐ **Objective 3** - Train staff on input requirements for the new system by October 2011.
- ☐ **Objective 4** - Evaluate system for use in other Departments and other locations by December 2011.

### Property Tax Accounting

The Property Tax Accounting function includes the following duties:

- Levy, allocate and distribute property taxes.
- Publish annual property tax rates.
- Report to State and local agencies.
- Perform special accounting and reporting for the County's Teeter program and for Redevelopment projects.
- Administer the Committee to Cancel Property Taxes, as delegated by the Board of Supervisors, 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.

### Key Goals and Objectives Results FY 2010/11

#### Organizational Performance

- **Goal 1** - Implement changes to the property tax system to accommodate the County's decision to discontinue the Teeter Tax Program.
  - ☐ **Objective 1** - Work with ICT to update Property Information Management System (PIMS) by June 2011. **Results:** Completed.
- **Goal 2** - 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. **Results:** List created.
  - ☐ **Objective 2** - Review duties to see if they are necessary or mandated or duplicated in a different Division by November 2010. **Results:** Identified increased workloads ideal for automation improvement planning.
  - ☐ **Objective 3** - Work with other Divisions to best divide duties by June 2011. **Results:** Consolidated duties in the areas of roll corrections and refund processing.

#### Other Accomplishments in FY 2010/11

- Implemented and computed five new general obligation bond tax rates for the County's annual property tax rate levy.
- Improved transparency and access to unclaimed refunds by making the information available on the County's website.

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

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

Key Goals and Objectives FY 2011/12

**Organizational Performance**

- **Goal 1:** Implement mandated legislative changes to accommodate Redevelopment Agency elimination.
  - **Objective 1** - Work with other County Departments to coordinate the required changes by June 2012.
- **Goal 2:** Implement new State guidelines resulting from case law for Educational Revenue Augmentation Fund relative to Redevelopment pass through calculations.
  - **Objective 1** - Work with staff and ICT to determine best way to handle this update by November 2011
  - **Objective 2** - Work with staff and ICT to update spreadsheets and PIMS by June 2012.
- **Goal 3:** Implement new direct charges for AB811 contractual obligations for commercial property.
  - **Objective 1** - Work with staff and ICT to update spreadsheets and PIMS by June 2012.
- **Goal 4:** Improve property tax system automation and controls for increased volume of roll correction and refund processing due to recent economic conditions.
  - **Objective 1** - Work with staff and other County Departments to handle this increase in volume by November 2011.
  - **Objective 2** - Work with staff and other County Departments to implement training and improve this process by January 2012.

Registrar of Voters

The Registrar of Voters function includes the following duties:

- Provide secure and impartial system for all elections in Tulare County.
- Conduct elections mandated upon the County of Tulare in accordance with the provisions of the California Election Code and the maintenance of the register of Voters for all of Tulare County.
- Maintain voter registration, district and election information and have it available to candidates and campaigns.
- File and verify State and local initiatives, referendum, and recall petitions.
- Ensure the timely filing of campaign disclosure statements and act as filing officer for Statements of Economic Interests.

Key Goals and Objectives Results FY 2010/11

**Organizational Performance**

- **Goal 1:** 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.  
**Results:** Completed.

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

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

- ☐ **Objective 2** - Train Election staff to provide information needed by the Print and Mail Center by September 2010. **Results:** Completed.
  - ☐ **Objective 3** - Write procedures for this process by May 2011. **Results:** Completed.
  - ☐ **Objective 4** - Implement changes as needed by June 2011. **Results:** Completed.
- **Goal 2:** Review the Division's procedures to determine how to best use our available resources without affecting our registered voters. **Results:** This goal had to be re-evaluated due to shrinking staffing resources. However, the goal will remain a long-term objective of the Department and will be addressed in the future as resources permit.

**Other Accomplishments in FY 2010/11**

- Conducted successful November 2010 Gubernatorial General Election.
- Applied for and received Federal grant monies for Americans with Disabilities Act Accessibility for Poll Sites.
- Improved the Vote by Mail processing system.
- Cut cost of sample ballot printing and mailing by using new processing with the County's Print and Mail Center.
- Converted several Districts with At-Large Elections to Trustee Area Elections, including implementing new County Geographic Information System (GIS) boundaries.

- Implemented an Interactive Voice Response System to assist voters with Poll Site Lookup and directions on Election Day.
- Converted Fair Political Practice Commissions filings to Questys record retention system for easier access.

**Key Goals and Objectives FY 2011/12**

**Organizational Performance**

- **Goal 1:** Work with the County GIS to implement the re-districting boundaries.
  - ☐ **Objective 1** - Work with County GIS to receive a file for processing by August 2011.
  - ☐ **Objective 2** - Provide information needed to the voters and candidates by December 2011.
  - ☐ **Objective 3** - Implement changes as mandated by December 2011.
- **Goal 2:** Receive Help America Vote Act grant and install a digital camera security system for the Election Department with keycard entry.
  - ☐ **Objective 1** - Secure reimbursement funds from HAVA Grant monies by October 2011.
  - ☐ **Objective 2** - Install camera security system by January 2012.
- **Goal 3:** Migrate the Election website to MURA along with other County Departments.
  - ☐ **Objective 1** - Begin migration to new website February 2012.

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

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

## Departmental Budget Request

The Requested Budget represents an overall increase of \$606,778 or 10% in expenditures and an increase of \$697,329 or 22% in revenues when compared with the FY 2010/11 Final Budget. As a result, the Net County Cost is decreased by \$90,551 or 3%.

Significant areas with major changes between FY 2010/11 Final Budget and the FY 2011/12 Requested Budget are as follows:

- Services and Supplies increase of \$625,459 due to increased election activity in 2012.
- Other Charges increase of \$217,882 predominately due to an increase in ICT charges.
- Capital Assets decrease by \$133,405 due to a delay in the install of Cashiering System.
- Countywide Cost Allocation Plan (COWCAP) charges decreased \$133,808 due to changes in the plan.
- Revenue projections increase primarily due to unclaimed property tax monies.

Staffing changes reflected in the Requested Budget include the following:

- Adjust salary for four classifications to account for workload issues. The requested salary adjustments are:

- Deputy Elections Supervisor 10%
- Election Technician I 10%
- Election Clerk III 10%
- Election Clerk II 5%

## County Administrator's Recommendation

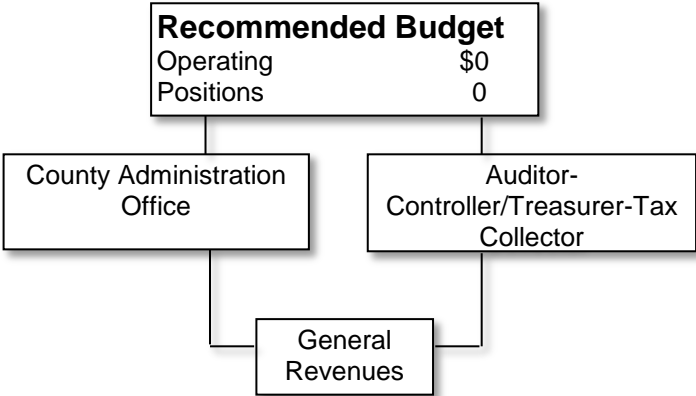
This budget is recommended as submitted.

## Pending Issues and Policy Considerations

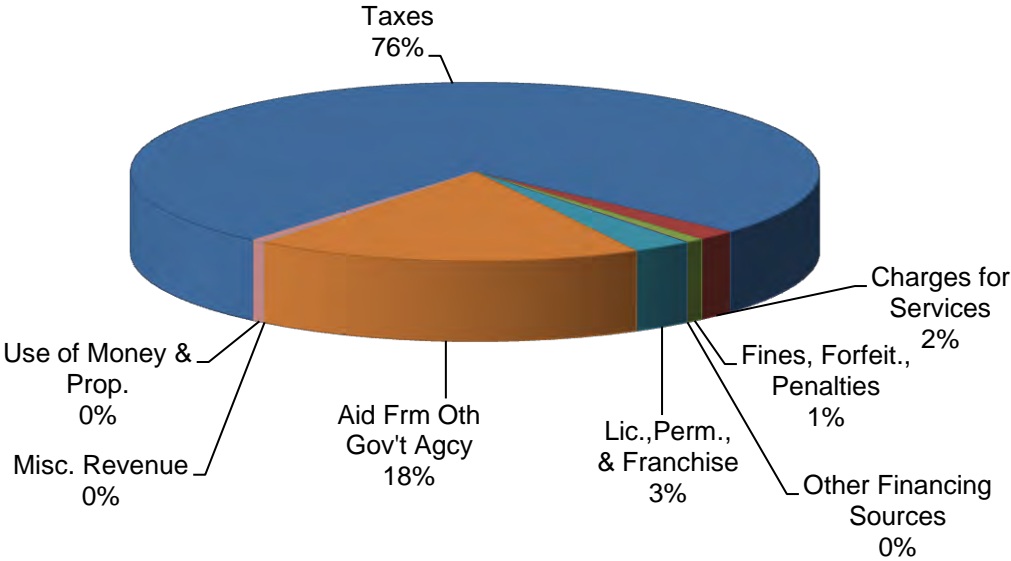
There are no pending issues or policy considerations.

## Department Head Concurrence or Appeal

The Department Head concurs with the Recommended Budget.



SOURCE OF FUNDS



FUND: 001						
AGENCY: 031						
MAJOR ACCOUNTS CLASSIFICATIONS	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
REVENUES:						
Taxes	102,205,551	97,346,501	100,102,710	100,102,710	2,756,209	2.83 %
Lic.,Permits & Franchise	3,709,502	3,700,000	3,700,000	3,700,000	0	0.00 %
Fines,Forfeit.,Penalties	1,397,175	1,150,000	1,150,000	1,150,000	0	0.00 %
Rev. from Use of Money & Prop	2,025,119	1,621,321	820,000	820,000	(801,321)	(49.42) %
Intergovernmental Revenue	22,979,462	22,119,752	24,119,320	24,119,320	1,999,568	9.04 %
Charges For Current Serv	2,583,561	2,469,078	2,461,347	2,461,347	(7,731)	(0.31) %
Miscellaneous Revenue	665,793	700,000	0	0	(700,000)	(100.00) %
Other Financing Sources	<u>2,000,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00</u> %
TOTAL REVENUES	<u>137,566,163</u>	<u>129,106,652</u>	<u>132,353,377</u>	<u>132,353,377</u>	<u>3,246,725</u>	<u>2.51</u> %
NET COUNTY COST	(137,566,163)	(129,106,652)	(132,353,377)	(132,353,377)	(3,246,725)	2.51 %

### 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.

### Key Accomplishments in FY 2010/11

Not applicable.

### Key Goals and Objectives FY 2011/12

Not applicable.

### Departmental Core Functions

Not applicable.

### Departmental Budget Request

The Requested Budget represents an overall increase of \$3,246,725 or 3% in revenues when compared with the FY 2010/11 Final Budget.

The factors contributing to major changes between the FY 2010/11 Final Budget and the FY 2011/12 Requested Budget are as follows:

- The Fiscal Year 2010/11 Final Budget was built with the assumption that the Secured Property Tax Roll would be 5% less than the prior Fiscal Year. The property tax roll turned out to be essentially flat. The Secured Property Tax Roll for Fiscal Year 2011/12 is 0.4% less than Fiscal Year 2010/11. Consequently, the revenue estimates for Secured Property Taxes and Property Tax in lieu of VLF (VLF is now tied to assessed value growth or decline) both were increased by 4% or \$3,044,527.
- The final State budget for Fiscal Year 2011/12 included the elimination of all State subventions for the Williamson Act program. The budget document referred to it as a local government program. In July 2011, the State legislature passed AB 1265 allowing Counties to utilize an alternative funding mechanism for Williamson Act contracts. This mechanism was formerly allowed under SB 863 that was passed by the Tulare County Board of Supervisors in December 2010. Therefore a revenue estimate of \$2,000,000 was included in the Fiscal Year 2011/12 Requested Budget.
- The final State budget for Fiscal Year 2011/12 includes the suspension of the County share of child support collections. For Tulare County, this means a loss of \$700,000 in these revenues.
- Due to the economic downturn and the low interest rate environment, the revenues estimates were reduced for Supplemental Taxes \$300,000 and Interest Income \$773,321.

County Administrator's Recommendation

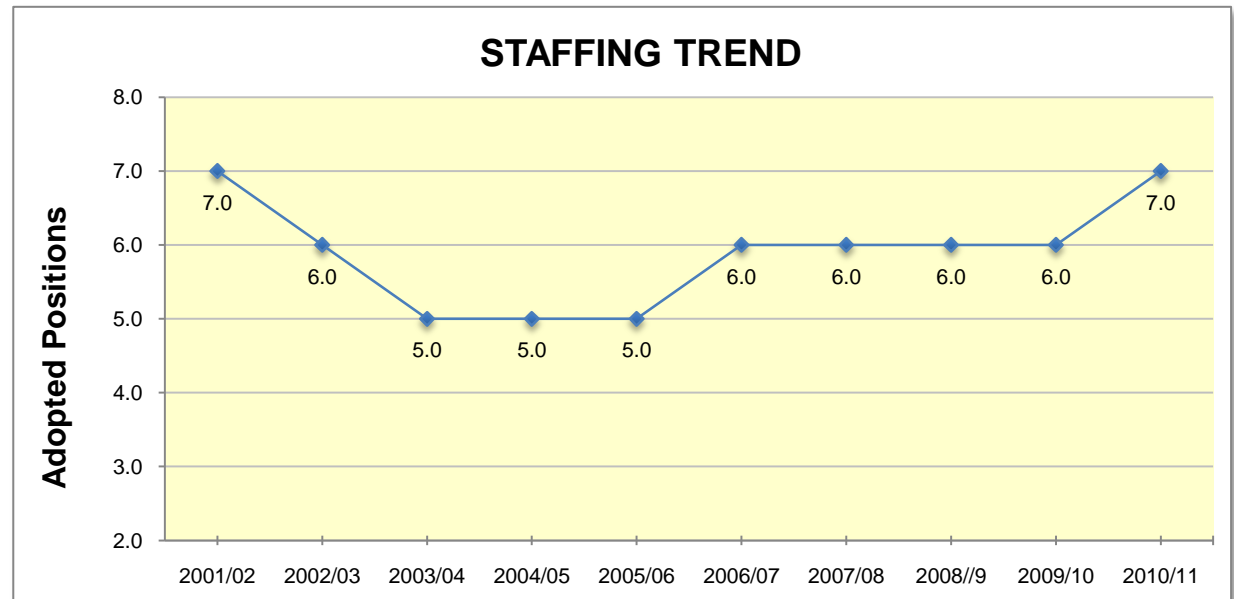
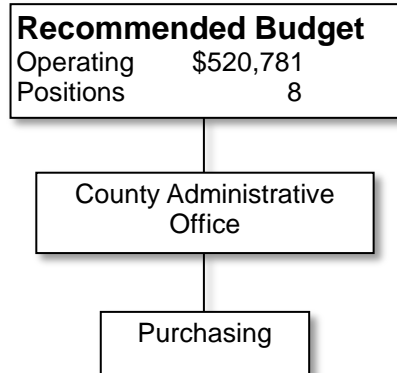
This budget is recommended as submitted.

Pending Issues and Policy Considerations

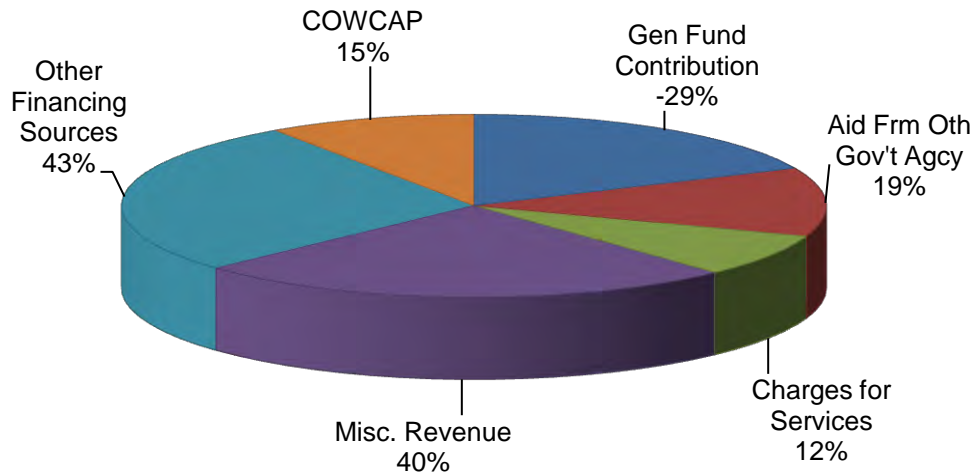
There are no pending issues or policy considerations.

Department Head Concurrence or Appeal

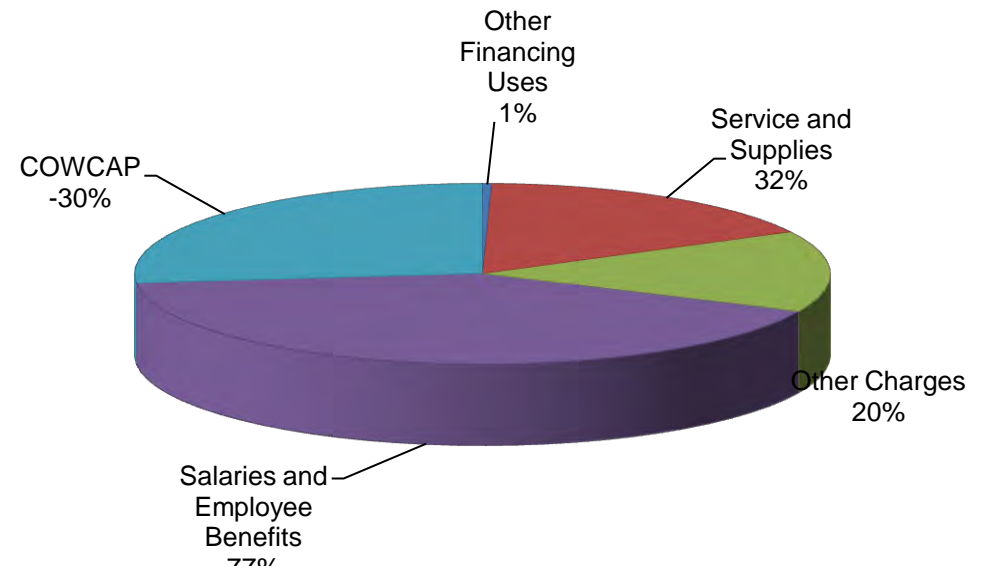
The Department Head concurs with the Recommended Budget.



## SOURCE OF FUNDS



## USE OF FUNDS



FUND: 001						
AGENCY: 032						
MAJOR ACCOUNTS CLASSIFICATIONS	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Salaries And Employee Benefits	358,288	434,556	462,714	462,714	28,158	6.48 %
Service And Supplies	57,885	183,025	189,245	189,245	6,220	3.40 %
Other Charges	120,409	112,723	162,590	162,590	49,867	44.24 %
Other Financing Uses	5,484	4,609	4,612	4,612	3	0.07 %
Cowcap	<u>(122,471)</u>	<u>(169,455)</u>	<u>(298,380)</u>	<u>(298,380)</u>	<u>(128,925)</u>	<u>76.08</u> %
TOTAL APPROPRIATIONS	419,595	565,458	520,781	520,781	(44,677)	<u>(7.90)</u> %
REVENUES:						
Intergovernmental Revenue	0	100,000	100,000	100,000	0	0.00 %
Charges For Current Serv	21,304	84,651	62,393	62,393	(22,258)	(26.29) %
Miscellaneous Revenue	182,509	217,960	204,960	204,960	(13,000)	(5.96) %
Other Financing Sources	139,614	151,277	225,000	225,000	73,723	48.73 %
Cowcap	<u>36,765</u>	<u>43,944</u>	<u>78,347</u>	<u>78,347</u>	<u>34,403</u>	<u>78.29</u> %
TOTAL REVENUES	<u>380,192</u>	<u>597,832</u>	<u>670,700</u>	<u>670,700</u>	<u>72,868</u>	<u>12.19</u> %
NET COUNTY COST	39,403	(32,374)	(149,919)	(149,919)	(117,545)	363.08 %

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.

## Departmental Core Functions

- Preparing, issuing and signing of Purchase Orders, Professional Services Agreements and Public Works Contracts.
- Securing necessary bids for the purchase of supplies/materials, equipment, public works services and certain designated services used by the County.
- Securing necessary bids for the sale of surplus equipment or scrap material.

## Key Goals and Objectives Results FY 2010/2011

### Organizational Performance

- **Goal 1:** 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. **Results:** Updated software has been acquired.
  - ❑ **Objective 2** - Software program available for testing by January 2011. **Results:** Software testing is currently being conducted due to delays in receiving updates.

- ❑ **Objective 3** - Develop training materials for Departments by May 2011. **Results:** Objective has been re-evaluated due to delays in obtaining software. Develop training materials for Departments by FY 2012/13.
- ❑ **Objective 4** - Implementation of paperless Purchase Order Program for FY 2011/12. **Results:** Objective has been re-evaluated due to delays in obtaining software. Implementation of paperless Purchase Order Program by FY 2012/13.

- **Goal 2:** Provide 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. **Results:** Audit was complete by September 2010.
  - ❑ **Objective 2** - Compile new information and processes into Policy and Procedures Manual by August 2010. **Results:** New information was compiled into manual by November 2010.
  - ❑ **Objective 3** - Conduct Training of Policy and Procedures Manual to Purchasing staff and County Departments by October 2010. **Results:** Training was complete by December 2010.
  - ❑ **Objective 4** - Distribution of Policy and Procedures Manual to County representatives by November 2010. **Results:** Distribution was complete by June 30, 2011.
  - ❑ **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. **Results:** This objective had to be re-evaluated due to staffing shortages, and a survey will be conducted in FY 2011/12.

## Key Goals and Objectives FY 2011/12

### Organizational Performance

- **Goal 1:** Develop and implement a Paperless Purchase Order for countywide potential cost savings and improve delivery and payments of products/services.
  - ❑ **Objective 1** - Develop training materials for Departments by February 2013.
  - ❑ **Objective 2** - Implementation of paperless Purchase Order Program for FY 2012/13.
- **Goal 2:** Increase awareness of County Surplus Store through education and promotional sales.
  - ❑ **Objective 1** - Provide educational seminars to local non-profit organizations to spread awareness of materials and supplies available for their programs through the County Surplus Store.
  - ❑ **Objective 2** - Hold at least 5 Saturday Sales throughout FY 2011/12, with advertising in local papers and online to promote awareness.
  - ❑ **Objective 3** - Create Social Networking pages for the County Surplus Store to promote specialty items and vehicle sales.

### Departmental Budget Request

The Requested Budget represents an overall decrease of \$44,677 or 8% in expenditures and an increase of \$72,868 or 12% in revenues when compared with the FY 2010/11 Final Budget. As a result, the Net County Cost has decreased \$117,545 or 363% when compared with the FY 2010/11 Final Budget.

Significant areas with major changes between the FY 2010/11 Final Budget and the FY 2011/12 Requested Budget are as follows:

- Other Charges increased \$49,867 primarily due to a shift in Road Yard Billings.
- Countywide Allocation Plan (COWCAP) charges decreased \$128,925 due to changes in the plan.
- Overall Revenue increased \$58,161 due to increased Capital Asset sales.

Staffing changes reflected in Requested Budget include the following:

- Add 1 FTE position to help meet department goals and to address workload issues. Requested additional position is:
  - 1 Purchasing Assistant I

### County Administrator's Recommendation

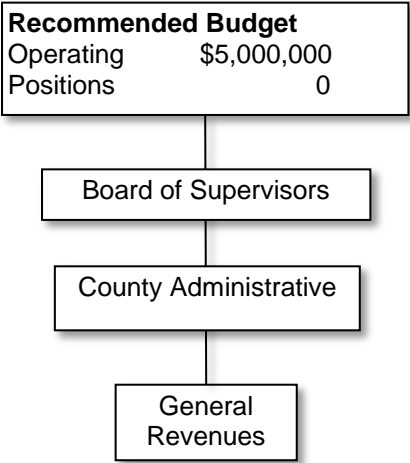
This budget is recommended as submitted.

### 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: 050						
MAJOR ACCOUNTS CLASSIFICATIONS	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Other Charges	<u>0</u>	<u>4,000,000</u>	<u>5,000,000</u>	<u>5,000,000</u>	<u>1,000,000</u>	<u>25.00</u> %
TOTAL APPROPRIATIONS	<u>0</u>	<u>4,000,000</u>	<u>5,000,000</u>	<u>5,000,000</u>	<u>1,000,000</u>	<u>25.00</u> %
NET COUNTY COST	0	4,000,000	5,000,000	5,000,000	1,000,000	25.00 %

### 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 to exceed 15% of the total appropriations from the fund exclusive of the amount of the appropriation for contingencies.

### Departmental Core Functions

Not applicable.

### Key Goals and Objectives Results FY 2010/11

Not applicable.

### Key Goals and Objectives FY 2011/12

Not applicable.

### Departmental Budget Request

The Requested Budget represents an overall increase of \$1,000,000 or 25% in expenditures when compared with the FY 2010/11 Final Budget. As a result, the Net County Cost is increased \$1,000,000 or 25% when compared with the FY 2010/11 Final Budget.

The factors contributing to the major change between the FY 2010/11 Final Budget and the FY 2011/12 Requested Budget are as follows:

- The negative impacts on the County of a weak economy and State budget takeaways mean that additional funds typically budgeted in Contingency are required to supplement budgeted appropriations in other departments for FY 2011/12 and help balance the General Fund.

### County Administrator's Recommendation

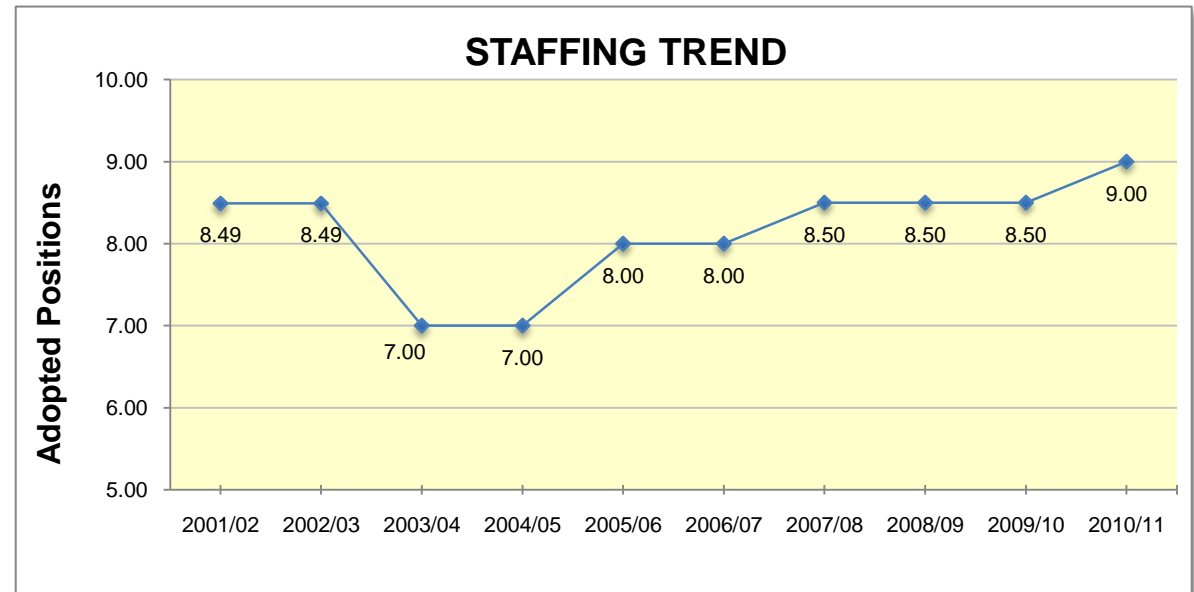
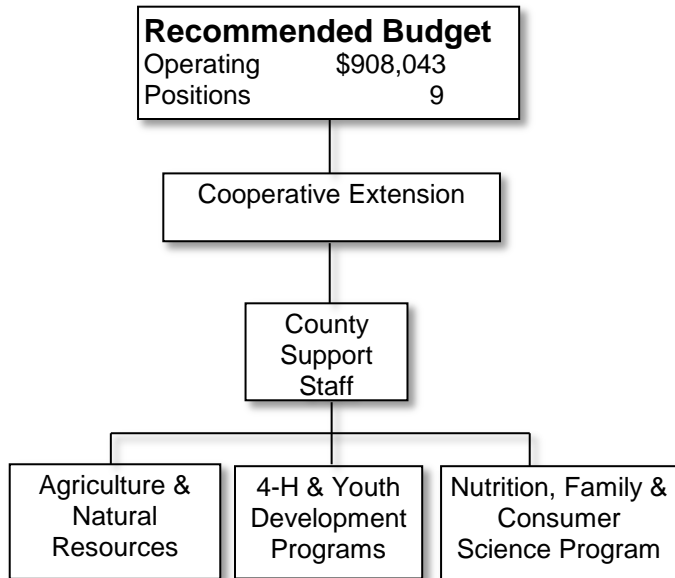
This budget is recommended as submitted.

### Pending Issues and Policy Considerations

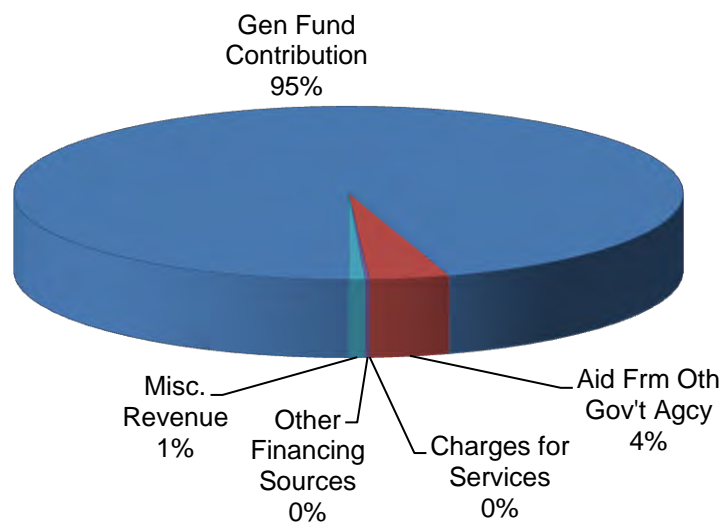
There are no pending issues or policy considerations.

### Department Head Concurrence or Appeal

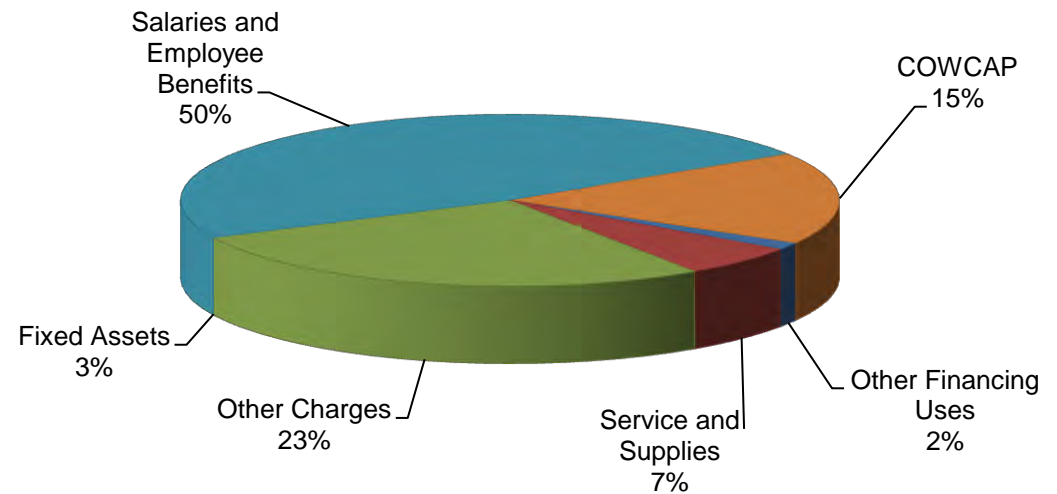
The Department Head concurs with the Recommended Budget.



## SOURCE OF FUNDS



## USE OF FUNDS



FUND: 001						
AGENCY: 055						
MAJOR ACCOUNTS CLASSIFICATIONS	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Salaries And Employee Benefits	447,025	471,888	437,280	437,280	(34,608)	(7.33) %
Service And Supplies	53,756	67,072	53,101	53,101	(13,971)	(20.83) %
Other Charges	221,142	215,222	247,246	247,246	32,024	14.88 %
Fixed Assets	10,761	29,000	0	0	(29,000)	(100.00) %
Other Financing Uses	44,360	13,050	12,500	12,500	(550)	(4.21) %
Cowcap	<u>148,719</u>	<u>141,883</u>	<u>157,916</u>	<u>157,916</u>	<u>16,033</u>	<u>11.30</u> %
TOTAL APPROPRIATIONS	925,763	938,115	908,043	908,043	(30,072)	<u>(3.21)</u> %
REVENUES:						
Intergovernmental Revenue	29,617	61,114	35,015	35,015	(26,099)	(42.71) %
Charges For Current Serv	5,335	3,000	0	0	(3,000)	(100.00) %
Miscellaneous Revenue	7,317	25,788	7,200	7,200	(18,588)	(72.08) %
Other Financing Sources	<u>0</u>	<u>4,880</u>	<u>1,808</u>	<u>1,808</u>	<u>(3,072)</u>	<u>(62.95)</u> %
TOTAL REVENUES	<u>42,269</u>	<u>94,782</u>	<u>44,023</u>	<u>44,023</u>	<u>(50,759)</u>	<u>(53.55)</u> %
NET COUNTY COST	883,494	843,333	864,020	864,020	20,687	2.45 %

**Positions**

**8.5**

**9**

**9**

**9**

**0**

## 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 serving 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 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 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, shooting sports, 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 system 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, mass media, and other communication tools bring information to the community.

## Departmental Core Functions

- Enhance and ensure safe, secure, competitive and sustainable food systems.
- Increase science literacy in natural resources, agriculture and nutrition.
- Enhance the health of Californians.
- Develop youth leadership.
- Staff training/development and use of technology to capture efficiencies, effectiveness and savings.

## Key Goals and Objectives Results in FY 2010/11

### Safety and Security

- **Goal 1:** Ensured safe and secure food supplies.
  - **Objective 1** - Apply for a grant that will 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. **Results:** This grant was not secured. Other funding opportunities will be pursued.
  - **Objective 2** - Conduct research for crop utilization and crop factors for irrigation scheduling of mature citrus trees to reduce water use. Data compiled by December 2010. **Results** - Data for this study has been compiled and published and lead to an additional study that was initiated in FY 2010/11.
  - **Objective 3** - Collaborate with industry and agencies to provide pesticide applicator safety training to Spanish speaking farm workers. Multiple sessions conducted before December 2010. **Results:** Four sessions were held with nearly 1,000 attending. There were two sessions in English and two in Spanish that covered laws and regulations, toxicology, pesticide safety and tractor safety held in November of 2010.

### Economic Well-Being

- **Goal 1:** Enhance competitive, sustainable food systems.
  - **Objective 1** - Collaborate in developing guidelines for emergency livestock mortality disposal. The next phase of research results to be compiled by January 2011. **Results:** This field project was completed with final analysis still in process. Two educational meetings were held for industry and decision makers

- **Objective 2** - Corn silage losses and management practices have been researched. Results were presented at dairy industry meetings in Colorado in July, New Mexico in August and in Visalia in December 2010. **Results:** Presentations were made at all three locations and were shared with the Environmental Protection Agency and the San Joaquin Valley Air Pollution District. The Visalia presentation had over 250 in attendance.
- **Objective 3** - Execute and implement research and education programs addressing 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 would be delivered at a meeting in December 2010. **Results:** Meetings were conducted as planned plus two additional meetings were held.
- **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. **Results:** Delivered 30 presentations for Tulare County growers, landscape gardeners, consultants, University, and industry clientele in 2010. Topics focused on resistant weed management, crop variety selection using host plant resistance, and improving cotton defoliation.
- **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 (WMA) program plans to treat 40 properties and 300 acres in Tulare County by June 2011. **Results:** WMA program treated 58 sites and 375 acres. The program expanded to several communities. Notification was

received that there will be no funding for this program for FY 2011/12.

### **Quality of Life**

- **Goal 1:** Increase science literacy in natural resources, agriculture and nutrition.
  - **Objective 1** - UC Advisor 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. **Results:** UC Advisor shared results from the corn silage management section of the survey and other educational materials with the San Joaquin Valley Air Pollution Control District. This information was used for the revisions of Rule 4570.
  - **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. **Results:** 4-H club programs had an enrollment of 823 members and 320 adult volunteers for FY 2010/11. 4-H Camp Tulequoia provided leadership development for the Junior camp directors and counselors. Activity focus is science, engineering and technology, as well as healthy living, building friendships and community.
  - **Objective 3** - Master Gardener program will promote sustainable landscapes and home gardens appropriate for the Central Valley. Volunteer staff provide two day per week office service hours. Master Gardeners will conduct four seasonal public events and a major event in

February 2011. **Results:** Master Gardener Volunteers logged 567 hours in the office making 336 contacts. The “Gardening Central Valley Style Extravaganza” was held in February and four other garden festivals were conducted. There were also three youth educational events and information booths setup at nine other events.

- **Goal 2:** 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 Extended Food Nutrition Education Program (EFNEP) and Food Stamp Nutrition Education Program (FSNEP) programs and to expand the School Nutrition Education Program to reach over 5,000 youth by June 2011. **Results:** Recruited and trained 121 new teachers in School Nutrition Education Program for a total of 279 teachers who extended nutrition education to more than 5,000 youth in Tulare County.
  - **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. **Results:** The “WalkFit” program was not introduced in FY 2010/11. It was determined that the “EatFit” program should be a prerequisite for the “WalkFit” program. “EatFit” will continue to expand in FY 2011/12.

### **Organizational Performance**

- **Goal 1:** 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.

**Results:** UC Communications has utilized additional UC resources that can connect up to 14 locations and outsourced a vendor that delivers service for more locations.

- **Objective 2** - Continue to integrate technology in program delivery, including improvement and expansion of website presence. A complete website revision to be completed by October 2010. **Results:** The new website went live on July 22, 2010.
- **Goal 2:** 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. **Results:** County support staff was trained to create and edit web pages in 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 will compile a comprehensive instructions manual by December 2010. **Results:** Training was provided at each monthly meeting with additional workshops for volunteers. Thirty-five new program graduates were added as volunteer staff in May, 2011. The instruction manual was finished and distributed to volunteers in September, 2010.
- year life so this accelerated approach enables growers to stay competitive in the evolving market place.
- Fukumoto Navels were very popular in the citrus industry in 1990's. Tree collapse occurred in many orchards so the industry stopped planting. A research trial for decline in Fukumoto Navels was established in 2010 evaluating the use of different bud woods. If bud wood is the problem it can likely be improved and plantings of this highly popular cultivar can be resumed.
- Worked with local youth volunteers to improve and maintain the Bravo Lake Garden facility. More than 4,000 volunteer hours were donated to the project. Three events were organized including an open house, a berry tasting and an educational day. The focus was on health and nutrition. More than 1,100 Tulare County residents attended.
- "My Healthy Plate" began in Tulare County as a method to help teach families to better understand the concepts of food groups, proportion of foods from food groups and serving size. On June 2, 2011 The United States Department of Agriculture (USDA) replaced the "My Pyramid" food guidance system with "My Plate" in order to better communicate the 2010 dietary Guidelines for Americans.
- Provided nutrition education to more than 1,800 Tulare County residents in the Adult EFNEP and the Adult FSNEP. Provided nutrition education to more than 700 Tulare County parents in the Head Start Home Base Program.
- Trained over 165 HEART after school program leaders in nutrition education and physical activity that was

## Other Accomplishments in FY 2010/11

- Industry adaptation of cultural practices that bring new varieties of tree fruit into production 3-4 years sooner than traditional methods. Some varieties only have a 10

extended to more than 1,800 youth. Provided nutrition education to 750 middle school students during National School Breakfast Week and 800 middle school students at the Dare Day graduation.

## Key Goals and Objectives FY 2011/12

### Safety and Security

- **Goal 1:** Ensure safety of farm workers.
  - **Objective 1** - Collaborate with industry and agencies to provide pesticide applicator safety training to Spanish speaking farm workers. Multiple sessions to be conducted before December 2011.

### Economic Well-Being

- **Goal 1:** Enhance competitive, sustainable food systems.
  - **Objective 1** - Collaborate in developing guidelines for emergency livestock mortality disposal based on research results to be completed in FY 2011/12.
  - **Objective 2** - Continue to research corn silage losses and management practices. New results will be presented at a national dairy industry meeting in July and locally in Visalia in April 2012.
  - **Objective 3** - Host and present at a new Heat Stress Management dairy industry symposium in the Spring of 2012. This event will draw presenters from Arizona, New Mexico, Florida and Puerto Rico to Tulare County.
  - **Objective 4** - Conduct research, develop practices and provide education programs to resolve select weed species issues. Twelve studies will be conducted for control of Roundup resistant weeds and other difficult to control weeds that will be completed by June 2012.

- **Objective 5** - Conduct research for crop utilization and crop factors for irrigation of citrus trees to reduce water use. Data to be compiled by March 2012.

### Quality of Life

- **Goal 1:** Increase science literacy in natural resources, agriculture and nutrition.
  - **Objective 1** - 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 over 850 youth and 325 volunteers for FY 2011/12.
  - **Objective 2** - 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 participate in other community and youth education events in FY 2011/12.
  - **Objective 3** - Reach out to 1,800 adults throughout Tulare County and provide them with quality nutrition education. Work with 31 schools in eight districts to reach more than 5,000 students with quality nutrition education.
- **Goal 2:** 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 2012.

### **Organizational Performance**

- **Goal 1:** Utilize technology for efficiencies and savings.
  - ❑ **Objective 1** - Increase use of electronic systems for recurring and special notice communications to reduce expense and delayed contacts.
- **Goal 2:** Staff development to capture efficiencies, effectiveness and savings.
  - ❑ **Objective 1** - Master Gardener program to provide volunteer training to improve communication outreach skills: public speaking, newspaper writing, and gardening workshop demonstrations. Provide continued education opportunities for volunteers at monthly meetings.
  - ❑ **Objective 2** - Seek funding for continuation of WMA site treatment program and for a Community Program Specialist position to coordinate the WMA program for Tulare County.

### **Departmental Budget Request**

The Requested Budget represents an overall decrease of \$30,072 or 3% in expenditures and a decrease of \$50,759 or 54% in revenues when compared with the FY 2010/11 Budget. As a result, the Net County Cost is increased by \$20,687 or 2% when compared with the FY 2010/11 Budget.

Areas with significant changes between the FY 2010/11 Adopted Budget and the FY 2011/12 Requested Budget are as follows:

- Services and Supplies decrease \$13,971 due to discontinuation of a site treatment program.

- Capital Assets expenditures decreased \$29,000 for FY 2011/12 as no vehicles will be replaced.
- Revenue projections decrease due to the reduction of a grant funded position and discontinuation of another grant funded site treatment project.

### **County Administrator's Recommendation**

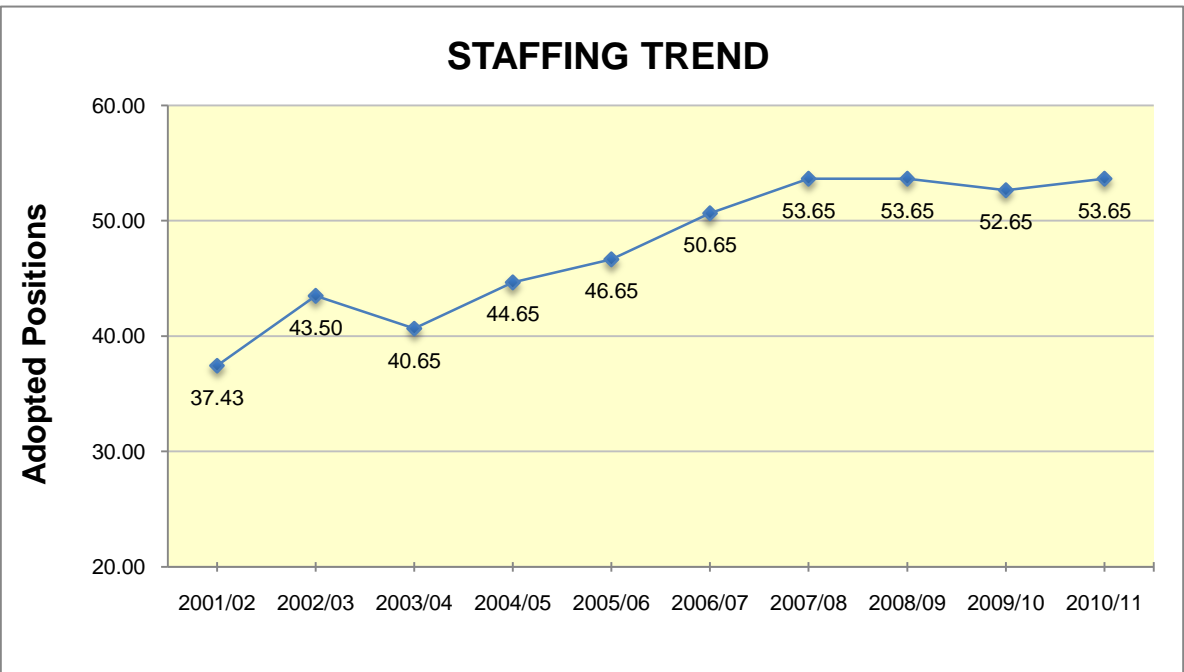
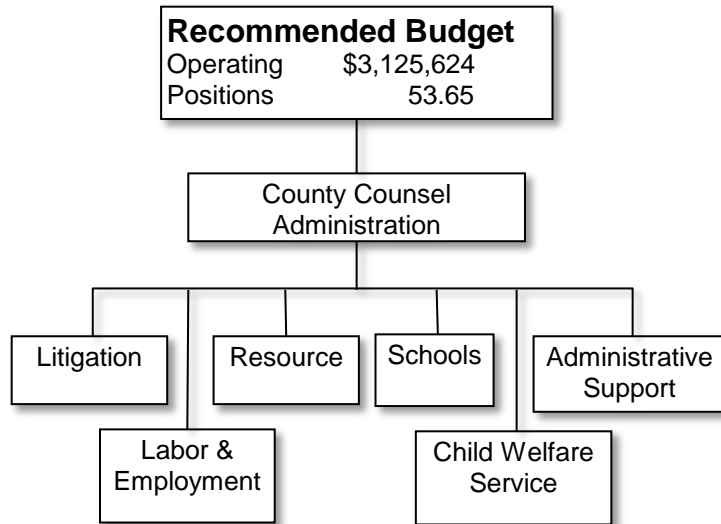
The budget is recommended as submitted.

### **Pending Issues and Policy Considerations**

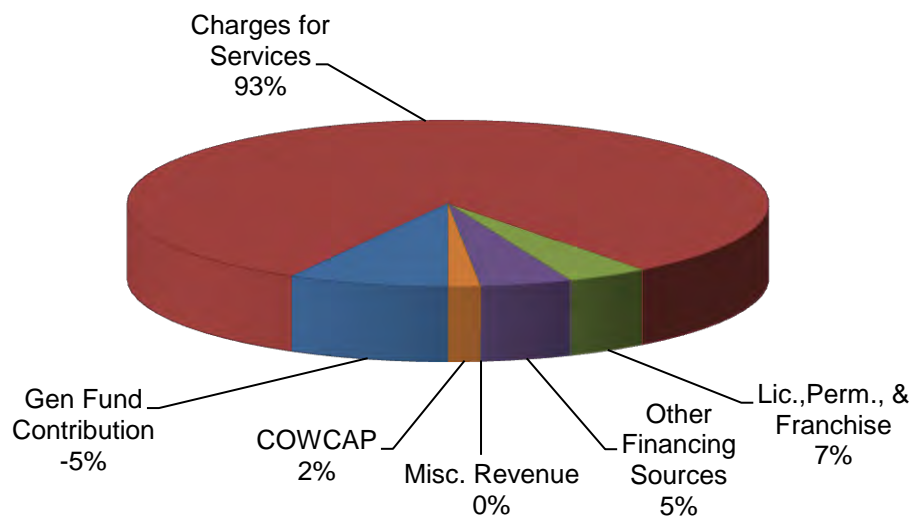
There are no pending issues or policy considerations.

### **Department Head Concurrence or Appeal**

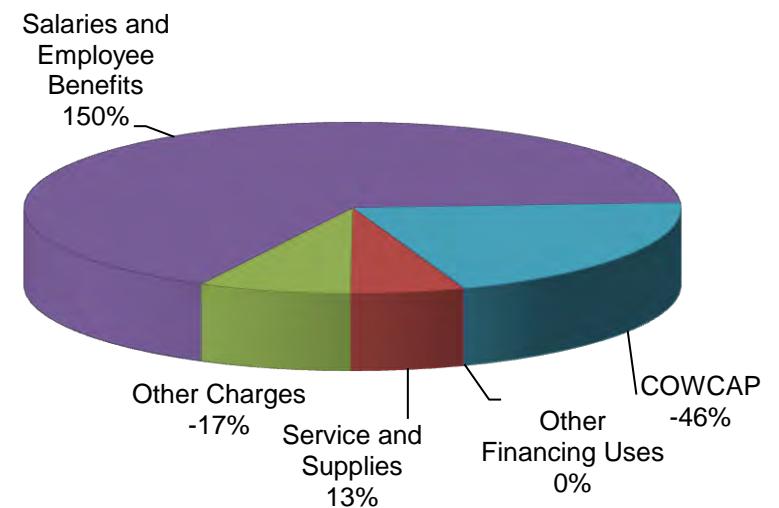
The Department Head concurs with the Recommended Budget.



## SOURCE OF FUNDS



## USE OF FUNDS



FUND: 001						
AGENCY: 080						
MAJOR ACCOUNTS CLASSIFICATIONS	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Salaries And Employee Benefits	4,525,497	4,702,942	4,696,302	4,696,302	(6,640)	(0.14) %
Service And Supplies	216,722	322,695	392,394	392,394	69,699	21.60 %
Other Charges	(364,410)	(446,773)	(529,010)	(529,010)	(82,237)	18.41 %
Other Financing Uses	7,751	8,113	8,123	8,123	10	0.12 %
Cowcap	<u>(2,224,587)</u>	<u>(2,453,213)</u>	<u>(1,442,185)</u>	<u>(1,442,185)</u>	<u>1,011,028</u>	<u>(41.21)</u> %
TOTAL APPROPRIATIONS	2,160,973	2,133,764	3,125,624	3,125,624	991,860	<u>46.48</u> %
REVENUES:						
Lic.,Permits & Franchise	137,469	140,000	128,000	128,000	(12,000)	(8.57) %
Intergovernmental Revenue	0	0	1	1	1	0.00 %
Charges For Current Serv	2,470,996	1,992,861	2,550,022	2,550,022	557,161	27.96 %
Miscellaneous Revenue	425	502	501	501	(1)	(0.20) %
Other Financing Sources	4,959	64,169	143,815	143,815	79,646	124.12 %
Cowcap	<u>15,347</u>	<u>49,351</u>	<u>50,583</u>	<u>50,583</u>	<u>1,232</u>	<u>2.50</u> %
TOTAL REVENUES	<u>2,629,196</u>	<u>2,246,883</u>	<u>2,872,922</u>	<u>2,872,922</u>	<u>626,039</u>	<u>27.86</u> %
NET COUNTY COST	(468,223)	(113,119)	252,702	252,702	365,821	(323.39) %

Positions

52.65

53.65

53.65

53.65

0

## Departmental Purpose

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

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

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 may be found in the insurance funds budget narrative.

## Departmental Core Functions

- County Counsel has many statutory duties which may be summarized as follows: County Counsel provides legal advice and representation to the Board of Supervisors, elected and appointed County officers, County Department Heads and staff, County Boards and Commissions, and other public officials or agencies regarding all civil legal matters facing the County of Tulare.

## Key Goals and Objectives Results FY 2010/11

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 of Supervisors' strategic initiatives and priorities. Examples of this include:

### Safety and Security

- **Goal 1:** Improve legal framework for effective civil code enforcement.
  - **Objective 1** - (Phase 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. **Results:** The goal was re-evaluated due to reassignment of staff and the need to familiarize reassigned staff with the existing practices and issues. However, the goal remains a long-term objective and will be addressed in the future as resources permit.
  - **Objective 2** - (Phase 1) 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. **Results:** The goal was re-evaluated due to reassignment of staff and the need to familiarize reassigned staff with the existing practices and issues. However, the goal remains a long-term objective and will be addressed in the future as resources permit.
  - **Objective 3** - (Phase 1) Update and complete three chapters in a Code Enforcement Manual for use by client staff by June 2011. **Results:** Staff began work with Resource Management Agency to identify the changes

needed to update one chapter in the draft Code Enforcement Manual.

### Economic Well-Being

- **Goal 1:** Improve County effectiveness in contracting for goods and services:
  - **Objective 1** - (Phase 2) Identify and implement two more procedures to streamline contract review to reduce overall staff time needed by April 2011. **Results:** The goal was re-evaluated due to an increased volume in complex legal assignments and limited staff resources. However, the goal remains a long-term objective and will be addressed in the future as resources permit.
  - **Objective 2** - Update contract protocols and the Insurance Manual for clients to use as resources to develop, negotiate and administer contracts by January 2011. **Results:** The contract protocols and the Insurance Manual were reviewed, updated and provided to the Departments. These documents are subject to attorney-client privilege and not available to the public.
  - **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. **Results:** The Contracts Handbook has been outlined and several chapters completed. This document is subject to attorney-client privilege and not available to the public. The balance of the work has been delayed.
  - **Objective 4** - Provide three on-line training modules to clients on contracts and contract administration using the Performance Platform Project by June 2011. **Results:** Two live trainings were presented. Audio recordings of these trainings were posted on-line, bringing the total

number of audio trainings available on-line for County Departments to four (the two other trainings were posted in FY 2009-10). At least three of these trainings will be updated and recorded for presentation through the County's Performance Platform project during FY 2011/12. These presentations are subject to attorney-client privilege and not available to the public.

### Organizational Performance

- **Goal 1:** 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. **Results:** This goal was re-evaluated due to unforeseen complexities associated with implementation. The goal remains an objective for FY 2011/12.
  - **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. **Results:** Two training topics have been identified and will be delivered once the Performance Platform software tool is available.
- **Goal 2:** 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. **Results:** The transition to the new content management system has been completed; however, implementation has been delayed awaiting completion of

an on-line client request form that will allow documents to be attached to the form.

- **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. **Results:** Initial training has been accomplished. Refresher courses will need to be provided, especially due to staffing changes. Information and Communications Technology will form a “User Group” to assist staff needing additional training.

### Other Accomplishments in FY 2010/11

- Filed 228 Child Welfare Services petitions; pursued 67 appeals and appellate writs; appeared daily in the County’s Juvenile Court for the protection of abused or neglected children while submitting 33 warrants to remove 67 children from dangerous home environments.
- Three Deputy County Counsels were selected by the Executive Committee of the County Counsel’s Association of California to receive a Recognition Award for their work on articles for the Association’s new County Counsel Law Guide on Brown Act, School Law and Disaster Preparedness.
- Represented the County in most tort litigation using in-house counsel, at substantial savings to the County.
- Litigated disability retirement applications that are set for hearing by the Board of Retirement and obtained resolutions favorable to the County in several cases that resulted in substantial savings in spite of increased demands due to general economic conditions.

- Advised the Assessment Appeals Board (AAB) and represented the Assessor in assessment appeals hearings. Provided training to Assessor’s Office regarding presentations to the AAB.
- Assisted the Elections Department with legal issues that arose in the last general election.
- Presented training on sexual harassment for County supervisory employees.
- Provided legal counsel to the San Joaquin Valley Insurance Authority overseeing the provision of health care benefits to Tulare County and Fresno County employees.
- Designed and presented Government 102 to Special District Board members and Schools 101 to School Board trustees and officials to educate on basic governmental legal issues.

### Key Goals and Objectives FY 2011/12

#### Safety and Security

- **Goal 1:** 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 2012.
  - **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 2012.

- ☐ **Objective 3** - Update and complete three chapters in a Code Enforcement Manual for use by client staff by June 2012.

### **Economic Well Being**

- **Goal 1:** Further improve County effectiveness in contracting for goods and services:
  - ☐ **Objective 1** - Provide three on-line training modules to clients on contracts and contract administration using the Performance Platform Project by June 2012.
- **Goal 2:** Create a Taxes, Assessments, Fees and Financing Reference Guide and training for use by County Departments and Agencies. This is a multi-year project covering FY 2011/12 (phase one) and FY 2012/13 (phase two). **Phase One:** Create a Reference Guide and Department training outlining the procedures and grounds to adopt new or increased fees subject to Government Code section 66018 (fees for which there are no specific statutory notice requirements).
  - ☐ **Objective 1** - Compile legal opinions on Government Code section 66018 and update in light of Propositions 218 and 26 by June 2012.
  - ☐ **Objective 2** - Create a legal guide outlining adoption procedures and grounds for use by County Departments by June 2012.
  - ☐ **Objective 3** - Create an on-line training for use by County Departments by March 2012.

### **Organizational Performance**

- **Goal 1:** Provide on-line training through the Performance Platform Project.

- ☐ **Objective 1** - Work with clients to identify and develop a variety of trainings through the Performance Platform software tool for individual client use by June 2012.

- **Goal 2:** Initiate substantive review and amendment of Tulare County Ordinance Code by updating section 165, create a practice guide and prepare on-line training for use by the Clerk of the Board and County departments. This is a multi-year project covering FY 2011/12 (phase one) and FY 2012/13 (phase two).
  - ☐ **Objective 1** - Compile a list of all appeals to the Board of Supervisors made subject to section 165 in the last five years by June 2012.
  - ☐ **Objective 2** - Determine the legal requirements that apply to the hearings on various appeals that are subject to section 165 by June 2012.
  - ☐ **Objective 3** - Work with the affected Departments to identify any needed updates to section 165 and propose such updates to the Board of Supervisors as an amendment to section 165 by June 2012.
- **Goal 3:** Provide support in the form of advice and training to Departments and employees to minimize exposure to litigation.
  - ☐ **Objective 1** - Review prior litigation to determine existing needs by June 2012.
  - ☐ **Objective 2** - Develop education to meet needs identified by June 2012.
  - ☐ **Objective 3** - Using existing post-resolution review process, identify areas of concern and provide training, either remedial or general, to address problem areas by June 2012.

- **Goal 4:** Review and improve methods of tracking workload to ensure best distribution of staff and resources.
  - ❑ **Objective 1** - Following computer upgrade, audit existing methods of tracking by June 2012.
  - ❑ **Objective 2** - Review new opportunities provided by upgrade and revise tracking methods by June 2012.
  - ❑ **Objective 3** - Institute revised tracking methods by June 2012.
- **Goal 5:** Provide clients with appropriate training and tools to ensure compliance with legal requirements and to avoid legal risks. In particular, educate clients to enable them to handle routine legal matters and procedures on their own, but to understand the boundaries for when they need to refer a legal issue to County Counsel. We will measure achievement of this goal by a reduction of client questions that are redundant, repetitive, or already answered in our guidelines and boilerplates.
  - ❑ **Objective 1** - Teach clients to review and prepare routine documents (contracts, resolutions, board agendas, minutes and responses to public records requests) on their own, using our guidelines, protocols, boilerplates, samples, and checklists by June 2012.
  - ❑ **Objective 2** - Each team member to implement Objective 1 by identifying two important subject areas that clients need training and boilerplates on by September 2011, and provide that training by January, 2012.
  - ❑ **Objective 3** - Implement a monthly mini-blog (e.g. two sentences) formatted as a quick identification of legal facts and resources already available on our website, titled "Did you know..." Use Mura Broadcaster as well as GroupWise to distribute to clients by June 2012.
  - ❑ **Objective 4** - Create new resources on County Counsel website, prevention platform, or otherwise (typically

monthly) and notify clients as developed/posted by June 2012.

- ❑ **Objective 5** - Reorganize and transform existing outlines to a more graphical format, indicating process flow, chronological checklists, or matrix summaries, rather than mere summary of statutes organized in the same format as the statutory code article. Provide "Practice Pointers" in outlines in a box or sidebar format to draw more attention to the practical tasks to implement our legal guidance by June 2012.

## Departmental Budget Request

The Requested Budget represents an overall increase of \$991,860 or 46% in expenditures and an increase of \$626,039 or 28% in revenues when compared with the FY 2010/2011 Final Budget. As a result, the Net County Cost is increased \$365,821 or 323% when compared with the FY 2010/11 Final Budget.

Significant areas with major changes between the FY 2010/11 Final Budget and the FY 2011/12 Requested Budget are as follows

- Services and Supplies increased \$69,699 for systems and computer upgrades.
- Other Charges decrease \$82,237 primarily due to cost offset by increasing legal billing to HHSA-CWS unit.
- Countywide Cost Allocation Plan (COWCAP) charges increase \$1,011,028 due to changes in the Plan.

- Included is a onetime appropriation of \$143,814 representing the Department's share of its savings from last Fiscal Year.
- Revenue projections increase overall due to the COWCAP revenue increase.

Staffing changes reflected in the Requested Budget include the following:

- Delete 1 FTE filled position to fund an additional position:
  - 1 Accountant II-K
- Add 1 FTE position to enhance administrative and financial service delivery. The requested additional position is:
  - 1 Administrative Services Officer-II-K
- Adjust salaries for three classifications to avoid salary compaction with similar positions at other Departments within the County. The requested salary adjustments are:
  - Chief Deputy County Counsel – Schools 2%
  - Chief Deputy County Counsel – Personnel 2%
  - Chief Deputy County Counsel – Litigation 2%

### County Administrator's Recommendation

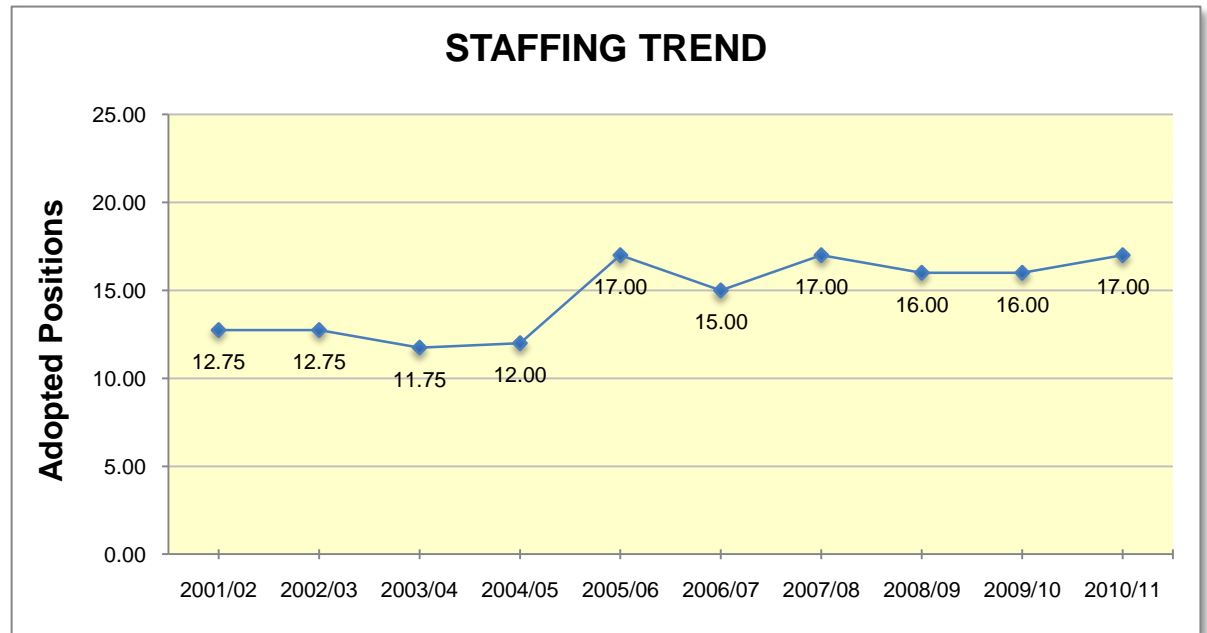
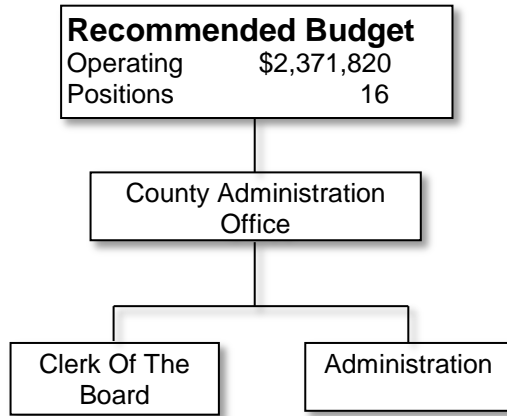
This budget is recommended as submitted.

### Pending Issues and Policy Considerations

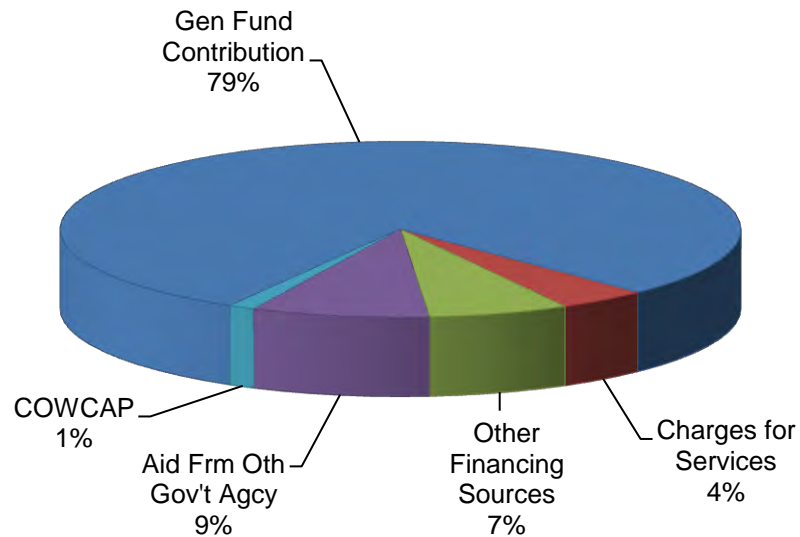
There are no pending issues or policy considerations.

### Department Head Concurrence or Appeal

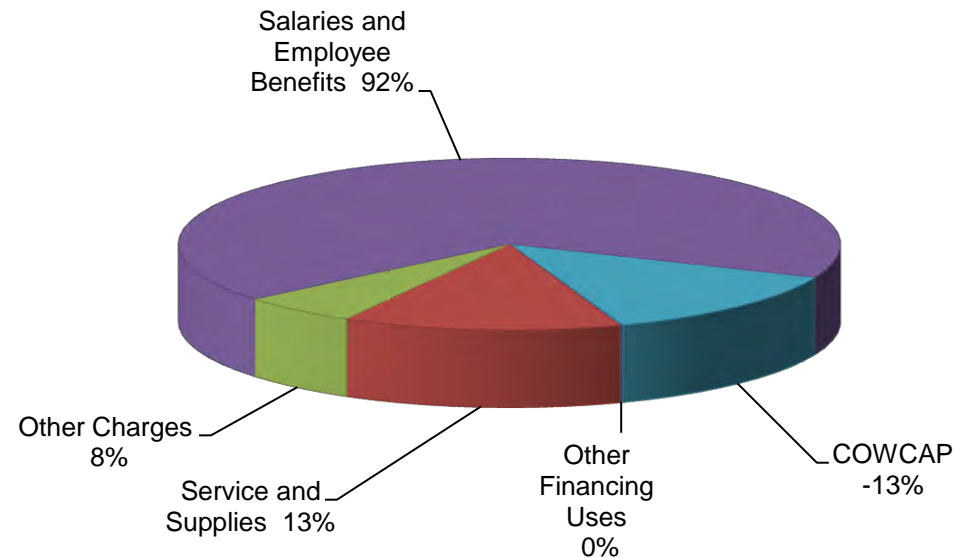
The Department Head concurs with the Recommended Budget.



## SOURCE OF FUNDS



## USE OF FUNDS



FUND: 001						
AGENCY: 085						
MAJOR ACCOUNTS CLASSIFICATIONS	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Salaries And Employee Benefits	1,300,081	1,620,577	1,598,640	1,598,640	(21,937)	(1.35) %
Service And Supplies	34,718	235,396	322,326	322,326	86,930	36.93 %
Other Charges	135,165	139,020	136,869	136,869	(2,151)	(1.55) %
Other Financing Uses	3,205	3,205	3,215	3,215	10	0.31 %
Cowcap	<u>(1,562,896)</u>	<u>(227,978)</u>	<u>310,770</u>	<u>310,770</u>	<u>538,748</u>	<u>(236.32)</u> %
TOTAL APPROPRIATIONS	(89,727)	1,770,220	2,371,820	2,371,820	601,600	<u>33.98</u> %
REVENUES:						
Intergovernmental Revenue	0	200,000	200,000	200,000	0	0.00 %
Charges For Current Serv	162,848	116,306	100,446	100,446	(15,860)	(13.64) %
Miscellaneous Revenue	554	0	0	0	0	0.00 %
Other Financing Sources	12,673	87,732	157,834	157,834	70,102	79.90 %
Cowcap	<u>259,007</u>	<u>64,641</u>	<u>29,851</u>	<u>29,851</u>	<u>(34,790)</u>	<u>(53.82)</u> %
TOTAL REVENUES	<u>435,082</u>	<u>468,679</u>	<u>488,131</u>	<u>488,131</u>	<u>19,452</u>	<u>4.15</u> %
NET COUNTY COST	(524,809)	1,301,541	1,883,689	1,883,689	582,148	44.73 %

Positions

16

17

16

16

-1

## 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.

In addition to its Core Functions, the County Administrative Officer and staff shall:

- 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 and Purchasing.
- Administer contracts as directed by the Board of Supervisors.

## Departmental Core Functions

- 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.

## Key Goals and Objectives Results FY 2010/11

### Safety and Security

- **Goal 1:** 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. **Results:** Working group has been identified.
  - ❑ **Objective 2** – Investigate processes and procedures and write Business License ordinance by December 2010. **Results:** The objective was re-evaluated due to the reassignment of staff and the need to familiarize staff with existing processes and practices.
  - ❑ **Objective 3** – Submit agenda item for approval of Business License ordinance to Board of Supervisors by April 2011. **Results:** This goal has been extended to FY 2011/12.

### Quality of Life

- **Goal 1:** 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. **Results:** Staff has been working with architect to finalize the Master Plan. The objective was re-evaluated due to reassignment of staff and the need to familiarize staff with the project outcomes. The objective will be achieved in FY 2011/12.

### Organizational Performance

- **Goal 1:** 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. **Results:** The goal was re-evaluated due to staff changes and the need to familiarize reassigned staff with financial forecasting methods. The objective was delayed, but it was completed by February 2011. The list of data developed for Key Indicators, Sensitivity, Trend and Statistical Analysis for the General Fund includes Fund Balance, Property Taxes, Other Taxes, Salary and Benefits and others.
  - **Objective 2** – Develop forecasting software by October 2010. **Results:** Muncast Financial Services forecasting software tool was purchased in March 2011 and incorporates Tulare County's General Fund data components.
  - **Objective 3** – Identify data sources and import data by November 2010. **Results:** Data sources were identified and imported into the forecasting software in April and May 2011.
  - **Objective 4** – Perform the forecast by December 2010. **Results:** Due to delays and staffing changes, the financial forecast has not been performed. The objective

remains for FY 2011/12 and staff continue to develop this software for a five year financial forecast.

- **Objective 5** – Analyze forecast and report results by February 2011. **Results:** Due to delays and staffing changes the financial forecast analysis and reporting has not been performed. The objective remains for FY 2011/12 and the completion date is expected to be December 2011 for the General Fund.

- **Goal 2:** Implement financial policies for Tulare County.
  - **Objective 1** – Circulate draft of policies to County Departments for review and comments by January 2011. **Results:** After reviewing 10 different draft versions of the policies, chose a set of policies in June 2011.
  - **Objective 2** – Revise draft to reflect comments and re-submit to Departments for final review by February 2011. **Results:** Decided to not submit to Departments for review and approval.
  - **Objective 3** – Revise and finalize policies by April 2011. **Results:** Chose a final set of policies in June 2011.
  - **Objective 4** – Submit agenda item for approval of policies to Board of Supervisors by May 2011. **Results:** Will bring agenda item to the Board of Supervisors for approval by December 2011.
- **Goal 3:** Develop and implement a Countywide Customer Service Program.
  - **Objective 1** - Solicit feedback from Department Heads regarding preferred program content by September 2010. **Results:** Formulated a Customer Service Committee and received feedback on program options over a series of informational meetings through June 2011.
  - **Objective 2** - Coordinate and develop program with Human Resources by February 2011. **Results:**

Researched and evaluated vendor supplied training options, a new training program created by Human Resources and existing training programs offered by Health and Human Services and Child Support Services. Committee recommendation is to consolidate existing County programs and the consolidated program is under development.

- **Objective 3** - Implement customer service training by June 2011. **Results:** Training will be implemented once program development is complete in FY 2011/12.

➤ **Goal 4:** Develop and implement Impact Fee Program.

- **Objective 1** – Update transportation impact fee report by February 2011. **Results:** Held numerous meetings with City representatives to discuss original report. Updated the report in September 2010 and circulated to cities in the County along with Home Builders Association for comments.
- **Objective 2** – Update November 2008 general report for demographics by February 2011. **Results:** Updated report in April 2011 and circulated to cities in the County along with Home Builders Association for comments.
- **Objective 3** – Finalize memorandum of understanding with cities to collect impact fees by June 2011. **Results:** Negotiated with cities for 3 years to finalize General Plan negotiations. Came to agreement with the City of Dinuba but still are negotiating with remaining cities.
- **Objective 4** – Submit agenda item for approval of impact fees to Board of Supervisors by June 2011. **Results:** The approval of impact fees is a four step process. The first step, Notice of Intent to Adopt Impact Fees, was accomplished November 2010. The second step, Public Hearing for Legislative Authority was accomplished in March 2011. Due to the ongoing nature of negotiations

with the cities over the County's General Plan, the outreach portion and final approval of impact fees will take this objective well into FY 2011/12 and perhaps beyond.

➤ **Goal 5:** 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. **Results:** Resolution was approved in October 2010 to delete ten AR's which have been incorporated into the County Personnel Rules in their entirety.
- **Objective 2** – Coordinate with General Services, County Counsel and Human Resources and Development on remaining AR's by May 2011. **Results:** Revised AR regarding Reasonable Accommodation of Employees with Disabilities in July 2010. Added 2 new AR's, one regarding Office Recycling Policy (October 2010) and the other regarding Mandatory Ethics Training (March 2011). AR-10 regarding the Motor Pool Checkout Policy has been postponed pending implementation of new software systems.
- **Objective 3** – Submit agenda item for implementation of AR's to Board of Supervisors by June 2011. **Results:** All AR changes have been approved by the Board.

Other Accomplishments in FY 2010/11

- Substantially completed Revolving Door Policy ordinance governing the amount of time former employees must wait to provide consultant type services to the County.

- Concluded review of consolidated dispatch consultant report in conjunction with various cities in the County.
- Worked with Board of Supervisors to create a citizen's committee to oversee redistricting of Supervisor's districts.
- Worked with Human Resources Department to create a Leadership Academy for the County.
- Worked with Human Resources Department to modify and substantially change Supervisor Academy.
- Worked with Resource Management Agency to address staffing and organization issues in the County's Redevelopment Agency.

## Key Goals and Objectives FY 2011/12

### Safety and Security

- **Goal 1:** Implement Business License ordinance for businesses operating in the unincorporated areas of the County not currently covered by existing requirements.
  - ❑ **Objective 1** – County Business License Working Group to review current Business License ordinance in regard to appropriate amendments by October 2011.
  - ❑ **Objective 2** – Investigate processes and procedures and write Business License ordinance amendments by December 2011.
  - ❑ **Objective 3** – Submit agenda item for approval of amended Business License ordinance to Board of Supervisors by June 2012.

### Organizational Performance

- **Goal 1:** Develop a five year financial forecast to assist in long-term financial planning.
  - ❑ **Objective 1** – Perform the forecast by December 2011.
  - ❑ **Objective 2** – Analyze forecast and evaluate trends by January 2012.
- **Goal 2:** Implement financial policies for Tulare County.
  - ❑ **Objective 1** – Circulate draft of policies to Auditor Controller/Treasurer-Tax Collector's Department by October 2011.
  - ❑ **Objective 2** – Revise draft to reflect comments by Auditor Controller/Treasurer-Tax Collector's Department by November 2011.
  - ❑ **Objective 3** – Submit agenda item for approval of policies to Board of Supervisors by December 2011.
- **Goal 3:** Develop and implement a Countywide Customer Service Program.
  - ❑ **Objective 1** – Complete program development by November 2011.
  - ❑ **Objective 2** – Develop, through the Customer Service Committee, an implementation schedule by November 2011.
  - ❑ **Objective 3** – Develop a feedback system to receive staff comments regarding program content and delivery prior to implementation by January 2012.
- **Goal 4:** Develop and implement Impact Fee Program.
  - ❑ **Objective 1** – Hold numerous outreach meetings with cities and interested parties regarding proposed transportation and facilities Impact Fee program starting in October 2011.

- ☐ **Objective 2** - Conclude negotiations with cities over memorandum of understanding by June 2012.
- ☐ **Objective 3** – Submit agenda item for approval of Impact Fees to Board of Supervisors by June 2012.
- **Goal 5:** Complete review of Administrative Regulation (AR) 10 – Motor Pool Check Out.
  - ☐ **Objective 1** – Determine if AR-10 should be updated or incorporated into a Motor Pool policy by Jan 2012.
  - ☐ **Objective 2** – If the decision is to update AR-10, coordinate with General Services, County Counsel and Human Resources and Development on the update by May 2012.
  - ☐ **Objective 3** – Submit agenda item for implementation of AR-10 to Board of Supervisors by June 2012.
- **Goal 6:** Complete Revolving Door Policy Ordinance.
  - ☐ **Objective 1** – Complete Revolving Door Policy ordinance by October 2011.
  - ☐ **Objective 2** – Submit agenda item for approval of Revolving Door Policy ordinance to Board of Supervisors by December 2011.
- **Goal 7:** Implement the Update to the County's Five Year Strategic Plan
  - ☐ **Objective 1** – Establish a County Department working group to determine the approach and schedule for the Plan update by November 2011.
  - ☐ **Objective 3** – Gather community input through external stakeholder meetings and surveys by April 2012.
  - ☐ **Objective 4** – Complete draft update of the County's Five Year Strategic Plan by May 2012.
  - ☐ **Objective 5** – Submit update to Board of Supervisors by June 2012.

## Departmental Budget Request

The Requested Budget represents an overall increase of \$601,600 or 34% in expenditures and an increase of \$19,452 or 4% in revenues when compared with the FY 2010/11 Final Budget. As a result, the Net County Cost is increased \$582,148 or 45% when compared with the FY 2010/11 Final Budget.

Significant areas with major changes between the FY 2010/11 Final Budget and the FY 2011/12 Requested Budget are as follows:

- Services and Supplies increase \$86,930 mainly due to expenditures related to replacement computer equipment and professional services.
- Countywide Cost Allocation Plan (COWCAP) charges increase \$538,748 due to changes in the Plan.
- Included is a one-time appropriation of \$157,834, representing the Department's share of its savings from last Fiscal Year.
- Revenue projections increase \$19,452 primarily due to a decrease in billed COWCAP revenues.

Staffing changes reflected in the Requested Budget include the following:

- Add 1 FTE position to assist with administrative duties. The requested additional position is:
  - 1 Administrative Aide

- Delete 2 FTE positions to move the Tourism and Film Commission Manager to the Resource Management Agency and to remove the Budget Technician and replace the position with an Administrative Aide which is more reflective of desired duties. The requested deleted positions are:
  - 1 Tourism and Film Commission Manager
  - 1 Budget Technician
  
- Re-class 2 FTE positions to reflect changes in position responsibilities. The reclassified positions are:
  - 1 Budget Analyst to Administrative Analyst
  - 1 Administrative Analyst to Senior Administrative Analyst

### 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

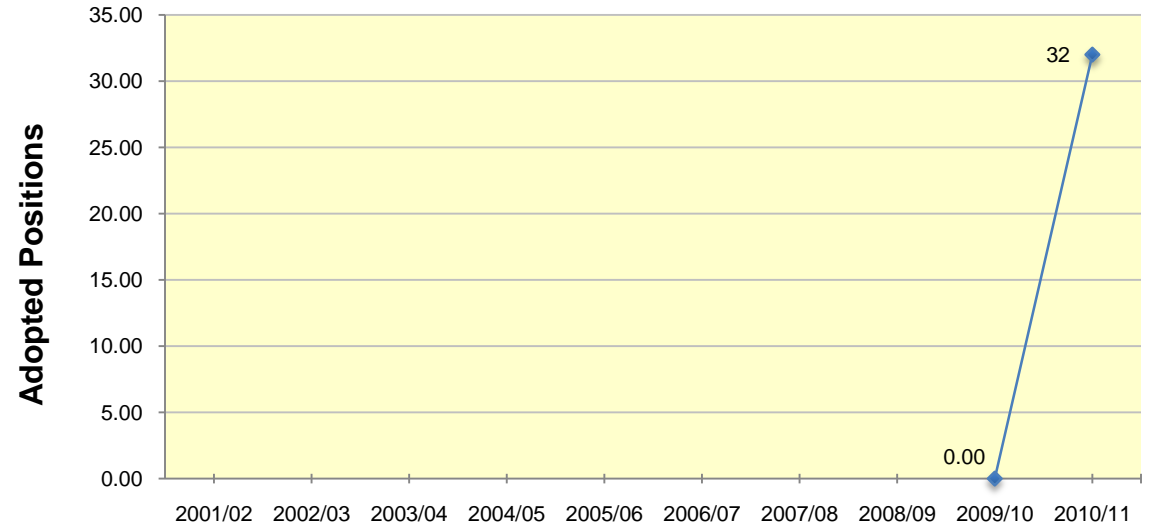
The Department Head concurs with the Recommended Budget.

**Recommended Budget**  
Operating      \$3,861,253  
Positions        32

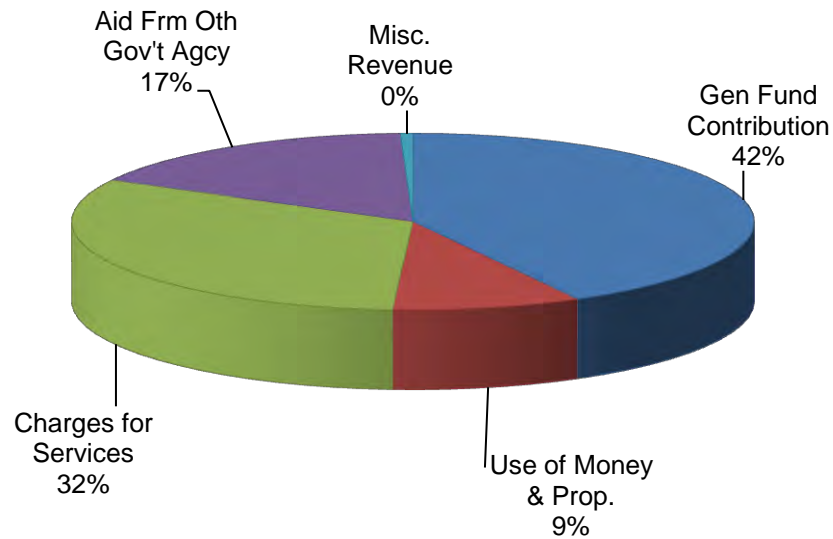
County Administration  
Office

General  
Services

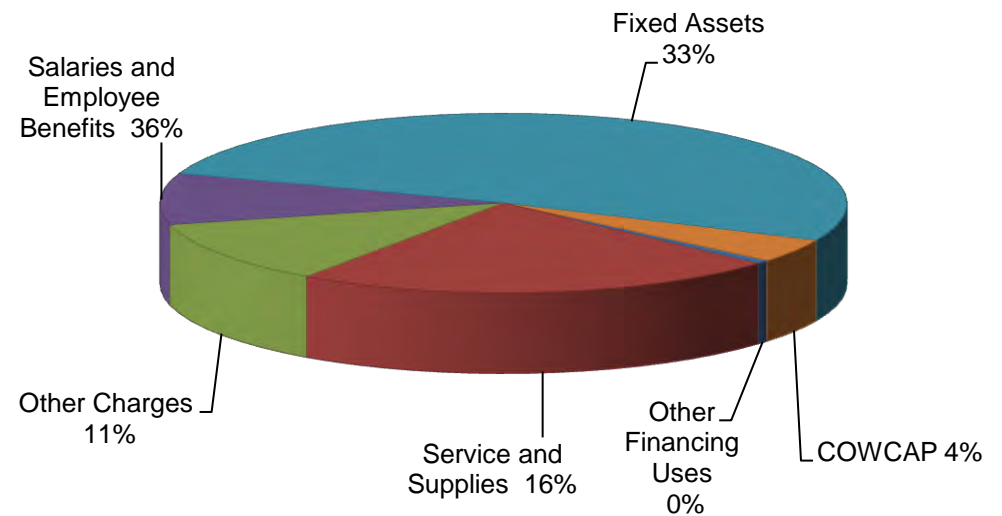
### STAFFING TREND



### SOURCE OF FUNDS



### USE OF FUNDS



**Jean M. Rousseau**  
**County Administrative Officer**

**001-087**  
**General Services**

FUND: 001						
AGENCY: 087						
MAJOR ACCOUNTS CLASSIFICATIONS	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Salaries And Employee Benefits	0	1,922,208	1,988,372	1,988,372	66,164	3.44 %
Service And Supplies	0	838,640	886,790	886,790	48,150	5.74 %
Other Charges	0	603,014	439,481	439,481	(163,533)	(27.12) %
Fixed Assets	0	1,782,881	358,008	358,008	(1,424,873)	(79.92) %
Other Financing Uses	0	14,326	23,509	23,509	9,183	64.10 %
Cowcap	<u>0</u>	<u>190,451</u>	<u>165,093</u>	<u>165,093</u>	<u>(25,358)</u>	<u>(13.31)</u> %
TOTAL APPROPRIATIONS	0	5,351,520	3,861,253	3,861,253	(1,490,267)	<u>(27.85)</u> %
REVENUES:						
Rev. from Use of Money & Prop	0	328,966	344,838	344,838	15,872	4.82 %
Intergovernmental Revenue	0	2,020,313	642,940	642,940	(1,377,373)	(68.18) %
Charges For Current Serv	0	1,227,292	1,227,953	1,227,953	661	0.05 %
Miscellaneous Revenue	<u>0</u>	<u>23,000</u>	<u>23,000</u>	<u>23,000</u>	<u>0</u>	<u>0.00</u> %
TOTAL REVENUES	<u>0</u>	<u>3,599,571</u>	<u>2,238,731</u>	<u>2,238,731</u>	<u>(1,360,840)</u>	<u>(37.81)</u> %
NET COUNTY COST	0	1,751,949	1,622,522	1,622,522	(129,427)	(7.39) %

<b>Positions</b>	<b>0</b>	<b>32</b>	<b>32</b>	<b>32</b>	<b>0</b>
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## Department Purpose

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

The 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.

## Departmental Core Functions

- Administration pays vendors timely and provides financial reports to management.
- Courier oversees the service contract and manages the program for Countywide services.
- Lake Patrol provides water safety law enforcement and offers the boating public with water safety training for navigating Tulare County waterways.
- Museum provides an educational opportunity for the school age children of Tulare County.
- Parks and Recreation provides a recreational opportunity for those that visit Tulare County Parks.
- Property Management provides leasing services to the County Departments.

## Key Goals and Objectives Results FY 2010/11

### Organizational Performance

- **Goal 1:** 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. **Results:** Had multiple brainstorming sessions with General Services' staff in November and December 2010 and April 2011.
  - ❑ **Objective 2** - Adopt new Mission Statement and Vision for the newly created General Services Department by December 2010. **Results:** Staff adopted new General Services Mission and Vision Statements in April 2011.
- **Goal 2:** Provide County customers with improved billings and information through integration of General Services Software.
  - ❑ **Objective 1** – Work with Information and Communications Technology (ICT) to identify current software and assess integration requirements by September 2010. **Results:** Project was delayed due to priorities and time constraints. Continuing to work with ICT to achieve objective.
  - ❑ **Objective 2** – Coordinate with ICT to complete software programming, integration and testing by November 2010. **Results:** Project was delayed due to priorities and time constraints. Continuing to work with ICT to achieve objective.
  - ❑ **Objective 3** – Integration of all General Services software by December 2010. **Results:** Project was delayed due to priorities and time constraints. Continuing to work with ICT to achieve objective.

- **Goal 3:** Provide accurate estimates for budgeting purposes and 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. **Results:** Each spreadsheet that makes up the Rate Book was reviewed and completed by September 2010.
  - ❑ **Objective 2** - Coordinate with Fiscal Division to review current databases used to produce estimates by October 2010. **Results:** The Fiscal Division reviewed and redesigned spreadsheets used for Rate Book by October 2010.
  - ❑ **Objective 3** - Review set up of Rate Book with customer Departments by November 2010. **Results:** Reviewed new layout with Internal Services Funds User Group in December 2010. Group approved the results.
  - ❑ **Objective 4** - Edit Rate Book to fulfill customers' needs by December 2010. **Results:** The final Rate Book was redesigned by December 2010.
- **Goal 4:** 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. **Results:** Database was created by January 2011. Repeat offenders have been identified.
  - ❑ **Objective 2** – Develop implementation and distribution of database to enforcement agencies by March 2011. **Results:** Spent additional time with repeat offenders to educate them on proper water safety. This was completed by June 2011.
- **Goal 5:** 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. **Results:** Rotating Farm Labor films were created for Native Americans, Armenians, African Americans and the Dust Bowl. Films were reviewed and curriculum content standards identified. A flyer showing the standards covered by each film was produced. All were completed by September 2010.
  - ❑ **Objective 2** - Develop implementation plan to increase number of schools utilizing the County museum annually by June 2011. **Results:** Museum staff gathered grade specific educational curriculum that was shared through a flyer including information demonstrating that educational standards can be met by visiting the County's museum. The flyer was distributed County School Superintendents by October 2010.
- **Goal 6:** Improved public access to County Parks to begin Renovation Projects.
  - ❑ **Objective 1** – Renovate Alpaugh Playground by December 2010. **Results:** Playground was assessed for damage and needed replacement parts. Installation of replacement parts was completed by April 2011.
  - ❑ **Objective 2** – Review and assess compliance with Americans with Disabilities Act of County parks and park restroom facilities by June 2011. **Results:** Restrooms were assessed for condition and compliance. A contract was entered into with CSET for reconstruction. CSET completed reconstruction by March 2011.
- **Goal 7:** Provide for efficient and accurate data retrieval for customers through upgrade of Property Management Database.

- ☐ **Objective 1** – In cooperation with ICT, develop new property database by March 2011. **Results:** Project was delayed due to priorities and time constraints. Work with ICT will continue in FY 2011/12 to achieve objective.
- ☐ **Objective 2** – Train staff and transition to new property database by May 2011. **Results:** Project was delayed due to priorities and time constraints. Work with ICT will continue in FY 2011/12 to achieve objective.
- **Goal 8:** 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. **Results:** All title reports were requested from Chicago Title Company by June 2011. Delivery is expected in July 2011.
  - ☐ **Objective 2** – Obtain property appraisals by June 2011. **Results:** All four property appraisals were completed and received by Property Management by April 2011.
  - ☐ **Objective 3** – Negotiate Right of Way purchases by June 2011. **Results:** All Right of Way negotiations for this project are for the benefit of a road projects overseen by Resource Management Agency (RMA) and timelines are dependent upon deliveries of information by RMA. Property legal descriptions prepared by RMA were received mid March 2011. Offers were made on all four parcels by May 2011 and one property agreement was signed in June 2011. Remaining negotiations will continue in FY 2011/12.
  - ☐ **Objective 4** – Process agreements for Board of Supervisors approval by June 2011. **Results:** Documents were prepared for one acquisition agreement in June 2011. Board approval is expected in FY 2011/12.
  - ☐ **Objective 5** – Open and fund escrows by June 2011. **Results:** Escrows are opened and funded following Board approval of acquisition agreements. Escrows will

be opened in FY 2011/12 immediately following Board of Supervisors approval of acquisition agreements.

- **Goal 9:** 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. **Results:** Survey was completed and results reviewed in September 2010.
  - ☐ **Objective 2** – Develop strategies to address identified needs and maximize services by October 2010. **Results:** Determined that consolidating stops would help to maximize services. This was completed by October 2010.
  - ☐ **Objective 3** – Implement service strategies by November 2010. **Results:** Plan to consolidate stops was implemented November 2010.

## Key Goals and Objectives FY 2011/12

### Organizational Performance

- **Goal 1:** Provide County customers with improved billings and information through integration of General Services software.
  - ☐ **Objective 1** - Coordinate with ICT to identify current software and assess integration requirements by December 2011.
  - ☐ **Objective 2** - Coordinate with ICT to complete software programming, integration and testing by April 2012.
  - ☐ **Objective 3** - Integration of all General Services software by June 2012.

- **Goal 2:** Provide timely and efficient Right of Way services for Avenue 416 at Kings River Bridge Road Project.
  - ❑ **Objective 1** – Negotiate Right of Way purchases with remaining three property owners by August 2011.
  - ❑ **Objective 2** – Process agreements for Board of Supervisors approval by September 2011.
  - ❑ **Objective 3** – Open and fund escrows for all acquisition agreements by September 2011.
  - ❑ **Objective 4** - Coordinate with RMA to certify Right of Way and secure bridge construction funding by September 2011.
- **Goal 3:** Provide for efficient and accurate data retrieval for customers through upgrade of Property Management Database.
  - ❑ **Objective 1** – In cooperation with ICT, develop new Property Management Database by March 2012.
  - ❑ **Objective 2** – Train staff and transition to new property database by May 2012.
- **Goal 4:** Set policies and procedures for accounts payable, accounts receivable, payroll and human resources activities.
  - ❑ **Objective 1** - Coordinate with County Departments to set policies and procedures by December 2011.
  - ❑ **Objective 2** - Train General Services staff with new policies and procedures by January 2012.
  - ❑ **Objective 3** - Implement the new policies and procedures by February 2012.
- **Goal 5:** Do necessary ground work, develop and open the Native American display as part of the History of Farm Labor and Agriculture Museum's rotating Farm Labor display.
  - ❑ **Objective 1** - Identify a committee to represent the Native American community by July 2011.

- ❑ **Objective 2:** Meet with committee to develop displays by September 2011.
  - ❑ **Objective 3:** Install new exhibit and host another exhibit opening by February 2012.
- **Goal 6:** Initiate a study looking at energy efficiency, water conservation, and consistent water supply at Pixley Park. Determine the cost savings and determine the number of years it would take to offset upgrades/repairs.
    - ❑ **Objective 1** - Select contractor to complete study to provide analysis and assist in process by December 2011.
    - ❑ **Objective 2** - Determine feasibility of upgrade project and develop and submit proposal by April 2012.
  - **Goal 7:** Identify and pursue grants to accomplish upgrades in the Parks to improve energy efficiency, water conservation, and consistent water supply identified by the Parks' study.
    - ❑ **Objective 1** - Utilize information from the Parks' study proposal to determine project costs by April 2012.
    - ❑ **Objective 2** - Identify grants that do not require a County match and pursue, if applicable, by June 2012.

### **Safety and Security**

- **Goal 1:** Institute a policy that Lake Patrol staff wear Personal Flootation Devices (PFD) when on the water. Life jackets save lives, and drowning fatalities related to boating accidents would be reduced if more boaters wore life jackets. By wearing PFDs Lake Patrol will set a good example to the public and help promote the Cal Boating "Wear It California!" campaign.
  - ❑ **Objective 1:** Acquire new PFDs, train staff in use, maintenance and institute policy by July 2011.

- **Objective 2:** Complete inspections to verify that staff are using PFDs and promoting PFD use with the public by May 2012.

### Department Budget Request

The Requested Budget represents an overall decrease of \$1,490,267 or 28% in expenditures and a decrease of \$1,360,840 or 38% in revenues when compared with the FY 2010/11 Final Budget. As a result, the Net County Cost is decreased by \$129,427 or 7% when compared with the FY 2010/11 Final Budget.

Significant areas with major changes between the FY 2010/11 Final Budget and the FY 2011/12 Requested Budget are as follows:

- Other Charges decreased by \$163,533 due to reduced costs of services provided by other County Departments.
- Capital Assets decrease \$1,424,873. The FY 2011/12 expenditures of \$358,008 include the following:
  - Park Improvements \$358,008
- Countywide Cost Allocation Plan (COWCAP) charges decreased by \$25,358 due to changes in the Plan.
- The Department earned a one time appropriation of \$139,047 the Department's share of its savings from last Fiscal Year. That amount will be budgeted in Capital Projects Fund to complete upgrades to the Balch Park restrooms.

### County Administrator's Recommendation

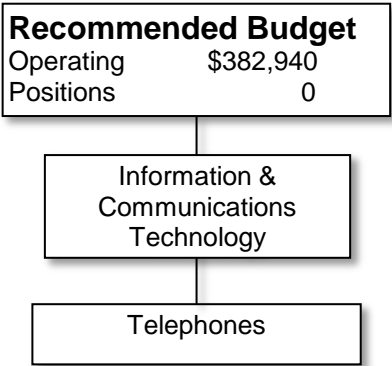
The budget is recommended as submitted.

### Pending Issues and Policy Considerations

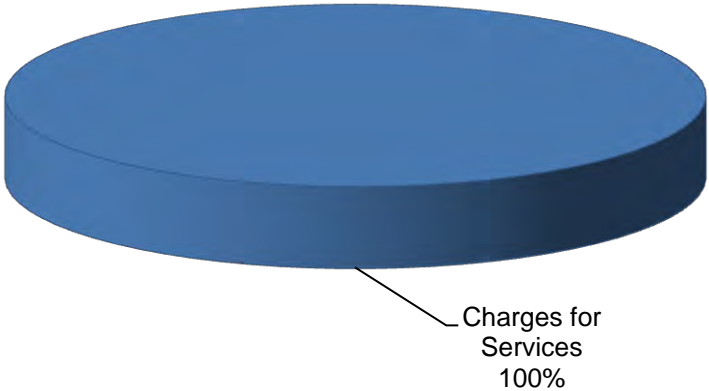
There are no pending issues or policy considerations.

### Department Head Concurrence or Appeal

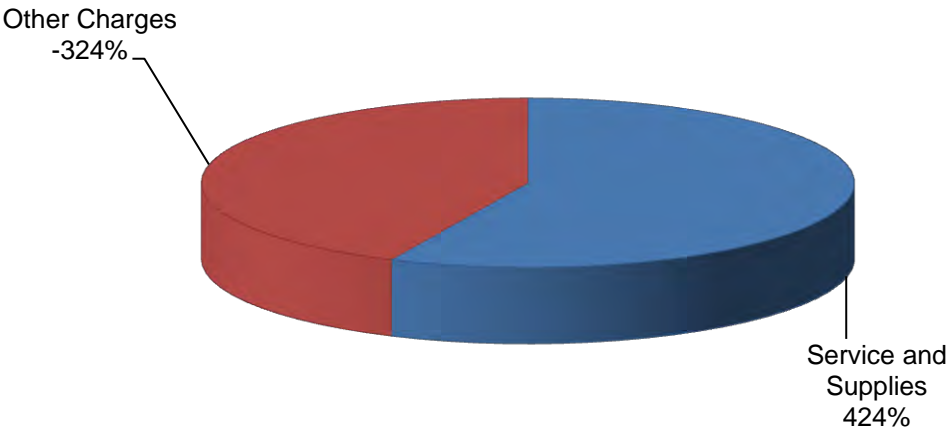
The Department Head concurs with the Recommended Budget.



SOURCE OF FUNDS



USE OF FUNDS



**Peg Yeates**  
**Information & Communications Technology Director**

**001-091**  
**Central Telephone Services**

FUND:	001					
AGENCY:	091					
MAJOR ACCOUNTS CLASSIFICATIONS	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	1,755,101	1,676,071	1,585,950	1,585,950	(90,121)	(5.38) %
Other Charges	<u>(1,334,233)</u>	<u>(1,281,216)</u>	<u>(1,203,010)</u>	<u>(1,203,010)</u>	<u>78,206</u>	<u>(6.10)</u> %
TOTAL APPROPRIATIONS	420,868	394,855	382,940	382,940	(11,915)	<u>(3.02)</u> %
REVENUES:						
Charges For Current Serv	<u>404,987</u>	<u>394,855</u>	<u>382,940</u>	<u>382,940</u>	<u>(11,915)</u>	<u>(3.02)</u> %
TOTAL REVENUES	<u>404,987</u>	<u>394,855</u>	<u>382,940</u>	<u>382,940</u>	<u>(11,915)</u>	<u>(3.02)</u> %
NET COUNTY COST	15,881	0	0	0	0	0.00 %

## Departmental Purpose

Tulare County Information and Communications Technology Department (ICT) is responsible for paying the County telephone bills.

## Departmental Core Functions

- Telephone bills are allocated to County Departments based on actual use. ICT provides services relating to telephone bills such as refund requests, research of unused lines, and other cost savings activities.

## Key Goals and Objectives Results FY 2010/11

### Organizational Performance

- **Goal 1:** 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. **Results:** Audited charges for services saving \$11,000. Proactively monitored line usage and disconnected lines not in use.
  - ❑ **Objective 2** – Implement a system to electronically review actual charges against contract rates by December 2010. **Results:** Began implementation of a system to electronically review actual charges against contract rates.

## Other Accomplishments in FY 2010/11

- Fully implemented business processes to ensure charges are paid within 15 days of receipt of invoices.

- Identified telephone lines replaced by the new Voice over Internet Protocol (VoIP) system. Twelve departments have completed line disconnects for a potential savings of more than \$15,000 per month.

## Key Goals and Objectives FY 2011/12

### Organizational Performance

- **Goal 1:** Reduce Telephone Costs.
  - ❑ **Objective 1** – Pilot new technologies including trunking through the internet by December 2011.
  - ❑ **Objective 2** – Complete implementation of system to electronically review actual charges against contract rates by December 2011.

## Departmental Budget Request

The Requested Budget represents an overall decrease of \$11,915 or 3% in both expenditures and revenues when compared with the FY 2010/11 Final Budget. As a result, the Net County Cost is unchanged when compared with the FY 2010/11 Final Budget.

Significant areas with major changes between the FY 2010/11 Final Budget and the FY 2011/12 Requested Budget are as follows:

- Services and Supplies decreased \$90,121 primarily due to reductions in costs related to the VoIP project.
- Revenues projections decrease by \$90,121 because user departments are only billed for actual costs.

County Administrator's Recommendation

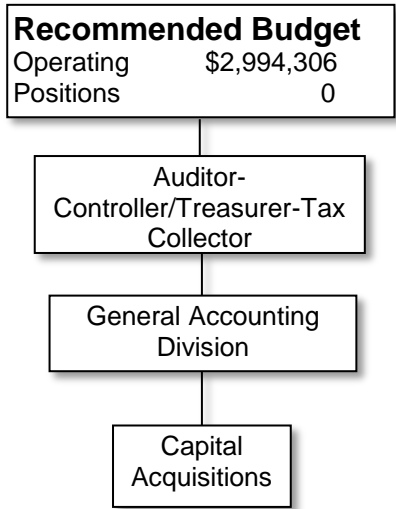
This budget is recommended as submitted.

Pending Issues and Policy Considerations

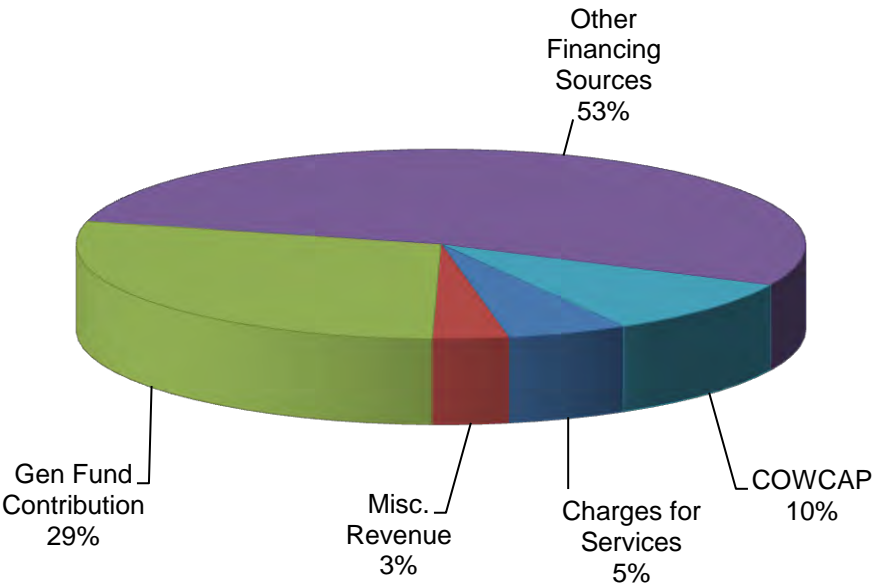
There are no pending issues or policy considerations.

Department Head Concurrence or Appeal

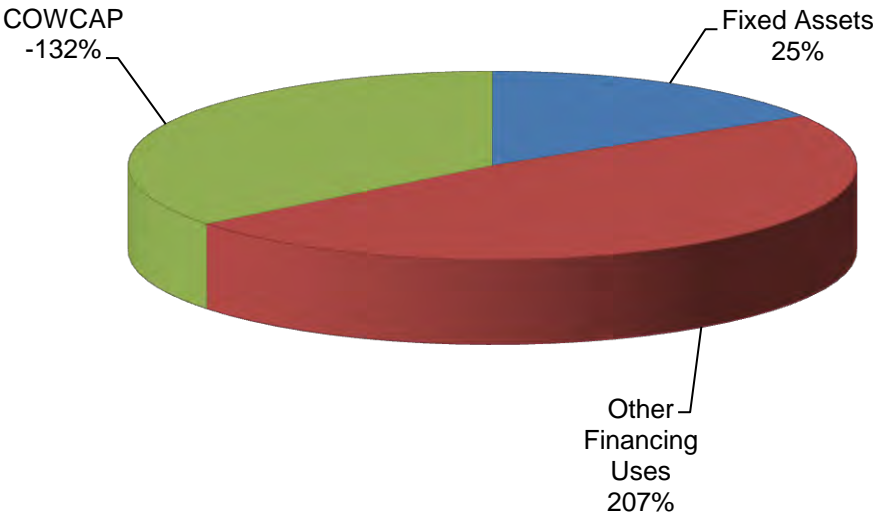
The Department Head concurs with the Recommended Budget.



SOURCE OF FUNDS



USE OF FUNDS



FUND:	001						
AGENCY:	095						
MAJOR ACCOUNTS CLASSIFICATIONS	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE	
APPROPRIATIONS:							
Fixed Assets	690,817	600,000	1,694,500	1,694,500	1,094,500	182.42	%
Other Financing Uses	5,019,604	5,019,604	5,019,604	5,019,604	0	0.00	%
Cowcap	<u>(3,596,105)</u>	<u>(3,196,413)</u>	<u>(3,719,798)</u>	<u>(3,719,798)</u>	<u>(523,385)</u>	<u>16.37</u>	%
TOTAL APPROPRIATIONS	2,114,316	2,423,191	2,994,306	2,994,306	571,115	<u>23.57</u>	%
REVENUES:							
Charges For Current Serv	125,192	84,678	160,961	160,961	76,283	90.09	%
Miscellaneous Revenue	36,764	100,000	100,000	100,000	0	0.00	%
Other Financing Sources	930,332	500,000	1,594,500	1,594,500	1,094,500	218.90	%
Cowcap	<u>221,064</u>	<u>411,374</u>	<u>286,991</u>	<u>286,991</u>	<u>(124,383)</u>	<u>(30.24)</u>	%
TOTAL REVENUES	<u>1,313,352</u>	<u>1,096,052</u>	<u>2,142,452</u>	<u>2,142,452</u>	<u>1,046,400</u>	<u>95.47</u>	%
NET COUNTY COST	800,964	1,327,139	851,854	851,854	(475,285)	(35.81)	%

### 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.

### Departmental Core Functions

Not applicable.

### Key Goals and Objectives Results FY2010/11

Not applicable.

### Key Goals and Objectives FY 2011/12

Not applicable.

### Departmental Budget Request

The Requested Budget represents an overall increase of \$571,115 or 24% in expenditures and an increase of \$1,046,400 or 95% in revenues when compared with the FY 2010/11 Final Budget. As a result, the Net County Cost is decreased by \$475,285 or 36% when compared with the FY 2010/11 Final Budget.

Significant areas with major changes between the FY 2010/11 Final Budget and the FY 2011/12 Requested Budget are as follows:

- Capital Assets expenditures in FY 2011/12 of \$1,694,500 include the following:
  - Purchase of vehicles through the use of internal borrowing.

- Countywide Cost Allocation Plan (COWCAP) revenues increase due to changes in the Plan.
- Revenue projections increase due to increased contributions from departments and internal borrowing sources to purchase fixed assets.

### County Administrator's Recommendation

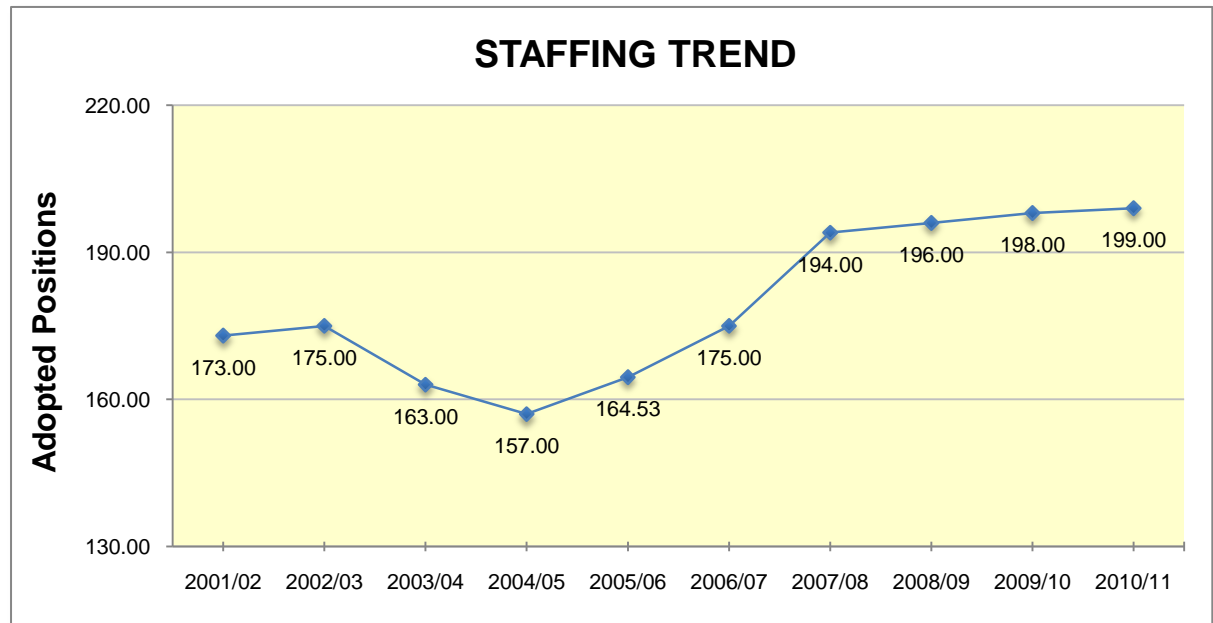
The budget is recommended as submitted.

### Pending Issues and Policy Considerations

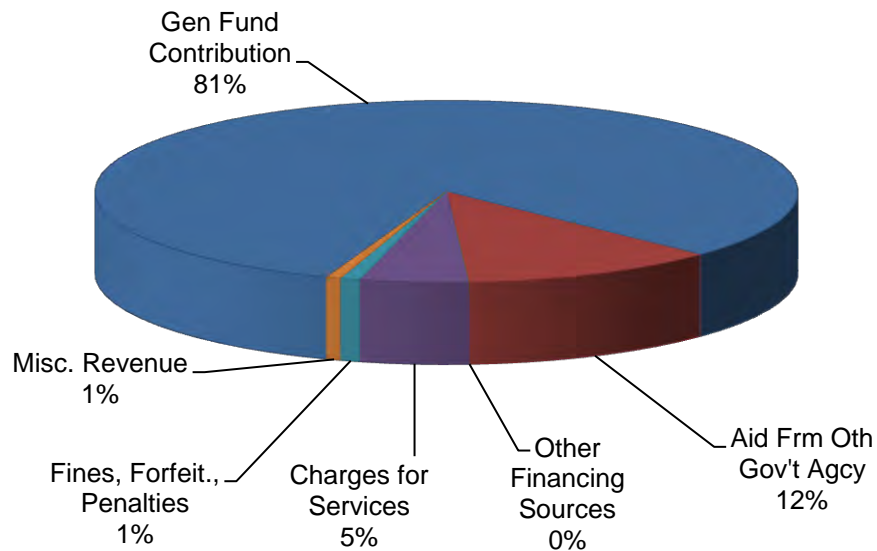
There are no pending issues or policy considerations.

### Department Head Concurrence or Appeal

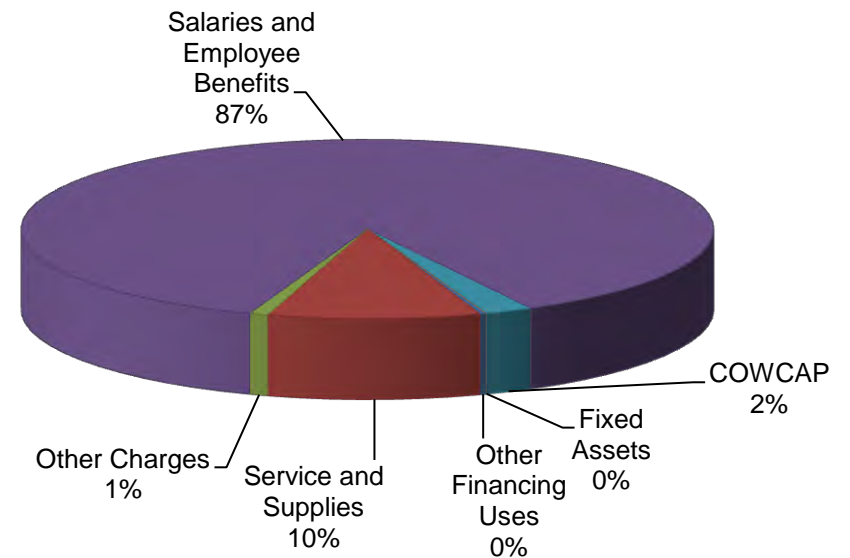
The Department Head concurs with the Recommended Budget.



## SOURCE OF FUNDS



## USE OF FUNDS



FUND: 001						
AGENCY: 100						
MAJOR ACCOUNTS CLASSIFICATIONS	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Salaries And Employee Benefits	15,590,895	15,387,815	14,470,492	14,470,492	(917,323)	(5.96) %
Service And Supplies	1,384,797	1,529,959	1,651,521	1,651,521	121,562	7.95 %
Other Charges	1,073,295	227,171	146,017	146,017	(81,154)	(35.72) %
Fixed Assets	73,130	0	0	0	0	0.00 %
Other Financing Uses	182,462	108,978	50,279	50,279	(58,699)	(53.86) %
Cowcap	<u>525,265</u>	<u>472,291</u>	<u>374,183</u>	<u>374,183</u>	<u>(98,108)</u>	<u>(20.77)</u> %
TOTAL APPROPRIATIONS	18,829,844	17,726,214	16,692,492	16,692,492	(1,033,722)	<u>(5.83)</u> %
REVENUES:						
Fines, Forfeit., Penalties	4,981	187,346	150,000	150,000	(37,346)	(19.93) %
Intergovernmental Revenue	3,531,089	2,521,161	1,971,190	1,971,190	(549,971)	(21.81) %
Charges For Current Serv.	811,992	991,924	831,671	831,671	(160,253)	(16.16) %
Miscellaneous Revenue	135,698	139,500	114,000	114,000	(25,500)	(18.28) %
Other Financing Sources	<u>13,327</u>	<u>78,961</u>	<u>0</u>	<u>0</u>	<u>(78,961)</u>	<u>(100.00)</u> %
TOTAL REVENUES	<u>4,497,087</u>	<u>3,918,892</u>	<u>3,066,861</u>	<u>3,066,861</u>	<u>(852,031)</u>	<u>(21.74)</u> %
NET COUNTY COST	14,332,757	13,807,322	13,625,631	13,625,631	(181,691)	(1.32) %

**Positions**

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**-5**

## 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, California Methamphetamine Enforcement Team (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 was a 24% increase in homicides; 50% increase in rapes; 74% increase in discharging of firearm cases; 49% increase in gang cases; 9% increase in robberies; 4% increase in driving under the influence cases; and 2% increase in domestic violence cases

### Administrative Services Bureau

The Administrative Services Bureau is comprised of the Administrative Operations Division along with the Fiscal and Information Technology (IT) Divisions.

### **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, IT Unit, Victim and Witness Center and the Bad Check Recovery Program.

The Budget and Fiscal Unit handles a \$21 million budget and payroll services for approximately 200 Department members.

The Case Processing Unit consists of Legal Office Assistants assigned between 5 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.

### **Grants and Programs Unit**

This Unit is responsible for the development of special projects and programs, including the Underserved Victims Program, which provides services to Spanish-speaking victims along with Elder Abuse advocacy and outreach.

The Grant Administration Unit is responsible for the administration of all grant funds. The unit secured \$3,137,820 in grant funds to help off-set the prosecution of criminal cases.

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.

### **Bureau of Investigation**

The Bureau of Investigations is divided into three Divisions: Criminal, Special Investigations and Financial Crimes.

#### **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. This Division also includes the Subpoena Services Unit.

#### **Special Investigations Division**

The Special Investigations Division investigates auto theft, auto insurance fraud, elder abuse, violence against women, child abuse and abduction, and crimes against the agricultural community. The Division also coordinates the efforts of the Tulare County Gang Task Force, the California Witness Relocation and Assistance Program and the Bureau's clerical support staff.

#### **Financial Crimes Division**

The Financial Crimes Division is responsible for financial investigations and safeguarding the integrity of our public assistance programs. The Division is comprised of investigators who work white collar crimes, consumer and environmental protection, Workers' Compensation and real estate fraud, along with the In-Home Support Services fraud unit. Additionally, the

Division includes the Welfare Fraud and Child Support Investigation Units.

## Key Goals and Objectives Results FY 2010/11

### Safety and Security

- **Goal 1:** Concentrate on our core function of fighting crime. Give special emphasis to combating the growing problem of gang crime. **Results:** The Gang Task force participated in 24 task force operations, a dramatic increase from 2009. With over 118 arrests, they doubled the amount from 2009 as a well. The task force made 86 felony arrests. In every single category, there was a significant increase, demonstrating the commitment to the goal of combating gang crime.

### Organizational Performance

- **Goal 1:** 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. **Results:** Expanded the electronic filing to include misdemeanor cases for all Courts. However, only one police department electronically files their cases. This is due to a variety of reasons, including middleware/software issues. The electronic filing also does not preclude the necessity to make voluminous copies of reports for discovery purposes. The challenge of becoming "paperless" continues as a goal for FY 2011/12.
- **Goal 2:** Conduct community outreach in the areas of 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. **Results:** Conducted an average of three outreach meetings a month at a variety of public and private organizations on the topics of elder abuse and various forms of fraud. Designed a three-part lesson plan for the elderly which covers fraud/scams, physical safety, and "Coffee with a Cop" where citizens can speak one on one with an investigator.

## Other Accomplishments in FY 2010/11

The following statistics are based upon calendar year 2010.

### Bureau of Investigation

- Investigated 433 total cases with 14 homicide investigations through the Criminal Division.
- The Tulare County Regional Auto Theft Team made 236 arrests for auto theft and chop shop operations and recovered 275 vehicles with a value of \$3,162,500.
- Received 91 referrals for auto insurance fraud which represented a 15% increase from 2009.
- The Rural Crimes Investigator assisted in all 13 partner counties, through the Rural Crime and ACTION projects, with arrests, search warrants, and 212 deployments of surveillance equipment countering agricultural crime.
- Worked on 24 gang details (increase of 60% from 2009) resulting in 144 probation searches (increase of 90% from 2009), 25 parole searches, 397 gang field interview contacts,

and 86 felony arrests and 118 misdemeanor arrests of gang members.

- Relocated and maintained contact for 10 witness intimidation cases relocating 24 family members.
- Child Abduction Unit received 21 new parental abduction cases from local law enforcement agencies. In 19 of these cases, children were located and recovered, including one child from Mexico. The children were returned to their custodial parent.
- Completed 12 public integrity requests involving School Districts, Public Guardian, Resource Management Agency (RMA) and Probation Department. These investigations involved 2,069 hours of investigation time.

#### Administrative Services Bureau

- Serviced a total of 4,156 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 917 applications for the Victim and Witness Center and paid a total of \$974,560.77 to various service providers Countywide to assist the victims of violent crimes.
- Handled 22,790 cases, through the Case Processing Unit, that were referred for prosecution.
- Assisted senior citizens in 145 cases of elder abuse through the Elder Abuse Outreach and Advocacy Program.

- Assisted 191 Victims in cases involving Felony Domestic Violence and Adult Sexual Assault within the Violence Against Women (VAWA) program.
- Filed 18 cases on unlicensed contractors and 7 law suits for unfair business practices through the Consumer Fraud section, returning \$226,488 to consumers.
- Due to the economic decline, grant funding is more important than ever for the District Attorney's (DA's) Office. This year, the DA's Office received additional funding from the Department of Social Services, to continue funding In-Home Supportive Service Fraud Investigation and Program Integrity Efforts. The DA's Office also received additional funding from the California Emergency Management Agency (CalEMA) which benefited the VAWA and from the Department of Insurance (DOI) which benefited the Auto Insurance Fraud Program. The DA's Office also received funding through two Memorandum of Understanding (MOU) with the Tulare County Sheriff's Department for grants it received for Marijuana Suppression and Rural Domestic Violence. Finally, the DA's office received a new Privacy & Piracy grant from the Department of Justice which provides for the purchase of equipment and training for Investigators.
- 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 252 cases from the Porterville State Hospital in Superior Court, resulting in 257.30 attorney hours and

463.36 Legal Office Assistants' hours being devoted to the preparation of paperwork and appearing in Court.

- Provided enhanced services to Spanish-speaking victims in 1060 cases through the Underserved Victim's Program.
- Established a Veteran's Court to assist veterans returning to our community with Post Traumatic Stress Disorder who's legal problems result in criminal charges. Enrolled 6 participants in the program in 2010.
- Continued to staff the Adult Pre-Trial Court. 1,984 cases were heard at the Pre-Trial Facility including 999 felonies and 315 Misdemeanors. This resulted in significant savings to the County.
- Collected \$487,384 to be paid directly to victims of crimes and another \$373,145 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 \$67,450 for victims through the Bad Check Recovery Program for 2,023 bad checks at no cost to the County. Since inception the program has collected over \$500,000 in Victim Restitution for victims.
- Obtained 109 convictions and received orders for the collection of \$433,722 of restitution through the Welfare Fraud Unit. \$166,637 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 1,090 misdemeanor reports and charges were filed in over 90% of those cases. Additionally, Court appearances for police officers resulted in 5,300 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.

#### Criminal Prosecution Bureau

- Prosecuted 4,487 felony cases, including 3,880 adult felonies and 607 juvenile felonies.
- Prosecuted 11,008 misdemeanor cases, including 10,644 adult misdemeanors and 364 juvenile misdemeanors.
- Tried 62 felony jury trials (including 9 murder cases involving two gang members); 67 misdemeanor jury trials; and 8 misdemeanor court trials for a total of 75 misdemeanor cases.
- The subpoena processing unit generated 43,490 subpoenas in 2010 which represents an increase of over 20% from the previous year.

#### Key Goals and Objectives FY 2011/12

- Concentrate on our core function of fighting crime. Give special emphasis to combating the growing problem of gang crime.

- Expand electronic filing of cases to include all felonies and misdemeanor offenses. Continue partnerships with County and Court IT Departments to eliminate duplicative requirements of submitting paper reports when filing cases. Once electronic filing of criminal cases includes all offenses, we will work with law enforcement agencies to initiate electronic filing of crime/supplemental reports and explore allowing police agencies to electronically transmit discovery such as photographs and audio files between our Departments.
- 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.
- Work with County Administration to remove the freeze on promotions and step increases for attorneys and to enhance the salary and benefits package for attorneys in order to improve employee morale and retention.
- Establish a restitution Court to obtain restitution payments to Tulare County Victims.

## Departmental Budget Request

The Requested Budget represents an overall decrease of \$1,033,722 or 6% in expenditures and a decrease of \$852,031 or 22% in revenues compared with the FY 2010/11. As a result, the Net County Cost is decreased \$181,691 or 1% when compared with the FY 2010/11 Final Budget.

Significant areas with major changes between the FY 2010/11 Final Budget and the FY 2011/12 Requested Budget are as follows:

- Salaries and Benefits decrease \$917,323 primarily due to the deletion of 5 FTEs and anticipated salary savings for vacant positions which is partially offset by increased retirement costs.
- Services and Supplies increase \$121,562 due to an increase in miscellaneous expenses associated with homicide related cases and an increase in professional expenses.
- Other Charges decrease \$81,154 primarily due to contributions to other agencies for a grant and increases in contra revenue accounts to direct charge staff to the appropriate programs.
- Capital Assets decrease \$58,699 due to a reduction in vehicle debt service.
- Countywide Cost Allocation Plan (COWCAP) charges decrease \$98,108 due to changes in the Plan.
- Revenue projections decrease \$852,031 overall due to expiring and reduced grants.

Staffing changes reflected in the Requested Budget include the following:

- Delete 5 FTE positions due to an elimination/reduction in grant funding The requested deleted positions are:
  - 4 Attorneys
  - 1 Investigator

### County Administrator's Recommendation

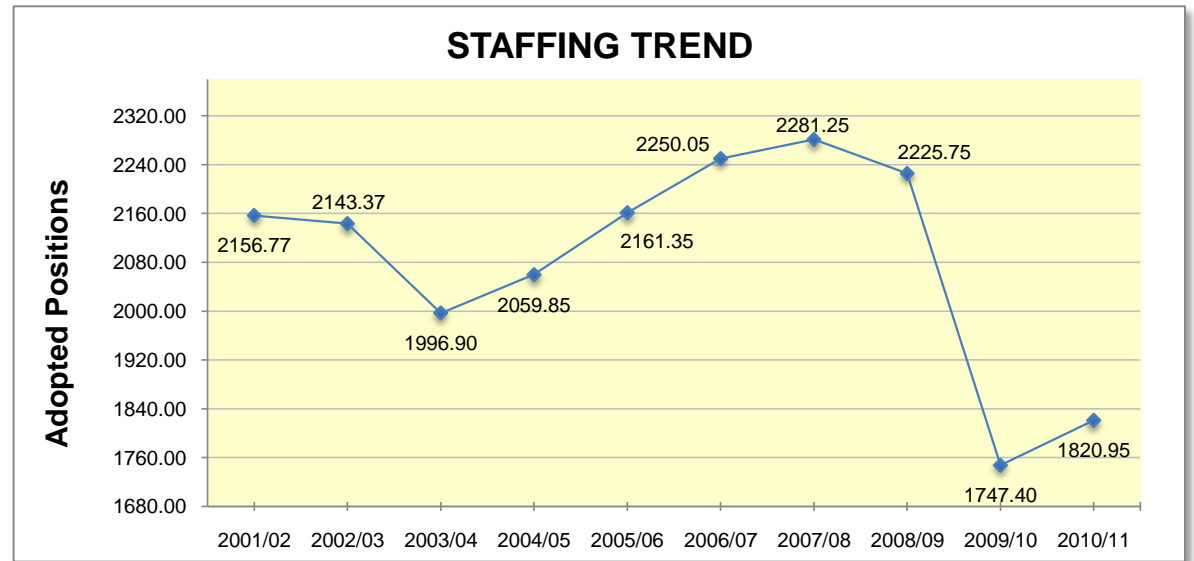
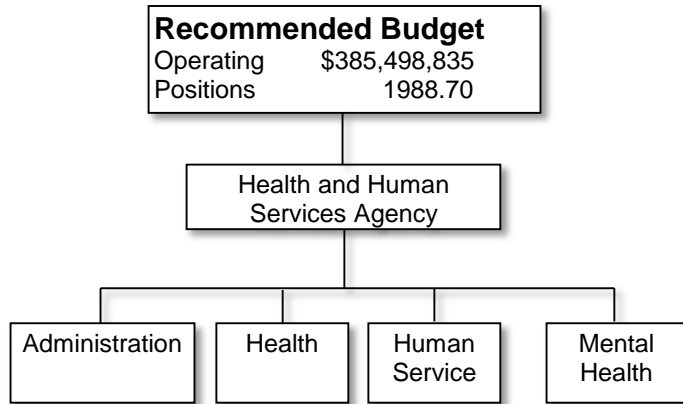
The budget is recommended as submitted.

### Pending Issues and Policy Considerations

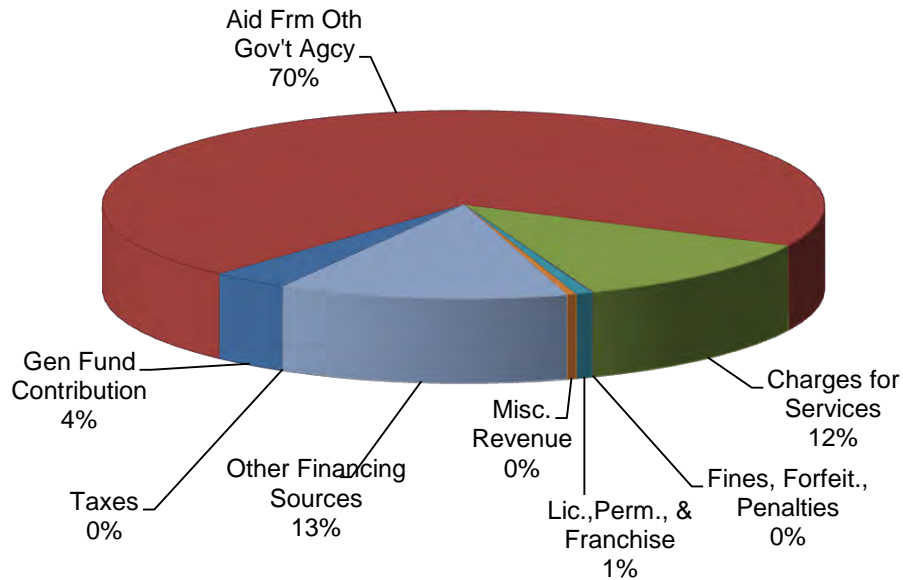
There are no pending issues or policy considerations.

### Department Head Concurrence or Appeal

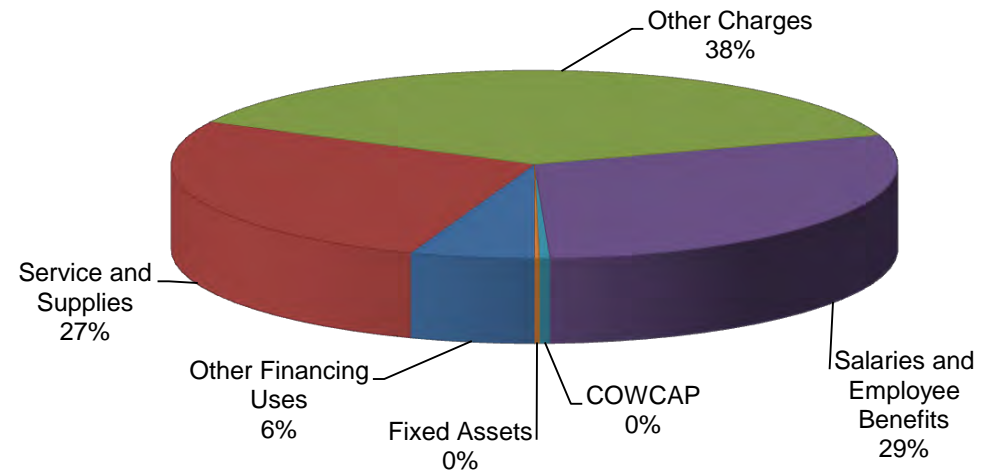
The Department Head concurs with the Recommended Budget.



## SOURCE OF FUNDS



## USE OF FUNDS



FUND: 001						
AGENCY: 142						
MAJOR ACCOUNTS CLASSIFICATIONS	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Salaries And Employee Benefits	95,756,802	107,516,514	113,191,690	113,191,690	5,675,176	5.28 %
Service And Supplies	96,745,410	106,056,864	103,645,151	103,645,151	(2,411,713)	(2.27) %
Other Charges	148,411,150	151,227,669	144,666,052	144,666,052	(6,561,617)	(4.34) %
Fixed Assets	1,885,256	681,362	795,284	795,284	113,922	16.72 %
Other Financing Uses	18,365,181	18,940,622	21,326,297	21,326,297	2,385,675	12.60 %
Cowcap	<u>4,851,055</u>	<u>3,217,264</u>	<u>1,874,361</u>	<u>1,874,361</u>	<u>(1,342,903)</u>	<u>(41.74)</u> %
TOTAL APPROPRIATIONS	366,014,854	387,640,295	385,498,835	385,498,835	(2,141,460)	<u>(0.55)</u> %
REVENUES:						
Taxes	658,610	601,551	0	0	(601,551)	(100.00) %
Lic., Permits & Franchise	2,773,865	2,822,224	2,990,285	2,990,285	168,061	5.95 %
Fines, Forfeit., Penalties	16,488	16,908	26,500	26,500	9,592	56.73 %
Intergovernmental Revenue	257,940,299	276,205,250	271,466,090	271,466,090	(4,739,160)	(1.72) %
Charges For Current Serv.	42,512,834	45,643,265	46,073,936	46,073,936	430,671	0.94 %
Miscellaneous Revenue	4,788,457	3,239,286	1,609,921	1,609,921	(1,629,365)	(50.30) %
Other Financing Sources	<u>43,659,973</u>	<u>44,839,570</u>	<u>49,931,661</u>	<u>49,931,661</u>	<u>5,092,091</u>	<u>11.36</u> %
TOTAL REVENUES	<u>352,350,526</u>	<u>373,368,054</u>	<u>372,098,393</u>	<u>372,098,393</u>	<u>(1,269,661)</u>	<u>(0.34)</u> %
NET COUNTY COST	13,664,328	14,272,241	13,400,442	13,400,442	(871,799)	(6.11) %

Positions

1747.40

1820.95

1988.70

1988.70

167.75

## Departmental Purpose

Broadly speaking, the purpose of the Tulare County Health and Human Services Agency (HHSA) is to provide a wide array of services that enhance the lives of Tulare County residents of all ages. Included under the umbrella of the HHSA are programs and services that touch upon nearly every aspect of life. These programs and services are all aimed at protecting, promoting, and supporting, in a holistic manner, the physical, mental, and social well-being of the people of Tulare County.

Divided into four branches, each comprised of numerous divisions and programs, HHSA includes individual and public health services, mental health services, protective services and supports for the young and the elderly, and numerous social services for the disadvantaged. To facilitate the development and delivery of these services, the HHSA employs a workforce of approximately 1,600 employees and maintains administrative units to support that workforce, including human resources, project management, and fiscal administration. Working together, the branches of HHSA provide services, in a caring, collaborative, and culturally respectful manner—services that address the well-being of not only the needy but of all residents of Tulare County.

Many county residents may not realize that they have received the benefits of our services at one time or another. For example, HHSA services include the coordination of emergency preparedness efforts; preventing the contamination of drinking water; monitoring food safety procedures in local restaurants; regulation of milk production and shipping; monitoring disposal of hazardous household waste; and providing animal control and licensing services.

For those in need, such as the homeless, the unemployed, the disabled, or the frail elderly, HHSA provides a “safety net” that may include food stamps, health care (including mental health), childcare, employment services, and lodging. In many cases, these are temporary supports that help clients through a difficult period, such as job loss or acute illness. In other cases, more long-term assistance may be provided, such as health care for children of very low-income families or nutritious meals for homebound seniors.

HHSA also helps local veterans apply for benefits; provides services that help the elderly remain safely in their own homes; conducts investigations of child abuse and neglect; provides foster care licensing and adoption services; and offers treatment for individuals struggling with alcohol or drug abuse.

In addition to developing and implementing programs and services, the HHSA endeavors to ensure a high level of service quality and customer satisfaction by maintaining both internal and external quality assurance programs. These programs include staff and clients who monitor and provide feedback as to the efficiency and effectiveness of services.

In recognition of its potential for increasing both quantity and quality of services, collaboration with other agencies and County Departments, as well as community-based organizations, is a priority for HHSA. Current collaborations include partnerships with United Way of Tulare County to provide a 211 call center that connects people with important community services; the Mental Health Court, which is a collaborative effort that includes the Superior Court, District Attorney, Public Defender, and Probation; and the Children’s Services Network, a 42-member strong collaborative focused on organizing and promoting the services of public and private organizations in building and

sustaining strong families. By working in partnership with community organizations and grouping available resources, the HHSA is equipped to provide integrated, seamless client service delivery on multiple levels.

### Departmental Core Functions

- Protect and enhance individual and public health, including mental health, of Tulare County residents.
- Provide a safety net of services and supports to the disadvantaged.
- Maintain a competent, culturally respectful workforce to develop and deliver programs and services.

### Key Goals and Objectives Results FY 2010/11

#### Safety and Security

- **Goal 1:** Finalize the Tulare County Mass Evacuation Plan.
  - **Objective 1** – Conduct multiple stakeholder meetings to develop plan elements by May 2011. **Results:** Stakeholder meetings were held to develop the plan elements.
  - **Objective 2** – Train responders on the draft plan and conduct an exercise to validate the plan by May 2011. **Results:** Draft plan and validating exercise were completed.
  - **Objective 3** – Finalize plan document, with the knowledge gained from the exercise by June 2011. **Results:** Tulare County Operational Area Mass Evacuation Plan was finalized.

- **Goal 2:** Provide emergency management training to County emergency responders, executives, elected officials, and Emergency Operations Center (EOC) staff.
  - **Objective 1** – Provide four quarterly SEMS/NIMS/Incident Command Systems training to all levels of responders by June 2011. **Results:** Training objective was achieved.
  - **Objective 2** – Provide annual training specific to EOC staff, executives, and elected officials by June 2011. **Results:** Developed and conducted a functional EOC exercise for Tulare County and several additional jurisdictions as a part of the Statewide 2011 Golden Guardian Exercise.
  - **Objective 3** – Conduct a needs analysis to identify additional training needed for responders by April 2011 for the FY 2010/11 grant cycle. **Results:** Completed analysis of training needs within the grant cycle.
- **Goal 3:** Minimize harmful environmental conditions for Tulare County residents by addressing the physical environment via the following programs: Household Hazardous Waste (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. **Results:** Minimized harmful environmental conditions via 52 household hazardous waste collection events.
  - **Objective 2** – Provide excellent customer services to the public by providing at least six mobile HHW collection events by June 2011. **Results:** Provided customers easy access to HHW mobile collections.
  - **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. **Results:** 12 recycle collection events were conducted.

- **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. **Results:** 25 Excellence in Safe Food Handling Awards were issued to restaurants.

### Quality of Life

- **Goal 1:** Submit Tulare County Mental Health Services Act (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 WET 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. **Results:** Plan was completed and submitted to California Department of Mental Health.
  - **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.

**Results:** Training and technical assistance were defined.

- **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. **Results:** The approved WET will result in receipt of \$2,246,400 to enhance and improve the education and training of mental health service providers, as well as consumers of mental health services and their family members.

- **Goal 2:** 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. **Results:** The objective was not met. This was due to a decrease of availability of educational classes held in the clinics to educate patients on diabetes and how to properly control the disease. It is anticipated that in FY 2011-12 the clinics will participate in a pilot project with UC Davis to increase the number of diabetic patients treated.
- **Objective 2** – Sponsor two health fairs to provide outreach services to the community by June 2011. **Results:** Participated in two community health fairs. Information and educational materials were distributed to participants.
- **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. **Results:** The Tulare County pharmacy was successfully relocated to the

Visalia Health Care Center. Increased nurse productivity and operational efficiencies have been achieved.

- **Goal 3:** Promote and preserve proper nutrition for pregnant women, infants, children, and families in Tulare County.
  - ❑ **Objective 1** – Open a new Womens, Infants, Children (WIC) clinic in Cutler-Orosi to serve approximately 1,200 participants per month by June 2011. **Results:** The new Cutler-Orosi WIC clinic opened March 24, 2011.
  - ❑ **Objective 2** – Increase by 6% the number of WIC participants served throughout Tulare County by June 2011. **Results:** Increase was achieved.
  - ❑ **Objective 3** – Increase exclusive breast feeding rates at 2 months from 14% to 16% by June 2011. **Results:** Increase was achieved.
  - ❑ **Objective 4** – Increase the number of first-time client mothers who initiate breast-feeding to 80% by June 2011. **Results:** Increased the breastfeeding rate to 80% amongst clients who were first-time mothers.
- **Goal 4:** 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. **Results:** Achieved the objective.
  - ❑ **Objective 2** – Conduct 900 in-home client assessments by March 2011. **Results:** Achieved 49% increase in in-home service provision enrollment.
- **Goal 5:** 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. **Results:** Exceeded by 23% the FY 2010/11

goal of linking needy children to no-cost or low-cost health care coverage via Medi-Cal and Healthy Families.

- **Goal 6:** 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. **Results:** Committee was established and convened to develop the strategic plan.
  - ❑ **Objective 2** – Complete the strategic plan by August 2010. **Results:** Plan was completed and approved.
  - ❑ **Objective 3** – Implement the strategic plan system-wide by June 2011. **Results:** The plan was implemented system-wide.
- **Goal 7:** 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. **Results:** Improved performance in placing Tulare County children in foster care in least-restrictive, home-like settings by licensing 29 new foster homes.
  - ❑ **Objective 2** – Increase percentage of total foster care population placed with relatives by 5% by June 2011. **Results:** Due to staff vacancies, Relative placement rates were negatively impacted, and Child Welfare Services (CWS) did not meet its goal of increasing this

rate by 5% in FY 2010-11. In FY 2011/12, CWS will fill a number of vacant positions and will create a Permanency Planning Assessment Unit to spearhead concerted efforts to improve in this area.

### Organizational Performance

- **Goal 1:** 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. **Results:** Implemented technological solutions to improve client service and drive efficiencies in the TulareWORKs program, including an automated appointment scheduling system, the BenefitsCalWIN system, which processed over 2,200 web applications for social service programs, and the AccessCalWIN voice response system that gives clients self-service access to case information.
  - **Objective 2** – Reduce by 30% the amount of staff time required to enter an application submitted via the Web into CalWIN by June 2011. **Results:** Objective was achieved through the implementation of the technological solutions.
- **Goal 2:** 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. **Results:** Xora equipped cell phones issued to Adult Protective Services social workers.

**Objective 2** – Develop customized job reports that can be used to assess overall efficiency and effectiveness of projects by February 2011. **Results:** Launched the Xora GPS time tracking system, which enables social workers to send client updates from the field.

### Other Accomplishments in FY 2010/11

- Assisted veterans and their families in claiming over \$2.2 million in veterans’ benefits and services.
- Implemented performance-based contracts for Prevention Services providers in alignment with the Center for Substance Abuse Prevention (CSAP) strategies to ensure appropriate use of funds for prevention programs.
- Exceeded Federal and State goals for timely response to child abuse and neglect referrals. Goals for Immediate Response Referrals were exceeded by 2% and goals for 10-Day Response Referrals were exceeded by 4.2%.

### Key Goals and Objectives FY 2011/12

#### Safety and Security

- **Goal 1:** Complete a revision of the County’s Emergency Operations Plan (EOP), which forms the basic framework for the County’s response to extraordinary emergency situations.
  - **Objective 1** - By January 2012 complete a revised EOP that addresses operational response functions and describes how to fulfill emergency missions by considering methodologies of acquiring, providing, and/or

deploying of resources. These functions focus on actions, such as direction and control, warning, public notification, and evacuation, that the local government must take during the initial phase of response operations and that fall outside of the state/territorial/tribal response mission, and initial recovery operations.

- ☐ **Objective 2** - By January 31, 2012, provide a model EOP that will be adoptable by jurisdictions within Tulare County. This format will allow for enhanced interoperability within the Tulare Operational Area.
- **Goal 2:** Minimize harmful environmental conditions for Tulare County residents by addressing the physical environment through the following programs- HHW Collection Services; recycling collection events; and Excellence in Safe Food Handling.
  - ☐ **Objective 1** - Conduct at least six rural HHW cleanup events by June 2012.
  - ☐ **Objective 2** - Provide inspections and reports for 100% of the referrals from the Childhood Lead Program by June 2012.
  - ☐ **Objective 3** - Provide 52 weekly HHW collection services in collaboration with the City of Visalia by June 2012.
  - ☐ **Objective 4** - Provide review and comments on 100% of the significant land use proposals that have impact on drinking water use by June 2012.

### Quality of Life

- **Goal 1:** Increase attendance at senior nutrition centers, where socialization opportunities and flavorful, nutritionally balanced meals are provided for the at-risk elderly population, by at least 15%.

- ☐ **Objective 1** - Develop and launch a marketing campaign in conjunction with local media to foster interest in the senior centers by June 2012.
- ☐ **Objective 2** - Expand senior center activities by adding a minimum of one additional ongoing class/demonstration by June 2012.
- ☐ **Objective 3** - Enhance the appeal of senior center congregate meals by changing meal vendors by June 2012.
- **Goal 2:** Promote and preserve proper nutrition for women, infants, children, and families in Tulare County.
  - ☐ **Objective 1** - Partner with two Tulare County Resource Centers to develop perinatal depression support groups to promote and maintain optimum mental health prenatally and post-partum by June 2012.
  - ☐ **Objective 2** - Maintain a minimum of 80 Nurse/Family Partnership clients throughout FY 2011/12.
  - ☐ **Objective 3** - Screen a minimum of 259 women with the Tulare County Preconception Screening Tool to receive Women's Health and Wellness services, which includes education and referrals that enhance a woman's knowledge of how to maintain her own health and wellness prior to conception by June 2012.
- **Goal 3:** Develop strategies to increase mental health client and family member inclusion in the Tulare County Department of Mental Health, through volunteer roles, committee member roles, and employment.
  - ☐ **Objective 1** - Identify the current landscape of consumer and family inclusion by June 2012.
  - ☐ **Objective 2** - Define areas for improvement, enhancement and development for consumer and family inclusion by June 2012.

### Organizational Performance

- **Goal 1:** Place Tulare County foster children in the least-restrictive, most family-like setting.
  - **Objective 1** - Increase the number of new licensed foster care homes by 10% by June 30, 2012.
- **Goal 2:** Promote and enhance culturally competent services for clients, employees, and contracted providers by developing and implementing strategies to increase cultural competency knowledge, skills, and abilities.
  - **Objective 1** - Provide quarterly cultural competency training for Agency executive management and other staff through June 30, 2012.
- **Goal 3:** Provide state-of-the-art technology and infrastructure to support better service delivery.
  - **Objective 1** - Implement the CalWORKs component of the Benefits CalWIN system by June 30, 2012.
  - **Objective 2** - Increase the number of applications received via Benefits CalWIN web access by 2,500.

### Departmental Budget Request

The Requested Budget represents an overall decrease of \$2,141,460 or less than 1% in expenditures and a decrease of \$1,269,661 or less than 1% in revenues when compared with the FY 2010/11 Final Budget. As a result, the Net County Cost has decreased \$871,799 or 6% when compared with the FY 2010/11 Final Budget.

Significant areas with major changes between the FY 2010/11 Final Budget and the FY 2011/12 Requested Budget are as follows:

- Salaries and Benefits increase \$5,675,176 due to additional positions and reclassifications.

A Masters' degree stipend was also established for CWS Social Workers; the stipend would go to qualifying social workers and amount to \$230.77 per pay period for the worker. The stipend is necessary to maintain consistency with the surrounding 11 counties and to compensate those Masters' degreed workers who will be required to take on additional duties and higher-level responsibilities as a result of their advanced education.

The compensation for the County Health Officer and Mental Health Medical Director is also being increased; the Health Officer is expected to take on increased responsibilities as a result of changes to the Health Department structure and this additional compensation reflects those responsibilities. The Mental Health Medical Director has historically been difficult to fill, placing the Agency out of compliance with regulatory requirements; the compensation increase is necessary to attract and retain qualified individuals for this position.

- Service and Supplies decrease \$2,411,713 primarily due to a decrease in contract service providers and participant support services.
- Other Charges decrease \$6,561,617 primarily due to some decreases in client supportive care activities and consolidation of facilities.
- Capital Assets increase \$113,922. The FY 2011/12 expenditures of \$795,284 include the following:

- Clinic Counter with Medical Record Interface \$15,000
  - 2 Clinic Medication Refrigerators \$12,000
  - Model 4250 Single-Sample Cryoscope \$10,074
  - Health Clinic Video Surveillance System \$48,500
  - Media Storage for Video Surveillance \$96,000
  - DL 360 G7 Server for Clinic Billing System \$10,000
  - New and Backup 48 Port Data Switches \$80,280
  - Tele-Psychiatry Equipment \$32,000
  - Hybrid Sedan – Cal-Fresh Outreach \$30,000
  - Data Disk Storage Expansion of 336 TB \$450,030
  - Blade Server \$11,400
- Countywide Cost Allocation Plan (COWCAP) charges decrease \$1,342,903 due to changes in the Plan.
- Revenue projections decrease overall due to anticipated decreases in State and Federal contributions.

Staffing changes reflected in the Requested Budget include the following:

- Add 27 FTE positions to address workload issues. Requested additional positions include:
- 6 HHS Collector Investigator II
  - 1 Environmental Health Specialist II
  - 6 Licensed Vocational Nurse
  - 1 Pharmacy Technician
  - 3 Administrative Specialist
  - 1 Associate HHS Agency Director
  - 1 Aging Services Program Assistant
  - 1 Community Outreach Manager

- 1 Cultural Competency Manager
  - 1 Office of Emergency Services Specialist II
  - 1 Budget Officer
  - 1 Division Manager Mental Health Managed Care
  - 1 Kennel Worker
  - 2 Division Manager Self Sufficiency
- Delete 9 FTE vacant positions primarily due to long-term vacancies. The requested deleted positions include:
- 2 Family Services Coordinator
  - 1 Family Services Supervisor
  - 1 Prevention Program Supervisor
  - 2 Social Services Worker II
  - 1 Division Manager Project Management
  - 1 Division Manager Maternal Child Health
  - 1 Division Manager Health Operations
- Salary range change for County Health Officer and Mental Health Medical Director to reflect added responsibility and to attract and retain qualified individuals.
- Reclassify 18 FTE positions to more accurately reflect duties performed and the level of responsibility. The requested reclassifications are:
- 1 Administrative Services Officer II to 1 Fiscal Manager
  - 3 Animal Control Officer to 3 Animal Control Officer II
  - 8 Collector I to 8 HHS Collector Investigator II
  - 1 Office Assistant II to 1 Self-Sufficiency Support Assistant II
  - 1 Office Assistant IV to 1 Self-Sufficiency Support Assistant III

- 3 Personnel Services Officer I to 3 Personnel Services Officer II
- 1 Cook I to 1 Cook II

Staffing changes reflected in the Requested Budget that were approved by the Board of Supervisors with an effective date of May 1, 2011, until the publication of this Budget Book include the following:

➤ Added 35 FTE positions to provide more efficient services:

- 1 Administrative Aide
- 1 Child Welfare Services Manager
- 1 Child Welfare Services Supervisor
- 1 CWS Family Advocate
- 2 CWS Policy and Program Specialist
- 1 CWS Statistical Research Analyst
- 1 Division Manager HHS Child Welfare Services
- 1 Supervising Office Assistant
- 10 Social Services Worker III-CWS
- 1 Lead Social Services Worker III-CWS
- 3 Licensed Social Worker
- 1 Supervising Licensed Social Worker
- 1 CWS Training Officer
- 1 Program Manager-Mental Health
- 1 Electronic Health Records (EHR) Manager
- 1 Electronic Health Records (EHR) Specialist
- 2 Staff Services Analyst III
- 1 Quality Assurance Nurse
- 2 Licensed Social Worker (Clinician)
- 1 Coding Specialist
- 1 Training Officer II

➤ Delete 1 FTE vacant positions to reflect programmatic structure changes:

- 1 HHS Unit Manager I

➤ Retitle 1 FTE to reflect duties performed:

- 1 Div Mgr HHS- Environ Health to Div Mgr HHS – Director of Environ Health

### County Administrator's Recommendation

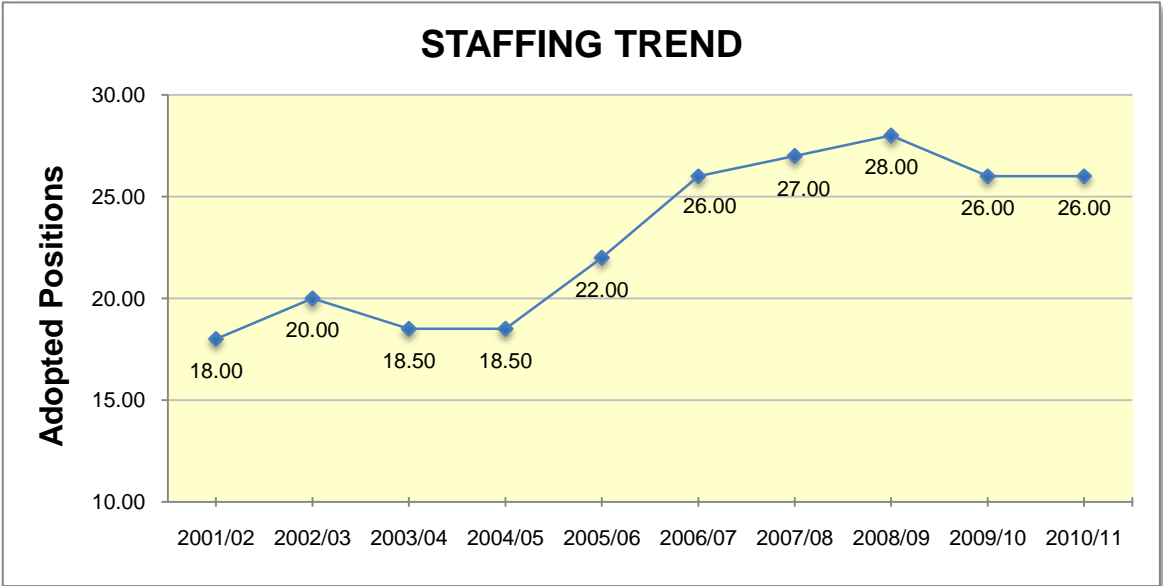
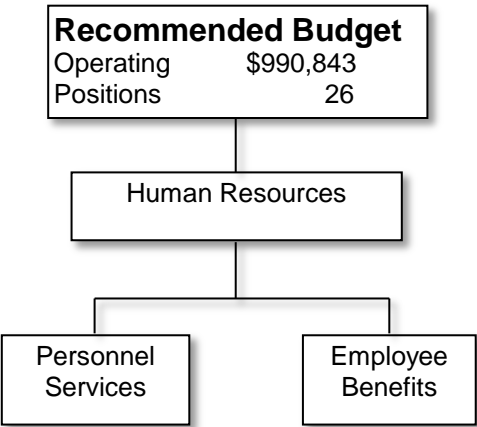
This budget is recommended as submitted.

### Pending Issues and Policy Considerations

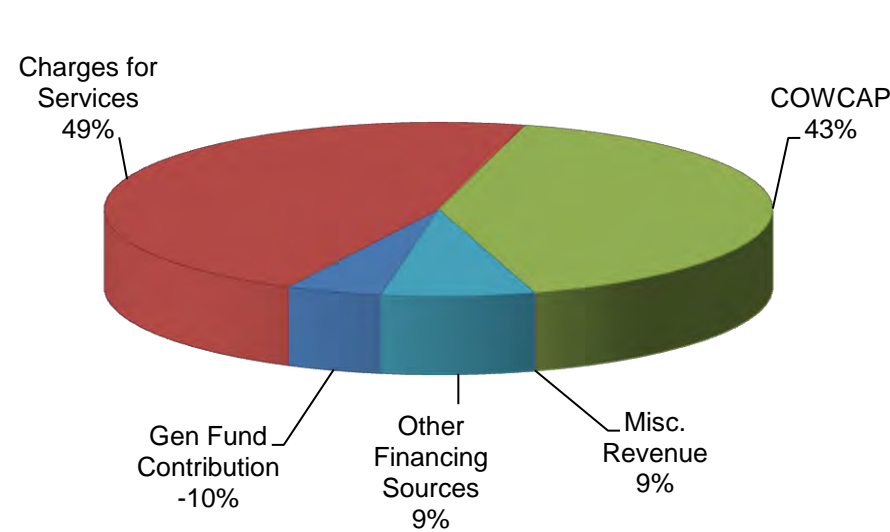
There are no pending issues or policy considerations.

### Department Head Concurrence or Appeal

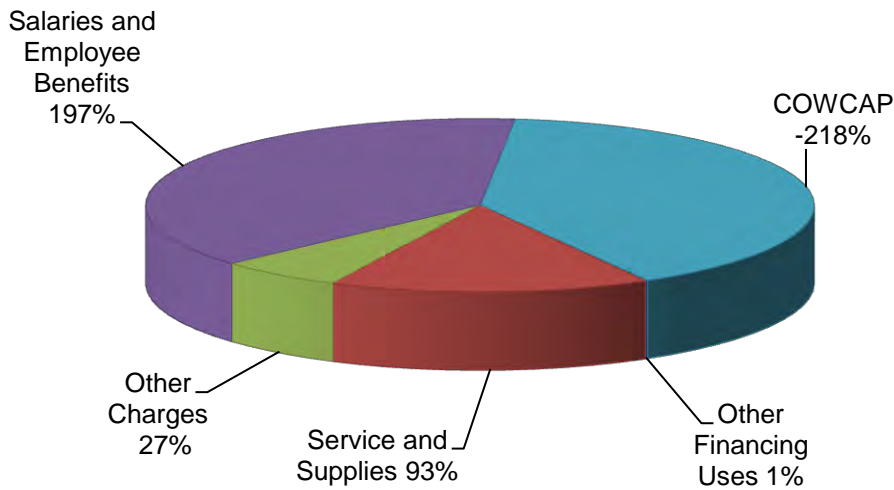
The Department Head concurs with the Recommended Budget.



**SOURCE OF FUNDS**



**USE OF FUNDS**



FUND: 001						
AGENCY: 200						
MAJOR ACCOUNTS CLASSIFICATIONS	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Salaries And Employee Benefits	1,758,421	1,870,877	1,898,790	1,898,790	27,913	1.49 %
Service And Supplies	481,619	879,903	764,080	764,080	(115,823)	(13.16) %
Other Charges	351,090	257,605	298,689	298,689	41,084	15.95 %
Other Financing Uses	5,787	5,787	5,796	5,796	9	0.16 %
Cowcap	<u>(2,464,713)</u>	<u>(2,065,304)</u>	<u>(1,976,512)</u>	<u>(1,976,512)</u>	<u>88,792</u>	<u>(4.30)</u> %
TOTAL APPROPRIATIONS	132,204	948,868	990,843	990,843	41,975	<u>4.42</u> %
REVENUES:						
Rev. from Use of Money & Prop	15	0	0	0	0	0.00 %
Charges For Current Serv.	272,080	510,346	262,076	262,076	(248,270)	(48.65) %
Miscellaneous Revenue	1,358	100	100	100	0	0.00 %
Other Financing Sources	8,446	80,861	100,000	100,000	19,139	23.67 %
Cowcap	<u>376,479</u>	<u>450,116</u>	<u>376,385</u>	<u>376,385</u>	<u>(73,731)</u>	<u>(16.38)</u> %
TOTAL REVENUES	<u>658,378</u>	<u>1,041,423</u>	<u>738,561</u>	<u>738,561</u>	<u>(302,862)</u>	<u>(29.08)</u> %
NET COUNTY COST	(526,174)	(92,555)	252,282	252,282	344,837	(372.58) %

Positions

26

26

26

26

0

## Departmental Purpose

The vision of the Human Resources & Development (HRD) Department is: Your Success is Our Reward. The Mission is: Helping people succeed because talent doesn't just happen.

## Departmental Core Functions

- Recruitment, testing, hiring, orientation and training of employees.
- Maintain job classifications and compensation plan.
- Administer comprehensive benefits program.
- Administer the County's labor relations program.
- Conduct investigations of alleged wrong doing.
- Maintain employee records.

## Human Resources

- Provides quality candidates for employment consideration through recruitment and testing of applicants' knowledge, skills, and abilities and assists Departments with the hiring process.
- Conducts biweekly orientation of new employees.
- Maintains and amends the County's Classification and Compensation Plan to reflect changing organizational

structures and to enhance recruitment and retention of employees.

- Provides policy guidance and advice on a variety of human resources issues.
- Assists Departments with organizational development and downsizing/consolidation plans and processes.
- Recognizes County employee service through administration of a Service Award Program for the Tulare County workforce.

## Employee Benefits Services

- Negotiates and administers a comprehensive employee benefits program that meets the diverse and changing needs of County employees and families, retirees and Special District workers.
- 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 and improves health conditions of consumers.
- Acts as liaison between participants and insurance vendors.
- Serves as a resource for Departments, Special Districts agency and Tulare County Employees Retirement Association.

### **Training and Development Services**

- Provides Supervisory, Leadership and Management training to County employees.
- Arranges and facilitates specialized training and learning resources for County Departments and employees.
- Coordinates AB 1825 Sexual Harassment Prevention Training.

### **Employer Relations/Employee Relations**

- Provides policy support to County Department management in the areas of labor relations, disciplinary actions, performance management, application of personnel rules and administrative regulations.
- Assists in facilitating meet and confer sessions and contract negotiations in relation to specific Memoranda of Understanding with Bargaining Units.
- Provides procedural support in grievance hearings and disciplinary meetings (Skellys).
- Conducts investigations and allegations of discrimination for Departments and employees.

### **Employee Data Services**

- Assists and provides training to Departments in maintaining and reporting employment data through the Enterprise Human Resources and Payroll Information System.

- Updates and maintains data that feeds the Payroll system, assists the budget process and provides demographic information in support of County Department functions.
- Ensures accurate interface between Enterprise System and Benefits Administration systems.

### **Support Services**

- Supports and assists the operations of the HRD staff and organization in processing applications, certifying list of names, transcribing negotiations, coordinating training schedules and general clerical support work.
- Facilitates the County Employee Recognition Awards programs and coordinates the Employee Service Award Program.
- Provides services to employees and outside agencies by performing employee verifications and subpoena services.

### **Administration**

- Plans, organizes, and directs the daily operations of the Department, ensures the goals and programs are in alignment with the County's Strategic Management Plan, oversees the Department budget and staffing plans.
- Ensures that the Department is responsive to the public, Board of Supervisors, County Departments, employees, employee organizations, and applicants.

## Key Goals and Objectives Results FY 2010/2011

### Organizational Performance

- **Goal 1:** Clarify Leave Policy and Procedures for Departments: Implement new Family and Medical Leave Act changes; Multi-year project covering 2010-2011 and 2011-2012.
  - ❑ **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. **Results:** This project is continuing to be developed in collaboration with County Departments.
  - ❑ **Objective 2** – Present executive management with leave policy for adoption at the June 2011 department head meeting. **Results:** Revised project schedule has been developed for FY 2011-2012.
  - ❑ **Objective 3** – Present leave policy at the July 2011 Human Resources (HR) Advisory Group meeting. **Results:** HR Advisory delayed until August 2011.
  - ❑ **Objective 4** – Begin training and implementation for July 2011. **Results:** Delayed until November 2011 after completion of presentation at HR Advisory.
- **Goal 2:** Provide Harassment & Discrimination Training for all employees with an on-line training program to be utilized in the convenience of employee's office; Multi-year project covering 2010-2011 and 2011-2012.
  - ❑ **Objective 1** – Purchase an on-line software program for harassment prevention training for all Tulare County employees by July 2010. The on-line system will also include other training programs, all to be utilized in the convenience of the employee's office. **Results:** Work on this project was delayed but has now been reactivated. Staff has recently been trained on the new software.
  - ❑ **Objective 2** – Reduce the severity and frequency of sexual harassment complaints annually at the rate of 5% per annum by June 2011. **Results:** Delayed until software training was complete.
- **Goal 3:** Develop the Accounts Receivable Module.
  - ❑ **Objective 1** – Develop a method to record and collect outstanding insurance premium receivables by July 2010. **Results:** Completed Phase I of an Accounts Receivable Module in collaboration with Information and Communications Technology Department that assists in the recording, collecting and tracking of health premium revenues and payments.
  - ❑ **Objective 2** – Reduce County liability for unsubstantiated coverage by July 2010. **Results:** Achieved a 71% or \$396,975 reduced liability for 2010 and 77% or \$198,198 for year 2011.
  - ❑ **Objective 3** – Increase County ability to collect past due amounts by December 2010. **Results:** Produced invoices, statements, and open Accounts Receivable listings to achieve collection goals.
- **Goal 4:** Restructure the Employee/Employer Benefit contributions for a more equitable share of the premium cost; Multi-year project covering 2010-2011 and 2011-2012.
  - ❑ **Objective 1** – Task our benefits consultant, Gallagher Benefit Services, to review the current benefit structure – plans and benefit amount – and recommend viable alternatives by November 2010. **Results:** With the

appointment of the new HRD Director, this project will continue into FY 2011/12.

- **Objective 2** – Create a Strategic Health Care Initiative Group (SHCIG) of key Tulare County employee stakeholders that will be tasked with reviewing Gallagher's options and formulating a plan for the future of Tulare County health benefits by November 2010. **Results:** Initial start up delayed, anticipate November 2011.
- **Objective 3** – Have executive management approve the best option to be developed by December 2010. **Results:** Initial start up delayed.
- **Objective 4** – Implement new structure through HRD with oversight from the SHCIG and the County Administrative Office (CAO) using a phased-in approach beginning January 2012. **Results:** Initial start up delayed.
- **Objective 5** – Participate with the Tulare County Sheriff and Probation Departments to develop a joint benefit program beginning March 2011. **Results:** Initial start up delayed.
- **Objective 6** – Review the retiree and Special District insurance needs as it relates to the County plans beginning March 2011. **Results:** Initial start up delayed.

#### Other Accomplishments in FY 2010/2011

- Launched a revised "New Employee Orientation" program in September 2010, trained Departmental representatives on policy and document changes, added a pre and post direct mail communication package to new employees to improve the County's new hire orientation experience.

- Provided new service of online benefit enrollment at County Department locations, enrolling 747 employees. Another 919 employees, retirees and Special District members were enrolled at HRD site.
- Facilitated on-site, at County locations, mammography exams for 179 County employees.
- Successfully sponsored, coordinated and held the third annual Wellness Fair in September 2010 with a new component of Benefits Enrollment at the event. Over 1,500 employees and 58 vendors participated in the day-long event.
- Completed negotiations with 10 bargaining associations in August 2010.
- Began creation of a new "Leadership Academy". Established working group and met with County trainers to develop content. Program in review by CAO.
- Began cooperative project with Risk Management for a new training module with an administrative tracking system.
- Audited eligibility for benefits and claims for retirees, Special Districts and members in leave status. Instituted collections of past due accounts.
- Participated in the San Joaquin Valley Insurance Authority a Joint Powers Agreement with the County of Fresno to administer County health plans as a self-funded system, as well as a County-owned health insurance pool.

- Began review of County leave policies as part of multi-year goal.
- Continued Countywide review and policy development related to Fair Labor Standards Act audit and recommendations.
- Contracted and conducted the first on-site health risk assessments, provided by an outside vendor, for 354 employees at work sites.
- Processed 12,907 applications, scheduled 3,276 applicants for testing in 34 different classifications, and referred 2,757 total applicants for job openings.
- Managed a system of criminal background checks for new hires with a fingerprinting “Livescan” program. Conducted 463 checks during FY 2010/11.
- Logged and processed 100 Delegated Action Requests/Personnel related issues and hiring freeze waivers for Departments and worked with Departments in reduction-in-force plans, facilitated the layoff process and assisted those employees with benefits and post employment resources.
- Supported Departments in approximately 81 corrective personnel actions including: memorandums of counseling, formal reprimands, suspensions, reductions in pay in lieu of suspensions, administrative leaves, demotions and dismissals.
- Conducted 20 formal investigations of discrimination/harassment cases and other informal investigative projects and 9 informal assessments of personnel related issues. Also assisted Departments and employees with information and resolution of problems at the lowest level.
- Conducted 54 Supervisory Academy workshops with 842 employees taught by the County Training Officer and subject matter experts. Supervisory Academy took seven “Road Trips” showcasing different Departments. Hosted a luncheon in September 2010 for Supervisory Academy graduates.
- Conducted 17 Harassment Prevention (AB 1825) workshops for 634 employees, taught by County Counsel and an outside consultant in FY 2010/11.
- Implemented “Questys” computerized scanning and records management program for benefits data, personnel files, leaves and other documents to create electronic filing system and free up workspace/storage in HRD.
- Published and distributed 12 editions of the “Grapevine”, the HRD employee newsletter.

## Key Goals and Objectives FY 2011/12

### Organizational Performance

- **Goal 1:** Launch a pilot “Leadership Academy” to provide for future leaders and succession planning Countywide.

- ❑ **Objective 1** – Review with Departments Heads in the Fall of 2011.
- ❑ **Objective 2** – Finalize content by the end of 2011.
- ❑ **Objective 3** – Launch pilot academy in early 2012.
- **Goal 2:** Implement a new method for testing bilingual applicants and employees through a computerized “Avitar” type software and phone system.
  - ❑ **Objective 1** – Review the pilot software developed with Department representatives July 2011.
  - ❑ **Objective 2** – Test and launch new software program by September 2011.
- **Goal 3:** Finalize development of leave procedures and protocols for coordination of benefits, creation of a Leave Handbook and updated FMLA forms, and train Departmental representatives.
  - ❑ **Objective 1** – Gather data, complete research and create guidelines May 2011.
  - ❑ **Objective 2** – Interview personnel and payroll representatives for input June 2011.
  - ❑ **Objective 3** – Present Department Heads with recommended leave procedures October 2011.
  - ❑ **Objective 4** – Present procedures to HR Advisory group October 2011.
  - ❑ **Objective 5** – Advise CAO of updated procedures October 2011.
  - ❑ **Objective 6** – Training for Department personnel representatives November 2011.

## Departmental Budget Request

The Department’s Requested Budget represents an overall increase of \$41,975 or 4% in expenditures and a decrease of

\$302,862 or 29% in revenues when compared with the FY 2010/11 Final Budget. As a result the Net County Cost is increased by \$344,837 or 373% when compared with the FY 2010/11 Final Budget.

Significant areas with major changes between the FY 2010/11 Final budget and the FY 2011/12 Requested Budget are as follows:

- Service and Supplies decrease \$115,823 due to one-time costs in the FY 2010/11 budget and reduction to administrative hearings.
- Other Charges increase \$41,084 primarily due to data processing charges.
- Revenue projections decrease overall due to decreases in COWCAP revenues.

Staffing changes reflected in the Requested Budget include the following:

- Reclassify 1 FTE position due to the Department needs to address bilingual clients. The requested reclassified position is:
  - 1 Office Assistant II-K to Office Assistant II-K-B

County Administrator's Recommendation

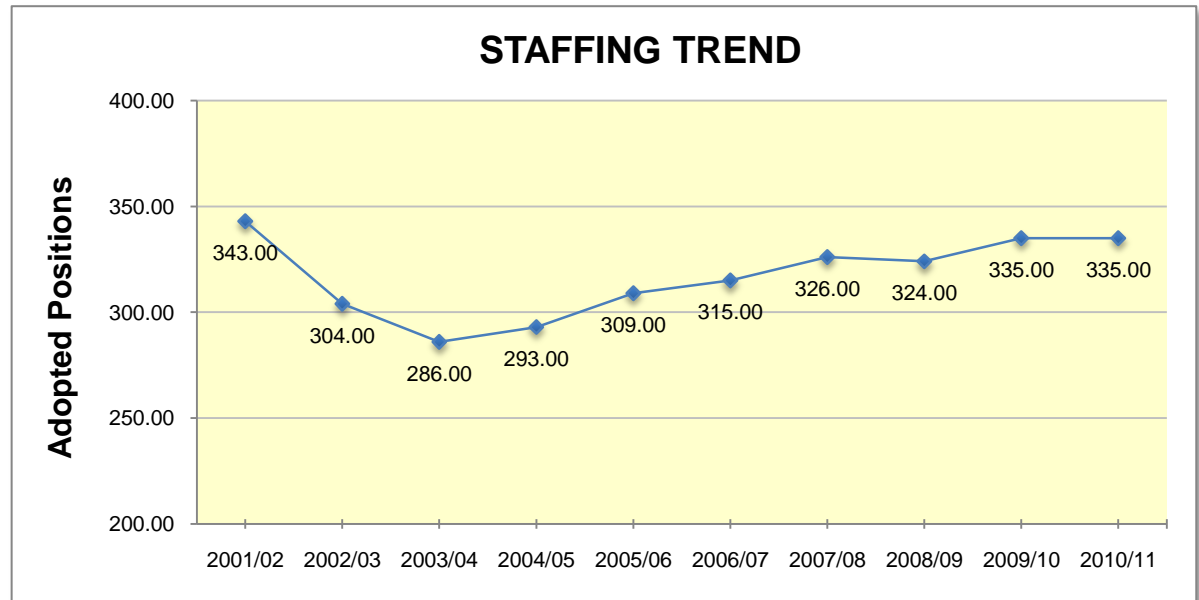
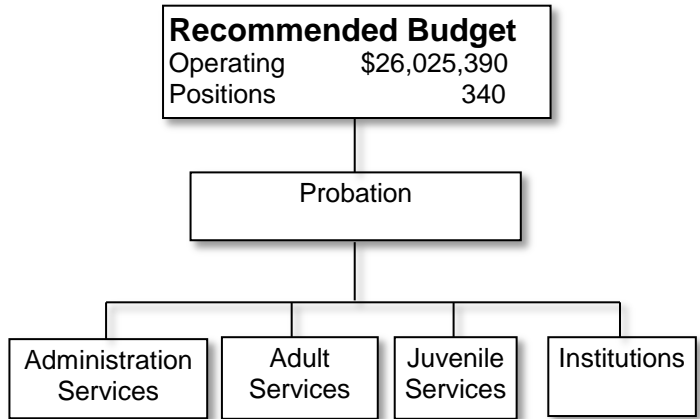
The budget is recommended as submitted.

Pending Issues and Policy Considerations

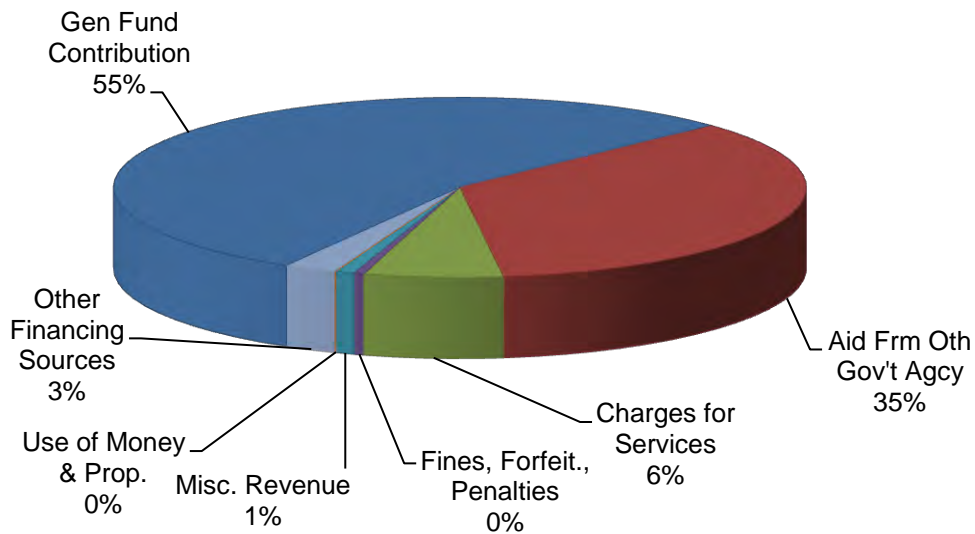
There are no pending issues or policy considerations.

Department Head Concurrence or Appeal

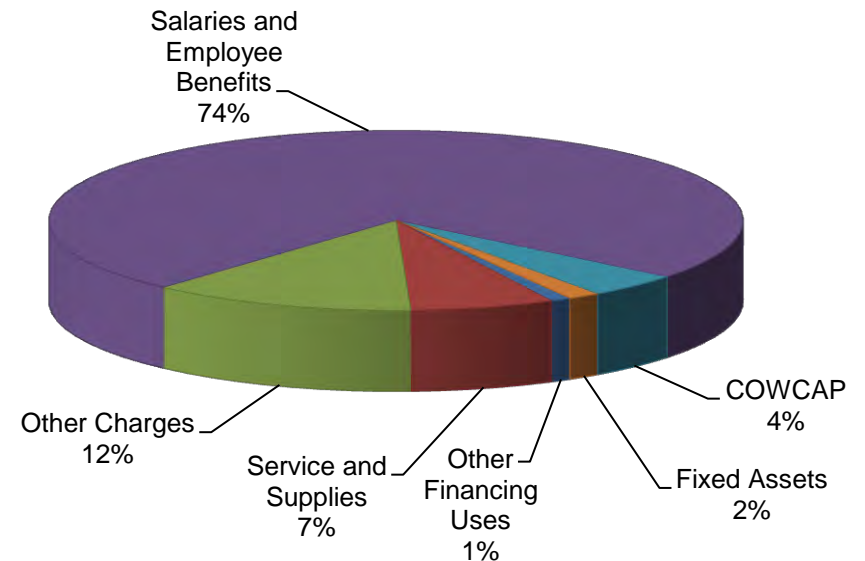
The Department Head concurs with the Recommended Budget.



## SOURCE OF FUNDS



## USE OF FUNDS



**Janet M. Honadle**  
**Chief Probation Officer**

**001-205**  
**Probation**

FUND: 001						
AGENCY: 205						
MAJOR ACCOUNTS CLASSIFICATIONS	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Salaries And Employee Benefits	17,957,454	18,301,428	19,296,051	19,296,051	994,623	5.43 %
Service And Supplies	1,444,244	1,697,656	1,740,574	1,740,574	42,918	2.53 %
Other Charges	3,158,749	3,165,170	3,207,052	3,207,052	41,882	1.32 %
Fixed Assets	9,388	0	392,000	392,000	392,000	0.00 %
Other Financing Uses	275,721	240,541	249,150	249,150	8,609	3.58 %
Cowcap	<u>1,237,157</u>	<u>1,140,065</u>	<u>1,140,563</u>	<u>1,140,563</u>	<u>498</u>	<u>0.04</u> %
TOTAL APPROPRIATIONS	24,082,713	24,544,860	26,025,390	26,025,390	1,480,530	<u>6.03</u> %
REVENUES:						
Fines, Forfeit., Penalties	169,922	121,400	125,000	125,000	3,600	2.97 %
Rev. from Use of Money & Prop	0	8,183	7,000	7,000	(1,183)	(14.46) %
Intergovernmental Revenue	6,860,505	7,629,289	9,129,167	9,129,167	1,499,878	19.66 %
Charges For Current Serv.	1,123,721	1,966,363	1,684,882	1,684,882	(281,481)	(14.31) %
Miscellaneous Revenue	250,188	224,395	229,367	229,367	4,972	2.22 %
Other Financing Sources	<u>625,342</u>	<u>692,776</u>	<u>645,967</u>	<u>645,967</u>	<u>(46,809)</u>	<u>(6.76)</u> %
TOTAL REVENUES	<u>9,029,678</u>	<u>10,642,406</u>	<u>11,821,383</u>	<u>11,821,383</u>	<u>1,178,977</u>	<u>11.08</u> %
NET COUNTY COST	15,053,035	13,902,454	14,204,007	14,204,007	301,553	2.17 %

**Positions**

**335**

**335**

**340**

**340**

**5**

## 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.

## Departmental Core Functions

**Investigations:** Requires the Probation Officer to complete an investigative report on juvenile offenders and adult defendants when referred by the Juvenile and Criminal Courts and report findings and recommendations to the Court.

### Adult Investigations

California Penal Code Section 1203 mandates that any defendant who may be eligible for probation, following a finding or plea of guilty to a felony charge, be referred to the Probation Department for a report and recommendation. This mandated report may be comprehensive or abbreviated in format, based upon the needs of the Court.

California Penal Code Section 1191.3 mandates that the Probation Officer provide, at the time of sentencing in all felony convictions, a general estimate of the conduct and work time credits to which the defendant may be entitled for

previous time served and the conduct or work time credits authorized under Sections 2931, 2933, or 4019.

### Juvenile Investigations

Welfare and Institutions Code Section 281 mandates that the probation officer shall, upon order of any court in any matter involving the custody, status, or welfare of a minor or minors, make an investigation of appropriate facts and circumstances and prepare and file with the Court written reports and written recommendations in reference to such matters.

Welfare and Institutions Code Section 706.5 mandates that each placement recommendation shall include a case plan.

Welfare and Institutions Code Section 791 mandates that when directed by the Court, the Probation Department shall make an investigation and take into consideration the defendant's age, maturity, educational background, family relationships, demonstrable motivation, treatment history, if any, and other mitigating and aggravating factors in determining whether the minor is a person who would be benefited by education, treatment, or rehabilitation.

**Probation Supervision:** Persons placed on probation by a Court shall be under the supervision of the County Probation Officer who shall determine both the level and type of supervision consistent with Court ordered conditions of probation.

### Adult Supervision

Requires that the Probation Department, on any person released to the care of a Probation Officer, keep a complete and accurate record in suitable books or other form in writing of the conduct, employment, occupation, parent's occupation,

condition of such person committed to his care during the term of such probation and the result of such probation.

#### Juvenile Supervision

If a minor is found to be a person described in Section 602 of the Welfare and Institutions Code and the Court does not remove the minor from the physical custody of the parent or guardian, the Court must impose specific conditions of probation for the adjudication of specified offenses, which shall be enforced by the Probation Officer.

The Court shall order the care, custody, and control of the minor to be under the supervision of the Probation Officer who may place the minor in any of the following: the home of a relative, a licensed care facility, or a foster family agency.

All foster children placed in group homes shall be visited at least monthly.

**Juvenile Detention:** Welfare and Institutions Code Section 850 mandates that the Board of Supervisors in every County shall provide and maintain, at the expense of the County, in a location approved by the Judge of the Juvenile Court or...by the Presiding Judge of the Juvenile Court, a suitable house or place for the detention of wards of the Juvenile Court and of persons alleged to come within the jurisdiction of the Juvenile Court. Such house or place shall be known as the "Juvenile Hall" of the County.

The Juvenile Hall shall not be in, or connected with, any jail or prison, and shall not be deemed to be, nor be treated as, a penal institution. Minimum standards are mandated and include, but are not limited to, the following: education; recreation and exercise; counseling and casework services;

behavior control; discipline; medical and dental services; food and nutrition; clothing, bedding and linen services; and access to legal services.

#### **Departmental 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.

The Adult Supervision Services Division consists of Canine, High Risk Supervision, Conventional Supervision, Assessment and Treatment and the Adult Records units; and the grant-funded Office of Traffic Safety, Interagency Narcotics Task Force, Sexual Assault Felony Enforcement and Spousal Abuse Felony Enforcement programs. The Drug Court and Recovery Court units are now under the umbrella of the Assessment and Treatment Unit/CalEMA.

The Juvenile Supervision Services Division consists of the Team Supervision/Juvenile Interstate Compact, Campus Probation Officer, High Risk Gang, Gang Resistance Education and Training and Training (GREAT), Placement/ Wraparound/Family Preservation and Non-Custody Intake programs

The Court Services Division is responsible for both adult and juvenile functions and consists of Adult Investigations, Veterans Court, Mental Health Court, Adult Interstate Compact, Adult Electronic Monitoring, Adult Warrants/ Restitution and Limited Supervision/BI, Inc. units; as well as Juvenile Investigations/Court Officer and Central Records.

The William Silveira Jr. Juvenile Justice Center 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 Division of Juvenile Justice (DJJ); juveniles who are being tried in Adult Criminal Court and are pending sentence; and juveniles who have been 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 operated DJJ.

The William Silveira Jr. Juvenile Justice Center operates a Home Supervision and Electronic Monitoring program, as required by law; and an Aftercare Program for long-term commitments, including electronic monitoring and GPS, for up to 180 days.

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.

## **Key Goals and Objectives Results FY 2010/11**

### **Safety and Security**

- **Goal 1:** Install GPS tracking units in 40 vehicles assigned to juvenile and adult field supervision in conjunction with the Countywide Consolidated Dispatch and California Interoperability Program (Cal-SIEC).

- ☐ **Objective 1** – Receive approval for FY 2010/11 expenditure by September 2010. **Results:** Project approved.
  - ☐ **Objective 2** – Work with Information and Communication Technology (ICT) to complete installation by December 2010. **Results:** Installed 40 GPS tracking units in vehicles assigned to juvenile and adult field supervision officers in conjunction with the Cal-SIEC. Installation was completed in full on April 14, 2011. Implementation pending review by the Tulare County Correctional Association.
- **Goal 2:** Monitor legislation and plan for the implementation of the Prison Reform Bill pending revision by the Governor and/or the Legislature. The 2010 State 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 DJJ to local Probation Departments.
- ☐ **Objective 1** – Participate in weekly Legislative Committee conference calls with the Chief Probation Officers of California. **Results:** Participated in weekly calls.
  - ☐ **Objective 2** - Work closely with the Chief Probation Officers of California to ensure appropriate funding is attached to shifts in responsibility. **Results:** Attended meetings and participated in funding discussions. Supported the provisions of AB 109, Public Safety Realignment, signed by the Governor in April 2011.
- **Objective 3** – Develop an operational plan within 60 days of any Legislative Change. **Results:** The Chief

Probation Officer is the Chair of the Community Corrections Partnership (CCP), tasked with developing a plan to implement the provisions of AB 109 and associated bills. Public Safety Realignment generally shifts responsibility for the local commitment and post release community supervision of non-serious, non-violent and non-sex adult offenders from State commitment and supervision to the local level; further shifting the responsibility for the commitment of juvenile offenders from the DJJ to the local level, with plans of closing all DJJ facilities by 2014.

### Organizational Performance

- **Goal 1:** 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. **Results:** Continued monthly meetings and developed a written protocol.
  - ☐ **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. **Results:** Terms and conditions were adjusted to include a Restitution Review.
  - ☐ **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. **Results:** Our request for

modification of the court orders was granted and implemented in full by the Court on July 8, 2010.

- **Objective 4** – Review and monitor collection reports as submitted by Probation Accounting Services and the Franchise Tax Board (FTB) and Debt Collection Program on a quarterly basis beginning October 2010.

**Results:** Increased the collection of Victim Restitution on felony adult cases by 7.6% from \$427,935 to \$460,432.

- **Goal 2:** 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 FTB and Debt Collection Program on delinquent payments.

- **Objective 2** – Review and monitor collection reports as received from Probation Accounting Services and the FTB and Debt Collection Program on a quarterly basis beginning October 2010. **Results:** Increased the collection of delinquent Victim Restitution fines, and associated penalty assessments by 5%, from \$179,474 to \$188,448.

- **Goal 3:** Increase credit card payments, whether in person, by telephone and on-line, in the collection of restitution, fines and fees by 10%, from \$41,492 to \$45,541.

- **Objective 1** – Advise each offender who pays at the counter of the credit card option effective August 2010.

**Results:** Completed.

- **Objective 2** – Modify automated monthly statement to include credit card advisement by August 2010.

**Results:** Increased credit card payments - in person, by telephone and on-line - in the collection of restitution, fines and fees by 16%, from \$41,492 to \$48,256.

- **Goal 4:** 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 ICT and the Public Defender's Office to identify users and develop folder by August 2010. **Results:** Completed by August 2010.

- **Objective 2** – Work with ICT and the District Attorney to identify users and develop folder by December 2010. **Results:** Objective was not met based on other pressing ICT/Court interface projects being coordinated by ICT. The project will continue in FY 2011/12.

- **Goal 5:** Work in concert with the County Administrative Office in planning for the relocation of the Fairway Avenue operation to the Oak Street Annex, inclusive of developing time frames for floor plan design, ICT interfaces, purchase of office equipment and the physical relocation of identifies staff.

- **Objective 1** – Schedule a minimum of one meeting per quarter with Capital Projects personnel effective September 2010. **Results:** Met with Capital Projects regularly to coordinate relocation activities. The project was delayed based on asbestos removal issues during May 2011, which extended the re-location date to the first week of October 2011. Office furniture and other

needed equipment are scheduled for selection/purchase on or before July 2011.

- **Goal 6:** 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 (CWS/CMW) (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 ICT to develop interface methodology beginning July 2010. **Results:** Met weekly during the period of July 2010 through September 2010.
  - ❑ **Objective 2** – Identify required fields by July 2010. **Results:** Required fields finalized by July 2010.
  - ❑ **Objective 3** – Develop crosswalk from Caseload Explorer to CWS/CMW on required fields by August 2010. **Results:** Crosswalk finalized on July 2010.
  - ❑ **Objective 4** – Schedule meeting with information technology personnel from Health and Human Services Agency to enter test cases during August 2010. **Results:** Test data was entered the week of October 2010. Delay was driven by the State.
  - ❑ **Objective 5** – Schedule training by the State of California on data entry no later than September 2010. **Results:** Staff was trained by UC Davis in October 2010 (the first California County to receive the training). Delay was driven by the State.

- **Goal 7:** Prepare and monitor potential revenue short-falls to the Probation Department and the General Fund based on fluctuations in the economy.
  - ❑ **Objective 1** – Schedule quarterly meetings with fiscal staff to evaluate revenue streams beginning September 2010. **Results:** Prepared for and monitored potential revenue short-falls to the Probation Department and the General Fund based on fluctuations in the economy. This goal and the stated objective were exceeded as quarterly meetings have been held with fiscal, management and supervisory staff effective July 2010.

#### Other Accomplishments in FY 2010/11

- Participated in the Statewide development and acceptance of baseline data, critical for funding under the Community Corrections Performance Incentives Act (SB 678) for adult supervision services, thereby securing funding for FY 2011/12 in excess of \$1.3 million.
- Staff completed a total of 11,916 Standards and Training for Corrections training hours covering 107 subject areas, including: Emotional Intelligence/Leading from the Middle, Train the Trainers, Officer Safety, Positive Thinking in Corrections, CPR/First Aid, Drug Endangered Children, Leadership Academy, Cultural Diversity, Weaponless Defense Tactics, Juvenile Counselor Core, Adult Law Update, Juvenile Law Update, Teen Domestic Violence, Title 15, Professional Boundaries, Interviewing and Interrogation Techniques, Creating Best Alternatives for Probation and Family Engagement.

- Participated in five Step-Up Events held in Goshen, Alpaugh/Allensworth, Porterville, Exeter and Terra Bella. Assisted in the coordination of two other events in Poplar and the Alta Vista School District in Porterville.
- Provided the GREAT at 16 school sites, impacting 2,878 children in grades 4 through 7, on a countywide basis.
- Continued the GREAT Summer Camp partnership between the Probation Department and Community Services, Education and Training, Inc., utilizing funding from the Juvenile Justice Crime Prevention Act. Four, one-week camps were provided for up to 25 qualifying GREAT students in the Sierra Nevada mountains. Children participated in the GREAT curriculum learning trust, partnership, anti-gang, anti-bullying, and peer/family communication skills. They also played team sports, hiked, participated in campfires and story-telling, kept journals and wrote letters to their parents. These lasting memories and friendships are meant to assist in overcoming the negative influence of gangs as youth matriculate into high school.

## Key Goals and Objectives FY 2011/2012

### Safety and Security

- **Goal 1:** Order and purchase updated ballistic vests for armed officers whose vests have reached expiration.
  - ❑ **Objective 1** – Evaluate vendor price and quality of equipment by July 2011.
  - ❑ **Objective 2** – Have identified armed-staff test a variety of vendor samples for wear ability by August 2011.

- ❑ **Objective 3** – Order, receive and distribute updated vests by September 2011.

### Organizational Performance

- **Goal 1:** Increase the collection of Victim Restitution on adult cases an additional 10%, from \$460,432 to \$506,475.
  - ❑ **Objective 1** - Continue monthly meetings with the District Attorney to identify and coordinate interagency efforts to prosecute and collect on probation cases with high restitution balances.
  - ❑ **Objective 2** - Meet with Field Supervision staff to ensure that the payment of Victim Restitution is a priority in the case planning for each defendant by August 2011.
  - ❑ **Objective 3** - Resume the provision of quarterly lists to the Tulare Courts on misdemeanor cases who are more than three months in arrears in the payment of Victim Restitution by July 2011.
- **Goal 2:** Increase credit card payments of fines, fees and Victim Restitution an additional 10%, from \$48,256 to \$53,082.
  - ❑ **Objective 1** - Develop a step-by-step instruction template, explaining how to complete an on-line credit card payment by August 2011.
  - ❑ **Objective 2** – Work with ICT to have this template automatically generate with each monthly billing.
  - ❑ **Objective 3** – Provide this instruction template to each defendant when providing terms and condition of probation effective August 2011.

- **Goal 3:** Monitor legislation and plan for the implementation of the Prison Reform Bill that was signed by the Governor in April 2011 and is pending implementation based on funding issues. This bill shifts responsibility for the local commitment and Post Release Community Supervision of non-serious, non-violent and non-sex adult offenders from State commitment and supervision to the local level; as well as all Court proceedings following violation of parole on all State commitment cases.
  - ❑ **Objective 1** – Continue to participate in weekly Legislative Committee conference calls with the Chief Probation Officers of California.
  - ❑ **Objective 2** – Continue to work closely with the Chief Probation Officers of California and the County Administrative Office to ensure appropriate funding is attached to shifts in responsibility.
  - ❑ **Objective 3** – Continue to Chair and work closely with the newly established CCP, mandated pursuant to Assembly Bill 109, to prepare a budget proposal for review by the Board of Supervisors. Monthly meetings will continue through completion of the budget proposal which began on June 2011.
  - ❑ **Objective 4** - Draft new sentencing guidelines and terms and conditions of Post Release Community supervision by August 2011.
  - ❑ **Objective 5** – Present/submit the sentencing guidelines and proposed terms and conditions to the Tulare County Superior Court by August 2011.
- **Goal 4:** Continue to work in concert with the Chief Probation Officers of California and the Administrative Office of the Courts in the development of data definitions critical for ongoing and optimal funding under the CCP Incentives Act (SB 678) for adult supervision services.

- ❑ **Objective 1** – Continue to participate in monthly WebEx and conference calls with both the SB 678 Data Committee and the SB 678 Data Subcommittee effective July 2011.

### **Quality of Life**

- **Goal 1:** Continue to work closely with the Board of Supervisors on Step-Up events, as well as the Saturday Night Lights program, on a Countywide basis.
  - ❑ **Objective 1** – Participate in a minimum of two Step-Up events.
  - ❑ **Objective 2** – Participate in a minimum of two Saturday Night Lights events.

### **Department Budget Request**

The Requested Budget represents an overall increase of \$1,479,521 or 6% in expenditures and an increase of \$1,177,968 or 11% in revenues when compared with the FY 2010/11 Final Budget. As a result, the Net County Cost is increased by \$301,553 or 2% when compared with the FY 2010/11 Final Budget.

Significant areas with major changes between the FY 2010/11 Final Budget and FY 2011/12 Requested Budget are as follows:

- Salary and Benefits increased by \$994,623 primarily due to additional positions requested and vacant positions unfrozen. These positions will be utilized by and funded by State program funding.

- Capital Assets increase \$392,000. The FY 2011/12 expenditures of \$392,000 include the following:
  - Seven vehicles \$182,000
  - Security equipment \$200,000
  - Commercial laundry equipment \$10,000
- Revenue projections increase due to additional revenue from State programs.

Staffing changes reflected in the Requested Budget include the following:

- Add 5 FTE positions to be administer State programs (SB 678 and SB 81). Requested additional positions include:
  - 1 Supervising Probation Officer
  - 1 Accountant II
  - 1 Staff Services Analyst II
  - 2 Probation Institution Supervisor

### County Administrator's Recommendation

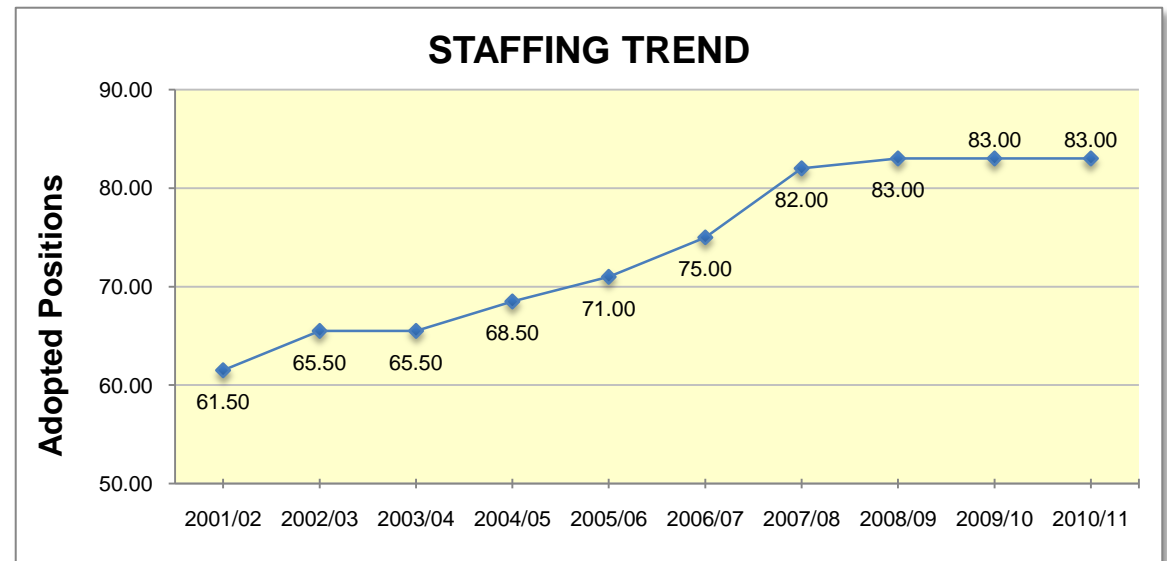
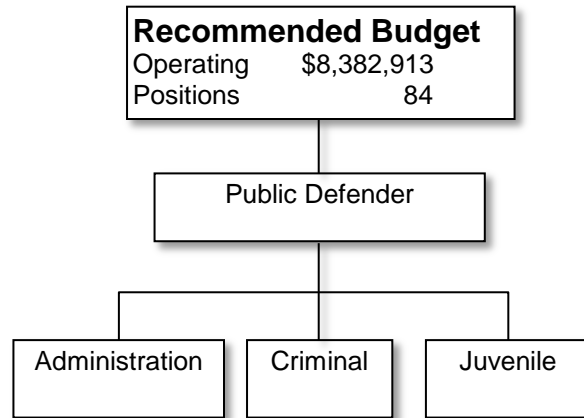
This budget is approved as submitted.

### Pending Issues and Policy Considerations

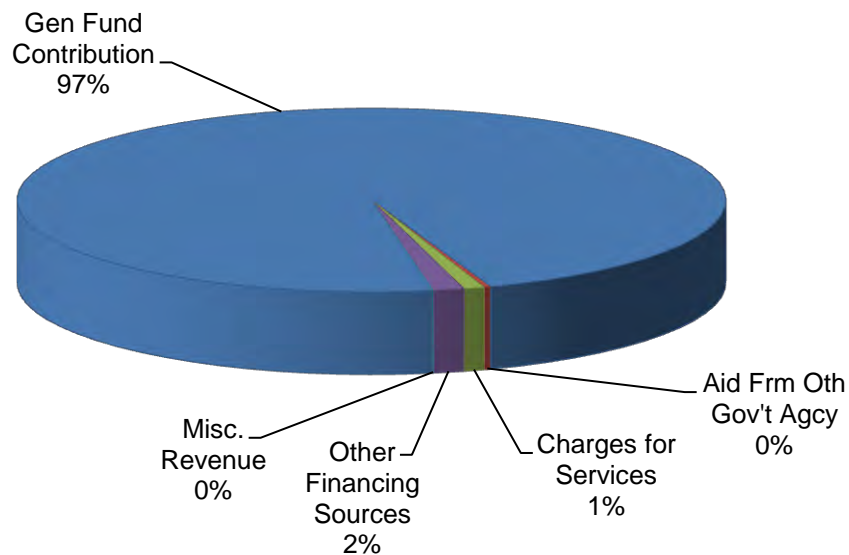
There are no pending issues and policy considerations.

### Department Head Concurrence or Appeal

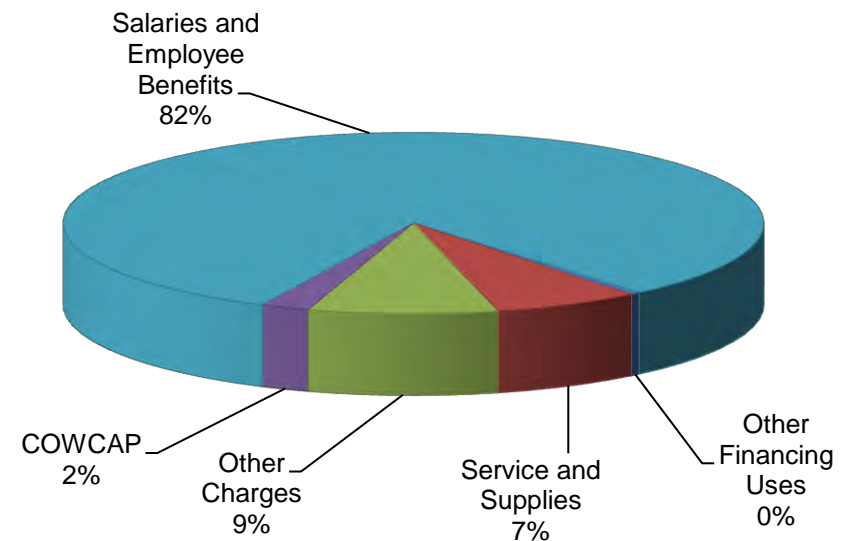
The Department Head concurs with the Recommended Budget.



## SOURCE OF FUNDS



## USE OF FUNDS



FUND:	001						
AGENCY:	210						
MAJOR ACCOUNTS CLASSIFICATIONS	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE	
APPROPRIATIONS:							
Salaries And Employee Benefits	7,051,336	6,776,108	6,857,852	6,857,852	81,744	1.21	%
Service And Supplies	385,017	484,176	568,339	568,339	84,163	17.38	%
Other Charges	698,217	732,095	731,795	731,795	(300)	(0.04)	%
Other Financing Uses	101,424	43,995	37,630	37,630	(6,365)	(14.47)	%
Cowcap	<u>208,675</u>	<u>155,477</u>	<u>187,297</u>	<u>187,297</u>	<u>31,820</u>	<u>20.47</u>	%
TOTAL APPROPRIATIONS	8,444,669	8,191,851	8,382,913	8,382,913	191,062	<u>2.33</u>	%
REVENUES:							
Intergovernmental Revenue	26,120	70,891	25,315	25,315	(45,576)	(64.29)	%
Charges For Current Serv	42,622	60,001	80,000	80,000	19,999	33.33	%
Miscellaneous Revenue	3,419	202	202	202	0	0.00	%
Other Financing Sources	<u>0</u>	<u>16,066</u>	<u>118,643</u>	<u>118,643</u>	<u>102,577</u>	<u>638.47</u>	%
TOTAL REVENUES	72,161	147,160	224,160	224,160	77,000	52.32	%

Positions

83

83

84

84

1

## Departmental Purpose

The Tulare County Public Defender provides constitutionally and statutorily mandated legal services to certain indigent residents in cases where life or liberty interests are at stake.

## Departmental Core Functions

- Provide competent, effective, ethical and economical legal representation to individuals unable to afford private counsel in constitutionally and statutorily mandated cases where life or liberty interests are at stake.
- Participate as active partner with other County Justice Departments to ensure proper administration of justice for the residents of Tulare County.

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 Department is actually broader. The Public Defender's Office is an integral part of the administration of justice for the residents 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 one 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 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.
- ### Key Goals and Objectives Results FY 2010/11
- #### Organizational Performance
- **Goal 1:** 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. **Results:** Investigations Unit reduced by 56%.
  - ☐ **Objective 2** - Present layoff resolution to Board of Supervisors for three currently filed investigator positions by June 2010. **Results:** Layoffs approved by Board of Supervisors

- **Objective 3** - Smoothly transition Investigations Unit to a smaller workforce. Reassign existing caseload among remaining investigators by July 2010. **Results:** Caseload redistributed to remaining investigators.
  - **Objective 4** - Improve efficiency of Investigative Unit to effectively continue providing quality services by September 2010. **Results:** Smooth transition and streamlining of investigative services accomplished. Greater efficiency, reorganization and judicious use of contracted investigative services for lower level overflow cases allowed for savings in overtime expenditures.
  - **Goal 2:** Increase revenue to help offset budget reductions.
    - **Objective 1** - Institute registration fee provided for in Penal Code section 987.5 by January 2011. **Result:** Negotiation with Courts to collect fees completed. Memorandum of Understanding (MOU) drafted and pending approval August 2011.
    - **Objective 2** - Contact Superior Court and Probation Accounting to determine collection mechanism by September 2010. **Result:** Negotiation with Courts to collect fees completed. MOU drafted and pending approval August 2011.
    - **Objective 3** - Submit agenda item to Board of Supervisors by December 2010. **Result:** Agenda item will be submitted pending MOU approval September 2011.
    - **Objective 4** - Notify and train Deputy Public Defenders, clerical staff, court personnel and collections staff of new fee and procedures by December 2010. **Result:** Training will be implemented as soon as resolution is approved by the Board of Supervisors.
  - **Goal 3** - 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. **Results:** Increased efficiency and eliminated duplication of data entry in coordinating Court appearance calendaring with the Superior Court. Continue to further automate receipt of case discovery in cooperation and coordination with Information and Communications Technology (ICT), District Attorney and the Superior Court.
- ### Other Accomplishments in FY 2010/11
- Opened approximately 4,635 felony cases (including violations of probation) in FY 2010/11.
  - Opened approximately 7,255 misdemeanor cases in FY 2010/11.
  - Opened approximately 830 civil cases in FY 2010/11
  - Opened approximately 1,216 new juvenile cases in FY 2010/11.
  - Advised and arraigned approximately 6,730 clients on approximately 12,530 cases at the Pre-Trial Facility. Made approximately 15,417 appearances in this Court in FY 2010/11, including over 1,500 early case disposition hearings during FY 2010/11.
  - 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 2010/11 was 20 active murder cases (plus six pending sentencing or delayed long-term due to mental health issues). Of these cases:

- Five 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.
  - Five 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 40 felony cases with a positive outcome for the client in nearly 60% of the cases.
  - Tried approximately 45 misdemeanor cases with a positive outcome in nearly 60% 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 500 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 12,500 cases.
  - Represented clients in the Early Case Disposition Court for early case resolution in low level felony matters. Settled approximately 70% of the 1,502 cases referred for early case disposition at the Pre-Trial Facility Court.
  - Represented clients in the Mental Health Court. Handled on average 57 clients in the Mental Health Court each month.
  - In FY 2010/11 Public Defender attorneys appeared with approximately 31,460 defendants on approximately 47,900 cases in over 78,700 Court hearings in 24 Courtrooms throughout Tulare County.
  - 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.

## Key Goals and Objectives FY 2011/12

### Organizational Performance

- **Goal 1:** Increase revenue to help offset budget reductions.
  - ☐ **Objective 1** - Institute registration fee provided for in Penal Code section 987.5 by October 2011.
  - ☐ **Objective 2** – Finalize MOU with Superior Court to implement collection mechanism by August 2011.
  - ☐ **Objective 3** - Submit agenda item to Board of Supervisors by September 2011.

- ☐ **Objective 4** - Notify and train Deputy Public Defenders, clerical staff, Court personnel and collections staff of new fee and procedures by October 2011.
- **Goal 2:** Increase efficiency and eliminate duplication of data entry in opening case files.
  - ☐ **Objective 1** - Complete computerized integration with the Courts to electronically receive case information by September 2011.
- **Goal 3:** Implement pilot technology project to utilize iPads or other suitable tablet computers to eliminate paper files in the courtroom.
  - ☐ **Objective 1** – Procure demo tablet computer in conjunction with ICT by July 2011.
  - ☐ **Objective 2** – Establish protocols for paperless courtroom case management by September 2011.
  - ☐ **Objective 3** – Train Deputy Public Defenders on protocol and implement paperless case management procedures by October 2011.
- Services and Supplies increase \$84,163 due to an increase in professional services required for upcoming cases and an increase in subscription costs.
- Other Financing Uses decrease \$6,365 due to the reduction in debt service.
- Countywide Cost Allocation Plan (COWCAP) charges increase \$31,820 due to changes in the plan.
- Included is a one time appropriation of \$118,643 representing the Department's share of its savings from last Fiscal Year.

Staffing changes reflected in the Requested Budget include the following:

- Add 1 FTE to support investigations.
  - 1 Investigator Aide

## Departmental Budget Request

The Requested Budget represents an overall increase of \$191,062 or 2% in expenditures and an increase of \$77,000 or 52% in revenues when compared with the FY 2010/11 Final Budget. As a result, the Net County Cost is increased \$114,062 or 1% when compared with the FY 2010/11 Final Budget.

Significant areas with major changes between the FY 2010/11 Final Budget and the FY 2011/12 Requested Budget are as follows:

## County Administrator's Recommendation

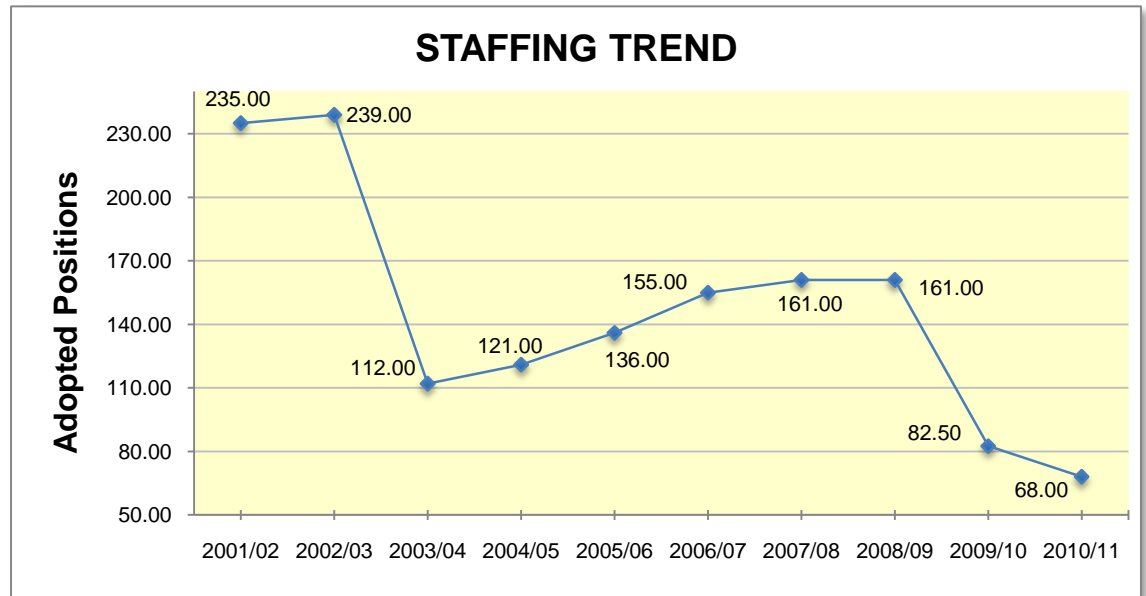
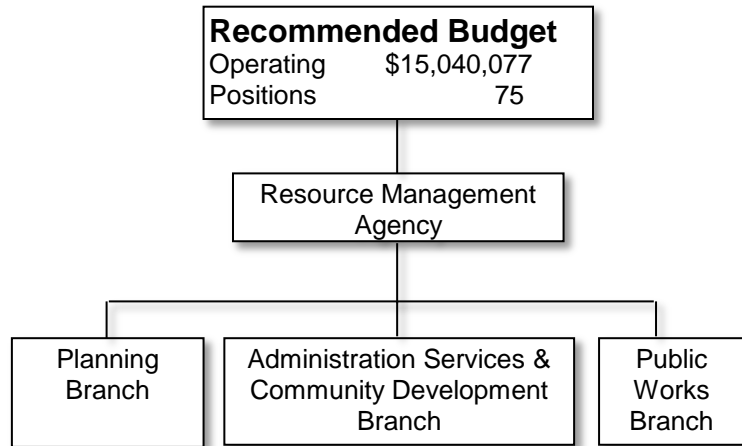
The budget is recommended as submitted.

## Pending Issues and Policy Considerations

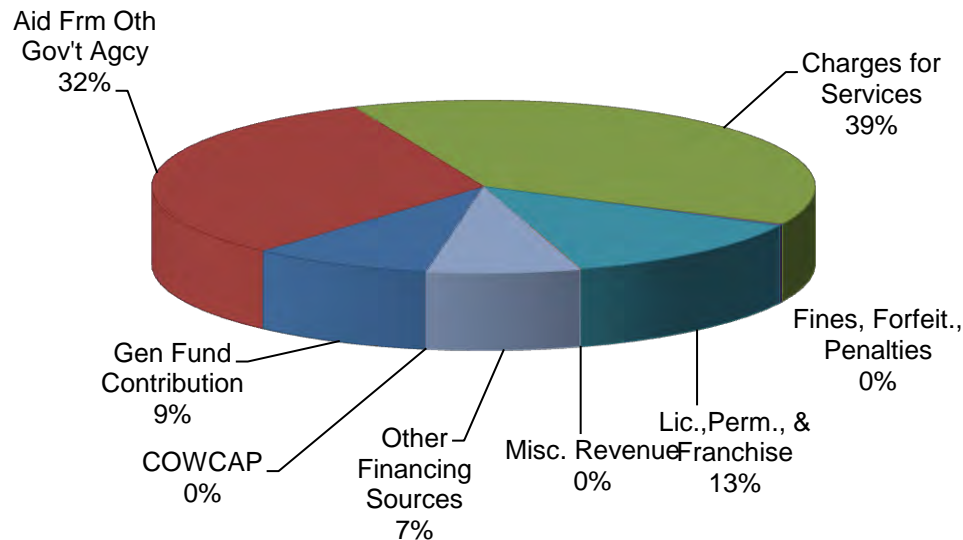
There are no pending issues or policy considerations.

## Department Head Concurrence or Appeal

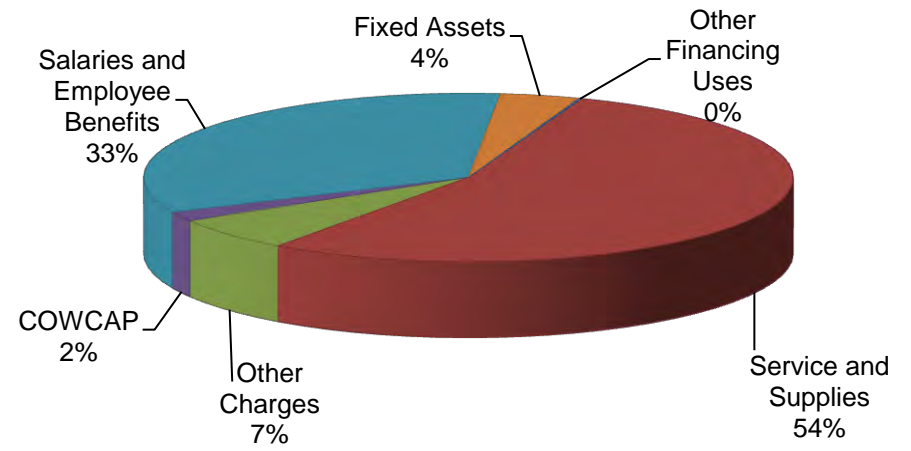
The Department Head concurs with the Recommended Budget.



## SOURCE OF FUNDS



## USE OF FUNDS



FUND:	001						
AGENCY:	230						
MAJOR ACCOUNTS CLASSIFICATIONS	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE	
APPROPRIATIONS:							
Salaries And Employee Benefits	6,515,582	4,577,510	5,018,264	5,018,264	440,754	9.63	%
Service And Supplies	4,103,156	6,665,431	8,162,066	8,162,066	1,496,635	22.45	%
Other Charges	1,506,293	1,045,389	965,284	965,284	(80,105)	(7.66)	%
Fixed Assets	79,931	500,000	600,000	600,000	100,000	20.00	%
Other Financing Uses	117,975	101,739	17,206	17,206	(84,533)	(83.09)	%
Cowcap	<u>617,879</u>	<u>433,410</u>	<u>277,257</u>	<u>277,257</u>	<u>(156,153)</u>	<u>(36.03)</u>	%
TOTAL APPROPRIATIONS	12,940,816	13,323,479	15,040,077	15,040,077	1,716,598	<u>12.88</u>	%
REVENUES:							
Lic., Permits & Franchise	1,559,623	1,810,550	1,915,273	1,915,273	104,723	5.78	%
Fines, Forfeit., Penalties	87,375	66,000	50,158	50,158	(15,842)	(24.00)	%
Rev. from Use of Money & Prop	246,490	0	0	0	0	0.00	%
Intergovernmental Revenue	782,329	3,568,819	4,812,363	4,812,363	1,243,544	34.84	%
Charges For Current Serv.	4,528,548	5,563,154	5,769,637	5,769,637	206,483	3.71	%
Miscellaneous Revenue	85,539	5,620	1,940	1,940	(3,680)	(65.48)	%
Other Financing Sources	400,600	1,245,642	1,120,623	1,120,623	(125,019)	(10.04)	%
Cowcap	<u>12,738</u>	<u>29,520</u>	<u>56,960</u>	<u>56,960</u>	<u>27,440</u>	<u>92.95</u>	%
TOTAL REVENUES	<u>7,703,242</u>	<u>12,289,305</u>	<u>13,726,954</u>	<u>13,726,954</u>	<u>1,437,649</u>	<u>11.70</u>	%
NET COUNTY COST	5,237,574	1,034,174	1,313,123	1,313,123	278,949	26.97	%

**Positions**

**82.50**

**68**

**75**

**75**

**7**

## Departmental Purpose

The Resource Management Agency (RMA) is comprised of three branches: Public Works, Administration and Community Development and Planning. The Agency was reorganized in FY 2009/10 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 Building Division and Permit Center being moved under the Planning Branch of RMA.

## Departmental Core Functions

- Maintain and implement a comprehensive General Plan and zoning ordinance.
- Provide community improvements that benefit County residents.
- Maintain and promote the use of a regional geographic data warehouse for Tulare County.

## Agency Services

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:

- Public Works Branch which include Engineering Services-Surveyor's Office and Cross Valley Canal. Transportation Services – Utility Support.

- Administration and Community Development Branch which includes Fiscal, Human Resources, Clerical and Community Development Grants Program.
- Planning Branch, which includes Building Inspection, Code Compliance, Employee Housing, Abandoned Vehicle Abatement, Permit Center, Countywide Planning, Project Review, General Plan Update, Special Projects, Dairy Monitoring and Geographical Information Systems (GIS).

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.

## Key Goals and Objectives Results in FY 2010/11

### Economic Well-Being

- **Goal 1:** Reorganize the Planning Branch Project Review by combining with the 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 trouble-shoot Permit Center operations and process permits by June 2011. **Results:** A Planner has been assigned to the Permit Center Coordinator duties to manage and troubleshoot operations and serve as a backup to the other assigned Planners.

- ☐ **Objective 2** - Work in conjunction with Information and Communications Technology and other County Departments to upgrade existing permit tracking software to a fully functional GIS based permit tracking system by June 2011. **Results:** Permit software needs were identified and procurement process began in FY 2010/11.
  - ☐ **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. **Results:** Established a Project Review Committee to improve review of development proposals, eliminated duplicate work of the Site Plan Review Committee and Zoning Administrator and simplified staff report writing and review process to streamline processing.
  - **Goal 2:** Improve Dairy Agribusiness Permit Processing.
    - ☐ **Objective 1** - Prepare and adopt an update to the County Animal Confinement Facilities Plan by June 2011. **Results:** Significant steps have been taken in the collection of data and coordination of stakeholders. The environmental document and policy document have been partially drafted. An Animal Facilities Planner was hired to perform Dairy Code Compliance and Dairy Program functions.
- Organizational Performance**
- **Goal 1:** Improve technical knowledge base of 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. **Results:** Weekly training has been provided throughout FY 2010/11.
- **Goal 2:** 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. **Results:** Applied for the grant, however not selected.
    - ☐ **Objective 2** - Simplify systems and clarify ambiguities to reach a more predictable outcome for County staff and others using the ordinance by June 2011. **Results:** Passed ordinances eliminating Site Plan Review Committee and Zoning Administration. Established a Project Review Committee and pre-application process.
    - ☐ **Objective 3** - Develop clear standards to guide development according to policies of the new General Plan by June 2011. **Results:** Delayed until adoption of the General Plan in FY 2011/12.
  - **Goal 3:** 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. **Results:** Five amendments were completed. Three of those five were approved by the Board of Supervisors by June 2011. The remaining two completed amendments will go to the Board in FY 2011/12. The remaining five amendments were not completed due to limited staffing, but are expected to be completed by December 2011.
- Other Accomplishments in FY 2010/11**
- Initiated an update to the Comprehensive Airport Land Use Plan using Caltrans grant funding.

- Completed mining inspections of all County mining operations for compliance with the Surface Mining and Reclamation Act.

## Key Goals and Objectives in FY 2011/12

### Economic Well-Being

- **Goal 1:** Reorganize the Planning Branch Project Review by combining with the Permit Center.
  - ❑ **Objective 1** - Work in conjunction with Information and Communications Technology and other County Departments to upgrade existing permit tracking software to fully functional GIS based permit tracking system by June 2012.
  - ❑ **Objective 2** - Review existing development processing systems and modify to become more efficient by June 2012.
- **Goal 2:** Improve Dairy Agribusiness Permit Processing.
  - ❑ **Objective 1** - Prepare and adopt an update to the County Animal Confinement Facilities Plan by June 2012.

### Organizational Performance

- **Goal 1:** Submit grant applications to initiate a Comprehensive Zoning Ordinance Amendment to implement new General Plan.
  - ❑ **Objective 1** - Obtain grant to fund zoning ordinance amendments by June 2012.
  - ❑ **Objective 2** - Simplify systems and clarify ambiguities to reach a more predictable outcome for County staff and others using the ordinance by June 2012.

- ❑ **Objective 3** - Develop clear standards to guide development according to policies of the new General Plan by June 2012.

- **Goal 2:** Process Interim Zoning Ordinance Amendments to improve efficiencies while waiting for completion of the comprehensive Zoning Ordinance Update.
  - ❑ **Objective 1** - Process eight amendments by June 2012.

## Departmental Budget Request

The Requested Budget represents an overall increase of \$1,716,598 or 13% in expenditures and an increase of \$1,437,649 or 12% in revenues when compared with the FY 2010/11 Final Budget. As a result, the Net County Cost is increased by \$278,949 or 27% when compared with the FY 2010/11 Final Budget.

Significant areas with major changes between the FY 2010/11 Final Budget and the FY 2011/12 Requested Budget are as follows:

- Salaries and Benefits increase by \$440,754 due to the requested addition of staff.
- Services and Supplies increase by \$1,496,635 due to increased professional services related to State Grants Programs.
- Capital Assets increase \$100,000. The FY 2011/12 expenditures of \$600,000 include the following:
  - Permit System \$600,000

- Other Financing Uses decrease \$84,533 due to the elimination of transfers to support other funds.
- Countywide Cost Allocation Plan (COWCAP) charges decrease \$156,153 due to changes in the Plan.

Staffing changes reflected in the Requested Budget include the following:

- Add 3 FTE positions as part of the reorganization of the divisions within the Agency to meet the County needs. The requested additional positions include:
  - 1 Office Assistant III
  - 1 Environmental Planning Coordinator
  - 1 Marijuana Code Compliance Officer
- Add 2 FTE positions as part of the newly created Economic Development Unit. The requested additional positions include:
  - 1 Economic Development Manager
  - 1 Tourism & Film Commissioner
- Reclassify 1 FTE positions due to a reorganization of the Divisions within the Agency and the reassignment of duties. The requested reclassified positions include:
  - 1 Secretary I to Secretary I - Bilingual
- Delete 1 FTE position to be added to Solid Waste Division. The requested deleted position is:
  - 1 Assistant RMA Director – Public Works

- Delete 1 FTE position as part of the reorganization of the Divisions within the Agency to meet County needs. The requested deleted position is:

- 1 Permit Center Coordinator

- Move 1 FTE position from Administration Unit to the Countywide Planning Unit. The requested move position is:

- 1 Assistant RMA Director - Planning

Staffing changes reflected in the Requested Budget that were approved by the Board of Supervisors with an effective date after May 1, 2011 until the publication of the Budget Book include the following:

- Added 2 FTE positions due to a reorganization of the Divisions within the Agency and the reassignment of duties. The added positions include:

- 2 Building/Zoning Inspector III

### County Administrator's Recommendation

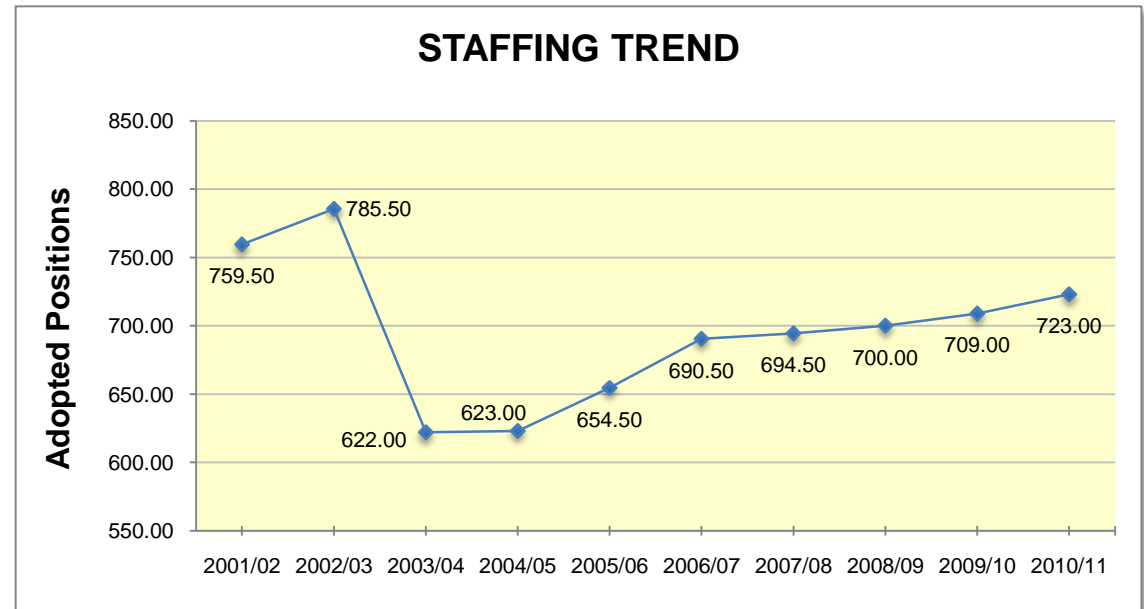
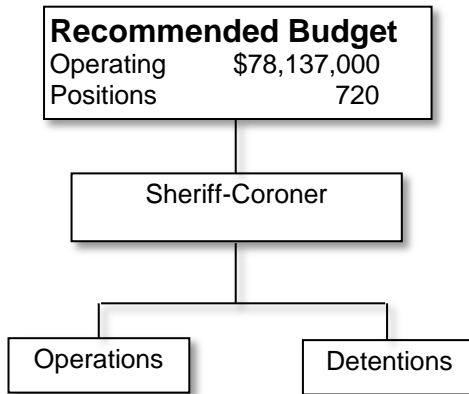
The budget is recommended as submitted.

### Pending Issues and Policy Considerations

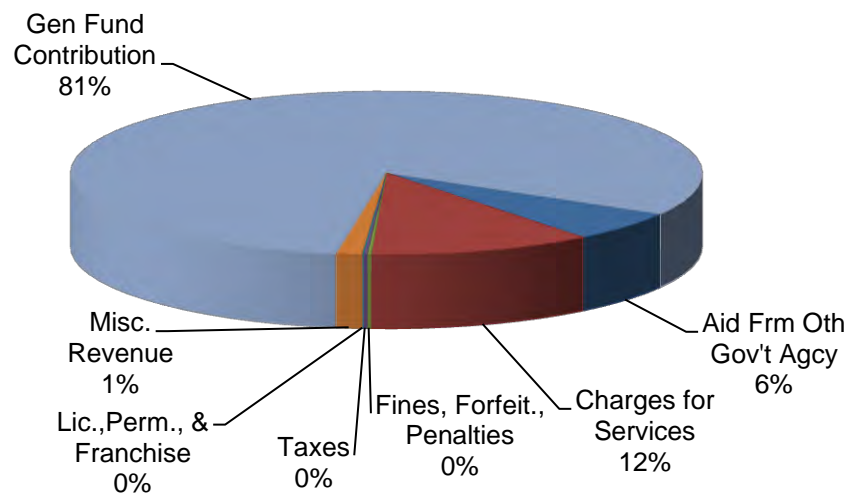
There are no pending issues or policy considerations.

### Department Head Concurrence or Appeal

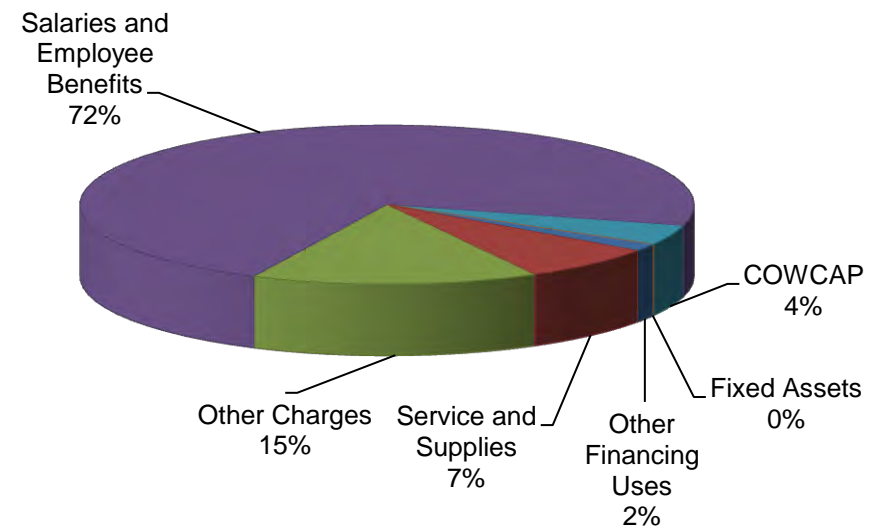
The Department Head concurs with the Recommended Budget.



## SOURCE OF FUNDS



## USE OF FUNDS



FUND:	001						
AGENCY:	240						
MAJOR ACCOUNTS CLASSIFICATIONS	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE	
APPROPRIATIONS:							
Salaries And Employee Benefits	55,878,667	54,695,760	56,375,417	56,375,417	1,679,657	3.07	%
Service And Supplies	5,883,663	6,145,872	5,617,139	5,617,139	(528,733)	(8.60)	%
Other Charges	13,222,387	12,247,548	11,784,693	11,784,693	(462,855)	(3.78)	%
Fixed Assets	505,964	424,500	0	0	(424,500)	(100.00)	%
Other Financing Uses	1,532,988	1,294,504	1,179,395	1,179,395	(115,109)	(8.89)	%
Cowcap	<u>2,808,363</u>	<u>2,642,264</u>	<u>3,180,356</u>	<u>3,180,356</u>	<u>538,092</u>	<u>20.36</u>	%
TOTAL APPROPRIATIONS	79,832,032	77,450,448	78,137,000	78,137,000	686,552	<u>0.89</u>	%
REVENUES:							
Taxes	137,183	150,000	150,000	150,000	0	0.00	%
Lic., Permits & Franchise	50,110	48,200	48,200	48,200	0	0.00	%
Fines, Forfeit., Penalties	137,632	109,635	159,635	159,635	50,000	45.61	%
Intergovernmental Revenue	7,309,102	6,866,902	4,695,034	4,695,034	(2,171,868)	(31.63)	%
Charges For Current Serv.	7,562,958	8,622,954	8,933,927	8,933,927	310,973	3.61	%
Miscellaneous Revenue	1,286,501	1,195,815	1,026,723	1,026,723	(169,092)	(14.14)	%
Other Financing Sources	<u>232,671</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00</u>	%
TOTAL REVENUES	<u>16,716,157</u>	<u>16,993,506</u>	<u>15,013,519</u>	<u>15,013,519</u>	<u>(1,979,987)</u>	<u>(11.65)</u>	%
NET COUNTY COST	63,115,875	60,456,942	63,123,481	63,123,481	2,666,539	4.41	%

**Positions**

**709**

**723**

**720**

**720**

**-3**

## 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 divisions: Operations and Detentions.

## Departmental Core Functions

- Provide patrol, coroner, civil, and investigation services to ensure safety of persons and property of County residents and visitors.
- Provide safe and secure detentions of persons committed to the custody of the Tulare County Sheriff's Department.
- Provide search and rescue services to County residents and visitors.

## Operations Division

### Administrative Services

Administrative Services includes: the Business Office, Background Investigations, Internal Affairs, Honor Guard, Media Relations, Property and Evidence, Reserve Personnel, Training, Communications, and Records.

## Key Functions:

- 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; monitor implementation of operational standards; lead strategic planning; and monitor safety programs.
- Store crime reports, registration documents on gang members, sexual offenders and other offenders legally required to register with law enforcement. Provide access to such documents by law enforcement personnel and the general public – in compliance with privacy and public disclosure laws.
- Provide 911 call services 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: Automation (Information Technology); Service of Legal Documents on Civil Matters;

Grants; 911 Coordination; Aviation Unit; Cal-ID; and Crime Analysis.

### **Key Functions:**

- Coordinate the implementation, maintenance, and financing of automated law enforcement systems, such as the Jail Management System, a comprehensive database on inmates.
- 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.
- Provide court security at courthouses throughout County and serve court-related documents to County residents.
- Provide service of eviction notices, wage garnishment, restraining orders, and other documents pertaining to civil matters.

### **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.

### **Key Functions:**

- 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 of community-based policing.
- 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 Crime, Coroner's Unit, Crime Lab, Juvenile Crime, White-collar Crime, Gang Suppression, Narcotics, Agricultural Crime, Domestic Violence, Hostage Negotiations, Property Crimes, and Sheriff's Tactical Enforcement Unit.

### Key Functions:

- 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.
- Provide coroner's investigations of deaths in County and determine the circumstances, manner and cause of death where the death is the evident result of homicide, suicide, accidental or undetermined causes.

## Detentions Division

### Administration

Administration includes: Compliance, Transportation Unit, Inmate Programs Unit, Jail Services Unit, Farm Expansion Program, Jail Industries, Court Security and Family Support Services.

### Key Functions:

- 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 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.

### Facilities

Facilities include: Adult Pre-Trial, Bob Wiley Detention Facility, Men's Correctional Facility, Main Jail, Day Reporting Center and Sheriff's Work Alternative Program.

### Key Functions:

- 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.
- Provide alternatives to incarceration for eligible offenders. These include voluntary work assignments and/or

participation in court-mandated treatment programs, such as anger management and drug abuse prevention.

- Provide transportation of inmates to court and other destinations.

## Key Goals and Objectives Results in FY 2010/11

### Safety and Security

- **Goal 1:** 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. **Results:** Decreased gang crime by 16%. Implemented gang injunction in Cutler-Orosi (prohibiting gang members to associate with each other in public, resulting in substantial crime drop in community). Conducted specialized patrols of high-crime areas in response to enhanced analysis of high-crime areas through “heat maps.” Identified and targeted top gang members in Sheriff’s jurisdiction.
- **Goal 2:** Decrease number of bad checks cashed by local businesses. **Results:** This goal had to be re-evaluated due to shrinking staffing resources and the need to maintain sufficient resources to fully investigate such crimes as assaults and narcotics trafficking. However, the goal will remain a long-term objective of the Department and will be addressed in the future as resources permit.
- **Goal 3:** 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 jails. **Results:** Unable to identify funding source for new equipment. However, the Department saved the County thousands of dollars by renovating a used Sheriff’s van for SSERT response vehicle. Researching funding sources for additional equipment.
- **Objective 2** - Outfit team with new equipment by June 2011. **Results:** Converted used Sheriff’s van into response vehicle to transport SSERT team to sites of jail emergencies, or to assist other first-responder agencies with major incidents around the County. Expired munitions will be utilized for SSERT training. Identified training solutions for SSERT by using Kern County certified SSERT Instructors.

### Organizational Performance

- **Goal 1:** Promote inmate welfare and lower Sheriff’s administration costs through implementation of EZ Card and Kiosk System at County jails.
  - **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. **Results:** County Counsel is reviewing the lengthy, complex contract with vendor to provide these services.
  - **Objective 2** - By June 2011, decide on whether to implement EZ’s Video Court function for computer-to-computer conferences between inmates and attorneys. **Results:** Have decided not to purchase the EZ Court

Function product. Instead, have decided to purchase a similar product from an alternative supplier, such as Cisco. Researching funding sources. Also exploring cost-sharing arrangement with other County agencies.

- **Goal 2:** 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. **Results:** Began installation in early Fall 2010.
  - **Objective 2** - Complete Airlink installation by November 2010. **Results:** Completed late Fall 2010. This has allowed the patrol cars to become virtual mobile offices for deputies, complete with access to critical criminal databases, such as motor vehicle records or outstanding warrants.
- **Goal 3:** Establish forum for community input on public safety issues:
  - **Objective 1** - Select communities by July 2010, for town hall meetings during 2010-11. **Results:** Expanded this objective by incorporating into public outreach program of our community-based officers with schools, businesses, civic clubs, town councils, and other community groups.
  - **Objective 2** - Conduct quarterly town hall meetings between July 15, 2010, and June 2011. **Results:** Attended 325 meetings with school, business, civic, town councils and other groups in rural communities throughout Tulare County since July 2010. Received input on community safety matters from thousands of community officials and residents at these meetings. CBO officers compiled this input from the communities.

- **Goal 4:** Improve inter-agency communication to enhance Countywide apprehension of people with outstanding arrest warrants and recovery of stolen vehicles.
  - **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. **Results:** Due to limited manpower and other available resources, the Sheriff's Department was unable to accomplish this objective.
  - **Objective 2** - Expand the Sheriff's bulletin system to include postings by city police departments by November 2010. **Results:** Expanded list of local police agencies participating in bulletin system.
- **Goal 5:** 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 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. **Results:** Secured \$150,000 in State Homeland Security Program funds for this purpose. In addition, will also apply \$1 million in Public Safety Interoperable Communications (PSIC) Program (awarded to the Central Planning Area) for the project.
  - **Objective 2** - Complete planning for construction phase of project by June 2011. **Results:** Completed.
  - **Objective 3** - Construct and have system operational by December 2011. **Results:** On schedule.

## Other Accomplishments for FY 2010/11

- Continued to provide comprehensive detention, patrol, criminal investigations, and other public safety services in the County despite the fact the Sheriff's Department had an average of 64 positions frozen during in the past year due to budget cuts. The average number of frozen positions had grown to 74 positions by the end of FY 2010/11.
- Due to extensive natural gas leaks, relocated several key operations at Sequoia Field complex in September 2010. These included staff and inmates from Men's Correction Facility (MCF), property and violent crime detectives, and personnel and training staff. While gas lines were repaired, inmates in the Sheriff's Department's Building Trades Program renovated MCF by fixing water leaks, repainting the interior, and putting on a new roof. The Sheriff's Department saved the County tens of thousands of dollars on the project by using inmate labor, and the inmates learned construction skills to prepare them for post-incarceration jobs. Other Sheriff's divisions relocated due to the gas leaks are now permanently housed in space in other County facilities.
- Ordered a "light sport aircraft" to provide aerial surveillance in support of the Sheriff's Department's patrol and investigation divisions, and to assist search-and-rescue operations. The aircraft, purchased with State Homeland Security Funds, is much less expensive to operate in terms of fuel consumption and maintenance expenses than conventional law enforcement aircraft.
- Developed password-protected Web site for sharing of gang-related information by law enforcement agencies throughout southern San Joaquin Valley.
- Secured new \$550,000 Marijuana Suppression Grant from the California Emergency Management Agency to provide investigation and prosecution of marijuana cultivators and traffickers in Tulare and Fresno counties. The Sheriff's Department is the lead agency.
- Secured a new \$80,000 grant from the California Department of Boating and Waterways for a new patrol boat for the Sheriff's Department. The boat is under construction. When delivered, the boat will be used to patrol the Kings River.
- Trained 10 new reserve deputies to support regular patrol staff at no cost to the department.
- Initiated TipNow crime-reporting hot line. Tulare County residents and visitors can use the service to anonymously notify the department of a crime or offer evidence by telephone, text message or e-mail. The crime reporting service just started this spring, but already has received approximately 100 tips. Contact information: 559-725-4194 (voice or text); [tcsso@tipnow.com](mailto:tcsso@tipnow.com) (e-mail).
- Fully staffed and opened a new infirmary for inmates of Tulare County jails at the Adult Pre-Trial Facility. The facility contains new equipment and is designed to provide more efficient health-care for inmates than the previous infirmary at the Bob Wiley Detention Facility.
- Prepared 35,000 sandbags to shore up County levees, residences and other facilities in the wake of wide-spread flooding from storms this past winter. The Sheriff's Department used inmate labor under deputy supervision to prepare the sandbags.

## Key Goals and Objectives FY 2011/12

### Safety and Security

- **Goal 1:** Reduce gang-related crime.
  - ❑ **Objective 1** - Obtain a gang injunction for the community of Earlimart by October 2011.
- **Goal 2:** Improve campus safety at rural schools.
  - ❑ **Objective 1** - Contact all rural school districts in Tulare County by June 2012 to assist them with updating their emergency operations plan, which details how a school will respond to school crime incidents and other situations where student safety is involved.
- **Goal 3:** Enhance operation of Gang Intelligence Unit in Jails.
  - ❑ **Objective 1** - Train Sheriff Department's Gang Intelligence Unit by June 2012, in state-of-the-art methods to collect, store, and disseminate critical information obtained from inmates on street gang operations outside the jails.
  - ❑ **Objective 2** - Update Department policy and procedures by June 2012, on gang investigations to include correctional deputies.

### Organizational Performance

- **Goal 1:** Implement EZ Kiosk in jail system.
  - ❑ **Objective 1** - Finalize contract by January 2012 with EZ Kiosk provider to implement system in jails.
  - ❑ **Objective 2** - Install EZ Kiosk system and ATM's in lobbies of County jails and Sheriff's administrative center by June 2012.

- **Goal 2:** Implement video conferencing in jail system.
  - ❑ **Objective 1** - Identify financing by January 2012, to provide video conferencing between inmates in County jails and representatives of the Probation Department and Public Defender's Office.
  - ❑ **Objective 2** - Finalize contract to provide equipment and software for video conferencing in jail system by June 2012.
- **Goal 3:** Integrate new light sport aircraft into Sheriff's Department operations.
  - ❑ **Objective 1** - Receive delivery, inspect, perform necessary maintenance, and prepare aircraft for service to Department by November 2011.
  - ❑ **Objective 2** - Fully integrate the aircraft into support of Department patrol, investigation, and search-and-rescue operations by December 2011.

### Departmental Budget Request

The Department's Requested Budget represents an overall increase of \$686,552 or 1% in expenditures and a decrease of \$1,979,987 or 12% in revenues when compared with the FY 2010/11 Final Budget. As a result, the Net County Cost is increased \$2,666,539 or 4% when compared with the FY 2010/11 Final Budget.

Significant areas with major changes between the FY 2010/11 Final Budget and the FY 2011/12 Requested Budget are as follows:

- Salaries and Benefits increase \$1,679,657 primarily due to the increase in retirement contributions.

- Service and Supplies decrease \$528,733 mainly for food costs and special departmental expenses due to streamlining operations and reduced communications expenses.
- Other Charges decrease \$462,855 due to a decrease in insurance and data processing charges.
- Capital Assets decrease \$424,500 due primarily to no capital purchases in FY 2011/12.
- Other Financing Uses decrease \$115,109 due to a reduction in vehicle debt service.
- COWCAP (Countywide Cost Allocation Plan) charges increase \$538,092 due to changes in the Plan.
- Revenue projections decrease overall primarily due to the elimination of a state inmate program and reduced state funding for local public safety and protection programs.

Staffing changes reflected in the Requested Budget include the following:

- Add 4 FTE positions for marijuana investigations and suppression. Requested additional positions include:
  - 4 Sheriff's Deputy II
- Delete 5 FTE positions due to the loss of grant funding. The requested deleted positions include:
  - 3 Sheriff's Deputy II
  - 2 Investigator Aides

- Reclass 1 FTE position to reflect position duties and responsibilities.
  - 1 Administrative Services Officer III to Fiscal Manager.

### County Administrator's Recommendation

The budget is recommended as submitted.

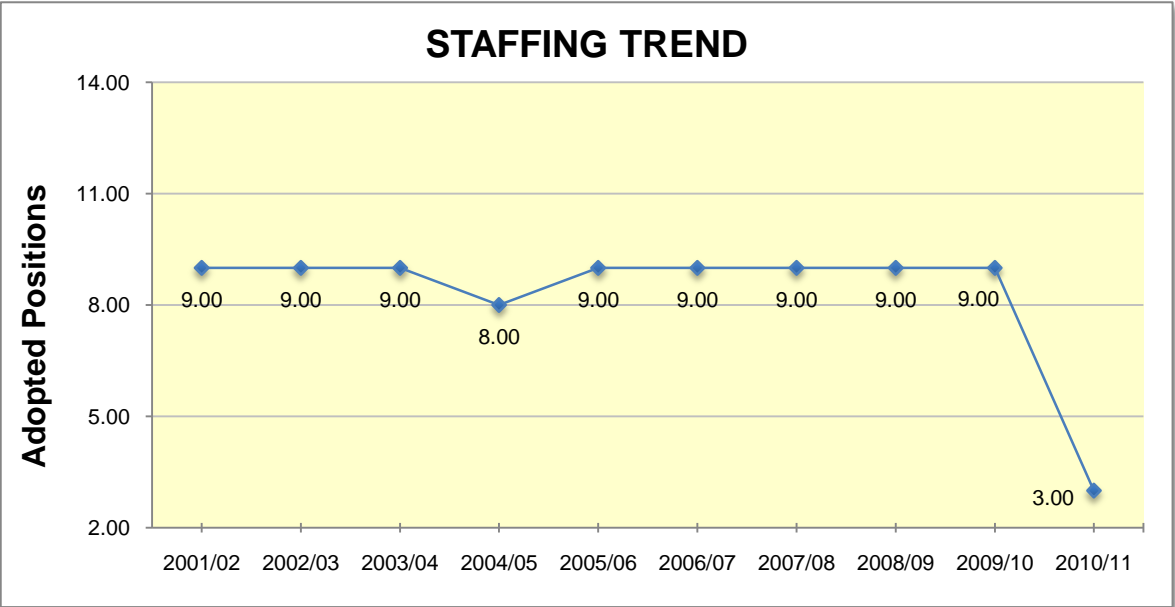
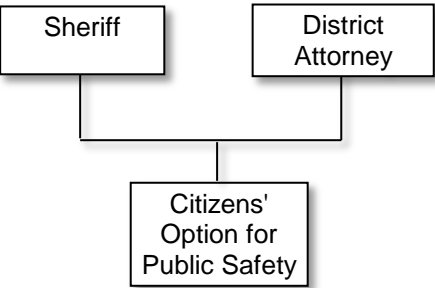
### Pending Issues and Policy Considerations

There are no pending issues or policy considerations.

### Department Head Concurrence or Appeal

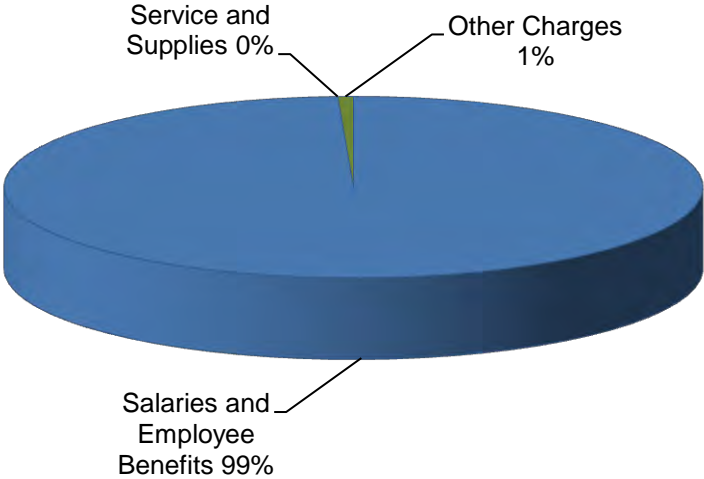
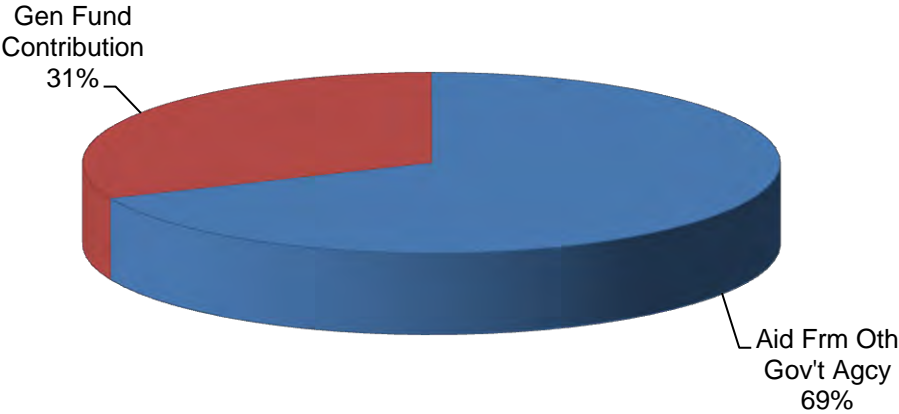
The Department Head concurs with the Recommended Budget.

Recommended Budget	
Operating	\$568,812
Positions	6



SOURCE OF FUNDS

USE OF FUNDS



FUND:	001					
AGENCY:	260					
MAJOR ACCOUNTS CLASSIFICATIONS	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Salaries And Employee Benefits	820,949	552,696	564,722	564,722	12,026	2.18 %
Service And Supplies	400	400	0	0	(400)	(100.00) %
Other Charges	<u>8,260</u>	<u>5,458</u>	<u>4,090</u>	<u>4,090</u>	<u>(1,368)</u>	<u>(25.06)</u> %
TOTAL APPROPRIATIONS	829,609	558,554	568,812	568,812	10,258	<u>1.84</u> %
REVENUES:						
Intergovernmental Revenue	284,244	377,383	390,076	390,076	12,693	3.36 %
TOTAL REVENUES	<u>284,244</u>	<u>377,383</u>	<u>390,076</u>	<u>390,076</u>	<u>12,693</u>	<u>3.36</u> %
NET COUNTY COST	545,365	181,171	178,736	178,736	(2,435)	(1.34) %

Positions

9

3

6

6

3

## 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 County Sheriff for Front-Line and Jail Operations and by the County District Attorney for criminal prosecutions.

## Departmental Core Functions

### Front-Line Operations Support

- Sheriff's field personnel are utilized in various patrol assignments throughout the County. The FY 2010/11 funding paid for two patrol deputies.

### Jail Operations

- Sheriff's detention supervisory personnel are assigned to the detention facilities to provide staff supervision. The FY 2010/11 funding paid for one jail sergeant.

### District Attorney

- District Attorney personnel are used for prosecution of criminal offenders.

## Key Goals and Objectives Results FY 2010/11

### Safety and Security

- **Goal 1:** 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.

**Results:** The FY 2010/11 funding paid for three positions: One jail sergeant, a key position in assisting the Department by providing day-to-day supervision of correctional deputies. Two deputies were assigned to the Patrol Division, enhancing the Department's community policing resources.

### Organizational Performance

- **Goal 1:** Strive to maximize the Department's use of the COPS funds to minimize use of the County's General Fund revenues in patrol and detention divisions. **Results:** Complied with the COPS Oversight Committee's priorities for expenditures.
- **Goal 2:** Work with local governmental organizations to ensure Tulare County continues to receive annual funding. **Results:** Part of a multi-department, multi-agency effort to successfully obtain renewed funding for COPS funding. The funding was originally awarded in 2000, and is subject to annual allocations by the California Legislature.

## Key Goals and Objectives FY 2011/12

### Safety and Security

- **Goal 1:** 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

- **Goal 1:** Work with local governmental organizations to ensure Tulare County continues to receive annual funding.

## Departmental Budget Request

The Requested Budget represents an overall increase of \$10,258 or 2% in expenditures and an increase of \$12,693 or 3% in revenues when compared with the FY 2010/11 Final Budget. As a result, the Net County Cost decreased \$2,435 or 1% when compared with the FY 2010/11 Final Budget.

## County Administrator's Recommendation

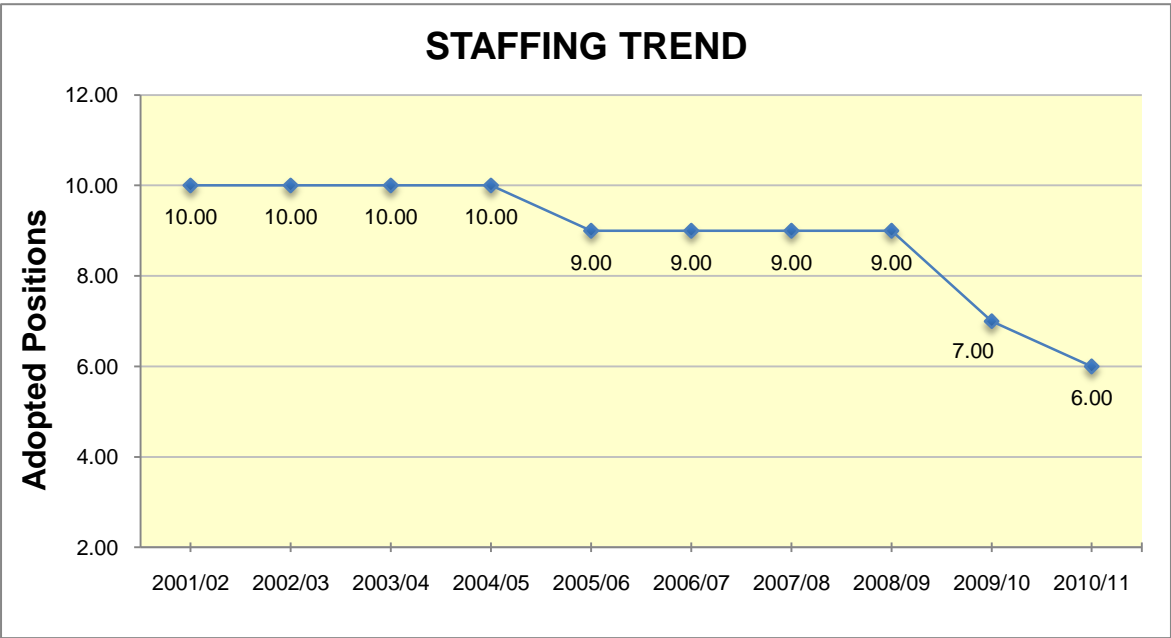
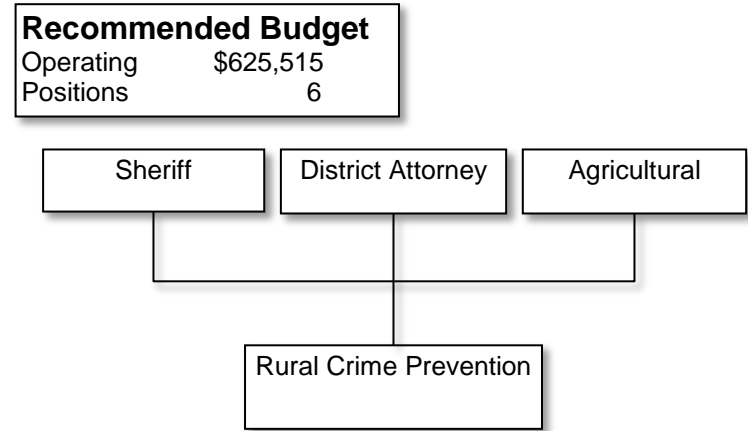
The budget is recommended as submitted.

## Pending Issues and Policy Considerations

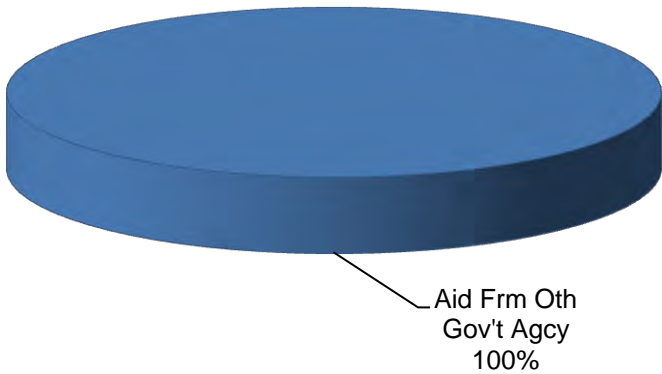
There are no pending issues of policy considerations.

## Department Head Concurrence or Appeal

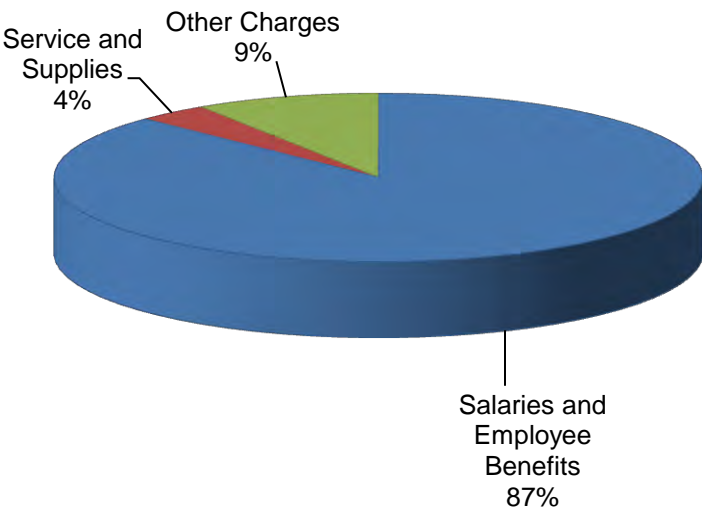
The Department Head concurs with the Recommended Budget.



**SOURCE OF FUNDS**



**USE OF FUNDS**



FUND: 001						
AGENCY: 265						
MAJOR ACCOUNTS CLASSIFICATIONS	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Salaries And Employee Benefits	544,422	523,207	545,665	545,665	22,458	4.29 %
Service And Supplies	24,532	38,588	22,329	22,329	(16,259)	(42.13) %
Other Charges	<u>21,608</u>	<u>35,988</u>	<u>57,521</u>	<u>57,521</u>	<u>21,533</u>	<u>59.83</u> %
TOTAL APPROPRIATIONS	590,562	597,783	625,515	625,515	27,732	<u>4.64</u> %
REVENUES:						
Intergovernmental Revenue	<u>594,293</u>	<u>597,783</u>	<u>625,515</u>	<u>625,515</u>	<u>27,732</u>	<u>4.64</u> %
TOTAL REVENUES	<u>594,293</u>	<u>597,783</u>	<u>625,515</u>	<u>625,515</u>	<u>27,732</u>	<u>4.64</u> %
NET COUNTY COST	(3,731)	0	0	0	0	0.00 %

Positions

7

6

6

6

0

## 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 No. 2 in the nation in 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.

## Department Core Functions

The Tulare County District Attorney's Office provides investigative and prosecutorial resources to the Rural Crime Prevention Program in order to aggressively and collectively target offenders who prey on Tulare County's agricultural community and the Central Valley's rural communities as well.

## Key Goals and Objectives Results FY 2010/11

The following statistics are based on calendar year 2010

### Safety and Security

- **Goal 1:** Successfully prosecute agricultural crime cases.  
**Results:** Investigated 309 cases with 65 arrests and referred over 52 cases for prosecution with 266 filed. Recovered property totaling \$719,723 with \$119,384 in restitution ordered paid to the victims.

- **Goal 2:** Identify new trends in agricultural crime, such as the wire, metal and fuel thefts specialized task forces to address them. **Results:** Identified a trend in disabling the electrical panels to pumps, tying the copper wire to a vehicle (as opposed to pulling by hand) and then driving off. Investigators are developing strategies to combat this crime and have posted successful preventative measures on the Action Data Base website. Combating fuel theft through a bait mobile fuel trailer has proven successful, as has debriefing defendants on their techniques and strategies for stealing and selling fuel.
- **Goal 3:** Network with the Central Valley Rural Crime Task Force Counties to address agricultural crime throughout the Central Valley. **Results:** Attendance has increased exponentially over the last year, from seven attendees to 32 at the last meeting.

## Other Accomplishments in FY 2011/12

- In the last quarter, ordered \$20,000 in restitution.

## Key Goals and Objectives FY 2011/12

- **Goal 1:** Successfully prosecute agricultural crime cases and maintain our high conviction rate.
- **Goal 2:** Actively seek restitution for victims of agricultural crime.
- **Goal 3:** Network with the Central Valley Rural Crime Task Force Counties to address agricultural crime throughout the

Central Valley and seek to have attendance for the task force meetings from every law enforcement agency in the task force jurisdiction.

Department Head Concurrence or Appeal

The Department Head concurs with the Recommended Budget.

## Departmental Budget Requests

The Department's Requested Budget represents an overall increase of \$27,732 or 5% in expenditures and an increase of \$27,732 or 5% in revenues when compared with the FY 2010/11. As a result, Net County Cost remains the same when compared with the FY 2010/11 Final Budget.

Significant areas with major changes between the FY 2010/11 Final Budget and the FY 2011/12 Requested Budget are as follows:

- Service and Supplies decrease \$16,259 due to a reduction in contracted services.
- Other Charges increase \$21,533 primarily due to an increase in motor pool charges.

## County Administrator's Recommendation

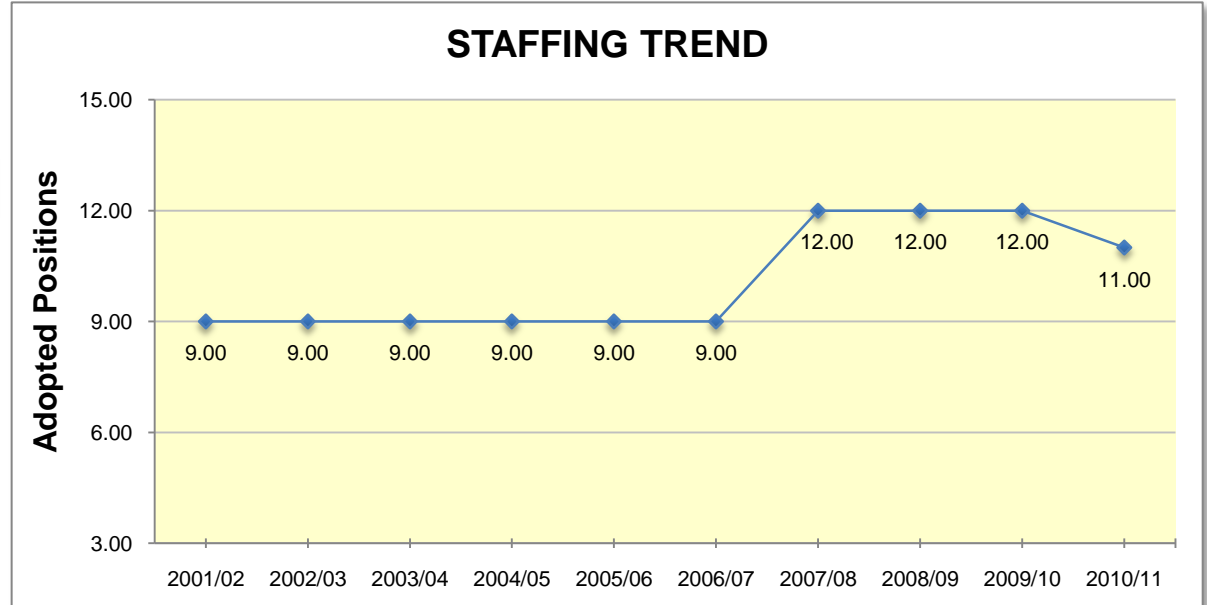
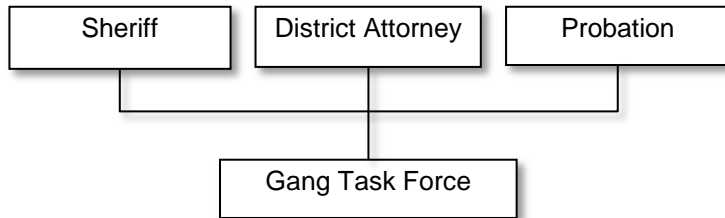
The budget is recommended as submitted.

## Pending Issues and Policy Considerations

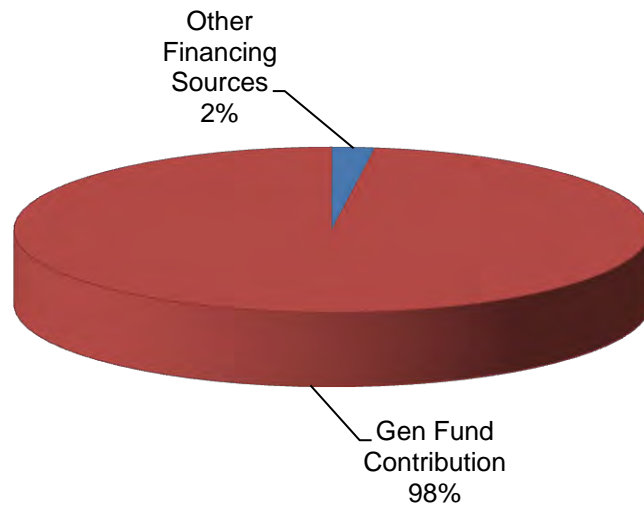
There are no pending issues or policy considerations.

**Recommended Budget**

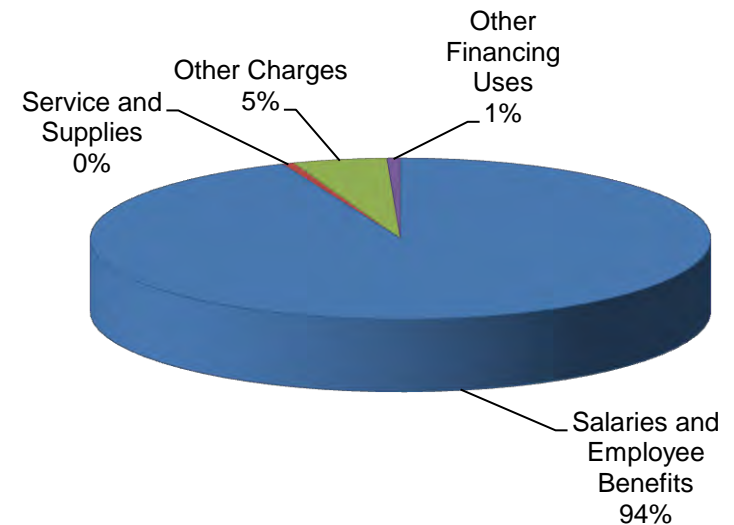
Operating      \$1,031,644  
Positions        11



**SOURCE OF FUNDS**



**USE OF FUNDS**



FUND: 001						
AGENCY: 270						
MAJOR ACCOUNTS CLASSIFICATIONS	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Salaries And Employee Benefits	1,047,687	947,331	967,476	967,476	20,145	2.13 %
Service And Supplies	14,561	8,720	6,519	6,519	(2,201)	(25.24) %
Other Charges	28,910	66,906	50,449	50,449	(16,457)	(24.60) %
Other Financing Uses	<u>7,287</u>	<u>7,200</u>	<u>7,200</u>	<u>7,200</u>	<u>0</u>	<u>0.00</u> %
TOTAL APPROPRIATIONS	1,098,445	1,030,157	1,031,644	1,031,644	1,487	<u>0.14</u> %
REVENUES:						
Intergovernmental Revenue	24,761	0	0	0	0	0.00 %
Miscellaneous Revenue	1,762	0	0	0	0	0.00 %
Other Financing Sources	<u>0</u>	<u>9,917</u>	<u>22,423</u>	<u>22,423</u>	<u>12,506</u>	<u>126.11</u> %
TOTAL REVENUES	<u>26,523</u>	<u>9,917</u>	<u>22,423</u>	<u>22,423</u>	<u>12,506</u>	<u>126.11</u> %
NET COUNTY COST	1,071,922	1,020,240	1,009,221	1,009,221	(11,019)	(1.08) %

Positions

12

11

11

11

0

## Departmental Purpose

The District Attorney's Office is the lead Department in 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 5,313 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 residents.

## Department Core Functions

- The Tulare County District Attorney's Office is committed to utilizing collaborative resources in order to effectively suppress, investigate, and prosecute gang-related crimes.

## Key Goals and Objective Results FY 2010/11

### Safety and Security

- **Goal 1:** Coordinate the efforts of law enforcement to reduce gang violence and to eliminate graffiti from our communities.  
**Results:** Prosecuted 240 adult gang cases and 57 juvenile gang cases. Sent 24 special staff details to different locations in the County, including rapid response details at the request of local law enforcement agencies. Made 86 felony arrests and 118 misdemeanor arrests. Conducted 144 probation searches, 105 parole searches and 397 gang Field Interviews. Seized 11 weapons and numerous illegal narcotic substances.
- **Goal 2:** Explore additional communities for gang injunctions and similar community oriented gang suppression strategies.  
**Results:** Evaluated results from existing gang injunctions, which have been in place for three years. Worked with Gang Task Force personnel to explore expanding gang injunctions to other targeted communities. Prosecuted 10 cases associated with gang injunctions in the County.

## Key Goals and Objectives FY 2011/12

### **Safety and Security**

- **Goal 1:** Coordinate the efforts of law enforcement to reduce gang violence and to eliminate graffiti from our communities.
- **Goal 2:** Explore additional communities for gang injunctions and similar community oriented gang suppression strategies.

## Departmental Budget Requests

The Requested Budget represents an overall increase of \$1,487, or less than 1%, in expenditures and an increase of \$12,506 or 126% in revenues when compared with the FY 2010/11 Final Budget. As a result, the Net County Cost decreased \$11,019 or 1% when compared with the FY 2010/11 Final Budget.

Significant areas with major changes between the FY 2010/11 Final Budget and the FY 2011/12 Requested Budget are as follows:

- Service and Supplies decrease \$2,201 primarily due to reductions in communications, office and special departmental expenses.
- Other Charges decrease \$16,457 mainly due to motor pool savings and reduced District Attorney charges.
- Revenue projections increase overall due to an operating transfer in from Probation to partially cover personnel expenses.

## County Administrator's Recommendation

The budget is recommended as submitted.

## Pending Issues and Policy Considerations

There are no pending issues or policy considerations.

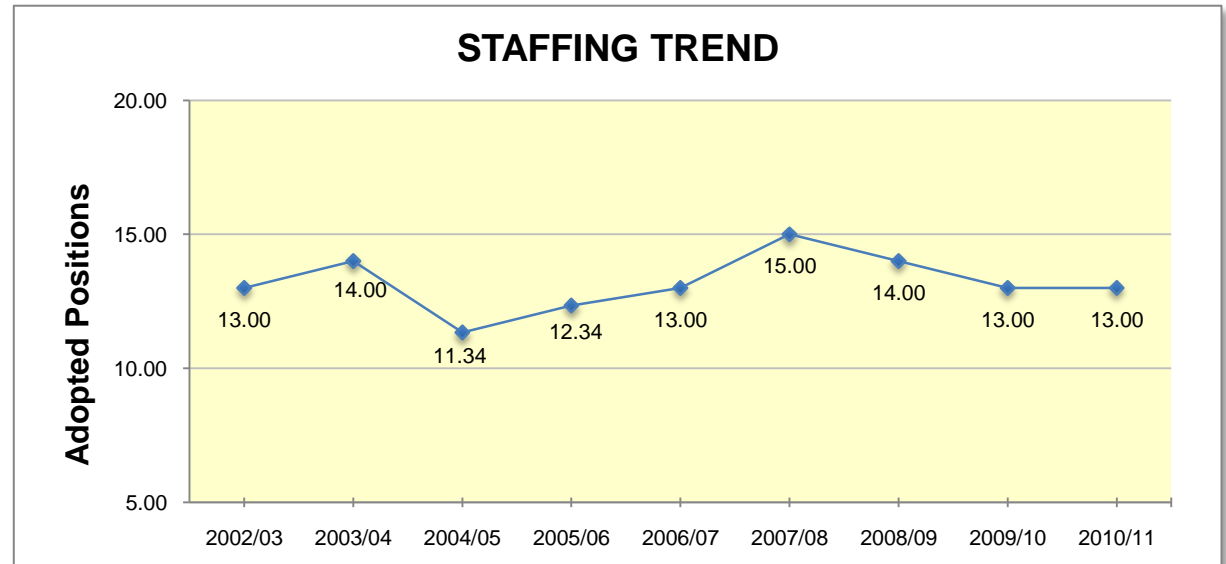
## Department Head Concurrence or Appeal

The Department Head concurs with the Recommended Budget.

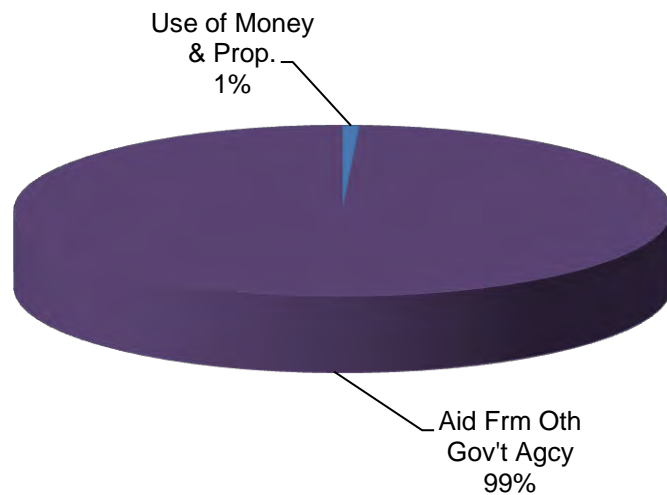
Recommended Budget	
Operating	\$1,093,764
Positions	11

Probation

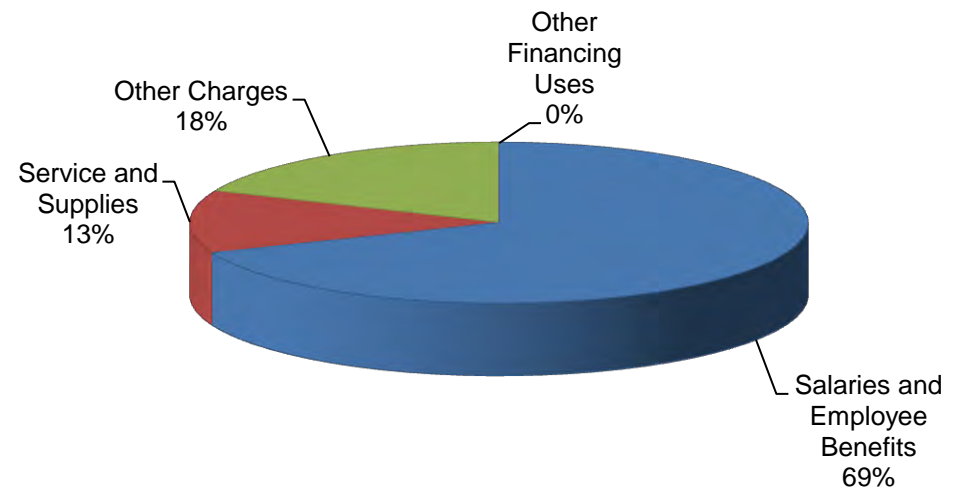
Juvenile Justice  
Crime Prevention



## SOURCE OF FUNDS



## USE OF FUNDS



FUND: 001 AGENCY: 280						
MAJOR ACCOUNTS CLASSIFICATIONS	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Salaries And Employee Benefits	774,103	828,424	753,442	753,442	(74,982)	(9.05) %
Service And Supplies	218,878	142,694	137,684	137,684	(5,010)	(3.51) %
Other Charges	96,760	125,105	202,638	202,638	77,533	61.97 %
Other Financing Uses	<u>4,196</u>	<u>4,600</u>	<u>0</u>	<u>0</u>	<u>(4,600)</u>	<u>(100.00)</u> %
TOTAL APPROPRIATIONS	1,093,937	1,100,823	1,093,764	1,093,764	(7,059)	<u>(0.64)</u> %
REVENUES:						
Rev. from Use of Money & Prop	9,000	10,047	9,001	9,001	(1,046)	(10.41) %
Intergovernmental Revenue	1,084,763	1,090,776	1,084,763	1,084,763	(6,013)	(0.55) %
Miscellaneous Revenue	<u>173</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00</u> %
TOTAL REVENUES	<u>1,093,936</u>	<u>1,100,823</u>	<u>1,093,764</u>	<u>1,093,764</u>	<u>(7,059)</u>	<u>(0.64)</u> %
NET COUNTY COST	1	0	0	0	0	0.00 %
Positions	13	13	11	11	-2	

## 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 and community volunteers.

## Departmental Core Functions

- Provide services designed to prevent juvenile delinquency, through the provision of direct and indirect services throughout the community in cooperation with other agencies.

## Neighborhood Accountability Board (NAB) Program

The NAB Program targets first time juvenile offenders. The emphasis of the Program is 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 Juvenile Justice Crime Prevention Act 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.

## Key Goals and Objectives Results FY 2010/11

During FY 2010/11, the funding for this program was cut which resulted in staff reduction and elimination of some services. In effect, accomplishments for FY 2010/11 are below target.

## Safety and Security

- **Goal 1:** 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. **Results:** Provided services to 222 youth placed on a NAB contract by the Juvenile Probation Officers.
  - ❑ **Objective 2** – Increase the NAB youth success rate by 5% (87%). **Results:** Achieved a no arrest or referral success rate of 78% of NAB participants at 6 month follow up.
  - ❑ **Objective 3** – Increase the Aftercare and Re-entry graduation rate by 5% from 27% to 32%. **Results:**

Achieved an Aftercare graduation rate of approximately 15%.

- **Objective 4** – Institute the GREAT program and provide services for up to 2,300 children in 4<sup>th</sup> through 7<sup>th</sup> grades at selected school sites throughout the County. **Results:** Instituted the GREAT program and provided services for 2,878 children in 4<sup>th</sup> through 7<sup>th</sup> grades at selected school sites located throughout the County.
- **Objective 5** – Provide GREAT Summer Camp for 100 children. **Results:** Provided GREAT Summer Camp for 100 children.

## Key Goals and Objectives FY 2011/12

### Safety and Security

- **Goal 1:** 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 youth success rate by 2% (80%).
  - **Objective 2** - Increase the Aftercare and Re-entry graduation rate by 2% from 15% to 17%.
  - **Objective 3** - Continue to provide GREAT Program services for at least up to 2,300 children in 4<sup>th</sup> through 7<sup>th</sup> grades at selected school sites located throughout the County.
  - **Objective 4** - Continue to provide GREAT Summer Camp to 100 children.

## Departmental Budget Request

The Requested Budget represents an overall decrease of \$7,059 or 1% in both expenditures and revenues when compared with the FY 2010/11 Final Budget. As a result the Net County Cost remains at \$0 when compared with the FY 2010/11 Final Budget.

Significant areas with major changes between the FY 2010/11 Final Budget and the FY 2011/12 Requested Budget are as follows:

- Other Charges increase \$77,533 due to the cost of a Supervising Probation Officer.

Staffing changes reflected in the Requested Budget include the following:

- Delete 2 FTE positions due to a reduction in State funding. The requested deleted positions are:
  - 2 Social Services Worker 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

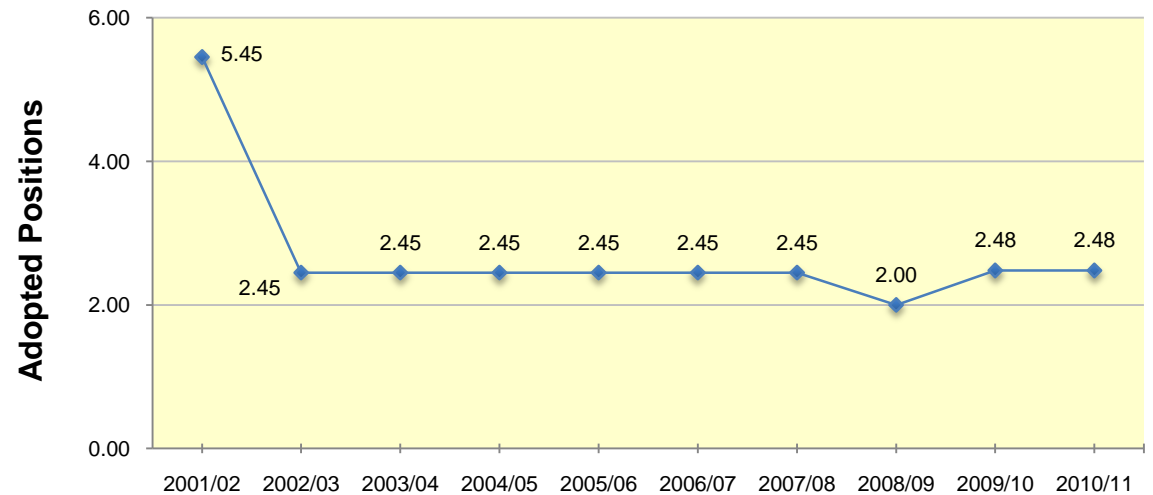
The Department Head concurs with the Recommended Budget.

Recommended Budget	
Operating	\$7,977,270
Positions	2.48

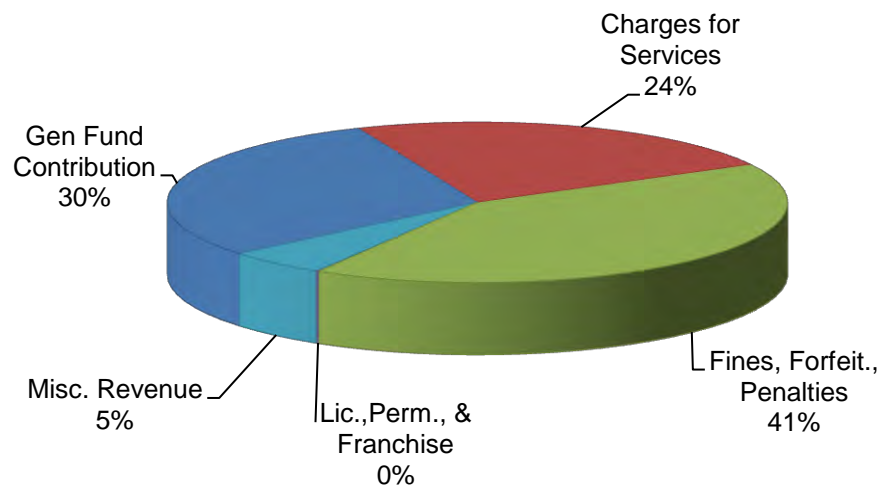
County Administration

Miscellaneous

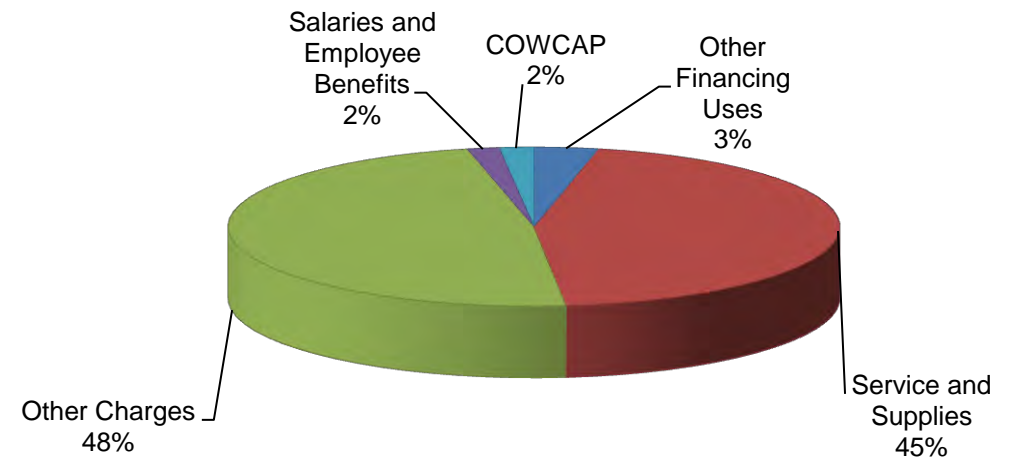
### STAFFING TREND



### SOURCE OF FUNDS



### USE OF FUNDS



FUND: 001						
AGENCY: 810						
MAJOR ACCOUNTS CLASSIFICATIONS	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Salaries And Employee Benefits	140,356	137,323	132,707	132,707	(4,616)	(3.36) %
Service And Supplies	3,256,668	3,604,500	3,583,047	3,583,047	(21,453)	(0.60) %
Other Charges	4,131,798	3,793,569	3,842,804	3,842,804	49,235	1.30 %
Other Financing Uses	279,855	264,397	273,085	273,085	8,688	3.29 %
Cowcap	<u>79,829</u>	<u>165,379</u>	<u>145,627</u>	<u>145,627</u>	<u>(19,752)</u>	<u>(11.94)</u> %
TOTAL APPROPRIATIONS	7,888,506	7,965,168	7,977,270	7,977,270	12,102	<u>0.15</u> %
REVENUES:						
Lic.,Permits & Franchise	9,494	9,500	9,500	9,500	0	0.00 %
Fines,Forfeit.,Penalties	3,480,821	3,104,037	3,300,957	3,300,957	196,920	6.34 %
Charges For Current Serv	2,055,986	1,864,000	1,868,300	1,868,300	4,300	0.23 %
Miscellaneous Revenue	<u>562,498</u>	<u>488,383</u>	<u>416,985</u>	<u>416,985</u>	<u>(71,398)</u>	<u>(14.62)</u> %
TOTAL REVENUES	<u>6,108,799</u>	<u>5,465,920</u>	<u>5,595,742</u>	<u>5,595,742</u>	<u>129,822</u>	<u>2.38</u> %
NET COUNTY COST	1,779,707	2,499,248	2,381,528	2,381,528	(117,720)	(4.71) %

Positions	2.48	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.

Administer the budgets of the Law Library, Grand Jury, Conflict Public Defender and Tulare County portion of the Tulare County Superior Courts' revenue and occupancy expenditures.

## Departmental Budget Request

The Requested Budget represents an overall increase of \$12,102 or less than 1% in expenditures and an increase of \$129,822 or 2% in revenues, when compared with the FY 2010/11 Final Budget. As a result, the Net County Cost is decreased \$117,720 or 5% when compared with the FY 2010/11 Final Budget.

Significant areas with major changes between the FY 2010/11 Final Budget and the FY 2011/12 Requested Budget are as follows:

- Countywide Cost Allocation Plan (COWCAP) charges decrease \$19,752 due to changes in the Plan.

## County Administrator's Recommendation

The budget is recommended as submitted.

## Pending Issues and Policy Considerations

There are no pending issues or policy considerations.

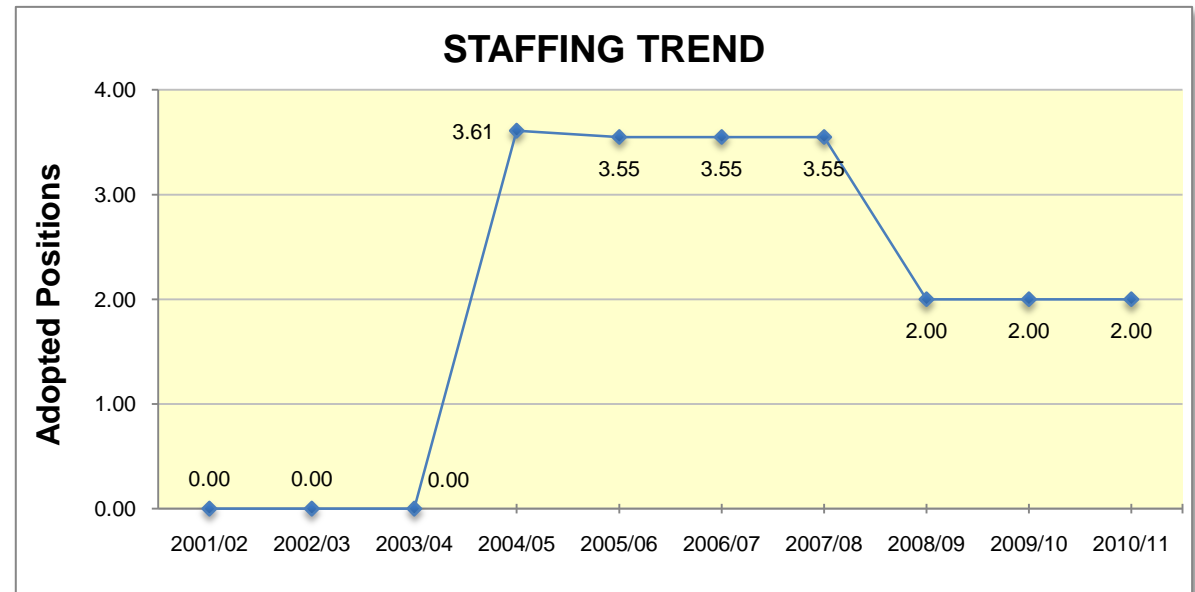
## Department Head Concurrence or Appeal

The Department Head concurs with the Recommended Budget.

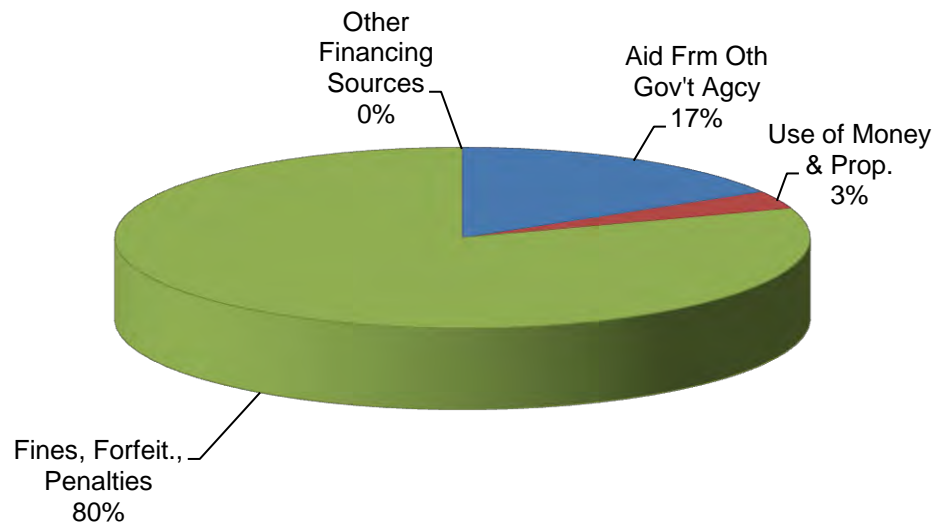
**Recommended Budget**  
Operating 1,165,485  
Positions 6

Health and Human  
Services Agency

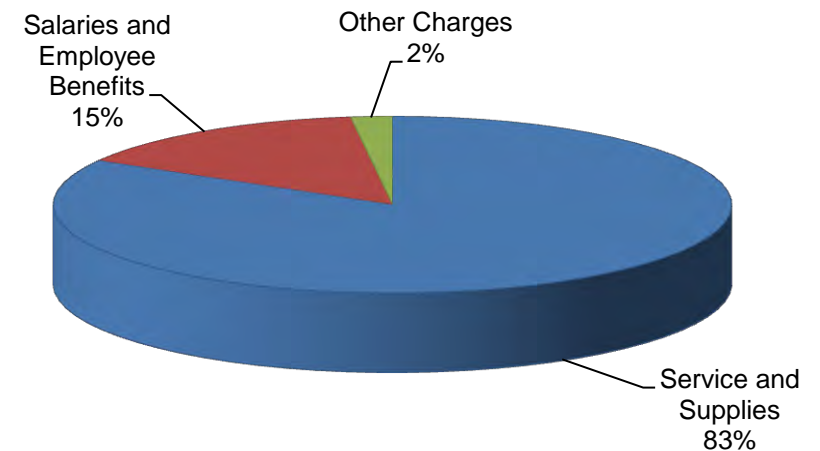
Indigent Health Care



## SOURCE OF FUNDS



## USE OF FUNDS



FUND: 004						
AGENCY: 142						
MAJOR ACCOUNTS CLASSIFICATIONS	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Salaries And Employee Benefits	215,909	102,803	171,753	171,753	68,950	67.07 %
Service And Supplies	980,432	995,057	970,695	970,695	(24,362)	(2.45) %
Other Charges	<u>58,461</u>	<u>25,256</u>	<u>23,037</u>	<u>23,037</u>	<u>(2,219)</u>	<u>(8.79)</u> %
TOTAL APPROPRIATIONS	1,254,802	1,123,116	1,165,485	1,165,485	42,369	<u>3.77</u> %
REVENUES:						
Fines,Forfeit.,Penalties	996,472	936,018	936,018	936,018	0	0.00 %
Rev. from Use of Money & Prop	31,052	37,098	37,098	37,098	0	0.00 %
Intergovernmental Revenue	173,111	150,000	192,369	192,369	42,369	28.25 %
Miscellaneous Revenue	23,545	0	0	0	0	0.00 %
TOTAL REVENUES	1,224,180	1,123,116	1,165,485	1,165,485	42,369	<u>3.77</u> %
NET COUNTY COST	30,622	0	0	0	0	0.00 %

**Positions**

**2**

**2**

**6**

**6**

**4**

## 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 and the Tobacco Tax and Health Improvement Act of 1988 (Proposition 99).

## Departmental Core Functions

- Reduce health problems associated with tobacco use.
- Provide reimbursement for uncompensated emergency services provided to the indigent population by hospitals, surgeons, physicians, and other emergency service providers.

## Key Goals and Objectives Results FY 2010/11

### Organizational Performance

- **Goal:** 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. **Results:** Enhanced efficiency of TCMS Program, processing 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.
  - **Objective 2** – Develop, plan, and implement one provider training session to educate Tulare County providers, contract providers, and all other providers of the local Medical Society on the availability of Maddy funds in alignment with mandated legislation. **Results:** Developed, planned, and implemented one provider training session for Tulare County providers, contract providers, and all other providers of the local medical society, on the availability of Maddy funds.

## Other Accomplishments in FY 2010/11

- Minimized harmful environmental conditions by posting all required Tobacco Control signage in all government buildings as required by law.

- Established and maintained a list of local multi-unit housing for Tulare County, including number of units and contact information for owners or managers.

## Key Goals and Objectives FY 2011/12

### Organizational Performance

- **Goal 1:** Increase value by enhancing efficiency with limited resources within the Maddy Program.
  - ❑ **Objective 1** – Evaluate Maddy Program process & procedures; develop, plan, and implement necessary program changes to increase program efficiency, prior to June 2012.
  - ❑ **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 alignment with mandated legislation, prior to June 2012.

## Departmental Budget Request

The Requested Budget represents an overall increase of \$42,369 or 3.7% in both expenditures and revenues when compared with the FY 2010/11 Final Budget.

The factors contributing to the major changes between the FY 2010/11 Final Budget and the FY 2011/12 Requested Budget are as follows:

- Revenue projections increase due mostly to the increase in the Tobacco Fund for program activities.

## County Administrator's Recommendation

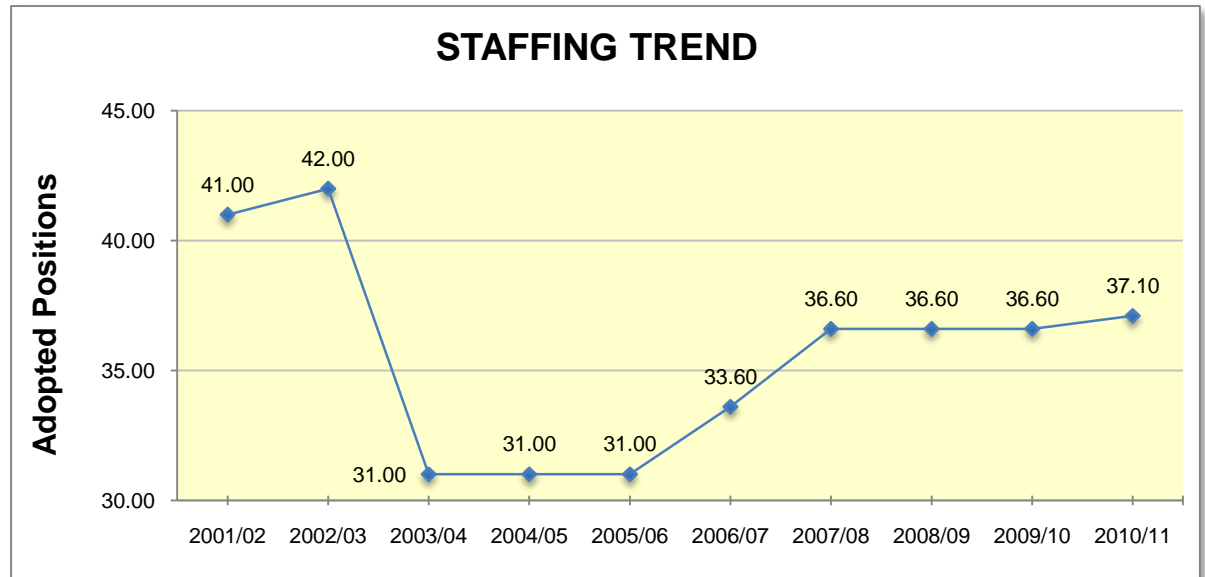
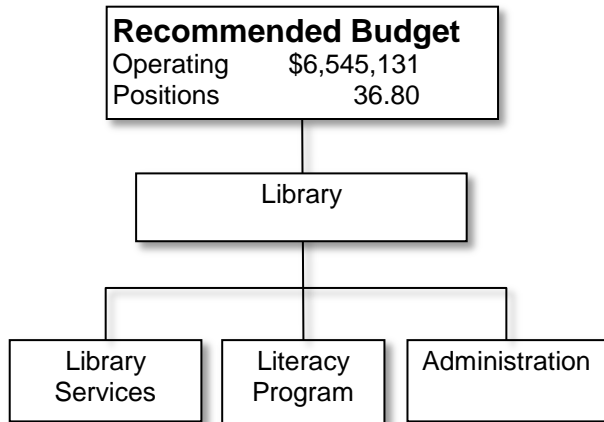
This budget is recommended as submitted.

## Pending Issues and Policy Considerations

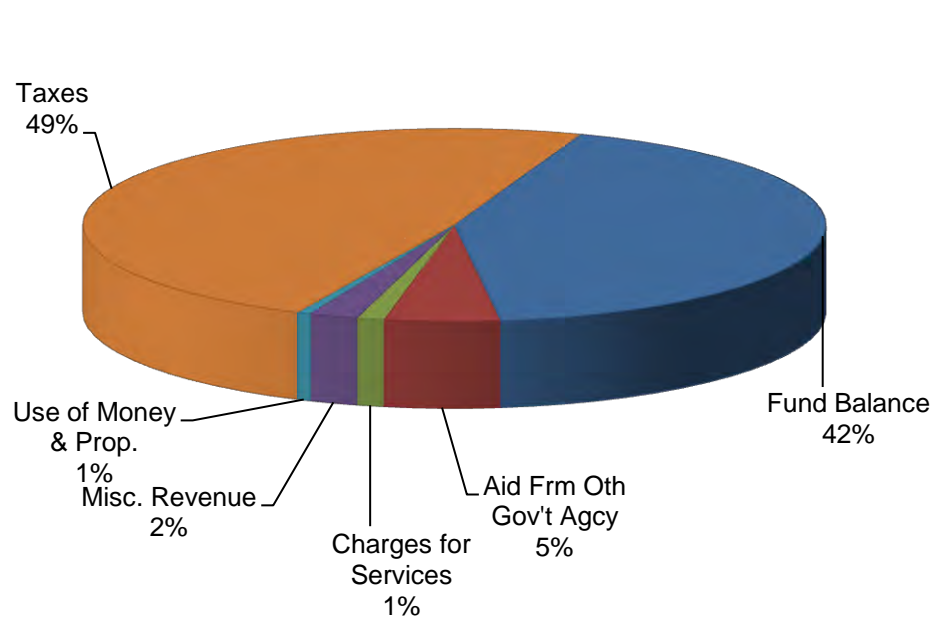
There are no pending issues or policy considerations.

## Department Head Concurrence or Appeal

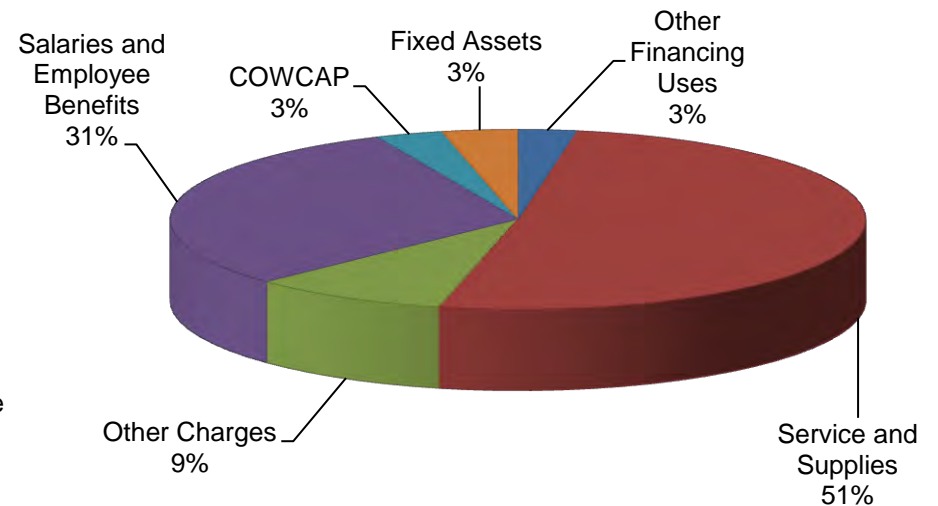
The Department Head concurs with the Recommended Budget.



## SOURCE OF FUNDS



## USE OF FUNDS



FUND: 010						
AGENCY: 145						
MAJOR ACCOUNTS CLASSIFICATIONS	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Salaries And Employee Benefits	1,836,476	1,920,026	1,999,476	1,999,476	79,450	4.14 %
Service And Supplies	1,098,542	3,180,171	3,333,703	3,268,703	88,532	2.78 %
Other Charges	669,118	628,947	600,450	600,450	(28,497)	(4.53) %
Fixed Assets	29,457	230,000	230,000	295,000	65,000	28.26 %
Other Financing Uses	149,381	35,981	177,334	177,334	141,353	392.85 %
Cowcap	<u>128,688</u>	<u>347,942</u>	<u>204,168</u>	<u>204,168</u>	<u>(143,774)</u>	<u>(41.32)</u> %
TOTAL APPROPRIATIONS	3,911,662	6,343,067	6,545,131	6,545,131	202,064	<u>3.19</u> %
REVENUES:						
Taxes	3,285,864	3,182,592	3,182,593	3,182,593	1	0.00 %
Rev. from Use of Money & Prop	62,207	40,000	40,000	40,000	0	0.00 %
Intergovernmental Revenue	211,302	435,557	328,000	328,000	(107,557)	(24.69) %
Charges For Current Serv	128,470	83,226	79,000	79,000	(4,226)	(5.08) %
Miscellaneous Revenue	<u>25,108</u>	<u>131,408</u>	<u>136,908</u>	<u>136,908</u>	<u>5,500</u>	<u>4.19</u> %
TOTAL REVENUES	<u>3,712,951</u>	<u>3,872,783</u>	<u>3,766,501</u>	<u>3,766,501</u>	<u>(106,282)</u>	<u>(2.74)</u> %
NET COUNTY COST	198,711	2,470,284	2,778,630	2,778,630	308,346	12.48 %

**Positions**

**36.60**

**37.10**

**36.80**

**36.80**

**-0.30**

## 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.

## Departmental Core Functions

- Providing reading materials to the residents of Tulare County.
- Finding information and reference material as requested.
- Literacy Services to assist residents of Tulare County to be proficient in reading and life skills.

## Library Services

- The 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, Goshen, and 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

- The Health and Human Services Agency (HHSA) has a Literacy Advocate, who acts as a cheerleader, and documents the progress of HHSA literacy referrals made through the five HHSA District Offices. The Literacy Advocate also wears the hat of counselor, referral officer and liaison with the customers. The program serves customers in Tulare, Dinuba, Visalia, Strathmore, Porterville and other communities in Tulare County and will continue for FY 2011/12.

- Early Learning for Families (ELF) has generated strong interest and attendance. The program serves 83 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 116 children age five and under and their parents. ELF will continue in FY 2011/12, using one-time funding provided by First Five 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 Library.
- Develops support for the Library through community groups including the Visalia/Tulare County Library Foundation, Library friends groups and other organizations.

#### Key Goals and Objectives Results FY 2010/11

##### Economic Well-Being

- **Goal 1:** 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. **Results:** The Literacy Center established eight English Speaking Circles by December 2010.
  - **Objective 2** - Recruit volunteers to lead circles and purchase materials to support tutors and learners by January 2011. **Results:** These programs were run by

tutors with financial support from the literacy center and were well attended. However, the State budget reduced funding for our literacy center and the program had to be discontinued in Spring 2011.

- **Goal 2:** 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. **Results:** Spanish language moving collection was established.
  - **Objective 2** - Begin moving collection in regular rotation by October 2010. **Results:** The Spanish moving collection began October 2010. Overall, the collection demonstrated increased demand and resulted in a system-wide circulation increase of 9%. Some collections from the Visalia Branch were moved to other branches to expand the Spanish language usage throughout the system.

##### Quality of Life

- **Goal 1:** Expand the Library's homebound services to two new venues.
  - **Objective 1** - Survey organizations to determine interest and add two venues by September 2010. **Results:** We successfully expanded the Library's homebound services to two new venues.
  - **Objective 2** - Recruit and train three to five new volunteers for venues by October 2010. **Results:** Homebound Program was successfully expanded to two new venues. Five new volunteers were recruited and trained for the service. There was an increase in usage, service, and the quality of the program.

- **Goal 2:** Expand movie night/board game programs to other branches.
  - ❑ **Objective 1** - Test program at Exeter Library by advertising movie/game night and taking a poll of which movies to show by September 2010. **Results:** The Library established a movie night/game night in Exeter.
  - ❑ **Objective 2** - Expand program to other branches where space is available by January 2011. **Results:** The Library established a teen movie/game night in Exeter, Dinuba, Lindsay, and Visalia. These programs have been hugely successful with high participation and engagement.
- **Goal 3:** 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 Juvenile and Young Adults by October 2010. **Results:** Some Juvenile and Young Adult book discussions were begun in the branches, but only Exeter and Lindsay were able to establish a regular program.
  - ❑ **Objective 2** - Make kits available to general public January 2011. **Results:** Kits were made available to the general public.

### Organizational Performance

- **Goal 1:** 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, purchase software by August 2010. **Results:** Technical challenges resulted in this goal being placed on hold until FY 2011/12.

- ❑ **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. **Results:** Technical challenges resulted in this goal being placed on hold until FY 2011/12.
- ❑ **Objective 3** - Create and print expectations and a training schedule to share with the staff by April 2011. **Results:** Technical challenges resulted in this goal being placed on hold until FY 2011/12.
- ❑ **Objective 4** - Communicate reason for training with staff and then do training on the use of the software by June 2011. **Results:** Technical challenges resulted in this goal being placed on hold until FY 2011/12.
- **Goal 2:** 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. **Results:** Purchased Counting Opinions software, installed, and trained staff.
  - ❑ **Objective 2** - Work with the vendor to create/launch first survey by November 2010. **Results:** Due to technical difficulties the survey launch has been delayed.
  - ❑ **Objective 3** - Ascertain effectiveness of survey and process by December 2010. **Results:** Due to technical difficulties the survey launch was delayed, therefore, the effectiveness could not be determined.
  - ❑ **Objective 4** - Plan surveys for the balance of the Fiscal Year by January 2011. **Results:** Future surveys are planned.
- **Goal 3:** Expand History Room collection access while properly preserving the collection.
  - ❑ **Objective 1** - Consolidate the historical maps by January 2011. **Results:** Consolidated the historical maps.

- **Objective 2** - Index Allensworth Collection and make available on website by March 2011. **Results:** Indexed Allensworth Collection and made available on website.
- **Objective 3** - Properly store Steward Papers by November 2010. **Results:** Properly stored Steward Papers.
- **Objective 4** - Write one grant to hire consultant to develop plan to preserve and digitize entire history collection by June 2011. **Results:** Wrote a State grant for microfilm preservation and was awarded a pilot project with the State Library. Also partnered with the SJVLS to digitize entire collection and place online. Phase 1 of this project has been completed.

#### Other Accomplishments in FY 2010/11

- The Library was awarded a \$60,000 grant to place two more book machines with job assistance, resume writing and other books inside the Workforce Investment Board One Stops to aid job seekers.
- Signed up over 3,200 children for the Summer Reading Program for youth. 26 programs in all with over 7,500 children participating.
- Participated in the In-and-Out Cover to Cover program. In-and-Out Restaurants provided 263 children with incentives to read.
- Increased circulation 6% since last year, with the highest increase coming from the Young Adult/Teen collection at an over 12% increase. A rotating Young Adult collection, a set of books that will rotate through the smaller branches where there is little room for expansion, has been very successful leading to increased usage and

participation in Young Adult Programs in Library branches.

- Computer usage increased 4% and part of our plans for FY 2011/12 is to increase the number and variety of classes in Visalia and in four other Library branches. Established book machine services in the town of Cutler.
- The Library also successfully completed its renovation projects for Ivanhoe and Earlimart.
- Provided a presentation to the California Library Association on our successful grant seeking for the installation of our Cutler Book Machine and funding for our Ivanhoe and Earlimart Library renovations.

#### Key Goals and Objectives FY 2011/12

- **Goal 1:** Develop and promote programs for teens.
  - **Objective 1** - Develop a plan for teens to become involved in the Library in their own way (physical or virtually).
  - **Objective 2** - Implement online review program for teens, including: books, games, music and movies. Forum website will be established by September 2011.
  - **Objective 3** - Develop a "Read Down Your Fines" program for Teen Read Week October 2011.
  - **Objective 4** - Create a regular teen group to provide input on Library programs, collections, and services to teens by January 2012.
  - **Objective 5** - Establish class visits to local high school and middle schools by January 2012.
  - **Objective 6** - Implement Summer Reading program by June 2012.

- ☐ **Objective 7** - Attempt to replicate programs system-wide in next Fiscal Year.
- **Goal 2:** Increase number of computer classes to twice a week and add new classes in three branches.
  - ☐ **Objective 1** - Evaluate current class workload, variety and attendance by September 2011.
  - ☐ **Objective 2** - Determine new class topics and number of classes by December 2011.
  - ☐ **Objective 3** - Begin instruction in Visalia by January 2012.
  - ☐ **Objective 4** - Investigate which branches to begin instruction and replicate classes by March 2012.
- **Goal 3:** Increase Library promotional presence and community outreach.
  - ☐ **Objective 1** - Identify key venues to advertise in print, online and other spaces by September 2011.
  - ☐ **Objective 2** - Deploy social networking to include in advertisements by December 2011.
  - ☐ **Objective 3** - Establish two additional regular Library columns in local newspapers by December 2011.
  - ☐ **Objective 4** - Have increased press coverage for quarterly events by January 2012.
  - ☐ **Objective 5** - Increase the number of press releases to at least once a month to raise awareness of Library offerings by January 2012.
- **Goal 4:** Digitize, preserve, and host historic audio-visual materials in the History Room.
  - ☐ **Objective 1** - Digitize, describe and upload six reels of slides of images gathered for a Strathmore History project, circa 1985 by January 2012.
- ☐ **Objective 2** - Digitize, describe and upload approximately 100 photographic negatives in the History Room's photo files by March 2012.
- ☐ **Objective 3** - Digitize, describe and upload 14 audio cassettes to mp3 files -- Tache Yokut interviews, 1979 College of the Sequoias' class project by June 2012.
- ☐ **Objective 4** - Digitize, describe and upload all VHS video tapes in History Room to digital versions by June 2012.
- **Goal 5:** Investigate "chat reference" using Meebo and seek partnerships in implementation with other area libraries. This will enable customers to communicate with reference staff during normal business hours through the Library's web site.
  - ☐ **Objective 1** - Install Meebo technology on web site and staff computers by January 2012.
  - ☐ **Objective 2** - Determine how to schedule librarians to monitor incoming questions by March 2012.
  - ☐ **Objective 3** - Coordinate partnerships with other libraries by April 2012.
  - ☐ **Objective 4** - Develop procedures for providing this service by May 2012.
- **Goal 6:** 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, purchase software by August 2011.
  - ☐ **Objective 2** - Work with supervisors to create a monthly on-line training schedule, complete with

follow up questions that is broken into 24 segments by December 2011.

- **Objective 3** - Create and print expectations and a training schedule to share with the staff by April 2012.

## Departmental Budget Request

The Department's Requested Budget represents an overall increase of \$202,063 or 3% in expenditures and a decrease of \$106,283 or 3% in revenue when compared with the FY 2010/11 Final Budget. The \$2,778,630 difference between expenditures and revenues represents the use of Reserves.

Significant areas with major changes between the FY 2010/11 Final Budget and the FY 2011/12 Requested Budget are as follows:

- Services and Supplies increase \$153,531 primarily due to furnishing purchases.
- Other Financial Uses increase \$141,353 due to the completion of capital projects.
- Capital Assets are unchanged. The FY 2011/12 expenditures of \$230,000 include the following:
  - Earlimart Library Improvement Project \$115,000
  - Ivanhoe Library Improvement Project \$115,000
- Countywide Cost Allocation Plan (COWCAP) charges decrease \$143,774 due to changes in the Plan.

Staffing changes reflected in the Requested Budget include the following:

- Delete 2.1 FTE
  - 1 Office Assistant III
  - 0.5 Office Assistant I
  - 0.6 Library Assistant II

Staffing changes reflected in the Requested Budget that were approved by the Board of Supervisors with an effective date of May 1, 2011 until the publication of the Budget book include the following:

- Add 2 FTE
  - 1 Librarian II
  - 1 Librarian III

## County Administrator's Recommendations

This budget is recommended as submitted, except an increase of \$65,000 in fixed assets is recommended for the purchase of two book lending machines for East Porterville and District 2.

## 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.



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

**011-015  
Fish and Game**

FUND:	011						
AGENCY:	015						
MAJOR ACCOUNTS CLASSIFICATIONS	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE	
APPROPRIATIONS:							
Other Charges	<u>10,560</u>	<u>22,513</u>	<u>22,764</u>	<u>16,804</u>	<u>(5,709)</u>	<u>(25.36)</u>	%
TOTAL APPROPRIATIONS	10,560	22,513	22,764	16,804	(5,709)	<u>(25.36)</u>	%
REVENUES:							
Fines, Forfeit., Penalties	11,216	0	0	0	0	0.00	%
TOTAL REVENUES	<u>11,216</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00</u>	%
NET COUNTY COST	(656)	22,513	22,764	16,804	(5,709)	(25.36)	%

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

011-015  
Fish and Game

### 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.

### Departmental Core Functions

- Ensure that Fish and Game Commission members are kept informed of the Auditor's reports of fish and game fines and penalties revenue and present the Fish and Game Commission's recommendations of awarding funding for conservation, propagation, and preservation projects to the Board of Supervisors.

### Key Goals and Objectives Results FY 2010/11

#### Quality of Life

- **Goal 1:** 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 Fish and Game Commission meetings, provide assistance as needed and submit funding recommendations to the Board of Supervisors in a timely manner. **Results:** The Fish and

Game Commission's recommendations for awards were approved by the Board of Supervisors on May 24, 2011.

- **Objective 2** – Organize no less than one Tulare County Fish and Game Commission meeting to be held before May 2011. **Results:** The annual Tulare County Fish and Game Commission public meeting was organized and held in Exeter on April 20, 2011.

### Organizational Performance

- **Goal 1:** 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.
  - **Objectives 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. **Results:** An updated contact list was created in electronic form in August 2010. An email "group" was also created. This facilitated getting information to interested parties quickly and addressed some past instances when certain parties had missed the opportunity to request funding from the Commission at the correct time.

### Other Accomplishments in FY 2010/11

- Conservation, propagation, and preservation projects supported for FY 2011/12 include providing feed and
- supplies for rearing pheasants which are randomly released during hunting season related to a Junior Pheasant Hunt, the

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

**011-015  
Fish and Game**

Youth Hunter Education program, and includes 50 pheasants for a Wheelchair Hunt near Porterville (\$2,500); 100 male pheasants for a Family Pheasant Hunt in the Alpaugh area (\$1,475); building materials for cages and mews for adolescent and convalescing birds of prey – Squaw Valley (\$2,800); 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).

**Department Head Concurrence or Appeal**

The Department Head concurs with the Recommended Budget.

**Key Goals and Objectives FY 2011/12**

- **Goal 1:** Continue to award funding for worthy local projects for the protection, conservation, propagation, and preservation of fish and wildlife.
  - ❑ **Objective 1** - Organize no less than one Tulare County Fish and Game Commission meeting to be held before June 2012.

**Departmental Budget Request**

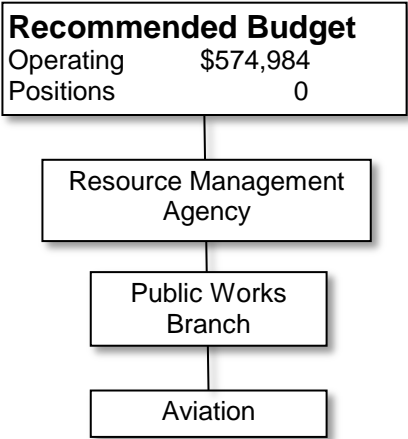
The Requested Budget represents an overall increase of \$251 or 1%, in expenditures when compared with the FY 2010/11 Final Budget. The \$22,764 difference between expenditures and revenues represents the use of Reserves.

**County Administrator's Recommendation**

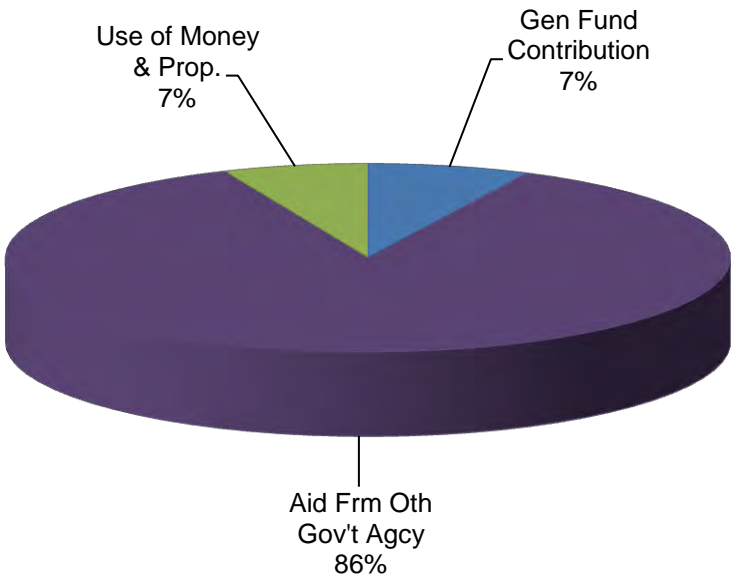
The budget is recommended as submitted, except the actual fund balance rebalanced by adjusting the reserves.

**Pending Issues and Policy Considerations**

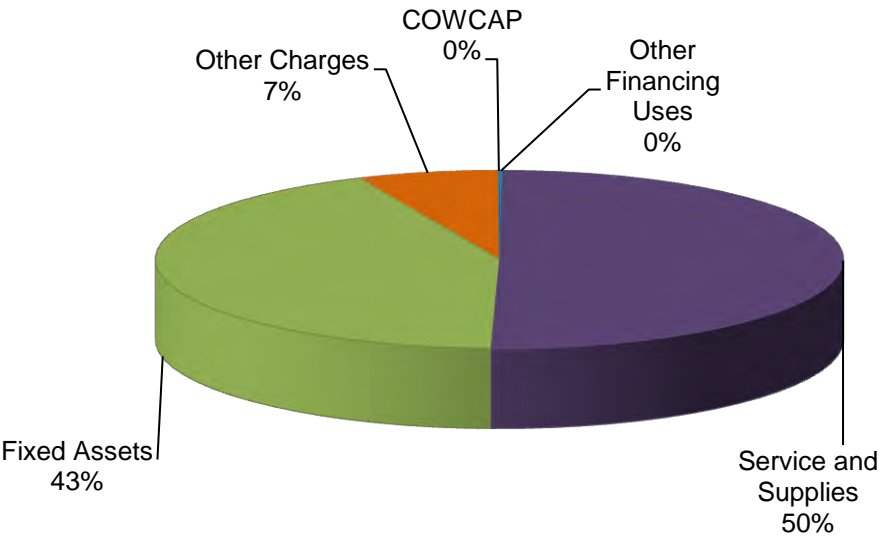
There are no pending issues or policy considerations.



SOURCE OF FUNDS



USE OF FUNDS



**Jake Raper, Jr.**  
**Resource Management Agency Director**

**012-231**  
**Aviation**

FUND: 012						
AGENCY: 231						
MAJOR ACCOUNTS CLASSIFICATIONS	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	11,370	377,559	289,009	289,009	(88,550)	(23.45) %
Other Charges	155,121	45,324	37,965	37,965	(7,359)	(16.24) %
Fixed Assets	1,249,729	0	246,878	246,878	246,878	0.00 %
Other Financing Uses	852	852	786	786	(66)	(7.75) %
Cowcap	<u>901</u>	<u>3,823</u>	<u>346</u>	<u>346</u>	<u>(3,477)</u>	<u>(90.95)</u> %
TOTAL APPROPRIATIONS	1,417,973	427,558	574,984	574,984	147,426	<u>34.48</u> %
REVENUES:						
Taxes	24,000	24,000	24,000	24,000	0	0.00 %
Rev. from Use of Money & Prop	7,455	59,400	34,920	34,920	(24,480)	(41.21) %
Intergovernmental Revenue	1,290,210	311,000	465,674	465,674	154,674	49.73 %
Charges For Current Serv	16,000	0	11,211	11,211	11,211	0.00 %
Miscellaneous Revenue	<u>1,575</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00</u> %
TOTAL REVENUES	<u>1,339,240</u>	<u>394,400</u>	<u>535,805</u>	<u>535,805</u>	<u>141,405</u>	<u>35.85</u> %
NET COUNTY COST	78,733	33,158	39,179	39,179	6,021	18.16 %

## 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 Airport located north of Visalia.

Sequoia Field Airport serves as a base of operation for approximately twelve private aircraft and one aviation maintenance business. In FY 2009/10, the County received a grant award from the Federal Aviation Administration (FAA) for the rehabilitation of the taxiway and other improvements at Sequoia Field. In FY 2010/11, the County completed the taxiway rehabilitation and began improvements to the airport's storm drainage system. The County also received FAA grant funding for the design of the Apron Rehabilitation Project in FY 2010/11.

In FY 2009/10 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 taxiway, aprons and airfield grading, and drainage.

## Departmental Core Functions

- Maximize utilization of aviation facilities.

## Key Goals and Objective Results in FY 2010/11

### Economic Well Being

- **Goal 1:** Increase airport usage by the 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. **Results:** Completed an assessment of fuel services and determined that fueling facilities could not be installed until FY 2013/14 due to lack of funding.
  - ❑ **Objective 2** - Identify new methods of tenant attraction by June 2011. **Results:** Determined additional improvements such as the rehabilitation of the existing Apron and Ramp Pavement, rehabilitation of existing hangars and construction of new hangars are needed before new tenants will be attracted to Sequoia Field Airport facilities.

### Safety and Security

- **Goal 1:** 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. **Results:** Commenced the design of the Apron and Ramp Rehabilitation Project.
  - ❑ **Objective 2** - Repair damaged and deteriorating pavement areas by June 2011. **Results:** Unable to achieve due to lack of funding to construct repairs until FY 2012/13.

## Other Accomplishments in FY 2010/11

- In June 2010, began construction of the Storm Drain Improvement Project.

## Key Goals and Objectives for FY 2011/12

### Economic Well Being

- **Goal 1:** Increase airport usage by aviation community and evaluate the methods to increase the revenues being generated at Sequoia Field Airport.
  - **Objective 1** - Identify new methods of tenant attraction by June 2012.

### Safety and Security

- **Goal 1:** 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 complete design of future capital improvements to the apron and ramp area by September 2011.
  - **Objective 2** - Repair damaged and deteriorating pavement areas by June 2012.

## Departmental Budget Request

The Requested Budget represents an overall increase of \$147,426 or 34% in expenditures and an increase of \$141,405 or 36% in revenues when compared with the FY 2010/11 Final Budget. The \$39,179 difference between expenditures and revenues represents the use of Reserves.

Significant areas with major changes between the FY 2010/11 Final Budget and the FY 2011/12 Requested Budget are as follows:

- Services and Supplies decreased by \$88,550, as the costs of engineering and design services for the Apron and Ramp project (construction scheduled for FY 2012/13) is less than anticipated.
- Other Charges decrease \$7,359 due to reduced charges from Community Development as projects reach completion.
- Capital Assets increase \$246,878. The FY 2011/12 expenditures of \$246,878 include the following:
  - Storm Drain Improvement Project \$246,878
- Countywide Cost Allocation Plan (COWCAP) charges decrease \$3,477 due to changes in the Plan.
- Revenue projections increase overall because the County will be receiving FAA funds for the construction projects in FY 2011/12.

## County Administrator's Recommendation

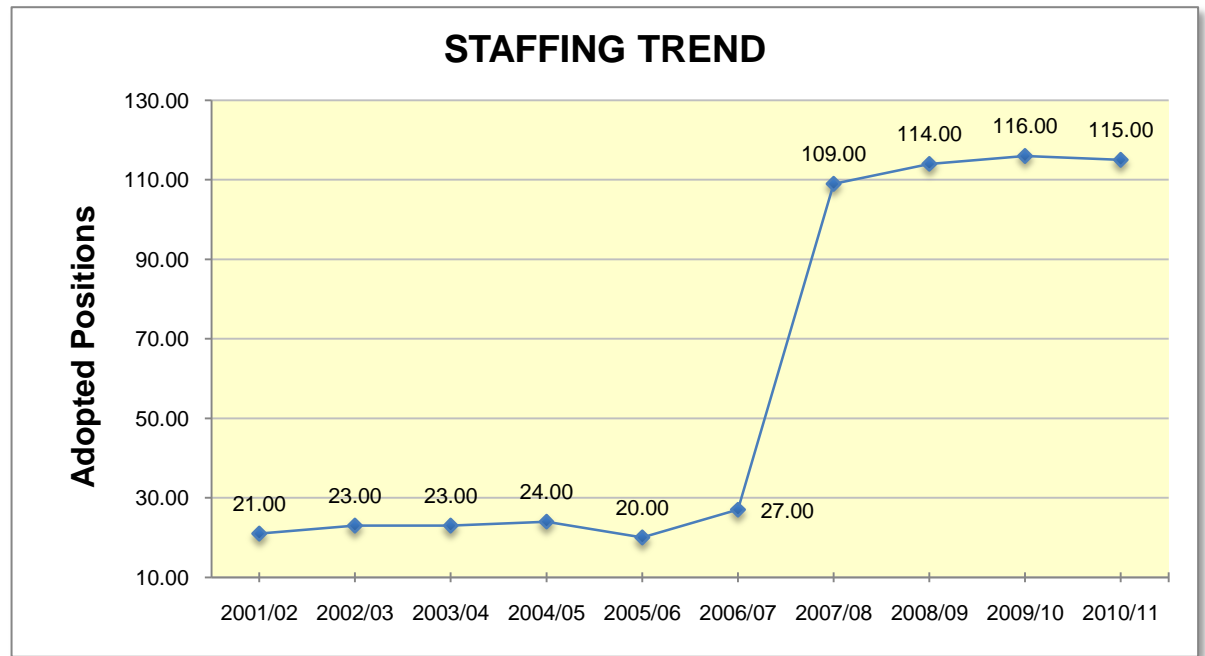
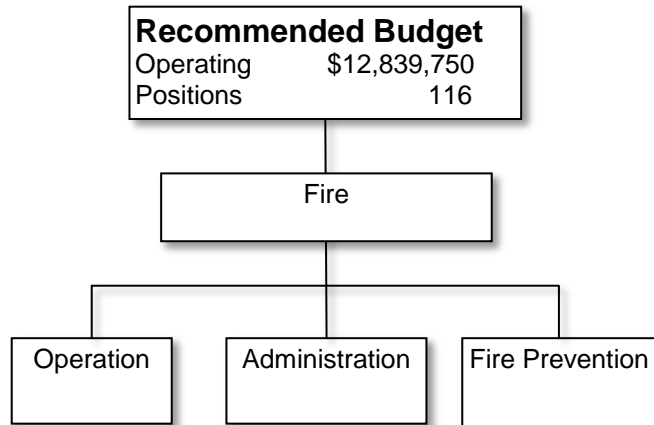
The budget is recommended as submitted.

## Pending Issues and Policy Considerations

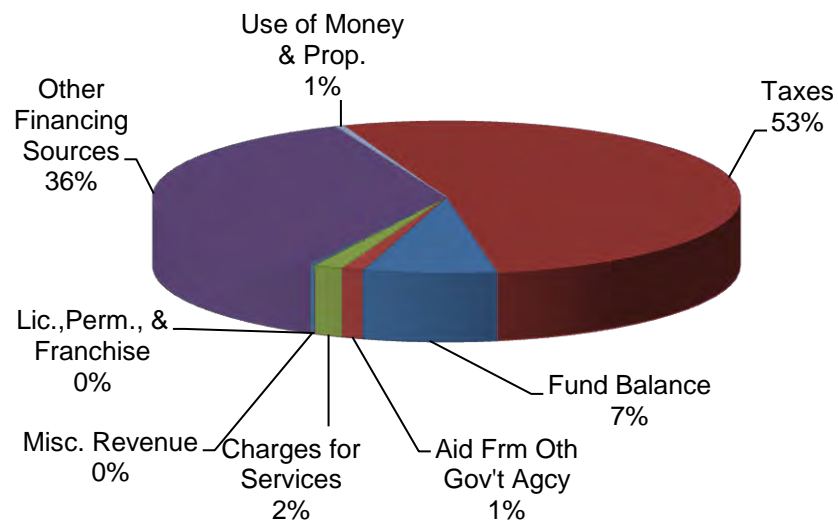
There are no pending issues and policy considerations.

## Department Head Concurrence or Appeal

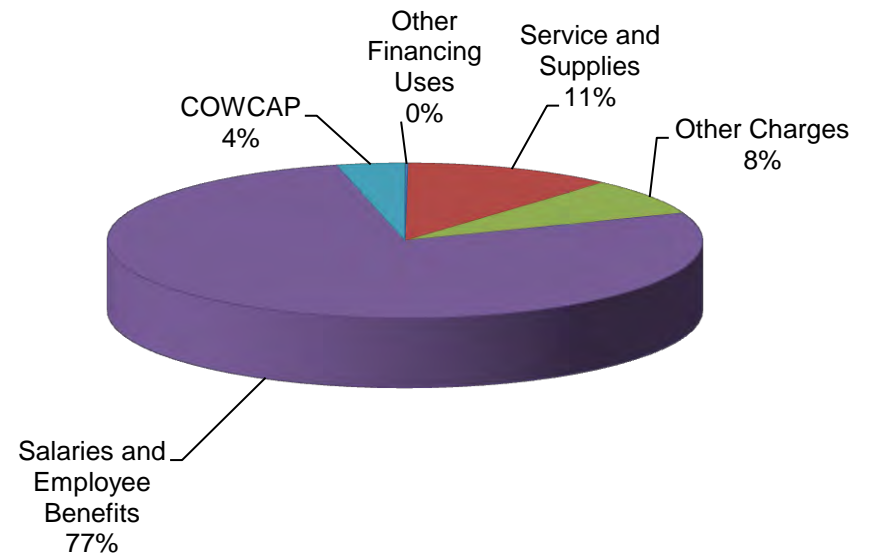
The Department Head concurs with the Recommended Budget.



## SOURCE OF FUNDS



## USE OF FUNDS



FUND: 013						
AGENCY: 245						
MAJOR ACCOUNTS CLASSIFICATIONS	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Salaries And Employee Benefits	9,553,741	9,554,456	9,893,097	9,893,097	338,641	3.54 %
Service And Supplies	1,307,462	1,567,588	1,463,574	1,463,574	(104,014)	(6.64) %
Other Charges	748,684	992,530	987,557	987,557	(4,973)	(0.50) %
Fixed Assets	508,614	0	0	0	0	0.00 %
Other Financing Uses	594,798	494,211	19,226	19,226	(474,985)	(96.11) %
Cowcap	<u>389,772</u>	<u>389,515</u>	<u>476,296</u>	<u>476,296</u>	<u>86,781</u>	<u>22.28</u> %
TOTAL APPROPRIATIONS	13,103,071	12,998,300	12,839,750	12,839,750	(158,550)	(1.22) %
REVENUES:						
Taxes	6,803,973	6,486,577	6,785,712	6,785,712	299,135	4.61 %
Lic.,Permits & Franchise	16,225	15,100	15,100	15,100	0	0.00 %
Rev. from Use of Money & Prop	128,043	55,001	62,001	62,001	7,000	12.73 %
Intergovernmental Revenue	334,245	178,712	157,330	157,330	(21,382)	(11.96) %
Charges For Current Serv	188,544	160,100	200,100	200,100	40,000	24.98 %
Miscellaneous Revenue	191,834	5	15,006	15,006	15,001	300,020.00 %
Other Financing Sources	<u>4,660,875</u>	<u>4,980,875</u>	<u>4,660,875</u>	<u>4,660,875</u>	<u>(320,000)</u>	<u>(6.42)</u> %
TOTAL REVENUES	<u>12,323,739</u>	<u>11,876,370</u>	<u>11,896,124</u>	<u>11,896,124</u>	<u>19,754</u>	<u>0.17</u> %
NET COUNTY COST	779,332	1,121,930	943,626	943,626	(178,304)	(15.89) %

**Positions**

**116**

**115**

**116**

**116**

**1**

## Departmental Purpose

The Fire Department provides comprehensive fire protection, first responder emergency medical care, and fire prevention services.

## Departmental Core Functions

### Operations

- Responds to all types of fire emergencies on a daily basis, including 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 a lot clearing program to reduce identified fire hazards.

## Key Goals and Objectives Results FY 2010/11

### Safety and Security

- **Goal 1:** 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. **Results:** Code Books were purchased and reviewed and the Ordinance prepared and submitted to the Board by November 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. **Results:** The 2010 codes were adopted by the Board of Supervisors on January 11, 2011.
  - ❑ **Objective 3** - Train inspection staff on changes created by the new codes by December 2010. **Results:** Provided training to County Fire Prevention staff on December 21, 2010. An additional training for other Tulare County Fire Departments was performed on January 19, 2011.
  - ❑ **Objective 4** - Submit local amendments to the 2010 Codes, once adopted, to the California Building Standards Commission for approval by February 2011. **Results:** As we had no amendments to the Building Code relative to climatic, geological or topical conditions, nothing was submitted to the California Building Standards Commission.

- ☐ **Objective 5** - Train engine company staff on those changes in new codes that pertain to business and mercantile occupancies by March 2011. **Results:** There were no changes between the 2007 and 2010 codes relative to business and mercantile occupancies so no engine company training was necessary.
- **Goal 2:** Improve and coordinate effective 911 Dispatch services to Tulare County Fire Department and contracted emergency responders.
  - ☐ **Objective 1** - 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. **Results:** The DataTech 911 program was installed in FireComm which allows the Tulare County Consolidated Ambulance Dispatch center to more efficiently communicate patient and ambulance status to FireComm. This increased efficiency provides accurate and timely information to FireComm, resulting in appropriate resources being dispatched, and thereby reducing cost and improving public safety.
- **Goal 3:** 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 (ATD) Standard by June 2011. **Results:** The draft ATD Model Exposure Control Plan has been completed. The plan will be submitted to Risk Management for inclusion in any future Countywide plan compilation or review. We are working with the Public Health Officer to implement annual TB testing. We are also assembling options to include equipment costs and health monitoring and vaccinations into future budgets.
- ☐ **Objective 2** - Deliver training by June 2011 to meet requirements of the California Incident Command Certification System (CICCS) as adopted by the State Board of Fire Services. **Results:** Intermediate Fire Behavior & Engine Boss training has been delivered to all company officers. Chief Officers attended required Strike Team Leader Refresher training. All personnel have completed the required annual fireline safety training. The Training Bureau continues to assess existing curriculum at all ranks for benchmark comparison to CICCS standards.
- **Goal 4:** 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 Office (TCSO) to develop a joint program to interface and exchange information relative to arson fires by June 2011. **Results:** We have identified key TCSO staff and have started discussions on information exchange. We have also attended monthly meetings of all local fire and law enforcement investigators. Program to be developed in next fiscal year.
  - ☐ **Objective 2** - Develop a program to interface with the California Highway Patrol's (CHP) Vehicle Arson Task Force by June 2011. **Results:** We have initiated discussions with members of the CHP Vehicle Arson Task Force and cooperated with them on several incidents. Due to time constraints we were unable to develop a formal interface program and will need to continue work on this objective.

- **Goal 5:** 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. **Results:** The Fire Department has completed some work toward development of a business license requirement.
  - **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. **Results:** The analysis has shown that there is a current business requirement in place now which is applicable to a limited number of businesses. A new proposal will need to amend the current ordinance to require that all new as well as existing businesses be licensed. Further analysis is needed to obtain a complete inventory of businesses and to establish reasonable fees.

## Organizational Performance

- **Goal 1:** 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. **Results:** The additional Battalion Chief position has been established and filled. This Battalion Chief is actively engaged in management of the services described above.

## Other Accomplishments in FY 2010/11

- Acquired a new fire station facility to serve the Badger community. Cleanup, renovation and modifications will be completed in order to occupy the facility in early FY 2011/12.
- Conducted three new fire fighter academies.
- 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 2011/12

### Safety and Security

- **Goal 1:** Explore areas of inter-departmental interface to improve our efforts to mitigate the incidence of arson fires.
  - **Objective 1** - Work with TCSO to develop a joint program to interface and exchange information relative to arson fires by June 2012. Establish further discussions with TCSO staff on information exchange. Attend additional monthly meetings of all local fire and law enforcement investigators.
  - **Objective 2** - Develop a program to interface with the CHP Vehicle Arson Task Force by June 2012. Schedule more discussions with members of the CHP vehicle Arson Task Force and work with them on appropriate incidents. Work to formalize an interface program with the CHP by June 2012.

- **Goal 2:** 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 new Business License Ordinance by June 2012.
  - **Objective 2** - Further analyze the practical, regulatory, life safety and fiscal effects of a proposed ordinance on County businesses and provide results to the Committee by December 2011. Perform additional analysis to obtain a complete inventory of businesses and to establish reasonable fees.

### Departmental Budget Request

The Requested Budget represents an overall decrease of \$158,550 or 1% in expenditures and an increase of \$19,754 or less than 1% in revenues when compared with the FY 2010/11 Final Budget. The \$943,626 difference between expenditures and revenues represents the use of reserves. The General Fund contribution is requested to remain the same as the FY 2010/11 Final Budget.

Significant areas with major changes between the FY 2010/11 Final Budget and the FY 2011/12 Requested Budget are as follows:

- Salaries and benefits increase \$338,641 primarily due to increases in retirement costs, scheduled overtime costs and the addition of a Fire Captain position for the Badger fire station.
- Services and supplies decrease \$104,014 mainly due to a reduction in special departmental expense which is partially offset by an increase in communications expense.

- Other Financing Uses decrease \$474,985 due to a decrease in debt service.
- COWCAP (Countywide Cost Allocation Plan) charges increase \$86,781 due to changes in the plan.

Staffing changes reflected in the Requested Budget include the following:

- Add one FTE position to staff the new Badger fire station. The requested additional position is:
  - 1 Fire Captain

### County Administrator's Recommendation

This budget is recommended as submitted.

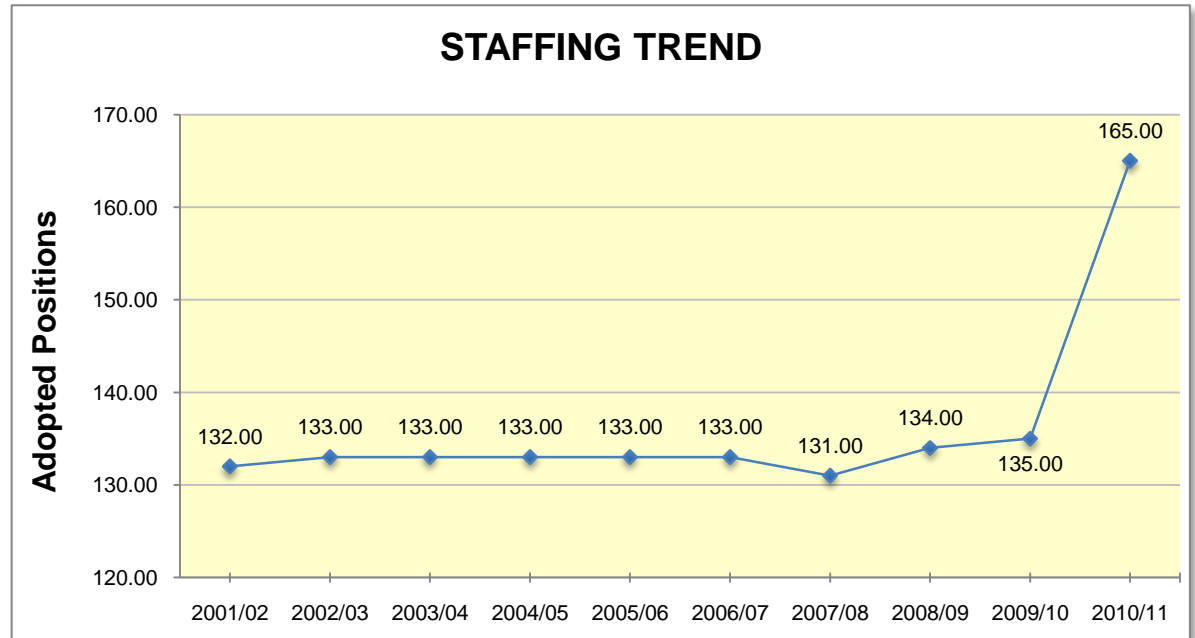
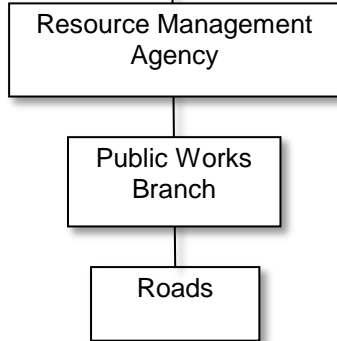
### Pending Issues and Policy Considerations

There are no pending issues or policy considerations.

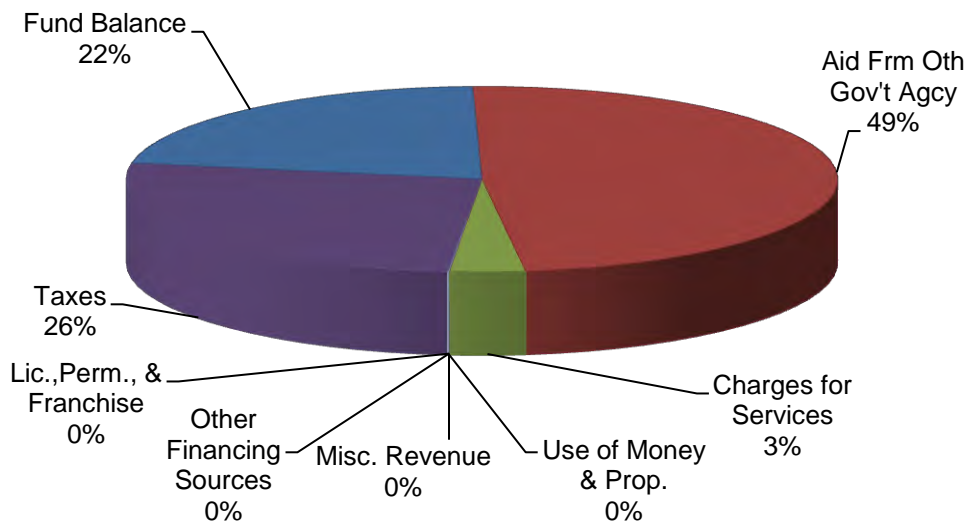
### Department Head Concurrence or Appeal

The Department Head concurs with the recommended budget.

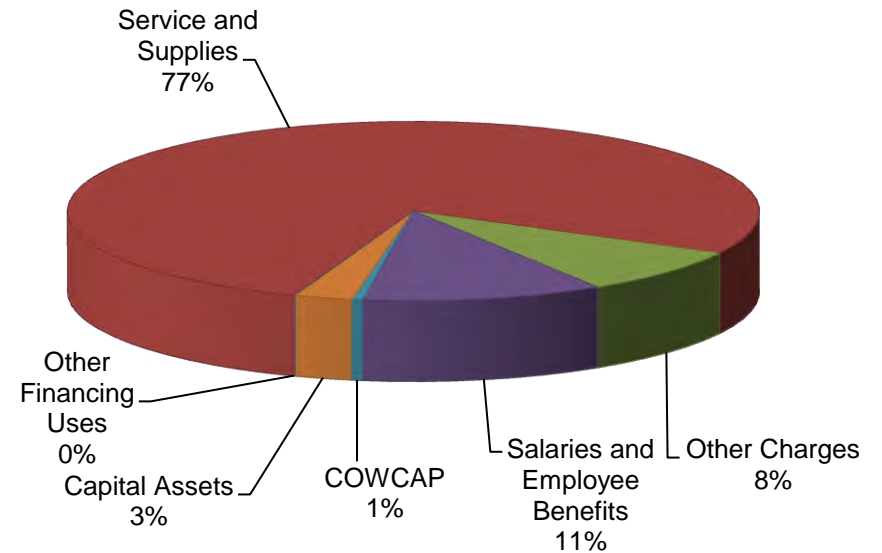
Recommended Budget	
Operating	\$79,165,527
Positions	149



### SOURCE OF FUNDS



### USE OF FUNDS



FUND: 014						
AGENCY: 225						
MAJOR ACCOUNTS CLASSIFICATIONS	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Salaries And Employee Benefits	7,230,786	9,215,546	8,886,532	8,886,532	(329,014)	(3.57) %
Service And Supplies	15,088,167	59,823,804	61,102,922	61,102,922	1,279,118	2.14 %
Other Charges	13,965,387	11,249,874	6,607,438	6,607,438	(4,642,436)	(41.27) %
Fixed Assets	305,973	2,476,576	2,158,224	2,158,224	(318,352)	(12.85) %
Other Financing Uses	4,157	16,529	14,256	14,256	(2,273)	(13.75) %
Cowcap	<u>231,441</u>	<u>431,363</u>	<u>396,155</u>	<u>396,155</u>	<u>(35,208)</u>	<u>(8.16)</u> %
TOTAL APPROPRIATIONS	36,825,911	83,213,692	79,165,527	79,165,527	(4,048,165)	<u>(4.86)</u> %
REVENUES:						
Taxes	6,760,746	23,363,360	20,771,871	20,771,871	(2,591,489)	(11.09) %
Lic.,Permits & Franchise	4,858	5,000	5,000	5,000	0	0.00 %
Rev. from Use of Money & Prop	33,469	4,583	51,400	51,400	46,817	1,021.54 %
Intergovernmental Revenue	35,642,736	44,529,641	38,357,505	38,357,505	(6,172,136)	(13.86) %
Charges For Current Serv	1,636,839	1,914,900	2,713,299	2,713,299	798,399	41.69 %
Miscellaneous Revenue	187,875	11,253	0	0	(11,253)	(100.00) %
Other Financing Sources	<u>0</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>(1)</u>	<u>(100.00)</u> %
TOTAL REVENUES	<u>44,266,523</u>	<u>69,828,738</u>	<u>61,899,075</u>	<u>61,899,075</u>	<u>(7,929,663)</u>	<u>(11.36)</u> %
NET COUNTY COST	(7,440,612)	13,384,954	17,266,452	17,266,452	3,881,498	29.00 %

**Positions**

**135**

**165**

**149**

**149**

**-16**

## 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 3,041 miles of the County road system and 400 bridges. Some engineering services are provided to other Divisions and Departments within the County.

## Departmental Core Functions

- To improve and maintain adequate transportation infrastructure.

## Key Goals and Objectives Results in FY 2010/11

### Safety and Security

- **Goal 1:** Advance deliver of three safety projects FY 2010/11
  - **Objective 1** - Construction of the Strathmore Safe Routes to School project by June 2011. **Results:** There was a scope change in the project in which construction of sidewalks was moved from the west to the east side of the street. This necessitated program revisions with Caltrans and Federal Highways Administration (FHWA). Project is delayed until FY 2011/12.
  - **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. **Results:** Finished the design of a traffic signal between the City of Farmersville and the City of Exeter with Federal Highway Safety and Improvement Program funding. Authorization

to construct has been received from FHWA. Bids have been received and construction contract is expected to be awarded in August 2011.

- **Objective 3** - Construction of a traffic signal at the intersection of Date and Leggett near the City of Porterville by June 2011. **Results:** This Federally funded project was originally programmed in the Federal Transportation Improvement Project for FY 2011/12. Caltrans requested that the project be reprogrammed to FY 2012/13 to accommodate the Federal funding needs. Programming was also changed to make funding available for preliminary engineering design purposes, also programmed for FY 2011/12.

### Quality of Life

- **Goal 1:** 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. **Results:** Two nontraditional funding sources were explored – the San Joaquin Valley Air Pollution Control District (SJVAPCD) and the Environmental Protection Agency (EPA). SJVAPCD reallocated funding to other projects. After reviewing guidelines and conditions to obtain EPA funding, staff determined that conditions were not favorable compared to traditional funding sources such as Congestion Mitigation and Air Quality (CMAQ). CMAQ grant funds were awarded to purchase diesel engine retrofits to be installed on some of the off-road fleet to meet California Air Resources Bureau (CARB) requirements. The funding, \$305,428, is in addition to the previously awarded funding for engine retrofits.
  - **Objective 2** - Submit two proposals from non-traditional sources by June 2011. **Results:** Non-traditional funding

sources were not available. CMAQ grant funds in the amount of \$305,428 were received.

### Organizational Performance

- **Goal 1:** 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. **Results:** Implemented in FY 2010/11. A project manager from any one of the Divisions of the Public Works Branch is assigned to each project to coordinate and take responsibility for each project's activities.
  - **Objective 2** - Initiate quarterly project meetings to integrate the Design, Surveyors, and Road Operations Divisions to track project progress by June 2011. **Results:** Implemented in FY 2010/11. There are regular meetings attended by supervisors to review the project list including finance, schedule, scope of work and other issues.
- **Goal 2:** 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. **Results:** As a large number of projects in the design state advance to construction, several of the engineers in the Design Division had both the opportunity and need to attend construction meetings, observe construction activity and assume the role of an inspector or assistant resident engineer on several projects with the staff in the Road Operations Division. Consequently, the engineers and technicians in the Road Operations Division have greatly increased

their interaction with the engineers in the Design Division, effectively cross training the staff in both Divisions. This objective is largely being accomplished, but will be a continuing goal in FY 2011/12.

- **Objective 2** – Update training of all engineers, technicians and analysts in Caltrans Project Management by June 2011. **Results:** The formal one-day Caltrans Project Management courses provided in Fresno were sporadically attended by Public Works staff due to demands of existing projects. Caltrans provided updates to their project management requirements and procedures by e-mail and website references. Staff reacted to these updates so that project programming and delivery was not impacted. The Caltrans Highway Design is going through substantial changes in design practices and concepts. The Office of Traffic Safety (OTS), Caltrans, and the National Highway Transportation Safety Administration (NHTSA) are reviewing National and State standards to improve safety on the highways and streets at a nationwide level. All of these actions will greatly affect the design and construction of roadways in the future. Training on the new standards will be provided when available.

### Other Accomplishments in FY 2010/11

- Completed the construction of the Earlimart Landfill Closure.
- Began construction of the Visalia Landfill entrance on Avenue 328.
- Completed the construction of the 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
- Began the preliminary designing phase of the M319 Bridge and continued the final design of the Kings River Bridge project on Avenue 416.
- Started construction of the Road 80, Phase 1A from Avenue 328 to Avenue 384 and started Phase 2 from Avenue 384 to Avenue 416.

## Key Goals and Objectives FY 2011/12

### Safety and Security

- **Goal 1:** Advance delivery of three safety projects in FY 2011/12.
- **Objective 1** - Construction of the Strathmore Safe Routes to School project by June 2012.
  - **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 2012.
  - **Objective 3** - Design of a traffic signal at the intersection of Date and Leggett near the City of Porterville by June 2012.

### Organization Performance

- **Goal 1:** Adopt a project management approach to increase communication across the new consolidated Divisions under the Public Works Branch.
- **Objective 1** - Initiate quarterly projects meetings to integrate the Design, Surveyors, and Road Operations Divisions to track project progress by June 2012.
- **Goal 2:** Increase training in new construction and design methods to advance project delivery by FY 2011/12.
- **Objective 1** - Cross-train Design Engineers in field inspection by June 2012.
  - **Objective 2** - Update training of all engineers, Technicians, and analysts in Caltrans Project Management by June 2012.

### Departmental Budget Request

The Requested Budget represents an overall decrease of \$4,048,165 or 5% in expenditures and a decrease of \$7,929,663 or 11% in revenues when compared with the FY 2010/11 Final Budget. The \$17,266,452 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 2010/11 Final Budget and the FY 2011/12 Requested Budget are as follows:

- Salaries and Benefits decrease \$329,014 due to increased salary savings.

- Services and Supplies increase \$1,279,118 largely due to additional costs of projects such as the Kings River Bridge Project and the Visalia Landfill Entrance project.
- Other Charges decrease \$4,642,436 primarily due to the near completion of Rights of Way acquisitions which required services from Property Management Division of General Services.
- Capital Assets decrease \$318,352. The FY 2011/12 expenditures of \$2,158,224 include the following:
  - 1 Three-axle Water Truck (Carryover) \$115,199
  - 9 Diesel Engine Retrofits (Carryover) \$846,625
  - 1 Street Sweeper \$170,000
  - 1 ½ Ton Pickup \$20,000
  - 2 Sweepster Power Broom \$64,000
  - 2 Two Axle Truck Tractor \$220,000
  - 2 Bottom Dump Trailer \$110,000
  - 1 Wood Chipper \$30,000
  - 2 Motor Grader \$520,000
  - 1 Power Broom \$32,000
  - 1 Waste Water Evaporator \$7,500
  - 1 HP Designjet 36 Plotter \$9,500
  - 1 Boiler Heater Replacement \$7,700
  - 1 Trimble DiNi instrument \$5,700
- Revenue Projections decrease because the funding cycles for ARRA and Prop 1B Street and Roads funding have ended.

Staffing changes reflected in the Requested Budget include the following:

- Add 1 FTE position to provide lead worker role for additional Road Striping Stencil truck.
  - 1 Traffic Control Worker III
- Delete 2 FTE positions to meet operational changes. The requested deleted positions include:
  - 2 Traffic Control Worker I/II

### County Administrator's Recommendation

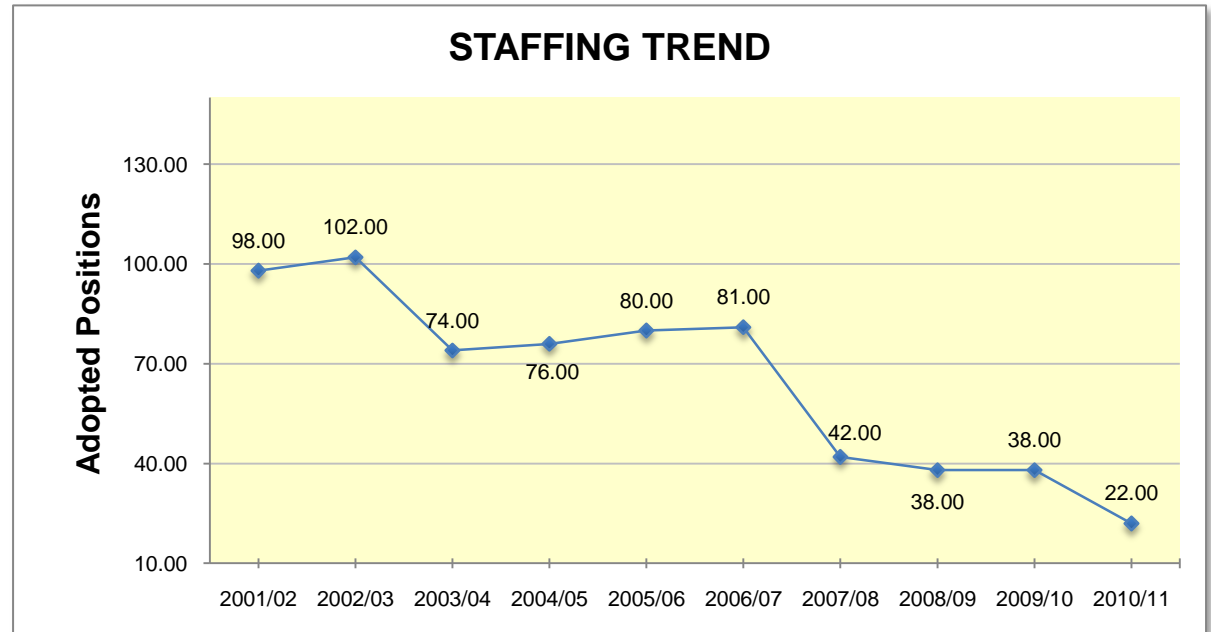
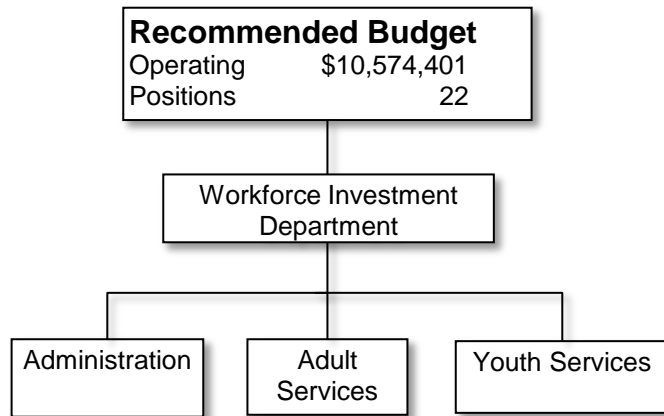
This budget is recommended as submitted.

### Pending Issues and Policy Considerations

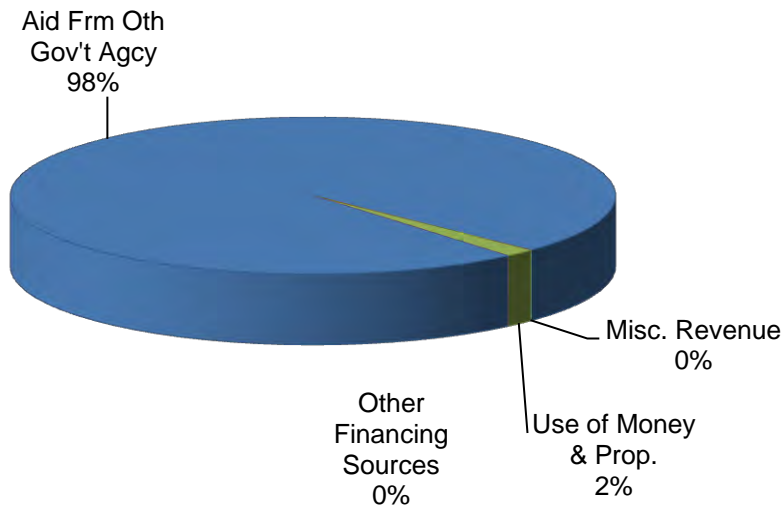
There are no pending issues or policy considerations.

### Department Head Concurrence or Appeal

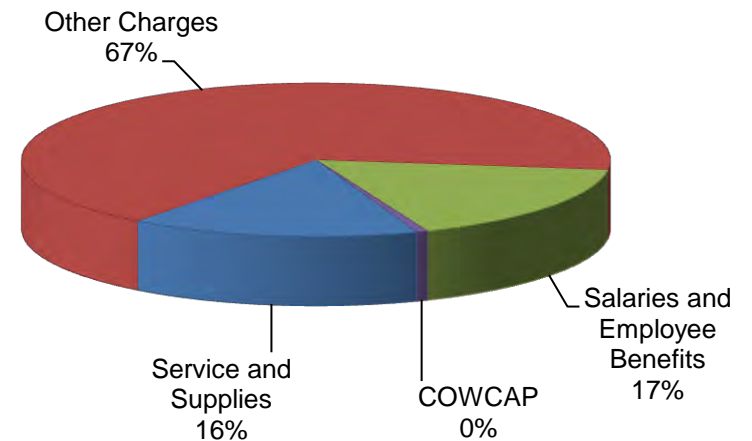
The Department Head concurs with the Recommended Budget.



**SOURCE OF FUNDS**



**USE OF FUNDS**



FUND: 015						
AGENCY: 120						
MAJOR ACCOUNTS CLASSIFICATIONS	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Salaries And Employee Benefits	2,334,476	2,285,361	1,775,079	1,775,079	(510,282)	(22.33) %
Service And Supplies	1,734,555	1,841,633	1,680,793	1,680,793	(160,840)	(8.73) %
Other Charges	12,037,141	12,902,550	7,054,311	7,054,311	(5,848,239)	(45.33) %
Cowcap	<u>91,360</u>	<u>(3,575)</u>	<u>64,218</u>	<u>64,218</u>	<u>67,793</u>	<u>(1,896.31)</u> %
TOTAL APPROPRIATIONS	16,197,532	17,025,969	10,574,401	10,574,401	(6,451,568)	<u>(37.89)</u> %
REVENUES:						
Rev. from Use of Money & Prop	(2,250)	2,001	174,478	174,478	172,477	8,619.54 %
Intergovernmental Revenue	16,528,647	17,019,961	10,395,916	10,395,916	(6,624,045)	(38.92) %
Miscellaneous Revenue	0	4,006	4,006	4,006	0	0.00 %
Other Financing Sources	<u>0</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>0</u>	<u>0.00</u> %
TOTAL REVENUES	<u>16,526,397</u>	<u>17,025,969</u>	<u>10,574,401</u>	<u>10,574,401</u>	<u>(6,451,568)</u>	<u>(37.89)</u> %
NET COUNTY COST	(328,865)	0	0	0	0	0.00 %

**Positions**

**38**

**35**

**22**

**22**

**-13**

## 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 at the Employment Connection One-Stop Centers.

## Departmental Core Functions:

- Meet the workforce development needs of individuals and businesses through coordinated education and training.
- Oversee WIA funds and competitively awarded project and grant funds, operations and functions assuring that expenditures, policies, and directives are carried out in an efficient and cost-effective manner.
- Partner with local workforce investment areas throughout the Central San Joaquin Valley in order to maximize limited workforce development resources.

## Key Goals and Objectives Results FY 2010/11

- **Goal 1:** Meet all WIA Adult and Dislocated Worker participant performance goals set by the California Employment Development Department Workforce Services Division (EDD WSD) 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.

Tulare County was designated as an Integrated Service Delivery Area by EDD WSD, which allows the WIB to provide intensive services to a larger number of individuals through the Employment Connection One-Stop System. As a result of providing services to more individuals, EDD WSD lowered the WIBs performance goals for FY 2011-2012.

- ☐ **Objective 1** - 60% of all Adult Program participants will find employment within 90 days after completing the program, 71.4% 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. 79.5% 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. **Results:** 3,366 Adult participants were enrolled and received services and 2,397 Dislocated Worker participants were enrolled and received services. However, employment, retention, and wage performance data for Adults and Dislocated Workers will not be available from EDD WDS until March 2012, at which time, performance results for all workforce investment areas in California will be available at [www.edd.ca.gov/Jobs\\_and\\_Training](http://www.edd.ca.gov/Jobs_and_Training).

- **Goal 2:** Meet all WIA In-School and Out-of-School Youth Program performance goals set by the EDD WSD 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** - 61% of youth participants will receive a GED, High School Diploma or Vocational School Certificate within three months of completing the program.
  - ❑ **Objective 3** - 40% of Out-of-School youth will increase at least one educational functioning level within three months of completing the program. **Results:** 1,866 In-School and Out-of-School youth received program services. However, performance data will not be available from EDD WSD until March 2012, at which time, performance results for all workforce investment areas in California will be available at [www.edd.ca.gov/Jobs\\_and\\_Training](http://www.edd.ca.gov/Jobs_and_Training).
- **Goal 3:** Meet all WIA Youth@Work Summer Program performance goals set by the Employment Development Department Workforce Services Division by September 2010. 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) 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. **Results:** 96.2% of the 616 youth served received at least 150 hours of paid work experience.
  - ❑ **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. **Results:** 96.2% of the 616 youth served received 10 hours of work readiness training.
- **Goal 4:** Meet all U.S. Department of Labor National Emergency Grant performance goals by June 2011. 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 member local workforce investment areas 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. **Results:** 709 participants were enrolled throughout the nine local workforce investment areas. 109 Tulare County participants received either training or work experience services.
  - ❑ **Objective 2** - 81% of all participants enrolled will find employment within 90 days of completing the program. **Results:** Employment performance data for the National Emergency Grant will not be available until after March 2012.

## Other Accomplishments in FY 2010/11

### ➤ **Employment Connection**

Provided services to 25,162 individuals at the Employment Connection One-Stop Centers in Dinuba, Porterville, Tulare, and Visalia. 5,584 of those individuals received staff intensive services such as career coaching, career assessment, a workshop, job referral, etc.

### ➤ **Allied Health Care Training Grant**

The WIB was awarded Industries with a Statewide Need Grant in the amount of \$999,931 to expand partnerships with local community colleges and adult schools through training in the health care industries. The WIB partnered with College of the Sequoias, Porterville College and the Adult Schools in Visalia, Porterville, Tulare and Dinuba to train 435 participants in Nursing Assistant, Registered Nursing, Medical Assisting and Billing, Phlebotomy, Home Health Aide and Psychiatric Technician courses.

### ➤ **Severe Storm Grant**

The WIB was awarded \$85,727 by EDD Workforce Services Division to assist with the clean-up of areas of Tulare County affected by the storms in December 2010. FEMA declared the County a disaster area due to the flooding. The funds were used to employ 57 participants (54 work experience participants with 3 supervisors) with 200 hours each of work experience for at least six sites, depending upon extent of storm cleanup and restoration that will be needed at each site. The participants were paid \$10 per hour; the three supervisors were paid \$15 per hour. Participants removed debris and silt from ditch lines and corresponding roadway culverts, repair bank systems that are failing due to erosion, clean debris and weeds to unclog ponding basins. Workers

also cut back high brush, cut and removed fallen tree limbs from channels and creeks at bridges, including ditches and culverts, that pose a threat of further clogging thereby causing damage to structures.

### ➤ **Health Care Career Day**

In May 2011, the WIB partnered with Central Valley Health Care Network (CVHN) to host the "Growing Health Leaders" Career Conference for Tulare County high school students. The event was funded by a grant from the Office of Statewide Health Planning and Development (OSHDP), a grant from Kaiser Permanente as well as a grant from the National Association of Community Health Centers. Over 300 students attended the day-long conference that focused on career exploration, and included presentations on health care occupations including Physician, Dentist, Nursing, and various technician occupations. The career conference is a product of the hard work of CVHN and the WIB's Health Care Sector Committee whose members include representatives from Family Health Care Network, Kaweah Delta Health Care District, Tulare Community Health Clinic, Tulare County Health and Human Services Agency and other prominent health care organizations around the County.

### ➤ **Summer Night Lights Launch**

An eight week series of anti-gang events in Visalia and Porterville scheduled from June 11 through July 10 provided positive programming and a safe environment for youth of all ages during the summer months. 18 youth, funded by the WIB, helped market and staff Summer Night Lights locations through the summer, as well as work during the week at selected locations. CSET and SEE are the WIB Service Providers that implemented the youth work experience.

Youth worked as Recreation Leaders for 260 hours over the course of the program, earning approximately \$2,000 each.

➤ **National Emergency Grant On-the-Job Training Grant**

WIB received an On-the-Job Training (OJT) National Emergency Grant in the amount of \$336,725 in response to significant dislocation events and double digit unemployment in Tulare County. These funds are specifically used to serve 84 individuals who have been unemployed for 99 weeks or a minimum of 21.5 weeks through paid OJT. This grant offered a new start to laid-off workers affected by the recession.

➤ **Customized Training**

In December 2010, the State of California Employment Training Panel awarded the WIB \$115,041 to train incumbent employees of Tulare County manufacturers and food processors in the following areas: communication, management, dairy processing sanitary procedures, industrial painting, and programmable logic controllers. These training modules were recommended by the WIB's Manufacturing Advisory Committee. A minimum of 163 manufacturing employees will receive training from this program. The WIB is seeking to add more small (<100 employees) manufacturers to the businesses participating in the program.

➤ **Job-in-a-Box**

The WIB's One-Stop Employment Connection Centers in Dinuba and Visalia offer a "Job-In-A-Box" through a partnership with the Tulare County Library. Employment Connection customers are offered a library membership card and can check out books instantly from the automated "Job-In-A-Box". The "Job-In-A-Box" dispenses books on resume

writing, interviewing techniques, GED testing, how to start a business, discovering new careers, computer applications such as Microsoft Word, Excel, and preparing for a presentation. Books are available in both English and Spanish.

➤ **Promotores Funding**

The Promotores Project is a pilot project awarded to the WIB by EDD Workforce Services Division. The full award amount is \$547,500 and the performance period is March 24, 2011 through June 30, 2012. The project consists of 5 main parts as follows:

- Develop a training program for Promotores or Community Health Workers (along with CSU Fresno and College of the Sequoias).
- Train 2 Cohorts of participants using the newly developed training program (15 people in Tulare and 25 in Fresno).
- Work experience for training cohort participants.
- Customized training for employers in Tulare County.
- Project Report (to be completed by the Central Valley Health Policy Institute).

➤ **Veterans Grant**

Grant funding from the Kern County Employers' Training Resource allowed the WIB to assist over 70 veterans with job placement services through the Employment Connection One-Stop System. Fifteen of those participants received training in courses such as truck driving, police academy, nursing and EMT-paramedic.

**Key Goals and Objectives FY 2011/12**

- **Goal 1:** Meet all WIA Adult and Dislocated Worker participant performance goals set by the California EDD

WSD by June 2012. 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. Tulare County was designated as an Integrated Service Delivery Area by EDD WSD, which allows the WIB to provide intensive services to a larger number of individuals through the Employment Connection One-Stop System. As a result of providing services to more individuals, EDD WSD lowered the WIBs performance goals for FY 2011-2012. EDD WSD lowered the performance goals for all WIBs in California that adopted the integrated service delivery model.

- **Objective 1** - 60% of all Adult Program participants will find employment within 90 days after leaving the program, 71.4% 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. 79.5% 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.

- **Goal 2:** Meet all WIA In-School and Out-of-School Youth Program performance goals set by the EDD WSD by June 2012. 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 – 61% of youth participants will receive a GED, High School Diploma or Vocational School Certificate within three months of completing the program.
- Objective 3 – 40% of Out-of-School youth will increase at least one educational functioning level within three months of completing the program.

### Departmental Budget Request

The Requested Budget represents an overall decrease of \$5,619,127 or 33% in both expenditures and revenues when compared with the FY 2010/11 Final Budget.

Significant areas with major changes between the FY 2010/11 Final Budget and the FY 2011/12 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 1 FTE vacant position to streamline staffing allocations to adjust for current Department needs. The requested deleted position is:
  - 1 Office Assistant

**County Administrator's Recommendation**

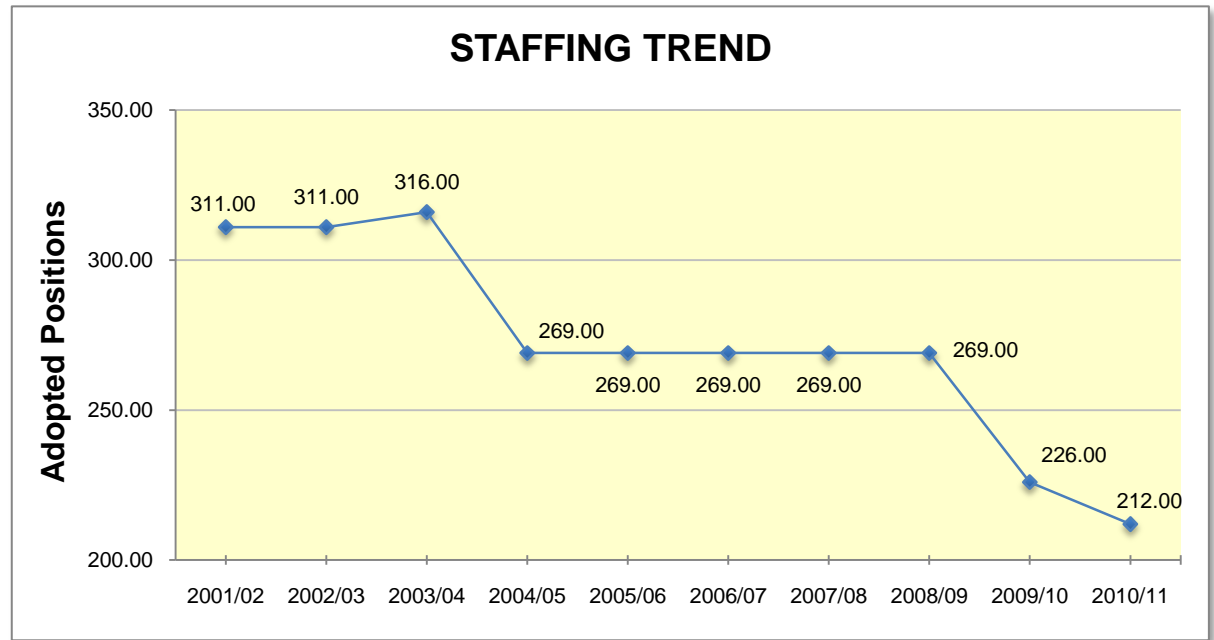
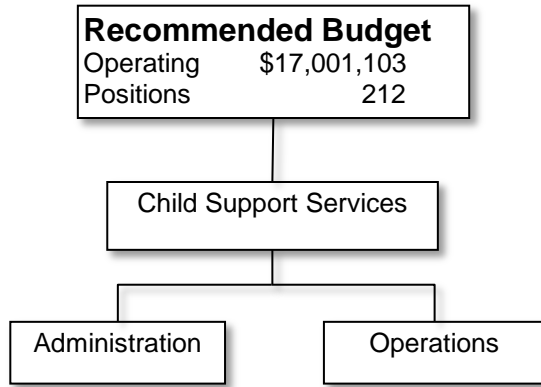
This budget is recommended as submitted.

**Pending Issues and Policy Considerations**

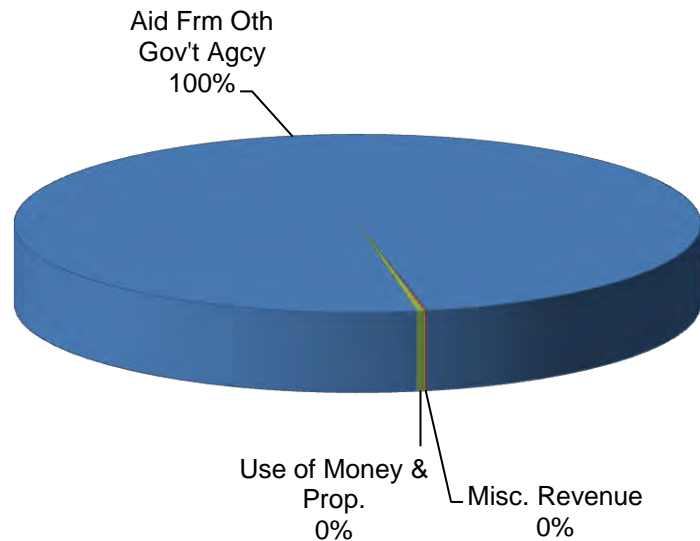
There are no pending issues or policy recommendations.

**Department Head Concurrence or Appeal**

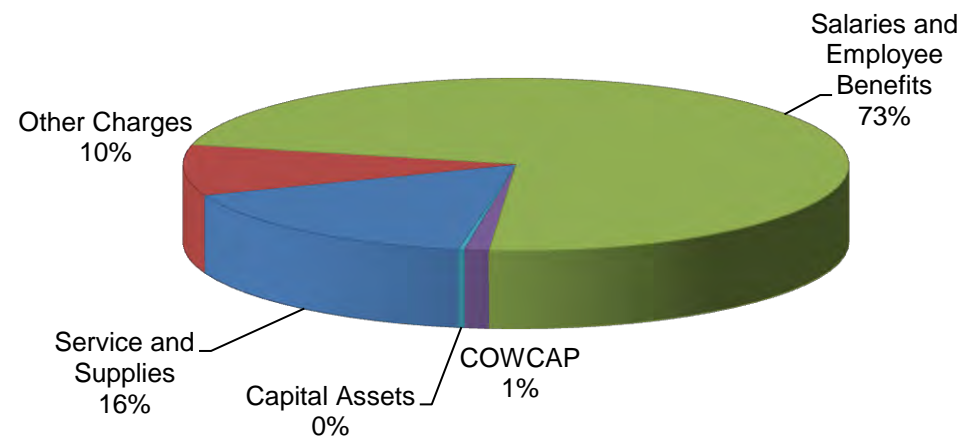
The Department Head concurs with the Recommended Budget.



## SOURCE OF FUNDS



## USE OF FUNDS



FUND: 016  
AGENCY: 101

MAJOR ACCOUNTS CLASSIFICATIONS	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Salaries And Employee Benefits	10,623,914	12,384,117	12,346,743	12,346,743	(37,374)	(0.30) %
Service And Supplies	1,958,231	2,847,084	2,787,444	2,787,444	(59,640)	(2.09) %
Other Charges	1,828,017	1,651,403	1,612,683	1,612,683	(38,720)	(2.34) %
Fixed Assets	42,909	50,000	50,000	50,000	0	0.00 %
Cowcap	<u>252,123</u>	<u>162,677</u>	<u>204,233</u>	<u>204,233</u>	<u>41,556</u>	<u>25.55</u> %
TOTAL APPROPRIATIONS	14,705,194	17,095,281	17,001,103	17,001,103	(94,178)	(0.55) %
REVENUES:						
Rev. from Use of Money & Prop	98,189	140,000	60,000	60,000	(80,000)	(57.14) %
Intergovernmental Revenue	14,278,957	16,935,281	16,920,034	16,920,034	(15,247)	(0.09) %
Miscellaneous Revenue	<u>328,049</u>	<u>20,000</u>	<u>21,069</u>	<u>21,069</u>	<u>1,069</u>	<u>5.35</u> %
TOTAL REVENUES	<u>14,705,195</u>	<u>17,095,281</u>	<u>17,001,103</u>	<u>17,001,103</u>	<u>(94,178)</u>	<u>(0.55)</u> %
NET COUNTY COST	(1)	0	0	0	0	0.00 %

Positions

226

212

212

212

0

## Departmental Purpose

Tulare County Department of Child Support Services (TDCSS) operates under Family Code §17000 et. sec. The Distributed Collection goal and Federal Performance Measure goals are set by the State Department of Child Support Services.

## Departmental Core Functions

- The purpose and mission of the Tulare County Department of Child Support Services 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.

Most services provided are free. About 39,000 children are served by TDCSS. The active caseload is approximately 35,000.

- Initiate Child Support Process - Either parent or the caretaker/guardian of a child 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.

- Locate the Parent - To get an order for support, establish paternity (parentage) 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 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. Parentage 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 - TDCSS 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. TDCSS will determine the type of enforcement action to be taken, consistent with State and Federal regulations.

TDCSS does not assist with custody or visitation matters; handle divorces; enforce spousal support only orders or obtain or enforce restraining orders.

## Key Goals and Objectives Results in FY 2010/11

### Economic Well-Being

- **Goal 1:** 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. **Results:** Collected and distributed \$37,981,731 in child support by September 2010 achieving 99.3% of the goal.
  - **Objective 2** - Collect and distribute 58.6% of the amount of child support due. **Results:** Collected and distributed 58.8% of the current child support due by September 2010, exceeding our goal by 0.2%. This was an increase in performance of 2.6% over the prior year.
  - **Objective 3** - Collect on 60.1% of cases with arrears owing. **Results:** Received a collection on 59.3% of cases owing arrears by September 2010, achieving 98.7% of the goal. This was a 2% increase in performance over the prior year.

### Quality of Life

- **Goal 1:** 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. **Results:** Established parentage at the rate of 113.8% of the children born out of wedlock in the previous year by September 2010. This was 96.2% of the goal. The result was down less than 1% from the prior year, matching the Statewide trend.
- **Goal 2:** Increase the percentage of child support cases with support orders.
  - **Objective 1** - Establish support orders in 89.8% of cases needing a support order. **Results:** Established support orders in 87.5% of cases needing a support order by September 2010. The result was 97% of the goal. This was a 4% increase in performance over the prior year.

### Organizational Performance

- **Goal 1:** Operate a responsive customer friendly program.
  - **Objective 1:** Conduct customer service surveys and achieve an annual customer satisfaction rate of at least 80%. **Results:** Achieved an annual customer satisfaction rate of 91% by June 2011, exceeding the goal by 11%.
  - **Objective 2** - Maximize customer access to electronic information and services. **Results:** Placed a computer in the lobby of each office for the use of customers to access on-line case information. Increased the use of

the on-line appointment scheduling system and the automated call system.

- ☐ **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.

**Results:** Presented information at 100% of these meetings by June 2011, exceeding the goal by 25%.

### Other Accomplishments in FY 2010/11

- Partnered with the Workforce Investment Board to provide information for Rapid Response presentations to employees of companies implementing layoffs.
- Achieved a Cost Effectiveness ratio of \$2.73. The Cost Effectiveness measure compares the total amount of distributed collections to the total amount of expenditures for the Federal Fiscal Year, expressed as distributed collections per dollar of expenditure. The average Cost Effectiveness Statewide was \$2.38.

### Key Goals and Objectives FY 2011/12

#### Economic Well-Being

- **Goal 1:** 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 by September 2011 as set by the State.
  - ☐ **Objective 1** - Collect and distribute \$38,824,294 in child support.

- ☐ **Objective 2** - Collect and distribute 59.8% of the amount of current child support due.
- ☐ **Objective 3** - Collect on 60.6% of cases with arrears owing.

#### Quality of Life

- **Goal 1:** Increase the percentage of children with a legal relationship with their parents by September 2011 as set by the State.
  - ☐ **Objective 1** - Establish parentage in cases for 113.8% of the children born out of wedlock in the previous year.
- **Goal 2:** Increase the percentage of child support cases with support orders by September 2011 as set by the State.
  - ☐ **Objective 1** - Establish support orders in 87.5% of cases needing a support order.

#### Organizational Performance

- **Goal 1:** Operate a responsive customer friendly program by June 2012.
  - ☐ **Objective 1** - Conduct customer service surveys and achieve an annual customer satisfaction rate of at least 80%.
  - ☐ **Objective 2** - Maximize customer access to electronic information and services.
  - ☐ **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.

- **Goal 2:** Operate a cost effective program by September 2011 as set by the State.
  - ❑ **Objective 1** - Achieve a Cost Effectiveness ratio of at least \$2.25.

### Department Head Concurrence or Appeal

The Department Head concurs with the Recommended Budget.

### Departmental Budget Request

The Requested Budget of \$17,001,103 in expenditures and revenues represents a decrease of \$94,178 or 1% when compared with the FY 2010/11 Final Budget.

Significant areas with major changes between the FY 2010/11 Final Budget and the FY 2011/12 Requested Budget are as follows:

- Capital Assets are unchanged. The FY 2011/12 expenditures of \$50,000 include the following:
  - 2 Replacement vehicles \$50,000
- Countywide Cost Allocation Plan (COWCAP) charges increase \$41,556 due to changes in the Plan.
- Revenue projections are adjusted to reflect decreased interest rates.

### County Administrator's Recommendation

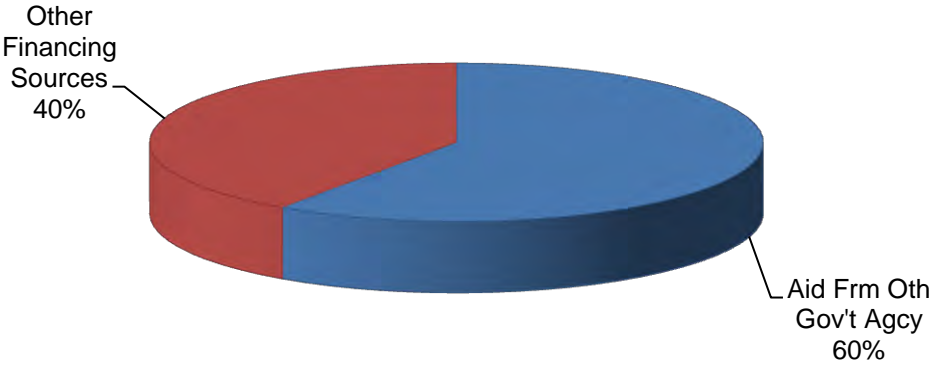
This budget is recommended as submitted.

### Pending Issues and Policy Considerations

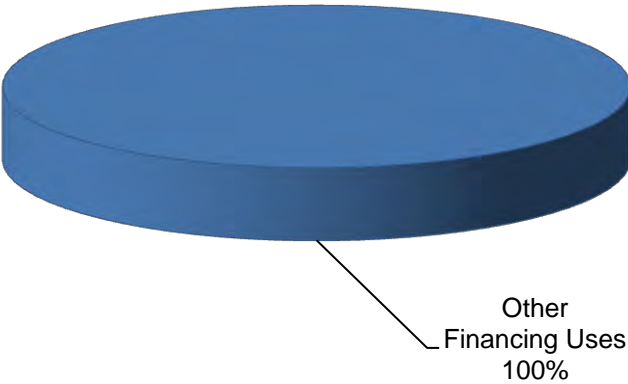
Revenue stabilization is subject to continued Legislative support.



SOURCE OF FUNDS



USE OF FUNDS



**John Davis**  
**Health and Human Services Agency Director**

**017-017**  
**Mental Health Realignment**

FUND:	017						
AGENCY:	017						
MAJOR ACCOUNTS CLASSIFICATIONS	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE	
APPROPRIATIONS:							
Other Financing Uses	<u>13,846,570</u>	<u>14,592,088</u>	<u>17,224,991</u>	<u>17,224,991</u>	<u>2,632,903</u>	<u>18.04</u>	%
TOTAL APPROPRIATIONS	13,846,570	14,592,088	17,224,991	17,224,991	2,632,903	<u>18.04</u>	%
REVENUES:							
Intergovernmental Revenue	8,050,862	8,566,950	11,557,391	11,557,391	2,990,441	34.91	%
Other Financing Sources	<u>5,795,708</u>	<u>6,025,138</u>	<u>5,667,600</u>	<u>5,667,600</u>	<u>(357,538)</u>	<u>(5.93)</u>	%
TOTAL REVENUES	<u>13,846,570</u>	<u>14,592,088</u>	<u>17,224,991</u>	<u>17,224,991</u>	<u>2,632,903</u>	<u>18.04</u>	%
NET COUNTY COST	0	0	0	0	0	0.00	%

### Departmental Purpose

This budget accounts for revenues received from the State that have been designated to support local mental health programs. Counties are provided with two revenue sources: 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 Mental Health, Health, and Social Services.

Accounting for these funds requires that they be included in the County's operating budget to identify the flow of funds to the General Fund and to record the County's match for Mental Health. These funds are transferred from Mental Health Realignment to the Health and Human Services Agency General Fund, for expenditure on mental health programs.

### Departmental Core Functions

Not applicable.

### Key Goals and Objectives Results FY 2010/11

Not applicable.

### Goals and Objectives for FY 2011/12

Not applicable.

### Departmental Budget Request

The Requested Budget represents an overall increase of \$2,632,903 or 18% in both expenditures and revenues when compared with the FY 2010/11 Final Budget.

The factors contributing to major changes between the FY 2010/11 Final Budget and the FY 2011/12 Requested Budget is:

- One-time funds to cover capital projects in Mental Health Services and Mental Health Services at the Criminal Justice Center.
- Revenue projections, before the one-time funds, decreased due to a projected decrease in State sales tax collections and vehicle license fees.

### County Administrator's Recommendations

This budget is recommended as submitted.

### Pending Issues and Policy Considerations

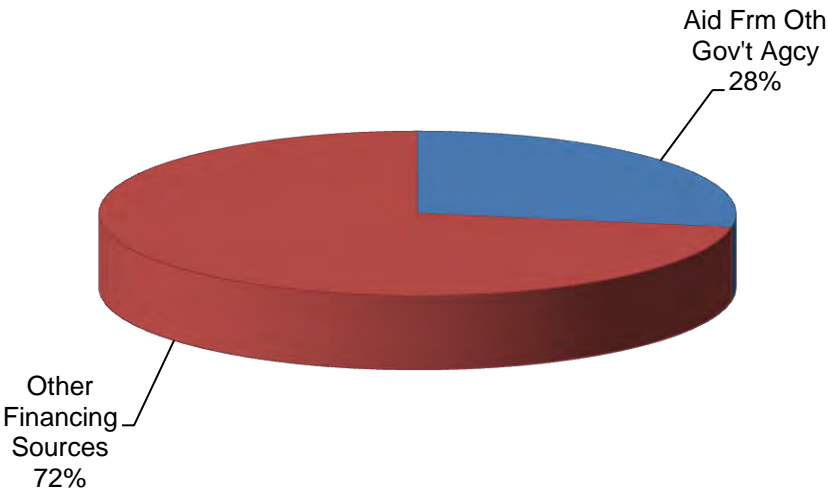
There are no pending issues or policy considerations.

### Department Head Concurrence or Appeal

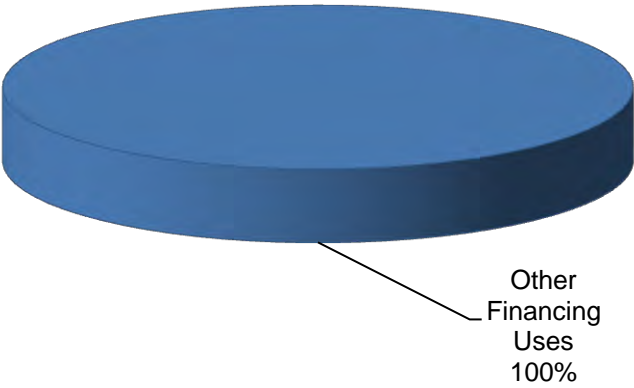
The Department Head concurs with the Recommended Budget.



SOURCE OF FUNDS



USE OF FUNDS



**John Davis**  
**Health and Human Services Agency Director**

**018-018**  
**Health Realignment**

FUND:	018						
AGENCY:	018						
MAJOR ACCOUNTS CLASSIFICATIONS	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE	
APPROPRIATIONS:							
Other Financing Uses	<u>15,103,124</u>	<u>15,607,790</u>	<u>17,130,587</u>	<u>17,130,587</u>	<u>1,522,797</u>	<u>9.76</u>	%
TOTAL APPROPRIATIONS	15,103,124	15,607,790	17,130,587	17,130,587	1,522,797	<u>9.76</u>	%
REVENUES:							
Intergovernmental Revenue	3,568,468	3,768,895	4,750,395	4,750,395	981,500	26.04	%
Other Financing Sources	<u>11,534,656</u>	<u>11,838,895</u>	<u>12,380,192</u>	<u>12,380,192</u>	<u>541,297</u>	<u>4.57</u>	%
TOTAL REVENUES	<u>15,103,124</u>	<u>15,607,790</u>	<u>17,130,587</u>	<u>17,130,587</u>	<u>1,522,797</u>	<u>9.76</u>	%
NET COUNTY COST	0	0	0	0	0	0.00	%

**John Davis**  
**Health and Human Services Agency Director**

**018-018**  
**Health Realignment**

**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.

**Departmental Core Functions**

Not applicable.

**Key Goals and Objectives Results FY 2010/11**

Not applicable.

**Other Accomplishments in FY 2010/11**

Not applicable.

**Key Goals and Objectives FY 2011/12**

Not applicable.

**Departmental Budget Request**

The Requested Budget represents an increase of \$1,522,797 or 10% in both expenditures and revenues when compared with the FY 2010/11 Final Budget.

The factors contributing to major changes between the FY 2010/11 Final Budget and the FY 2011/12 Requested Budget is:

- One-time transfer of realignment funds from Human Services to Health Services of \$1,100,000 to cover costs in Criminal Justice Health Services.
- A one-time rollover of \$1,000,000 in funds from the trust account to cover capital projects in Health Services.
- Revenue projections, before the fund rollover and transfer, decreased due to a projected decrease in State sales tax collections and vehicle license fees.

**County Administrator's Recommendation**

This budget is recommended as submitted.

**Pending Issues and Policy Considerations**

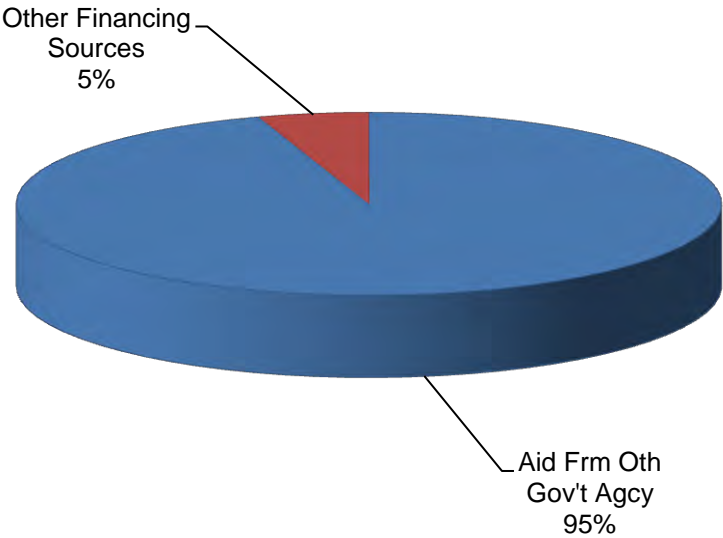
There are no pending issues or policy considerations.

**Department Head Concurrence or Appeal**

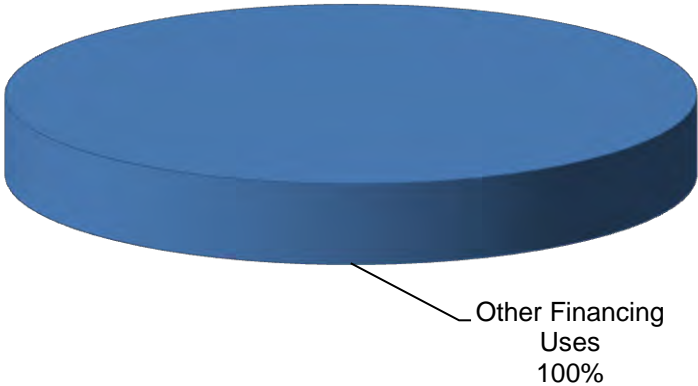
The Department Head concurs with the Recommended Budget.



SOURCE OF FUNDS



USE OF FUNDS



FUND: 019  
 AGENCY: 019

MAJOR ACCOUNTS CLASSIFICATIONS	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Other Financing Uses	<u>14,169,439</u>	<u>15,047,831</u>	<u>16,975,008</u>	<u>16,975,008</u>	<u>1,927,177</u>	<u>12.81</u> %
TOTAL APPROPRIATIONS	14,169,439	15,047,831	16,975,008	16,975,008	1,927,177	<u>12.81</u> %
REVENUES:						
Intergovernmental Revenue	13,290,450	14,116,990	16,118,416	16,118,416	2,001,426	14.18 %
Other Financing Sources	<u>878,989</u>	<u>930,841</u>	<u>856,592</u>	<u>856,592</u>	<u>(74,249)</u>	<u>(7.98)</u> %
TOTAL REVENUES	<u>14,169,439</u>	<u>15,047,831</u>	<u>16,975,008</u>	<u>16,975,008</u>	<u>1,927,177</u>	<u>12.81</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.

### Departmental Core Functions

Not applicable.

### Key Goals and Objectives Results FY 2010/11

Not applicable.

### Other Accomplishments in FY 2010/11

Not applicable.

### Key Goals and Objectives FY 2011/12

Not applicable.

### Departmental Budget Request

The Requested Budget represents an increase of \$1,927,177 or 13% in both expenditures and revenues when compared with the FY 2010/11 Final Budget.

The factors contributing to major changes between the FY 2010/11 Final Budget and the FY 2011/12 Requested Budget are:

- One-time rollover of \$1,952,102 in funds from the trust account to cover necessary match for funding allocations.
- Revenue projections, before the fund rollover, were flat due to decreases and stagnation in State sales tax collections and vehicle license fees.

### County Administrator's Recommendation

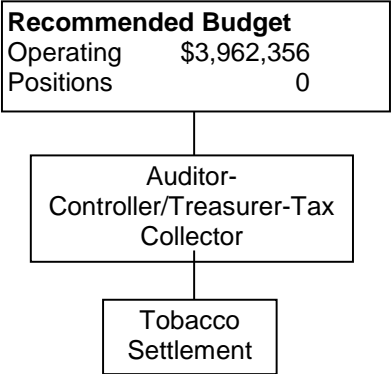
This budget is recommended as submitted.

### Pending Issues and Policy Considerations

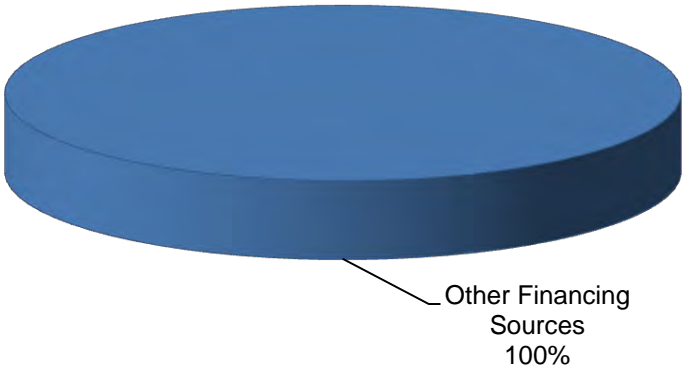
There are no pending issues or policy considerations.

### Department Head Concurrence or Appeal

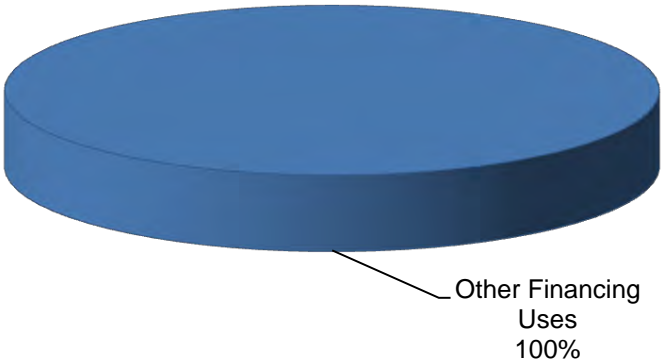
The Department Head concurs with the Recommended Budget.



SOURCE OF FUNDS



USE OF FUNDS



FUND:	020						
AGENCY:	020						
MAJOR ACCOUNTS CLASSIFICATIONS	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE	
APPROPRIATIONS:							
Other Financing Uses	<u>3,727,742</u>	<u>4,105,533</u>	<u>3,962,356</u>	<u>3,962,356</u>	<u>(143,177)</u>	<u>(3.49)</u>	%
TOTAL APPROPRIATIONS	3,727,742	4,105,533	3,962,356	3,962,356	(143,177)	(3.49)	%
REVENUES:							
Other Financing Sources	<u>3,727,742</u>	<u>4,105,533</u>	<u>3,962,356</u>	<u>3,962,356</u>	<u>(143,177)</u>	<u>(3.49)</u>	%
TOTAL REVENUES	<u>3,727,742</u>	<u>4,105,533</u>	<u>3,962,356</u>	<u>3,962,356</u>	<u>(143,177)</u>	<u>(3.49)</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 an endowment fund (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 the Millennium Fund to pay for future capital projects.

### Departmental Core Functions

Not applicable.

### Key Goals and Objectives Results in FY 2010/11

Not applicable.

### Key Goals and Objectives FY 2011/12

Not applicable.

### Departmental Budget Request

The Requested Budget represents an overall decrease of \$143,177 or 3% in both expenditures and revenues when compared with the FY 2010/11 Final Budget.

The factor contributing to major changes between the FY 2010/11 Final Budget and the FY 2011/12 Requested Budget is as follows:

- Anticipated decrease in Tobacco Settlement proceeds compared with FY 2010/11.

### County Administrator's Recommendation

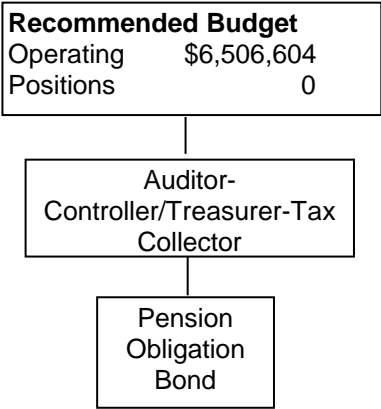
The budget is recommended as submitted.

### Pending Issues and Policy Considerations

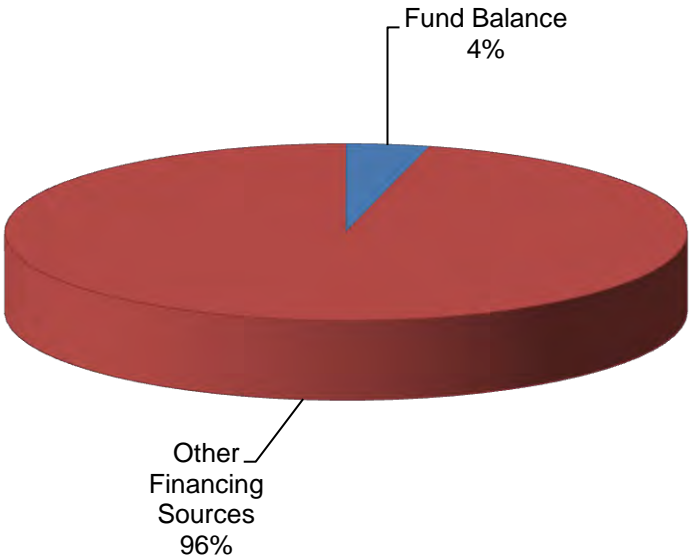
There are no pending issues or policy considerations.

### Department Head Concurrence or Appeal

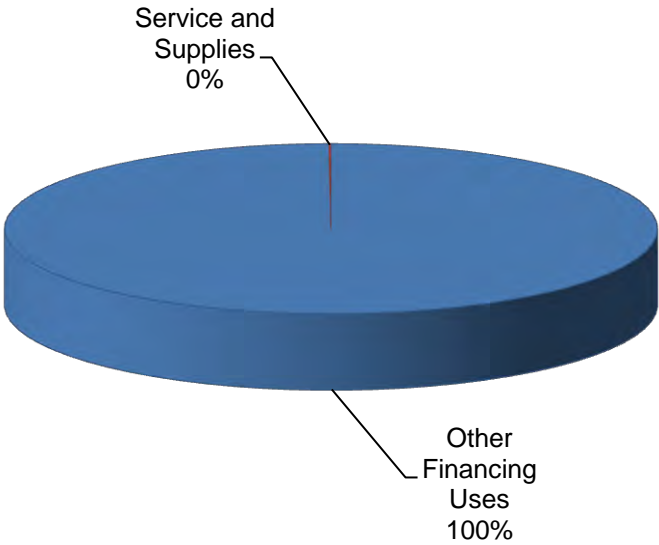
The Department Head concurs with the Recommended Budget.



SOURCE OF FUNDS



USE OF FUNDS



FUND:	022						
AGENCY:	022						
MAJOR ACCOUNTS CLASSIFICATIONS	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE	
APPROPRIATIONS:							
Service And Supplies	0	3,000	6,181	6,181	3,181	106.03	%
Other Charges	<u>6,058,419</u>	<u>6,353,632</u>	<u>6,500,423</u>	<u>6,500,423</u>	<u>146,791</u>	<u>2.31</u>	%
TOTAL APPROPRIATIONS	6,058,419	6,356,632	6,506,604	6,506,604	149,972	<u>2.36</u>	%
REVENUES:							
Rev. from Use of Money & Prop	2,801	0	1	1	1	0.00	%
Other Financing Sources	<u>5,738,990</u>	<u>6,587,492</u>	<u>6,249,527</u>	<u>6,249,527</u>	<u>(337,965)</u>	<u>(5.13)</u>	%
TOTAL REVENUES	<u>5,741,791</u>	<u>6,587,492</u>	<u>6,249,528</u>	<u>6,249,528</u>	<u>(337,964)</u>	<u>(5.13)</u>	%
NET COUNTY COST	316,628	(230,860)	257,076	257,076	487,936	(211.36)	%

### Departmental Purpose

This fund accounts for debt service payments for the County's Pension Obligation Bond (POB) issue. County Departments and the Superior Court are assessed their share of the annual debt based on payroll costs.

Tulare 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 accumulates the amounts assessed to County Departments and Superior Court and issues payment of principal, interest and administrative costs of the long term debt.

The outstanding principal balance as of August 2011 is \$6,270,000. The last debt service payment will be made in FY 2011/12.

### Departmental Core Functions

Not applicable.

### Key Goals and Objectives Results FY 2010/11

Not applicable.

### Key Goals and Objectives FY 2011/12

Not applicable.

### Departmental Budget Request

The Requested Budget represents an overall increase of \$863,953 or 14% in expenditures and an increase of a \$376,017 or 6% in revenues when compared with the FY 2010/11 Final Budget. The \$257,056 difference between expenditures and revenues represents the use of remaining fund balance from FY 2010/11.

Significant areas with major changes between the FY 2010/11 Final Budget and the FY 2011/12 Requested Budget are as follows:

- Services and Supplies increase \$717,162 due to the probable refund to contributing Departments when final POB payment is made and reconciled.
- Other Charges increase \$146,791 for the increased POB debt service amount.
- Revenue projections increase to cover increased charges for POB debt service.

### County Administrator's Recommendation

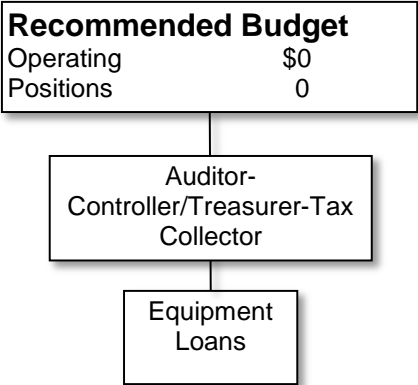
The budget is recommended as submitted.

### 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	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE	
APPROPRIATIONS:							
Other Charges	<u>271,644</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00</u>	%
TOTAL APPROPRIATIONS	271,644	0	0	0	0	<u>0.00</u>	%
REVENUES:							
Other Financing Sources	<u>240,169</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00</u>	%
TOTAL REVENUES	<u>240,169</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00</u>	%
NET COUNTY COST	31,475	0	0	0	0	0.00	%

### 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 leaving no outstanding principal balance of all such debts as of June 2010. Therefore this fund has been discontinued.

### Departmental Core Functions

Not applicable.

### Key Goals and Objectives Results FY2010/11

Not Applicable.

### Key Goals and Objectives FY 2011/12

Not applicable.

### Departmental Budget Request

None.

### County Administrator's Recommendation

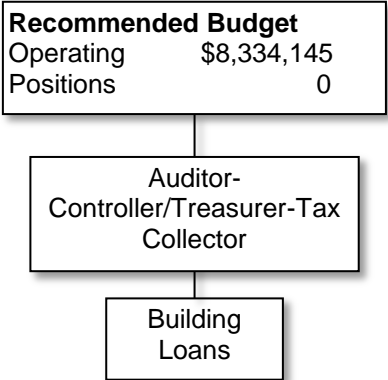
The budget is recommended as submitted.

### Pending Issues and Policy Considerations

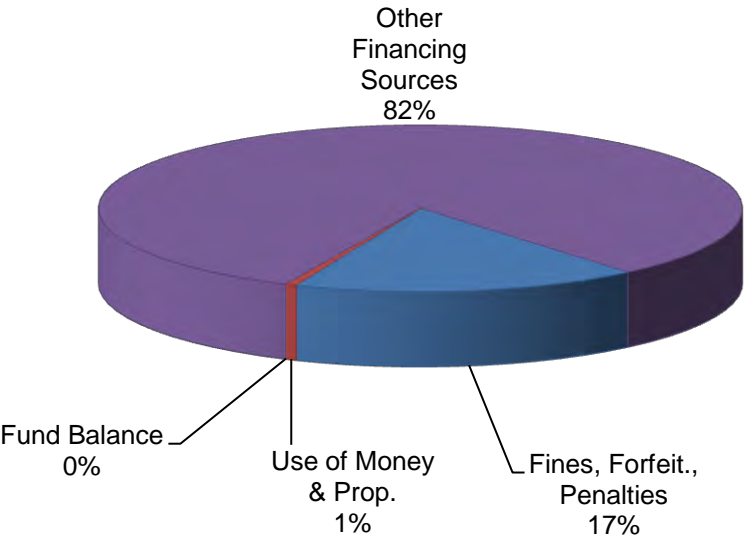
There are no pending issues or policy considerations.

### Department Head Concurrence or Appeal

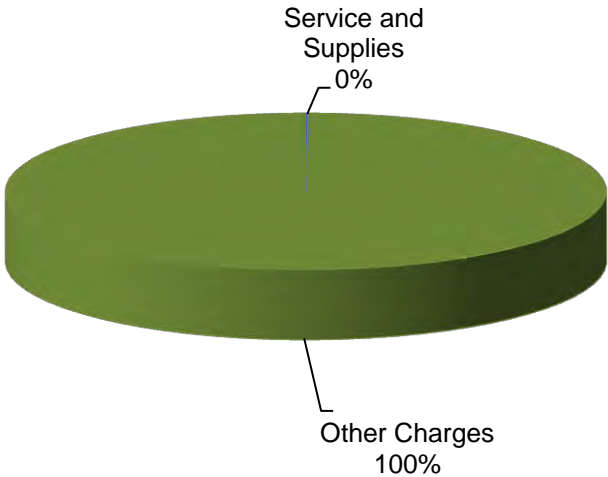
The Department Head concurs with the Recommended Budget.



SOURCE OF FUNDS



USE OF FUNDS



FUND:	024						
AGENCY:	024						
MAJOR ACCOUNTS CLASSIFICATIONS	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE	
APPROPRIATIONS:							
Service And Supplies	5,453	4,000	14,000	14,000	10,000	250.00	%
Other Charges	<u>6,741,246</u>	<u>6,786,625</u>	<u>8,320,145</u>	<u>8,320,145</u>	<u>1,533,520</u>	<u>22.60</u>	%
TOTAL APPROPRIATIONS	6,746,699	6,790,625	8,334,145	8,334,145	1,543,520	<u>22.73</u>	%
REVENUES:							
Fines,Forfeit.,Penalties	1,150,000	1,150,000	1,448,217	1,448,217	298,217	25.93	%
Rev. from Use of Money & Prop	444,018	56,418	46,987	46,987	(9,431)	(16.72)	%
Other Financing Sources	<u>5,163,856</u>	<u>5,172,740</u>	<u>6,828,687</u>	<u>6,828,687</u>	<u>1,655,947</u>	<u>32.01</u>	%
TOTAL REVENUES	<u>6,757,874</u>	<u>6,379,158</u>	<u>8,323,891</u>	<u>8,323,891</u>	<u>1,944,733</u>	<u>30.49</u>	%
NET COUNTY COST	(11,175)	411,467	10,254	10,254	(401,213)	(97.51)	%

## 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 needed to pay the costs of the COPs which are transferred annually to TCPFC. This fund includes all Building Debt Service costs and revenues associated with the 1998 COPs.

This Fund also contains all Department debt service contributions for the Chevron and Invensys Energy Management Projects which enabled energy efficiency upgrades throughout the County. The debt service for these projects was formerly serviced in the Utilities Fund 081, but is included here as of FY 2011/12.

## Departmental Core Functions

Not applicable.

## Key Goals and Objectives Results FY 2010/11

Not applicable.

## Key Goals and Objectives FY 2011/12

Not applicable.

## Departmental Budget Request

The Requested Budget represents an overall increase of \$1,543,520 or 23% in expenditures and an increase of \$1,944,733 or 30% in revenues when compared with the FY 2010/11 Final Budget. The \$10,254 difference between expenditures and revenues represents the use of Reserves.

The significant areas with major changes between the FY 2010/11 Final Budget and the FY 2010/12 Requested Budget are as follows:

- Other Charges increased \$1,533,520 to provide for the principal and interest payments for the newly incorporated Chevron and Invensys Energy Management Projects debt service.
- Revenue projections increase for the collection of sufficient funding for the Chevron and Invensys debt payments.

## County Administrator's Recommendation

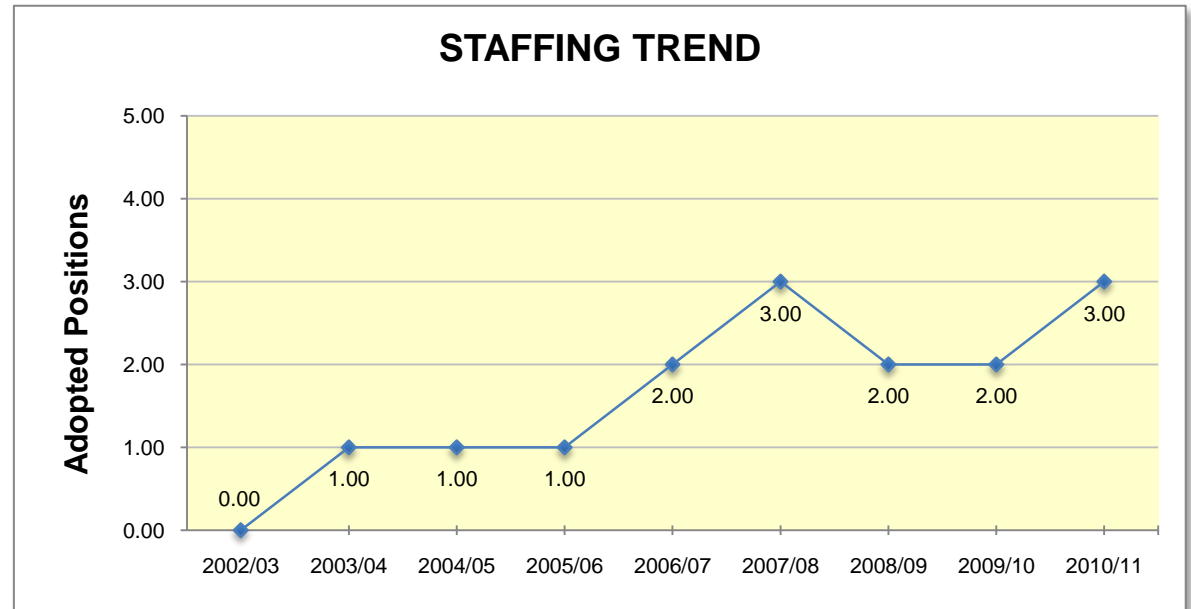
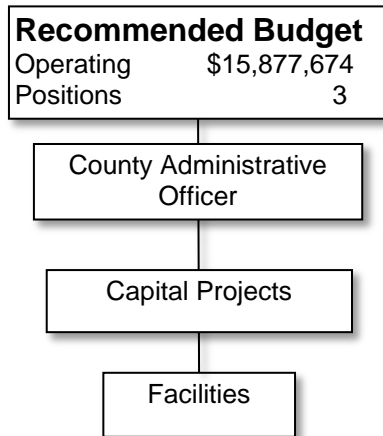
The budget is recommended as submitted.

## Pending Issues and Policy Considerations

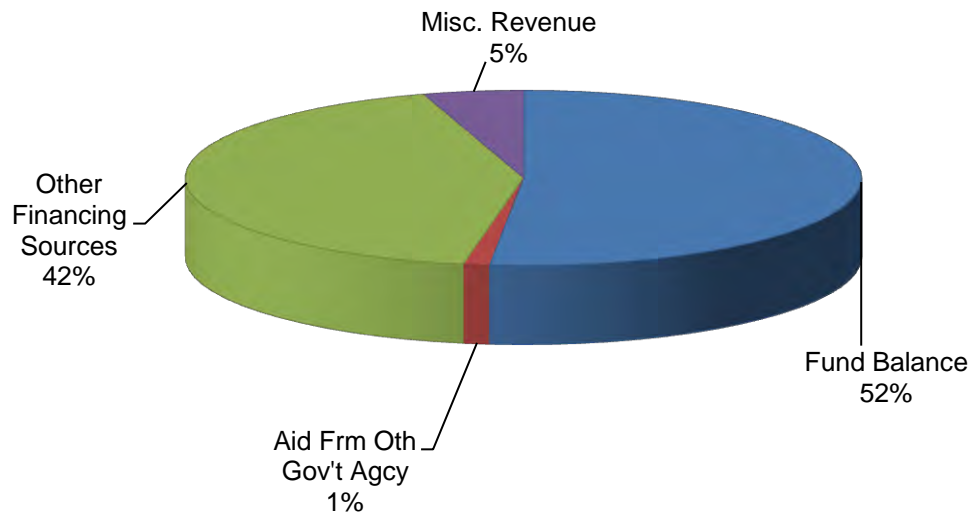
There are no pending issues or policy considerations.

## Department Head Concurrence or Appeal

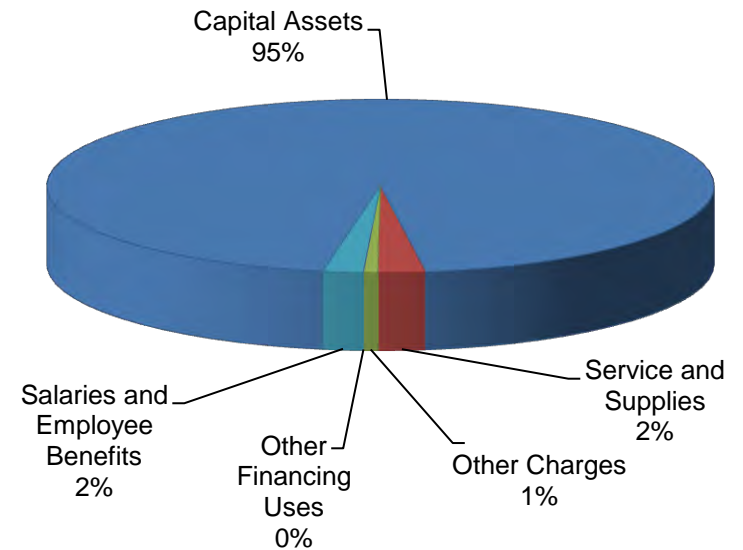
The Department Head concurs with the Recommended Budget.



### SOURCE OF FUNDS



### USE OF FUNDS



FUND: 030						
AGENCY: 086						
MAJOR ACCOUNTS CLASSIFICATIONS	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Salaries And Employee Benefits	216,969	312,339	311,676	311,676	(663)	(0.21) %
Service And Supplies	142,984	262,500	362,500	362,500	100,000	38.10 %
Other Charges	152,694	206,365	109,935	109,935	(96,430)	(46.73) %
Fixed Assets	4,154,018	9,943,643	15,093,563	14,093,563	4,149,920	41.73 %
Other Financing Uses	<u>719,992</u>	<u>1,320,000</u>	<u>0</u>	<u>1,000,000</u>	<u>(320,000)</u>	<u>(24.24)</u> %
TOTAL APPROPRIATIONS	5,386,657	12,044,847	15,877,674	15,877,674	3,832,827	<u>31.82</u> %
REVENUES:						
Taxes	250,000	0	0	0	0	0.00 %
Rev. from Use of Money & Prop	103,256	0	0	0	0	0.00 %
Intergovernmental Revenue	814,496	652,614	200,000	200,000	(452,614)	(69.35) %
Miscellaneous Revenue	1,377,891	169,187	756,595	756,595	587,408	347.19 %
Other Financing Sources	<u>2,704,386</u>	<u>4,213,400</u>	<u>6,730,447</u>	<u>6,730,447</u>	<u>2,517,047</u>	<u>59.74</u> %
TOTAL REVENUES	<u>5,250,029</u>	<u>5,035,201</u>	<u>7,687,042</u>	<u>7,687,042</u>	<u>2,651,841</u>	<u>52.67</u> %
NET COUNTY COST	136,628	7,009,646	8,190,632	8,190,632	1,180,986	16.85 %

Positions

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## Departmental Purpose

The Capital Projects Division of the County Administrative Office is responsible for all County facilities' major maintenance, capital improvements, new construction, and the Capital Improvement Plan. Staff from the County Administrative Office provide project oversight.

## Departmental Core Functions

- Plan, develop, manage and complete capital and major maintenance projects.
- Prepare and manage Division and project budgets and monitor expenditures and revenues.
- Complete short-, mid- and long-range Capital and Facility improvement plans.

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 residents 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 Capital Improvement Plan (CIP) is a 10 year, mid-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 reroofing and repaving. Minor repairs and routine maintenance are performed by the Facilities Division.

## Capital Projects Staff

- Monitor all capital expenditures and functions ensuring that projects are carried out in the most efficient and cost-effective manner.
- Oversee the daily operations of the Facilities Division, the maintenance of buildings and associated equipment, and related budgetary expenditures.

- Plan, implement, and complete capital and major maintenance projects.
- Manage, update, and implement the CIP.
- Prepare and monitor the annual Capital Projects budget.
- Oversee County master planning efforts, make recommendations, and implement Board of Supervisors directives.
- Interact with and assist County Departments with capital, major maintenance, facilities maintenance, and space planning needs.

## Key Goals and Objectives Results FY 2010/11

### Safety and Security

- **Goal 1:** Provide efficient, dependable energy source to the Bob Wiley Detention Facility by completing the Co-Gen project.
  - ❑ **Objective 1** - Complete required controls upgrades, repairs to the engine and replacement of the heat recovery unit. **Results:** This goal was completed. The Notice of Completion was accepted by the Board of Supervisors on April 26, 2011.
- **Goal 2:** Develop a quality design for the relocation of County Fire Station 1.
  - ❑ **Objective 1** - Complete the biddable plans and specifications by September 2010. **Results:** This goal was partially completed. Biddable plans and specifications for Fire Station 1 in Visalia are 95%

complete. The remaining 5% will be completed after the Central Road Yard Master Plan is complete, (including domestic, waste water and storm water systems).

- **Goal 3:** 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. **Results:** This goal was completed. The Notice of Completion was sent to the Purchasing Department on January 11, 2011.

### Economic Well Being

- **Goal 1:** Provide clean and safe environmental conditions at County owned Harmon Field by completing final State regulatory requirements and initiating remediation efforts.
  - ❑ **Objective 1** - Assist State with preparation and completion of final CEQA requirements by January 2011. **Results:** This objective was completed.
  - ❑ **Objective 2** - Receive State approval of Draft Remedial Action Plan by January 2011. **Results:** This objective was completed.
  - ❑ **Objective 3** - Complete State required public outreach meetings in the surrounding community by April 2011. **Results:** This objective was completed.
  - ❑ **Objective 4** - Begin remediation by June 2011. **Results:** This objective was not completed. Objective 4 will begin after vendor selection is complete. The vendor selection process has been initiated.

### Quality of Life

- **Goal 1:** 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. **Results:** This goal was completed. The Notice of Completion was accepted by the Board of Supervisors on December 7, 2010.
- **Goal 2:** 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. **Results:** This objective was completed in March 2011.
  - ❑ **Objective 2** - Complete both remodel projects by March 2011. **Results:** This objective was completed. Both Branch Libraries were remodeled and the Notices of Completion were sent to the Purchasing Department in June for Ivanhoe and July for Earlimart.

### Organizational Performance

- **Goal 1:** Provide improved facilities for County fleet customers and improved work environment for staff by completing Phase 2 of the Fleet Services Facility project and relocating operations to the new facility.
  - ❑ **Objective 1** - Complete biddable plans and specifications by August 2010. **Results:** This objective was completed in November 2010.

- ❑ **Objective 2** - Bid, construct and complete project by January 2011. **Results:** This objective was completed in March 2011.
  - ❑ **Objective 3** - Coordinate with Fleet Services to relocate to the new facility by February 2011. **Results:** This objective was completed in April 2011. The Notice of Completion was accepted by the Board of Supervisors on April 12, 2011.
- **Goal 2:** Provide updated workspace for staff and improved access for public by completing Downtown Annex Remodel plans and specifications.
    - ❑ **Objective 1** - Complete biddable plans and specifications by September 2010. **Results:** This objective was completed in November 2010.
    - ❑ **Objective 2** - Bid, construct and complete project by March 2011. **Results:** This objective was partially completed. The project was bid and construction started on April 11, 2011.
  - **Goal 3:** 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 infrastructure upgrades, re-route existing high voltage electrical feed for existing Fleet Services (Motor Pool) and vacant facility by December 2010. **Results:** The objective was completed in January 2011.
    - ❑ **Objective 2** - Complete biddable plans and specifications for the project by December 2010. **Results:** This objective was completed in April 2011.

- ☐ **Objective 3** - Complete hazardous materials abatement and demolition of vacant building by February 2011. **Results:** This objective was completed in May 2011.
- ☐ **Objective 4** - Bid, construct and complete Parking Lot 6 expansion project by June 2011. **Results:** This objective was partially completed. Bids were advertised on May 27, 2011 and construction began July 25, 2011.

### Other Accomplishments in FY 2010/11

- Completed a gas line replacement project at Sequoia Field. This project replaced the original 1940's underground gas lines at Sequoia Field.
- Completed emergency repairs to the Men's Correctional Facility Administration building damaged by winter storm related flooding.
- Completed emergency repairs to the Visalia Courthouse high voltage electrical system after existing underground 5,000 volt cables failed and caused major disruptions to the facility.
- Completed a chiller replacement project at the Bob Wiley Detention Facility. The project replaced two 1987 original 300 ton water chillers with new units.

### Key Goals and Objectives FY 2011/12

#### Safety and Security

- **Goal 1:** Demolish existing Alpaugh Fire Station and construct new apparatus bay building on the existing site.

- ☐ **Objective 1** - Demolish the existing building just prior to construction and complete construction by November 2011.

- **Goal 2:** Install new boilers at the Bob Wiley Detention Facility.

- ☐ **Objective 1** – Complete the required engineering documents, bid and complete the project by November 2011.

- **Goal 3:** Complete a reroofing project at the Probation Youth Facility to provide safe working conditions and protect County assets.

- ☐ **Objective 1** – Complete biddable roof specifications and plans for the installation of a new roof on the Probation Youth Facility by June 2012.

#### Economic Well Being

- **Goal 1:** Provide clean and safe environmental conditions at County owned Harmon Field by initiating and completing the remediation efforts.

- ☐ **Objective 1** – Complete Vendor pre-qualification and selection by December 2011.
- ☐ **Objective 2** - Complete the remediation of contaminated soils from Harmon Field by June 2012.

#### Quality of Life

- **Goal 1:** Complete the Ivanhoe Community Center project.
- ☐ **Objective 1** - Monitor construction process to achieve project completion by November 2011.

### Organizational Performance

- **Goal 1:** Provide updated workspace for employees and improved access for public by completing Downtown Annex Remodel project.
  - **Objective 1** - Monitor construction process to achieve project completion by December 2011.
- **Goal 2:** Improve public and employee parking access to the Visalia Civic Center by completing Parking Lot 6 expansion project.
  - **Objective 1** – Monitor construction process to achieve project completion by October 2011.

### Departmental Budget Request

The Requested Budget represents an overall increase of \$2,545,167 or 21% in expenditures and an increase of \$2,365,095 or 47% in revenues when compared with the FY 2010/11 Final Budget. The \$180,072 difference between expenditures and revenues represents the use of Reserves.

The factors contributing to major changes between the FY 2010/11 Final Budget and the FY 2011/12 Requested Budget are as follows:

- Services and Supplies increase \$100,000 primarily due to increase in professional contracts.
- Other Charges decrease \$96,430 primarily due to a reduction in maintenance charges.

- Capital Assets increase \$5,149,873 due to one time funds for Health and Human Services Agency (HHSA) and Library projects.
- Revenue projections increase primarily due to budgeting of the full remediation costs for the Harmon Field project and one time funds from HHSA Facility projects.

### County Administrator's Recommendation

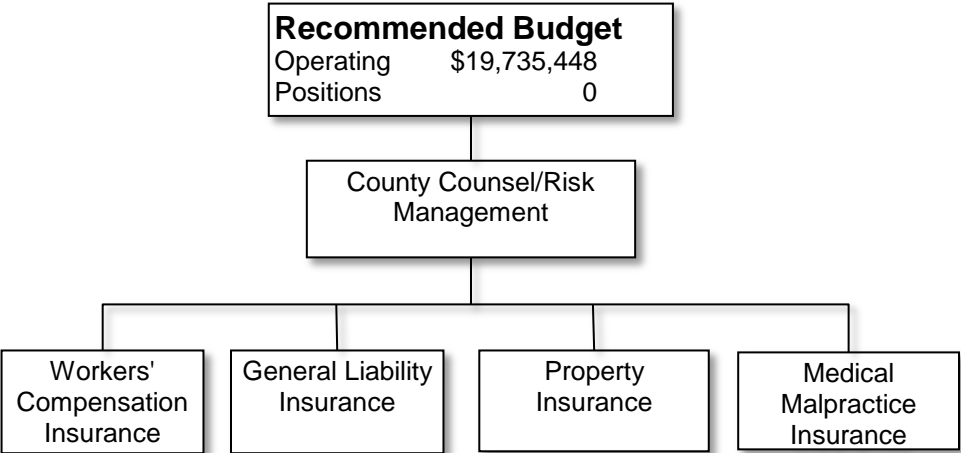
This budget is recommended as submitted with the addition of an operating transfer out to General Fund.

### Pending Issues and Policy Considerations

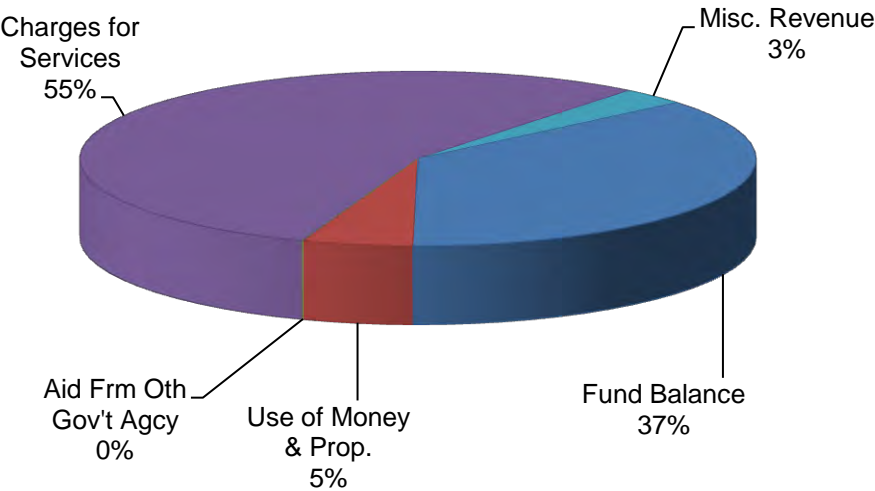
There are no pending issues or policy considerations.

### Department Head Concurrence or Appeal

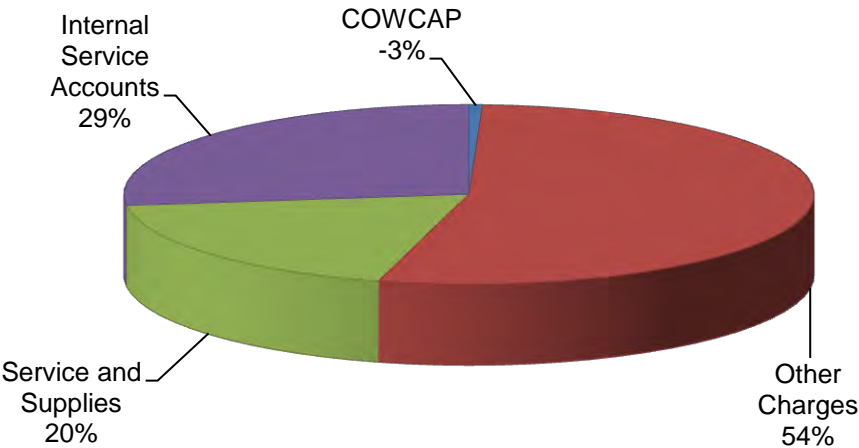
The Department Head concurs with the Recommended Budget.



SOURCE OF FUNDS



USE OF FUNDS



FUND: 061						
AGENCY: 035						
MAJOR ACCOUNTS CLASSIFICATIONS	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	1,531,250	1,910,000	2,013,000	2,013,000	103,000	5.39 %
Other Charges	4,903,234	6,379,947	6,497,636	6,497,636	117,689	1.84 %
Internal Service Accounts	1,617,948	2,000,000	2,300,000	2,300,000	300,000	15.00 %
Cowcap	<u>19,758</u>	<u>(198,446)</u>	<u>80,865</u>	<u>80,865</u>	<u>279,311</u>	<u>(140.75)</u> %
TOTAL APPROPRIATIONS	8,072,190	10,091,501	10,891,501	10,891,501	800,000	<u>7.93</u> %
REVENUES:						
Rev. from Use of Money & Prop	871,981	750,000	750,000	750,000	0	0.00 %
Intergovernmental Revenue	8,290	16,000	16,000	16,000	0	0.00 %
Charges For Current Serv	8,289,230	5,200,000	5,200,000	5,200,000	0	0.00 %
Miscellaneous Revenue	<u>300</u>	<u>125,501</u>	<u>125,501</u>	<u>125,501</u>	<u>0</u>	<u>0.00</u> %
TOTAL REVENUES	9,169,801	6,091,501	6,091,501	6,091,501	0	<u>0.00</u> %
NET COUNTY COST	(1,097,611)	4,000,000	4,800,000	4,800,000	800,000	20.00 %

FUND:	062						
AGENCY:	035						
MAJOR ACCOUNTS CLASSIFICATIONS	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE	
APPROPRIATIONS:							
Service And Supplies	373,246	1,604,006	1,644,174	1,644,174	40,168	2.50	%
Other Charges	2,111,788	3,234,741	3,979,378	3,979,378	744,637	23.02	%
Internal Service Accounts	2,217,803	2,500,000	2,300,000	2,300,000	(200,000)	(8.00)	%
Cowcap	<u>9,977</u>	<u>(197,529)</u>	<u>37,035</u>	<u>37,035</u>	<u>234,564</u>	<u>(118.75)</u>	%
TOTAL APPROPRIATIONS	4,712,814	7,141,218	7,960,587	7,960,587	819,369	<u>11.47</u>	%
REVENUES:							
Rev. from Use of Money & Prop	250,810	250,000	250,000	250,000	0	0.00	%
Charges For Current Serv	4,833,384	5,140,218	5,209,587	5,209,587	69,369	1.35	%
Miscellaneous Revenue	<u>801,480</u>	<u>751,000</u>	<u>501,000</u>	<u>501,000</u>	<u>(250,000)</u>	<u>(33.29)</u>	%
TOTAL REVENUES	5,885,674	6,141,218	5,960,587	5,960,587	(180,631)	<u>(2.94)</u>	%
NET COUNTY COST	(1,172,860)	1,000,000	2,000,000	2,000,000	1,000,000	100.00	%

**Kathleen Bales-Lange  
County Counsel**

**061, 062, 063, 064-035  
Risk Management**

FUND: 063						
AGENCY: 035						
MAJOR ACCOUNTS CLASSIFICATIONS	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	1,504	24,000	24,000	24,000	0	0.00 %
Other Charges	53,618	50,000	51,702	51,702	1,702	3.40 %
Internal Service Accounts	310,823	317,768	350,000	350,000	32,232	10.14 %
Cowcap	<u>652</u>	<u>(8,906)</u>	<u>3,008</u>	<u>3,008</u>	<u>11,914</u>	<u>(133.77)</u> %
TOTAL APPROPRIATIONS	366,597	382,862	428,710	428,710	45,848	<u>11.98</u> %
REVENUES:						
Rev. from Use of Money & Prop	15,630	15,000	13,000	13,000	(2,000)	(13.33) %
Charges For Current Serv	<u>394,867</u>	<u>367,862</u>	<u>0</u>	<u>0</u>	<u>(367,862)</u>	<u>(100.00)</u> %
TOTAL REVENUES	410,497	382,862	13,000	13,000	(369,862)	<u>(96.60)</u> %
NET COUNTY COST	(43,900)	0	415,710	415,710	415,710	0.00 %

FUND: 064						
AGENCY: 035						
MAJOR ACCOUNTS CLASSIFICATIONS	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	8,949	25,000	25,000	25,000	0	0.00 %
Other Charges	26,699	30,681	46,015	46,015	15,334	49.98 %
Internal Service Accounts	406,468	454,337	380,000	380,000	(74,337)	(16.36) %
Cowcap	<u>879</u>	<u>(11,720)</u>	<u>3,635</u>	<u>3,635</u>	<u>15,355</u>	<u>(131.02)</u> %
TOTAL APPROPRIATIONS	442,995	498,298	454,650	454,650	(43,648)	<u>(8.76)</u> %
REVENUES:						
Rev. from Use of Money & Prop	18,776	19,000	20,000	20,000	1,000	5.26 %
Charges For Current Serv	<u>560,941</u>	<u>479,298</u>	<u>474,650</u>	<u>474,650</u>	<u>(4,648)</u>	<u>(0.97)</u> %
TOTAL REVENUES	<u>579,717</u>	<u>498,298</u>	<u>494,650</u>	<u>494,650</u>	<u>(3,648)</u>	<u>(0.73)</u> %
NET COUNTY COST	(136,722)	0	(40,000)	(40,000)	(40,000)	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 Tulare County in partnership with our clients.

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.

## Departmental Core Functions

The Risk Management Division has the responsibility to protect the County's physical, fiscal and human resource assets through the coordination of loss prevention and loss reduction activities, administration of claim programs, conducting education and training, use of risk financing methods such as insurance and risk transfer mechanisms.

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 and excess insurance coverage includes statutory limits.

Administration entails: overseeing the County's third party claim administrator; coordinating CAL-OSHA mandated prevention and safety programs; monitoring County leave-of-absence and return-to-work programs; overseeing medical resolution and the Department of Transportation programs governing drivers of certain types of vehicles and equipment. A major focus in coordinating the Workers' Compensation program is providing excellent customer services to injured employees and County Departments.

### **General Liability—Fund 062**

Risk Management administers the County's General Liability Fund, \$7 million which involves direct administration of the \$250,000 self-insured retention and includes the General Liability I and II Insurance Programs through CSAC EIA.

Optional excess coverage provides total liability limits of \$35 million. Liability claims are self-administered by the Risk Management Division and defended by County Counsel attorneys and outside counsel.

### **Property—Fund 063**

Risk Management provides insurance coverage for the County's buildings at the appraised value of \$532 million and pursues recovery of losses to County property or vehicles from responsible parties. The property program includes a \$15,000 deductible and other deductibles may be applied depending on the type of property.

### **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 and is now occurrence based coverage rather than claims made coverage.

## Key Goals and Objectives Results FY 2010/11

### Safety and Security

- **Goal 1:** Improve and expand the level and type of services to County Agencies:
  - **Objective 1** - Coordinate and act as custodian of record for the Automated External Defibrillator (AED) program by October 2010. **Results:** Risk Management Division assumed coordination of the AED program as of December 2010, including on-going responsibility for regular maintenance, inspection, training, replacement of batteries and other consumable supplies. The Program provides an effective, operational network of AED's while minimizing liability associated with emergency use. This goal remains a long term objective for FY 2011/12.
  - **Objective 2** - Coordinate and act as custodian of record for the Aerosol Transmissible Disease policy by January 2011. **Results:** Protocols have been developed and sample policy language provided to County Departments. However; this is on-going and will continue into FY 2011/12.
  - **Objective 3** - Provide safety training to all County agencies as required by the Injury Illness Prevention Plan by June 2011. **Results:** To comply with CCR Title 8 regulations, training was conducted to prevent workplace injury or illness. Topics include: Basic Ergonomics, Ergonomic Train the Trainer, Defensive Driving, Safety Committee Meetings, Reasonable Suspicion Drug and Alcohol, Supervisory Academy, Vehicle Accident Review Committee, and Safety and Security Training. Two

recent Cal/OSHA inspections resulted in no violations. This objective remains on-going objective for FY 2011/12.

- **Objective 4** - Coordinate the revision of the County's Workplace Violence Response plan with the committee by June 2011. **Results:** The Workplace Violence Committee developed a proposed revision to Policy to provide a more proactive response to work place violence incidents. The mental health component has been significantly enhanced, but the objective remains on-going for FY 2011/12 until the proposed Policy is adopted by the Board of Supervisors.
- **Objective 5** - Assist County Counsel to revise the County's Drug and Alcohol testing policy and procedure by January 2011. **Results:** A proposed policy revision has been drafted to conform to industry acceptable best practice and limit the County's liability. This objective will remain on-going for FY 2011/12 until the proposed Policy is adopted by the Board of Supervisors.

### Organizational Performance

- **Goal 1:** 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 a Request for Proposal for Workers' Compensation claim administration services to ensure County employees and agencies receive the best possible service at the most competitive rate by January 2011. **Results:** Request for Proposal process resulted in the award of the Workers' Compensation Claim Administration contract to CorVel Corporation in February

- 2011 at a projected savings of \$150,000 while gaining greater claim administration expertise.
- **Objective 2** - Develop a program to self-administer the requirements of Medicare, Medicaid and State Children's Health Insurance Program (SCHIP) Extension Act of 2007 legislation to avoid penalties for non-compliance by January 2011. **Results:** This objective was reevaluated due to significant staffing changes and the need to train new employees. However; the objective will continue into FY 2011/12.
  - **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. **Results:** Claim Administration Guidelines were developed and staff underwent training on handling Tort Claims. The Liability Claim program was audited by the Excess Insurance Carrier in June 2011 and found to exceed Industry Standards, comply with Excess Insurance Standards and California Association of Joint Powers Authority standards with no recommendations for change to the County program.
  - **Objective 4** - Develop and implement Liability Claim Settlement Committee meetings to engage County Department contacts to aggressively defend agencies against lawsuits by June 2011. **Results:** Liability Claim committee meetings were held with Resource Management Agency and the Sheriff's Department as part of the claim evaluation process. County management are participants in the claim administration process and Risk Management is able to implement best practice industry standard loss prevention measures in a timely manner. This objective is on-going and will be expanded to include more County Departments.
- **Goal 2:** 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 (EPN) Program by August 2010. **Results:** All drivers mandated to participate in the EPN Program have been added. The Program offers greater efficiency in the management of EPN requirements and a reduction in potential liability exposure with immediate notice of a change in employee driving status. This objective is on-going for FY 2011/12 to include non-mandated drivers as a matter of public safety and to reduce potential liability.
  - **Objective 2** - Implement Performance Platform for use by County Counsel and Human Resources and Development by November 2010. **Results:** This objective was delayed due to possible copyright infringement issues. However; this objective will remain on-going for FY 2011/12.
  - **Objective 3** - Implement Performance Platform for all County Departments by June 2011. **Results:** In May 2011 initial roll out included registration for Quarterly Safety Training through the Prevention Platform. Ergonomic training was assigned to County employees who requested an ergonomic evaluation. The training registration process was streamlined and employees were educated about the importance of sound ergonomic practices to reduce injury. This objective will continue into FY 2011/12.
- **Goal 3:** Make the Risk Management website more informative for County contacts by including procedures and training materials via intranet (phase two) and loss data and statistics (phase three):

- **Objective 1** - Complete Phase II of the Risk Management Division website project by September 2010. **Results:** Phase I has been completed. Phase II has been delayed due to changes in staffing and the need to train new staff. However; this objective will remain a long term objective for the Risk Management Division.
  - **Objective 2** - Complete Phase III of Risk Management website project to provide loss data and loss statistics to County departments via the intranet by June 2011. **Results:** Due to delays implementing Phase II, Phase III is also delayed to FY 2011/12.
- **Goal 4:** 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. **Results:** The Board of Supervisors approved the recommendations from Risk Management to renew the County's insurance programs on June 30, 2011. Coverage was renewed at or above expiring limits with insurance premium savings of approximately \$50,000.
  - **Objective 2** - Provide insurance training for County contacts that prepare vendor agreements to improve process by September 2010. **Results:** Agency conducted training on contract protocol and insurance requirements in July 2010. The process for the review of insurance certificates has been streamlined.
  - **Objective 3** - Conduct review of Boards and Commissions to determine insurance needs and identify potential liability exposures by June 2011. **Results:** This project was re-evaluated due to changes in staffing and the need to train new employees. However, this goal will remain an objective for FY 2011/12.
  - **Objective 4** - Review, revise and update the County Contract Manual to protect the County's Fiscal assets by September 2010. **Results:** Risk Management reviewed and revised the County's Contract Manual to update limits and specifications. Achieved more consistent application of well established industry wide protocols for insurance certificates.
- Other Accomplishments in FY 2010/11
- Improved lost property claims administration in detention facilities to reduce the occurrence of losses and shorten claim resolution times.
  - Added the Medical Malpractice Insurance line and historical tort claims data to the web based claims management system, iVOS, at no additional cost to the County.
  - Sponsored Workers' Compensation 101 training to the County's front line medical providers and County Department representatives to provide technical support to our community partners and improve claim services for County employees.
  - Revised the pre-employment testing requirements in concert with Human Resources and Development in order to maintain organizational effectiveness and fiscal responsibility.
  - Initiated a loss prevention program for employees who are defendants in litigation to minimize the negative impact of litigation process for County employees.

- Developed a prototype Loss Prevention Plan to be prepared for each County Department to provide guidance to reduce loss experience and cost impact of claims and accidents.
- Developed a customized tracking system for all property and subrogation claims in ProLaw while subrogating against at-fault third parties to recover loss on behalf of the County. Reviewed and responded to 86 liability claims and managed 11 litigation matters.

## Key Goals and Objectives FY 2011/2012

### Safety and Security

- **Goal 1:** Further improve and expand the levels and types of services to County Departments.
  - ❑ **Objective 1** - Coordinate and act as custodian of record for the Aerosol Transmissible Disease policy by June 2012.
  - ❑ **Objective 2** - Provide safety training to all County agencies as required by the Illness Prevention Plan by June 2012.
  - ❑ **Objective 3** - Coordinate the revision of the County's Workplace Violence Response Plan with the committee and bring before the Board of Supervisors for adoption by June 2012.
  - ❑ **Objective 4** - Assist County Counsel to revise the County's Drug and Alcohol testing policy and procedure and oversee the adoption by the Board of Supervisors by June 2012.
  - ❑ **Objective 5** - Coordinate all CalOSHA required written programs for inclusion in the County's master Injury Illness Prevention Plan by June 2012.

### Organizational Performance

- **Goal 1:** 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.
  - ❑ **Objective 1** - Review the training requirements and complete the training to self-administer compliance by January 2012.
  - ❑ **Objective 2** - Test the claim system to ensure data will be transferred with integrity by working with Information and Communication Technology staff at CSAC-EIA by January 2012.
  - ❑ **Objective 3** - Create policies to ensure compliance and avoid penalties before implementing the program by January 2012.
- **Goal 2:** Further 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 EPN Program for all County employees by June 2012.
  - ❑ **Objective 2** - Recommend procedures to County Counsel and Human Resource and Development to address non-compliance and seek Board of Supervisors' approval by June 2012
  - ❑ **Objective 3** - Assign ergonomic training module to all County employees who are at risk for ergonomic injuries or who request ergonomic evaluations by using Performance Platform by June 2012.
- **Goal 3:** Make the Risk Management website more informative for County contacts by including procedures and

training materials via intranet (Phase II) and loss data and statistics (Phase III):

- **Objective 1** - Complete Phase II of the Risk Management Division website project by June 2012 to include Risk procedures and training materials.
  - **Objective 2** - Complete Phase III of Risk Management website project to provide loss data and loss statistics to County agencies via the intranet by June 2012.
- **Goal 4:** Improve the efficiency of risk finance functions and improve the effectiveness of insurance related service to County Departments:
- **Objective 1** - Conduct review of Boards and Commissions to determine insurance needs and identify potential liability exposures by completing the following steps by June 2012:
    - Sending out Memorandum to Department Heads to gather the information needed to complete the analysis.
    - Identifying potential exposures to liabilities that are currently uninsured.
    - Making recommendations to the Department Heads to address the exposure where appropriate.

## Departmental Budget Request

The Requested Budget represents an increase of \$1,626,895 or 9% in expenses and a decrease of \$548,815 or 4% in revenues when compared with the FY 2010/11 Final Budget. The difference of \$7,175,710 between expenses and revenues represents the use of Unrestricted Net Assets.

Significant areas with major changes between the FY 2010/11 Final Budget and the FY 2011/12 Requested Budget are as follows:

- Service and Supplies increase \$148,494 primarily from anticipated increase in Workers' Compensation claims administration fees due to increase in claims.
- Other Charges increase \$879,362 largely due to anticipated increases in Workers' Compensation and Liability Claim expenses attributable to general economic conditions.
- Countywide Cost Allocation Plan (COWCAP) charges increase \$541,144 due to changes in the Plan.
- Revenue projections decrease overall due to a rate holiday of property insurance premium collections from the County Departments and decrease in insurance recoveries mainly from anticipation of lengthy litigations due to the complexity of upcoming cases.

## County Administrator's Recommendation

This budget is recommended as submitted.

## Pending Issues and Policy Consideration

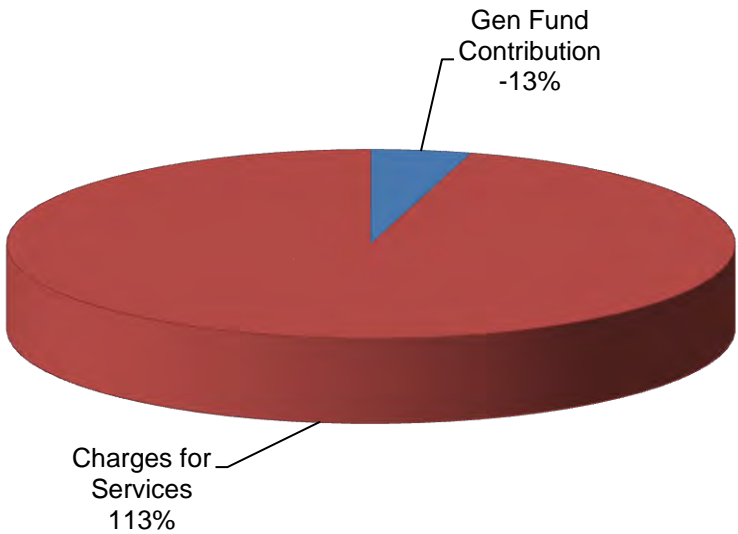
There are no pending issues or policy considerations.

## Department Head Concurrence or Appeal

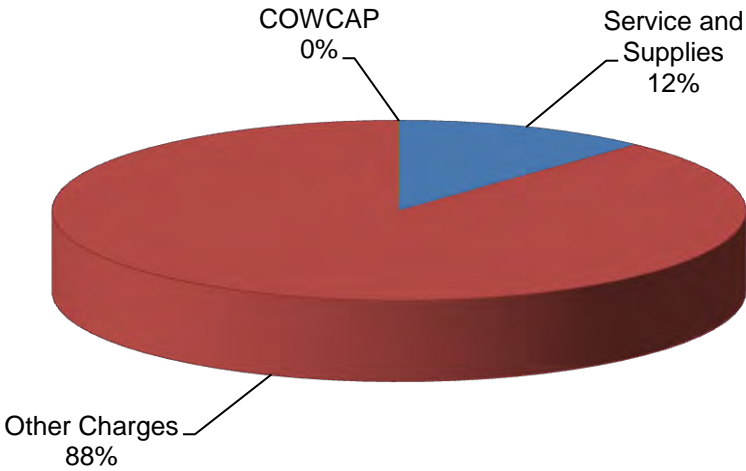
The Department Head concurs with the Recommended Budget.



SOURCE OF FUNDS



USE OF FUNDS



FUND: 065  
AGENCY: 065

MAJOR ACCOUNTS CLASSIFICATIONS	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	0	1,605,889	2,536,425	2,536,425	930,536	57.95 %
Other Charges	7,941,901	14,410,131	18,659,027	18,659,027	4,248,896	29.49 %
Cowcap	<u>0</u>	<u>5</u>	<u>5</u>	<u>5</u>	<u>0</u>	<u>0.00</u> %
TOTAL APPROPRIATIONS	7,941,901	16,016,025	21,195,457	21,195,457	5,179,432	<u>32.34</u> %
REVENUES:						
Rev. from Use of Money & Prop	(2,551)	0	0	0	0	0.00 %
Charges For Current Serv.	10,323,761	18,072,181	20,259,032	20,259,032	2,186,851	12.10 %
Miscellaneous Revenue	<u>(3,771)</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00</u> %
TOTAL REVENUES	<u>10,317,439</u>	<u>18,072,181</u>	<u>20,259,032</u>	<u>20,259,032</u>	<u>2,186,851</u>	<u>12.10</u> %
NET COUNTY COST	(2,375,538)	(2,056,156)	936,425	936,425	2,992,581	(145.54) %

## Departmental Purpose

The vision of the Human Resources & Development (HR&D) department is: Your Success is Our Reward. The Mission is: Helping people succeed because talent doesn't just happen.

## Departmental Core Function

- Perform accurate and timely collection of premiums and associated fees and payment to vendors/carriers of associated benefit costs.

## Key Goals and Objectives Results FY 2010/2011

### Organizational Performance

- **Goal 1:** Develop the Accounts Receivable (AR) Module to incorporate the Internal Service Fund 065.
  - ❑ **Objective 1** – Develop a method to record and collect outstanding insurance premium receivables by July 2010. **Results:** Completed Phase I of an Accounts Receivable module in collaboration with Information and Communications Technology that assists in the recording, collecting and tracking of health premium revenues and payments.
  - ❑ **Objective 2** – Reduce County liability for unsubstantiated coverage by July 2010. **Results:** Achieved a 71% or \$396,975 reduced liability for 2010 and 77% or \$198,198 for year 2011
  - ❑ **Objective 3** – Increase County ability to collect past due amounts by December 2010. **Results:** Producing invoices, statements and open AR listings to achieve collection goals.

## Other Accomplishments in FY 2010/2011

- Successfully sponsored, coordinated and held third annual Wellness Fair in September 2010 with new component of Benefits Enrollment at event. Over 1,500 employees and 58 vendors participated in a day-long event.
- Facilitated on-site, at County work sites, mammography exams for 179 County employees.
- Contracted and conducted the first on-site Health Risk Assessments, provided by an outside vendor, for 354 employees at County work sites.
- Transitioned from fully-insured to self-insured dental program.

## Key Goals and Objectives FY 2011/12

### Organizational Performance

- **Goal 1:** Continue participation in the San Joaquin Valley Insurance Authority and review proposals for health benefits and wellness programs toward reduction of cost containment and increased services.
  - ❑ **Objective 1** – Consultant to obtain rates for health, pharmacy and benefits services by July 2011.
  - ❑ **Objective 2** – Review rates for plans by September 2011.
  - ❑ **Objective 3** – Implement new rates during open enrollment in October 2011.

- **Goal 2:** Continue administering self funded dental program.
  - ❑ **Objective 1** – Consultant to develop rates for dental services by July 2011.
  - ❑ **Objective 2** – Review rates for plans by September 2011.
  - ❑ **Objective 3** – Implement new rates during open enrollment in October 2011.
  - ❑ **Objective 4** – Analyze and evaluate plan performance throughout the year.

### Departmental Budget Request

The Requested Budget represents an increase of \$5,179,432 or 32% in expenses and an increase of \$2,186,851 or 12% in revenues when compared with the FY 2010/11 Final Budget. The \$936,425 between expenses and revenues represents the use of Reserves and the combining of the dental program with the health program.

Significant areas with major changes between the FY 2010-11 Final Budget and the FY 2011/12 Requested Budget are as follows:

- Service and Supplies increase \$930,536 due to combining the Dental Fund with the Health Fund.
- Other Charges increase \$4,248,896 mainly due to payment and combining the Dental Fund with the Health Fund.
- Revenues projections increase due to combining the Dental Fund with the Health Fund.

### 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.

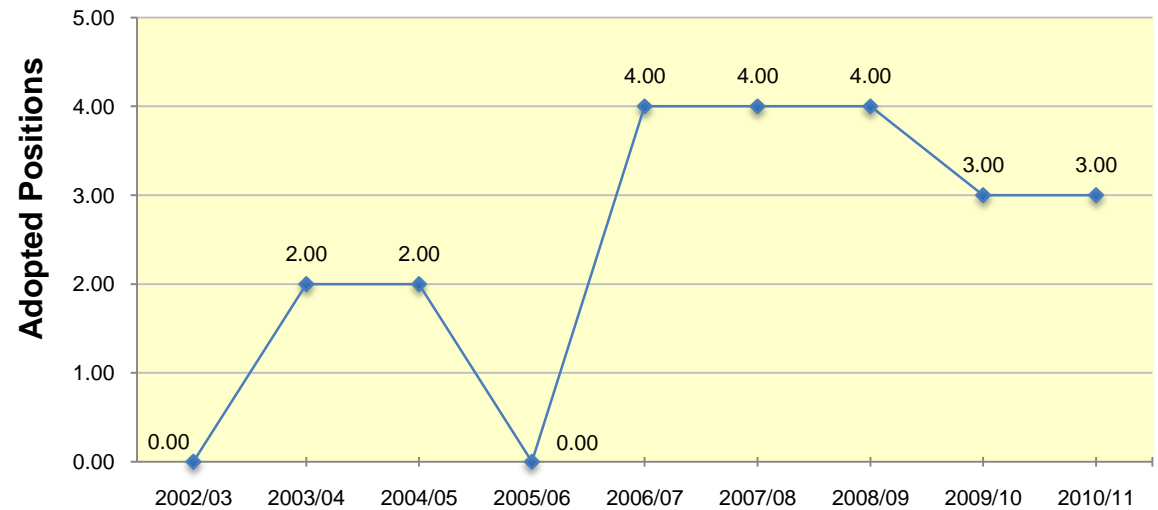
Recommended Budget	
Operating	\$572,260
Positions	3

County Administrative  
Office

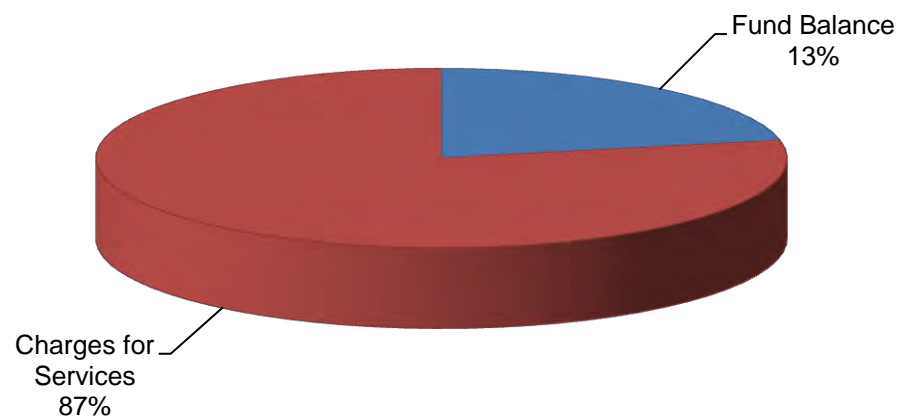
General  
Services

Grounds  
Services

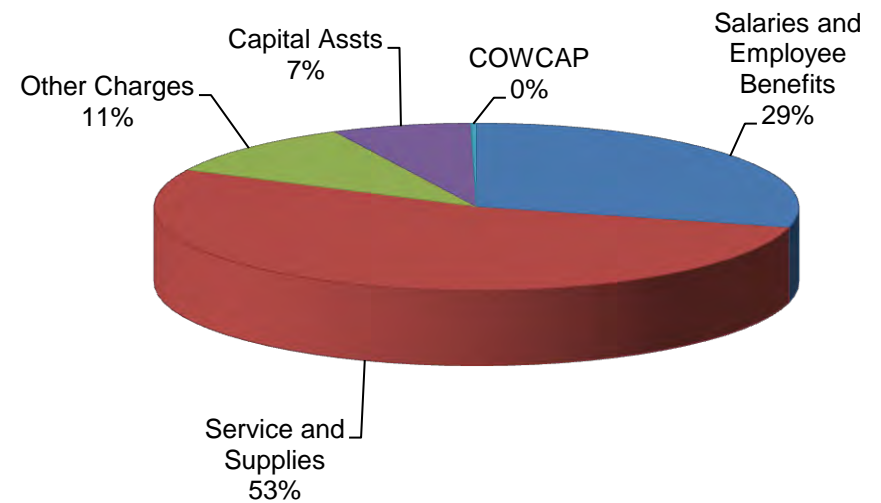
**STAFFING TREND**



**SOURCE OF FUNDS**



**USE OF FUNDS**



FUND: 066						
AGENCY: 066						
MAJOR ACCOUNTS CLASSIFICATIONS	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Salaries And Employee Benefits	167,798	164,291	166,843	166,843	2,552	1.55 %
Service And Supplies	135,083	283,314	306,620	306,620	23,306	8.23 %
Other Charges	71,681	67,023	60,488	60,488	(6,535)	(9.75) %
Fixed Assets	0	0	40,000	40,000	40,000	0.00 %
Other Financing Uses	9,893	0	0	0	0	0.00 %
Cowcap	<u>10,284</u>	<u>4,719</u>	<u>(1,691)</u>	<u>(1,691)</u>	<u>(6,410)</u>	<u>(135.83)</u> %
TOTAL APPROPRIATIONS	394,739	519,347	572,260	572,260	52,913	<u>10.19</u> %
REVENUES:						
Charges For Current Serv.	472,654	450,163	447,264	447,264	(2,899)	(0.64) %
TOTAL REVENUES	<u>472,654</u>	<u>450,163</u>	<u>447,264</u>	<u>447,264</u>	<u>(2,899)</u>	<u>(0.64)</u> %
NET COUNTY COST	(77,915)	69,184	124,996	124,996	55,812	80.67 %

**Positions**

**3**

**3**

**3**

**3**

**0**

## Departmental Purpose

Grounds Services provides 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 County Civic Center) and through contracted services for the remainder of County-owned sites. Costs are recovered through charges to user departments.

Grounds Services provides a welcoming environment for the public and for employees.

## Departmental Core Functions

- Provide a warm and inviting exterior environment for Tulare County employees and those that visit County facilities.

## Key Goals and Objectives Results for FY 2010/11

### Organizational Performance

- **Goal 1:** 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. **Results:** A tree inventory has been completed for Government Plaza, Hillman Health Center, Visalia Health Care and the Civic Center. A list of trees appropriate to Tulare County's climate and their relative size and attributes was assembled in February 2011.
  - ❑ **Objective 2** - Replace failing or site inappropriate trees with improved tree varieties by June 2011.

**Results:** Some of the failing trees at Government Plaza were removed and replaced with site appropriate trees by March 2011.

## Key Goals and Objectives FY 2011/12

### Organizational Performance

- **Goal 1:** Initiate a study looking at energy efficiency, water conservation and consistent water supply at the Civic Center Complex.
  - ❑ **Objective 1** - Select contractor to do study to provide analysis and assist in process by December 2011.
  - ❑ **Objective 2** - Determine feasibility of upgrade project and develop and submit proposal by April 2012.

## Departmental Budget Request

The Requested Budget represents an overall increase of \$52,913 or 10% in expenses and a decrease of \$2,899 or less than 1% in revenues when compared with the FY 2010/11 Final Budget. The \$124,996 difference between revenues and expenses represents a use of Unrestricted Net Assets.

Significant areas with major changes between the FY 2010/11 Final Budget and the FY 2011/12 Requested Budget are as follows:

- Capital Assets increase \$40,000. The FY 2011/12 expenditures of \$40,000 include the following:
  - 2 Riding Lawnmowers \$40,000

County Administrator's Recommendation

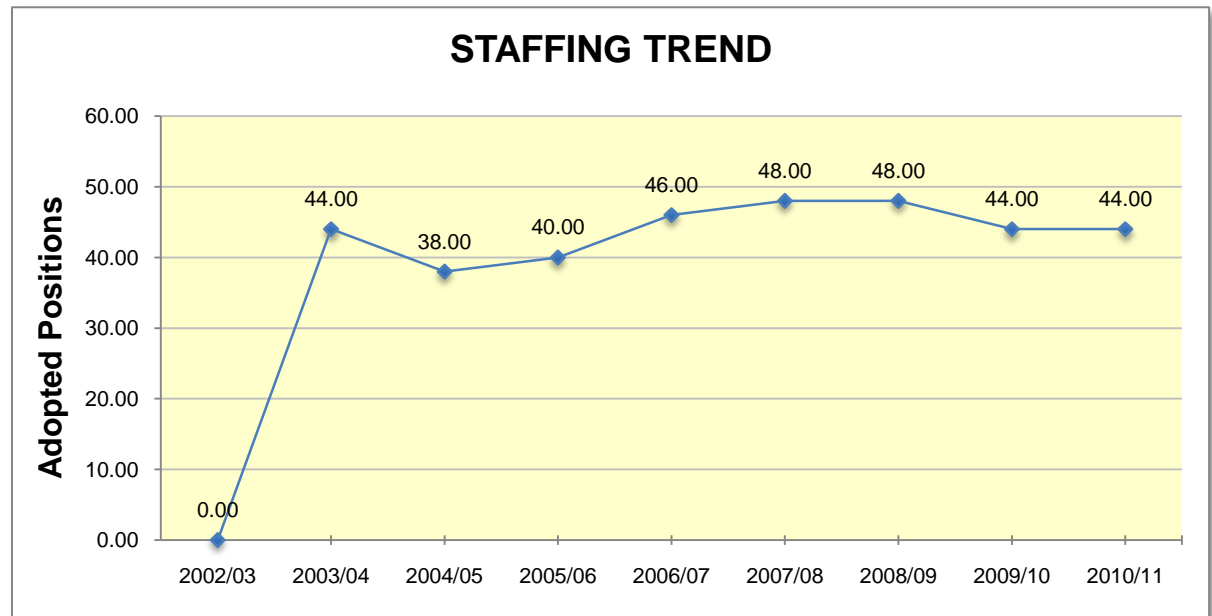
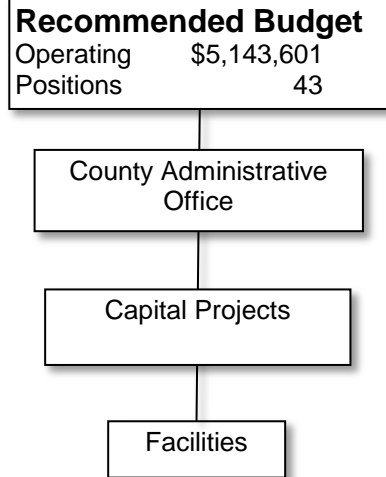
The budget is recommended as submitted.

Pending Issues and Policy Considerations

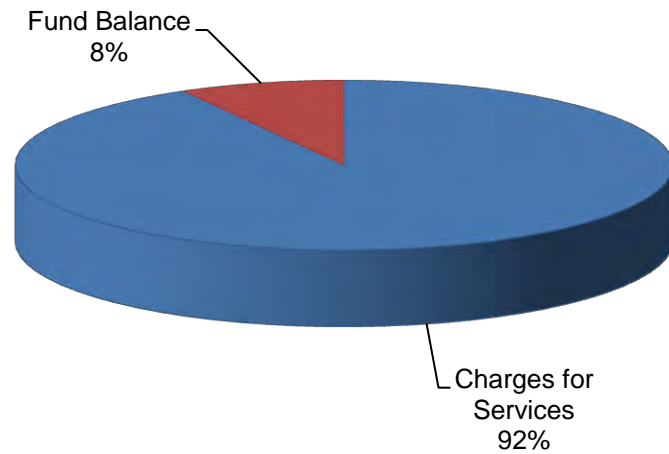
There are no pending issues or policy considerations.

Department Head Concurrence or Appeal

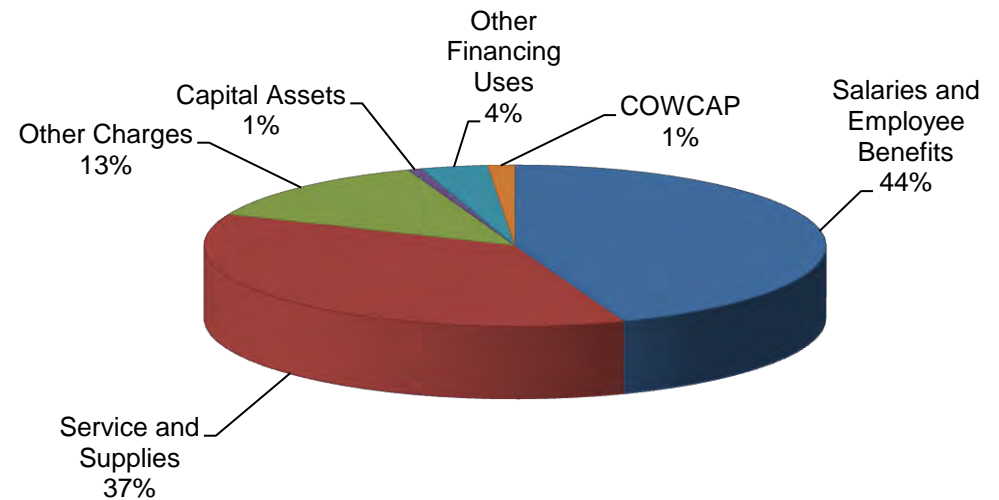
The Department Head concurs with the Recommended Budget.



## SOURCE OF FUNDS



## USE OF FUNDS



FUND:	067						
AGENCY:	067						
MAJOR ACCOUNTS CLASSIFICATIONS	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE	
APPROPRIATIONS:							
Salaries And Employee Benefits	2,422,481	2,221,472	2,278,186	2,278,186	56,714	2.55	%
Service And Supplies	1,759,196	2,158,092	1,906,279	1,906,279	(251,813)	(11.67)	%
Other Charges	728,948	634,984	672,511	672,511	37,527	5.91	%
Fixed Assets	0	0	36,750	36,750	36,750	0.00	%
Other Financing Uses	62,105	25,504	177,860	177,860	152,356	597.38	%
Cowcap	<u>115,767</u>	<u>94,168</u>	<u>72,015</u>	<u>72,015</u>	<u>(22,153)</u>	<u>(23.52)</u>	%
TOTAL APPROPRIATIONS	5,088,497	5,134,220	5,143,601	5,143,601	9,381	<u>0.18</u>	%
REVENUES:							
Charges For Current Serv.	5,117,104	4,565,994	4,581,316	4,581,316	15,322	0.34	%
Miscellaneous Revenue	4,753	0	157,414	157,414	157,414	0.00	%
TOTAL REVENUES	<u>5,121,857</u>	<u>4,565,994</u>	<u>4,738,730</u>	<u>4,738,730</u>	<u>172,736</u>	<u>3.78</u>	%
NET COUNTY COST	(33,360)	568,226	404,871	404,871	(163,355)	(28.75)	%

**Positions**

**44**

**44**

**43**

**43**

**-1**

## Departmental Purpose

Facilities is charged with maintaining County-owned and selected leased facilities. This is accomplished using a well trained in-house workforce implementing an aggressive preventative maintenance program.

Facilities staff is responsible for managing, updating and implementing the Facilities Improvement Plan (FIP).

## Departmental Core Functions

- Plan and complete routine 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.
- Conduct periodic meetings with user Departments to review and coordinate current and proposed maintenance needs.
- 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.

## Key Goals and Objectives Results in FY 2010/11

### Safety and Security

- **Goal 1:** Provide an efficient, dependable energy source to the Bob Wiley Detention Facility by completing the Co-generation project.

- **Objective 1** - Complete required controls upgrades, repairs to the engine and replacement of the heat recovery unit by November 2010. **Results:** The Notice of Completion was accepted by the Board of Supervisors in April 2011.
- **Objective 2** - Initiate an energy performance audit by December 2010. **Results:** This objective was not completed because there were delays finalizing the project by the vendor. The energy audit will be initiated by December 2011.

- **Goal 2:** 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. **Results:** The Notice of Completion was filed in March 2011.
- **Objective 2** - Complete a re-commissioning of the cell doors to include adjustments to hinges, sensors and locks by May 2011. **Results:** All security doors were adjusted and the security system was tested and passed. The Notice of Completion was filed in March 2011.

### Organizational Performance

- **Goal 1:** 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. **Results:** Project was delayed due to priorities and time constraints. Continuing to work with Information and communications Technology (ICT) to achieve objective in the new Fiscal Year.

- ☐ **Objective 2** – Coordinate with ICT to create new bridging software to allow automatic billings and interface with AFIN accounting system by December 2010. **Results:** Project was delayed due to priorities and time constraints. Continuing to work with ICT to achieve objective in the new Fiscal Year.
- **Goal 2:** 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. **Results:** This objective was partially completed. New chillers were purchased and installed in May 2011. New boilers will be completed next Fiscal Year.
  - ☐ **Objective 2** - Install and operate new units by May 2011. **Results:** This objective was partially completed. New chillers were purchased and installed in May 2011. New boilers will be completed next Fiscal Year.
- **Goal 3:** 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. **Results:** This objective was partially completed. Assessments at several County facilities have been completed.
  - ☐ **Objective 2** - Identify projects, work plans and funding sources by March 2011. **Results:** In April 2011 the Board of Supervisors approved the replacement of the existing energy management system at the Visalia Health Care facility. The project is currently under construction.

## Other Accomplishments in FY 2010/11

- Assisted with emergency repairs to the Visalia Courthouse high voltage electrical system after existing underground 5,000 volt cables failed and caused major disruptions to the facility.
- Completed emergency and non-emergency repairs to the Men's Correctional Facility Administration building and detention units damaged by winter storm related flooding.
- Completed a painting and re-roofing project at the Uhl Peak Repeater site.

## Key Goals and Objectives FY 2011/12

### Safety and Security

- **Goal 1:** Replace the Salley Port gate and controls at the Visalia Main Jail.
  - ☐ **Objective 1** - Develop a scope of work and bid the project by October 2011.
  - ☐ **Objective 2** - Award and manage the project to completion by December 2011.
- **Goal 2:** Replace the aging feed water tank for the boiler at the Bob Wiley Detention facility.
  - ☐ **Objective 1** - Develop a scope of work and bid the project by October 2011.
  - ☐ **Objective 2** - Award and manage the project to completion by December 2011.
- **Goal 3:** Replace the aging expansion joint and metal coping on the roof of the Visalia Courthouse.

- ☐ **Objective 1** - Develop a scope of work and bid the project by October 2011.
- ☐ **Objective 2** - Award and manage the project to completion by December 2011.
- **Goal 4:** Initiate a roof replacement project for the Visalia Health Care Center scheduled for completion in July/August of 2012.
  - ☐ **Objective 1** - Develop biddable plans and specifications by March 2012.
  - ☐ **Objective 2** - Identify and secure project funding by April 2012.
  - ☐ **Objective 3:** Roofing project to be completed in FY 2012/13.

### Organizational Performance

- **Goal 1:** Paint the exterior of the 1976 addition of the Visalia Library to match the newly remodeled Children's wing.
  - ☐ **Objective 1** - Develop a scope of work that mirrors the paint scheme on the Children's wing and bid the project by March 2012.
  - ☐ **Objective 2** – Award and manage the project to completion by April 2012.
- **Goal 2:** Replace the damaged pipe insulation on the HVAC chilled and hot water lines on the Support Services building at the Bob Wiley Detention facility.
  - ☐ **Objective 1** - Develop a scope of work and bid the project by December 2011.
  - ☐ **Objective 2** - Award and manage the project to completion by February 2012.

- **Goal 3:** Install a new HVAC unit on the Adult Pre-Trial Transport area.
  - ☐ **Objective 1** - Develop a scope of work and bid the project by January 2012.
  - ☐ **Objective 2** - Award and manage the project to completion by April 2012.
- **Goal 4:** Complete a plumbing project at the Adult Pre-Trial facility to upgrade the water hammer arrestors in the domestic water lines.
  - ☐ **Objective 1** - Develop a scope of work and bid the project by October 2011.
  - ☐ **Objective 2** - Award and manage the project to completion by December 2011.

### Departmental Budget Request

The Requested Budget represents an overall increase of \$9,381 or less than 1% in expenses and an increase of \$172,736 or 4% in revenues when compared with the FY 2010/11 Final Budget. The difference of \$404,871 between expenses and revenues represents a use of Unrestricted Net Assets.

Significant areas with major changes between the FY 2010/11 Final Budget and the FY 2011/12 Requested Budget are as follows:

- Services and supplies decreased by \$251,813 due to operational efficiencies.
- Capital Assets increase \$36,750. The FY 2011/12 expenses of \$36,750 include the following:
  - 1 ¾ ton Service Truck cab and chassis with new service bed

- Other Financing Uses increased \$152,356 due to transfers to Capital Projects Fund for oversight of large projects.
- Countywide Cost Allocation Plan (COWCAP) charges decrease \$22,153 due to changes in the Plan.
- Revenue projections increased due to the hiring of staff to fill positions held vacant in FY 2010/11 allowing for increased billable man-hours.

#### 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

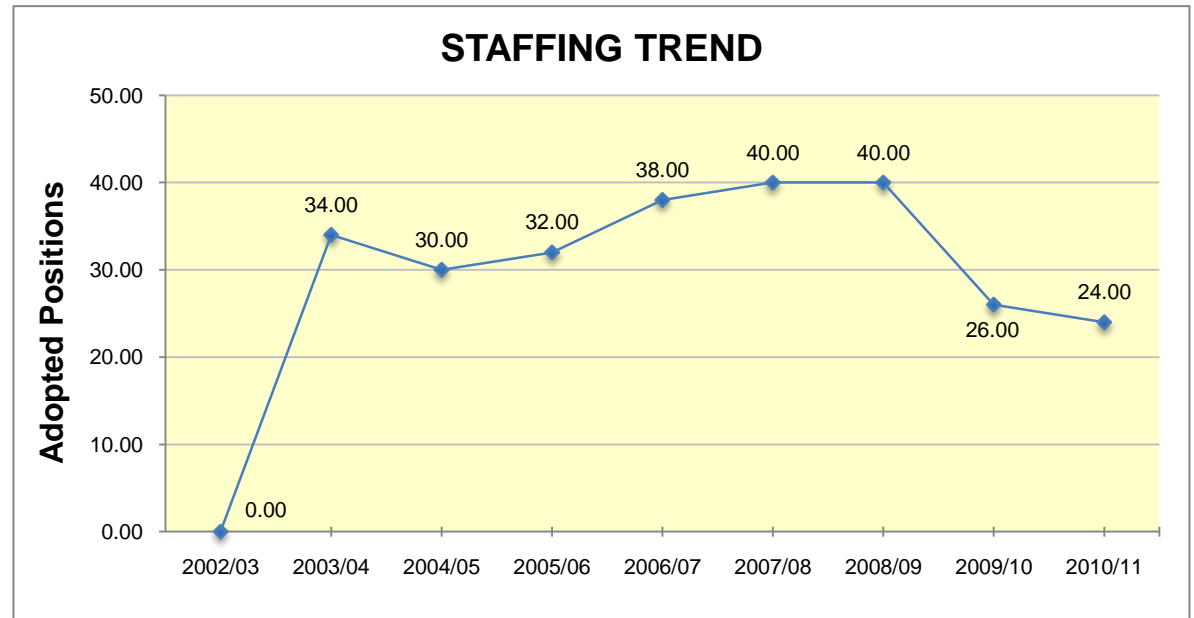
The Department Head concurs with the Recommended Budget.

Recommended Budget	
Operating	\$2,215,063
Positions	25

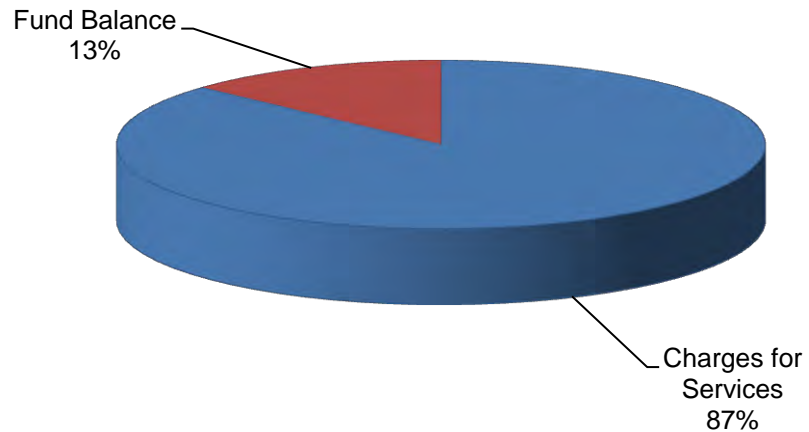
County Administrative  
Office

General Services

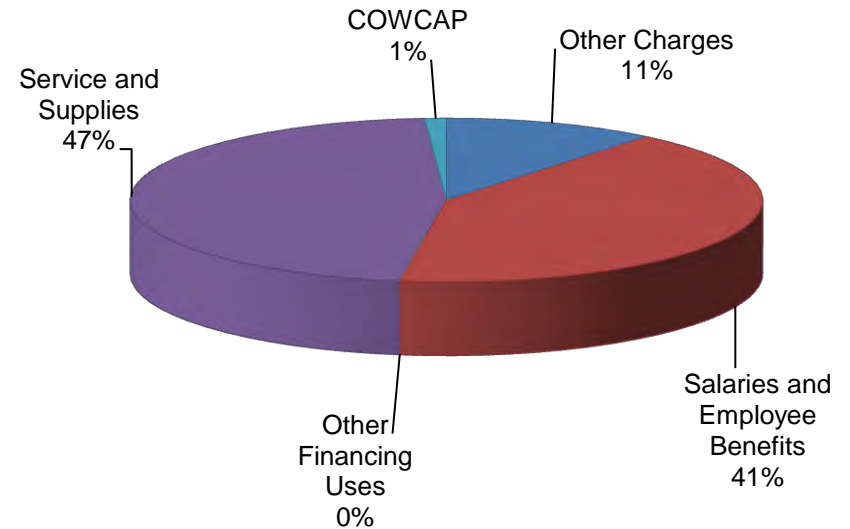
Custodial  
Services



### SOURCE OF FUNDS



### USE OF FUNDS



FUND:	068						
AGENCY:	068						
MAJOR ACCOUNTS CLASSIFICATIONS	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE	
APPROPRIATIONS:							
Salaries And Employee Benefits	961,067	907,600	918,995	918,995	11,395	1.26	%
Service And Supplies	776,151	993,599	1,030,728	1,030,728	37,129	3.74	%
Other Charges	342,601	282,608	240,814	240,814	(41,794)	(14.79)	%
Other Financing Uses	0	54	126	126	72	133.33	%
Cowcap	<u>30,101</u>	<u>35,868</u>	<u>24,400</u>	<u>24,400</u>	<u>(11,468)</u>	<u>(31.97)</u>	%
TOTAL APPROPRIATIONS	2,109,920	2,219,729	2,215,063	2,215,063	(4,666)	(0.21)	%
REVENUES:							
Charges For Current Serv.	2,299,594	1,991,037	1,922,620	1,922,620	(68,417)	(3.44)	%
Miscellaneous Revenue	3,945	0	0	0	0	0.00	%
Other Financing Sources	<u>4,367</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00</u>	%
TOTAL REVENUES	<u>2,307,906</u>	<u>1,991,037</u>	<u>1,922,620</u>	<u>1,922,620</u>	<u>(68,417)</u>	<u>(3.44)</u>	%
NET COUNTY COST	(197,986)	228,692	292,443	292,443	63,751	27.88	%

Positions

26

24

25

25

1

## Department Purpose

Custodial Services provides 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 and leased sites. Costs are recovered through charges to user Departments.

Custodial Services 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.

## Departmental Core Functions

- Provide a healthy and safe workplace environment for Tulare County employees and visitors.

## Key Goals and Objectives Results for FY 2010/11

### Organizational Performance

- **Goal 1:** Enhance service performance by utilizing experienced staff.
  - **Objective 1** - Establish Lead Worker through addition of one Custodial Worker III position. **Results:** Completed in August 2010.
  - **Objective 2** - Fill position by August 2010 through internal promotional opportunity. **Results:** Promotional interview panel was set and the most qualified candidate started work August 2010.

- **Goal 2:** Provide quality contracted service to County-owned and leased facilities in the outlying areas.
  - **Objective 1** - Issue Request for Proposal (RFP) for new three year Custodial Contract for outlying County areas by August 2010. **Results:** Purchasing sent out RFP. Met with panel to evaluate the bids. Selected a contractor who best met County's needs in November 2010.
  - **Objective 2** - Coordinate with the Purchasing Department to select vendor and complete contracts by September 2010. **Results:** Presented the lowest bidder to the Board of Supervisors in November 2010 for approval.
- **Goal 3:** 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. **Results:** Tried out cleaning agents and soaps to find out what works and what didn't. Continuing to research for the right "Green" chemical brands.
  - **Objective 2** - Coordinate with all end users to implement "Green" practices by June 2011. **Results:** Put blue recycle cans in every County office. Educated all County employees on recycling by May 2011.

## Key Goals and Objectives FY 2011/12

### Organizational Performance

- **Goal 1:** Utilize "Green" chemicals in all County facilities.
  - **Objective 1** - Research "Green" chemicals by September 2011.
  - **Objective 2** - Price comparison by October 2011.

- ☐ **Objective 3** - Train staff on the use of “Green” chemicals by December 2011.

### Department Budget Request

The Requested Budget represents an overall decrease of \$4,666 or less than 1% in expenses and a decrease of \$68,417 or 3% in revenues when compared with the FY 2010/11 Final Budget. The \$292,443 difference between revenues and expenses represents a use of Unrestricted Net Assets.

There are no significant areas with major changes between the FY 2010/11 Final Budget and the FY 2011/12 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.

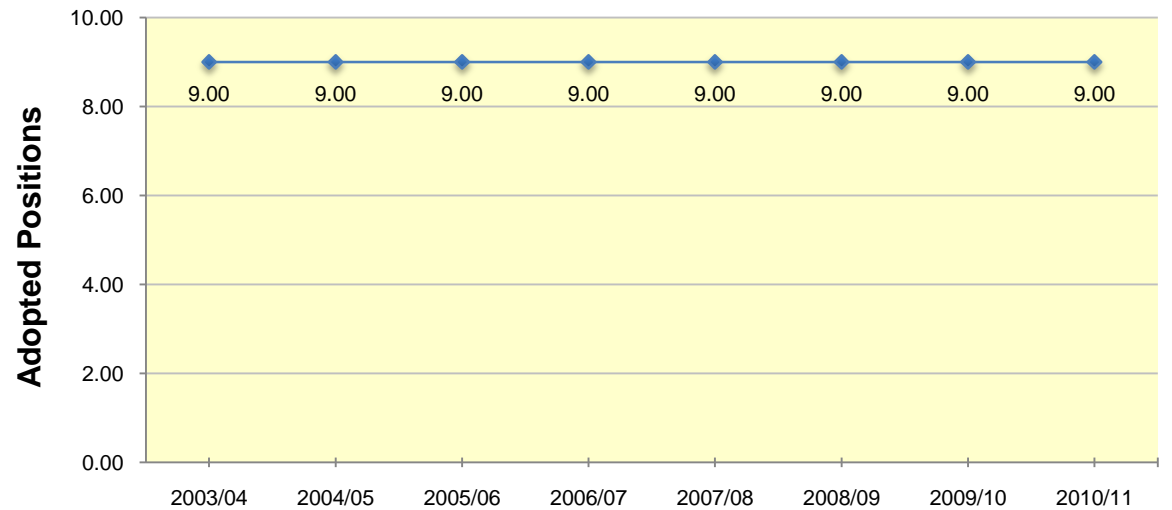
<b>Recommended Budget</b>	
Operating	\$4,003,391
Positions	9

County Administrative  
Office

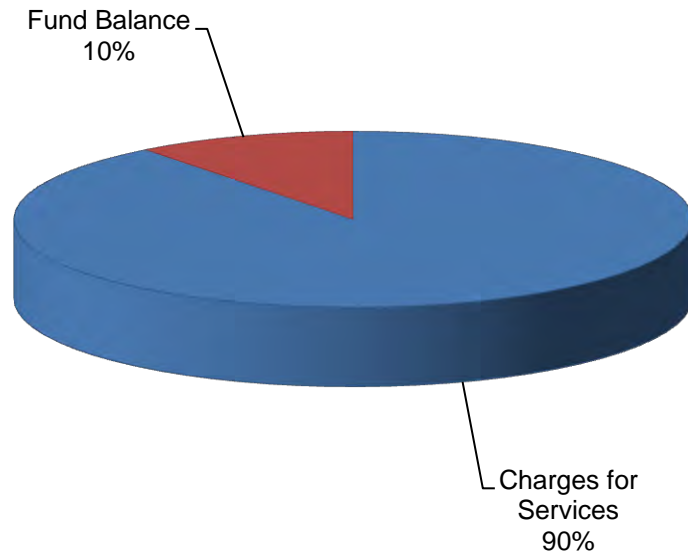
General Services

Fleet  
Services

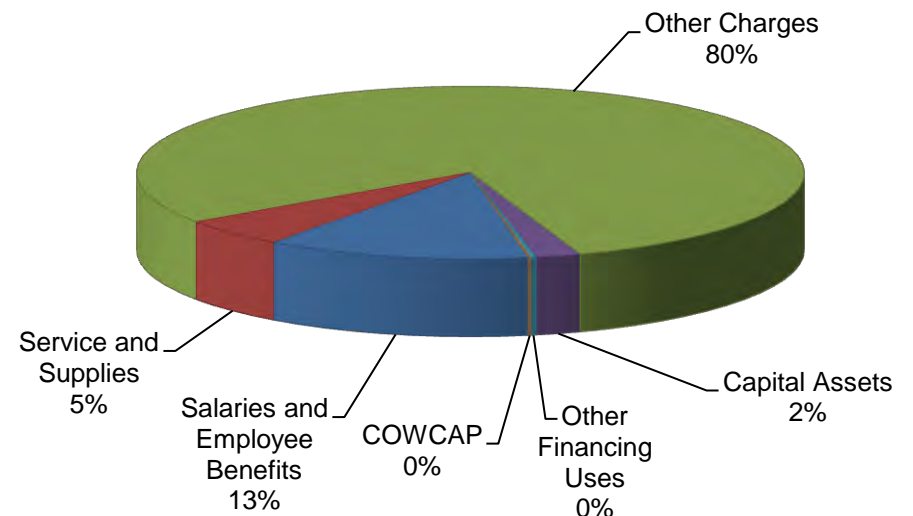
**STAFFING TREND**



**SOURCE OF FUNDS**



**USE OF FUNDS**



FUND:	070						
AGENCY:	070						
MAJOR ACCOUNTS CLASSIFICATIONS	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE	
APPROPRIATIONS:							
Salaries And Employee Benefits	486,876	514,575	512,775	512,775	(1,800)	(0.35)	%
Service And Supplies	96,488	558,538	211,340	211,340	(347,198)	(62.16)	%
Other Charges	2,623,628	2,731,269	3,177,476	3,177,476	446,207	16.34	%
Fixed Assets	0	13,929	87,500	87,500	73,571	528.19	%
Other Financing Uses	118,860	57,500	10,750	10,750	(46,750)	(81.30)	%
Cowcap	<u>32,564</u>	<u>6,170</u>	<u>3,550</u>	<u>3,550</u>	<u>(2,620)</u>	<u>(42.46)</u>	%
TOTAL APPROPRIATIONS	3,358,416	3,881,981	4,003,391	4,003,391	121,410	<u>3.13</u>	%
REVENUES:							
Charges For Current Serv.	3,196,007	3,304,504	3,584,135	3,584,135	279,631	8.46	%
Miscellaneous Revenue	<u>13,910</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00</u>	%
TOTAL REVENUES	<u>3,209,917</u>	<u>3,304,504</u>	<u>3,584,135</u>	<u>3,584,135</u>	<u>279,631</u>	<u>8.46</u>	%
NET COUNTY COST	148,499	577,477	419,256	419,256	(158,221)	(27.40)	%

Positions

9

9

9

9

0

## Departmental Purpose

Fleet Services provides 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 other County Departments. Costs are recovered through charges to user Departments.

## Departmental Core Functions

- Provide and maintain vehicles for County Departments.

## Key Goals and Objectives Results for FY 2010/11

### Organizational Performance

- **Goal 1:** 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. **Results:** Bids were received and the construction contract was awarded in October 2010.
  - ❑ **Objective 2** - In conjunction with Capital Projects, completed the construction of Phase II of the Fleet Services Facility by February 2011. **Results:** The project was completed March 2011.
  - ❑ **Objective 3** - Relocate Fleet Services equipment and staff from current location to new location and initiate operations at new location by February 2011. **Results:** Relocated Fleet Services equipment and staff to new location in April 2011.

- **Goal 2:** 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. **Results:** Fleet Services started inputting vehicle charges September 2010.
  - ❑ **Objective 2** - Test data in new software by October 2010. **Results:** Data was tested September 2010. There were no unresolved items.
  - ❑ **Objective 3:** Fully transition to new software by November 2010. **Results:** Fully transitioned to the new software October 2010. Added fuel purchase information to new software in June 2011.

## Key Goals and Objectives FY 2011/12

### Organizational Performance

- **Goal 1:** Equip all County vehicles (1,150) with data transfer rings that track fuel usage and employee accountability.
  - ❑ **Objective 1** - Phase 1: Outfit 600 County vehicles with data rings by June 2012.
  - ❑ **Objective 2** - Phase II: Outfit 550 County vehicles with data rings to be complete in FY 2012/13.
- **Goal 2:** Investigate installing a 100% water recycling fleet car wash at the new Fleet Services location.
  - ❑ **Objective 1** - Research how a car wash can fit into the site's Master Plan by November 2011.
  - ❑ **Objective 2:** Research the potential costs for a new fleet car wash by January 2012.

## Department Budget Request

The Requested Budget represents an overall increase of \$121,410 or 3% in expenses and an increase of \$279,631 or 8% in revenues when compared with the FY 2010/11 Final Budget. The \$419,256 difference between revenues and expenses represents a use of Unrestricted Net Assets.

Significant areas with major changes between the FY 2010/11 Final Budget and the FY 2011/12 Requested Budget are as follows:

- Services and Supplies decrease by \$347,198 because certain costs previously provided by outside vendors will be supplied by Road Fund.
- Other Charges increase by \$446,207 due to increased costs for gas and oil and increased charges from the Road Fund.
- Capital Assets increase \$73,571. The FY 2011/12 expenditures of \$87,500 include the following:
  - 1 Automotive Diagnostic Equipment \$13,500
  - 3 Check-out Sedans \$74,000

## County Administrator's Recommendation

The budget is recommended as submitted.

## Pending Issues and Policy Considerations

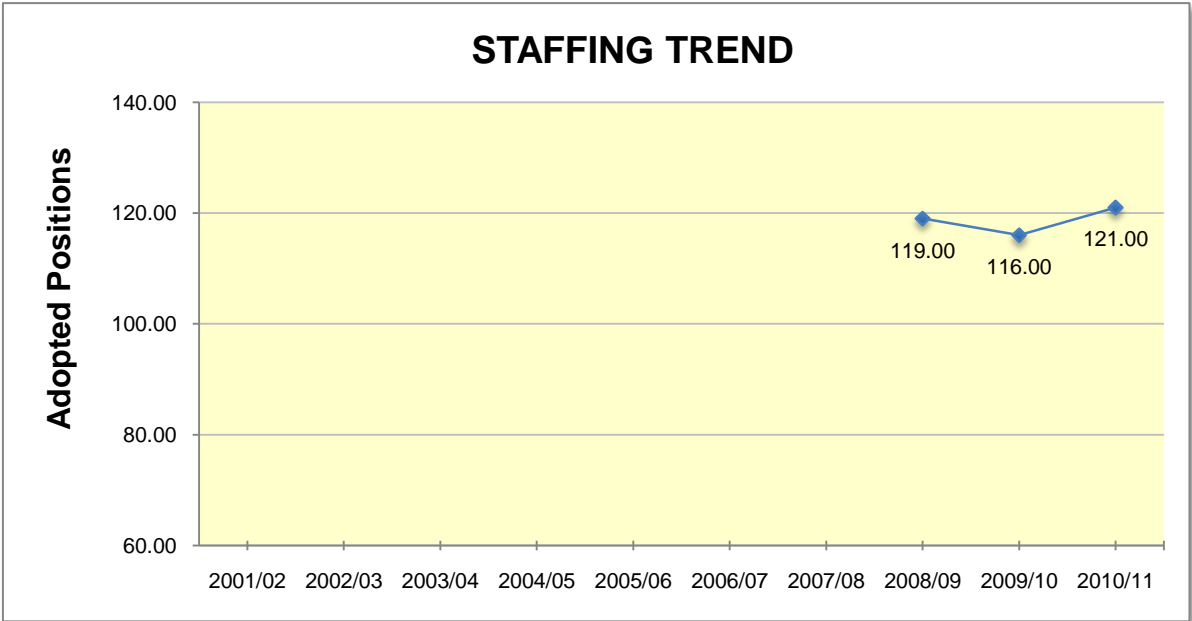
There are no pending issues or policy considerations.

## Department Head Concurrence or Appeal

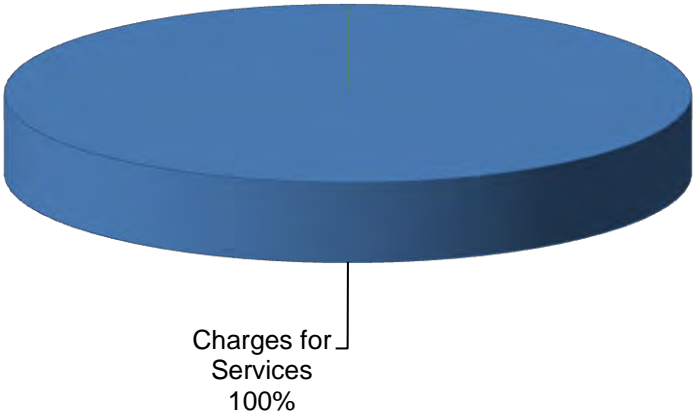
The Department Head concurs with the Recommended Budget.

Recommended Budget	
Operating	\$14,882,152
Positions	127

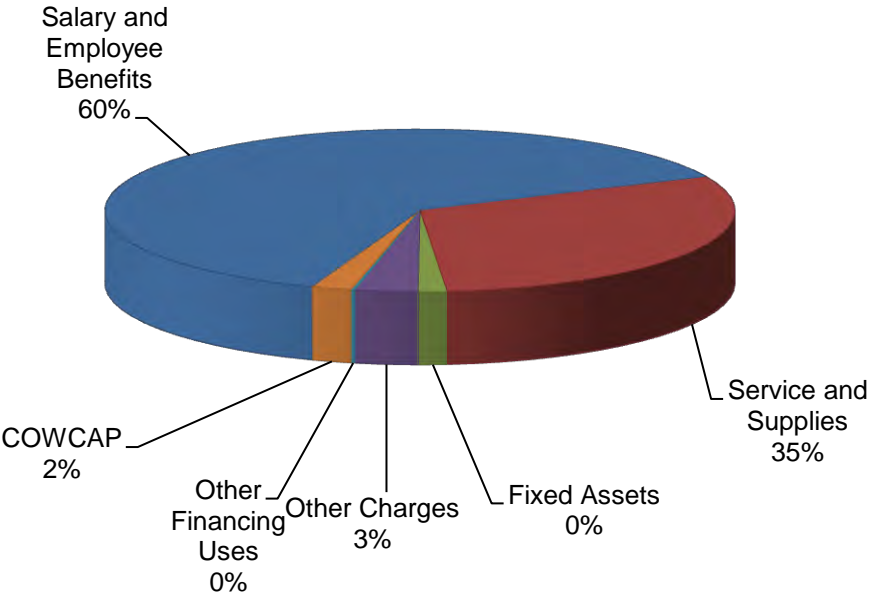
Information &  
Communications  
Technology



**SOURCE OF FUNDS**



**USE OF FUNDS**



FUND: 071						
AGENCY: 090						
MAJOR ACCOUNTS CLASSIFICATIONS	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Salaries And Employee Benefits	8,660,355	8,948,683	9,317,528	9,317,528	368,845	4.12 %
Service And Supplies	3,600,986	5,393,117	4,531,606	4,531,606	(861,511)	(15.97) %
Other Charges	77,872	486,849	479,379	479,379	(7,470)	(1.53) %
Fixed Assets	54,472	50,000	220,000	220,000	170,000	340.00 %
Other Financing Uses	54,783	24,087	28,196	28,196	4,109	17.06 %
Cowcap	<u>162,250</u>	<u>332,190</u>	<u>305,443</u>	<u>305,443</u>	<u>(26,747)</u>	<u>(8.05)</u> %
TOTAL APPROPRIATIONS	12,610,718	15,234,926	14,882,152	14,882,152	(352,774)	<u>(2.32)</u> %
REVENUES:						
Charges For Current Serv.	12,930,747	15,234,926	14,490,294	14,490,294	(744,632)	(4.89) %
Miscellaneous Revenue	224	0	1	1	1	0.00 %
Other Financing Sources	<u>520,284</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00</u> %
TOTAL REVENUES	<u>13,451,255</u>	<u>15,234,926</u>	<u>14,490,295</u>	<u>14,490,295</u>	<u>(744,631)</u>	<u>(4.89)</u> %
NET COUNTY COST	(840,537)	0	391,857	391,857	391,857	0.00 %

**Positions**

**116**

**121**

**127**

**127**

**6**

## Departmental Purpose

Tulare County Information and Communications Technology Department (ICT) provides professional, high quality business and technological solutions. The specialized expertise provided by ICT supports delivery of services by all Departments to the residents of Tulare County.

## Departmental Core Functions

- ICT delivers services to over 4,000 employees and business partners in the areas of Operations, Service Desk Support, Application Development and Project Management.
- ICT maintains 289 servers, 245 switches, 105 routers, 172 wireless access points, 105 physical access gateway controllers, more than 296 terabytes of data and over 4,000 desktops/laptops in support of more than 250 business applications.

## Key Goals and Objectives Results FY 2010/11

### Safety and Security

- **Goal 1:** Fully implement the Variable Area Network (VAN) to provide emergency connectivity to critical offices.
  - ❑ **Objective 1** – Complete contract with satellite service provider by March 2011. **Results:** Contract was completed by March 2011.
  - ❑ **Objective 2** – Test and implement at critical sites by June 2011. **Results:** Fully implemented the VAN to provide emergency connectivity to critical offices by June 2011.

## Economic Well Being

- **Goal 1:** Improve tracking of ICT assets while reducing the costs of performing physical inventories.
  - ❑ **Objective 1** – Install an appliance to monitor and locate WiFi asset tags by December 2010. **Results:** Due to funding issues, full implementation of the asset tracking was not achieved. This objective will be completed during FY 2011/12.
  - ❑ **Objective 2** – Tag all equipment that needs to be monitored and inventoried by June 2011. **Results:** Due to funding issues, full implementation of the asset tracking was not achieved. This objective will be completed during FY 2011/12.
- **Goal 2:** Implement transparent allocation method for chargeback.
  - ❑ **Objective 1** – Implement tools providing the ability to be compliant with Auditor's requirements by June 2011. **Results:** Due to time constraints and prioritized critical projects, full implementation of the transparent chargeback methodology was not completed. Final review will be during the first six months of FY 2011-12 with full implementation at mid-year.

## Organizational Performance

- **Goal 1:** Continue the implementation of the Project Management Office.
  - ❑ **Objective 1** – Implementation of a project and profile management system by December 2010. **Results:** Implementation was completed in January 2011.
  - ❑ **Objective 2** – Offer training in project management practices for other County Departments by March 2011.

**Results:** Due to staffing constraints, training to other Departments has been delayed. However, the goal will remain a long term objective of the Department and will be addressed as future resources permit.

- **Objective 3** – Countywide collaboration on project management by June 2011. **Results:** Due to staffing constraints, collaboration on this project is delayed. However, the goal will remain a long term objective of the Department and will be addressed as future resources permit.

**Goal 2:** Maintain accurate accounting of software license compliance.

- **Objective 1** – Complete audit of current usage of software by October 2010. **Results:** Due to staffing constraints, collaboration on this project is delayed. This objective will be completed during FY 2011/12.
- **Objective 2** – Implement plan to maintain compliance with all software licensing by January 2011. **Results:** Due to staffing constraints, collaboration on this project is delayed. This objective will be completed during FY 2011/12.

### Other Accomplishments in FY 2010/11

- Upgraded Human Resources employment record data system (HR Enterprise) from version 3 to version 5.
- Implemented Disk to Disk Backup System allowing faster backups and restores.
- Installed over 4,200 phones completing the first phase of VoIP deployment.

- Installed 500 Personal Computers (PCs) removed from service by Health and Human Services Agency (HHSA) and made available to General Fund Departments at an approximate savings of \$300,000 to the Departments.
- Consolidated over 100 separate Microsoft SQL databases to one server in each of the two data centers saving over \$200,000 in MS SQL licensing costs for newly added MS SQL systems.
- Installed Unified Computing System (UCS) Servers at the Courthouse and Government Plaza data centers providing for expansion.
- Improved reliability through increased redundancy at 8 key locations:
  - Visalia Civic Center
  - Government Plaza
  - Dinuba District Office
  - North Facilities Justice Campus
  - Visalia DCSS
  - Visalia District Office
  - Hillman Campus
  - Porterville One Stop

- Installed 300 new PCs in the HHSA Human Services Department, completing the refresh of 1,100 computers.

### Key Goals and Objectives FY 2011/12

#### Safety and Security

- **Goal 1:** Improve network security through implementation of Intrusion Detection Systems.

- ☐ **Objective 1** – Complete basic installation of the Intrusion Detection System and begin testing by July 2011.
  - ☐ **Objective 2** – Develop system rollout plan by September 2011.
  - ☐ **Objective 3** – Complete full system implementation by December 2011
- **Goal 2:** Implement real-time reporting systems, called ‘Dashboards’, allowing selected County Departments to better evaluate and respond to their clients’ needs.
- ☐ **Objective 1** – Begin implementation by September 2011.
  - ☐ **Objective 2** – Roll out the development system by December 2011.
- **Goal 3:** Replace and retire out-of-date server hardware.
- ☐ **Objective 1** - Complete build-out of new platform for creating virtual servers on Cisco UCS system using new VMWare system by December 2011.
  - ☐ **Objective 2** - Replace 25 out-of-date servers through virtualization on the new Cisco UCS equipment and the new SAN by June 2012.
- **Goal 4:** Unify system of access control to County computer systems.
- ☐ **Objective 1** - Implement completely the Identity Management environment by December 31, 2011.
  - ☐ **Objective 2** - Finish a single point-of-access to multiple County computer systems, driven by HR records and an Identity Vault by June 30, 2012.

### **Economic Well Being**

- **Goal 1:** Continue to integrate the HHSA and County networks to optimize performance, lower costs and improve reliability through standardization and redundancy.
- ☐ **Objective 1** – Complete installation of new network cores at Visalia Courthouse Data Center and Government Plaza Data Center by September 2011.
  - ☐ **Objective 2** – Complete infrastructure upgrades at the Business Continuity Site and the Hillman Bunker by March 2012.
  - ☐ **Objective 3** – Complete network integration at seven hub sites by June 2012.

### **Organizational Performance**

- **Goal 1:** Develop a self-service “Online Service Desk” portal for County employees.
- ☐ **Objective 1** – Complete portal for all County employees by March 2012.
- **Goal 2:** Implement desktop virtualization for Tulare County.
- ☐ **Objective 1** – Implement with 35 remote computers by December 2011.
- **Goal 3:** Implement transparent allocation method for chargeback.
- ☐ **Objective 1** – Implement tools providing the ability to be compliant with Auditor’s requirements by June 2012.

- **Goal 4:** Maintain accurate accounting of software license compliance.
  - ❑ **Objective 1** – Complete audit of current usage of software by October 2011.
  - ❑ **Objective 2** – Implement plan to maintain compliance with all software licensing by January 2012.
- **Goal 5:** Enhance ICT's organizational capabilities and effectiveness using Predictive Index (PI).
  - ❑ **Objective 1** – All staff to be educated in the application of PI by October 2011.
- **Goal 6:** Optimize and leverage ICT's talent resources.
  - ❑ **Objective 1** - Develop and implement standard organizational learning requirements by December 2011.
  - ❑ **Objective 2** – Identify and adopt succession planning process by June 2012.
- **Goal 7:** Upgrade the general ledger accounting software (AFIN) from version 3.6 to version 3.8.
  - ❑ **Objective 1** – Complete all implementation and testing by May 2012.

### Departmental Budget Request

The Department's requested budget represents an overall decrease of \$352,774 or 2% in expenses and a decrease of \$744,631 or 5% in revenues when compared with the FY 2010/11 Final Budget. The \$391,857 difference between expenses and revenues represents the use of Unrestricted Net Assets.

Significant areas with major changes between the FY 2010/11 Final Budget and the FY 2011/12 Requested Budget are as follows:

- Salaries and Benefits increase \$368,845 due to the addition of positions.
- Service and Supplies decrease \$861,511 due to the completion of projects.
- Capital Assets increase \$170,000. The FY 2011/12 expenses of \$220,000 include the following:
  - 2 Network Equipment to facilitate combining HHSA and other County networks \$200,000
  - 1 Vehicle \$20,000
- Other Financing Uses increase \$4,109 due to increased costs for the debt service for the Invensys Energy Management Project.
- Revenue projections decrease when scheduled project costs are reduced.

Staffing changes reflected in the Requested Budget that were approved by the Board of Supervisors with an effective date after April 24, 2011 until the publication of the Budget Book include the following:

- Added 6 FTE positions as part of a reorganization of the Department. The added positions include:
  - 2 Systems Application Trainer II
  - 1 Specialist Application Support II
  - 3 Enterprise Content Management Specialist II
- Reclassified 11 FTE positions as part of a reorganization of the Department and the reassignment of duties. The reclassified positions include:
  - 1 Business Analyst I/II to Funding Specialist I/II
  - 1 Systems and Procedures Analyst I/II to Business Intelligence III
  - 1 Business Analyst I/II to Data Center Administrator
  - 5 Business Analyst I/II to Specialist App Support I/II
  - 3 Systems and Procedures Analyst I/II to Business Intelligence I/II
- Retitled 17 FTE positions as part of reorganization of the Department to better describe the duties and responsibilities of each position. These positions include:
  - 10 Business Analyst I/II to Client Specialist I/II
  - 1 Business Analyst III to Client Specialist III
  - 2 IT Manager to Project Manager III
  - 4 Project Lead to Project Manager I/II

### 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.

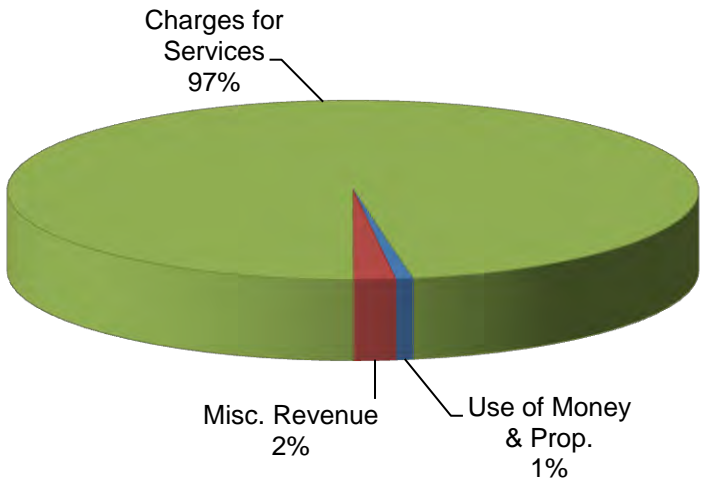
<b>Recommended Budget</b>	
Operating	\$1,500,014
Positions	8

Information &  
Communications  
Technology

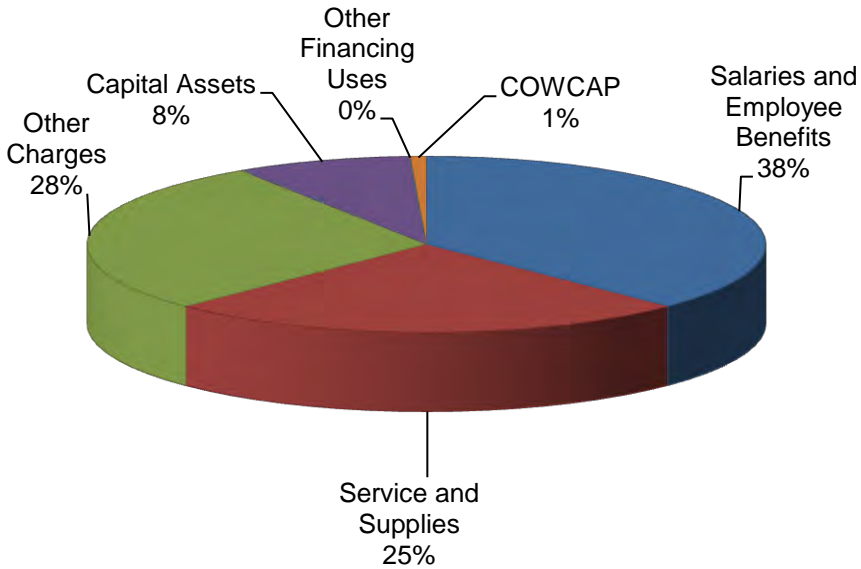
Communications



**SOURCE OF FUNDS**



**USE OF FUNDS**



**Peg Yeates**  
**Information & Communications Technology Director**

**074-074**  
**Communications**

FUND:	074					
AGENCY:	074					
MAJOR ACCOUNTS CLASSIFICATIONS	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Salaries And Employee Benefits	562,682	554,145	561,340	561,340	7,195	1.30 %
Service And Supplies	241,057	236,115	376,300	376,300	140,185	59.37 %
Other Charges	348,217	415,903	424,541	424,541	8,638	2.08 %
Fixed Assets	83,895	0	126,100	126,100	126,100	0.00 %
Other Financing Uses	340	340	278	278	(62)	(18.24) %
Cowcap	<u>10,935</u>	<u>(55,911)</u>	<u>11,455</u>	<u>11,455</u>	<u>67,366</u>	<u>(120.49)</u> %
TOTAL APPROPRIATIONS	1,247,126	1,150,592	1,500,014	1,500,014	349,422	<u>30.37</u> %
REVENUES:						
Taxes	0	0	264,297	264,297	264,297	0.00 %
Rev. from Use of Money & Prop	9,344	10,000	10,000	10,000	0	0.00 %
Intergovernmental Revenue	295,038	0	0	0	0	0.00 %
Charges For Current Serv.	930,752	1,137,942	1,201,717	1,201,717	63,775	5.60 %
Miscellaneous Revenue	30,169	2,650	24,000	24,000	21,350	805.66 %
TOTAL REVENUES	<u>1,265,303</u>	<u>1,150,592</u>	<u>1,500,014</u>	<u>1,500,014</u>	<u>349,422</u>	<u>30.37</u> %
NET COUNTY COST	(18,177)	0	0	0	0	0.00 %

**Positions**

**8**

**8**

**8**

**8**

**0**

## Departmental Purpose

The Communications Services Division of the Information and Communications Technology Department (ICT) provides programming, maintenance, and configuration of all radio and telecommunications equipment. Costs are recovered through charges to customer Departments.

The Communications Division provides reliable voice and radio communications and data links to various County Departments and Agencies.

## Departmental Core Functions

- Coordinates liaison with phone service vendors, orders transmission services, maintains all County telephone-switching devices, and provides cabling for data transmission requirements.
- Provides radio transmission and maintenance service on communications equipment.

## Key Goals and Objectives Results FY 2010/11

### Organizational Performance

- **Goal 1:** Improve Tulare County Radio Systems.
  - ❑ **Objective 1** – Finish narrow banding of all radio inventory by June 2011. **Results:** Due to funding issues, full implementation of narrow band radios was not achieved. This will continue as funding is available.
  - ❑ **Objective 2** – Simulcast/voting repeater at a minimum of one Sheriff Radio channel by March 2011. **Results:** Due to funding issues, full implementation of narrow

band radios was not achieved. This will continue as funding is available.

- ❑ **Objective 3** – Expand radio repeater presence at United States Forestry sites (Tobias and Jordan) by June 2011. **Results:** Expansion at the Tobias site was completed in April 2011; however, due to delayed negotiations with United States Forestry, the expansion of the radio repeater presence at Jordan was not completed. The negotiations have been completed and the expansion will be completed in FY 2011/12.

## Other Accomplishments in FY 2010/11

- Improved law enforcement interoperability and officer safety with installation of simulcast base infrastructure support at Oat Mountain, Lewis Hill, and Stokes Mountain. This included GPS location, frequency and time standard units at these sites + T1 builders and backbone for Simulcast usage on our microwave circuits.
- Provided programming services for radios at Kingsburg Fire, Exeter Police, Farmersville Fire, Lindsay Police, Porterville Police and Porterville Fire.
- Refurbished Blue Ridge antenna farm.

## Key Goals and Objectives FY 2011/12

### Organizational Performance

- **Goal 1:** Improve Tulare County Radio Systems.
  - ❑ **Objective 1** - Complete narrow banding of all radio inventory (Primarily MED Channels) by June 2012.

- ❑ **Objective 2** - Simulcast/voting repeater at a minimum of one Sheriff Radio channel by June 2012; start multi-casting installation work on other radio channels.
- ❑ **Objective 3** – Replace mobile and portable radios that are beyond expected life.

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 increase of \$349,422 or 30% in expenses and in revenues when compared with the FY 2010/11 Final Budget

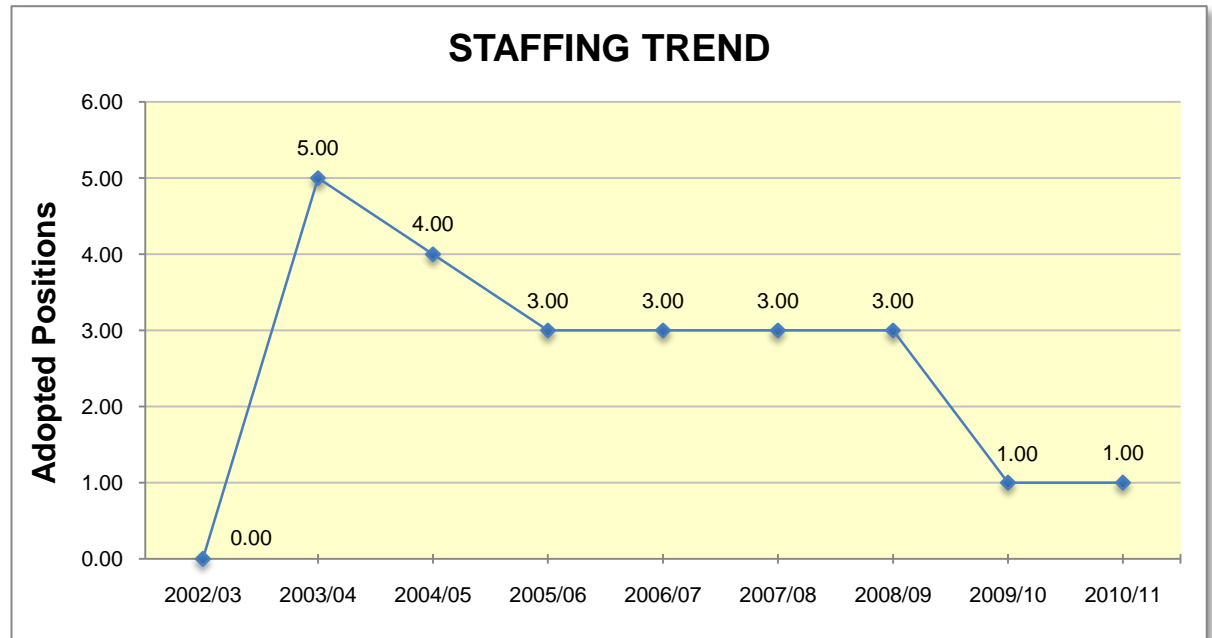
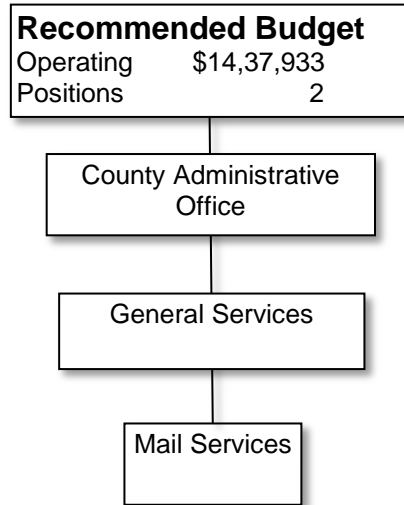
Significant areas with major changes between the FY 2010/11 Final Budget and the FY 2011/12 Requested Budget are as follows:

- Service and Supplies increase by \$140,185 primarily for the completion of the simulcast/voting repeater project.
- Capital Assets increase \$126,100. The FY 2011/12 expenses of \$126,100 include the following:
  - 1 Quantar Base Station \$11,100
  - 1 Microwave Radio Hardware \$95,000
  - 1 Sedan \$20,000
- Revenue projections increase when costs increase.

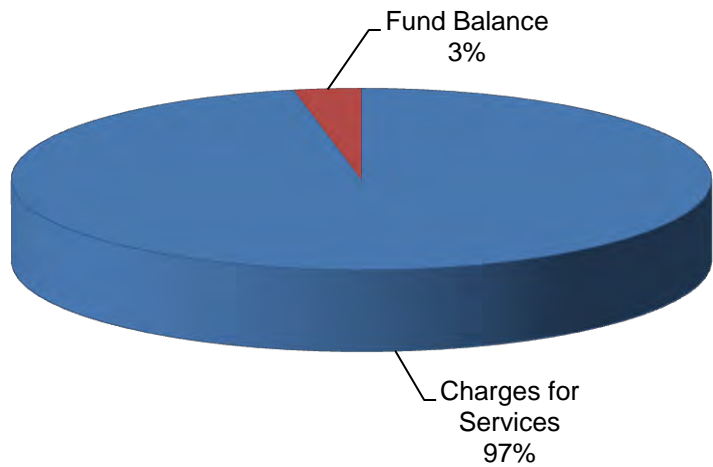
### County Administrator's Recommendation

This budget is recommended as submitted.

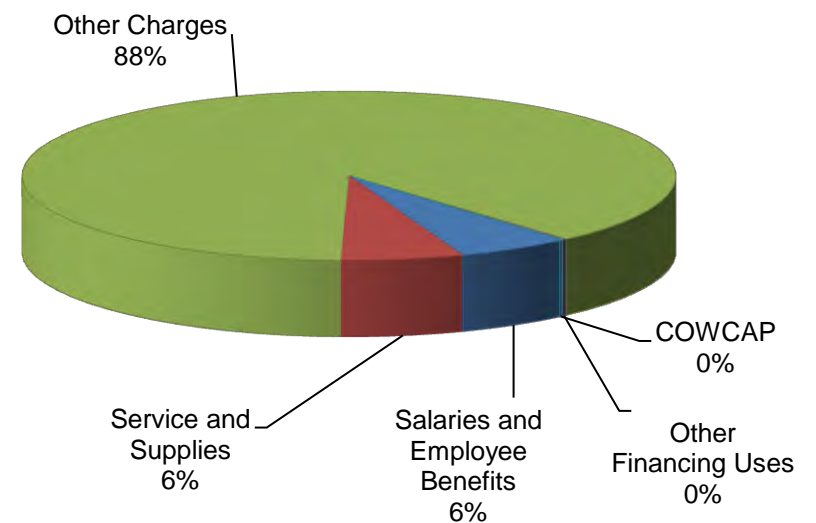
### Pending Issues and Policy Considerations



**SOURCE OF FUNDS**



**USE OF FUNDS**



FUND:	076						
AGENCY:	076						
MAJOR ACCOUNTS CLASSIFICATIONS	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE	
APPROPRIATIONS:							
Salaries And Employee Benefits	38,555	38,522	78,404	78,404	39,882	103.53	%
Service And Supplies	41,665	108,374	86,906	86,906	(21,468)	(19.81)	%
Other Charges	1,180,925	1,094,475	1,266,414	1,266,414	171,939	15.71	%
Other Financing Uses	4,295	3,496	3,889	3,889	393	11.24	%
Cowcap	<u>9,911</u>	<u>48</u>	<u>2,320</u>	<u>2,320</u>	<u>2,272</u>	<u>4,733.33</u>	%
TOTAL APPROPRIATIONS	1,275,351	1,244,915	1,437,933	1,437,933	193,018	<u>15.50</u>	%
REVENUES:							
Charges For Current Serv.	<u>1,281,114</u>	<u>1,323,425</u>	<u>1,393,694</u>	<u>1,393,694</u>	<u>70,269</u>	<u>5.31</u>	%
TOTAL REVENUES	<u>1,281,114</u>	<u>1,323,425</u>	<u>1,393,694</u>	<u>1,393,694</u>	<u>70,269</u>	<u>5.31</u>	%
NET COUNTY COST	(5,763)	(78,510)	44,239	44,239	122,749	(156.35)	%

Positions

1

1

2

2

1

## Departmental Purpose

Mail Services provides 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.

## Departmental Core Functions

- Manage the staff, budget, and requirements of the post office to meet the mail and shipping needs of County Departments.

## Key Goals and Objectives Results for FY 2010/11

### Organizational Performance

- **Goal 1:** 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 and Communications Technology (ICT) by September 2010. **Results:** Objective was delayed due to staffing issues. This objective will be revisited in FY 2011/12.
  - **Objective 2** – Link current mail management software to the County's AFIN accounting system by December 2010. **Results:** Objective was delayed due to staffing issues. This objective will be revisited in FY 2011/12.
  - **Objective 3** – Train internal mail staff on the new system by October 2010. **Results:** This objective was delayed due to staffing issues. This objective will be revisited in FY 2011/12.

- **Goal 2:** Implementing the United States Postal Services (USPS) reporting and penalties changes.

- **Objective 1** – Receive new guidelines from USPS by October 2010. **Results:** Fully in compliance with new guidelines by September 2010.
- **Objective 2** – Train internal mail staff on the new guidelines by November 2010. **Results:** Mail staff was fully trained on USPS new guidelines by October 2010.
- **Objective 3** – Provide instructional materials to customers regarding the USPS changes during October and November 2010. **Results:** Mail out was done by December 2010.

## Key Goals and Objectives FY 2011/12

### Organizational Performance

- **Goal 1:** Automate processing of tax bills using software to prepare tax forms for printing, inserting, and mailing. Goal is to have all files submitted from Tax Collector to be dropped in a folder. Software will see the files and begin processing.
  - **Objective 1** – Establish software and folders for processing by September 2011.
  - **Objective 2** - Coordinate file handling steps with ICT and Tax Collector by September 2011.
  - **Objective 3** - Test process steps and make any adjustments by October 2011.
  - **Objective 4** - Set up software to pull any paid tax bills prior to processing by October 2011.
  - **Objective 5** - Test process and tax bill for accuracy and compliance to Tax Collector and Post Office requirements by October 2011.

## Departmental Budget Request

The Requested Budget represents an overall increase of \$193,018 or 16% in expenses and an increase of \$70,269 or 5% in revenues when compared with the FY 2010/11 Final Budget. The \$44,239 difference between expenses and revenues represents an increase in Unrestricted Net Assets.

- Salaries and Benefits increase \$39,882 primarily due an increase in allocated positions.
- Services and Supplies decrease by \$21,468 due to a projected reduction in equipment maintenance costs.
- Other Charges increased by \$171,939 to reflect increased projected costs for postage.

Staffing changes reflected in the Requested Budget that were approved by the Board of Supervisors with an effective date after May 1, 2011 until the publication of the Budget Book include the following:

- Added 1 FTE position for anticipated increased mailing. The added position is:
  - 1 Print and Mail Operator I

## County Administrator's Recommendation

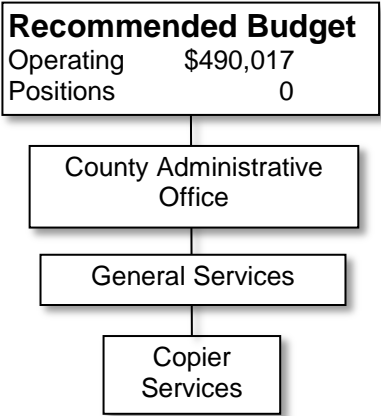
The budget is recommended as submitted.

## Pending Issues and Policy Considerations

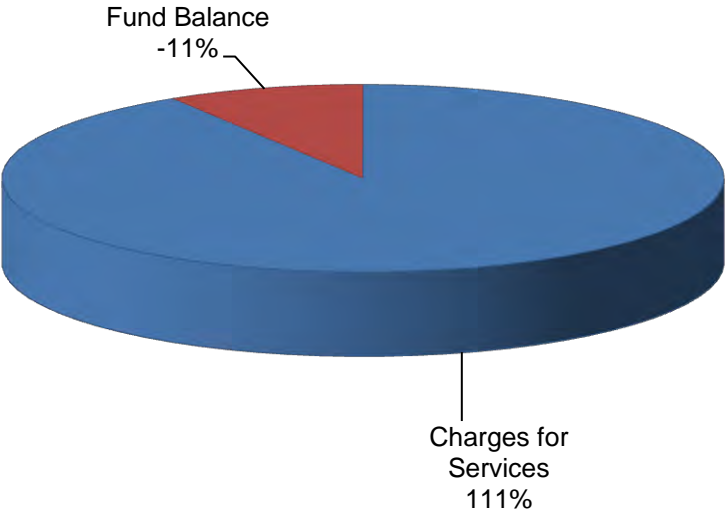
There are no pending issues or policy considerations.

## Department Head Concurrence or Appeal

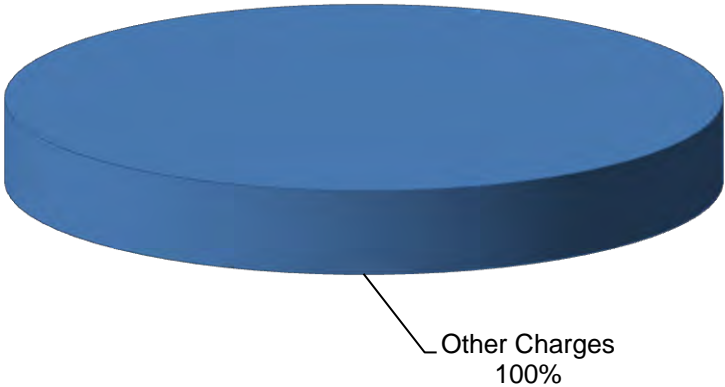
The Department Head concurs with the Recommended Budget.



SOURCE OF FUNDS



USE OF FUNDS



FUND: 077

AGENCY: 077

MAJOR ACCOUNTS CLASSIFICATIONS	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Other Charges	564,080	566,874	490,017	490,017	(76,857)	(13.56) %
Cowcap	<u>0</u>	<u>(419)</u>	<u>0</u>	<u>0</u>	<u>419</u>	<u>(100.00)</u> %
TOTAL APPROPRIATIONS	564,080	566,455	490,017	490,017	(76,438)	<u>(13.49)</u> %
REVENUES:						
Charges For Current Serv.	<u>518,200</u>	<u>685,112</u>	<u>542,489</u>	<u>542,489</u>	<u>(142,623)</u>	<u>(20.82)</u> %
TOTAL REVENUES	<u>518,200</u>	<u>685,112</u>	<u>542,489</u>	<u>542,489</u>	<u>(142,623)</u>	<u>(20.82)</u> %
NET COUNTY COST	45,880	(118,657)	(52,472)	(52,472)	66,185	(55.78) %

## Departmental Purpose

Copier Services provides all County Departments with equipment with which to produce copies at their local offices. Costs are recovered through charges to user Departments.

## Departmental Core Functions

- Manage and assist the Countywide cost per copy program consisting of 319 copiers.

## Key Goals and Objectives Results for FY 2010/11

### Organizational Performance

- **Goal 1:** Provide quality contracted service and copier equipment to all internal and external customers.
  - ❑ **Objective 1** - Coordinate with Information and Communications Technology (ICT), potential vendors and Purchasing Department by August 2010. **Results:** A committee met multiple times to review potential vendors. This was done in December 2010.
  - ❑ **Objective 2** - Coordinate Request for Proposal (RFP) with outside agencies by September 2010. **Results:** This was successfully completed in September 2010.
  - ❑ **Objective 3** - Conduct a copier equipment demonstration for current and potential customers to define their needs by January 2011. **Results:** Demonstration was held at the Visalia Convention Center in February 2011. There was a high turn out of customers and vendors.
  - ❑ **Objective 4** - Prepare and issue RFP for the new five year copier service contract by February 2011. **Results:** This was begun with the assistance of the Purchasing

Department. Modifications are pending. This process began in February 2011 and will be continued in FY 2011/12.

- ❑ **Objective 5** - Award contract to successful bidder and implement service by April 2011. **Results:** This objective is being modified. The contract will be awarded to the successful bidder in FY 2011/12.

## Key Goals and Objectives FY 2011/12

### Organizational Performance

- **Goal 1:** Issue a new RFP for new five-year copier services contract.
  - ❑ **Objective 1** - Coordinate with ICT. Meet with potential vendors and the Purchasing Department by July 2011.
  - ❑ **Objective 2** - Collect proposals from potential vendors in July 2011.
  - ❑ **Objective 3** - Review and evaluate all proposals submitted by potential vendors in August 2011.
  - ❑ **Objective 4** - Select a vendor from the list of RFP's submitted and begin collection of old copiers and distribution of the new equipment to Departments in November 2011.

## Departmental Budget Request

The Requested Budget represents an overall decrease of \$76,438 or 13% in expenses and a decrease of \$142,623 or 21% in revenues when compared with the FY 2010/11 Final Budget. The \$52,472 difference between expenses and revenues represents an offset of a prior shortfall in Unrestricted Net Assets.

Significant areas with major changes between the FY 2010/11 Final Budget and the FY 2011/12 Requested Budget are as follows:

- Other Charges are reduced by \$76,857 due to projected reduction in copier maintenance contract costs.

### County Administrator's Recommendation

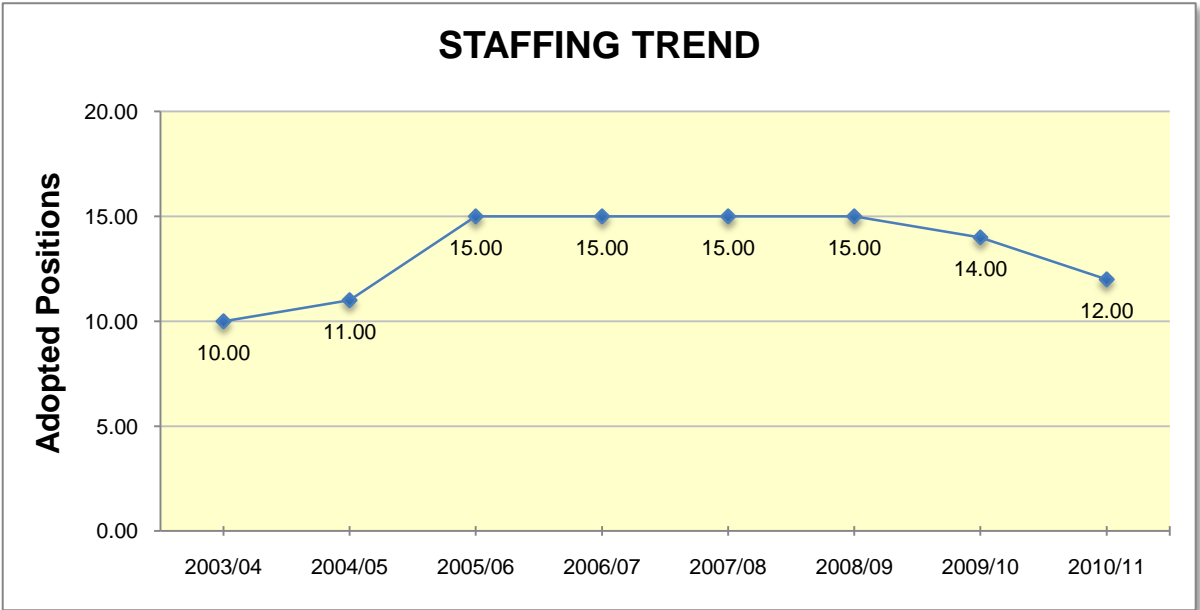
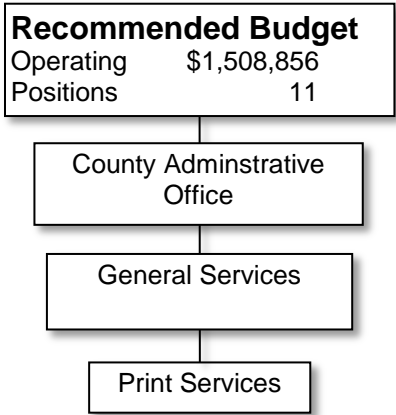
The budget is recommended as submitted.

### Pending Issues and Policy Considerations

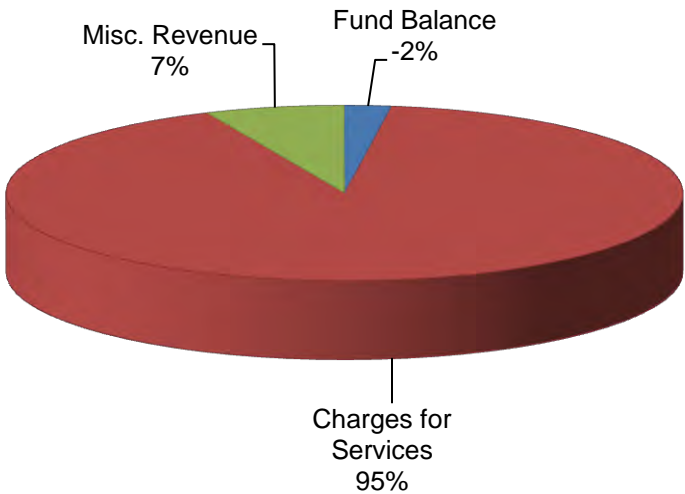
There are no pending issues or policy considerations.

### Department Head Concurrence or Appeal

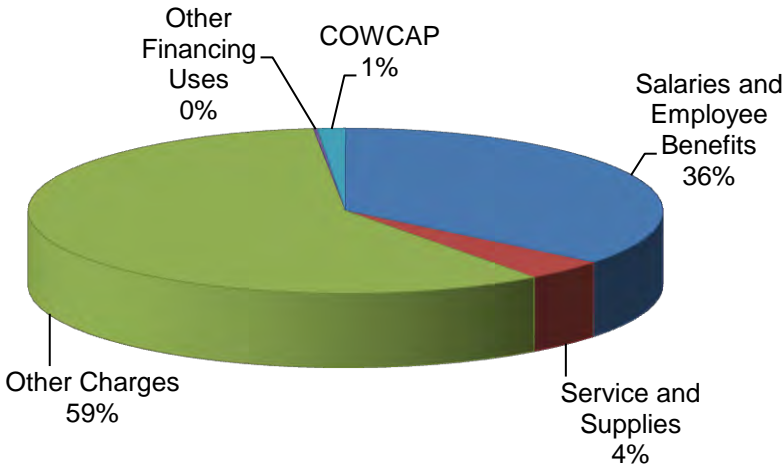
The Department Head concurs with the Recommended Budget.



**SOURCE OF FUNDS**



**USE OF FUNDS**



FUND: 079						
AGENCY: 079						
MAJOR ACCOUNTS CLASSIFICATIONS	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Salaries And Employee Benefits	637,292	595,934	539,143	539,143	(56,791)	(9.53) %
Service And Supplies	41,142	55,750	62,822	62,822	7,072	12.69 %
Other Charges	870,906	851,132	882,513	882,513	31,381	3.69 %
Other Financing Uses	2,754	2,752	3,145	3,145	393	14.28 %
Cowcap	<u>68,570</u>	<u>68,232</u>	<u>21,233</u>	<u>21,233</u>	<u>(46,999)</u>	<u>(68.88)</u> %
TOTAL APPROPRIATIONS	1,620,664	1,573,800	1,508,856	1,508,856	(64,944)	<u>(4.13)</u> %
REVENUES:						
Charges For Current Serv.	1,475,882	1,598,142	1,438,543	1,438,543	(159,599)	(9.99) %
Miscellaneous Revenue	<u>97,817</u>	<u>127,637</u>	<u>105,116</u>	<u>105,116</u>	<u>(22,521)</u>	<u>(17.64)</u> %
TOTAL REVENUES	<u>1,573,699</u>	<u>1,725,779</u>	<u>1,543,659</u>	<u>1,543,659</u>	<u>(182,120)</u>	<u>(10.55)</u> %
NET COUNTY COST	46,965	(151,979)	(34,803)	(34,803)	117,176	(77.10) %

Positions

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## Departmental Purpose

Print Services provides printed products to all County Departments. Costs are recovered through charges to user Departments.

## Departmental Core Functions

- Manage the staff, budget, and material resources, and contacts to process the print requests of County Departments and various local government agencies.

## Key Goals and Objectives Results FY 2010/11

### Organizational Performance

- **Goal 1:** 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. **Results:** Evaluated a system designed by the County Information & Communications Technology (ICT) Department in December 2010.
  - ❑ **Objective 2** - Consider Information Technology ordering system as an alternative by March 2011. **Results:** Decided to use the system designed by ICT at a fraction of the price in March 2011.
  - ❑ **Objective 3** - Automate administration statements by February 2011. **Results:** Not yet fully automated. System is being modified to accommodate changes.
  - ❑ **Objective 4** - Link software to County's AFIN accounting system by March 2011. **Results:** Objective was not met. ICT resources were reassigned to other pressing projects.

## Key Goals and Objectives FY 2011/12

### Organizational Performance

- **Goal 1:** To have 95% of all print orders submitted online.
  - ❑ **Objective 1** - Phase out most conventional work order submission and redirect clerical staff hours in an effort to focus on quicker turn around times for our print customers by June 2012.
  - ❑ **Objective 2** - Make revisions to customer online training to provide better access to print request status and account history by August 2011.
  - ❑ **Objective 3** - Begin new campaign to answer and train or retrain customers by December 2011.
  - ❑ **Objective 4** - Have at least 95% of print customers submitting print orders and checking job and account status online by March 2012.

## Departmental Budget Request

The Requested Budget represents an overall decrease of \$64,944 or 4% in expenses and a decrease of \$182,120 or 11% in revenues when compared with the FY 2010/11 Final Budget. The \$34,803 difference between expenses and revenue represents a partial offset of prior deficit Unrestricted Net Assets.

Significant areas with major changes between the FY 2010/11 Final Budget and the FY 2011/12 Requested Budget are as follows:

- Salaries and Benefits decrease \$56,791 due to the deletion of a position.

- Countywide Cost Allocation Plan (COWCAP) charges decrease \$46,999 due to changes in the Plan.

Staffing changes reflected in the Requested Budget that were approved by the Board of Supervisors with an effective date after May 1, 2011 until the publication of the Budget Book include the following:

- Deleted 1 FTE position for anticipated streamlining affects of the new automated print request system. The deleted position is:
  - 1 Print & Mail Services Supervisor

### County Administrator's Recommendation

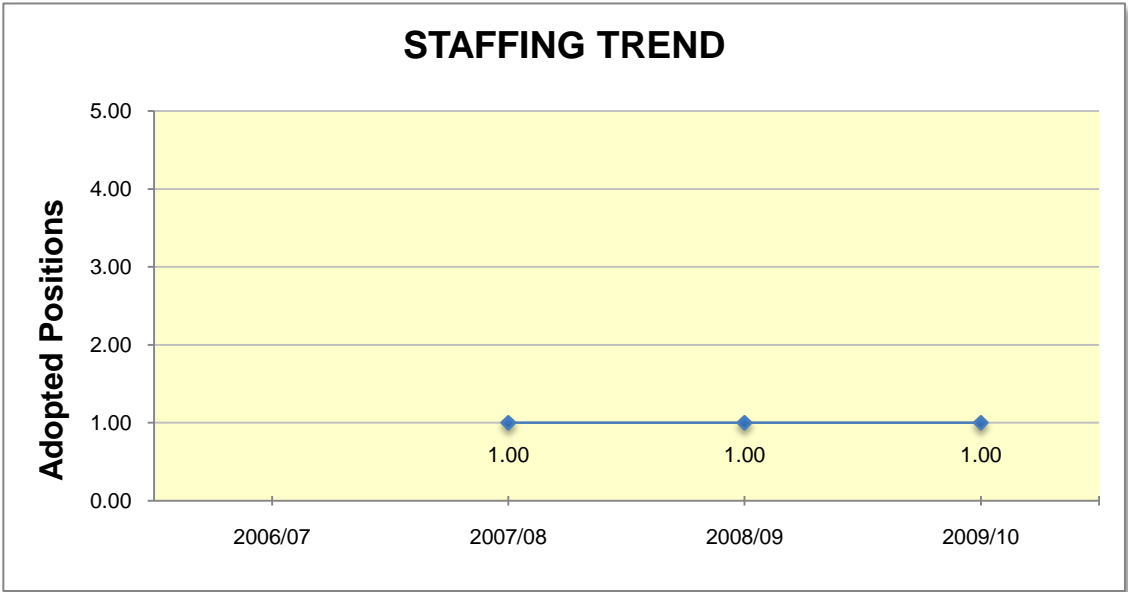
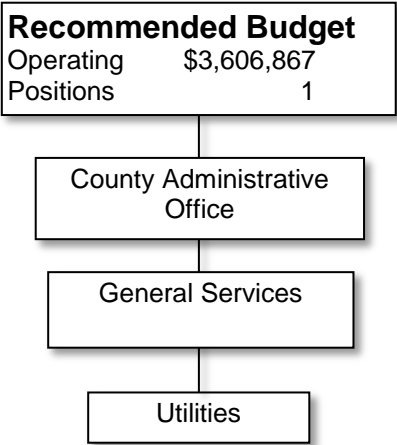
The budget is recommended as submitted.

### Pending Issues and Policy Considerations

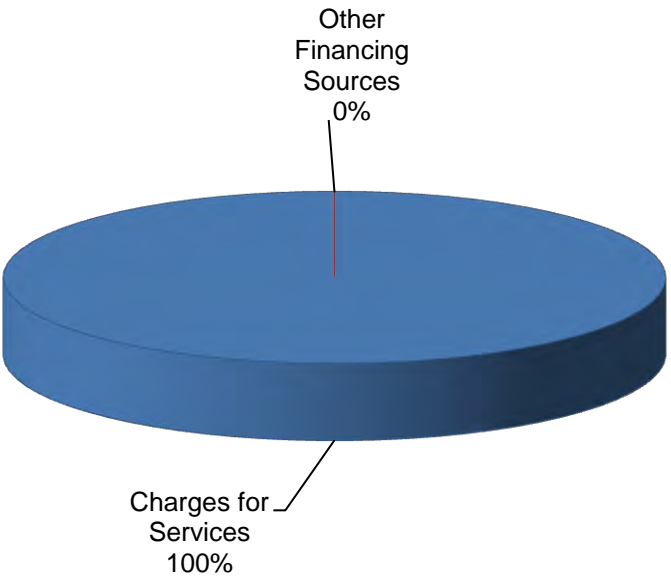
There are no pending issues or policy considerations.

### Department Head Concurrence or Appeal

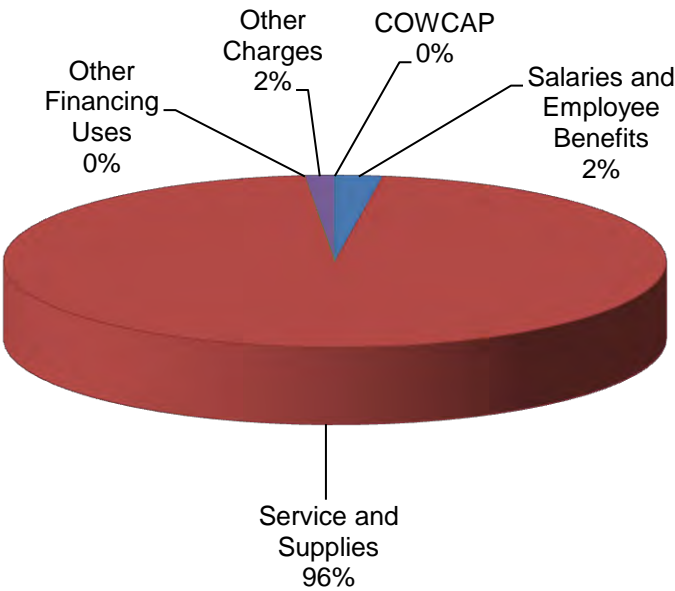
The Department Head concurs with the Recommended Budget.



**SOURCE OF FUNDS**



**USE OF FUNDS**



FUND: 081						
AGENCY: 081						
MAJOR ACCOUNTS CLASSIFICATIONS	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Salaries And Employee Benefits	84,924	83,308	83,429	83,429	121	0.15 %
Service And Supplies	3,360,709	4,063,931	3,471,119	3,471,119	(592,812)	(14.59) %
Other Charges	1,957,233	1,663,879	51,877	51,877	(1,612,002)	(96.88) %
Other Financing Uses	0	95	104	104	9	9.47 %
Cowcap	<u>4,894</u>	<u>(1,973)</u>	<u>338</u>	<u>338</u>	<u>2,311</u>	<u>(117.13)</u> %
TOTAL APPROPRIATIONS	5,407,760	5,809,240	3,606,867	3,606,867	(2,202,373)	<u>(37.91)</u> %
REVENUES:						
Charges For Current Serv.	3,483,425	3,442,883	3,659,500	3,659,500	216,617	6.29 %
Miscellaneous Revenue	3,200	0	0	0	0	0.00 %
Other Financing Sources	<u>1,174,029</u>	<u>2,366,357</u>	<u>0</u>	<u>0</u>	<u>(2,366,357)</u>	<u>(100.00)</u> %
TOTAL REVENUES	<u>4,660,654</u>	<u>5,809,240</u>	<u>3,659,500</u>	<u>3,659,500</u>	<u>(2,149,740)</u>	<u>(37.01)</u> %
NET COUNTY COST	747,106	0	(52,633)	(52,633)	(52,633)	0.00 %

Positions

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## Departmental Purpose

Utilities centralizes the utility invoice process and subsequent billing for all County facilities. Costs are recovered through charges to user departments. Utilities also provides oversight for Countywide energy savings programs, seeks energy savings grants and develops energy conservation recommendations.

## Departmental Core Functions

- Monitor utility invoices for County-owned facilities.
- Approve utility invoices for County-owned facilities.
- Educate through outreach efforts to County employees and County residents on energy efficiency measures.

## Key Goals and Objectives Results FY 2010/11

### Organizational Performance

- **Goal 1:** Provide County customers with enhanced electronic billing and accounting options.
  - **Objective 1** - Complete utility tracking software interface with County AFIN accounting system records and verify information by September 2010. **Results:** Objective was modified to interface with General Services' accounting system instead of AFIN accounting system. Work with Information and Communications Technology will continue to FY 2011/12.
- **Goal 2:** Coordinate with the San Joaquin Valley Clean Energy Partnership for the 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 (ARRA) stimulus funds.

- **Objective 1** – Initiate energy efficient lighting upgrade project following August 2010 award notice. **Results:** Objective is delayed. Meeting the requirements of local, State and Federal agencies involved has taken longer than anticipated. Project will continue to FY 2011/12.
  - **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. **Results:** Objective was postponed due to delays resulting from coordination with multiple government agencies.
  - **Objective 3** – Complete project and submit grant documentation October 2011. **Results:** Objective was postponed due to delays resulting from coordination with multiple government agencies.
- **Goal 3:** 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 the Sewer System Management Plan (SSMP) for the Bob Wiley Detention Facility Waste Water Treatment Plant by August 2010. **Results:** Certification completed on California State Water Resources Control Board website July 27, 2010.

- ☐ **Objective 2** - Submit final SSMP to Board of Supervisors by September 2010. **Results:** Agenda Item was approved by Board of Supervisors in July 2010.
- **Goal 4:** Coordinate energy efficiency outreach program in unincorporated areas of the County.
  - ☐ **Objective 1** - Meet with Valley Innovative Energy Watch (VIEW) partnership members to develop plan schedule and strategy by September 2010. **Results:** Set up meetings with Three Rivers Town Council, Ivanhoe Community Council, Strathmore Community Council and Pixley Town Council by January 2011.
  - ☐ **Objective 2** - Hold three public energy efficiency improvement outreach meetings throughout the unincorporated areas of the County by January 2011. **Results:** Met with Three Rivers Town Council in December 2010, Ivanhoe Town Council in January 2011, and Pixley Town Council in January 2011. Strathmore Community Council cancelled their meeting.

## Key Goals and Objectives FY 2011/12

### Organizational Performance

- **Goal 1:** Provide County customers with enhanced electronic billing and accounting options.
  - ☐ **Objective 1:** Complete utility tracking software interface with General Services accounting system. Record and verify information by March 2012.
  - ☐ **Objective 2:** Coordinate with software providers and Auditor's Office for AFIN electronic payment interface by May 2012.

- **Goal 2:** Coordinate with the San Joaquin Valley Clean Energy Partnership (SJVCEP) for implementation of County energy efficient lighting upgrade project funded through the California Energy Commission by ARRA by March 2012.
  - ☐ **Objective 1** - Coordinate all project progress monitoring and project costs with Grant Project Coordinator at SJVCEP throughout the duration of the project.
  - ☐ **Objective 2** - Coordinate implementation of project with contractor and County Facilities personnel.
  - ☐ **Objective 3** - Complete project and submit grant documentation by June 2012.
- **Goal 3:** 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 November 2011.
- **Goal 4:** Qualify for Silver Level incentive program with Southern California Edison (SCE) and the VIEW partnership that will result in higher incentives paid with energy efficiency projects.
  - ☐ **Objective 1** - Initiate Energy Action Plan by preparing draft of at least one section of the Energy Action Plan and submit to SCE-VIEW partnership representative by August 2011.
  - ☐ **Objective 2** - Distribute SCE energy efficiency information brochure to County employees via e-blast by July 2011.

## Department Budget Request

The Requested Budget represents an overall decrease of \$2,202,373 or 38% in expenses and a decrease of \$2,149,740 or 37% in revenues when compared with the FY 2010/11 Final Budget. The \$52,633 difference between expenses and revenues represents an offset of a prior deficit Unrestricted Net Assets.

Significant areas with major changes between the FY 2010/11 Final Budget and the FY 2011/12 Requested Budget are as follows:

- Services and Supplies decrease by \$592,812 due to the completion of the Chevron Energy Management project.
- Other Charges decrease \$1,612,002 due to the transfer of debt service responsibilities for the Invensys and Chevron Energy Improvement Projects to the Auditor's Office.
- Revenue projections are reduced because collection of funds for debt service payments related to the Invensys Chevron Energy Improvement Project debt service has been transferred to the Auditor's Office.

## 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

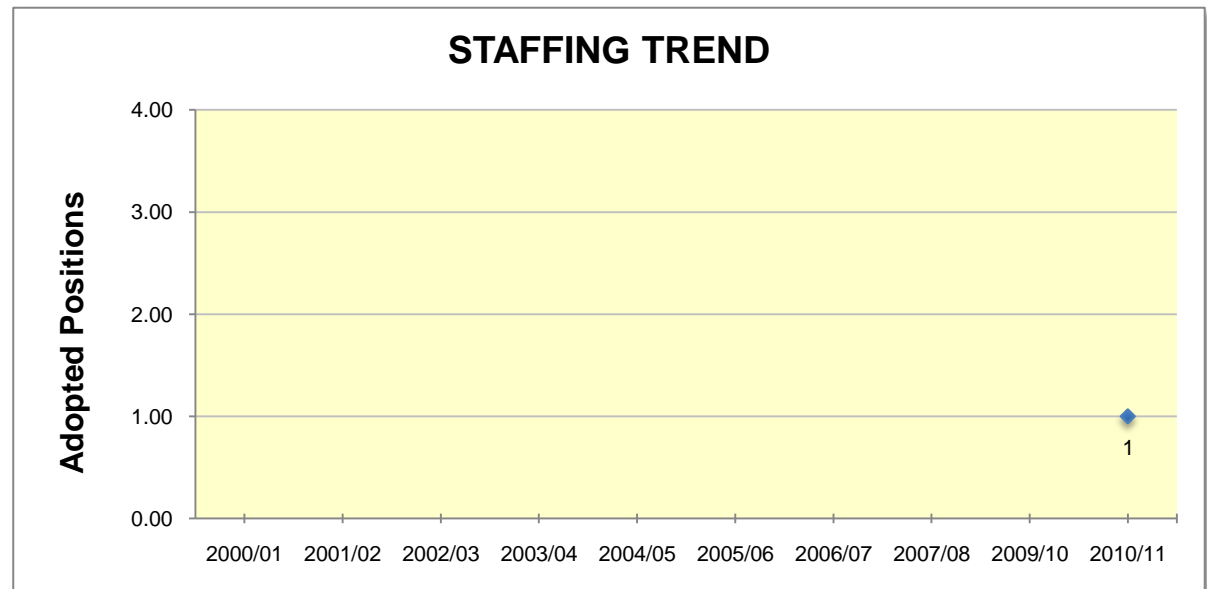
The Department Head concurs with the Recommended Budget.

Recommended Budget	
Operating	\$6,266,282
Positions	1

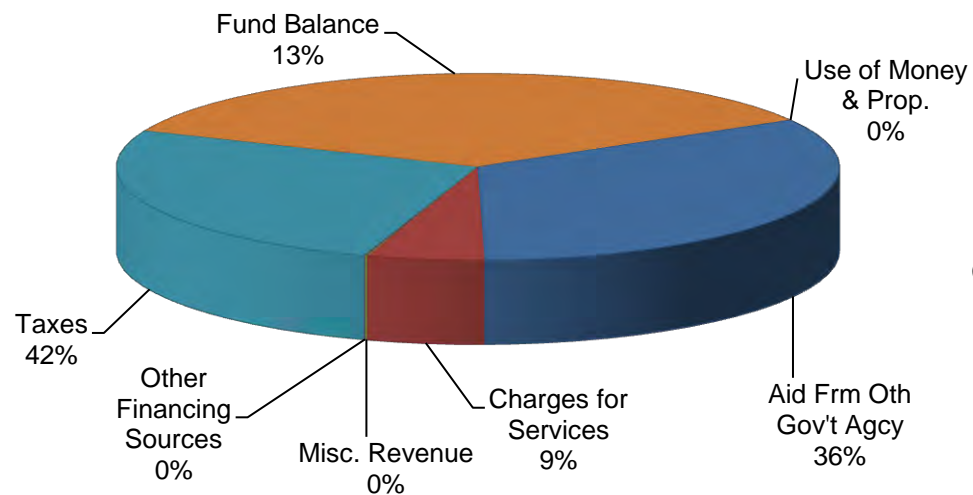
Resource Management  
Agency

Public Works Branch

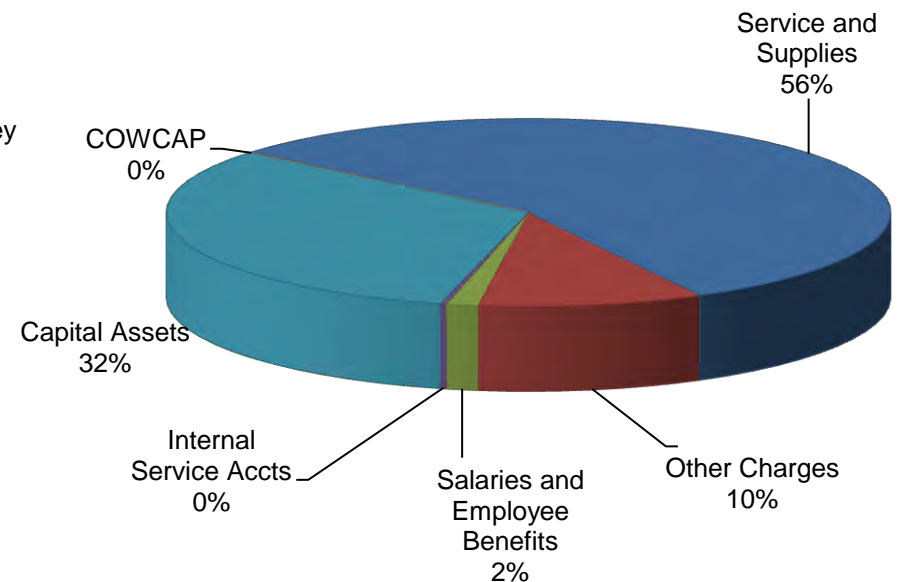
Transit



## SOURCE OF FUNDS



## USE OF FUNDS



**Jake Raper, Jr.**  
**Resource Management Agency Director**

**040-220**  
**Transit**

FUND: 040  
 AGENCY: 220

MAJOR ACCOUNTS CLASSIFICATIONS	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE	
APPROPRIATIONS:							
Salaries And Employee Benefits	0	90,224	90,370	90,370	146	0.16	%
Service And Supplies	1,205,103	1,447,815	3,516,844	3,516,844	2,069,029	142.91	%
Other Charges	552,197	602,960	630,748	630,748	27,788	4.61	%
Fixed Assets	546,541	1,604,447	2,017,454	2,017,454	413,007	25.74	%
Internal Service Accounts	10,635	15,000	15,000	15,000	0	0.00	%
Cowcap	<u>(21,960)</u>	<u>(3,572)</u>	<u>(4,134)</u>	<u>(4,134)</u>	<u>(562)</u>	<u>15.73</u>	%
TOTAL APPROPRIATIONS	2,292,516	3,756,874	6,266,282	6,266,282	2,509,408	<u>66.80</u>	%
REVENUES:							
Taxes	911,293	1,585,187	1,640,000	1,640,000	54,813	3.46	%
Rev. from Use of Money & Prop	20,226	14,100	0	0	(14,100)	(100.00)	%
Intergovernmental Revenue	558,482	1,346,738	2,069,130	2,069,130	722,392	53.64	%
Charges For Current Serv	250,686	327,000	330,000	330,000	3,000	0.92	%
Miscellaneous Revenue	4,951	500	6,000	6,000	5,500	1,100.00	%
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>1,748,138</u>	<u>3,276,025</u>	<u>4,047,630</u>	<u>4,047,630</u>	<u>771,605</u>	<u>23.55</u>	%
NET COUNTY COST	544,378	480,849	2,218,652	2,218,652	1,737,803	361.40	%

**Positions**

**0 1 1 1 0**

## 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 Exeter, Lindsay, Woodlake, Porterville, and Visalia to extend service to County residents in surrounding unincorporated areas. 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 2010/11, the TCaT system served approximately 265,000 rides.

The Transportation Development Act requires that a minimum 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 2010/11, the overall system obtained a 16% fare-box recovery rate.

TCaT has nine fixed routes and three Dial-A-Ride services. There are four routes that are not currently meeting the 10% fare-box revenue requirements which may necessitate a fare increase. These routes are: Lindsay, Plainview, Strathmore Rural Route; North County Dial-A-Ride; South County Dial-A-Ride and Lindsay Dial-A-Ride. In FY 2011/12, these routes will be carefully monitored and evaluated.

The TCaT fleet is in the process of being converted to Compressed Natural Gas (CNG) from older, more polluting diesel and gas fuels to improve air quality.

## Departmental Core Functions

- Provide public transportation to County residents.

## Key Goals and Objectives Results in FY 2010/11

### Organizational Performance

- **Goal 1:** Increase TCaT ridership by 20%.
  - ❑ **Objective 1** – Participate in six community outreach events to distribute route information by June 2011. **Results:** Route information was distributed at seven community outreach events in Cutler, Orosi, Alpaugh, Pixley, Tipton, Earlimart and Porterville. Ridership increased 29% from 188,999 in FY 2009/10 to 264,498 in FY 2010/11.
  - ❑ **Objective 2** – Install information posts at transit stops with current route scheduled by June 2011. **Results:** The information post installation project is ongoing. All bus stop signs were updated with route information.
  - ❑ **Objective 3** – Add new locations for distribution of transit guides by June 2011. **Results:** Transit guides were provided twice a year, approximately 1,000 every six months and specific route flyers for each of the nine routes are provided. Approximately 50% of the expanded list has been serviced.
  - ❑ **Objective 4** - Assist the City of Visalia in marketing of the “Green Line” (Transit Information Call Center) by June 2011. **Results:** “Green Line” advertisements were displayed on all TCaT buses. All TCaT telephone calls were screened by the Transit Information Call Center to allow TCaT dispatch to focus on operational issues.

### Quality of Life

- **Goal 1:** Increase the LOOP bus revenue hours by 50%.
  - ❑ **Objective 1** – Increase targeted outreach to schools and community centers by June 2011. **Results:** County staff held numerous outreach events to promote the LOOP bus services. LOOP bus revenue hours increased from 676 hours in FY 2009/10 to 1,507 hours in FY 2010/11, an increase of 831 hours or 123%.
- **Goal 2:** Expand the CNG fuel station at the Central Road Yard with additional fast fill and slow fill stations to accommodate the increased CNG transit fleet.
  - ❑ **Objective 1** – Work with Purchasing to obtain bids to expand the CNG fuel stations utilizing the Public Transportation Modernization, Improvement and Service Enhancement Account Prop 1B funds by June 2011. **Results:** This project funded by State Proposition 1B funds was delayed due to low bond sales and no allocation from the State.
- **Goal 3:** Improve routes from South County; Earlimart, Tipton, Pixley to connect students attending College of the Sequoias at new Tulare campus by June 2011.
  - ❑ **Objective 1** – Increase the number of trips from 7 to 11 each day both directions of new COS campus by June 2011. **Results:** In February 2011, South County routes were expanded from 6 to 10 trips each weekday and Sunday service was started.

### Other Accomplishments in FY 2010/11

- Fare-box revenue increased by 20%. Service delivery improved by 756,000 annual revenue miles during the year.

- Awarded State of California Public Transportation Modernization, Improvement and Service Enhancement Account 1B Funds in the amount of \$637,885 for purchase of the new CNG buses to replace older gasoline powered buses, and replace and update all signage at TCaT bus stops. The State Proposition 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 expanded Road Yard.
- Used State Proposition 1B (Homeland Security) Funds to automate the gates at the Central Road Yard to increase security for the CNG fueling station and TCaT assets.

### Key Goals and Objectives FY 2011/12

#### Organizational Performance

- **Goal 1:** Increase TCaT ridership by 27%.
  - ❑ **Objective 1** - Participate in six community outreach events to distribute route information by June 2012.
  - ❑ **Objective 2** - Add new locations for distribution of transit guides by June 2012.
  - ❑ **Objective 3** - Assist the City of Visalia in marketing of the "Green Line" (Transit Information Call Center) by June 2012.

#### Quality of Life

- **Goal 1:** Increase the LOOP bus revenue hours by 50%.

- ❑ **Objective 1** - Increase targeted outreach to schools and community centers by June 2012.
- **Goal 2:** Expand the CNG fuel station at the Central Road Yard with additional fast fill and slow fill stations to accommodate the increased CNG transit fleet.
- ❑ **Objective 1** – Work with Purchasing to obtain bids to expand the CNG fuel station utilizing the State Proposition 1B Funds by June 2012.

### Departmental Budget Request

The Requested Budget represents an overall increase of \$2,509,408 or 67% in expenses and an increase of \$771,605 or 24% in revenues when compared with the FY 2010/11 Final Budget. The \$2,818,652 difference between expenses and revenues represents the use of Unrestricted Net Assets.

Significant areas with major changes between the FY 2010/11 Final Budget and the FY 2011/12 Requested Budget are as follows:

- Services and Supplies increase \$2,069,029 largely due to expansion of bus routes under Measure R and enhancements to transit stops.
- Capital Assets increase \$413,007. The FY 2011/12 expenses of \$2,017,454 include the following:
  - 10 CNG buses \$1,500,176
  - 1 CNG Fast Fill Fuel Station \$373,674
  - 1 Security Fence and Lighting at Central Road Yard \$50,983

- 2 Security Fencing and Lighting at Dinuba and Porterville Road Yards \$112,621

- Revenue projections increased overall due to an increase in Federal reimbursement to the Transit Fund for operations, State Proposition 1B Funds used for capital projects and local Measure R funds used to expand the County Transit.

### County Administrator's Recommendation

The budget is recommended as submitted.

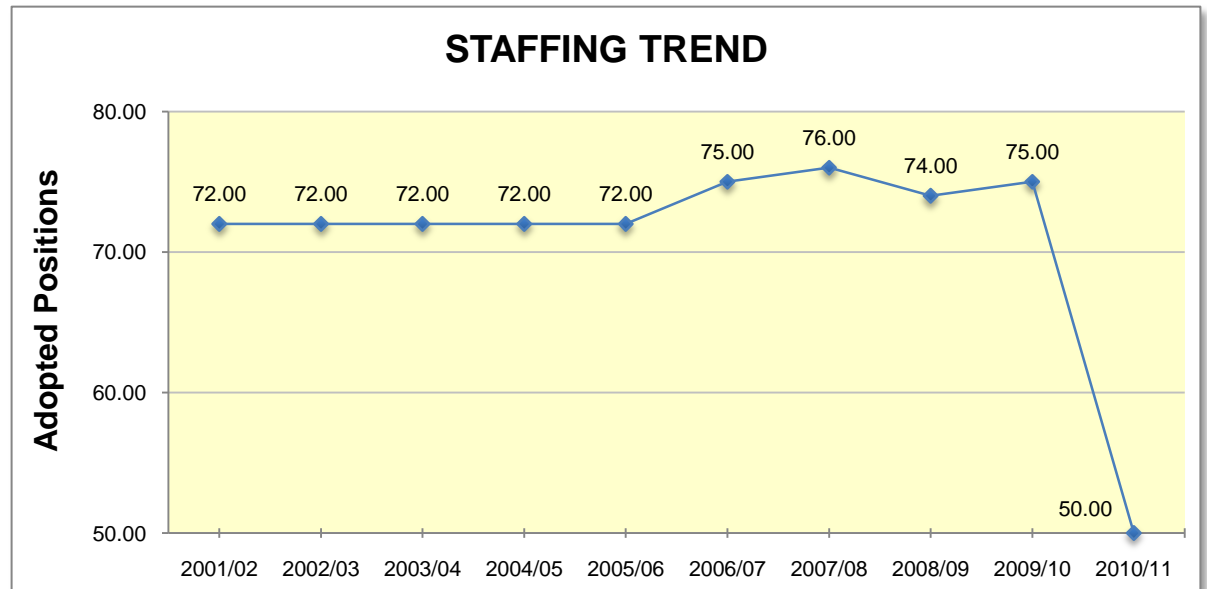
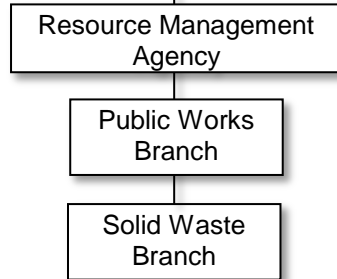
### Pending Issues and Policy Considerations

There are no pending issues or policy considerations.

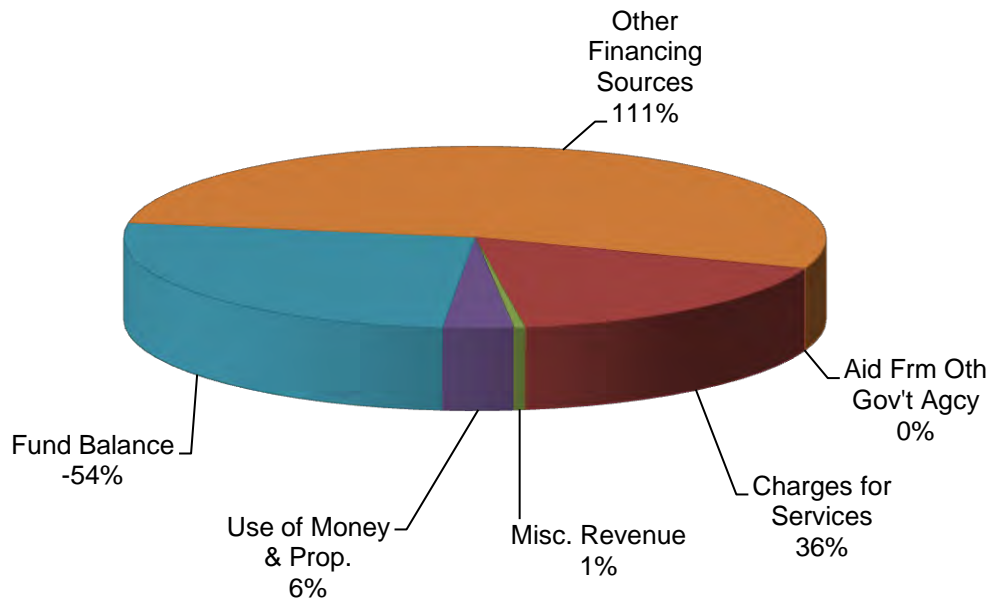
### Department Head Concurrence or Appeal

The Department Head concurs with the Recommended Budget.

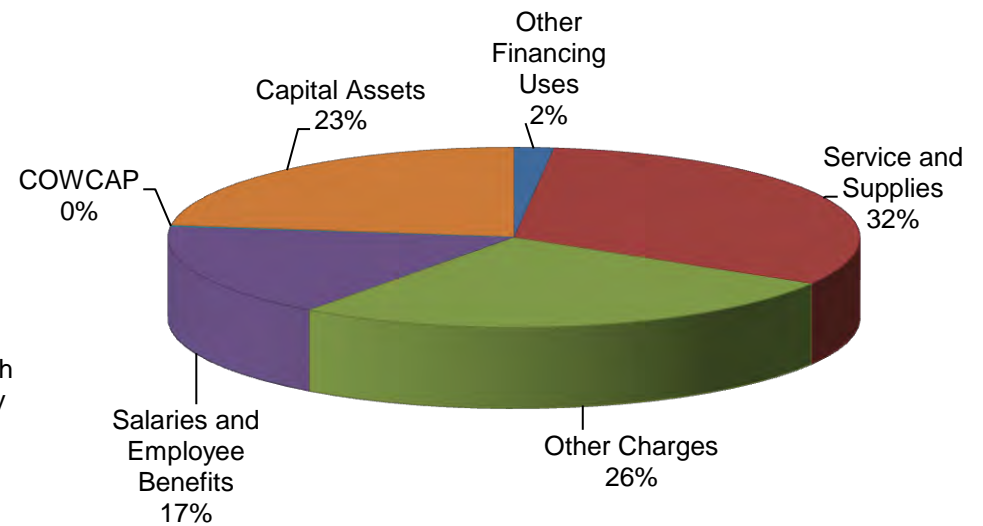
Recommended Budget	
Operating	\$21,574,942
Positions	61



## SOURCE OF FUNDS



## USE OF FUNDS



FUND: 045						
AGENCY: 235						
MAJOR ACCOUNTS CLASSIFICATIONS	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Salaries And Employee Benefits	4,214,350	3,885,390	3,636,017	3,636,017	(249,373)	(6.42) %
Service And Supplies	3,788,391	10,012,812	6,844,327	6,844,327	(3,168,485)	(31.64) %
Other Charges	4,908,758	6,451,149	5,716,800	5,716,800	(734,349)	(11.38) %
Fixed Assets	0	5,687,541	4,925,021	4,925,021	(762,520)	(13.41) %
Other Financing Uses	445,642	439,564	395,906	395,906	(43,658)	(9.93) %
Cowcap	<u>116,522</u>	<u>136,802</u>	<u>56,871</u>	<u>56,871</u>	<u>(79,931)</u>	<u>(58.43)</u> %
TOTAL APPROPRIATIONS	13,473,663	26,613,258	21,574,942	21,574,942	(5,038,316)	<u>(18.93)</u> %
REVENUES:						
Taxes	267,792	464,696	478,940	478,940	14,244	3.07 %
Rev. from Use of Money & Prop	1,531,936	1,424,120	1,437,786	1,437,786	13,666	0.96 %
Intergovernmental Revenue	17,882	37,410	37,595	37,595	185	0.49 %
Charges For Current Serv	8,092,513	7,272,544	7,524,183	7,524,183	251,639	3.46 %
Miscellaneous Revenue	97,089	136,046	219,652	219,652	83,606	61.45 %
Other Financing Sources	<u>103,656</u>	<u>13,142,957</u>	<u>23,359,013</u>	<u>23,359,013</u>	<u>10,216,056</u>	<u>77.73</u> %
TOTAL REVENUES	<u>10,110,868</u>	<u>22,477,773</u>	<u>33,057,169</u>	<u>33,057,169</u>	<u>10,579,396</u>	<u>47.07</u> %
NET COUNTY COST	3,362,795	4,135,485	(11,482,227)	(11,482,227)	(15,617,712)	(377.65) %

**Positions**

**75**

**50**

**61**

**61**

**11**

## Departmental Purpose

The Solid Waste Division is a component of the Public Works Branch of the Resource Management Agency (RMA). The Solid Waste 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.

## Departmental Core Functions

- Responsible for the safe and cost-effective management of solid waste in Tulare County.

## Key Goals and Objectives Results in FY 2010/11

### Safety and Security

- **Goal 1:** 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. **Results:** The plans were completed by December 2010.
  - **Objective 2** - Begin construction of the new Visalia landfill entrance by June 2011. **Results:** Construction was initiated in Spring 2011.

## Quality of Life

- **Goal 1:** 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. **Results:** Contract was awarded in June 2011 and construction will be initiated by August 2011.
- **Goal 2:** Complete closure of the Earlimart landfill
  - **Objective 1** – Finish construction of the landfill cap by June 2011. **Results:** Construction will be completed by September 2011.
  - **Objective 2** – Certify closure by June 2011. **Results:** Certification will be approved by March 2012.

## Organizational Performance

- **Goal 1:** 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. **Results:** Staff submitted required documentation by December 2010. Regulatory approval expected by December 2011.
  - **Objective 2** – Obtain regulatory approval to extend the life of the Teapot Dome landfill by December 2010. **Results:** Staff submitted required documentation by December 2010. Regulatory approval expected by December 2011.

## Other Accomplishments in FY 2010/11

- Completed expansion of groundwater monitoring network at the Woodville Landfill.

- Renewed permit at Teapot Dome and Woodville landfills for Title V compliance.
- Initiated the permit renewal process at the Visalia Landfill for Title V compliance.

## Key Goals and Objectives FY 2011/12

### Safety and Security

- **Goal 1:** Provide a safer, less congested, traffic entrance to the Visalia Landfill.
  - ❑ **Objective 1** – Complete construction of the new Visalia Landfill Entrance Facility and Recycling Center by June 2012.
- **Goal 2:** For operational reasons, relocate the entrance to the Woodville and Teapot Dome landfills.
  - ❑ **Objective 1** - Begin the design process for new entrance facilities at the Woodville and Teapot Dome landfills by June 2012.

### Quality of Life

- **Goal 1:** Initiate construction of the Orosi Landfill closure.
  - ❑ **Objective 1** – Complete construction of the landfill cap by January 2012.
  - ❑ **Objective 2** - Certify closure by June 2012.
- **Goal 2:** Compliance with Green House Gas Regulations mandate.
  - ❑ **Objective 1** - Implement the new Green House Gas Reporting per Federal and State regulations by June 2012.

- **Goal 3:** Reduce illegal dumping within the County.
  - ❑ **Objective 1** - Conduct two Cleanup Weeks for County residents in FY 2011/12.
  - ❑ **Objective 2** – Co-sponsor Cleanup Weeks in conjunction with the eight incorporated cities, licensed haulers and various community organizations by June 2012.
- **Goal 4:** Reduce the impact of illegally dumped tires within the County.
  - ❑ **Objective 1** - Continue coordination and organization of the Litter and Tire Cleanup/Abatement program with the Tulare County Sheriff's Office by June 2012.

### Organizational Performance

- **Goal 1:** Improve the operational efficiencies of the County's System of landfills and transfer stations.
  - ❑ **Objective 1** – Engage a consultant to analyze County landfill and transfer station operational efficiencies and recommend options for improving efficiency while reducing costs without sacrificing customer service or regulatory compliance by December 2011.
  - ❑ **Objective 2** – Submit the consultant final report to the Board of Supervisors by FY 2012/13.

### Departmental Budget Request

The Requested Budget represents an overall decrease of \$5,038,316 or 19% in expenses and an increase of \$10,579,396 or 47% in revenues when compared with the FY 2010/11 Final Budget. The \$11,482,227 difference between expenses and revenues represents increase of Unrestricted Net Assets.

Significant areas with major changes between the FY 2010/11 Final Budget and the FY 2011/12 Requested Budget are as follows:

- Salaries and Benefits decrease \$249,373 due to increase salary savings from unfilled positions.
- Services and Supplies decreased \$3,168,485 mainly due to a decrease in the costs associated with closures, environmental engineering design services, equipment maintenance, as well as the delay of the Orosi Landfill Closure project and California Regional Water Quality Control Board approval of proposed Groundwater Monitoring Programs or Corrective Action Plans.
- Other Charges decreased \$734,349 largely due to a reduction of the contributions to closure/postclosure revenues and a decrease in COWCAP charges.
- Capital Assets decrease \$762,520. The FY 2011/12 expenses of \$4,925,021 include the following:
  - Construction of Visalia Landfill Entrance \$3,133,526 (Estimate \$925,000 FY11; total cost \$4,058,526)
  - Phase I of Woodville Landfill Expansion \$1,250,000
  - 1 Portable 10,000 Gallon Water Tower \$80,000
  - 1 Woodville Landfill Scale \$100,000
  - 12 Container Bins for Visalia Recycling Center \$84,000
  - 1 Landfill Gas Laser Methane Analyzer \$28,000
  - 1 Landfill Gas Analyzer \$12,000
  - 1 Water Truck \$115,639
  - 1 Diesel Engine Retrofit \$121,856

- Countywide Cost Allocation Plan (COWCAP) charges decrease \$79,931 due to changes in the Plan.
- Revenue projections increased overall due primarily to additional transfers 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 include the following:

- Delete 2 FTE positions from the Resource Management Agency, Solid Waste division. The deleted positions are:
  - 2 Engineering Aides
- Add 1 FTE position to the Solid Waste Division from the Resource Management Agency Administration Division
  - 1 Assistant RMA Director – Public Works

### County Administrator's Recommendation

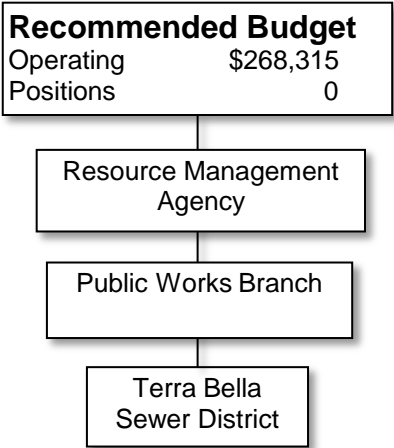
This budget is recommended as submitted.

### Pending Issues and Policy Considerations

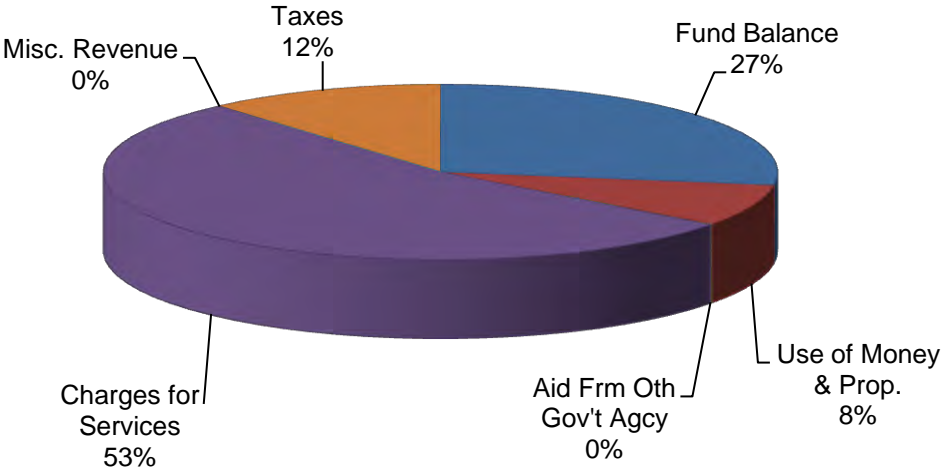
There are no pending issues or policy considerations.

### Department Head Concurrence or Appeal

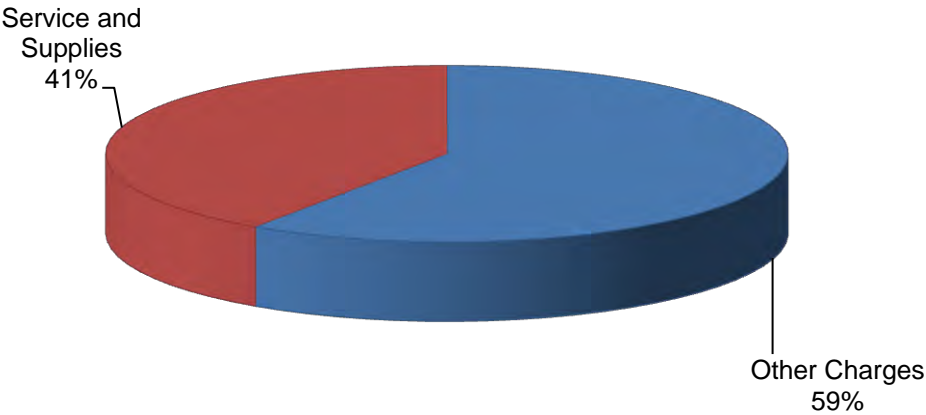
The Department Head concurs with the Recommended Budget.



SOURCE OF FUNDS



USE OF FUNDS



FUND: 761						
AGENCY: 761						
MAJOR ACCOUNTS CLASSIFICATIONS	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	41,743	106,351	108,769	108,769	2,418	2.27 %
Other Charges	161,799	147,970	159,540	159,540	11,570	7.82 %
Cowcap	<u>0</u>	<u>0</u>	<u>6</u>	<u>6</u>	<u>6</u>	<u>0.00</u> %
TOTAL APPROPRIATIONS	203,542	254,321	268,315	268,315	13,994	<u>5.50</u> %
REVENUES:						
Taxes	31,554	21,772	30,643	30,643	8,871	40.74 %
Rev. from Use of Money & Prop	19,914	20,534	20,700	20,700	166	0.81 %
Intergovernmental Revenue	411	75	382	382	307	409.33 %
Charges For Current Serv.	142,346	132,739	143,032	143,032	10,293	7.75 %
Miscellaneous Revenue	<u>0</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>0</u>	<u>0.00</u> %
TOTAL REVENUES	<u>194,225</u>	<u>175,121</u>	<u>194,758</u>	<u>194,758</u>	<u>19,637</u>	<u>11.21</u> %
NET COUNTY COST	9,317	79,200	73,557	73,557	(5,643)	(7.13) %

## 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.

## District Core Functions

- Responsible for the safe and cost effective management of Terra Bella Waste Water Treatment Facility.

## Key Goals and Objectives Results FY 2010/11

### Economic Well Being

- **Goal 1:** 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. **Results:** Completed July 2010.

### Quality of Life

- **Goal 1:** 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. **Results:** Completed the Sewer System Management Plan in July 2010.

## Key Goals and Objectives FY 2011/12

### Economic Well Being

- **Goal 1:** Provide a safe and efficient sewer system to residents.
  - **Objective 1** – Provide ongoing and regular maintenance of the collection system and treatment plant to preclude a sewage spill by June 2012.
- **Goal 2:** Ensure adequate funding for maintenance and repairs.
  - **Objective 1** - Place delinquent accounts on the County Assessor's Tax Roll by August 2011.

### Quality of Life

- **Goal 1:** Decrease the risk to human health and the environment in the event a sewer system overflow occurs.
  - **Objective 1** – Update the Sewer System Management Plan by June 2012.

## District Budget Request

The Requested Budget represents an overall increase of \$13,994 or 6% in expenses and an increase of \$19,637 or 11% in revenues when compared with the FY 2010/11 Final Budget. The \$73,557 difference between expenses and revenues represents the use of Unrestricted Net Assets.

There are no significant areas with major changes between the FY 2010/11 Final Budget and the FY 2011/12 Requested Budget.

County Administrator's Recommendation

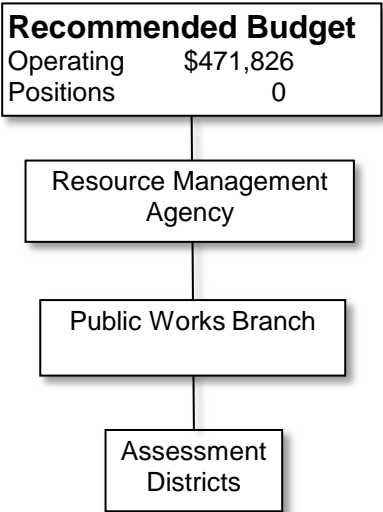
The budget is recommended as submitted.

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**  
**Assessment Districts**

FUND: L01

AGENCY: L01

MAJOR ACCOUNTS CLASSIFICATIONS	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	355	73,021	79,345	79,345	6,324	8.66 %
Other Charges	<u>315</u>	<u>3,291</u>	<u>5,334</u>	<u>5,334</u>	<u>2,043</u>	<u>62.08</u> %
TOTAL APPROPRIATIONS	670	76,312	84,679	84,679	8,367	<u>10.96</u> %
REVENUES:						
Rev. from Use of Money & Prop	1,579	1,500	1,500	1,500	0	0.00 %
Charges For Current Serv.	<u>7,276</u>	<u>7,391</u>	<u>7,293</u>	<u>7,293</u>	<u>(98)</u>	<u>(1.33)</u> %
TOTAL REVENUES	<u>8,855</u>	<u>8,891</u>	<u>8,793</u>	<u>8,793</u>	<u>(98)</u>	<u>(1.10)</u> %
NET COUNTY COST	(8,185)	67,421	75,886	75,886	8,465	12.56 %

FUND: L05

AGENCY: L05

MAJOR ACCOUNTS CLASSIFICATIONS	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	0	10,814	12,109	12,109	1,295	11.98 %
Other Charges	<u>1,172</u>	<u>475</u>	<u>800</u>	<u>800</u>	<u>325</u>	<u>68.42</u> %
TOTAL APPROPRIATIONS	1,172	11,289	12,909	12,909	1,620	<u>14.35</u> %
REVENUES:						
Rev. from Use of Money & Prop	232	238	238	238	0	0.00 %
Charges For Current Serv.	<u>1,390</u>	<u>1,390</u>	<u>1,378</u>	<u>1,378</u>	<u>(12)</u>	<u>(0.86)</u> %
TOTAL REVENUES	<u>1,622</u>	<u>1,628</u>	<u>1,616</u>	<u>1,616</u>	<u>(12)</u>	<u>(0.74)</u> %
NET COUNTY COST	(450)	9,661	11,293	11,293	1,632	16.89 %

**Jake Raper, Jr.**  
**Resource Management Agency Director**

**L & M**  
**Assessment Districts**

FUND: L07  
 AGENCY: L07

MAJOR ACCOUNTS CLASSIFICATIONS	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	<u>0</u>	<u>0</u>	<u>2,061</u>	<u>2,061</u>	<u>2,061</u>	<u>0.00</u> %
TOTAL APPROPRIATIONS	0	0	2,061	2,061	2,061	<u>0.00</u> %
REVENUES:						
Rev. from Use of Money & Prop	<u>49</u>	<u>45</u>	<u>45</u>	<u>45</u>	<u>0</u>	<u>0.00</u> %
TOTAL REVENUES	<u>49</u>	<u>45</u>	<u>45</u>	<u>45</u>	<u>0</u>	<u>0.00</u> %
NET COUNTY COST	(49)	(45)	2,016	2,016	2,061	(4,580.00) %

FUND: L10  
 AGENCY: L10

MAJOR ACCOUNTS CLASSIFICATIONS	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	0	24,349	26,581	26,581	2,232	9.17 %
Other Charges	426	437	437	437	0	0.00 %
Cowcap	<u>0</u>	<u>0</u>	<u>49</u>	<u>49</u>	<u>49</u>	<u>0.00</u> %
TOTAL APPROPRIATIONS	426	24,786	27,067	27,067	2,281	<u>9.20</u> %
REVENUES:						
Rev. from Use of Money & Prop	548	450	550	550	100	22.22 %
Charges For Current Serv.	<u>1,603</u>	<u>1,615</u>	<u>1,592</u>	<u>1,592</u>	<u>(23)</u>	<u>(1.42)</u> %
TOTAL REVENUES	<u>2,151</u>	<u>2,065</u>	<u>2,142</u>	<u>2,142</u>	<u>77</u>	<u>3.73</u> %
NET COUNTY COST	(1,725)	22,721	24,925	24,925	2,204	9.70 %

**Jake Raper, Jr.**  
**Resource Management Agency Director**

**L & M**  
**Assessment Districts**

FUND: L16  
 AGENCY: L16

MAJOR ACCOUNTS CLASSIFICATIONS	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	271	73,568	81,914	81,914	8,346	11.34 %
Other Charges	<u>185</u>	<u>4,300</u>	<u>5,333</u>	<u>5,333</u>	<u>1,033</u>	<u>24.02</u> %
TOTAL APPROPRIATIONS	456	77,868	87,247	87,247	9,379	<u>12.04</u> %
REVENUES:						
Rev. from Use of Money & Prop	1,594	1,530	1,900	1,900	370	24.18 %
Charges For Current Serv.	<u>7,799</u>	<u>7,924</u>	<u>7,729</u>	<u>7,729</u>	<u>(195)</u>	<u>(2.46)</u> %
TOTAL REVENUES	<u>9,393</u>	<u>9,454</u>	<u>9,629</u>	<u>9,629</u>	<u>175</u>	<u>1.85</u> %
NET COUNTY COST	(8,937)	68,414	77,618	77,618	9,204	13.45 %

FUND: L60  
 AGENCY: L60

MAJOR ACCOUNTS CLASSIFICATIONS	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	0	15,882	18,499	18,499	2,617	16.48 %
Other Charges	<u>507</u>	<u>400</u>	<u>400</u>	<u>400</u>	<u>0</u>	<u>0.00</u> %
TOTAL APPROPRIATIONS	507	16,282	18,899	18,899	2,617	<u>16.07</u> %
REVENUES:						
Rev. from Use of Money & Prop	317	300	300	300	0	0.00 %
Charges For Current Serv.	<u>2,275</u>	<u>2,275</u>	<u>2,253</u>	<u>2,253</u>	<u>(22)</u>	<u>(0.97)</u> %
TOTAL REVENUES	<u>2,592</u>	<u>2,575</u>	<u>2,553</u>	<u>2,553</u>	<u>(22)</u>	<u>(0.85)</u> %
NET COUNTY COST	(2,085)	13,707	16,346	16,346	2,639	19.25 %

**Jake Raper, Jr.**  
**Resource Management Agency Director**

**L & M**  
**Assessment Districts**

FUND: L65  
 AGENCY: L65

MAJOR ACCOUNTS CLASSIFICATIONS	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	0	32,155	35,278	35,278	3,123	9.71 %
Other Charges	<u>932</u>	<u>2,100</u>	<u>2,333</u>	<u>2,333</u>	<u>233</u>	<u>11.10</u> %
TOTAL APPROPRIATIONS	932	34,255	37,611	37,611	3,356	<u>9.80</u> %
REVENUES:						
Rev. from Use of Money & Prop	744	720	750	750	30	4.17 %
Charges For Current Serv.	<u>2,592</u>	<u>2,648</u>	<u>2,567</u>	<u>2,567</u>	<u>(81)</u>	<u>(3.06)</u> %
TOTAL REVENUES	<u>3,336</u>	<u>3,368</u>	<u>3,317</u>	<u>3,317</u>	<u>(51)</u>	<u>(1.51)</u> %
NET COUNTY COST	(2,404)	30,887	34,294	34,294	3,407	11.03 %

FUND: L70  
 AGENCY: L70

MAJOR ACCOUNTS CLASSIFICATIONS	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	0	11,377	14,644	14,644	3,267	28.72 %
Other Charges	<u>27</u>	<u>1,350</u>	<u>1,350</u>	<u>1,350</u>	<u>0</u>	<u>0.00</u> %
TOTAL APPROPRIATIONS	27	12,727	15,994	15,994	3,267	<u>25.67</u> %
REVENUES:						
Rev. from Use of Money & Prop	197	180	211	211	31	17.22 %
Charges For Current Serv.	<u>2,871</u>	<u>2,902</u>	<u>2,939</u>	<u>2,939</u>	<u>37</u>	<u>1.27</u> %
TOTAL REVENUES	<u>3,068</u>	<u>3,082</u>	<u>3,150</u>	<u>3,150</u>	<u>68</u>	<u>2.21</u> %
NET COUNTY COST	(3,041)	9,645	12,844	12,844	3,199	33.17 %

**Jake Raper, Jr.**  
**Resource Management Agency Director**

**L & M**  
**Assessment Districts**

FUND: L75  
 AGENCY: L75

MAJOR ACCOUNTS CLASSIFICATIONS	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	0	4,884	4,837	4,837	(47)	(0.96) %
Other Charges	11	400	400	400	0	0.00 %
Cowcap	<u>0</u>	<u>0</u>	<u>12</u>	<u>12</u>	<u>12</u>	<u>0.00</u> %
TOTAL APPROPRIATIONS	11	5,284	5,249	5,249	(35)	<u>(0.66)</u> %
REVENUES:						
Rev. from Use of Money & Prop	105	100	100	100	0	0.00 %
Charges For Current Serv.	<u>332</u>	<u>784</u>	<u>567</u>	<u>567</u>	<u>(217)</u>	<u>(27.68)</u> %
TOTAL REVENUES	<u>437</u>	<u>884</u>	<u>667</u>	<u>667</u>	<u>(217)</u>	<u>(24.55)</u> %
NET COUNTY COST	(426)	4,400	4,582	4,582	182	4.14 %

FUND: L80  
 AGENCY: L80

MAJOR ACCOUNTS CLASSIFICATIONS	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	0	20,427	23,531	23,531	3,104	15.20 %
Other Charges	681	850	850	850	0	0.00 %
Cowcap	<u>0</u>	<u>0</u>	<u>37</u>	<u>37</u>	<u>37</u>	<u>0.00</u> %
TOTAL APPROPRIATIONS	681	21,277	24,418	24,418	3,141	<u>14.76</u> %
REVENUES:						
Rev. from Use of Money & Prop	419	400	500	500	100	25.00 %
Charges For Current Serv.	<u>2,679</u>	<u>2,756</u>	<u>2,643</u>	<u>2,643</u>	<u>(113)</u>	<u>(4.10)</u> %
TOTAL REVENUES	<u>3,098</u>	<u>3,156</u>	<u>3,143</u>	<u>3,143</u>	<u>(13)</u>	<u>(0.41)</u> %
NET COUNTY COST	(2,417)	18,121	21,275	21,275	3,154	17.41 %

**Jake Raper, Jr.**  
**Resource Management Agency Director**

**L & M**  
**Assessment Districts**

FUND: L85  
 AGENCY: L85

MAJOR ACCOUNTS CLASSIFICATIONS	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	0	39,201	41,448	41,448	2,247	5.73 %
Other Charges	27	1,100	1,100	1,100	0	0.00 %
Cowcap	<u>0</u>	<u>0</u>	<u>1,063</u>	<u>1,063</u>	<u>1,063</u>	<u>0.00</u> %
TOTAL APPROPRIATIONS	27	40,301	43,611	43,611	3,310	<u>8.21</u> %
REVENUES:						
Rev. from Use of Money & Prop	852	820	1,000	1,000	180	21.95 %
Charges For Current Serv.	<u>3,292</u>	<u>3,327</u>	<u>3,333</u>	<u>3,333</u>	<u>6</u>	<u>0.18</u> %
TOTAL REVENUES	<u>4,144</u>	<u>4,147</u>	<u>4,333</u>	<u>4,333</u>	<u>186</u>	<u>4.49</u> %
NET COUNTY COST	(4,117)	36,154	39,278	39,278	3,124	8.64 %

FUND: L86  
 AGENCY: L86

MAJOR ACCOUNTS CLASSIFICATIONS	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	<u>0</u>	<u>10,213</u>	<u>12,732</u>	<u>12,732</u>	<u>2,519</u>	<u>24.66</u> %
TOTAL APPROPRIATIONS	0	10,213	12,732	12,732	2,519	<u>24.66</u> %
REVENUES:						
Rev. from Use of Money & Prop	37	42	69	69	27	64.29 %
Charges For Current Serv.	<u>146</u>	<u>9,864</u>	<u>5,313</u>	<u>5,313</u>	<u>(4,551)</u>	<u>(46.14)</u> %
TOTAL REVENUES	<u>183</u>	<u>9,906</u>	<u>5,382</u>	<u>5,382</u>	<u>(4,524)</u>	<u>(45.67)</u> %
NET COUNTY COST	(183)	307	7,350	7,350	7,043	2,294.14 %

**Jake Raper, Jr.**  
**Resource Management Agency Director**

**L & M**  
**Assessment Districts**

FUND: L87

AGENCY: L87

MAJOR ACCOUNTS CLASSIFICATIONS	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	0	0	9,686	9,686	9,686	0.00 %
TOTAL APPROPRIATIONS	0	0	9,686	9,686	9,686	<u>0.00</u> %
REVENUES:						
Rev. from Use of Money & Prop	50	47	72	72	25	53.19 %
Charges For Current Serv.	<u>0</u>	<u>0</u>	<u>4,678</u>	<u>4,678</u>	<u>4,678</u>	<u>0.00</u> %
TOTAL REVENUES	<u>50</u>	<u>47</u>	<u>4,750</u>	<u>4,750</u>	<u>4,703</u>	<u>10,006.38</u> %
NET COUNTY COST	(50)	(47)	4,936	4,936	4,983	(10,602.13) %

FUND: M02

AGENCY: M02

MAJOR ACCOUNTS CLASSIFICATIONS	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	0	12,004	18,694	18,694	6,690	55.73 %
Other Charges	<u>13</u>	<u>2,000</u>	<u>2,121</u>	<u>2,121</u>	<u>121</u>	<u>6.05</u> %
TOTAL APPROPRIATIONS	13	14,004	20,815	20,815	6,811	<u>48.64</u> %
REVENUES:						
Rev. from Use of Money & Prop	97	65	240	240	175	269.23 %
Charges For Current Serv.	<u>6,386</u>	<u>6,385</u>	<u>6,386</u>	<u>6,386</u>	<u>1</u>	<u>0.02</u> %
TOTAL REVENUES	<u>6,483</u>	<u>6,450</u>	<u>6,626</u>	<u>6,626</u>	<u>176</u>	<u>2.73</u> %
NET COUNTY COST	(6,470)	7,554	14,189	14,189	6,635	87.83 %

**Jake Raper, Jr.**  
**Resource Management Agency Director**

**L & M**  
**Assessment Districts**

FUND: M03  
 AGENCY: M03

MAJOR ACCOUNTS CLASSIFICATIONS	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	0	1,117	3	3	(1,114)	(99.73) %
Other Charges	<u>0</u>	<u>800</u>	<u>1,938</u>	<u>1,938</u>	<u>1,138</u>	<u>142.25</u> %
TOTAL APPROPRIATIONS	0	1,917	1,941	1,941	24	<u>1.25</u> %
REVENUES:						
Rev. from Use of Money & Prop	46	75	50	50	(25)	(33.33) %
TOTAL REVENUES	<u>46</u>	<u>75</u>	<u>50</u>	<u>50</u>	<u>(25)</u>	<u>(33.33)</u> %
NET COUNTY COST	(46)	1,842	1,891	1,891	49	2.66 %

FUND: M04  
 AGENCY: M04

MAJOR ACCOUNTS CLASSIFICATIONS	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	0	3,514	17,074	17,074	13,560	385.89 %
Other Charges	<u>13</u>	<u>9,488</u>	<u>2,250</u>	<u>2,250</u>	<u>(7,238)</u>	<u>(76.29)</u> %
TOTAL APPROPRIATIONS	13	13,002	19,324	19,324	6,322	<u>48.62</u> %
REVENUES:						
Rev. from Use of Money & Prop	73	130	200	200	70	53.85 %
Charges For Current Serv.	<u>4,710</u>	<u>6,035</u>	<u>6,035</u>	<u>6,035</u>	<u>0</u>	<u>0.00</u> %
TOTAL REVENUES	<u>4,783</u>	<u>6,165</u>	<u>6,235</u>	<u>6,235</u>	<u>70</u>	<u>1.14</u> %
NET COUNTY COST	(4,770)	6,837	13,089	13,089	6,252	91.44 %

**Jake Raper, Jr.**  
**Resource Management Agency Director**

**L & M**  
**Assessment Districts**

FUND: M06  
 AGENCY: M06

MAJOR ACCOUNTS CLASSIFICATIONS	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	0	7,784	21,083	21,083	13,299	170.85 %
Other Charges	<u>0</u>	<u>2,250</u>	<u>2,250</u>	<u>2,250</u>	<u>0</u>	<u>0.00</u> %
TOTAL APPROPRIATIONS	0	10,034	23,333	23,333	13,299	<u>132.54</u> %
REVENUES:						
Rev. from Use of Money & Prop	52	50	100	100	50	100.00 %
Charges For Current Serv.	<u>1,389</u>	<u>6,488</u>	<u>9,240</u>	<u>9,240</u>	<u>2,752</u>	<u>42.42</u> %
TOTAL REVENUES	<u>1,441</u>	<u>6,538</u>	<u>9,340</u>	<u>9,340</u>	<u>2,802</u>	<u>42.86</u> %
NET COUNTY COST	(1,441)	3,496	13,993	13,993	10,497	300.26 %

FUND: M07  
 AGENCY: M07

MAJOR ACCOUNTS CLASSIFICATIONS	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
REVENUES:						
Rev. from Use of Money & Prop	49	68	50	50	(18)	(26.47) %
Charges For Current Serv.	<u>0</u>	<u>1,848</u>	<u>0</u>	<u>0</u>	<u>(1,848)</u>	<u>(100.00)</u> %
TOTAL REVENUES	<u>49</u>	<u>1,916</u>	<u>50</u>	<u>50</u>	<u>(1,866)</u>	<u>(97.39)</u> %
NET COUNTY COST	(49)	(1,916)	(50)	(50)	1,866	(97.39) %

**Jake Raper, Jr.**  
**Resource Management Agency Director**

**L & M**  
**Assessment Districts**

FUND: M86  
 AGENCY: M86

MAJOR ACCOUNTS CLASSIFICATIONS	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	0	12,010	15,604	15,604	3,594	29.93 %
Other Charges	<u>13</u>	<u>2,950</u>	<u>2,950</u>	<u>2,950</u>	<u>0</u>	<u>0.00</u> %
TOTAL APPROPRIATIONS	13	14,960	18,554	18,554	3,594	<u>24.02</u> %
REVENUES:						
Rev. from Use of Money & Prop	39	42	100	100	58	138.10 %
Charges For Current Serv.	<u>947</u>	<u>13,822</u>	<u>7,478</u>	<u>7,478</u>	<u>(6,344)</u>	<u>(45.90)</u> %
TOTAL REVENUES	<u>986</u>	<u>13,864</u>	<u>7,578</u>	<u>7,578</u>	<u>(6,286)</u>	<u>(45.34)</u> %
NET COUNTY COST	(973)	1,096	10,976	10,976	9,880	901.46 %

FUND: M87  
 AGENCY: M87

MAJOR ACCOUNTS CLASSIFICATIONS	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	0	1,820	4,596	4,596	2,776	152.53 %
Other Charges	<u>10</u>	<u>1,100</u>	<u>1,100</u>	<u>1,100</u>	<u>0</u>	<u>0.00</u> %
TOTAL APPROPRIATIONS	10	2,920	5,696	5,696	2,776	<u>95.07</u> %
REVENUES:						
Rev. from Use of Money & Prop	50	50	50	50	0	0.00 %
Charges For Current Serv.	<u>0</u>	<u>2,709</u>	<u>2,709</u>	<u>2,709</u>	<u>0</u>	<u>0.00</u> %
TOTAL REVENUES	<u>50</u>	<u>2,759</u>	<u>2,759</u>	<u>2,759</u>	<u>0</u>	<u>0.00</u> %
NET COUNTY COST	(40)	161	2,937	2,937	2,776	1,724.22 %

## 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. Funding for periodic maintenance activities is accumulated and held in reserve for the scheduled work.

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 Storm Drain Assessment District 09-799
- L10 Orosi Storm Drain Assessment District 98-722
- L16 Earlimart Lighting/Landscape Assessment District 02-01 (incorporates L15)
- L60 Tipton Storm Drain Assessment District 02-748 (incorporates L40)
- L65 Earlimart Storm Drain Assessment District 02-746 (incorporates L20, L35 and L50)
- L70 Cutler Storm Drain Assessment District 05-764
- L75 Teviston Storm Drain Assessment District 04-752
- L80 Earlimart Storm Drain Assessment District 04-744 (incorporates L25 and L45)
- L85 Orosi Storm Drain Assessment District 04-754 (incorporates L30 and L55)
- 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 – not yet formed
- M04 Porterville Road Assessment District 06-781
- M06 Visalia (Acacia) Road Assessment District 06-772
- M07 Popular Road Assessment District 09-799 – not yet formed
- M86 Visalia Road Maintenance District 07-792R
- M87 Visalia Road Maintenance District 07-767R
- M88 Goshen Road Maintenance District 09-804R

## District Core Functions

- Maintain County roadway, landscape, lighting or drainage within the appropriately assigned assessment districts.

## Key Goals and Objectives Results in FY 2010/11

### Organizational Performance

- **Goal 1:** Restructure maintenance agreements to reflect decreased revenues and higher operating costs.
  - ❑ **Objective 1** - Review maintenance agreements to prioritize services by June 2011. **Results:** Additional basin maintenance areas were given to Probation Department for scheduling. Extended wet weather impacts to the drainage basin maintenance program did not permit development of a prioritization schedule that could be incorporated into agreements.
  - ❑ **Objective 2** – Make recommendations for changes to maintenance agreements by June 2011. **Results:** Recommended Landscape maintenance by Tulare County Parks Division due to no response to Request For Proposals. Drainage basin maintenance is continuing under existing agreement with Probation Department.
- **Goal 1:** Investigate alternative designs and materials to reduce Districts' costs for maintenance activities.
  - ❑ **Objective 1** – Solicit and/or draft alternative designs by June 2011. **Results:** Current alternative is to remove inappropriate plant materials in the Orosi and Earlimart landscape assessment districts, redesign sites with the appropriate materials, outside contractor installation of materials with long-term maintenance by the County Parks Division.

- ❑ **Objective 2** – Compare and contrast alternatives to rank highest level cost-effective design by June 2011. **Results:** Absence of willing contractor to provide landscape services delayed this objective.

## Key Goals and Objectives for FY 2011/12

### Organizational Performance

- **Goal 1:** Restructure maintenance agreements to provide necessary levels of service to expanded areas of coverage with fixed assessment funding and higher operating costs.
  - ❑ **Objective 1** – Provide tree trimming in Landscape Assessment Districts to allow vehicular and pedestrian access by September 2011.
  - ❑ **Objective 2** - Establish long-term maintenance agreement for Orosi and Earlimart Landscape Maintenance Districts with County Parks Division by October 2011.
  - ❑ **Objective 3** – Confirm Probation Department has implemented expanded drainage basin maintenance program. Determine impact on return maintenance scheduling, and sufficiency of maintenance for fire control by September 2011.
  - ❑ **Objective 4** – Coordinate weed spraying schedule by November 2011.
  - ❑ **Objective 5** – Confirm drainage basin sumps have been cleaned by Roads Department to satisfaction of Delano-Earlimart Mosquito Abatement District by August 2011.
- **Goal 2:** Investigate alternative designs and materials to reduce District's costs for maintenance activities.
  - ❑ **Objective 1** - Redesign Landscape Assessment District sites, to remove inappropriate plant materials in the Orosi

and Earlimart Landscape Assessment Districts, and replace with appropriate materials by October 2011.

- **Objective 2** – Begin installation of new landscape materials by outside contractor by January 2012.

## District Budget Request

The Requested Budgets for FY 2011/12 together represent an overall increase of \$84,395 or 22% in expenses and overall decrease of \$4,857 or 6% of revenues when compared with the FY 2010/11 Final Budget. The \$389,668 difference between expenses and revenues represents an overall use of Unrestricted Net Assets for the Assessment Districts as a group.

The significant areas with major changes between the FY 2010/11 Final Budget and the FY 2011/12 Requested Budget are as follows:

Services and Supplies increase \$85,579 due to an anticipated augmentation in the use of professional services.

## County Administrator's Recommendation

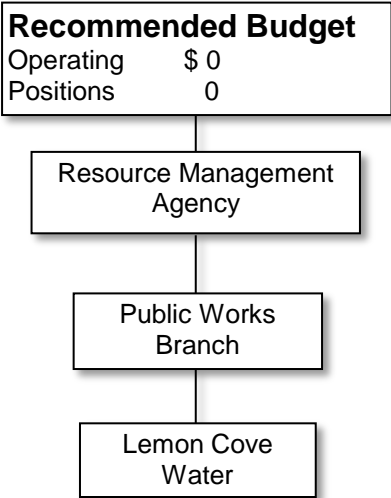
The Budget is recommended as submitted.

## 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 Budgets.



FUND: C15							
AGENCY: C15							
MAJOR ACCOUNTS CLASSIFICATIONS	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE	
REVENUES:							
Rev. from Use of Money & Prop	<u>1,128</u>	<u>1</u>	<u>900</u>	<u>900</u>	<u>899</u>	<u>89,900.00</u>	%
TOTAL REVENUES	<u>1,128</u>	<u>1</u>	<u>900</u>	<u>900</u>	<u>899</u>	<u>89,900.00</u>	%
NET COUNTY COST	(1,128)	(1)	(900)	(900)	(899)	89,900.00	%

### 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.

### Departmental Core Functions

- Assist communities to provide safe drinking water to residents of unincorporated areas of the County.

### Key Goals and Objectives Results FY 2010/11

#### Quality of Life

- **Goal 1:** 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. **Results:** This objective has not been met due to staffing limits.
  - ❑ **Objective 2** - Assess the alternative means of disposal of storm runoff by June 2011. **Results:** Objective met however lack of funding prevents implementation of project.

### Key Goals and Objectives FY 2011/12

- **Goal 1:** 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 2012.
  - ❑ **Objective 2** - Secure funding to implement storm runoff project by June 2012.

### Departmental Budget Request

The Requested Budget represents no change in revenues when compared with the FY 2010/11 Final Budget.

### County Administrator's Recommendation

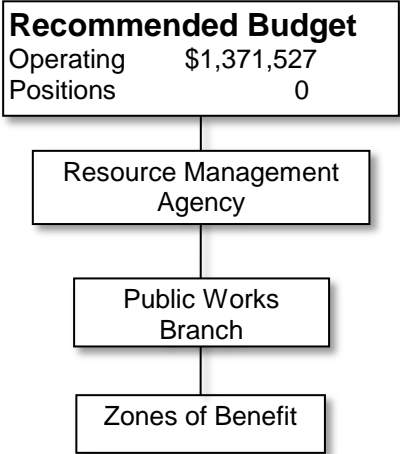
The budget is recommended as submitted.

### 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	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	1,465	17,769	19,468	19,468	1,699	9.56 %
Other Charges	21,131	15,927	19,362	19,362	3,435	21.57 %
TOTAL APPROPRIATIONS	22,596	33,696	38,830	38,830	5,134	<u>15.24</u> %
REVENUES:						
Rev. from Use of Money & Prop	247	179	240	240	61	34.08 %
Charges For Current Serv.	<u>21,037</u>	<u>19,683</u>	<u>19,683</u>	<u>19,683</u>	<u>0</u>	<u>0.00</u> %
TOTAL REVENUES	<u>21,284</u>	<u>19,862</u>	<u>19,923</u>	<u>19,923</u>	<u>61</u>	<u>0.31</u> %
NET COUNTY COST	1,312	13,834	18,907	18,907	5,073	36.67 %

FUND: Z10  
 AGENCY: Z10

MAJOR ACCOUNTS CLASSIFICATIONS	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	9,001	93,095	88,186	88,186	(4,909)	(5.27) %
Other Charges	73,042	47,659	54,460	54,460	6,801	14.27 %
Cowcap	<u>0</u>	<u>0</u>	<u>212</u>	<u>212</u>	<u>212</u>	<u>0.00</u> %
TOTAL APPROPRIATIONS	82,043	140,754	142,858	142,858	2,104	<u>1.49</u> %
REVENUES:						
Rev. from Use of Money & Prop	5,127	5,894	5,892	5,892	(2)	(0.03) %
Charges For Current Serv.	55,129	55,333	55,222	55,222	(111)	(0.20) %
Miscellaneous Revenue	<u>0</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>0</u>	<u>0.00</u> %
TOTAL REVENUES	<u>60,256</u>	<u>61,228</u>	<u>61,115</u>	<u>61,115</u>	<u>(113)</u>	<u>(0.18)</u> %
NET COUNTY COST	21,787	79,526	81,743	81,743	2,217	2.79 %

**Jake Raper, Jr.**  
**Resource Management Agency Director**

**Z-Funds**  
**County Service Areas**

FUND: Z11  
 AGENCY: Z11

MAJOR ACCOUNTS CLASSIFICATIONS	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	6,617	382,873	403,049	403,049	20,176	5.27 %
Other Charges	71,213	28,991	30,497	30,497	1,506	5.19 %
Cowcap	<u>0</u>	<u>0</u>	<u>212</u>	<u>212</u>	<u>212</u>	<u>0.00</u> %
TOTAL APPROPRIATIONS	77,830	411,864	433,758	433,758	21,894	<u>5.32</u> %
REVENUES:						
Rev. from Use of Money & Prop	2,493	3,314	2,700	2,700	(614)	(18.53) %
Intergovernmental Revenue	0	276,500	276,500	276,500	0	0.00 %
Charges For Current Serv.	56,012	55,946	55,859	55,859	(87)	(0.16) %
Miscellaneous Revenue	<u>20</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>0</u>	<u>0.00</u> %
TOTAL REVENUES	<u>58,525</u>	<u>335,761</u>	<u>335,060</u>	<u>335,060</u>	<u>(701)</u>	<u>(0.21)</u> %
NET COUNTY COST	19,305	76,103	98,698	98,698	22,595	29.69 %

FUND: Z50  
 AGENCY: Z50

MAJOR ACCOUNTS CLASSIFICATIONS	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	7,927	47,842	50,694	50,694	2,852	5.96 %
Other Charges	67,147	39,969	43,842	43,842	3,873	9.69 %
Cowcap	<u>0</u>	<u>0</u>	<u>981</u>	<u>981</u>	<u>981</u>	<u>0.00</u> %
TOTAL APPROPRIATIONS	75,074	87,811	95,517	95,517	7,706	<u>8.78</u> %
REVENUES:						
Rev. from Use of Money & Prop	2,536	3,650	4,562	4,562	912	24.99 %
Charges For Current Serv.	72,976	73,498	73,609	73,609	111	0.15 %
Miscellaneous Revenue	<u>0</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>0</u>	<u>0.00</u> %
TOTAL REVENUES	<u>75,512</u>	<u>77,149</u>	<u>78,172</u>	<u>78,172</u>	<u>1,023</u>	<u>1.33</u> %
NET COUNTY COST	(438)	10,662	17,345	17,345	6,683	62.68 %

**Jake Raper, Jr.**  
**Resource Management Agency Director**

**Z-Funds**  
**County Service Areas**

FUND: Z51  
 AGENCY: Z51

MAJOR ACCOUNTS CLASSIFICATIONS	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
TOTAL APPROPRIATIONS	0	0	0	0	0	<u>0.00</u> %
REVENUES:						
TOTAL REVENUES	<u>0</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 %

FUND: Z60  
 AGENCY: Z60

MAJOR ACCOUNTS CLASSIFICATIONS	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	2,103	43,766	45,296	45,296	1,530	3.50 %
Other Charges	62,924	28,684	35,671	35,671	6,987	24.36 %
Cowcap	<u>0</u>	<u>0</u>	<u>981</u>	<u>981</u>	<u>981</u>	<u>0.00</u> %
TOTAL APPROPRIATIONS	65,027	72,450	81,948	81,948	9,498	<u>13.11</u> %
REVENUES:						
Rev. from Use of Money & Prop	1,327	2,372	2,372	2,372	0	0.00 %
Charges For Current Serv.	45,472	46,153	45,619	45,619	(534)	(1.16) %
Miscellaneous Revenue	<u>20</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>0</u>	<u>0.00</u> %
TOTAL REVENUES	<u>46,819</u>	<u>48,526</u>	<u>47,992</u>	<u>47,992</u>	<u>(534)</u>	<u>(1.10)</u> %
NET COUNTY COST	18,208	23,924	33,956	33,956	10,032	41.93 %

**Jake Raper, Jr.**  
**Resource Management Agency Director**

**Z-Funds**  
**County Service Areas**

FUND: Z70  
 AGENCY: Z70

MAJOR ACCOUNTS CLASSIFICATIONS	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	9,322	38,095	47,913	47,913	9,818	25.77 %
Other Charges	63,535	52,969	49,471	49,471	(3,498)	(6.60) %
Cowcap	<u>0</u>	<u>0</u>	<u>981</u>	<u>981</u>	<u>981</u>	<u>0.00</u> %
TOTAL APPROPRIATIONS	72,857	91,064	98,365	98,365	7,301	<u>8.02</u> %
REVENUES:						
Rev. from Use of Money & Prop	890	1,246	890	890	(356)	(28.57) %
Charges For Current Serv.	45,557	45,646	45,115	45,115	(531)	(1.16) %
Miscellaneous Revenue	<u>0</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>0</u>	<u>0.00</u> %
TOTAL REVENUES	<u>46,447</u>	<u>46,893</u>	<u>46,006</u>	<u>46,006</u>	<u>(887)</u>	<u>(1.89)</u> %
NET COUNTY COST	26,410	44,171	52,359	52,359	8,188	18.54 %

FUND: Z80  
 AGENCY: Z80

MAJOR ACCOUNTS CLASSIFICATIONS	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	14,410	44,873	56,257	56,257	11,384	25.37 %
Other Charges	91,920	78,268	73,863	73,863	(4,405)	(5.63) %
Cowcap	<u>0</u>	<u>0</u>	<u>6</u>	<u>6</u>	<u>6</u>	<u>0.00</u> %
TOTAL APPROPRIATIONS	106,330	123,141	130,126	130,126	6,985	<u>5.67</u> %
REVENUES:						
Rev. from Use of Money & Prop	1,716	2,054	1,715	1,715	(339)	(16.50) %
Charges For Current Serv.	61,460	69,452	69,970	69,970	518	0.75 %
Miscellaneous Revenue	<u>20</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>0</u>	<u>0.00</u> %
TOTAL REVENUES	<u>63,196</u>	<u>71,507</u>	<u>71,686</u>	<u>71,686</u>	<u>179</u>	<u>0.25</u> %
NET COUNTY COST	43,134	51,634	58,440	58,440	6,806	13.18 %

**Jake Raper, Jr.**  
**Resource Management Agency Director**

**Z-Funds**  
**County Service Areas**

FUND: Z90  
 AGENCY: Z90

MAJOR ACCOUNTS CLASSIFICATIONS	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	5,862	46,274	51,601	51,601	5,327	11.51 %
Other Charges	56,159	29,212	37,153	37,153	7,941	27.18 %
Cowcap	<u>0</u>	<u>0</u>	<u>6</u>	<u>6</u>	<u>6</u>	<u>0.00</u> %
TOTAL APPROPRIATIONS	62,021	75,486	88,760	88,760	13,274	<u>17.58</u> %
REVENUES:						
Rev. from Use of Money & Prop	668	517	800	800	283	54.74 %
Charges For Current Serv.	59,722	60,583	59,797	59,797	(786)	(1.30) %
Miscellaneous Revenue	<u>0</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>0</u>	<u>0.00</u> %
TOTAL REVENUES	<u>60,390</u>	<u>61,101</u>	<u>60,598</u>	<u>60,598</u>	<u>(503)</u>	<u>(0.82)</u> %
NET COUNTY COST	1,631	14,385	28,162	28,162	13,777	95.77 %

FUND: Z91  
 AGENCY: Z91

MAJOR ACCOUNTS CLASSIFICATIONS	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	7,275	38,533	36,867	36,867	(1,666)	(4.32) %
Other Charges	59,000	23,799	31,689	31,689	7,890	33.15 %
Cowcap	<u>0</u>	<u>0</u>	<u>6</u>	<u>6</u>	<u>6</u>	<u>0.00</u> %
TOTAL APPROPRIATIONS	66,275	62,332	68,562	68,562	6,230	<u>9.99</u> %
REVENUES:						
Rev. from Use of Money & Prop	379	258	282	282	24	9.30 %
Charges For Current Serv.	39,828	40,352	39,841	39,841	(511)	(1.27) %
Miscellaneous Revenue	<u>0</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>0</u>	<u>0.00</u> %
TOTAL REVENUES	<u>40,207</u>	<u>40,611</u>	<u>40,124</u>	<u>40,124</u>	<u>(487)</u>	<u>(1.20)</u> %
NET COUNTY COST	26,068	21,721	28,438	28,438	6,717	30.92 %

**Jake Raper, Jr.**  
**Resource Management Agency Director**

**Z-Funds**  
**County Service Areas**

FUND: Z95  
 AGENCY: Z95

MAJOR ACCOUNTS CLASSIFICATIONS	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE	
APPROPRIATIONS:							
Service And Supplies	314	98,417	97,310	97,310	(1,107)	(1.12)	%
Other Charges	26,025	13,844	18,772	18,772	4,928	35.60	%
Cowcap	<u>0</u>	<u>0</u>	<u>6</u>	<u>6</u>	<u>6</u>	<u>0.00</u>	%
TOTAL APPROPRIATIONS	26,339	112,261	116,088	116,088	3,827	<u>3.41</u>	%
REVENUES:							
Rev. from Use of Money & Prop	2,776	2,783	2,776	2,776	(7)	(0.25)	%
Charges For Current Serv.	20,055	20,228	20,228	20,228	0	0.00	%
Miscellaneous Revenue	<u>10</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>0</u>	<u>0.00</u>	%
TOTAL REVENUES	<u>22,841</u>	<u>23,012</u>	<u>23,005</u>	<u>23,005</u>	<u>(7)</u>	<u>(0.03)</u>	%
NET COUNTY COST	3,498	89,249	93,083	93,083	3,834	4.30	%

FUND: Z96  
 AGENCY: Z96

MAJOR ACCOUNTS CLASSIFICATIONS	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE	
APPROPRIATIONS:							
Service And Supplies	3,470	47,901	53,246	53,246	5,345	11.16	%
Other Charges	45,976	18,500	23,463	23,463	4,963	26.83	%
Cowcap	<u>0</u>	<u>0</u>	<u>6</u>	<u>6</u>	<u>6</u>	<u>0.00</u>	%
TOTAL APPROPRIATIONS	49,446	66,401	76,715	76,715	10,314	<u>15.53</u>	%
REVENUES:							
Rev. from Use of Money & Prop	624	907	624	624	(283)	(31.20)	%
Charges For Current Serv.	38,854	40,627	40,627	40,627	0	0.00	%
Miscellaneous Revenue	0	1	1	1	0	0.00	%
TOTAL REVENUES	39,478	41,535	41,252	41,252	(283)	<u>(0.68)</u>	%

## 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 administers 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

## Departmental Core Functions

- Responsible for the safe and cost effective management of sewer and water systems within County Service Areas No. 1 and No. 2.

## Key Goals and Objectives Results FY 2010/11

### Economic Well Being

- **Goal 1:** Ensure adequate funding for operations and maintenance of water and sewer systems.
  - ❑ **Objective 1** - Place delinquent accounts on the County Tax Collector's Tax Roll by June 2011. **Results:** Objective met in August 2010.

### Quality of Life

- **Goal 1:** Decrease risk to human health and the environment in the event a sewer system overflow occurs.
  - ❑ **Objective 1** - Complete a Sanitary Sewer Management Plan. **Results:** Objective met June 2011.

## Other Accomplishments in FY 2010/11

- Received approval for \$276,000 in funding from the California Department of Public Health for the proper

abandonment of 26 defunct water wells within the Delft Colony Zone of Benefit.

- Upgraded remote monitoring capability for the Yettem Water System.

## Key Goals and Objectives FY 2011/12

### Safety and Security

- **Goal 1:** Provide safe and cost effective water and sewer services within County Service Areas No. 1 and No. 2.
  - ❑ **Objective 1** - Continue to safely operate and maintain County sewer and water systems.

### Economic Well Being

- **Goal 1:** Continue to ensure adequate funding for maintenance and request of water and sewer systems.
  - ❑ **Objective 1** – Place delinquent accounts on the County Tax Collector's Tax Roll by August 2011.

### Quality of Life

- **Goal 1:** Decrease risk to human health and the environment.
  - ❑ **Objective 1** – Abandon 26 defunct water wells within the Delft Colony Zone of Benefit to ensure a safe water supply for the residents.
  - ❑ **Objective 2** – Complete annual update of the Sewer System Management Plan for the wastewater treatment facilities and lift stations within County Service Areas No. 1 and No. 2.

## Departmental Budget Request

The Requested Budgets together represent an overall increase of \$94,267 or 7% in expenses and a decrease of \$2,252 or less than 1% in revenues when compared with the FY 2010/11 Final Budget. The \$96,519 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 2010/11 Final Budget and the FY 2011/12 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.

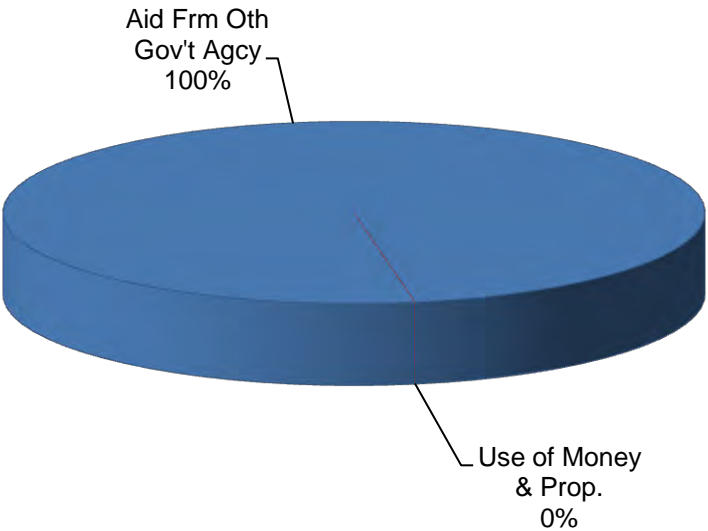
## Department Head Concurrence or Appeal

The Department Head concurs with the Recommended Budgets.

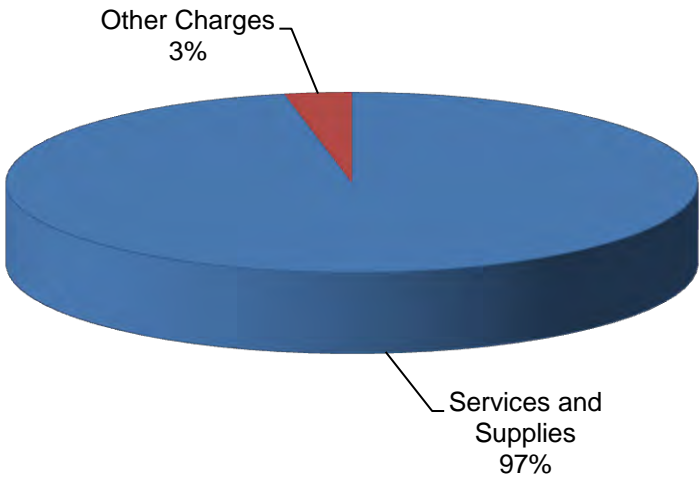
Recommended Budget	
Operating	\$6,057,632
Positions	0

Resource Management Agency

SOURCE OF FUNDS



USE OF FUNDS



FUND: 050 AGENCY: 230						
MAJOR ACCOUNTS CLASSIFICATIONS	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	0	0	5,868,779	5,868,779	5,868,779	0.00 %
Other Charges	<u>0</u>	<u>0</u>	<u>188,853</u>	<u>188,853</u>	<u>188,853</u>	<u>0.00</u> %
TOTAL APPROPRIATIONS	0	0	6,057,632	6,057,632	6,057,632	<u>0.00</u> %
REVENUES:						
Rev. from Use of Money & Prop	0	0	250	250	250	0.00 %
Intergovernmental Revenue	0	0	6,057,382	6,057,382	6,057,382	0.00 %
TOTAL REVENUES	0	0	6,057,632	6,057,632	6,057,632	<u>0.00</u> %
NET COUNTY COST	0	0	0	0	0	0.00 %

## Department Purpose

The Community Development Block Grants (CDBG) funds are used to develop viable communities by providing decent housing, a suitable living environment, and expanding economic opportunities, principally for persons of low and moderate-income in the unincorporated areas of Tulare County. All projects that are funded by CDBG must carry out at least one of the following three National Objectives: 1) Benefit to Targeted Income Group persons; 2) Aid in the prevention or elimination of slums and blight; or 3) Meet urgent community development needs.

These grant funds are used for: housing rehabilitation, first time homebuyers assistance, Multi-Family rental projects, infrastructure in support of housing, business training and economic development loans, business façade enhancement loans & grants and construction of community improvements.

## Departmental Core Functions

- To promote healthy neighborhoods and viable communities through the use of CDBG.

## Key Goals and Objectives Results in FY 2010/11

The CDBG fund was implemented during FY 2010/11. These grants were previously accounted for in the Resource Management Agency and Redevelopment Agency, but have been relocated to this newly established fund on advice of the Redevelopment Agency auditor. Although the accounting for these revenues has changed, the accomplishments are ongoing and are outlined below.

## Accomplishments in FY 2010/11

### Economic Well-Being

- Improved economic growth and community stability by implementing the newly created Microenterprise Façade Improvement Program. \$300,000 of Economic Development Block Grant (EDBG) funds were awarded to provide access to below market rate loans to low income small business owners for façade enhancements.
- Financially assisted five low-income small business owners with CDBG funds for property improvements.
- Trained thirty potential low-income small business entrepreneurs regarding best business practices using Microenterprise funds.

### Quality of Life

- Completed construction of the Richgrove Green Alleys Project to repave alleys to control storm water runoff and avoid flooding.
- Constructed four single-family homes on Jasmine Avenue in Ivanhoe. Homes will be sold to qualifying low-income families.
- Was awarded \$2.8 million in Neighborhood Stabilization Program (NSP) 3 grant funds to be used towards construction of a 72 unit multi-family apartment complex in Ivanhoe.

## Key Goals and Objectives FY 2011/12

### Quality of Life

- **Goal 1:** Develop viable communities by providing decent housing and a suitable living environment.
  - ❑ **Objective 1** - Seek \$1.6 million in grant funding to develop, implement and administer housing programs, general community improvements, capital improvements projects, and economic development for the unincorporated communities in Tulare County.

### Economic Well-Being

- **Goal 1:** Improve economic growth and community stability by providing access to façade improvement loan funds.
  - ❑ **Objective 1** - Assist 5 small business owners by June 2012.

## Departmental Budget Request

The Requested Budget represents an overall \$6,057,632 in both expenditures and revenues. This is the first full year of the Fund so no comparison to Final Budget FY 2010/11.

## County Administrator's Recommendation

The budget is recommended as submitted.

## Pending Issues and Policy Considerations

There are no pending issues or policy considerations.

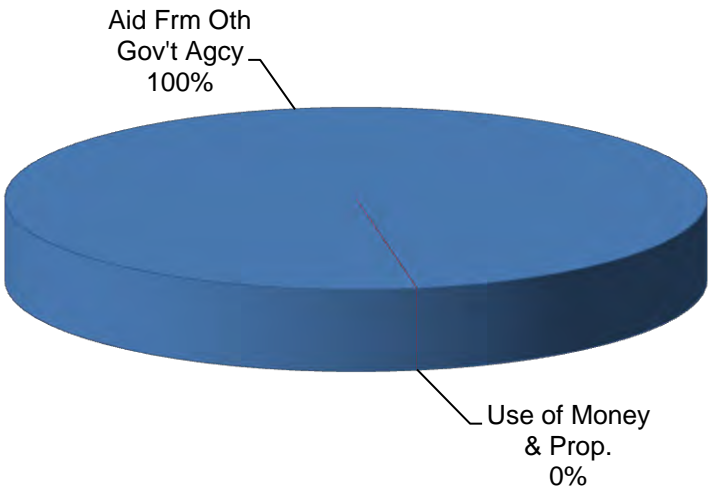
## Department Head Concurrence or Appeal

The Department Head concurs with the Recommended Budget.

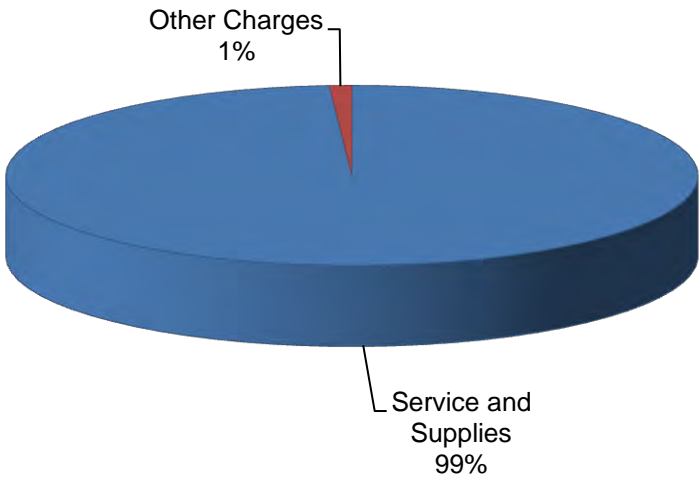
Recommended Budget	
Operating	\$5,956,800
Positions	0

Resource Management Agency

SOURCE OF FUNDS



USE OF FUNDS



FUND: 051						
AGENCY: 230						
MAJOR ACCOUNTS CLASSIFICATIONS	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	0	0	5,894,300	5,894,300	5,894,300	0.00 %
Other Charges	<u>0</u>	<u>0</u>	<u>62,500</u>	<u>62,500</u>	<u>62,500</u>	<u>0.00</u> %
TOTAL APPROPRIATIONS	0	0	5,956,800	5,956,800	5,956,800	<u>0.00</u> %
REVENUES:						
Rev. from Use of Money & Prop	0	0	500	500	500	0.00 %
Intergovernmental Revenue	<u>0</u>	<u>0</u>	<u>5,956,300</u>	<u>5,956,300</u>	<u>5,956,300</u>	<u>0.00</u> %
TOTAL REVENUES	<u>0</u>	<u>0</u>	<u>5,956,800</u>	<u>5,956,800</u>	<u>5,956,800</u>	<u>0.00</u> %
NET COUNTY COST	0	0	0	0	0	0.00 %

## Department Purpose

The HOME Programs strengthen the ability of State and local governments to provide housing for low and moderate income persons, to expand the capacity of non-profit housing providers and to leverage private sector participation.

HOME Program funds come to the County through the State Department of Housing and Community Development from the Home Investment Partnerships Program Grant (HOME).

HOME grant funds may be used for:

- Housing Rehabilitation
- First Time Homebuyers Assistance
- Multi-Family Rental Projects.

## Departmental Core Functions

- To provide decent and affordable housing to low and moderate income persons through the use of HOME grants.

## Key Goals and Objective Results in FY 2010/11

The HOME Programs fund was implemented during FY 2010/11. These grants were previously accounted for in the Resource Management Agency and Redevelopment Agency, but have been relocated to this newly established fund on advice of the Redevelopment Agency auditor. Although the accounting for these revenues is changed, the accomplishments are ongoing and are outlined below.

## Accomplishments in FY 2010/11

### Quality of Life

- Was awarded HOME Program grant funds to rehabilitate three low- and very-low-income homes.
- Was awarded HOME Program grant funds to assist four low- and very-low-income first time homebuyers.

### Organizational Performance

- Developed a Tulare County Monitoring Plan as required by 24 CFR Part 85.40 (a) in the administration of Housing & Urban Development funded programs.

## Key Goals and Objectives FY 2011/12

### Quality of Life

- **Goal 1:** Continue to provide safe and sanitary housing for the low-and very-low-income residents of unincorporated Tulare County through its housing rehabilitation program, multi-family housing construction project, first time homebuyer mortgage assistance program and emergency owner-occupied home repair programs.
  - ❑ **Objective 1** - Construct a 72-unit Multi-Family apartment complex in the unincorporated community of Ivanhoe.
  - ❑ **Objective 2** - Research opportunities for Multi-Family Housing Projects.
- **Goal 2:** Collaborate with the Building Inspection Division to develop a program to help eliminate substandard housing and find a way to replace it with safe and decent housing.

- ☐ **Objective 1** - Develop Substandard Housing Elimination Program by June 2012.

### Departmental Budget Request

The Requested Budget represents an overall increase of \$5,956,800 in both expenditures and revenues. There was no Final Budget in FY 2010/11.

### County Administrator's Recommendation

The budget is recommended as submitted.

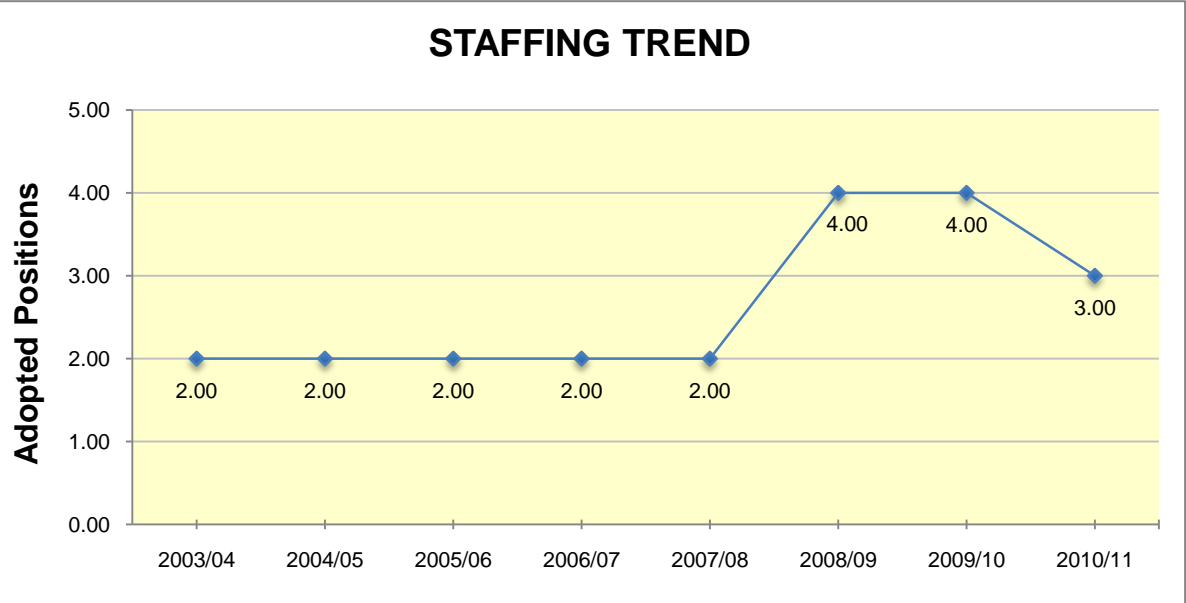
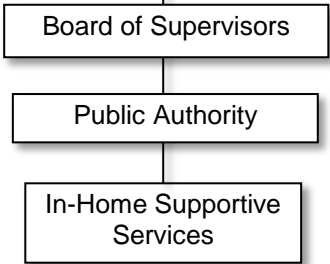
### Pending Issues and Policy Considerations

There are no pending issues or policy considerations.

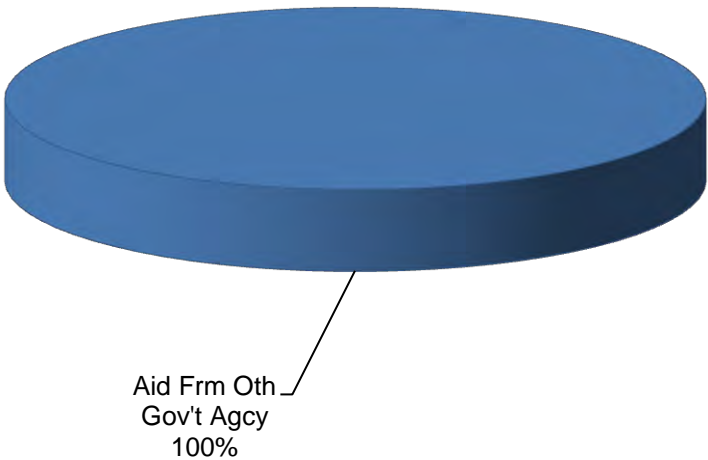
### Department Head Concurrence or Appeal

The Department Head concurs with the Recommended Budget.

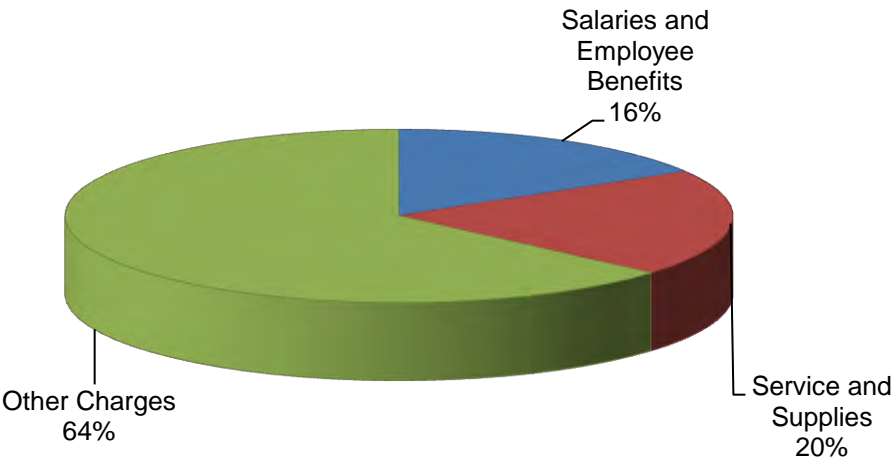
<b>Recommended Budget</b>	
Operating	\$1,180,982
Positions	3



**SOURCE OF FUNDS**



**USE OF FUNDS**



FUND:	725						
AGENCY:	725						
MAJOR ACCOUNTS CLASSIFICATIONS	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE	
APPROPRIATIONS:							
Salaries And Employee Benefits	225,964	224,131	192,386	192,386	(31,745)	(14.16)	%
Service And Supplies	260,259	329,329	236,194	236,194	(93,135)	(28.28)	%
Other Charges	715,807	751,321	748,293	748,293	(3,028)	(0.40)	%
Cowcap	<u>0</u>	<u>0</u>	<u>4,109</u>	<u>4,109</u>	<u>4,109</u>	<u>0.00</u>	%
TOTAL APPROPRIATIONS	1,202,030	1,304,781	1,180,982	1,180,982	(123,799)	<u>(9.49)</u>	%
REVENUES:							
Taxes	134,192	262,073	200,808	200,808	(61,265)	(23.38)	%
Intergovernmental Revenue	293,457	1,042,708	946,674	946,674	(96,034)	(9.21)	%
Miscellaneous Revenue	<u>0</u>	<u>0</u>	<u>33,500</u>	<u>33,500</u>	<u>33,500</u>	<u>0.00</u>	%
TOTAL REVENUES	<u>427,649</u>	<u>1,304,781</u>	<u>1,180,982</u>	<u>1,180,982</u>	<u>(123,799)</u>	<u>(9.49)</u>	%
NET COUNTY COST	774,381	0	0	0	0	0.00	%

Positions

4

3

3

3

0

## 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.

## Departmental Core Functions

- Serve as the Employer of Record for In-Home Supportive Services care providers.
- Ensure compliance with State mandates.

## Key Goals and Objectives Results FY 2010/11

### Safety and Security

- **Goal 1:** 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 session at the PA office at no cost to care providers to assure access to training throughout FY 2010/11. **Results:** Weekly CPR/First Aid training was provided throughout FY 2010/11.
- **Goal 2:** 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. **Results:** Processed care providers through the Livescan system and updated records to reflect approvals and disqualifications. In FY 2010/11, a total of 957 care providers were processed and 12 of those failed the background check.

### Economic Well-Being

- **Goal 1:** 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.  
**Results:** Met with provider union and successfully negotiated wages and benefits for FY 2010/11.
- **Goal 2:** 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. **Results:** The surveys were discontinued because IHSS performs monthly telephone surveys.

### Other Accomplishments in FY 2010/11

- Provided newly State-mandated provider orientations focusing on fraud prevention. This training was given to 722 new and 696 existing providers.
- Renewed health benefits plan for more than 300 eligible IHSS care providers.

### Key Goals and Objectives FY 2011/12

#### Safety and Security

- **Goal 1:** Protect IHSS clients' and meet State-mandate by performing Department of Justice criminal background checks for all providers.
  - **Objective 1** – Perform daily processing of Department of Justice Livescan results, identifying individuals to be approved or disqualified based on the State's "no felony" policy and updating records accordingly.

#### Quality of Life

- **Goal 1:** Provide health benefits to eligible IHSS care providers.
  - **Objective 1** – Renew health benefits plan for eligible providers.

#### Economic Well-Being

- **Goal 1:** Develop and sustain a well-qualified care provider labor pool for IHSS clients.
  - **Objective 1** – Engage in collective bargaining and negotiating an approved contract with a recognized union for wages and benefits.
- **Goal 2:** Reduce IHSS care provider fraud.
  - **Objective 1** – Provide fraud prevention orientation to new care providers.

## Departmental Budget Request

The Requested Budget represents an overall decrease of \$123,799 or 9% in revenue and expenditures when compared with the FY 2010/11 Final Budget. The General Fund contribution, provided by Health and Human Services Agency, is requested to decrease by \$61,265 or 23% when compared with the FY 2010/11 Final Budget.

Significant areas with major changes between the FY 2010/11 Final Budget and the FY 2011/12 Requested Budget are as follows:

- Salaries and Benefits decrease by \$31,745 or 14% due to a reduction in staffing.
- Services and Supplies decrease by \$93,135 or 28% due to a reduction in training and professional services.

## 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.

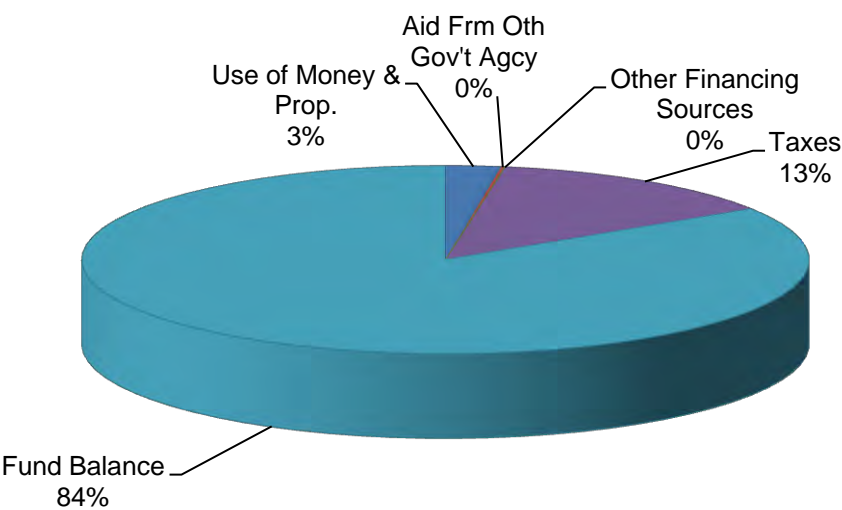
<b>Recommended Budget</b>	
Operating	\$3,788,004
Positions	0

Resource Management  
Agency

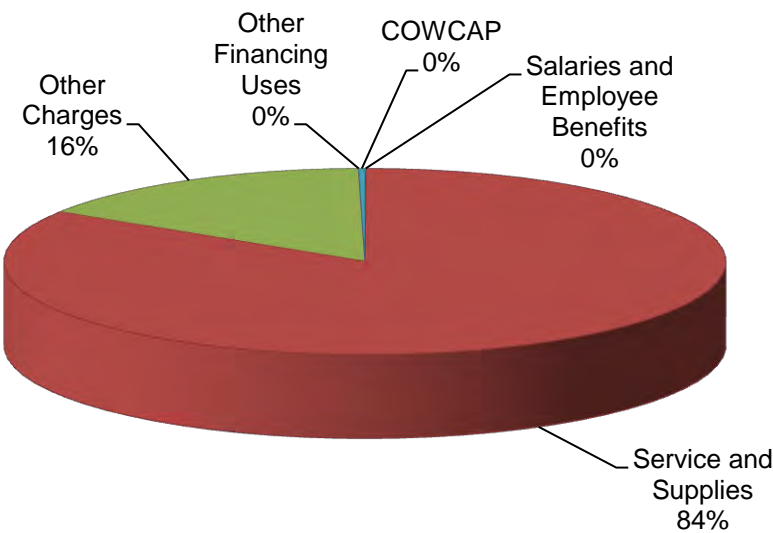
Public Works Branch

Flood Control

SOURCE OF FUNDS



USE OF FUNDS



**Jake Raper, Jr.**  
**Resource Management Agency Director**

**771-771**  
**Flood Control District**

FUND: 771  
 AGENCY: 771

MAJOR ACCOUNTS CLASSIFICATIONS	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Salaries And Employee Benefits	0	2,050	2,050	2,050	0	0.00 %
Service And Supplies	101,969	3,077,946	3,197,059	3,197,059	119,113	3.87 %
Other Charges	208,563	431,278	599,539	599,539	168,261	39.01 %
Other Financing Uses	0	0	105	105	105	0.00 %
Cowcap	<u>28,286</u>	<u>(7,489)</u>	<u>(10,749)</u>	<u>(10,749)</u>	<u>(3,260)</u>	<u>43.53</u> %
TOTAL APPROPRIATIONS	338,818	3,503,785	3,788,004	3,788,004	284,219	<u>8.11</u> %
REVENUES:						
Taxes	556,679	503,174	503,174	503,174	0	0.00 %
Rev. from Use of Money & Prop	70,380	92,000	92,000	92,000	0	0.00 %
Intergovernmental Revenue	6,782	6,567	6,567	6,567	0	0.00 %
Other Financing Sources	<u>1,000</u>	<u>1,000</u>	<u>1,000</u>	<u>1,000</u>	<u>0</u>	<u>0.00</u> %
TOTAL REVENUES	<u>634,841</u>	<u>602,741</u>	<u>602,741</u>	<u>602,741</u>	<u>0</u>	<u>0.00</u> %
NET COUNTY COST	(296,023)	2,901,044	3,185,263	3,185,263	284,219	9.80 %

## 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 in Tulare County areas, 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 Frazier and Strathmore Creeks Feasibility studies.

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.

## District Core Functions

- Provide adequate flood control facilities for protection of the public.

## Key Goals and Objective Results in FY 2010/11

### Safety and Security

- **Goal 1:** 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 and White River. **Results:** USACOE delayed project due to lack of funding. Continue objective in FY 2011/12.

### Organizational Performance

- **Goal 1:** 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. **Results:** Objective met by Richgrove Green Alley Project and Sequoia Field Airport demonstration project.

- **Goal 2:** 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. **Results:** Objective was not met due to the Plan Annual Report non-compliance of one of the supporting documents. The Ordinance will be submitted to Board in August 2011.
- **Goal 3:** 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. **Results:** Objective not completed due to limited staffing. Recruitment for additional engineering staff is ongoing. Needs completion prior to June 2013.

## Key Goals and Objectives FY 2011/12

### Safety and Security

- **Goal 1:** Continue to 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 and White River by June 2012.
  - ❑ **Objective 2** - Develop flood hazard reduction projects Countywide, prioritizing need to manage risk, by June 2012.
    - Projects with groundwater enhancement potential.
    - Projects offering greatest damage reduction.
    - Projects extending infrastructure use life

- ❑ **Objective 3** - Using assigned Engineer III to develop, design, permit, fund, bid and construct storm drainage projects by June 2012.

### Organizational Performance

- **Goal 1:** Expand upon and obtain approval of the standardized green approaches to handle storm water runoff completed last year.
  - ❑ **Objective 1** – Complete process by June 2012.
- **Goal 2:** Completion of Storm Water Management Plan Annual Report.
  - ❑ **Objective 1** - Complete the report by September 2011.
- **Goal 3:** 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 2012.

### District Budget Request

The Requested Budget represents an overall increase of \$284,219 or 8% in expenditures and no change in revenues when compared with the FY 2010/11 Final Budget. The \$3,185,263 difference between expenditures and revenues represents the use of Reserves.

Significant areas with major changes between the FY 2010/11 Final Budget and the FY 2011/12 Requested Budget are as follows:

- Services and Supplies increase \$119,113 due to participation in the Upper Kings Basin Integrated Regional Water Management Plan.
- Other Charges increased \$168,261 due to increased services from County Road Yards.

### County Administrator's Recommendation

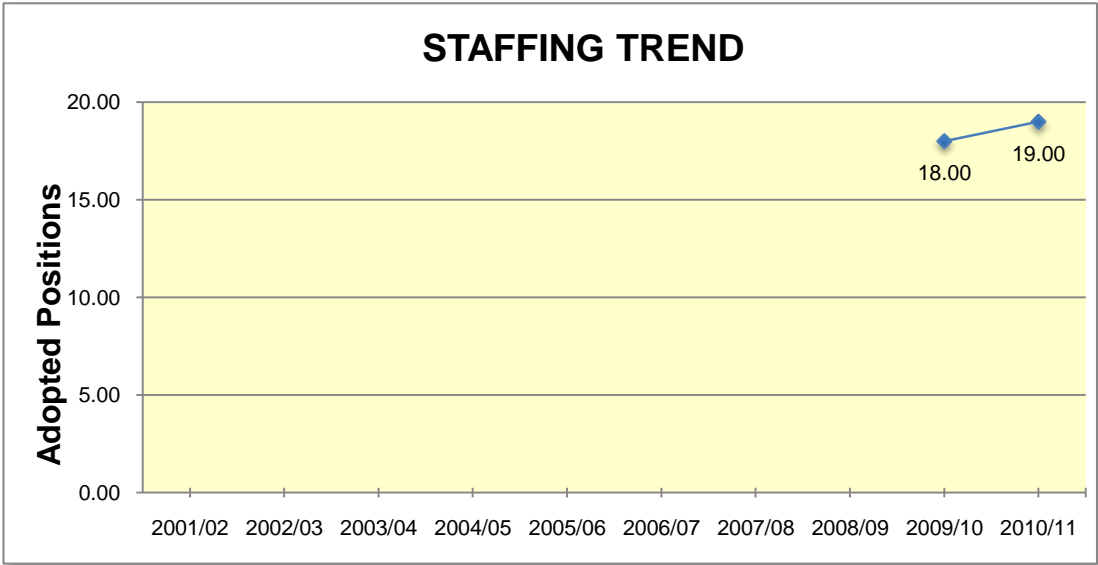
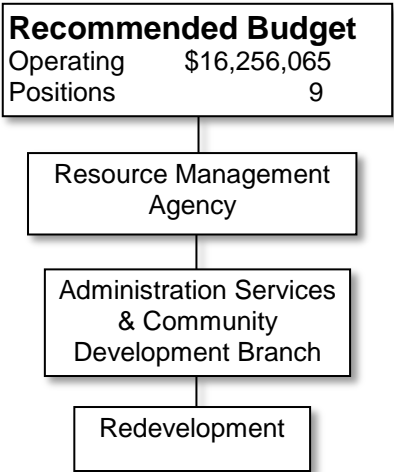
The budget is recommended as submitted.

### 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.



**Jean M. Rousseau**  
Executive Director

**R & S - Funds**  
**Redevelopment Agency**

FUND: RA3  
AGENCY: RA3

MAJOR ACCOUNTS CLASSIFICATIONS	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Salaries And Employee Benefits	1,193,477	1,264,115	745,348	745,348	(518,767)	(41.04) %
Service And Supplies	1,541,094	8,447,693	131,859	131,859	(8,315,834)	(98.44) %
Other Charges	372,548	502,303	356,472	356,472	(145,831)	(29.03) %
Fixed Assets	14,668	0	0	0	0	0.00 %
Other Financing Uses	1,756	1,755	1,932	1,932	177	10.09 %
Cowcap	<u>62,439</u>	<u>41,915</u>	<u>27,197</u>	<u>27,197</u>	<u>(14,718)</u>	<u>(35.11)</u> %
TOTAL APPROPRIATIONS	3,185,982	10,257,781	1,262,808	1,262,808	(8,994,973)	<u>(87.69)</u> %
REVENUES:						
Rev. from Use of Money & Prop	2,404	0	0	0	0	0.00 %
Intergovernmental Revenue	2,000	8,286,078	0	0	(8,286,078)	(100.00) %
Charges For Current Serv.	740,908	1,125,706	1,261,504	1,261,504	135,798	12.06 %
Other Financing Sources	<u>1,000,655</u>	<u>845,997</u>	<u>0</u>	<u>0</u>	<u>(845,997)</u>	<u>(100.00)</u> %
TOTAL REVENUES	<u>1,745,967</u>	<u>10,257,781</u>	<u>1,261,504</u>	<u>1,261,504</u>	<u>(8,996,277)</u>	<u>(87.70)</u> %
NET COUNTY COST	1,440,015	0	1,304	1,304	1,304	0.00 %

FUND: RE2  
AGENCY: RE2

MAJOR ACCOUNTS CLASSIFICATIONS	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Other Financing Uses	<u>95,676</u>	<u>228,776</u>	<u>258,967</u>	<u>258,967</u>	<u>30,191</u>	<u>13.20</u> %
TOTAL APPROPRIATIONS	95,676	228,776	258,967	258,967	30,191	<u>13.20</u> %
REVENUES:						
Taxes	97,030	227,276	254,585	254,585	27,309	12.02 %
Rev. from Use of Money & Prop	1,601	1,500	1,380	1,380	(120)	(8.00) %
Intergovernmental Revenue	<u>6,511</u>	<u>0</u>	<u>3,002</u>	<u>3,002</u>	<u>3,002</u>	<u>0.00</u> %
TOTAL REVENUES	<u>105,142</u>	<u>228,776</u>	<u>258,967</u>	<u>258,967</u>	<u>30,191</u>	<u>13.20</u> %
NET COUNTY COST	(9,466)	0	0	0	0	0.00 %

**Jean M. Rousseau**  
**Executive Director**

**R & S - Funds**  
**Redevelopment Agency**

FUND: RE3  
 AGENCY: RE3

MAJOR ACCOUNTS CLASSIFICATIONS	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	39,652	1,007,247	1,022,632	1,022,632	15,385	1.53 %
Other Charges	106,213	115,600	61,453	61,453	(54,147)	(46.84) %
Other Financing Uses	96,963	79,116	0	0	(79,116)	(100.00) %
Cowcap	<u>0</u>	<u>0</u>	<u>12</u>	<u>12</u>	<u>12</u>	<u>0.00</u> %
TOTAL APPROPRIATIONS	242,828	1,201,963	1,084,097	1,084,097	(117,866)	<u>(9.81)</u> %
REVENUES:						
Rev. from Use of Money & Prop	20,130	15,000	10,000	10,000	(5,000)	(33.33) %
Intergovernmental Revenue	8,060	0	0	0	0	0.00 %
Other Financing Sources	<u>95,676</u>	<u>228,776</u>	<u>258,967</u>	<u>258,967</u>	<u>30,191</u>	<u>13.20</u> %
TOTAL REVENUES	<u>123,866</u>	<u>243,776</u>	<u>268,967</u>	<u>268,967</u>	<u>25,191</u>	<u>10.33</u> %
NET COUNTY COST	118,962	958,187	815,130	815,130	(143,057)	(14.93) %

FUND: RE4  
 AGENCY: RE4

MAJOR ACCOUNTS CLASSIFICATIONS	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	20,294	214,743	339,775	339,775	125,032	58.22 %
Other Charges	21,314	41,250	35,957	35,957	(5,293)	(12.83) %
Fixed Assets	0	10,000	0	0	(10,000)	(100.00) %
Other Financing Uses	<u>22,515</u>	<u>37,103</u>	<u>0</u>	<u>0</u>	<u>(37,103)</u>	<u>(100.00)</u> %
TOTAL APPROPRIATIONS	64,123	303,096	375,732	375,732	72,636	<u>23.96</u> %
REVENUES:						
Taxes	94,596	85,473	92,952	92,952	7,479	8.75 %
Rev. from Use of Money & Prop	5,662	2,500	3,500	3,500	1,000	40.00 %
Miscellaneous Revenue	45	0	0	0	0	0.00 %
TOTAL REVENUES	<u>100,303</u>	<u>87,973</u>	<u>96,452</u>	<u>96,452</u>	<u>8,479</u>	<u>9.64</u> %
NET COUNTY COST	(36,180)	215,123	279,280	279,280	64,157	29.82 %

**Jean M. Rousseau**  
**Executive Director**

**R & S - Funds**  
**Redevelopment Agency**

FUND: RI2

AGENCY: RI2

MAJOR ACCOUNTS CLASSIFICATIONS	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Other Financing Uses	<u>65,079</u>	<u>142,254</u>	<u>166,206</u>	<u>166,206</u>	<u>23,952</u>	<u>16.84</u> %
TOTAL APPROPRIATIONS	65,079	142,254	166,206	166,206	23,952	<u>16.84</u> %
REVENUES:						
Taxes	69,663	141,254	163,847	163,847	22,593	15.99 %
Rev. from Use of Money & Prop	1,195	1,000	739	739	(261)	(26.10) %
Intergovernmental Revenue	<u>3,837</u>	<u>0</u>	<u>1,620</u>	<u>1,620</u>	<u>1,620</u>	<u>0.00</u> %
TOTAL REVENUES	<u>74,695</u>	<u>142,254</u>	<u>166,206</u>	<u>166,206</u>	<u>23,952</u>	<u>16.84</u> %
NET COUNTY COST	(9,616)	0	0	0	0	0.00 %

FUND: RI3

AGENCY: RI3

MAJOR ACCOUNTS CLASSIFICATIONS	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	13,127	298,605	404,466	404,466	105,861	35.45 %
Other Charges	29,987	72,800	67,897	67,897	(4,903)	(6.73) %
Other Financing Uses	<u>61,740</u>	<u>45,469</u>	<u>0</u>	<u>0</u>	<u>(45,469)</u>	<u>(100.00)</u> %
TOTAL APPROPRIATIONS	104,854	416,874	472,363	472,363	55,489	<u>13.31</u> %
REVENUES:						
Rev. from Use of Money & Prop	6,713	4,500	3,300	3,300	(1,200)	(26.67) %
Other Financing Sources	<u>65,079</u>	<u>142,254</u>	<u>166,206</u>	<u>166,206</u>	<u>23,952</u>	<u>16.84</u> %
TOTAL REVENUES	<u>71,792</u>	<u>146,754</u>	<u>169,506</u>	<u>169,506</u>	<u>22,752</u>	<u>15.50</u> %
NET COUNTY COST	33,062	270,120	302,857	302,857	32,737	12.12 %

**Jean M. Rousseau**  
**Executive Director**

**R & S - Funds**  
**Redevelopment Agency**

FUND: RI4  
 AGENCY: RI4

MAJOR ACCOUNTS CLASSIFICATIONS	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE	
APPROPRIATIONS:							
Service And Supplies	8,118	105,520	216,898	216,898	111,378	105.55	%
Other Charges	33,762	20,700	44,560	44,560	23,860	115.27	%
Fixed Assets	0	3,050	0	0	(3,050)	(100.00)	%
Other Financing Uses	14,309	18,188	0	0	(18,188)	(100.00)	%
Cowcap	<u>0</u>	<u>47</u>	<u>235</u>	<u>235</u>	<u>188</u>	<u>400.00</u>	%
TOTAL APPROPRIATIONS	56,189	147,505	261,693	261,693	114,188	<u>77.41</u>	%
REVENUES:							
Taxes	57,656	50,259	50,934	50,934	675	1.34	%
Rev. from Use of Money & Prop	2,801	2,000	157,868	157,868	155,868	7,793.40	%
TOTAL REVENUES	<u>60,457</u>	<u>52,259</u>	<u>208,802</u>	<u>208,802</u>	<u>156,543</u>	<u>299.55</u>	%
NET COUNTY COST	(4,268)	95,246	52,891	52,891	(42,355)	(44.47)	%

FUND: RL4  
 AGENCY: RL4

MAJOR ACCOUNTS CLASSIFICATIONS	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE	
APPROPRIATIONS:							
TOTAL APPROPRIATIONS	0	0	0	0	0	<u>0.00</u>	%
REVENUES:							
Taxes	9,258	0	0	0	0	0.00	%
Rev. from Use of Money & Prop	<u>800</u>	<u>0</u>	<u>800</u>	<u>800</u>	<u>800</u>	<u>0.00</u>	%
TOTAL REVENUES	<u>10,058</u>	<u>0</u>	<u>800</u>	<u>800</u>	<u>800</u>	<u>0.00</u>	%
NET COUNTY COST	(10,058)	0	(800)	(800)	(800)	0.00	%

**Jean M. Rousseau**  
**Executive Director**

**R & S - Funds**  
**Redevelopment Agency**

FUND: RM2 AGENCY: RM2							
MAJOR ACCOUNTS CLASSIFICATIONS	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE	
APPROPRIATIONS:							
Service And Supplies	4,829	9,927	81,733	81,733	71,806	723.34	%
Other Charges	151,531	194,479	148,003	148,003	(46,476)	(23.90)	%
Other Financing Uses	<u>46,092</u>	<u>400,262</u>	<u>562,977</u>	<u>562,977</u>	<u>162,715</u>	<u>40.65</u>	%
TOTAL APPROPRIATIONS	202,452	604,668	792,713	792,713	188,045	<u>31.10</u>	%
REVENUES:							
Taxes	267,917	600,668	703,638	703,638	102,970	17.14	%
Rev. from Use of Money & Prop	5,128	4,000	4,198	4,198	198	4.95	%
Intergovernmental Revenue	16,121	0	7,834	7,834	7,834	0.00	%
TOTAL REVENUES	<u>289,166</u>	<u>604,668</u>	<u>715,670</u>	<u>715,670</u>	<u>111,002</u>	<u>18.36</u>	%
NET COUNTY COST	(86,714)	0	77,043	77,043	77,043	0.00	%
FUND: RM3 AGENCY: RM3							
MAJOR ACCOUNTS CLASSIFICATIONS	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE	
APPROPRIATIONS:							
Service And Supplies	1,708,335	10,175,592	824,226	824,226	(9,351,366)	(91.90)	%
Other Charges	295,707	273,118	768,919	768,919	495,801	181.53	%
Other Financing Uses	233,052	163,689	0	0	(163,689)	(100.00)	%
Cowcap	<u>0</u>	<u>700</u>	<u>25</u>	<u>25</u>	<u>(675)</u>	<u>(96.43)</u>	%
TOTAL APPROPRIATIONS	2,237,094	10,613,099	1,593,170	1,593,170	(9,019,929)	<u>(84.99)</u>	%
REVENUES:							
Taxes	1,333,328	8,293,400	0	0	(8,293,400)	(100.00)	%
Rev. from Use of Money & Prop	9,254	4,000	7,000	7,000	3,000	75.00	%
Intergovernmental Revenue	0	1,500,000	0	0	(1,500,000)	(100.00)	%
Other Financing Sources	<u>46,092</u>	<u>400,262</u>	<u>562,977</u>	<u>562,977</u>	<u>162,715</u>	<u>40.65</u>	%
TOTAL REVENUES	<u>1,388,674</u>	<u>10,197,662</u>	<u>569,977</u>	<u>569,977</u>	<u>(9,627,685)</u>	<u>(94.41)</u>	%
NET COUNTY COST	848,420	415,437	1,023,193	1,023,193	607,756	146.29	%

**Jean M. Rousseau**  
Executive Director

**R & S - Funds**  
**Redevelopment Agency**

FUND: RM4  
AGENCY: RM4

MAJOR ACCOUNTS CLASSIFICATIONS	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	27,833	1,139,308	1,515,576	1,515,576	376,268	33.03 %
Other Charges	24,540	70,450	62,660	62,660	(7,790)	(11.06) %
Fixed Assets	0	10,000	0	0	(10,000)	(100.00) %
Other Financing Uses	<u>54,135</u>	<u>63,657</u>	<u>0</u>	<u>0</u>	<u>(63,657)</u>	<u>(100.00)</u> %
TOTAL APPROPRIATIONS	106,508	1,283,415	1,578,236	1,578,236	294,821	<u>22.97</u> %
REVENUES:						
Taxes	235,534	211,110	241,226	241,226	30,116	14.27 %
Rev. from Use of Money & Prop	26,289	12,000	21,000	21,000	9,000	75.00 %
TOTAL REVENUES	<u>261,823</u>	<u>223,110</u>	<u>262,226</u>	<u>262,226</u>	<u>39,116</u>	<u>17.53</u> %
NET COUNTY COST	(155,315)	1,060,305	1,316,010	1,316,010	255,705	24.12 %

FUND: RO2  
AGENCY: RO2

MAJOR ACCOUNTS CLASSIFICATIONS	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	0	0	125,880	125,880	125,880	0.00 %
Other Charges	78,824	125,454	126,144	126,144	690	0.55 %
Other Financing Uses	<u>63,371</u>	<u>346,077</u>	<u>434,927</u>	<u>434,927</u>	<u>88,850</u>	<u>25.67</u> %
TOTAL APPROPRIATIONS	142,195	471,531	686,951	686,951	215,420	<u>45.69</u> %
REVENUES:						
Taxes	194,458	468,531	553,841	553,841	85,310	18.21 %
Rev. from Use of Money & Prop	3,746	3,000	3,197	3,197	197	6.57 %
Intergovernmental Revenue	13,571	0	6,458	6,458	6,458	0.00 %
TOTAL REVENUES	<u>211,775</u>	<u>471,531</u>	<u>563,496</u>	<u>563,496</u>	<u>91,965</u>	<u>19.50</u> %
NET COUNTY COST	(69,580)	0	123,455	123,455	123,455	0.00 %

**Jean M. Rousseau**  
Executive Director

**R & S - Funds**  
**Redevelopment Agency**

FUND: RO3 AGENCY: RO3							
MAJOR ACCOUNTS CLASSIFICATIONS	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE	
APPROPRIATIONS:							
Service And Supplies	371,958	737,844	858,070	858,070	120,226	16.29	%
Other Charges	220,375	106,800	285,402	285,402	178,602	167.23	%
Fixed Assets	74,768	0	0	0	0	0.00	%
Other Financing Uses	199,230	63,657	0	0	(63,657)	(100.00)	%
Cowcap	<u>0</u>	<u>3,170</u>	<u>74</u>	<u>74</u>	<u>(3,096)</u>	<u>(97.67)</u>	%
TOTAL APPROPRIATIONS	866,331	911,471	1,143,546	1,143,546	232,075	<u>25.46</u>	%
REVENUES:							
Rev. from Use of Money & Prop	10,368	8,000	5,000	5,000	(3,000)	(37.50)	%
Intergovernmental Revenue	90	500,000	0	0	(500,000)	(100.00)	%
Miscellaneous Revenue	252	252	280	280	28	11.11	%
Other Financing Sources	<u>63,371</u>	<u>346,077</u>	<u>434,927</u>	<u>434,927</u>	<u>88,850</u>	<u>25.67</u>	%
TOTAL REVENUES	<u>74,081</u>	<u>854,329</u>	<u>440,207</u>	<u>440,207</u>	<u>(414,122)</u>	<u>(48.47)</u>	%
NET COUNTY COST	792,250	57,142	703,339	703,339	646,197	1,130.86	%
FUND: RO4 AGENCY: RO4							
MAJOR ACCOUNTS CLASSIFICATIONS	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE	
APPROPRIATIONS:							
Service And Supplies	7,470	570,229	755,654	755,654	185,425	32.52	%
Other Charges	24,301	49,000	71,942	71,942	22,942	46.82	%
Fixed Assets	0	10,000	0	0	(10,000)	(100.00)	%
Other Financing Uses	<u>46,230</u>	<u>43,650</u>	<u>0</u>	<u>0</u>	<u>(43,650)</u>	<u>(100.00)</u>	%
TOTAL APPROPRIATIONS	78,001	672,879	827,596	827,596	154,717	<u>22.99</u>	%
REVENUES:							
Taxes	198,294	177,864	198,167	198,167	20,303	11.41	%
Rev. from Use of Money & Prop	11,568	5,000	8,000	8,000	3,000	60.00	%
TOTAL REVENUES	<u>209,862</u>	<u>182,864</u>	<u>206,167</u>	<u>206,167</u>	<u>23,303</u>	<u>12.74</u>	%
NET COUNTY COST	(131,861)	490,015	621,429	621,429	131,414	26.82	%

**Jean M. Rousseau**  
Executive Director

**R & S - Funds**  
**Redevelopment Agency**

FUND: RP2  
AGENCY: RP2

MAJOR ACCOUNTS CLASSIFICATIONS	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Other Financing Uses	<u>152,554</u>	<u>289,943</u>	<u>329,480</u>	<u>329,480</u>	<u>39,537</u>	<u>13.64</u> %
TOTAL APPROPRIATIONS	152,554	289,943	329,480	329,480	39,537	<u>13.64</u> %
REVENUES:						
Taxes	140,211	287,943	324,555	324,555	36,612	12.72 %
Rev. from Use of Money & Prop	2,463	2,000	1,428	1,428	(572)	(28.60) %
Intergovernmental Revenue	<u>7,794</u>	<u>0</u>	<u>3,497</u>	<u>3,497</u>	<u>3,497</u>	<u>0.00</u> %
TOTAL REVENUES	<u>150,468</u>	<u>289,943</u>	<u>329,480</u>	<u>329,480</u>	<u>39,537</u>	<u>13.64</u> %
NET COUNTY COST	2,086	0	0	0	0	0.00 %

FUND: RP3  
AGENCY: RP3

MAJOR ACCOUNTS CLASSIFICATIONS	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	780	1,074,179	1,137,494	1,137,494	63,315	5.89 %
Other Charges	63,001	110,000	220,483	220,483	110,483	100.44 %
Fixed Assets	0	3,304	0	0	(3,304)	(100.00) %
Other Financing Uses	105,569	68,204	0	0	(68,204)	(100.00) %
Cowcap	<u>0</u>	<u>2,377</u>	<u>556</u>	<u>556</u>	<u>(1,821)</u>	<u>(76.61)</u> %
TOTAL APPROPRIATIONS	169,350	1,258,064	1,358,533	1,358,533	100,469	<u>7.99</u> %
REVENUES:						
Rev. from Use of Money & Prop	23,132	16,000	15,000	15,000	(1,000)	(6.25) %
Other Financing Sources	<u>152,554</u>	<u>289,943</u>	<u>329,480</u>	<u>329,480</u>	<u>39,537</u>	<u>13.64</u> %
TOTAL REVENUES	<u>175,686</u>	<u>305,943</u>	<u>344,480</u>	<u>344,480</u>	<u>38,537</u>	<u>12.60</u> %
NET COUNTY COST	(6,336)	952,121	1,014,053	1,014,053	61,932	6.50 %

**Jean M. Rousseau**  
**Executive Director**

**R & S - Funds**  
**Redevelopment Agency**

FUND: RP4  
 AGENCY: RP4

MAJOR ACCOUNTS CLASSIFICATIONS	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	12,356	385,884	575,764	575,764	189,880	49.21 %
Other Charges	15,805	55,417	18,077	18,077	(37,340)	(67.38) %
Fixed Assets	0	10,000	0	0	(10,000)	(100.00) %
Other Financing Uses	<u>24,516</u>	<u>43,650</u>	<u>0</u>	<u>0</u>	<u>(43,650)</u>	<u>(100.00)</u> %
TOTAL APPROPRIATIONS	52,677	494,951	593,841	593,841	98,890	<u>19.98</u> %
REVENUES:						
Taxes	112,908	103,617	107,127	107,127	3,510	3.39 %
Rev. from Use of Money & Prop	9,153	4,000	4,000	4,000	0	0.00 %
TOTAL REVENUES	<u>122,061</u>	<u>107,617</u>	<u>111,127</u>	<u>111,127</u>	<u>3,510</u>	<u>3.26</u> %
NET COUNTY COST	(69,384)	387,334	482,714	482,714	95,380	24.62 %

FUND: RT2  
 AGENCY: RT2

MAJOR ACCOUNTS CLASSIFICATIONS	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Other Financing Uses	<u>92,401</u>	<u>166,569</u>	<u>123,093</u>	<u>123,093</u>	<u>(43,476)</u>	<u>(26.10)</u> %
TOTAL APPROPRIATIONS	92,401	166,569	123,093	123,093	(43,476)	<u>(26.10)</u> %
REVENUES:						
Taxes	94,917	164,569	120,602	98,590	(65,979)	(40.09) %
Rev. from Use of Money & Prop	1,137	1,000	22,828	22,828	21,828	2,182.80 %
Intergovernmental Revenue	<u>3,972</u>	<u>1,000</u>	<u>1,675</u>	<u>1,675</u>	<u>675</u>	<u>67.50</u> %
TOTAL REVENUES	<u>100,026</u>	<u>166,569</u>	<u>145,105</u>	<u>123,093</u>	<u>(43,476)</u>	<u>(26.10)</u> %
NET COUNTY COST	(7,625)	0	(22,012)	0	0	0.00 %

**Jean M. Rousseau**  
**Executive Director**

**R & S - Funds**  
**Redevelopment Agency**

FUND: RT3  
 AGENCY: RT3

MAJOR ACCOUNTS CLASSIFICATIONS	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	40,969	1,294,519	1,331,915	1,331,915	37,396	2.89 %
Other Charges	57,315	123,300	30,401	30,401	(92,899)	(75.34) %
Other Financing Uses	63,942	90,938	0	0	(90,938)	(100.00) %
Cowcap	<u>0</u>	<u>47</u>	<u>12</u>	<u>12</u>	<u>(35)</u>	<u>(74.47)</u> %
TOTAL APPROPRIATIONS	162,226	1,508,804	1,362,328	1,362,328	(146,476)	<u>(9.71)</u> %
REVENUES:						
Rev. from Use of Money & Prop	32,811	24,000	14,500	14,500	(9,500)	(39.58) %
Other Financing Sources	<u>92,401</u>	<u>166,569</u>	<u>123,093</u>	<u>123,093</u>	<u>(43,476)</u>	<u>(26.10)</u> %
TOTAL REVENUES	<u>125,212</u>	<u>190,569</u>	<u>137,593</u>	<u>137,593</u>	<u>(52,976)</u>	<u>(27.80)</u> %
NET COUNTY COST	37,014	1,318,235	1,224,735	1,224,735	(93,500)	(7.09) %

FUND: RT4  
 AGENCY: RT4

MAJOR ACCOUNTS CLASSIFICATIONS	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	3,510	230,974	304,492	304,492	73,518	31.83 %
Other Charges	10,748	26,095	26,932	26,932	837	3.21 %
Fixed Assets	0	10,000	0	0	(10,000)	(100.00) %
Other Financing Uses	<u>14,910</u>	<u>22,735</u>	<u>0</u>	<u>0</u>	<u>(22,735)</u>	<u>(100.00)</u> %
TOTAL APPROPRIATIONS	29,168	289,804	331,424	331,424	41,620	<u>14.36</u> %
REVENUES:						
Taxes	58,049	52,464	51,225	51,225	(1,239)	(2.36) %
Rev. from Use of Money & Prop	5,767	2,500	4,000	4,000	1,500	60.00 %
TOTAL REVENUES	<u>63,816</u>	<u>54,964</u>	<u>55,225</u>	<u>55,225</u>	<u>261</u>	<u>0.47</u> %
NET COUNTY COST	(34,648)	234,840	276,199	276,199	41,359	17.61 %

**Jean M. Rousseau**  
**Executive Director**

**R & S - Funds**  
**Redevelopment Agency**

FUND: SG2  
 AGENCY: SG2

MAJOR ACCOUNTS CLASSIFICATIONS	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	2,200	2,200	2,200	2,200	0	0.00 %
Other Charges	73,169	105,338	105,349	105,349	11	0.01 %
Other Financing Uses	<u>0</u>	<u>55,940</u>	<u>75,470</u>	<u>75,470</u>	<u>19,530</u>	<u>34.91</u> %
TOTAL APPROPRIATIONS	75,369	163,478	183,019	183,019	19,541	<u>11.95</u> %
REVENUES:						
Taxes	87,822	161,978	179,340	179,340	17,362	10.72 %
Rev. from Use of Money & Prop	2,103	1,500	32,496	32,496	30,996	2,066.40 %
Intergovernmental Revenue	5,227	0	2,521	2,521	2,521	0.00 %
TOTAL REVENUES	<u>95,152</u>	<u>163,478</u>	<u>214,357</u>	<u>214,357</u>	<u>50,879</u>	<u>31.12</u> %
NET COUNTY COST	(19,783)	0	(31,338)	(31,338)	(31,338)	0.00 %

FUND: SG3  
 AGENCY: SG3

MAJOR ACCOUNTS CLASSIFICATIONS	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	234,553	2,634	241,036	241,036	238,402	9,050.95 %
Other Charges	47,532	8,400	18,311	18,311	9,911	117.99 %
Other Financing Uses	0	7,639	0	0	(7,639)	(100.00) %
Cowcap	<u>0</u>	<u>793</u>	<u>50</u>	<u>50</u>	<u>(743)</u>	<u>(93.69)</u> %
TOTAL APPROPRIATIONS	282,085	19,466	259,397	259,397	239,931	<u>1,232.56</u> %
REVENUES:						
Rev. from Use of Money & Prop	11,895	750	3,000	3,000	2,250	300.00 %
Intergovernmental Revenue	154,768	0	0	0	0	0.00 %
Other Financing Sources	<u>0</u>	<u>55,940</u>	<u>75,470</u>	<u>75,470</u>	<u>19,530</u>	<u>34.91</u> %
TOTAL REVENUES	<u>166,663</u>	<u>56,690</u>	<u>78,470</u>	<u>78,470</u>	<u>21,780</u>	<u>38.42</u> %
NET COUNTY COST	115,422	(37,224)	180,927	180,927	218,151	(586.05) %

**Jean M. Rousseau**  
**Executive Director**

**R & S - Funds**  
**Redevelopment Agency**

FUND: SG4  
 AGENCY: SG4

MAJOR ACCOUNTS CLASSIFICATIONS	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	1,821	305,024	466,004	466,004	160,980	52.78 %
Other Charges	16,188	47,350	18,007	18,007	(29,343)	(61.97) %
Other Financing Uses	<u>14,209</u>	<u>37,375</u>	<u>0</u>	<u>0</u>	<u>(37,375)</u>	<u>(100.00)</u> %
TOTAL APPROPRIATIONS	32,218	389,749	484,011	484,011	94,262	<u>24.19</u> %
REVENUES:						
Taxes	80,887	70,450	78,103	78,103	7,653	10.86 %
Rev. from Use of Money & Prop	7,899	3,000	4,423	4,423	1,423	47.43 %
TOTAL REVENUES	<u>88,786</u>	<u>73,450</u>	<u>82,526</u>	<u>82,526</u>	<u>9,076</u>	<u>12.36</u> %
NET COUNTY COST	(56,568)	316,299	401,485	401,485	85,186	26.93 %

FUND: SP2  
 AGENCY: SP2

MAJOR ACCOUNTS CLASSIFICATIONS	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Other Financing Uses	<u>55,376</u>	<u>108,908</u>	<u>136,286</u>	<u>136,286</u>	<u>27,378</u>	<u>25.14</u> %
TOTAL APPROPRIATIONS	55,376	108,908	136,286	136,286	27,378	<u>25.14</u> %
REVENUES:						
Taxes	57,063	108,158	134,260	134,260	26,102	24.13 %
Rev. from Use of Money & Prop	936	750	616	616	(134)	(17.87) %
Intergovernmental Revenue	<u>2,964</u>	<u>0</u>	<u>1,410</u>	<u>1,410</u>	<u>1,410</u>	<u>0.00</u> %
TOTAL REVENUES	<u>60,963</u>	<u>108,908</u>	<u>136,286</u>	<u>136,286</u>	<u>27,378</u>	<u>25.14</u> %
NET COUNTY COST	(5,587)	0	0	0	0	0.00 %

**Jean M. Rousseau**  
**Executive Director**

**R & S - Funds**  
**Redevelopment Agency**

FUND: SP3  
 AGENCY: SP3

MAJOR ACCOUNTS CLASSIFICATIONS	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE	
APPROPRIATIONS:							
Service And Supplies	311	212,193	331,849	331,849	119,656	56.39	%
Other Charges	34,173	52,400	37,871	37,871	(14,529)	(27.73)	%
Other Financing Uses	40,026	40,922	0	0	(40,922)	(100.00)	%
Cowcap	<u>0</u>	<u>0</u>	<u>433</u>	<u>433</u>	<u>433</u>	<u>0.00</u>	%
TOTAL APPROPRIATIONS	74,510	305,515	370,153	370,153	64,638	<u>21.16</u>	%
REVENUES:							
Rev. from Use of Money & Prop	2,436	1,600	600	600	(1,000)	(62.50)	%
Other Financing Sources	<u>55,376</u>	<u>108,908</u>	<u>136,286</u>	<u>136,286</u>	<u>27,378</u>	<u>25.14</u>	%
TOTAL REVENUES	<u>57,812</u>	<u>110,508</u>	<u>136,886</u>	<u>136,886</u>	<u>26,378</u>	<u>23.87</u>	%
NET COUNTY COST	16,698	195,007	233,267	233,267	38,260	19.62	%

FUND: SP4  
 AGENCY: SP4

MAJOR ACCOUNTS CLASSIFICATIONS	2009/10 ACTUALS	2010/11 FINAL BUDGET	2011/12 DEPT REQUEST	2011/12 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE	
APPROPRIATIONS:							
Service And Supplies	7,882	127,973	192,296	192,296	64,323	50.26	%
Other Charges	11,006	23,000	28,126	28,126	5,126	22.29	%
Fixed Assets	0	10,000	0	0	(10,000)	(100.00)	%
Other Financing Uses	<u>9,306</u>	<u>20,006</u>	<u>0</u>	<u>0</u>	<u>(20,006)</u>	<u>(100.00)</u>	%
TOTAL APPROPRIATIONS	28,194	180,979	220,422	220,422	39,443	<u>21.79</u>	%
REVENUES:							
Taxes	44,163	39,472	43,252	43,252	3,780	9.58	%
Rev. from Use of Money & Prop	3,432	1,500	2,000	2,000	500	33.33	%
TOTAL REVENUES	<u>47,595</u>	<u>40,972</u>	<u>45,252</u>	<u>45,252</u>	<u>4,280</u>	<u>10.45</u>	%
NET COUNTY COST	(19,401)	140,007	175,170	175,170	35,163	25.12	%

**Positions**

**18**

**19**

**9**

**9**

**-10**

## Agency Purpose

The purpose of the R & S Funds 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 the Resource Management Agency.

Revenue for each fund comes from Redevelopment Tax Increment (property taxes attributable to the increase in value which occurred after the base year in which the project was formed) generated within that project area, local funding sources such as County and Special Districts as well as State and Federal funding sources. The County Board of Supervisors serves as the Redevelopment Agency Board of Directors.

The mission of the Community Development and Redevelopment Division is to promote Community Development, Redevelopment and Economic Development activity in the unincorporated areas of Tulare County by securing funding resources, and implementing approved projects and programs to benefit the County and empower its residents.

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
- RL4 Lindsay 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

## Agency Core Functions

- Encourage economic investment and reinvestments through community improvements which benefits the Redevelopment Project areas.
- Preserve the existing housing stock and assist the creation of new affordable housing which benefits the Redevelopment Project areas.

## Key Goals and Objectives Results in FY 2010/11

### Safety and Security

- **Goal 1:** 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. **Results:** This project transferred to the Public Works Branch of the Resource Management Agency and design engineering has not been completed due to right of way issues.

### **Economic Well-Being**

- **Goal 1:** 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. **Results:** This Goal is now included in the newly formed Community Development Block Grants Fund (050).

### **Quality of Life**

- **Goal 1:** 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. **Results:** Participated in the "Weed and Seed" grant program with Sheriff and the Health and Human Services Agency as a voting member of the steering and subcommittees responsible for developing the five year action plan and budgets for each year. Some of the accomplished tasks were graffiti abatement, Sand Creek clean-up, metal detection for youth events, seed money for Safe Havens, Turning Point Drug Counseling, painting murals on graffiti sites, Explorers Competitions and developed an all

inclusive Community Service Directory, as well as, developed a Collaborative Committee that never existed between the communities of Cutler and Orosi.

### **Other Accomplishments in FY2010/11**

- Awarded a Cal Fire Urban Forestry Program Grant to plant trees in the unincorporated areas of Cutler-Orosi, Pixley, Goshen and Traver in May 2011. Sponsored and funded community clean-up days for Cutler-Orosi, Earlimart, Goshen, Ivanhoe, Pixley and Traver in October 2010 and April 2011. Partnered with Pixley Foundation for purchase of real property for the installation and long term location of the Pixley Community Center and collaborated with Pixley Foundation, CSET and other community based organizations for the shared use of the proposed Pixley Community Center property in June 2011. Applied for a Caltrans Community Based Transportation Planning Grant to fund a Goshen Transportation Community Plan in March 2011.
- Completed Earlimart Church Street, Center Avenue and State Street curb, gutter and sidewalks in summer 2011. Completed Pixley connection sidewalk using at risk Tulare County young adults in May 2011. Completed resurfacing Richgrove alleyways, allowing safety vehicles to reach residents in need of their assistance in October 2010. Completed Caltrans State Route 63 Transportation Enhancement (TE) grant project; two miles of highway enhancement with installation of curbs, gutters, decorative sidewalks, bus shelters and tree wells in the Cutler-Orosi community in summer 2010

- Completed the Traver Storm water Drainage Master Plan June 2011. Transferred the Richgrove Stormwater Basin property to the local Community Service District in December 2010.
- Completed the Cutler-Orosi wastewater collection system and treatment plan rehab, upgrade and expansion, allowing for 38 additional standby connections by March 2011. Completed Traver Wastewater Collection and Treatment Capacity Study in June 2011.
- Completed aggregation of Redevelopment Housing Funds.
- Completed Poplar-Cotton Center and Earlimart Community Entry Signs.

## Key Goals and Objectives FY2011/12

### Safety and Security

- **Goal 1:** Implement Capital Improvement Projects to enhance the safety and security of the unincorporated communities within the Redevelopment Project areas.
  - ❑ **Objective 1** – Development of Stormwater Drainage Master Plans for the communities of Pixley by June 2012 and Goshen by December 2011.
  - ❑ **Objective 2** – Complete the Earlimart Caltrans Environmental Justice Grant Community Safety Study by February 2012.
  - ❑ **Objective 3** – Complete the Earlimart Washington Street sidewalk Phase II project by December 2011.
  - ❑ **Objective 4** – Complete the design of the Pixley Safe Routes to School on Court Street project and begin construction by June 2012.

- ❑ **Objective 5** – Design by October 2011 the Ivanhoe Downtown Phase II Project.
- ❑ **Objective 6** – Construct a new well in Ivanhoe when funding is available by June 2012.
- ❑ **Objective 7** – Design Poplar/Cotton Center sidewalks on Road 192 using Congestion Mitigation and Air Quality Funds by June 2012.
- ❑ **Objective 8** – Receive authorization to design the Pixley Downtown Transportation Enhancement Project by June 2012.

### Economic Well-Being

- **Goal 1:** Improve economic growth and community stability by providing access to below market interest rate loan funds.
  - ❑ **Objective 1** – Complete Façade Improvement Downtown Project in Pixley by December 2011.

### Quality of Life

- **Goal 1:** Enhance outreach efforts and engagement of other County Agencies to ensure efficient service and project delivery.
  - ❑ **Objective 1** – Transfer the Goshen Storm Water Basin Property to the Goshen Community Service District by June 2012.
- **Goal 2:** Preserve existing housing stock and develop new affordable housing.
  - ❑ **Objective 1** – Complete the Vera Cruz Village Multi-Family Energy Efficiency Rehabilitation Project in Richgrove by June 2012.
  - ❑ **Objective 2** – Implement the Neighborhood Stabilization Program 3 (NSP3) Grant by December 2011.

## Agency Budget Request

The Requested Budgets together represent an overall decrease of \$16,175,477 or 50% in expenditures and a decrease of \$9,054,557 or 36% in revenues when compared with the FY 2010/11 Final Budgets. The \$7,120,926 difference between expenditures and revenues represents the use of Reserves.

Significant areas with major changes between the FY 2010/11 Final Budget and the FY 2011/12 Requested Budget are as follows:

- Salaries and Benefits decrease \$518,767 due to position reductions.
- Services and Supplies decrease \$15,482,469 due to moving the Public Works projects out of the Redevelopment budget.
- Other Charges increase \$409,712 due to removal of Public Works projects out of Redevelopment. Services such as roads and design support are supplied by staff housed in other County funds.
- Other Financing Uses decreased by \$497,144 due to reduction of necessary transfers between funds.
- Revenue projections decrease overall due to moving non-Redevelopment grant sources out of the Redevelopment budget.

Staffing changes reflected in the Requested Budget that were approved by the Board of Supervisors with an effective date after May 1, 2011 until the publication of the Budget Book include the following:

- Deleted 9 FTE positions as part of the reorganization of the Resource Management Agency. The deleted positions are:

- 3 Community Development Specialist I
- 1 Community Development Specialist II
- 1 Community Development Specialist III
- 2 Community Development Specialist IV
- 2 Community Development Tech I

## County Administrator's Recommendation

The budget is recommended as submitted except for a reduction of estimated Current Secured Property Taxes revenues of \$22,012 due to a revision of Reserves.

## 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.