



# COUNTY OF TULARE



**RECOMMENDED BUDGET  
2012/2013**



**Cover:** Balch Park is home to some of the most spectacular Giant Sequoia trees in the Sierra Nevada. The 160-acre county park has two lakes with excellent trout fishing that are frequently stocked. It is located 20 miles NE of Springville surrounded by Mountain Home State Forest and the Giant Sequoia National Monument. It was established as a Tulare County Park in 1923, and incorporates 71 campsites which are available on a first come - first served basis from May through October, weather permitting (Please visit website for current camping fees). The park is also home to the Balch Park Museum, which showcases the area's early history in the timber industry and the surrounding mountain communities circa the late-1880s.

For additional park information call (559) 624-7227 or go to:  
<http://www.co.tulare.ca.us/government/parks/parklocation.asp>

To see 360 degree pictures of Balch Park go to:  
[www.tularecountymap.com/map.html](http://www.tularecountymap.com/map.html)

# **COUNTY OF TULARE STATE OF CALIFORNIA**

## **RECOMMENDED BUDGET 2012-2013**

FOR THE FISCAL YEAR ENDING JUNE 30, 2013

**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



# County of Tulare

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## Board of Supervisors



Allen Ishida  
Supervisor District 1  
Chairman



Pete Vander Poel  
Supervisor District 2  
Vice-Chairman



Phillip A. Cox  
Supervisor District 3



J. Steven Worthley  
Supervisor District 4



Mike Ennis  
Supervisor District 5

## County Administrative Office



Jean M. Rousseau  
County Administrative Officer

# COUNTY OF TULARE

## ORGANIZATIONAL CHART

August 2012

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  
Joe Garcia

Health & Human  
Services Agency  
Cheryl Duerksen

Health and Human  
Services Administration  
Kevin Marks

Health Services  
Vacant

Human Services  
Jason Britt

Mental Health Services  
Tim Durick

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	Joe Garcia	747-8233
Health Services	Vacant	624-8480
Health and Human Services Agency	Cheryl Duerksen	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	Tim Durick	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 18, 2012

TO: Tulare County Board of Supervisors

FROM: Jean M. Rousseau, County Administrative Officer

SUBJECT: Fiscal Year 2012/13 Recommended Budget

The Fiscal Year (FY) 2012/13 Recommended Budget is presented for review, modification, and adoption. This is the seventh 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 have helped the County achieve its mission “to provide the residents of Tulare County with quality services in order to improve and sustain the region’s safety, economic well being, and quality of life.”

This is the tenth year the Recommended Budget process is utilizing alternative dates in compliance with the County Budget Act. The County uses the alternative schedule in order to streamline the overall budgetary process and ultimately prepare a Recommended Budget incorporating budgetary changes made by the State affecting County operations. A part of this change requires the County to use a rollover budget from the prior fiscal year in order to continue County business until the budget hearings are held. The budget, presented today for your consideration, accomplishes this goal and properly reflects the County’s desire to maintain a prudent approach to overseeing its governmental fiscal operations. It is a balanced budget that doesn’t include Department reductions, furloughs, or the proposed use of reserves for the first time in three fiscal years. We hope this represents the County’s fiscal improvement while still recovering from the Great Recession of 2008.

## **ECONOMIC AND BUDGETARY ENVIRONMENT**

California and the national economies are recovering at a modest pace. Labor markets made higher gains in the latter half of 2011, but growth moderated in the first half of 2012. Consumer attitudes and spending along with business investment have been improving. Gross Domestic Product is expected to grow slowly for 2012 and into 2013. However, real estate conditions and high unemployment rates continue to be a drag on growth. The State's housing market, which initially led to the decline in unemployment and the economic downturn, is considered either still in the trough or still declining. While some housing data signifies positive progress, there is no real indication that the housing market is on the cusp of recovery. The State's unemployment rate of 10.9% in July 2012 is still very high, although improved from its historic peak of 12.4% in early 2010. Unemployment is expected to be in double digits well into 2013. The County is also experiencing sluggish growth in the labor market.

After reaching a low of 7% in September 2006 at the height of the housing boom, (the unemployment rate was under 10% for 13 straight months between May 2006 and May 2007) the current unemployment rate is 15.8% in July 2012. The most recent building permit activity as of 2010 is 50% of the level in 2006. This is important for Tulare County since approximately 60% of General Fund discretionary revenues are tied directly to assessed value growth. The local property tax assessment roll (once a reliable and growing funding source) is anticipated to decrease by a little less than 1% for FY 2012/13. The reduction in value is the third assessment roll with negative growth in the last four years. On a positive note, State and local sales tax revenues, which comprise approximately 22% of the County's discretionary revenue, are recovering at a relatively strong rate of 12%. As far as expenditures are concerned, retirement costs are expected to increase due to the poor investment return in the retirement fund along with a potential reduction in the retirement fund's expected rate of return. All of these factors generate a great deal of uncertainty that make it challenging to prepare budgetary spending plans.

## **STATE BUDGET**

On June 27, 2012, the Governor signed the FY 2012-13 Budget into law, a package totaling 27 bills. The budget closes a \$15.7 billion deficit and includes a reserve of \$948 million. The budget, as enacted, is balanced into future fiscal years.

The budget is based predominately on voter approval of the Governor's tax initiative on the November presidential ballot, which contains five and seven year tax increases as well as constitutional guarantees of County funding for 2011 Public Safety Realignment. In case the initiative fails, the budget includes nearly \$6 billion in trigger cuts that would fall mainly on schools, including K-14 and higher education.

The budget implements significant permanent cuts. Among these are limiting CalWorks recipients who do not meet federal work requirements to two years of benefits, eliminating Healthy Families and transferring those children to Medi-Cal, and extraordinary cuts to trial courts. Cal Grants will be restricted to institutions that meet minimum graduation requirements, essentially excluding

most for-profit universities. Governor Brown used his blue pencil veto authority to reduce the number of child care slots by 14,000 and cut County administrative funding of CalFresh by \$23 million, and negotiated 5% pay reductions of much of the State workforce. The budget also relies on nearly \$1.5 billion from the dissolution of redevelopment agencies.

Finally, the budget plan is intended to reduce the State's budgetary borrowing from \$35 billion last fiscal year to less than \$9 billion by the end of FY 2015/16.

## **ADMINISTRATION OF JUSTICE**

There are four key trailer bills of interest in the justice area.

### **SB 1020 - 2011 Realignment Fiscal Structure**

2011 Realignment – Last year's AB 118 established a temporary, one-year fiscal structure for the array of programs and services transferred to County responsibility under 2011 Realignment. One of the budget trailer bills, SB 1020 puts in place a permanent account structure, provides clarification on establishment of base years by program, and specifies how base and growth funding levels are calculated and apportioned among accounts.

### **SB 1021 – Public Safety Omnibus Trailer Bill**

Trial Court Security – Minor modifications to provisions governing trial court security services are included in SB 1021.

Juvenile Justice Reform – A new fee structure that will charge Counties \$2,000 per month for each ward committed to the Department of Juvenile Justice (DJJ) by a juvenile court on or after July 1, 2012. This differs from the Governor's original proposal in that it applies prospective application of the fee instead of the Governor's original proposal to charge Counties the fee for wards already under DJJ purview. A change in the DJJ age jurisdiction from 25 to 23 years, applied prospectively and the termination of DJJ juvenile parole six months early. SB 1021 also makes clear the trigger fee that was a part of the 2011-12 budget and originally scheduled to be levied against Counties beginning January 1, 2012 is permanently suspended.

County-to-County Transfer Authority – Penal Code Section 4115.5 is revised relative to Counties' authority to contract with one another for housing inmates. The revision eliminates proximity restrictions, and allows consenting Counties to enter into an agreement to house inmates in the County jail. The bill imposes reporting requirements and has a three year sunset on this provision.



AB 109 Data Collection Efforts – SB 1021 directs the Chief Probation Officers of California (CPOC) to work with the Board of State and Community Corrections, California State Association of Counties (CSAC), Administrative Office of the Courts (AOC), California State Sheriffs' Association to develop baseline and ongoing data collection instruments intended to capture the local impact of 2011 Realignment.

Judicial Branch – The budget makes significant reductions to the courts of \$544 million, sweeps the local courts reserves of \$235 million, redirection of \$11 million from the AOC, and a \$240 million reduction of court construction funds achieved by slowing certain activities associated with 30 construction projects. In addition, the budget contains a \$50 million ongoing cut that will be imposed proportionately to trial courts.

### **SB 1022 – Public Safety Capital Outlay**

SB 1022 carries out the Governor's May Revision proposal to authorize additional bonding capacity in support of up to \$500 million in local criminal justice facility construction and renovation.

### **SB 1023 – AB 109 and Other Public Safety Realignment Clean-up**

SB 1023 contains a number of technical and clarifying clean-up changes to public safety realignment as originally implemented in 2011 legislation. The most important areas affected by this clean up language are, post-release community supervision, revocation process, mandatory supervision, County jails, and County authority to contract. There was also clean-up language addressing Local Law Enforcement Subventions intended to simplify and streamline the statutory structure underlying each of the local public safety subvention programs and to designate specific formula allocations for each program (which are intended to ensure the same distributions as would otherwise have occurred absent the realignment legislation).

### **AB 1484 – Main Budget Bill**

AB 1484 contains an additional round of training funding for AB 109 implementation. The bill also appropriates \$20 million for distribution to local police Departments which could be eliminated as a result of trigger cuts if the Governor's tax proposal is not approved. Finally, funding that supports sheriff's water patrols Statewide is subject to a partial trigger cut of 50% from \$5 million to \$2.5 million.

AGRICULTURE AND NATURAL RESOURCES

**SB 1018 – Public Resources Budget Trailer Bill**

The final budget includes the Governor's proposal to reorganize the Regional Water Quality Control Boards. The bill reduces the number of Regional Board members on each regional board from nine to seven, and eliminates the categorical selection of individuals who may serve on the board, including the municipal and County government seats.

GOVERNMENT FINANCE AND OPERATIONS

**AB 1484 – Main Budget Bill**

Redevelopment – The Governor's budget assumes \$1.4 billion in revenues from the dissolution of Redevelopment Agencies. The main budget bill makes a number of changes to the process of unwinding the former redevelopment agencies and in turn puts significant administrative requirements on Counties, particularly Auditor-Controllers. Of chief importance to Counties is the validation of existing pass-through agreements that were somewhat in doubt with the original Redevelopment dissolution legislation. AB 1484 expressly validates those agreements, preserving them until a successor agency is dissolved.

Mandates – The budget suspends all of the mandates that were suspended last year, and repeals three additional mandates for a total estimated savings of \$828.3 million. The budget language also states that all mandates suspended in this budget will also be suspended in the following two budget years. The budget suspends the annual payment of pre-2004 mandates, which statutes require be paid in full by 2021. It also states the payment will be suspended in the following two budget years.

**SB 1033 – Voluntary Investment Program**

Voluntary Investment Program – SB 1033 creates a process by which Counties and other local agencies may voluntarily loan the State money to provide intra-year cash flow thereby reducing the State's need for outside borrowing. The rate of return and other terms are determined by the Director of Finance.

**SB 1006 – Veterans**

SB 1006 requires the Department of Veterans Affairs by June 30, 2013, to develop a performance-based formula that will incentivize County service offices to perform workload units that help veterans' access federal compensation and other benefits.

HEALTH AND HUMAN SERVICES

**2011 Realignment Trailer Bills**

**SB 1020 – Realignment**

Fiscal Superstructure – The Health and Human Services elements of the Realignment fiscal structure are contained in SB 1020.

**SB 1013 – Child Welfare Services Realignment**

SB 1013 contains the programmatic child welfare and foster care changes necessary to implement 2011 Realignment. The changes update cost-sharing ratios related to realignment programs, delete code sections that were otherwise set to expire, and delete obsolete statutory requirements. Highlights of the legislation include increased flexibility for Counties, extension of eligibility to 21 years of age, and increased penalty sharing for Counties.

**SB 1014 – Substance Use Disorder Treatment Realignment**

SB 1014 contains the programmatic elements related to implementation of alcohol and drug 2011 Realignment. The major elements include the transfer of Department of Alcohol and Drug Programs (DADP) functions from the State to the Counties and implementation of Drug Medi-Cal. The bill revises various sections to eliminate a County plan requirement for Substance Abuse Prevention and Treatment Block Grant and now requires Counties to contract for Federal funding from the State to provide alcohol and other drug prevention, treatment, and recovery services. The bill also makes amendments necessary to implement the realignment of drug court funding pursuant to 2011 Public Safety Realignment.

**SB 1009 – Mental Health Realignment**

SB 1009 is the mental health trailer bill and includes restructuring of community-based mental health services at both the State and local level and is necessary to implement 2011 Realignment.

**Health and Human Services Budget Issues**

**CalWORKS**

AB 1471 – The final budget includes a severe limitation on the amount of time on aid for new recipients, effective January 1, 2013. Recipients after that date will be limited to 24 months instead of the current 48 month limitation. After 24 months, recipients are expected to meet federal work requirements. AB 1471 eliminates the current work exemption for parents with one child aged 12-24



months or two children under age 6. The change along with other program modifications is expected to generate \$946.2 million in savings.

**Child Care** – The final budget includes a number of changes to the program that are expected to save the State general fund approximately \$532 million. The savings are effectuated by reducing the number of recipients eligible for child care aid, an 8.7% reduction in provider payments and a suspension of cost-of-living adjustments in both FY 2013/14 and FY 2014/15. Also, the compromise shifts State preschool funding from the General Fund to Proposition 98 funding.

**In-Home Supportive Services (IHSS)** – The budget includes an extension of a 3.6% reduction in authorized IHSS hours that sunset in FY 2012/13. SB 1036 includes a number of changes to the IHSS program, including State collective bargaining for IHSS, creation of County IHSS Maintenance of Effort (MOE), and creation of a Statewide Authority. The various changes to the program are expected to save the State general fund \$163.8 million.

The MOE would replace the County share of costs of IHSS, as long as the Coordinated Care Initiative (CCI) and State collective bargaining are in place. The MOE would begin paying the MOE on July 1, 2012. The MOE base expenditures would be based on each County's IHSS expenditures in 2011/12.

Counties will continue to bargain until the State takes over collective bargaining upon certification by the director of Department of Health Care Services.

**Medi-Cal** – Despite the federal government's rejection of the State's 2011/12 budget proposal to implement co-payments for Medi-Cal beneficiaries, lawmakers and the Governor have included co-payments in the final State budget for a projected savings of \$842.3 million.

**Child Support** – The final budget includes the suspension of the County share of child support collections and the redirection of the monies to the State general fund for the second straight fiscal year.

#### HOUSING, LAND USE AND TRANSPORTATION

**Transportation Tax Swap** – The final budget appropriates \$708.5 million to Counties and cities from new gasoline excise tax revenues, or the Highway User Tax Account (HUTA), pursuant to the Transportation Tax Swap and formerly Proposition 42 revenues. Counties are expected to receive approximately \$354 million.

**HUTA for State General Fund Relief** – The State will take a portion of the new HUTA for State general fund relief. This action will result in a total loss of \$312 million in State and local transportation funding through FY 2012/13 and another \$128 million annually on a permanent basis beginning in FY 2013/14.

### POTENTIAL TRIGGER REDUCTIONS

In addition to the expenditure reductions above, the final budget also contains a mechanism for additional cuts in expenditures in FY 2012/13 if the Governor's tax proposition fails to be passed this November. The cuts fall mainly on schools, including K-14 and higher education. The following are the potential trigger cuts:

Proposition 98	\$5.4 billion
University of California	\$250 million
California State University	\$250 million
Developmental Services	\$50 million
City Police Department Grants	\$20 million
Department of Forestry and Fire Protection	\$15 million
Flood Control	\$6.6 million
Local Water Safety Patrol	\$5 million
Fish and Game: – Non-Warden Programs	\$2.5 million
Department of Justice	\$1 million
Park Rangers	\$1 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;
- 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 cost of living increases for bargaining units that were not already under existing agreements;
- Suspended sick leave buy back and deferred compensation match;
- Negotiated 40 hour furloughs (or equivalent salary reductions) for most bargaining units;
- Initiated 32 vacant position deletes and 27 layoffs as responses to continuing reductions in funding;
- Suspended Teeter Plan (whereby 100% of the secured property taxes levied are apportioned to eligible agencies instead of the historical practice of apportioning 100% of taxes as they are collected) which significantly reduces County cash flow requirements and eliminates the need to set up a legally required reserve fund to pay for defaulted property tax losses, thus freeing up funds that can be used for other purposes;
- Initiated the San Joaquin Valley Insurance Authority with Fresno County to jointly negotiate for more favorable healthcare rates for employees of both Counties;
- Reorganized the Resource Management Agency to focus on its external services to the public and transferred its internal service functions to the County Administrative Office under the General Services Division, thereby streamlining the associated external and internal functions to make them more efficient;
- 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:

- Continued the hiring freeze;
- Implemented additional 4-8% across-the-board budget reductions;
- Negotiated no new salary, merit, or cost of living increases for most bargaining units;
- Continued suspension of sick leave buy back and deferred compensation match;
- Negotiated 40 hour furloughs (or equivalent salary reductions) for most bargaining units;
- Initiated additional vacant position deletes as preemptive responses to continuing reductions in funding;
- Eliminated the Juvenile Justice Crime Prevention Act program budget;
- Continued suspension of the Teeter Plan;
- Activated a letter of credit to address cash flow issues rather than borrowing a traditional Tax and Revenue Anticipation Note (TRAN) to save on interest charges;



- Used \$2 million each of General Fund Reserves and Contingency appropriations as one-time funding sources to help balance the FY 2010/11 County Budget;
- Incorporated remaining ARRA funds in the financing of appropriate County activities;
- Pursued initial strategies to address future significant increases in retirement costs that involve reviewing and possibly modifying existing retirement policies and potentially coordinating modifications with other local area public agencies;
- 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 cost of living 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 but didn't need to use them;
- 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.

### **General Fund Budget to Actual results in FY 2011/12**

The County ended the FY 2011-12 in sound financial shape. The General Fund finished the fiscal year with a strong fund balance of \$19 million, due to greater than anticipated Countywide revenues coupled with higher than expected Department savings. Although the County budgeted reserves in the fiscal year, the County didn't need to use the reserves. In August 2011, the County made its last pension bond debt payment. In early 2012, the County was awarded \$60 million by the California Corrections Standards Authority to plan, design, and construct a new jail in Porterville. At the end of the year due to the strong financial condition of the General Fund, the County set aside \$4 million towards the required match for the jail from unexpended Contingency appropriations. All in all, the General Fund is in good shape going into FY 2012/13.

## **FY 2012/13 RECOMMENDED BUDGET**

### **GENERAL FUND**

The General Fund budget for FY 2012/13 is hopefully the beginning of the recovery in the County's finances. 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 \$636.9 million, which are approximately \$38.8 million or 6.5% higher than the FY 2011/12 Adopted Budget. The growth in appropriations is predominately due to the transfer of State responsibilities and services to the County under 2011 Realignment.

The General Fund's estimated revenues are \$617.8 million, which are \$36.2 million or almost 6.2% higher than the FY 2011/12 Adopted Budget. The increase is predominately due to receipt of additional Mental Health Services Act (MHSA) funds, 2011 Realignment revenues from the State, and projected growth in Countywide Revenues.

As indicated above, the County made its last pension debt payment in FY 2011/12. Estimated Countywide revenues for FY 2012/13 are expected to increase by 3.1% or \$4.1 million. Consequently, the FY 2012/13 balanced budget is proposed without any reductions to department budgets; catches up deferred merit and step increases to eligible employees through next fiscal year; does not include a one-week furlough; and importantly does not budget reserves in order to balance the budget. These changes are all done on a structural basis without relying on one-time monies.

As noted above, the County's General Fund ended FY 2011/12 with a strong carryover fund balance. While the General Fund budget is improving its current structural condition, the FY 2012/13 budget also includes one-time monies intended to defease (pay down early) the County's Invensys Energy Management debt for the final two years of its term (FY 2016/17 and FY 2017/18). This internal pre-payment will free up spending authority for all of the Departments in those respective years.

The FY 2012/13 budget includes an additional \$1.8 million dedicated for the purchase and installation of a new holistic permit system for the County's Resource Management Agency. The new system is expected to improve customer service by allowing future permit applicants to determine their permit status online. It is also expected to integrate code enforcement activities from the issuance of the infraction to the administrative hearing process. This continues the County's use of technology to improve customer service and operational innovation.

The excess fund balance allows the County to maintain its Contingency appropriations which are used to cushion the volatility in the local and State economies. The Contingency appropriation is proposed to remain at \$5 million for FY 2012/13.

The County of Tulare is currently being inundated with marijuana groves on the valley floor. This is causing significant health and public safety problems for County residents. The recommended budget for FY 2012/13 proposes to continue using one time monies to fund a Marijuana Strike Force Team comprised of Sheriff, District Attorney, Resource Management, and County Counsel employees.

In conclusion, for FY 2012/13, the General Fund is turning the corner in dealing with the effects of the Great Recession of 2008. For the first time in three fiscal years, the budget does not include Department reductions. Deferred step and merit increases are honored through the fiscal year. One week furloughs are no longer be deployed. And most importantly, reserves are not required to balance the budget. In addition to the improvement in the structural condition of the General Fund, the budget includes monies to pay down debt early and to further its efforts to use technological innovation to improve customer service and enhance employee morale. Ultimately, the County survived the Great Recession of 2008 without having to draw down any reserves and without permanent employee compensation and benefit reductions.

## **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 appropriations increase by 13.7% predominately due to a FEMA grant in the amount of \$878,687 for purchase of replacement self-contained breathing apparatuses along with one time monies from the General Fund for the refurbishment of three fire vehicles.

The Road Fund's appropriations and estimated revenues remain virtually the same as the FY 2011/12 Adopted Budget.

The Child Support Services Fund's appropriations and estimated revenues remain virtually the same as the FY 2011/12 Adopted Budget.

The Library Fund's appropriations decrease by approximately 11.8% due to the completion of the Earlimart and Ivanhoe Library renovations budgeted and completed in FY 2011/12.

Appropriations for the Capital Projects Fund increase about \$5.6 million or 35.6% compared with the FY 2011/12 Adopted Budget. The increase is primarily due to the \$4 million transfer from unexpended Contingency appropriations at the end of FY 2011/12 for the South Valley jail match, and the recommended transfer of \$2 million one-time monies for emergency generator projects at the Visalia courthouse and the County's government plaza.

➤ 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 appropriations for these budgets are reduced \$7.2 million or 25% 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 2011/12.

The County's Solid Waste system is currently receiving long overdue review and overhaul of its operations. The FY 2012/13 budget reflects a number of operational changes and fee reforms approved by your Board that are expected to improve the financial condition of the system. More careful and timely oversight is necessary in order to ensure the System is in strong financial condition.

➤ Internal Service Funds

Internal Service funds (ISFs) are utilized to provide services to Departments within the County by taking advantage of operating efficiencies. These funds provide better accountability and control over costs previously provided within the General Fund. ISFs include services such as insurance, maintenance, custodial, 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 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 decrease about \$7.8 million or 52.7% compared with the Adopted Budget for last fiscal year. The reasons for the decrease are due to the payoff of the County's pension bond debt in FY 2011/12 netted with the recommended defeasement of two years of Invensys Energy Management debt with one-time monies.



➤ 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 is increasing in appropriations and estimated revenues by \$144,588 or 4% compared to FY 2011/12 Adopted Budget. The overall increase is for participation in the Upper Kings Basin Integrated Regional Water Management Plan 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 \$828,262 or 112% compared to FY 2011/12 Adopted Budget. The overall increase is due to an augmentation in professional services.

The County Redevelopment funds were 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. As of February 1, 2012, all Redevelopment Agencies throughout the State were dissolved pursuant to Assembly Bill X1 26. Successor Agencies were created to oversee the dissolution process and all future Redevelopment Funds have been converted into Fiduciary Trust Funds.

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 2011/12 Adopted Budget.

**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 2011/12 organized by Strategic Initiatives; Key Goals and Objectives FY 2012/13 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, fleet and other internal services. Fixed Assets appropriation unit is for any equipment purchases of \$5,000 or more. The Other Financing Uses appropriation unit is used for operating transfers from one fund to another. Overhead is shown in the 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.

### **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, Debbie Vaughn, Denise Akins, John Hess, Jed Chernabaeff, Brandy Spray, and Melinda Benton. 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

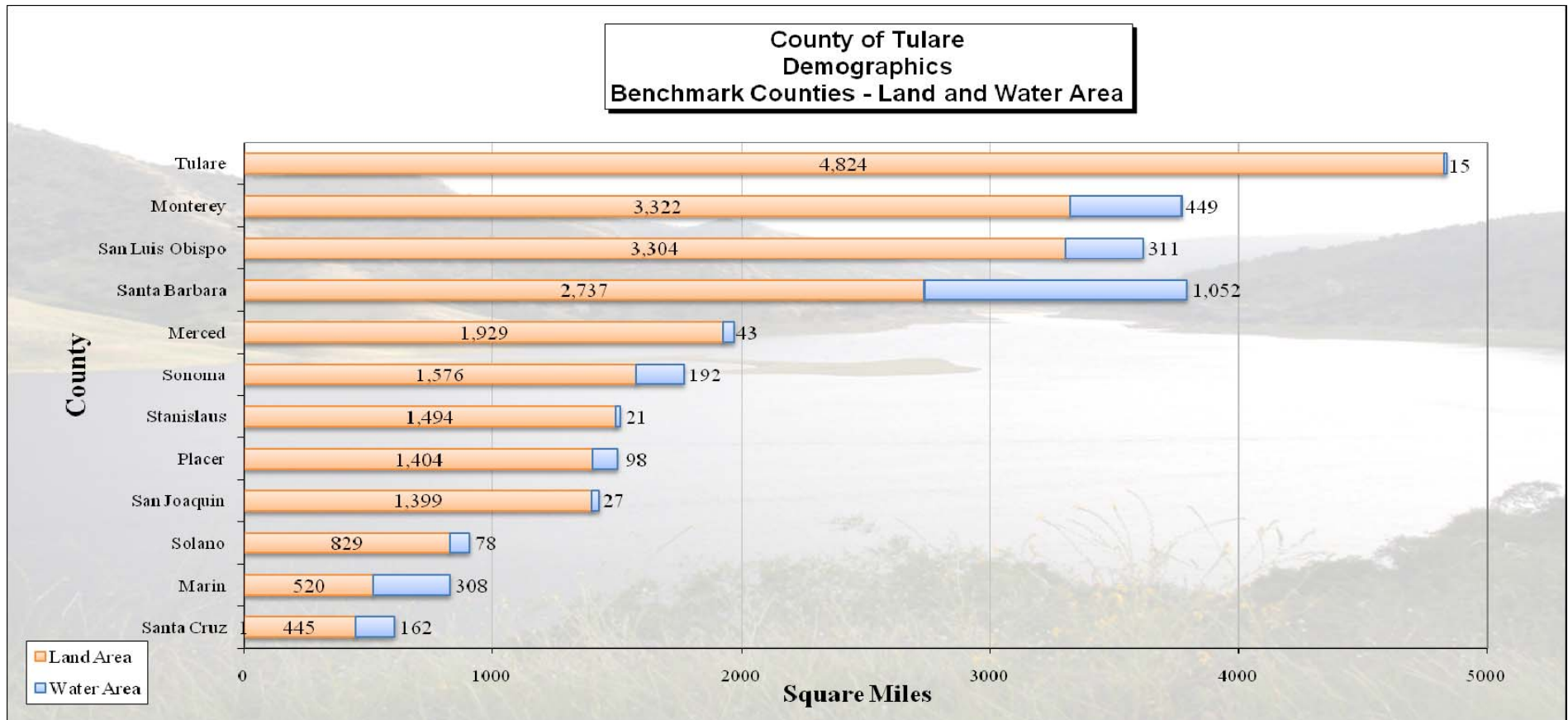
The County is strategically located in the San Joaquin Valley midway between San Francisco and Los Angeles, a 2.5 hour drive from California's central coastline and a short distance from Sequoia National Park. There is easy access to State Highways 99 and 198 to reach these destinations.

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.

According to the US Census Bureau, 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 142,872 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 2016  
Serving Exeter, Farmersville, Lemon Cove, Lindsay, Plainview Strathmore, Three Rivers, Tooleville, Tonyville, part of Visalia, and Woodville.

District 2: Pete Vander Poel 2016  
Serving Allensworth, Alpaugh, Earlimart, Matheny Tract, Pixley, Tipton, Tulare, Teviston, and Waukena.

District 3: Phillip Cox 2016  
Serving Visalia.

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

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

In addition, the offices of Sheriff-Coroner, 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 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.

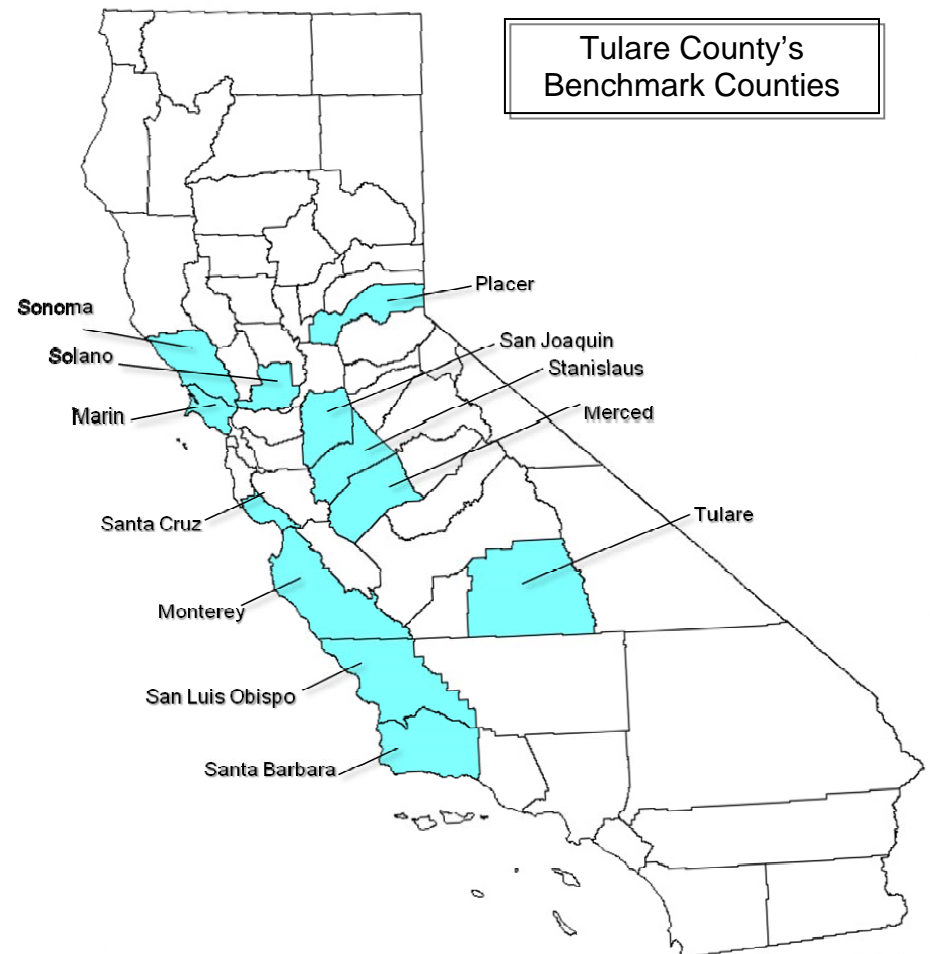
An evaluation of local economic and demographic characteristics aids County management in identifying changes in available resources and the needs of residents.

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**

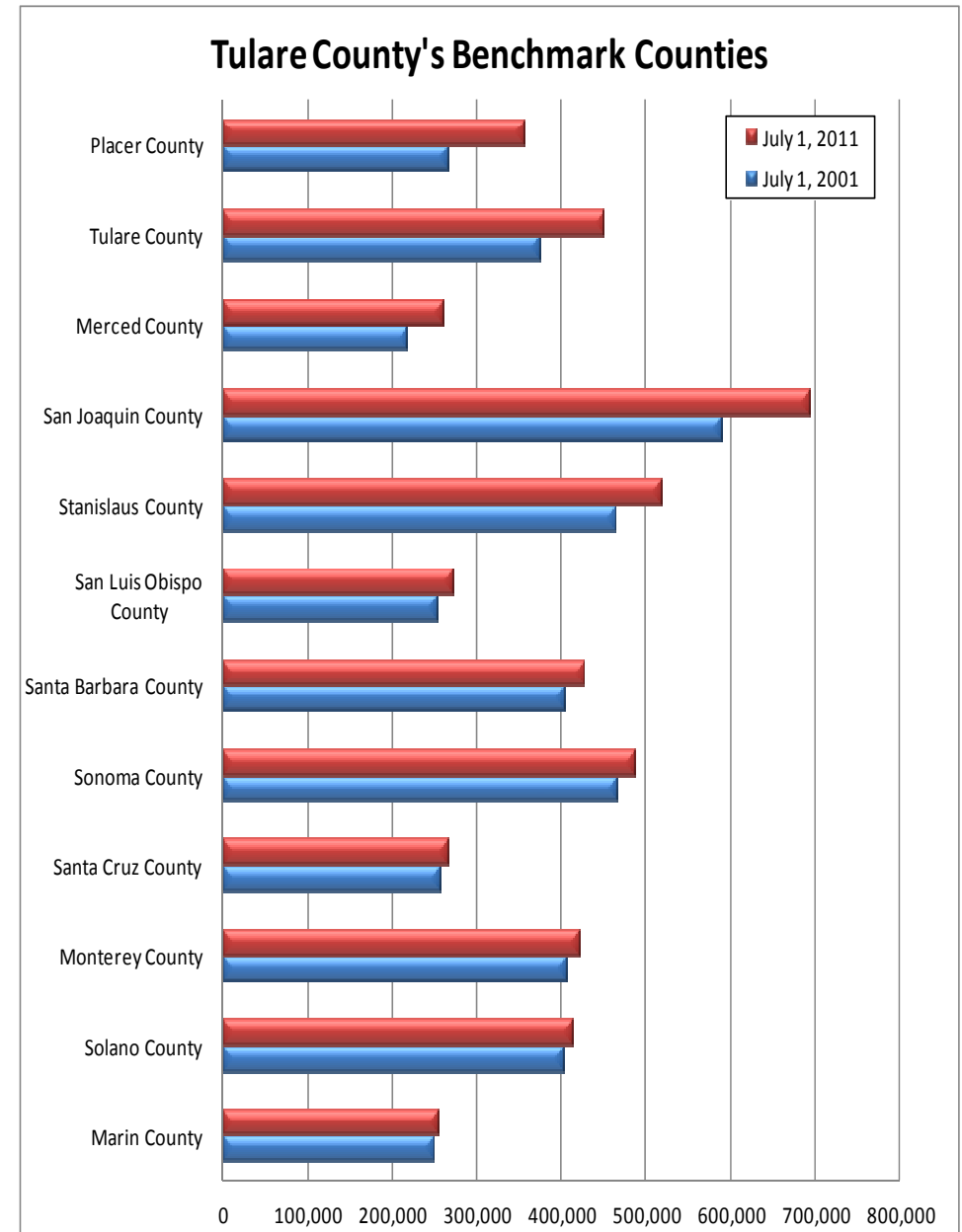
**County Statistical Profile**

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	
		7/1/2001	7/1/2011	2001-2011	%
2	Placer County	264,925	355,687	90,762	34.3%
6	Tulare County	374,152	448,965	74,813	20.0%
7	Merced County	217,319	258,678	41,359	19.0%
10	San Joaquin County	588,581	693,589	105,008	17.8%
19	Stanislaus County	463,128	518,461	55,333	11.9%
25	San Luis Obispo County	251,652	270,739	19,087	7.6%
33	Santa Barbara County	403,442	425,840	22,398	5.6%
37	Sonoma County	465,423	486,479	21,056	4.5%
43	Santa Cruz County	256,166	264,824	8,658	3.4%
44	Monterey County	406,264	419,710	13,446	3.3%
45	Solano County	402,968	413,635	10,667	2.6%
46	Marin County	247,731	254,114	6,383	2.6%

Source: California Department of Finance, Demographic Research Unit  
 E-2: California County Population Estimates and Components of Change by Year July 1, 2010-2011  
 E-2: California County Population Estimates and Components of Change by Year July 1, 2000-2010

**Population**

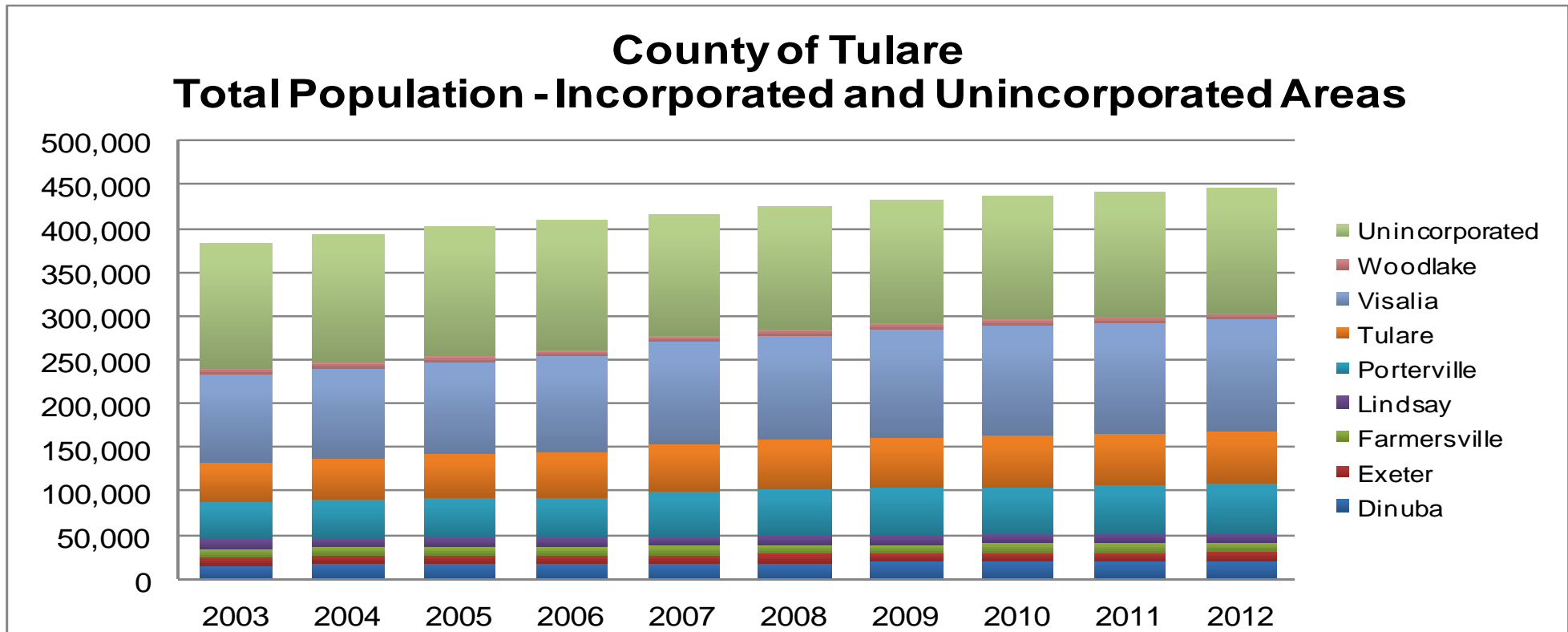


California's population topped 37.6 million persons as of January 1, 2012, according to the State Department of Finance. California is our nation's most populous state and represents 12.0% of the nation's 308 million persons, or one out of every eight persons of the nation's population, according to the 2010 Census.

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

Source: US Census DP-1: 2010 Demographic Profile Data



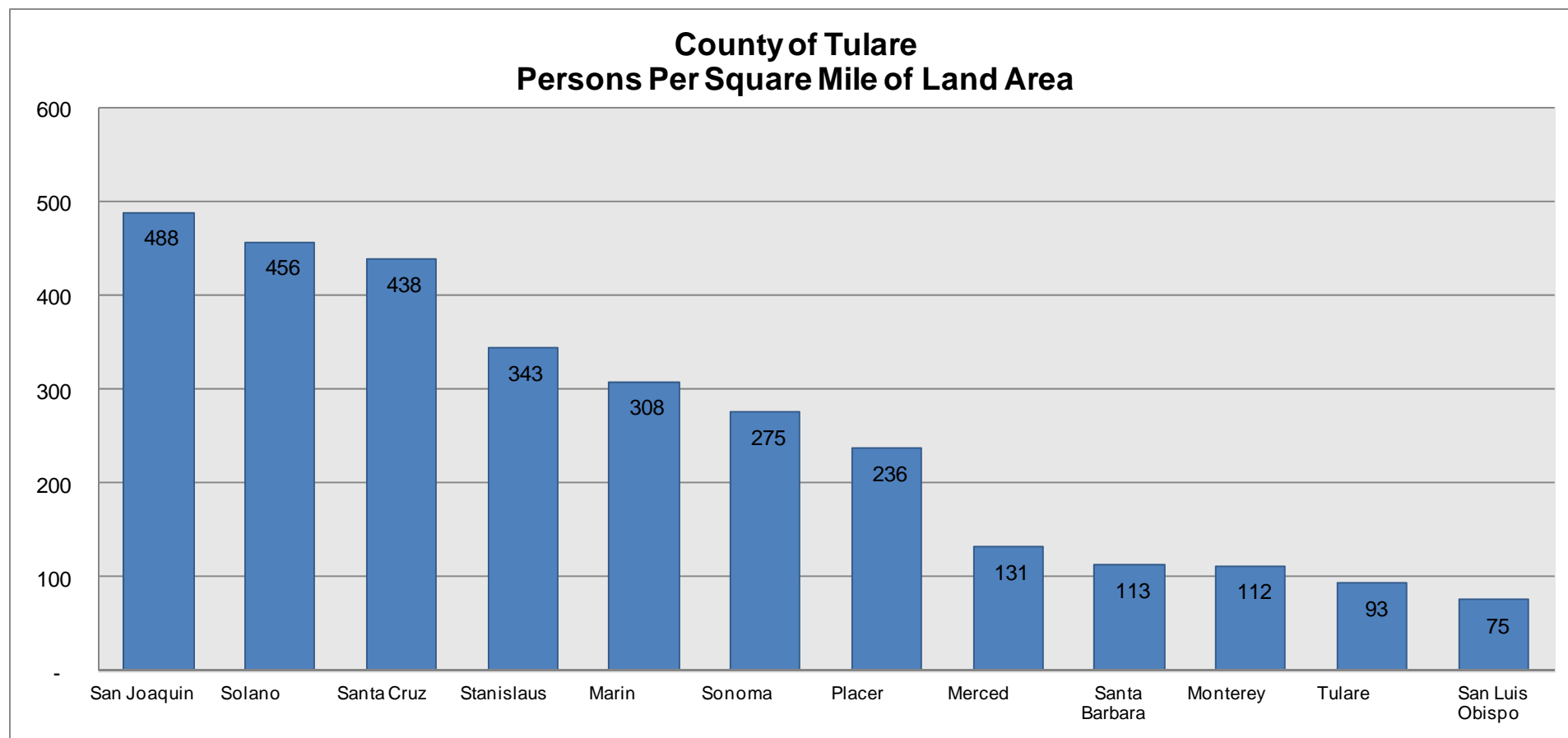
The County population over a 10-year period, beginning in 2002, indicates steady and constant growth. The County population has increased approximately 19.4% since 2002.

The largest portion (82.7%) 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 at 1.4% growth.

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; 67.9% of its residents are concentrated within the eight cities.

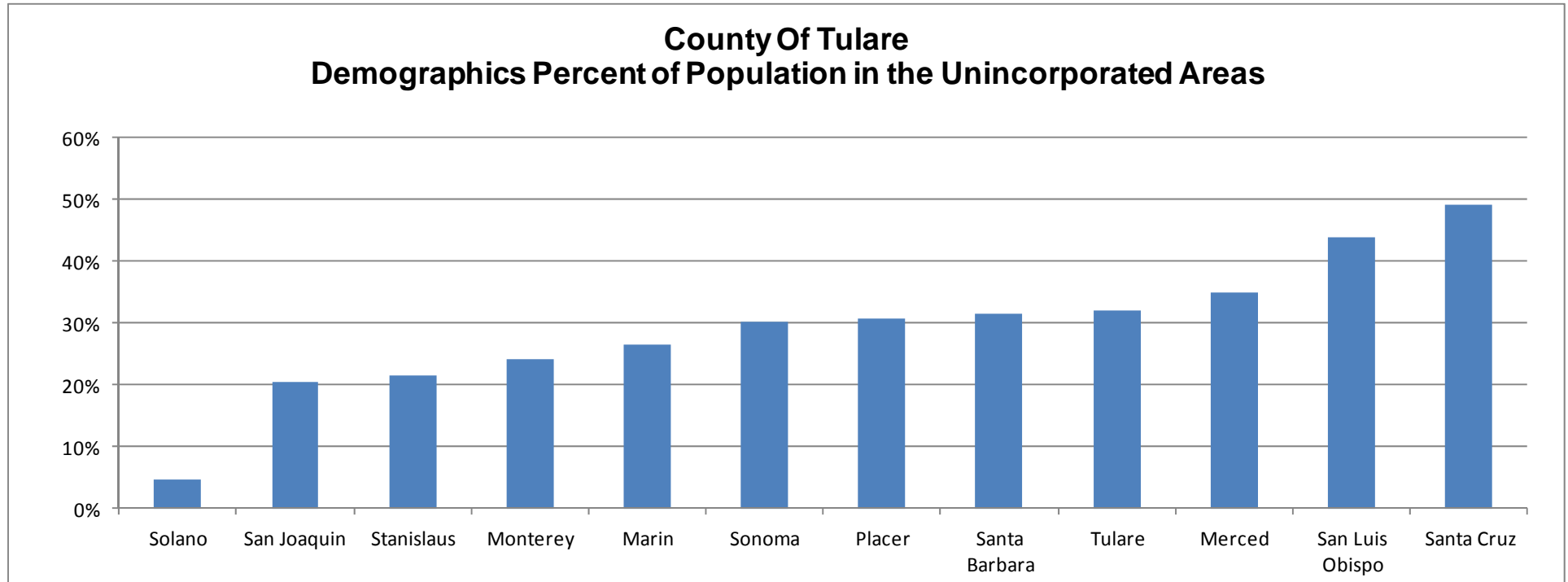
The County's General Plan, which directs growth toward its cities, has resulted in the urban concentration of the population.



Source: California Department of Finance, Demographics Research Unit

Table 2: Land Area, Population and Population Density, April 1, 2010 Incorporated cities and Census Designated Places (CDP) by County in California

E-1: Population Estimates for Cities, Counties, and the State with Annual Percent Change 2011-2012



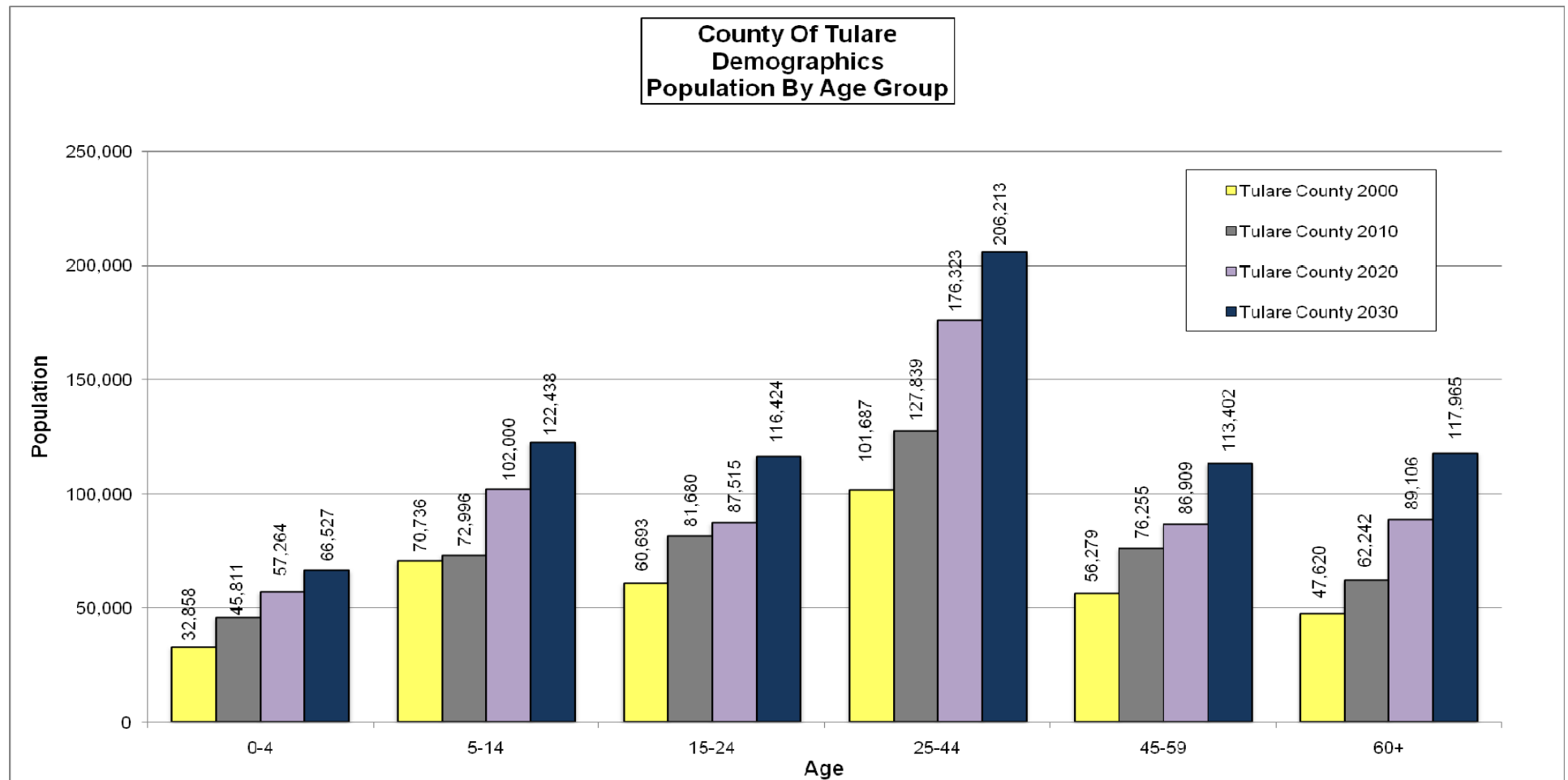
This unique mixture of a sizeable urban population and a large rural/agricultural economic base creates many challenges for County government. These include:

- 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.

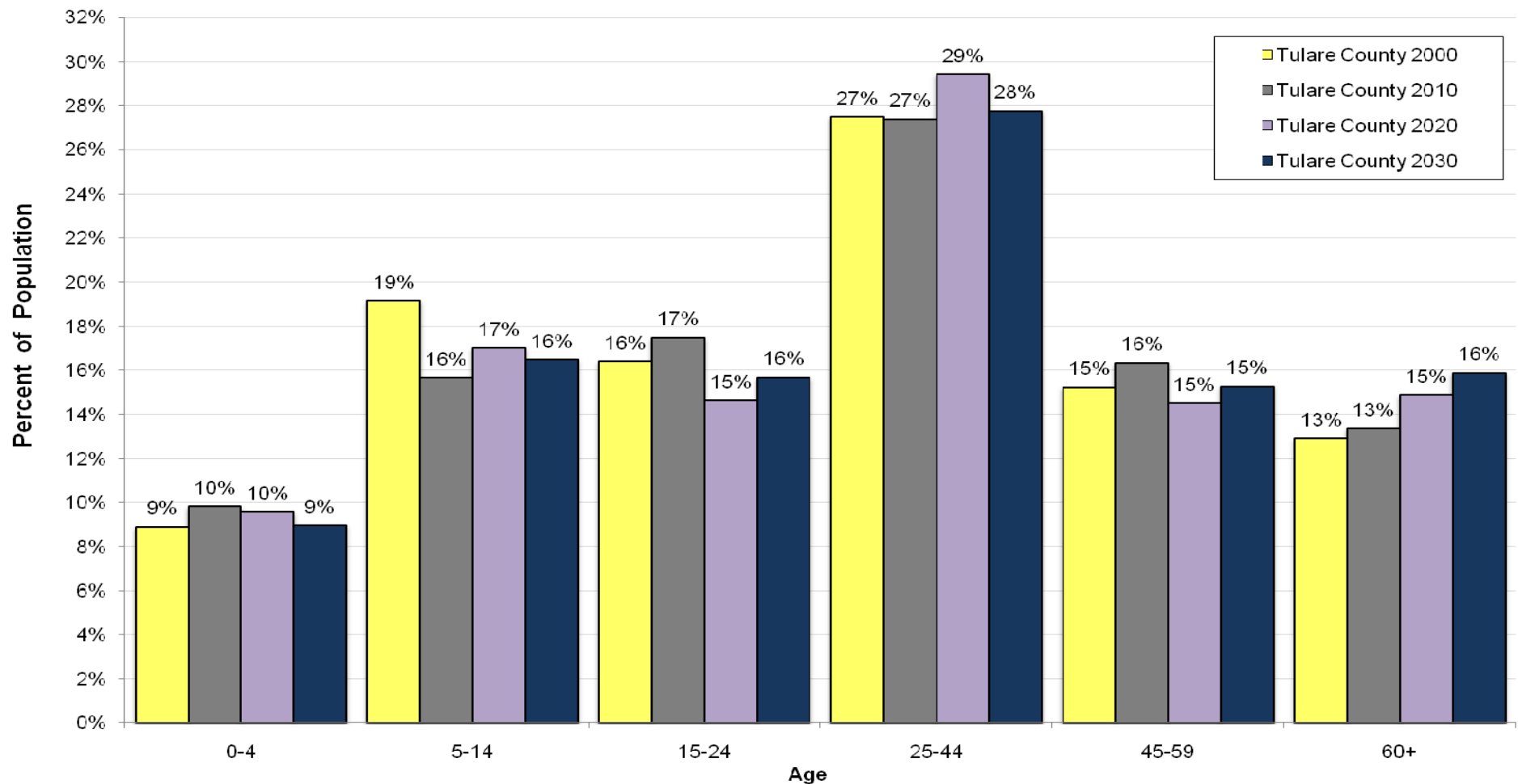
## Population by Age

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.



County Of Tulare  
Demographics  
Population Percentage In Various Age Groups



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.

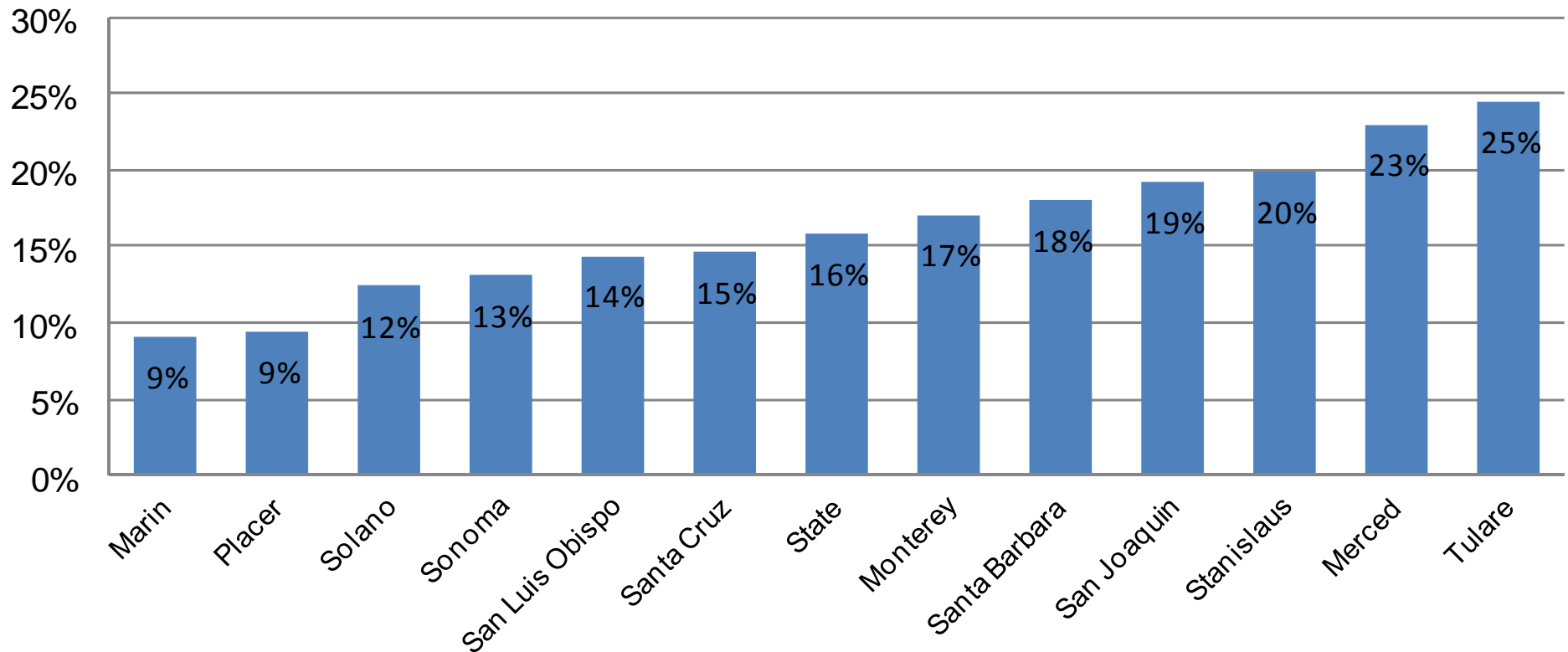


## Population Living in Poverty

The U.S. Census Bureau's 2010 American Community Survey poverty level figures\* show 25% of the County population is living at or below poverty level. The State average is 16%. 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.

### Percent of Population Below Poverty Level



## Population by Ethnicity

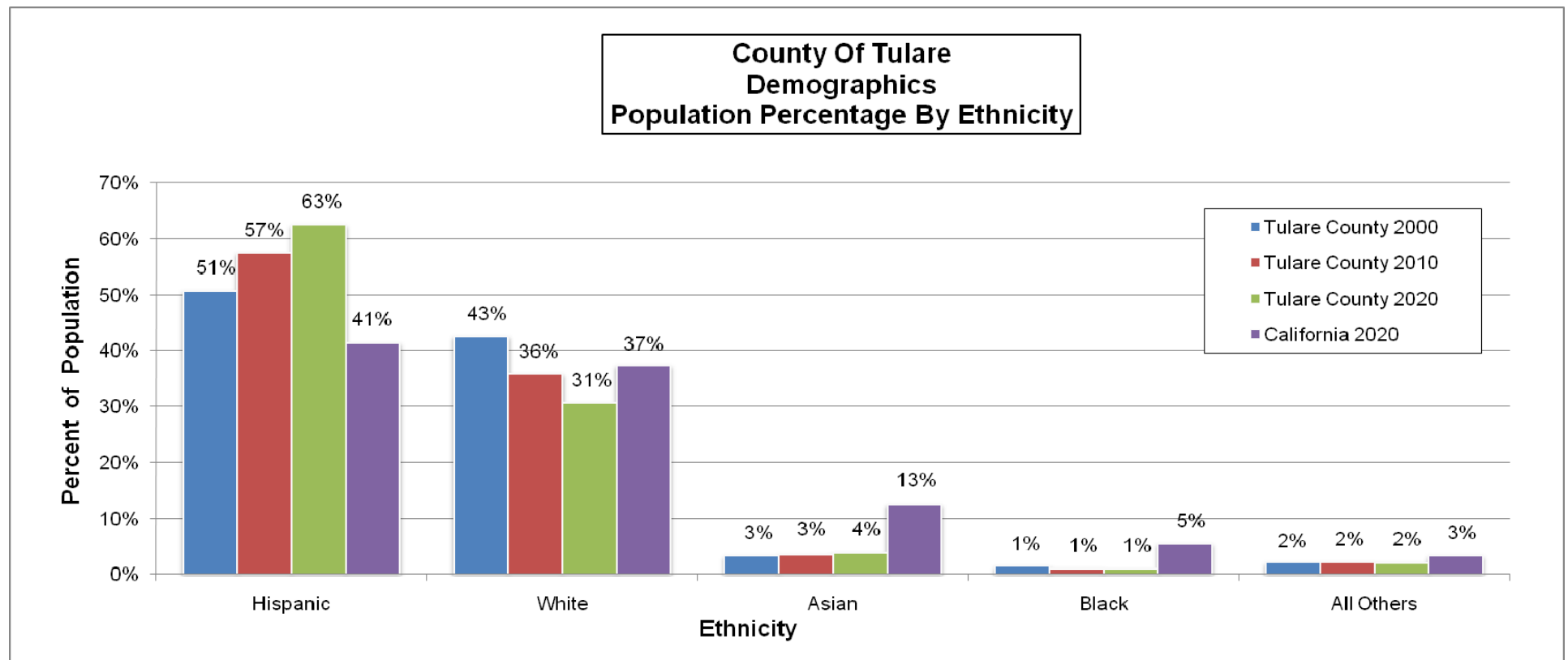
The following chart entitled Population Percentage by Ethnicity reflects 2000 and 2010 Census and 2020 Population Projections by Ethnicity indicating the percentages of the population made up by each ethnic group in Tulare County. These percentages are increasing in the Hispanic segment while White and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

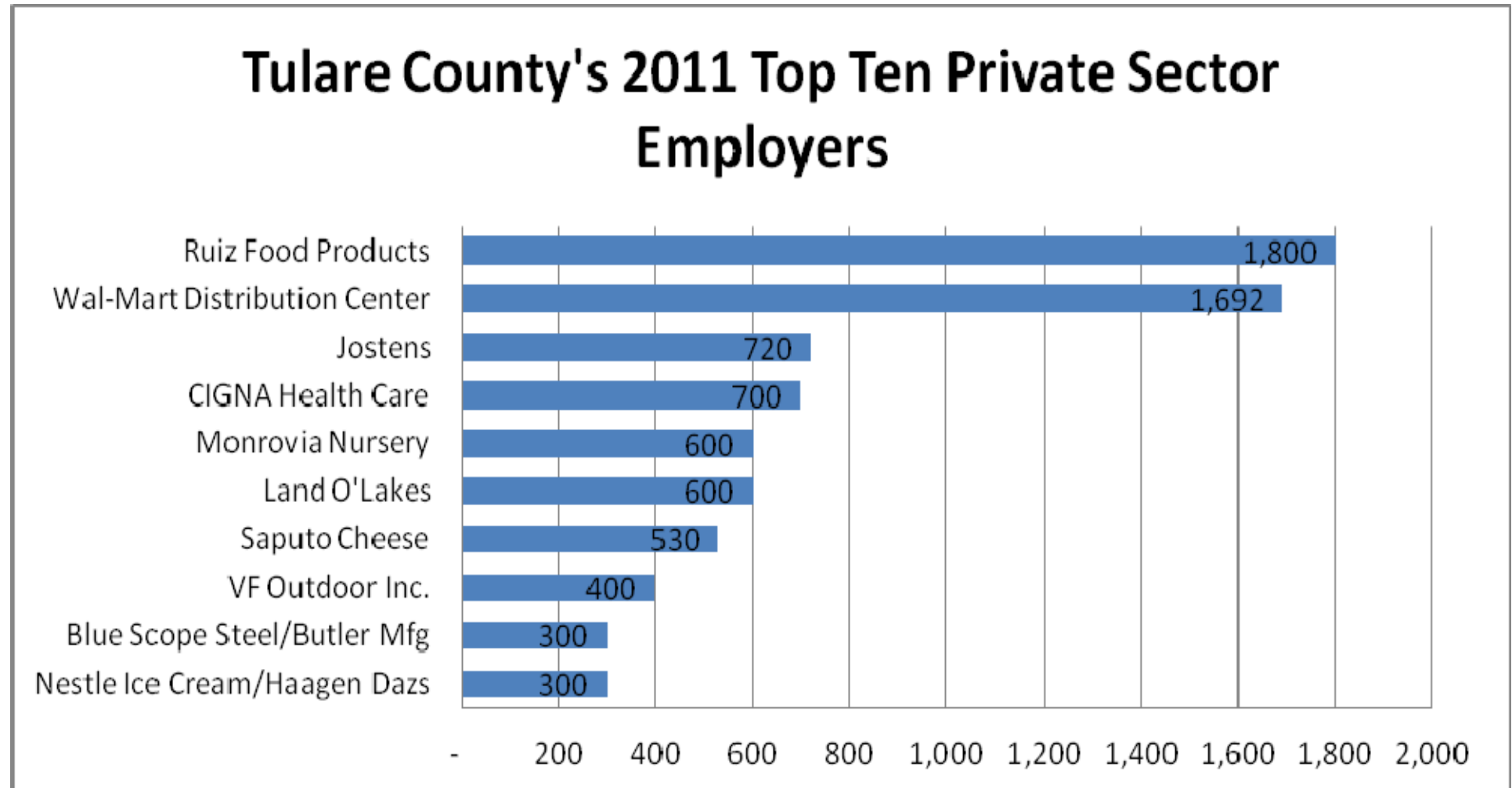
Comparing Tulare County’s projected ethnic population segments for the year 2020 to the State of California’s 2020 projections, Tulare County is projected to have a much larger than statewide average in the Hispanic segment, while other ethnic segments are projected to be lower than California’s statewide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

Source: Tulare County Economic Development Corporation  
Location Assistance-Major Employers



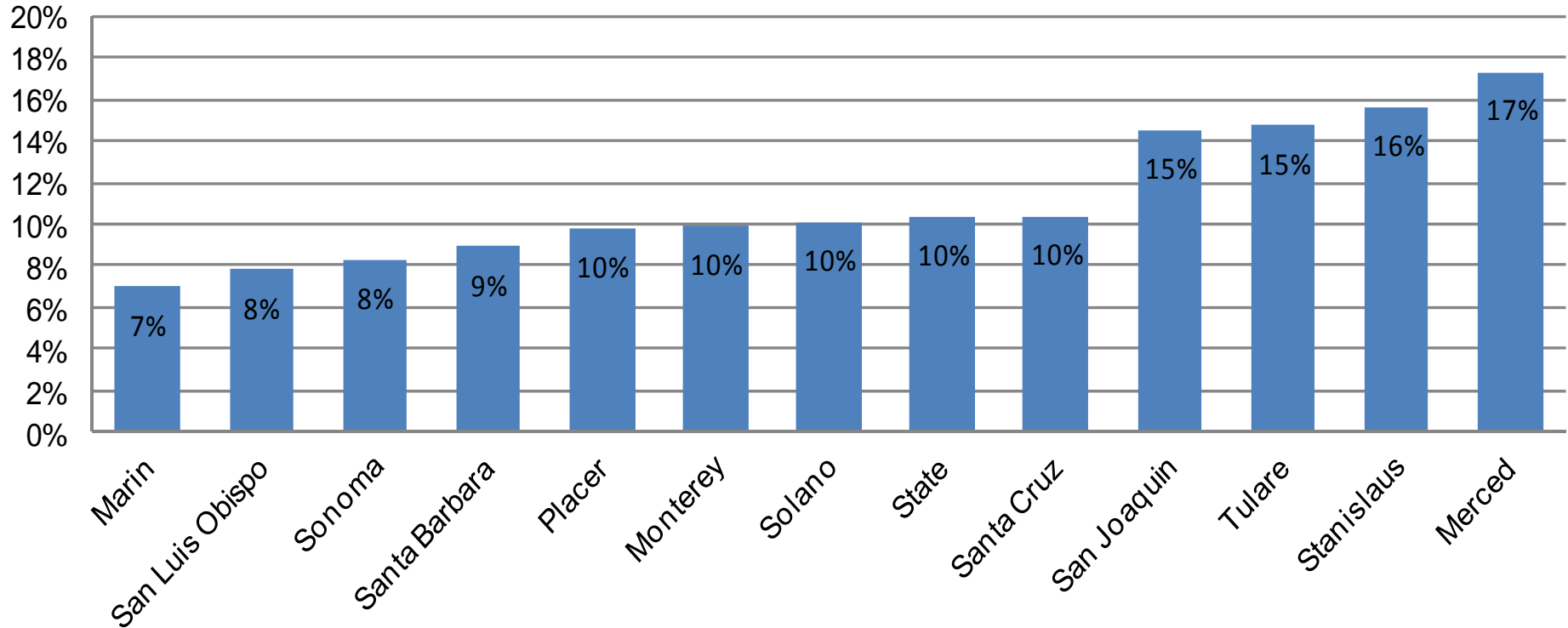
## Employment and Economic Growth

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

### Average Unemployment Rates - May 2012



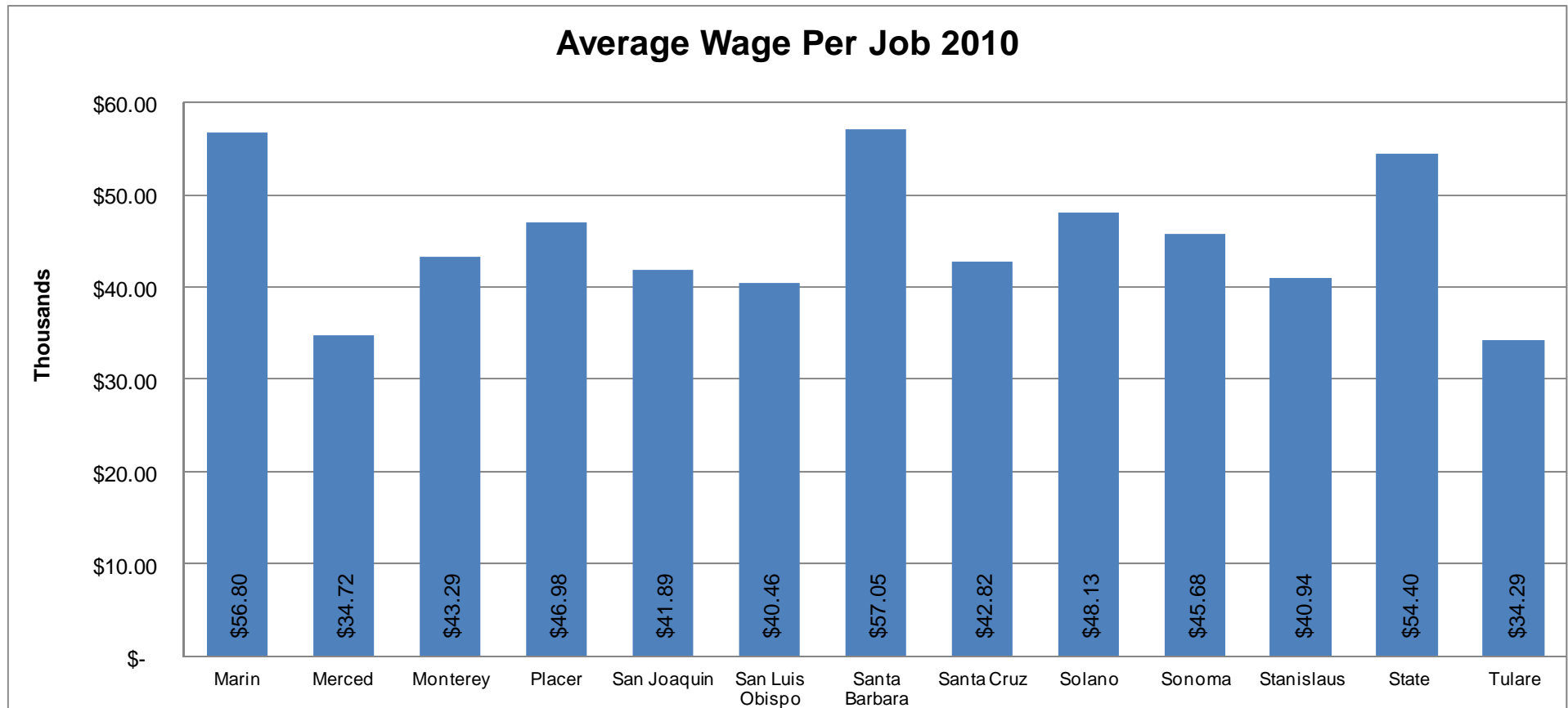
Tulare County's average wage per job of \$34,293 is lowest among our Benchmark Counties, as demonstrated by the chart below.

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.

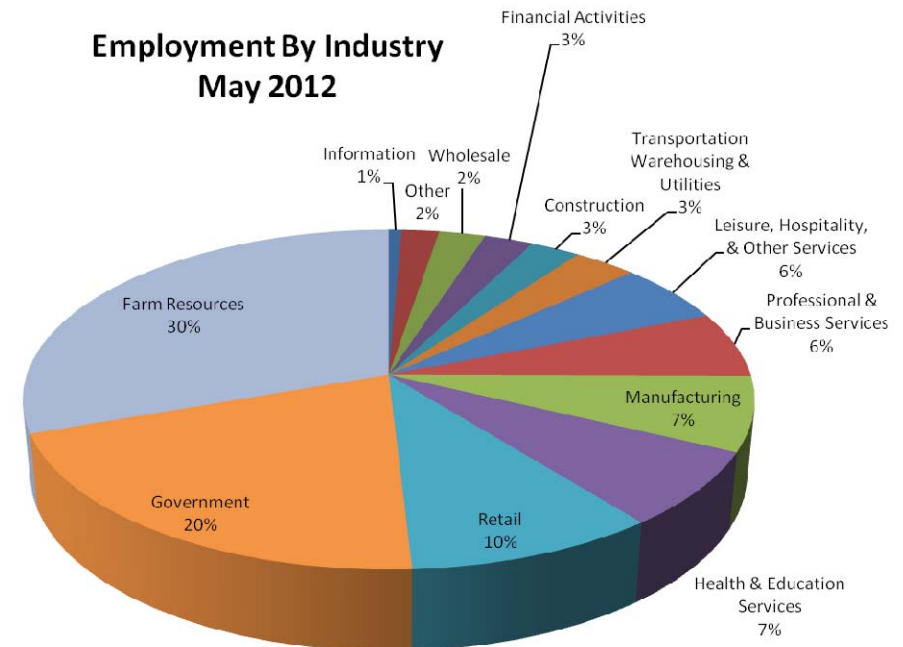
The graph below represents the distribution of the 152,500 civilian jobs in Tulare County projected by the California Employment Development Department in various industries in May 2012. The 152,500 jobs in these industries include:

- 46,500 in Farm;
- 4,900 in Transportation, Warehousing and Utilities;
- 1,000 in Information
- 3,800 in Financial and Leasing;
- 9,500 in Professional and Business Services;
- 3,900 in Construction;
- 31,100 in Government;
- 10,800 in Manufacturing;
- 3,600 in Wholesale;
- 14,800 in Retail;

- 8,700 in Leisure and Hospitality;
- 11,000 in Health and Education Services;
- 2,900 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 26,500 jobs to allow all residents to live and work in the County. It is unlikely that there would be enough jobs in appropriate industries to employ all of the approximately 215,500 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.



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



## Tulare County Commuting

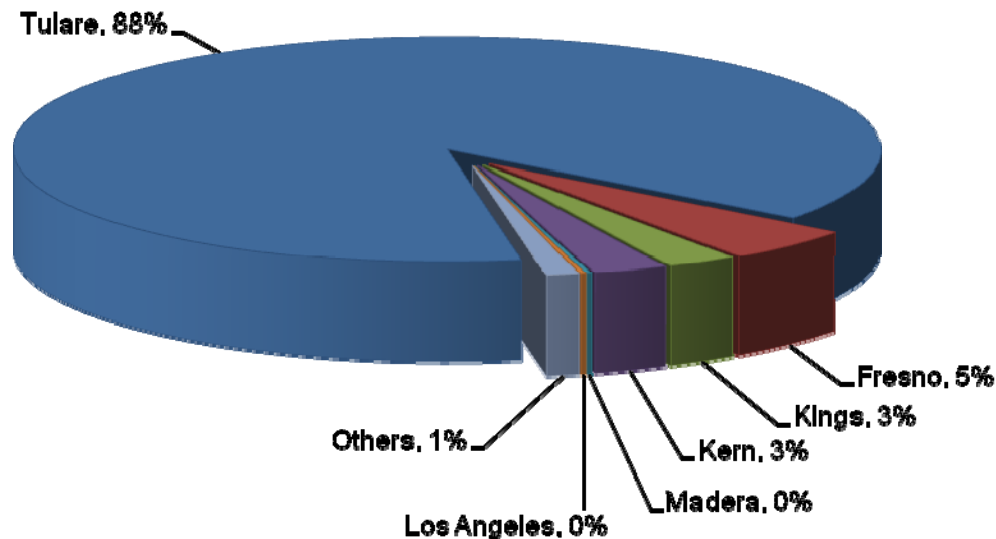
According to data completed by the U.S. Census Bureau, approximately 11.5% of the County workforce works outside the County. On the other hand, approximately 8.9% of jobs in the County are held by workers residing outside the County.

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.

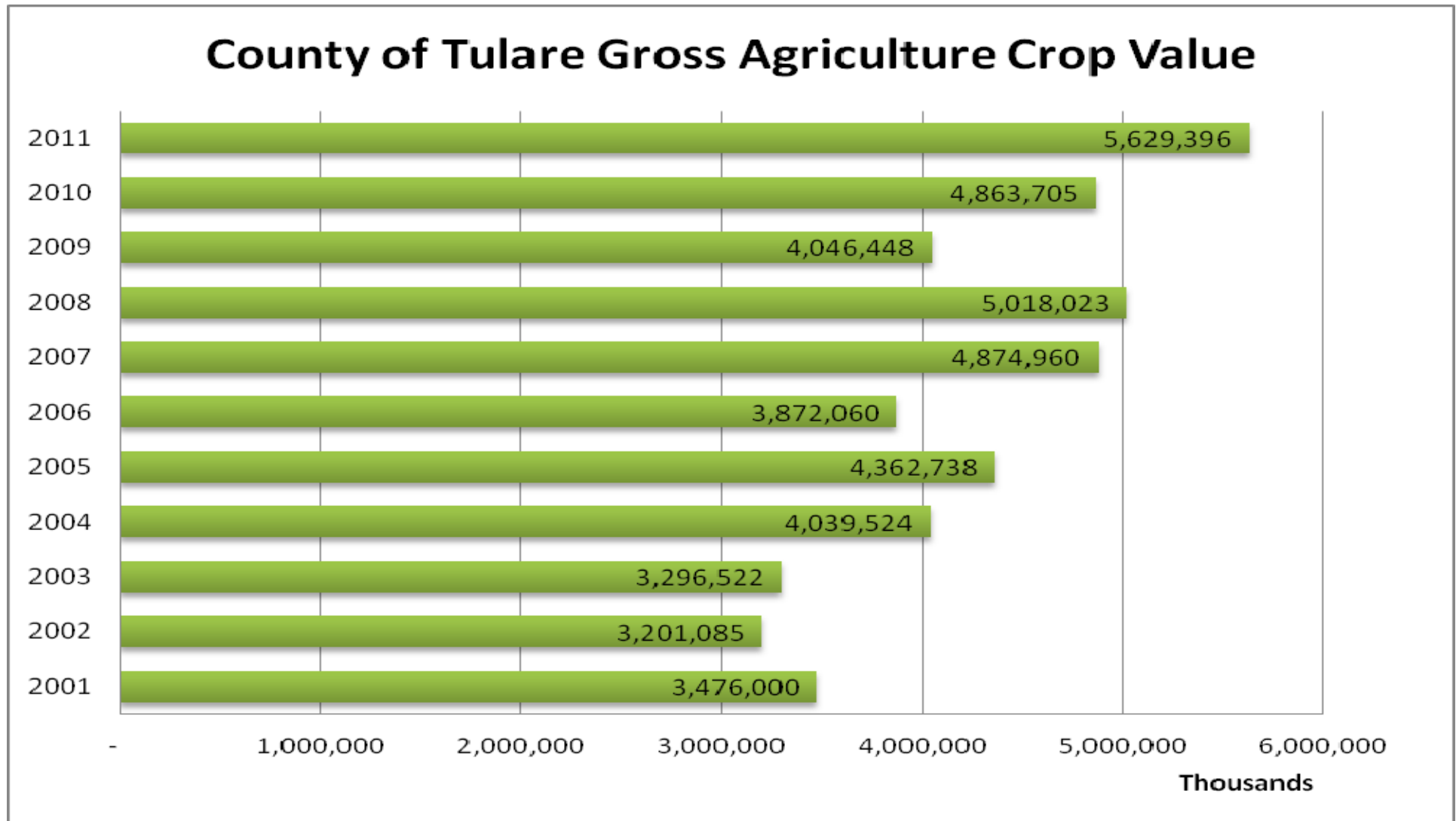
**County Of Tulare  
Demographics  
Commuting To Other Local Counties 2000**



## Gross Agricultural Crop Value

Sales of agricultural products continue to be a mainstay of the County's economy. With a 2011 estimated value exceeding \$5.6 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 2011 represents an increase of \$765.7 million from 2010. The two largest contributors to the increase are milk production, which increased \$451.9 million or 28%, and field crops, which increased \$157 million or 34%.

The 2011 estimated value of Tulare County agriculture is divided as follows:

- Milk .....\$2,056.0 million
- Fruit and Nut Crops .....\$2,201.6 million
- Livestock, Poultry, and Apiary Products .....\$667.5 million
- Field Crops .....\$615.9 million
- Nursery Production .....\$65.7 million
- Vegetable Crops .....\$19.5 million
- Seed Crops .....\$1.5 million
- Industrial Crops .....\$1.7 million

**County Assessed Values & Growth**

The table on the next page illustrates the 23-year growth in assessed values in Tulare County. Property taxes are a major source of local governmental revenues and are determined by assessed values of real and personal property.

The 2012/13 Preliminary Assessment Roll of \$27.7 billion decreased \$0.13 billion or 0.47% over the prior year’s roll value and represents property ownership values in Tulare County as of

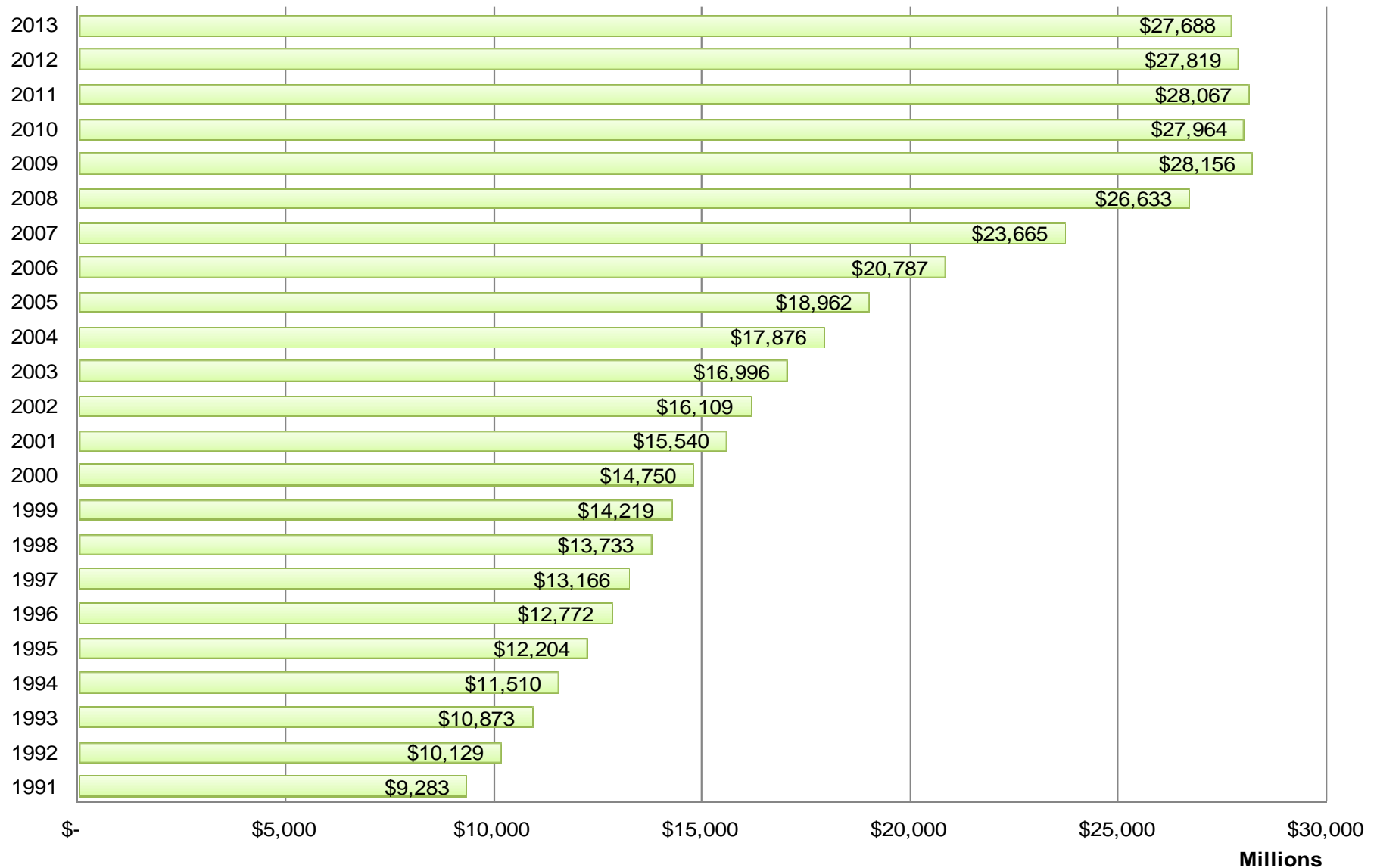
June 22, 2012. The property tax rate throughout the entire State of California is 1% of assessed value.

The accelerated rise in property values caused rapid growth in levied taxes from 2005 through 2009. However, assessed value growth has slowed considerably since 2010, with 3 of the past 5 years experiencing negative growth. The delinquency rate of unpaid property taxes has decreased amounts levied by 3%, contributing to decreased revenues. 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 applications from property owners requesting a reduction in assessed value to match the decline in property values.

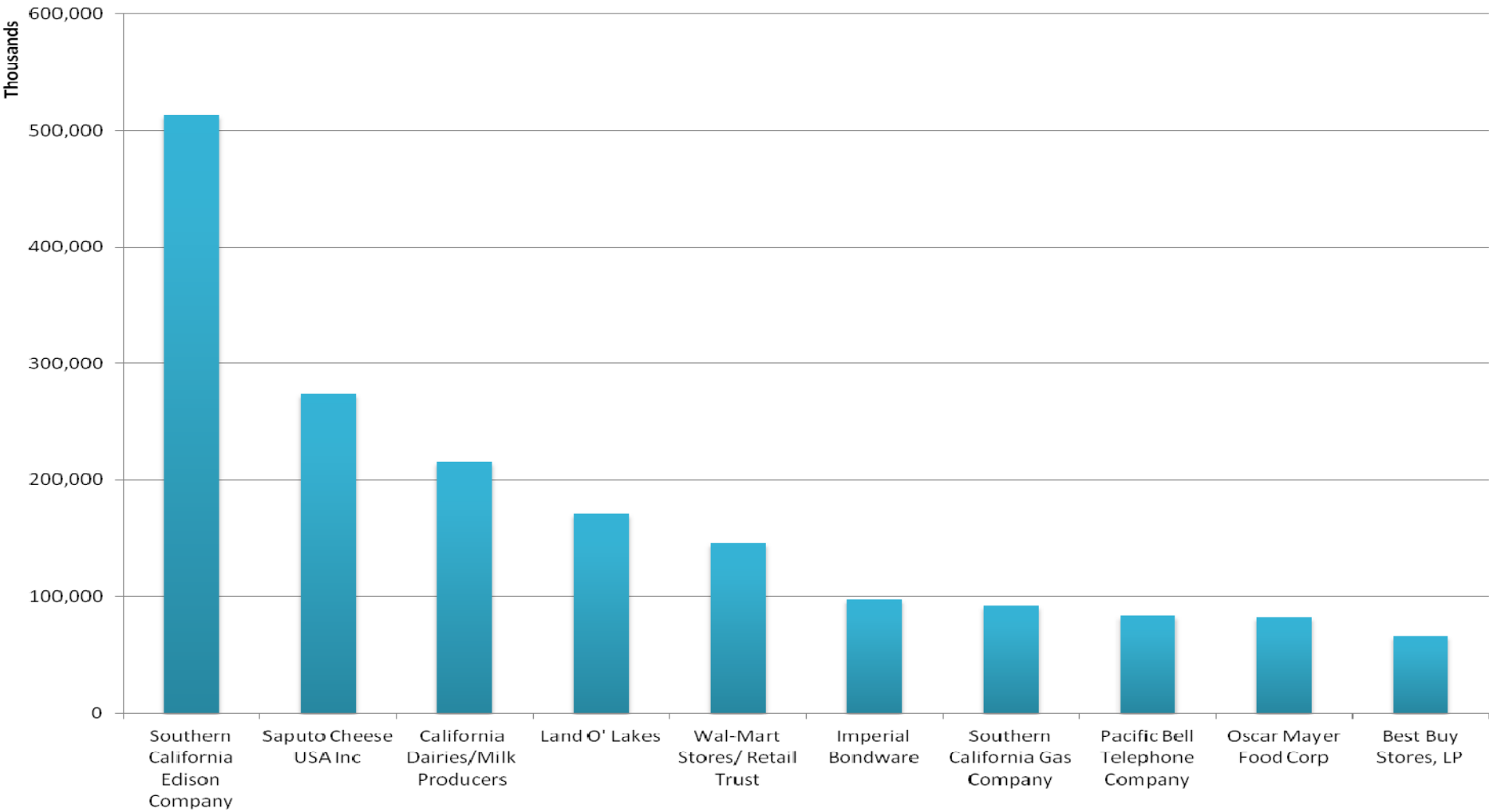
It is the property tax revenues, along with sales tax revenues, that comprise a large portion of the County’s discretionary funds. In the County of Tulare, the largest portion of discretionary monies, by far, is used to support public protection departments such as the Sheriff, District Attorney, Fire,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

## County of Tulare Local Assessed Value



Taxpayer	2011/2012		% Total AV
	Prpty Tax Total AV	Rank	
Southern California Edison Company	513,350,132	1	1.84%
Saputo Cheese USA Inc	273,923,310	2	0.98%
California Dairies/Milk Producers	215,741,907	3	0.77%
Land O' Lakes	170,876,736	4	0.61%
Wal-Mart Stores/ Retail Trust	145,956,918	5	0.52%
Imperial Bondware	97,838,411	6	0.35%
Southern California Gas Company	92,190,947	7	0.33%
Pacific Bell Telephone Company	83,707,026	8	0.30%
Oscar Mayer Food Corp	82,558,684	9	0.30%
Best Buy Stores, LP	66,223,006	10	0.24%
Total	1,742,367,077		6.23%
Total Net County Roll AV	27,974,054,360		

Principal Property Taxpayers 2011/2012



Source: Tulare County Auditor-Controller/Treasurer-Tax Collector, Property Tax Services 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.

TULARE COUNTY  
BUDGET SCHEDULE  
FISCAL YEAR 2012/2013

<b>MARCH 2012</b>		
<b>ACTION</b>	<b>DATE</b>	<b>RESPONSIBLE PERSON(S)</b>
Budget Facilitation Group email to instruct pre-budget FY 2012/2013 labor forecast, moves in TC Job Cost, and other associated personnel actions	19	CAO Staff Departments
Departments enter anticipated moves into TC Job Cost (Unit Distribution) Table in Enterprise	21 to 4/13	Departments
Departments meet with their CAO Analysts and County Revenue Officer to review and finalize their revenue estimates. Re-evaluating process and benefits.	TBD	CAO Analysts Auditor's Office
<b>APRIL 2012</b>		
<b>ACTION</b>	<b>DATE</b>	<b>RESPONSIBLE PERSON(S)</b>
Initial Fund balance estimates due to CAO's Office from Auditor	6	Auditor's Office
CAO's Office to calculate final estimated FY 2012/13 salary and benefits and enter them into Web Budget System, using best available estimates	23	CAO Analyst, Budget Tech
Open web budget system for department use	24	IT Staff
Departments enter FY 12/13 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	24 to 6/10	Departments
<b>All Board fee hearings should be completed.</b>	<b>24</b>	<b>BOS, Assistant CAO</b>
<b>MAY 2012</b>		
<b>ACTION</b>	<b>DATE</b>	<b>RESPONSIBLE PERSON(S)</b>
Target allocations distributed to departments	1	CAO
HRD begins periodic review of department personnel requests.	1 to 6/10	HRD Staff
<b>Deadline for Departments to return the Labor Forecast Verification Form to CAO.</b>	<b>4</b>	<b>Departments</b>
<b>JUNE 2012</b>		
<b>ACTION</b>	<b>DATE</b>	<b>RESPONSIBLE PERSON(S)</b>
<b>Deadline for Departments to enter and submit all 12/13 Requested Budget information into budget website.</b>	<b>8</b>	<b>Departments</b>
<b>No Delegated Action Requests (DARs) accepted after this date until Budget is adopted.</b>	<b>8</b>	<b>Departments</b>
Review agency roll ups for Adopted 11/12 from Web Budget System and Requested 12/13 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	8-22	CAO Analysts Departments



TULARE COUNTY  
BUDGET SCHEDULE  
FISCAL YEAR 2012/2013

HRD advises Departments about its initial recommendations and receives feedback from them	18-22	HRD Staff
Departments coordinate with CAO Analysts to adjust Requested Budget for HRD recommendations as appropriate	18-22	Departments, CAO Analysts
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 review	25 to 7/13	CAO Analysts
<b>JULY 2012</b>		
<b>ACTION</b>	<b>DATE</b>	<b>RESPONSIBLE PERSON(S)</b>
Human Resources submits final position recommendations to CAO's Office and departments	6	HRD Staff

<b>AUGUST 2012</b>		
<b>ACTION</b>	<b>DATE</b>	<b>RESPONSIBLE PERSON(S)</b>
Final Fund Balances due to CAO from Auditor	7	Auditor's Office
CAO Analysts compile Recommended Budget changes and submit them to departments so they can rebalance their budgets as a result of final fund balances	8-10	CAO Analysts
Departments make Web Budget System data entry changes for Recommended Budgets and rebalance budgets as a result of final fund balances	8-10	Departments
CAO Analysts verify accuracy of all Recommended Budget numbers, revenue/expenditure balances, Recommended Narratives, and position changes for their departments; coordinate results with Budget Tech	13-24	CAO Analysts, Budget Tech
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	17	Departments
CAO, Assistant CAO and CAO Analyst finalize Recommended Budget dollars and narratives	20-24	CAO, Assistant CAO, CAO Analyst
<b>SEPTEMBER 2012</b>		
<b>ACTION</b>	<b>DATE</b>	<b>RESPONSIBLE PERSON(S)</b>
Notice of Final Budget Hearing posted ( <b>to Clerk by 9/4</b> )	7	Clerk-BOS
Recommended Budget Book to the Board of Supervisors	7	CAO Analyst
Final Budget Hearing packages to Board of Supervisors	7	CAO Analyst
Recommended Budget available for public distribution	7	CAO Analyst
Final Budget Hearing packages available to public	7	CAO Analyst
Board of Supervisors conducts public hearings on the Final Budget and adopts Final Budget	18	BOS

TULARE COUNTY  
BUDGET SCHEDULE  
FISCAL YEAR 2012/2013

CAO Analysts review all Adopted Budget numbers, positions, and schedules for accuracy	19-24	CAO Analysts, Budget Tech
CAO Analyst and Budget Tech reviews and finalizes Adopted Budget numbers, positions, and schedules	24-28	CAO Analyst, Budget Tech
Adopted Budget rolled into AFIN	28	CAO Analyst , Auditor's Office
Human Resources finalizes personnel resolution with all Adopted Budget adds and deletes	28	Human Resources
<b>NOVEMBER 2012</b>		
<b>ACTION</b>	<b>DATE</b>	<b>RESPONSIBLE PERSON(S)</b>
Adopted Budget Book returned from printer and distributed	26	Auditor
<b>DECEMBER 2012</b>		
<b>ACTION</b>	<b>DATE</b>	<b>RESPONSIBLE PERSON(S)</b>
Adopted Budget Book sent to State	3	Auditor

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

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

**AB** – Assembly Bill.

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

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

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

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

**ACCRUED EXPENSES** – Expenses incurred but not paid.

**ACCRUED REVENUE** – Revenues earned but not received.

**ACO** – Accumulated Capital Outlay.

**ACTIVITY** – A specific line of work performed to accomplish a function for which a governmental unit is responsible. Example:

“Protective Inspection” is an activity performed in the “Public Protection” function.

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

**ADA** – Americans with Disabilities Act.

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

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

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

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

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

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

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

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

**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.

**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.

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

**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.

**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.

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

**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.

**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.

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

**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.

**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.

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

**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.

**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.



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

**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.

**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.

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

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

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

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

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

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

**REALIGNMENT REVENUE** – State revenues allocated to counties by law are derived from Statewide sales tax collections and vehicle license fees. These revenues are allocated yearly

and are dedicated to County operated Health and Human Services. The name of the revenues comes from the State’s 1991 budget package, which shifted the State’s responsibility for non-federal funding for Health and Social Services to counties.

**REAL PROPERTY** – Land and the structures attached to it.

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

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

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

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

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

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

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

**SB** – Senate Bill.

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

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

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

**SCHEDULE 3** (Detail of Provisions for Reserves/Designations) – A detailed list of the provisions for Reserves/Designation by governmental funds.

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

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

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

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

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

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

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

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

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

Government Code Section 29002. Schedule 11 is not included in the Recommended Budget, but is included in the Final Budget.

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

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

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

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

**SCHEDULE 16B** (Special District Budget Detail) – This schedule is used in conjunction with Schedules 13, 14 and 15 to

provide supporting detail for the estimated financing requirements for districts operating as governmental funds under the supervision and control of the Board of Supervisors as the District Board of Directors as provided in Government Code Section 29002.

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

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

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

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

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

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

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

**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.

STATE CONTROLLER SCHEDULES COUNTY BUDGET ACT		COUNTY OF TULARE ALL FUNDS SUMMARY FISCAL YEAR 2012-13				SCHEDULE 1	
FUND NAME	TOTAL FINANCING SOURCES				TOTAL FINANCING USES		
	FUND BALANCE AVAILABLE JUNE 30, 2012	DECREASES TO OBLIGATED FUND BALANCES	ADDITIONAL FINANCING SOURCES	TOTAL FINANCING SOURCES	FINANCING USES	INCREASES TO OBLIGATED FUND BALANCES	TOTAL FINANCING USES
1	2	3	4	5	6	7	8

GOVERNMENTAL FUNDS							
GENERAL FUND	\$19,043,250	\$-	\$618,081,952	\$637,125,202	\$637,125,202	\$-	\$637,125,202
SPECIAL REVENUE FUNDS	\$17,699,283	\$-	\$181,681,327	\$199,380,610	\$199,380,610	\$-	\$199,380,610
CAPITAL PROJECTS FUNDS	\$13,701,268	\$-	\$7,821,361	\$21,522,629	\$21,522,629	\$-	\$21,522,629
DEBT SERVICE FUNDS	\$341,196	\$-	\$10,375,928	\$10,717,124	\$7,048,669	\$3,668,455	\$10,717,124
TOTAL GOVERNMENTAL FUNDS	\$50,784,997	\$-	\$817,960,568	\$868,745,565	\$865,077,110	\$3,668,455	\$868,745,565
OTHER FUNDS							
SPECIAL DISTRICT FUNDS	\$3,393,721	\$-	\$1,730,715	\$5,124,436	\$5,124,436	\$-	\$5,124,436
TOTAL OTHER FUNDS	\$3,393,721	\$-	\$1,730,715	\$5,124,436	\$5,124,436	\$-	\$5,124,436
TOTAL ALL FUNDS	\$54,178,718	\$-	\$819,691,283	\$873,870,001	\$870,201,546	\$3,668,455	\$873,870,001

STATE CONTROLLER SCHEDULES		COUNTY OF TULARE				SCHEDULE 2	
COUNTY BUDGET ACT		GOVERNMENTAL FUNDS SUMMARY					
		FISCAL YEAR 2012-13					
FUND NAME	TOTAL FINANCING SOURCES				TOTAL FINANCING USES		
	FUND BALANCE AVAILABLE JUNE 30, 2012	DECREASES TO OBLIGATED FUND BALANCES	ADDITIONAL FINANCING SOURCES	TOTAL FINANCING SOURCES	FINANCING USES	INCREASES TO OBLIGATED FUND BALANCES	TOTAL FINANCING USES
1	2	3	4	5	6	7	8
GENERAL FUND							
GENERAL FUND	\$19,043,250	\$-	\$618,081,952	\$637,125,202	\$637,125,202	\$-	\$637,125,202
TOTAL GENERAL FUND	\$19,043,250	\$-	\$618,081,952	\$637,125,202	\$637,125,202	\$-	\$637,125,202
SPECIAL REVENUE FUNDS							
AVIATION	\$7,349	\$-	\$1,156,137	\$1,163,486	\$1,163,486	\$-	\$1,163,486
CHILD SUPPORT SERVICES	\$-	\$-	\$16,545,513	\$16,545,513	\$16,545,513	\$-	\$16,545,513
COMMUNITY DEVELOPMENT BLOCK G	\$-	\$-	\$4,528,335	\$4,528,335	\$4,528,335	\$-	\$4,528,335
FISH & GAME FUND	\$12,860	\$-	\$-	\$12,860	\$12,860	\$-	\$12,860
HOME PROGRAM FUND	\$-	\$-	\$825,074	\$825,074	\$825,074	\$-	\$825,074
INDIGENT HEALTHCARE AB75	\$-	\$-	\$1,142,461	\$1,142,461	\$1,142,461	\$-	\$1,142,461
LIBRARY FUND	\$1,993,154	\$-	\$3,779,619	\$5,772,773	\$5,772,773	\$-	\$5,772,773
REALIGNMENT-HEALTH	\$-	\$-	\$16,870,316	\$16,870,316	\$16,870,316	\$-	\$16,870,316
REALIGNMENT-MENTAL HEALTH	\$-	\$-	\$13,560,131	\$13,560,131	\$13,560,131	\$-	\$13,560,131
REALIGNMENT-SOCIAL SERVICES	\$-	\$-	\$31,134,122	\$31,134,122	\$31,134,122	\$-	\$31,134,122
ROAD FUND	\$14,930,333	\$-	\$64,060,683	\$78,991,016	\$78,991,016	\$-	\$78,991,016
STRUCTURAL FIRE FUND	\$755,587	\$-	\$13,846,474	\$14,602,061	\$14,602,061	\$-	\$14,602,061
T C WORKFORCE INVESTMENT BOAR	\$-	\$-	\$9,516,568	\$9,516,568	\$9,516,568	\$-	\$9,516,568
TOBACCO SETTLEMENT REVENUE FN	\$-	\$-	\$4,715,894	\$4,715,894	\$4,715,894	\$-	\$4,715,894
TOTAL SPECIAL REVENUE FUNDS	\$17,699,283	\$-	\$181,681,327	\$199,380,610	\$199,380,610	\$-	\$199,380,610
CAPITAL PROJECTS FUNDS							
CAPITAL PROJECTS/MAJOR MAINT.	\$13,701,268	\$-	\$7,821,361	\$21,522,629	\$21,522,629	\$-	\$21,522,629
TOTAL CAPITAL PROJECTS FUNDS	\$13,701,268	\$-	\$7,821,361	\$21,522,629	\$21,522,629	\$-	\$21,522,629
DEBT SERVICE FUNDS							
BUILDING LOANS	\$341,196	\$-	\$10,375,928	\$10,717,124	\$7,048,669	\$3,668,455	\$10,717,124
TOTAL DEBT SERVICE FUNDS	\$341,196	\$-	\$10,375,928	\$10,717,124	\$7,048,669	\$3,668,455	\$10,717,124
TOTAL GOVERNMENTAL FUNDS	\$50,784,997	\$-	\$817,960,568	\$868,745,565	\$865,077,110	\$3,668,455	\$868,745,565
Appropriations Limit							
Appropriations Subject To Limit							

STATE CONTROLLER SCHEDULES COUNTY BUDGET ACT		<b>COUNTY OF TULARE</b> <b>FUND BALANCE - GOVERNMENTAL FUNDS</b> <b>FISCAL YEAR 2012-13</b>			<b>SCHEDULE 3</b>  ACTUAL <input checked="" type="checkbox"/> ESTIMATED <input type="checkbox"/>
FUND NAME	TOTAL FUND BALANCE JUNE 30, 2012	LESS: OBLIGATED FUND BALANCES			FUND BALANCE AVAILABLE JUNE 30, 2012
		ENCUMBRANCES	NONSPENDABLE, RESTRICTED AND COMMITTED	ASSIGNED	
1	2	3	4	5	6
<b>GENERAL FUND</b>					
GENERAL FUND	\$39,043,250	\$-	\$20,000,000	\$-	\$19,043,250
<b>TOTAL GENERAL FUND</b>	<b>\$39,043,250</b>	<b>\$-</b>	<b>\$20,000,000</b>	<b>\$-</b>	<b>\$19,043,250</b>
<b>SPECIAL REVENUE FUNDS</b>					
AVIATION	\$7,349	\$-	\$-	\$-	\$7,349
FISH & GAME FUND	\$12,860	\$-	\$-	\$-	\$12,860
LIBRARY FUND	\$1,993,154	\$-	\$-	\$-	\$1,993,154
ROAD FUND	\$14,930,333	\$-	\$-	\$-	\$14,930,333
STRUCTURAL FIRE FUND	\$755,587	\$-	\$-	\$-	\$755,587
<b>TOTAL SPECIAL REVENUE FUNDS</b>	<b>\$17,699,283</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$17,699,283</b>
<b>CAPITAL PROJECTS FUNDS</b>					
CAPITAL PROJECTS/MAJOR MAINT.	\$13,701,268	\$-	\$-	\$-	\$13,701,268
<b>TOTAL CAPITAL PROJECTS FUNDS</b>	<b>\$13,701,268</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$13,701,268</b>
<b>DEBT SERVICE FUNDS</b>					
BUILDING LOANS	\$6,441,400	\$-	\$6,100,204	\$-	\$341,196
<b>TOTAL DEBT SERVICE FUNDS</b>	<b>\$6,441,400</b>	<b>\$-</b>	<b>\$6,100,204</b>	<b>\$-</b>	<b>\$341,196</b>
<b>TOTAL GOVERNMENTAL FUNDS</b>	<b>\$76,885,201</b>	<b>\$-</b>	<b>\$26,100,204</b>	<b>\$-</b>	<b>\$50,784,997</b>





**COUNTY OF TULARE**  
**SUMMARY OF ADDITIONAL FINANCING SOURCES BY SOURCE AND FUND**  
**GOVERNMENTAL FUNDS**  
**FISCAL YEAR 2012-13**

DESCRIPTION	2010-11 ACTUAL	2011-12 ACTUAL ESTIMATED	2012-13 RECOMMENDED	2012-13 ADOPTED BY THE BOARD OF SUPERVISORS
1	2	3	4	5

**SUMMARIZATION BY SOURCE**

TAXES	\$137,612,483	\$129,937,628	\$130,190,693
LIC.,PERMITS & FRANCHISE	\$8,785,002	\$9,298,397	\$9,700,888
FINES,FORFEIT.,PENALTIES	\$9,366,179	\$8,204,270	\$7,614,438
REV. FROM USE OF MONEY & PROP	\$3,230,187	\$3,457,064	\$2,209,874
INTERGOVERNMENTAL REVENUE	\$389,225,118	\$412,313,978	\$477,127,502
CHARGES FOR CURRENT SERV	\$81,373,041	\$68,538,073	\$75,476,088
MISCELLANEOUS REVENUE	\$9,129,748	\$11,799,352	\$5,713,238
OTHER FINANCING SOURCES	\$71,799,589	\$103,971,654	\$108,562,666
COWCAP	\$1,301,025	\$1,367,370	\$1,365,181

<b>TOTAL SUMMARIZATION BY SOURCE</b>	<b>\$711,822,372</b>	<b>\$748,887,786</b>	<b>\$817,960,568</b>
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**SUMMARIZATION BY FUND**

GENERAL FUND	\$549,767,693	\$556,772,462	\$618,081,952
AVIATION	\$202,678	\$369,877	\$1,156,137
CHILD SUPPORT SERVICES	\$13,683,060	\$13,037,096	\$16,545,513
COMMUNITY DEVELOPMENT BLOCK GR	\$2,186,742	\$1,852,544	\$4,528,335
FISH & GAME FUND	\$7,229	\$6,746	\$-
HOME PROGRAM FUND	\$32,367	\$5,013,823	\$825,074
INDIGENT HEALTHCARE AB75	\$1,123,171	\$1,165,858	\$1,142,461
LIBRARY FUND	\$3,906,223	\$3,771,520	\$3,779,619
REALIGNMENT-HEALTH	\$11,572,067	\$13,288,175	\$16,870,316
REALIGNMENT-MENTAL HEALTH	\$2,600,990	\$15,437,685	\$13,560,131
REALIGNMENT-SOCIAL SERVICES	\$12,494,183	\$28,815,858	\$31,134,122
ROAD FUND	\$61,388,143	\$55,546,642	\$64,060,683
STRUCTURAL FIRE FUND	\$12,685,660	\$12,784,588	\$13,846,474
T C WORKFORCE INVESTMENT BOARD	\$15,130,571	\$13,193,859	\$9,516,568
TOBACCO SETTLEMENT REVENUE FND	\$3,853,660	\$3,929,789	\$4,715,894
CAPITAL PROJECTS/MAJOR MAINT.	\$6,612,879	\$9,596,073	\$7,821,361
BUILDING LOANS	\$8,250,578	\$8,685,412	\$10,375,928
PENSION OBLIGATION BOND	\$6,324,478	\$5,619,779	\$-

<b>TOTAL SUMMARIZATION BY FUND</b>	<b>\$711,822,372</b>	<b>\$748,887,786</b>	<b>\$817,960,568</b>
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STATE CONTROLLER SCHEDULES COUNTY BUDGET ACT		COUNTY OF TULARE DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT GOVERNMENTAL FUNDS FISCAL YEAR 2012-13				SCHEDULE 6
FUND NAME	FINANCING SOURCE CATEGORY	FINANCING SOURCE ACCOUNT	2010-11 ACTUAL	2011-12 ACTUAL ESTIMATED	2012-13 RECOMMENDED	2012-13 ADOPTED BY THE BOARD OF SUPERVISORS
1	2	3	4	5	6	7
GENERAL FUND						
GENERAL FUND						
	PROPERTY TAXES					
		TAXES				
		PROPERTY TAXES-CURRENT SECURED	\$37,883,087	\$38,288,276	\$37,883,087	
		PROPERTY TAX-CURRENT UNSECURED	\$2,145,091	\$2,206,950	\$2,000,000	
		RESIDUAL DIST	\$-	\$539,941	\$-	
		PROPERTY TAXES-PRIOR SECURED	\$745,739	\$903,172	\$600,000	
		PROPERTY TAXES-PRIOR UNSECURED	\$29,722	\$69,749	\$40,000	
		PROPERTY TAX IN-LIEU OF VLF	\$45,609,094	\$45,185,978	\$45,153,003	
		SUPPL PROP TAX-CURRENT SECURED	\$872,960	\$294,042	\$250,000	
		SUPPL PROPERTY TAXES-PRIOR	\$193,507	\$167,514	\$3,060	
		WILLIAMSON ACT LOCAL (AB 1265)	\$-	\$2,283,287	\$2,000,000	
		RDA PASS THRU	\$4,895,565	\$2,956,926	\$1	
		RDA PASS THRU PY	\$314,583	\$53,538	\$-	
		PASS THROUGH - FACILITIES PRTN	\$-	\$2,059,621	\$5,000,000	
		TOTAL TAXES	\$92,689,348	\$95,008,994	\$92,929,151	
	TOTAL PROPERTY TAXES		\$92,689,348	\$95,008,994	\$92,929,151	
	OTHER TAXES					
		TAXES				
		SALES & USE TAXES	\$6,430,516	\$7,241,754	\$6,700,000	
		IN LIEU LOCAL SALES & USE TAX	\$1,819,558	\$2,383,532	\$2,000,000	
		MEASURE J SALES TAX PROCEEDS	\$-	\$-	\$4,080	
		TRANSIENT LODGING-ROOM OCCUP	\$1,199,710	\$1,279,753	\$1,119,000	
		PROPERTY TRANSFER TAX	\$837,065	\$1,104,173	\$955,000	
		TIMBER YIELD	\$1,422	\$2,172	\$2,000	
		AIRCRAFT	\$134,849	\$161,275	\$198,900	
		ADJUSTMENT OF PARTNERSHIP PROG	\$962,000	\$962,000	\$962,000	
		STATE - TOBACCO TAX PROP 10	\$458,870	\$169,689	\$158,986	

STATE CONTROLLER SCHEDULES COUNTY BUDGET ACT		COUNTY OF TULARE DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT GOVERNMENTAL FUNDS FISCAL YEAR 2012-13				SCHEDULE 6
FUND NAME	FINANCING SOURCE CATEGORY	FINANCING SOURCE ACCOUNT	2010-11 ACTUAL	2011-12 ACTUAL ESTIMATED	2012-13 RECOMMENDED	2012-13 ADOPTED BY THE BOARD OF SUPERVISORS
1	2	3	4	5	6	7
		TOTAL TAXES	\$11,843,990	\$13,304,348	\$12,099,966	
		TOTAL OTHER TAXES	\$11,843,990	\$13,304,348	\$12,099,966	
		LICENSES,PERMITS & FRANCHISES				
		LIC.,PERMITS & FRANCHISE				
		ANIMAL LICENSES	\$65,888	\$57,690	\$77,000	
		REGISTRATION FEES	\$-	\$394,365	\$403,325	
		BUSINESS LICENSES	\$2,634,873	\$2,922,692	\$2,976,996	
		CONSTRUCTION PERMITS	\$1,651,694	\$1,598,437	\$1,795,817	
		DBL FEE FOR USE PERMITS	\$7,392	\$12,680	\$12,000	
		DBL FEE FOR ILLEGAL CONSTR	\$-	\$70	\$100	
		DAIRY COMPLIANCE INVEST FEES	\$164,813	\$169,181	\$165,000	
		AG PRESERVE APPLICATION FEES	\$9,300	\$7,140	\$8,000	
		FRANCHISES	\$3,943,863	\$3,802,217	\$3,820,000	
		OTHER LICENSES & PERMITS	\$206,883	\$213,763	\$306,400	
		AUTOMATION SURCHARGE	\$5,662	\$28,804	\$35,000	
		E.E. HOUSING PERMITS	\$68,730	\$67,680	\$79,000	
		REINSPECTION FEES	\$800	\$2,700	\$1,600	
		HOUSING CERTIFICATE OF NON-OP	\$1,600	\$300	\$500	
		HOUSING VERIFICATION OF US CIT	\$143	\$91	\$50	
		TOTAL LIC.,PERMITS & FRANCHISE	\$8,761,641	\$9,277,810	\$9,680,788	
		TOTAL LICENSES,PERMITS & FRANCHISES	\$8,761,641	\$9,277,810	\$9,680,788	
		VEHICLE CODE FINES				
		FINES,FORFEIT.,PENALTIES				
		RED LIGHT VIOLATIONS	\$10,335	\$15,778	\$12,000	
		PROOF OF INSURANCE VIOLATIONS	\$42,310	\$42,638	\$42,000	
		PARKING FINES	\$95,310	\$59,508	\$99,635	
		TOTAL FINES,FORFEIT.,PENALTIES	\$147,955	\$117,924	\$153,635	

STATE CONTROLLER SCHEDULES COUNTY BUDGET ACT		COUNTY OF TULARE DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT GOVERNMENTAL FUNDS FISCAL YEAR 2012-13				SCHEDULE 6
FUND NAME	FINANCING SOURCE CATEGORY	FINANCING SOURCE ACCOUNT	2010-11 ACTUAL	2011-12 ACTUAL ESTIMATED	2012-13 RECOMMENDED	2012-13 ADOPTED BY THE BOARD OF SUPERVISORS
1	2	3	4	5	6	7
		TOTAL VEHICLE CODE FINES	\$147,955	\$117,924	\$153,635	
		OTHER COURT FINES				
		FINES,FORFEIT.,PENALTIES				
		OTHER COURT FINES	\$72,812	\$64,239	\$85,000	
		CHILD PASSENGER SEAT VIOLATION	\$12,000	\$19,997	\$20,000	
		AUTO WARRANT SYS (FTA/FTP)	\$65	\$215	\$75	
		BICYCLE HELMET VIOLATIONS	\$294	\$623	\$500	
		STATE PENALTY ASSESSMENT	\$905,805	\$931,098	\$880,000	
		CRIME PREVENTION FINES	\$276	\$280	\$200	
		OFF-HIGHWAY VEHICLE FINES	\$270	\$400	\$200	
		GENERAL BASE FINE DISTRIBUTION	\$435,889	\$464,242	\$437,000	
		BASE FINE DISTRIBUTION-REALIGN	\$1,279,079	\$1,364,512	\$1,300,000	
		PC 1463.07 \$25 ADMIN SCRIN	\$1,421	\$1,414	\$1,400	
		P/C 1463.07 \$10 CITATION	\$139	\$177	\$100	
		STATHAM FINES-DRUNKEN DRIVING	\$2	\$-	\$-	
		TRAFFIC SCHOOL FEES #24	\$285,247	\$282,845	\$280,000	
		TOTAL FINES,FORFEIT.,PENALTIES	\$2,993,299	\$3,130,042	\$3,004,475	
		TOTAL OTHER COURT FINES	\$2,993,299	\$3,130,042	\$3,004,475	
		FORFEITURES & PENALTIES				
		FINES,FORFEIT.,PENALTIES				
		E.E. HOUSING FINES	\$3,493	\$380	\$500	
		PENALTY ON DELINQUENT TAXES	\$1,409,245	\$1,408,386	\$1,150,000	
		COST OF PREPARING DELINQ TAXES	\$122,062	\$127,664	\$100,000	
		COUNTY PENALTY ASSESSMENT	\$227,432	\$310,598	\$288,305	
		DUI LAB FEES	\$34,435	\$49,943	\$40,000	
		PENALTY & ASSESSMENTS	\$241,597	\$6,281	\$216,508	
		BAIL ENHANCEMENT	\$128,199	\$139,940	\$130,000	
		CONTROLLED SUBSTANCE VIOLATION	\$20,226	\$30,069	\$20,000	
		TOTAL FINES,FORFEIT.,PENALTIES	\$2,186,689	\$2,073,261	\$1,945,313	

STATE CONTROLLER SCHEDULES COUNTY BUDGET ACT		COUNTY OF TULARE DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT GOVERNMENTAL FUNDS FISCAL YEAR 2012-13				SCHEDULE 6
FUND NAME	FINANCING SOURCE CATEGORY	FINANCING SOURCE ACCOUNT	2010-11 ACTUAL	2011-12 ACTUAL ESTIMATED	2012-13 RECOMMENDED	2012-13 ADOPTED BY THE BOARD OF SUPERVISORS
1	2	3	4	5	6	7
		TOTAL FORFEITURES & PENALTIES	\$2,186,689	\$2,073,261	\$1,945,313	
		FROM USE OF MONEY & PROPERTY				
		REV. FROM USE OF MONEY & PROP				
		INTEREST	\$1,680,131	\$1,464,739	\$537,500	
		FACILITY RENT	\$678,581	\$811,214	\$602,112	
		CONCESSIONS	\$87,858	\$79,336	\$110,000	
		INSURANCE AND RECOVERY	\$10,319	\$-	\$-	
		TOTAL REV. FROM USE OF MONEY & PROP	\$2,456,889	\$2,355,289	\$1,249,612	
		TOTAL FROM USE OF MONEY & PROPERTY	\$2,456,889	\$2,355,289	\$1,249,612	
		STATE AID				
		INTERGOVERNMENTAL REVENUE				
		STATE MOTOR VEHICLE-SUPPLEMENT	\$-	\$951,273	\$-	
		STATE OTHER-IN LIEU TAX	\$5,499	\$5,047	\$5,700	
		STATE-PUBLIC ASSISTANCE ADMIN	\$47,064,817	\$36,818,981	\$53,204,395	
		SCHOOL NUTRITION PROGRAM	\$21,177	\$19,770	\$23,369	
		STATE AID FOR CHILDREN	\$55,692,045	\$24,358,950	\$38,535,169	
		STATE AID VLF REALIGNMENT	\$15,455,295	\$11,770,559	\$15,884,423	
		STATE-MEDICAL MANAGED CARE	\$2,565,147	\$3,462,500	\$3,400,000	
		STATE-MENTAL HEALTH	\$8,764,424	\$10,925,443	\$11,077,245	
		AID FOR TUBERCULOSIS CONTROL	\$64,537	\$35,612	\$54,401	
		STATE HEALTH PROGRAMS-OTHER	\$1,346,868	\$814,656	\$776,329	
		STATE-DRUG & ALCOHOL ABUSE	\$659,223	\$254,398	\$-	
		STATE HEALTH ADMINISTRATION	\$897,363	\$926,517	\$-	
		STATE-AGRICULTURE	\$2,577,917	\$2,807,838	\$2,826,158	
		STATE-WEIGHTS & MEASURES	\$14,794	\$17,779	\$19,369	
		AID FOR TRNG ON CORRECTIONS	\$202,183	\$369,219	\$337,767	
		AID FOR TRNG POST	\$184,525	\$191,409	\$160,000	
		STATE-DISASTER RELIEF	\$(19,611)	\$5,269	\$350,000	
		STATE-VETERANS AFFAIRS	\$64,965	\$76,484	\$65,687	
		ST-HOMEOWNERS PROP TAX RELIEF	\$518,616	\$525,300	\$550,000	
		STATE- OTHER	\$11,042,016	\$14,332,448	\$32,549,064	

STATE CONTROLLER SCHEDULES COUNTY BUDGET ACT		COUNTY OF TULARE DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT GOVERNMENTAL FUNDS FISCAL YEAR 2012-13				SCHEDULE 6
FUND NAME	FINANCING SOURCE CATEGORY	FINANCING SOURCE ACCOUNT	2010-11 ACTUAL	2011-12 ACTUAL ESTIMATED	2012-13 RECOMMENDED	2012-13 ADOPTED BY THE BOARD OF SUPERVISORS
1	2	3	4	5	6	7
		STATE- SB933 REIMBURSEMENT	\$15,161	\$9,275	\$30,000	
		STATE- CAPIT	\$287,854	\$95,978	\$-	
		OTHER STATE GRANTS	\$5,155,575	\$3,780,606	\$7,518,417	
		OTHER STATE CONTRACTS	\$1,689,874	\$288,396	\$1,450,000	
		PROPERTY TAX ADMIN-AB818	\$13,333	\$-	\$50,000	
		JJCPA	\$853,739	\$656,059	\$1,221,122	
		STATE- COPS	\$320,959	\$177,381	\$178,435	
		JUV PROB & CAMPS FUNDING(JPCF)	\$2,460,556	\$2,945,498	\$3,618,851	
		STATE - VLF	\$1,230,592	\$191,417	\$-	
		STATE REALIGNMENT 2011	\$-	\$28,559,982	\$38,398,293	
		STATE AID FOR SB90	\$268,718	\$168,544	\$71,001	
		PROP 172 PUB SAFETY FUND	\$21,350,561	\$21,976,976	\$21,700,000	
		TOTAL INTERGOVERNMENTAL REVENUE	\$180,768,722	\$167,519,564	\$234,055,195	
		TOTAL STATE AID	\$180,768,722	\$167,519,564	\$234,055,195	
		FEDERAL AID				
		INTERGOVERNMENTAL REVENUE				
		FED-PUBLIC ASSISTANCE ADMINIST	\$40,280,111	\$37,877,601	\$44,156,405	
		FED-PROB TITLE IV-E	\$1,109,119	\$1,203,096	\$1,948,734	
		FED-ARRA GRANTS	\$5,602,064	\$1,428,411	\$1,126,163	
		FED-PUB-ASSISTANCE-CHILDREN	\$56,591,822	\$57,545,940	\$44,830,434	
		FED-WIC	\$4,846,680	\$5,045,873	\$5,260,470	
		FED ALCOHOL & DRUG PROGRAMS	\$2,443,489	\$2,009,421	\$2,348,490	
		FED-HEALTH ADMINISTRATION	\$6,379,715	\$5,794,680	\$6,686,505	
		FED-DISASTER RELIEF	\$31,898	\$-	\$-	
		FED-IN LIEU TAXES	\$2,523,680	\$5,722,502	\$2,500,000	
		FED-OTHER	\$1,703,265	\$1,910,962	\$335,000	
		OTHER FEDERAL GRANTS	\$5,966,570	\$5,112,820	\$5,709,898	
		OTHER FEDERAL CONTRACTS	\$701,198	\$660,073	\$401,000	
		FED-HOMELAND SECURITY	\$1,004,466	\$961,989	\$1,172,723	
		FED-BIOTERRORISM PREPAREDNESS	\$1,257,216	\$1,107,031	\$843,627	
		FED-GLASSYWING SHARPSHOOTER	\$657,949	\$879,840	\$570,000	
		FOOD & NUTRITION SERVICES	\$338,343	\$321,071	\$342,882	
		FEMA GRANTS	\$201,238	\$154,531	\$272,822	
		CDBG-REHAB PROGRAM INCOME	\$411,564	\$921,102	\$975,900	
		CAL HOME	\$527,375	\$132,791	\$481,477	

STATE CONTROLLER SCHEDULES COUNTY BUDGET ACT		COUNTY OF TULARE DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT GOVERNMENTAL FUNDS FISCAL YEAR 2012-13				SCHEDULE 6
FUND NAME	FINANCING SOURCE CATEGORY	FINANCING SOURCE ACCOUNT	2010-11 ACTUAL	2011-12 ACTUAL ESTIMATED	2012-13 RECOMMENDED	2012-13 ADOPTED BY THE BOARD OF SUPERVISORS
1	2	3	4	5	6	7
		HOME REHAB PROGRAM INCOME	\$-	\$-	\$10,000	
		TOTAL INTERGOVERNMENTAL REVENUE	\$132,577,762	\$128,789,734	\$119,972,530	
		TOTAL FEDERAL AID	\$132,577,762	\$128,789,734	\$119,972,530	
		OTHER GOVERNMENTAL AID				
		FINES,FORFEIT.,PENALTIES				
		ADMINISTRATIVE FINES	\$60,696	\$99,037	\$75,000	
		TOTAL FINES,FORFEIT.,PENALTIES	\$60,696	\$99,037	\$75,000	
		INTERGOVERNMENTAL REVENUE				
		OTHER-IN LIEU TAXES	\$17,983	\$18,540	\$16,320	
		RDA PT ADMIN [H&S34182(A)(3)]	\$-	\$-	\$20,000	
		ADMIN FEES	\$53,642	\$79,420	\$43,970	
		TOTAL INTERGOVERNMENTAL REVENUE	\$71,625	\$97,960	\$80,290	
		TOTAL OTHER GOVERNMENTAL AID	\$132,321	\$196,997	\$155,290	
		CHARGES FOR CURRENT SERVICES				
		CHARGES FOR CURRENT SERV				
		ASSESSMENTS & TAX COLLECT FEES	\$216,809	\$382,055	\$273,816	
		HR&D ADMIN FEES	\$72,675	\$74,824	\$73,490	
		DEFERRED COMP ADMIN	\$47,980	\$95,786	\$71,775	
		PROP TAX ADM-SB2557	\$1,802,093	\$1,546,106	\$1,800,000	
		PROP TAX ADM-SB2557-PR YR	\$183,982	\$-	\$-	
		AUDITING & ACCOUNTING FEES	\$49,331	\$30,205	\$25,001	
		BOND PROCESSING FEES	\$20,572	\$24,962	\$20,000	
		ELECTION SERVICES	\$469,885	\$297,426	\$468,800	
		FILING FEES	\$10,734	\$9,699	\$10,000	
		LEGAL SERVICES	\$658,129	\$690,456	\$700,000	
		COURT APPOINTED ATTORNEY FEES	\$67	\$167	\$150	
		REGISTRATION FEES FOR APPOINTE	\$-	\$-	\$20,000	
		PERSONNEL SERVICES	\$1,384,868	\$1,333,866	\$1,418,714	



STATE CONTROLLER SCHEDULES COUNTY BUDGET ACT		COUNTY OF TULARE DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT GOVERNMENTAL FUNDS FISCAL YEAR 2012-13			SCHEDULE 6	
FUND NAME	FINANCING SOURCE CATEGORY	FINANCING SOURCE ACCOUNT	2010-11 ACTUAL	2011-12 ACTUAL ESTIMATED	2012-13 RECOMMENDED	2012-13 ADOPTED BY THE BOARD OF SUPERVISORS
1	2	3	4	5	6	7
		COMPLIANCE REP/MONITORING FEES	\$70	\$(10)	\$-	
		PLANNING & ENGINEERING SERV	\$948,111	\$837,700	\$1,796,956	
		AGRICULTURAL SERVICES	\$1,600,715	\$1,833,175	\$1,805,330	
		CIVIL PROCESS SERVICES	\$947,204	\$608,592	\$222,000	
		INSTALLMENT ACCOUNT FEES	\$24,724	\$24,150	\$70,000	
		ACCOUNTS RECEIVABLE FEE	\$-	\$2,789	\$2	
		CITATION PROCESSING FEES	\$18,082	\$19,833	\$17,000	
		ADMINISTRATIVE SCREENING	\$2,441	\$1,544	\$1,500	
		DOMESTIC VIOLENCE FEE	\$21,351	\$26,848	\$26,000	
		DOMESTIC VIOLENCE-RESTRAINING	\$8,592	\$8,353	\$10,000	
		TRAFFIC SCHOOL FEES	\$353,485	\$332,123	\$340,000	
		TRAFFIC SCHOOL REALIGNMENT FEE	\$1,183,520	\$1,189,595	\$1,150,000	
		VEHICLE REPOSSESSION FEES	\$2,955	\$2,625	\$2,520	
		TOWING FEE CHARGE	\$50,700	\$53,300	\$65,000	
		ESTATE FEES	\$26,460	\$53,484	\$25,840	
		INMATE SERVICES	\$568,652	\$620,462	\$729,046	
		BOOKING FEES FOR JAIL	\$829,164	\$592,690	\$829,000	
		BOOKING FEES	\$23,422	\$26,666	\$23,000	
		OUTSIDE DA CONTRACTS	\$90,060	\$-	\$-	
		WEEKENDER ADMINISTRATION FEES	\$72,640	\$73,340	\$75,600	
		RETURN TO CUSTODY	\$54,664	\$75,283	\$54,000	
		PROOF OF CORRECTION	\$65,227	\$67,855	\$60,000	
		SWAP FEES	\$248,892	\$239,037	\$364,000	
		FINGERPRINT FEES	\$214,505	\$211,444	\$250,000	
		DISPATCH SERVICE	\$154,161	\$156,102	\$80,000	
		RESEARCH FEES	\$10,426	\$1,913	\$25,000	
		RECORDING FEES-MICROGRAPHICS	\$212,841	\$98,114	\$850,739	
		LOCAL AGENCY FORMATION (LAFCO)	\$-	\$-	\$1	
		FILED PROP TAX DOCUMENT FEES	\$-	\$-	\$1	
		DMV SEARCH FEES	\$-	\$-	\$1	
		TAX ESTIMATES FEE	\$8,820	\$8,757	\$7,500	
		DMV-AUTO THEFT ASSESSMENT FEES	\$210,139	\$152,459	\$210,139	
		REAL ESTATE RECORDING FEE	\$179,291	\$186,052	\$239,810	
		RECORDING FEES	\$1,589,631	\$1,697,585	\$2,061,000	
		SSN TRUNCATION PROGRAM	\$-	\$-	\$1	
		BIRTHS, DEATHS & MARRIAGE CERT	\$50,000	\$50,000	\$50,000	
		HEALTH FEES	\$207,621	\$179,685	\$185,815	
		HEALTH FEES - MEDI-CAL	\$37,788,767	\$28,656,417	\$33,043,986	
		MEDI-CAL-BLUE CROSS/MNGD CARE	\$2,994,566	\$3,153,495	\$3,200,000	
		MEDI-CAL-HEALTHNET/MNGD CARE	\$419,381	\$567,048	\$500,000	

STATE CONTROLLER SCHEDULES COUNTY BUDGET ACT		COUNTY OF TULARE DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT GOVERNMENTAL FUNDS FISCAL YEAR 2012-13				SCHEDULE 6
FUND NAME	FINANCING SOURCE CATEGORY	FINANCING SOURCE ACCOUNT	2010-11 ACTUAL	2011-12 ACTUAL ESTIMATED <input checked="" type="checkbox"/>	2012-13 RECOMMENDED	2012-13 ADOPTED BY THE BOARD OF SUPERVISORS
1	2	3	4	5	6	7
		HEALTHY FAMILIES-BC/MNGD CARE	\$66,321	\$100,806	\$110,000	
		HEALTHY FAMILIES-HN/MNGD CARE	\$22,582	\$23,518	\$23,000	
		HEALTHY FAMILY SED	\$1,301,120	\$1,240,325	\$1,200,000	
		CAPITATION - KEY MEDICAL	\$16,654	\$11,316	\$13,000	
		HEALTH FEES - MEDICARE	\$273,918	\$545,649	\$456,000	
		HEALTH FEES - PRIVATE PAY	\$563,272	\$480,314	\$480,000	
		HEALTH FEES - PATIENT INSUR	\$197,106	\$189,197	\$188,000	
		HEALTH FEES - MILK TESTING	\$4,688	\$8,211	\$15,000	
		MENTAL HEALTH SERVICES	\$945	\$977	\$3,500	
		ALCOHOL ABUSE FEES	\$39,276	\$27,766	\$-	
		CALIF CHILDREN SERVICES	\$2,019,921	\$1,303,955	\$1,851,002	
		INSTITUTIONAL CARE & SERVICES	\$330,147	\$88,677	\$248,000	
		LIBRARY SERVICES	\$132,171	\$130,381	\$125,000	
		CHGS FOR SERV-WATER & SEWER	\$-	\$110,160	\$101,252	
		MUSEUM ENTRANCE FEES	\$8,167	\$5,847	\$15,000	
		CAMPING FEES	\$47,534	\$52,241	\$72,000	
		PARK ENTRANCE FEES	\$87,972	\$91,518	\$120,000	
		RESERVATION FEES	\$-	\$-	\$13,000	
		OTHER SERVICES	\$3,438,967	\$1,672,955	\$2,949,546	
		KTAAA ADMIN	\$278,854	\$256,215	\$301,595	
		COLLECTIONS SERVICES	\$248,252	\$202,442	\$293,667	
		BILLED PHONE REVENUE	\$123,694	\$132,422	\$205,264	
		ADMIN CHARGED	\$1,246,901	\$1,288,860	\$1,398,050	
		SERVICES OF THE TREASURER	\$1,273,604	\$1,596,108	\$1,646,669	
		BILLED SVCS TO COURT	\$1,640	\$118,027	\$-	
		CO COUNSEL CHARGES	\$630,096	\$777,142	\$650,000	
		SERVICES TO OTHER DEPTS	\$505,779	\$407,697	\$428,276	
		SERVICES TO RISK MANAGEMENT	\$1,117,926	\$1,184,807	\$1,441,610	
		GIS SERVICES	\$27,839	\$39,858	\$60,600	
		GSA-COURIER	\$22,091	\$6,247	\$5,562	
		PROPERTY MANAGEMENT	\$2,240	\$2,345	\$1,995	
		COST PLAN RECOVERED	\$652,455	\$774,421	\$771,373	
		COURT SECURITY SERVICES	\$4,532,670	\$85,567	\$1	
		TOTAL CHARGES FOR CURRENT SERV	\$75,313,207	\$59,250,028	\$68,440,495	
		TOTAL CHARGES FOR CURRENT SERVICES	\$75,313,207	\$59,250,028	\$68,440,495	
		INTERFUND REVENUE				

STATE CONTROLLER SCHEDULES COUNTY BUDGET ACT		COUNTY OF TULARE DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT GOVERNMENTAL FUNDS FISCAL YEAR 2012-13				SCHEDULE 6
FUND NAME	FINANCING SOURCE CATEGORY	FINANCING SOURCE ACCOUNT	2010-11 ACTUAL	2011-12 ACTUAL ESTIMATED	2012-13 RECOMMENDED	2012-13 ADOPTED BY THE BOARD OF SUPERVISORS
1	2	3	4	5	6	7
		CHARGES FOR CURRENT SERV				
		I/F REV - PROP TAX ADM-SB2557	\$104,617	\$114,419	\$113,000	
		I/F REV-BILLED PHONE REVENUE	\$241,441	\$182,006	\$106,752	
		I/F REV-ADMIN CHARGED	\$1,334,709	\$1,471,737	\$1,450,201	
		I/F REV-COUNTY COUNSEL CHARGES	\$70,201	\$37,251	\$30,000	
		I/F REVENUE SHERIFF'S ENGRAVIN	\$-	\$696	\$-	
		I/F REV-GIS SERVICES	\$32,215	\$23,332	\$34,000	
		I/F REV-COURIER	\$38,813	\$40,848	\$35,851	
		I/F REV-PROPERTY MANAGEMENT	\$158,845	\$110,632	\$121,645	
		INTERFUND REV-SERV TO OTH DEPT	\$495,680	\$559,773	\$671,684	
		INTERFUND REV-PPTY TAX SERVICE	\$7,700	\$13,003	\$450	
		INTERFUND REV-PROG ADMIN COSTS	\$55,000	\$148,164	\$368,519	
		TOTAL CHARGES FOR CURRENT SERV	\$2,539,221	\$2,701,861	\$2,932,102	
		TOTAL INTERFUND REVENUE	\$2,539,221	\$2,701,861	\$2,932,102	
		MISCELLANEOUS REVENUE				
		MISCELLANEOUS REVENUE				
		WELFARE REPAYMENTS	\$853,709	\$620,218	\$199,999	
		FOOD STAMP REPAYMENTS	\$109,626	\$289,566	\$2	
		WELFARE REPAYMENTS & REFUNDS	\$681,445	\$329,693	\$-	
		RETIREMENT REFUNDS	\$19,493	\$9,800	\$-	
		RESTITUTION PAYMENTS	\$2,000	\$736	\$201	
		VENDOR REBATES	\$154,335	\$161,876	\$131,091	
		ASSET FORFEITURES	\$78,440	\$229,383	\$494,000	
		CONSUMER FRAUD SEIZURES	\$-	\$-	\$5,000	
		OTHER SALES-TAXABLE (UI 8.75)	\$140,939	\$175,985	\$215,108	
		OTHER SALES-TAXABLE (VIS 9.00)	\$81,175	\$78,698	\$75,450	
		OTHER SALES-TAXABLE (TUL 9.25)	\$120	\$-	\$-	
		OTHER SALES-NON TAXABLE	\$152,222	\$155,217	\$108,600	
		LESS CONSIGNMENT SALES	\$(18,518)	\$(5,346)	\$(3,000)	
		OTHER REVENUE-PRIOR YEAR	\$3,392	\$4,632,694	\$4	
		PRIOR YEAR ADJUSTMENTS	\$27,663	\$-	\$-	
		VEHICLE USE REIMBURSEMENT	\$7,437	\$2,638	\$4,000	
		PUBLIC ADM REIMBURSEMENTS	\$28,767	\$68,719	\$75,000	
		CAFETERIA PLAN FOREITURES	\$2,077	\$-	\$-	

STATE CONTROLLER SCHEDULES COUNTY BUDGET ACT		COUNTY OF TULARE DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT GOVERNMENTAL FUNDS FISCAL YEAR 2012-13				SCHEDULE 6
FUND NAME	FINANCING SOURCE CATEGORY	FINANCING SOURCE ACCOUNT	2010-11 ACTUAL	2011-12 ACTUAL ESTIMATED	2012-13 RECOMMENDED	2012-13 ADOPTED BY THE BOARD OF SUPERVISORS
1	2	3	4	5	6	7
		OTHER REVENUE	\$448,097	\$379,065	\$1,287,143	
		PROGRAM REPAYMENTS	\$2,787,251	\$1,854,324	\$2,050,772	
		INSURANCE PROCEEDS/RECOVERIES	\$114,300	\$119,677	\$55,012	
		WORKER'S COMP REIMBURSEMENT	\$670,626	\$795,992	\$467,653	
		OTH REV 10% REBATE VICTIM REST	\$74,884	\$72,771	\$150,000	
		OUTLAWED WARRANTS	\$177,409	\$129,073	\$30,523	
		OTHER REVENUE-CASH OVERAGE	\$1	\$2	\$1	
		PRIVATE GRANTS/DONATIONS	\$25,319	\$(4,273)	\$128,000	
		NSF CHECKS	\$(5,892)	\$254	\$(39)	
		PRIOR A/P ACCRUALS ADJUSTMENT	\$1,184,456	\$1,217,404	\$3,205	
		TOTAL MISCELLANEOUS REVENUE	\$7,800,773	\$11,314,166	\$5,477,725	
		TOTAL MISCELLANEOUS REVENUE	\$7,800,773	\$11,314,166	\$5,477,725	
		OTHER FINANCING SOURCES				
		OTHER FINANCING SOURCES				
		SALE OF FIXED ASSETS-NON TAX	\$147,901	\$150,673	\$150,000	
		OPERATING TRANSFERS-IN	\$27,735,398	\$58,006,916	\$63,379,484	
		O/T-IN:VEH ACQUISITION 08/09	\$-	\$1,240,809	\$-	
		O/T-IN:VEH ACQUISITION 10/11	\$-	\$-	\$26,000	
		O/T-IN:VEH ACQU	\$-	\$-	\$965,000	
		O/T-IN:50% SAVINGS	\$361,635	\$966,676	\$100,010	
		O/T-IN:98/99 LEASE	\$9,917	\$-	\$-	
		TOTAL OTHER FINANCING SOURCES	\$28,254,851	\$60,365,074	\$64,620,494	
		TOTAL OTHER FINANCING SOURCES	\$28,254,851	\$60,365,074	\$64,620,494	
		COWCAP				
		COWCAP				
		INTERFUND REV-COWCAP BILLED	\$1,301,025	\$1,367,370	\$1,365,181	
		TOTAL COWCAP	\$1,301,025	\$1,367,370	\$1,365,181	

STATE CONTROLLER SCHEDULES COUNTY BUDGET ACT		COUNTY OF TULARE DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT GOVERNMENTAL FUNDS FISCAL YEAR 2012-13				SCHEDULE 6
FUND NAME	FINANCING SOURCE CATEGORY	FINANCING SOURCE ACCOUNT	2010-11 ACTUAL	2011-12 ACTUAL ESTIMATED	2012-13 RECOMMENDED	2012-13 ADOPTED BY THE BOARD OF SUPERVISORS
1	2	3	4	5	6	7
	TOTAL COWCAP		\$1,301,025	\$1,367,370	\$1,365,181	
TOTAL GENERAL FUND FINANCING SOURCES			\$549,767,693	\$556,772,462	\$618,081,952	
TOTAL GENERAL FUND FINANCING SOURCES			\$549,767,693	\$556,772,462	\$618,081,952	
SPECIAL REVENUE FUNDS						
INDIGENT HEALTHCARE AB75						
	FORFEITURES & PENALTIES					
		FINES, FORFEIT., PENALTIES				
		COUNTY PENALTY ASSESSMENT	\$949,407	\$973,760	\$936,015	
		TOTAL FINES, FORFEIT., PENALTIES	\$949,407	\$973,760	\$936,015	
	TOTAL FORFEITURES & PENALTIES		\$949,407	\$973,760	\$936,015	
	FROM USE OF MONEY & PROPERTY					
		REV. FROM USE OF MONEY & PROP				
		INTEREST	\$28,752	\$20,996	\$37,098	
		TOTAL REV. FROM USE OF MONEY & PROP	\$28,752	\$20,996	\$37,098	
	TOTAL FROM USE OF MONEY & PROPERTY		\$28,752	\$20,996	\$37,098	
	STATE AID					
		INTERGOVERNMENTAL REVENUE				
		STATE HEALTH PROGRAM-AB75	\$108,390	\$160,089	\$169,345	
		TOTAL INTERGOVERNMENTAL REVENUE	\$108,390	\$160,089	\$169,345	

STATE CONTROLLER SCHEDULES COUNTY BUDGET ACT		COUNTY OF TULARE DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT GOVERNMENTAL FUNDS FISCAL YEAR 2012-13			SCHEDULE 6	
FUND NAME	FINANCING SOURCE CATEGORY	FINANCING SOURCE ACCOUNT	2010-11 ACTUAL	2011-12 ACTUAL ESTIMATED	2012-13 RECOMMENDED	2012-13 ADOPTED BY THE BOARD OF SUPERVISORS
1	2	3	4	5	6	7
	TOTAL STATE AID		\$108,390	\$160,089	\$169,345	
	MISCELLANEOUS REVENUE					
		MISCELLANEOUS REVENUE				
		PROGRAM REPAYMENTS	\$19,498	\$11,013	\$3	
		OUTLAWED WARRANTS	\$45	\$-	\$-	
		TOTAL MISCELLANEOUS REVENUE	\$19,543	\$11,013	\$3	
	TOTAL MISCELLANEOUS REVENUE		\$19,543	\$11,013	\$3	
	OTHER FINANCING SOURCES					
		OTHER FINANCING SOURCES				
		OPERATING TRANSFERS-IN	\$17,079	\$-	\$-	
		TOTAL OTHER FINANCING SOURCES	\$17,079	\$-	\$-	
	TOTAL OTHER FINANCING SOURCES		\$17,079	\$-	\$-	
	TOTAL INDIGENT HEALTHCARE AB75 FINANCING SOURCES		\$1,123,171	\$1,165,858	\$1,142,461	
	LIBRARY FUND					
	PROPERTY TAXES					
		TAXES				
		PROPERTY TAXES-CURRENT SECURED	\$2,884,773	\$2,913,450	\$3,174,347	
		PROPERTY TAX-CURRENT UNSECURED	\$168,946	\$174,448	\$192,781	
		RESIDUAL DIST	\$-	\$17,473	\$-	
		PROPERTY TAXES-PRIOR SECURED	\$58,472	\$70,881	\$-	
		PROPERTY TAXES-PRIOR UNSECURED	\$2,330	\$5,474	\$1,000	
		SUPPL PROP TAX-CURRENT SECURED	\$31,792	\$10,723	\$-	
		SUPPL PROPERTY TAXES-PRIOR	\$7,045	\$6,102	\$100	
		RDA PASS THRU	\$202,002	\$116,672	\$152,961	

**COUNTY OF TULARE**  
**DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT**  
**GOVERNMENTAL FUNDS**  
**FISCAL YEAR 2012-13**

**SCHEDULE 6**

FUND NAME	FINANCING SOURCE CATEGORY	FINANCING SOURCE ACCOUNT	2010-11 ACTUAL	2011-12 ACTUAL ESTIMATED	2012-13 RECOMMENDED	2012-13 ADOPTED BY THE BOARD OF SUPERVISORS
1	2	3	4	5	6	7
		RDA PASS THRU PY	\$13,170	\$2,731	\$1	
		PASS THROUGH - FACILITIES PRTN	\$-	\$82,486	\$-	
		TOTAL TAXES	\$3,368,530	\$3,400,440	\$3,521,190	
		TOTAL PROPERTY TAXES	\$3,368,530	\$3,400,440	\$3,521,190	
		OTHER TAXES				
		TAXES				
		TIMBER YIELD	\$53	\$80	\$1,000	
		TOTAL TAXES	\$53	\$80	\$1,000	
		TOTAL OTHER TAXES	\$53	\$80	\$1,000	
		FROM USE OF MONEY & PROPERTY				
		REV. FROM USE OF MONEY & PROP				
		INTEREST	\$59,193	\$37,457	\$26,000	
		TOTAL REV. FROM USE OF MONEY & PROP	\$59,193	\$37,457	\$26,000	
		TOTAL FROM USE OF MONEY & PROPERTY	\$59,193	\$37,457	\$26,000	
		STATE AID				
		INTERGOVERNMENTAL REVENUE				
		ST-HOMEOWNERS PROP TAX RELIEF	\$40,095	\$40,650	\$21,000	
		STATE- OTHER	\$137,697	\$33,873	\$28,000	
		OTHER STATE GRANTS	\$110,544	\$21,500	\$-	
		TOTAL INTERGOVERNMENTAL REVENUE	\$288,336	\$96,023	\$49,000	
		TOTAL STATE AID	\$288,336	\$96,023	\$49,000	

STATE CONTROLLER SCHEDULES COUNTY BUDGET ACT		COUNTY OF TULARE DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT GOVERNMENTAL FUNDS FISCAL YEAR 2012-13			SCHEDULE 6	
FUND NAME	FINANCING SOURCE CATEGORY	FINANCING SOURCE ACCOUNT	2010-11 ACTUAL	2011-12 ACTUAL ESTIMATED	2012-13 RECOMMENDED	2012-13 ADOPTED BY THE BOARD OF SUPERVISORS
1	2	3	4	5	6	7
	FEDERAL AID					
		INTERGOVERNMENTAL REVENUE				
		FED-USDA	\$-	\$35,159	\$-	
		TOTAL INTERGOVERNMENTAL REVENUE	\$-	\$35,159	\$-	
	TOTAL FEDERAL AID		\$-	\$35,159	\$-	
	CHARGES FOR CURRENT SERVICES					
		CHARGES FOR CURRENT SERV				
		LIBRARY SERVICES	\$80,458	\$85,051	\$84,000	
		TOTAL CHARGES FOR CURRENT SERV	\$80,458	\$85,051	\$84,000	
	TOTAL CHARGES FOR CURRENT SERVICES		\$80,458	\$85,051	\$84,000	
	INTERFUND REVENUE					
		CHARGES FOR CURRENT SERV				
		INTERFUND REV-SERV TO OTH DEPT	\$62,961	\$50,882	\$-	
		TOTAL CHARGES FOR CURRENT SERV	\$62,961	\$50,882	\$-	
	TOTAL INTERFUND REVENUE		\$62,961	\$50,882	\$-	
	MISCELLANEOUS REVENUE					
		MISCELLANEOUS REVENUE				
		OTHER SALES-TAXABLE (UI 8.75)	\$6,290	\$4,879	\$5,800	
		OTHER SALES-TAXABLE (VIS 9.00)	\$20,477	\$17,554	\$20,000	
		OTHER SALES-TAXABLE (DIN 9.50)	\$2,501	\$1,645	\$2,500	
		OTHER REVENUE	\$3,340	\$-	\$1	
		OUTLAWED WARRANTS	\$76	\$194	\$128	
		PRIVATE GRANTS/DONATIONS	\$14,008	\$42,156	\$70,000	



STATE CONTROLLER SCHEDULES COUNTY BUDGET ACT		COUNTY OF TULARE DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT GOVERNMENTAL FUNDS FISCAL YEAR 2012-13				SCHEDULE 6
FUND NAME	FINANCING SOURCE CATEGORY	FINANCING SOURCE ACCOUNT	2010-11 ACTUAL	2011-12 ACTUAL ESTIMATED	2012-13 RECOMMENDED	2012-13 ADOPTED BY THE BOARD OF SUPERVISORS
1	2	3	4	5	6	7
		TOTAL MISCELLANEOUS REVENUE	\$46,692	\$66,428	\$98,429	
		TOTAL MISCELLANEOUS REVENUE	\$46,692	\$66,428	\$98,429	
		TOTAL LIBRARY FUND FINANCING SOURCES	\$3,906,223	\$3,771,520	\$3,779,619	
		FISH & GAME FUND				
		FORFEITURES & PENALTIES				
		FINES, FORFEIT., PENALTIES				
		FISH & GAME PENALTY ASSESSMENT	\$2,711	\$2,343	\$-	
		FISH & GAME PRESERVATION FINES	\$4,518	\$3,903	\$-	
		TOTAL FINES, FORFEIT., PENALTIES	\$7,229	\$6,246	\$-	
		TOTAL FORFEITURES & PENALTIES	\$7,229	\$6,246	\$-	
		MISCELLANEOUS REVENUE				
		MISCELLANEOUS REVENUE				
		OUTLAWED WARRANTS	\$-	\$500	\$-	
		TOTAL MISCELLANEOUS REVENUE	\$-	\$500	\$-	
		TOTAL MISCELLANEOUS REVENUE	\$-	\$500	\$-	
		TOTAL FISH & GAME FUND FINANCING SOURCES	\$7,229	\$6,746	\$-	
		AVIATION				
		PROPERTY TAXES				
		TAXES				
		RDA PASS THRU	\$-	\$-	\$24,000	

STATE CONTROLLER SCHEDULES COUNTY BUDGET ACT		COUNTY OF TULARE DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT GOVERNMENTAL FUNDS FISCAL YEAR 2012-13				SCHEDULE 6
FUND NAME	FINANCING SOURCE CATEGORY	FINANCING SOURCE ACCOUNT	2010-11 ACTUAL	2011-12 ACTUAL ESTIMATED	2012-13 RECOMMENDED	2012-13 ADOPTED BY THE BOARD OF SUPERVISORS
1	2	3	4	5	6	7
		TOTAL TAXES	\$-	\$-	\$24,000	
		TOTAL PROPERTY TAXES	\$-	\$-	\$24,000	
		FROM USE OF MONEY & PROPERTY				
		REV. FROM USE OF MONEY & PROP				
		FACILITY RENT	\$33,680	\$29,340	\$29,340	
		TOTAL REV. FROM USE OF MONEY & PROP	\$33,680	\$29,340	\$29,340	
		TOTAL FROM USE OF MONEY & PROPERTY	\$33,680	\$29,340	\$29,340	
		STATE AID				
		INTERGOVERNMENTAL REVENUE				
		STATE-AVIATION	\$-	\$-	\$40,000	
		OTHER STATE GRANTS	\$131,753	\$25,566	\$103,209	
		TOTAL INTERGOVERNMENTAL REVENUE	\$131,753	\$25,566	\$143,209	
		TOTAL STATE AID	\$131,753	\$25,566	\$143,209	
		FEDERAL AID				
		INTERGOVERNMENTAL REVENUE				
		OTHER FEDERAL GRANTS	\$12,581	\$300,405	\$890,568	
		TOTAL INTERGOVERNMENTAL REVENUE	\$12,581	\$300,405	\$890,568	
		TOTAL FEDERAL AID	\$12,581	\$300,405	\$890,568	
		INTERFUND REVENUE				
		CHARGES FOR CURRENT SERV				

STATE CONTROLLER SCHEDULES COUNTY BUDGET ACT		COUNTY OF TULARE DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT GOVERNMENTAL FUNDS FISCAL YEAR 2012-13			SCHEDULE 6	
FUND NAME	FINANCING SOURCE CATEGORY	FINANCING SOURCE ACCOUNT	2010-11 ACTUAL	2011-12 ACTUAL ESTIMATED	2012-13 RECOMMENDED	2012-13 ADOPTED BY THE BOARD OF SUPERVISORS
1	2	3	4	5	6	7
		INTERFUND REV-SERV TO OTH DEPT	\$24,480	\$14,566	\$-	
		TOTAL CHARGES FOR CURRENT SERV	\$24,480	\$14,566	\$-	
		TOTAL INTERFUND REVENUE	\$24,480	\$14,566	\$-	
		MISCELLANEOUS REVENUE				
		MISCELLANEOUS REVENUE				
		OTHER SALES-TAXABLE (VIS 9.00)	\$184	\$-	\$-	
		TOTAL MISCELLANEOUS REVENUE	\$184	\$-	\$-	
		TOTAL MISCELLANEOUS REVENUE	\$184	\$-	\$-	
		OTHER FINANCING SOURCES				
		OTHER FINANCING SOURCES				
		OPERATING TRANSFERS-IN	\$-	\$-	\$69,020	
		TOTAL OTHER FINANCING SOURCES	\$-	\$-	\$69,020	
		TOTAL OTHER FINANCING SOURCES	\$-	\$-	\$69,020	
		TOTAL AVIATION FINANCING SOURCES	\$202,678	\$369,877	\$1,156,137	
		STRUCTURAL FIRE FUND				
		PROPERTY TAXES				
		TAXES				
		PROPERTY TAXES-CURRENT SECURED	\$6,270,724	\$6,381,398	\$6,474,292	
		PROPERTY TAX-CURRENT UNSECURED	\$368,009	\$383,137	\$390,963	
		RESIDUAL DIST	\$-	\$27,646	\$-	
		PROPERTY TAXES-PRIOR SECURED	\$127,406	\$154,538	\$100,000	
		PROPERTY TAXES-PRIOR UNSECURED	\$5,078	\$11,935	\$5,000	
		SUPPL PROP TAX-CURRENT SECURED	\$63,731	\$21,503	\$35,000	

**COUNTY OF TULARE**  
**DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT**  
**GOVERNMENTAL FUNDS**  
**FISCAL YEAR 2012-13**

**SCHEDULE 6**

FUND NAME	FINANCING SOURCE CATEGORY	FINANCING SOURCE ACCOUNT	2010-11 ACTUAL	2011-12 ACTUAL ESTIMATED	2012-13 RECOMMENDED	2012-13 ADOPTED BY THE BOARD OF SUPERVISORS
1	2	3	4	5	6	7
		SUPL PROPERTY TAXES-PRIOR	\$13,833	\$12,108	\$1	
		RDA PASS THRU	\$131,378	\$44,654	\$90,000	
		RDA PASS THRU PY	\$(2,369)	\$129	\$-	
		PASS THROUGH - FACILITIES PRTN	\$-	\$34,896	\$-	
		TOTAL TAXES	\$6,977,790	\$7,071,944	\$7,095,256	
		TOTAL PROPERTY TAXES	\$6,977,790	\$7,071,944	\$7,095,256	
		OTHER TAXES				
		TAXES				
		TIMBER YIELD	\$36	\$56	\$100	
		TOTAL TAXES	\$36	\$56	\$100	
		TOTAL OTHER TAXES	\$36	\$56	\$100	
		LICENSES,PERMITS & FRANCHISES				
		LIC.,PERMITS & FRANCHISE				
		OTHER LICENSES & PERMITS	\$16,658	\$14,023	\$15,100	
		TOTAL LIC.,PERMITS & FRANCHISE	\$16,658	\$14,023	\$15,100	
		TOTAL LICENSES,PERMITS & FRANCHISES	\$16,658	\$14,023	\$15,100	
		FROM USE OF MONEY & PROPERTY				
		REV. FROM USE OF MONEY & PROP				
		INTEREST	\$60,974	\$2,851	\$50,000	
		FACILITY RENT	\$95,575	\$96,331	\$12,001	
		TOTAL REV. FROM USE OF MONEY & PROP	\$156,549	\$99,182	\$62,001	
		TOTAL FROM USE OF MONEY & PROPERTY	\$156,549	\$99,182	\$62,001	

STATE CONTROLLER SCHEDULES COUNTY BUDGET ACT		COUNTY OF TULARE DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT GOVERNMENTAL FUNDS FISCAL YEAR 2012-13				SCHEDULE 6
FUND NAME	FINANCING SOURCE CATEGORY	FINANCING SOURCE ACCOUNT	2010-11 ACTUAL	2011-12 ACTUAL ESTIMATED	2012-13 RECOMMENDED	2012-13 ADOPTED BY THE BOARD OF SUPERVISORS
1	2	3	4	5	6	7
	STATE AID					
		INTERGOVERNMENTAL REVENUE				
		STATE-DISASTER RELIEF	\$7,228	\$-	\$-	
		STATE-OES REIMBURSEMENT	\$38,271	\$127,000	\$50,000	
		ST-HOMEOWNERS PROP TAX RELIEF	\$87,330	\$89,137	\$89,138	
		STATE- OTHER	\$10,593	\$-	\$-	
		OTHER STATE GRANTS	\$-	\$-	\$20,000	
		TOTAL INTERGOVERNMENTAL REVENUE	\$143,422	\$216,137	\$159,138	
	TOTAL STATE AID		\$143,422	\$216,137	\$159,138	
	FEDERAL AID					
		INTERGOVERNMENTAL REVENUE				
		FED-DISASTER RELIEF	\$28,911	\$-	\$-	
		FEMA GRANTS	\$-	\$-	\$878,687	
		TOTAL INTERGOVERNMENTAL REVENUE	\$28,911	\$-	\$878,687	
	TOTAL FEDERAL AID		\$28,911	\$-	\$878,687	
	CHARGES FOR CURRENT SERVICES					
		CHARGES FOR CURRENT SERV				
		PLANNING & ENGINEERING SERV	\$125,550	\$171,978	\$160,000	
		FIRE PROTECTION SERVICES	\$58,688	\$70,348	\$50,000	
		DISPATCH SERVICE	\$45,698	\$38,487	\$30,000	
		SUPPRESSION COST REIMBURSEMENT	\$4,882	\$11,973	\$10,000	
		OTHER SERVICES	\$29,497	\$14,895	\$10,000	
		TOTAL CHARGES FOR CURRENT SERV	\$264,315	\$307,681	\$260,000	
	TOTAL CHARGES FOR CURRENT SERVICES		\$264,315	\$307,681	\$260,000	

STATE CONTROLLER SCHEDULES COUNTY BUDGET ACT		COUNTY OF TULARE DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT GOVERNMENTAL FUNDS FISCAL YEAR 2012-13			SCHEDULE 6	
FUND NAME	FINANCING SOURCE CATEGORY	FINANCING SOURCE ACCOUNT	2010-11 ACTUAL	2011-12 ACTUAL ESTIMATED	2012-13 RECOMMENDED	2012-13 ADOPTED BY THE BOARD OF SUPERVISORS
1	2	3	4	5	6	7
	INTERFUND REVENUE					
		CHARGES FOR CURRENT SERV				
		INTERFUND REV-SERV TO OTH DEPT	\$-	\$-	\$270,311	
		TOTAL CHARGES FOR CURRENT SERV	\$-	\$-	\$270,311	
		TOTAL INTERFUND REVENUE	\$-	\$-	\$270,311	
	MISCELLANEOUS REVENUE					
		MISCELLANEOUS REVENUE				
		OTHER REVENUE	\$8,490	\$5,924	\$3	
		INSURANCE PROCEEDS/RECOVERIES	\$-	\$278	\$-	
		WORKER'S COMP REIMBURSEMENT	\$108,299	\$98,967	\$25,000	
		OUTLAWED WARRANTS	\$184	\$(32)	\$2	
		PRIOR A/P ACCRUALS ADJUSTMENT	\$131	\$-	\$1	
		TOTAL MISCELLANEOUS REVENUE	\$117,104	\$105,137	\$25,006	
		TOTAL MISCELLANEOUS REVENUE	\$117,104	\$105,137	\$25,006	
	OTHER FINANCING SOURCES					
		OTHER FINANCING SOURCES				
		SALE OF FIXED ASSETS-NON TAX	\$-	\$40,000	\$-	
		O/T-IN:FIRE	\$4,660,875	\$4,930,428	\$5,080,875	
		O/T-IN:CAP/PROJ	\$320,000	\$-	\$-	
		TOTAL OTHER FINANCING SOURCES	\$4,980,875	\$4,970,428	\$5,080,875	
		TOTAL OTHER FINANCING SOURCES	\$4,980,875	\$4,970,428	\$5,080,875	
	TOTAL STRUCTURAL FIRE FUND FINANCING SOURCES					
	ROAD FUND					

STATE CONTROLLER SCHEDULES COUNTY BUDGET ACT		COUNTY OF TULARE DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT GOVERNMENTAL FUNDS FISCAL YEAR 2012-13				SCHEDULE 6
FUND NAME	FINANCING SOURCE CATEGORY	FINANCING SOURCE ACCOUNT	2010-11 ACTUAL	2011-12 ACTUAL ESTIMATED	2012-13 RECOMMENDED	2012-13 ADOPTED BY THE BOARD OF SUPERVISORS
1	2	3	4	5	6	7
	PROPERTY TAXES					
		TAXES				
		RDA PASS THRU	\$500,000	\$-	\$-	
		TOTAL TAXES	\$500,000	\$-	\$-	
		TOTAL PROPERTY TAXES	\$500,000	\$-	\$-	
	OTHER TAXES					
		TAXES				
		MEASURE R SALES TAX PROCEEDS	\$19,944,736	\$9,644,580	\$11,999,594	
		LTF-ART 8 STREETS & ROADS	\$2,288,000	\$1,507,186	\$2,520,436	
		TOTAL TAXES	\$22,232,736	\$11,151,766	\$14,520,030	
		TOTAL OTHER TAXES	\$22,232,736	\$11,151,766	\$14,520,030	
	LICENSES,PERMITS & FRANCHISES					
		LIC.,PERMITS & FRANCHISE				
		CONSTRUCTION PERMITS	\$6,703	\$6,564	\$5,000	
		TOTAL LIC.,PERMITS & FRANCHISE	\$6,703	\$6,564	\$5,000	
		TOTAL LICENSES,PERMITS & FRANCHISES	\$6,703	\$6,564	\$5,000	
	FROM USE OF MONEY & PROPERTY					
		REV. FROM USE OF MONEY & PROP				
		INTEREST	\$110,499	\$(109,132)	\$-	
		FACILITY RENT	\$2,400	\$500	\$600	
		TOTAL REV. FROM USE OF MONEY & PROP	\$112,899	\$(108,632)	\$600	

STATE CONTROLLER SCHEDULES COUNTY BUDGET ACT		COUNTY OF TULARE DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT GOVERNMENTAL FUNDS FISCAL YEAR 2012-13				SCHEDULE 6
FUND NAME	FINANCING SOURCE CATEGORY	FINANCING SOURCE ACCOUNT	2010-11 ACTUAL	2011-12 ACTUAL ESTIMATED	2012-13 RECOMMENDED	2012-13 ADOPTED BY THE BOARD OF SUPERVISORS
1	2	3	4	5	6	7
		TOTAL FROM USE OF MONEY & PROPERTY	\$112,899	\$(108,632)	\$600	
		STATE AID				
		INTERGOVERNMENTAL REVENUE				
		STATE-HIGHWAY USER TAX-2104A	\$3,897,440	\$4,101,068	\$3,300,000	
		STATE-HIGHWAY USER TAX-2103A	\$5,803,042	\$8,029,414	\$6,000,000	
		STATE-HIGHWAY USER TAX-2105	\$3,312,309	\$2,902,572	\$3,100,000	
		STATE-HIGHWAY USER TAX-2106A	\$609,244	\$585,323	\$480,000	
		STATE OTHER-IN LIEU TAX	\$174	\$1,834	\$-	
		STATE-DISASTER RELIEF	\$26,908	\$33,140	\$1	
		STATE- OTHER	\$34,812	\$-	\$-	
		RD EXCHANGE FUNDS	\$987,784	\$987,784	\$987,784	
		OTHER STATE GRANTS	\$-	\$1,286,598	\$1	
		STATE-HIGHWAY PROJECTS	\$4,904,970	\$4,215,175	\$3,693,192	
		STATE-TRAFFIC CONGESTION RELF	\$1,601,791	\$-	\$-	
		TOTAL INTERGOVERNMENTAL REVENUE	\$21,178,474	\$22,142,908	\$17,560,978	
		TOTAL STATE AID	\$21,178,474	\$22,142,908	\$17,560,978	
		FEDERAL AID				
		INTERGOVERNMENTAL REVENUE				
		FED-ARRA GRANTS	\$9,017,490	\$-	\$1	
		FED-DISASTER RELIEF	\$28,136	\$141,669	\$30,000	
		FED-FOREST RESERVE REVENUE	\$382,775	\$276,596	\$276,596	
		FED-OTHER	\$6,103	\$4,835	\$1	
		FED-HIGHWAY PROJECTS	\$4,575,042	\$15,281,998	\$28,172,292	
		TOTAL INTERGOVERNMENTAL REVENUE	\$14,009,546	\$15,705,098	\$28,478,890	
		TOTAL FEDERAL AID	\$14,009,546	\$15,705,098	\$28,478,890	
		OTHER GOVERNMENTAL AID				



STATE CONTROLLER SCHEDULES COUNTY BUDGET ACT		COUNTY OF TULARE DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT GOVERNMENTAL FUNDS FISCAL YEAR 2012-13				SCHEDULE 6
FUND NAME	FINANCING SOURCE CATEGORY	FINANCING SOURCE ACCOUNT	2010-11 ACTUAL	2011-12 ACTUAL ESTIMATED	2012-13 RECOMMENDED	2012-13 ADOPTED BY THE BOARD OF SUPERVISORS
1	2	3	4	5	6	7
		INTERGOVERNMENTAL REVENUE				
		OTH-GOV AGY INDIAN GAMING GRNT	\$160,512	\$64,000	\$68,000	
		TOTAL INTERGOVERNMENTAL REVENUE	\$160,512	\$64,000	\$68,000	
		TOTAL OTHER GOVERNMENTAL AID	\$160,512	\$64,000	\$68,000	
		CHARGES FOR CURRENT SERVICES				
		CHARGES FOR CURRENT SERV				
		PLANNING & ENGINEERING SERV	\$77,695	\$33,518	\$50,000	
		ROAD & STREET SERVICES	\$587,058	\$1,875,254	\$1,018,000	
		DESIGN SERVICES	\$82,746	\$66,467	\$194,506	
		ROAD YARD BILLING (INCL FUEL)	\$1,397,116	\$2,237,175	\$1,540,814	
		I/F-RD YD BILLING (INCL FUEL)	\$809,132	\$1,897,270	\$584,938	
		TOTAL CHARGES FOR CURRENT SERV	\$2,953,747	\$6,109,684	\$3,388,258	
		TOTAL CHARGES FOR CURRENT SERVICES	\$2,953,747	\$6,109,684	\$3,388,258	
		INTERFUND REVENUE				
		CHARGES FOR CURRENT SERV				
		I/F REV-DESIGN SERVICES	\$134,652	\$18,320	\$38,922	
		TOTAL CHARGES FOR CURRENT SERV	\$134,652	\$18,320	\$38,922	
		TOTAL INTERFUND REVENUE	\$134,652	\$18,320	\$38,922	
		MISCELLANEOUS REVENUE				
		MISCELLANEOUS REVENUE				
		RETIREMENT REFUNDS	\$25,985	\$-	\$-	
		OTHER SALES-TAXABLE (VIS 9.00)	\$4,088	\$15,760	\$1	
		OTHER SALES-NON TAXABLE	\$4,700	\$16,544	\$1	
		OTHER REVENUE	\$26,886	\$2,124	\$1	

STATE CONTROLLER SCHEDULES COUNTY BUDGET ACT		COUNTY OF TULARE DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT GOVERNMENTAL FUNDS FISCAL YEAR 2012-13			SCHEDULE 6	
FUND NAME	FINANCING SOURCE CATEGORY	FINANCING SOURCE ACCOUNT	2010-11 ACTUAL	2011-12 ACTUAL ESTIMATED	2012-13 RECOMMENDED	2012-13 ADOPTED BY THE BOARD OF SUPERVISORS
1	2	3	4	5	6	7
		INSURANCE PROCEEDS/RECOVERIES	\$9,994	\$19,447	\$1	
		WORKER'S COMP REIMBURSEMENT	\$17,317	\$28,627	\$1	
		OUTLAWED WARRANTS	\$(96)	\$374,432	\$-	
		TOTAL MISCELLANEOUS REVENUE	\$88,874	\$456,934	\$5	
		TOTAL MISCELLANEOUS REVENUE	\$88,874	\$456,934	\$5	
		OTHER FINANCING SOURCES				
		OTHER FINANCING SOURCES				
		SALE OF FIXED ASSETS-NON TAX	\$10,000	\$-	\$-	
		TOTAL OTHER FINANCING SOURCES	\$10,000	\$-	\$-	
		TOTAL OTHER FINANCING SOURCES	\$10,000	\$-	\$-	
		TOTAL ROAD FUND FINANCING SOURCES	\$61,388,143	\$55,546,642	\$64,060,683	
		T C WORKFORCE INVESTMENT BOARD				
		FROM USE OF MONEY & PROPERTY				
		REV. FROM USE OF MONEY & PROP				
		INTEREST	\$(2,780)	\$(4,000)	\$2,500	
		FACILITY RENT	\$(1)	\$763,792	\$705,748	
		TOTAL REV. FROM USE OF MONEY & PROP	\$(2,781)	\$759,792	\$708,248	
		TOTAL FROM USE OF MONEY & PROPERTY	\$(2,781)	\$759,792	\$708,248	
		FEDERAL AID				
		INTERGOVERNMENTAL REVENUE				
		FED-ARRA GRANTS	\$3,697,038	\$3,933,213	\$641,105	
		FED-INS RENTAL REVENUE	\$-	\$-	\$1	
		FED-WORKFORCE INVESTMENT ACT	\$10,605,964	\$9,194,378	\$7,976,212	

STATE CONTROLLER SCHEDULES COUNTY BUDGET ACT		COUNTY OF TULARE DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT GOVERNMENTAL FUNDS FISCAL YEAR 2012-13				SCHEDULE 6
FUND NAME	FINANCING SOURCE CATEGORY	FINANCING SOURCE ACCOUNT	2010-11 ACTUAL	2011-12 ACTUAL ESTIMATED	2012-13 RECOMMENDED	2012-13 ADOPTED BY THE BOARD OF SUPERVISORS
1	2	3	4	5	6	7
		TOTAL INTERGOVERNMENTAL REVENUE	\$14,303,002	\$13,127,591	\$8,617,318	
		TOTAL FEDERAL AID	\$14,303,002	\$13,127,591	\$8,617,318	
		MISCELLANEOUS REVENUE				
		MISCELLANEOUS REVENUE				
		OTHER REVENUE	\$805,240	\$(798,094)	\$87,699	
		WORKER'S COMP REIMBURSEMENT	\$850	\$-	\$1	
		OUTLAWED WARRANTS	\$21,536	\$526	\$300	
		WIB 3RD PARTY REIMBURSEMENT	\$2,724	\$4,044	\$3,000	
		PRIOR A/P ACCRUALS ADJUSTMENT	\$-	\$-	\$1	
		TOTAL MISCELLANEOUS REVENUE	\$830,350	\$(793,524)	\$91,001	
		TOTAL MISCELLANEOUS REVENUE	\$830,350	\$(793,524)	\$91,001	
		OTHER FINANCING SOURCES				
		OTHER FINANCING SOURCES				
		OPERATING TRANSFERS-IN	\$-	\$100,000	\$100,001	
		TOTAL OTHER FINANCING SOURCES	\$-	\$100,000	\$100,001	
		TOTAL OTHER FINANCING SOURCES	\$-	\$100,000	\$100,001	
		TOTAL T C WORKFORCE INVESTMENT BOARD FINANCING SOURCES	\$15,130,571	\$13,193,859	\$9,516,568	
		CHILD SUPPORT SERVICES				
		FROM USE OF MONEY & PROPERTY				
		REV. FROM USE OF MONEY & PROP				
		INTEREST	\$98,170	\$69,037	\$60,000	
		TOTAL REV. FROM USE OF MONEY & PROP	\$98,170	\$69,037	\$60,000	

STATE CONTROLLER SCHEDULES COUNTY BUDGET ACT		COUNTY OF TULARE DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT GOVERNMENTAL FUNDS FISCAL YEAR 2012-13				SCHEDULE 6
FUND NAME	FINANCING SOURCE CATEGORY	FINANCING SOURCE ACCOUNT	2010-11 ACTUAL	2011-12 ACTUAL ESTIMATED	2012-13 RECOMMENDED	2012-13 ADOPTED BY THE BOARD OF SUPERVISORS
1	2	3	4	5	6	7
		TOTAL FROM USE OF MONEY & PROPERTY	\$98,170	\$69,037	\$60,000	
		STATE AID				
		INTERGOVERNMENTAL REVENUE				
		AID FOR TRNG POST	\$1,865	\$536	\$4,000	
		STATE- OTHER	\$17,694	\$22,303	\$27,521	
		STATE- CHILD SUPPORT ADMIN	\$4,043,512	\$4,104,585	\$5,481,341	
		TOTAL INTERGOVERNMENTAL REVENUE	\$4,063,071	\$4,127,424	\$5,512,862	
		TOTAL STATE AID	\$4,063,071	\$4,127,424	\$5,512,862	
		FEDERAL AID				
		INTERGOVERNMENTAL REVENUE				
		FED-ARRA GRANTS	\$403,284	\$-	\$-	
		FED-CHILD SUPP ENFRMNT INCENT	\$9,083,986	\$8,809,620	\$10,951,582	
		TOTAL INTERGOVERNMENTAL REVENUE	\$9,487,270	\$8,809,620	\$10,951,582	
		TOTAL FEDERAL AID	\$9,487,270	\$8,809,620	\$10,951,582	
		MISCELLANEOUS REVENUE				
		MISCELLANEOUS REVENUE				
		WELFARE REPAYMENTS & REFUNDS	\$6,722	\$-	\$-	
		RETIREMENT REFUNDS	\$6,397	\$-	\$100	
		OTHER REVENUE	\$980	\$11,833	\$5,999	
		INSURANCE PROCEEDS/RECOVERIES	\$-	\$658	\$1	
		WORKER'S COMP REIMBURSEMENT	\$19,270	\$18,130	\$11,969	
		OUTLAWED WARRANTS	\$1,180	\$394	\$3,000	
		TOTAL MISCELLANEOUS REVENUE	\$34,549	\$31,015	\$21,069	
		TOTAL MISCELLANEOUS REVENUE	\$34,549	\$31,015	\$21,069	

STATE CONTROLLER SCHEDULES COUNTY BUDGET ACT		COUNTY OF TULARE DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT GOVERNMENTAL FUNDS FISCAL YEAR 2012-13				SCHEDULE 6
FUND NAME	FINANCING SOURCE CATEGORY	FINANCING SOURCE ACCOUNT	2010-11 ACTUAL	2011-12 ACTUAL ESTIMATED	2012-13 RECOMMENDED	2012-13 ADOPTED BY THE BOARD OF SUPERVISORS
1	2	3	4	5	6	7
TOTAL CHILD SUPPORT SERVICES FINANCING SOURCES			\$13,683,060	\$13,037,096	\$16,545,513	
REALIGNMENT-MENTAL HEALTH						
	STATE AID					
		INTERGOVERNMENTAL REVENUE				
		ST AID MNTL HLTH REALIGNMENT	\$(2,915,580)	\$13,930,601	\$8,127,574	
		TOTAL INTERGOVERNMENTAL REVENUE	\$(2,915,580)	\$13,930,601	\$8,127,574	
	TOTAL STATE AID		\$(2,915,580)	\$13,930,601	\$8,127,574	
	OTHER FINANCING SOURCES					
		OTHER FINANCING SOURCES				
		OPERATING TRANSFERS-IN	\$5,516,570	\$1,507,084	\$5,432,557	
		TOTAL OTHER FINANCING SOURCES	\$5,516,570	\$1,507,084	\$5,432,557	
	TOTAL OTHER FINANCING SOURCES		\$5,516,570	\$1,507,084	\$5,432,557	
TOTAL REALIGNMENT-MENTAL HEALTH FINANCING SOURCES			\$2,600,990	\$15,437,685	\$13,560,131	
REALIGNMENT-HEALTH						
	STATE AID					
		INTERGOVERNMENTAL REVENUE				
		STATE AID HEALTH REALIGNMENT	\$582,730	\$2,000,358	\$5,409,347	
		TOTAL INTERGOVERNMENTAL REVENUE	\$582,730	\$2,000,358	\$5,409,347	
	TOTAL STATE AID		\$582,730	\$2,000,358	\$5,409,347	

STATE CONTROLLER SCHEDULES COUNTY BUDGET ACT		COUNTY OF TULARE DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT GOVERNMENTAL FUNDS FISCAL YEAR 2012-13				SCHEDULE 6
FUND NAME	FINANCING SOURCE CATEGORY	FINANCING SOURCE ACCOUNT	2010-11 ACTUAL	2011-12 ACTUAL ESTIMATED	2012-13 RECOMMENDED	2012-13 ADOPTED BY THE BOARD OF SUPERVISORS
1	2	3	4	5	6	7
	OTHER FINANCING SOURCES					
		OTHER FINANCING SOURCES				
		OPERATING TRANSFERS-IN	\$10,989,337	\$11,287,817	\$11,460,969	
		TOTAL OTHER FINANCING SOURCES	\$10,989,337	\$11,287,817	\$11,460,969	
		TOTAL OTHER FINANCING SOURCES	\$10,989,337	\$11,287,817	\$11,460,969	
		TOTAL REALIGNMENT-HEALTH FINANCING SOURCES	\$11,572,067	\$13,288,175	\$16,870,316	
	REALIGNMENT-SOCIAL SERVICES					
	STATE AID					
		INTERGOVERNMENTAL REVENUE				
		ST PUB ASST PROG REALIGNMENT	\$11,663,189	\$27,958,594	\$30,261,619	
		TOTAL INTERGOVERNMENTAL REVENUE	\$11,663,189	\$27,958,594	\$30,261,619	
		TOTAL STATE AID	\$11,663,189	\$27,958,594	\$30,261,619	
	OTHER FINANCING SOURCES					
		OTHER FINANCING SOURCES				
		OPERATING TRANSFERS-IN	\$830,994	\$857,264	\$872,503	
		TOTAL OTHER FINANCING SOURCES	\$830,994	\$857,264	\$872,503	
		TOTAL OTHER FINANCING SOURCES	\$830,994	\$857,264	\$872,503	
		TOTAL REALIGNMENT-SOCIAL SERVICES FINANCING SOURCES	\$12,494,183	\$28,815,858	\$31,134,122	
	TOBACCO SETTLEMENT REVENUE FND					

STATE CONTROLLER SCHEDULES COUNTY BUDGET ACT		COUNTY OF TULARE DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT GOVERNMENTAL FUNDS FISCAL YEAR 2012-13				SCHEDULE 6
FUND NAME	FINANCING SOURCE CATEGORY	FINANCING SOURCE ACCOUNT	2010-11 ACTUAL	2011-12 ACTUAL ESTIMATED	2012-13 RECOMMENDED	2012-13 ADOPTED BY THE BOARD OF SUPERVISORS
1	2	3	4	5	6	7
		MISCELLANEOUS REVENUE OTHER				
		OTHER FINANCING SOURCES				
		TOBACCO SETTLEMENT PROCEEDS	\$3,853,660	\$3,929,789	\$4,715,894	
		TOTAL OTHER FINANCING SOURCES	\$3,853,660	\$3,929,789	\$4,715,894	
		TOTAL MISCELLANEOUS REVENUE OTHER	\$3,853,660	\$3,929,789	\$4,715,894	
		TOTAL TOBACCO SETTLEMENT REVENUE FND FINANCING SOURCES	\$3,853,660	\$3,929,789	\$4,715,894	
		COMMUNITY DEVELOPMENT BLOCK GR				
		FEDERAL AID				
		INTERGOVERNMENTAL REVENUE				
		COMMUNITY DEVELOP BLOCK GRANT	\$2,109,479	\$1,852,062	\$4,528,335	
		CDBG-REHAB PROGRAM INCOME	\$76,942	\$-	\$-	
		TOTAL INTERGOVERNMENTAL REVENUE	\$2,186,421	\$1,852,062	\$4,528,335	
		TOTAL FEDERAL AID	\$2,186,421	\$1,852,062	\$4,528,335	
		MISCELLANEOUS REVENUE				
		MISCELLANEOUS REVENUE				
		OTHER SALES-TAXABLE (VIS 9.00)	\$321	\$482	\$-	
		TOTAL MISCELLANEOUS REVENUE	\$321	\$482	\$-	
		TOTAL MISCELLANEOUS REVENUE	\$321	\$482	\$-	
		TOTAL COMMUNITY DEVELOPMENT BLOCK GR FINANCING SOURCES	\$2,186,742	\$1,852,544	\$4,528,335	
		HOME PROGRAM FUND				

STATE CONTROLLER SCHEDULES COUNTY BUDGET ACT		COUNTY OF TULARE DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT GOVERNMENTAL FUNDS FISCAL YEAR 2012-13				SCHEDULE 6
FUND NAME	FINANCING SOURCE CATEGORY	FINANCING SOURCE ACCOUNT	2010-11 ACTUAL	2011-12 ACTUAL ESTIMATED	2012-13 RECOMMENDED	2012-13 ADOPTED BY THE BOARD OF SUPERVISORS
1	2	3	4	5	6	7
		FROM USE OF MONEY & PROPERTY				
		REV. FROM USE OF MONEY & PROP				
		INTEREST				
		TOTAL REV. FROM USE OF MONEY & PROP				
		TOTAL FROM USE OF MONEY & PROPERTY				
		FEDERAL AID				
		INTERGOVERNMENTAL REVENUE				
		HOME GRANT				
		TOTAL INTERGOVERNMENTAL REVENUE				
		TOTAL FEDERAL AID				
		TOTAL HOME PROGRAM FUND FINANCING SOURCES				
		TOTAL SPECIAL REVENUE FUNDS FINANCING SOURCES				
		CAPITAL PROJECTS FUNDS				
		CAPITAL PROJECTS/MAJOR MAINT.				
		FROM USE OF MONEY & PROPERTY				
		REV. FROM USE OF MONEY & PROP				
		INTEREST				
		FACILITY RENT				
		TOTAL REV. FROM USE OF MONEY & PROP				
		TOTAL FROM USE OF MONEY & PROPERTY				



STATE CONTROLLER SCHEDULES COUNTY BUDGET ACT		COUNTY OF TULARE DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT GOVERNMENTAL FUNDS FISCAL YEAR 2012-13				SCHEDULE 6
FUND NAME	FINANCING SOURCE CATEGORY	FINANCING SOURCE ACCOUNT	2010-11 ACTUAL	2011-12 ACTUAL ESTIMATED	2012-13 RECOMMENDED	2012-13 ADOPTED BY THE BOARD OF SUPERVISORS
1	2	3	4	5	6	7
	STATE AID					
		INTERGOVERNMENTAL REVENUE				
		STATE AB900	\$-	\$-	\$1	
		STATE- OTHER	\$342,613	\$-	\$387,960	
		TOTAL INTERGOVERNMENTAL REVENUE	\$342,613	\$-	\$387,961	
	TOTAL STATE AID		\$342,613	\$-	\$387,961	
	FEDERAL AID					
		INTERGOVERNMENTAL REVENUE				
		FED-ARRA GRANTS	\$-	\$329,472	\$-	
		TOTAL INTERGOVERNMENTAL REVENUE	\$-	\$329,472	\$-	
	TOTAL FEDERAL AID		\$-	\$329,472	\$-	
	INTERFUND REVENUE					
		CHARGES FOR CURRENT SERV				
		INTERFUND REV-PROG ADMIN COSTS	\$-	\$-	\$62,000	
		TOTAL CHARGES FOR CURRENT SERV	\$-	\$-	\$62,000	
	TOTAL INTERFUND REVENUE		\$-	\$-	\$62,000	
	MISCELLANEOUS REVENUE					
		MISCELLANEOUS REVENUE				
		OTHER REVENUE	\$43,643	\$506,803	\$-	
		INSURANCE PROCEEDS/RECOVERIES	\$-	\$49,688	\$-	
		OUTLAWED WARRANTS	\$58	\$-	\$-	
		OTHER REVENUE-PLAN FEES	\$2,470	\$710	\$-	
		PRIVATE GRANTS/DONATIONS	\$145,187	\$50,000	\$-	

STATE CONTROLLER SCHEDULES COUNTY BUDGET ACT		COUNTY OF TULARE DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT GOVERNMENTAL FUNDS FISCAL YEAR 2012-13			SCHEDULE 6	
FUND NAME	FINANCING SOURCE CATEGORY	FINANCING SOURCE ACCOUNT	2010-11 ACTUAL	2011-12 ACTUAL ESTIMATED	2012-13 RECOMMENDED	2012-13 ADOPTED BY THE BOARD OF SUPERVISORS
1	2	3	4	5	6	7
		TOTAL MISCELLANEOUS REVENUE	\$191,358	\$607,201	\$-	
		TOTAL MISCELLANEOUS REVENUE	\$191,358	\$607,201	\$-	
		OTHER FINANCING SOURCES				
		OTHER FINANCING SOURCES				
		SALE OF FIXED ASSETS-NON TAX	\$-	\$-	\$1,800,000	
		OPERATING TRANSFERS-IN	\$2,359,137	\$139,047	\$1,800,000	
		O/T-IN:OTH CAP PROJECTS	\$-	\$5,450,000	\$130,000	
		O/T-IN:HARMON FIELD	\$347,439	\$268,517	\$500,000	
		O/T-IN:MAINTENANCE	\$142,429	\$142,429	\$141,400	
		O/T-IN:PFA	\$3,000,000	\$2,500,000	\$3,000,000	
		TOTAL OTHER FINANCING SOURCES	\$5,849,005	\$8,499,993	\$7,371,400	
		TOTAL OTHER FINANCING SOURCES	\$5,849,005	\$8,499,993	\$7,371,400	
		TOTAL CAPITAL PROJECTS/MAJOR MAINT. FINANCING SOURCES	\$6,612,879	\$9,596,073	\$7,821,361	
		TOTAL CAPITAL PROJECTS FUNDS FINANCING SOURCES	\$6,612,879	\$9,596,073	\$7,821,361	
		DEBT SERVICE FUNDS				
		PENSION OBLIGATION BOND				
		MISCELLANEOUS REVENUE OTHER				
		OTHER FINANCING SOURCES				
		D.S. RETIREMENT- POB	\$6,324,478	\$5,619,779	\$-	
		TOTAL OTHER FINANCING SOURCES	\$6,324,478	\$5,619,779	\$-	
		TOTAL MISCELLANEOUS REVENUE OTHER	\$6,324,478	\$5,619,779	\$-	
		TOTAL PENSION OBLIGATION BOND FINANCING SOURCES	\$6,324,478	\$5,619,779	\$-	

**COUNTY OF TULARE**  
**DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT**  
**GOVERNMENTAL FUNDS**  
**FISCAL YEAR 2012-13**

**SCHEDULE 6**

FUND NAME	FINANCING SOURCE CATEGORY	FINANCING SOURCE ACCOUNT	2010-11 ACTUAL	2011-12 ACTUAL ESTIMATED	2012-13 RECOMMENDED	2012-13 ADOPTED BY THE BOARD OF SUPERVISORS
1	2	3	4	5	6	7
<b>BUILDING LOANS</b>						
	<b>FORFEITURES &amp; PENALTIES</b>					
		<b>FINES, FORFEIT., PENALTIES</b>				
		COUNTY PENALTY ASSESSMENT	\$3,020,904	\$1,804,000	\$1,500,000	
		<b>TOTAL FINES, FORFEIT., PENALTIES</b>	<b>\$3,020,904</b>	<b>\$1,804,000</b>	<b>\$1,500,000</b>	
		<b>TOTAL FORFEITURES &amp; PENALTIES</b>	<b>\$3,020,904</b>	<b>\$1,804,000</b>	<b>\$1,500,000</b>	
	<b>FROM USE OF MONEY &amp; PROPERTY</b>					
		<b>REV. FROM USE OF MONEY &amp; PROP</b>				
		INTEREST	\$56,934	\$46,986	\$36,975	
		<b>TOTAL REV. FROM USE OF MONEY &amp; PROP</b>	<b>\$56,934</b>	<b>\$46,986</b>	<b>\$36,975</b>	
		<b>TOTAL FROM USE OF MONEY &amp; PROPERTY</b>	<b>\$56,934</b>	<b>\$46,986</b>	<b>\$36,975</b>	
	<b>OTHER FINANCING SOURCES</b>					
		<b>OTHER FINANCING SOURCES</b>				
		LEASE PRINCIPAL PAYMENTS	\$153,136	\$162,567	\$172,580	
		OPERATING TRANSFERS-IN	\$-	\$5,487	\$-	
		DEBT SRVC - BUILDING	\$5,019,604	\$5,019,604	\$5,019,604	
		O/T-IN: FROM INVENSYS TRUST	\$-	\$1,022,181	\$2,574,071	
		O/T-IN: FOR ENERGY CONSERVATION	\$-	\$624,587	\$1,072,698	
		<b>TOTAL OTHER FINANCING SOURCES</b>	<b>\$5,172,740</b>	<b>\$6,834,426</b>	<b>\$8,838,953</b>	
		<b>TOTAL OTHER FINANCING SOURCES</b>	<b>\$5,172,740</b>	<b>\$6,834,426</b>	<b>\$8,838,953</b>	
<b>TOTAL BUILDING LOANS FINANCING SOURCES</b>			<b>\$8,250,578</b>	<b>\$8,685,412</b>	<b>\$10,375,928</b>	

STATE CONTROLLER SCHEDULES COUNTY BUDGET ACT		COUNTY OF TULARE DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT GOVERNMENTAL FUNDS FISCAL YEAR 2012-13				SCHEDULE 6	
FUND NAME	FINANCING SOURCE CATEGORY	FINANCING SOURCE ACCOUNT	2010-11 ACTUAL	2011-12 ACTUAL ESTIMATED	<div><div>X</div><div></div></div>	2012-13 RECOMMENDED	2012-13 ADOPTED BY THE BOARD OF SUPERVISORS
1	2	3	4	5		6	7
TOTAL DEBT SERVICE FUNDS FINANCING SOURCES			\$14,575,056	\$14,305,191		\$10,375,928	
TOTAL ALL FUNDS			\$711,822,372	\$748,887,786		\$817,960,568	

STATE CONTROLLER SCHEDULES COUNTY BUDGET ACT		COUNTY OF TULARE SUMMARY OF FINANCING USES BY FUNCTION AND FUND GOVERNMENTAL FUNDS FISCAL YEAR 2012-13		SCHEDULE 7
DESCRIPTION	2010-11 ACTUAL	2011-12 ACTUAL ESTIMATED	2012-13 RECOMMENDED	2012-13 ADOPTED BY THE BOARD OF SUPERVISORS
1	2	3	4	5
<b>SUMMARIZATION BY FUNCTION</b>				
GENERAL	\$38,509,640	\$42,064,568	\$68,488,149	
PUBLIC PROTECTION	\$184,646,009	\$191,964,233	\$204,299,951	
PUBLIC WAYS AND FACILITIES	\$57,223,956	\$57,659,051	\$80,154,502	
HEALTH AND SANITATION	\$147,733,269	\$167,314,615	\$197,266,324	
PUBLIC ASSISTANCE	\$250,791,438	\$257,333,928	\$284,426,548	
EDUCATION	\$5,380,842	\$4,895,458	\$6,846,748	
RECREATION AND CULTURAL SERVICES	\$3,290,491	\$2,317,280	\$2,398,713	
RETIREMENT OF LONG TERM DEBT	\$14,864,265	\$17,373,587	\$16,196,175	
TOTAL FINANCING USES BY FUNCTION	\$702,439,910	\$740,922,720	\$860,077,110	
<b>APPROPRIATIONS FOR CONTINGENCIES</b>				
GENERAL FUND	\$-	\$-	\$5,000,000	
TOTAL APPROPRIATIONS FOR CONTINGENCIES	\$-	\$-	\$5,000,000	
SUBTOTAL FINANCING USES	\$702,439,910	\$740,922,720	\$865,077,110	
<b>PROVISIONS FOR OBLIGATED FUND BALANCES</b>				
BUILDING LOANS	\$-	\$-	\$3,668,455	
TOTAL OBLIGATED FUND BALANCES	\$-	\$-	\$3,668,455	
TOTAL FINANCING USES	\$702,439,910	\$740,922,720	\$868,745,565	

<b>SUMMARIZATION BY FUND</b>				
GENERAL FUND	\$547,457,835	\$547,589,513	\$637,125,202	
INDIGENT HEALTHCARE AB75	\$1,123,548	\$1,165,859	\$1,142,461	
LIBRARY FUND	\$4,309,804	\$3,885,280	\$5,772,773	
FISH & GAME FUND	\$12,940	\$10,690	\$12,860	
AVIATION	\$196,658	\$401,706	\$1,163,486	
STRUCTURAL FIRE FUND	\$12,441,278	\$12,946,309	\$14,602,061	
ROAD FUND	\$57,027,298	\$57,257,345	\$78,991,016	
T C WORKFORCE INVESTMENT BOARD	\$15,130,582	\$13,193,857	\$9,516,568	
CHILD SUPPORT SERVICES	\$13,669,154	\$13,037,092	\$16,545,513	

STATE CONTROLLER SCHEDULES COUNTY BUDGET ACT		COUNTY OF TULARE SUMMARY OF FINANCING USES BY FUNCTION AND FUND GOVERNMENTAL FUNDS FISCAL YEAR 2012-13			SCHEDULE 7
DESCRIPTION	2010-11 ACTUAL	2011-12 ACTUAL ESTIMATED	<input checked="" type="checkbox"/>	2012-13 RECOMMENDED	2012-13 ADOPTED BY THE BOARD OF SUPERVISORS
1	2	3		4	5
REALIGNMENT-MENTAL HEALTH	\$2,600,989	\$15,437,685		\$13,560,131	
REALIGNMENT-HEALTH	\$11,572,067	\$13,288,175		\$16,870,316	
REALIGNMENT-SOCIAL SERVICES	\$12,494,183	\$28,815,858		\$31,134,122	
TOBACCO SETTLEMENT REVENUE FND	\$3,853,660	\$3,929,789		\$4,715,894	
PENSION OBLIGATION BOND	\$6,356,282	\$6,503,073		\$-	
BUILDING LOANS	\$6,684,792	\$8,354,471		\$10,717,124	
CAPITAL PROJECTS/MAJOR MAINT.	\$5,289,730	\$8,227,863		\$21,522,629	
COMMUNITY DEVELOPMENT BLOCK GR	\$2,186,742	\$1,852,542		\$4,528,335	
HOME PROGRAM FUND	\$32,368	\$5,025,613		\$825,074	
<b>TOTAL FINANCING USES</b>	<b>\$702,439,910</b>	<b>\$740,922,720</b>		<b>\$868,745,565</b>	

**COUNTY OF TULARE**  
**DETAIL OF FINANCING USES BY FUNCTION, ACTIVITY AND BUDGET UNIT**  
**GOVERNMENTAL FUNDS**  
**FISCAL YEAR 2012-13**

**SCHEDULE 8**

FUNCTION, ACTIVITY AND BUDGET UNIT	2010-11 ACTUAL	2011-12 ACTUAL ESTIMATED <input checked="" type="checkbox"/>	2012-13 RECOMMENDED	2012-13 ADOPTED BY THE BOARD OF SUPERVISORS
1	2	3	4	5
<b>GENERAL</b>				
<b>LEGISLATIVE AND ADMINISTRATIVE</b>				
BOARD OF SUPERVISORS	\$1,667,019	\$1,729,786	\$2,395,538	
ADMINISTRATIVE OFFICER	\$13,623,898	\$13,341,238	\$22,047,122	
<b>TOTAL LEGISLATIVE AND ADMINISTRATIVE</b>	<b>\$15,290,917</b>	<b>\$15,071,024</b>	<b>\$24,442,660</b>	
<b>FINANCE</b>				
AUDITOR-CONTROLLER	\$1,072,048	\$174,617	\$1,072,651	
TREASURER	\$1,271,595	\$1,700,937	\$1,613,931	
ASSESSOR	\$6,084,911	\$6,014,104	\$6,368,892	
TAX COLLECTOR	\$1,750,529	\$1,937,508	\$2,201,307	
PURCHASING AGENT	\$393,888	\$314,776	\$618,795	
<b>TOTAL FINANCE</b>	<b>\$10,572,971</b>	<b>\$10,141,942</b>	<b>\$11,875,576</b>	
<b>COUNSEL</b>				
COUNTY COUNSEL	\$1,806,241	\$2,872,321	\$4,194,611	
<b>TOTAL COUNSEL</b>	<b>\$1,806,241</b>	<b>\$2,872,321</b>	<b>\$4,194,611</b>	
<b>PERSONNEL</b>				
PERSONNEL	\$366,391	\$382,979	\$1,237,319	
<b>TOTAL PERSONNEL</b>	<b>\$366,391</b>	<b>\$382,979</b>	<b>\$1,237,319</b>	
<b>ELECTIONS</b>				
REGISTRAR OF VOTERS	\$1,161,006	\$1,573,638	\$1,943,462	
<b>TOTAL ELECTIONS</b>	<b>\$1,161,006</b>	<b>\$1,573,638</b>	<b>\$1,943,462</b>	
<b>COMMUNICATIONS</b>				
TELEPHONE AND RADIO SYSTEMS	\$396,220	\$346,965	\$312,017	

STATE CONTROLLER SCHEDULES COUNTY BUDGET ACT		COUNTY OF TULARE DETAIL OF FINANCING USES BY FUNCTION, ACTIVITY AND BUDGET UNIT GOVERNMENTAL FUNDS FISCAL YEAR 2012-13		SCHEDULE 8
FUNCTION, ACTIVITY AND BUDGET UNIT	2010-11 ACTUAL	2011-12 ACTUAL ESTIMATED <input checked="" type="checkbox"/>	2012-13 RECOMMENDED	2012-13 ADOPTED BY THE BOARD OF SUPERVISORS
1	2	3	4	5
MESSENGER AND DELIVERY DEPARTM	\$61,282	\$65,943	\$59,761	
TOTAL COMMUNICATIONS	\$457,502	\$412,908	\$371,778	
<b>PROPERTY MANANGEMENT</b>				
MAINTENANCE DEPARTMENTS	\$234,040	\$157,681	\$171,418	
DEPARTMENTS	\$907,360	\$708,632	\$859,052	
TOTAL PROPERTY MANANGEMENT	\$1,141,400	\$866,313	\$1,030,470	
<b>PLANT ACQUISITION</b>				
PLANT ACQUISITION	\$5,289,730	\$8,227,863	\$20,971,779	
TOTAL PLANT ACQUISITION	\$5,289,730	\$8,227,863	\$20,971,779	
<b>OTHER GENERAL</b>				
SURVEYOR AND ENGINEER	\$366,469	\$242,951	\$219,217	
CENTRAL SERVICES, STORES	\$1,997,076	\$2,181,842	\$2,129,502	
DEFERRED COMP	\$59,937	\$90,787	\$71,775	
TOTAL OTHER GENERAL	\$2,423,482	\$2,515,580	\$2,420,494	
TOTAL GENERAL	\$38,509,640	\$42,064,568	\$68,488,149	
<b>PUBLIC PROTECTION</b>				
<b>JUDICIAL</b>				
COURTS	\$6,981,109	\$6,894,730	\$6,914,264	
SHERIFF - COURTS	\$4,830,926	\$5,397,053	\$5,888,221	
GRAND JURY	\$158,091	\$143,894	\$168,390	
FAMILY SUPPORT - CHILD SUPPORT	\$13,669,154	\$13,037,092	\$16,545,513	
LAW LIBRARY	\$159,569	\$162,725	\$155,512	
DISTRICT ATTORNEY - PROSECUTIO	\$18,571,570	\$16,613,761	\$17,781,519	
PUBLIC DEFENDER	\$7,929,921	\$7,809,544	\$8,755,643	



**COUNTY OF TULARE**  
**DETAIL OF FINANCING USES BY FUNCTION, ACTIVITY AND BUDGET UNIT**  
**GOVERNMENTAL FUNDS**  
**FISCAL YEAR 2012-13**

**SCHEDULE 8**

FUNCTION, ACTIVITY AND BUDGET UNIT	2010-11 ACTUAL	2011-12 ACTUAL ESTIMATED	2012-13 RECOMMENDED	2012-13 ADOPTED BY THE BOARD OF SUPERVISORS
1	2	3	4	5
TOTAL JUDICIAL	\$52,300,340	\$50,058,799	\$56,209,062	

**POLICE PROTECTION**

SHERIFF	\$37,929,469	\$40,407,719	\$36,935,242
DRUG & ALC ABUSE TESTS	\$209,550	\$194,187	\$205,000

TOTAL POLICE PROTECTION	\$38,139,019	\$40,601,906	\$37,140,242
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**DETENTION AND CORRECTION**

ADULT DETENTION	\$36,035,620	\$41,571,731	\$44,200,195
PROBATION	\$22,742,600	\$23,870,387	\$26,891,323
HONOR FARMS	\$131,630	\$146,620	\$120,600

TOTAL DETENTION AND CORRECTION	\$58,909,850	\$65,588,738	\$71,212,118
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**FIRE PROTECTION**

FIRE DEPARTMENT	\$12,441,278	\$12,946,309	\$14,602,061
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TOTAL FIRE PROTECTION	\$12,441,278	\$12,946,309	\$14,602,061
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**FLOOD CONTROL AND SOIL AND WAT**

CHANNEL CONSTR AND MAINT	\$12,647	\$50,721	\$101,252
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TOTAL FLOOD CONTROL AND SOIL AND WAT	\$12,647	\$50,721	\$101,252
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**PROTECTION INSPECTION**

AGRICULTURAL COMMISSIONER	\$5,423,307	\$5,779,378	\$7,186,169
BUILDING INSPECTOR	\$1,519,222	\$1,712,648	\$1,987,691
SEALER OF WEIGHTS AND MEASURES	\$442,936	\$338,843	\$171,092

TOTAL PROTECTION INSPECTION	\$7,385,465	\$7,830,869	\$9,344,952
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STATE CONTROLLER SCHEDULES COUNTY BUDGET ACT		COUNTY OF TULARE DETAIL OF FINANCING USES BY FUNCTION, ACTIVITY AND BUDGET UNIT GOVERNMENTAL FUNDS FISCAL YEAR 2012-13		SCHEDULE 8
FUNCTION, ACTIVITY AND BUDGET UNIT	2010-11 ACTUAL	2011-12 ACTUAL ESTIMATED <input checked="" type="checkbox"/>	2012-13 RECOMMENDED	2012-13 ADOPTED BY THE BOARD OF SUPERVISORS
1	2	3	4	5
<b>OTHER PROTECTION</b>				
COUNTY CLERK	\$410,412	\$426,685	\$440,330	
RECORDER	\$961,892	\$734,527	\$1,884,337	
PUBLIC ADMINISTRATOR	\$139,086	\$150,210	\$209,947	
EMERGENCY SERVICES, DISASTER R	\$3,933,082	\$3,425,085	\$565,219	
PUBLIC GUARDIAN	\$5,548,329	\$5,750,537	\$6,629,988	
ENVIRONMENTAL PROTECTION PROGR	\$675,713	\$476,330	\$1,150,361	
FISH AND GAME PROPAGATION	\$12,940	\$10,690	\$12,860	
PLANNING AND ZONING	\$2,777,550	\$2,801,348	\$3,650,547	
PREDATORY ANIMAL CONTROL	\$956,045	\$1,079,856	\$1,073,796	
ABANDONED VEHICLE PROGRAM	\$42,361	\$31,623	\$72,879	
TOTAL OTHER PROTECTION	\$15,457,410	\$14,886,891	\$15,690,264	
TOTAL PUBLIC PROTECTION	\$184,646,009	\$191,964,233	\$204,299,951	
<b>PUBLIC WAYS AND FACILITIES</b>				
<b>PUBLIC WAYS</b>				
ROADS - PUBLIC WAYS	\$57,027,298	\$57,257,345	\$78,991,016	
AIRPORTS	\$196,658	\$401,706	\$1,163,486	
TOTAL PUBLIC WAYS	\$57,223,956	\$57,659,051	\$80,154,502	
TOTAL PUBLIC WAYS AND FACILITIES	\$57,223,956	\$57,659,051	\$80,154,502	
<b>HEALTH AND SANITATION</b>				
<b>HEALTH</b>				
PUBLIC HEALTH OFFICER	\$218,783	\$362,413	\$560,000	
HEALTH DEPARTMENT	\$37,808,311	\$40,107,143	\$46,001,803	
COMMUNITY MENTAL HEALTH	\$53,240,976	\$54,560,005	\$60,398,359	
FAMILY PLANNING, FAMILY HEALTH	\$1,663,003	\$1,592,588	\$1,720,059	
ALCOHOL AND DRUG ABUSE SERVICE	\$7,292,905	\$6,964,689	\$7,079,851	
ENVIRONMENTAL HEALTH	\$157,766	\$153,025	\$182,468	

**COUNTY OF TULARE**  
**DETAIL OF FINANCING USES BY FUNCTION, ACTIVITY AND BUDGET UNIT**  
**GOVERNMENTAL FUNDS**  
**FISCAL YEAR 2012-13**

**SCHEDULE 8**

FUNCTION, ACTIVITY AND BUDGET UNIT	2010-11 ACTUAL	2011-12 ACTUAL ESTIMATED <input checked="" type="checkbox"/>	2012-13 RECOMMENDED	2012-13 ADOPTED BY THE BOARD OF SUPERVISORS
1	2	3	4	5
TOTAL HEALTH	\$100,381,744	\$103,739,863	\$115,942,540	

**HOSPITAL CARE**

MEDICAL CARE SERVICES	\$43,173,136	\$58,844,465	\$76,031,231
MEDICALLY INDIGENT ADULTS	\$4,178,389	\$4,730,287	\$5,292,553

TOTAL HOSPITAL CARE	\$47,351,525	\$63,574,752	\$81,323,784
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TOTAL HEALTH AND SANITATION	\$147,733,269	\$167,314,615	\$197,266,324
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**PUBLIC ASSISTANCE**

**ADMINISTRATION**

ADMINISTRATION - SOCIAL SERVIC	\$93,008,279	\$104,686,360	\$125,534,576
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TOTAL ADMINISTRATION	\$93,008,279	\$104,686,360	\$125,534,576
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**AID PROGRAMS**

AID PROGRAMS	\$123,592,914	\$114,959,535	\$115,632,981
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TOTAL AID PROGRAMS	\$123,592,914	\$114,959,535	\$115,632,981
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**GENERAL RELIEF**

AID TO INDIGENTS - GENERAL REL	\$1,123,548	\$1,165,859	\$1,142,461
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TOTAL GENERAL RELIEF	\$1,123,548	\$1,165,859	\$1,142,461
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**CARE OF COURT WARDS**

FOSTER CARE	\$18,312,640	\$18,473,247	\$22,224,076
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TOTAL CARE OF COURT WARDS	\$18,312,640	\$18,473,247	\$22,224,076
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**VETERANS' SERVICES**

**COUNTY OF TULARE**  
**DETAIL OF FINANCING USES BY FUNCTION, ACTIVITY AND BUDGET UNIT**  
**GOVERNMENTAL FUNDS**  
**FISCAL YEAR 2012-13**

**SCHEDULE 8**

FUNCTION, ACTIVITY AND BUDGET UNIT	2010-11 ACTUAL	2011-12 ACTUAL ESTIMATED	2012-13 RECOMMENDED	2012-13 ADOPTED BY THE BOARD OF SUPERVISORS
1	2	3	4	5

VETERANS SERVICES OFFICER	\$216,645	\$224,699	\$227,654
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TOTAL VETERANS' SERVICES	\$216,645	\$224,699	\$227,654
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**OTHER ASSISTANCE**

WIA - VOCATIONAL TRAINING	\$11,288,787	\$9,778,212	\$9,051,349
COMMUNITY DEVELOPMENT	\$3,248,625	\$8,046,016	\$10,613,451

TOTAL OTHER ASSISTANCE	\$14,537,412	\$17,824,228	\$19,664,800
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TOTAL PUBLIC ASSISTANCE	\$250,791,438	\$257,333,928	\$284,426,548
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**EDUCATION**

**LIBRARY SERVICES**

COUNTY LIBRARY	\$4,460,438	\$4,032,388	\$5,919,223
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TOTAL LIBRARY SERVICES	\$4,460,438	\$4,032,388	\$5,919,223
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**AGRICULTURAL EDUCATION**

AGRICULTURAL EXTENSION SERVIC	\$920,404	\$863,070	\$927,525
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TOTAL AGRICULTURAL EDUCATION	\$920,404	\$863,070	\$927,525
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TOTAL EDUCATION	\$5,380,842	\$4,895,458	\$6,846,748
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**RECREATION AND CULTURAL SERVICES**

**RECREATION FACILITIES**

PARKS	\$2,806,644	\$1,766,494	\$1,737,317
AQUATIC RECREATIONAL AREAS	\$353,438	\$357,039	\$391,753

TOTAL RECREATION FACILITIES	\$3,160,082	\$2,123,533	\$2,129,070
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**CULTURAL SERVICES**

MUSEUM	\$130,409	\$193,747	\$269,643
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STATE CONTROLLER SCHEDULES COUNTY BUDGET ACT		COUNTY OF TULARE DETAIL OF FINANCING USES BY FUNCTION, ACTIVITY AND BUDGET UNIT GOVERNMENTAL FUNDS FISCAL YEAR 2012-13			SCHEDULE 8
FUNCTION, ACTIVITY AND BUDGET UNIT	2010-11 ACTUAL	2011-12 ACTUAL ESTIMATED	<div> <input checked="" type="checkbox"/> </div>	2012-13 RECOMMENDED	2012-13 ADOPTED BY THE BOARD OF SUPERVISORS
1	2	3		4	5
TOTAL CULTURAL SERVICES		\$130,409	\$193,747	\$269,643	
TOTAL RECREATION AND CULTURAL SERVICES		\$3,290,491	\$2,317,280	\$2,398,713	
RETIREMENT OF LONG TERM DEBT					
DEBT SERVICES					
RETIREMENT OF LONG TERM DEBT	\$14,864,265	\$17,373,587		\$16,196,175	
TOTAL DEBT SERVICES	\$14,864,265	\$17,373,587		\$16,196,175	
TOTAL RETIREMENT OF LONG TERM DEBT	\$14,864,265	\$17,373,587		\$16,196,175	
GRAND TOTAL FINANCING USES BY FUNCTION	\$702,439,910	\$740,922,720		\$860,077,110	

**COUNTY OF TULARE**  
**SPECIAL DISTRICTS AND OTHER AGENCIES SUMMARY - NON ENTERPRISE**  
**FISCAL YEAR 2012-13**

**SCHEDULE 12**

DISTRICT/AGENCY NAME	TOTAL FINANCING SOURCES				TOTAL FINANCING USES		
	FUND BALANCE AVAILABLE JUNE 30, 2012	DECREASES TO OBLIGATED FUND BALANCES	ADDITIONAL FINANCING SOURCES	TOTAL FINANCING SOURCES	FINANCING USES	INCREASES TO OBLIGATED FUND BALANCES	TOTAL FINANCING USES
1	2	3	4	5	6	7	8
<b>IHSS PUBLIC AUTHORITY</b>							
IHSS PUBLIC AUTHORITY	\$-	\$-	\$1,191,874	\$1,191,874	\$1,191,874	\$-	\$1,191,874
<b>TOTAL IHSS PUBLIC AUTHORITY</b>	<b>\$-</b>	<b>\$-</b>	<b>\$1,191,874</b>	<b>\$1,191,874</b>	<b>\$1,191,874</b>	<b>\$-</b>	<b>\$1,191,874</b>
<b>TULARE CO FLOOD CONTROL</b>							
TULARE CO FLOOD CONTROL	\$3,393,721	\$-	\$538,841	\$3,932,562	\$3,932,562	\$-	\$3,932,562
<b>TOTAL TULARE CO FLOOD CONTROL</b>	<b>\$3,393,721</b>	<b>\$-</b>	<b>\$538,841</b>	<b>\$3,932,562</b>	<b>\$3,932,562</b>	<b>\$-</b>	<b>\$3,932,562</b>
<b>TOTAL SPECIAL DISTRICTS AND OTHER AGENCIES</b>	<b>\$3,393,721</b>	<b>\$-</b>	<b>\$1,730,715</b>	<b>\$5,124,436</b>	<b>\$5,124,436</b>	<b>\$-</b>	<b>\$5,124,436</b>

STATE CONTROLLER SCHEDULES		COUNTY OF TULARE			SCHEDULE 13	
COUNTY BUDGET ACT		FUND BALANCE - SPECIAL DISTRICTS AND OTHER AGENCIES - NON ENTERPRISE			ACTUAL <input checked="checked" type="checkbox"/> ESTIMATED <input type="checkbox"/>	
		FISCAL YEAR 2012-13				
DISTRICT/AGENCY NAME	TOTAL FUND BALANCE JUNE 30, 2012	LESS: OBLIGATED FUND BALANCES			FUND BALANCE AVAILABLE JUNE 30, 2012	
		ENCUMBRANCES	NONSPENDABLE, RESTRICTED AND COMMITTED	ASSIGNED		
1	2	3	4	5	6	
IHSS PUBLIC AUTHORITY						
IHSS PUBLIC AUTHORITY	\$-	\$-	\$-	\$-	\$-	
TOTAL IHSS PUBLIC AUTHORITY	\$-	\$-	\$-	\$-	\$-	
TULARE CO FLOOD CONTROL						
TULARE CO FLOOD CONTROL	\$3,393,721	\$-	\$-	\$-	\$3,393,721	
TOTAL TULARE CO FLOOD CONTROL	\$3,393,721	\$-	\$-	\$-	\$3,393,721	
TOTAL SPECIAL DISTRICTS AND OTHER AGENCIES						
	\$3,393,721	\$-	\$-	\$-	\$3,393,721	

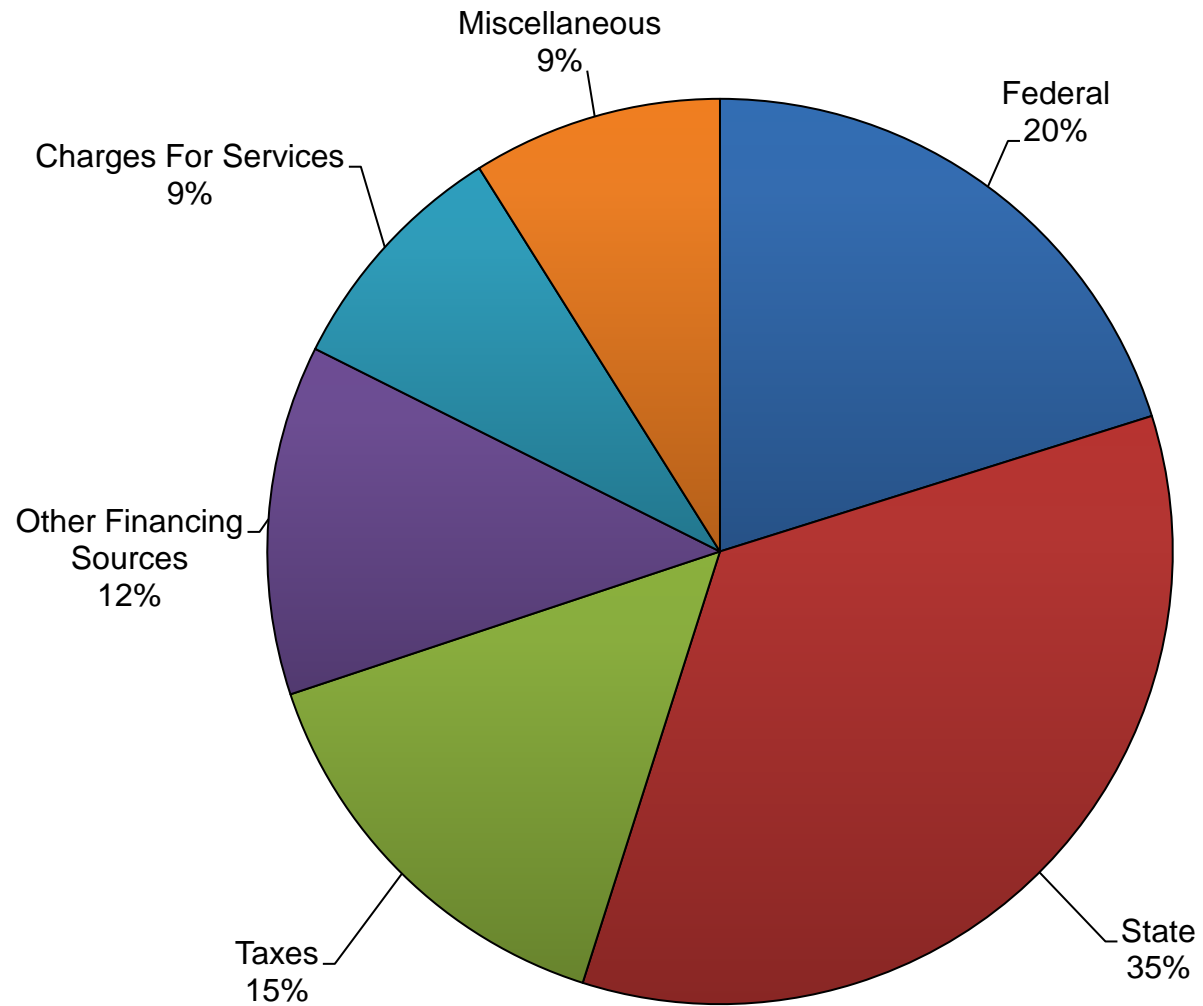
**COUNTY OF TULARE**  
**SPECIAL DISTRICTS AND OTHER AGENCIES - NON ENTERPRISE**  
**OBLIGATED FUND BALANCES**  
**FISCAL YEAR 2012-13**

DISTRICT/AGENCY NAME	OBLIGATED FUND BALANCES JUNE 30, 2012	DECREASES OR CANCELLATIONS		INCREASES OR NEW OBLIGATED FUND BALANCES		TOTAL OBLIGATED FUND BALANCES FOR THE BUDGET YEAR
		RECOMMENDED	ADOPTED BY THE BOARD OF SUPERVISORS	RECOMMENDED	ADOPTED BY THE BOARD OF SUPERVISORS	
1	2	3	4	5	6	7
<b>IHSS PUBLIC AUTHORITY</b>						
IHSS PUBLIC AUTHORITY	\$-		\$-		\$-	\$-
<b>TOTAL IHSS PUBLIC AUTHORITY</b>	\$-		\$-		\$-	\$-
<b>TULARE CO FLOOD CONTROL</b>						
TULARE CO FLOOD CONTROL	\$-		\$-		\$-	\$-
<b>TOTAL TULARE CO FLOOD CONTROL</b>	\$-		\$-		\$-	\$-
<b>TOTAL SPECIAL DISTRICTS AND OTHER AGENCIES</b>	\$-		\$-		\$-	\$-

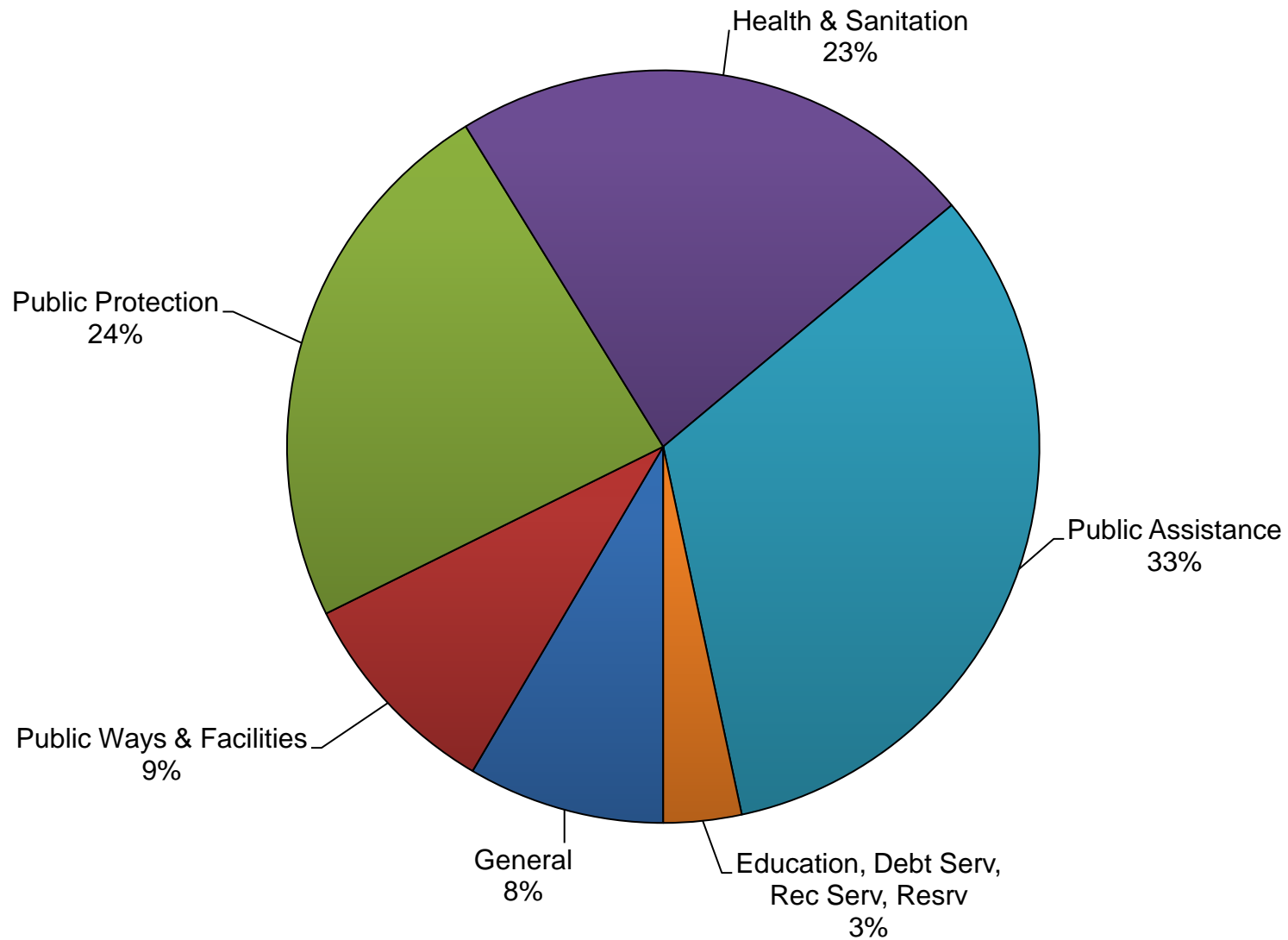


STATE CONTROLLER SCHEDULES COUNTY BUDGET ACT JANUARY 2010		COUNTY OF TULARE SPECIAL DISTRICTS AND OTHER AGENCIES FINANCING SOURCES AND USES BY BUDGET UNIT BY OBJECT FISCAL YEAR 2012-13			SCHEDULE 15  SUMMARY
DETAIL BY REVENUE CATEGORY AND EXPENDITURE OBJECT	2010-11 ACTUAL	2011-12 ACTUAL ESTIMATED	<input checked="" type="checkbox"/>	2012-13 RECOMMENDED	2012-13 ADOPTED BY THE BOARD OF SUPERVISORS
1	2	3		4	5
PROPERTY TAXES	\$4,247,379	\$2,667,076		\$702,195	
OTHER TAXES	\$6	\$10		\$10	
FROM USE OF MONEY & PROPERTY	\$261,091	\$173,359		\$57,737	
STATE AID	\$650,808	\$368,865		\$357,085	
FEDERAL AID	\$694,741	\$522,206		\$579,188	
CHARGES FOR CURRENT SERVICES	\$1,550				
INTERFUND REVENUE	\$1,585,736	\$699,231			
MISCELLANEOUS REVENUE	\$2,921	\$45,855		\$33,500	
OTHER FINANCING SOURCES	\$2,268,214	\$1,341,826		\$1,000	
<b>TOTAL REVENUE</b>	<b>\$9,712,446</b>	<b>\$5,818,428</b>		<b>\$1,730,715</b>	
SALARIES AND EMPLOYEE BENEFITS	\$1,333,426	\$665,663		\$194,572	
SERVICE AND SUPPLIES	\$1,521,727	\$578,926		\$3,426,853	
OTHER CHARGES	\$3,253,449	\$1,993,556		\$1,492,038	
FIXED ASSETS	\$11,313				
OTHER FINANCING USES	\$1,804,298	\$11,219,807		\$56	
COWCAP	\$41,560	\$21,953		\$10,917	
<b>TOTAL EXPENDITURES/APPROPRIATIONS</b>	<b>\$7,965,773</b>	<b>\$14,479,905</b>		<b>\$5,124,436</b>	
<b>NET COST</b>	<b>\$(1,746,673)</b>	<b>\$8,661,477</b>		<b>\$3,393,721</b>	

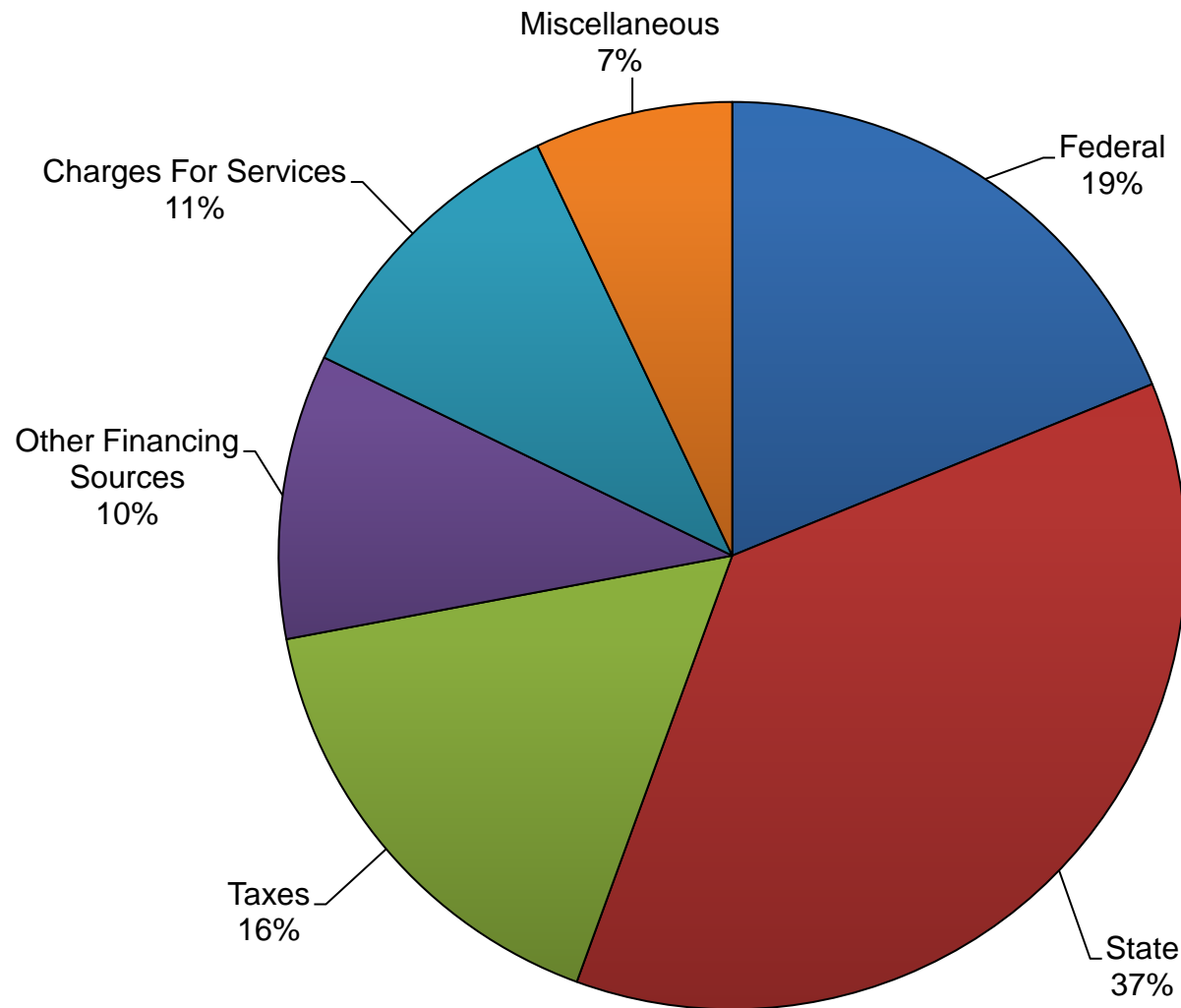
**FY 2012/13**  
**Means of Financing Tulare County Operating Budget By Major**  
**Source- \$868,745,565**



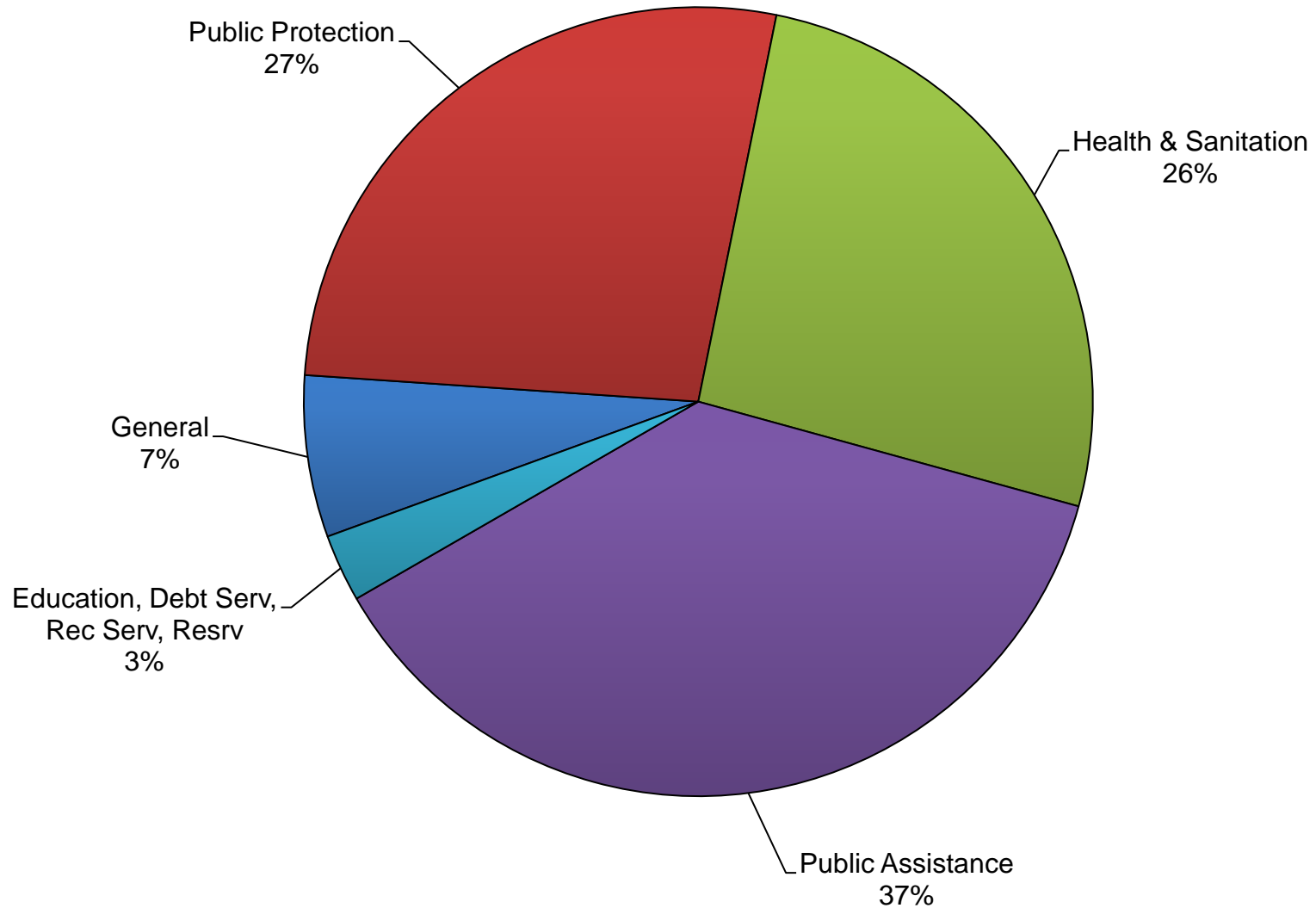
**FY 2012/13**  
**Appropriation of Tulare County Operating Budget By Major Function-**  
**\$868,745,565**



**FY 2012/13**  
**Means of Financing Tulare County General Fund Budget By Major**  
**Source - \$637,125,202**



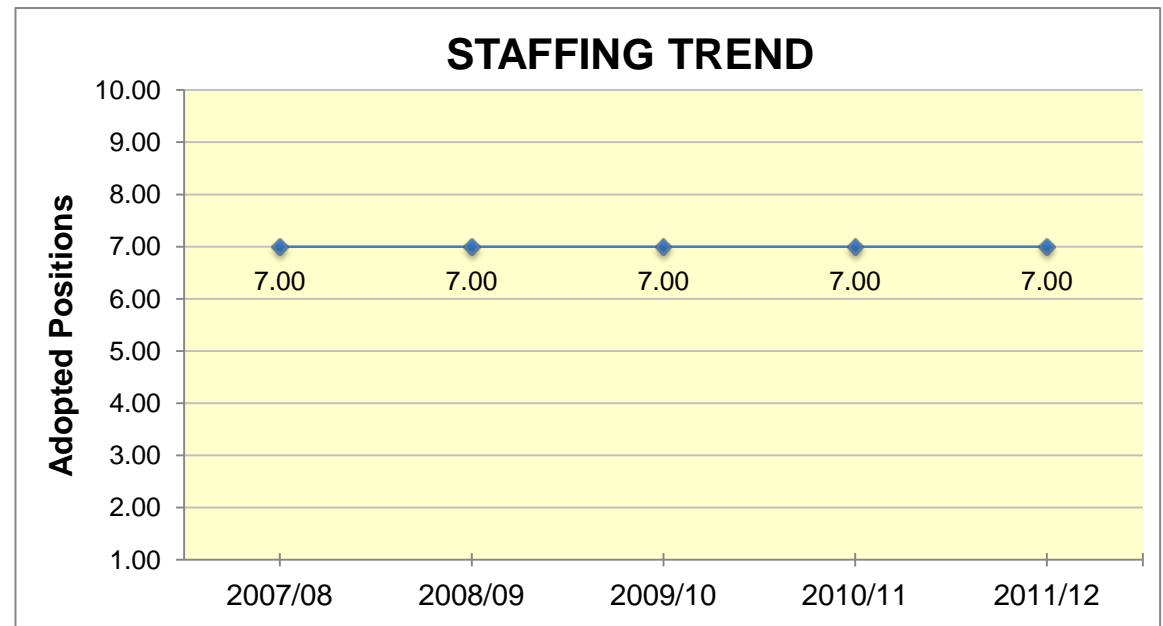
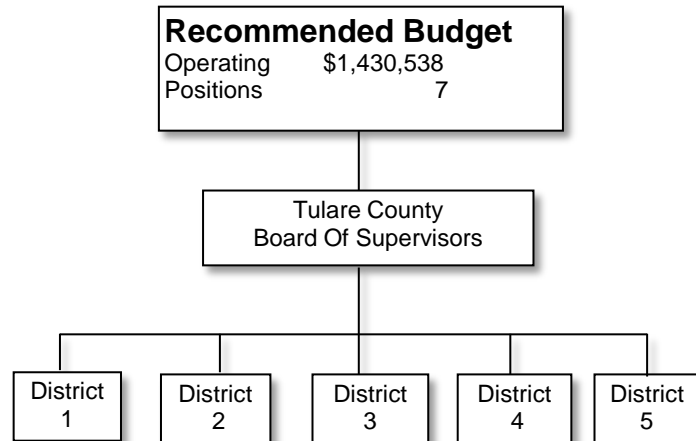
**FY 2012/13**  
**Appropriation of Tulare County General Fund Budget By Major**  
**Function - \$637,125,202**



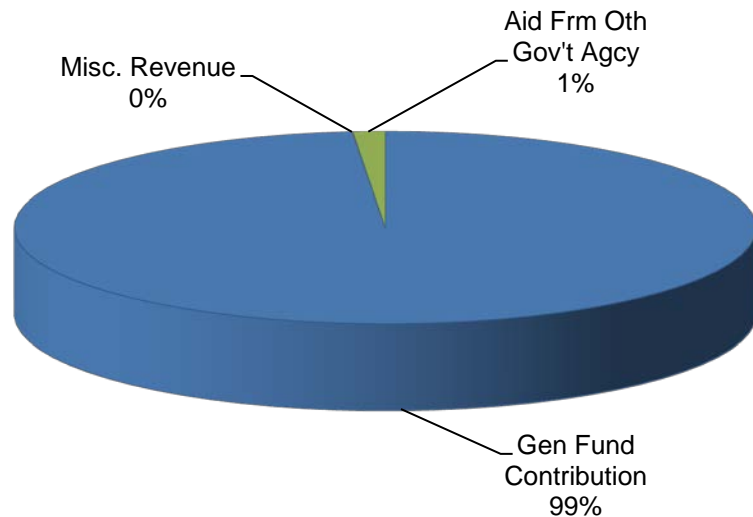
## Position Summary and Status

	Department	FY 08/09 Final Budget	FY 09/10 Final Budget	FY 10/11 Final Budget	FY 11/12 Final Budget	As of June 30, 2012			FY 12/13 Req Budget	FY 12/13 Recomm Budget	From Final to Recomm	From 6/30/12 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	1.00	1.00	1.00	2.00	2.00	2.00	0.00	2.00	2.00	0.00	0.00
015	Agricultural Commissioner	58.00	58.00	58.00	59.00	59.00	54.00	5.00	61.00	61.00	2.00	2.00
025	Assessor/Clerk Recorder	92.00	92.00	94.00	94.00	94.00	79.00	15.00	94.00	94.00	0.00	0.00
030	Auditor	59.00	58.00	58.00	58.00	59.00	49.00	10.00	59.00	59.00	1.00	0.00
032	Purchasing	6.00	6.00	7.00	8.00	8.00	8.00	0.00	8.00	8.00	0.00	0.00
055	Co-Operative Extension	8.50	8.50	9.00	9.00	9.00	8.00	1.00	7.50	7.50	-1.50	-1.50
080	County Counsel	53.65	52.65	53.65	53.65	53.65	48.65	5.00	57.67	57.67	4.02	4.02
085	County Administration	16.00	16.00	17.00	16.00	16.00	11.00	5.00	16.00	16.00	0.00	0.00
087	General Services	0.00	0.00	32.00	32.00	32.00	30.00	2.00	33.00	33.00	1.00	1.00
100	District Attorney	196.00	198.00	199.00	194.00	203.00	166.00	37.00	205.00	205.00	11.00	2.00
142	Health & Human Services	2225.75	1747.40	1820.95	1988.70	1996.70	1667.38	329.32	2003.10	2003.10	14.40	6.40
200	Human Resources & Dev	28.00	26.00	26.00	26.00	26.00	21.90	4.10	26.00	26.00	0.00	0.00
205	Probation	324.00	335.00	335.00	340.00	357.00	309.00	48.00	377.00	377.00	37.00	20.00
210	Public Defender	83.00	83.00	83.00	84.00	90.00	76.00	14.00	89.00	89.00	5.00	-1.00
230	Resource Management Agency	161.00	82.50	68.00	75.00	84.00	72.00	12.00	85.00	85.00	10.00	1.00
240	Sheriff	700.00	709.00	723.00	720.00	787.00	677.00	110.00	799.00	799.00	79.00	12.00
260	C.O.P. Agency	9.00	9.00	3.00	6.00	6.00	6.00	0.00	6.00	6.00	0.00	0.00
265	Rural Crime Program Agency	9.00	7.00	6.00	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	11.00	11.00	11.00	11.00	0.00	11.00	11.00	0.00	0.00
275	Action Project	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
280	Crime Prevention Project	14.00	13.00	13.00	11.00	10.00	7.00	3.00	10.00	10.00	-1.00	0.00
810	Miscellaneous Criminal Justice	2.00	2.48	2.48	2.48	2.48	2.48	0.00	2.48	2.48	0.00	0.00
<b>General Fund</b>		<b>4,064.90</b>	<b>3,523.53</b>	<b>3,627.08</b>	<b>3,802.83</b>	<b>3,918.83</b>	<b>3,318.41</b>	<b>600.42</b>	<b>3,964.75</b>	<b>3,964.75</b>	<b>161.92</b>	<b>45.92</b>
066	ISF Grounds Services	4.00	3.00	3.00	3.00	3.00	3.00	0.00	3.00	3.00	0.00	0.00
067	ISF Facilities	48.00	44.00	44.00	43.00	44.00	35.00	9.00	44.00	44.00	1.00	0.00
068	ISF Custodial	40.00	26.00	24.00	25.00	25.00	21.00	4.00	25.00	25.00	0.00	0.00
070	ISF Fleet Services	9.00	9.00	9.00	9.00	9.00	9.00	0.00	10.00	10.00	1.00	1.00
074	ISF Communications	8.00	8.00	8.00	8.00	8.00	8.00	0.00	10.00	10.00	2.00	2.00
076	ISF Mail Services	3.00	1.00	1.00	2.00	2.00	2.00	0.00	2.00	2.00	0.00	0.00
079	ISF Print Services	15.00	14.00	12.00	11.00	11.00	11.00	0.00	12.00	12.00	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	2.00	2.00	3.00	3.00	4.00	2.00	2.00	4.00	4.00	1.00	0.00
090	Information Technology	119.00	116.00	121.00	127.00	127.00	113.00	14.00	133.00	133.00	6.00	6.00
101	Child Support Services	269.00	226.00	212.00	212.00	212.00	171.00	41.00	211.00	211.00	-1.00	-1.00
120	Workforce Investment Board	38.00	38.00	35.00	22.00	24.00	19.00	5.00	19.00	19.00	-3.00	-5.00
142	Indigent Health Care	2.00	2.00	2.00	6.00	7.00	5.00	2.00	7.00	7.00	1.00	0.00
145	Library	36.60	36.60	37.10	36.80	36.80	33.80	3.00	36.80	36.80	0.00	0.00
220	Transit	0.00	0.00	1.00	1.00	1.00	1.00	0.00	2.00	2.00	1.00	1.00
225	RMA Roads	134.00	135.00	165.00	149.00	151.00	129.00	22.00	157.00	154.00	5.00	3.00
235	Solid Waste	74.00	75.00	50.00	61.00	61.00	53.00	8.00	52.00	52.00	-9.00	-9.00
245	Fire	114.00	116.00	115.00	116.00	114.00	108.00	6.00	114.00	114.00	-2.00	0.00
R&S	Redevelopment	0.00	18.00	19.00	9.00	9.00	9.00	0.00	9.00	9.00	0.00	0.00
<b>Other Funds</b>		<b>916.60</b>	<b>870.6</b>	<b>862.10</b>	<b>844.80</b>	<b>849.80</b>	<b>733.80</b>	<b>116.00</b>	<b>851.80</b>	<b>848.80</b>	<b>4.00</b>	<b>-1.00</b>
<b>Total County Allocations</b>		<b>4,981.50</b>	<b>4,394.13</b>	<b>4,489.18</b>	<b>4,647.63</b>	<b>4,768.63</b>	<b>4,052.21</b>	<b>716.42</b>	<b>4,816.55</b>	<b>4,813.55</b>	<b>165.92</b>	<b>44.92</b>

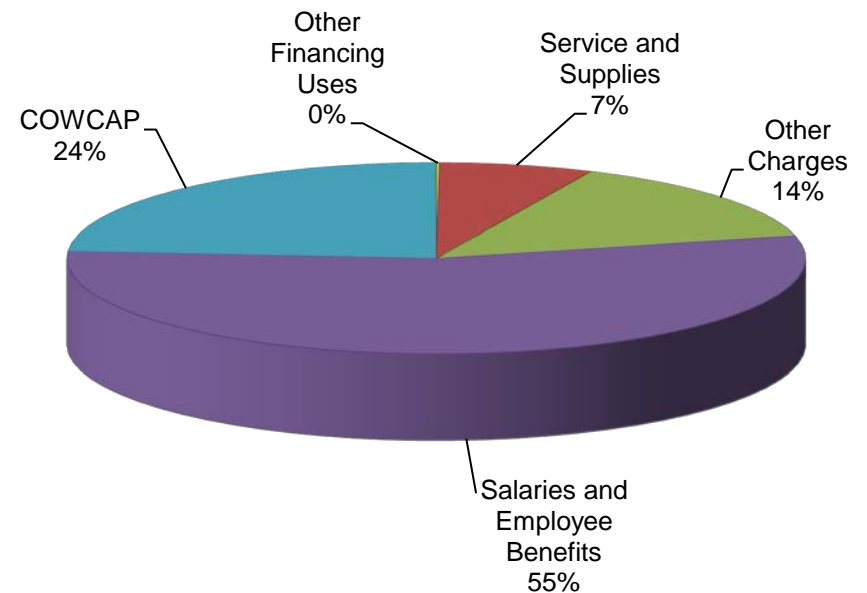
For detailed Personnel Actions such as Adds, Deletes, and Re-classes refer to Budget Narratives.



### SOURCE OF FUNDS



### USE OF FUNDS



FUND: 001

AGENCY: 010

MAJOR ACCOUNTS CLASSIFICATIONS	2010/11 ACTUALS	2011/12 FINAL BUDGET	2012/13 DEPT REQUEST	2012/13 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Salaries And Employee Benefits	824,835	826,481	786,595	786,595	(39,886)	(4.83)%
Service And Supplies	73,839	92,000	96,429	96,429	4,429	4.81 %
Other Charges	166,127	184,282	205,062	205,062	20,780	11.28 %
Other Financing Uses	3,644	3,656	1,943	1,943	(1,713)	(46.85)%
Cowcap	<u>598,574</u>	<u>691,829</u>	<u>340,509</u>	<u>340,509</u>	<u>(351,320)</u>	<u>(50.78)%</u>
TOTAL APPROPRIATIONS	1,667,019	1,798,248	1,430,538	1,430,538	(367,710)	(20.45)%
REVENUES:						
Intergovernmental Revenue	48,539	40,000	20,000	20,000	(20,000)	(50.00)%
Miscellaneous Revenue	1,331	200	200	200	0	0.00 %
Other Financing Sources	<u>14,969</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00 %</u>
TOTAL REVENUES	<u>64,839</u>	<u>40,200</u>	<u>20,200</u>	<u>20,200</u>	<u>(20,000)</u>	<u>(49.75)%</u>
NET COUNTY COST	1,602,180	1,758,048	1,410,338	1,410,338	(347,710)	(19.78)%



## 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 Successor 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

- Prepare, publish, and distribute the Board of Supervisors' Agenda.
- Clerk all Board of Supervisors meetings and record legislative actions. Process and maintain all agreements, ordinances, and resolutions resulting from the Board's actions.

- 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.
- Maintain and update the Tulare County Ordinance Code.

## Key Goals and Objectives Results in 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** – Work with the Transportation Department to provide bus services June through August 2011/12.  
**Results:** Bus service was provided to over 11,000 youth throughout the County to allow for youth to participate in free positive programs and events.

**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** – Work with communities to develop Step Up events throughout the fiscal year. **Results:** Established a partnership with the Probation Department which led events in the communities of Ivanhoe, Alta Vista, Traver, Poplar, and Farmersville and reached over 2,000 youth and families. Other communities that hosted Step Up events were

Allensworth, Goshen, and Earlimart with over 1,000 in attendance.

### **Quality of Life**

**Goal 1:** Provide grant funding to support the Step Up Service Learning Grant Programs 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. **Results:** Grant eligibility was established in February 2012 and applications were accepted from middle schools and high schools throughout the County.
- **Objective 2** – Review applications and award grant funding by April 2012. **Results:** Awarded \$15,000 in grant funding to three high schools in May 2012. There were 66 high school students who participated in one of each of the three programs: GrizzComm Summer Camp for journalism and multimedia training; Drum Line music training for teamwork, reading music, and different drumming styles; and the creation of two tile mosaic murals on the College of the Sequoias (COS) Campus. Each program provided a positive outlet for young adults to increase in socialization, self-confidence and self-esteem, teamwork, intellectual concepts, research, analysis, and decision-making.

**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. **Results:** The Tulare

Lake Basin Disadvantaged Community Water Study is on schedule in accordance with the County's grant contract with the California Department of Water Resources. The Stakeholder Oversight Advisory Committee identified priority issues and potential solutions and selected four pilots 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. **Results:** Formal membership in the Poso and Tule Integrated Regional Water Management groups is not available at this time. The organization of both groups has narrow membership requirements and the County does meet the member agency requirements. Staff has regularly attended the two groups' meetings and is engaged with the groups' planning efforts and projects.

**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. **Results:** Planning Committee was created by April 2012.
- **Objective 2** – Designate the park locations and dates and times by May 2012. **Results:** Designated park locations, dates, and times in the following communities: Allensworth, Alpaugh, Cutler-Orosi, Dinuba, Farmersville, Porterville, Richgrove, Tulare, and Visalia resulting in an increase of six locations over last year.

### **Organizational Performance**

**Goal 1:** Improve the efficiency of the Assessment Appeals process.

- **Objective** - 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. **Results:** Staff is tracking closed and completed applications, create hearing notices, and resolution reports. Staff will work with ICT during FY 2012/13 to coordinate additional system modifications necessary to create the agenda and minute orders.

**Goal 2:** Establish a database for our Boards, Commissions, and Special Districts to improve efficiency in creating the monthly report as well as sharing information with other Departments and Agencies.

- **Objective** - Work with ICT to acquire a software program or create an in-house database system by June 2012. **Results:** Project was delayed due to priorities and time constraints. Work with ICT will continue in FY 2012/13 to achieve objective.

**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. **Results:** Directed the County Administrative Officer to begin work on updating the Plan.
- **Objective 2** – Evaluate and update County initiatives by May 2012. **Results:** The County Administrative Officer researched and conducted phone interviews with several consultants. A suitable consultant was not located and an alternative method of updating the plan, using County Administrative staff, was developed. Staff will begin the update process in October 2012.

- **Objective 3** – Adopt and update five year 2012 – 2017 Strategic Business Plan by June 2012. **Results:** The finalized plan will be presented to the Board for evaluation by June 2013.

### Other Accomplishments in FY 2011/12

- Began the Step Up Youth Challenge, an innovative Service Learning Grant Program, that had a positive impact on over 9,000 youth and 16 different middle schools throughout the County. The program empowered at-risk junior high students to address an issue of concern in their school or community and to build partnerships to positively impact these issues.
- Formed a partnership with the City of Porterville and community members to create a targeted strategy to address gang issues in their community. There were 4 mini Step Up events held in neighborhoods with concentrated rates of gang affiliation between September 2011 and May 2012, reaching over 900 youth and their families.
- Awarded \$95,000 from the Youth Activities Grant Program to 13 non-profit organizations throughout Tulare County to provide programs and services for at-risk youth. Programs like Courage to Change, El Quinto Summer Arts, Proteus, Inc., Tulare Athletic Boxing Club, and Wild Places are serving approximately 2,000 youth with grant funded programming. The programs are designed to assist at-risk youth in making positive choices and improving their quality of life.
- Worked, as part of the Tulare County Association of Governments, with Caltrans, and the Federal Highways Administration (FHWA) on the following projects that are

either under contract or have been completed during the following fiscal year: Road 80 between Visalia and Dinuba; phases 1A, 2 and 3 of Road 108 (Demaree and Hillman) between Visalia and Tulare; the intersection of Ave. 416 and Road 80 within the City of Dinuba; and the Betty Dr. overcrossing in the community of Goshen. Total combined project costs of projects total \$70.4 million.

- Directed the establishment of the Tulare County Economic Development Office within the Resource Management Agency to increase business development in the County. Currently, the office has issued 40 dairy permits, 16 solar facility permits, and 27 agri-business permits. It has also implemented 21 tourism and film projects, and developed the Tulare County Economic Development website.
- Expanded 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. Results: Tulare County Speakers Bureau was launched and provided a diverse group of local government experts who spoke on relevant topics related to local government issues. Speakers Bureau served over 1,500 county residents at 34 different meetings contracted through organizations like Rotary Club, Kiwanis Club, Pro Youth Heart, and local high schools. Some departments, or department heads, who sent out speakers were: Agricultural Commissioner/Sealer, Sheriff Department, Probation, Tourism & Film, Resource Management Agency, Health and Human Services, Child Support Services, Step Up, and County Counsel.
- Approved implementation of the Countywide Customer Service training program developed to enhance customer service skills of all Tulare County employees.

- Expanded promotion of the Taste Tulare County program through a partnership with the Arts Consortium's Taste the Arts event, increasing total attendance at all events to close to 4,000 individuals.
- Authorized and approved the successful application of a \$60 million AB 900 jail facility grant award to build the new South County Detention Facility in Porterville.
- Approved capital project improvements to the following facilities:
  - Renovation of the former TulareWORKS building that now houses 65 probation employees as part of the 2011 Realignment Legislation.
  - A new apparatus bay to replace older building that had surpassed its useful life to be used by Tulare County Fire Department in Alpaugh.
  - Construction of communications towers that will greatly increase security communications for law enforcement and fire personnel.
  - Through an American Recovery and Reinvestment Act grant and a partnership with the Boys & Girls Club, the purchase and remodel of an unused property for the creation of the Ivanhoe Community Center.
  - The redesign of the Civic Center parking lot which increased parking spaces by 166.

## Key Goals and Objectives in FY 2012/13

### Safety and Security

**Goal 1:** Advocate for necessary funding for our public safety/criminal justice departments as they implement the requirements of AB 109, the 2011 Realignment Legislation

which shifted responsibility for certain offenders and parolees from the State to local public safety departments.

- **Objective 1** – Advocate for a constitutional amendment to guarantee continued long-term funding for realignment responsibilities by June 2013.
- **Objective 2** – Advocate for an equitable allocation of State realignment funds by June 2013.
- **Objective 3** – Advocate for the full funding of our Superior Court System by June 2013.

**Goal 2:** Enhance enforcement the Tulare County Ordinance Code pertaining to the cultivation and distribution of marijuana.

- **Objective** – Continue to fund the Marijuana Code Compliance Task Force by June 2013.

**Goal 3:** Expand the Tulare County Gang Prevention Programs.

- **Objective 1** – Investigate the potential for a partnership between Tulare County and California State University, Fresno to identify and collect relevant data for use in the evaluation of gang prevention programs by March 2013.
- **Objective 2** - Seek additional funding through State and Federal programs by June 2013.

**Goal 4:** Step Up Law Enforcement Event

- **Objective 1** – Provide a one day POST (Peace Officer Standards and Training) certified course for public safety professionals in proactive strategies to address potentially traumatic or disconcerting issues they face daily by June 2013.

## **Economic Well-Being**

**Goal 1:** Expand economic development opportunities in the unincorporated areas of the County.

- **Objective** - Provide continued support for our Economic Development Department as part of the Resource Management Agency by June 2013.

**Goal 2:** Support further improvements at Sequoia Field Airport to facilitate future commercial development.

- **Objective 1** – Obtain funding to complete aprons and ramp by June 2013.
- **Objective 2** – Create a five year work program that lists projects to be completed annually with one project being completed every year so as to support future commercial business opportunities by June 2013.

**Goal 3:** Adopt Developer Impact Fees.

- **Objective 1** – Complete Developer Impact Fee studies in relation to fees by June 2013.
- **Objective 2** – Approve Memorandum of Understandings with the seven remaining incorporated cities by June 2013.

## **Quality of Life**

**Goal 1:** Sustain the Summer Night Lights Program, through the collaboration of various agencies in order 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** - Foster effective leadership in unincorporated communities who are running Summer Night Lights programs by June 2013.
- **Objective 2** - Provide administrative support to all partners by June 2013.
- **Objective 3** - Seek grant funding by June 2013.

**Goal 2:** Continue to explore solutions for our communities that have water quality issues.

- **Objective 1** – Support entities seeking funding through water quality grants by June 2013.
- **Objective 2** - Complete tasks three and four and begin work on task five of the Tulare Lake Basin Disadvantaged Community Water Study by June 2013.

### **Organizational Performance**

**Goal 1:** Collaborate with County Counsel to provide additional training on basic governmental legal issues for elected officials serving on Special Districts.

- **Objective** – Conduct Government 104 Training by June 2013.

**Goal 2:** Update Information Technology Systems.

- **Objective 1** - Install GPS tracking systems on all fire trucks to assist with improving response time by June 2013.
- **Objective 2** - Increase radio reception in Three Rivers for public safety by June 2013.
- **Objective 3** - Provide departmental savings through support of continued implementation and on-going support and expansion of video conferencing technologies by June 2013.

**Goal 3:** Adopt the Tulare County 2030 General Plan Update.

- **Objective 1** – Hold a joint meeting with the Tulare County Board of Supervisors and the Planning Commission in August of 2012.
- **Objective 2** – Adopt the Tulare County 2030 General Plan Update by June 2013.

**Goal 4:** Maintain Tulare County's financial stability.

- **Objective 1** – Adopt a fiscally sound balanced budget in September 2012.
- **Objective 2** - Work closely with the Tulare County Employee Retirement Association (TCERA) to protect current retirement funds as well as maintain conservative and fiscally sound investment strategies by June 2013.

**Goal 5:** Initiate the County's five year 2006-2011 Strategic Business Plan to ensure continued alignment between community priorities and County services.

- **Objective 1** – Evaluate and update County initiatives by May 2013.
- **Objective 2** – Adopt and update five year 2012 – 2017 Strategic Business Plan by June 2013.

### **Departmental Budget Request**

The Department's Requested Budget represents an overall decrease of \$367,710 or 20% in expenditures and a decrease of \$20,000 or 50% in revenues when compared with the FY 2011/12 Final Budget. As a result, the Net County Cost is decreased \$347,710 or 20% when compared with the FY 2011/12 Final Budget.

Significant areas with major changes between the FY 2011/12 Final Budget and the FY 2012/13 Requested Budget are as follows:

- Other Financing Uses decrease \$1,713 due to a decrease in Invensys.
- Countywide Cost Allocation Plan (COWCAP) charges decrease \$351,320 due to changes in the Plan.

- Revenue projections decrease overall due to a reduction in the projected amount of assessment appeals applications that will be received.

### 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.

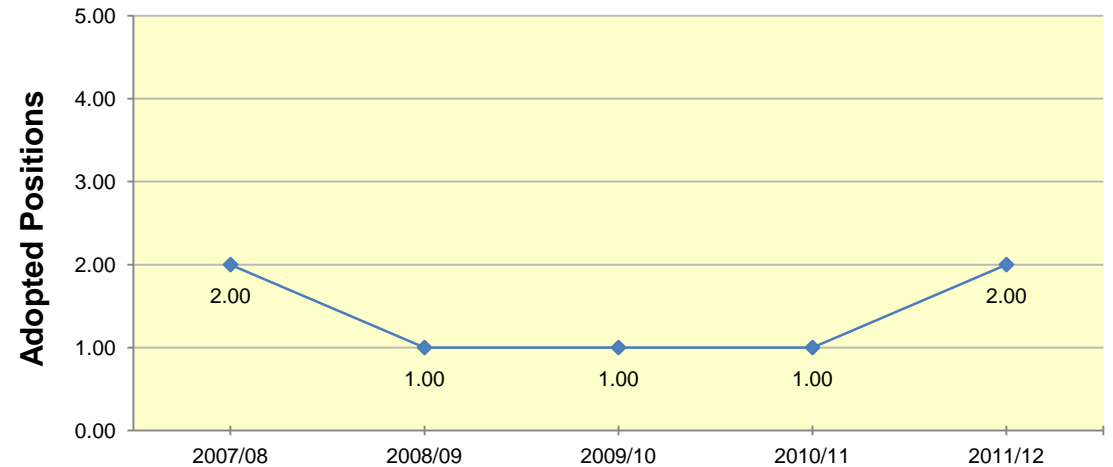
### Recommended Budget

Operating \$14,692,393  
Positions 2

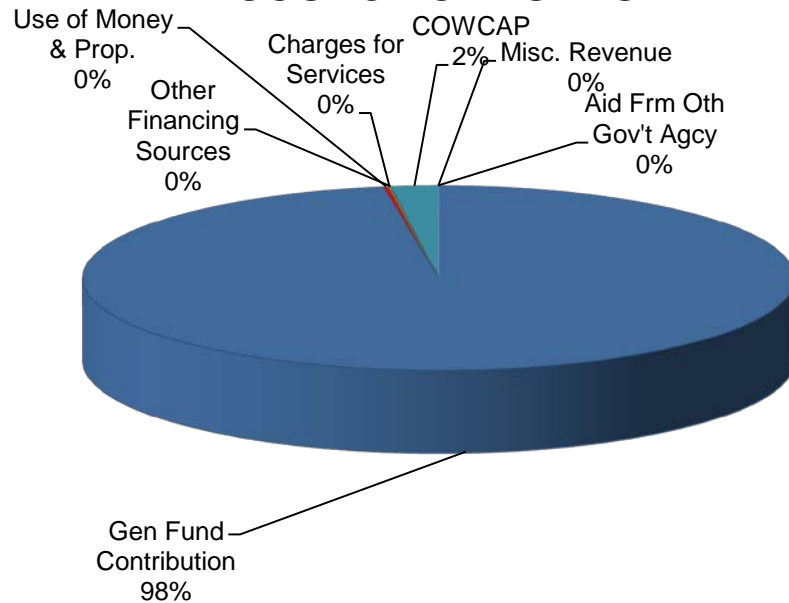
County Administration  
Office

Miscellaneous  
Administration

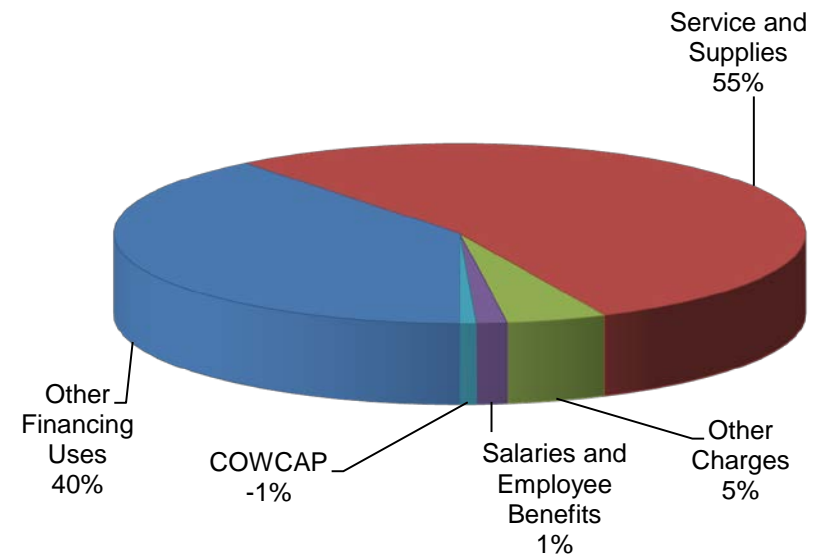
### STAFFING TREND



### SOURCE OF FUNDS



### USE OF FUNDS





FUND: 001

AGENCY: 012

MAJOR ACCOUNTS CLASSIFICATIONS	2010/11 ACTUALS	2011/12 FINAL BUDGET	2012/13 DEPT REQUEST	2012/13 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Salaries And Employee Benefits	146,689	202,032	213,659	213,659	11,627	5.76 %
Service And Supplies	1,166,150	5,231,047	8,275,450	8,275,450	3,044,403	58.20 %
Other Charges	814,474	1,166,804	694,339	694,339	(472,465)	(40.49)%
Other Financing Uses	6,710,135	5,921,506	5,872,027	5,872,027	(49,479)	(0.84)%
Cowcap	<u>(189,905)</u>	<u>(253,412)</u>	<u>(113,082)</u>	<u>(113,082)</u>	<u>140,330</u>	<u>(55.38)%</u>
TOTAL APPROPRIATIONS	8,647,543	12,267,977	14,942,393	14,942,393	2,674,416	<u>21.80 %</u>
REVENUES:						
Taxes	0	1	1	1	0	0.00 %
Rev. from Use of Money & Prop	30,403	30,312	30,200	30,200	(112)	(0.37)%
Intergovernmental Revenue	0	250,000	250,000	250,000	0	0.00 %
Charges For Current Serv	11,130	2,776	(14,652)	(14,652)	(17,428)	(627.81)%
Miscellaneous Revenue	5,719	1,001	1,500	1,500	499	49.85 %
Other Financing Sources	0	1,000,000	0	0	(1,000,000)	(100.00)%
Cowcap	<u>116,335</u>	<u>291,446</u>	<u>316,276</u>	<u>316,276</u>	<u>24,830</u>	<u>8.52 %</u>
TOTAL REVENUES	<u>163,587</u>	<u>1,575,536</u>	<u>583,325</u>	<u>583,325</u>	<u>(992,211)</u>	<u>(62.98)%</u>
NET COUNTY COST	8,483,956	10,692,441	14,359,068	14,359,068	3,666,627	34.29 %

## 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.

- Fire: County contribution in support of the Fire Fund.

## Departmental Budget Request

The Requested Budget represents an overall increase of \$2,674,416 or 22% in expenditures and a decrease of \$992,211 or 63% in revenues when compared with the FY 2011/12 Final Budget. As a result, the Net County Cost is increased \$3,666,627 or 34% when compared with the FY 2011/12 Final Budget.

Significant areas with major changes between the FY 2011/12 Final Budget and the FY 2012/13 Requested Budget are as follows:

- Services and Supplies increase \$3,044,403 primarily due to General Plan legal expenses, permit software, and a transfer of one-time funds to the Fire Department for engine rehabilitation.
- Other Charges decrease \$472,465 primarily due to reduced interest and financing charges on the County's Tax and Revenue Anticipation Note.
- Countywide Cost Allocation Plan (COWCAP) charges increase \$140,330 due to changes in the Plan.
- Revenue projections decrease primarily due to the elimination of an operating transfer in from Capital Projects.

## County Administrator's Recommendation

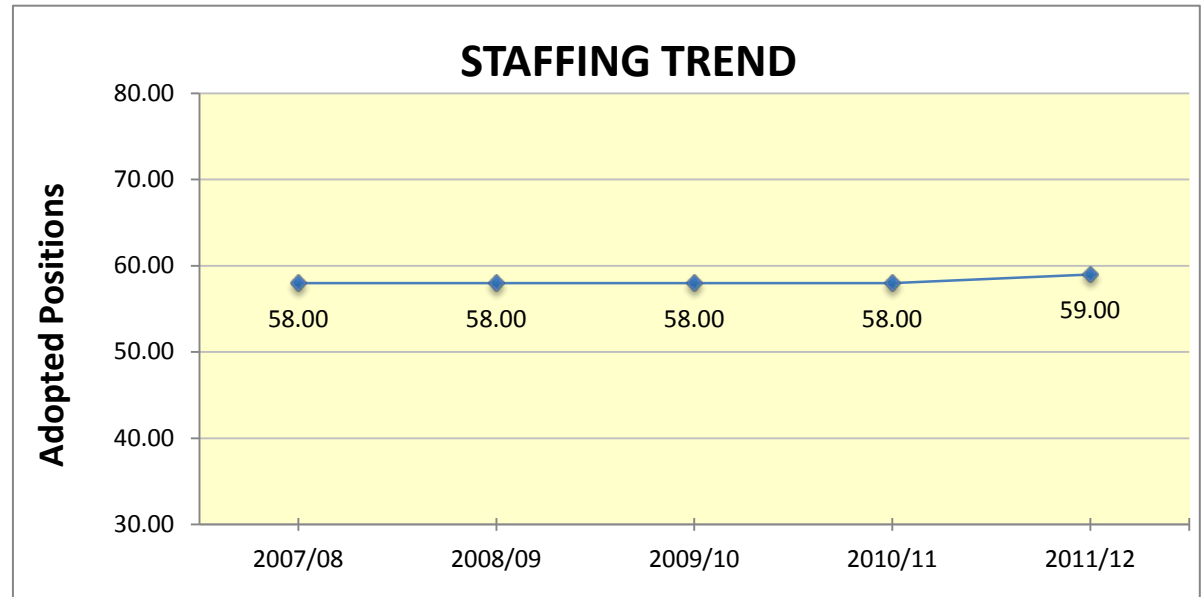
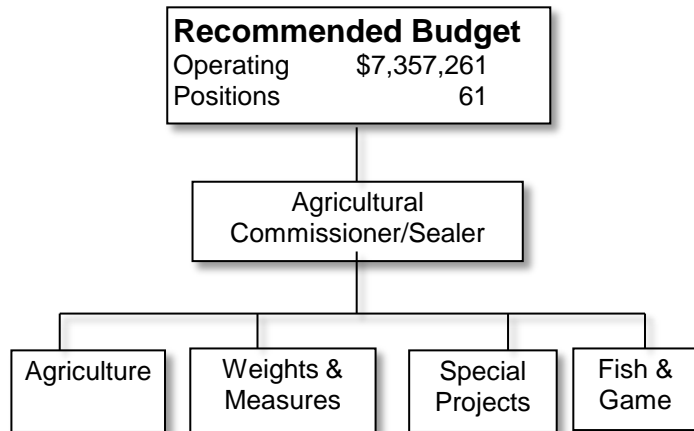
The budget is recommended as submitted.

Pending Issues and Policy Considerations

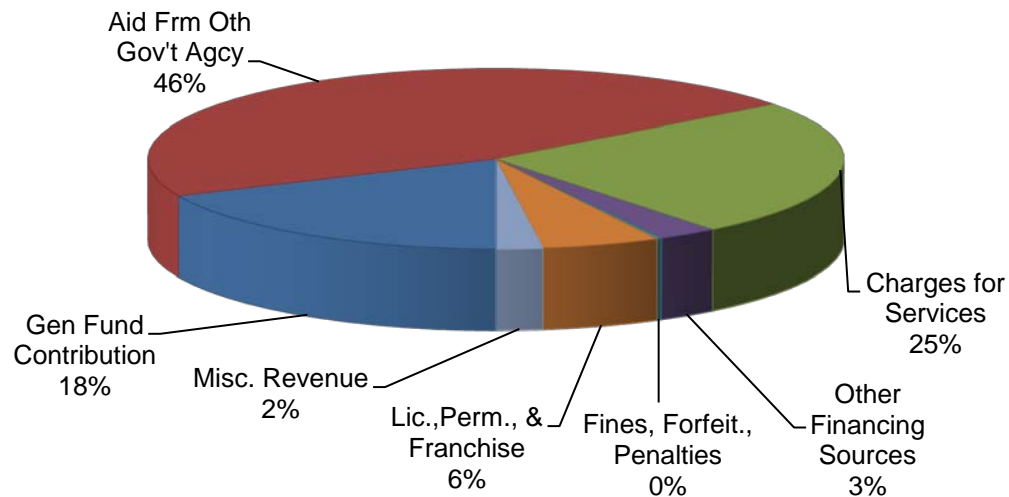
There are no pending issues or policy considerations.

Department Head Concurrence or Appeal

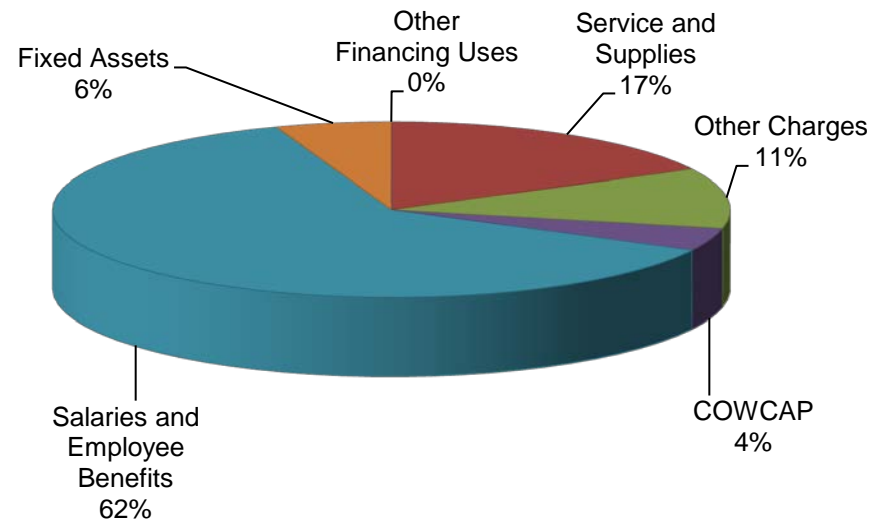
The Department Head concurs with the Recommended Budget.



## 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	2010/11 ACTUALS	2011/12 FINAL BUDGET	2012/13 DEPT REQUEST	2012/13 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Salaries And Employee Benefits	3,676,545	4,304,600	4,547,277	4,547,277	242,677	5.64 %
Service And Supplies	998,705	2,222,952	1,278,888	1,278,888	(944,064)	(42.47) %
Other Charges	719,085	791,363	810,833	810,833	19,470	2.46 %
Fixed Assets	225,126	98,000	405,249	405,249	307,249	313.52 %
Other Financing Uses	37,237	11,082	526	526	(10,556)	(95.25) %
Cowcap	<u>209,545</u>	<u>232,918</u>	<u>314,488</u>	<u>314,488</u>	<u>81,570</u>	<u>35.02 %</u>
TOTAL APPROPRIATIONS	5,866,243	7,660,915	7,357,261	7,357,261	(303,654)	(3.96) %
REVENUES:						
Lic.,Permits & Franchise	242,121	403,261	403,325	403,325	64	0.02 %
Fines,Forfeit.,Penalties	18,542	17,750	16,508	16,508	(1,242)	(7.00) %
Intergovernmental Revenue	3,250,660	4,288,896	3,417,297	3,417,297	(871,599)	(20.32) %
Charges For Current Serv	1,602,338	1,302,987	1,811,533	1,811,533	508,546	39.03 %
Miscellaneous Revenue	56,954	159,651	158,656	158,656	(995)	(0.62) %
Other Financing Sources	<u>40,888</u>	<u>273,072</u>	<u>207,240</u>	<u>207,240</u>	<u>(65,832)</u>	<u>(24.11) %</u>
TOTAL REVENUES	<u>5,211,503</u>	<u>6,445,617</u>	<u>6,014,559</u>	<u>6,014,559</u>	<u>(431,058)</u>	<u>(6.69) %</u>
NET COUNTY COST	654,740	1,215,298	1,342,702	1,342,702	127,404	10.48 %

## 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

- Provide pest detection to detect exotic pests before they become firmly established.
- Provide pest exclusion and plant quarantine to prevent introduction and/or spread of detrimental plant pests and diseases.

- Provide pesticide use enforcement to ensure the safe, legal, and proper use of pesticides.
- Administer weights and measures to ensure equity in the marketplace.

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

### Safety and Security

**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. **Results:** Program spreadsheets, agency forms, and State and Federal reports were assembled and provided to a technology project team in 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. **Results:** Initiated the development process by partnering with an accounting specialist and a computer systems analyst. This project is progressing and is ongoing.

### 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. **Results:** Participated with representatives of the District Attorney and Sheriff's Departments to discuss different ways our Departments can assist each other. Currently sharing information of violations with the District Attorney and the Sheriff's Departments on a quarterly basis.

### **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. **Results:** Provided 15 presentations to community organizations in FY 2011/12. Various topics requested included invasive pest issues, pesticide use enforcement, and organic commodity regulations.
- **Objective 2** – Design and assemble informational displays for public events. **Results:** An exhibit at the World Ag Expo in February 2012 offered the ability to share information on services provided by the Department to approximately 100,000 visitors from local, national, and 12 foreign localities.

### **Key Goals and Objectives for FY 2012/13**

#### **Quality of Life**

**Goal 1:** Increase public presentations to 16 and expand exhibits by two as compared to FY 2011/12.

- **Objective 1** – Identify additional public events that can provide a chance to share information about Department activities by June 2013.
- **Objective 2** – Participate in the World Ag Expo during February 2013.
- **Objective 3** – Participate in the 2013 California Agricultural Commissioner and Sealer Association conference by June 2013.

### **Organizational Performance**

**Goal 1:** Partner with the County Treasurer and Auditor in a cashiering system that will decrease duplication, expedite service, and increase efficiency in customer transactions.

- **Objective 1** – Install hardware and software for the cashiering system by October 2012. Integrate the existing account records and fully deploy the service by December 2012.

**Goal 2:** Expand customer service and assign two additional Inspectors to help facilitate commodity shipments and export needs of the local industries.

- **Objective 1** – Provide training for two Inspectors in the commodity and export industry by December 2012.

### **Departmental Budget Request**

The Requested Budget represents an overall decrease of \$303,654 or 4% in expenditures and a decrease of \$431,058 or 7% in revenues when compared with the FY 2011/12 Final Budget. As a result, the Net County Cost is increased \$127,404 or 10% when compared with the FY 2011/12 Final Budget.

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

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

Significant areas with major changes between the FY 2011/12 Final Budget and the FY 2012/13 Requested Budget are as follows:

- Salaries and Benefits increase \$242,677 primarily due to increases in seasonal salaries.
- Services and Supplies decrease \$944,064 primarily due to a decrease of State and Federal Glassy-winged sharpshooter insect subvention and suppression funding and associated costs of insect treatments and professional services.
- Other Financing Uses decrease by \$10,556 mainly due to the ending of a vehicle debt service.
- Countywide Cost Allocation Plan (COWCAP) charges increase \$81,570 due to changes in the Plan.
- Capital Assets increase \$307,249. The FY 2012/13 expenditures of \$405,320 include the following:
  - 22 replacement agricultural/weights and measures field and service trucks \$405,230.
- Revenue projections decrease overall, primarily due to decreases in State subvention and Federal Glassy-winged Sharpshooter suppression funding.

Staffing changes reflected in the Requested Budget include the following:

- Add 2 FTE position to address field workload issues. The requested additional positions include:
  - 2 Agricultural and Standards Inspector III

**County Administrator's Recommendation**

The budget is recommended as submitted.

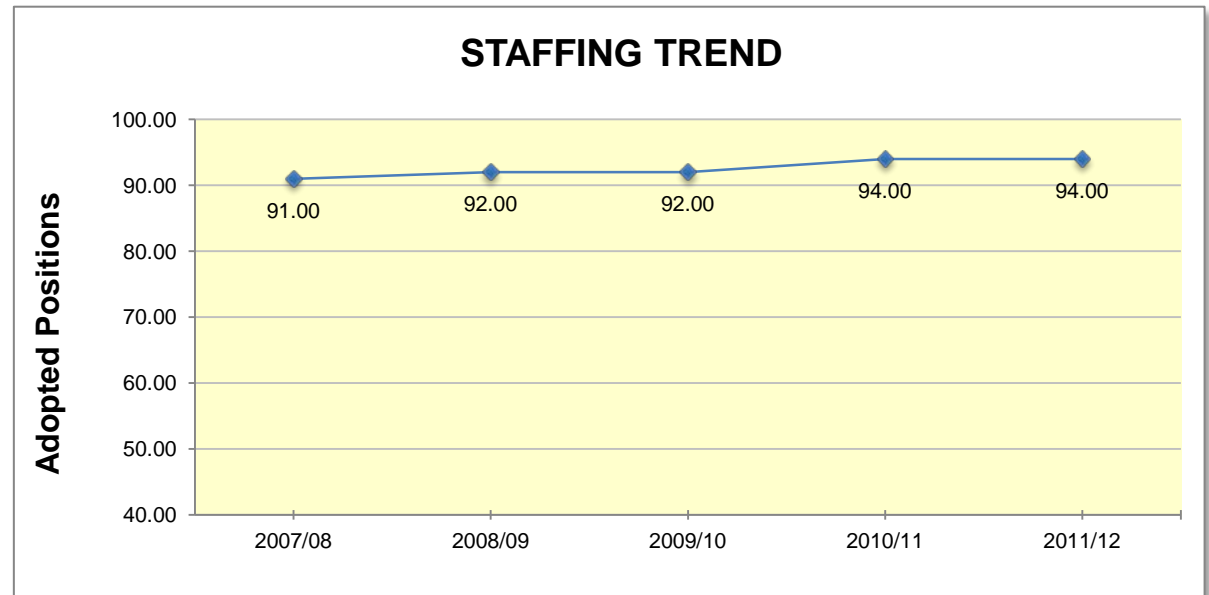
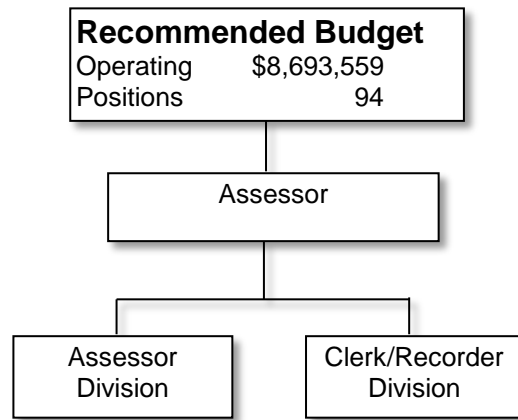
**Pending Issues and Policy Considerations**

There are no pending issues or policy considerations.

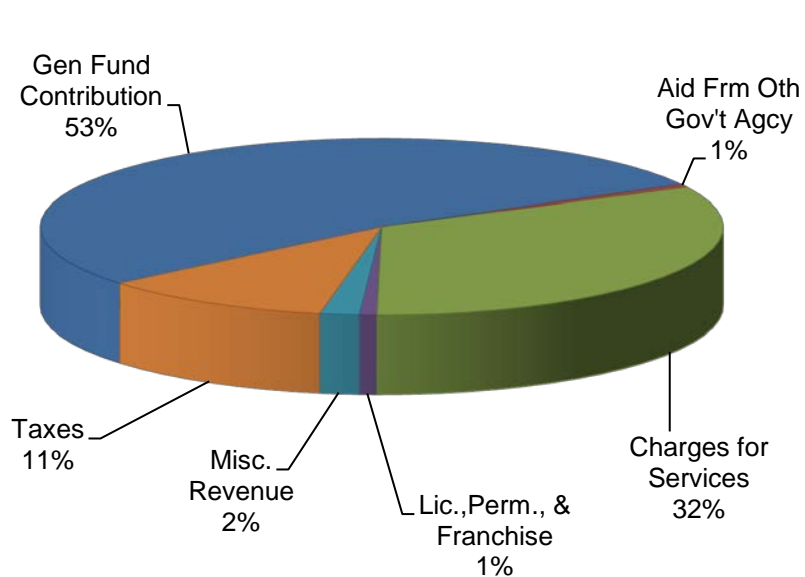
**Department Head Concurrence or Appeal**

The Department Head concurs with the Recommended Budget.

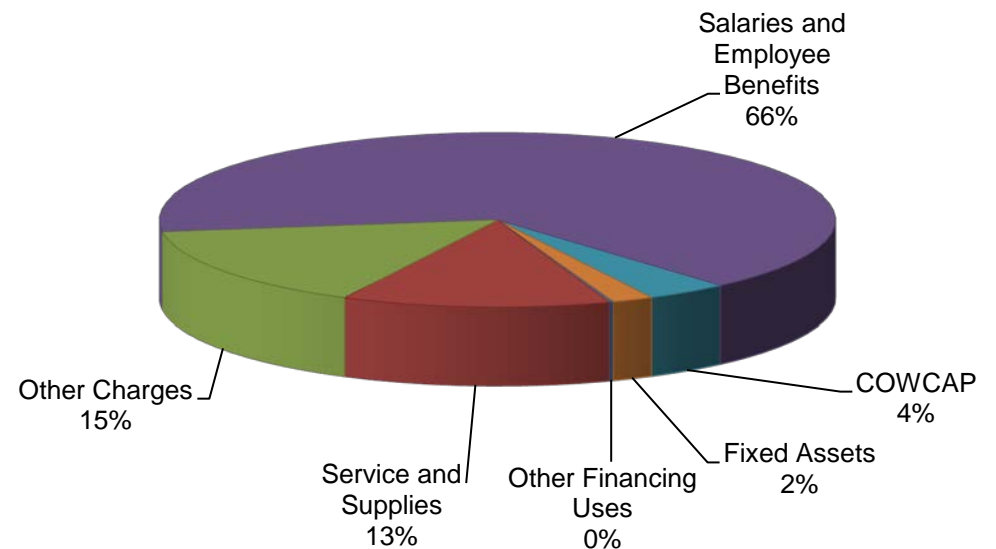




## SOURCE OF FUNDS



## USE OF FUNDS



FUND: 001  
AGENCY: 025

MAJOR ACCOUNTS CLASSIFICATIONS	2010/11 ACTUALS	2011/12 FINAL BUDGET	2012/13 DEPT REQUEST	2012/13 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Salaries And Employee Benefits	5,438,872	5,532,484	5,717,951	5,717,951	185,467	3.35 %
Service And Supplies	571,970	1,131,293	1,113,635	1,113,635	(17,658)	(1.56)%
Other Charges	1,261,513	1,537,118	1,334,099	1,334,099	(203,019)	(13.21)%
Fixed Assets	28,465	170,000	170,001	170,001	1	0.00 %
Other Financing Uses	43,272	31,247	16,603	16,603	(14,644)	(46.87)%
Cowcap	<u>113,123</u>	<u>263,383</u>	<u>341,270</u>	<u>341,270</u>	<u>77,887</u>	<u>29.57 %</u>
TOTAL APPROPRIATIONS	7,457,215	8,665,525	8,693,559	8,693,559	28,034	<u>0.32 %</u>
REVENUES:						
Taxes	837,065	955,000	955,000	955,000	0	0.00 %
Lic.,Permits & Franchise	67,252	72,000	72,000	72,000	0	0.00 %
Intergovernmental Revenue	18,832	5,700	55,700	55,700	50,000	877.19 %
Charges For Current Serv	1,697,998	2,788,770	2,833,245	2,833,245	44,475	1.59 %
Miscellaneous Revenue	<u>154,046</u>	<u>181,001</u>	<u>161,004</u>	<u>161,004</u>	<u>(19,997)</u>	<u>(11.05)%</u>
TOTAL REVENUES	<u>2,775,193</u>	<u>4,002,471</u>	<u>4,076,949</u>	<u>4,076,949</u>	<u>74,478</u>	<u>1.86 %</u>
NET COUNTY COST	4,682,022	4,663,054	4,616,610	4,616,610	(46,444)	(1.00)%

## 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 and stated separately below in the Assessor Division and Clerk-Recorder Division sections.

## Departmental Core Functions

- Responsible for real estate and personal property valuation activities including Proposition 8 recalculations (decline in value).
- Responsible for timely and accurately performing the public service function of ensuring that official documents are recorded and indexed.

### Assessor Division

The Assessor's Office mission is to accurately determine the taxable value of Tulare County land, improvements, 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/Registrar of Voters, 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 ensuring that official documents are recorded and indexed.

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

**Organizational Performance**

**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 156,341 real property accounts. There are approximately 70,000 single-family residences and condominiums under Proposition 8 (decline in value) review, which is due to the continued decline in property values as a result of the weak economy; value an estimated 31,360 business and personal property accounts by June 2012. **Results:** Valued approximately 156,196 real property and 22,840 non-real 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 June 2012. **Results:** Assessment roll was delivered to the County Auditor in June 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. **Results:** Due to unforeseen and prolonged software development time, objective has not been achieved.
- **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%. **Results:** Development of Preliminary Change in Ownership Report (PCOR) is 95% complete.

**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. **Results:** Processed 81,206 recorded documents representing an approximately 3% decrease 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. **Results:** Processed 19,892 official documents representing an approximate 4% increase from 2010.

**Other Accomplishments in FY 2011/12**

- Successful and timely completion of nearly 1,660 FY 2009/10 assessment appeals.
- Provided automatic property tax reductions for 42,794 impacted single-family residences.

- In November 2011, Information and Communications Technology (ICT) released the Assessment Appeals Tracking System (AATS) that is designed to track assessment appeals. This software allows the Assessor's office and the Board of Supervisor's Assessment Appeals Board to work concurrently, and track real time assessment appeal filings.

## Key Goals and Objectives for FY 2012/13

### Organizational Performance

**Goal 1:** Value all taxable property in Tulare County in order to accurately publish the Secured and Unsecured Assessment Roll and deliver it to the County Auditor by June 2013.

- **Objective 1** – Value an estimated 156,700 real property accounts. There are approximately 70,000 single-family residences and condominiums under Proposition 8 (decline in value) revenue which is due to the continued decline in property values as a result of the weak economy; value an estimated 31,500 business and personal property accounts by June 2013.
- **Objective 2** – Deliver an accurate and complete assessment to the County Auditor by June 2013.

**Goal 2:** Continue the design testing and implementation of an in-house data management system by June 2013 for the roll correction process, which will result in reduction of redundancy and error rate.

- **Objective 1** – Have new roll correction program completed and in service by June 2013 which will prevent backlog buildup and increase accuracy.

- **Objective 2** – Improve efficiency in a multitude of Assessor processes by implementing technology by June 2013 that will automate said processes, which will result in reduced redundancy and error rate.

**Goal 3:** Improve and increase efficiency and revenues in the Clerk-Recorder Division.

- **Objective 1** – Record and index 3% more documents by December 2012 than recorded in 2011.
- **Objective 2** – Process 10% more request for official documents (birth certificates, death certificates) by December 2012, than processed in 2011.

### Departmental Budget Request

The Requested Budget represents an overall increase of approximately \$28,034 or 0% in expenditures and an increase of \$74,478 or 2% in revenues when compared with the FY 2011/12 Final Budget. The Net County Cost is decreased by \$46,444 or 1%.

Significant areas with major changes between the FY 2011/12 Final Budget and the FY 2012/13 Requested Budget are as follows:

- Salaries & Benefits increase \$185,467 due to reinstatement of step and merit increases.
- Other Charges decrease \$203,019 primarily due to a decrease in data processing charges.
- Other Financing Uses decrease \$14,644 due to decrease in Invensys charges.

- Countywide Cost Allocation Plan (COWCAP) increase \$77,877 due to changes in the Plan.

### County Administrator's Recommendation

The budget is recommended as submitted.

### Pending Issues and Policy Considerations

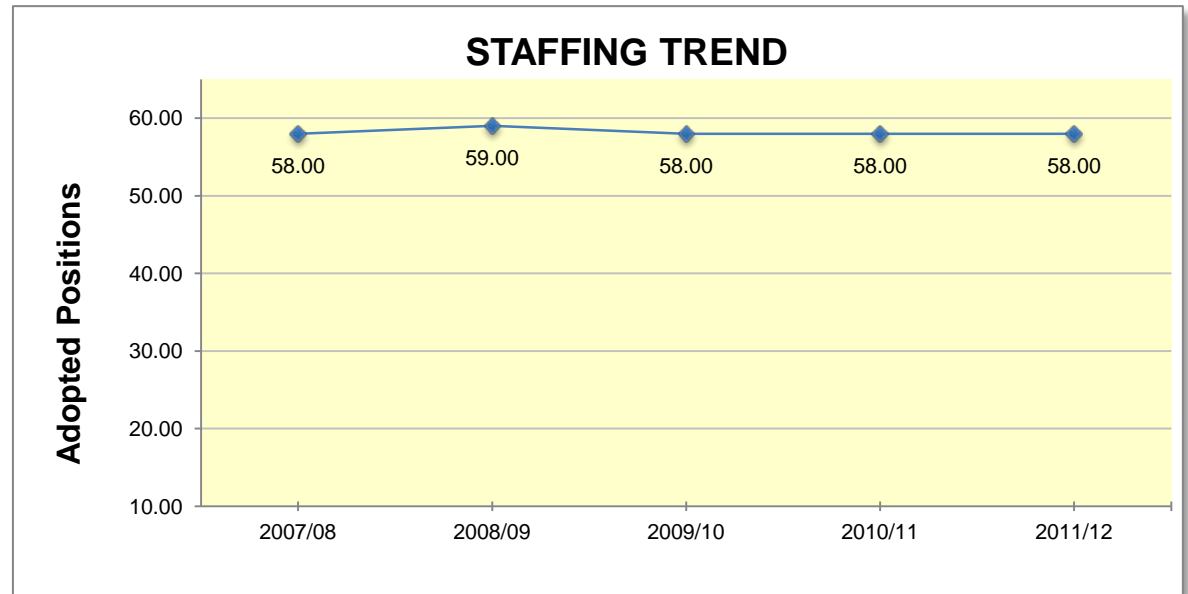
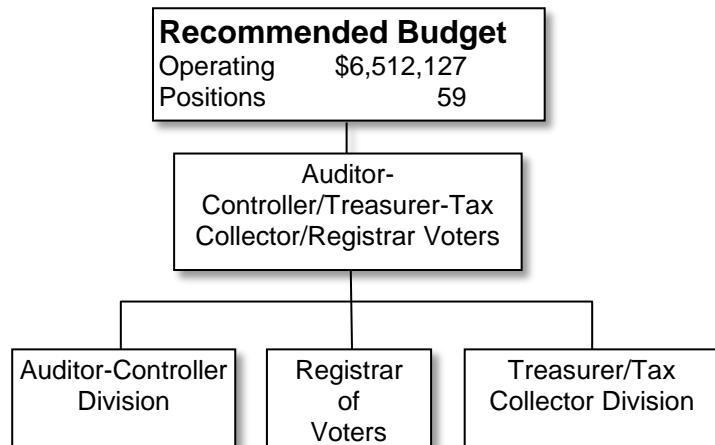
There are no pending issues or policy considerations.

### Department Head Concurrence or Appeal

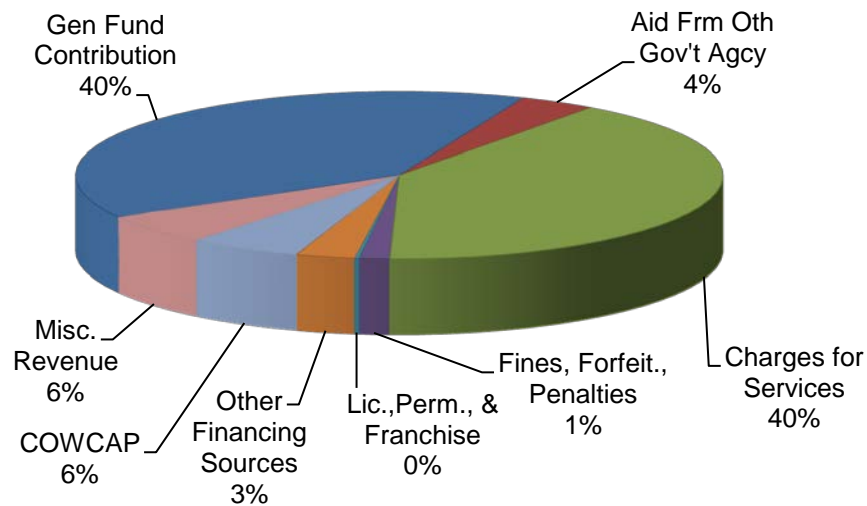
The Department Head concurs with the Recommended Budget.

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Treasurer-Tax Collector/Registrar of Voters**

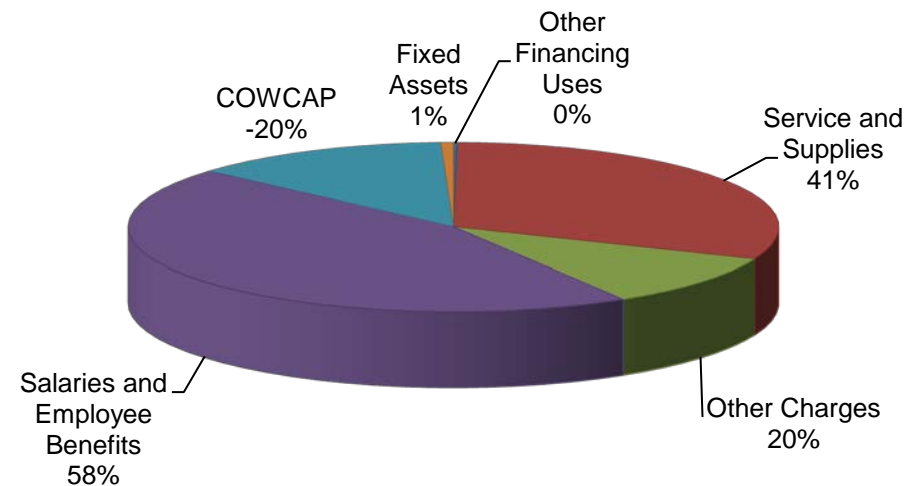
**Auditor-Controller/Treasurer-  
Tax Collector/Registrar of Voters**



**SOURCE OF FUNDS**



**USE OF FUNDS**



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

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

FUND: 001

AGENCY: 030

MAJOR ACCOUNTS CLASSIFICATIONS	2010/11 ACTUALS	2011/12 FINAL BUDGET	2012/13 DEPT REQUEST	2012/13 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Salaries And Employee Benefits	3,502,785	3,728,929	3,964,913	3,964,913	235,984	6.33 %
Service And Supplies	1,487,713	2,681,556	2,724,826	2,724,826	43,270	1.61 %
Other Charges	948,355	1,265,415	885,281	885,281	(380,134)	(30.04) %
Fixed Assets	0	76,595	55,000	55,000	(21,595)	(28.19) %
Other Financing Uses	571,844	27,916	14,834	14,834	(13,082)	(46.86) %
Cowcap	<u>(1,177,458)</u>	<u>(1,311,266)</u>	<u>(1,132,727)</u>	<u>(1,132,727)</u>	<u>178,539</u>	<u>(13.62) %</u>
TOTAL APPROPRIATIONS	5,333,239	6,469,145	6,512,127	6,512,127	42,982	<u>0.66 %</u>
REVENUES:						
Lic.,Permits & Franchise	12,373	12,500	12,500	12,500	0	0.00 %
Fines,Forfeit.,Penalties	122,062	100,000	100,000	100,000	0	0.00 %
Intergovernmental Revenue	159,919	308,854	248,980	248,980	(59,874)	(19.39) %
Charges For Current Serv	2,261,879	2,557,065	2,629,952	2,629,952	72,887	2.85 %
Miscellaneous Revenue	248,340	261,391	385,241	385,241	123,850	47.38 %
Other Financing Sources	13,329	502,495	192,000	192,000	(310,495)	(61.79) %
Cowcap	<u>135,744</u>	<u>196,807</u>	<u>365,479</u>	<u>365,479</u>	<u>168,672</u>	<u>85.70 %</u>
TOTAL REVENUES	<u>2,953,646</u>	<u>3,939,112</u>	<u>3,934,152</u>	<u>3,934,152</u>	<u>(4,960)</u>	<u>(0.13) %</u>
NET COUNTY COST	2,379,593	2,530,033	2,577,975	2,577,975	47,942	1.89 %



## **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 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, and Special Districts.
- 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 as 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/  
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**Auditor-Controller/Treasurer-  
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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 and manage accounts payable and other bookkeeping functions for Special Districts.
- Reconcile cash, warrants payable, vouchers payable, and encumbrances.
- Assist in the preparation and management of the County Budget.
- Prepare the 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.

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Treasurer-Tax Collector/Registrar of Voters**

**Auditor-Controller/Treasurer-  
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**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.

**Property Tax Accounting**

The Property Tax Accounting function includes the following duties:

- Levy, allocate, and distribute property taxes.
- Publish annual property tax rates.
- Report property tax levies, allocations, and distributions to State and local agencies.
- Perform special accounting and reporting for the County's close of the Teeter program.
- Perform special accounting and reporting for the State's dissolution of all 40 Redevelopment Project Areas in the County.
- 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.

**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 as mandated upon the County of Tulare in accordance with the provisions of the California Election

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**Auditor-Controller/Treasurer-  
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Code and the maintenance of the voter registration files 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, referenda, 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 in FY 2011/12**

**Auditor-Controller  
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 Government Finance Officers Association (GFOA) Accounting for Enterprise Funds seminar August 2011. **Results:** Staff attended conference and gathered information in November 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. **Results:** After attending the Enterprise Accounting Seminar, it was determined that the Internal Service

Departments and the Enterprise type fund Departments would be better served by continuing to complete the financial statements within the Auditor-Controller's office with input from the Departments.

- **Objective 3** - Monitor and assist departments with any additional questions through June 2012. **Results:** Continued to prepare the financial statements within the Auditor-Controller's office and provide assistance to Departments.

**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. **Results:** The required audits were completed.
- **Objective 2** - Perform and complete Purchasing Department Head Change Audit December 2011. **Results:** The required audits were completed.
- **Objective 3** - Perform and complete Assessor-Clerk Recorder Department Head Change Audit March 2012. **Results:** The required audits were completed.

**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 by July 2011. **Results:** The Capital Asset Audit program was developed.
- **Objective 2** – Perform Countywide Capital Asset verifications by August 2011. **Results:** The Countywide Capital Asset verification was completed.

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

**Treasurer-Tax Collector  
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 Information and Communication Technology (ICT) and Print and Mail Center to produce a print ready file for processing by September 2011. **Results:** This was accomplished by using Word merge document.
- **Objective 2** - Work with Tax Collector's staff to update the wording on the letters by September 2011. **Results:** Documents were updated.
- **Objective 3** - Train staff on input requirements for the Property Information Management System (PIMS) system to produce letters that are ready to mail by November 2011. **Results:** This was accomplished by updating the Excel data documents prior to submission to the print shop.

**Goal 2:** Install a new cashiering system that will work in most County offices while improving cash management, investment opportunities, and customer service.

- **Objective 1** - Re-configure payment counters to handle the new equipment by September 2011. **Results:** Completed with the help of Capital Projects/Facilities.
- **Objective 2** - Install iNovah cashiering software and necessary hardware by September 2011. **Results:** Worked with ICT to install program.
- **Objective 3** - Train staff on input requirements for the new system by October 2011. **Results:** Staff training was completed.

- **Objective 4** - Evaluate system for use in other Departments and other locations by December 2011. **Results:** System evaluation is ongoing.

**Property Tax Accounting  
Organizational Performance**

**Goal 1:** Implement mandated legislative changes to accommodate Redevelopment Agency dissolution.

- **Objective 1** - Work with other County Departments to coordinate the required changes by June 2012. **Results:** Met all critical deadlines for FY 2011/12. New laws now passed for FY 2012/13 implementation.

**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. **Results:** State guidelines were rescinded, County Auditor must implement without guidelines.
- **Objective 2** - Work with staff and ICT to update spreadsheets and PIMS by June 2012. **Results:** Letter to Tax Agencies in progress to implement change for FY 2012/13.

**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. **Results:** Agency delayed one year. Legal Counsel is reviewing service agreement to determine required changes to accommodate

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contracting through Joint Powers Authorities through Tax Agencies.

**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. **Results:** The objective was accomplished by identifying areas for improvement and coordinating with staff and programmer on how to improve.
- **Objective 2** - Work with staff and other County Departments to implement training and improve this process by January 2012. **Results:** Reduced special handling of roll corrections by implementing several programmatic controls.

**Registrar of Voters  
Organizational Performance**

**Goal 1:** Work with the County's Geographical Information System (GIS) Vendor to implement the re-districting boundaries.

- **Objective 1** - Work with GIS vendor to receive a file for processing by August 2011. **Results:** With the help of the GIS vendor, Elections produced a new address point layer for voters.
- **Objective 2** - Provide information needed to the voters and candidates by December 2011. **Results:** With the completion of the new layer, the address points were uploaded into the voter registration system to provide information needed to perform elections.

- **Objective 3** - Implement changes as mandated by December 2011. **Results:** Changes were implemented by December 2011.

**Goal 2:** Receive Help America Vote Act (HAVA) 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 July 2012. **Results:** Funding was secured.
- **Objective 2** - Install camera security system by June 2012. **Results:** System installation was completed.

**Goal 3:** Migrate the Election website to MURA along with other County Departments.

- **Objective 1** - Begin migration to new website by February 2012. **Results:** Election website development is in process.

**Other Accomplishments in FY 2011/12**

- Received the GFOA Certificate of Achievement for Excellence in Financial Reporting for the 15<sup>th</sup> consecutive year.
- Improved customer service has reduced the number of incoming calls for the 2011 calendar year over the 2008 calendar year by 45.9%.
- Improved customer service has reduced the number of tax payers coming to our office for the 2011 calendar year over the 2008 calendar year by 33.9%.

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- 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.
- The use of the “Drive Thru” boxes located at the Courthouse in Visalia for tax payments has increased by 43%. The use of the lobby drop box is down 39% over last year.
- Implemented and computed five new general obligation bond tax rates for the County’s annual property tax rate levy.
- Improved cost recovery on 20 service agreements by obtaining new agreements with Tax Agencies.
- Converted to address points for voter registration.
- Changed precinct numbers and names to be more meaningful for the voters and candidates.
- Worked with a vendor to produce new precinct maps for easier access to voters and candidates.

**Key Goals and Objectives for FY 2012/13**

**Organizational Performance**

**Goal 1:** Compile a Countywide accounting manual for Department reference to aid in the proper booking of various types of accounting transactions.

- **Objective 1** – Gather information from the General Accounting Standards Board accounting principles to reference in the manual by April 2013.

- **Objective 2** – Compile examples and provide guidance on correct accounting standards for County accountants to follow when preparing transactions as well as the correct way to enter the transactions into the County accounting system by April 2013.
- **Objective 3** – Disseminate the information compiled in the manual to County accountants during a training class by April 2013.

**Goal 2:** Complete Department compliance audits of three County departments.

- **Objective 1** – Perform the Probation Department compliance audit by October 2012.
- **Objective 2** – Perform the General Services Department compliance audit by December 2012.
- **Objective 3** – Perform the Library Department compliance audit by March 2013.

**Goal 3:** Complete the Advantage Financial (AFIN) software upgrade and complete training of County staff on the new functions of the software.

- **Objective 1** – Work with ICT to load and test the initial phase of the software by August 2012.
- **Objective 2** – Complete training with software vendor to understand the new features of the software and evaluate system for other possible County uses by November 2012.
- **Objective 3** – Provide training and testing of the software for County staff by November 2012.
- **Objective 4** – Bring the software on-line and begin using the new software on a daily basis by December 2012.

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**Goal 4:** Migrate the Auditor-Controller/Treasurer-Tax Collector/Registrar of Voters website to MURA to enhance visibility of Department services.

- **Objective 1** – Complete migration to new website by December 2012.
- **Objective 2** – Work with ICT to program tax payment look-up for current and prior years by July 2013.

**Goal 5:** Install a new cashing system in other County offices while improving cash management, investment opportunities, and customer service.

- **Objective 1** – Set up “Check 21” with Union Bank for the upload of checks from iNovah nightly by September 2012.
- **Objective 2** – Have the Treasury Division available to take other County Department’s payments at the Visalia Courthouse by August 2012.
- **Objective 3** – Work with Elections to go live on iNovah by October 2012.
- **Objective 4** – Set up other Departments as requested by July 2013.
- **Objective 5** – Set up AFIN interface with iNovah for Cash Receipts by July 2013.

**Goal 6:** Work with the collection staff of the Tax Collectors Division to increase tax payer notifications and payments.

- **Objective 1** – Work with Lexis Nexis, a search engine service, to contact tax payers for payment starting August 2012.
- **Objective 2** – Increase post card notices to twice a year to notify tax payers of past due bills. Sent notices in January 2013 and in May 2013.

**Goal 7:** Improve property tax system to expand the current 16 tax code limitation to accommodate more tax rates per tax bill.

- **Objective 1** – Work with ICT staff and other County Departments to plan, schedule, and test changes by July 2012.
- **Objective 2** - Work with staff and other County Departments to implement by July 2012.

**Goal 8:** Work with GIS vendor to bring in new District voting lines based on elections by area or ward.

- **Objective 1** – Determine what District voting lines are necessary for the November 2012 election by July 2012.
- **Objective 2** – Work with the Vendor to bring in new Districting voting lines in time for the November nomination period by July 2012.
- **Objective 3** – Bring in all other District lines that have changed by June 2013.

### Departmental Budget Request

The Requested Budget represents an overall increase of \$42,982 or 1% in expenditures and a decrease of \$4,960 or 0% in revenues when compared with the FY 2011/12 Final Budget. As a result, the Net County Cost is increased by \$47,942 or 2%.

Significant areas with major changes between FY 2011/12 Final Budget and the FY 2012/13 Requested Budget are as follows:

- Salary and benefits increase \$235,984 primarily due to the reinstatement of step and merit increases and the addition of one accountant position approved mid year for mandated new Redevelopment duties.



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- Other Charges decrease \$380,134 primarily due to print and mail service usage.
- Capital Assets decrease \$21,595. The FY 2012/13 expenditures of \$55,000 include the following:
  - 2 Flat Bed Scanners \$15,000
  - 1 Cisco Door Access Control System \$40,000
- Other Financing Uses decrease \$13,082 primarily due to a decrease in Invensys charges.
- Countywide Cost Allocation Plan (COWCAP) charges increase \$178,539 due to changes in the Plan.

Staffing changes reflected in the Requested Budget include the following:

- Reorganization of Auditor-Controller's Office to combine the Internal Audit Division and the General Accounting Division creating a Financial Reporting and Auditing Division.
- Add 1 FTE positions to address workload issues and reorganization of the Auditor-Controller's office. The requested additional position include:
  - 1 Principal Accountant-Auditor
- Delete 1 FTE position due to address reorganization of the Auditor-Controller's office. The requested deleted position include:
  - 1 Chief Accountant

- Re-class 7 FTE to more accurately reflect duties performed and the level of responsibility. The requested re-classified positions include:
  - 1 Chief Internal Auditor to the Chief of Financial Reporting and Audits
  - 3 Accountant I/II/III positions to Accountant/Auditor I/II/III
  - 3 Internal Auditor I/II/III to Accountant/Auditor I/II/III
- Adjust salaries for two classifications to account for existing duties. The salary adjustments with an effective date of July 29, 2012 are as follows:
  - Assistant County Auditor Controller – 5%
  - Deputy Treasurer-Tax Collector – 5%
- Adjust salaries for one classification to account for existing duties. The requested salary adjustments is as follows:
  - Auditor Controller/Treasurer-Tax Collector/Registrar of Voters – 5%

### County Administrator's Recommendation

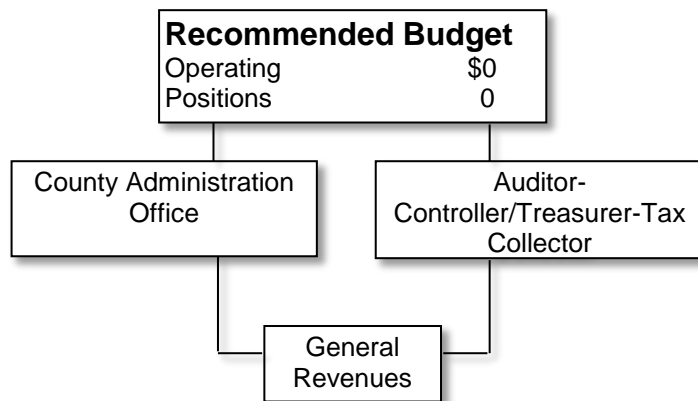
This budget is recommended as submitted.

### Pending Issues and Policy Considerations

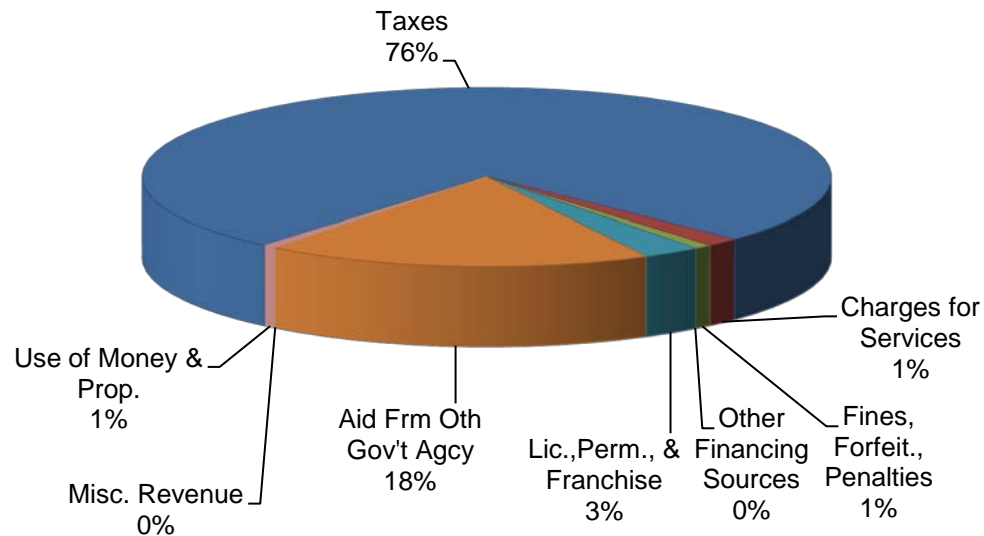
There are no pending issues or policy considerations.

### Department Head Concurrence or Appeal

The Department Head concurs with the Recommended Budget.



## SOURCE OF FUNDS



FUND: 001

AGENCY: 031

MAJOR ACCOUNTS CLASSIFICATIONS	2010/11 ACTUALS	2011/12 FINAL BUDGET	2012/13 DEPT REQUEST	2012/13 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
REVENUES:						
Taxes	103,237,403	100,102,710	103,915,130	103,915,130	3,812,420	3.81 %
Lic.,Permits & Franchise	3,812,244	3,700,000	3,700,000	3,700,000	0	0.00 %
Fines,Forfeit.,Penalties	1,409,245	1,150,000	1,150,000	1,150,000	0	0.00 %
Rev. from Use of Money & Prop	2,051,811	820,000	820,000	820,000	0	0.00 %
Intergovernmental Revenue	24,410,840	24,119,320	24,766,320	24,766,320	647,000	2.68 %
Charges For Current Serv	2,574,755	2,461,347	2,151,816	2,151,816	(309,531)	(12.58)%
Miscellaneous Revenue	<u>543,666</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00 %</u>
TOTAL REVENUES	<u>138,039,964</u>	<u>132,353,377</u>	<u>136,503,266</u>	<u>136,503,266</u>	<u>4,149,889</u>	<u>3.14 %</u>
NET COUNTY COST	(138,039,964)	(132,353,377)	(136,503,266)	(136,503,266)	(4,149,889)	3.14 %

### 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.

### Departmental Core Functions

Not applicable.

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

Not applicable.

### Key Goals and Objectives for FY 2012/13

Not applicable.

### Departmental Budget Request

The Requested Budget represents an overall increase of \$4,149,889 or 3% in revenues when compared with the FY 2011/12 Final Budget.

The factors contributing to major changes between the FY 2011/12 Final Budget and the FY 2012/13 Requested Budget are as follows:

- State and local Bradley Burns sales taxes grew by over 12% in FY 2011/12. For FY 2012/13, the revenue estimates for the two revenue sources were increased by 9% or \$1,700,000, and 16% or \$900,000, respectively. Consistent with the Board of Supervisor's conservative approach to estimating revenues, the resulting estimates are a little higher than what was actually received in FY 2010/11.
- The revenue estimate for Federal Payments in Lieu of Taxes (PILT) was increased by 61% or \$947,000 to reflect the current authorized funding stream from the Federal government.
- The end of FY 2011/12 represents the third fiscal year since the County suspended the Teeter program's methodology for distributing property taxes. With the change in the way property taxes are distributed, based on collections instead of levy, the County is receiving prior secured and unsecured property taxes for the first time. Consequently, some property tax revenue estimates were established and or increased to reflect the new method of distribution.

### County Administrator's Recommendation

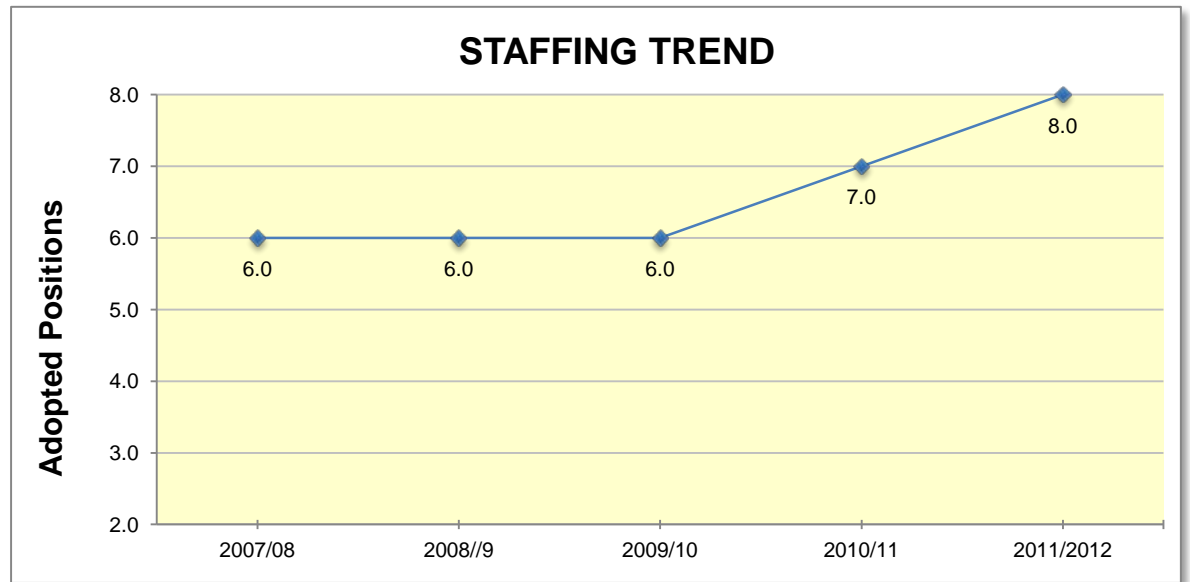
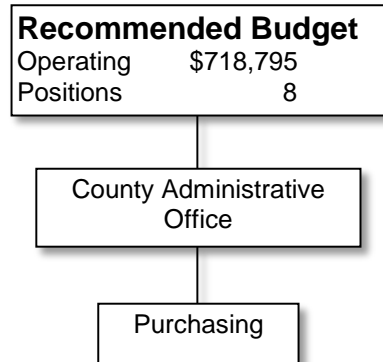
This budget is recommended as submitted.

### Pending Issues and Policy Considerations

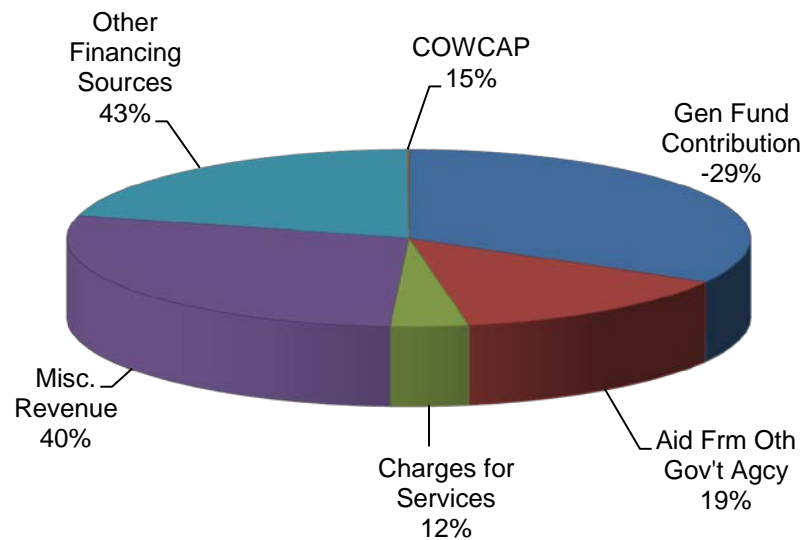
There are no pending issues or policy considerations.

### Department Head Concurrence or Appeal

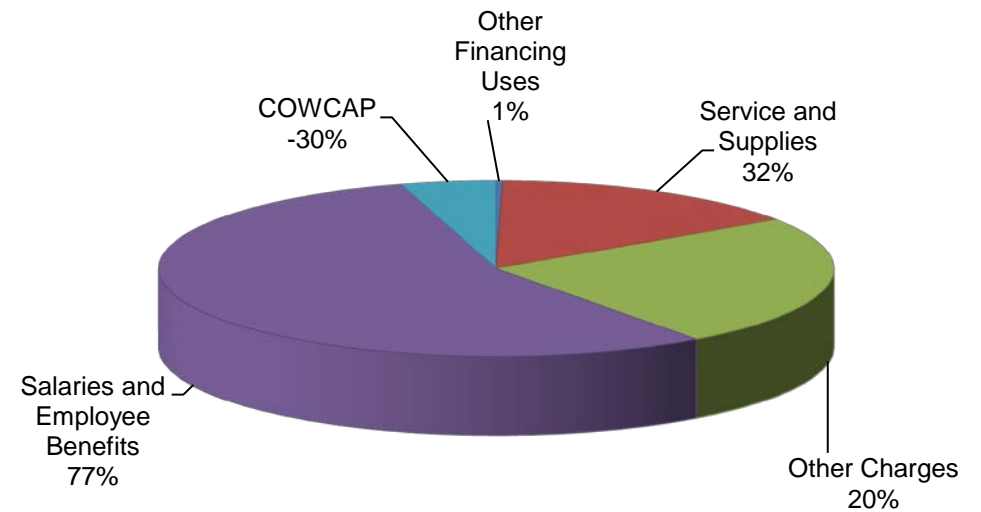
The Department Head concurs with the Recommended Budget.



## SOURCE OF FUNDS



## USE OF FUNDS



FUND: 001  
AGENCY: 032

MAJOR ACCOUNTS CLASSIFICATIONS	2010/11 ACTUALS	2011/12 FINAL BUDGET	2012/13 DEPT REQUEST	2012/13 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Salaries And Employee Benefits	375,152	462,714	438,997	438,997	(23,717)	(5.13)%
Service And Supplies	130,271	189,245	120,631	120,631	(68,614)	(36.26)%
Other Charges	144,598	162,590	192,588	192,588	29,998	18.45 %
Other Financing Uses	4,609	4,612	2,450	2,450	(2,162)	(46.88)%
Cowcap	<u>(169,455)</u>	<u>(298,380)</u>	<u>(35,871)</u>	<u>(35,871)</u>	<u>262,509</u>	<u>(87.98)%</u>
TOTAL APPROPRIATIONS	485,175	520,781	718,795	718,795	198,014	<u>38.02 %</u>
REVENUES:						
Intergovernmental Revenue	7,535	100,000	100,000	100,000	0	0.00 %
Charges For Current Serv	60,538	62,393	26,529	26,529	(35,864)	(57.48)%
Miscellaneous Revenue	225,010	204,960	203,051	203,051	(1,909)	(0.93)%
Other Financing Sources	174,178	225,000	150,000	150,000	(75,000)	(33.33)%
Cowcap	<u>43,944</u>	<u>78,347</u>	<u>(496)</u>	<u>(496)</u>	<u>(78,843)</u>	<u>(100.63)%</u>
TOTAL REVENUES	<u>511,205</u>	<u>670,700</u>	<u>479,084</u>	<u>479,084</u>	<u>(191,616)</u>	<u>(28.57)%</u>
NET COUNTY COST	(26,030)	(149,919)	239,711	239,711	389,630	(259.89)%

## 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

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

## Key Goals and Objectives Results in 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. **Results:** ICT is re-evaluating the project which has been delayed due to the AFIN upgrade.
- **Objective 2** - Implementation of paperless Purchase Order Program for FY 2012/13. **Results:** Project implementation will be determined based on ICT evaluation.

**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. **Results:** Provided three presentations to local non-profit organizations and Kern County.
- **Objective 2** - Hold at least five Saturday Sales throughout FY 2011/12, with advertising in local papers and online to promote awareness. **Results:** Held five Saturday Sales between August 2011 and June 2012.
- **Objective 3** - Create Social Networking pages for the County Surplus Store to promote specialty items and vehicle sales. **Results:** Created Surplus Store Facebook Page and included link to new Surplus Store brochure.

## Key Goals and Objectives for FY 2012/13

### Organizational Performance

**Goal 1:** Update Policy and Procedure Manual to reflect changes requested by Departments via the survey sent out in FY 2011/12.

- **Objective 1** – Compile survey results into spreadsheet sorted by importance and relevance of changes requested by October 2012.
- **Objective 2** – Identify appropriate changes and update manual by January 2013.
- **Objective 3** – Send updated Policy and Procedure Manual to Departments by March 2013.

**Goal 2:** Increase Departmental training on Purchasing Policies and Procedures.

- **Objective 1** – Hold at least five Purchasing Procedures Training Classes for other Departments throughout FY 2012/13.
- **Objective 2** – Post Purchasing Policy and Procedure Manual on County intranet by March 2013.

### Departmental Budget Request

The Requested Budget represents an overall increase of \$198,014 or 38% in expenditures and a decrease of \$191,616 or 29% in revenues when compared with the FY 2011/12 Final Budget. As a result, the Net County Cost has increased \$389,630 or 260% when compared with the FY 2011/12 Final Budget.

Significant areas with major changes between the FY 2011/12 Final Budget and the FY 2012/13 Requested Budget are as follows:

- Services and Supplies decrease \$68,614 primarily due to a lower demand for temporary staffing.
- Other Charges increase \$29,998 primarily due to a shift in ICT Billings, and Liability Insurance charges.
- Other Financing Uses decrease \$2,162 due to a reduction in Invensys charges.
- Countywide Cost Allocation Plan (COWCAP) charges increase \$262,509 due to changes in the plan.

- Overall Revenue decrease due to lower Capital Asset sales, changes in the Cost Plan, and the loss of the one time Department Savings.

### County Administrator's Recommendation

This budget is recommended as submitted.

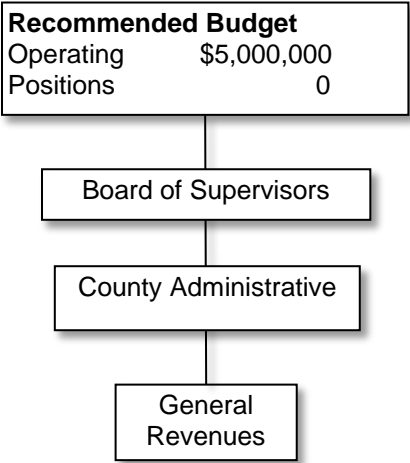
### Pending Issues and Policy Considerations

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	2010/11 ACTUALS	2011/12 FINAL BUDGET	2012/13 DEPT REQUEST	2012/13 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Other Charges	<u>0</u>	<u>5,000,000</u>	<u>5,000,000</u>	<u>5,000,000</u>	<u>0</u>	<u>0.00</u> %
TOTAL APPROPRIATIONS	<u>0</u>	<u>5,000,000</u>	<u>5,000,000</u>	<u>5,000,000</u>	<u>0</u>	<u>0.00</u> %
NET COUNTY COST	0	5,000,000	5,000,000	5,000,000	0	0.00 %

### 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 in FY 2011/12

Not applicable.

### Key Goals and Objectives for FY 2012/13

Not applicable.

### Departmental Budget Request

The Requested Budget represents an overall decrease of \$0 or 0% in expenditures when compared with the FY 2011/12 Final Budget. As a result, the Net County Cost is decreased \$0 or 0% when compared with the FY 2011/12 Final Budget.

### County Administrator's Recommendation

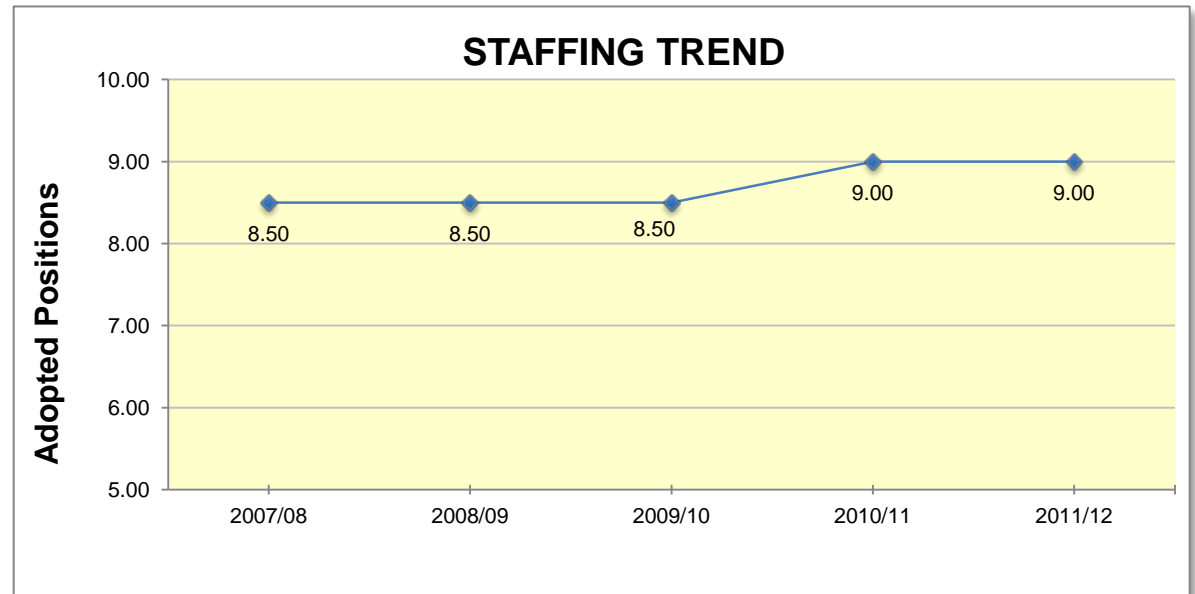
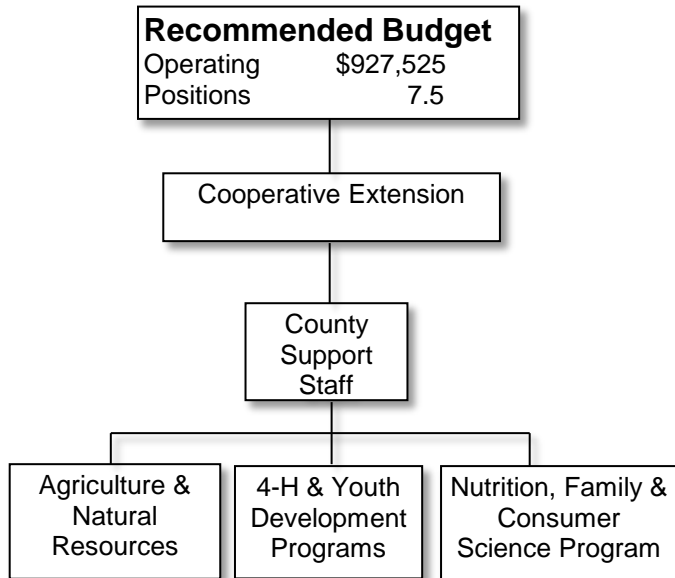
This budget is recommended as submitted.

### Pending Issues and Policy Considerations

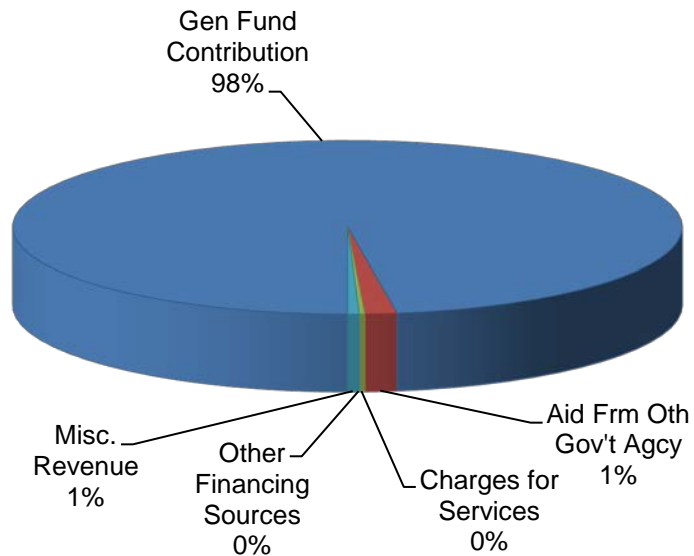
There are no pending issues or policy considerations.

### Department Head Concurrence or Appeal

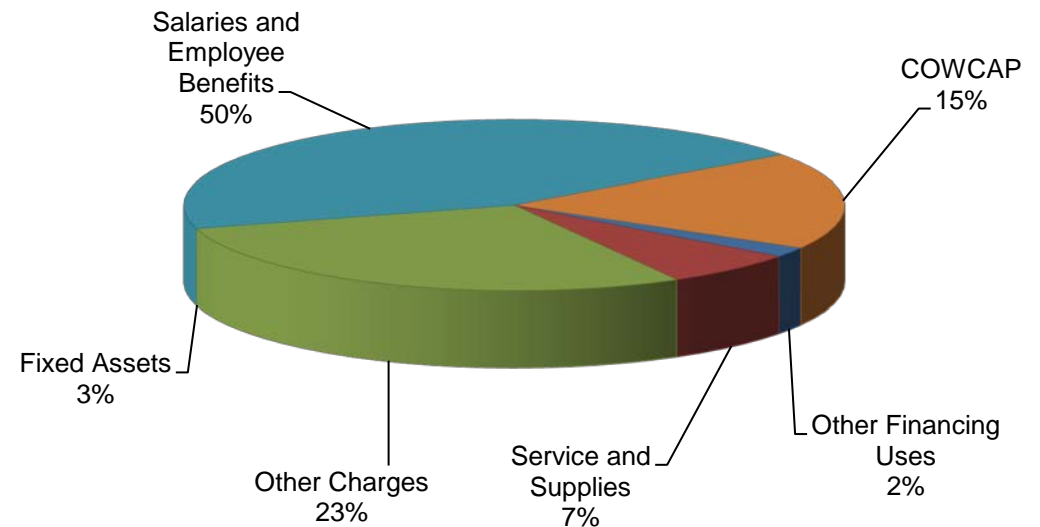
The Department Head concurs with the Recommended Budget.



## SOURCE OF FUNDS



## USE OF FUNDS



FUND: 001

AGENCY: 055

MAJOR ACCOUNTS CLASSIFICATIONS	2010/11 ACTUALS	2011/12 FINAL BUDGET	2012/13 DEPT REQUEST	2012/13 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Salaries And Employee Benefits	453,877	437,280	411,977	411,977	(25,303)	(5.79) %
Service And Supplies	47,325	53,101	61,167	61,167	8,066	15.19 %
Other Charges	235,094	247,246	266,459	266,459	19,213	7.77 %
Fixed Assets	29,575	0	0	0	0	0.00 %
Other Financing Uses	12,650	12,500	17,800	17,800	5,300	42.40 %
Cowcap	<u>141,883</u>	<u>157,916</u>	<u>170,122</u>	<u>170,122</u>	<u>12,206</u>	<u>7.73</u> %
TOTAL APPROPRIATIONS	920,404	908,043	927,525	927,525	19,482	<u>2.15</u> %
REVENUES:						
Rev. from Use of Money & Prop	10,319	0	0	0	0	0.00 %
Intergovernmental Revenue	35,283	35,015	14,267	14,267	(20,748)	(59.25) %
Charges For Current Serv	5,315	0	2,500	2,500	2,500	0.00 %
Miscellaneous Revenue	24,888	7,200	5,200	5,200	(2,000)	(27.78) %
Other Financing Sources	<u>4,880</u>	<u>1,808</u>	<u>0</u>	<u>0</u>	<u>(1,808)</u>	<u>(100.00)</u> %
TOTAL REVENUES	<u>80,685</u>	<u>44,023</u>	<u>21,967</u>	<u>21,967</u>	<u>(22,056)</u>	<u>(50.10)</u> %
NET COUNTY COST	839,719	864,020	905,558	905,558	41,538	4.81 %

## 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 financial 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 development and training in the use of new technologies to capture efficiencies and savings.

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

### Safety and Security

**Goal 1:** Ensure safe and secure food supplies.

- **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. **Results:** Four sessions were held with 770 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 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. **Results:** An emergency animal disposal white paper was published in 2011. Guidelines for disposal were posted on the Western Institute of Food Safety and Security website. Composting research results still pending.
- **Objective 2** - Continue to research corn silage losses and management practices. New results will be presented at a national dairy industry meeting in July 2011 and locally in Visalia in April 2012. **Results:** The results were presented at the meetings as planned and published in a newsletter. Additionally, a variety trial was conducted to help growers choose the best variety and the highest quality for their production. The results were published on the UCCE website.
- **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. **Results:** The international meeting highlighted technology and management strategies in Heat Stress Management in Tulare County and California. The implementation of this information added milk production while also attaining animal welfare standards.

- **Objective 4** - Conduct research, develop practices, and provide educational 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. **Results:** Weed shifts were observed in Roundup only systems. Other methods of control and other herbicides were identified and results were presented in publications and at meetings.
- **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. **Results:** A research trial was established in a commercial navel orchard in 2011 to evaluate crop yield, fruit quality, and weed growth under traditional and under-tree placement of micro-sprinklers. Measurements of fruit yield and quality from the trial were recorded and the data is currently being evaluated.

### 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. **Results:** The 4-H program had 870 youth and 310 adult participants for the FY 2011/12 program year.

- **Objective 2** - The Master Gardener program will promote sustainable landscapes and home gardens appropriate for the Central Valley. Volunteer staff will provide two days per week office service hours. Master Gardeners will conduct four seasonal public events and participate in other community and youth education events in 2011/12. **Results:** In addition to staffing telephone help lines, the Master Gardener Volunteers provided information booths at Visalia and Springville Farmers' Markets and at key community events, such as the Exeter Fall and the Porterville Iris Festivals. The Master Gardener program conducted three Gardening Festivals at Woodlake's Bravo Lake, Tulare's Zumwalt Park, and at the Tulare County Courthouse Roses in Visalia. At May's Arbor Day in Mooney Grove Park, we helped improve the science literacy for 250 third and fourth graders with hands-on demonstrations about "good and bad bugs," "trees," and "seeds." Through all 25+ outreach efforts and 5,000 volunteer hours, in Tulare County, 5,000 adults and 250 youth, more than last year, were reached. All of these activities were offered "free of charge" to the gardening public.
- **Objective 3** - Reach out to 1,800 adults throughout the County and provide them with quality nutrition education. **Results:** Nutrition staff reached 1,790 adults with 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 Expanded Food and 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 2012. **Results:** These goals were exceeded

as 6,961 families were reached and 5,985 youth received nutrition education in FY 2011/12.

- **Objective 2** - "EatFit" will expand its reach to youth in more classrooms in FY 2011/12. A new program called "WalkFit" that has new physical activity and math curriculum will be introduced by December 2011. **Results:** The "WalkFit" program was not introduced in FY 2011/12. It was determined that the "EatFit" program should be a prerequisite for the "WalkFit" program. The "EatFit" program continued to expand in FY 2011/12.

**Organizational Performance**

**Goal 1:** Utilize technology for efficiencies and savings.

- **Objective 1** - Increase use of electronic systems for reoccurring and special notice communications to reduce expense and delayed contacts. **Results:** The Department is utilizing and developing specific e-mail lists to reach unique clientele groups with timely information. The 4-H newsletters shifted to distribution by e-mail in FY 2011/12.

**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. **Results:** Master Gardener volunteers training included: two public writing and speaking workshops by local professionals, publishing 52 weekly articles in four local newspapers, 50 speaking engagements with community organizations, and a total of 10 field trips and hands-on workshops. Climate adapted and drought tolerant plants were also taught with other topics in 10 monthly classroom educational opportunities. This



continuing education is passed along to the public through the Master Gardener Program Outreach Activities when they answer home gardening questions.

- **Objective 2** - Seek funding for continuation of Weed Management Area (WMA) site treatment program and for a Community Program Specialist position to coordinate the WMA program for Tulare County. **Results:** New funding has been appropriated from the California Department of Food and Agriculture to continue the site treatment program. Additional funds are expected in FY 2012/13 to support the WMA program coordinator position.

### Other Accomplishments in FY 2011/12

- An annual meeting on alfalfa and other forages was held at the UC Kearney Station near Reedley with reports on varieties, disease control, and weed control in December 2011 with over 50 people attending.
- Over 35 research studies were conducted to study and evaluate potential biofuel crops. Growers' production decisions are influenced by the results of these studies. The local results information is especially valuable to the dairy industry.
- The nutrition education department staff provided public education to 13,405 adults and children through distribution of newsletters and literature and participation at health fairs and other school and community events.
- WMA program treated 284.5 acres for noxious weeds and included 32 participants. The WMA program was extended through outreach and collaboration with United States Forest Service, National Parks Service, and Tulare County Resource Management Agency.

### Key Goals and Objectives for FY 2012/13

#### Safety and Security

**Goal 1:** Ensure a safe water supply.

- **Objective 1** - Provide science-based information through collaborative development of nitrogen management strategies for agricultural production to maximize nitrogen use efficiency (NUE). Multiple meetings, workshops, and field days will be conducted in FY 2012/13.

**Goal 2:** 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 2012 and plan to reach 750 participants.
- **Objective 2:** Collaborate with industry and agencies to provide cotton harvest safety training to Spanish speaking farm workers. Multiple sessions are to be held in September 2012 and plan to reach 200 participants.

#### Economic Well-Being

**Goal 1:** Enhance competitive, sustainable food systems.

- **Objective 1** - Conduct field studies for nitrogen utilization and nitrate management. Provide information to help growers in making decisions in crop production to minimize nitrogen loss.
- **Objective 2** - Conduct research in cotton, small grain, and weed management to provide science-based information on new varieties that provide disease resistance, high yields, and quality. Results will lead to greater profitability for the grower with reduced inputs of fungicides, insecticides, and herbicides.

- **Objective 3** - Continue research for crop utilization and crop factors for irrigation of citrus to reduce water use and minimize nitrogen loss. Data to be compiled by January 2013.

### **Quality of Life**

**Goal 1:** Increase science literacy in natural resources, agriculture, and nutrition.

- **Objective 1** - The 4-H Club Program reaches out to all communities, small and large, providing related activities to enable youth to reach their full potential through developing citizenship, leadership, and life skills. 4-H Club program plans to involve over 900 youth and 325 volunteers for FY 2012/13 and provide increased opportunities in science.
- **Objective 2** - The Master Gardener program will promote sustainable landscapes and home gardens appropriate for the Central Valley. Volunteer staff will provide two days per week office service hours. Master Gardeners will conduct four seasonal public events and participate in other community and youth educational events in FY 2012/13.
- **Objective 3** - The Nutrition and Family Consumer Science staff plan to reach out to 1,800 adults throughout the County and provide them with quality nutrition education in FY 2012/13.

**Goal 2:** Enhance the health of Californians.

- **Objective 1** - Conduct nutrition and family consumer science research and implement programs that address childhood obesity and the human nutritional status, with the goal 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 2013.

### **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 recruit and train 25-35 new volunteers and to provide continuing education to existing volunteers to improve communication outreach skills: public speaking, newspaper writing, horticultural knowledge, and gardening workshop demonstrations. Continuing education opportunities will be monthly classroom education, field trips, and hands on workshops.
- **Objective 2** - Seek funding for continuation of WMA Program efforts. Funding is committed for the site treatment program through 2014. Additional grant funding is expected for support of the Community Program Specialist position through the 2013 season only. This position will coordinate the WMA program for Tulare County.
- **Objective 3** - Initiate and develop a succession plan for department management.
- **Objective 4** - Adaptation of new technologies for communications and scheduling.

### **Departmental Budget Request**

The Requested Budget represents an increase of \$19,482 or 2% in expenditures and a decrease of \$22,056 or 50% in revenues when compared with the FY 2011/12 Budget. The Requested Budget represents an overall Net County Cost increase of \$41,538 or 5% when compared with the FY 2011/12 Budget.

Areas with significant changes between the FY 2011/12 Adopted Budget and the FY 2012/13 Requested Budget are as follows:

- Services and Supplies increase of \$8,066, most of which is due to expenses for a reinstated grant funded program.
- Other Financing Uses increase \$5,300 due to purchase of replacement vehicles.
- Revenue projections decrease \$22,056 due to the expiration of a Federal grant.

Staffing changes reflected in the Requested Budget include the following:

- Delete 1.5 vacant positions. The requested deleted positions include:
  - Delete 1 Agricultural Technician II
  - Delete 0.5 Community Program Specialist
- Re-class 1 FTE position to reflect current work duties. The requested re-classified include:
  - 1 Staff Services Analyst II to Staff Services Analyst III

### County Administrator's Recommendation

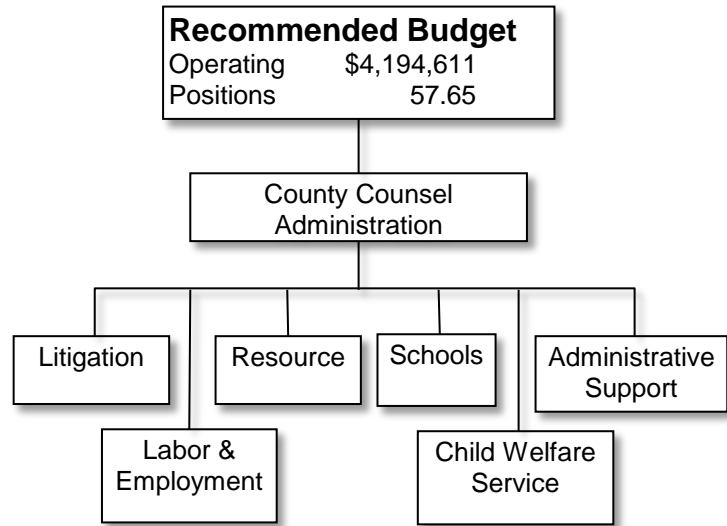
The budget is recommended as submitted.

### Pending Issues and Policy Considerations

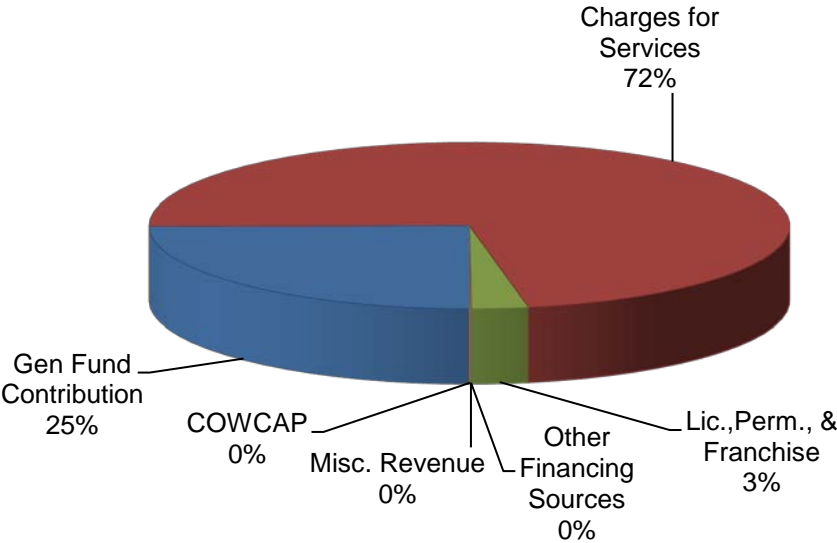
There are no pending issues or policy considerations.

### Department Head Concurrence or Appeal

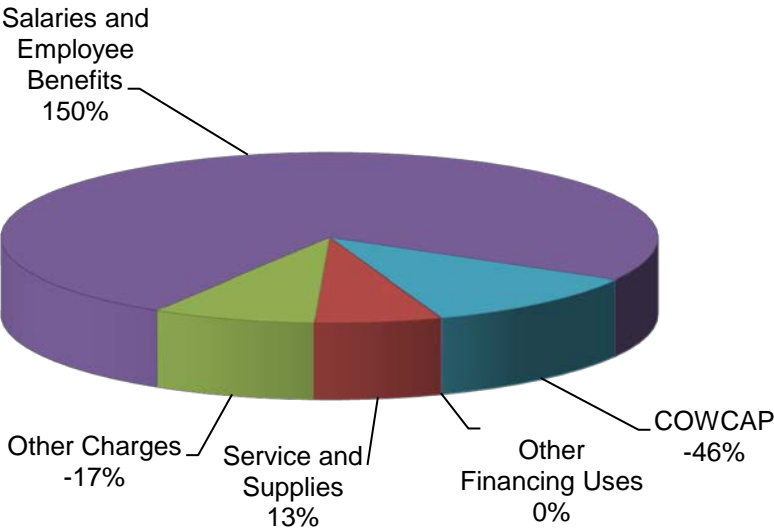
The Department Head concurs with the Recommended Budget.



**SOURCE OF FUNDS**



**USE OF FUNDS**



FUND: 001

AGENCY: 080

MAJOR ACCOUNTS CLASSIFICATIONS	2010/11 ACTUALS	2011/12 FINAL BUDGET	2012/13 DEPT REQUEST	2012/13 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Salaries And Employee Benefits	4,519,403	4,696,302	5,074,775	5,074,775	378,473	8.06 %
Service And Supplies	222,703	392,394	424,388	424,388	31,994	8.15 %
Other Charges	(490,765)	(529,010)	(547,324)	(547,324)	(18,314)	3.46 %
Other Financing Uses	8,113	8,123	4,551	4,551	(3,572)	(43.97)%
Cowcap	<u>(2,453,213)</u>	<u>(1,442,185)</u>	<u>(761,779)</u>	<u>(761,779)</u>	<u>680,406</u>	<u>(47.18)%</u>
TOTAL APPROPRIATIONS	1,806,241	3,125,624	4,194,611	4,194,611	1,068,987	<u>34.20 %</u>
REVENUES:						
Lic.,Permits & Franchise	131,619	128,000	120,000	120,000	(8,000)	(6.25)%
Intergovernmental Revenue	5,731	1	1	1	0	0.00 %
Charges For Current Serv	1,955,915	2,550,022	3,027,085	3,027,085	477,063	18.71 %
Miscellaneous Revenue	200	501	501	501	0	0.00 %
Other Financing Sources	64,168	143,815	0	0	(143,815)	(100.00)%
Cowcap	<u>49,351</u>	<u>50,583</u>	<u>3,227</u>	<u>3,227</u>	<u>(47,356)</u>	<u>(93.62)%</u>
TOTAL REVENUES	<u>2,206,984</u>	<u>2,872,922</u>	<u>3,150,814</u>	<u>3,150,814</u>	<u>277,892</u>	<u>9.67 %</u>
NET COUNTY COST	(400,743)	252,702	1,043,797	1,043,797	791,095	313.05 %

## 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 goodwill 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 by statute provides legal advice and representation to the County of Tulare through the Board of Supervisors, elected and appointed County officers, County Department Heads and staff, County Boards and Commissions, and other County public officials or agencies regarding all civil legal matters facing the County of Tulare.
- County Counsel is required by statute, subject to request and payment of attorney's fees and costs, to provide civil

legal advice to Memorial Districts, Sanitary Districts, and Resource Conservation Districts.

- County Counsel has been available by tradition, upon request and payment of attorney's fees and costs, to provide civil legal advice to Public Cemetery Districts and, by contract approved by the Board of Supervisors, to the Board of Education, the Superintendent of Schools, and a consortium of local school districts.

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

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** - 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. **Results:** The County Counsel's office has worked with the Resource Management Agency to identify needed changes to the Administrative Fines Ordinance set out in Part I, Chapter 23, of the Ordinance Code of Tulare County. The County Counsel's Office has worked with the County Administrative Office, the Tax Collector's Office, and the Fire Department to identify needed changes to the County's business license regulations set out in Part VI of

the Ordinance Code of Tulare County. This work will continue into the next fiscal year.

- **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. **Results:** The County Counsel's Office is in the process of drafting changes to the Administrative Fines Ordinance set out in Part I, Chapter 23, of the Ordinance Code of Tulare for Department review. The County Counsel's Office has submitted a draft revision of the County's business license regulations set out in Part VI of the Ordinance Code of Tulare to certain Departments for policy review.
- **Objective 3** - Update and complete three chapters in a Code Enforcement Manual for use by client staff by June 2012. **Results:** This work has been delayed by the need to address unanticipated urgent medical marijuana code enforcement matters and will be continued in the next fiscal year.

### **Economic Well Being**

**Goal 1:** Further improve County effectiveness in contracting for goods and services.

- **Objective 1** - Provide three online training modules to clients on contracts and contract administration using the Performance Platform Project by June 2012. **Results:** The County Counsel's office, in conjunction with the Purchasing Agent, has provided live contract trainings on contracts basics, scopes of work, and Purchasing Agent contracts. We are working on making these trainings available online through the Performance Platform project.

**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. **Results:** Partially completed, and this will be continued in the next fiscal year.
- **Objective 2** - Create a legal guide outlining adoption procedures and grounds for use by County Departments by June 2012. **Results:** Partially completed, and this will be continued in the next fiscal year.
- **Objective 3** - Create an online training for use by County Departments by March 2012. **Results:** The County Counsel's office, in conjunction with the Auditor's Office, the County Administrative Office, and the Clerk of the Board, provided a live training to Departments on Adopting County Fees. An audio recording has been posted on the County Counsel password-protected web page. County Counsel plans to expand this training and record a video version for posting online through the Performance Platform Project during the next fiscal year.

### **Organizational Performance**

**Goal 1:** Provide online 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.

**Results:** In response to a request by the County Administrative Office and other County officers, the County Counsel's Office has provided an online video training on AB 1234 (Public Ethics).

**Goal 2:** Initiate substantive review and amendment of Tulare County Ordinance Code by updating section 165, create a practice guide and prepare online 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. **Results:** This project has been delayed and will be continued in the next fiscal year.
- **Objective 2** - Determine the legal requirements that apply to the hearings on various appeals that are subject to section 165 by June 2012. **Results:** This project will be continued in the next fiscal year.
- **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. **Results:** This project will be continued in the next fiscal year.

**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. **Results:** Prior litigation has been reviewed, identifying those Departments and areas of law which generate the most litigation.
- **Objective 2** - Develop education to meet needs identified by June 2012. **Results:** Training has been developed and provided to Risk liability technicians. Training programs

continue to be developed in conjunction with Risk while identifying external training needs.

- **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. **Results:** In conjunction with Risk, a post-resolution review process has been developed, which includes meeting with Departments after significant litigation. Training in certain areas, such as dangerous conditions of public property, has been conducted. This project will be continued in the next fiscal year.

**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. **Results:** The computer upgrade is in progress. This project will be continued in the next fiscal year.
- **Objective 2** - Review new opportunities provided by upgrade and revise tracking methods by June 2012. **Results:** This project will be continued in the next fiscal year.
- **Objective 3** - Institute revised tracking methods by June 2012. **Results:** This project will be continued in the next fiscal year.

**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. **Results:** Trainings on contracts and fees have been provided. This work will continue in the next fiscal year.
- **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. **Results:** Trainings on Contracts were provided in March and April of 2012. Training on fees was provided in February 2012. This work will continue in the next fiscal year.
- **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 (web-based content management system) Broadcaster as well as GroupWise to distribute to clients by June 2012. **Results:** The agency started working on the objective and will be continued in the next fiscal year.
- **Objective 4** - Create new resources on County Counsel website, prevention platform, or otherwise (typically monthly) and notify clients as posted by June 2012. **Results:** The first training on fees is posted on the County Counsel password protected website. The first training on AB 1234 (Public Ethics) is online, and County Counsel is working to make the 2012 contracts trainings online through the Performance Platform project.
- **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. **Results:** This work is in progress and will be continued during the next fiscal year.

### Other Accomplishments in FY 2011/12

- Filed 251 Child Welfare Services petitions; pursued 64 appeals and appellate writs; appeared daily in the County's Juvenile Court for the protection of abused or neglected children while submitting 35 warrants to remove 73 children from dangerous home environments.
- A Deputy County Counsel received an award from California State Association of Counties for authoring an amicus brief on behalf of the Riverside County Sheriff's Department challenging a Deputy's access to other peace officer personnel records in a termination appeal without a court order.
- Prevailed in three civil appeal cases (regarding Brown Act, retirement and bail bond issues) before the Fifth District Court of Appeals; successfully defended (superior court case was dismissed by petitioners) a challenge to the 2009-2014 Housing Element of the County's General Plan; defended most tort litigation in-house at substantial savings to the County; and defended the disability retirement applications set for hearing by the Board of Retirement, obtaining several resolutions favorable to the County that resulted in substantial savings in spite of increased demands due to general economic conditions.

- Assisted the Board of Supervisors in the County's process to establish new Supervisorial Districts in compliance with State law.
- Presented trainings to County supervisory employees on sexual harassment, to County designated officers, Department heads and employees on AB 1234 (Public Ethics), to Library staff on handling disruptive patrons, to the Tulare County Employee Retirement Association (TCERA) Board on maintaining proper relationships with vendors and potential vendors, to the TCERA Board and to three County Departments on the Brown Act, to County Departments at-large on contract basics and process, and designed, hosted, and presented at the Government 103 training for Special District Board members.

## Key Goals and Objectives for FY 2012/13

### Safety and Security

**Goal 1:** Improve legal framework for effective civil code enforcement.

- **Objective 1** – Continue to work with two or more Departments charged with code enforcement to identify by June 2013 those chapters of Tulare County Ordinance Code pertaining to the County's civil code enforcement authority that need to be updated and improved.
- **Objective 2** – Continue to work with clients charged with code enforcement to amend by June 2013 at least one chapter of the Tulare County Ordinance to update and improve the County's civil code enforcement authority.
- **Objective 3** - Update and complete one chapter in a Code Enforcement Manual for use by client staff by June 2013.

### Economic Well Being

**Goal 1:** Further improve County effectiveness in contracting for goods and services.

- **Objective 1** - Provide or update three online training modules for clients on contracts and contract administration using the Performance Platform Project by June 2013.

**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 2012/13 (phase one) and FY 2013/14 (phase two). Phase One: Create Department trainings, and create a Reference Guide outlining the procedures and grounds to adopt new or increased fees subject to Government Code section 66018, which outlines fees for which there are no specific statutory notice requirements, with a chapter addressing fees with specific statutory notice requirements. Phase Two: Draft a chapter in a legal guide on Taxes, Assessments, Fees and Financing, setting out fee adoption procedures and describing the basis for, and limits, on County fees for use by County Departments while creating an outline of the topics to be addressed in training and in a legal guide on Taxes, Assessment, Fees, and Financing.

- **Objective 1** – Update the County Counsel website online training for County Departments and move to the Performance Platform by March 2013.
- **Objective 2** - Continue to compile legal opinions on Government Code section 66018 and update in light of Propositions 218 and 26 by June 2013.

### Organizational Performance

**Goal 1:** Provide online training through the Performance Platform Project.

- **Objective 1** – Continue to work with clients to identify and develop a variety of trainings through the Performance Platform software tool for individual client use by June 2013.

**Goal 2:** Continue the substantive review and amendment of Tulare County Ordinance Code by updating section 165 (pertaining to appeals to the Board), create a practice guide and prepare an online training for use by the Clerk of the Board and County Departments.

- **Objective 1** - Compile a list of all appeals to the Board of Supervisors made subject to section 165 in the last six years by June 2013.
- **Objective 2** - Determine the legal requirements that apply to the hearings on various appeals that are subject to section 165 by June 2013.

**Goal 3:** Provide support in the form of advice and training to Departments and employees to minimize exposure to litigation.

- **Objective 1** - Develop education to meet needs identified by June 2013.
- **Objective 2** - Using existing post-resolution review process, continue to identify areas of concern and provide training, either remedial or general, to address problem areas by June 2013.

**Goal 4:** Review and improve methods of tracking workload to ensure best distribution of staff and resources.

- **Objective 1** – Upon completion of computer upgrade, audit existing methods of tracking by June 2013.
- **Objective 2** - Review new opportunities provided by upgrade and revise tracking methods by June 2013.
- **Objective 3** - Implement revised tracking methods by June 2013.

**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. The Department 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** - Continue to present training to clients to review and respond to routine public record requests on their own, using our guidelines, protocols, boilerplates, samples, and checklists by June 2013.
- **Objective 2** - Implement Objective 1 by identifying two important subject areas that clients need training and boilerplates on by December 2012, developing training materials and checklists, and providing relevant training by June, 2013.
- **Objective 3** - Implement a monthly mini-blog (e.g. two sentences) on each topic (contracts, fees, and records) 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 2013.
- **Objective 4** - Create new resources (on each topic) on County Counsel website or prevention platform and notify clients as posted by June 2013.
- **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 2013.

- **Objective 6** – Identify by June 2013 one or more additional topics or areas of law appropriate for this type of training and treatment during the next fiscal year.

## Departmental Budget Request

The Requested Budget represents an overall increase of \$1,068,987 or 34% in expenditures and an increase of \$277,892 or 10% in revenues when compared with the FY 2011/12 Final Budget. As a result, the Net County Cost is increased \$791,095 or 313% when compared with the FY 2011/12 Final Budget.

Significant areas with major changes between the FY 2011/12 Final Budget and the FY 2012/13 Requested Budget are as follows:

- Salaries and Benefits increase \$378,473 primarily due to a reinstatement of steps and merits, and proposed salary adjustments.
- Other Financing Uses decrease \$3,572 due to decrease in Countywide debt payment (Invensys) from changes in allocation method.
- Countywide Cost Allocation Plan (COWCAP) charges increase \$680,406 due to changes in the Plan.
- Revenue projections increase overall due to anticipated increase in legal billing revenues and the COWCAP revenue.

Staffing changes reflected in the Requested Budget include the following:

- Add 4 FTE positions to address workload issues in County Counsel and Risk Management Division due to added staff and increased demands for addressing medical marijuana code compliance legal issues. The requested additional position includes:
  - 1 Civil Office Assistant III-B
  - 1 Attorney-Civil III-N
  - 1 Paralegal II-K
  - 1 County Safety Officer
- Re-class 5 FTE positions to create more opportunities for advancement and to more accurately reflect duties and responsibilities. The requested re-classified positions include:
  - 1 Account Clerk-K to Senior Account Clerk-K
  - 2 Attorney-Civil IV-N to Attorney-Civil V-N
  - 1 Paralegal II-K to Paralegal III-K
  - 1 Civil Office Assistant II-B to Civil Office Assistant III-B

## County Administrator's Recommendation

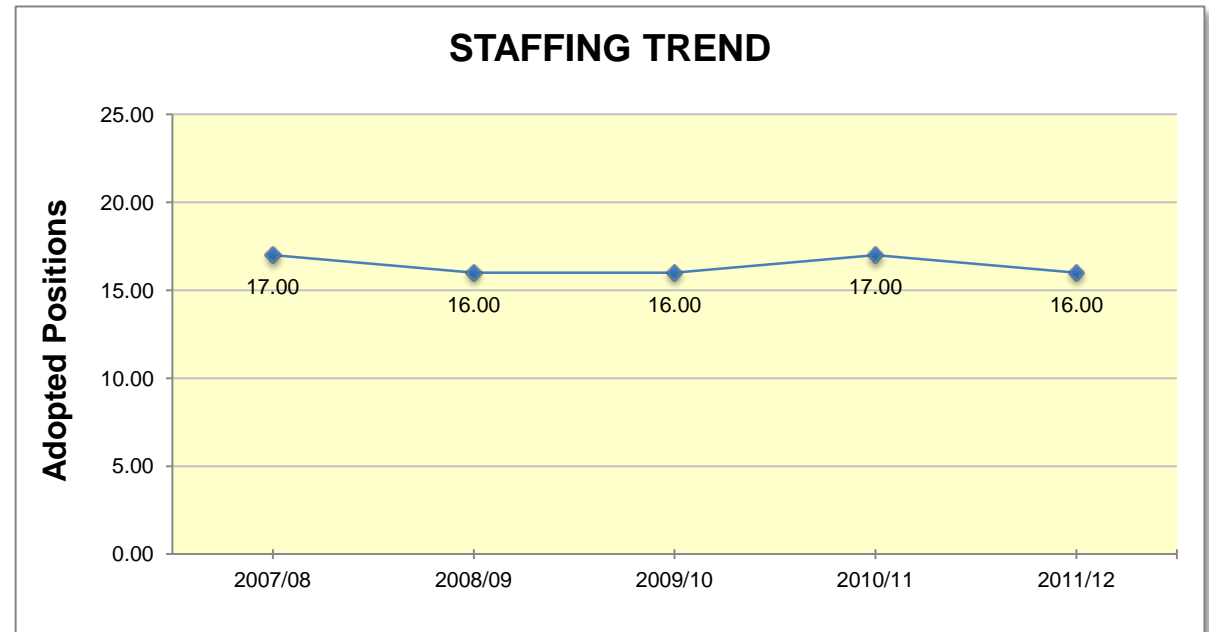
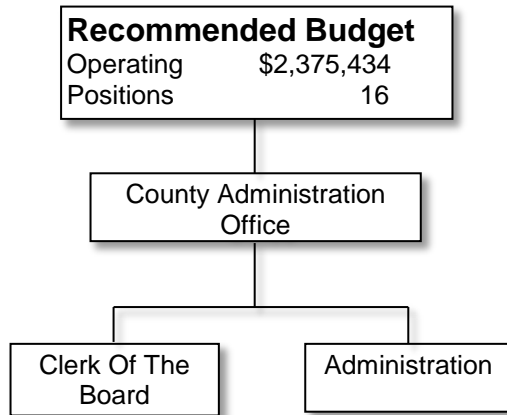
This budget is recommended as submitted.

## Pending Issues and Policy Considerations

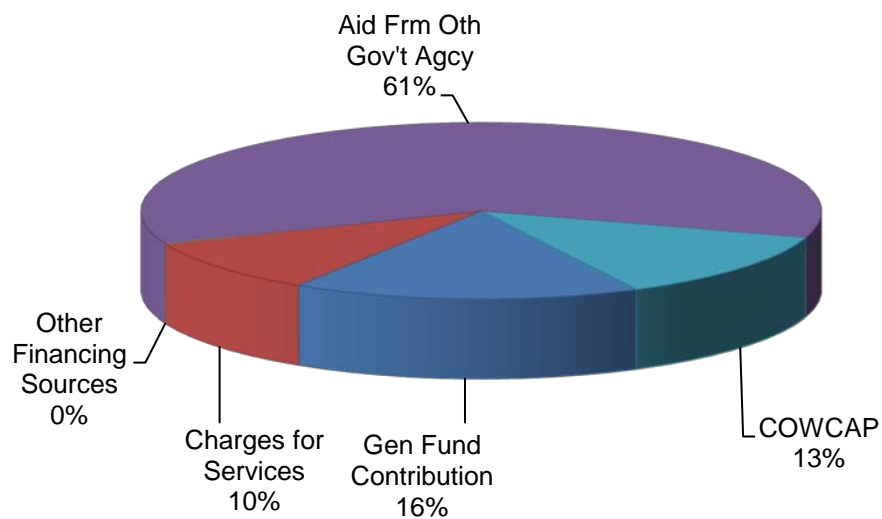
There are no pending issues or policy considerations.

## Department Head Concurrence or Appeal

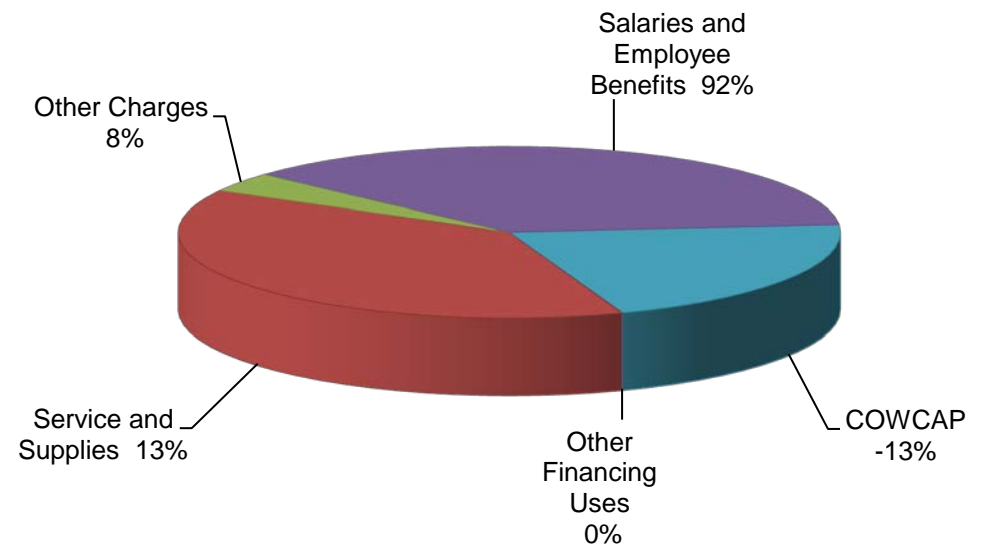
The Department Head concurs with the Recommended Budget.



## SOURCE OF FUNDS



## USE OF FUNDS



FUND: 001  
AGENCY: 085

MAJOR ACCOUNTS CLASSIFICATIONS	2010/11 ACTUALS	2011/12 FINAL BUDGET	2012/13 DEPT REQUEST	2012/13 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Salaries And Employee Benefits	1,323,774	1,598,640	1,502,850	1,502,850	(95,790)	(5.99) %
Service And Supplies	36,904	322,326	1,573,163	1,573,163	1,250,837	388.07 %
Other Charges	119,300	136,869	150,244	150,244	13,375	9.77 %
Other Financing Uses	3,205	3,215	1,708	1,708	(1,507)	(46.87) %
Cowcap	<u>(227,978)</u>	<u>310,770</u>	<u>(852,531)</u>	<u>(852,531)</u>	<u>(1,163,301)</u>	<u>(374.33) %</u>
TOTAL APPROPRIATIONS	1,255,205	2,371,820	2,375,434	2,375,434	3,614	<u>0.15 %</u>
REVENUES:						
Intergovernmental Revenue	851	200,000	1,450,000	1,450,000	1,250,000	625.00 %
Charges For Current Serv	116,306	100,446	235,015	235,015	134,569	133.97 %
Miscellaneous Revenue	(199)	0	0	0	0	0.00 %
Other Financing Sources	87,732	157,834	0	0	(157,834)	(100.00) %
Cowcap	<u>64,641</u>	<u>29,851</u>	<u>298,626</u>	<u>298,626</u>	<u>268,775</u>	<u>900.39 %</u>
TOTAL REVENUES	<u>269,331</u>	<u>488,131</u>	<u>1,983,641</u>	<u>1,983,641</u>	<u>1,495,510</u>	<u>306.37 %</u>
NET COUNTY COST	985,874	1,883,689	391,793	391,793	(1,491,896)	(79.20) %

## 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.

## 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.

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.

## Key Goals and Objectives Results in 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. **Results:** Business License ordinance review was initiated by October 2011 in regard to appropriate amendments.
- **Objective 2** – Investigate processes and procedures and write Business License ordinance amendments by December 2011. **Results:** Business License ordinance amendments initial draft was prepared by County Counsel by December 2011 and reviewed by appropriate departments.
- **Objective 3** – Submit agenda item for approval of amended Business License ordinance to Board of Supervisors by June 2012. **Results:** Agenda item for approval of amended Business License ordinance will be submitted to the Board of Supervisors in FY 2012/13.

## 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. **Results:** The General Fund portion of the financial forecast has been performed with generic assumptions for testing as of June 2012. A monthly variance module was needed to assist in long-term financial planning and trending and is currently being developed.
- **Objective 2** – Analyze forecast and evaluate trends by January 2012. **Results:** Development of the five year financial forecast has been delayed but continues to be an ongoing goal. The final forecast will incorporate all County funds.

**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. **Results:** Due to changing priorities and workload, draft policies were not provided to the Auditor-Controller/Treasurer-Tax Collector's Department until August 2012.
- **Objective 2** – Revise draft to reflect comments by Auditor-Controller/Treasurer-Tax Collector's Department by November 2011. **Results:** Agreed upon comments will be incorporated into policies by November 2012.
- **Objective 3** – Submit agenda item for approval of policies to Board of Supervisors by December 2011. **Results:** An agenda item will be completed and submitted to the Board of Supervisors for approval by December 2012.

**Goal 3:** Develop and implement a Countywide Customer Service Program.

- **Objective 1** – Complete program development by November 2011. **Results:** Draft program development was complete by November 2011. A focus group was conducted in April 2012 to solicit feedback and the program was finalized and presented to the Board of Supervisors in May 2012.
- **Objective 2** – Develop, through the Customer Service Committee, an implementation schedule by November 2011. **Results:** An implementation schedule was coordinated through Human Resources and Development with the initial start date of September 2012.
- **Objective 3** – Develop a feedback system to receive staff comments regarding program content and delivery prior to implementation by January 2012. **Results:** A feedback form will be provided to participants to solicit comments at the completion of each training session.

**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. **Results:** Held numerous monthly meetings with stakeholders, facilitated by Tulare County Association of Governments staff, starting in October 2011 and will convene additional meetings to review report.
- **Objective 2** - Conclude negotiations with cities over memorandum of understanding by June 2012. **Results:** We are still negotiating with the: Council of Cities. As of August 2012, we are very close to coming to agreement with six of the remaining cities.
- **Objective 3** – Submit agenda item for approval of Impact Fees to Board of Supervisors by June 2012. **Results:** Submittal of Impact Fee program to the Board of Supervisors will take place by June 2013.



**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. **Results:** It was determined that AR-10 should be incorporated into Fleet Services operation policies by October 2011.
- **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. **Results:** Coordination with all parties was completed by October 2011.
- **Objective 3** – Submit agenda item for implementation of AR-10 to Board of Supervisors by June 2012. **Results:** The Board of Supervisors approved a resolution deleting AR-10 by November 2011.

**Goal 6:** Complete Revolving Door Policy Ordinance.

- **Objective 1** – Complete Revolving Door Policy ordinance by October 2011. **Results:** Due to changing priorities and workload, this goal will be achieved by June 2013.
- **Objective 2** – Submit agenda item for approval of Revolving Door Policy ordinance to Board of Supervisors by December 2011. **Results:** Due to changing priorities and workload, this goal will be achieved by June 2013.

**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. **Results:** Due to operational priorities and workload demands, this goal will be achieved by June 2013.
- **Objective 2** – Gather community input through external stakeholder meetings and surveys by April 2012.

**Results:** Due to operational priorities and workload demands, this goal will be achieved by June 2013.

- **Objective 3** – Complete draft update of the County's Five Year Strategic Plan by May 2012. **Results:** Due to operational priorities and workload demands, this goal will be achieved by June 2013.
- **Objective 4** – Submit update to Board of Supervisors by June 2012. **Results:** Due to operational priorities and workload demands, this goal will be achieved by June 2013.

### Other Accomplishments in FY 2011/12

- Worked with staff of Resource Management Agency to address fiscal concerns associated with the County's Landfill Enterprise Fund.
- Worked closely with the Board of Supervisors, Department Heads, and the County's State and Federal Advocacy representatives to advocate on issues of key concern and impact to Tulare County.
- Conducted a Request for Proposal, conducted negotiations, and finalized a new County Conflict Defender agreement which was approved by the Board of Supervisors in February 2012.
- Developed and implemented Countywide Public Information Officers' group. Implementation included increasing internal communications between department public information officers, holding quarterly meetings, creating a public information officer web page, providing media training, and distributing a survey to local media to measure effectiveness of department public information officers.

- Provided administrative oversight for the Tulare Lake Basin Disadvantaged Community Water Study and moved the project through Task One- Database Development, Task Two- Stakeholder Involvement, and Task Three- Pilot Project Selection.
- Coordinated with recipients of other water related grants to ensure adequate and effective solutions for disadvantaged community water needs.
- Participated in Pension Committee determine any changes to be made to the County's retirement plan.
- Coordinated the County's application and provided staff support to the Sheriff's Department in its application and subsequent award of \$60,000,000 from the AB 900 jail construction program.

## Key Goals and Objectives for FY 2012/13

### 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** – Finalize draft Business License Ordinance by January 2013.
- **Objective 2** - Submit agenda item for approval of amended Business License ordinance to Board of Supervisors by June 2013.

### Organizational Performance

**Goal 1:** Develop a five year financial forecast to assist in long-term financial planning.

- **Objective 1** – Perform and complete the five year forecast and monthly variance analysis by February 2013, all funds.
- **Objective 2** – Analyze forecast and evaluate trends for Mid-Year review by March 2013.

**Goal 2:** Develop and implement Impact Fee Program.

- **Objective 1** - Conclude negotiations with cities over memorandum of understanding by June 2013.
- **Objective 2** – Submit agenda item for approval of Impact Fees to Board of Supervisors by June 2013.

**Goal 3:** Implement the Update to the County's Five Year Strategic Plan

- **Objective 1** – Gather County and community input through stakeholder meetings and surveys by March 2013.
- **Objective 4** – Complete draft update of the County's Five Year Strategic Plan by May 2013.
- **Objective 5** – Submit update to Board of Supervisors by June 2013.

**Goal 4:** Complete Revolving Door Policy Ordinance.

- **Objective 1** – Complete Revolving Door Policy ordinance by June 2013.
- **Objective 2** – Submit agenda item for approval of Revolving Door Policy ordinance to Board of Supervisors by June 2013.

## Departmental Budget Request

The Requested Budget represents an overall increase of \$3,614 or 34% or less than 1% in expenditures and an increase of \$1,495,510 or 306% in revenues when compared with the FY 2011/12 Final Budget. As a result, the Net County Cost is decreased \$1,491,896 or 79% when compared with the FY 2011/12 Final Budget.

Significant areas with major changes between the FY 2011/12 Final Budget and the FY 2012/13 Requested Budget are as follows:

- Services and Supplies increase \$1,250,837 mainly due to expenditures related to the Disadvantaged Community Water Study Grant.
- Other Charges increase \$13,375 due to an increase in insurance costs.
- Other Financing Uses decrease \$1,507 due to a reduction in Invensys charges.
- Countywide Cost Allocation Plan (COWCAP) charges decrease \$1,163,301 due to changes in the Plan.
- Revenue projections increase overall due to grant funds associated with the Disadvantaged Community Water Study.

## 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

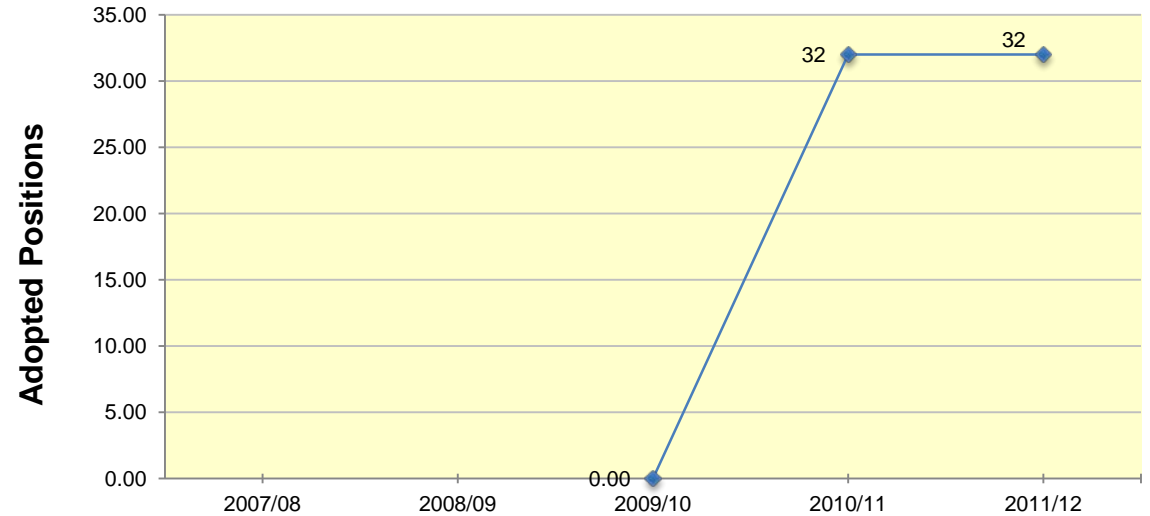
The Department Head concurs with the Recommended Budget.

Recommended Budget	
Operating	\$3,488,944
Positions	33

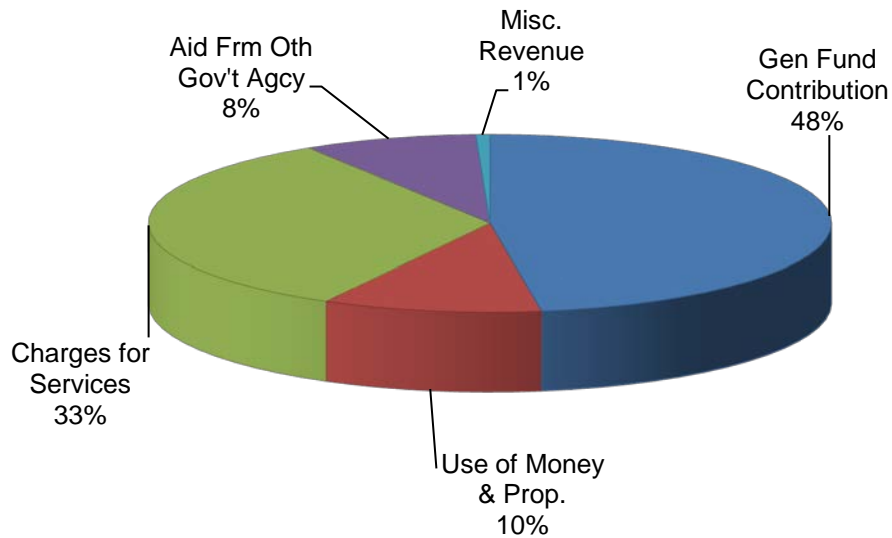
County Administration  
Office

General  
Services

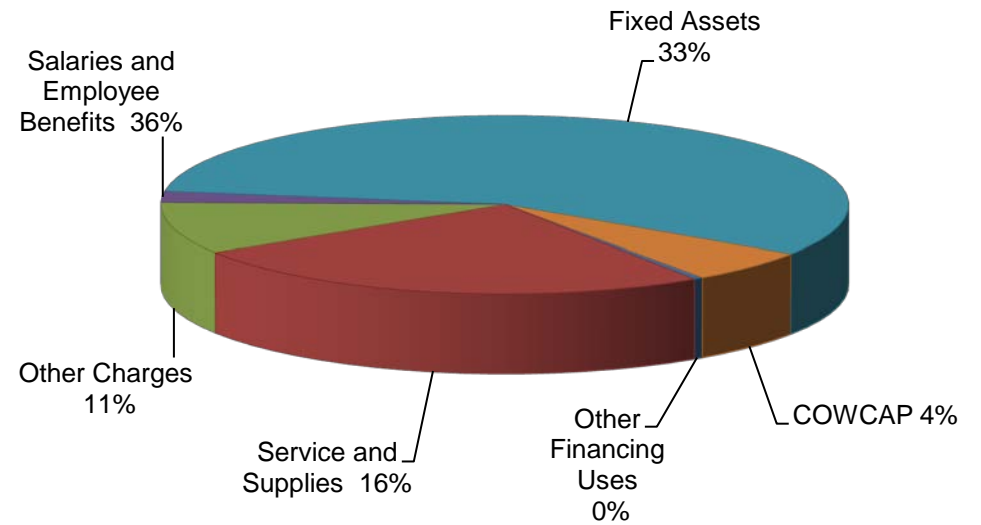
**STAFFING TREND**



**SOURCE OF FUNDS**



**USE OF FUNDS**



FUND: 001  
AGENCY: 087

MAJOR ACCOUNTS CLASSIFICATIONS	2010/11 ACTUALS	2011/12 FINAL BUDGET	2012/13 DEPT REQUEST	2012/13 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Salaries And Employee Benefits	1,801,263	1,988,372	1,989,620	1,989,620	1,248	0.06 %
Service And Supplies	601,089	886,790	877,968	877,968	(8,822)	(0.99)%
Other Charges	446,450	439,481	328,940	328,940	(110,541)	(25.15)%
Fixed Assets	1,438,650	358,008	71,784	71,784	(286,224)	(79.95)%
Other Financing Uses	15,270	23,509	15,670	15,670	(7,839)	(33.34)%
Cowcap	<u>190,451</u>	<u>165,093</u>	<u>204,962</u>	<u>204,962</u>	<u>39,869</u>	<u>24.15 %</u>
TOTAL APPROPRIATIONS	4,493,173	3,861,253	3,488,944	3,488,944	(372,309)	(9.64)%
REVENUES:						
Rev. from Use of Money & Prop	340,721	344,838	361,912	361,912	17,074	4.95 %
Intergovernmental Revenue	1,693,934	642,940	287,716	287,716	(355,224)	(55.25)%
Charges For Current Serv	1,029,559	1,227,953	1,156,311	1,156,311	(71,642)	(5.83)%
Miscellaneous Revenue	<u>55,106</u>	<u>23,000</u>	<u>23,000</u>	<u>23,000</u>	<u>0</u>	<u>0.00 %</u>
TOTAL REVENUES	<u>3,119,320</u>	<u>2,238,731</u>	<u>1,828,939</u>	<u>1,828,939</u>	<u>(409,792)</u>	<u>(18.30)%</u>
NET COUNTY COST	1,373,853	1,622,522	1,660,005	1,660,005	37,483	2.31 %

## 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 adults and school age children of Tulare County.
- Parks and Recreation provides a recreational opportunity for those who visit Tulare County Parks.
- Property Management provides leasing, property acquisition, and property disposal services to County Departments.

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

### Safety and Security

**Goal 1:** Institute a policy that Lake Patrol staff wears Personal Floatation 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 and maintenance, and institute policy by July 2011. **Results:** New PFDs were provided by July 2011. Training and policy were instituted at that time. New PFDs are better suited for full time use and staff views them as a benefit.
- **Objective 2** – Complete inspections to verify that staff are using PFDs and promoting PFD use with the public by May 2012. **Results:** Inspections were done weekly through the year to verify use. Public response has been positive to staff providing an opportunity to encourage boaters to also "Wear It" by May 2012.

### Organizational Performance

**Goal 1:** Provide County customers with improved billings and information through integration of General Services' software.

- **Objective 1** - Coordinate with Information and Communications Technology (ICT) to identify current software and assess integration requirements by December 2011. **Results:** Met with ICT and created a plan for integration of software in December 2011.
- **Objective 2** - Coordinate with ICT to complete software programming, integration, and testing by April 2012.

**Results:** Software programming and testing was completed by December 2011.

- **Objective 3** - Integration of all General Services' software by June 2012. **Results:** All General Services' software was integrated 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. **Results:** Completed Right of Way negotiations in August 2011.
- **Objective 2** – Process agreements for Board of Supervisors approval by September 2011. **Results:** Processed all agreements to the Board of Supervisors in September 2011.
- **Objective 3** – Open and fund escrows for all acquisition agreements by September 2011. **Results:** Opened and funded all escrows in September 2011.
- **Objective 4** – Coordinate with Resource Management Agency (RMA) to certify Right of Way and secure bridge construction funding by September 2011. **Results:** RMA certified Right of Way to secure bridge construction funding in August 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. **Results:** ICT provided a trial database to review.
- **Objective 2** – Train staff and transition to new property database by May 2012. **Results:** Reviewed the function of the new database created by ICT to refine operation and queries in 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. **Results:** Gathered sample policies and procedures from other County Departments by December 2011.
- **Objective 2** – Train General Services staff with new policies and procedures by January 2012. **Results:** Project was delayed due to priorities, time constraints, and staffing changes. General Services staff was trained on new policies and procedures by June 2012.
- **Objective 3** – Implement the new policies and procedures by February 2012. **Results:** The new policies and procedures were implemented by June 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. **Results:** Committee was formed by July 2011, several of the local Tribes participated in the committee.
- **Objective 2** – Meet with committee to develop displays by September 2011. **Results:** A display illustrating the structures, tools, and culture was produced by November 2011.
- **Objective 3** – Install new exhibit and host another exhibit opening by February 2012. **Results:** The Native American exhibit and opening were well attended and received great reviews from attendees and Museum patrons. The Japanese exhibit finished and opened in June 2012. Southern California Edison (SCE) provided an exhibit celebrating the 150 years of SCE in Tulare County.

**Goal 6:** Initiate a study looking at energy efficiency, water conservation, and consistent water supply at Pixley Park. Determine the cost savings and 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. **Results:** Project was stopped due to pump and well failure.
- **Objective 2** – Determine feasibility of upgrade project develop, and submit proposal by April 2012. **Results:** Pixley Park well and pump failed. A new well was drilled and a new pump was installed. The system will be evaluated to determine improvements needed by June 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. **Results:** A competitive grant was submitted in July 2012 to renovate Ledbetter Park. A site visit was conducted in October 2011. Project was not selected for funding.
- **Objective 2** – Identify grants that do not require a County match and pursue, if applicable, by June 2012. **Results:** Staff is currently researching grants. This will continue into the new fiscal year.

## Key Goals and Objectives for FY 2012/13

### Safety and Security

**Goal 1:** Increase boating safety information to the public through vessel inspections and increase positive contact.

- **Objective 1** – Train staff in the use and benefits of vessel inspections by July 2012.

- **Objective 2** – Verify that staff are conducting inspections and providing Boating Safety information by May 2013.

### Quality of Life

**Goal 1:** Do necessary ground work, develop, and open the Portuguese 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 Portuguese community by July 2012.
- **Objective 2** – Meet with committee to develop displays by November 2012.
- **Objective 3** – Install new exhibit and host an exhibit opening by January 2013.

### Organizational Performance

**Goal 1:** Complete the testing of the ICT Property Management database and integrate it into full time use.

- **Objective 1** – Complete the testing by December 2012.
- **Objective 2** – Integrate the database into full time use by March 2013.

**Goal 2:** Complete the purchase of property for the South County Detention Facility by August 2012.

- **Objective 1** – Bring the purchase agreement to the Board of Supervisors' for consideration in July 2012.
- **Objective 2** – Fund and close escrow on property by August 2012.
- **Objective 3** – Complete AB900 Real Estate Due Diligence package for County Administrative Office to submit to the State of California Department of General Services by August 2012.



**Goal 3:** Create a General Services electronic storage drive for Administrative and Management staff to use.

- **Objective 1** – Work with ICT to create a drive specifically for General Services use by August 2012.
- **Objective 2** – Work with ICT to copy current drive documents over to a new drive by August 2012.

**Goal 4:** Maximize quality and minimize cost of Courier Services for all internal customers.

- **Objective 1** – Meet with vendor representatives to discuss results of the customer survey by August 2012.
- **Objective 2** – Develop a plan to use the Courier Services in a more cost effective way by December 2012.

### Department Budget Request

The Requested Budget represents an overall decrease of \$372,309 or 10% in expenditures and a decrease of \$409,792 or 19% in revenues when compared with the FY 2011/12 Final Budget. As a result, the Net County Cost increased by \$37,483 or 2% when compared with the FY 2011/12 Final Budget.

Significant areas with major changes between the FY 2011/12 Final Budget and the FY 2012/13 Requested Budget are as follows:

- Other Charges decrease \$172,542 primarily due to depreciation expenses and services from other Departments.
- Capital Assets decrease by \$286,224. The FY 2012/13 expenses of \$41,000 include the following.
  - 1 Tractor \$41,000

- Other Financing uses decrease by \$7,839 due to changes in Invesys charges.
- Countywide Cost Allocation Plan (COWCAP) charges increase by \$39,869 due to changes in the Plan.
- Revenue projections decrease due to reduction in State Grants funds.

Staffing changes reflected in the Requested Budget include the following:

- Add 1 FTE position for increased clerical workload. The requested additional position include:
  - 1 Secretary I
- Re-class 2 FTE positions to more accurately reflect duties performed and the level of responsibility. The requested re-classified positions include:
  - 1 Accountant II to 1 Accountant III
  - 1 Account Clerk to 1 Senior Account Clerk

### County Administrator's Recommendation

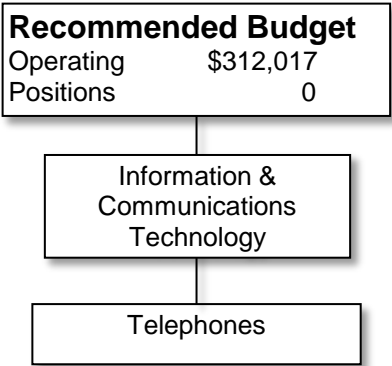
The budget is recommended as submitted.

### Pending Issues and Policy Considerations

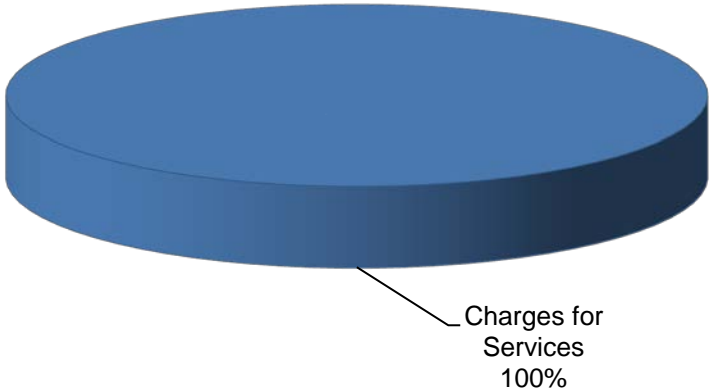
There are no pending issues or policy considerations.

### Department Head Concurrence or Appeal

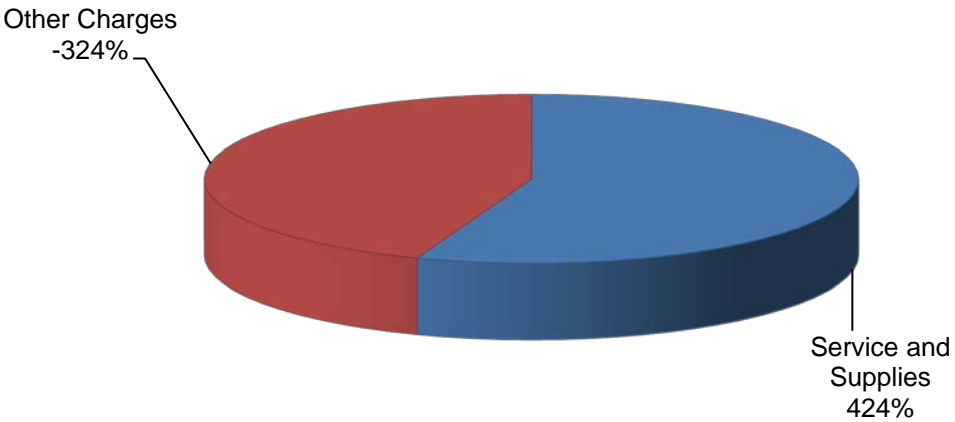
The Department Head concurs with the Recommended Budget.



SOURCE OF FUNDS



USE OF FUNDS



FUND: 001  
AGENCY: 091

MAJOR ACCOUNTS CLASSIFICATIONS	2010/11 ACTUALS	2011/12 FINAL BUDGET	2012/13 DEPT REQUEST	2012/13 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	1,666,502	1,585,950	1,529,937	1,529,937	(56,013)	(3.53)%
Other Charges	<u>(1,270,282)</u>	<u>(1,203,010)</u>	<u>(1,217,920)</u>	<u>(1,217,920)</u>	<u>(14,910)</u>	<u>1.24 %</u>
TOTAL APPROPRIATIONS	396,220	382,940	312,017	312,017	(70,923)	<u>(18.52)%</u>
REVENUES:						
Charges For Current Serv	<u>397,003</u>	<u>382,940</u>	<u>312,017</u>	<u>312,017</u>	<u>(70,923)</u>	<u>(18.52)%</u>
TOTAL REVENUES	<u>397,003</u>	<u>382,940</u>	<u>312,017</u>	<u>312,017</u>	<u>(70,923)</u>	<u>(18.52)%</u>
NET COUNTY COST	(783)	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 in FY 2011/12

### Organizational Performance

**Goal 1:** Identify and disconnect obsolete Centrex telephone lines replacing them through the Voice over Internet Protocol (VoIP) system by June 2012. **Results:** All Departments' line disconnects have been completed resulting in a monthly savings of \$21,350 by June of 2012.

**Goal 2:** Proactively monitor telephone line usage and disconnect lines not in use. **Results:** This monitoring will continue and, as needs change, lines will be disconnected.

## Key Goals and Objectives for FY 2012/13

### Organizational Performance

**Goal 1:** Control telephone costs.

- **Objective 1** – Pay phone bills on time.

- **Objective 2** – Continue to look for lines that can be disconnected.

## Departmental Budget Request

The Requested Budget represents an overall decrease of \$70,923 or 19% in both expenditures and revenues when compared with the FY 2011/12.

Significant areas with major changes between the FY 2011/12 Final Budget and the FY 2012/13 Requested Budget are as follows:

- Services and Supplies decrease \$56,013 primarily due to reductions in costs related to the VoIP project.
- Revenue decrease primarily due to reductions in costs related to the VoIP project.

## County Administrator's Recommendation

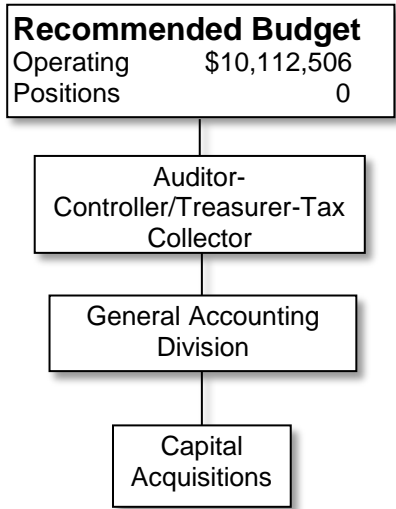
This budget is recommended as submitted.

## Pending Issues and Policy Considerations

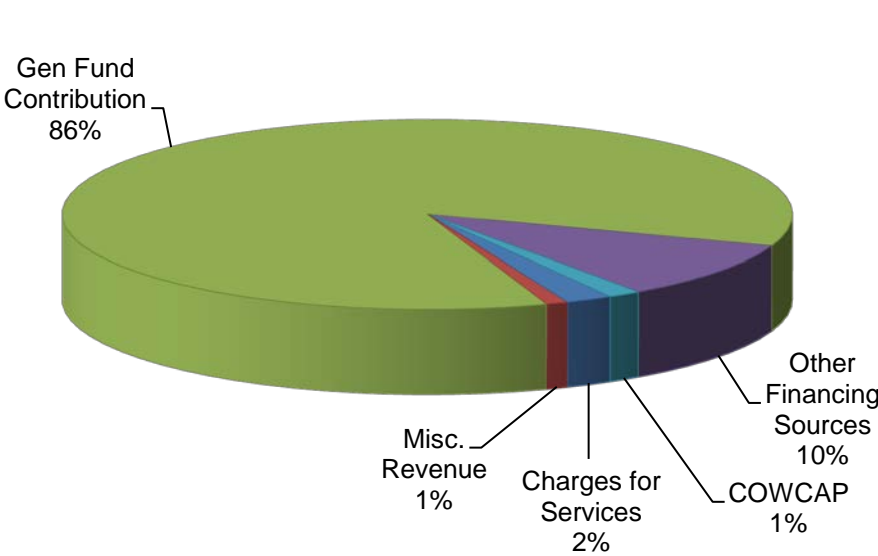
There are no pending issues or policy considerations.

## Department Head Concurrence or Appeal

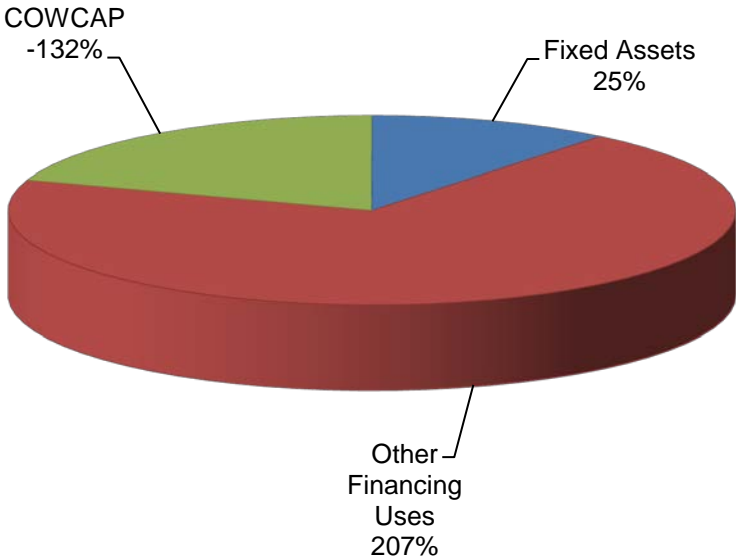
The Department Head concurs with the Recommended Budget.



SOURCE OF FUNDS



USE OF FUNDS



FUND: 001  
AGENCY: 095

MAJOR ACCOUNTS CLASSIFICATIONS	2010/11 ACTUALS	2011/12 FINAL BUDGET	2012/13 DEPT REQUEST	2012/13 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Fixed Assets	0	1,694,500	1,091,000	1,091,000	(603,500)	(35.62)%
Other Financing Uses	5,019,604	5,019,604	7,019,604	7,019,604	2,000,000	39.84 %
Cowcap	<u>(3,196,413)</u>	<u>(3,719,798)</u>	<u>2,001,902</u>	<u>2,001,902</u>	<u>5,721,700</u>	<u>(153.82)%</u>
TOTAL APPROPRIATIONS	1,823,191	2,994,306	10,112,506	10,112,506	7,118,200	<u>237.72 %</u>
REVENUES:						
Charges For Current Serv	84,678	160,961	209,190	209,190	48,229	29.96 %
Miscellaneous Revenue	0	100,000	100,000	100,000	0	0.00 %
Other Financing Sources	0	1,594,500	991,000	991,000	(603,500)	(37.85)%
Cowcap	<u>411,374</u>	<u>286,991</u>	<u>147,289</u>	<u>147,289</u>	<u>(139,702)</u>	<u>(48.68)%</u>
TOTAL REVENUES	<u>496,052</u>	<u>2,142,452</u>	<u>1,447,479</u>	<u>1,447,479</u>	<u>(694,973)</u>	<u>(32.44)%</u>
NET COUNTY COST	1,327,139	851,854	8,665,027	8,665,027	7,813,173	917.20 %

### Departmental Purpose

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

### Departmental Core Functions

Not applicable.

### Key Goals and Objectives Results in FY2011/12

Not applicable.

### Key Goals and Objectives for FY 2012/13

Not applicable.

### Departmental Budget Request

The Requested Budget represents an overall increase of \$7,118,200 or 238% in expenditures and a decrease of \$694,973 or 32% in revenues when compared with the FY 2011/12 Final Budget. As a result, the Net County Cost is increased by \$7,813,173 or 917% when compared with the FY 2011/12 Final Budget.

Significant areas with major changes between the FY 2011/12 Final Budget and the FY 2012/13 Requested Budget are as follows:

- Capital Asset expenditures decrease \$603,500 primarily due to fewer vehicles being purchased through the internal borrowing program.

- Other financing uses increase \$2,000,000 due to an operating transfer out to cover debt service to internally defease the final two years of Invensys debt service.
- Countywide Cost Allocation Plan (COWCAP) expenditures increase \$5,721,700 due to annual changes in the Plan and an adjustment for a prior fiscal year.
- Revenue projections decrease primarily due to a decrease in Operating Transfers-In for Vehicle Acquisitions.

### County Administrator's Recommendation

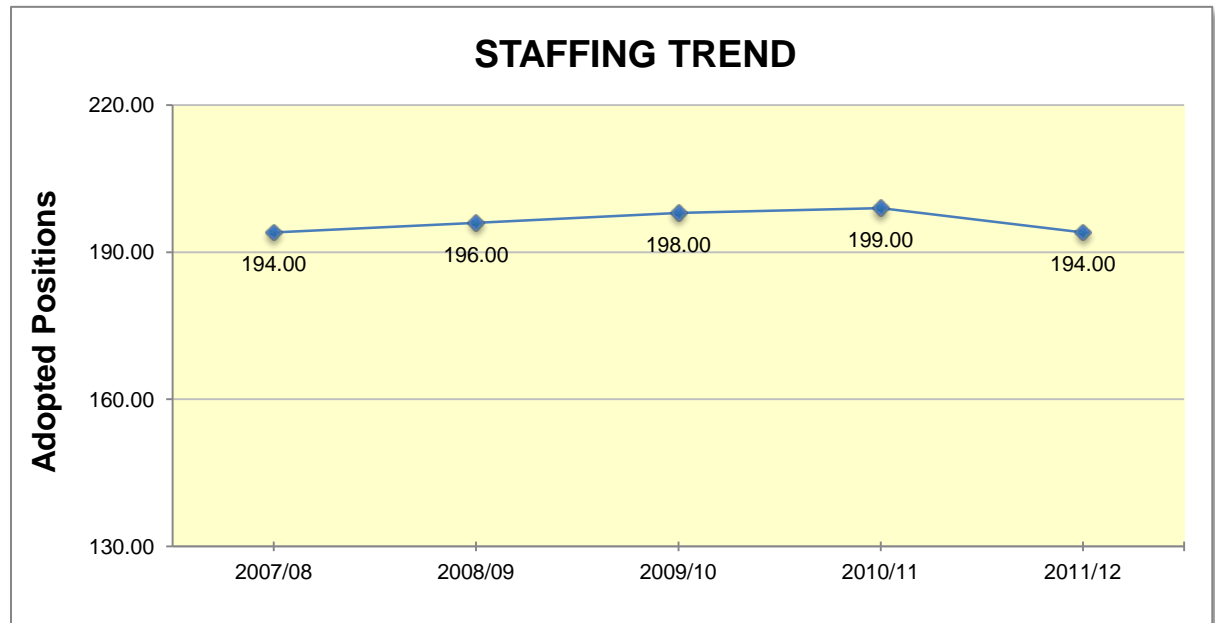
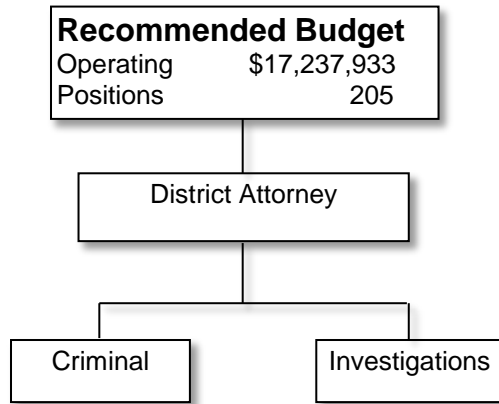
The budget is recommended as submitted.

### Pending Issues and Policy Considerations

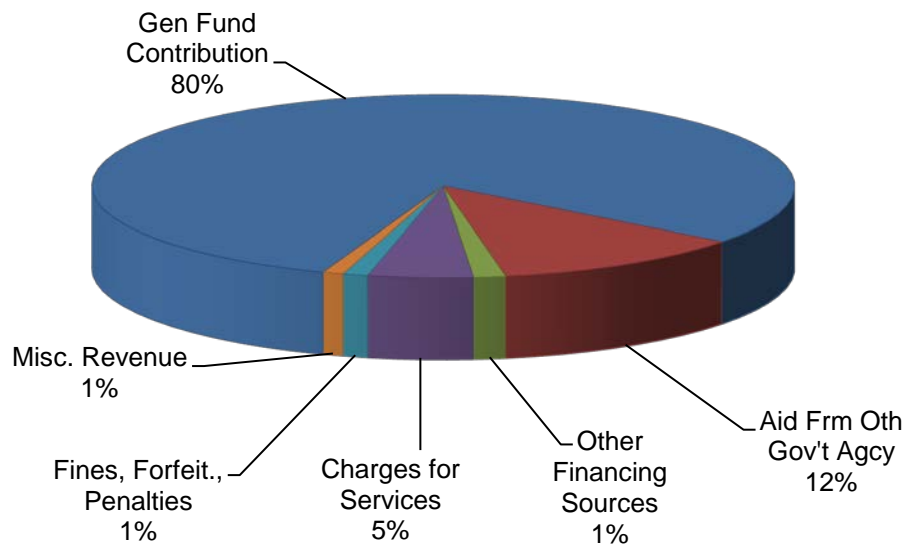
There are no pending issues or policy considerations.

### Department Head Concurrence or Appeal

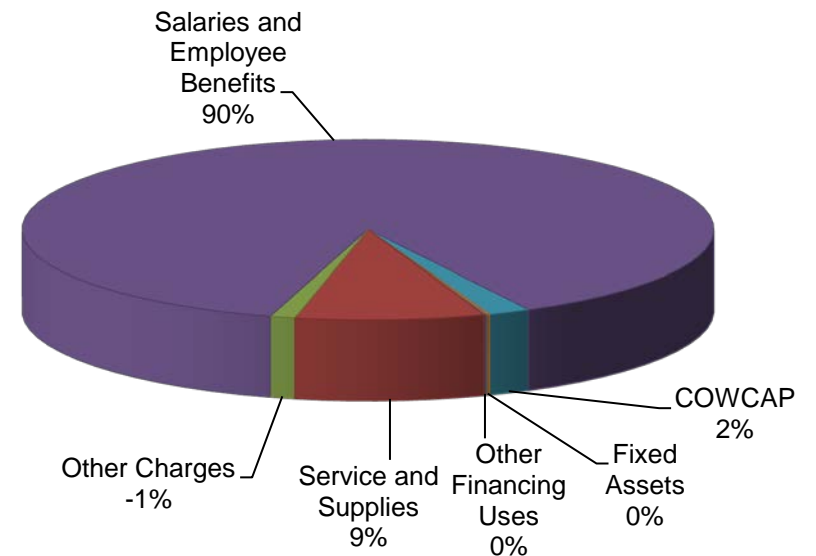
The Department Head concurs with the Recommended Budget.



## SOURCE OF FUNDS



## USE OF FUNDS





FUND: 001  
AGENCY: 100

MAJOR ACCOUNTS CLASSIFICATIONS	2010/11 ACTUALS	2011/12 FINAL BUDGET	2012/13 DEPT REQUEST	2012/13 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Salaries And Employee Benefits	15,196,178	14,470,492	15,492,166	15,492,166	1,021,674	7.06 %
Service And Supplies	1,137,188	1,651,521	1,555,896	1,555,896	(95,625)	(5.79) %
Other Charges	802,171	146,017	(205,504)	(205,504)	(351,521)	(240.74) %
Fixed Assets	0	0	26,031	26,031	26,031	0.00 %
Other Financing Uses	104,538	50,279	22,154	22,154	(28,125)	(55.94) %
Cowcap	<u>472,291</u>	<u>374,183</u>	<u>347,190</u>	<u>347,190</u>	<u>(26,993)</u>	<u>(7.21) %</u>
TOTAL APPROPRIATIONS	17,712,366	16,692,492	17,237,933	17,237,933	545,441	<u>3.27 %</u>
REVENUES:						
Fines,Forfeit.,Penalties	217,692	150,000	200,000	200,000	50,000	33.33 %
Rev. from Use of Money & Prop	1,524	0	0	0	0	0.00 %
Intergovernmental Revenue	2,345,158	1,971,190	2,011,713	2,011,713	40,523	2.06 %
Charges For Current Serv	843,718	831,671	831,671	831,671	0	0.00 %
Miscellaneous Revenue	149,421	114,000	163,531	163,531	49,531	43.45 %
Other Financing Sources	<u>2,012</u>	<u>0</u>	<u>255,590</u>	<u>255,590</u>	<u>255,590</u>	<u>0.00 %</u>
TOTAL REVENUES	<u>3,559,525</u>	<u>3,066,861</u>	<u>3,462,505</u>	<u>3,462,505</u>	<u>395,644</u>	<u>12.90 %</u>
NET COUNTY COST	14,152,841	13,625,631	13,775,428	13,775,428	149,797	1.10 %

## Departmental Purpose

The District Attorney is an elected official. As part of the Executive Branch of government, the District Attorney is the public prosecutor and the Chief Law Enforcement Officer for the County, prosecuting all criminal cases, adult and juvenile. He is vested with the power to conduct, on behalf of the People, all prosecutions for public offenses, per Government Code section 26500. No one may institute criminal proceedings without the concurrence, approval, or authorization of the District Attorney. In addition, 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.

The District Attorney's Office is divided into three Bureaus. The Bureaus are: Criminal Prosecution, Administrative Services, and Investigations.

## Departmental Core Functions

The core function of the District Attorney's Office is to prosecute crime and hold offenders accountable for their actions.

### Criminal Prosecution Bureau

The Criminal Prosecution Bureau is responsible for the Visalia, Porterville, 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 (methamphetamine and marijuana), child abuse, rape, domestic violence, violence against women, homicides, welfare fraud, sexual assault, and elder abuse.

### Administrative Services Bureau

The Administrative Services Bureau is comprised of four Divisions: Administrative Operations, Victim/Witness Advocate, Information Technology (IT), and Fiscal.

### Administrative Operations Division

The Administrative Operations Division consists of the Training and Staff Development Unit, Human Resources Unit, Case

Processing Unit, Grants and Programs Unit, and the Bad Check Recovery Program.

The Training and Staff Development Unit coordinates the Minimum Continuing Legal Education (MCLE) requirements from all attorneys, provides MCLE training both for staff and outside agencies, recruits speakers and educators for training of all staff, and maintains training records for all employees.

The Human Resources Unit coordinates the administrative duties associated with hiring, promotions, reassignments, position classification, and salary determination. The Human Resources Unit maintains the schedule for employee performance evaluations, completes personnel data entry, and records maintenance. This unit is a resource for staff regarding employee benefits, employee assistance referral programs, various employee leave options, and workers' compensation.

The Case Processing Unit consists of Legal Office Assistants assigned between four separate offices that are responsible for the processing of all criminal cases. In FY 2011/12 this unit processed 22,790 cases.

The Grant and Programs Unit is responsible for the administration of all grant funds. Despite the State's funding decrease and other economic challenges, the unit secured \$2,360,310 in grant funds in FY 2011/12 to help off-set the costs of prosecution of criminal cases. The Grants and Programs 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 program.

The Bad Check Recovery Program assists local merchants with bad check losses. The primary goal of the program is to obtain full restitution for the victim without adding to the financial burden of the criminal justice system. First time bad check offenders are given the opportunity to avoid criminal prosecution by attending a mandatory intervention class, in addition to paying restitution. All of this is accomplished without any cost to the taxpayers.

#### Victim/Witness Advocate Division

The Victim/Witness Advocate Division staff the Victim/Witness Center, which provides a full range of comprehensive services to victims of crime in Tulare County and consistently serves over 1,000 people annually.

#### Information Technology Division

The IT Division manages and maintains the District Attorney's "Damion" computer system, provides technological support for audio/visual, multimedia, desk top, and web-based applications, and services. IT promotes and facilitates the effective integration of technology through collaboration and training.

#### Fiscal Division

The Budget and Fiscal Unit handles an \$18 million budget, as well as payroll services for approximately 200 Department members.

#### 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, worker's 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 in FY 2011/12

### 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 Bureau of Investigations worked on 18 gang details in FY 2011/12, resulting in 68 probation searches, 84 parole searches, and 253 gang field interview contacts. These details also resulted in 42 felony arrests and 54 misdemeanor arrests of gang members. Prosecutors filed 148 adult cases and received 141 convictions. Prosecutors filed 54 juvenile cases and received 56 convictions in FY 2011/12.

**Goal 2:** 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. **Results:** During FY 2011/12, the Elder Abuse team conducted 20 outreach events, our auto insurance investigator completed three outreach events, the consumer fraud investigator completed 12 outreach events, the real estate fraud investigator conducted 12 outreach events, and the Worker's Compensation fraud team handled 165 outreach incidents to employers and 152 outreach incidents for employees in 2011.

### Organizational Performance

**Goal 1:** Expand electronic filing of cases to include all felonies and misdemeanor offenses.

- **Objective 1:** Continue partnerships with County and Court IT Departments to eliminate duplicative requirements of submitting paper reports when filing cases. **Results:** All

misdemeanor cases are now filed electronically, including co-defendant cases. In addition, all “original discovery” is provided to the Public Defender, as well as County conflict attorney panel via the electronic format.

- **Objective 2:** Once electronic filing of criminal cases includes all offenses, 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. **Results:** County criminal justice departments and the Court continued work to enhance electronic filing. Future electronic filing projects include juvenile petitions, criminal amendments, motions, and felony criminal cases.

**Goal 2:** Work with County Administration to remove the freeze on promotions and merit increases for attorneys and to enhance the salary and benefits package for attorneys in order to improve employee morale and retention. **Results:** The Board of Supervisors removed the freeze on promotions and merit increases for FY 2012/13.

**Goal 3:** Establish a Restitution Court to obtain restitution payments to Tulare County Victims. **Results:** Although we have yet to see a Restitution Court in place, this has not prevented our determined efforts to seek and obtain restitution for victims of crime. In 2011, \$571,489.83 in restitution orders were secured and \$715,900.00 in restitution fines. In addition, the Welfare Fraud Unit has obtained 109 convictions and received restitution orders amounting to \$433,722. Of that amount, \$166,637 has been collected. The Bad Check Recovery Program processed 2,023 checks (at no cost to the County), resulting in the collection of \$67,450 for victims.

## Other Accomplishments in FY 2011/12

### ➤ Bureau of Investigations:

- Investigated 416 cases, including 18 homicides.
- The Tulare County Regional Auto Theft Team made 259 arrests for auto theft and chop shop operations. They recovered 263 vehicles with the total value of \$3,024,500.
- The Auto Insurance Fraud Unit received 89 referrals, resulting in 27 felony and 2 misdemeanor arrests (up from 14 felony arrests in FY 2010/11).
- The Rural Crimes Investigator, through active participation in the Rural Crimes Task Force, assisted in 24 arrests and processing of 189 Owner Applied Number (OAN) requests.
- Seven witnesses were relocated, including 14 additional family members.
- The Child Abduction Unit received 16 new parental abduction cases from local law enforcement agencies. In 11 of the cases, children were located and returned (including three children found in Mexico) to their custodial parents.
- Seventeen public integrity investigations were assigned in FY 2010/11, resulting in 778 hours of investigative time and encompassing local School Districts, Special Districts, and local government.
- The subpoena processing unit generated 43,025 subpoenas in FY 2010/11.

### ➤ Administrative Services Bureau

- Served 2,492 new victims and witnesses.

- The Victim of Crime Compensation Claims Section processed 1,002 applications and paid \$1,121,414.95 to various service providers Countywide to assist victims of violent crime.
- Assisted 167 senior citizens in cases of elder abuse.
- Assisted 188 victims of felony domestic violence and sexual assault through Violence Against Women Act (VAWA) program.
- Provided enhanced services to Spanish speaking victims in 692 cases through the Underserved Victim's Program.
- Hosted the first "Justice Run," a fundraising walk/run to raise money and awareness for domestic violence. This event raised \$8,500 for two family shelters.
- The Consumer Fraud Attorney filed 18 cases against unlicensed contractors and seven lawsuits for unfair business practices (returning \$226,488 to consumers).
- Conducted the first Tulare County Veteran's Court graduation with over 100 people in attendance.

➤ **Criminal Prosecution Bureau**

- Completed 12 murder trials.
- In FY 2011/12, 57 murder defendants were at some stage prior to trial (45 are gang members).
- Filed 148 adult gang cases, 54 juvenile cases. Received convictions in 141 adult cases and 56 juvenile cases.
- Filed 53 child abuse cases.
- Filed 88 cases of domestic/dating violence.
- Filed 20 cases of sexual assault and 9 stalking cases.
- Total number of referrals for domestic violence: 196. Sexual assault: 39. Stalking: 16.

- Requested and received 20 sexual assault protection orders.
- Requested 88 domestic violence protection orders, 84 were granted.
- Requested 9 stalking protection orders, 9 granted.
- Filed 38 cases against career criminals and 19 elder abuse cases.

## **Key Goals and Objective for FY 2012/13**

### **Safety and Security**

**Goal 1:** Institute the EFFORT Project, Eradicating Foreclosure Fraud in Tulare County, a plan to aggressively seek out fraudulent mortgage activities, investigate and prosecute those practicing this type of fraud, and assist the victims of this rising crime by June 2013.

**Goal 2:** Increase outreach efforts in real estate and foreclosure fraud, insurance fraud, and elder abuse by June 2013.

**Goal 3:** Expand awareness programs in the areas of teen dating violence and the potential dangers in social media by June 2013.

**Goal 4:** Work with justice partners and concerned stakeholders in evaluating and tracking the implications of the 2011 Realignment Legislation (AB 109) by June 2013.

**Goal 5:** Develop a Public Integrity Unit to oversee the confidential, complex, sensitive, time consuming, and resource intensive investigations of government misconduct. Our goal is

to have an experienced prosecutor, criminal investigator, and support staff dedicated to investigating and prosecuting these multifaceted crimes by June 2013.

### **Organizational Performance**

**Goal 1:** Implement system updates in order to be consistent with other Departments which receive court event data electronically.

- **Objective 1:** Integrate electronic discovery process with local law enforcement agencies to allow uploading of digital evidence directly into Damion by June 2013.
- **Objective 2:** Prosecutors will begin utilizing electronic files in courts which have wireless connections by June 2013.
- **Objective 3:** Continue to collaborate with justice partners on areas where electronic filing can be expanded by June 2013.

### **Departmental Budget Request**

The Requested Budget represents an overall increase of \$545,441 or 3% in expenditures and an increase of \$395,644 or 13% in revenues compared with the FY 2011/12. As a result, the Net County Cost is increased \$149,797 or 1% when compared with the FY 2011/12 Final Budget.

Significant areas with major changes between the FY 2011/12 Final Budget and the FY 2012/13 Requested Budget are as follows:

- Salaries and Benefits increase \$1,021,674 primarily due to the reinstatement of steps and merits.

- Other Charges decrease \$351,521 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 increase \$26,031 primarily due to a postponement of a vehicle purchase to FY 2012/13.
  - 1 Vehicle \$19,531
  - 1 Software System \$6,500
- Other Financing Uses decrease \$28,125 due to a reduction in vehicle debt service and energy conservation charges.
- Revenue projections increase overall due to operating transfers-in.

Staffing changes reflected in the Requested Budget include the following:

- Add 1 FTE to coordinate the Human Resources Unit. The requested additional position is:
  - 1 Staff Services Analyst II
- Delete 1 FTE to help fund a newly created Human Resources Unit position. The requested deleted position is:
  - 1 Legal Office Assistant

Staffing changes reflected in the Requested Budget that were approved by the Board of Supervisors with an effective date

after May 6, 2012 until the publication of this Budget Book include the following:

- Add 7 grant funded FTE positions for the Workers' Compensation Fraud, Welfare Fraud, and Real Estate Fraud programs. The requested additional positions include:
  - 2 District Attorney Investigators – Bilingual
  - 1 District Attorney Investigator
  - 3 Investigator Aids
  - 1 Legal Office Assistant I
- Delete 1 FTE position from the Welfare Fraud program. The requested deleted position is:
  - 1 District Attorney Welfare Fraud Investigator

### County Administrator's Recommendation

The budget is recommended as submitted.

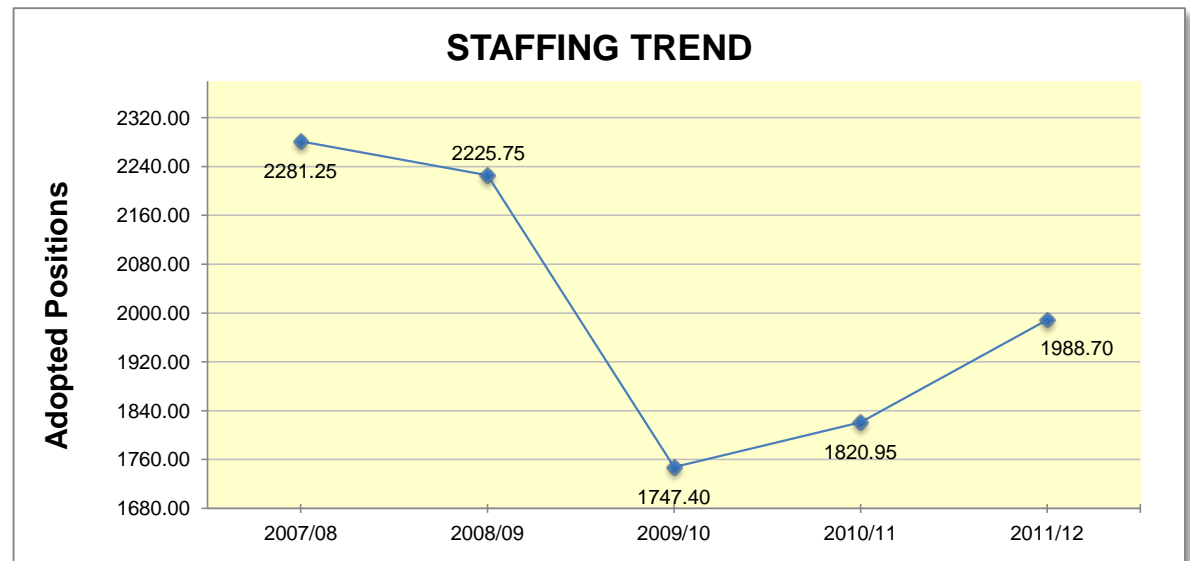
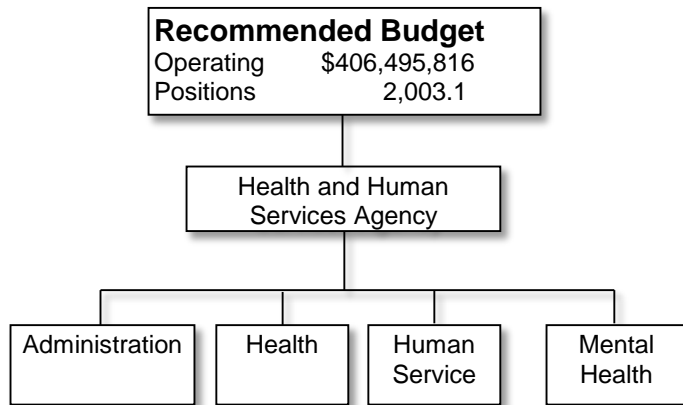
### Pending Issues and Policy Considerations

There are no pending issues or policy considerations.

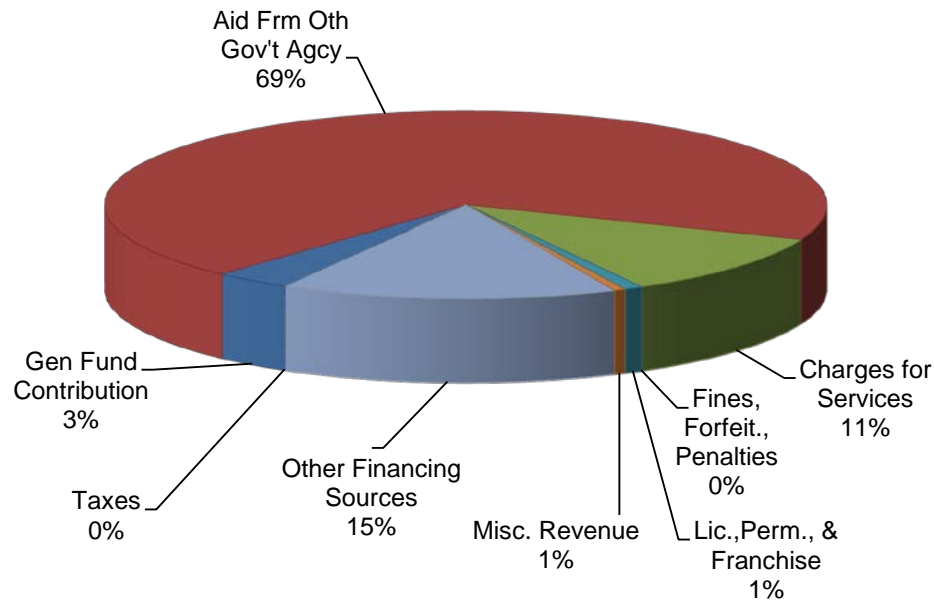
### Department Head Concurrence or Appeal

The Department Head concurs with the Recommended Budget.

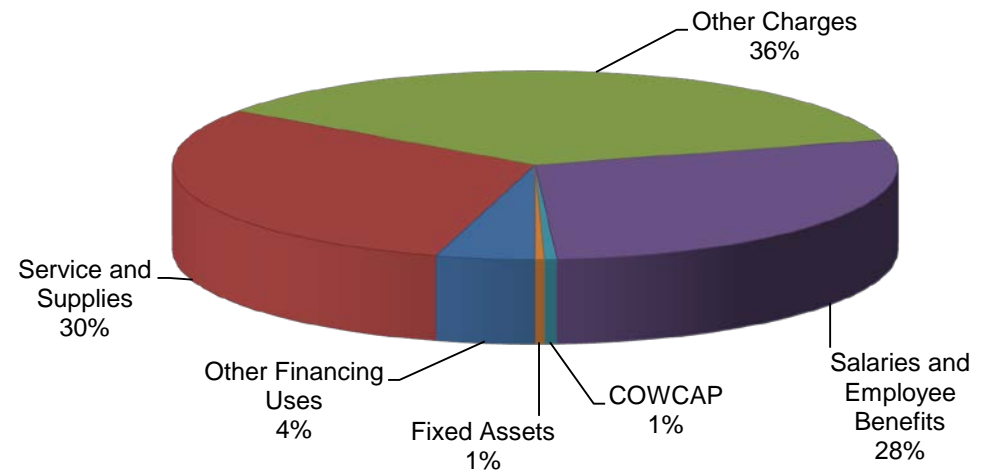




## SOURCE OF FUNDS



## USE OF FUNDS



FUND: 001  
AGENCY: 142

MAJOR ACCOUNTS CLASSIFICATIONS	2010/11 ACTUALS	2011/12 FINAL BUDGET	2012/13 DEPT REQUEST	2012/13 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Salaries And Employee Benefits	93,063,924	113,191,690	115,311,486	115,311,486	2,119,796	1.87 %
Service And Supplies	95,651,002	103,645,151	123,489,021	123,489,021	19,843,870	19.15 %
Other Charges	150,413,086	144,666,052	145,988,257	145,988,257	1,322,205	0.91 %
Fixed Assets	2,437,247	795,284	1,565,235	1,565,235	769,951	96.81 %
Other Financing Uses	17,481,656	21,326,297	17,818,054	17,818,054	(3,508,243)	(16.45) %
Cowcap	<u>3,217,264</u>	<u>1,874,361</u>	<u>2,323,763</u>	<u>2,323,763</u>	<u>449,402</u>	<u>23.98 %</u>
TOTAL APPROPRIATIONS	362,264,179	385,498,835	406,495,816	406,495,816	20,996,981	<u>5.45 %</u>
REVENUES:						
Taxes	314,925	0	0	0	0	0.00 %
Lic.,Permits & Franchise	2,588,033	2,990,285	3,285,496	3,285,496	295,211	9.87 %
Fines,Forfeit.,Penalties	21,889	26,500	20,500	20,500	(6,000)	(22.64) %
Intergovernmental Revenue	264,713,641	271,466,090	281,730,441	281,730,441	10,264,351	3.78 %
Charges For Current Serv	49,528,330	46,073,936	44,145,687	44,145,687	(1,928,249)	(4.19) %
Miscellaneous Revenue	4,391,799	1,609,921	2,109,991	2,109,991	500,070	31.06 %
Other Financing Sources	<u>26,435,477</u>	<u>49,931,661</u>	<u>61,265,870</u>	<u>61,265,870</u>	<u>11,334,209</u>	<u>22.70 %</u>
TOTAL REVENUES	<u>347,994,094</u>	<u>372,098,393</u>	<u>392,557,985</u>	<u>392,557,985</u>	<u>20,459,592</u>	<u>5.50 %</u>
NET COUNTY COST	14,270,085	13,400,442	13,937,831	13,937,831	537,389	4.01 %

## 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 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 underserved. To facilitate the development and delivery of these services, HHSA employs a workforce of approximately 1,700 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 also of all residents of Tulare County.

Many County residents may not realize that they have received the benefits of these 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 household hazardous waste; and providing animal control and licensing services—services from which everyone benefits.

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, 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.

Collaboration with other agencies and County Departments, as well as community-based organizations, is a priority for HHSA, due to its potential for increasing both quantity and quality of services. 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 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, HHSA is equipped to provide integrated, seamless client service delivery on multiple levels.

### Departmental Core Functions

- Protect and enhance the overall well-being of Tulare County residents.
- Provide a safety net of services and supports to the underserved.
- Maintain a competent, culturally respectful workforce to develop and deliver programs and services.

### Key Goals and Objectives Results in 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 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. **Results:** The County EOP was revised and a workshop/exercise was performed in May 2012. Final

revisions are underway, with an anticipated completion date of May 2012.

- **Objective 2** – By January 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. **Results:** The County EOP is being finalized, and a model plan based on the County EOP for use by the incorporated cities will be completed by June 2012.

**Goal 2:** Minimize harmful environmental conditions for Tulare County residents by addressing the physical environment through the following programs: Household Hazardous Waste (HHW) Collection Services; recycling collection events; and Excellence in Safe Food Handling.

- **Objective 1** – Conduct at least six HHW cleanup events by June 2012. **Results:** Completed seven events, one each in Dinuba, Exeter, Lemon Cove, Lindsay, Porterville, Springville, and Tulare.
- **Objective 2** – Provide inspections and reports for 100% of the referrals from the Childhood Lead Program by June 2012. **Results:** The objective was met. Five environmental inspections for lead-related causes were conducted in FY 2011/12.
- **Objective 3** – Provide 52 weekly HHW collection services in collaboration with the city of Visalia by June 2012. **Results:** HHSA's Environmental Health staff completed 52 collection services throughout the City of Visalia.
- **Objective 4** – Provide review and comments on 100% of the significant land use proposals that have impact on drinking water use by June 2012. **Results:** Through May 2012, HHSA's Environmental Health staff completed the review of 949 land use proposals.

## 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. **Results:** In November of 2011, 25,000 insert flyers were included in the Visalia Times-Delta and Tulare Advance-Register explaining Kings/Tulare Area Agency on Aging programs and providing the Agency's contact information. The Porterville Recorder featured a front page write-up in the Lifestyles section about the Porterville Senior Center. Agency staff are in the process of negotiating a manageable rate with area newspapers for weekly or monthly notification of center activities and meals.
- **Objective 2** – Expand senior center activities by adding a minimum of one additional ongoing class/demonstration by June 2012. **Results:** Candle-making classes were added to each center starting in July 2011. Exercise classes have increased at three of the seven centers. A holiday meal program was served for the first time at the Goshen Senior Center. Computer labs and Internet connectivity were added to five of the seven centers; the sixth should be added early in FY 2012/13.
- **Objective 3** – Enhance the appeal of senior center congregate meals by changing meal vendors by June 2012. **Results:** In July 2011, a new congregate meal vendor was selected via the Request For Proposals (RFP) process. The new vendor has been well received by the seniors and overall meal satisfaction has increased. In order to ensure that meal quality and senior satisfaction remain high, weekly evaluations are being conducted.

**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. **Results:** The perinatal depression support group planning committee developed a framework and curriculum. Two support groups will begin in July 2012.
- **Objective 2** – Maintain a minimum of 80 Nurse/Family Partnership clients throughout FY 2011/12. **Results:** The objective was not met due to the elimination of grant funding in July 2011.
- **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. **Results:** The Tulare County Preconception Screening Tool was utilized to screen 275 women.

**Goal 3:** Develop strategies to increase mental health consumer 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. **Results:** The Tulare County Department of Mental Health conducted a Recovery Progress Report survey of each Tulare County Mental Health Plan (MHP) adult & transitional age youth (TAY) provider site to create a baseline for each site's transformation to a recovery-based system featuring consumer and family member inclusion. Tulare County

Mental Health presented the survey data at the July 2011 Mark Ragins, MD, Wellness and Recovery Training.

- **Objective 2** – Define areas for improvement, enhancement, and development for consumer and family member inclusion by June 2012. **Results:** Based on the information derived from the survey conducted in Objective 1, the Tulare County Department of Mental Health has formed a group titled “Recovery Champions” comprised of mental health services consumers, family members, clinicians, and HHSA staff. The Recovery Champions group guides and promotes the Wellness & Recovery efforts by implementing lessons learned from Village Immersion Trainings and from the lived experiences of both consumers of mental health services and their family members.

### 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 2012. **Results:** Improved performance in placing Tulare County children in foster care in least-restrictive, home-like settings by licensing 29 new homes by March 2012, which is an increase of 19%.

**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 2012. **Results:** Cultural competency trainings and workshops were held on six occasions during FY 2011/12. Training was held for HHSA Executive Management, the

Diversity Works committee and subcommittee members, the Diversity Outreach Team, and mentors.

**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 2012. **Results:** TulareWORKs went live with this component in April 2012.
- **Objective 2** – Increase the number of applications received via Benefits CalWIN web access by 2,500. **Results:** TulareWORKs increased its applications by 3,916 between July 2011 and April 2012.

### Other Accomplishments in FY 2011/12

- Exceeded Federal and State goals for timely completion of adoptions of children in the child welfare system by 9%.

### Key Goals and Objectives for FY 2012/13

#### Safety and Security

**Goal 1:** To minimize harmful environmental conditions for Tulare County residents, HHSA will address the physical environment through the following programs: Land Use, Dairy Operations, Tattoo/Body Art Inspections, and Excellence in Safe Food Handling.

- **Objective 1** – Collaborate with the Tulare County Planning Commission through review of 100% of significant building and special use permit requests to mitigate environmental degradation that may result from improperly planned land developments through June 2013.

- **Objective 2** – Partner with Kings County to ensure the safety of the fluid milk supply by providing a minimum of 200 dairy inspections in Kings County and 400 dairy inspections in Tulare County by June 2013.
- **Objective 3** – Protect the public from the transmission of blood-borne pathogens by establishing and implementing a new tattoo and body arts inspection program with educational outreach to 100% of body art facilities in Tulare County by June 2013.
- **Objective 4** – Promote the Excellence in Safe Food Handling Awards program in collaboration with the California Restaurant Association, Central Valley Chapter, by posting the names of all award recipients on the HHSA website by June 2013.

**Goal 2:** To ensure efficient response to emergency situations, HHSA will complete staffing of the Health Department Operations Center (DOC), which is a central location for coordinating response to health emergencies, and complete basic DOC training with all staff.

- **Objective 1** – Comprehensively review, update, and finalize staffing assignments on the DOC roster by June 2013.
- **Objective 2** – Coordinate with all DOC-assigned staff to ensure completion of training in emergency procedures (a combination of three courses that are the industry standard) by all DOC-assigned staff by June 2013.
- **Objective 3** – Train all DOC-assigned staff on at least one of the more advanced levels of emergency procedures (Incident Action Planning) by June 2013.
- **Objective 4** – Conduct an exercise for DOC-assigned staff to practice emergency procedures by June 2013.

### Quality of Life

**Goal 1:** Identify the mental health services that will be offered/available at each level of care, to create a framework that will act as a recovery roadmap for consumers and providers.

- **Objective 1** – By October 2012, analyze the levels of care, as well as types and frequency of services being received, for current consumers.
- **Objective 2** – Develop a framework that will define service types and frequency and act as a recovery roadmap throughout all levels of care by February 2013.
- **Objective 3** – Conduct a mass training of staff to implement the recovery roadmap by June 2013.

**Goal 2:** To enhance the well-being of children in the foster care system, HHSA will seek to place foster youth in the least restrictive, most family-like setting. Relative homes and quality foster homes are two of the least-restrictive options.

- **Objective 1** – Increase by 10% the number of children placed with relatives by June 2013.
- **Objective 2** – Increase the number of new licensed foster care homes by 10% by June 2013.

**Goal 3:** To assist seniors in making the most appropriate health care choices during the Medicare Part D Open Enrollment period, the Health Insurance Counseling and Advocacy Program (HICAP) will increase the availability of volunteer counselors and offer further opportunities for obtaining guidance.

- **Objective 1** – Increase the number of Part D enrollment workshops by 70% during Medicare Open Enrollment (approximately October 2012 through December 2012).

- **Objective 2** – Increase the number of volunteer counselors available at enrollment workshops and community offices by 40% during Medicare Open Enrollment.

**Goal 4:** In order to decrease the number of Tulare County residents who are obese or overweight and therefore at risk for chronic diseases, HHSA will increase access to and interest in healthy foods, decrease prevalence of unhealthy foods, and increase opportunities for enjoying physical activity in Tulare County communities.

- **Objective 1** – Conduct evaluations to determine a community's strengths and weaknesses, using the Communities of Excellence in Nutrition, Physical Activity, and Obesity Prevention (CX<sup>3</sup>) framework, in three communities and present the findings to community members and stakeholders by September 2012.
- **Objective 2** – Collaborate with the Tulare County Office of Education to reduce access to sugar-sweetened beverages in ten School Districts where 60% or more of the students are not in the Healthy Fitness Zone by June 2013.
- **Objective 3** – Increase opportunities for physical activity by working with the Resource Management Agency and Tulare County Office of Education to develop a plan to collect data that will help prioritize sites for Safe Routes to School projects by June 2013.

**Goal 5:** To promote prevention and early detection of sight-threatening retinopathy in their diabetic patients, the County Health Care Centers will increase the quality and quantity of annual retinal exams given to the health center patients.

- **Objective 1** – Double (from 150 to 300) the number of diabetic patients that are screened annually by the University of California, Berkeley School of Optometry, Telemedicine-based retinopathy program by June 2013.

- **Objective 2** – A minimum of 90% of the images captured and submitted for review by the Telemedicine clinician will meet or exceed the Eye Picture Archive Communication System (EyePACS) program requirements by June 2013.

### Organizational Performance

**Goal 1:** To improve the quality of care for consumers of mental health services, HHSA will implement new Electronic Health Record (EHR) ePrescribing software that will include consumers' medication and allergy history. Use of this software will improve the decision-making process for the psychiatric staff.

- **Objective 1** – Integrate the Netsmart Infoscriber software setup and communication protocols into the current Mental Health System by February 2013.
- **Objective 2** – Train staff on using the Netsmart Infoscriber software at Porterville & Visalia County Mental Health Clinics by March 2013.
- **Objective 3** – Begin using the Netsmart Infoscriber software at Porterville and Visalia County Mental Health Clinics for ePrescribing and Medication Management by April 2013.

**Goal 2:** To improve health outcomes and health care quality, and to increase the efficiency of providing health care services to the residents of Tulare County, the County Health Care Centers will continue to expand the capacity of their Electronic Health Record (EHR) systems.

- **Objective 1** – Implement the Electronic Health Record (EHR) Incentive Program and identify the 20 Meaningful Use objectives/measures that qualify for the American Recovery and Reinvestment Act (ARRA) stimulus payments by June 2013.
- **Objective 2** – Implement the full interface of data elements



between the Central Valley Immunization Information System (CVIIS) and the General Electric Electronic Health Records system by April 2013.

**Goal 3:** In order to minimize placement disruption (moving children repeatedly from home to home), HHSA will implement the Team Decision Making model, which includes children, their parents, care providers, and the community in the placement decision-making process.

- **Objective 1** – Fully implement the Team Decision Making Model by June 2013.
- **Objective 2** – Decrease the number of placement disruptions for foster children in care by 10% by June 2013.

**Goal 4:** To support better service delivery, HHSA will provide state-of-the-art technology and infrastructure.

- **Objective 1** – Implement the new "web-enabled" version of the CalWIN system between November 2012 and June 2013 as part of the project's modernization initiative.
- **Objective 2** – Increase the number of status reports and annual renewals received electronically from the Benefits CalWIN online web interface by 2,500, not later than June 2013.

**Goal 5:** To promote and enhance culturally competent services for clients, employees, and contracted providers, HHSA will develop and implement strategies to increase cultural competency knowledge, skills, and abilities.

- **Objective 1** – Provide quarterly cultural competency training for HHSA executive management through June 2013.
- **Objective 2** – Provide cultural competency training to all HHSA employees by June 2013.
- **Objective 3** – Complete and publish an HHSA agencywide Diversity Policy that incorporates the cultural competency

goal by June 2013.

- **Objective 4** – Provide additional training and support throughout FY 2012/13 to members of the cultural competency committee and subcommittees, who drive the Agency's cultural competency initiative.

## Departmental Budget Request

The Requested Budget represents an overall increase of \$20,996,981 or 5% in expenditures and an increase of \$20,459,592 or 5% in revenues when compared with the FY 2011/12 Final Budget. As a result, the Net County Cost has increased \$537,389 or 4% when compared with the FY 2011/12 Final Budget.

Significant areas with major changes between the FY 2011/12 Final Budget and the FY 2012/13 Requested Budget are as follows:

- Salaries and Benefits increase \$2,119,796 due to additional positions, reclassifications, and the reinstatement of step and merit increases.
- Service and Supplies increase \$19,843,870 primarily due to an increase in contract service providers and participant support services.
- Other Charges increase \$1,322,205 primarily due to some increases in client supportive care activities and data processing.
- Capital Assets increase \$769,951. The FY 2012/13 expenditures of \$1,565,235 include the following:

- Netsmart Avatar Software Upgrade \$700,000
  - Tele-Psychiatry Equipment \$32,000
  - 14 Data Disk Storage Expansion \$450,030
  - HP Proliant BL Blade Server \$7,800
  - 4 New and Backup 48-Port Data Switches \$51,000
  - Computers for Public Health Lab \$22,000
  - Server for Public Health Lab Software Upgrade \$8,000
  - 44-inch Color Scanner, Environmental Health \$10,405
  - 2 Sedans, TulareWORKs Mail Courier/Outreach \$63,000
  - 3 Sedans, Environmental Health \$56,000
  - 2 Trucks, Environmental Health \$38,000
  - 1 Van, Mental Health Transitional Living Center Transportation \$60,000
  - 1 Truck, with Kennel Dog Box, Animal Control \$67,000
- Other Financing uses decrease \$3,508,243 due to reduction in debt service.
- Countywide Cost Allocation Plan (COWCAP) charges increased by \$449,402 due to changes in the Plan.
- Revenue projections increase overall due to anticipated increases in State and Federal contributions.

Staffing changes reflected in the Requested Budget include the following:

- The compensation for the HHSA, Director of Human Services is being increased by 7.62% and Director of Administration is being increased by 3%. This increase is requested as a result of expanded responsibilities that each incumbent in those positions is expected to take on, and to more accurately reflect the compensation of similar positions

in comparison counties.

- Add 20 FTE positions to address workload issues. The requested additional positions include:
- 2 Administrative Aide - K
  - 1 Animal Control Officer II
  - 1 Animal Control Volunteer Coordinator
  - 3 Caseworker Aide II – CWS
  - 1 Dental Assistant
  - 1 Dentist
  - 1 Deputy HHS Director – TulareWORKs
  - 1 Dietician I
  - 1 Health Education Assistant
  - 1 Medical Assistant
  - 1 Office Assistant III
  - 1 Office Assistant IV
  - 2 Pharmacy Technician
  - 2 Physician Assistant
  - 1 TulareWORKs Family Advocate
- Delete 13.6 FTE vacant positions. The requested deleted positions include:
- 1 Custodial Worker III
  - 1 Maintenance Worker II
  - 4 Medication Aide
  - 4 Public Health Nurse
  - 1 Registered Nurse
  - 0.6 Program Aide II
  - 2 Social Services Worker II

**County Administrator's Recommendation**

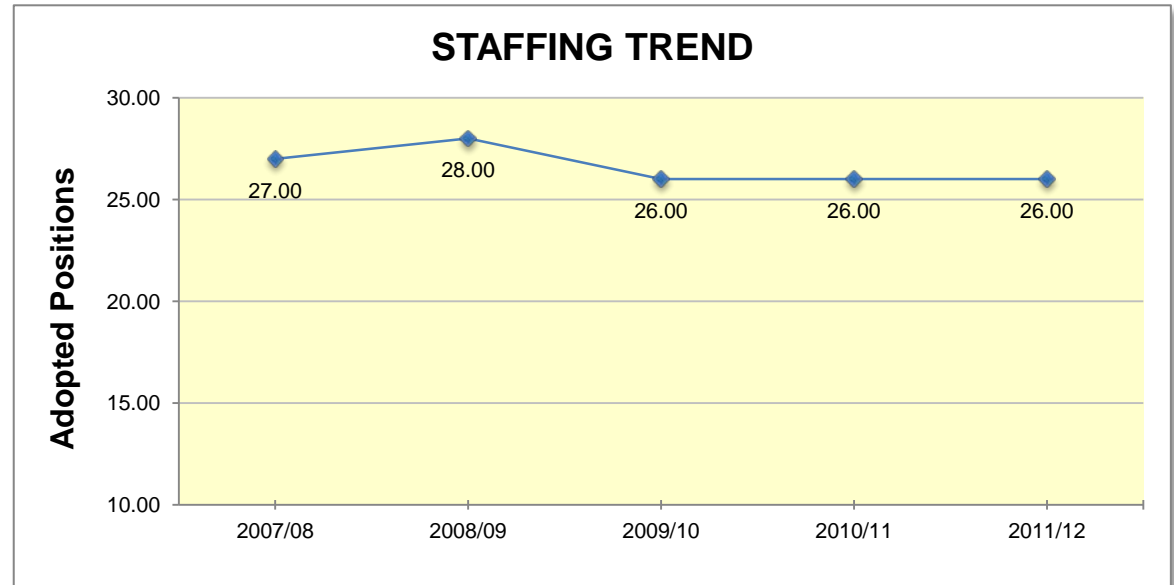
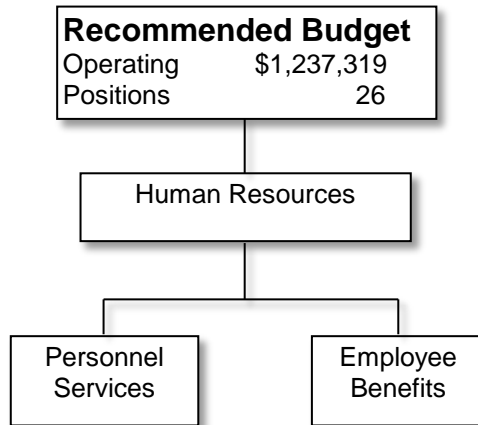
This budget is recommended as submitted.

**Pending Issues and Policy Considerations**

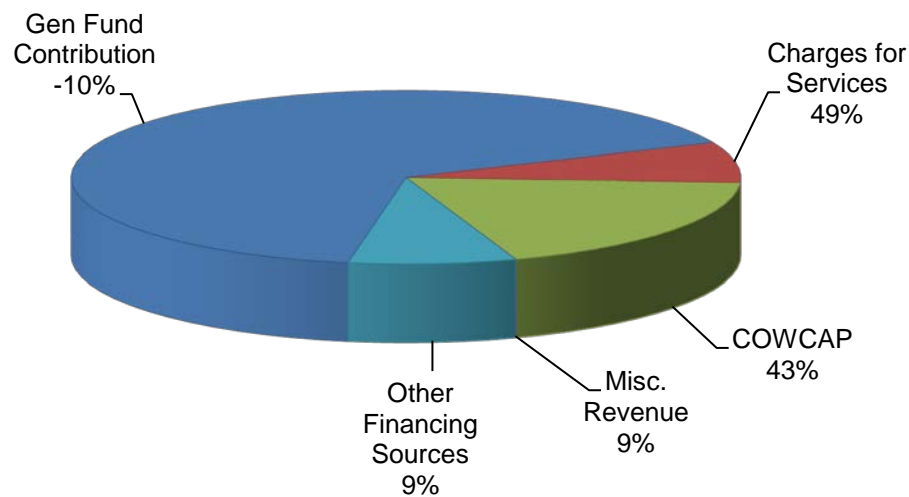
There are no pending issues or policy considerations.

**Department Head Concurrence or Appeal**

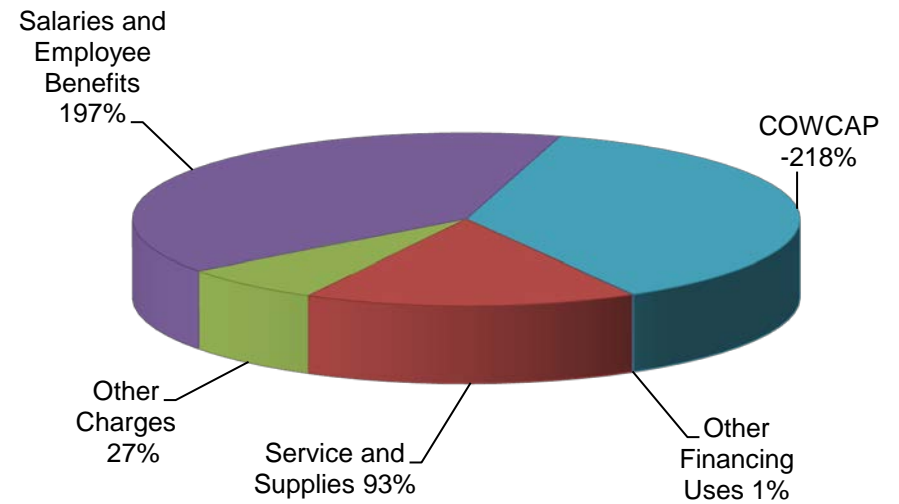
The Department Head concurs with the Recommended Budget.



## SOURCE OF FUNDS



## USE OF FUNDS



FUND: 001  
AGENCY: 200

MAJOR ACCOUNTS CLASSIFICATIONS	2010/11 ACTUALS	2011/12 FINAL BUDGET	2012/13 DEPT REQUEST	2012/13 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Salaries And Employee Benefits	1,567,761	1,898,790	1,911,463	1,911,463	12,673	0.67 %
Service And Supplies	600,929	764,080	774,255	774,255	10,175	1.33 %
Other Charges	257,218	298,689	333,538	333,538	34,849	11.67 %
Other Financing Uses	5,787	5,796	3,080	3,080	(2,716)	(46.86)%
Cowcap	<u>(2,065,304)</u>	<u>(1,976,512)</u>	<u>(1,785,017)</u>	<u>(1,785,017)</u>	<u>191,495</u>	<u>(9.69)%</u>
TOTAL APPROPRIATIONS	366,391	990,843	1,237,319	1,237,319	246,476	<u>24.88 %</u>
REVENUES:						
Charges For Current Serv	502,824	262,076	92,667	92,667	(169,409)	(64.64)%
Miscellaneous Revenue	3,308	100	100	100	0	0.00 %
Other Financing Sources	80,861	100,000	100,000	100,000	0	0.00 %
Cowcap	<u>450,116</u>	<u>376,385</u>	<u>231,881</u>	<u>231,881</u>	<u>(144,504)</u>	<u>(38.39)%</u>
TOTAL REVENUES	<u>1,037,109</u>	<u>738,561</u>	<u>424,648</u>	<u>424,648</u>	<u>(313,913)</u>	<u>(42.50)%</u>
NET COUNTY COST	(670,718)	252,282	812,671	812,671	560,389	222.13 %

## Departmental Purpose

The Human Resources and Development (HRD) Department is responsible for administering the County Personnel Ordinance and the Personnel Rules. Additionally, the Department provides support to all other Departments and employees throughout the organization regarding a variety of personnel related issues. The Vision Statement for the Department is, "Your Success is Our Reward."

## Departmental Core Functions

- Provide 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.
- Maintain employee records.

## Human Resource Services Division

The Human Resource Services Division's mission is to provide quality candidates for employment consideration through recruitment and testing and assisting Departments with the hiring process. This division maintains and amends the County's Classification and Compensation Plan to reflect changing organizational structures and to enhance recruitment and retention of employees. The Division also provides policy

guidance, sets personnel policy and provides advice on Human Resource issues.

Other functions provided are Training and Development, Employer/Employee Relations, and Employee Data Services as outlined below.

- 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 and coordinates customer service 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. Facilitates 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 (Skelly Hearings), and conducts investigations and allegations of discrimination for Departments and employees.
- Employee Data Services: Provides training to Departments in maintaining and reporting employment data through the Enterprise Human Resources and Payroll Information System. Updates and maintains data within the Payroll System, assists with the budget process, and provides demographic information in support of County Department

functions. Ensures accurate interface between the 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 operations of the Department. Ensures that goals and programs are consistent with the County's Strategic Management Plan. Ensures that the Department is responsive to the public, Board of Supervisors, County Departments, employees, employee organizations, and applicants.

### **Employee Benefits Services Division**

The Employee Benefits Services Division's mission is to negotiate and administer a comprehensive employee benefits program that meets the diverse and changing needs of County employees and families, retirees, and Special District workers. This division communicates benefit programs to participants and provides education on how to be informed consumers, encourage employees with the goal of health and wellness to reduce high risk medical claims and result in lower health care premiums. The Employee Benefits Services Division acts as a liaison between benefit participants and insurance vendors

and serves as a resource for Departments, Special Districts, and the Tulare County Employees Retirement Association.

### **Key Goals and Objectives Results in 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. **Results:** The review was completed.
- **Objective 2** – Finalize content by the end of 2011. **Results:** Content was reviewed and finalized by October 2011.
- **Objective 3** – Launch pilot academy in early 2012. **Results:** Completed, academy began April 2012 with expected graduation of initial class of leaders in October 2012.

**Goal 2:** Implement a new method for testing bilingual applicants and employees through a computerized "Avatar" type software and phone system.

- **Objective 1** – Review the pilot software developed with Department representatives July 2011. **Results:** Completed review by July 2011.
- **Objective 2** – Test and launch new software program by September 2011. **Results:** Pilot testing began in November 2011 with full launch of applicant testing in December 2011. A total of 140 applicants have been tested for bilingual Spanish skills as of May 2012.

**Goal 3:** Finalize development of leave procedures and protocols for coordination of benefits, creation of a Leave Handbook, update FMLA forms, and train Departmental personnel representatives.

- **Objective 1** – Gather data, complete research, and create guidelines May 2011. **Results:** Guidelines were completed by May 2011.
- **Objective 2** – Interview personnel and payroll representatives for input June 2011. **Results:** The objective was completed by June 2011.
- **Objective 3** – Present Department Heads with recommended leave procedures October 2011. **Results:** Procedures were presented October 2011.
- **Objective 4** – Present procedures to Human Resources Advisory group October 2011. **Results:** Procedures were completed.
- **Objective 5** – Advise County Administrative Office of updated procedures October 2011. **Results:** Worked with County Administrative Office to complete October 2011.
- **Objective 6** – Training for Department personnel representatives November 2011. **Results:** Completed. Training provided to human resources representatives in January 2012 and new materials and policy disseminated.

#### Other Accomplishments in FY 2011/12

- Provided service of online benefit enrollment at County Department locations, enrolling 589 employees. Another 995 employees, retirees, and Special District members were enrolled via the HRD website.
- Sponsored, coordinated, and kicked-off the Benefits Open Enrollment period at the fourth annual Wellness Fair in September 2011. Over 1,500 employees were enrolled and 50 vendors participated in the day-long event.
- Completed negotiations with ten bargaining groups.
- Audited eligibility for benefits and claims for retirees, Special Districts, and members in leave status. Instituted collections of past due accounts.
- Completed Countywide review and policy development related to Fair Labor Standards Act audit and recommendations.
- Contracted and conducted the second on-site health risk assessments, provided by an outside vendor, for 354 employees at work sites.
- Completed audit of dependents eligible to be on County health plans, examining and processing 827 eligibility forms.
- Processed 15,525 applications (20% increase over previous year), scheduled 3,953 applicants for testing in 39 different classifications, and referred 3,887 total applicants to Departments for job openings (an increase of 41% from previous year).
- Conducted 20 formal investigations of discrimination/harassment cases and other informal investigative projects and numerous informal assessments of personnel related issues within the County.
- Conducted 56 Supervisory Academy workshops with 871 employees in attendance. Hosted a luncheon in September 2011 for 37 Supervisory Academy graduates.



- Conducted 25 Harassment Prevention (AB 1825) workshops for 936 employees.
- Published and distributed monthly editions of the "Grapevine," the HRD newsletter.

## Key Goals and Objectives for FY 2012/13

### Organizational Performance

#### **Goal 1:** Review and revise the Leadership Academy

- **Objective 1** – Review pilot academy evaluations with participants and Department Heads by December 2012.
- **Objective 2** – Develop curriculum revisions based on feedback received by February 2013.
- **Objective 3** – Implement revised Leadership Academy by April 2013.

#### **Goal 2:** Implement Online Harassment Prevention Training for all employees.

- **Objective 1** – Provide instructions to all County employees to access training by December 2012.
- **Objective 2** – Track employee participation to ensure participation between December 2012 – February 2013.
- **Objective 3** – Review training evaluations to determine effectiveness of training by March 2013.

#### **Goal 3:** Update the department webpage and intranet site

- **Objective 1** – Identify the content that is commonly requested but not available on the website(s) by August 2012.

- **Objective 2** – Review other similar websites to evaluate layout and navigation by August 2012.
- **Objective 3** – Prepare website revisions and upload for use by December 2012.

### Departmental Budget Request

The Department's Requested Budget represents an overall increase of \$246,476 or 25% in expenditures and a decrease of \$313,913 or 43% in revenues when compared with the FY 2011/12 Final Budget. As a result, the Net County Cost is increased by \$560,389 or 222% when compared with the FY 2011/12 Final Budget.

Significant areas with major changes between the FY 2011/12 Final Budget and the FY 2012/13 Requested Budget are as follows:

- Other Charges increase \$34,849 primarily due to data processing and liability insurance charges.
- Other Financing Uses decrease \$2,716 due to reduction in Invensys charges.
- Countywide Cost Allocation Plan (COWCAP) charges decrease \$191,495 overall due to changes in the Plan.
- Revenue projections decrease overall due to decreases in COWCAP revenues

Staffing changes reflected in the Requested Budget include the following:

- Re-class 2 FTE positions to more accurately reflect duties performed and the level of responsibility. The requested re-classified positions include:
  - 1 Administrative Services Manager to Human Resources Information Systems Supervisor
  - 1 Employee Benefits Coordinator to Employee Benefits Supervisor

#### County Administrator's Recommendation

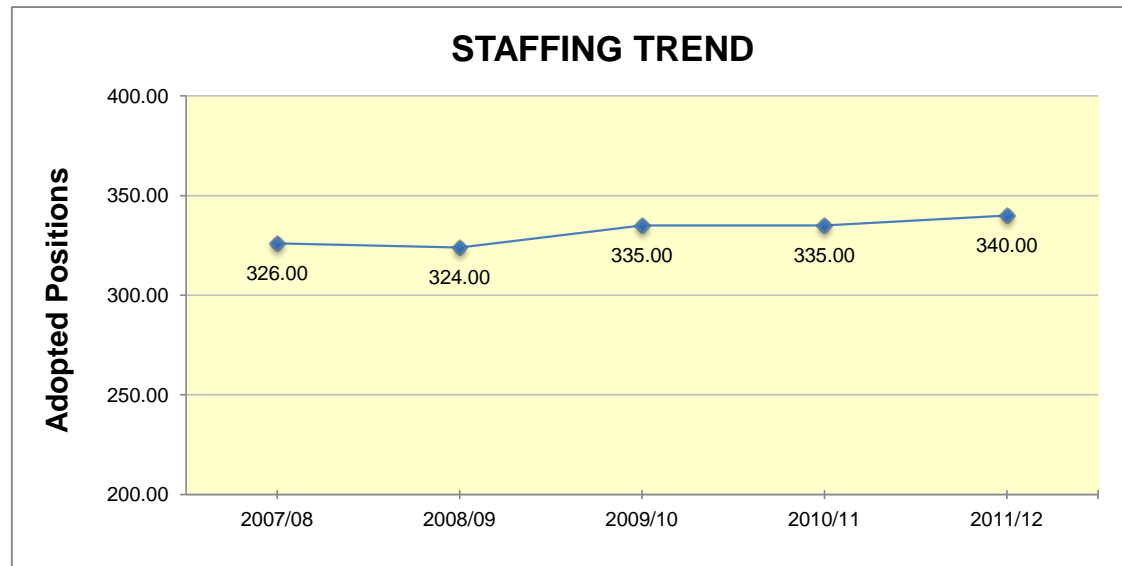
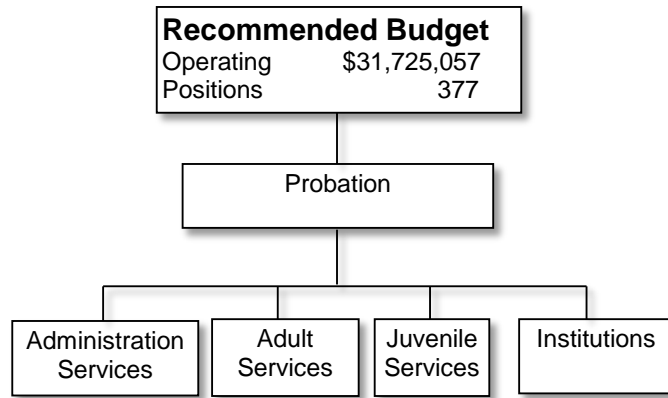
The budget is recommended as submitted.

#### Pending Issues and Policy Considerations

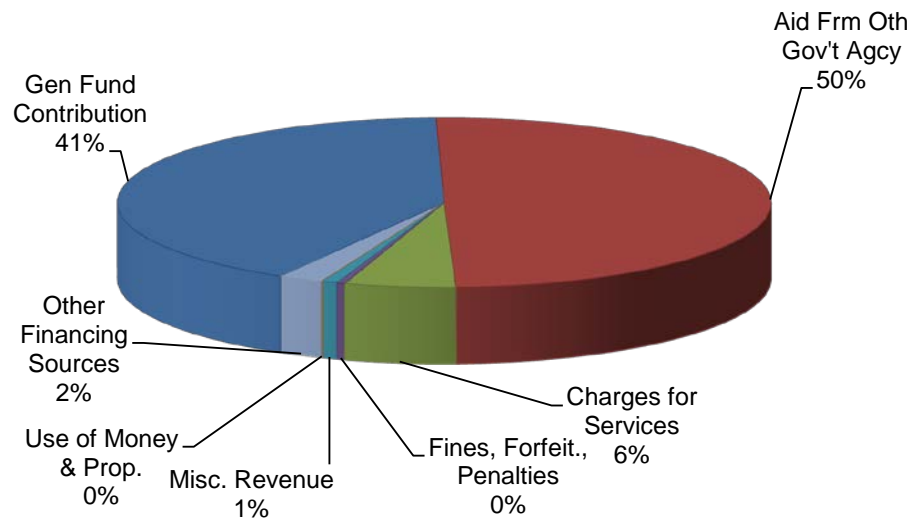
There are no pending issues or policy considerations.

#### Department Head Concurrence or Appeal

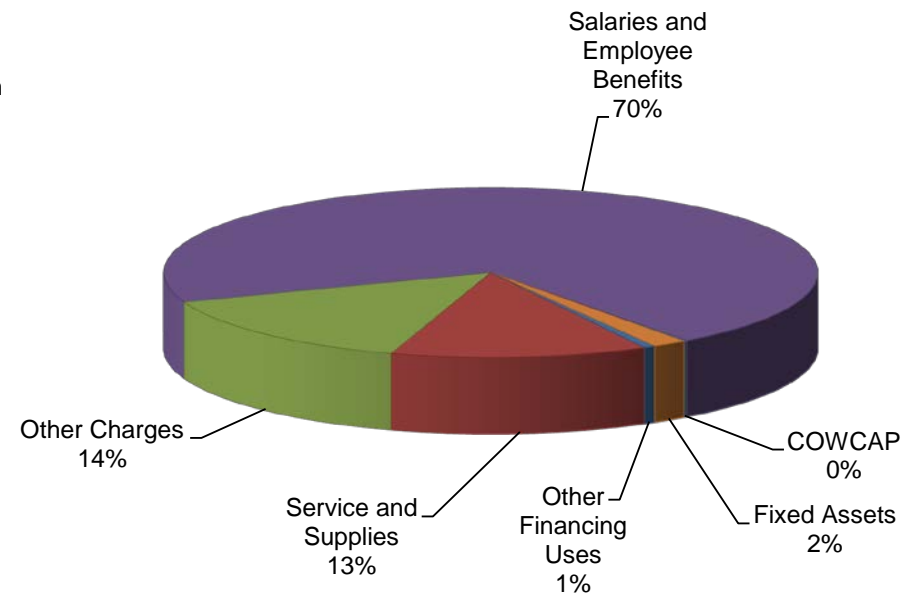
The Department Head concurs with the Recommended Budget.



## SOURCE OF FUNDS



## USE OF FUNDS



FUND: 001  
AGENCY: 205

MAJOR ACCOUNTS CLASSIFICATIONS	2010/11 ACTUALS	2011/12 FINAL BUDGET	2012/13 DEPT REQUEST	2012/13 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Salaries And Employee Benefits	17,044,881	19,296,051	22,452,274	22,452,274	3,156,223	16.36 %
Service And Supplies	1,127,232	1,740,574	4,036,401	4,036,401	2,295,827	131.90 %
Other Charges	2,950,683	3,207,052	4,563,878	4,563,878	1,356,826	42.31 %
Fixed Assets	0	392,000	540,903	540,903	148,903	37.99 %
Other Financing Uses	240,834	249,150	182,102	182,102	(67,048)	(26.91)%
Cowcap	<u>1,140,065</u>	<u>1,140,563</u>	<u>(50,501)</u>	<u>(50,501)</u>	<u>(1,191,064)</u>	<u>(104.43)%</u>
TOTAL APPROPRIATIONS	22,503,695	26,025,390	31,725,057	31,725,057	5,699,667	<u>21.90 %</u>
REVENUES:						
Fines,Forfeit.,Penalties	98,528	125,000	133,305	133,305	8,305	6.64 %
Rev. from Use of Money & Prop	10,000	7,000	8,000	8,000	1,000	14.29 %
Intergovernmental Revenue	6,445,821	9,129,167	15,805,422	15,805,422	6,676,255	73.13 %
Charges For Current Serv	1,144,529	1,684,882	1,737,109	1,737,109	52,227	3.10 %
Miscellaneous Revenue	247,167	229,367	242,921	242,921	13,554	5.91 %
Other Financing Sources	<u>657,216</u>	<u>645,967</u>	<u>703,967</u>	<u>703,967</u>	<u>58,000</u>	<u>8.98 %</u>
TOTAL REVENUES	<u>8,603,261</u>	<u>11,821,383</u>	<u>18,630,724</u>	<u>18,630,724</u>	<u>6,809,341</u>	<u>57.60 %</u>
NET COUNTY COST	13,900,434	14,204,007	13,094,333	13,094,333	(1,109,674)	(7.81)%

## 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

- Complete investigative reports on juvenile offenders and adult defendants when referred by the Juvenile and Criminal Courts and report findings and recommendations to the Court.
- Supervise persons placed on probation by a Court and determine both the level and type of supervision consistent with Court-ordered conditions of probation.
- Provide safe and secure detention of juveniles determined to be wards of the Juvenile Court and of persons alleged to come within the jurisdiction of the Juvenile Court.

The mission of the Tulare County Probation Department is to protect 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, supervisory, rehabilitative, and detention services for juvenile and adult offenders.

### Administrative Services Division

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.

### Adult Supervision Services Division

The Adult Supervision Services Division consists of AB 109 (2011 Realignment Legislation), 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.

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, parents' occupation, condition of such person committed to his care during the term of such probation, and the result of such probation.

## AB 109

In an effort to address prison overcrowding and assist in alleviating California's financial crisis, AB 109 transferred responsibility for the supervision and housing of specified low-level offenders and parolees from the California Department of Corrections and Rehabilitation to the local level. This bill became effective October 1, 2011.

Penal Code Section 1230.1(a) was added in this legislation which required each County to establish a Community Corrections Partnership (CCP) to maximize the effective investment of criminal justice resources in evidenced-based correctional sanctions and programs. The CCP is chaired by the Chief Probation Officer.

## Juvenile Supervision Services Division

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

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.

## Court Services Division

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

## 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 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.

#### Juvenile Detention Division

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.

The Juvenile Detention Facility maintains four distinct populations of juvenile offenders: juveniles who have been arrested by law enforcement and are awaiting detention hearing and/or other order of the Court; juveniles who have been adjudicated and are awaiting placement in out-of-home care, other commitment programs, or the 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 Juvenile Detention Facility also 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 in FY 2011/12

### 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. **Results:** Obtained updated list of vendors recognized and authorized by the State during June 2011.
- **Objective 2** – Have identified armed-staff test a variety of vendor samples for wearability by August 2011. **Results:** The sampling of vests was completed in July 2011.
- **Objective 3** – Order, receive, and distribute updated vests by September 2011. **Results:** Vests were ordered in August 2011. They were delivered in two shipments: November 2011 and December 2011, respectively.

### Organizational Performance

**Goal 1:** Increase the collection of victim restitution on felony 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. **Results:** Continued monthly meetings with the District Attorney's Office resulted in an increase in the number of violations of probation filed for willful failure to pay, as well as the completion of a civil judgment for payment by the Probation Department at the time of sentencing on all cases involving restitution in excess of \$5,000.
- **Objective 2** – Meet with Field Supervision staff to ensure the payment of victim restitution is a priority in the case

planning for each defendant by August 2011. **Results:** Met with identified staff in July 2011 and created an application in Caseload Explorer that would alert staff on cases where victim restitution has been ordered.

- **Objective 3** – Resume the provision of quarterly lists to the Tulare County Superior Courts on misdemeanor cases more than three months in arrears in the payment of victim restitution by July 2011. **Results:** The objective was exceeded; lists were submitted on a monthly basis effective July 2011. Increased the collection of Victim Restitution by 10%, from \$460,432 to \$506,610.

**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. **Results:** Based on the prohibitive costs associated with this template, instructions for on-line credit card payments were added to the existing automated billing statement in July 2011.
- **Objective 2** – Work with Information and Communication Technology (ICT) to have this template automatically generate with each monthly billing. **Results:** An alternative solution was established as outlined in Objective 1.
- **Objective 3** – Provide this instruction template to each defendant when providing terms and condition of probation effective August 2011. **Results:** This information was provided to the defendant by Probation Accounting Services at the time of the initial contact effective July 2011. As a result, collection from credit card payments was increased by 50%, from \$48,256 to \$72,450.



**Goal 3:** Monitor legislation and plan for the implementation of AB 109, the Prison Reform Bill that was signed by Governor Brown 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 the local housing of these offenders at the local level following violation of parole.

- **Objective 1** – Continue to participate in weekly Legislative Committee conference calls with the Chief Probation Officers of California. **Results:** Participated in the weekly Legislative Committee conference calls through July 2012.
- **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 these shifts in responsibility. **Results:** Attended meetings and participated in funding discussions both locally and on a Statewide basis through June 2012.
- **Objective 3** – Continue to Chair and work closely with the newly-established CCP, mandated pursuant to AB 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. **Results:** The Chief Probation Officer chaired the CCP. A comprehensive plan for AB109 was developed and approved for implementation in August 2011. Likewise, a budget proposal was presented to and approved by the Board of Supervisors in September 2011.
- **Objective 4** – Draft new sentencing guidelines and terms and conditions of Post Release Community supervision by August 2011. **Results:** Both of the above, in addition to new terms and conditions on cases sentenced pursuant to California Penal Code Section 1170(h), were completed in

September 2011. Delays were the result of difficulties in interpreting legal definitions.

- **Objective 5** – Present/submit the sentencing guidelines and proposed terms and conditions to the Tulare County Superior Court by August 2011. **Results:** Each of the above was presented to the Superior Court in September 2011. Delays were again the result of difficulties in interpreting legal definitions.

**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 California Community Corrections Partnership Incentive 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. **Results:** Participated in monthly WebEx and conference calls. The SB 678 Data Collection Tool was approved by the Judicial Counsel and CPOC. It was fully implemented on a Statewide basis effective March 2012.

### **Quality of Life**

**Goal 1:** Continue to work closely with the Board of Supervisors on StepUp events, as well as the Saturday Night Lights program, on a Countywide basis.

- **Objective 1** – Participate in a minimum of two StepUp events. **Results:** Probation Department staff participated in a total of ten Step-Up events in FY 2011/12.
- **Objective 2** – Participate in a minimum of two Saturday Night Lights events. **Results:** Probation Department staff

participated in a total of nine Saturday Night Lights events in FY 2011/12.

### Other Accomplishments in FY 2011/12

- Developed two Units in response to AB 109, creating 19 new positions.
- Developed professional services agreements with the following providers for the delivery of services to offenders subject to Postrelease Community Supervision (PRCS) and a split or suspended sentence pursuant to California Penal Code Section 1170(h): Turning Point of Central California, Inc., Pine Recovery Center, New Heights, New Visions, Double R Ranch, Karis House, Inc., Alliant University, and the Sierra Educational Research Institute (SERI).
- Relocated the Adult Supervision Services Division to the Center Street Office in March 2012. A video security system was installed in the interview rooms to allow for immediate staff response should a volatile situation arise.
- SB 678: Reduced our probation revocation rate to State Prison from 6.02% during 2010 to 4.52% during 2011, resulting in an allocation of \$2,336,447 to be paid during FY 2012/13 an increase of \$1,006,941 over FY 2011/12.
- Installed camera and voice-activated video equipment in the living areas of the Juvenile Detention Facility and the Youth Facility during March 2012. The installation of this equipment has significantly reduced the number of gang-related and other altercations within both Facilities, provides visual support to the District Attorney's Office for

the filing of criminal charges, and is utilized to train staff on issues of safety and security.

- Staff completed a total of 12,083 Standards and Training for Corrections training hours covering subject areas including: Domestic Violence, Weaponless Defense, Aggression Replacement Therapy, Evidence Based Practices, Cell Extraction, Supervising Parolees, CPR/First Aid, Connecting with Youth, Adult and Juvenile Law Update, Determinate Sentencing, Tools for Transition, Officer Safety, Search and Seizure, Street Smarts, Critical Skills for Institutions, and Ethics. Staff also participated in Supervisor Leadership Academy, Supervisor Core, Probation Officer Core, and Juvenile Correction Officer Core classes.

### Key Goals and Objectives for FY 2012/13

#### **Safety and Security**

**Goal 1:** Participate in the development of a standardized, Statewide training curriculum for Rangemasters that addresses Use of Force issues specific to Probation Officer personnel.

- **Objective 1** – Participate in quarterly off-site working groups by June 2013.

#### **Organizational Performance**

**Goal 1:** Increase the collection of Victim Restitution on adult cases by 5%, from \$506,610 to \$531,947.

- **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 by June 2013.

- **Objective 2** – Delegate the function of entering cases and setting-up accounts in Caseload Explorer to the Account Clerks, to allow the Probation Collections Investigators time to locate clients and initiate collection efforts by June 2013.
- **Objective 3** – Continue the provision of monthly lists to the Tulare County Superior Court on misdemeanor cases more than three months in arrears in the payment of Victim Restitution by June 2013.

**Goal 2:** Increase credit card payments of fines, fees, and Victim Restitution by 10%, from \$72,450 to \$79,695.

- **Objective 1** – Modify existing instructions on the automated statement to advise clients, in English and in Spanish, of the ability to make credit card payments in person, by telephone, or online by August 2012.
- **Objective 2** – Provide similar instructions to each defendant when providing terms and conditions of probation by August 2012.

**Goal 3:** Continue to chair the Community Corrections Partnership consisting of the following voting members: the Chief Probation Officer, the Presiding Judge of the Superior Court, the Sheriff-Coroner, the District Attorney, the Public Defender, the Chief of the Visalia Police Department, and the Director of Health and Human Services Agency. Work in concert with these partners in addressing the mandates of AB 109 as they impact the County.

- **Objective 1** – Prepare an Addendum to the original CCP for submission to the Board of Supervisors during August 2012 that addresses the updated needs of each CCP member.

- **Objective 2** – Hold monthly meetings of the CCP to provide statistical information, evaluate needs/ trends, and identify issues as they arise.
- **Objective 3** – Coordinate the following subcommittees: Sentencing/Incarceration, Performance Measures, and Community Supervision.
- **Objective 4** – Meet supervision ratios of 1:20, 1:30, and 1:40 based on assessed risk to the community.
- **Objective 5** – Work to ensure adequate Court Officer, Investigation, and Assessment staff to meet the needs of the Court.
- **Objective 6** – Work closely with the CCP to develop programs and services that provide both alternatives to incarceration and address offender needs, both while in-custody and following release.

### **Quality of Life**

**Goal 1:** Work closely with the Board of Supervisors on StepUp events, as well as the Summer Night Lights program, on a Countywide basis.

- **Objective 1** – Participate in a minimum of two StepUp events.
- **Objective 2** – Participate in a minimum of two Summer Night Lights events.

### **Department Budget Request**

The Requested Budget represents an overall increase of \$5,699,667 or 22% in expenditures and an increase of \$6,809,341 or 58% in revenues when compared with the FY 2011/12 Final Budget. As a result, the Net County Cost is

decreased \$1,109,674 or 8% when compared with the FY 2011/12 Final Budget.

Significant areas with major changes between the FY 2011/12 Final Budget and FY 2012/13 Requested Budget are as follows:

- Salaries and Benefits increase \$3,156,223 primarily due to a net addition of 41 FTE's, and reinstatement of steps and merits.
- Services and Supplies increase \$2,295,827. The increase is largely due to the anticipated increase in residential treatment contracts for AB 109 clients. The Food budget increased due to commodity price increases. Special Departmental Expenses and Office Supplies increase to purchase new desks, computers, printers, safety equipment, and vehicle global positioning equipment for new AB109 personnel.
- Other Charges increase \$1,356,826 largely due to the additional expenses for the implementation of SB 678 and AB 109. Projections for Building Maintenance and Utilities increased due to the operation of the new Probation Office. New system users necessitated an increase in the budget for Data Processing.
- Capital Assets increase \$148,903 due to the request for the following:
  - 18 vehicles for the new AB109 personnel and SB 678 personnel \$450,000.
  - 1 replacement van for the Juvenile Work program \$28,000.

- Security equipment for the Juvenile Detention Facility \$36,100.

- Other Financing Uses decrease \$67,048 due to a reduction in debt service and Invensys.
- Countywide Cost Allocation Plan (COWCAP) charges decrease \$1,191,064 due to changes in the Plan.
- Revenue projections increase due to additional revenue from AB109, SB 678, and Juvenile Probation and Camps Funding.

Staffing changes reflected in the Requested Budget include the following:

- Add 21 FTE positions to address staffing needs in the Youth Facility and to administer SB 678 and AB109. Requested additional positions include:
  - 1 Probation Division Manager
  - 1 Supervising Probation Officer
  - 1 Institution Supervisor
  - 1 Detention Services Officer
  - 1 Probation Officer III
  - 14 Probation Officer
  - 1 Staff Services Analyst
  - 1 Office Assistant III
- Delete 1 FTE vacant position funded by SB678 to offset the cost of the requested Supervising Probation Officer position. The requested deleted position include:

- 1 Probation Technician
- Re-class 2 FTE positions to improve staff retention in the accounting services unit. The requested re-classified positions include:
  - 2 Account Clerks to Senior Account Clerks in Accounting Services Unit.

### County Administrator's Recommendation

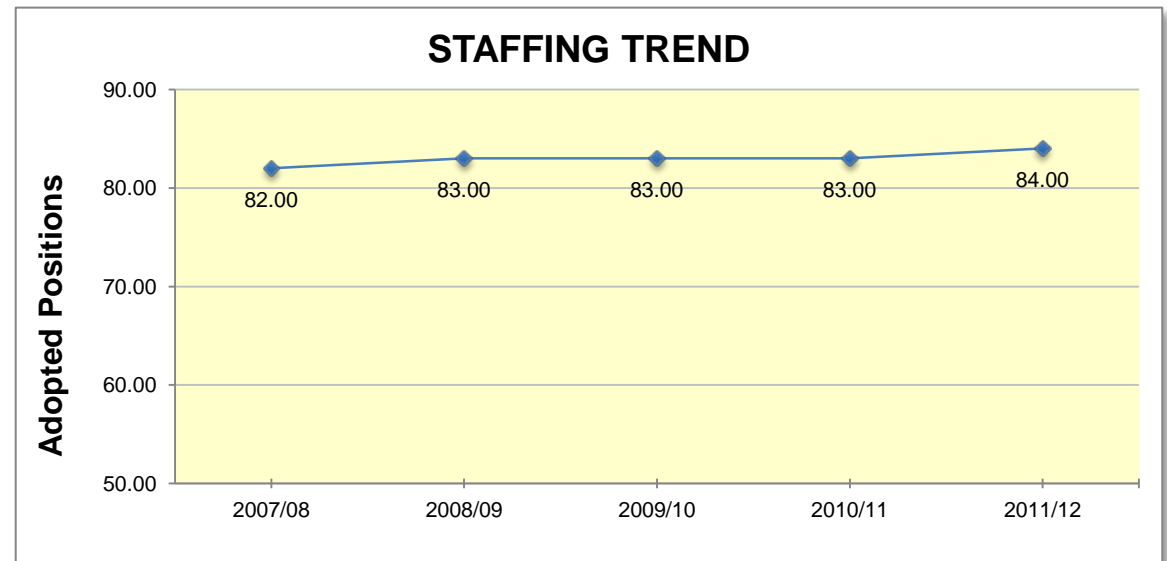
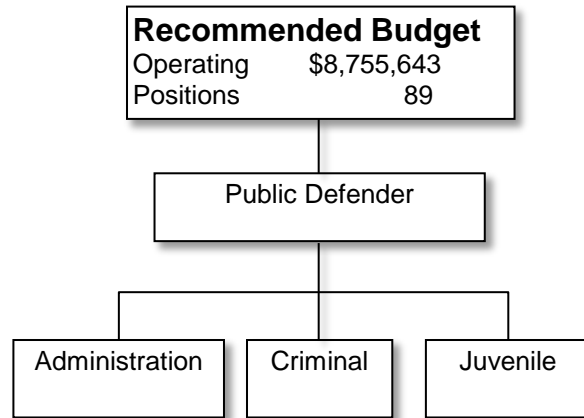
This budget is approved as submitted.

### Pending Issues and Policy Considerations

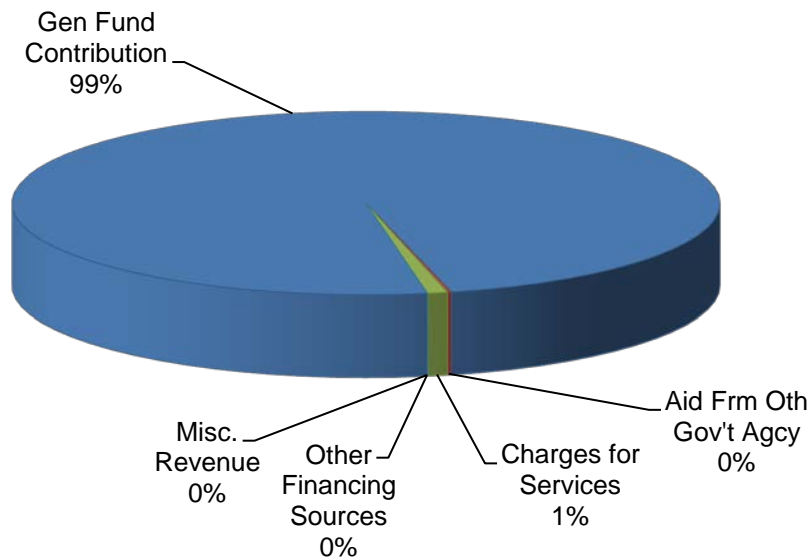
There are no pending issues and policy considerations.

### Department Head Concurrence or Appeal

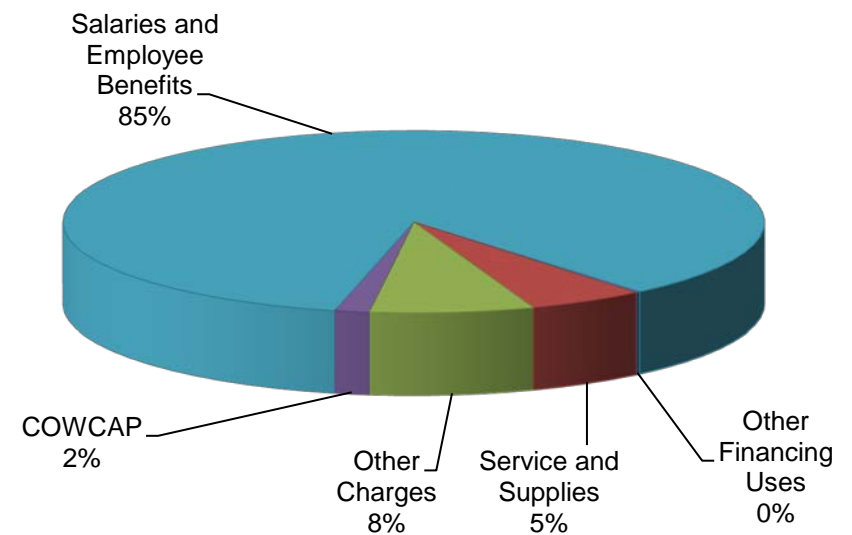
The Department Head concurs with the Recommended Budget.



## SOURCE OF FUNDS



## USE OF FUNDS



FUND: 001

AGENCY: 210

MAJOR ACCOUNTS CLASSIFICATIONS	2010/11 ACTUALS	2011/12 FINAL BUDGET	2012/13 DEPT REQUEST	2012/13 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Salaries And Employee Benefits	6,630,112	6,857,852	7,422,079	7,422,079	564,227	8.23 %
Service And Supplies	388,362	568,339	468,830	468,830	(99,509)	(17.51)%
Other Charges	712,377	731,795	658,473	658,473	(73,322)	(10.02)%
Fixed Assets	0	0	52,000	52,000	52,000	0.00 %
Other Financing Uses	43,593	37,630	16,822	16,822	(20,808)	(55.30)%
Cowcap	<u>155,477</u>	<u>187,297</u>	<u>137,439</u>	<u>137,439</u>	<u>(49,858)</u>	<u>(26.62)%</u>
TOTAL APPROPRIATIONS	7,929,921	8,382,913	8,755,643	8,755,643	372,730	<u>4.45 %</u>
REVENUES:						
Intergovernmental Revenue	39,648	25,315	15,000	15,000	(10,315)	(40.75)%
Charges For Current Serv	56,651	80,000	80,000	80,000	0	0.00 %
Miscellaneous Revenue	10,096	202	203	203	1	0.50 %
Other Financing Sources	<u>16,066</u>	<u>118,643</u>	<u>0</u>	<u>0</u>	<u>(118,643)</u>	<u>(100.00)%</u>
TOTAL REVENUES	<u>122,461</u>	<u>224,160</u>	<u>95,203</u>	<u>95,203</u>	<u>(128,957)</u>	<u>(57.53)%</u>
NET COUNTY COST	7,807,460	8,158,753	8,660,440	8,660,440	501,687	6.15 %

## Departmental Purpose

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

## Departmental Core Functions

The Tulare County Public Defender undertakes to provide competent, effective, ethical, and economical legal representation to individuals unable to afford private counsel in certain cases where life or liberty interests are at stake. Such representation is mandated by the United States Constitution and California State law, primarily the Constitution, Government Code, Penal Code, and Welfare and Institutions Code. Attorneys from the Public Defender's Office are typically appointed by the Tulare County Superior Court to represent:

- Adult defendants accused of crimes in misdemeanor and felony cases.
- Juveniles in delinquency cases.
- Mentally disabled individuals facing involuntary mental health commitments.
- Defendants facing incarceration in contempt of court cases arising out of a failure to obey civil court orders.

While enabling statutes mandate the work that the Public Defender must do, and the primary responsibility is to clients, the role as a County agency is actually broader. The Public Defender's Office is an integral part of the administration of justice for the citizens of Tulare County, and takes seriously the role as a criminal justice partner, along with law enforcement

agencies and Probation to ensure, to the extent possible, that just outcomes occur for its clients.

## Department Organization

Deputy Public Defenders are the backbone of the Department. They handle case management and client contact from the inception of a case until final sentencing. They direct all of the action from client and witness interviews to initiating investigation requests, evaluating evidence, conducting legal research, and writing motions. Attorneys negotiate cases with their counterparts in the District Attorney's Office and with Judges. When necessary, they try cases to juries or Judges.

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 of 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 Section 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 specialty courts. Instead, various lawyers are assigned to represent clients in:

- Drug Court is a “voluntary” specialty court for individuals with drug problems charged with a variety of non-violent offenses who would otherwise likely be facing State prison or local incarceration. Instead, they agree to a rigorous program of court monitored and enforced drug treatment.
- Proposition 36 “Recovery Court” is a statutorily mandated drug treatment program for all non-violent drug possession offenders. Upon successful completion of this Court ordered community based treatment, the case against the defendant is dismissed.
- Mental Health Court was developed as the result of the Department working closely with the Superior Court, Probation, Mental Health Department, and the District Attorney’s Office to create a Court dedicated to addressing the special needs of offenders with serious, persistent mental illnesses. The goal, modeled after the Drug Court, is to help these individuals maintain their treatment programs and stay crime-free through the provision of very intensive mental health services and intervention. The program has been operational since late June 2008.
- Veterans Court provides combat veterans in the criminal justice system who suffer from Post Traumatic Stress Disorder (PTSD) with intensive, comprehensive treatment as

an alternative to more traditional incarceration and punishment for certain kinds of offenses related to their PTSD. The Veterans Court has been operational since March 2010.

The office at the Juvenile Justice Center houses the Juvenile Attorney team, clerical support investigators, paralegals, an interviewer, and Pre-Trial Facility attorneys:

- Five attorneys are assigned to the Juvenile Unit. They rotate into the unit for at least a year. Juvenile work is highly specialized and requires specific training and additional education. These attorneys handle all phases of representing juveniles charged with criminal offenses. Consequences to these young clients can range from informal supervision in their homes to formal probation supervision to removal from their parents' control and custody and commitment to a group home, local youth facilities 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 in 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. **Results:** Implementation of registration delayed for a variety of reasons beyond Department control.
- **Objective 2** – Finalize Memorandum of Understanding (MOU) with Superior Court to implement collection mechanism by August 2011. **Results:** The MOU has been approved by County Counsel and signed by all parties.
- **Objective 3** – Submit agenda item to Board of Supervisors by September 2011. **Results:** The agenda item will be submitted by December 2012.
- **Objective 4** – Notify and train deputy public defenders, clerical staff, court personnel, and collections staff of new fee and procedures by October 2011. **Results:** Training will be conducted in FY 2012/13 once the fee is approved by the Board of Supervisors.

**Goal 2:** Increase efficiency and eliminate duplication of data entry in opening case files.

- **Objective** – Complete computerized integration with the Courts to electronically receive case information by September 2011. **Results:** A significant amount of data is now automatically transferred from the District Attorney to the Courts and passed directly into the Public Defender case management system.

**Goal 3:** Implement pilot technology project to utilize iPads or other suitable tablet computers to eliminate paper files in the courtroom.

- **Objective 1** – Procure demonstration tablet computer in conjunction with Information and Communication Technology (ICT) by July 2011. **Results:** iPad project is in a testing phase and about to go live. Wireless upgrades have been made in the Public Defender offices; MOU's have been entered into with ICT and the Department to have secure wireless access in all courthouses.
- **Objective 2** – Establish protocols for paperless courtroom case management by September 2011. **Results:** The Public Defender case management software has been modified to add a mobile version to facilitate easy migration to the paperless solution. Software applications have been tested and protocols designed to utilize paperless solutions in the courtroom.
- **Objective 3** – Train Deputy Public Defenders on protocol and implement paperless case management procedures by October 2011. **Results:** Devices have been purchased for attorneys and will be deployed in June 2012.

### Other Accomplishments in FY 2011/12

- Opened over approximately 5,071 felony cases (including violations of probation) in FY 2011/12.
- Opened approximately 7,351 misdemeanor cases in FY 2011/12.
- Opened approximately 840 civil cases in FY 2011/12.
- Opened approximately 1,132 new juvenile cases in FY 2011/12.
- Advised and arraigned approximately 7,060 clients on approximately 13,260 cases at the Pre-Trial Facility. Made approximately 16,380 appearances in this courtroom in FY 2011/12, including over 1,600 early case disposition hearings during FY 2011/12.
- 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 2011/12 was 24 active murder cases (including those 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.
  - Seven 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 50% of the cases.
- Tried approximately 45 misdemeanor cases with a positive outcome in 50% of the cases.
- Participated in the Adult and Juvenile Drug Courts.

- Participated on the Drug Court, Recovery Court, and Juvenile Drug Court Steering Committees to help set policy and problem solve systemic issues.
- Actively participated in the Tulare County Community Corrections Partnership as required by statute to implement the 2011 Realignment Legislation pursuant to Assembly Bill 109 (AB109).
- Integrated new AB109 positions into existing workload, including adding a Public Defender Social Worker to help meet the diverse needs of AB109 clients and to help stem recidivism.
- Represented approximately 1,700 clients charged with non-serious, non-violent, non-sex felony offenses pursuant to AB109.
- Represented approximately 570 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 with approximately 6,800 clients.
- Represented clients in the Early Case Disposition Court for early case resolution in low level felony matters. Settled approximately 70% of the 1,600 cases referred for early case disposition at the Pre-Trial Facility.
- Represented clients in the Mental Health Court. Handled on average 55 clients in the Mental Health Court each month.

- In FY 2011/12 Public Defender attorneys appeared with approximately 33,400 defendants on approximately 51,840 cases in over 85,180 court hearings in 24 courtrooms throughout Tulare County.
- Promoted and advocated for 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 for FY 2012/13

### Safety and Security

#### Goal 1: Implement the mandates of AB109.

- **Objective 1** – Fully integrate Public Defender Social Worker into workflow of AB109 cases by July 2012.
- **Objective 2** – Create automated workflow within Public Defender case management system for assignment of cases and tracking results of Social Worker caseload by September 2012.
- **Objective 3** – Working together with the Community Corrections Partnership, help to develop evidence-based programs for low level felony offenders pursuant to AB109 by June 2013.
- **Objective 4** – Implement representation of Post Release Community Supervision (PRCS) violators as necessary by June 2013.
- **Objective 5** – Implement process to represent parole violators when that responsibility is undertaken pursuant to statute in July 2013.

## **Organizational Performance**

**Goal 1:** Increase revenue and attorney fee collections.

- **Objective 1** – Institute registration fee provided for in Penal Code section 987.5 by December 2012.
- **Objective 2** – Submit agenda item to Board of Supervisors by October 2012.
- **Objective 3** – Notify and train deputy public defenders, clerical staff, court personnel and collections staff of new fee and procedures by December 2012.

**Goal 2:** Plan for staffing South County Justice Center in 2013.

- **Objective 1** – Coordinate with Courts and County to ensure smooth transition to a full service courthouse in the South County by June 2013.
- **Objective 2** – Review space requirements and begin identifying space for full-time, permanent staff in a to-be determined South County Public Defender office.

**Goal 3:** Plan for closure of Tulare Branch of the Superior Court.

- **Objective** - Reallocate staff and coordinate case management to accommodate early closure of Tulare Branch of the Superior Court in September 2012.

## **Departmental Budget Request**

The Requested Budget represents an overall increase of \$372,730 or 4% in expenditures and a decrease of \$128,957 or 58% in revenues when compared with the FY 2011/12 Final Budget. As a result, the Net County Cost is increased \$501,687 or 6% when compared with the FY 2011/12 Final Budget.

Significant areas with major changes between the FY 2011/12 Final Budget and the FY 2012/13 Requested Budget are as follows:

- Salaries and Benefits increase \$564,227 primarily due to reinstatement of steps and merits.
- Services and Supplies decrease by \$99,509 due to the reduction in office and special investigative expense.
- Other Charges decrease \$73,322 largely due to an increase in services to other Departments which is partially offset by increase in information technology, insurance, and building maintenance costs.
- Capital Assets increase \$52,000 reflecting a request for:
  - 2 vehicles for investigators \$26,000
- Other Financing Uses decrease \$20,808 due to decreases in vehicle debt service and Invensys.
- Countywide Cost Allocation Plan (COWCAP) charges decrease \$49,858 due to changes in the Plan.

Staffing changes reflected in the Requested Budget include the following:

- Re-class 1 position to reflect current job duties. The requested re-classified position include:
  - 1 Public Defender Analyst to Administrative Services Officer

County Administrator's Recommendation

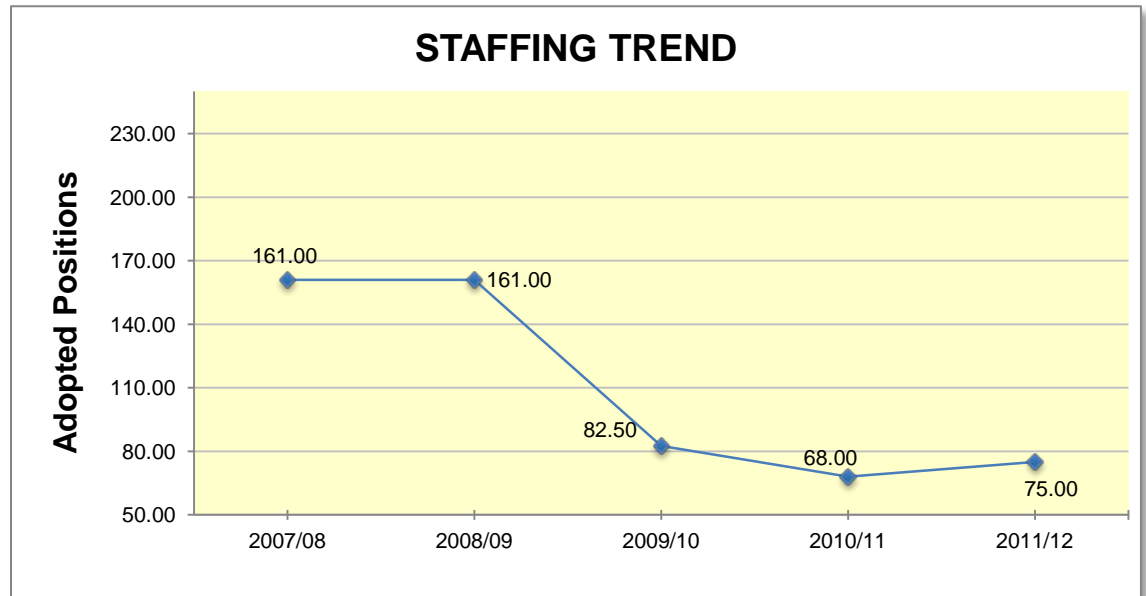
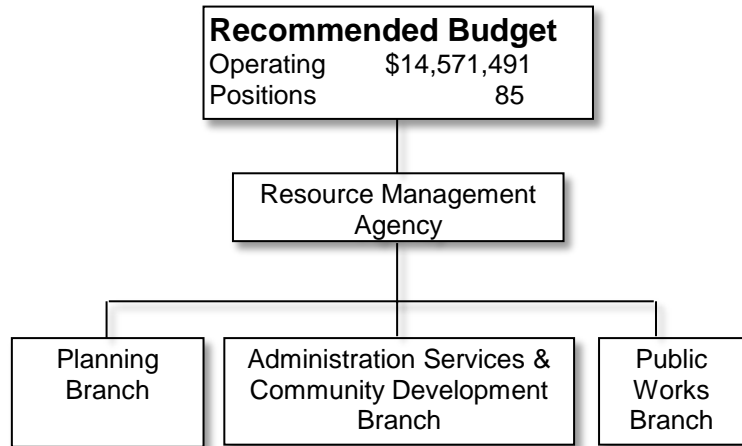
The budget is recommended as submitted.

Pending Issues and Policy Considerations

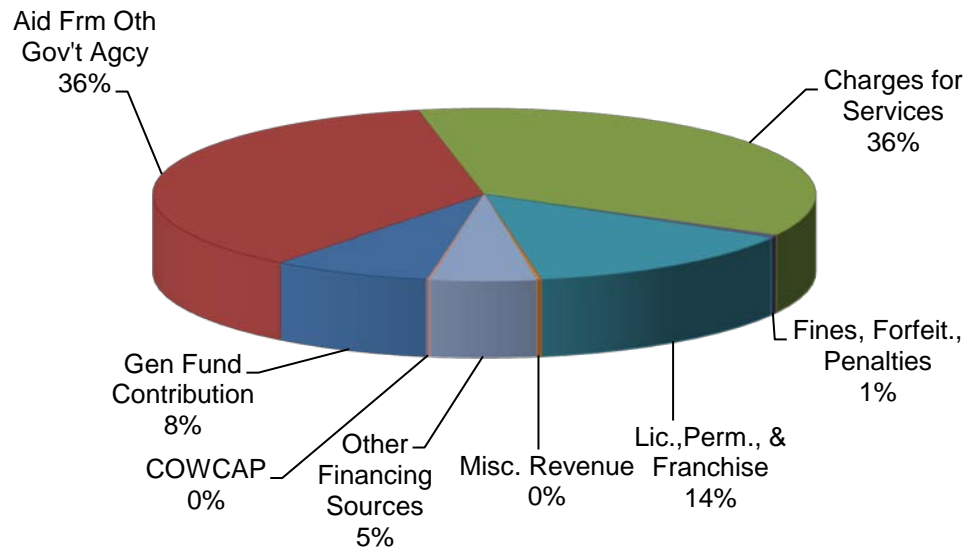
There are no pending issues or policy

Department Head Concurrence or Appeal

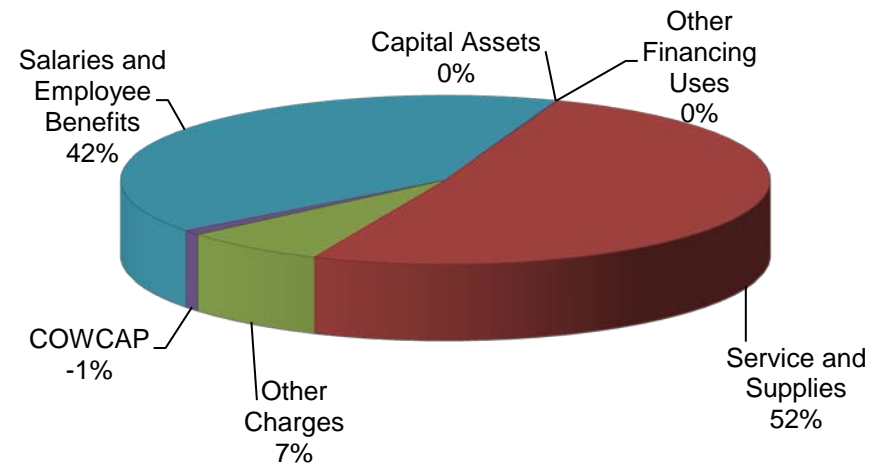
The Department Head concurs with the Recommended Budget.



## SOURCE OF FUNDS



## USE OF FUNDS



FUND: 001  
AGENCY: 230

MAJOR ACCOUNTS CLASSIFICATIONS	2010/11 ACTUALS	2011/12 FINAL BUDGET	2012/13 DEPT REQUEST	2012/13 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Salaries And Employee Benefits	4,449,268	5,018,264	6,065,368	6,065,368	1,047,104	20.87 %
Service And Supplies	2,424,943	8,162,066	7,570,980	7,570,980	(591,086)	(7.24)%
Other Charges	1,091,981	965,284	1,066,579	1,066,579	101,295	10.49 %
Fixed Assets	0	600,000	0	0	(600,000)	(100.00)%
Other Financing Uses	20,951	17,206	6,620	6,620	(10,586)	(61.53)%
Cowcap	<u>433,410</u>	<u>277,257</u>	<u>(138,056)</u>	<u>(138,056)</u>	<u>(415,313)</u>	<u>(149.79)%</u>
TOTAL APPROPRIATIONS	8,420,553	15,040,077	14,571,491	14,571,491	(468,586)	(3.12)%
REVENUES:						
Lic.,Permits & Franchise	1,843,425	1,915,273	2,017,967	2,017,967	102,694	5.36 %
Fines,Forfeit.,Penalties	64,189	50,158	75,500	75,500	25,342	50.52 %
Rev. from Use of Money & Prop	5,161	0	25,000	25,000	25,000	0.00 %
Intergovernmental Revenue	1,114,412	4,812,363	5,285,042	5,285,042	472,679	9.82 %
Charges For Current Serv	3,782,725	5,769,637	5,256,403	5,256,403	(513,234)	(8.90)%
Miscellaneous Revenue	7,688	1,940	32,800	32,800	30,860	1,590.72 %
Other Financing Sources	653,158	1,120,623	746,244	746,244	(374,379)	(33.41)%
Cowcap	<u>29,520</u>	<u>56,960</u>	<u>2,899</u>	<u>2,899</u>	<u>(54,061)</u>	<u>(94.91)%</u>
TOTAL REVENUES	<u>7,500,278</u>	<u>13,726,954</u>	<u>13,441,855</u>	<u>13,441,855</u>	<u>(285,099)</u>	<u>(2.08)%</u>
NET COUNTY COST	920,275	1,313,123	1,129,636	1,129,636	(183,487)	(13.97)%



## Departmental Purpose

The Resource Management Agency (RMA) is comprised of three branches: Public Works, Administration and Planning. The Agency was reorganized in FY 2011/12 eliminating Redevelopment, creating a Grants Division, and adding Economic Development, Film Commission, and Tourism.

## 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.

## Divisions

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 includes, Engineering Services-Surveyor's Office and Cross Valley Canal, and Transportation Services – Utility Support.
- Administration which includes Fiscal, Grants, Human Resources, and Clerical.
- 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, Geographical Information Systems (GIS), Film, Tourism, and Economic Development.

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 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 (ICT) and other County Departments to upgrade existing permit tracking software to fully functional GIS-based permit tracking system by June 2012. **Results:** The upgrade process is on-going. Consultants have been evaluated by staff and the cost is being analyzed.
- **Objective 2** - Review existing development processing systems and modify to become more efficient by June 2012. **Results:** The Development Permit Processing System was evaluated. Procedures were modified for application in-take and routing. Application forms were revised and staff was trained to implement new procedures. Project processing

has been improved with more projects being completed sooner.

**Goal 2:** Improve Dairy Agribusiness Permit Processing.

- **Objective 1** - Prepare and adopt an update to the County Animal Confinement Facilities Plan by June 2012. **Results:** The amendment process remains a work in progress. The applicant and RMA staff continues to work jointly toward its process completion.

**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. **Results:** A grant application was prepared and submitted, but not awarded.
- **Objective 2** - Simplify systems and clarify ambiguities to reach a more predictable outcome for County staff and others using the ordinance by June 2012. **Results:** Using interpretation and stated policy, six new protocols were initiated to clarify ordinance ambiguities.
- **Objective 3** - Develop clear standards to guide development according to policies of the new General Plan by June 2012. **Results:** The General Plan was not adopted in FY 2011/12 and standards have not been prepared.

**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. **Results:** Four amendments were processed and four amendments are currently being processed.

**Key Goals and Objectives for FY 2012/13**

**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 2013.
- **Objective 2** - Simplify systems and clarify ambiguities to reach a more predictable outcome for County staff and others using the Ordinance by June 2013.
- **Objective 3** - Develop clear standards to guide development according to policies of the new General Plan by June 2013.

**Goal 2:** Process Interim Zoning Ordinance Amendments to improve efficiencies while waiting for completion of the comprehensive Zoning Ordinance Update.

- **Objective 1** - Process six amendments by June 2013.

**Departmental Budget Request**

The Requested Budget represents an overall decrease of \$468,586 or 3% in expenditures and a decrease of \$285,099 or 2% in revenues when compared with the FY 2011/12 Final Budget. As a result, the Net County Cost is decreased by \$183,487 or 14% when compared with the FY 2011/12 Final Budget.

Significant areas with major changes between the FY 2011/12 Final Budget and the FY 2012/13 Requested Budget are as follows:

- Salaries and Benefits increase by \$1,047,104 due to the requested addition of staff and reinstatement of steps and merits.
- Services and Supplies decrease by \$591,086 due to reduced use of consultants on special projects.
- Other Charges increase \$101,295 due to increased services from others.
- Capital Assets decrease by \$600,000 due to no Capital asset requests in FY 2012/13.
- Countywide Cost Allocation Plan (COWCAP) charges decrease \$415,313 due to changes in the Plan.

Staffing changes reflected in the Requested Budget include the following:

- Salary increase of 5% for the Tourism and Film Commissioner due to increased responsibilities and workload.
- Add 1 FTE position to meet the County operational needs. The requested additional position include:
  - 1 Account Clerk
- Re-class 3 FTE positions due to a reorganization of the Divisions within the Agency and the reassignment of duties. The requested re-classified position include:
  - 1 Safety and Claims Officer to Safety and Personnel Specialist

- 1 Planner III to Planner IV
- 1 PSO II to Human Resources Manager - RMA

Staffing changes reflected in the Requested Budget that were approved by the Board of Supervisors with an effective date after May 6, 2012 until the publication of the Budget Book include the following:

- Add 2 FTE positions due to increased Planning needs.
  - 2 Planner IV
- Delete 2 FTE positions due to increased Planning needs.
  - 2 Planner III

### County Administrator's Recommendation

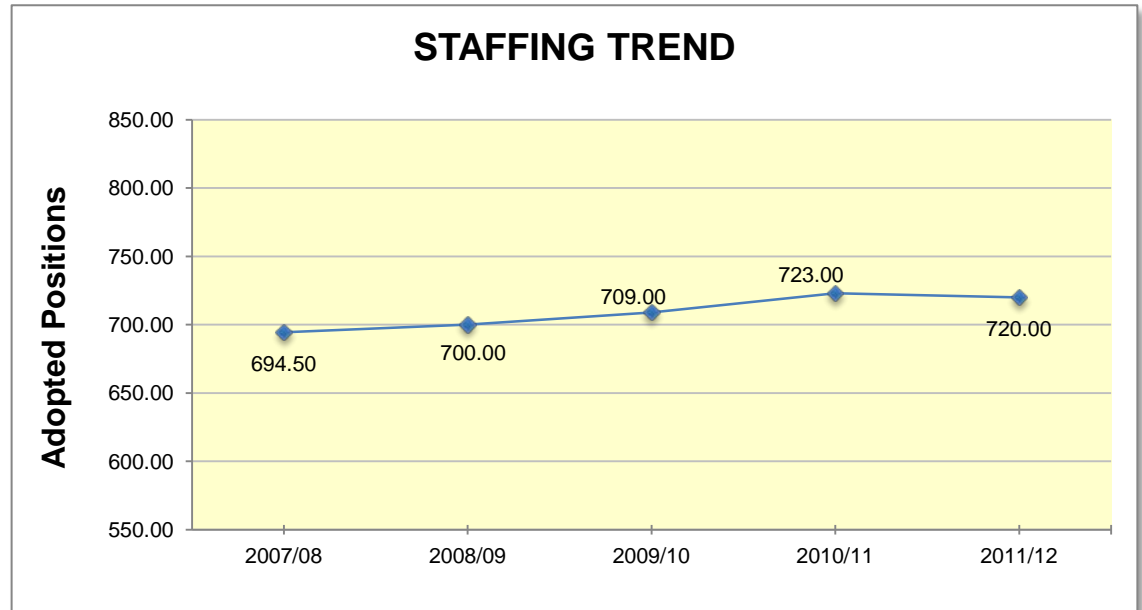
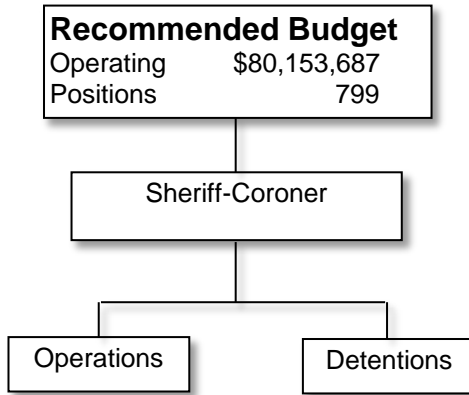
The budget is recommended as submitted.

### Pending Issues and Policy Considerations

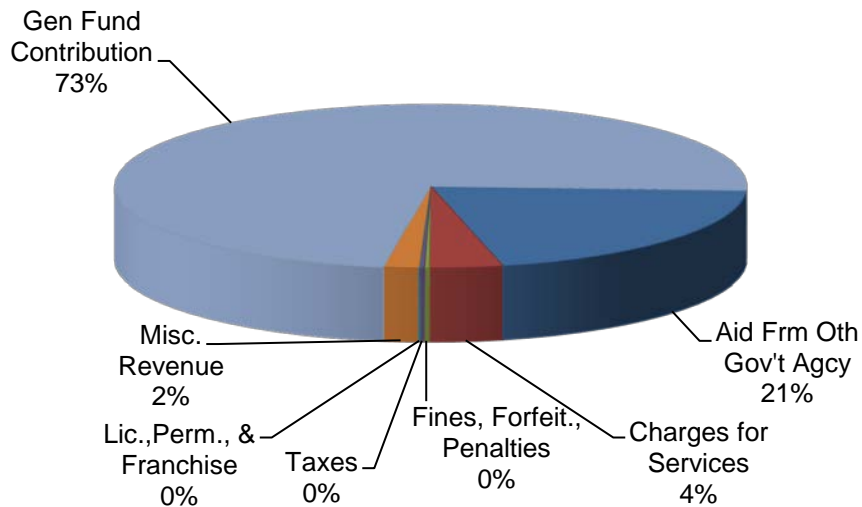
There are no pending issues or policy considerations.

### Department Head Concurrence or Appeal

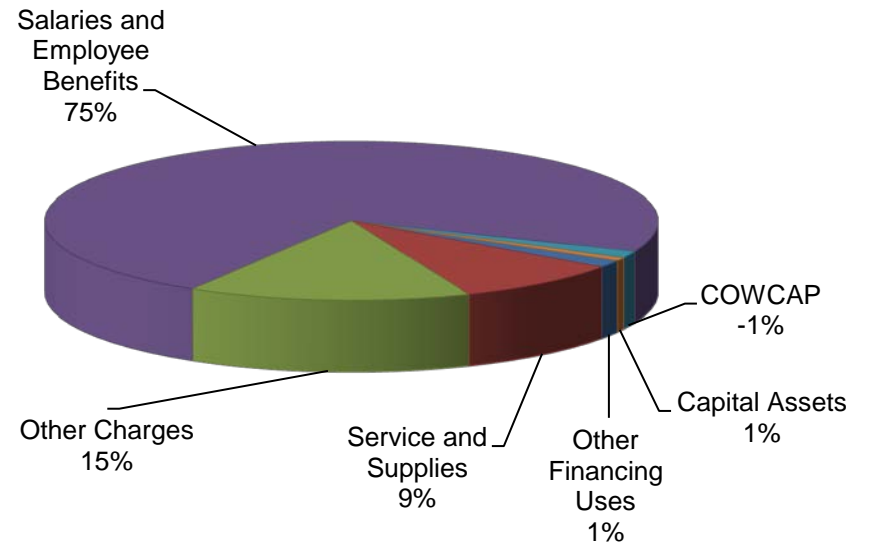
The Department Head concurs with the Recommended Budget.



## SOURCE OF FUNDS



## USE OF FUNDS



FUND: 001  
AGENCY: 240

MAJOR ACCOUNTS CLASSIFICATIONS	2010/11 ACTUALS	2011/12 FINAL BUDGET	2012/13 DEPT REQUEST	2012/13 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Salaries And Employee Benefits	54,364,006	56,375,417	59,866,715	59,866,715	3,491,298	6.19 %
Service And Supplies	5,646,406	5,617,139	7,358,749	7,358,749	1,741,610	31.01 %
Other Charges	12,925,853	11,784,693	12,256,213	12,256,213	471,520	4.00 %
Fixed Assets	769,130	0	557,000	557,000	557,000	0.00 %
Other Financing Uses	1,281,851	1,179,395	1,233,807	1,233,807	54,412	4.61 %
Cowcap	<u>2,642,264</u>	<u>3,180,356</u>	<u>(1,118,797)</u>	<u>(1,118,797)</u>	<u>(4,299,153)</u>	<u>(135.18) %</u>
TOTAL APPROPRIATIONS	77,629,510	78,137,000	80,153,687	80,153,687	2,016,687	<u>2.58 %</u>
REVENUES:						
Taxes	143,945	150,000	158,986	158,986	8,986	5.99 %
Lic.,Permits & Franchise	54,389	48,200	60,000	60,000	11,800	24.48 %
Fines,Forfeit.,Penalties	141,975	159,635	199,635	199,635	40,000	25.06 %
Intergovernmental Revenue	7,609,465	4,695,034	16,430,045	16,430,045	11,735,011	249.95 %
Charges For Current Serv	8,274,409	8,933,927	2,994,869	2,994,869	(5,939,058)	(66.48) %
Miscellaneous Revenue	<u>984,619</u>	<u>1,026,723</u>	<u>1,440,816</u>	<u>1,440,816</u>	<u>414,093</u>	<u>40.33 %</u>
TOTAL REVENUES	<u>17,208,802</u>	<u>15,013,519</u>	<u>21,284,351</u>	<u>21,284,351</u>	<u>6,270,832</u>	<u>41.77 %</u>
NET COUNTY COST	60,420,708	63,123,481	58,869,336	58,869,336	(4,254,145)	(6.74) %

## 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: Automation (Informational Technology); Background Investigations; Business Office; Communications; Crime Analysis; Grants; Honor Guard; Internal Affairs; Media Relations; 911 Coordination; Personnel and Training; Property and Evidence; Records; and Reserve Personnel.

The main activities of Administrative Services include:

- 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 and 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.
- 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.

#### Patrol

Patrol includes: Headquarters, Cutler-Orosi, Pixley, and Porterville Substations; Night Watch; Community Oriented Policing Services (COPS); Resident Deputies; River and Lake Patrol Units; Aviation Unit; Bomb Squad; Sheriff's Explorers; School Resource Officers; Liaison with Regional Law Enforcement Units; Search and Rescue Team; and Sheriff's Volunteers.

The main activities of Patrol include:

- 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 operations for people lost or missing in remote areas of the County.
- Patrol the Kings River 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; Cal-ID fingerprint analysis program; Juvenile Crime; White-collar Crime; Gang Suppression; Narcotics; Agricultural Crime; Domestic Violence; Sexual Assault; Hostage Negotiations; Property Crimes; Dive Team; Swift-Water Rescue Unit; and Sheriff's Tactical Enforcement Personnel (STEP) Unit.

The main activities of Investigations include:

- Investigate all major crimes within the jurisdiction of the Sheriff's Department.
- Lead multi-agency narcotics and gang suppression units.
- Provide rescue and recovery operations in rivers, lakes, and swift-water environments. Recover and preserve criminal evidence.
- 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 the 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; Sheriff's Farm; Jail Industries; Court Security and Family Support Services; and Service of Legal Documents on Civil Matters.

The main activities of Detentions Administration include:

- Provide for the safety and security of inmates and staff.
- Provide programs for inmates designed to increase their skills, education, and ability to function in the community.
- Provide safe and secure transport of inmates to court and other required locations.
- Provide court security at courthouses throughout the County and serve court-related documents.
- Provide service of eviction notices, wage garnishment, restraining orders, and other documents pertaining to civil matters.

- 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.

### **Operations**

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

The main activities of Detention Operations include:

- Detain and house pre-trial and sentenced inmates.
- Provide for the care and welfare of inmates and staff.
- 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.

## **Key Goals and Objectives Results in 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. **Results:** Documentation for the injunction was submitted to District Attorney's Office. The matter is under review.

**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. **Results:** All School Districts were contacted by June 2012.

**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. **Results:** The objective was completed by June 2012.
- **Objective 2** - Update Department policy and procedures by June 2012, on gang investigations to include correctional deputies. **Results:** Policy and procedures were completed by June 2012.

## **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. **Results:** The objective was completed.
- **Objective 2** - Install EZ Kiosk system and ATM's in lobbies of County jails and Sheriff's administrative center by June 2012. **Results:** EZ Kiosks and ATM's were installed 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. **Results:** The objective was completed.
- **Objective 2** - Finalize contract to provide equipment and software for video conferencing in jail system by June 2012. **Results:** The Department, in reviewing the project, determined it would be more cost-effective for the County to directly purchase and install the system. The system will be tested and fully operational by September 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. **Results:** Aircraft was put in services by November 2011.
- **Objective 2** - Fully integrate the aircraft into support of Department patrol, investigation, and search-and-rescue operations by December 2011. **Results:** Aircraft fully integrated into daytime operations. The plane will be completely integrated into night-time surveillance with the installation of a new camera system by August 2012.

## **Other Accomplishments in FY 2011/12**

- Implemented AB 109 (2011 Realignment Legislation), starting in October 2011. The legislation requires that offenders convicted of certain non-violent, non-serious, and non-sex offenses will serve sentences in County jails instead of State prison. The law also stipulates that many former state prisoners violating terms of their parole will be sent to jail rather than back to prison. The County jail system has

successfully absorbed hundreds of AB 109 inmates since last fall.

- Secured a \$60 million grant under the State's AB 900 Phase II Jail Construction Financing Program to build a new jail in Porterville. The facility will increase overall capacity in the County jail system to assist in housing AB 109 inmates as well as additional offenders due to County population growth. The jail also will result in annual savings of hundreds of thousands of dollars for the Sheriff's Department in transporting inmates to court appearances for South County inmates, and will reduce travel time and air pollution from thousands of inmate visits each year by family members, defense attorneys, bail bondsmen, and others.
- Increased pressure on drug traffickers. Compared to the previous year, drug-related felony arrests were up 214%; asset forfeitures (such as drug money and vehicles) climbed 477%; and search warrants served increased by 245%. Confiscation of methamphetamine and processed marijuana were up by 176% and 400%, respectively.
- Assisted in revising a County ordinance on medical marijuana. The amendment significantly shortens the time period (to 30 days from 180 days) that a grower has to fully comply with restrictions on growing medical marijuana after being cited for violations of the ordinance. The amendment, enacted in May 2012, also imposes steep fines for such violations.
- Completed renovations at the Men's Correctional Facility (MCF) and moved the Residential Substance Abuse Program, temporarily housed at the Adult Pre-Trial Facility, back into MCF. Completed remodeling of inmate program locations adjacent to MCF: the Sheriff's engraving program

and two alternatives-to-incarceration programs (Sheriff's Work Alternative Program, or SWAP, and the Day Reporting Center, or DRC).

- Re-established the Tulare County Sexual Assault Felony Enforcement Team with renewed State funding. The team is comprised of Sheriff's detectives, a District Attorney investigator, and outreach services by non-profit Family Services of Tulare County. The team has significantly increased mandated registration of sexual offenders living in the Sheriff's jurisdiction.
- Conducted informational meetings in rural communities throughout the Sheriff's jurisdiction. The meetings covered crime prevention tips, information on community cleanup days and services offered by government agencies, and details on Sheriff's youth programs.
- Developed and implemented an anti-bullying presentation for elementary and middle-school children. The program, delivered by the Sheriff's community-based deputies, was presented at rural and urban schools across the County. The presentations drew up to 400 students per session.
- Participated in gang prevention sessions by the County's StepUp program throughout the Sheriff's jurisdiction.
- Assisted in establishing a "Venturing" troop in the rural community of Terra Bella south of Porterville. The program concentrates on outdoor activities such as camping and fishing for character development in youth.
- Conducted free outdoor movie nights in Cutler's Ledbetter Park during summer months. The family-oriented films

provided safe recreation for residents. More than 1,000 residents attended the series.

- Deployed a new boat and two jet skis, purchased with State funds, to patrol the Kings River. The equipment is used by Sheriff's Deputies to enforce water-safety laws of the popular river during the summer months.
- The Sheriff's Department Gang Awareness Parenting Project (GAPP), funded by First 5 Tulare County, was recognized as the Outstanding Provider for 2012. GAPP provides support for parents and caregivers of some of the County's most at-risk children, those with a parent in jail.

## Key Goals and Objectives for FY 2012/13

### Safety and Security

**Goal 1:** Enhance security at Adult Pre-Trial Detention Facility in response to influx of AB 109 inmates.

- **Objective 1** – Adjust coverage area of 15 existing cameras by September 2012 to enhance safety and security of deputies and inmates.
- **Objective 2** – Purchase 22 video cameras by September 2012 to bring camera total in jail to 120.
- **Objective 3** – Add video recording equipment for jail camera system by September 2012 to provide archival storage of footage for possible use in investigation of criminal incidents.

**Goal 2:** Obtain Lenco Armored Response Vehicle.

- **Objective 1** – Deploy Lenco "BearCat" Armored Response Vehicle by January 2013. The Sheriff's Tactical Enforcement Personnel (STEP) Unit will use the

anti-ballistic personnel carrier to execute high-risk search warrants and other dangerous enforcement actions where criminals may be armed, sometimes with high-caliber weapons. The vehicle has thick metal armor to repel even high-caliber bullets. It can also be fitted with a battering ram, tear-gas dispenser, and other devices that assist in successful completion of missions while helping assure officer safety.

**Goal 3:** Reduce illegal marijuana grow sites on Valley floor.

- **Objective 1:** Send letters to property owners of suspected illegal marijuana grow sites and medical marijuana dispensaries to explain marijuana laws and penalties for violations.
- **Objective 2:** Reduce illegal marijuana grow sites on Valley floor by 20% by June 2013, compared to sites identified sites in June 2012.

### Organizational Performance

**Goal 1:** Add an investigation unit for criminal activity inside County jails.

- **Objective** – Train Correctional Deputies by June 2013 to investigate serious crimes in jails (such as assaults on deputies or inmates), thus allowing Sheriff's Detectives to concentrate on crimes outside jails.

**Goal 2:** Develop a plan for alternatives-to-incarceration and to lessen inmate recidivism to cope with growing inmate population.

- **Objective 1** – Work with Probation and other agencies to prepare a comprehensive plan of evidence-based alternatives to incarceration by June 2013.
- **Objective 2** – By June 2013, identify a program that will assist inmates to transition from jail to society in ways

that lessen recidivism (committing new offenses that result in more jail time).

**Goal 3:** Enhance Sheriff's Explorer program as anti-gang deterrent.

- **Objective 1:** Develop Explorer recruitment program to be offered by Sheriff's Community-Based Deputies at rural schools by December 2012. Developed by the Boy Scouts, Explorers is a character-building program for girls and boys that offers training in law enforcement skills.
- **Objective 2:** By June 2013, increase membership in Sheriff's Explorers by 10%.

### Departmental Budget Request

The Department's Requested Budget represents an overall increase of \$2,016,687 or 3% in expenditures and an increase of \$6,270,832 or 42% in revenues when compared with the FY 2011/12 Final Budget. As a result, the Net County Cost is decreased \$4,254,145 or 7% when compared with the FY 2011/12 Final Budget.

Significant areas with major changes between the FY 2011/12 Final Budget and the FY 2012/13 Requested Budget are as follows:

- Salaries and Benefits increase \$3,491,298 due to the reinstatement of steps and merits, and the addition of 13 new positions due to the implementation of AB 109.
- Service and Supplies increase \$1,741,610 mainly for food expense, professional services, and special departmental purchases due to the influx of the inmate population as a result of AB 109.

- Other Charges increase \$471,520 due to an increase in utility costs and building maintenance and repairs expenditures.

- Capital Assets increase \$557,000 due primarily to rollover capital purchases from FY 2011/12.

- 1 Unmarked Vehicle \$30,000
- 1 Armored Rescue Vehicle \$380,000
- 1 Pre-Trial Security Camera System \$141,000
- Hot Swap Server \$6,000

- Countywide Cost Allocation Plan (COWCAP) charges decrease \$4,299,153 due to changes in the Plan.

- Revenue projections increase overall primarily due to AB 109.

Staffing changes reflected in the Requested Budget include the following:

- Add 13 FTE positions for AB 109. The requested additional positions include:

- 10 Sheriff's Correctional Deputies
- 1 IT Desktop Technician I

- Delete 1 FTE position due to the grant funding reduction of the I-NET program. The requested deleted positions include:

- 1 Sheriff's Sergeant

- Re-class 4 FTE positions to reflect positions duties and responsibilities. The requested re-classified positions include:

- 1 Computer Technical Analyst to IT Desktop Technician I
- 1 Computer Services Technician II to IT Desktop Technician I
- 1 Sheriff's Correctional Deputy to IT Desktop Technician I
- 1 Office Assistant III to Office Assistant IV

Staffing changes reflected in the Requested Budget that were approved by the Board of Supervisors with an effective date after May 6, 2012 until the publication of the Budget Book include the following:

- Add 2 FTE positions for AB 109. The requested additional positions include:
  - 1 Sheriff's Lieutenant-Correctional
  - 1 Inmate Program Specialist

### County Administrator's Recommendation

The budget is recommended as submitted.

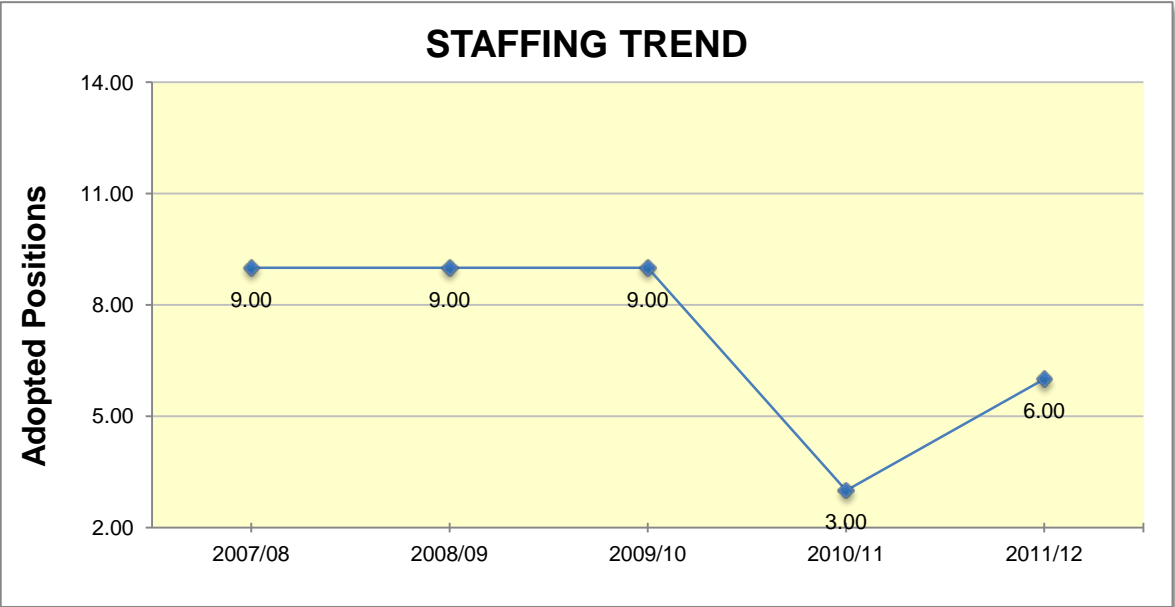
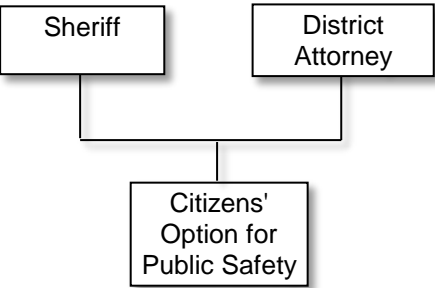
### Pending Issues and Policy Considerations

There are no pending issues or policy considerations.

### Department Head Concurrence or Appeal

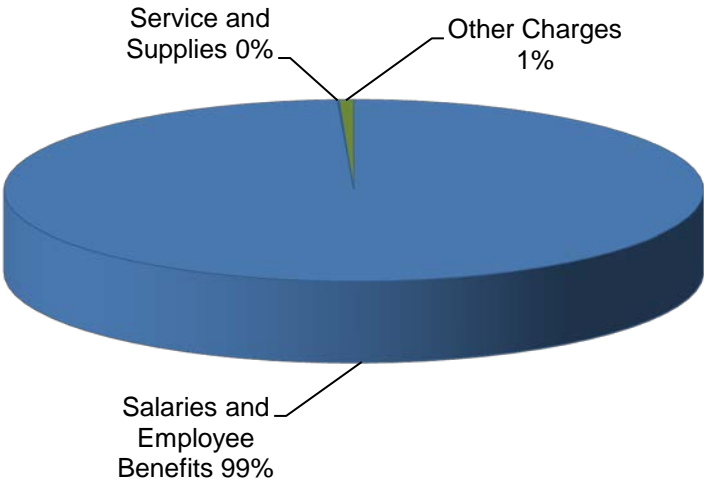
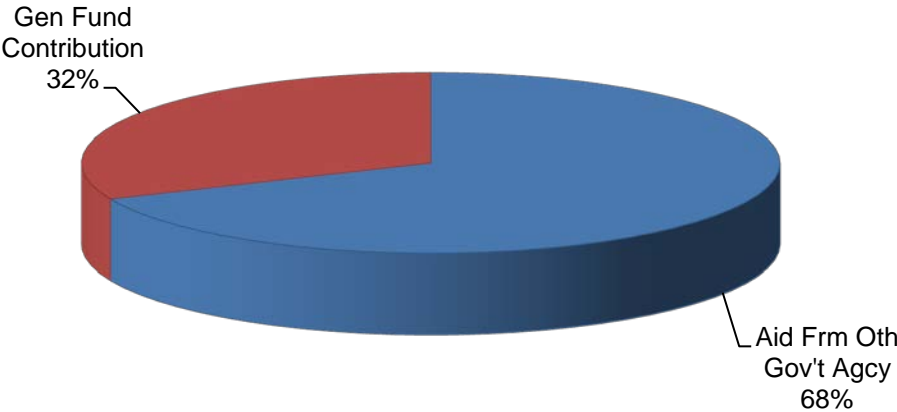
The Department Head concurs with the Recommended Budget.

<b>Recommended Budget</b>	
Operating	\$566,437
Positions	6



SOURCE OF FUNDS

USE OF FUNDS



FUND: 001  
AGENCY: 260

MAJOR ACCOUNTS CLASSIFICATIONS	2010/11 ACTUALS	2011/12 FINAL BUDGET	2012/13 DEPT REQUEST	2012/13 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Salaries And Employee Benefits	538,383	564,722	562,149	562,149	(2,573)	(0.46)%
Service And Supplies	390	0	400	400	400	0.00 %
Other Charges	<u>5,458</u>	<u>4,090</u>	<u>3,888</u>	<u>3,888</u>	<u>(202)</u>	<u>(4.94)%</u>
TOTAL APPROPRIATIONS	544,231	568,812	566,437	566,437	(2,375)	<u>(0.42)%</u>
REVENUES:						
Intergovernmental Revenue	<u>320,959</u>	<u>390,076</u>	<u>387,739</u>	<u>387,739</u>	<u>(2,337)</u>	<u>(0.60)%</u>
TOTAL REVENUES	<u>320,959</u>	<u>390,076</u>	<u>387,739</u>	<u>387,739</u>	<u>(2,337)</u>	<u>(0.60)%</u>
NET COUNTY COST	223,272	178,736	178,698	178,698	(38)	(0.02)%

## 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.

### Jail Operations

- Sheriff's detention supervisory personnel are assigned to the detention facilities to provide staff supervision.

### District Attorney

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

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

### Safety and Security

**Goal 1:** Utilize 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 2011/12 funding paid for three patrol deputies, one jail sergeant,

and one Deputy District Attorney, and one District Attorney Investigator

### Organizational Performance

**Goal 1:** Work with local governmental organizations to ensure Tulare County continues to receive annual funding. **Results:** The Department worked with local governmental organizations and received annual funding by June 2012.

## Key Goals and Objectives for FY 2012/13

### 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 its community policing goals by June 2013.

## Departmental Budget Request

The Requested Budget represents an overall decrease of \$2,375, or less than 1% in expenditures and a decrease of \$2,337 or 1% in revenues when compared with the FY 2011/12 Final Budget. As a result, the Net County Cost is decreased \$38 when compared with the FY 2011/12 Final Budget.

- Services and Supplies increased \$400 due to membership costs.

## County Administrator's Recommendation

The budget is recommended as submitted.

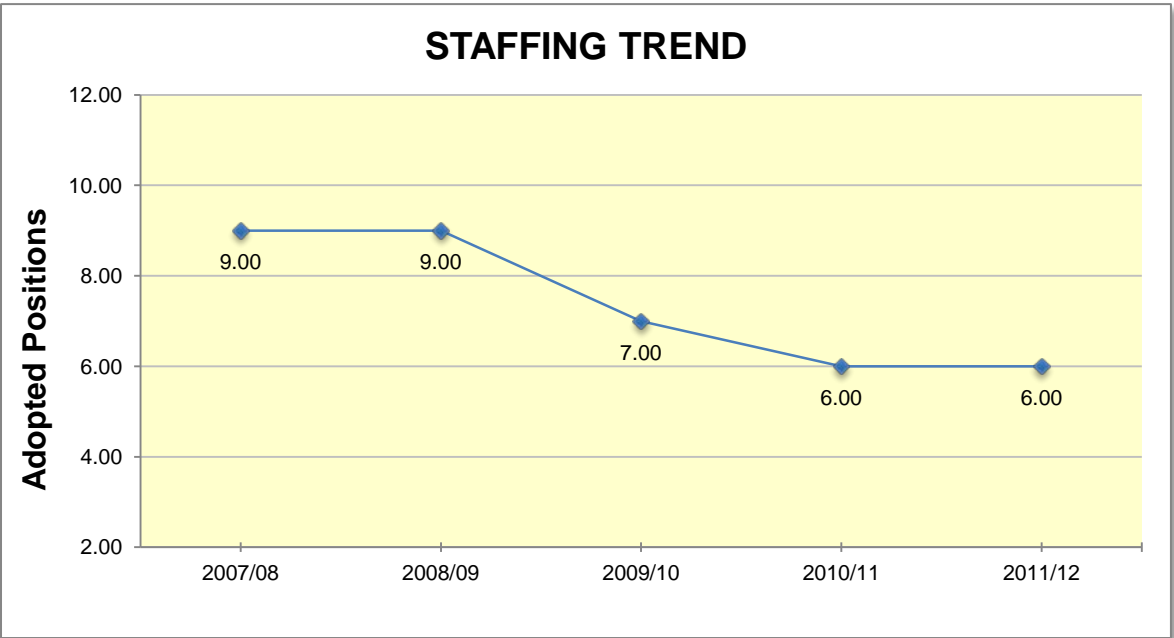
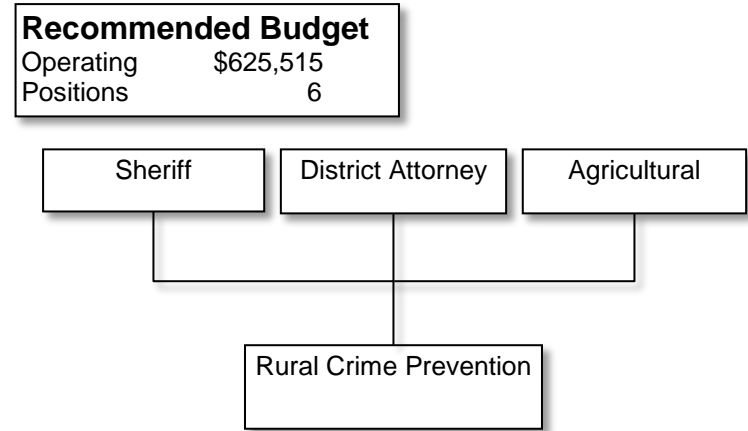


Pending Issues and Policy Considerations

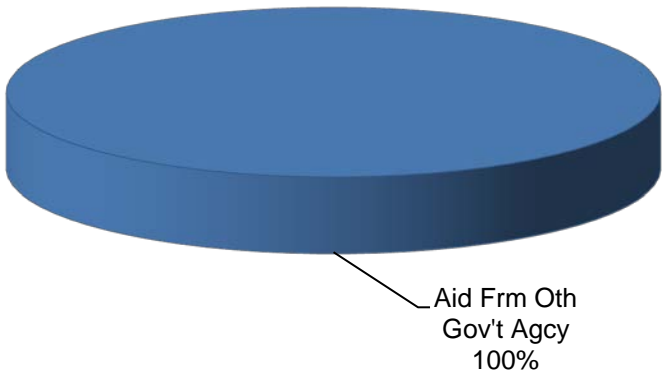
There are no pending issues of policy considerations.

Department Head Concurrence or Appeal

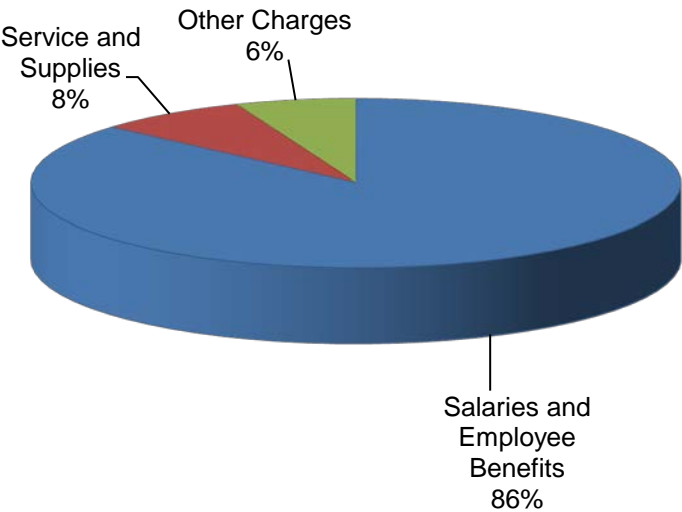
The Department Head concurs with the Recommended Budget.



**SOURCE OF FUNDS**



**USE OF FUNDS**



FUND: 001

AGENCY: 265

MAJOR ACCOUNTS CLASSIFICATIONS	2010/11 ACTUALS	2011/12 FINAL BUDGET	2012/13 DEPT REQUEST	2012/13 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Salaries And Employee Benefits	523,286	545,665	528,481	528,481	(17,184)	(3.15)%
Service And Supplies	6,796	22,329	46,135	46,135	23,806	106.61 %
Other Charges	<u>28,707</u>	<u>57,521</u>	<u>36,594</u>	<u>36,594</u>	<u>(20,927)</u>	<u>(36.38)%</u>
TOTAL APPROPRIATIONS	558,789	625,515	611,210	611,210	(14,305)	(2.29)%
REVENUES:						
Intergovernmental Revenue	<u>343,142</u>	<u>625,515</u>	<u>611,210</u>	<u>611,210</u>	<u>(14,305)</u>	<u>(2.29)%</u>
TOTAL REVENUES	<u>343,142</u>	<u>625,515</u>	<u>611,210</u>	<u>611,210</u>	<u>(14,305)</u>	<u>(2.29)%</u>
NET COUNTY COST	215,647	0	0	0	0	0.00 %

## 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 in FY 2011/12

The following statistics are based on calendar year 2011:

### Safety and Security

**Goal 1:** Successfully prosecute agricultural crime cases.  
**Results:** Investigated 529 cases with 64 arrests and referred over 97 cases for prosecution with 115 filed. Recovered property totaling \$397,173.

**Goal 2:** Actively seek restitution for victims of agricultural crime.  
**Results:** \$40,009 in restitution was ordered to be paid to the victims. The average amount ordered was \$2,353.

**Goal 3:** Network with the Central Valley Rural Crime Task Force Counties to address agricultural crime throughout the Central Valley.  
**Results:** Attendance has continued to increase with new members attending meetings throughout the year.

## Other Accomplishments in FY 2011/12

- Eighty-two Owner Applied Numbers (OAN) were issued during this reporting period.
- Investigators contacted and conducted outreach with 132 individuals in the agriculture industry.

## Key Goals and Objectives for FY 2012/13

The following goals are for calendar year 2012:

**Goal 1:** Successfully prosecute agricultural crime cases and maintain our high conviction rate.

**Goal 2:** Continue outreach efforts and find innovative ways to educate the agriculture community on how to protect their property against 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.

### Departmental Budget Requests

The Department's Requested Budget represents an overall decrease of \$14,305 or 2% expenditures and revenues when compared with the FY 2011/12. As a result, Net County Cost remains the same when compared with the FY 2011/12 Final Budget.

Significant areas with major changes between the FY 2011/12 Final Budget and the FY 2012/13 Requested Budget are as follows:

- Service and Supplies increase \$23,806 due to an increase in office supplies, and travel and training expenses.
- Other Charges decrease \$20,927 primarily due to a decrease in motor pool charges.

### County Administrator's Recommendation

The budget is recommended as submitted.

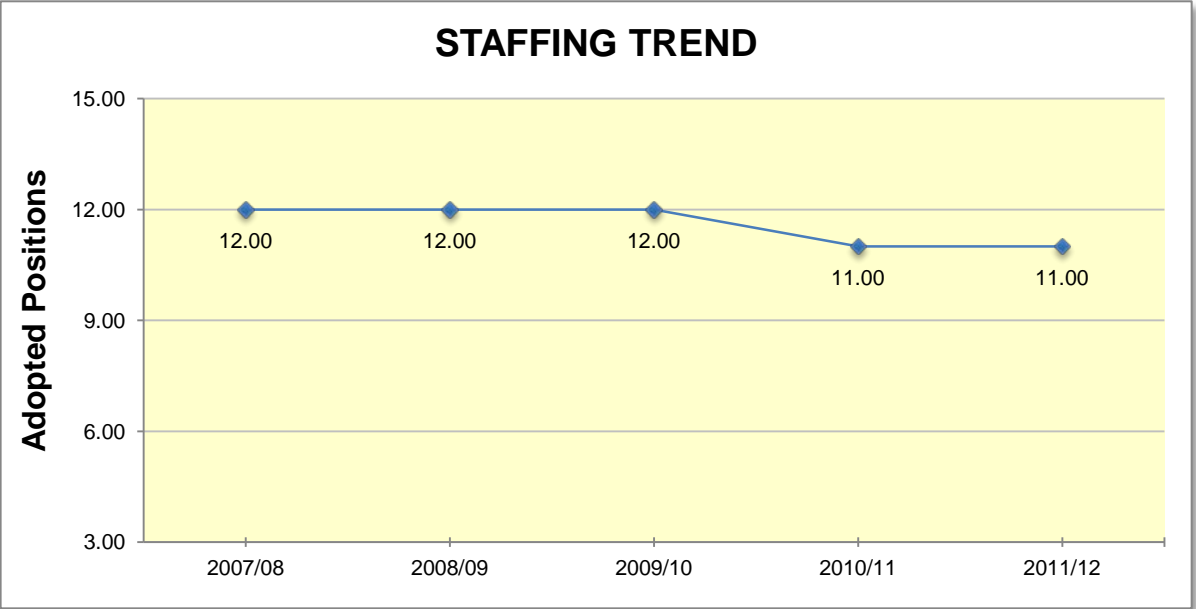
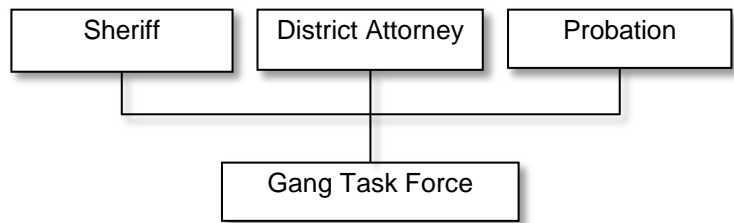
### Pending Issues and Policy Considerations

There are no pending issues or policy considerations.

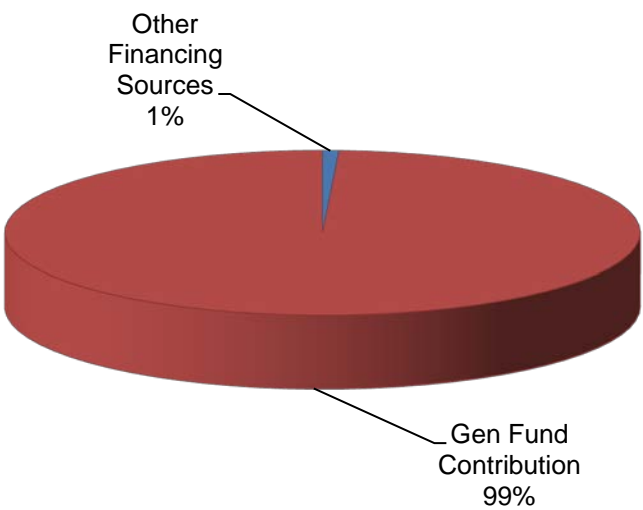
### Department Head Concurrence or Appeal

The Department Head concurs with the Recommended Budget.

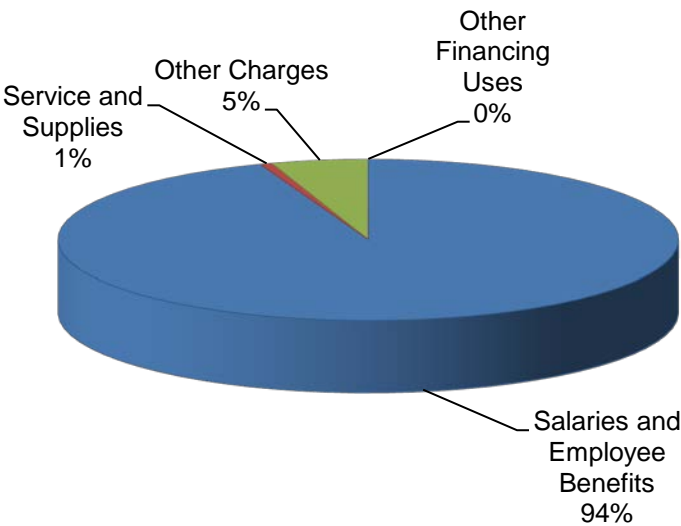
Recommended Budget	
Operating	\$1,036,111
Positions	11



SOURCE OF FUNDS



USE OF FUNDS



FUND: 001  
AGENCY: 270

MAJOR ACCOUNTS CLASSIFICATIONS	2010/11 ACTUALS	2011/12 FINAL BUDGET	2012/13 DEPT REQUEST	2012/13 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Salaries And Employee Benefits	940,085	967,476	977,525	977,525	10,049	1.04 %
Service And Supplies	7,306	6,519	6,519	6,519	0	0.00 %
Other Charges	54,112	50,449	52,067	52,067	1,618	3.21 %
Other Financing Uses	<u>6,824</u>	<u>7,200</u>	<u>0</u>	<u>0</u>	<u>(7,200)</u>	<u>(100.00)%</u>
TOTAL APPROPRIATIONS	1,008,327	1,031,644	1,036,111	1,036,111	4,467	<u>0.43 %</u>
REVENUES:						
Other Financing Sources	<u>9,917</u>	<u>22,423</u>	<u>8,583</u>	<u>8,583</u>	<u>(13,840)</u>	<u>(61.72)%</u>
TOTAL REVENUES	<u>9,917</u>	<u>22,423</u>	<u>8,583</u>	<u>8,583</u>	<u>(13,840)</u>	<u>(61.72)%</u>
NET COUNTY COST	998,410	1,009,221	1,027,528	1,027,528	18,307	1.81 %

## 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 123 known criminal street gangs in Tulare County with over 5,300 documented gang members, ranging in age from 11 to 61. In addition, there are a minimum of 14,400 gang "associates" who are active throughout the County.

A January 2011 report by the Violence Policy Center found Tulare County ranked 5th in California counties with the highest homicide rates among victims 10-24, and that 63% of those homicides were gang-related. The report showed that Tulare County ranked higher per capita than metropolitan areas like Los Angeles County.

In addition to gang violence, graffiti cases are continuing to impact neighborhoods and commercial establishments.

Several years ago, 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. The program operates across city and County boundaries, utilizing a whole community approach to the suppression and 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 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.

Each agency has a special unit with a focus on gang activity, dedicating personnel from their respective units: the Sheriff's Department Gang and Tactical Enforcement (North and South County MAGNET - Multi-Agency Gang Enforcement Team), the Probation Gang Unit, and the District Attorney's Gang Unit. This Task Force is critical to suppress gang activity and address the safety of Tulare County residents. During this fiscal year, 10 violent gang members were tried and convicted of homicide.

## 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 in 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.

**Results:** Prosecuted 148 adult gang cases and 54 juvenile gang cases; Sent 18 special staff details to different locations in the County, including rapid response details at the request of local law enforcement agencies; Made 42 felony arrests and 54 misdemeanor arrests; Conducted 68 probation searches, 84 parole searches, and 253 gang field interviews.

**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 four years; Worked with Gang Task Force personnel to explore expanding gang injunctions to other



targeted communities; Prosecuted 25 cases associated with gang injunctions in the County.

## Key Goals and Objectives for FY 2012/2013

### 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 \$4,467 or less than 1% expenditures and a decrease of \$13,840 or 62% in revenues when compared with the FY 2011/12 Final Budget. As a result, the Net County Cost increased \$18,307 or 2% when compared with the FY 2011/12 Final Budget.

Significant areas with major changes between the FY 2011/12 Final Budget and the FY 2012/13 Requested Budget are as follows:

- Other Financing Uses decrease \$7,200 due to a reduction in vehicle debt service.
- Revenue projections decreased overall due to an operating transfer in reduction from Probation to partially cover personnel expenses.

## County Administrator's Recommendation

This budget is recommended as submitted.

## Pending Issues and Policy Considerations

There are no pending issues or policy considerations.

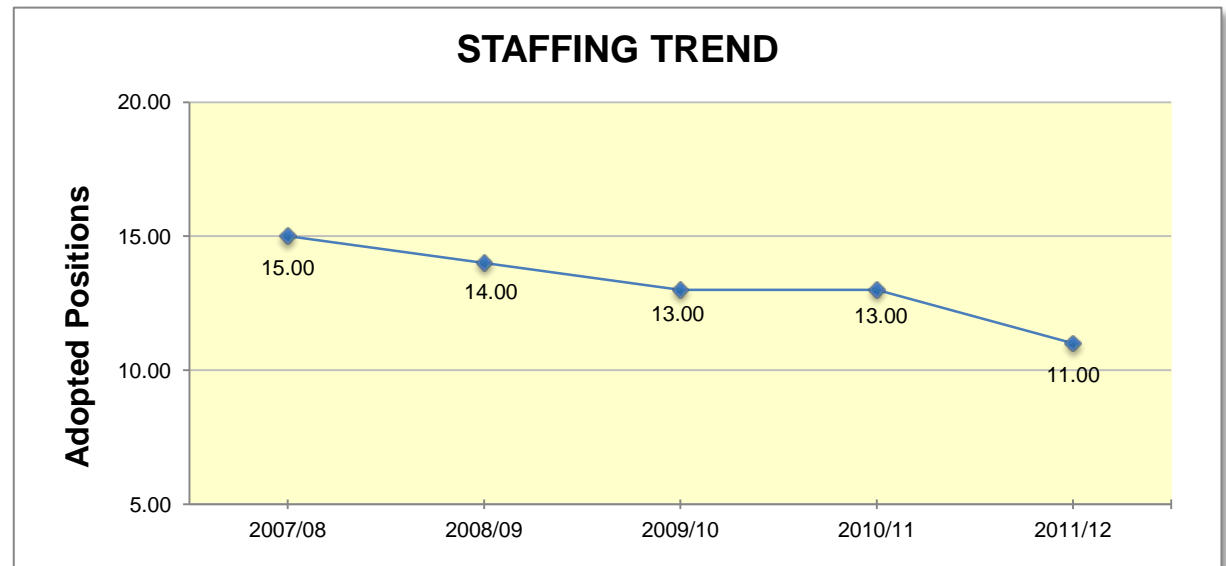
## Department Head Concurrence or Appeal

The Department Head concurs with the Recommended Budget.

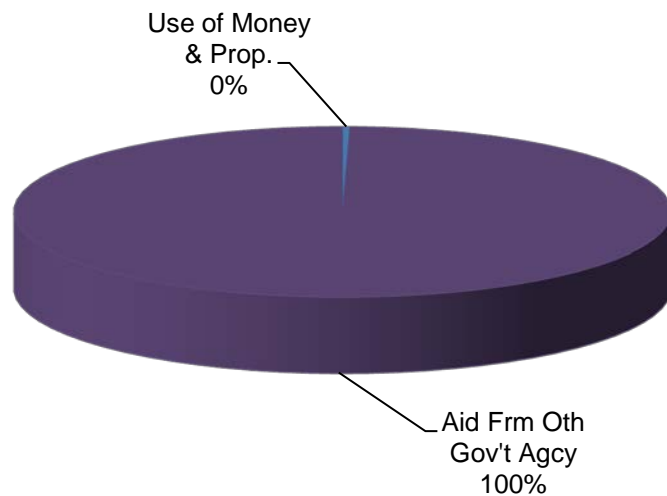
Recommended Budget	
Operating	\$1,225,622
Positions	10

Probation

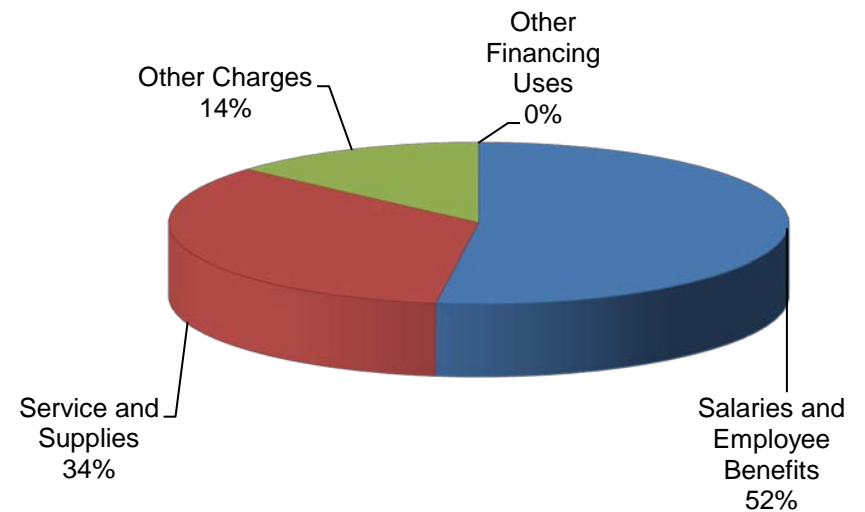
Juvenile Justice  
Crime Prevention



## SOURCE OF FUNDS



## USE OF FUNDS



FUND: 001  
AGENCY: 280

MAJOR ACCOUNTS CLASSIFICATIONS	2010/11 ACTUALS	2011/12 FINAL BUDGET	2012/13 DEPT REQUEST	2012/13 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Salaries And Employee Benefits	633,635	753,442	639,912	639,912	(113,530)	(15.07)%
Service And Supplies	84,680	137,684	421,200	421,200	283,516	205.92 %
Other Charges	133,209	202,638	164,510	164,510	(38,128)	(18.82)%
Other Financing Uses	<u>9,162</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00 %</u>
TOTAL APPROPRIATIONS	860,686	1,093,764	1,225,622	1,225,622	131,858	<u>12.06 %</u>
REVENUES:						
Rev. from Use of Money & Prop	6,950	9,001	4,500	4,500	(4,501)	(50.01)%
Intergovernmental Revenue	<u>853,739</u>	<u>1,084,763</u>	<u>1,221,122</u>	<u>1,221,122</u>	<u>136,359</u>	<u>12.57 %</u>
TOTAL REVENUES	<u>860,689</u>	<u>1,093,764</u>	<u>1,225,622</u>	<u>1,225,622</u>	<u>131,858</u>	<u>12.06 %</u>
NET COUNTY COST	(3)	0	0	0	0	0.00 %

## 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 skills.
- Relationships and participation skills.
- Resiliency and risk avoidance skills.
- Providing for graduated sanctions or consequences that are proportionate to the offense and 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 Non-custody Intake Program. 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.

### 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 Community Services and Employment Training, Inc. (CSET) 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 attend 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 in FY 2011/12

During FY 2011/12, the funding for this program was slightly increased. However, some vacant positions in NAB and Aftercare could not be filled due to lack of qualified candidates. In effect, accomplishments for these programs for FY 2011/12 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 youth success rate by 2% (80%).  
**Results:** Achieved a no arrest or referral success rate of 80% of NAB participants at 6-month follow-up by June 2012.
- **Objective 2** – Increase the Aftercare and Re-entry graduation rate by 2% from 15% to 17%. **Results:** Achieved an Aftercare graduation rate of approximately 25.17% by June 2012.
- **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. **Results:** Provided GREAT Program services to 2,600 students in 4<sup>th</sup>, 5<sup>th</sup>, 6<sup>th</sup>, and 7<sup>th</sup> grades from 19 different schools throughout the County by June 2012.

- **Objective 4** – Continue to provide GREAT Summer Camp to 100 children. **Results:** Provided GREAT Summer Camp to 115 children by June 2012.

## Key Goals and Objectives for FY 2012/13

### 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** – Continue to provide NAB services to at-risk youth and maintain a success rate of 80% by June 2013.
- **Objective 2** - Increase the Aftercare and Re-entry graduation rate by 2% from 25 to 27% by June 2013.
- **Objective 3** - Continue to provide GREAT Program services for at least up to 2,600 children in 4<sup>th</sup> through 7<sup>th</sup> grades at selected school sites located throughout the County by June 2013.
- **Objective 4** - Continue to provide GREAT Summer Camp to 100 children by June 2013.

## Departmental Budget Request

The Requested Budget represents an overall increase of \$131,858 or 12% in both expenditures and revenues when compared with the FY 2011/12 Final Budget. The Net County Cost remains at \$0.

Significant areas with major changes between the FY 2011/12 Final Budget and the FY 2012/13 Requested Budget are as follows:

- Salaries and Benefits decrease \$113,530 due to the transfer of the Supervising Probation Officer to Department 205 in FY 2011/12.
- Services and Supplies increase \$283,516 due to increase in contract price for CSET for the Summer Camp, an additional contract with Tulare County Youth Bureau, other treatment/counseling services, an increase in Office Expense attributable to the purchase of computers and printers, and an increase in Special Departmental Expenses due to the purchase of officer safety equipment and radio.
- Other Charges decrease \$38,128 due to decrease in services from other Departments.
- Revenue projections increase overall due to an increase in State funding.

## County Administrator's Recommendation

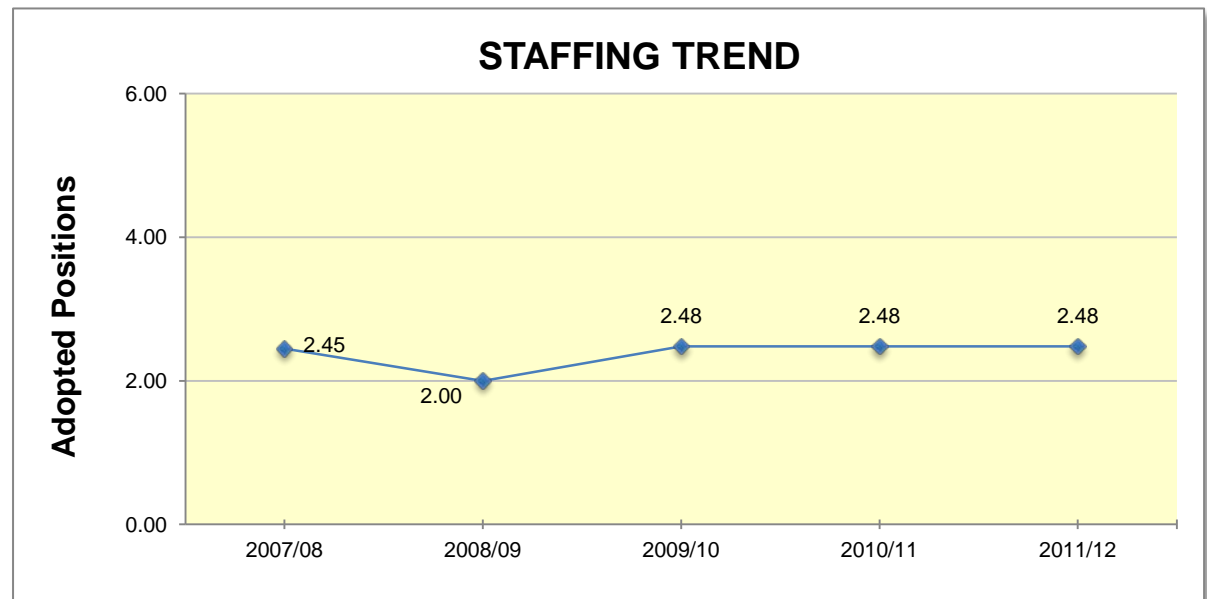
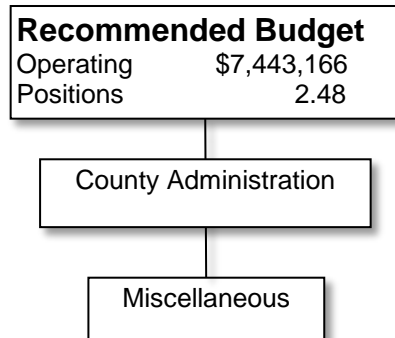
This budget is recommended as submitted.

## Pending Issues and Policy Considerations

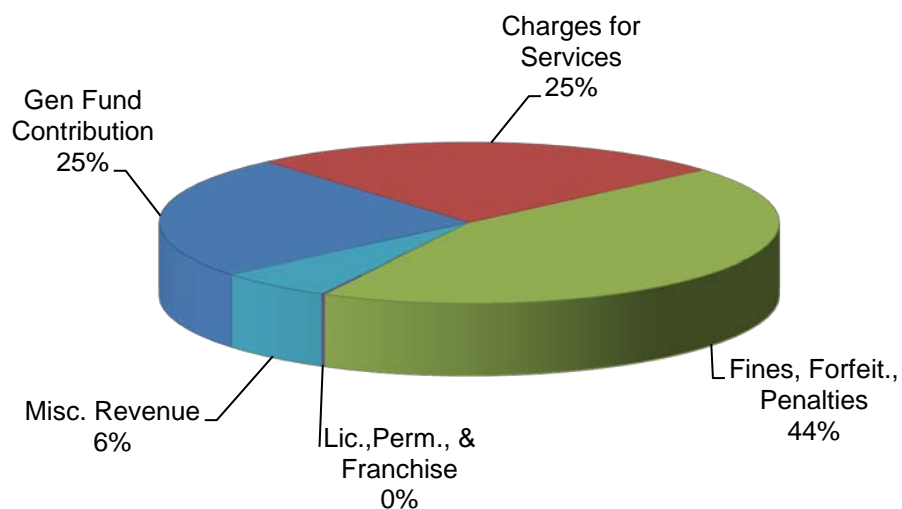
There are no pending issues or policy considerations.

## Department Head Concurrence or Appeal

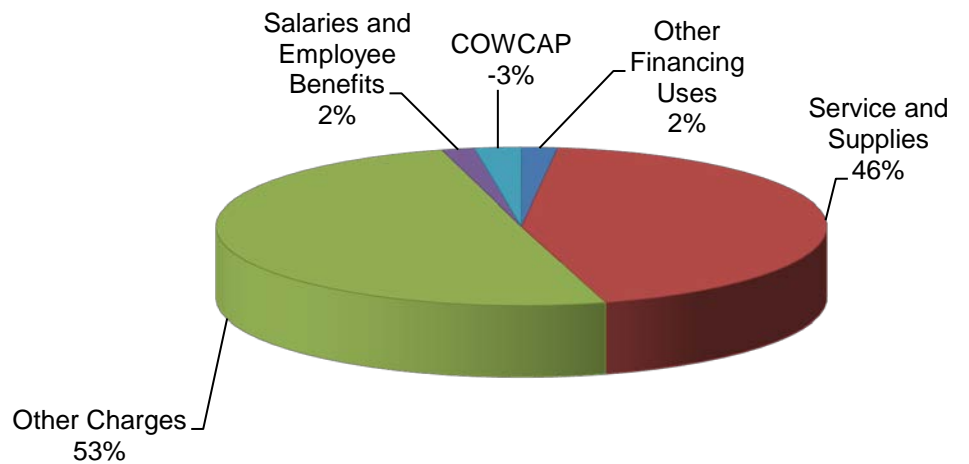
The Department Head concurs with the Recommended Budget.



## SOURCE OF FUNDS



## USE OF FUNDS



FUND: 001  
AGENCY: 810

MAJOR ACCOUNTS CLASSIFICATIONS	2010/11 ACTUALS	2011/12 FINAL BUDGET	2012/13 DEPT REQUEST	2012/13 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Salaries And Employee Benefits	140,455	132,707	135,105	135,105	2,398	1.81 %
Service And Supplies	3,088,494	3,583,047	3,420,193	3,420,193	(162,854)	(4.55) %
Other Charges	3,841,408	3,842,804	3,933,161	3,933,161	90,357	2.35 %
Other Financing Uses	272,583	273,085	147,979	147,979	(125,106)	(45.81) %
Cowcap	<u>165,379</u>	<u>145,627</u>	<u>(193,272)</u>	<u>(193,272)</u>	<u>(338,899)</u>	<u>(232.72) %</u>
TOTAL APPROPRIATIONS	7,508,319	7,977,270	7,443,166	7,443,166	(534,104)	(6.70) %
REVENUES:						
Lic.,Permits & Franchise	10,185	9,500	9,500	9,500	0	0.00 %
Fines,Forfeit.,Penalties	3,294,517	3,300,957	3,282,975	3,282,975	(17,982)	(0.54) %
Charges For Current Serv	1,921,828	1,868,300	1,853,650	1,853,650	(14,650)	(0.78) %
Miscellaneous Revenue	<u>691,614</u>	<u>416,985</u>	<u>449,010</u>	<u>449,010</u>	<u>32,025</u>	<u>7.68 %</u>
TOTAL REVENUES	<u>5,918,144</u>	<u>5,595,742</u>	<u>5,595,135</u>	<u>5,595,135</u>	<u>(607)</u>	<u>(0.01) %</u>
NET COUNTY COST	1,590,175	2,381,528	1,848,031	1,848,031	(533,497)	(22.40) %



### 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.

### Departmental Budget Request

The Requested Budget represents an overall decrease of \$534,104 or 7% in expenditures and a decrease of \$607 or less than 1% in revenues, when compared with the FY 2011/12 Final Budget. As a result, the Net County Cost is decreased \$533,497 or 32% when compared with the FY 2011/12 Final Budget.

Significant areas with major changes between the FY 2011/12 Final Budget and the FY 2012/13 Requested Budget are as follows:

- Services and Supplies decrease \$162,854 primarily due to a reduction in the Conflict Defender contract.
- Other Financing Uses decrease \$125,106 due to a reduction in Invensys charges.
- Countywide Cost Allocation Plan (COWCAP) charges decrease \$338,899 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.

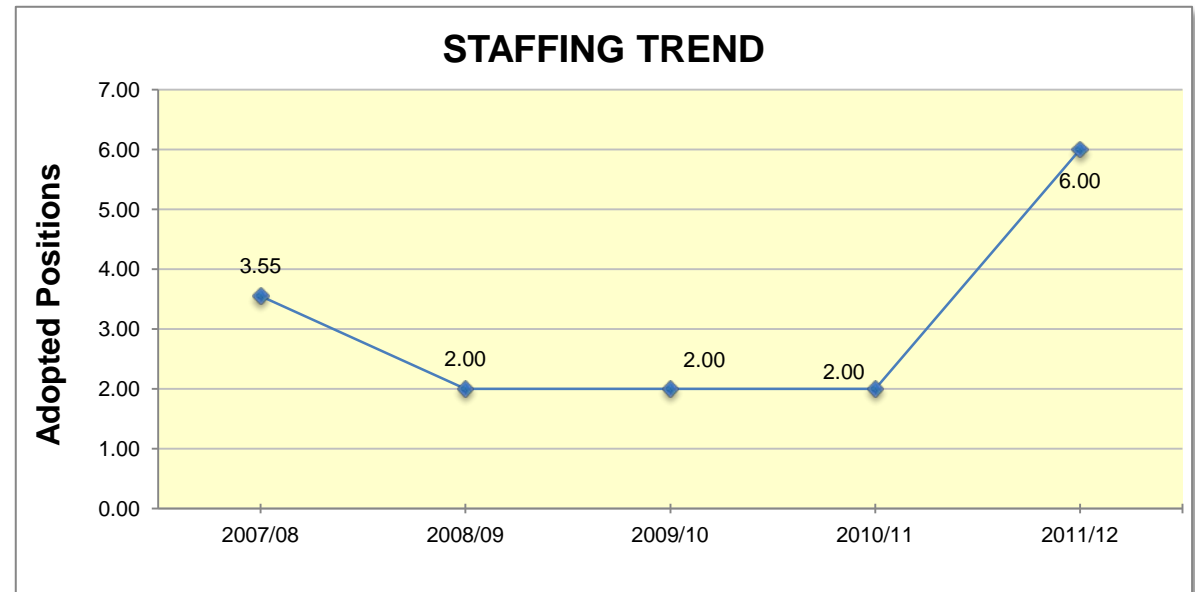
### Department Head Concurrence or Appeal

The Department Head concurs with the Recommended Budget.

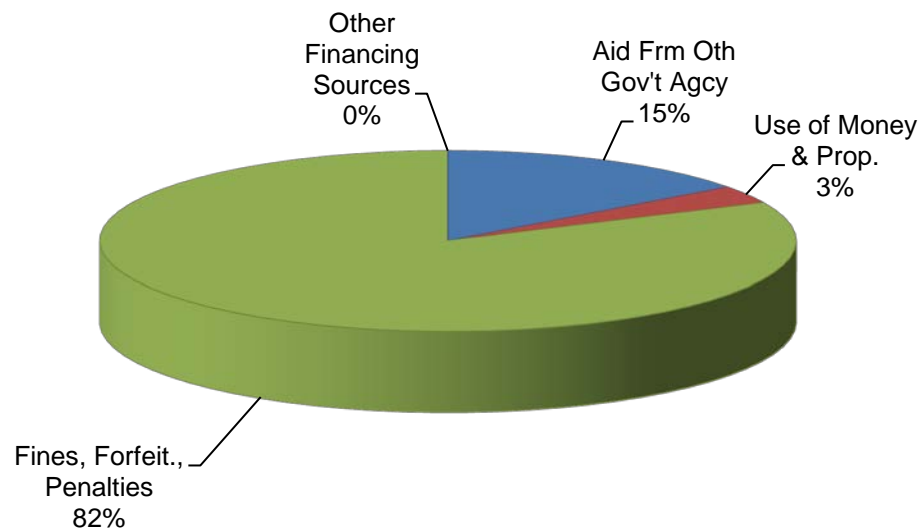
**Recommended Budget**  
Operating     \$1,142,461  
Positions       7

Health and Human  
Services Agency

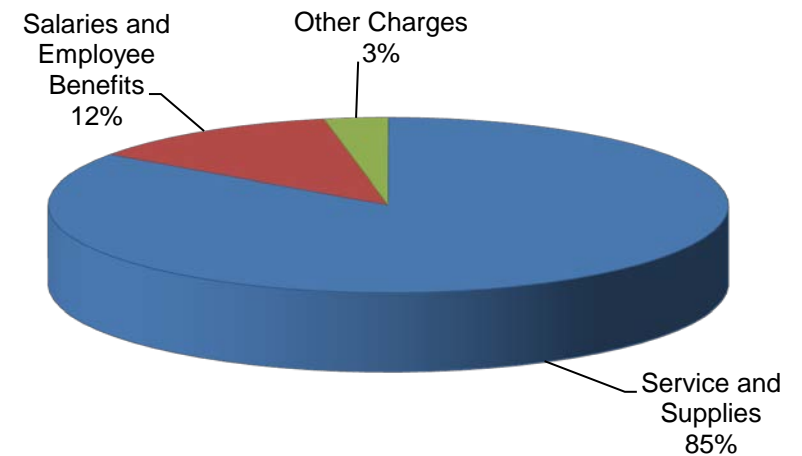
Indigent Health Care



## SOURCE OF FUNDS



## USE OF FUNDS



FUND: 004  
AGENCY: 142

MAJOR ACCOUNTS CLASSIFICATIONS	2010/11 ACTUALS	2011/12 FINAL BUDGET	2012/13 DEPT REQUEST	2012/13 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Salaries And Employee Benefits	175,788	171,753	139,927	139,927	(31,826)	(18.53)%
Service And Supplies	927,502	970,695	968,058	968,058	(2,637)	(0.27)%
Other Charges	<u>20,258</u>	<u>23,037</u>	<u>34,476</u>	<u>34,476</u>	<u>11,439</u>	<u>49.65 %</u>
TOTAL APPROPRIATIONS	1,123,548	1,165,485	1,142,461	1,142,461	(23,024)	(1.98)%
REVENUES:						
Fines,Forfeit.,Penalties	949,407	936,018	936,015	936,015	(3)	0.00 %
Rev. from Use of Money & Prop	28,752	37,098	37,098	37,098	0	0.00 %
Intergovernmental Revenue	108,390	192,369	169,345	169,345	(23,024)	(11.97)%
Miscellaneous Revenue	19,543	0	3	3	3	0.00 %
Other Financing Sources	<u>17,079</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00 %</u>
TOTAL REVENUES	<u>1,123,171</u>	<u>1,165,485</u>	<u>1,142,461</u>	<u>1,142,461</u>	<u>(23,024)</u>	<u>(1.98)%</u>
NET COUNTY COST	377	0	0	0	0	0.00 %

## 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 in 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 and procedures; develop, plan, and implement necessary program changes to increase program efficiency, by June 2012. **Results:** Evaluated Maddy Program process and procedures; developed, planned, and implemented necessary program changes to communication process as it relates to the Medical Society of Tulare County, thus increasing program efficiency.
- **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, by June 2012. **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. Developed, planned, and implemented one provider training session for Tulare County providers on the Tulare County Medical Services (TCMS) claim process.

## Key Goals and Objectives for FY 2012/13

### Organizational Performance

**Goal 1:** Improve the overall responsiveness of the TCMS Program through organizational and program improvements.

- **Objective 1** – Enhance efficiency of TCMS Program by evaluating Authorization Review Unit's process to streamline access to care, by June 2013.
- **Objective 2** – Enhance staff productivity and improve coordinated patient care by reducing TCMS authorization approval time from 72 hours to 48 hours after receipt by June 2013

### Departmental Budget Request

The Requested Budget represents an overall decrease of \$23,024 or 2% in both expenditures and revenues when compared with the FY 2011/12 Final Budget.

The major factor contributing to the changes between the FY 2011/12 Final Budget and the FY 2012/13 Requested Budget is as follows:

- Salaries and Benefits decrease \$31,826 due to reallocation of positions to reflect current program needs.

### County Administrator's Recommendation

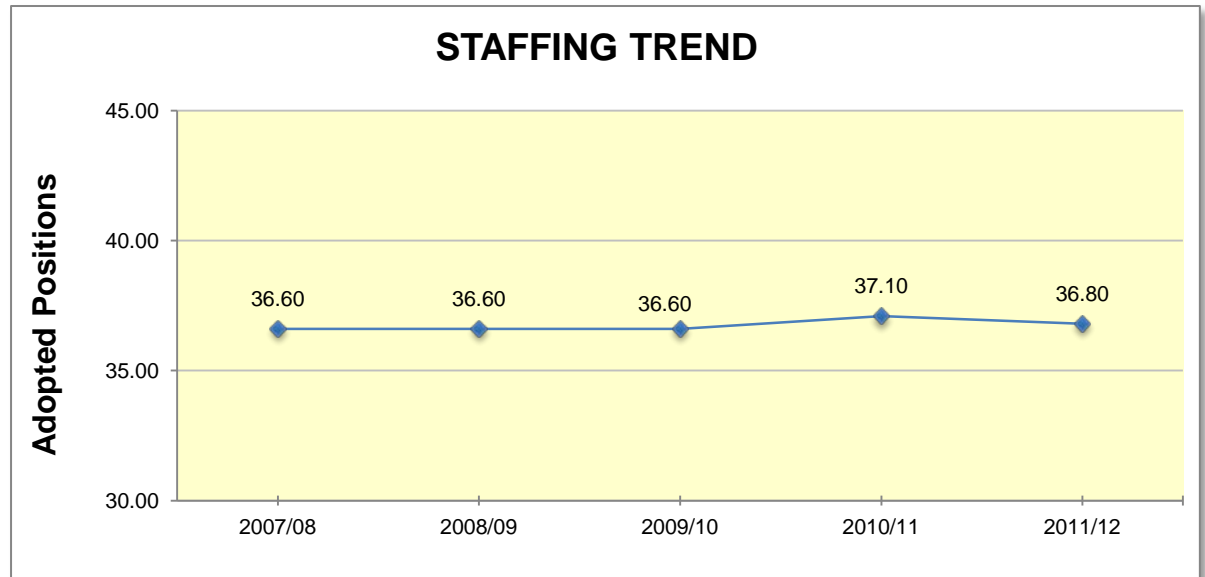
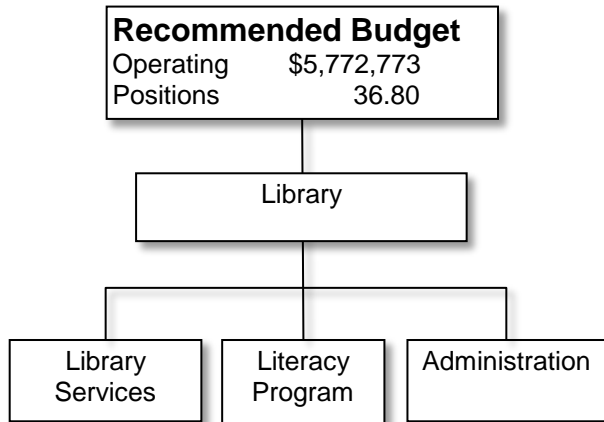
This budget is recommended as submitted.

### Pending Issues and Policy Considerations

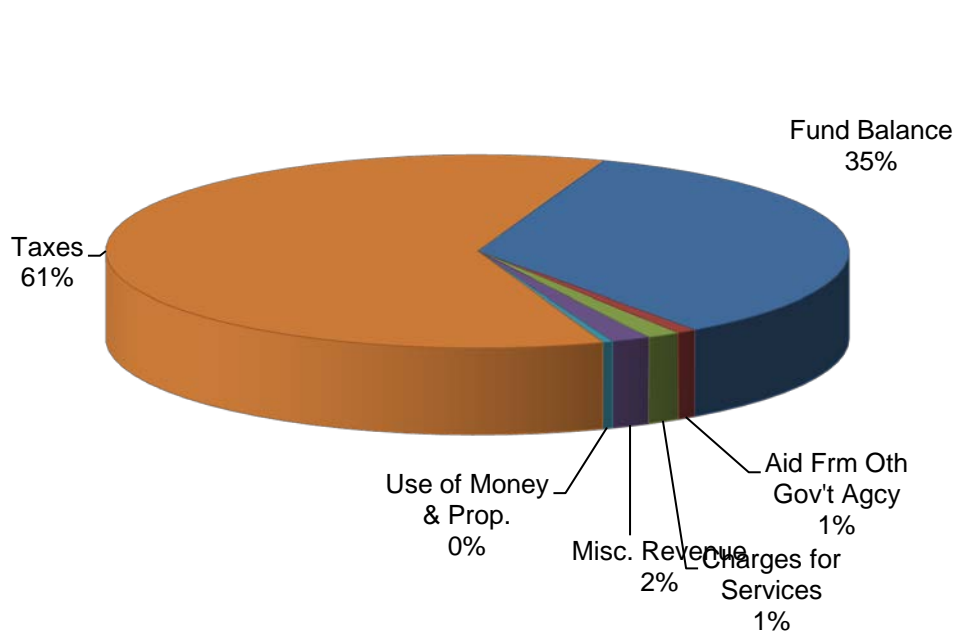
There are no pending issues or policy considerations.

### Department Head Concurrence or Appeal

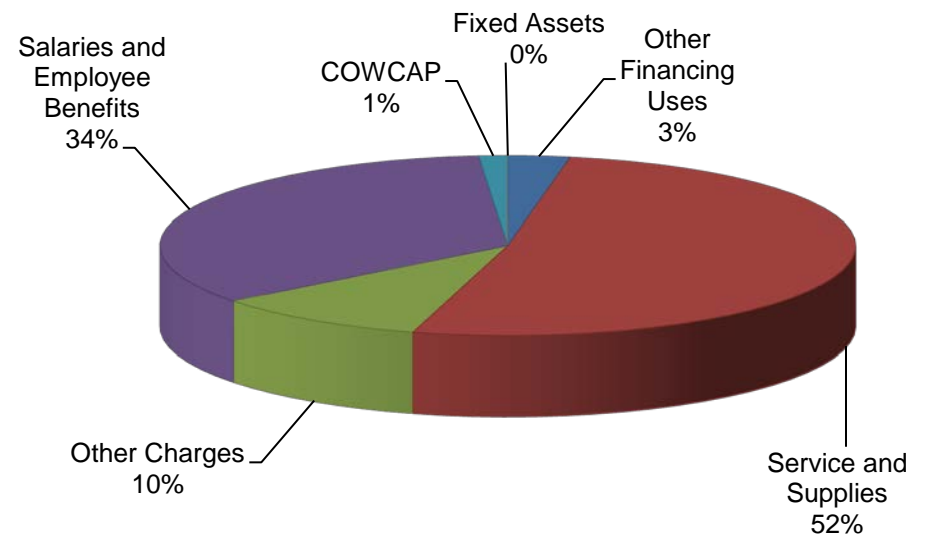
The Department Head concurs with the Recommended Budget.



## SOURCE OF FUNDS



## USE OF FUNDS



FUND: 010  
AGENCY: 145

MAJOR ACCOUNTS CLASSIFICATIONS	2010/11 ACTUALS	2011/12 FINAL BUDGET	2012/13 DEPT REQUEST	2012/13 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Salaries And Employee Benefits	1,823,318	1,999,476	1,977,172	1,977,172	(22,304)	(1.12)%
Service And Supplies	1,385,631	3,268,703	2,973,256	2,973,256	(295,447)	(9.04)%
Other Charges	634,342	600,450	579,222	579,222	(21,228)	(3.54)%
Fixed Assets	82,590	295,000	0	0	(295,000)	(100.00)%
Other Financing Uses	35,981	177,334	165,934	165,934	(11,400)	(6.43)%
Cowcap	<u>347,942</u>	<u>204,168</u>	<u>77,189</u>	<u>77,189</u>	<u>(126,979)</u>	<u>(62.19)%</u>
TOTAL APPROPRIATIONS	4,309,804	6,545,131	5,772,773	5,772,773	(772,358)	(11.80)%
REVENUES:						
Taxes	3,368,583	3,182,593	3,522,190	3,522,190	339,597	10.67 %
Rev. from Use of Money & Prop	59,193	40,000	26,000	26,000	(14,000)	(35.00)%
Intergovernmental Revenue	288,336	328,000	49,000	49,000	(279,000)	(85.06)%
Charges For Current Serv	143,419	79,000	84,000	84,000	5,000	6.33 %
Miscellaneous Revenue	<u>46,692</u>	<u>136,908</u>	<u>98,429</u>	<u>98,429</u>	<u>(38,479)</u>	<u>(28.11)%</u>
TOTAL REVENUES	<u>3,906,223</u>	<u>3,766,501</u>	<u>3,779,619</u>	<u>3,779,619</u>	<u>13,118</u>	<u>0.35 %</u>
NET COUNTY COST	403,581	2,778,630	1,993,154	1,993,154	(785,476)	(28.27)%

## 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.
- Providing 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 Book Machines in Cutler and in the Workforce Investment Board “One-Stops” in Visalia and Dinuba.
- The Library provides traditional library services, including reader’s advisory, information retrieval, and programming. The Library’s collection includes more than 300,000 volumes of 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, newspapers, and e-books, are also available to customers. The Visalia Branch Library computer lab offers free public instruction on software applications, e-readers, 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 READ TO SUCCEED Adult Literacy Program provides one-on-one tutoring services and conversation circles at the Literacy Center in Visalia, and in the branch libraries. We target a wide range of goals, including GED test preparation, improvement of basic reading and writing skills, and mastery of English as a second language (ESL). On average, the Literacy Center supports 75-80 tutor/learner pairs each week.



- The Health and Human Services Agency (HHSA) refers clients to the Literacy Center through the five district offices. The Literacy Advocate provides additional oversight to these referrals to monitor and support their progress toward self-sufficiency. This arm of the Literacy program serves customers in Visalia, Dinuba, Tulare, Strathmore, and Porterville.
- Early Literacy for Families (ELF) provides key literacy pre-reading activities through this once-a-month book club. We serve 80 children and their parents each month (in groups of 20) during the academic year. Our Early Literacy Trainings (ELT) offer materials and instruction to parent and caregiver groups in the community to promote pre-reading activities. 350 to 400 caregivers are trained annually.

#### 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 in FY 2011/12

##### Economic Well-Being

**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). **Results:** New Teen Librarian Faythe Arrendendo established a new teen blog as well as a Teen Advisory Group. The group interacts at the blog at <http://www.tclteens.org/> and at the bi-weekly Teen Advisory Group meetings.
- **Objective 2** - Implement online review program for teens, including: books, games, music, and movies. Forum website will be established by September 2011. **Results:** [www.tclteens.org](http://www.tclteens.org) was established in September 2011 and includes teen reviews of popular materials from reading to gaming.
- **Objective 3** - Develop a "Read Down Your Fines" program for Teen Read Week October 2011. **Results:** Three teens participated and turned in 41 reviews to clear their fines.
- **Objective 4** - Create a regular teen group to provide input on Library programs, collections, and services to teens by January 2012. **Results:** Teen Advisory Group was established and now meets bi-weekly to provide advice on library programs, collections, and services.
- **Objective 5** - Establish class visits to local high school and middle schools by January 2012. **Results:** Some of the classes were visited prior to the start of Summer Reading In April.
- **Objective 6** - Implement Summer Reading program by June 2012. **Results:** The Tulare County Library had their first Teen Summer Reading Program, OWN THE NIGHT, this year to much success.
- **Objective 7** - Attempt to replicate programs system-wide in next fiscal year. **Results:** Faythe will coordinate with the branch manager for the Dinuba Library Branch to help them establish a Teen Summer Reading Program next fiscal year.

**Goal 2:** 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. **Results:** Meebo technology was installed on the reference computers and a link was created on the Library website in October 2011.
- **Objective 2** - Determine how to schedule librarians to monitor incoming questions by March 2012. **Results:** Librarians were scheduled to virtual reference time in conjunction with their regular reference desk schedules in October 2011.
- **Objective 3** - Coordinate partnerships with other libraries by April 2012. **Results:** Project did not warrant enough traffic to move forward with this objective.
- **Objective 4** - Develop procedures for providing this service by May 2012. **Results:** Service was tested, however, low traffic attributed to discontinuing the project.

### Quality of Life

**Goal 1:** 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. **Results:** The Library made an assessment of available resources. Determined that needed classes can be expanded in Visalia and possibly Dinuba.
- **Objective 2** - Determine new class topics and number of classes by December 2011. **Results:** The Library began new classes in Visalia. Additional computer classes were provided as well as a new e-book class on downloading the library's e-books onto an e-reader like the Amazon Kindle or the Barnes and Noble Nook.

- **Objective 3** - Begin instruction in Visalia by January 2012. **Results:** Initial attendance was overwhelming as we provided the weekly class. As more people took the class, attendance dropped and we began offering the class once a month starting in May 2012.
- **Objective 4** - Investigate which branches to begin instruction and replicate classes by March 2012. **Results:** Currently performing an assessment in Dinuba in expanding computer classes and providing an e-book class there.

### Organizational Performance

**Goal 1:** 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. **Results:** Work is still in progress for this goal. The Library relies on volunteers from some of the work and we found that January was an unrealistic date with available resources.
- **Objective 2** - Digitize, describe, and upload approximately 100 photographic negatives in the History Room's photo files by March 2012. **Results:** This project was not completed and will be added to the goals and objectives for FY 2012/13.
- **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. **Results:** This project was not completed and will be added to the goals and objectives for FY 2012/13.
- **Objective 4** - Digitize, describe, and upload all VHS video tapes in History Room to digital versions by June 2012. **Results:** This project was not completed and will be added to the goals and objectives for FY 2012/13.

**Goal 2:** Increase Library promotional presence and community outreach.

- **Objective 1** - Identify key venues to advertise in print, online and other spaces by September 2011. **Results:** Identified good print sources, but better online resources for promotion as papers like The Valley Voice closed operations.
- **Objective 2** - Deploy social networking to include in advertisements by December 2011. **Results:** Launched Facebook, Twitter, Google+, and Pinterest pages. We also streamlined the library blogs to make them easier to find on the Library's webpage.
- **Objective 3** - Establish two additional regular Library columns in local newspapers by December 2011. **Results:** One column was added. Other newspapers in the area closed or were not interested.
- **Objective 4** - Have increased press coverage for quarterly events by January 2012. **Results:** Press coverage of our events has been outstanding. Coverage of our E-book/Kindle compatibility brought a record number of check-outs. We checked-out all of our Nooks in the first two days as a result of the good publicity.
- **Objective 5** - Increase the number of press releases to at least once a month to raise awareness of Library offerings by January 2012. **Results:** Met the objective with great coverage of major Library events.

**Goal 3:** 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. **Results:** Since the Library is not on the same computer network as the County, staff needs to actively search for ways to transfer that information or provide access to Library staff.

- **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. **Results:** Review of this objective is ongoing.
- **Objective 3** - Create and print expectations and a training schedule to share with the staff by April 2012. **Results:** Review of this objective is ongoing.

### Other Accomplishments in FY 2011/12

- Signed up over 3,400 children for the Summer Reading Program for youth. Offered 32 programs with more than 8,000 children participating.
- Participated in the In-and-Out Cover-to-Cover program. In-and-Out Restaurants provided 244 children with incentives to read.
- Circulation increased 1% this fiscal year with the library adding different types of media to its collections including e-books, playaways, and Barnes and Noble Nooks.
- Computer usage increased 12% this year with new children's early literacy computers being added to Visalia, Earlimart, Ivanhoe, and Lindsay.
- The Library also successfully completed its renovation projects for Ivanhoe and Earlimart branches.
- Provided a presentation to the California Library Association regarding successful grant seeking for the Library's Jobs in a Box Project.

## Key Goals and Objectives for FY 2012/13

**Goal 1:** Expand and transition GED training instruction to meet the requirements of the new 2014 GED test.

- **Objective 1** – Purchase new GED training materials that reflect the revised test content by September 2012.
- **Objective 2** – Provide onsite tutoring in basic computer skills necessary for the new test computer format by December 2012.
- **Objective 3** – Train tutors on new content standards and instructional techniques by December 2012.

**Goal 2:** Explore, expand, and expose Tulare County Library patrons to new technologies.

- **Objective 1** – Add more Nooks with different content to circulate in Visalia and expand to Dinuba Library by September 2012.
- **Objective 2** – Circulate Google Chromebooks as part of a State Library Grant by September 2012.
- **Objective 3** – Add Wi-Fi to Dinuba Library by December 2012.
- **Objective 4** – Assess current technology services and develop a report on where the Library should develop resources by December 2012.

**Goal 3:** Expand Youth Programs in library branches

- **Objective 1** – Develop Teen Summer Reading Program for the Dinuba Library by April 2013.
- **Objective 2** – Expand children's movie program to Alpaugh, Tipton, and Springville by November 2012.
- **Objective 3** – Expand Wii Gaming program to Alpaugh, Springville, Tipton, and Lindsay by November 2012.
- **Objective 4** – Expand Teen Programming to Earlimart and Tipton by November 2012.

**Goal 4:** Digitize, preserve, and host historic audio-visual materials in the History Room.

- **Objective 1** - Digitize, describe, and upload 6 reels of slides of images gathered for a Strathmore History project by June 2013.
- **Objective 2** - Digitize, describe, and upload 14 audio cassettes to MP3 files -- Tache Yokut interviews, 1979 College of the Sequoias class project by June 2013.
- **Objective 3** - Digitize fragile oversize items (such as maps) and provide computer access by June 2013.

## Departmental Budget Request

The Department's Requested Budget represents an overall decrease of \$772,358 or 12% in expenditures and an increase of \$13,118 or 0% in revenue when compared with the FY 2011/12 Final Budget. The \$1,993,154 difference between expenditures and revenues represents the use of Reserves.

Significant areas with major changes between the FY 2011/12 Final Budget and the FY 2012/13 Requested Budget are as follows:

- Services and Supplies decrease \$295,447. In FY 2011/12, the Library purchased a wide variety of furniture for its facilities. The same purchases do not need to be made in FY 2012/13.
- Capital Assets decrease \$295,000 as no Capital Assets are planned for FY 2012/13.
- Countywide Cost Allocation Plan (COWCAP) charges decrease \$126,979 due to changes in the Plan.

### County Administrator's Recommendations

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.



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

**011-015  
Fish and Game**

FUND: 011

AGENCY: 015

MAJOR ACCOUNTS CLASSIFICATIONS	2010/11 ACTUALS	2011/12 FINAL BUDGET	2012/13 DEPT REQUEST	2012/13 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Other Charges	<u>12,940</u>	<u>16,804</u>	<u>12,860</u>	<u>12,860</u>	<u>(3,944)</u>	<u>(23.47)%</u>
TOTAL APPROPRIATIONS	12,940	16,804	12,860	12,860	(3,944)	(23.47)%
REVENUES:						
Fines,Forfeit.,Penalties	7,229	0	0	0	0	0.00 %
TOTAL REVENUES	<u>7,229</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00 %</u>
NET COUNTY COST	5,711	16,804	12,860	12,860	(3,944)	(23.47)%

## 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 in FY 2011/12

Not applicable.

## Other Accomplishments in FY 2011/12

- The Fish and Game Commission recommended support in, conservation, propagation, and preservation projects for FY 2011/12 to include: providing feed and supplies for rearing pheasants which are randomly released during hunting season related to a Junior Pheasant Hunt, the Youth

Hunter Education program, and includes pheasants for a Wheelchair Hunt – near Porterville (\$2,500); 100 male pheasants for a Family Pheasant Hunt – Alpaugh area (\$1,475); building materials for an outdoor reptile facility – Squaw Valley (\$2,800); marina slip rental for Fish and Game Warden patrol skiff – Lake Kaweah (\$690); elementary student field trips related to the "Trout in the Classroom" program – Visalia (\$3,000); providing cage repairs at the SCICON Raptor Center – near Springville (\$250).

## Key Goals and Objectives for FY 2012/13

Not applicable.

## Departmental Budget Request

The Requested Budget represents an overall decrease of \$3,944 or 23%, in expenditures when compared with the FY 2011/12 Final Budget. The \$12,860 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.

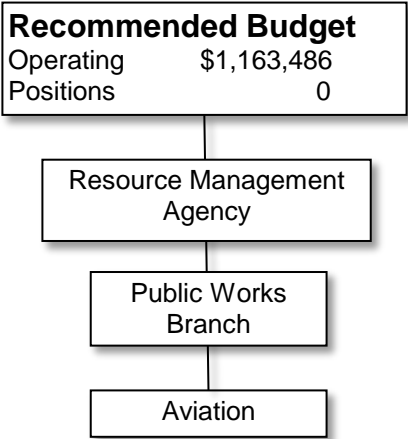
## Pending Issues and Policy Considerations

There are no pending issues or policy considerations.

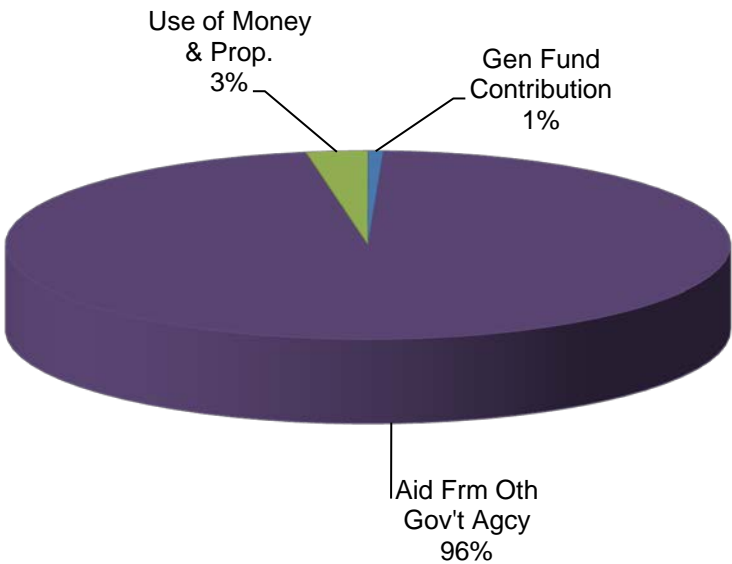
## Department Head Concurrence or Appeal

The Department Head concurs with the Recommended Budget.

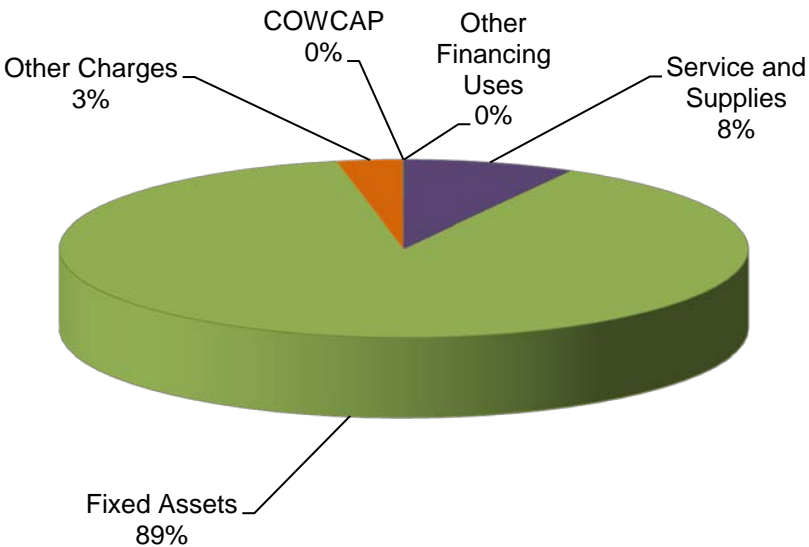




SOURCE OF FUNDS



USE OF FUNDS



FUND: 012  
AGENCY: 231

MAJOR ACCOUNTS CLASSIFICATIONS	2010/11 ACTUALS	2011/12 FINAL BUDGET	2012/13 DEPT REQUEST	2012/13 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	132,214	289,009	93,385	93,385	(195,624)	(67.69) %
Other Charges	46,615	37,965	36,125	36,125	(1,840)	(4.85) %
Fixed Assets	13,243	246,878	1,033,521	1,033,521	786,643	318.64 %
Other Financing Uses	763	786	455	455	(331)	(42.11) %
Cowcap	<u>3,823</u>	<u>346</u>	<u>0</u>	<u>0</u>	<u>(346)</u>	<u>(100.00) %</u>
TOTAL APPROPRIATIONS	196,658	574,984	1,163,486	1,163,486	588,502	<u>102.35 %</u>
REVENUES:						
Taxes	0	24,000	24,000	24,000	0	0.00 %
Rev. from Use of Money & Prop	33,680	34,920	29,340	29,340	(5,580)	(15.98) %
Intergovernmental Revenue	144,334	465,674	1,033,777	1,033,777	568,103	122.00 %
Charges For Current Serv	24,480	11,211	0	0	(11,211)	(100.00) %
Miscellaneous Revenue	184	0	0	0	0	0.00 %
Other Financing Sources	<u>0</u>	<u>0</u>	<u>69,020</u>	<u>69,020</u>	<u>69,020</u>	<u>0.00 %</u>
TOTAL REVENUES	<u>202,678</u>	<u>535,805</u>	<u>1,156,137</u>	<u>1,156,137</u>	<u>620,332</u>	<u>115.78 %</u>
NET COUNTY COST	(6,020)	39,179	7,349	7,349	(31,830)	(81.24) %

## Departmental Purpose

The management of the Aviation Fund and airport operations is administered by the Resource Management Agency (RMA) Public Works Branch. Tulare County currently manages the Sequoia Field Airport located north of Visalia.

In FY 2009/10 Federal Aviation Administration (FAA) approved a grant to update the Airport Layout 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 Objectives Results in FY 2011/12

### 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. **Results:** The Apron and Ramp design were completed in April of 2012.
- **Objective 2** - Repair damaged and deteriorating pavement areas by June 2012. **Results:** The Apron and Ramp construction project has been delayed until the local match of \$50,000 can be included in the Aviation Fund budget.

## 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. **Results:** The FAA and the County's Airport Consultant have identified projects that would attract new tenants.

## Key Goals and Objectives for FY 2012/13

**Goal 1:** Determine the feasibility of attracting aviation related and non-aviation related businesses to relocate to Sequoia Field Airport.

- **Objective 1** – Meet with representatives of the Board of Supervisors, the Chief Administrative Officer, County Economic Development Staff and other key County staff to determine the most appropriate tenants to focus on relocating to the airport and the best method of attracting those businesses by June 2013.

**Goal 2:** Research and identify potential funding sources outside of FAA to be used as the local match for FAA-funded projects.

- **Objective 1** – Research and identify potential State and “Public/Private Partnerships” funding scenarios and review monthly rental rates to determine if they are in line with comparable airports by June 2013.

## Departmental Budget Request

The Requested Budget represents an overall increase of \$588,502 or 102% in expenditures and an increase of \$620,332 or 116% in revenues when compared with the FY 2011/12 Final Budget. The \$7,349 difference between expenditures and revenues represents the use of Reserves.

Significant areas with major changes between the FY 2011/12 Final Budget and the FY 2012/13 Requested Budget are as follows:

- Services and Supplies services decrease by \$195,624 as the engineering and design services for the construction projects have been completed.
- Capital Assets increase by \$786,643 for FY 2012/13 include the following:
  - Apron and Ramp Rehabilitation Project \$989,521
- Overall revenues increased by \$620,332 due to grant reimbursement from FAA for the Apron and Ramp Rehabilitation Project.

## County Administrator's Recommendation

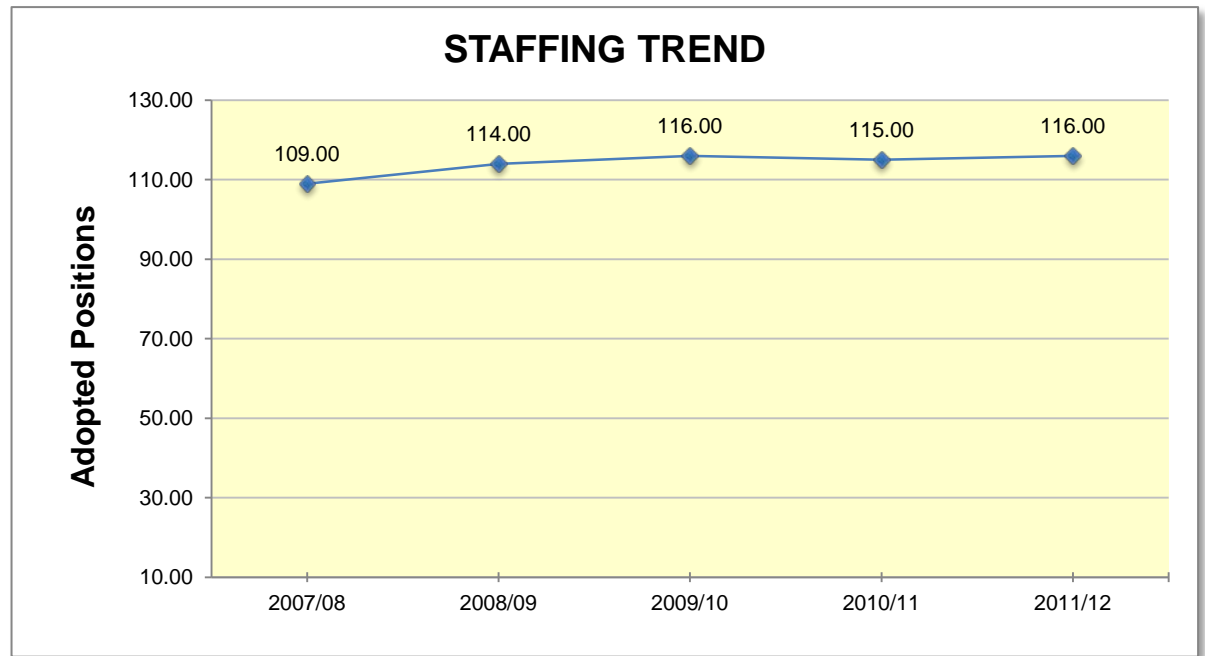
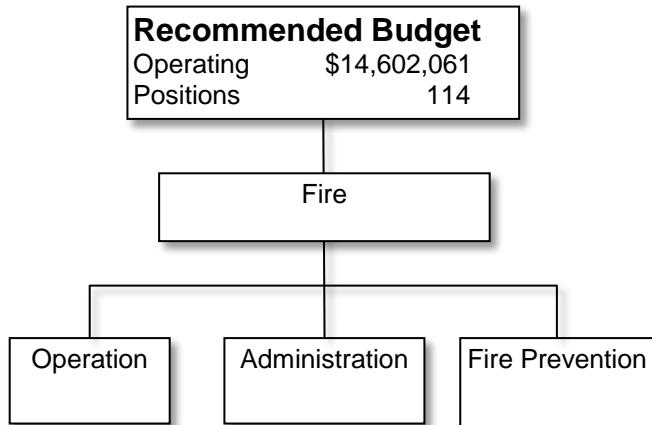
The budget is recommended as submitted.

## Pending Issues and Policy Considerations

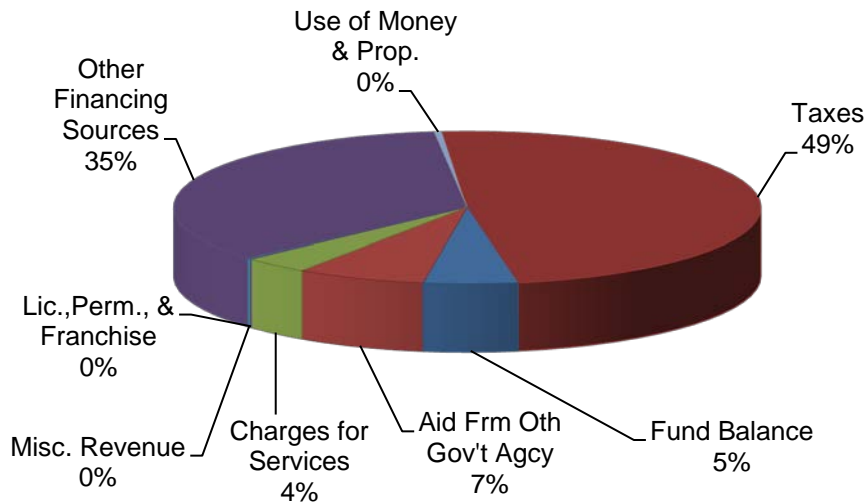
There are no pending issues and policy considerations.

## Department Head Concurrence or Appeal

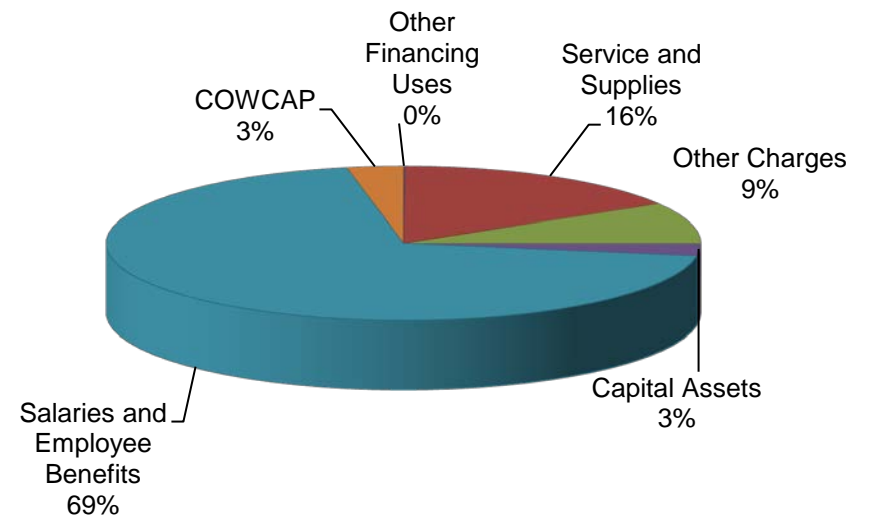
The Department Head concurs with the Recommended Budget.



## SOURCE OF FUNDS



## USE OF FUNDS



FUND: 013  
AGENCY: 245

MAJOR ACCOUNTS CLASSIFICATIONS	2010/11 ACTUALS	2011/12 FINAL BUDGET	2012/13 DEPT REQUEST	2012/13 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Salaries And Employee Benefits	9,406,263	9,893,097	10,121,315	10,121,315	228,218	2.31 %
Service And Supplies	1,363,058	1,463,574	2,385,881	2,385,881	922,307	63.02 %
Other Charges	971,748	987,557	1,257,650	1,257,650	270,093	27.35 %
Fixed Assets	0	0	380,000	380,000	380,000	0.00 %
Other Financing Uses	310,694	19,226	11,200	11,200	(8,026)	(41.75)%
Cowcap	<u>389,515</u>	<u>476,296</u>	<u>446,015</u>	<u>446,015</u>	<u>(30,281)</u>	<u>(6.36)%</u>
TOTAL APPROPRIATIONS	12,441,278	12,839,750	14,602,061	14,602,061	1,762,311	<u>13.73 %</u>
REVENUES:						
Taxes	6,977,826	6,785,712	7,095,356	7,095,356	309,644	4.56 %
Lic.,Permits & Franchise	16,658	15,100	15,100	15,100	0	0.00 %
Rev. from Use of Money & Prop	156,549	62,001	62,001	62,001	0	0.00 %
Intergovernmental Revenue	172,333	157,330	1,037,825	1,037,825	880,495	559.65 %
Charges For Current Serv	264,315	200,100	530,311	530,311	330,211	165.02 %
Miscellaneous Revenue	117,104	15,006	25,006	25,006	10,000	66.64 %
Other Financing Sources	<u>4,980,875</u>	<u>4,710,757</u>	<u>5,080,875</u>	<u>5,080,875</u>	<u>370,118</u>	<u>7.86 %</u>
TOTAL REVENUES	<u>12,685,660</u>	<u>11,946,006</u>	<u>13,846,474</u>	<u>13,846,474</u>	<u>1,900,468</u>	<u>15.91 %</u>
NET COUNTY COST	(244,382)	893,744	755,587	755,587	(138,157)	(15.46)%

## Departmental Purpose

The Fire Department provides comprehensive fire protection, first responder emergency medical care, and fire prevention services.

## Departmental Core Functions

### Operations Division

- Respond 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.
- Provide first response to medical emergencies including heart attacks, automobile accidents, and home, work and other injuries.
- Perform rescues in a variety of circumstances such as industrial accidents, hiking mishaps, water-related incidents, and other situations.

### Prevention Division

- Investigate arson or other fire causes, identify responsible parties, and issue citations or make arrests as appropriate.
- Establish and perform fire prevention and safety programs for children and the general public. Distribute materials and generate news releases to raise awareness and to educate the general public.
- Perform weed abatement and a lot clearing program to reduce identified fire hazards.

## Key Goals and Objectives Results in 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 Tulare County Sheriff's Office (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. **Results:** Tulare County Fire Department (TCFD) Investigators participate in the Countywide multi-agency "Investigators" meetings. In addition, communications with TCSO staff at all levels have been very effective from Search & Rescue to Terrorism Liaison. TCFD investigators have also attended joint training opportunities.
- **Objective 2** - Develop a program to interface with the California Highway Patrol (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. **Results:** Interface has been accomplished successfully with CHP. TCFD Investigators participate in monthly meetings of the Countywide multi-agency Vehicle Arson Task Force. These efforts have also led to increased participation in the Western States Regional collaborative meetings.

**Goal 2:** Develop and promote a Business License requirement for all businesses in the County.

- **Objective 1** - Participate in a County Administration Office (CAO) Business License Committee to develop a new Business License Ordinance by June 2012. **Results:** The CAO Business License Committee was not formed. Consequently, this goal will be carried over to next fiscal year.
- **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. **Results:** In preparation for submittal to the Business License Committee, the TCFD Fire Prevention Division has already carried out the following: An issue paper was presented to the CAO's Office and accepted. Proposed amendments to Part VI of the Tulare County Ordinance Code relative to current business license requirements were submitted to County Counsel on March 2011 and no changes were recommended to the proposed amendments. Meetings were held with staff from the Tax Collector's Office relative to the licensing fees, process, and methodology.

### Other Accomplishments in FY 2011/12

- Completed facility improvements and provided staffing for fire station operations to serve the Badger community.
- Placed into service a new mobile breathing support vehicle acquired through Homeland Security funding of \$273,924 for enhanced air bottle refilling capabilities for Fire and other County Departments.
- Applied for and received Federal Emergency Management Agency (FEMA) Assistance to Firefighters Grant (AFG) grant

for \$878,687 to purchase replacement self-contained breathing apparatus (SCBAs).

- Transferred mechanics and vehicle maintenance responsibilities to Resource Management Agency to achieve efficiencies and savings in Fire vehicle maintenance and repair.
- Initiated operations from the newly completed engine bay at Alpaugh Fire Station.
- Conducted four new firefighter 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 for FY 2012/13

#### Safety and Security

**Goal 1:** Explore cost effective options for emergency services delivery.

- **Objective 1** - Develop cooperative interagency agreements and review and update existing agency agreements and regional response capabilities by January 2013.
- **Objective 2** – Complete fire station location and deployment analysis by February 2013.
- **Objective 3** – Improve Computer Aided Dispatch (CAD) fire management zones and apparatus response using Automatic Vehicle Tracking (AVL) and GIS technology by June 1013.



## Departmental Budget Request

The Requested Budget represents an overall increase of \$1,762,311 or 14% in expenditures and an increase of \$1,900,468 or 16% in revenues when compared with the FY 2011/12 Final Budget. The \$755,587 difference between expenditures and revenues represents the use of Reserves. The General Fund contribution is requested to increase by \$370,118 or 8% when compared with the FY 2011/12 Final Budget.

Significant areas with major changes between the FY 2011/12 Final Budget and the FY 2012/13 Requested Budget are as follows:

- Salaries and Benefits increase \$288,218 primarily due to increases in salaries and benefits for existing positions.
- Services and supplies increase by \$922,307 mainly due to a FEMA grant for purchase of replacement self-contained breathing apparatuses (SCBAs).
- Other Charges increase \$270,093 largely due to an increase in vehicle maintenance expenditures.
- Capital Assets increase \$380,000 reflecting a request for:
  - Two replacement ½ ton pickups for Battalion Chiefs \$60,000
  - Refurbishment of three Fire vehicles which will extend the vehicles' expected life \$320,000
- Other Financing Uses decrease \$8,026 reflecting a reduction in vehicle debt service.

- Countywide Cost Allocation Plan (COWCAP) charges decrease \$30,281 due to changes in the Plan.
- Revenue projections increase overall due primarily to the a FEMA grant, an increase in the operating transfer from the General Fund, and the anticipated reimbursement for a vehicle purchased in Fiscal Year 2011/12.

## County Administrator's Recommendation

This budget is recommended as submitted.

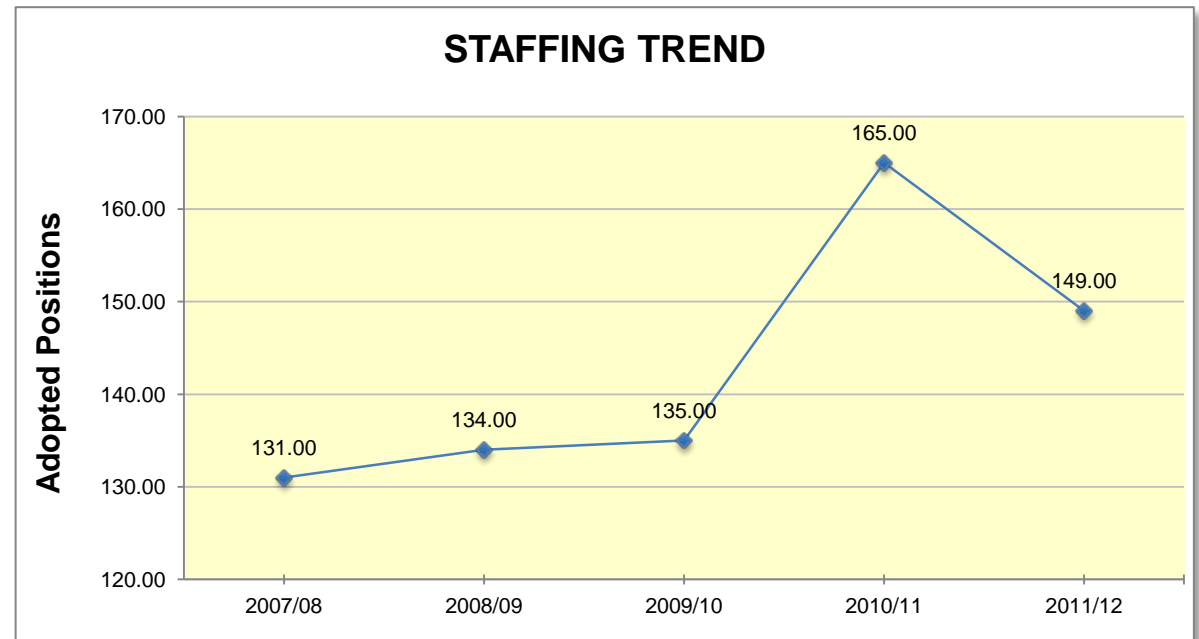
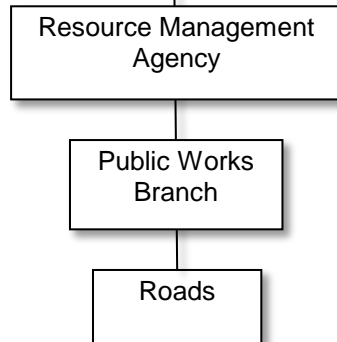
## Pending Issues and Policy Considerations

There are no pending issues or policy considerations.

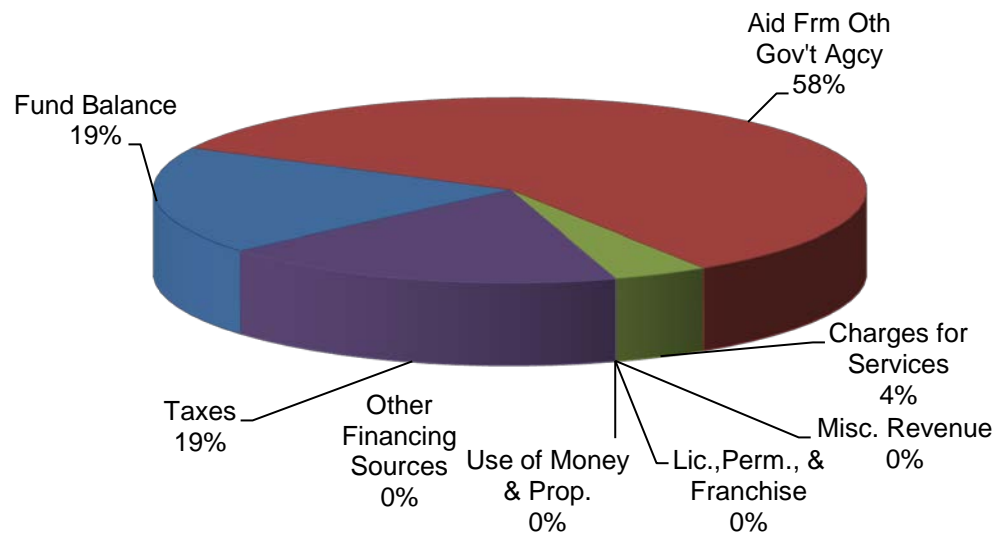
## Department Head Concurrence or Appeal

The Department Head concurs with the recommended budget.

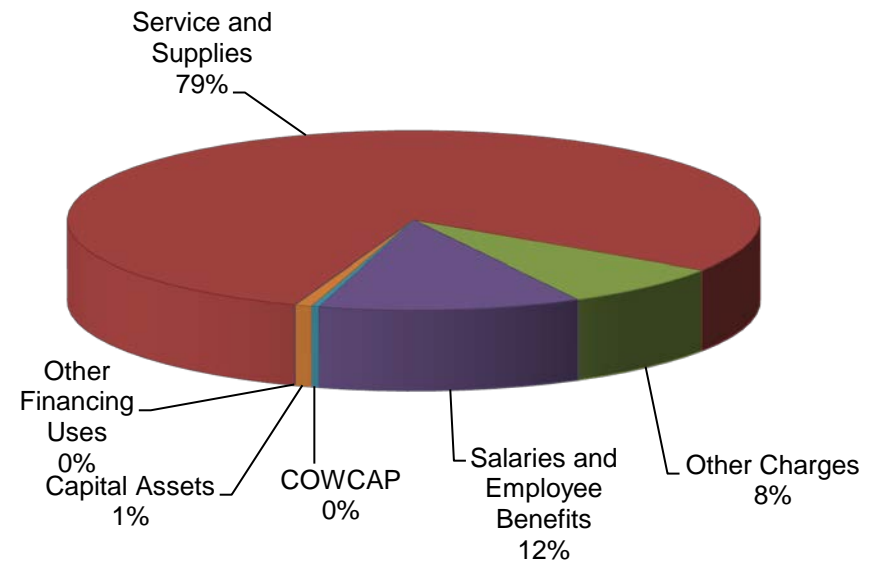
Recommended Budget	
Operating	\$78,991,016
Positions	154



## SOURCE OF FUNDS



## USE OF FUNDS



FUND: 014

AGENCY: 225

MAJOR ACCOUNTS CLASSIFICATIONS	2010/11 ACTUALS	2011/12 FINAL BUDGET	2012/13 DEPT REQUEST	2012/13 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Salaries And Employee Benefits	7,900,540	8,886,532	9,674,856	9,674,856	788,324	8.87 %
Service And Supplies	39,581,889	61,102,922	62,263,417	62,263,417	1,160,495	1.90 %
Other Charges	8,148,840	6,607,438	6,129,555	6,129,555	(477,883)	(7.23)%
Fixed Assets	948,648	2,158,224	617,000	617,000	(1,541,224)	(71.41)%
Other Financing Uses	16,018	14,256	12,355	12,355	(1,901)	(13.33)%
Cowcap	<u>431,363</u>	<u>396,155</u>	<u>293,833</u>	<u>293,833</u>	<u>(102,322)</u>	<u>(25.83)%</u>
TOTAL APPROPRIATIONS	57,027,298	79,165,527	78,991,016	78,991,016	(174,511)	<u>(0.22)%</u>
REVENUES:						
Taxes	22,732,736	20,771,871	14,520,030	14,520,030	(6,251,841)	(30.10)%
Lic.,Permits & Franchise	6,703	5,000	5,000	5,000	0	0.00 %
Rev. from Use of Money & Prop	112,899	51,400	600	600	(50,800)	(98.83)%
Intergovernmental Revenue	35,348,532	38,357,505	46,107,868	46,107,868	7,750,363	20.21 %
Charges For Current Serv	3,088,399	2,713,299	3,427,180	3,427,180	713,881	26.31 %
Miscellaneous Revenue	88,874	0	5	5	5	0.00 %
Other Financing Sources	<u>10,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00 %</u>
TOTAL REVENUES	<u>61,388,143</u>	<u>61,899,075</u>	<u>64,060,683</u>	<u>64,060,683</u>	<u>2,161,608</u>	<u>3.49 %</u>
NET COUNTY COST	(4,360,845)	17,266,452	14,930,333	14,930,333	(2,336,119)	(13.53)%

## 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 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. **Results:** The project is currently in design. The project has been delayed due to right of way encroachments by the residential properties within the project limits. RMA staff is reviewing options including requesting funding through Measure R to pay for the relocation of these private property improvements.
- **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. **Results:** Construction completed in June 2012.

- **Objective 3** - Design of a traffic signal at the intersection of Date and Leggett near the City of Porterville by June 2012. **Results:** Preliminary engineering work has been started, and design work will be on-going in FY 2012/13.

### Organizational 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 Operation Divisions to track project progress by June 2012. **Results:** Meetings were implemented in FY 2011/12. 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 2011/12.

- **Objective 1** - Cross-train Design Engineers in field inspection by June 2012. **Results:** This objective has largely been accomplished. As a large number of projects were advanced to construction, several of the engineers in the Design Division had both the opportunity and need to attend construction meetings, observe construction activity, and assumed the role of an inspector or assistant resident engineer on several projects with the staff in the Operations Division. Consequently, the engineers and technicians in the Operations Division have greatly increased their interaction with the engineers in the Design Division, effectively cross training the staff in both divisions.
- **Objective 2** - Update training of all engineers, technicians, and analysts in Caltrans Project Management by June 2012.

**Results:** The formal one-day California Department of Transportation (Caltrans) Project Management courses provided in Fresno were sporadically attended by the Public Works staff due to the 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 were not impacted.

**Other Accomplishments in FY 2011/12**

- Completed the curb and gutter and sidewalk project on Washington Avenue between State and Church Street in Earlimart.
- Completed the Road 80 Phase 1A Road Widening Project on Road 80 from Avenue 328 to the St. Johns River Bridge.
- Completed the Betty Drive Phase 2A Road Widening Project.
- Started the Road 80 Phase 4 Intersection Project at Avenue 416.
- Started the Road 80 Phase 3 Road Widening Project between the St. John's River to Avenue 384.
- Completed the asphalt overlay project on Avenue 384 from Road 92 to Road 108.
- Advertised the contract to construct a bridge on Avenue 416 at the Kings River.
- Continued to construct the Betty Drive Phase 2B Rail and Grade Separation Project.
- Completed the construction of the Visalia Landfill Entrance.
- Completed the drainage infrastructure at the Sequoia Field Airport located on Road 112 at Avenue 368.
- Continued work on the Road 80 Phase 2 Project from Avenue 384 to Avenue 416.
- Striped 1,060 miles of roadways and stenciled 1,692 roadway markings, which included crosswalks.
- Maintained 11 signals and approximately 1,500 streetlights Countywide.
- Installed, inspected, and repaired over 1,100 traffic signs and replaced 358 street name signs.
- Responded to 102 emergency "call-outs" for road hazard conditions, traffic accidents and other various incidents on County roads.
- Responded to approximately 50 requests for traffic data and studies. Read, analyzed, logged, and filed approximately 1,400 collision reports and maintained the collision database.
- Completed the design of the Golden Valley Safe Routes to School Pedestrian Improvement Project, advertised the contract. Awarded contract and started construction June 2012.

- Acquired a new stencil truck and began running two crews painting stencils on County roads.
- Established a “Share the Road” Committee to discuss options for improving the safety of bicyclists and pedestrians on rural County roads. Established Tulare County as a “Share the Road” County by Proclamation of the Board of Supervisors. Encouraged several cities and communities in the County to adopt the “Share the Road” Proclamation. To date, the cities of Exeter, Lindsay, and Dinuba, the Community of Pixley, the County of Tulare, and the Tulare County Association of Governments have adopted the “Share the Road” Proclamation.

Key Goals and Objectives for FY 2012/13

**Safety and Security**

**Goal 1:** Advance delivery of two safety projects FY 2012/13.

- **Objective 1** - Construct the Strathmore Safe Routes to School project by June 2013.
- **Objective 2** - Design a traffic signal at the intersection of Date and Leggett near the City of Porterville by June 2013.

**Goal 2:** Improve and maintain adequate transportation infrastructure.

- **Objective 1** - Begin construction on the Avenue 416 Kings River Bridge Replacement project by December 2012.
- **Objective 2** – Complete construction of the Mountain Road 319 Bridge Replacement project by December 2012.
- **Objective 3** - Complete design of the Road 56 Packwood Creek Bridge Replacement project by January 2013.
- **Objective 4** - Complete design of the Road 148 Outside Creek Bridge Replacement project by January 2013.

- **Objective 5** - Complete design of the Road 182 Deep Creek Bridge Replacement project by June 2013.
- **Objective 6** - Begin preliminary engineering by August 2012 for a new bridge at Road 224 Deer Creek Low Water Crossing. Design will be on-going into FY 2013/14.
- **Objective 7** - Begin preliminary engineering by August 2012 of Avenue 364 Cottonwood Creek Bridge Rehabilitation project. Design will be on-going into FY 2013/14.
- **Objective 8** - Begin preliminary engineering of Avenue 392 Sand Creek Bridge Replacement project by August 2012. Design will be on-going into FY 2013/14.
- **Objective 9** - Secure Federal funding through Caltrans for developing a bridge preventive maintenance program for Tulare County by April 2013.
- **Objective 10** – Begin design of the road widening project on Avenue 416 from County Line to Road 56 by August 2012.

**Goal 3:** Complete the construction of the Golden Valley School Safe Routes to School Pedestrian Improvement Project.

- **Objective 1** – Project construction to be completed in September 2012.

**Goal 4:** Continue to encourage cities/communities in the County to adopt the “Share the Road” Proclamation.

- **Objective 1** – Encourage five cities/communities within the County to adopt the “Share the Road” Proclamation by June 2013.

**Goal 5** – Install Pedestrian Safety Signing at three rural school locations within the County's jurisdiction.

- **Objective 1** – Install School Speed Zone Signs with Radar Driver Feedback indication at Palo Verde Elementary School and Kings River Elementary School. Install School Zone

Speed Limit signs with Radar Driver Feedback indication and School Crosswalk signs with Rectangular Rapid Flashing Beacons at the mid-block school crosswalk at Hope Elementary School by June 2013.

### **Quality of Life**

**Goal 1** – Improve the Safety Training for the Traffic Control Staff.

- **Objective 1** - Provide updated safety videos for the bi-weekly safety meetings for the Traffic Control staff. Include testing on material presented in the updated safety videos and provide staff with training certificates by June 2013.

### **Organizational Performance**

**Goal 1** – Purchase new Thermoplastic Application Sprayer for Roadway stencils.

- **Objective 1** - Paint Thermoplastic stencils for all school stenciling in the County June 2013. Using Thermoplastic material for the stencils and crosswalks at school locations within the County's jurisdiction will provide a finished product that will last for several years. Using the Thermoplastic material on all of the County's 60 plus schools locations will eliminate the need to repaint all of the school stencils each year. The Thermoplastic will last three to four years before needing to be repainted. The Traffic Control staff will then split the schools up and stencil one-third to one-fourth of the schools in the County each year in rotation so that in three to four years all of the school sites will be repainted.
- **Objective 2** – Use Thermoplastic material to paint stencils in high traffic heavy wear and tear areas by June 2013.

**Goal 2** – Provide appropriate equipment to the Traffic Control staff to improve efficiency.

- **Objective 1** – Install new laptop computers in the two sign maintenance trucks. Computer will allow staff to directly input into the Sign Maintenance Database by June 2013.

**Goal 3** – Maintenance repair of County roads.

- **Objective 1** – The Roads Department will implement “A Different Approach” method by dedicating a year of blade and pothole patching. In prior years, approximately 33 miles of roadway were overlaid using County forces. During the FY 2012/13, the intent of the “Different Approach” method is to have approximately 225 miles of drivable roads instead of 33 miles.
- **Objective 2** – Repair 225 miles of drivable road by June 2013.

**Goal 4** – Drafting standards for Design Division

- **Objective 1** - By December of 2012, establish new Computer Aided Drafting (CAD) standards and train staff in use of latest state of the art CAD software. The standards and training will bring staff to the leading edge of design and plan preparation for public works type construction projects, and will allow Tulare County Design staff to efficiently perform in-house design for bridge, road, solid waste, traffic, and flood control projects.

### **Departmental Budget Request**

The Requested Budget represents an overall decrease of \$174,511 or less than 1% in expenditures and an increase of \$2,161,608 or 3% in revenues when compared with the FY 2011/12 Final Budget. The \$14,930,333 difference between

expenditures and revenues represents the use a carryover of Proposition 1B Street and Roads Funds.

Significant areas with major changes between the FY 2011/12 Final Budget and the FY 2012/13 Requested Budget are as follows:

- Salaries and Benefits increase \$788,324 due to position requests and reinstatement of steps and merits.
- Services and Supplies increase \$1,160,495 largely due to the use of fund carry over for blade and pothole patching.
- Other Charges decrease \$580,205 primarily due to the near completion of Rights of Way acquisitions.
- Capital Asset decrease \$1,541,224 due to the FY 2012/13 expenditures of \$617,000. The purchase amount has been reduced as compared to prior years. The amount not spent, \$1,500,000, will be set aside for future purchases of available Tier 4 equipment to meet CARB Emissions standards. The expenditures of \$617,000 include:
  - 1/2 Ton Extended Pickup \$25,000
  - 5 1/2 Ton Pickup \$20,000
  - 1/2 Ton Cab Pickup \$20,000
  - 3/4 Ton Service Pickup \$25,000
  - 4 Post Truck Lift \$22,000
  - Skip Loader \$120,000
  - MG Wheel Packer Attachment \$28,000
  - Iron Worker \$20,000
  - Tractor Mower Attachment \$60,000
  - 5 Backhoe Thumb Attachment \$9,000

- Thermoplastic Machine \$50,000
- 4x4 Snow Plow Dump Truck \$125,000
- Concrete Compression Machine \$13,000

- Revenue decreased due to the funding cycles for American Recovery and Reinvestment Act (ARRA) and Prop 1B Street & Roads funding ending.

Staffing changes reflected in the Requested Budget include the following additions:

- Add 5 FTE positions to better align workloads. The requested additional positions include:
  - 1 Traffic Control Worker II
  - 1 Right of Way Agent
  - 1 Assistant RMA Director – Public Works Branch
  - 1 Chief Engineer – Engineering
  - 1 Deputy Assistant RMA Director – Public Works Branch
- Delete 1 FTE position to move the position to RMA Transit to reflect operational needs. The requested deleted position include:
  - 1 Engineering Technician II
- Re-class 4 FTE positions to align workloads. The requested re-classified positions include:
  - 1 Engineering Technician II to Deputy County Surveyor
  - 2 Engineering Aide II to Engineering Technician I
  - 1 Heavy Equipment Superintendent to Road Superintendent



### County Administrator's Recommendation

The following staffing changes are not recommended:

- Re-class 2 FTE positions due to the positions being vacant.
  - 2 Engineering Aide II to Engineering Technician I
- Add 1 FTE position as the services will be provided by General Services.
  - 1 Right of Way Agent

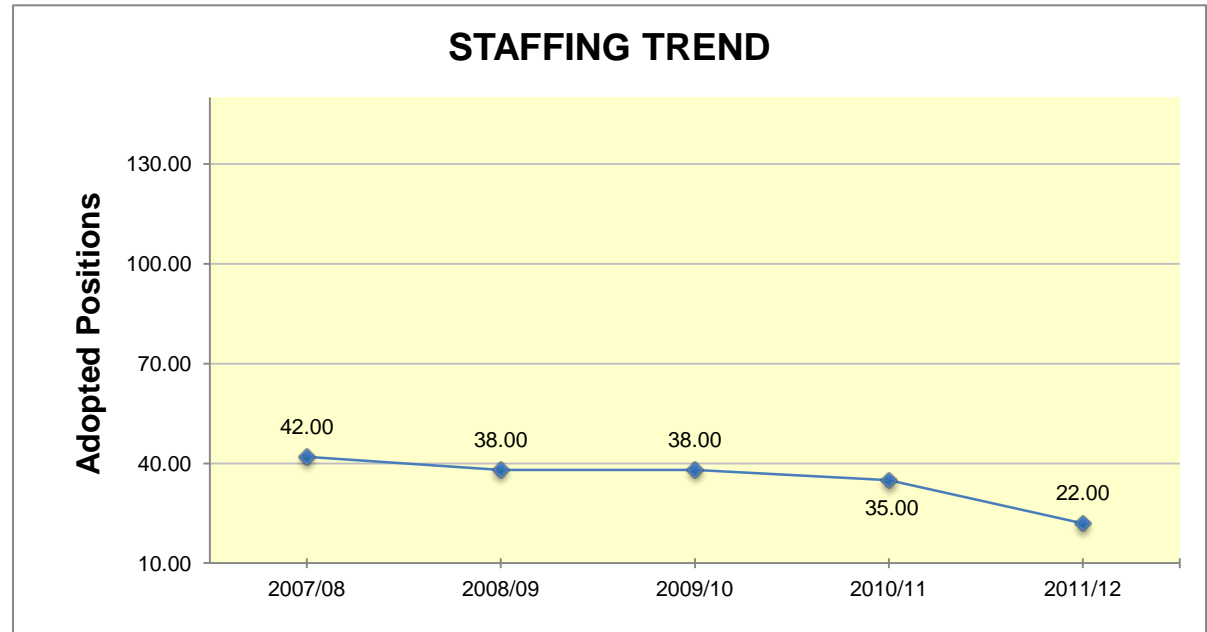
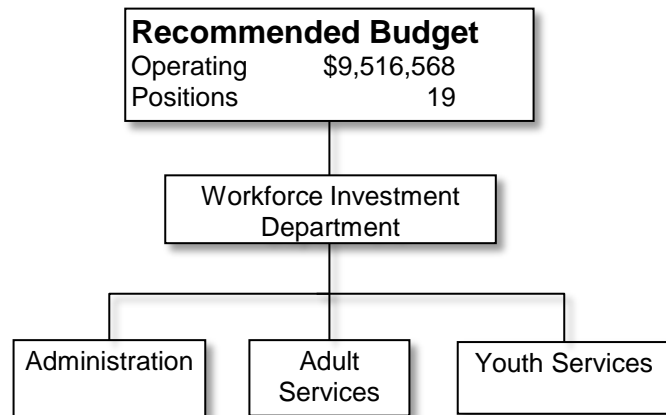
The remaining budget is recommended as submitted.

### Pending Issues and Policy Considerations

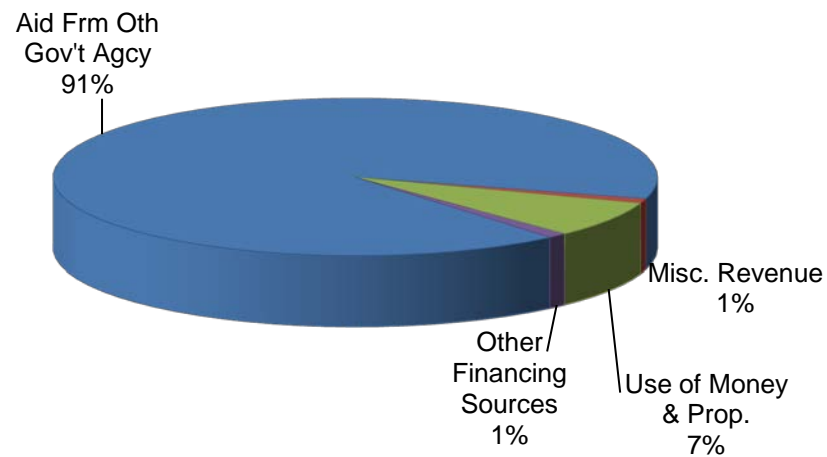
There are no pending issues or policy considerations.

### Department Head Concurrence or Appeal

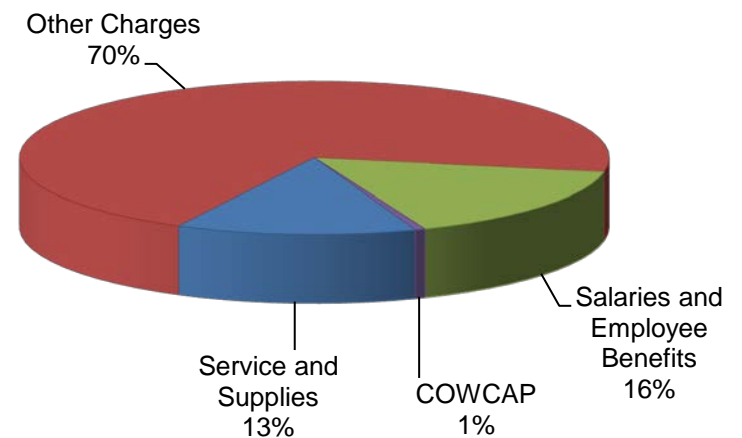
The Department Head concurs with the Recommended Budget.



**SOURCE OF FUNDS**



**USE OF FUNDS**



FUND: 015  
AGENCY: 120

MAJOR ACCOUNTS CLASSIFICATIONS	2010/11 ACTUALS	2011/12 FINAL BUDGET	2012/13 DEPT REQUEST	2012/13 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Salaries And Employee Benefits	1,994,245	1,775,079	1,514,724	1,514,724	(260,355)	(14.67)%
Service And Supplies	1,356,848	1,680,793	1,250,759	1,250,759	(430,034)	(25.59)%
Other Charges	11,783,064	7,054,311	6,698,459	6,698,459	(355,852)	(5.04)%
Cowcap	<u>(3,575)</u>	<u>64,218</u>	<u>52,626</u>	<u>52,626</u>	<u>(11,592)</u>	<u>(18.05)%</u>
TOTAL APPROPRIATIONS	15,130,582	10,574,401	9,516,568	9,516,568	(1,057,833)	<u>(10.00)%</u>
REVENUES:						
Rev. from Use of Money & Prop	(2,781)	174,478	708,248	708,248	533,770	305.92 %
Intergovernmental Revenue	14,303,002	10,395,916	8,617,318	8,617,318	(1,778,598)	(17.11)%
Miscellaneous Revenue	830,350	4,006	91,001	91,001	86,995	2,171.62 %
Other Financing Sources	<u>0</u>	<u>1</u>	<u>100,001</u>	<u>100,001</u>	<u>100,000</u>	<u>10,000,000.00 %</u>
TOTAL REVENUES	<u>15,130,571</u>	<u>10,574,401</u>	<u>9,516,568</u>	<u>9,516,568</u>	<u>(1,057,833)</u>	<u>(10.00)%</u>
NET COUNTY COST	11	0	0	0	0	0.00 %

## 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, 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 in FY 2011/12

### Economic Well-Being

**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 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 WIB's performance goals for FY 2011/12.

- **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. **Results:** EDD WSD lowered the Adult performance goal down to 48% for FY 2011/12.
- **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. **Results:** EDD WSD lowered the Adult performance goal down to 75.5% for FY 2011/12.
- **Objective 3** - Six months after completing the Adult or Dislocated Worker Programs, clients will earn a self sufficient wage. **Results:** 3,620 Adult participants received services and 1,568 Dislocated Worker participants received services. However, employment, retention, and wage performance data for Adults and Dislocated Workers will not be available from EDD WSD until March 2013, 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 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. **Results:** 1,192 In-School and Out-of-School youth received program services. However, performance data will not be available from EDD WSD until March 2013, 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).

### Other Accomplishments in FY 2011/12

- **Employment Connection** - Services were provided to 22,562 individuals at the Employment Connection One-Stop Centers in Dinuba, Porterville, Tulare, and Visalia. 3,727 of those individuals received staff intensive services such as career coaching, career assessment, a workshop, or a job referral.
- **Severe Storm Grant** - The WIB received a second increment of National Reserve Emergency funds in the amount of \$165,152. The funds were awarded by EDD WSD to assist with the clean-up of areas of Tulare County affected by the severe storms in December 2010. Federal Emergency

Management Agency (FEMA) declared the County a disaster area due to the flooding that occurred as a result of the storms. These additional funds were used to employ 20 participants for at least 240 hours each of work experience. The participants were paid \$12 per hour. Participants removed debris and silt from ditch lines and corresponding roadway culverts, repaired bank systems that were failing due to erosion, and cleaned 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 posed a threat of further clogging and potential damage to structures.

- **Summer Night Lights** - An eight week series of anti-gang events in Visalia and Porterville scheduled from June 2011 through July 2011 provided positive programming and a safe environment for youth of all ages during the summer months. The program was initiated in 2011 by the Tulare County Board of Supervisors (BOS). The WIB, in partnership with the BOS, supports the program through staffing and hiring young people to work at the events. Eighteen youth, funded by the WIB, helped market and staff the Summer Night Lights locations, as well as work during the week at selected locations. Community Services and Employment Training (CSET) and Services for Education and Employment (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 \$1,016 each.
- **National Emergency Grant On-the-Job Training** - Based on successful performance, WIB received an additional \$400,000 of On-the-Job Training (OJT) National Emergency Grant funds, bringing the total award amount to \$736,725.

The funds were awarded in response to significant dislocation events and double digit unemployment in Tulare County. These funds are specifically used to serve 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. The performance period is July 2010 through September 2012.

- **Dislocated Worker Additional Assistance** - The WIB was awarded \$950,000 in Dislocated Worker 25% Governor's Discretionary funds. This project will provide 179 recently and long-term unemployed workers, and veterans who have been dislocated during the economic recession with specialized services to assist them in the recovery of employment through various options such as career exploration, transferable skills analysis, job match, supportive services, creating a skills portfolio, and retraining or skill upgrades services to facilitate reentry into the labor force. Furthermore, the One-Stop Employment Solutions Team will target thriving businesses and match dislocated workers and veterans' transferable skills to industry needs. Of the 179 dislocated workers served in this grant, 93 individuals will receive retraining through Individual training accounts and 63 through paid on-the-job training.
- **Green Industry Sector Training** -The WIB received \$86,527 of State Energy Sector Partnership (SESP) funds in partnership with the County of Stanislaus Alliance Worknet and the California WIB to provide occupational skills training and job placement services in the green industry sector to 22 Tulare County residents. Also, customized training for a local green industry sector employer was provided. The

performance period is from November 2011 through January 2013.

## Key Goals and Objectives for FY 2012/13

### Economic Well-Being

**Goal 1:** Meet all WIA Adult and Dislocated Worker participant performance goals set by the California EDD WSD by June 2013. 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 performance goals for FY 2011/12 for all WIBs in California that adopted the integrated service delivery model.

- **Objective 1** - 48% of all Adult Program participants will find employment within 90 days after leaving the program, 67.3% of all Dislocated Worker Program participants will find employment within 90 days after completing the program.
- **Objective 2** – 75.5% 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 2013. 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.

**Goal 3:** Meet all U.S. Department of Labor National Emergency Grant performance goals by December 2012. 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.
- **Objective 2** - 81% of all participants enrolled will find employment within 90 days of completing the program.

## Departmental Budget Request

The Requested Budget represents an overall decrease of \$1,057,833 or 10% in both expenditures and revenues when compared with the FY 2011/12 Final Budget.

Significant areas with major changes between the FY 2011/12 Final Budget and the FY 2012/13 Requested Budget are as follows:

- Salaries and Benefits decrease \$260,355 due to loss of program funding.
- Services and Supplies decrease \$430,034 due to loss of program funding.
- Other Charges decrease \$355,852 due to loss of program funding.
- Countywide Cost Allocation Plan (COWCAP) charges decrease \$11,592 due to changes in the Plan.
- Decrease in revenue is due to one-time Regional Economic Impact National Emergency Grant funds and a decrease in WIA Formula Allocation.

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 includes:

- 1 Administrative Aide

Staffing changes reflected in the Requested Budget that were approved by Board of Supervisors with an effective date of May 6, 2012, until the publication of this Budget Book include the following:

- Added 2 FTE positions to reflect programmatic structure changes to increase efficiency: The requested additional positions include:
  - 1 Workforce Services Program Manager
  - 1 Business Services Program Manager
- Deleted 4 FTE vacant positions and 2 FTE filled positions that reflect programmatic structure changes to increase efficiency. The requested deleted positions include:
  - 1 Deputy Workforce Development Director
  - 1 Workforce Development Program Coordinator
  - 1 Workforce Development Analyst
  - 3 Business Resource Specialist

### County Administrator's Recommendation

This budget is recommended as submitted.

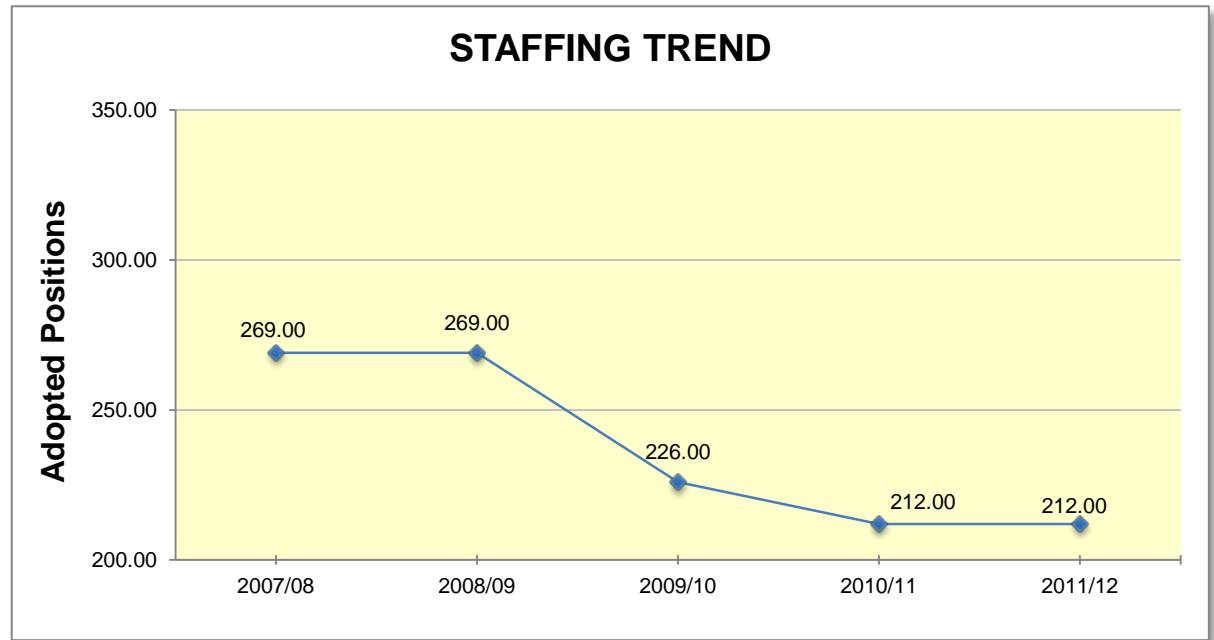
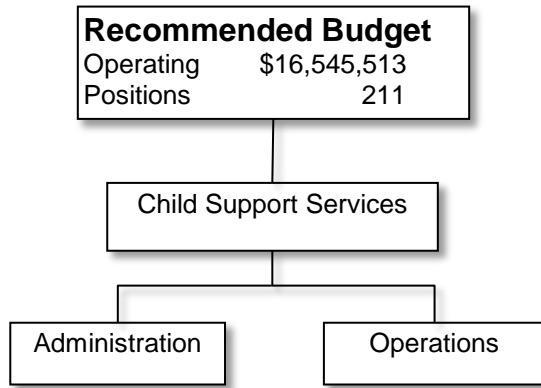
### Pending Issues and Policy Considerations

There are no pending issues or policy recommendations.

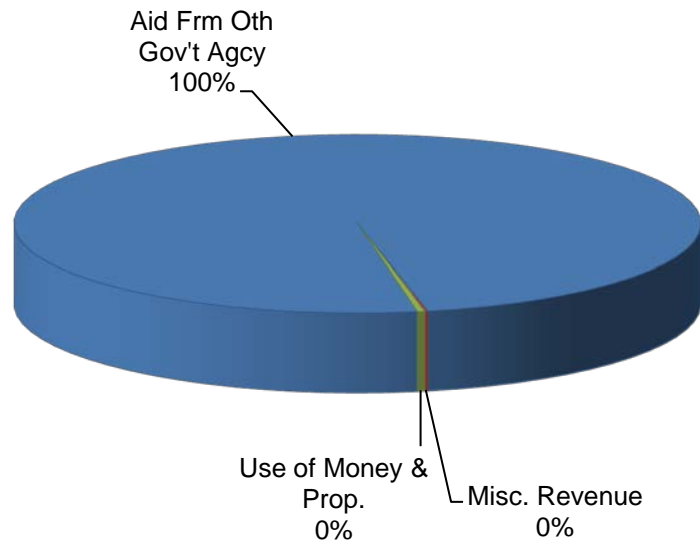
### Department Head Concurrence or Appeal

The Department Head concurs with the Recommended Budget.

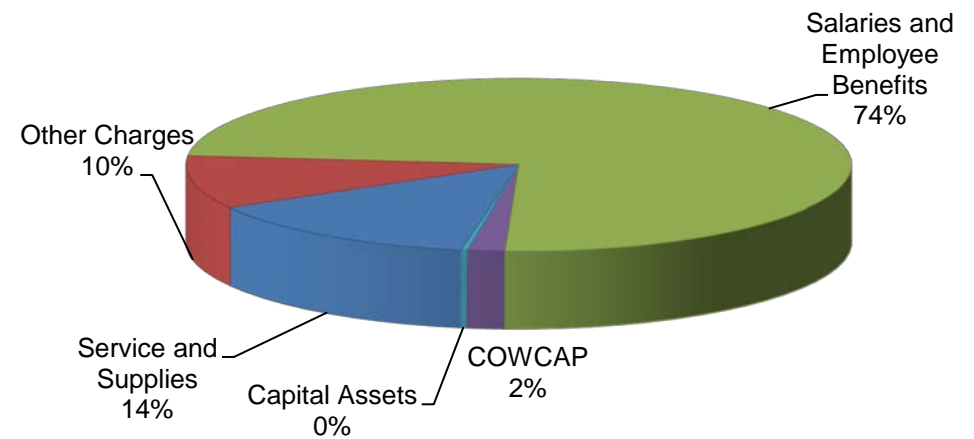




**SOURCE OF FUNDS**



**USE OF FUNDS**



FUND: 016  
AGENCY: 101

MAJOR ACCOUNTS CLASSIFICATIONS	2010/11 ACTUALS	2011/12 FINAL BUDGET	2012/13 DEPT REQUEST	2012/13 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Salaries And Employee Benefits	10,185,264	12,346,743	12,253,144	12,253,144	(93,599)	(0.76) %
Service And Supplies	1,678,003	2,787,444	2,299,547	2,299,547	(487,897)	(17.50) %
Other Charges	1,643,210	1,612,683	1,641,921	1,641,921	29,238	1.81 %
Fixed Assets	0	50,000	50,000	50,000	0	0.00 %
Cowcap	<u>162,677</u>	<u>204,233</u>	<u>300,901</u>	<u>300,901</u>	<u>96,668</u>	<u>47.33 %</u>
TOTAL APPROPRIATIONS	13,669,154	17,001,103	16,545,513	16,545,513	(455,590)	(2.68) %
REVENUES:						
Rev. from Use of Money & Prop	98,170	60,000	60,000	60,000	0	0.00 %
Intergovernmental Revenue	13,550,341	16,920,034	16,464,444	16,464,444	(455,590)	(2.69) %
Miscellaneous Revenue	<u>34,549</u>	<u>21,069</u>	<u>21,069</u>	<u>21,069</u>	<u>0</u>	<u>0.00 %</u>
TOTAL REVENUES	<u>13,683,060</u>	<u>17,001,103</u>	<u>16,545,513</u>	<u>16,545,513</u>	<u>(455,590)</u>	<u>(2.68) %</u>
NET COUNTY COST	(13,906)	0	0	0	0	0.00 %

## Departmental Purpose

Tulare County Department of Child Support Services (TDCSS) operates under Family Code Section 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 32,000 children are served by TDCSS. The active caseload is approximately 30,000 cases.

- 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 online application for services. After the application form is submitted, the child support process begins. The County Health and Human Services Agency (HHS) 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(ren) 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 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.

- **Objective 1** - Collect and distribute \$39,121,184 in child support. **Results:** Collected and distributed \$37,134,668 in child support by September 2011 achieving 94.9% of the goal.
- **Objective 2** - Collect and distribute 59.8% of the amount of child support due. **Results:** Collected and distributed 60.4% of the current child support due by September 2011, exceeding our goal by 0.6%. This was an increase in performance of 1.6% over the prior year.
- **Objective 3** - Collect on 60.6% of cases with arrears owing. **Results:** Received a collection on 60.6% of cases owing arrears by September 2011, achieving the goal. This was a 1.3% 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 113.8% of the children born out of wedlock in the previous year. **Results:** Established parentage at the rate of 102.8% of the children born out of wedlock in the previous year by September 2011. This was 96.2% of the goal.

**Goal 2:** Increase the percentage of child support cases with support orders.

- **Objective 1** - Establish support orders in 87.5% of cases needing a support order. **Results:** Established support orders in 91.1% of cases needing a support order by September 2011, exceeding our goal by 3.6%. This was a 3.6% 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 87% by June 2012, exceeding the goal by 7%.
- **Objective 2** - Maximize customer access to electronic information and services. **Results:** Customers used the computer in the lobby of each office to access online case information. Increased the use of the online 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 2012, exceeding the goal by 25%.

### Other Accomplishments in FY 2011/12

- 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 \$2.90. 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 \$2.29.

### Key Goals and Objectives for FY 2012/13

#### **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 2012 as set by the State.

- **Objective 1** - Collect and distribute \$38,248,708 in child support.
- **Objective 2** - Collect and distribute 61.4% of the amount of current child support due.
- **Objective 3** - Collect on 63.1% of cases with arrears owing.

#### **Quality of Life**

**Goal 1:** Increase the percentage of children with a legal relationship with their parents by September 2012 as set by the State.

- **Objective 1** - Maintain or increase Statewide Paternity Establishment Percentage to 100% or above.

**Goal 2:** Increase the percentage of child support cases with support orders by September 2012 as set by the State.

- **Objective 1** - Establish support orders in 91.1% of cases needing a support order.

#### **Organizational Performance**

**Goal 1:** Operate a responsive, customer friendly program by June 2013.

- **Objective 1** - Conduct customer service surveys and achieve an annual customer satisfaction rate of at least 80%.
- **Objective 2** - 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 2012 as set by the State.

- **Objective 1** - Achieve a Cost Effectiveness ratio of at least \$2.25.

## Departmental Budget Request

The Requested Budget of \$16,545,513 in expenditures and revenues represents a decrease of \$455,590 or 3% when compared with the FY 2011/12 Final Budget.

Significant areas with major changes between the FY 2011/12 Final Budget and the FY 2012/13 Requested Budget are as follows:

- Services and Supplies decrease \$487,897 to reflect available funding.
- Capital Assets are unchanged. The FY 2012/13 expenditures of \$50,000 include the following:
  - 2 Replacement vehicles \$50,000
- Countywide Cost Allocation Plan (COWCAP) charges increase \$96,668 due to changes in the Plan.
- Revenue projections are adjusted to reflect decreased State and Federal allocations.

Staffing changes reflected in the Requested Budget include the following:

- Salary increase of 5% for the DCSS Assistant Director due to increased responsibilities and workload.
- Re-class 1 FTE position to more accurately reflect duties performed, the level of responsibility, and the changing needs of the Department. The requested re-classified positions include:

- 1 Deputy CSS Director to Assistant CSS Director

➤ Delete 1 FTE vacant position to reflect changing Department needs. The requested deleted position include:

- Deputy CSS Director

## County Administrator's Recommendation

This budget is recommended as submitted.

## Pending Issues and Policy Considerations

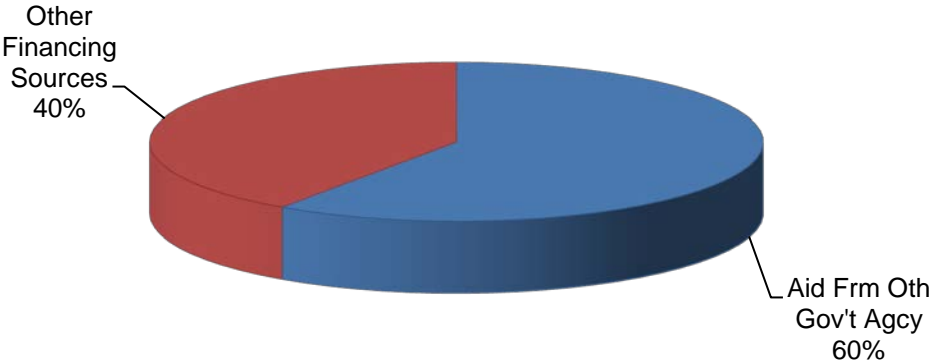
Revenue stabilization is subject to continued Legislative support.

## Department Head Concurrence or Appeal

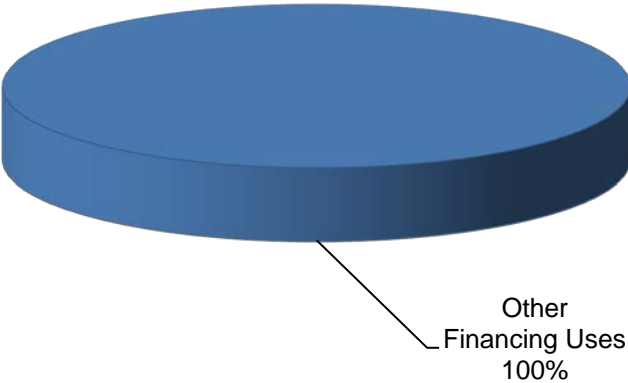
The Department Head concurs with the Recommended Budget.



SOURCE OF FUNDS



USE OF FUNDS



**Cheryl L. Duerksen, Ph.D.**  
**Health and Human Services Agency Director**

**017-017**  
**Mental Health Realignment**

FUND: 017

AGENCY: 017

MAJOR ACCOUNTS CLASSIFICATIONS	2010/11 ACTUALS	2011/12 FINAL BUDGET	2012/13 DEPT REQUEST	2012/13 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Other Financing Uses	<u>2,600,989</u>	<u>17,224,991</u>	<u>13,560,131</u>	<u>13,560,131</u>	<u>(3,664,860)</u>	<u>(21.28)%</u>
TOTAL APPROPRIATIONS	2,600,989	17,224,991	13,560,131	13,560,131	(3,664,860)	(21.28)%
REVENUES:						
Intergovernmental Revenue	(2,915,580)	11,557,391	8,127,574	8,127,574	(3,429,817)	(29.68)%
Other Financing Sources	<u>5,516,570</u>	<u>5,667,600</u>	<u>5,432,557</u>	<u>5,432,557</u>	<u>(235,043)</u>	<u>(4.15)%</u>
TOTAL REVENUES	<u>2,600,990</u>	<u>17,224,991</u>	<u>13,560,131</u>	<u>13,560,131</u>	<u>(3,664,860)</u>	<u>(21.28)%</u>
NET COUNTY COST	(1)	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 in FY 2011/12

Not applicable.

## Goals and Objectives for FY 2012/13

Not applicable.

## Departmental Budget Request

The Requested Budget represents an overall decrease of \$3,664,860 or 21% in both expenditures and revenues when compared with the FY 2011/12 Final Budget.

The major factors contributing to changes between the FY 2011/12 Final Budget and the FY 2012/13 Requested Budget are:

- Other Financing uses decrease \$3,664,860 due to a one-time transfer of realignment funds to cover necessary expenditures for the Criminal Justice Center and Capital Projects in FY 2011/12.
- Revenue projections, decrease due to a 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

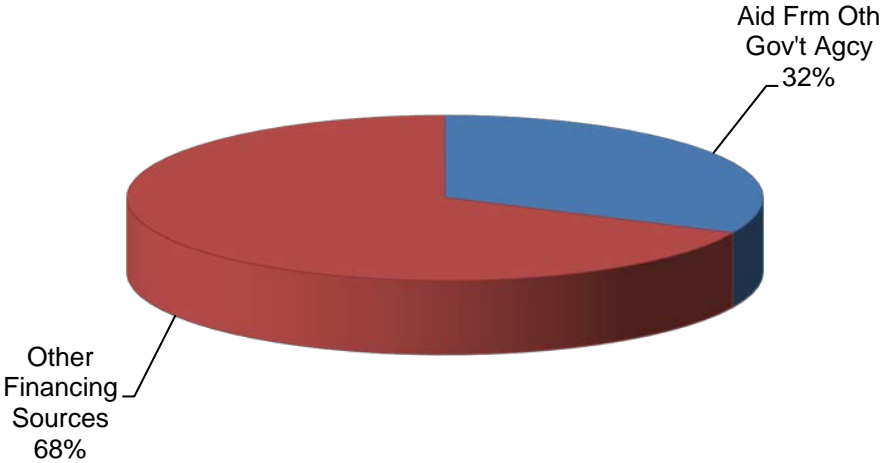
There are no pending issues or policy considerations.

## Department Head Concurrence or Appeal

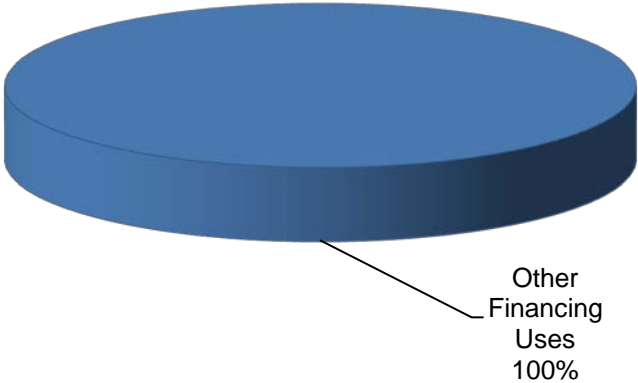
The Department Head concurs with the Recommended Budget.



SOURCE OF FUNDS



USE OF FUNDS



FUND: 018

AGENCY: 018

MAJOR ACCOUNTS CLASSIFICATIONS	2010/11 ACTUALS	2011/12 FINAL BUDGET	2012/13 DEPT REQUEST	2012/13 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Other Financing Uses	<u>11,572,067</u>	<u>17,130,587</u>	<u>16,870,316</u>	<u>16,870,316</u>	<u>(260,271)</u>	<u>(1.52)%</u>
TOTAL APPROPRIATIONS	<u>11,572,067</u>	<u>17,130,587</u>	<u>16,870,316</u>	<u>16,870,316</u>	<u>(260,271)</u>	<u>(1.52)%</u>
REVENUES:						
Intergovernmental Revenue	582,730	4,750,395	5,409,347	5,409,347	658,952	13.87 %
Other Financing Sources	<u>10,989,337</u>	<u>12,380,192</u>	<u>11,460,969</u>	<u>11,460,969</u>	<u>(919,223)</u>	<u>(7.42)%</u>
TOTAL REVENUES	<u>11,572,067</u>	<u>17,130,587</u>	<u>16,870,316</u>	<u>16,870,316</u>	<u>(260,271)</u>	<u>(1.52)%</u>
NET COUNTY COST	0	0	0	0	0	0.00 %

### Departmental Purpose

This budget accounts for revenues received from the State designated to support local health programs. Counties are provided with two revenue sources referred to as realignment revenue: a portion of both State sales tax collections and vehicle license fees.

Realignment revenue allocated to the County is placed in the Local Health and Welfare Trust Fund, which has separate accounts or funds for Health, Mental Health, and Social Services.

Accounting for these revenues requires that they be included in the County's operating budget to identify the flow of revenues to the General Fund and to record the County's match for Health. These revenues are transferred from Health Realignment Fund to the Health and Human Services Agency General Fund for expenditure on health programs.

### Departmental Core Functions

Not applicable.

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

Not applicable.

### Key Goals and Objectives for FY 2012/13

Not applicable.

### Departmental Budget Request

The Requested Budget represents a decrease of \$260,271 or 2% in both expenditures and revenues when compared with the FY 2011/12 Final Budget.

The major factors contributing to changes between the FY 2011/12 Final Budget and the FY 2012/13 Requested Budget are:

- Other Financing uses decrease \$260,271 due to a one-time rollover of funds to cover necessary Health program expenditures for FY 2012/13.
- Revenue projections, decrease due to a 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

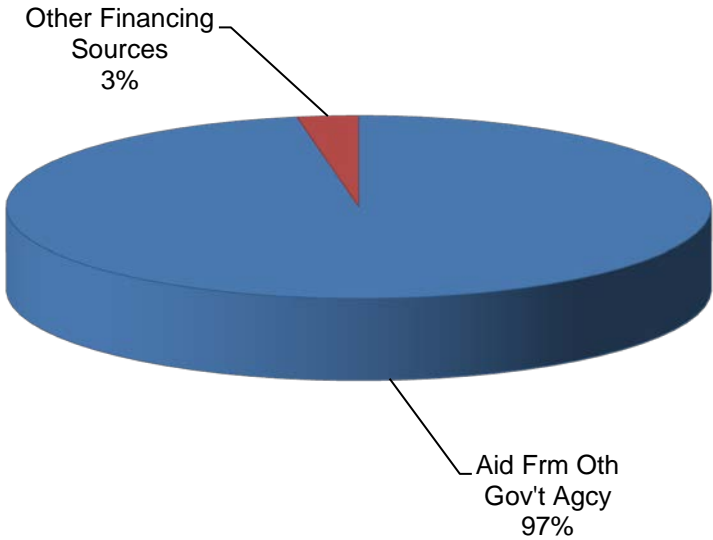
There are no pending issues or policy considerations.

### Department Head Concurrence or Appeal

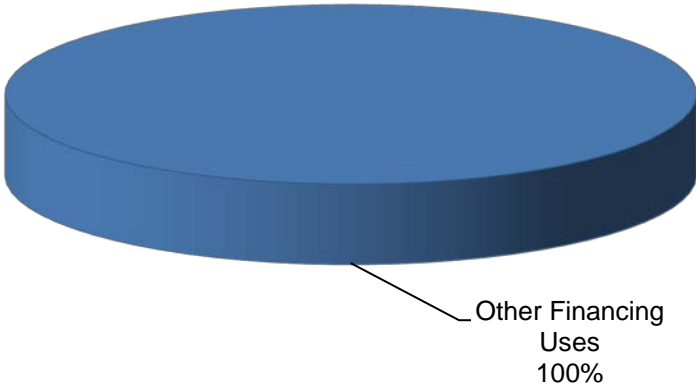
The Department Head concurs with the Recommended Budget.



SOURCE OF FUNDS



USE OF FUNDS



FUND: 019  
AGENCY: 019

MAJOR ACCOUNTS CLASSIFICATIONS	2010/11 ACTUALS	2011/12 FINAL BUDGET	2012/13 DEPT REQUEST	2012/13 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Other Financing Uses	<u>12,494,183</u>	<u>16,975,008</u>	<u>31,134,122</u>	<u>31,134,122</u>	<u>14,159,114</u>	<u>83.41 %</u>
TOTAL APPROPRIATIONS	12,494,183	16,975,008	31,134,122	31,134,122	14,159,114	<u>83.41 %</u>
REVENUES:						
Intergovernmental Revenue	11,663,189	16,118,416	30,261,619	30,261,619	14,143,203	87.75 %
Other Financing Sources	<u>830,994</u>	<u>856,592</u>	<u>872,503</u>	<u>872,503</u>	<u>15,911</u>	<u>1.86 %</u>
TOTAL REVENUES	<u>12,494,183</u>	<u>16,975,008</u>	<u>31,134,122</u>	<u>31,134,122</u>	<u>14,159,114</u>	<u>83.41 %</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 in FY 2011/12

Not applicable.

### Key Goals and Objectives for FY 2012/13

Not applicable.

### Departmental Budget Request

The Requested Budget represents an increase of \$14,159,114 or 83% in both expenditures and revenues when compared with the FY 2011/12 Final Budget.

The major factors contributing to changes between the FY 2011/12 Final Budget and the FY 2012/13 Requested Budget are:

- Other Financing uses increase \$14,159,114 due to a New Realignment funding tied to the CalWORKs Assistance Maintenance of Effort (MOE), designated to cover the State's obligation to the CalWORKs program. These funds must be used for the CalWORKs Assistance match only.
- Revenue projections increase due to receipt of CalWORKs funds.

### County Administrator's Recommendation

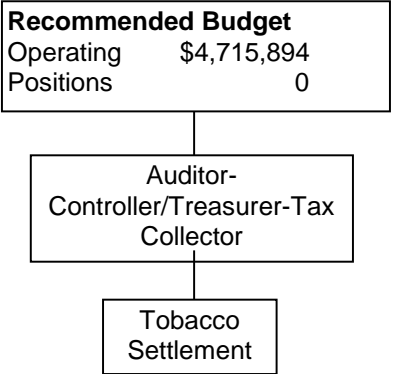
This budget is recommended as submitted.

### Pending Issues and Policy Considerations

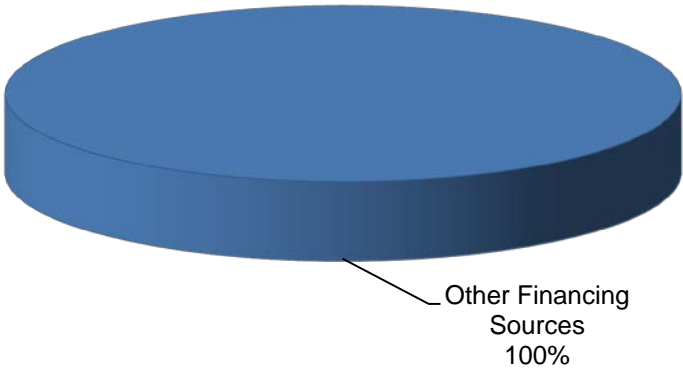
There are no pending issues or policy considerations.

### Department Head Concurrence or Appeal

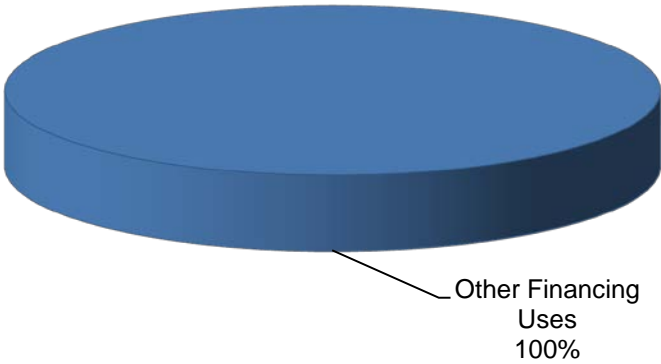
The Department Head concurs with the Recommended Budget.



SOURCE OF FUNDS



USE OF FUNDS





FUND: 020  
AGENCY: 020

MAJOR ACCOUNTS CLASSIFICATIONS	2010/11 ACTUALS	2011/12 FINAL BUDGET	2012/13 DEPT REQUEST	2012/13 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Other Financing Uses	<u>3,853,660</u>	<u>3,962,356</u>	<u>4,715,894</u>	<u>4,715,894</u>	<u>753,538</u>	<u>19.02</u> %
TOTAL APPROPRIATIONS	3,853,660	3,962,356	4,715,894	4,715,894	753,538	19.02 %
REVENUES:						
Other Financing Sources	<u>3,853,660</u>	<u>3,962,356</u>	<u>4,715,894</u>	<u>4,715,894</u>	<u>753,538</u>	<u>19.02</u> %
TOTAL REVENUES	<u>3,853,660</u>	<u>3,962,356</u>	<u>4,715,894</u>	<u>4,715,894</u>	<u>753,538</u>	<u>19.02</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 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 2011/12

Not applicable.

### Key Goals and Objectives for FY 2012/13

Not applicable.

### Departmental Budget Request

The Requested Budget represents an overall increase of \$753,538 or 19% in both expenditures and revenues when compared with the FY 2011/12 Final Budget.

The factor contributing to major changes between the FY 2011/12 Final Budget and the FY 2012/13 Requested Budget is as follows:

- Anticipated increase in Tobacco Settlement proceeds compared with FY 2011/12.

### County Administrator's Recommendation

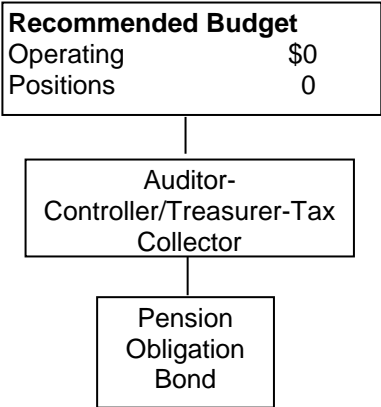
The budget is recommended as submitted.

### 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: 022

AGENCY: 022

MAJOR ACCOUNTS CLASSIFICATIONS	2010/11 ACTUALS	2011/12 FINAL BUDGET	2012/13 DEPT REQUEST	2012/13 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	2,650	6,181	0	0	(6,181)	(100.00)%
Other Charges	<u>6,353,632</u>	<u>6,500,423</u>	<u>0</u>	<u>0</u>	<u>(6,500,423)</u>	<u>(100.00)%</u>
TOTAL APPROPRIATIONS	6,356,282	6,506,604	0	0	(6,506,604)	<u>(100.00)%</u>
REVENUES:						
Rev. from Use of Money & Prop	0	1	0	0	(1)	(100.00)%
Other Financing Sources	<u>6,324,478</u>	<u>6,249,527</u>	<u>0</u>	<u>0</u>	<u>(6,249,527)</u>	<u>(100.00)%</u>
TOTAL REVENUES	<u>6,324,478</u>	<u>6,249,528</u>	<u>0</u>	<u>0</u>	<u>(6,249,528)</u>	<u>(100.00)%</u>
NET COUNTY COST	31,804	257,076	0	0	(257,076)	(100.00)%

### 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 final POB debt service payment was made in FY 2011/12. Therefore, this fund has been discontinued.

### Departmental Core Functions

Not applicable.

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

Not applicable.

### Key Goals and Objectives for FY 2012/13

Not applicable.

### Departmental Budget Request

Not applicable.

### County Administrator's Recommendation

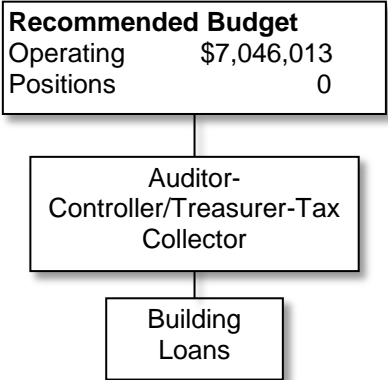
The budget is recommended as submitted.

### Pending Issues and Policy Considerations

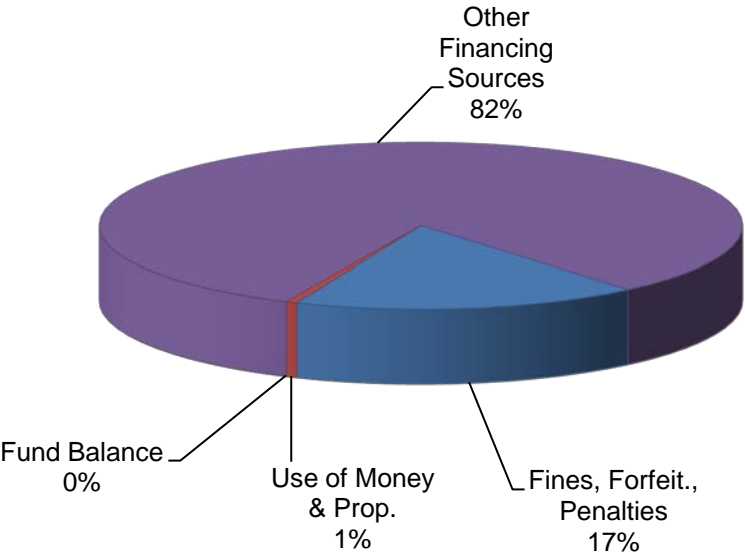
There are no pending issues or policy considerations.

### Department Head Concurrence or Appeal

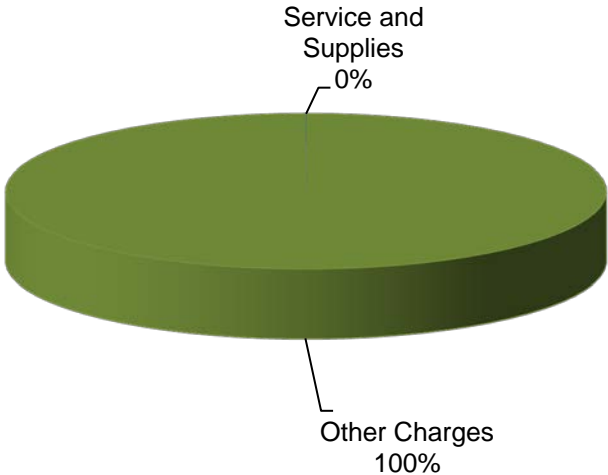
The Department Head concurs with the Recommended Budget.



SOURCE OF FUNDS



USE OF FUNDS



FUND: 024  
AGENCY: 024

MAJOR ACCOUNTS CLASSIFICATIONS	2010/11 ACTUALS	2011/12 FINAL BUDGET	2012/13 DEPT REQUEST	2012/13 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	2,650	14,000	2,656	2,656	(11,344)	(81.03)%
Other Charges	<u>6,682,142</u>	<u>8,320,145</u>	<u>7,046,013</u>	<u>7,046,013</u>	<u>(1,274,132)</u>	<u>(15.31)%</u>
TOTAL APPROPRIATIONS	6,684,792	8,334,145	7,048,669	7,048,669	(1,285,476)	(15.42)%
REVENUES:						
Fines,Forfeit.,Penalties	3,020,904	1,448,217	1,500,000	1,500,000	51,783	3.58 %
Rev. from Use of Money & Prop	56,934	46,987	36,975	36,975	(10,012)	(21.31)%
Other Financing Sources	<u>5,172,740</u>	<u>6,828,687</u>	<u>8,838,953</u>	<u>8,838,953</u>	<u>2,010,266</u>	<u>29.44 %</u>
TOTAL REVENUES	<u>8,250,578</u>	<u>8,323,891</u>	<u>10,375,928</u>	<u>10,375,928</u>	<u>2,052,037</u>	<u>24.65 %</u>
NET COUNTY COST	(1,565,786)	10,254	(3,327,259)	(3,327,259)	(3,337,513)	(32,548.40)%

## 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 2012/13.

## Departmental Core Functions

Not applicable.

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

Not applicable.

## Key Goals and Objectives for FY 2012/13

Not applicable.

## Departmental Budget Request

The Requested Budget represents an overall decrease of \$1,285,476 or 15% in expenditures and an increase of \$2,052,037 or 25% in revenues when compared with the FY 2011/12 Final Budget. The \$3,327,259 difference between expenditures and revenues represent an increase to reserves.

The significant areas with major changes between the FY 2011/12 Final Budget and the FY 2012/13 Requested Budget are as follows:

- Services and Supplies decrease \$11,344 due to a management decision to take out previously budgeted professional fees.
- Other Charges decrease \$1,274,132 primarily due to retirement of long term debt.
- Revenue projections increase due to operating transfers-in to cover debt service predominately due to a \$2,000,000 operating transfer of one time monies from the General Fund to internally defease the last two years (FY 2016/17, FY 2017/18) of Invensys debt service requirements..

## County Administrator's Recommendation

The budget is recommended as submitted.

## Pending Issues and Policy Considerations

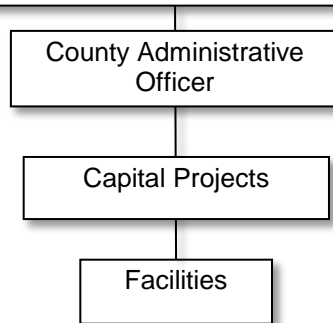
There are no pending issues or policy considerations.

## Department Head Concurrence or Appeal

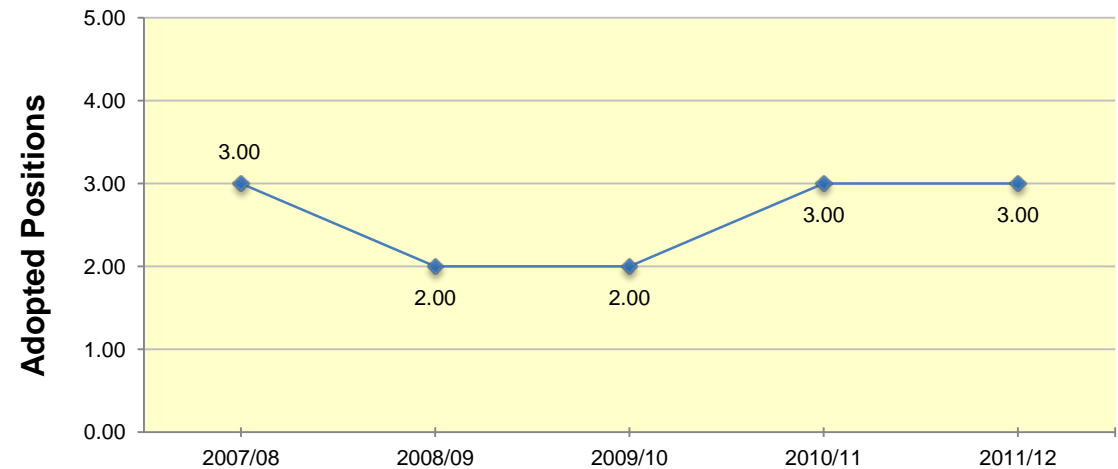
The Department Head concurs with the Recommended Budget.



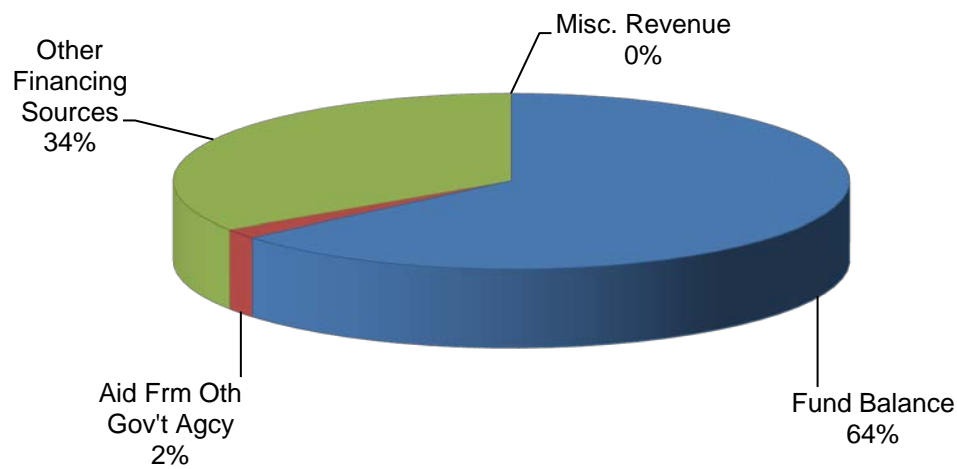
Recommended Budget	
Operating	\$21,522,629
Positions	4



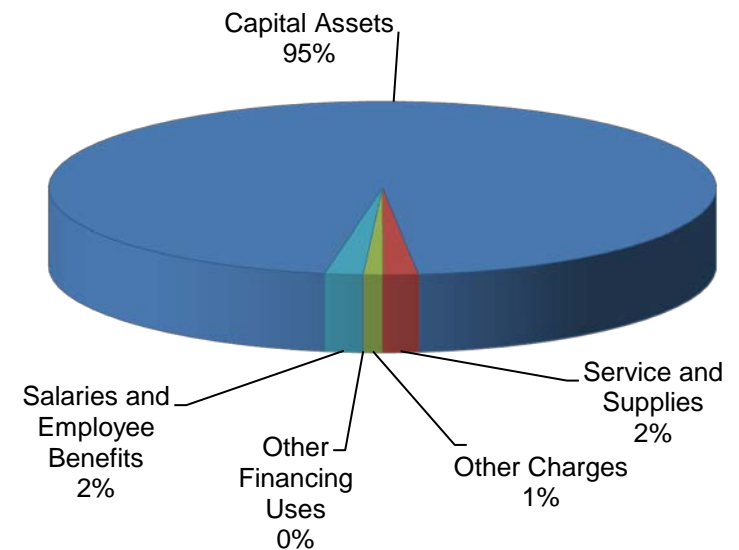
STAFFING TREND



SOURCE OF FUNDS



USE OF FUNDS



FUND: 030  
AGENCY: 086

MAJOR ACCOUNTS CLASSIFICATIONS	2010/11 ACTUALS	2011/12 FINAL BUDGET	2012/13 DEPT REQUEST	2012/13 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Salaries And Employee Benefits	248,192	311,676	396,150	396,150	84,474	27.10 %
Service And Supplies	236,074	362,500	362,500	362,500	0	0.00 %
Other Charges	124,496	109,935	200,200	200,200	90,265	82.11 %
Fixed Assets	4,360,968	14,093,563	20,394,738	20,394,738	6,301,175	44.71 %
Other Financing Uses	320,000	1,000,000	1	1	(999,999)	(100.00)%
Cowcap	<u>0</u>	<u>0</u>	<u>169,040</u>	<u>169,040</u>	<u>169,040</u>	<u>0.00 %</u>
TOTAL APPROPRIATIONS	5,289,730	15,877,674	21,522,629	21,522,629	5,644,955	<u>35.55 %</u>
REVENUES:						
Rev. from Use of Money & Prop	229,903	0	0	0	0	0.00 %
Intergovernmental Revenue	342,613	200,000	387,961	387,961	187,961	93.98 %
Charges For Current Serv	0	0	62,000	62,000	62,000	0.00 %
Miscellaneous Revenue	191,358	756,595	0	0	(756,595)	(100.00)%
Other Financing Sources	<u>5,849,005</u>	<u>6,730,447</u>	<u>7,371,400</u>	<u>7,371,400</u>	<u>640,953</u>	<u>9.52 %</u>
TOTAL REVENUES	<u>6,612,879</u>	<u>7,687,042</u>	<u>7,821,361</u>	<u>7,821,361</u>	<u>134,319</u>	<u>1.75 %</u>
NET COUNTY COST	(1,323,149)	8,190,632	13,701,268	13,701,268	5,510,636	67.28 %

## 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. The Capital Projects Division staff provide project oversight.

## Departmental Core Functions

- Plan, develop, manage, and complete Capital and Major Maintenance projects.
- Prepare, manage, and monitor Capital Projects Division budget and project budgets.
- Complete three, five, and ten year Capital Improvement Plan (CIP) and five year Facility Improvement Plan (FIP).
- Interact with and assist County Departments with capital, major maintenance, facilities maintenance, and space planning needs. Track Capital and Major Maintenance request forms and provide direction and project oversight.
- Capital Projects Manager oversees the daily operations of the Facilities Division, the maintenance of buildings and associated equipment, and related budgetary expenditures.

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 protection of County assets. Commitment, fairness, and professionalism are the core values that are applied to each project with an emphasis on customer services.

## Capital Improvement Plan

The County's Capital Improvement Plan (CIP) is a ten year plan that 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 five 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 category.

**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. The Facilities Division performs minor repairs and routine maintenance.

## Key Goals and Objectives Results in 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. **Results:** The existing Alpaugh Fire Station was demolished and construction of the new apparatus bay was completed in January 2012.

**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. **Results:** Initial analysis of boilers was completed. The full objective for design, bid, and project completion was not met due to lack of funding. It is anticipated that this objective will be completed by June 2013.

**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. **Results:** The biddable roof plans and specifications for the new roof were completed in October 2011.

### 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. **Results:** This objective was not met as further review found pre-qualification to not be the desired process.
- **Objective 2** - Complete the remediation of contaminated soils from Harmon Field by June 2012. **Results:** The draft biddable plans and specifications were completed in April 2012. Due to limited staffing, the project has been delayed until FY 2012/13.

### Quality of Life

**Goal 1:** Complete the Ivanhoe Community Center project.

- **Objective 1** - Monitor construction process to achieve project completion by November 2011. **Results:** The Ivanhoe Community Center project was completed in January 2012 and occupied by the Boys and Girls Club of Tulare County in April 2012. Unforeseen construction conditions caused the two months delay in completion.

### 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. **Results:** Project was completed in February 2012. Unforeseen construction conditions caused the one month delay in completion.

**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. **Results:** The Civic Center Parking Lot 6 expansion project was completed in November 2011. The project added 166 additional parking spaces.

### Other Accomplishments in FY 2011/12

- Completed installation of Security Communication Towers in Alpaugh and Pixley. These 80 foot towers provide an integral part of the region's interoperability project. The towers will allow for enhanced communication between agencies by increasing available channels and coverage.
- Several parking lot projects have been completed. These include the Sheriff's east parking lot project, which includes tree removal, replacement of sewer and drainage systems, and Americans with Disabilities Act (ADA) corrections. The Parking lot at the new Probation Office space at 100 E. Center was fully replaced. The auxiliary parking lot on Oak Street was also refurbished.
- Relocation of Health and Human Services Women, Infants, and Children (WIC) Program to newly created office space adjacent to TulareWorks Visalia District Office on Highway 63. The WIC Central storage was also relocated from Tulare to the new site.
- Installed new Energy Management System at the Visalia Health Clinic. The new system is compatible with existing County energy management systems. This eliminates the need for contracted services and allows for County staff to provide full energy management support to the facility.

### Key Goals and Objectives for FY 2012/13

#### Safety and Security

**Goal 1:** Provide Project Management for the AB900 Grant funded South County Detention Facility. The grant project is for \$67,917,000 and will be fully constructed and occupied by August 2018.

- **Objective 1** – Complete land procurement. Identify, evaluate, and present options to the Board of Supervisors for appropriate land purchase for potential facility site by July 2012.
- **Objective 2** – Complete required AB900 Grant Site Assurance and Real Estate Due Diligence milestones by August 2012.
- **Objective 3** – Complete the Request for Proposal process for both architectural services and construction management services including proposal review, interviews, evaluation, selection, and contract negotiations by November 2012.
- **Objective 4** – Complete required AB900 Grant milestone of project establishment with the State Public Works Board including submittal of project scope, schedule, and phased cost estimate by March 2012.

**Goal 2:** Install new boilers at the Bob Wiley Detention Facility.

- **Objective 1** – Complete the biddable plans and specifications for bidding by February 2013.
- **Objective 2** – Complete the installation project by June 2013.

**Goal 3:** Complete a reroofing project at the Probation Youth Facility to provide safe working conditions and protect County assets.

- **Objective 1** – Bid the project and complete the reroof by June 2013.

### Quality of Life

**Goal 1:** Provide Project and Construction Management to Health and Human Services Agency for the relocation of the Mental Health and Alcohol Other Drugs (MH/AOD) programs to renovated facility.

- **Objective 1** – Complete project scope and lease agreement negotiations by September 2012.
- **Objective 2** – Conduct space planning, programming, and design workshops with County staff, architect, furniture vendor, and construction contractor by October 2012.
- **Objective 3** – Develop final plans, and specifications by January 2013.
- **Objective 4** - Initiate construction by March 2013. Construction will be completed in FY 2013/14.

**Goal 2:** Complete renovations at the Strathmore Library. Project to include carpet, paint, new circulation desk, shelving, remodel of restrooms, and landscaping.

- **Objective 1** – Complete project scope and design by January 2013.
- **Objective 2** – Complete project renovations by June 2013.

### Organizational Performance

**Goal 1:** Installation of two emergency generators to provide improved service delivery and protect County assets during power outages.

- **Objective 1** – Design, bid, and oversee installation of emergency generator at the Visalia Courthouse by June 2013.
- **Objective 2** – Design, bid, and oversee installation of emergency generator at the Tulare County Government Plaza by June 2013.

### Departmental Budget Request

The Requested Budget represents an overall increase of \$5,644,955 or 36% in expenditures and an increase of \$134,319 or 2% in revenues when compared with the FY 2010/11 Final Budget. The \$13,701,268 difference between expenditures and revenues represents the use of Reserves.

Significant areas with major changes between the FY 2011/12 Final Budget and the FY 2012/13 Requested Budget are as follows:

- Salaries and Benefits increase \$84,474 primarily due to a net addition of two FTEs, increases in salaries and benefits for existing positions, and proposed salary adjustments.
- Other Charges increase \$90,265 largely due to an increase in program administration charges.
- Capital Assets increase \$6,301,175 due to budgeting of Capital Improvement Plan projects.
- Other Financing Uses decrease \$999,999 due to a decrease in operating transfers to other Departments.

- Countywide Cost Allocation Plan (COWCAP) charges increase \$169,040 as Capital Projects has not been included in the Plan in prior fiscal years.

#### County Administrator's Recommendation

This budget is recommended as submitted.

#### Pending Issues and Policy Considerations

There are no pending issues or policy considerations.

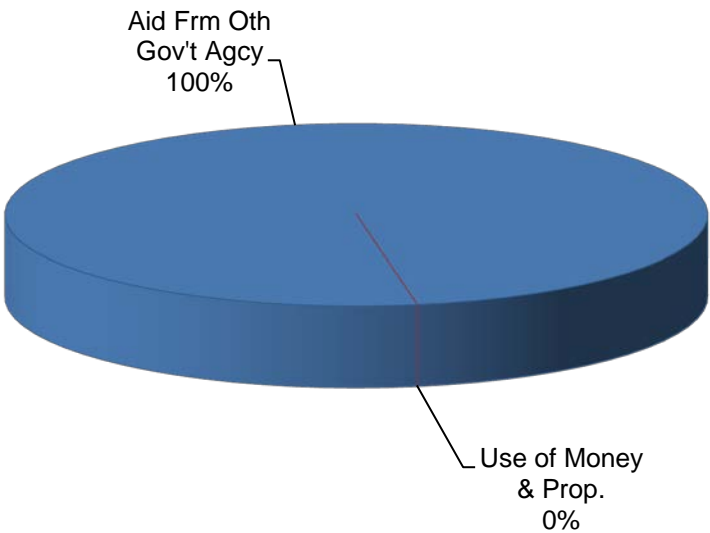
#### Department Head Concurrence or Appeal

The Department Head concurs with the Recommended Budget.

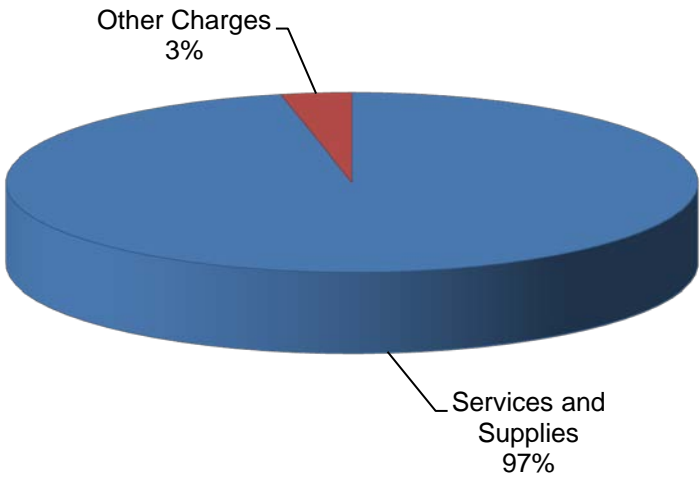
Recommended Budget	
Operating	\$4,528,335
Positions	0

Resource Management Agency

SOURCE OF FUNDS



USE OF FUNDS





FUND: 050  
AGENCY: 230

MAJOR ACCOUNTS CLASSIFICATIONS	2010/11 ACTUALS	2011/12 FINAL BUDGET	2012/13 DEPT REQUEST	2012/13 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	2,066,211	5,868,779	4,379,176	4,379,176	(1,489,603)	(25.38)%
Other Charges	<u>120,531</u>	<u>188,853</u>	<u>149,159</u>	<u>149,159</u>	<u>(39,694)</u>	<u>(21.02)%</u>
TOTAL APPROPRIATIONS	2,186,742	6,057,632	4,528,335	4,528,335	(1,529,297)	<u>(25.25)%</u>
REVENUES:						
Rev. from Use of Money & Prop	0	250	0	0	(250)	(100.00)%
Intergovernmental Revenue	2,186,421	6,057,382	4,528,335	4,528,335	(1,529,047)	(25.24)%
Miscellaneous Revenue	<u>321</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00 %</u>
TOTAL REVENUES	2,186,742	6,057,632	4,528,335	4,528,335	(1,529,297)	<u>(25.25)%</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, economic development loans, business façade enhancement loans and grants, and construction of community improvements.

## Departmental Core Functions

- To promote healthy neighborhoods and viable communities through the use of CDBG funds.

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

### Economic Well-Being

**Goal 1:** Improve economic growth and community stability by providing access to façade improvement loan funds.

- **Objective 1** - Assist five small business owners by June 2012. **Results:** Due to the depressed economy, business owners were not willing to take on additional debt resulting in zero participation in the Façade Program.

## 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. **Results:** Received \$140,000 to complete three studies by June 2012.

## Key Goals and Objectives for FY 2012/13

### Economic Well-Being

**Goal 1:** Improve economic growth and community stability by providing access to business loan funds.

- **Objective 1** – Assist two small business owners by December 2012.

## Quality of Life

**Goal 1:** Develop viable communities by providing decent housing and a suitable living environment.

- **Objective 1** – Seek \$1.1 million in grant funding to develop, implement and administer housing programs, general community improvements and collaborate with local non-profits for the innovative provision of quality supportive services for the unincorporated communities in Tulare County by June 2013.

## Departmental Budget Request

The Requested Budget represents an overall decrease of \$1,529,297 or 25% in expenditures and revenues when compared with the FY 2011/12 Final Budget. The decrease is due to the completion and near completion of grant Funded projects.

Significant areas with major changes between the FY 2011/12 Final Budget and the FY 2012/13 Requested Budget are as follows:

- Services and Supplies decrease \$1,489,603 due to the completion or near completion of projects.
- Other Charges decrease \$39,694 due to the completion or near completion of projects.
- Revenues decrease due to the completion or near completion of grants.

## County Administrator's Recommendation

The budget is recommended as submitted.

## Pending Issues and Policy Considerations

There are no pending issues or policy considerations.

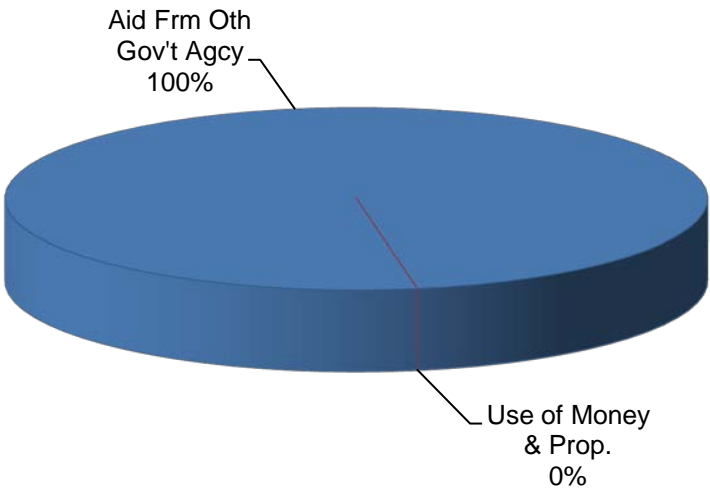
## Department Head Concurrence or Appeal

The Department Head concurs with the Recommended Budget.

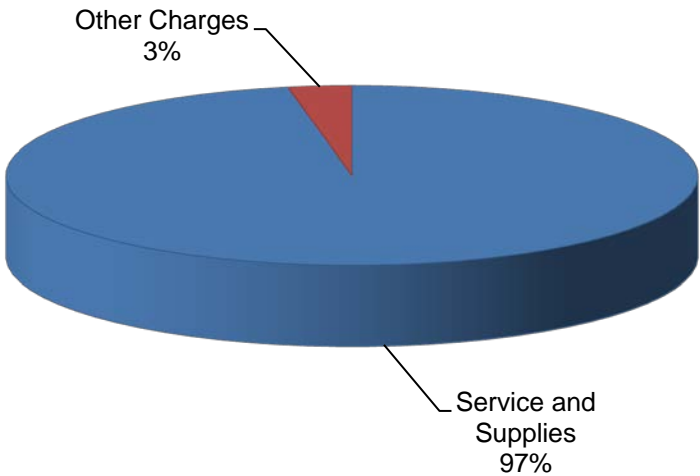
Recommended Budget	
Operating	\$825,074
Positions	0

Resource Management Agency

SOURCE OF FUNDS



USE OF FUNDS



FUND: 051  
AGENCY: 230

MAJOR ACCOUNTS CLASSIFICATIONS	2010/11 ACTUALS	2011/12 FINAL BUDGET	2012/13 DEPT REQUEST	2012/13 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	15,708	5,894,300	800,600	800,600	(5,093,700)	(86.42)%
Other Charges	<u>16,660</u>	<u>62,500</u>	<u>24,474</u>	<u>24,474</u>	<u>(38,026)</u>	<u>(60.84)%</u>
TOTAL APPROPRIATIONS	32,368	5,956,800	825,074	825,074	(5,131,726)	<u>(86.15)%</u>
REVENUES:						
Rev. from Use of Money & Prop	(1)	500	0	0	(500)	(100.00)%
Intergovernmental Revenue	<u>32,368</u>	<u>5,956,300</u>	<u>825,074</u>	<u>825,074</u>	<u>(5,131,226)</u>	<u>(86.15)%</u>
TOTAL REVENUES	<u>32,367</u>	<u>5,956,800</u>	<u>825,074</u>	<u>825,074</u>	<u>(5,131,726)</u>	<u>(86.15)%</u>
NET COUNTY COST	1	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

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 has changed, the accomplishments are ongoing and are outlined below.

- 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 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 76-unit Multi-Family apartment complex in the unincorporated community of Ivanhoe. **Results:** The project is currently under construction. The projected move-in date is June 2013.
- **Objective 2** - Research opportunities for Multi-Family Housing Projects. **Results:** Worked with a non-profit developer on a potential project. Project is not yet funded.

**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. **Results:** Researched ownership issues that were identified during the development of the Program. Continue to research grant funding opportunities to assist with the elimination of substandard housing.

## Key Goals and Objectives for FY 2012/13

### 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, and first time homebuyer mortgage assistance programs.

- **Objective 1** – Complete construction of a 76-unit Multi-family apartment complex in the unincorporated Community of Ivanhoe by June 2013.
- **Objective 2** – Research opportunities for Multi-Family Housing Projects by June 2013.

**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** – Research funding opportunities that will allow expenditures on Owner-occupied or Rental Ownership homes to eliminate substandard housing issues by June 2013.

### Departmental Budget Request

The Requested Budget represents an overall decrease of \$5,131,726 or 86% in both expenditures and revenues.

Significant areas with major changes between the FY 2011/12 Final Budget and the FY 2012/13 Requested Budget are as follows:

- Services and Supplies decrease \$5,093,700 due to decreased projects.
- Other Charges decrease \$38,026 due to decreased projects.
- Revenues decrease \$5,131,726 due to decreased grant funds.

### County Administrator's Recommendation

The budget is recommended as submitted.

### Pending Issues and Policy Considerations

There are no pending issues or policy considerations.

### Department Head Concurrence or Appeal

The Department Head concurs with the Recommended Budget.

FUND: 061

AGENCY: 035

MAJOR ACCOUNTS CLASSIFICATIONS	2010/11 ACTUALS	2011/12 FINAL BUDGET	2012/13 DEPT REQUEST	2012/13 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	1,658,393	2,013,000	2,592,861	2,592,861	579,861	28.81 %
Other Charges	5,176,054	6,497,636	9,615,431	9,615,431	3,117,795	47.98 %
Internal Service Accounts	1,775,356	2,300,000	2,400,000	2,400,000	100,000	4.35 %
Cowcap	<u>(198,446)</u>	<u>80,865</u>	<u>167,209</u>	<u>167,209</u>	<u>86,344</u>	<u>106.78 %</u>
TOTAL APPROPRIATIONS	8,411,357	10,891,501	14,775,501	14,775,501	3,884,000	<u>35.66 %</u>
REVENUES:						
Rev. from Use of Money & Prop	791,227	750,000	500,000	500,000	(250,000)	(33.33)%
Intergovernmental Revenue	16,680	16,000	25,000	25,000	9,000	56.25 %
Charges For Current Serv	5,200,000	5,200,000	5,200,000	5,200,000	0	0.00 %
Miscellaneous Revenue	<u>72,073</u>	<u>125,501</u>	<u>4,250,501</u>	<u>4,250,501</u>	<u>4,125,000</u>	<u>3,286.83 %</u>
TOTAL REVENUES	6,079,980	6,091,501	9,975,501	9,975,501	3,884,000	<u>63.76 %</u>
NET COUNTY COST	2,331,377	4,800,000	4,800,000	4,800,000	0	0.00 %



FUND: 062

AGENCY: 035

MAJOR ACCOUNTS CLASSIFICATIONS	2010/11 ACTUALS	2011/12 FINAL BUDGET	2012/13 DEPT REQUEST	2012/13 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	609,688	1,644,174	3,194,670	3,194,670	1,550,496	94.30 %
Other Charges	2,804,224	3,979,378	6,027,471	6,027,471	2,048,093	51.47 %
Internal Service Accounts	2,395,865	2,300,000	2,300,000	2,300,000	0	0.00 %
Cowcap	<u>(197,529)</u>	<u>37,035</u>	<u>97,723</u>	<u>97,723</u>	<u>60,688</u>	<u>163.87 %</u>
TOTAL APPROPRIATIONS	5,612,248	7,960,587	11,619,864	11,619,864	3,659,277	<u>45.97 %</u>
REVENUES:						
Rev. from Use of Money & Prop	271,460	250,000	220,000	220,000	(30,000)	(12.00)%
Charges For Current Serv	5,140,218	5,209,587	5,148,864	5,148,864	(60,723)	(1.17)%
Miscellaneous Revenue	<u>1,290,232</u>	<u>501,000</u>	<u>3,251,000</u>	<u>3,251,000</u>	<u>2,750,000</u>	<u>548.90 %</u>
TOTAL REVENUES	6,701,910	5,960,587	8,619,864	8,619,864	2,659,277	<u>44.61 %</u>
NET COUNTY COST	(1,089,662)	2,000,000	3,000,000	3,000,000	1,000,000	50.00 %

FUND: 063

AGENCY: 035

MAJOR ACCOUNTS CLASSIFICATIONS	2010/11 ACTUALS	2011/12 FINAL BUDGET	2012/13 DEPT REQUEST	2012/13 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	5,520	24,000	20,410	20,410	(3,590)	(14.96) %
Other Charges	38,080	51,702	89,164	89,164	37,462	72.46 %
Internal Service Accounts	299,752	350,000	320,000	320,000	(30,000)	(8.57) %
Cowcap	<u>(8,906)</u>	<u>3,008</u>	<u>4,437</u>	<u>4,437</u>	<u>1,429</u>	<u>47.51</u> %
TOTAL APPROPRIATIONS	334,446	428,710	434,011	434,011	5,301	<u>1.24</u> %
REVENUES:						
Rev. from Use of Money & Prop	15,121	13,000	13,000	13,000	0	0.00 %
Charges For Current Serv	<u>367,862</u>	<u>0</u>	<u>421,011</u>	<u>421,011</u>	<u>421,011</u>	<u>0.00</u> %
TOTAL REVENUES	382,983	13,000	434,011	434,011	421,011	<u>3,238.55</u> %
NET COUNTY COST	(48,537)	415,710	0	0	(415,710)	(100.00) %

FUND: 064

AGENCY: 035

MAJOR ACCOUNTS CLASSIFICATIONS	2010/11 ACTUALS	2011/12 FINAL BUDGET	2012/13 DEPT REQUEST	2012/13 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	604	25,000	104,042	104,042	79,042	316.17 %
Other Charges	10,916	46,015	58,000	58,000	11,985	26.05 %
Internal Service Accounts	264,828	380,000	350,000	350,000	(30,000)	(7.89)%
Cowcap	<u>(11,720)</u>	<u>3,635</u>	<u>3,510</u>	<u>3,510</u>	<u>(125)</u>	<u>(3.44)%</u>
TOTAL APPROPRIATIONS	264,628	454,650	515,552	515,552	60,902	<u>13.40 %</u>
REVENUES:						
Rev. from Use of Money & Prop	23,010	20,000	20,000	20,000	0	0.00 %
Charges For Current Serv	479,298	474,650	495,552	495,552	20,902	4.40 %
TOTAL REVENUES	<u>502,308</u>	<u>494,650</u>	<u>515,552</u>	<u>515,552</u>	<u>20,902</u>	<u>4.23 %</u>
NET COUNTY COST	(237,680)	(40,000)	0	0	40,000	(100.00)%

## 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, 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, and 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 of \$15 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 California Division of Occupational Safety and Health (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 service to injured employees and County Departments.

### General Liability—Fund 062

Risk Management administers the County's General Liability Fund, \$11 million, which involves direct administration of the \$250,000 self-insured retention and includes the General Liability I and II Insurance Programs through California State Association of Counties Excess Insurance Authority (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 in FY 2011/12**

**Safety and Security**

**Goal 1:** Further improve and expand the levels and types of safety services to County Departments.

- **Objective 1** - Coordinate and act as custodian of record for the Aerosol Transmissible Disease policy by June 2012. **Results:** This objective has not been accomplished and will be included in the FY 2012/13 Goals.
- **Objective 2** - Provide safety training to all County agencies as required by the Illness Prevention Plan by June 2012. **Results:** This objective has not been accomplished and will be included in the FY 2012/13 Goals.
- **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. **Results:** Assisted Human Resources & Development agency with completion of the Plan.
- **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. **Results:** This has not been accomplished and is deferred to FY 2012/13.
- **Objective 5** - Coordinate all CalOSHA required written programs for inclusion in the County's master Injury Illness

Prevention Plan by June 2012. **Results:** This objective has not been accomplished and will be included in the FY 2012/13 Goals.

**Organizational Performance**

**Goal 1:** Develop a program to self-administer the requirements of Medicare, Medicaid, and State Children's Health Insurance Program Extension Act (MMSEA) of 2007 Legislation to avoid penalties from non-compliance.

- **Objective 1** - Review the training requirements and complete the training to self-administer compliance by January 2012. **Results:** Risk Management successfully completed the training titled 'MMSEA Section 111.'
- **Objective 2** - Test the claim system to ensure data will be transferred with integrity by working with Technology Department at CSAC-EIA by January 2012. **Results:** Monthly transmissions and quarterly reporting to Center for Medicare and Medicaid Services (CMS) have been successful.
- **Objective 3** - Create policies to ensure compliance to avoid penalties before implementing the program by January 2012. **Results:** The Department started the review of the internal policies and will be completed by FY 2012/13.

**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 Employee Pool Notice (EPN) program for all County employees by June 2012. **Results:** This objective has not been accomplished and will be included in the FY 2012/13 Goals.

- **Objective 2** - Recommend procedures to County Counsel and Human Resources & Development to address non-compliance and seek Board of Supervisors' approval by June 2012. **Results:** This objective has not been accomplished and will be included in the FY 2012/13 Goals.
- **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. **Results:** This objective has not been accomplished and will be included in the FY 2012/13 Goals.

**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. **Results:** Phase II has been completed to include procedures and training materials which have been transferred to MURA to ensure data consistency. Website administrators were given basic MURA training in February 2012.
- **Objective 2** - Complete Phase III of Risk Management website project to provide loss data and statistics to County agencies via the Intranet by June 2012. **Results:** Phase III is partially completed as the website now includes 2011 CalOSHA logs and Medical Malpractice incident statistics. The Department will continue the effort in FY 2012/13 to include more comprehensive loss data and statistics.

**Goal 4:** Improve the efficiency of risk finance functions and enhance 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.

**Results:** This objective has not been accomplished and will be included in the FY 2012/13 Goals.

### Other Accomplishments in FY 2011/12

- Improved lost property claims administration in detention facilities to reduce the occurrence of losses and shorten claim resolution times.
- Coordinated Workers' Compensation 101 training to the County's front-line medical providers and County Department representatives to provide technical support.
- Streamlined the pre-employment testing requirements in concert with Human Resources & Development in order to maintain organizational effectiveness and fiscal responsibility.
- Developed and provided accommodation training to Health & Human Services Agency to provide instructions on analysis of work restrictions, physical demands, essential functions, and County accommodation practices.

- Vastly improved Property insurance schedule by revising the allocation method based on comprehensive property data maintained by General Services agency.

## Key Goals and Objectives for FY 2012/13

### Safety and Security

**Goal 1:** Further improve safety programs and expand the levels and types of safety services to County Departments.

- **Objective 1** - Coordinate and act as custodian of record for the Aerosol Transmissible Disease policy by June 2013.
- **Objective 2** - Provide safety training to all County agencies as required by the Illness Prevention Plan by June 2013.
- **Objective 3** - 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 2013.
- **Objective 4** - Coordinate all CalOSHA required written programs to be included in the County's master Injury Illness Prevention Plan by June 2013.
- **Objective 5** - Provide a Work Place Violence and Personal Protection training to all County employees who interact with public and make home visits by February 2013.

**Goal 2:** Develop and implement the Emergency Response Action Plan for all County employee-occupied buildings. The plan will provide protection to employees and the public in County buildings in eminent safety threat situations.

- **Objective 1** - Perform a threat assessment for each building occupied by County employees by June 2013.
- **Objective 2** – Implement the security plan which includes providing training, drills, role playing, and refresher exercises to County employees by June 2013.

**Goal 3:** Reduce most common industrial injuries such as strain, sprain, and repetitive injury counts by 5% compared to FY 2011/12 as identified through loss data base.

- **Objective 1** - 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 2013.
- **Objective 2** – Perform on-site visits to County locations that have the highest incidents of work-related repetitive injury strains claims by June 2013.
- **Objective 3** - Identify ergonomic challenges and implement appropriate solutions by June 2013 while continuing with current ergonomic training and education on safe work practices.

### Organizational Performance

**Goal 1:** Further develop a program to self-administer the requirements of MMSEA Legislation to avoid penalties for non-compliance.

- **Objective 1** – Oversee a smooth transition of claim system through CSAC-EIA Technology Department by testing the claim system to ensure accuracy and integrity of data by January 2013.
- **Objective 2** - Create policies and procedures to ensure compliance to avoid penalties before implementing the program by January 2013.

**Goal 2:** Further expand and enhance the effectiveness of the Risk Management services through use of web-based organizational performance management system, Performance Platform, and completion of the Phase III of the Risk web site enhancement

- **Objective 1** - Implement the Employer Pull Notice (EPN) program for all County employees by June 2013.
- **Objective 2** - Recommend procedures to County Counsel and Human Resources & Development to address EPN non-compliance and seek Board of Supervisors' approval by June 2013.
- **Objective 3** - Complete Phase III of the Risk website enhancement project to include comprehensive loss data and statistics by June 2013.

**Goal 3:** Improve the efficiency of risk finance administrative functions and improve the effectiveness of insurance administration service to County Departments.

- **Objective 1** - Conduct review of Boards and Commissions to determine insurance needs and identify potential liability exposures by June 2013.
- **Objective 2** - Further develop Property insurance allocation method to include comprehensive property schedule database and identify appropriate cost bases to be factored in the rate formulations March 2013.

### Departmental Budget Request

The Requested Budget represents an increase of \$7,609,480 or 39% in expenses and an increase of \$6,985,190 or 56% in revenues when compared with the FY 2011/12 Final Budget. The difference of \$7,800,000 between expenses and revenues represents the use of Unrestricted Net Assets.

Significant areas with major changes between the FY 2011/12 Final Budget and the FY 2012/13 Requested Budget are as follows:

- Service and Supplies increase \$2,205,809 primarily from anticipated increases in Workers' Compensation and General Liability defense costs due to severity of injuries and complexity of the cases.
- Other Charges increase \$5,215,335 largely due to anticipated increases in Workers' Compensation and Liability Claim expenses resulting from several large claims being filed.
- Countywide Cost Allocation Plan (COWCAP) charges increase \$148,336 due to changes in the Plan.
- Revenue projections increase overall due to anticipated insurance recoveries in spite of decreases in interest revenues from decreases in fund balances and significant decline in Treasury interest pool rates.

### County Administrator's Recommendation

This budget is recommended as submitted.

### Pending Issues and Policy Consideration

There are no pending issues or policy considerations.

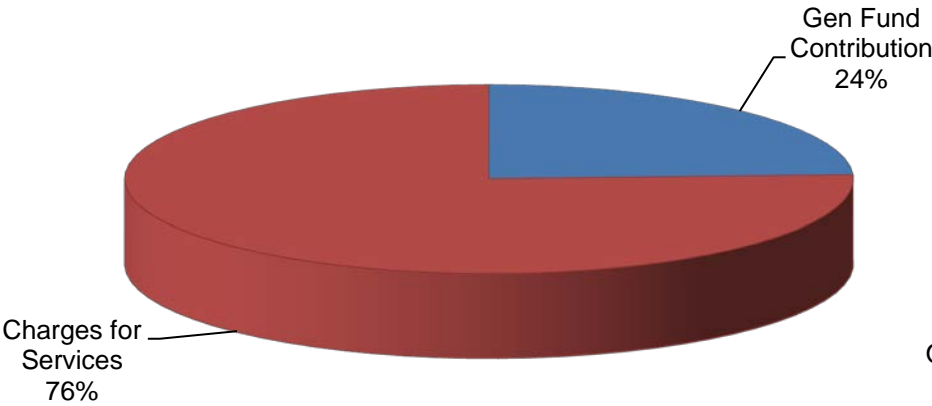
### Department Head Concurrence or Appeal

The Department Head concurs with the Recommended Budget.

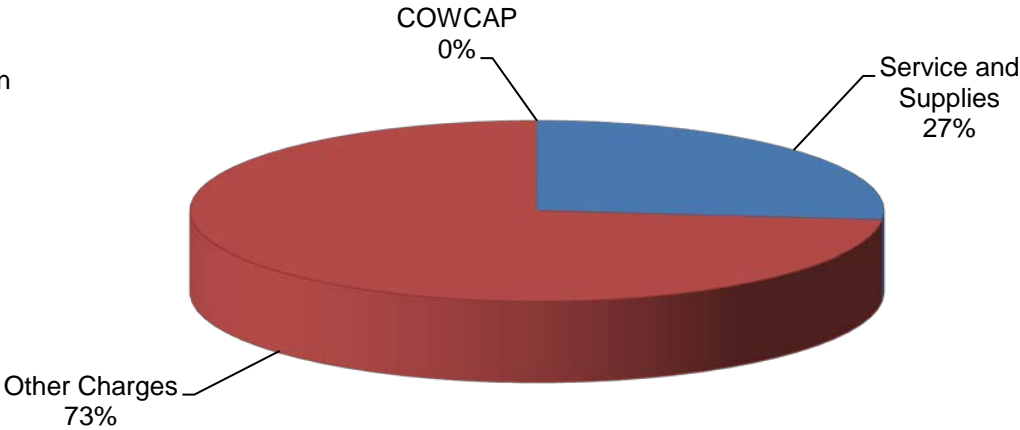


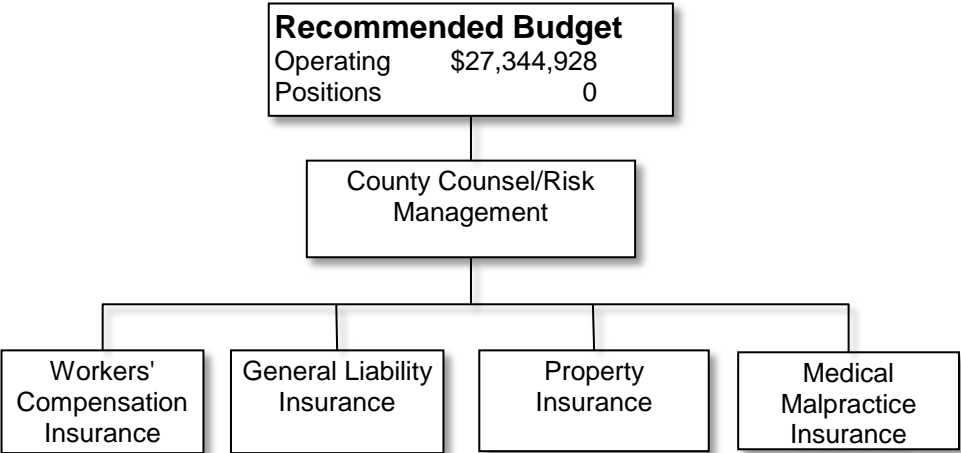


SOURCE OF FUNDS

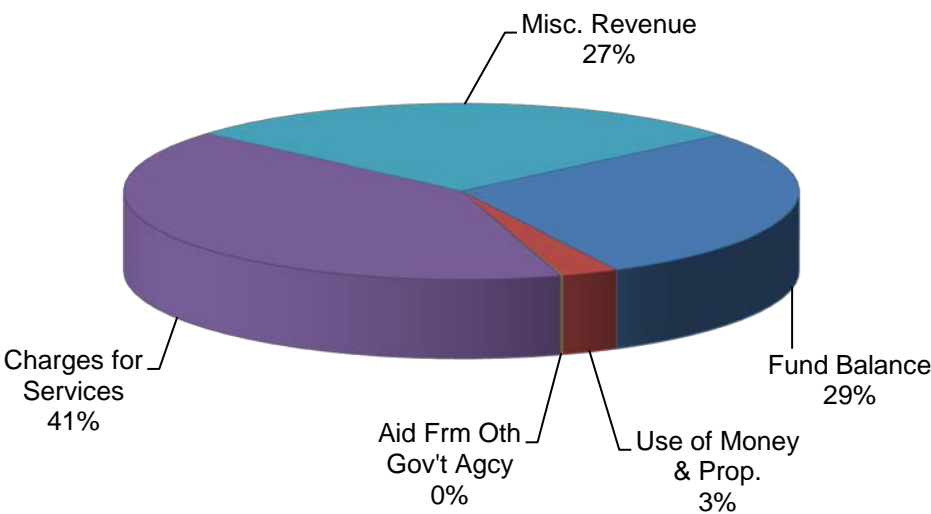


USE OF FUNDS

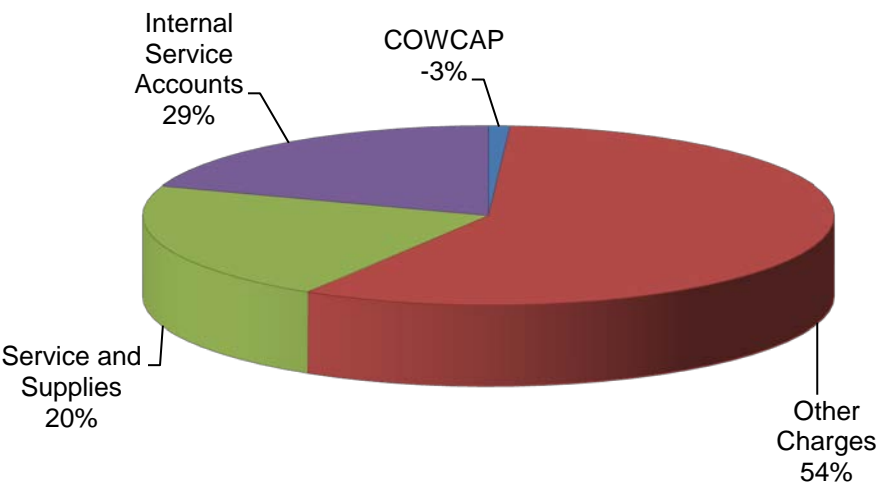




SOURCE OF FUNDS



USE OF FUNDS



FUND: 065  
AGENCY: 065

MAJOR ACCOUNTS CLASSIFICATIONS	2010/11 ACTUALS	2011/12 FINAL BUDGET	2012/13 DEPT REQUEST	2012/13 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	793,423	2,536,425	497,970	497,970	(2,038,455)	(80.37) %
Other Charges	17,019,097	18,659,027	1,374,490	1,374,490	(17,284,537)	(92.63) %
Cowcap	<u>5</u>	<u>5</u>	<u>0</u>	<u>0</u>	<u>(5)</u>	<u>(100.00) %</u>
TOTAL APPROPRIATIONS	17,812,525	21,195,457	1,872,460	1,872,460	(19,322,997)	<u>(91.17) %</u>
REVENUES:						
Rev. from Use of Money & Prop	(29,882)	0	0	0	0	0.00 %
Charges For Current Serv	18,080,404	20,259,032	1,417,000	1,417,000	(18,842,032)	(93.01) %
Miscellaneous Revenue	1,502	0	0	0	0	0.00 %
TOTAL REVENUES	<u>18,052,024</u>	<u>20,259,032</u>	<u>1,417,000</u>	<u>1,417,000</u>	<u>(18,842,032)</u>	<u>(93.01) %</u>
NET COUNTY COST	(239,499)	936,425	455,460	455,460	(480,965)	(51.36) %

## Departmental Purpose

The Human Resources and Development (HR&D) Department is responsible for administering the County Personnel Ordinance and the Personnel Rules. Additionally, the Department provides support to all other Departments and employees throughout the organization regarding a variety of personnel related issues. The Vision Statement for the Department is, "Your Success is Our Reward." HR&D is responsible for the supervision and administration of the County's Dental Insurance Program.

## Departmental Core Function

- Collection of premiums and associated fees and provide payment to vendors/carriers of associated benefit costs.

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

### Organizational Performance

**Goal 1:** Continue participation in the San Joaquin Valley Insurance Authority (SJVIA) 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. **Results:** Rates were provided at a 0% increase through the SJVIA.
- **Objective 2** – Review rates for plans between August – September 2011 **Results:** Rates were reviewed and

discussed with the Health Plan Advisory Group (HPAG) by September 2011.

- **Objective 3** – Implement new rates during open enrollment by October 2011. **Results:** Rates were implemented and Open Enrollment was held successfully in October 2011.

**Goal 2:** Continue administering self-funded dental program.

- **Objective 1** – Consultant to develop rates for dental services by July 2011. **Results:** Rates were provided at a 2% decrease through the SJVIA by July 2011.
- **Objective 2** – Review rates for plans between August – September 2011. **Results:** Rates were reviewed and discussed with the HPAG by September 2011.
- **Objective 3** – Implement new rates during open enrollment by October 2011. **Results:** Rates were implemented and Open Enrollment was held successfully in October 2011.
- **Objective 4** – Analyze and evaluate plan performance throughout the year. **Results:** Plan is performing well.

## Other Accomplishments in FY 2011/12

- Completed Phase II of an Accounts Receivable module in collaboration with Information & Communication Technology (ICT) that assisted in the recording, collecting, and tracking of dental premium revenues and payments. Provided invoices and statements, and outstanding balances due the County from subscribers.
- Transitioned the health plan into a pass through account held in trust account with administrative and financial

functions conducted through and reported by the SJVIA with oversight by HR&D.

## Key Goals and Objectives for FY 2012/13

### Organizational Performance

**Goal 1:** Track and monitor claims for the development of dental rates.

- **Objective 1** – Analyze and evaluate plan performance by review and examination of claims between January – June 2012 and compare with 2011 claims by July 2012.
- **Objective 2** – Compare claims data with Consultant to develop rates for dental services by July 2012.
- **Objective 3** – Follow up on claims findings and incorporate health and wellness strategies into the Health Fair agenda by September 2012.
- **Objective 4** – Implement new rates during open enrollment by October 2012.

### Departmental Budget Request

The Department's Requested Budget represents a decrease of \$19,322,997 or 91% in expenses and a decrease of \$18,842,032 or 93% in revenues when compared with the FY 2011/12 Final Budget. The \$455,460 between expenses and revenues represents the use of Reserves.

Significant areas with major changes between the FY 2011/12 Final Budget and the FY 2012/13 Requested Budget are as follows:

- Service and Supplies decrease \$2,038,455 due to moving medical insurance expense budget to a trust fund, combining the medical fund with the pass through funds.
- Other Charges decrease \$17,284,537 due to moving medical insurance expense budget to a trust fund, combining the medical fund with the pass through funds.
- Revenues projections decrease due to moving medical insurance income budget to a trust fund, combining the medical fund with the pass through funds.

### County Administrator's Recommendation

The budget is recommended as submitted.

### Pending Issues and Policy Considerations

There are no pending issues or policy considerations.

### Department Head Concurrence or Appeal

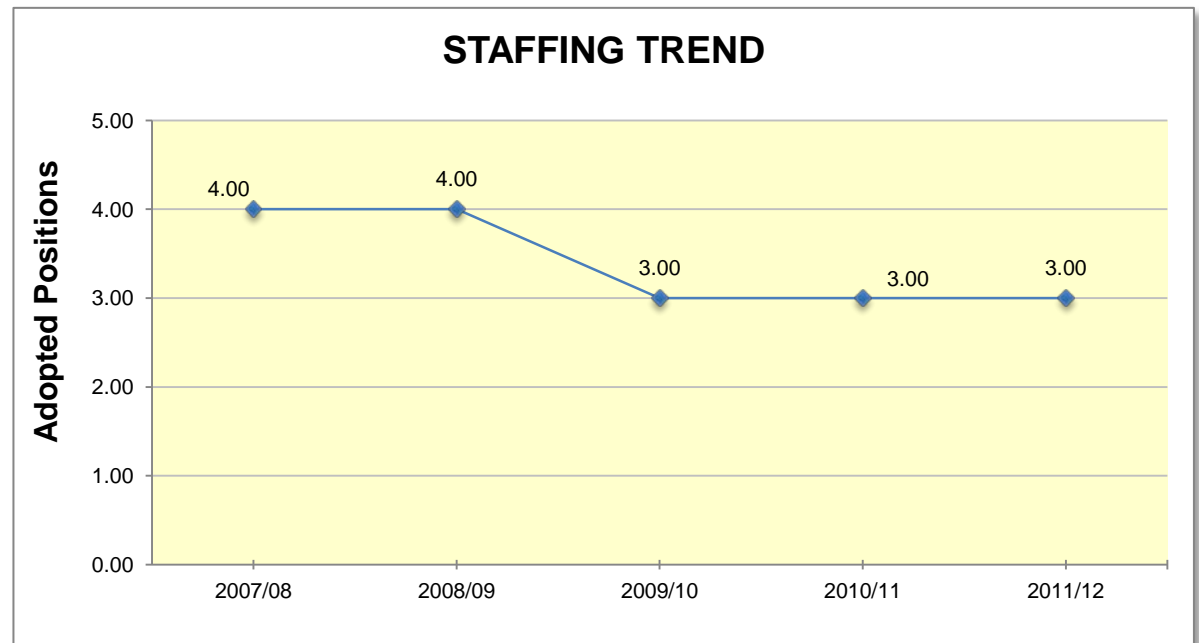
The Department Head concurs with the Recommended Budget.

Recommended Budget	
Operating	\$460,025
Positions	3

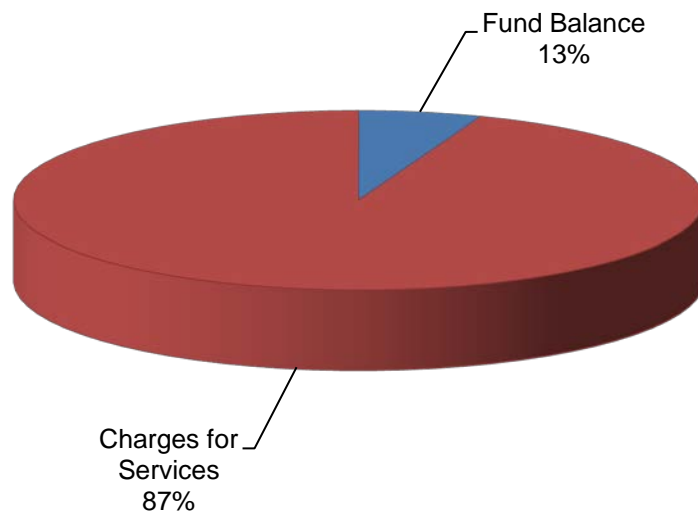
County Administrative  
Office

General  
Services

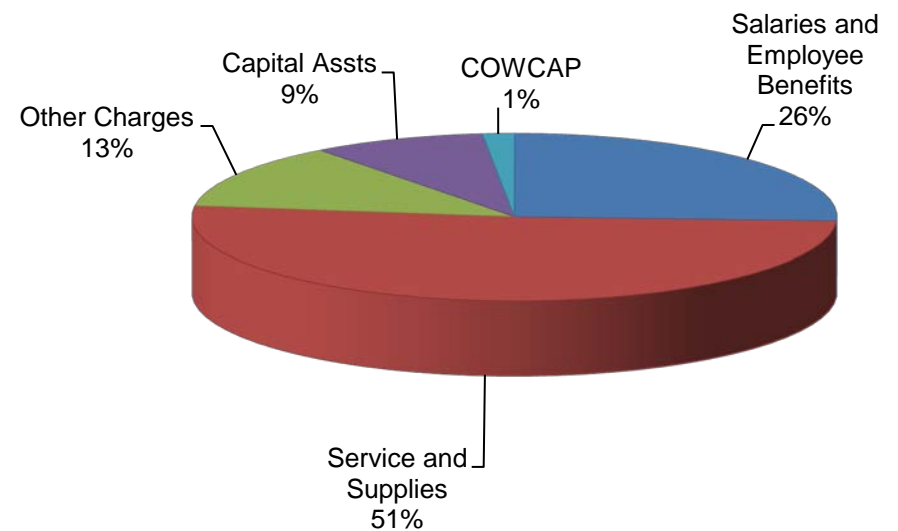
Grounds  
Services



## SOURCE OF FUNDS



## USE OF FUNDS



FUND: 066

AGENCY: 066

MAJOR ACCOUNTS CLASSIFICATIONS	2010/11 ACTUALS	2011/12 FINAL BUDGET	2012/13 DEPT REQUEST	2012/13 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Salaries And Employee Benefits	151,162	166,843	118,650	118,650	(48,193)	(28.89)%
Service And Supplies	128,530	306,620	236,054	236,054	(70,566)	(23.01)%
Other Charges	92,567	60,488	57,998	57,998	(2,490)	(4.12)%
Fixed Assets	0	40,000	40,000	40,000	0	0.00 %
Cowcap	<u>4,719</u>	<u>(1,691)</u>	<u>7,323</u>	<u>7,323</u>	<u>9,014</u>	<u>(533.06)%</u>
TOTAL APPROPRIATIONS	376,978	572,260	460,025	460,025	(112,235)	<u>(19.61)%</u>
REVENUES:						
Charges For Current Serv	427,193	447,264	489,790	489,790	42,526	9.51 %
Other Financing Sources	<u>3,330</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00 %</u>
TOTAL REVENUES	<u>430,523</u>	<u>447,264</u>	<u>489,790</u>	<u>489,790</u>	<u>42,526</u>	<u>9.51 %</u>
NET COUNTY COST	(53,545)	124,996	(29,765)	(29,765)	(154,761)	(123.81)%

## 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 who visit County facilities.

## Key Goals and Objectives Results in 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 a contractor to complete a study to analyze and assist in conservation process by December 2011. **Results:** Landscape Architect was selected by December 2011.
- **Objective 2** - Determine feasibility of upgrade project and develop and submit proposal by April 2012. **Results:** A study was completed by June 2012 and the results have not yet been received.

## Key Goals and Objectives for FY 2012/13

### Organizational Performance

**Goal 1:** Enhance the environment for County residents and employees by providing safe and attractive turf plantings at all County-owned buildings.

- **Objective 1** - Develop a systematic turf replacement program for County-owned buildings by September 2012.
- **Objective 2** - Replace current turf with improved varieties selected by June 2013.

## Departmental Budget Request

The Requested Budget represents an overall decrease of \$112,235 or 20% in expenses and an increase of \$42,526 or 10% in revenues when compared with the FY 2011/12 Final Budget. The \$29,765 difference between revenues and expenses represents an increase of Unrestricted Net Assets.

Significant areas with major changes between the FY 2011/12 Final Budget and the FY 2012/13 Requested Budget are as follows:

- Salaries and Benefits decrease by \$48,193 due to salary savings of 1 vacant FTE.
- Services and Supplies decrease by \$70,566 due to reduction in special departmental expenses.
- Capital Assets increase \$40,000. The FY 2012/13 expenditures of \$40,000 include the following:



- 2 John Deere Utility Vehicles \$40,000
- Countywide Cost Allocation Plan (COWCAP) charges increase \$9,014 due to changes in the Plan.
- Revenue projections increase due to providing more services to County Departments.

Staffing changes reflected in the Requested Budget include the following:

- Re-class 1 FTE position to reflect changes in position responsibilities. The reclassified positions include:
  - 1 Parks and Grounds Worker to 1 Parks and Grounds Worker– Senior

### County Administrator's Recommendation

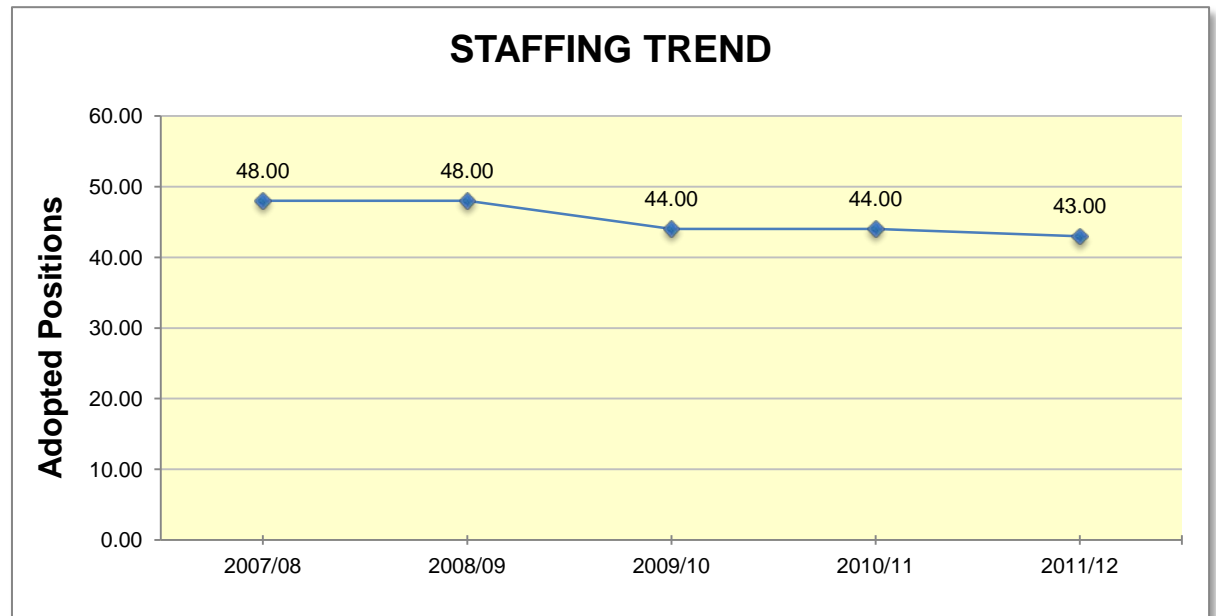
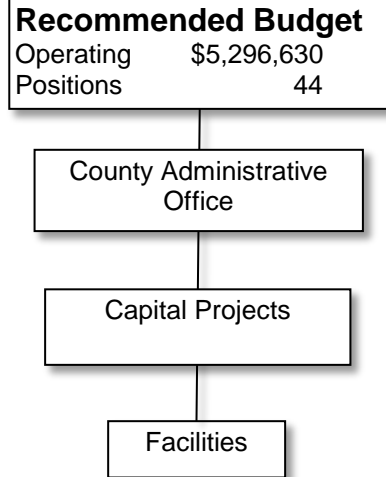
The budget is recommended as submitted.

### Pending Issues and Policy Considerations

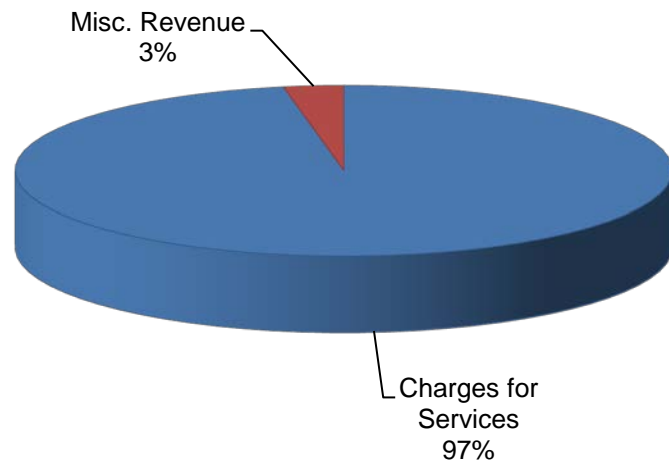
There are no pending issues or policy considerations.

### Department Head Concurrence or Appeal

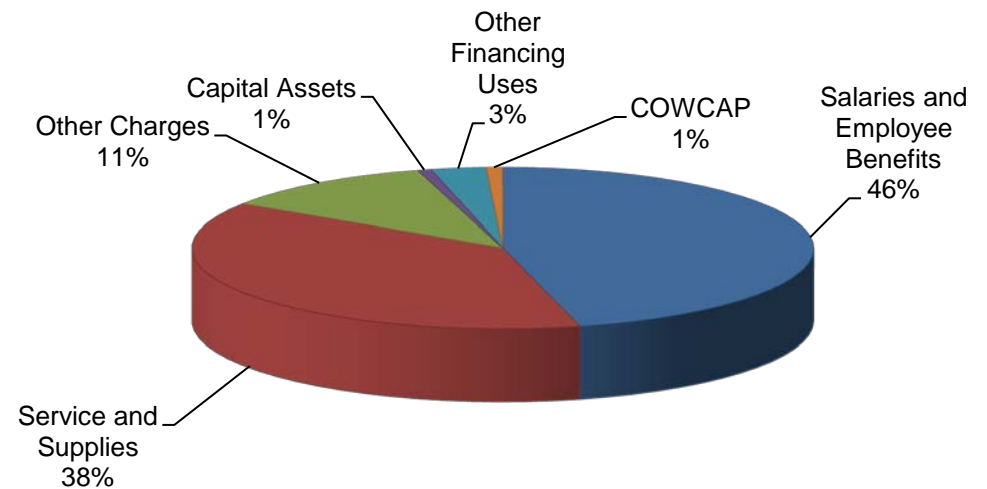
The Department Head concurs with the Recommended Budget.



## SOURCE OF FUNDS



## USE OF FUNDS



FUND: 067

AGENCY: 067

MAJOR ACCOUNTS CLASSIFICATIONS	2010/11 ACTUALS	2011/12 FINAL BUDGET	2012/13 DEPT REQUEST	2012/13 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Salaries And Employee Benefits	1,989,554	2,278,186	2,436,561	2,436,561	158,375	6.95 %
Service And Supplies	1,617,665	1,906,279	2,025,792	2,025,792	119,513	6.27 %
Other Charges	617,719	672,511	600,425	600,425	(72,086)	(10.72) %
Fixed Assets	0	36,750	37,000	37,000	250	0.68 %
Other Financing Uses	170,329	177,860	151,269	151,269	(26,591)	(14.95) %
Cowcap	<u>94,168</u>	<u>72,015</u>	<u>45,583</u>	<u>45,583</u>	<u>(26,432)</u>	<u>(36.70) %</u>
TOTAL APPROPRIATIONS	4,489,435	5,143,601	5,296,630	5,296,630	153,029	<u>2.98 %</u>
REVENUES:						
Charges For Current Serv	4,110,957	4,581,316	5,196,116	5,196,116	614,800	13.42 %
Miscellaneous Revenue	126,765	157,414	157,414	157,414	0	0.00 %
Other Financing Sources	<u>6,019</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00 %</u>
TOTAL REVENUES	<u>4,243,741</u>	<u>4,738,730</u>	<u>5,353,530</u>	<u>5,353,530</u>	<u>614,800</u>	<u>12.97 %</u>
NET COUNTY COST	245,694	404,871	(56,900)	(56,900)	(461,771)	(114.05) %

## 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 2011/12

### Safety and Security

**Goal 1:** Replace the Sally Port gate and controls at the Visalia Main Jail.

- **Objective 1** - Develop a scope of work and bid the project by October 2011. **Results:** Scope of work developed and project bid by February 2012.
- **Objective 2** - Award and manage the project to completion by December 2011. **Results:** Project completed in 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. **Results:** Project awarded March 2012.
- **Objective 2** - Award and manage the project to completion by December 2011. **Results:** Project completed in June 2012. Project was delayed due to winter months.

**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. **Results:** Scope of work developed in March 2012. The project did not go to bid due to lack of funding.
- **Objective 2** - Award and manage the project to completion by December 2011. **Results:** Project has been delayed due to priorities and time constraints. Project will be completed in FY 2012/13.

**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. **Results:** Plans and specifications completed in October 2011.
- **Objective 2** - Identify and secure project funding by April 2012. **Results:** Still seeking project funding.

- **Objective 3:** Roofing project to be completed in FY 2012/13. **Results:** Project still on schedule for completion 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. **Results:** Scope was complete in September 2011. The project was delayed due to lack of funding.
- **Objective 2** – Award and manage the project to completion by April 2012. **Results:** Project scheduled to be completed in FY 2012/13.

**Goal 2:** Replace the damaged pipe insulation on the Heating, Ventilation, and Air Conditioning 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. **Results:** Scope completed, bid October 2011.
- **Objective 2** - Award and manage the project to completion by February 2012. **Results:** Project completed in December 2011.

**Goal 3:** Install a new Heating, Ventilation, and Air Conditioning (HVAC) unit on the Adult Pre-Trial Transport area.

- **Objective 1** - Develop a scope of work and bid the project by January 2012. **Results:** Funding priorities have delayed project.
- **Objective 2** - Award and manage the project to completion by April 2012. **Results:** Project delayed due to funding priorities.

**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. **Results:** Scope of work is complete, going to bid in July 2012. Delay due to change in scope definition.
- **Objective 2** - Award and manage the project to completion by December 2011. **Results:** Project completion to take place in FY 2012/13.

### Other Accomplishments in FY 2011/12

- Replaced the hot water generator at the Juvenile Complex.
- Repaired domestic water well at Civic Center.
- Commissioned and repaired electronic cell locks at the Juvenile Detention Center
- Repaired aging chillers at Visalia Government Plaza Building.

### Key Goals and Objectives for FY 2012/13

#### Safety and Security

**Goal 1:** Provide an efficient and dependable energy source to the Bob Wiley Detention Facility by completing the co-generation project.

- **Objective 1** - Complete required controls upgrades and tuning in order to allow the co-generation unit to run at peak performance levels year round by June 2013.

**Goal 2:** Identify structural deficiencies at County repeater sites.

- **Objective 1** – Develop a scope of work and bid the project by October 2012.
- **Objective 2** – Complete projects by May 2013.

**Goal 3:** Replace Bob Wiley Detention Central Plant roof.

- **Objective 1** - Develop a scope of work and bid the project by March 2013.
- **Objective 2** – Award and manage the project to completion by June 2013.

### **Organizational Performance**

**Goal 1:** Identify internal Key Performance Indicators (KPI).

- **Objective 1** – Evaluate customer service based on Functionality, Quality, Time, Image, and Relationship KPI's by February 2013.
- **Objective 2** – Benchmark current Customer Service KPI's and compare to industry standards by June 2013.

**Goal 2:** Train staff in advanced electrical and plumbing techniques using the Facilities Training Room.

- **Objective 1** – Provide training to 10% of maintenance staff in the electrical course by December 2012.
- **Objective 2** – Provide training to 10% of maintenance staff in the plumbing course by March 2013.

**Goal 3:** Enhance Department efficiencies by reducing travel time for administrative functions.

- **Objective 1** – Increase the use of the messenger service to reduce travel time by December 2012.
- **Objective 2** – Use teleconferencing to reduce travel time for routine meetings by June 2013.

### **Departmental Budget Request**

The Requested Budget represents an overall increase of \$153,029 or 3% in expenses and an increase of \$614,800 or 13% in revenues when compared with the FY 2011/12 Final Budget. The difference of \$56,900 between expenses and revenues represents an increase of Unrestricted Net Assets.

Significant areas with major changes between the FY 2011/12 Final Budget and the FY 2012/13 Requested Budget are as follows:

- Salaries and benefits increase \$158,375 due to loss of furlough and reinstatement of steps and merits.
- Services and supplies increase by \$119,513 due to increase in maintenance of buildings and improvements.
- Other charges decrease \$72,086 primarily due to depreciation expense and services from other Departments.
- Capital Assets increase \$250. The FY 2012/13 expenses of \$37,000 include the following:
  - 1 ¾ ton Service Truck cab and chassis with service bed \$37,000
- Other Financing Uses decrease \$26,591 due to reduced vehicle debt service.
- Countywide Cost Allocation Plan (COWCAP) charges decrease \$26,432 due to changes in the Plan.

- Revenue projections increase due to deletion of managerial staff and addition of line staff which will result in an increase of billable hours.

### County Administrator's Recommendation

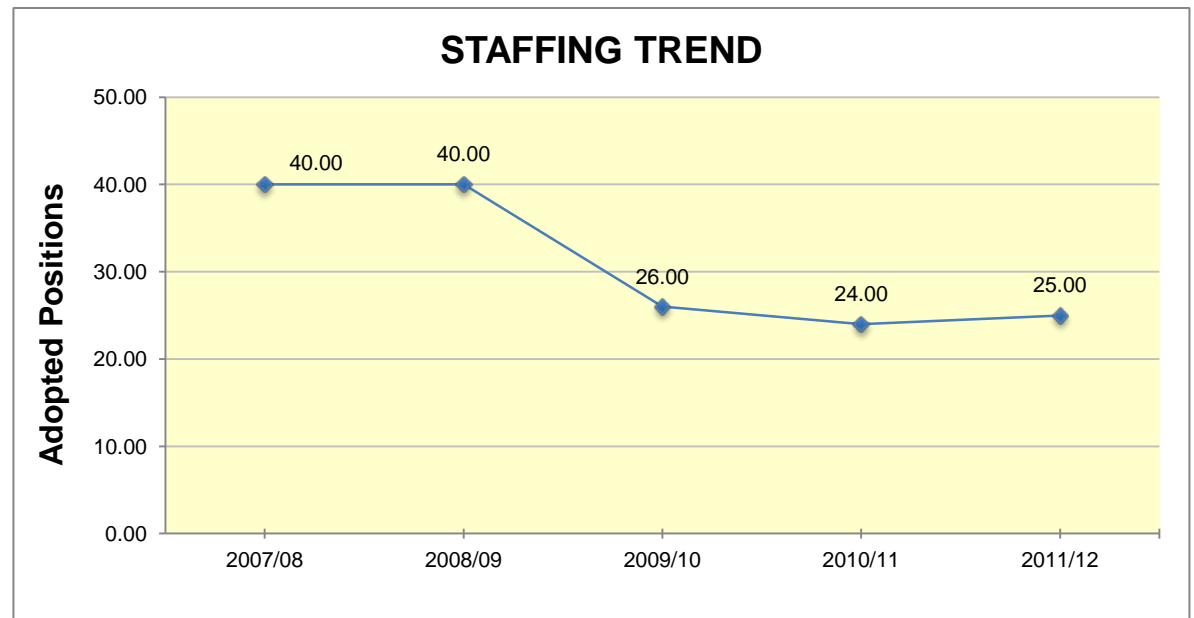
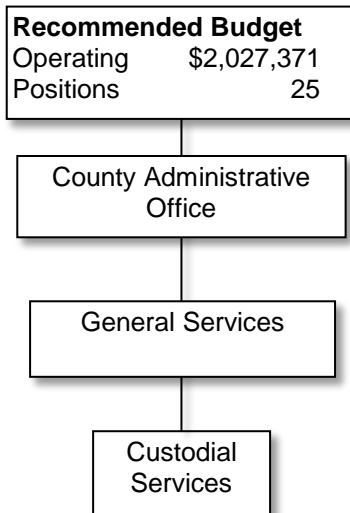
The budget is recommended as submitted.

### Pending Issues and Policy Considerations

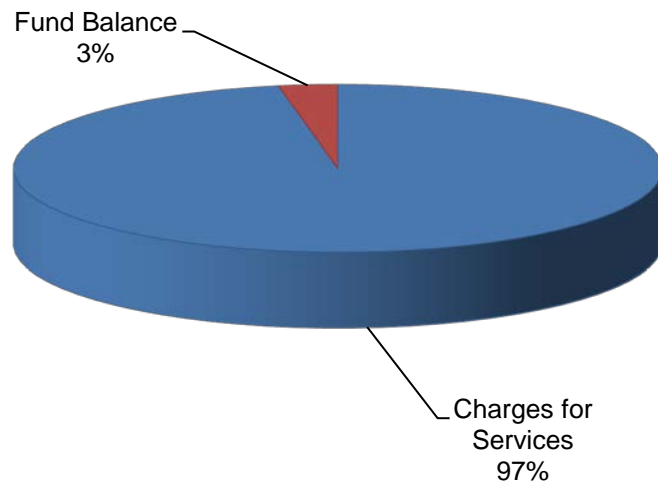
There are no pending issues or policy considerations.

### Department Head Concurrence or Appeal

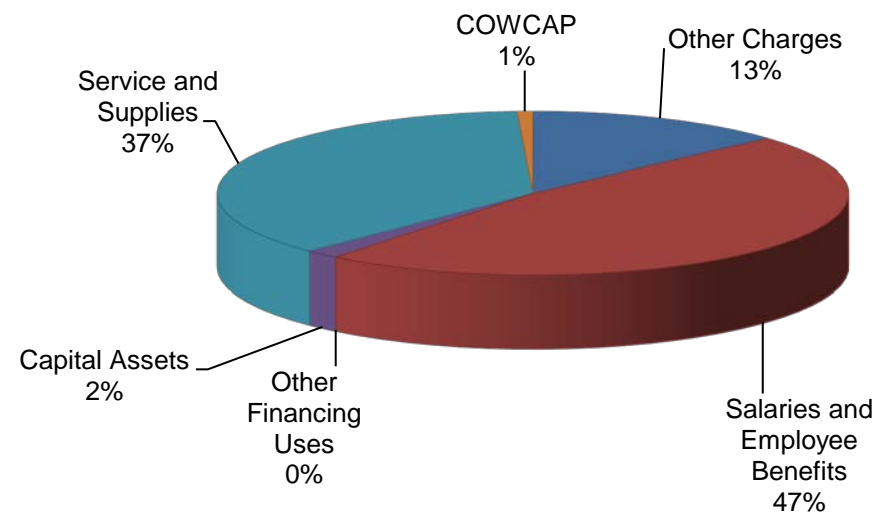
The Department Head concurs with the Recommended Budget.



## SOURCE OF FUNDS



## USE OF FUNDS





FUND: 068  
AGENCY: 068

MAJOR ACCOUNTS CLASSIFICATIONS	2010/11 ACTUALS	2011/12 FINAL BUDGET	2012/13 DEPT REQUEST	2012/13 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Salaries And Employee Benefits	853,348	918,995	961,663	961,663	42,668	4.64 %
Service And Supplies	641,382	1,030,728	744,422	744,422	(286,306)	(27.78)%
Other Charges	304,024	240,814	269,115	269,115	28,301	11.75 %
Fixed Assets	0	0	36,000	36,000	36,000	0.00 %
Other Financing Uses	6,073	126	67	67	(59)	(46.83)%
Cowcap	<u>35,868</u>	<u>24,400</u>	<u>16,104</u>	<u>16,104</u>	<u>(8,296)</u>	<u>(34.00)%</u>
TOTAL APPROPRIATIONS	1,840,695	2,215,063	2,027,371	2,027,371	(187,692)	<u>(8.47)%</u>
REVENUES:						
Charges For Current Serv	1,898,979	1,922,620	1,967,883	1,967,883	45,263	2.35 %
Miscellaneous Revenue	<u>2,991</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00 %</u>
TOTAL REVENUES	<u>1,901,970</u>	<u>1,922,620</u>	<u>1,967,883</u>	<u>1,967,883</u>	<u>45,263</u>	<u>2.35 %</u>
NET COUNTY COST	(61,275)	292,443	59,488	59,488	(232,955)	(79.66)%

## 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 in FY 2011/12

### Organizational Performance

**Goal 1:** Utilize "green" chemicals in all County facilities.

- **Objective 1** – Research green chemicals by September 2011. **Results:** During September through October 2011 staff tried a green chemical that was designed to work on all surfaces. The green chemicals did not clean or sanitize to County standards.
- **Objective 2** – Price comparison by October 2011. **Results:** Found that the current chemicals are one ounce to the gallon at \$11.47 Disinfectant Cleaner and \$11.57 at Disinfectant Germicidal Detergent Deodorant. The green

chemical is two ounces to the gallon at \$28 a gallon. Comparison was completed in September 2011.

- **Objective 3** – Train staff on the use of green chemicals by December 2011. **Results:** Staff was not trained, as management decided not to use green chemicals due to their high cost and the chemicals' inability to meet County standards determination was completed in October 2011.

## Key Goals and Objectives for FY 2012/13

### Organizational Performance

**Goal 1:** Set policies and procedures for custodial duties.

- **Objective 1** – Research other County custodial departments' policies and procedures by August 2012.
- **Objective 2** – Review and approval of policies and procedures by management by September 2012.
- **Objective 3** – Implement the new policies and procedures by October 2012.
- **Objective 3** – Train General Services custodial staff with new policies and procedures by December 2012.

## Department Budget Request

The Requested Budget represents an overall decrease of \$187,692 or 8% in expenses and an increase of \$45,263 or 2% in revenues when compared with the FY 2011/12 Final Budget. The \$59,488 difference between revenues and expenses represents a use of Unrestricted Net Assets.

Significant areas with major changes between the FY 2011/12 Final Budget and the FY 2012/13 Requested Budget are as follows:

- Services and Supplies decrease by \$286,306 due to reduction in special departmental expense.
- Other Charges increase \$28,301 due to an increase of depreciation cost.
- Capital assets increase \$36,000. The FY 2012/13 expenses of \$36,000 includes the following:
  - 2 Replacement Service Vehicles \$36,000
- Countywide Cost Allocation Plan (COWCAP) charges decrease \$8,296 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

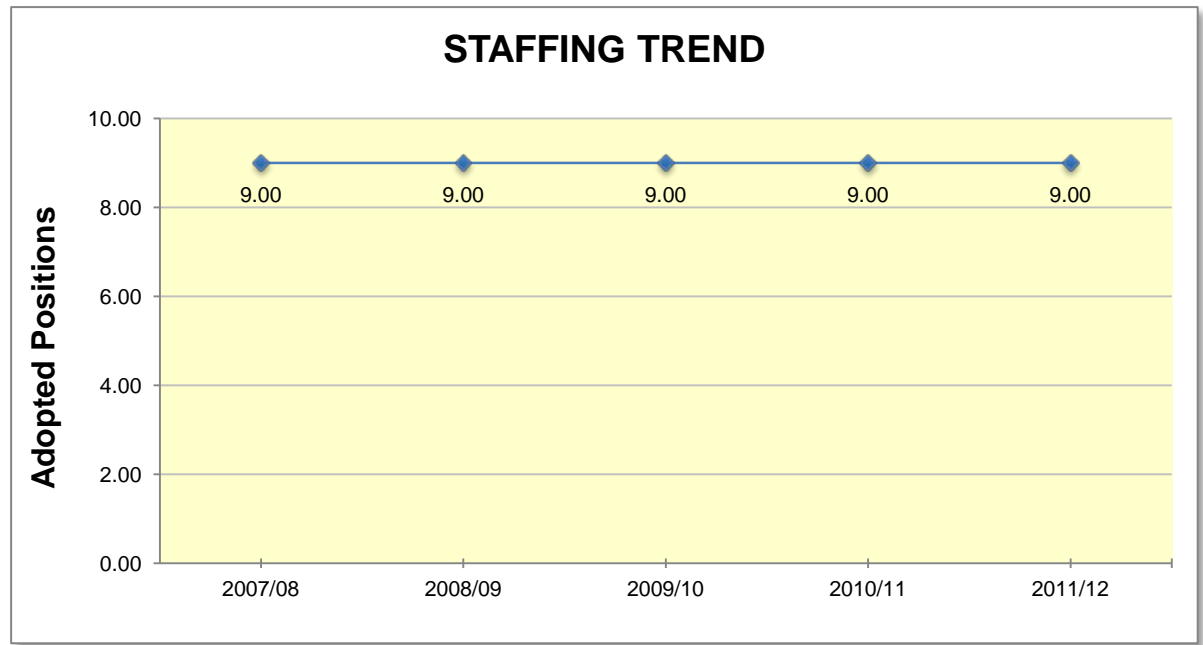
The Department Head concurs with the Recommended Budget.

Recommended Budget	
Operating	\$4,095,461
Positions	10

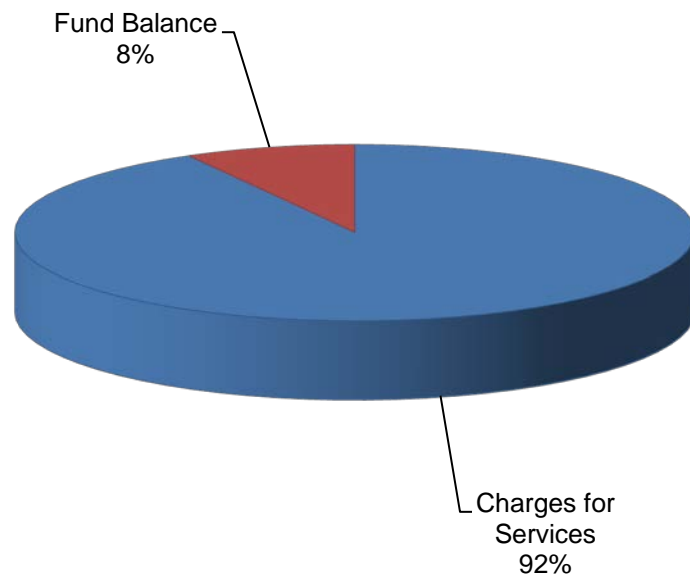
County Administrative  
Office

General Services

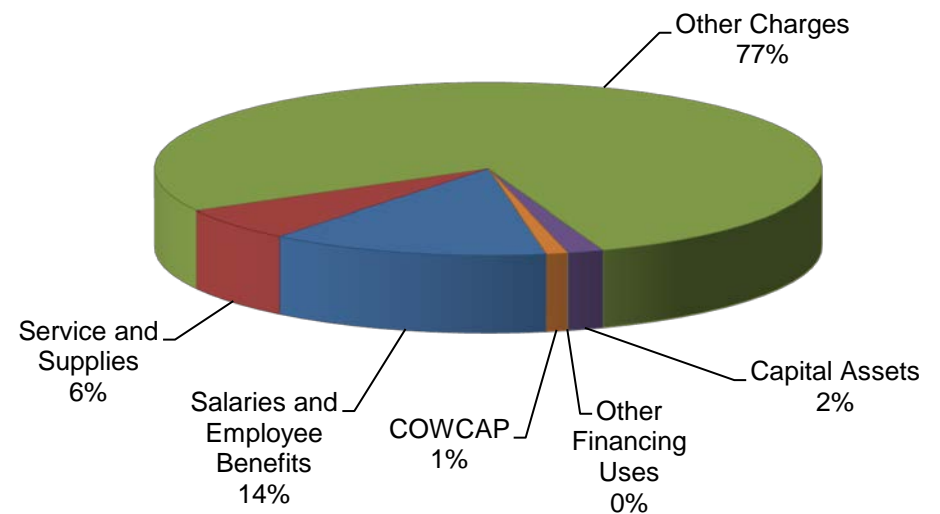
Fleet  
Services



## SOURCE OF FUNDS



## USE OF FUNDS



FUND: 070

AGENCY: 070

MAJOR ACCOUNTS CLASSIFICATIONS	2010/11 ACTUALS	2011/12 FINAL BUDGET	2012/13 DEPT REQUEST	2012/13 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Salaries And Employee Benefits	492,451	512,775	552,832	552,832	40,057	7.81 %
Service And Supplies	180,897	211,340	254,300	254,300	42,960	20.33 %
Other Charges	2,926,874	3,177,476	3,173,561	3,173,561	(3,915)	(0.12) %
Fixed Assets	33	87,500	72,000	72,000	(15,500)	(17.71) %
Other Financing Uses	57,762	10,750	0	0	(10,750)	(100.00) %
Cowcap	<u>6,170</u>	<u>3,550</u>	<u>42,768</u>	<u>42,768</u>	<u>39,218</u>	<u>1,104.73</u> %
TOTAL APPROPRIATIONS	3,664,187	4,003,391	4,095,461	4,095,461	92,070	<u>2.30</u> %
REVENUES:						
Charges For Current Serv	3,458,145	3,584,135	3,763,019	3,763,019	178,884	4.99 %
Miscellaneous Revenue	<u>998</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00</u> %
TOTAL REVENUES	<u>3,459,143</u>	<u>3,584,135</u>	<u>3,763,019</u>	<u>3,763,019</u>	<u>178,884</u>	<u>4.99</u> %
NET COUNTY COST	205,044	419,256	332,442	332,442	(86,814)	(20.71) %

## 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 in 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 I: Outfit 600 County vehicles with data rings by June 2012. **Results:** Project not completed due to a delay in installing the new Gas Boy system at all fuel sites.
- **Objective 2** - Phase II: Outfit 550 County vehicles with data rings to be complete in FY 2012/13. **Results:** Project delayed due to software installation.

**Goal 2:** Investigate installing a 100% water recycling 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. **Results:** Project was put on hold until staff can complete a drainage project for the Fleet Services' Facility. The drainage project will begin in FY 2012/13.

- **Objective 2:** Research the potential costs for a new car wash by January 2012. **Results:** Project will be initiated in FY 2012/13.

## Key Goals and Objectives for FY 2012/13

### Organizational Performance

**Goal 1:** Provide a drainage project for the new Fleet Services Facility.

- **Objective 1** – Phase I: In conjunction with Capital Projects, design a drainage plan that fits into the site's Master Plan by December 2012.
- **Objective 2** - Phase II: Complete drainage project that would divert water from the area around the Fleet Services Facility to the site's holding area by June 2013.

**Goal 2:** Install new card reader at the Pixley Fueling Site.

- **Objective 1** – Phase I: Work with Information and Communication Technology (ICT) to establish data connection to the Pixley Fueling Site by August 2012.
- **Objective 2** - Phase II: Install new card reader that ties into the County Network and Fuel Tracking System by September 2012.

**Goal 3:** Hire a Stock Clerk II for the Fleet Services Facility.

- **Objective 1:** - Hire a Stock Clerk II for ordering, stocking, and tracking parts by August 2012. This will increase the amount of time Fleet Services Mechanics spend working on County vehicles.

## Department Budget Request

The Requested Budget represents an overall increase of \$92,070 or 2% in expenses and an increase of \$178,884 or 5% in revenues when compared with the FY 2011/12 Final Budget. The \$332,442 difference between revenues and expenses represents a use of Unrestricted Net Assets.

Significant areas with major changes between the FY 2011/12 Final Budget and the FY 2012/13 Requested Budget are as follows:

- Services and Supplies increase by \$42,960 due to an increased need for Global Positioning System tracking of County assets.
- Capital Assets decrease \$15,500. The FY 2012/13 expenditures of \$72,000 include the following:
  - 3 Check-out Sedans \$72,000
- Other Financing Uses decrease by \$10,750 mainly due to reduced vehicle debt service.
- Countywide Cost Allocation Plan (COWCAP) charges increase \$39,218 due to changes in the Plan.

Staffing changes reflected in the requested budget included the following:

- Add 1 FTE position to assist with parts ordering providing greater efficiency for Auto Mechanics in repair and services of vehicles. The requested additional position includes:
  - 1 Stock Clerk 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

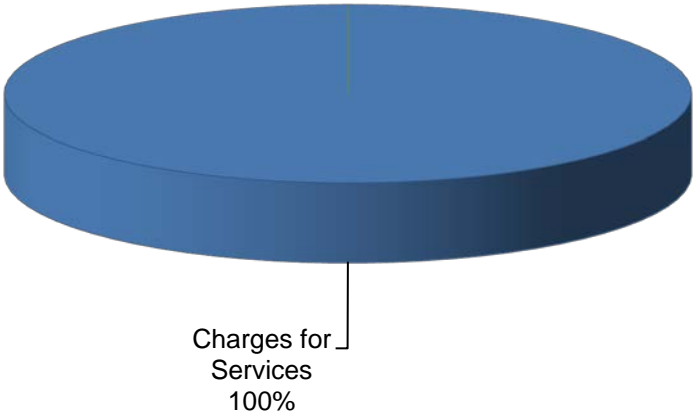
The Department Head concurs with the Recommended Budget.

Recommended Budget	
Operating	\$16,304,971
Positions	133

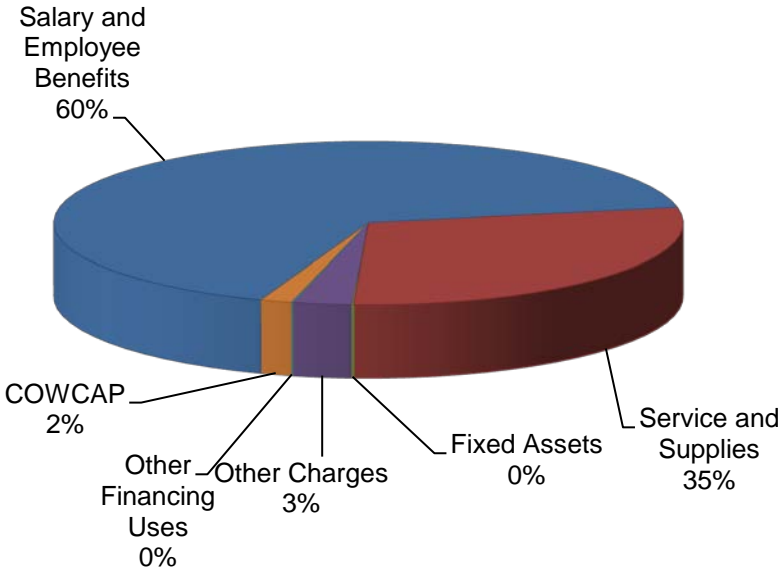
Information &  
Communications  
Technology



**SOURCE OF FUNDS**



**USE OF FUNDS**





FUND: 071  
AGENCY: 090

MAJOR ACCOUNTS CLASSIFICATIONS	2010/11 ACTUALS	2011/12 FINAL BUDGET	2012/13 DEPT REQUEST	2012/13 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Salaries And Employee Benefits	8,780,006	9,317,528	10,827,412	10,827,412	1,509,884	16.20 %
Service And Supplies	3,720,086	4,531,606	4,692,334	4,692,334	160,728	3.55 %
Other Charges	644,630	479,379	491,328	491,328	11,949	2.49 %
Fixed Assets	0	220,000	15,000	15,000	(205,000)	(93.18)%
Other Financing Uses	25,284	28,196	15,012	15,012	(13,184)	(46.76)%
Cowcap	<u>332,190</u>	<u>305,443</u>	<u>263,885</u>	<u>263,885</u>	<u>(41,558)</u>	<u>(13.61)%</u>
TOTAL APPROPRIATIONS	13,502,196	14,882,152	16,304,971	16,304,971	1,422,819	<u>9.56 %</u>
REVENUES:						
Charges For Current Serv	14,938,655	14,490,294	16,304,971	16,304,971	1,814,677	12.52 %
Miscellaneous Revenue	<u>21</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>(1)</u>	<u>(100.00)%</u>
TOTAL REVENUES	<u>14,938,676</u>	<u>14,490,295</u>	<u>16,304,971</u>	<u>16,304,971</u>	<u>1,814,676</u>	<u>12.52 %</u>
NET COUNTY COST	(1,436,480)	391,857	0	0	(391,857)	(100.00)%

## 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 343 servers, 199 switches, 54 routers, 238 wireless access points, 123 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 in FY 2011/2012

### 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. **Results:** Completed basic installation and testing by July 2011.
- **Objective 2** – Develop system rollout plan by September 2011. **Results:** Completed system rollout plan by September 2011.
- **Objective 3** – Complete full system implementation by December 2011. **Results:** Due to production support and

higher priority projects, activity was suspended. This objective will be completed by December 2012.

**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. **Results:** Implementation began for Dashboards by September 2011.
- **Objective 2** – Development system rollout plan by December 2011. **Results:** Due to overwhelming demands on the team members needed to accomplish this, the rollout has been delayed. Rollout will be completed by March 2013.

**Goal 3:** Replace and retire out of date server hardware.

- **Objective 1** – Complete build-out of new platform for creating virtual servers on Cisco Unified Computing Systems (UCS) system using new VMWare system by December 2011. **Results:** Build-out was completed by December 2011.
- **Objective 2** – Replace 25 out-of-date servers through virtualization on the new Cisco UCS equipment and the new storage area network (SAN) by June 2012. **Results:** Servers were virtualized by June 2012.

**Goal 4:** Unify system of access control to County computer systems.

- **Objective 1** – Implement the Identity Management environment by December 2011. **Results:** Implementation was completed by December 2011.
- **Objective 2** – Finish a single point-of-access to multiple County computer systems, driven by Human Resources and Development records and an Identity Vault by June 2012. **Results:** Implementation was completed by June 2012.

## Economic Well Being

**Goal 1:** Continue to integrate the Health and Human Services Agency (HHS) 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. **Results:** Installation was completed by September 2011.
- **Objective 2** – Complete infrastructure upgrades at the Business Continuity Site and the Hillman Bunker by March 2012. **Results:** 65% of upgrades completed. Project delayed due to higher priorities by customers. Project will be completed by March 2013.
- **Objective 3** – Complete network integration at seven hub sites by June 2012. **Results:** 60% completed, changes to County requirements and partner networks require a re-design of connections. Will complete by June 2013.

**Goal 2:** Upgrade the general ledger accounting software (AFIN) from version 3.6 to version 3.8.

- **Objective 1** – Completion of the upgrade by May 2012. **Results:** Due to staff turnover and key personnel being unavailable, this upgrade will not complete until September 2012.

**Goal 3:** Implement transparent allocation method for chargeback.

- **Objective 1** – Implement tools providing the ability to be compliant with the Auditor requirements by June 2012. **Results:** Methodology has been approved by the Auditor.

## Organizational Performance

**Goal 1:** Develop a self-service “Online Service Desk” portal for all County employees by March 2012.

- **Objective 1** – Provide better service to County employees. **Results:** The portal has been developed but not rolled out to the County. The rollout will be completed by March 2013.

**Goal 2:** Implement desktop virtualization for Tulare County.

- **Objective 1** – Implement desktop virtualization with 35 remote computers by December 2011. **Results:** Infrastructure is in place and we are currently supporting approximately 100 users.

**Goal 3:** Maintain accurate accounting of software license compliance.

- **Objective 1** – Complete audit of current usage of software by October 2011. **Results:** Due to resource constraints this has not been accomplished. The tools needed to do this will be implemented by October 2012.
- **Objective 2** – Implement plan to maintain compliance with all software licensing by January 2012. **Results:** Due to resource constraints this has not been accomplished. The tools needed to do this will be implemented by January 2013.

**Goal 4:** 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. **Results:** All staff were educated in PI by October 2011.

**Goal 5:** Optimize and leverage ICT’s talent resources.

- **Objective 1** – Develop and implement standard organizational learning requirements by December 2011.

**Results:** Due to staffing constraints, this was not accomplished. This will be accomplished by March 2013.

- **Objective 2** – Identify and adopt succession planning process by June 2012. **Results:** Due to staffing constraints, this was not accomplished. This will be accomplished by December 2012.

### Other Accomplishments in FY 2011/12

- Upgraded Health and Human Services Clinical Management Application to version 9.5. Assisted in reviewing Clinic business processes, resulting in a \$1.5 million increase in revenue to the County.
- Coordinated implementation of complete technology upgrade of the County Emergency Operations Center in Farmersville.
- Held the first annual Technology Fair on February 23, 2012. The event introduced new training programs and provided an opportunity for Departments to meet with vendors.

### Key Goals and Objectives for FY 2012/13

#### **Safety and Security**

**Goal 1:** Improve security in the Criminal Justice System.

- **Objective 1** – Implement secure file transfer protocol for all sensitive data by June 2013.

**Goal 2:** Improve network redundancy.

- **Objective 1** – Implement redundant microwave network capabilities where recommendation has been accepted by the Department by June 2013.

#### **Economic Well Being**

**Goal 1:** Improve Health Services fiscal performance.

- **Objective 1** – Install upgrade to the General Electric (GE) system that will improve services for meaningful use compliancy by November 2012.
- **Objective 2** – Implement International Statistical Classification of Diseases and Related Health Problems 10th Revision (ICD-10) compliance by November 2012.
- **Objective 3** – Implement new Tulare County system to improve the lien process by June 2013.

#### **Organizational Performance**

**Goal 1:** Develop business process for Assessor's Office to transition them to electronic document processing.

- **Objective 1** – Implement electronic storage of documents to reduce physical storage and enhance search capability.

**Goal 2:** Continue implementation of mobile devices.

- **Objective 1** – Make data accessible when and where needed.

**Goal 3:** Assist County Counsel with plans to improve efficiency.

- **Objective 1** – Implement Exchange Email System for County Counsel by December 2012.

**Goal 4:** Improve tracking of software purchased by County.

- **Objective 1** – Implement software audit system to track all software purchased by September 2012.

**Goal 5:** Improve delivery of services to health care patients.

- **Objective 1** – Implement new pharmacy system that will be integrated with current patient care system by November 2012.

**Goal 6:** Improve access to historical criminal justice data.

- **Objective 1** - Implement a web based system for accessing historical criminal justice data by June 2013.

### Departmental Budget Request

The Department's requested budget represents an overall increase of \$1,422,819 or 10% in expenses and an increase of \$1,814,676 or 13% in revenues when compared with the FY 2011/12 Final Budget.

Significant areas with major changes between the FY 2011/12 Final Budget and the FY 2012/13 Requested Budget are as follows:

- Salaries and Benefits increase \$1,509,884 due to reinstatement of steps and merits, addition of new positions, addition of Telecom employees previously in the Communications budget, unfreezing positions, and the elimination of furloughs.
- Service and Supplies increase \$160,728 due to additional position costs, contract increases, and costs applicable to Telecom employees previously in the Communications budget.
- Capital assets decrease \$205,000 in the FY 2012/13 expenditures of \$15,000 include the following:
  - 2 Mobile Iron VSP and Sentry appliances \$15,000.

- Other financing decrease of \$13,184 due to Invensys expense decreasing.
- Countywide Cost Allocation Plan (COWCAP) decreased \$41,558 due to changes in the Plan.

Staffing changes reflected in the Requested Budget include the following:

- Add 6 FTE positions as part of a reorganization of the Department.
  - 1 Office Assistant II
  - 1 Business Intelligence I
  - 1 ICT Client Specialist III
  - 1 ICT Security Administrator I
  - 1 Analyst II Admin Svs Programmer
  - 1 ICT Assistant Director
- Re-class 1 FTE position as part of reorganization of the Department and duties. The requested re-classified positions include:
  - 1 Computer Services Tech to Accountant II
- Move from the Communications Budget 074
  - 3 Telecommunications Technician I
  - 1 Telecommunications Technician Sr

### County Administrator's Recommendation

The budget is recommended as submitted.

Pending Issues and Policy Considerations

There are no pending issues or policy considerations.

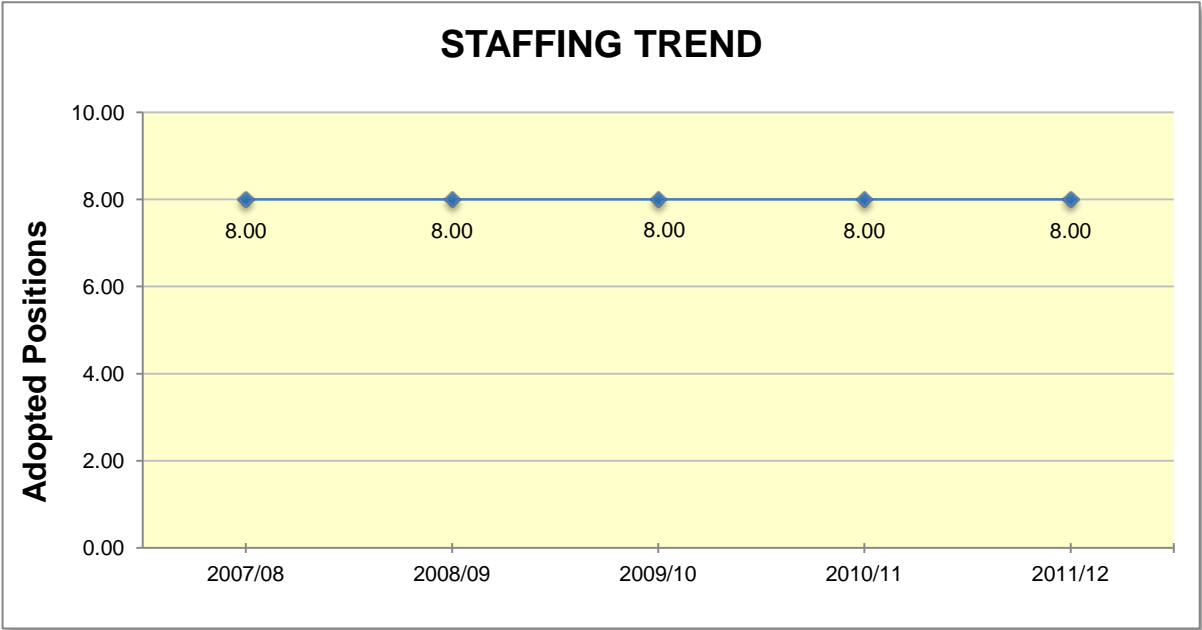
Department Head Concurrence or Appeal

The Department Head concurs with the Recommended Budget.

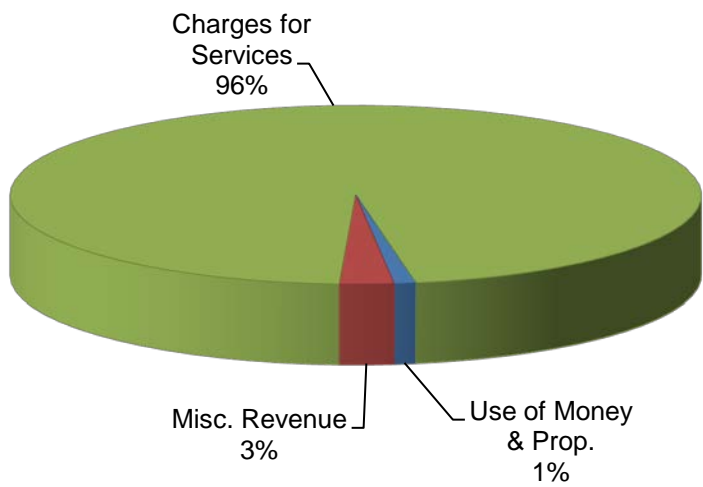
Recommended Budget	
Operating	\$987,494
Positions	10

Information &  
Communications  
Technology

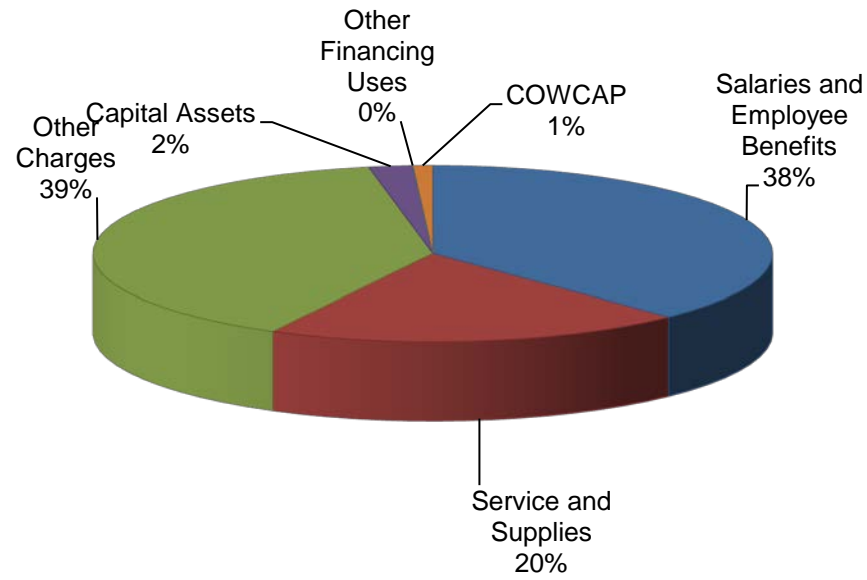
Communications



**SOURCE OF FUNDS**



**USE OF FUNDS**



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

**074-074**  
**Communications**

FUND: 074

AGENCY: 074

MAJOR ACCOUNTS CLASSIFICATIONS	2010/11 ACTUALS	2011/12 FINAL BUDGET	2012/13 DEPT REQUEST	2012/13 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Salaries And Employee Benefits	573,242	561,340	373,421	373,421	(187,919)	(33.48)%
Service And Supplies	78,576	376,300	197,151	197,151	(179,149)	(47.61)%
Other Charges	287,467	424,541	387,063	387,063	(37,478)	(8.83)%
Fixed Assets	162,415	126,100	20,541	20,541	(105,559)	(83.71)%
Other Financing Uses	340	278	148	148	(130)	(46.76)%
Cowcap	<u>(55,911)</u>	<u>11,455</u>	<u>9,170</u>	<u>9,170</u>	<u>(2,285)</u>	<u>(19.95)%</u>
TOTAL APPROPRIATIONS	1,046,129	1,500,014	987,494	987,494	(512,520)	<u>(34.17)%</u>
REVENUES:						
Taxes	648,911	264,297	0	0	(264,297)	(100.00)%
Rev. from Use of Money & Prop	9,344	10,000	10,000	10,000	0	0.00 %
Charges For Current Serv	826,369	1,201,717	952,639	952,639	(249,078)	(20.73)%
Miscellaneous Revenue	<u>31,649</u>	<u>24,000</u>	<u>24,855</u>	<u>24,855</u>	<u>855</u>	<u>3.56 %</u>
TOTAL REVENUES	<u>1,516,273</u>	<u>1,500,014</u>	<u>987,494</u>	<u>987,494</u>	<u>(512,520)</u>	<u>(34.17)%</u>
NET COUNTY COST	(470,144)	0	0	0	0	0.00 %



## 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

- The Communications Division provides reliable radio communications and microwave data links to various County Departments and Agencies. The Division also provides installation, maintenance, and repair for equipment installed in vehicles, base stations, and communications towers. Costs are recovered through charges to customer Departments.

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

### Organizational Performance

#### Goal 1: Improve Tulare County Radio Systems.

- **Objective 1** – Complete narrow banding of all radio inventory (Primarily Medical Channels) by June 2012. **Results:** Due to late delivery and staffing issues, all radios Countywide, except 25 mobile radios in the Road Department and the Medical Channels, have been changed to narrow banding. These remaining units will be completed by January 2013 in compliance with the Federal deadline.

- **Objective 2** – Install simulcast/voting repeater at a minimum of one Sheriff Radio channel by June 2012 to start multicasting installation work on other radio channels. **Results:** The infrastructure for this is 90% complete. Antennas will be installed at four repeater sites by the end of September 2012.
- **Objective 3** – Replace mobile and portable radios that are beyond expected life. **Results:** Due to lack of funding this objective was not completed. There are approximately 600 devices beyond end of life. These will be addressed as funding is identified.

## Other Accomplishments in FY 2011/12

- Completed 760 Radio work requests.
- Replaced 32 portable radios for the Sheriff's Command Bus.
- Programmed over 350 radios for narrow band for City of Visalia Police Department.
- Replaced the repeater at Posey Fire for narrow band.
- Finished installation of towers at Pixley and Alpaugh Fire.
- Added Central Valley Independent Network (CVIN) microwave path from Government Plaza to Mooney Grove; from Tulare County Courthouse in Visalia to Mooney Grove; from Farmersville Emergency Operations Center to Mooney Grove.
- Added microwave paths from Stokes Mountain to Case Mountain and from Blue Ridge to Case Mountain.

## Key Goals and Objectives for FY 2012/13

### Organizational Performance

#### **Goal 1:** Improve Tulare County Radio Systems.

- **Objective 1** - Complete narrow banding of all radio inventory by January 2013.
- **Objective 2** – Identify additional radio tower needs and possible locations to improve coverage by June 2013.
- **Objective 3** – Develop asset Life-Cycle planning and management for radio gear by June 2013.

### Departmental Budget Request

The Requested Budget represents an overall decrease of \$512,520 or 34% in expenses and revenues when compared with the FY 2011/12 Final Budget.

Significant areas with major changes between the FY 2011/12 Final Budget and the FY 2012/13 Requested Budget are as follows:

- Salaries and Benefits decrease \$187,919 overall due to the move of four positions from the Communications budget to the ICT budget.
- Service and Supplies decrease \$179,149 due to completion of FY 2011/12 purchases funded by the Public Safety Interoperable Communications (PSIC) and moving Telecomm expenses to the ICT Budget.
- Capital Assets decrease \$105,559 in purchases. With the exception of vehicles, the FY 2011/12 purchases were funded through the above mentioned grants.

- Revenue projections decrease due to the completion of funding from the grants mentioned above and merge of Communication employees to ICT.

Staffing changes reflected in the Requested Budget include the following:

- Add 2 FTE positions to improve the service provided by the Department. The requested additional positions include:
  - 1 Radio Installer
  - 1 Radio Communications Technician

### County Administrator's Recommendation

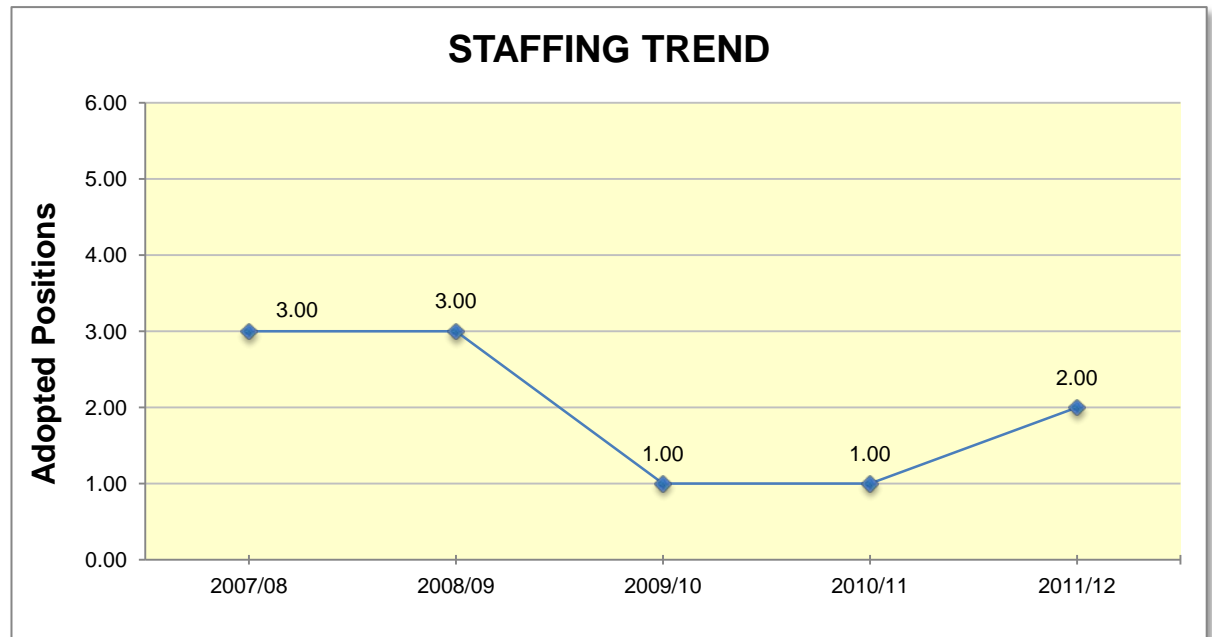
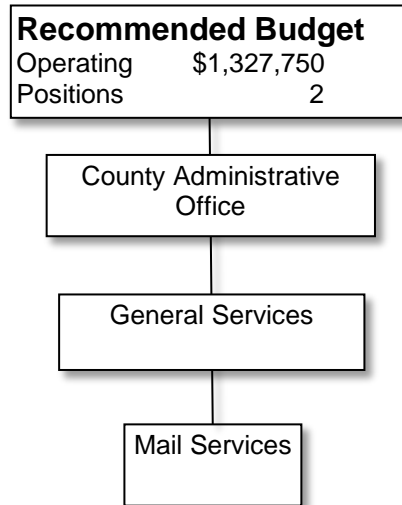
This budget is recommended as submitted.

### Pending Issues and Policy Considerations

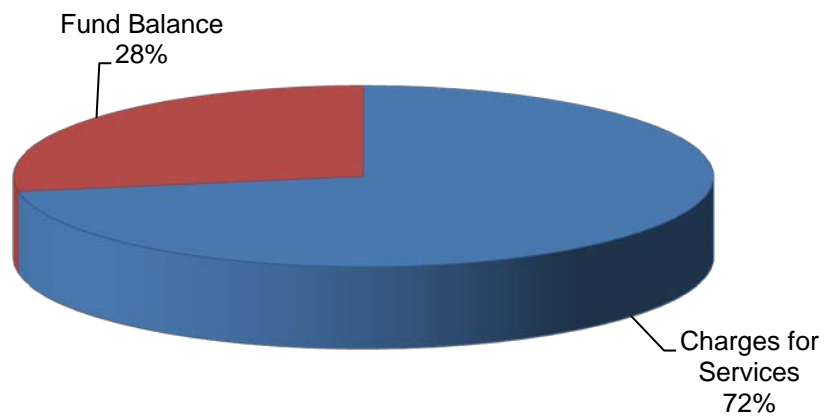
There are no pending issues or policy considerations.

### Department Head Concurrence or Appeal

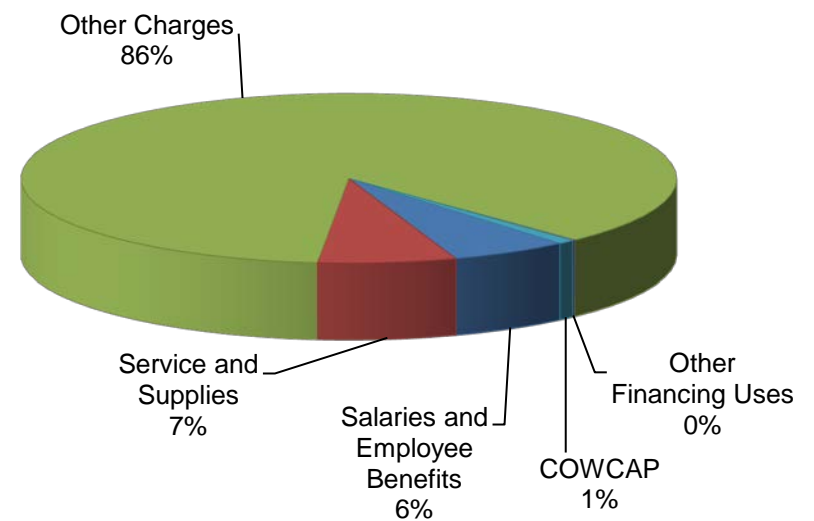
The Department Head concurs with the Recommended Budget.



**SOURCE OF FUNDS**



**USE OF FUNDS**



FUND: 076

AGENCY: 076

MAJOR ACCOUNTS CLASSIFICATIONS	2010/11 ACTUALS	2011/12 FINAL BUDGET	2012/13 DEPT REQUEST	2012/13 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Salaries And Employee Benefits	39,589	78,404	77,351	77,351	(1,053)	(1.34)%
Service And Supplies	79,046	86,906	90,500	90,500	3,594	4.14 %
Other Charges	1,144,995	1,266,414	1,146,859	1,146,859	(119,555)	(9.44)%
Other Financing Uses	3,496	3,889	2,066	2,066	(1,823)	(46.88)%
Cowcap	<u>48</u>	<u>2,320</u>	<u>10,974</u>	<u>10,974</u>	<u>8,654</u>	<u>373.02 %</u>
TOTAL APPROPRIATIONS	1,267,174	1,437,933	1,327,750	1,327,750	(110,183)	<u>(7.66)%</u>
REVENUES:						
Charges For Current Serv	<u>1,347,282</u>	<u>1,393,694</u>	<u>960,210</u>	<u>960,210</u>	<u>(433,484)</u>	<u>(31.10)%</u>
TOTAL REVENUES	<u>1,347,282</u>	<u>1,393,694</u>	<u>960,210</u>	<u>960,210</u>	<u>(433,484)</u>	<u>(31.10)%</u>
NET COUNTY COST	(80,108)	44,239	367,540	367,540	323,301	730.81 %

## 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 in FY 2011/12

### Organizational Performance

**Goal 1:** Automate processing of tax bills using software to prepare tax forms for printing, inserting, and mailing. All files submitted from Tax Collector will be dropped in a folder. Software will see and pull the files for processing and printing.

- **Objective 1** – Establish software and folders for processing by September 2011. **Result:** The tax bill automation software was established in September 2011.
- **Objective 2** – Meet with Information and Communication Technology (ICT) and Tax Collector by September 2011 to develop processes to handle tax bill files for automation. **Result:** Met with ICT and Tax Collector to coordinate the successful handling of the large tax bill files for processing in September 2011.
- **Objective 3** - Test process steps and make any adjustments by October 2011. **Result:** Testing was completed as planned in October 2011.

- **Objective 4** - Set up software to pull any paid tax bills prior to processing by October 2011. **Result:** Software was set up in September 2011. Over 17,000 tax records were automatically pulled from the print files during printing of the tax bills in October 2011.

## Key Goals and Objectives for FY 2012/13

### Organizational Performance

**Goal 1:** Update all fast forward mail service devices to comply with United States Postal Services.

- **Objective 1** – Meet with post office and mail equipment service technicians to access required steps by September 2012.
- **Objective 2** – Communicate and educate County Departments by December 2012.
- **Objective 3** - Procure new technology and perform testing prior to the December 2012 deadline.
- **Objective 4** - Submit test results to post office for compliance in December 2012.

**Goal 2:** Procure table top envelope inserter to help mail staff insert smaller mail jobs and eliminate the need to use the main inserter for these jobs.

- **Objective 1** – Research and review equipment. Complete procurement by March 2013.

## Departmental Budget Request

The Requested Budget represents an overall decrease of \$110,183 or 8% in expenses and a decrease of \$433,484 or 31% in revenues when compared with the FY 2011/12 Final

Budget. The \$367,450 difference between expenses and revenues represents a use of Unrestricted Net Assets.

Significant areas with major changes between the FY 2011/12 Final Budget and the FY 2012/13 Requested Budget are as follows:

- Other Charges decrease \$119,555 primarily due to decrease in postage usage.
- Countywide Cost Allocation Plan (COWCAP) charges increase \$8,654 due to changes in the Plan.
- Revenue projections decrease due to reduction of services from other Departments.

### County Administrator's Recommendation

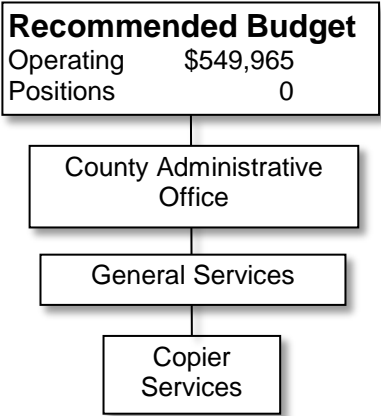
The budget is recommended as submitted.

### Pending Issues and Policy Considerations

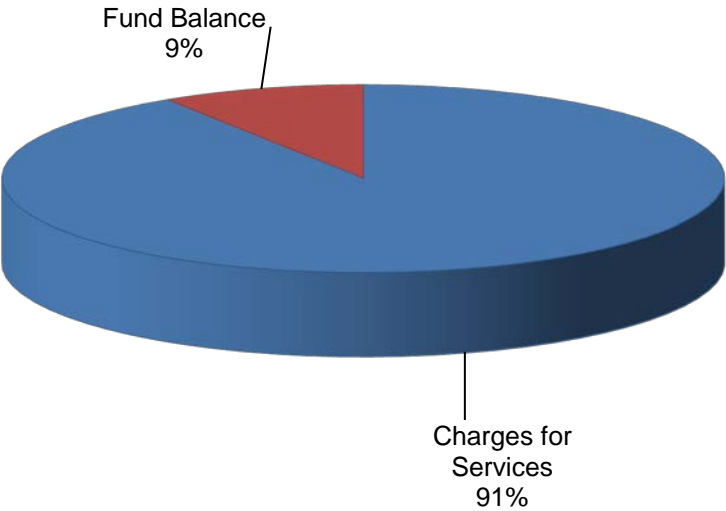
There are no pending issues or policy considerations.

### Department Head Concurrence or Appeal

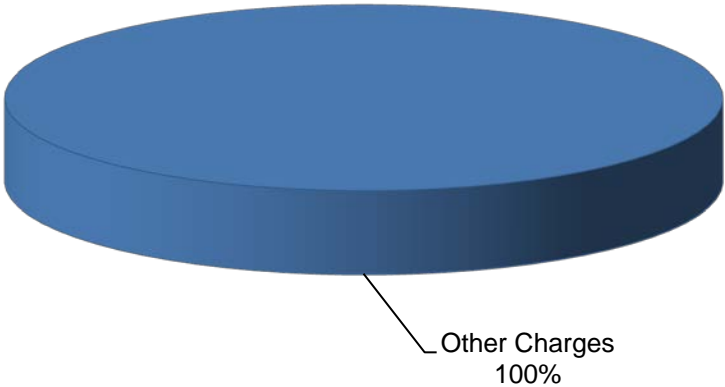
The Department Head concurs with the Recommended Budget.



SOURCE OF FUNDS



USE OF FUNDS



FUND: 077

AGENCY: 077

MAJOR ACCOUNTS CLASSIFICATIONS	2010/11 ACTUALS	2011/12 FINAL BUDGET	2012/13 DEPT REQUEST	2012/13 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	0	0	166,006	166,006	166,006	0.00 %
Other Charges	566,702	490,017	381,803	381,803	(108,214)	(22.08) %
Cowcap	<u>(419)</u>	<u>0</u>	<u>2,156</u>	<u>2,156</u>	<u>2,156</u>	<u>0.00 %</u>
TOTAL APPROPRIATIONS	566,283	490,017	549,965	549,965	59,948	<u>12.23 %</u>
REVENUES:						
Charges For Current Serv	<u>632,468</u>	<u>542,489</u>	<u>499,911</u>	<u>499,911</u>	<u>(42,578)</u>	<u>(7.85) %</u>
TOTAL REVENUES	<u>632,468</u>	<u>542,489</u>	<u>499,911</u>	<u>499,911</u>	<u>(42,578)</u>	<u>(7.85) %</u>
NET COUNTY COST	(66,185)	(52,472)	50,054	50,054	102,526	(195.39) %



## Departmental Purpose

Copier Services provides all County Departments with equipment 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 350 multi-function copiers.

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

### Organizational Performance

**Goal 1:** Issue a Request for Proposal (RFP) for a new five-year copier services contract.

- **Objective 1** – Coordinate with Information and Communication Technology (ICT). Meet with potential vendors and the Purchasing Department by July 2011. **Result:** Met with five potential vendors and the Purchasing Department to discuss RFP in July 2011.
- **Objective 2** – Collect proposals from potential vendors in July 2011. **Result:** Staff collected five proposals in July 2011.
- **Objective 3** – Review and evaluate all proposals submitted by potential vendors in August 2011. **Result:** Staff and the Purchasing Department reviewed and scored submitted proposals by 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. **Result:** California Business Machines' bid was approved by the Board of Supervisors in April 2012. The collection of 350

old copiers was completed in March 2012. The new equipment was distributed concurrently with collection of old copiers in March 2012.

## Key Goals and Objectives for FY 2012/13

### Organizational Performance

**Goal 1:** Evaluate County Department needs to apply optional software and equipment features.

- **Objective 1** – Communicate with Departments interested in applying the optional technology features by December 2012.
- **Objective 2** – Develop and implement plan to procure and provide these tools to Departments by April 2013.

**Goal 2:** Survey copier usage data results.

- **Objective 1** – Survey Department copier usage habits and develop a training plan by February 2013.
- **Objective 2** – Schedule group training and awareness sessions. Develop and distribute troubleshooting guides for end-users by March 2013.

## Departmental Budget Request

The Requested Budget represents an overall increase of \$59,948 or 12% in expenses and a decrease of \$42,578 or 8% in revenues when compared with the FY 2011/12 Final Budget. The \$50,054 difference between expenses and revenues represents a use of Unrestricted Net Assets.

Significant areas with major changes between the FY 2011/12 Final Budget and the FY 2012/13 Requested Budget are as follows:

- Services and Supplies increase by \$166,006 due to increased Departmental expenses.
- Other Charges decrease \$108,214 due to a reduction of the Copier Maintenance Contract.
- Countywide Cost Allocation Plan (COWCAP) charges increase by \$2,156 due to changes in the Plan.

#### County Administrator's Recommendation

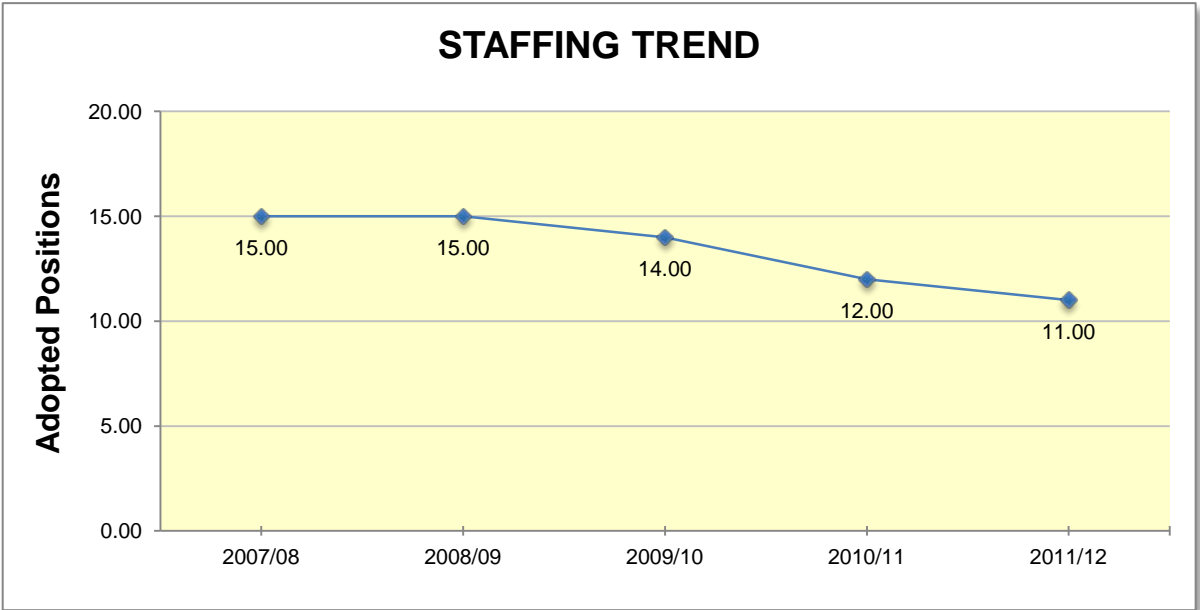
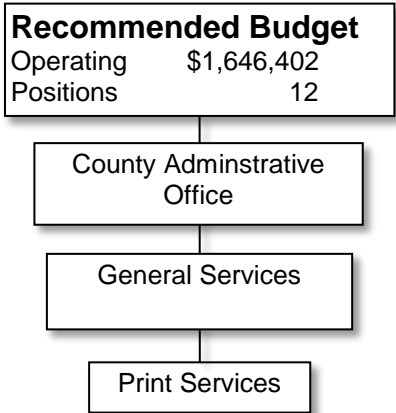
The budget is recommended as submitted.

#### Pending Issues and Policy Considerations

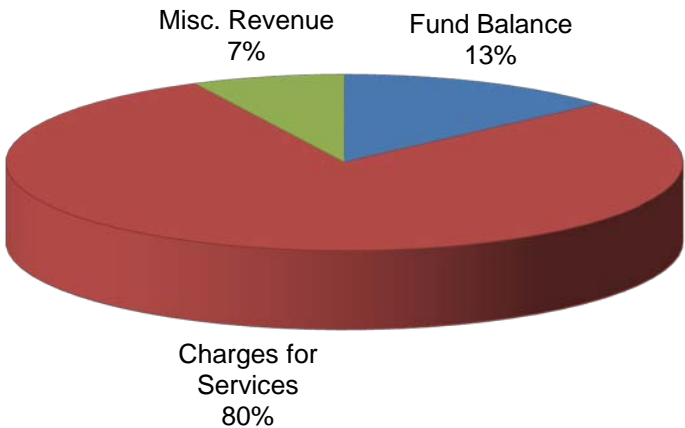
There are no pending issues or policy considerations.

#### Department Head Concurrence or Appeal

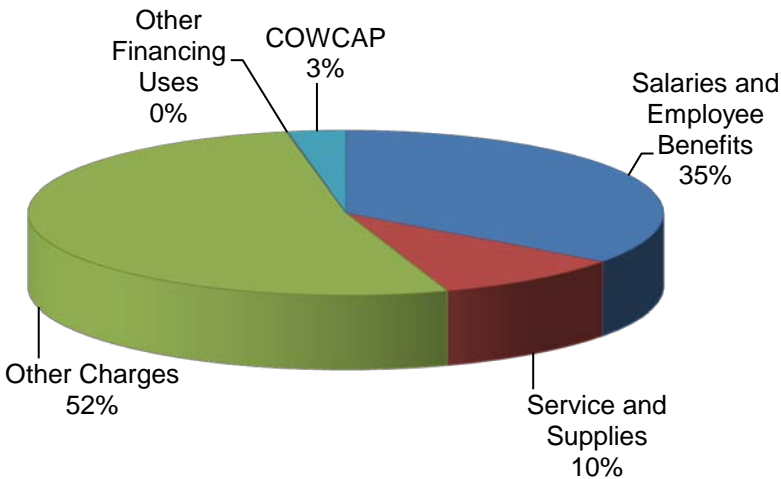
The Department Head concurs with the Recommended Budget.



**SOURCE OF FUNDS**



**USE OF FUNDS**



FUND: 079  
AGENCY: 079

MAJOR ACCOUNTS CLASSIFICATIONS	2010/11 ACTUALS	2011/12 FINAL BUDGET	2012/13 DEPT REQUEST	2012/13 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Salaries And Employee Benefits	593,634	539,143	577,297	577,297	38,154	7.08 %
Service And Supplies	30,983	62,822	160,962	160,962	98,140	156.22 %
Other Charges	796,828	882,513	858,611	858,611	(23,902)	(2.71)%
Other Financing Uses	2,752	3,145	1,671	1,671	(1,474)	(46.87)%
Cowcap	<u>68,232</u>	<u>21,233</u>	<u>47,861</u>	<u>47,861</u>	<u>26,628</u>	<u>125.41 %</u>
TOTAL APPROPRIATIONS	1,492,429	1,508,856	1,646,402	1,646,402	137,546	<u>9.12 %</u>
REVENUES:						
Charges For Current Serv	1,358,251	1,438,543	1,305,981	1,305,981	(132,562)	(9.22)%
Miscellaneous Revenue	<u>101,489</u>	<u>105,116</u>	<u>119,750</u>	<u>119,750</u>	<u>14,634</u>	<u>13.92 %</u>
TOTAL REVENUES	<u>1,459,740</u>	<u>1,543,659</u>	<u>1,425,731</u>	<u>1,425,731</u>	<u>(117,928)</u>	<u>(7.64)%</u>
NET COUNTY COST	32,689	(34,803)	220,671	220,671	255,474	(734.06)%

## 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, material resources, and contracts to process the print requests of County Departments and various local government agencies.

## Key Goals and Objectives Results in 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 print customers by June 2012. **Results:** All County work orders are submitted online beginning in September 2011. The processing times were not impacted. However, staff is routinely processing an average of 18% more work orders over the prior year starting in January 2012.
- **Objective 2** - Make revisions to customer online training to provide better access to print request status and account history by August 2011. **Results:** The online order system received several revisions in August 2011 that helped customers rely more on the benefits of online access to their products.
- **Objective 3** - Begin new campaign to answer and train or retrain customers by December 2011. **Results:** The training

began ahead of schedule in July 2011 and all County Departments were ordering online by September 2011.

- **Objective 4** - Have at least 95% of print customers submitting print orders and checking job and account status online by March 2012. **Results:** Currently all Departments order online and staff is working to set up this service for non-County customers by December 2012.

## Key Goals and Objectives for FY 2012/13

### Organizational Performance

**Goal:** Evaluate the performance and mechanical condition of all print and finishing equipment for part replacement and or maintenance repairs.

- **Objective 1** – Replace aging parts and rollers on presses to extend the use of equipment, offer quicker turn around times on work orders, and improve quality control. This will be completed by December 2012.
- **Objective 2** – Replace aging inefficient print support equipment and tools by March 2013.
- **Objective 3** – Upgrade or replace aging technology in the finishing area to accommodate growing work demands more efficiently by June 2013.

## Departmental Budget Request

The Requested Budget represents an overall increase of \$137,546 or 9% in expenses and a decrease of \$117,928 or 8% in revenues when compared with the FY 2011/12 Final Budget. The \$220,671 difference between expenses and revenue represents a use of Unrestricted Net Assets.

Significant areas with major changes between the FY 2011/12 Final Budget and the FY 2012/13 Requested Budget are as follows:

- Services and Supplies increase by \$98,140 due to increased Departmental expenses.
- Countywide Cost Allocation Plan (COWCAP) charges increase \$26,628 due to changes in the Plan.
- Revenue projections decrease due to decreased services from County Department.

Staffing changes reflected in the Requested Budget include the following:

- Add 1 FTE position to cover increase in print projects. The requested additional position includes:
  - 1 Digital Equipment Operator II

### County Administrator's Recommendation

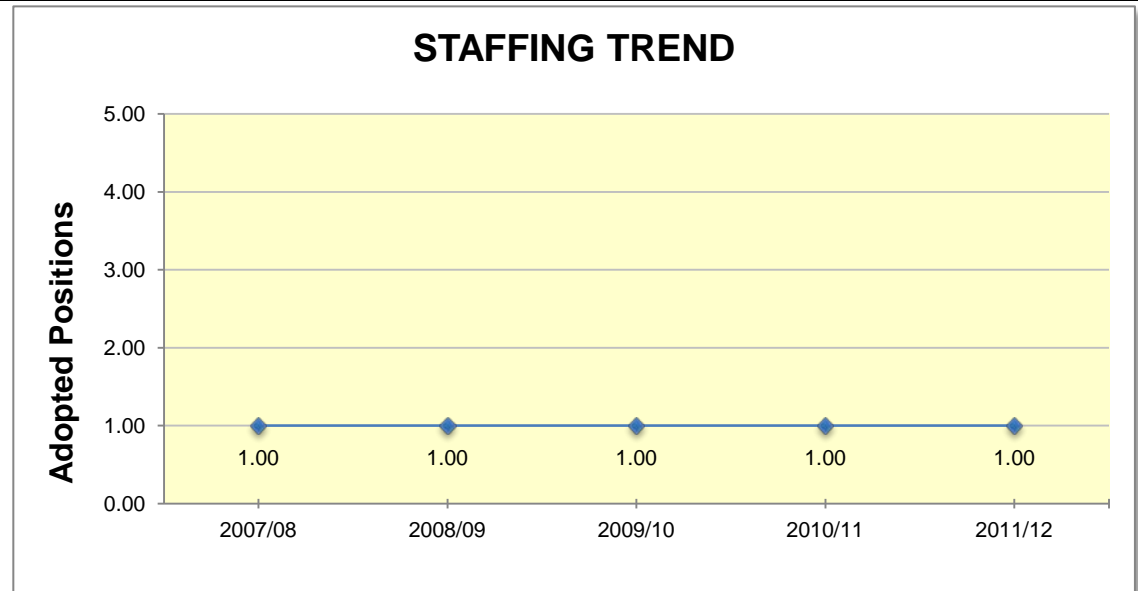
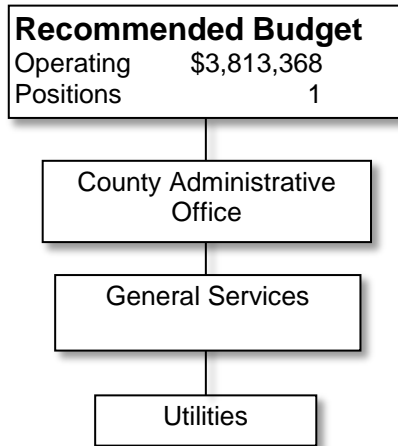
The budget is recommended as submitted.

### Pending Issues and Policy Considerations

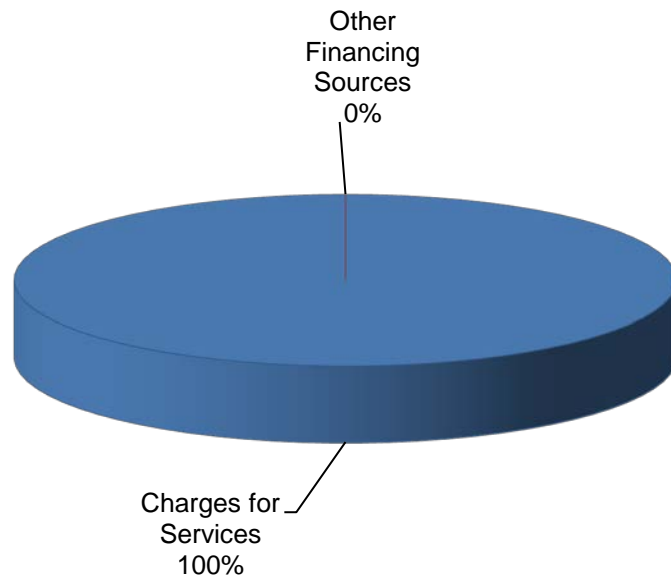
There are no pending issues or policy considerations.

### Department Head Concurrence or Appeal

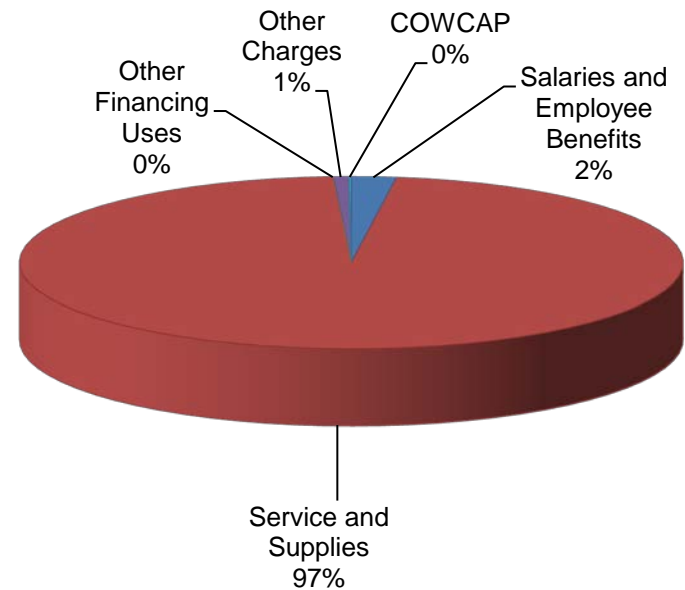
The Department Head concurs with the Recommended Budget.



### SOURCE OF FUNDS



### USE OF FUNDS



FUND: 081

AGENCY: 081

MAJOR ACCOUNTS CLASSIFICATIONS	2010/11 ACTUALS	2011/12 FINAL BUDGET	2012/13 DEPT REQUEST	2012/13 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Salaries And Employee Benefits	96,290	83,429	82,973	82,973	(456)	(0.55) %
Service And Supplies	3,367,537	3,471,119	3,696,983	3,696,983	225,864	6.51 %
Other Charges	821,090	51,877	29,023	29,023	(22,854)	(44.05) %
Other Financing Uses	85	104	55	55	(49)	(47.12) %
Cowcap	<u>(1,973)</u>	<u>338</u>	<u>4,334</u>	<u>4,334</u>	<u>3,996</u>	<u>1,182.25 %</u>
TOTAL APPROPRIATIONS	4,283,029	3,606,867	3,813,368	3,813,368	206,501	<u>5.73 %</u>
REVENUES:						
Charges For Current Serv	3,548,819	3,659,500	3,916,775	3,916,775	257,275	7.03 %
Other Financing Sources	<u>1,646,247</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00 %</u>
TOTAL REVENUES	<u>5,195,066</u>	<u>3,659,500</u>	<u>3,916,775</u>	<u>3,916,775</u>	<u>257,275</u>	<u>7.03 %</u>
NET COUNTY COST	(912,037)	(52,633)	(103,407)	(103,407)	(50,774)	96.47 %



## Departmental Purpose

Utilities centralize the utility invoice process and subsequent billing for all County facilities. Costs are recovered through charges to user Departments. Utilities also provide oversight for Countywide energy savings programs, seek energy savings grants, and develop energy conservation recommendations.

## Departmental Core Functions

- Monitor utility invoices for County-owned facilities.
- Approve utility invoices for County-owned facilities.
- Through outreach efforts, educate County employees and County residents on energy efficiency measures.

## Key Goals and Objectives Results in 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. **Results:** Utility tracking software interface with General Services accounting system completed February 2012.
- **Objective 2** - Coordinate with software providers and Auditor's Office for electronic payment interface with County Auditor accounting software by May 2012. **Results:** Electronic payment interface for major utility provider and software provider completed July 2012. County Auditor accounting software electronic payment interface with utility

provider postponed due to additional requirements from the utility provider.

**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 American Recovery & Reinvestment Act 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. **Results:** Coordinated project progress and project costs with Grant Project Coordinator at SJVCEP. Modified project completed in March 2012.
- **Objective 2** - Coordinate implementation of project with contractor and County Facilities personnel. **Results:** Coordinated project implementation with contractor and County Facilities personnel. Project scope was modified work. Project completed in one facility in March 2012.
- **Objective 3** - Complete project and submit grant documentation by June 2012. **Results:** Modified project scope completed in March 2012. Grant documentation to be submitted by SJVCEP.

**Goal 3:** Coordinate energy efficiency outreach program in unincorporated areas of the County.

- **Objective 1** - Meet with Valley Innovative Energy Watch (VIEW) partnership members and implementing partner to develop plan schedule and strategy by November 2011. **Results:** Met with VIEW partnership members and implementing partner and developed plan to meet with community organizations in November 2011. Postponed meetings until FY 2012/13.

**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.  
**Results:** Completed draft of Energy Action Plan section in July 2011.
- **Objective 2** - Distribute SCE energy efficiency information brochure to County employees via e-blast by July 2011.  
**Results:** Sent SCE energy efficiency information brochure via e-blast to County employees in July 2011.

## Key Goals and Objectives for FY 2012/13

### Organizational Performance

**Goal 1:** Provide County user Departments with electronic payment of major utility bills and more efficient accounting procedures.

- **Objective 1** - Coordinate with Auditor's Office and Utility Company for County Auditor accounting software electronic payment interface by October 2012.
- **Objective 2** - Complete General Services accounting system interface with County Auditor accounting software that accommodates utility tracking software by December 2012.

**Goal 2:** Provide County with energy usage and cost information across portfolio of County-owned facilities.

- **Objective 1** - Coordinate with San Joaquin Valley Clean Energy Organization (SJVCEO) and input County-owned facility information into U.S. Environmental Protection

Agency (EPA) Energy Star Portfolio Manager by January 2013. There is no cost for using Portfolio Manager.

- **Objective 2** - Coordinate with SJVCEO and utility providers to utilize Portfolio Manager's Automated Benchmarking Service (ABS) that allows for monthly energy usage data to automatically populate in the system by November 2012.

**Goal 3:** Provide energy efficiency education to County residents through outreach programs in unincorporated areas of the County.

- **Objective 1** - Meet with VIEW partnership members to develop plan schedule and strategy by November 2012.
- **Objective 2** - Hold two public energy efficiency improvement outreach meetings throughout the unincorporated areas of the County by May 2013.

### Department Budget Request

The Requested Budget represents an overall increase \$206,501 or 6% in expenses and an increase of \$257,275 or 7% in revenues when compared with the FY 2012/13 Final Budget. The \$103,407 difference between expenses and revenues represents an increase to Unrestricted Net Assets.

Significant areas with major changes between the FY 2011/12 Final Budget and the FY 2012/13 Requested Budget are as follows:

- Services and Supplies increase by \$225,864 due to increase in utility charges.
- Other Charges decrease \$22,854 primarily due to interfund charges associated with services by Facilities Division.

- Countywide Cost Allocation Plan (COWCAP) charges increase \$3,996 due to changes in the Plan.
- Revenue projections increase due to utility charges to County Departments.

### County Administrator's Recommendation

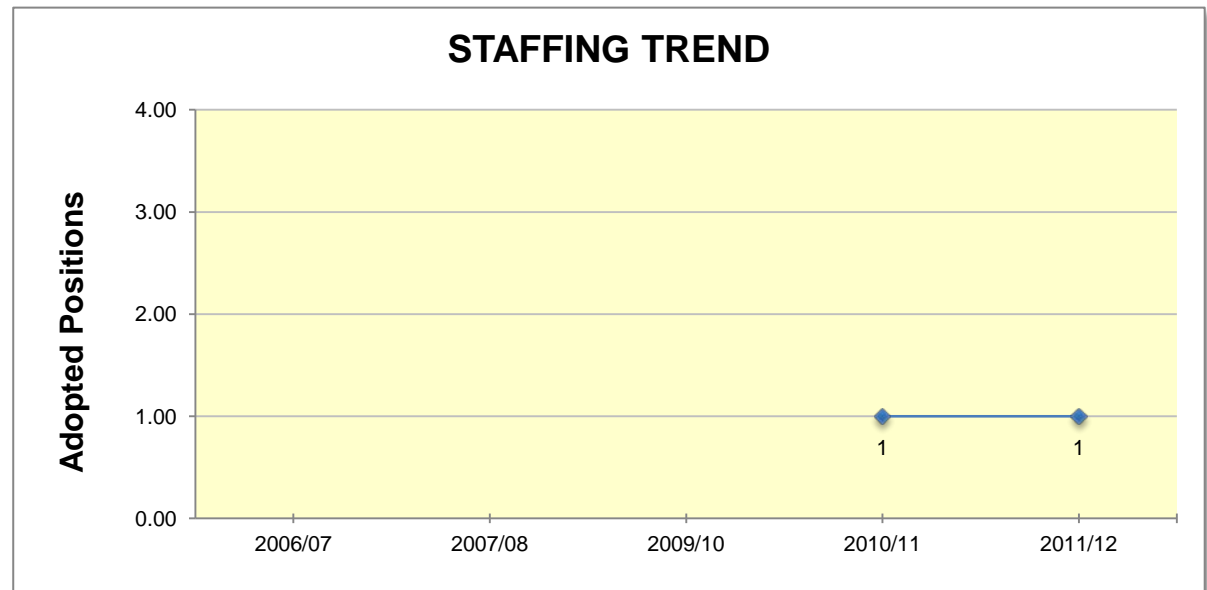
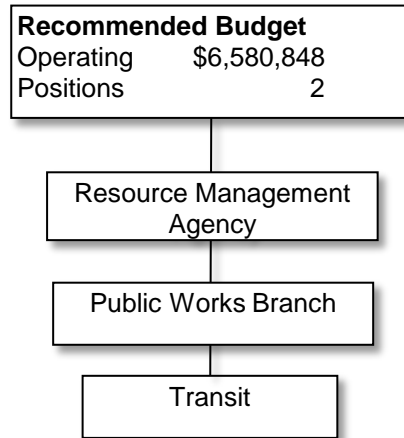
The budget is recommended as submitted.

### Pending Issues and Policy Considerations

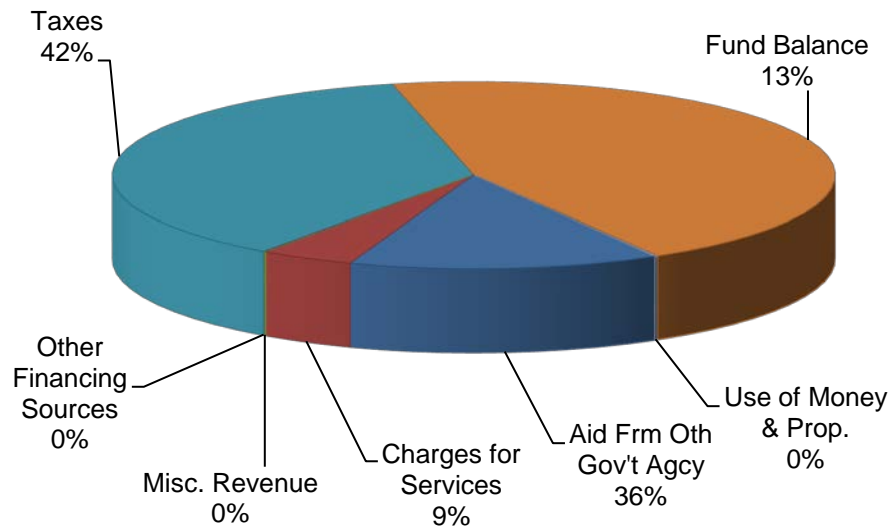
There are no pending issues or policy considerations.

### Department Head Concurrence or Appeal

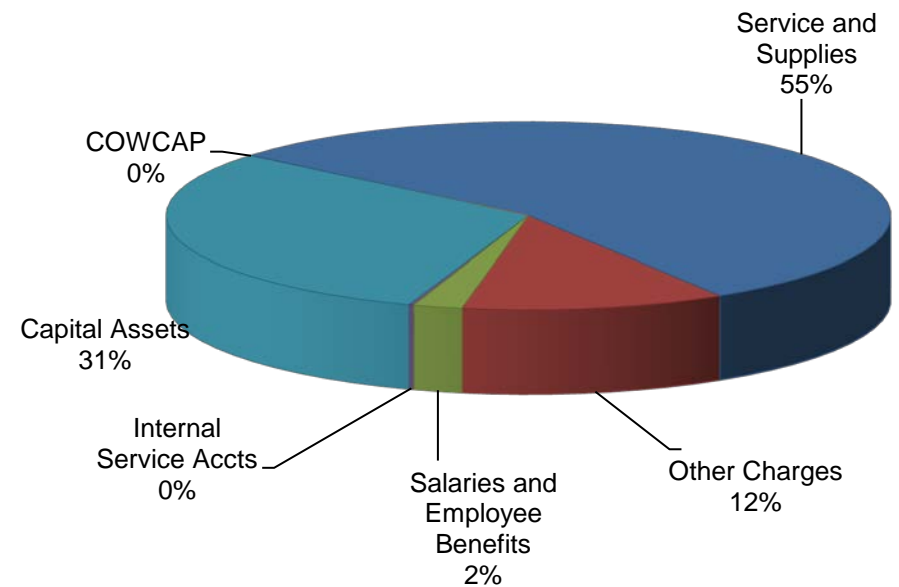
The Department Head concurs with the Recommended Budget.



## SOURCE OF FUNDS



## USE OF FUNDS



FUND: 040  
AGENCY: 220

MAJOR ACCOUNTS CLASSIFICATIONS	2010/11 ACTUALS	2011/12 FINAL BUDGET	2012/13 DEPT REQUEST	2012/13 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Salaries And Employee Benefits	77,187	90,370	144,120	144,120	53,750	59.48 %
Service And Supplies	1,320,100	3,516,844	3,622,207	3,622,207	105,363	3.00 %
Other Charges	579,391	630,748	775,322	775,322	144,574	22.92 %
Fixed Assets	0	2,017,454	2,017,888	2,017,888	434	0.02 %
Internal Service Accounts	10,634	15,000	15,000	15,000	0	0.00 %
Cowcap	<u>(3,572)</u>	<u>(4,134)</u>	<u>6,311</u>	<u>6,311</u>	<u>10,445</u>	<u>(252.66)%</u>
TOTAL APPROPRIATIONS	1,983,740	6,266,282	6,580,848	6,580,848	314,566	<u>5.02 %</u>
REVENUES:						
Taxes	2,453,574	1,640,000	2,403,866	2,403,866	763,866	46.58 %
Rev. from Use of Money & Prop	13,972	0	10,000	10,000	10,000	0.00 %
Intergovernmental Revenue	924,779	2,069,130	913,654	913,654	(1,155,476)	(55.84)%
Charges For Current Serv	314,221	330,000	275,000	275,000	(55,000)	(16.67)%
Miscellaneous Revenue	4,872	6,000	6,000	6,000	0	0.00 %
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>3,713,918</u>	<u>4,047,630</u>	<u>3,611,020</u>	<u>3,611,020</u>	<u>(436,610)</u>	<u>(10.79)%</u>
NET COUNTY COST	(1,730,178)	2,218,652	2,969,828	2,969,828	751,176	33.86 %

## 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.

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 2011/12, 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 2012/13, 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 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. **Results:** Attended outreach events at Social Services Transportation Advisory Council (SSTAC), Senior Day, Cutler-Orosi, Health Network, Unmet Needs Hearing, and E-trip efforts. Ridership increased 26.2% from 244,500 in FY 2010/11 to 305,620 in FY 2011/12.
- **Objective 2** - Add new locations for distribution of transit guides by June 2012. **Results:** Added Lindsay City Hall and Library for distribution of transit guides.
- **Objective 3** - Assist the City of Visalia in marketing of the "Green Line" (Transit Information Call Center) by June 2012. **Results:** Added "Green Line" phone number and "GoTulareCounty.com" website to the local route guides.

### 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. **Results:** The LOOP Bus applications have increased substantially, though the trip lengths are shorter. The number of LOOP Bus applications more than doubled in FY 2011/12 over FY 2010/11.

**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 Department to obtain bids to expand the CNG fuel station utilizing the State Proposition 1B Funds by June 2012. **Results:** Work is continuing on the conceptual plan for the Central Road Yard Expansion which includes the expanded CNG fueling facility. A Project Description and Scope of Work will be developed in the FY 2012/13 and the environmental document preparation can begin. Final design of the CNG fueling facility can begin upon completion of the environmental document.

## Key Goals and Objectives for FY 2012/13

### Quality of Life

**Goal 1:** Increase Service to Small Rural Communities.

- **Objective 1** – Double Service to Woodlake, Ivanhoe, and Three Rivers by June 2013.

**Goal 2:** Continue to progress towards completion of the environmental document for the CNG fueling facility.

- **Objective 1** – Establish a Project Description and Project Scope for the expansion of the Central Road Yard that includes the new CNG fueling facility by June 2013.

### Organizational Performance

**Goal 1:** Improve organization of Transit Grant Administration.

- **Objective 1** – Use Consultant with expertise in Transit Grant Administration to review and coordinate the County's Transit Grant Program and provide training on the administration of the Transit Grants.

## Departmental Budget Request

The Requested Budget represents an overall increase of \$314,566 or 5% in expenses and a decrease of \$436,610 or 11% in revenues when compared with the FY 2011/12 Final Budget. The \$2,969,828 difference between expenses and revenues represents the use of Restricted Funds from Grants.

Significant areas with major changes between the FY 2011/12 Final Budget and the FY 2012/13 Requested Budget are as follows:

- Salaries and Benefits increase \$53,750 due to addition of 1 FTE.
- Services and Supplies increase \$105,363 largely due to expansion of bus routes under Measure R and enhancements to transit stops.
- Other charges increase \$144,574 due to increased fuel costs.
- Capital Assets increase \$434 for FY 2012/13 of \$2,017,888 include the following:
  - 5 CNG buses \$1,037,884
  - 1 Transit Center \$838,004
  - 1 Generator – Backup Power \$112,000

- 1 Security Enhancements at County Road Yards \$30,000
- Revenue projections decrease overall due to a decrease in fare revenue, Federal American Recovery and Reinvestment Act (ARRA) grant funds and Trans Prop 1B funds.

Staffing changes reflected in the Requested Budget include the following:

- Add 1 FTE to meet operational needs. The requested additional position includes:
  - Add 1 Engineering Technician II

### County Administrator's Recommendation

The budget is recommended as submitted.

### Pending Issues and Policy Considerations

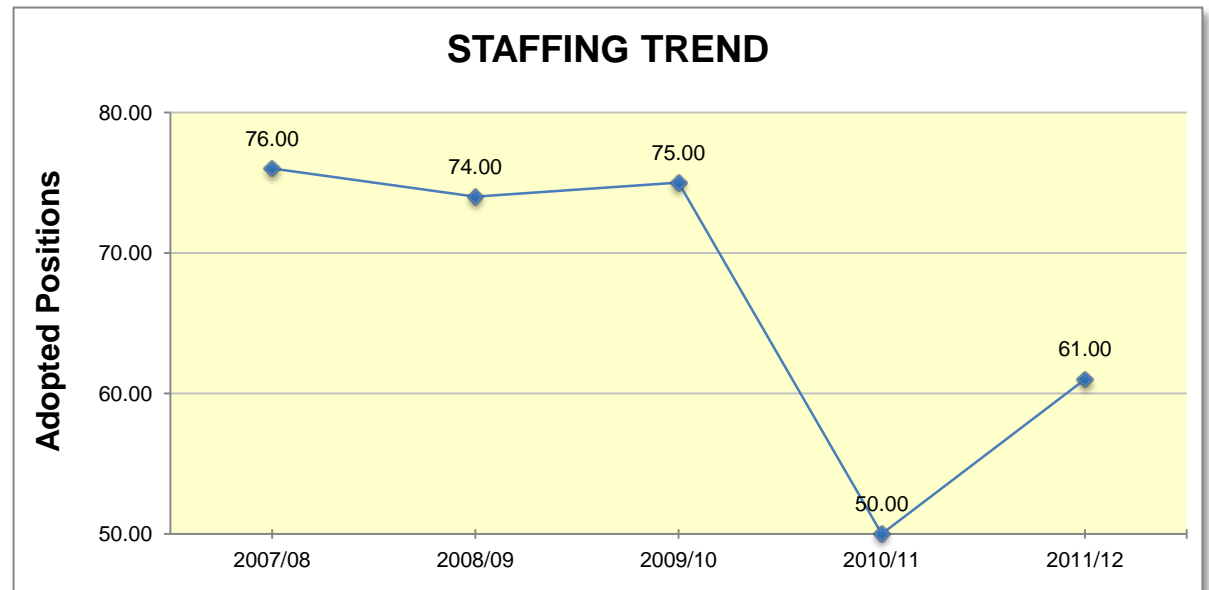
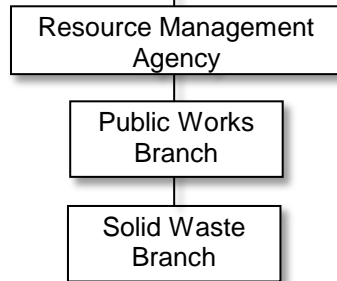
There are no pending issues or policy considerations.

### Department Head Concurrence or Appeal

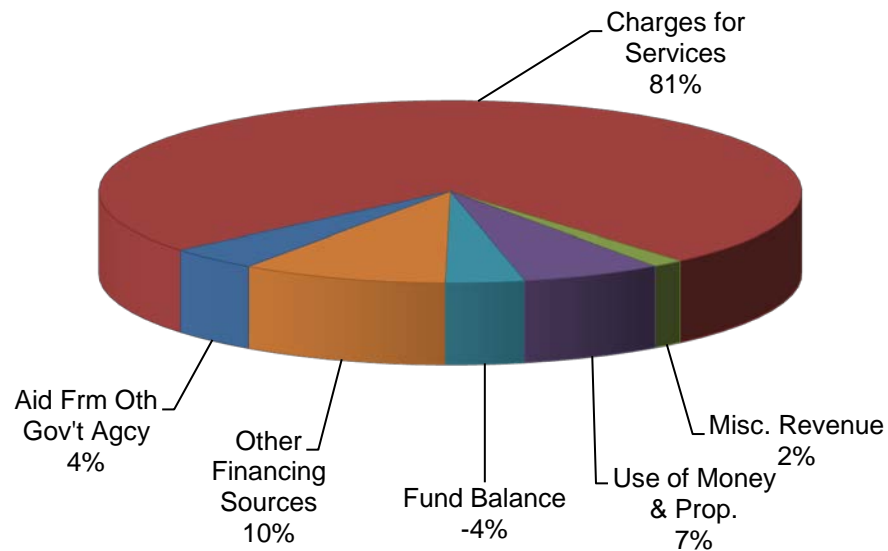
The Department Head concurs with the Recommended Budget.



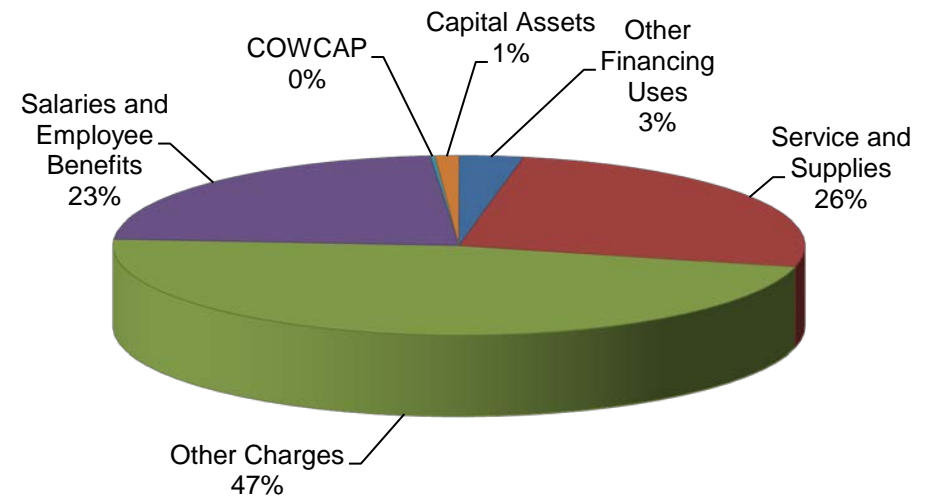
Recommended Budget	
Operating	\$13,221,663
Positions	52



## SOURCE OF FUNDS



## USE OF FUNDS



FUND: 045  
AGENCY: 235

MAJOR ACCOUNTS CLASSIFICATIONS	2010/11 ACTUALS	2011/12 FINAL BUDGET	2012/13 DEPT REQUEST	2012/13 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Salaries And Employee Benefits	3,250,015	3,636,017	2,977,541	2,977,541	(658,476)	(18.11)%
Service And Supplies	6,223,399	6,844,327	3,422,608	3,422,608	(3,421,719)	(49.99)%
Other Charges	2,751,491	5,716,800	6,250,441	6,250,441	533,641	9.33 %
Fixed Assets	1,323,330	4,925,021	145,000	145,000	(4,780,021)	(97.06)%
Other Financing Uses	439,564	395,906	394,943	394,943	(963)	(0.24)%
Cowcap	<u>136,802</u>	<u>56,871</u>	<u>31,130</u>	<u>31,130</u>	<u>(25,741)</u>	<u>(45.26)%</u>
TOTAL APPROPRIATIONS	14,124,601	21,574,942	13,221,663	13,221,663	(8,353,279)	<u>(38.72)%</u>
REVENUES:						
Taxes	344,752	478,940	0	0	(478,940)	(100.00)%
Rev. from Use of Money & Prop	1,231,525	1,437,786	923,500	923,500	(514,286)	(35.77)%
Intergovernmental Revenue	0	37,595	593,814	593,814	556,219	1,479.50 %
Charges For Current Serv	8,038,421	7,524,183	10,666,475	10,666,475	3,142,292	41.76 %
Miscellaneous Revenue	50,702	219,652	204,109	204,109	(15,543)	(7.08)%
Other Financing Sources	<u>782</u>	<u>23,359,013</u>	<u>1,352,956</u>	<u>1,352,956</u>	<u>(22,006,057)</u>	<u>(94.21)%</u>
TOTAL REVENUES	<u>9,666,182</u>	<u>33,057,169</u>	<u>13,740,854</u>	<u>13,740,854</u>	<u>(19,316,315)</u>	<u>(58.43)%</u>
NET COUNTY COST	4,458,419	(11,482,227)	(519,191)	(519,191)	10,963,036	(95.48)%

## 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 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. **Results:** Construction was completed 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. **Results:** Due to budgetary constraints this was not completed.

### Quality of Life

**Goal 1:** Initiate construction of the Orosi Landfill closure.

- **Objective 1** – Complete construction of the landfill cap by January 2012. **Results:** Construction was completed by February 2012.
- **Objective 2** - Certify closure by June 2012. **Results:** Closure was certified by May 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. **Results:** Certification will be approved by March 2012.

**Goal 3:** Reduce illegal dumping within the County.

- **Objective 1** - Conduct two Cleanup Weeks for County residents in FY 2011/12. **Results:** Held 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. **Results:** Co-sponsored Cleanup Weeks with the 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. **Results:** Continued 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. **Results:** Due to budgetary constraints this was not initiated.
- **Objective 2** – Submit the consultant final report to the Board of Supervisors by FY 2012/13. **Results:** Due to budgetary constraints this was not completed.

### **Other Accomplishments in FY 2011/12**

- Renewed the permit at the Visalia Landfill for Title V compliance.
- Completed final closure construction for the Earlimart Landfill.

### **Key Goals and Objectives for FY 2012/13**

#### **Safety and Security**

**Goal 1:** Provide safe sharps disposal for County residents.

- **Objective 1** – Work with the Consolidated Waste Management Authority to develop a sharps ordinance by June 2013.

**Goal 2:** For operational reasons, relocate the entrance to the Woodville Landfill.

- **Objective 1** - Begin the design process for a new entrance at the Woodville Landfill by June 2013.

#### **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 2013.

**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 2013.

**Goal 3:** Reduce illegal dumping within the County.

- **Objective 1** - Conduct two Cleanup Weeks for County residents in FY 2012/13.
- **Objective 2** – Co-sponsor Cleanup Weeks in conjunction with the eight incorporated cities, licensed haulers and various community organizations by June 2013.

**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 2013.

#### **Organizational Performance**

**Goal 1:** Improve the operational efficiencies of the County's System of landfills and transfer stations.

- **Objective 1** – Continue to identify additional cost saving measures and bring those to the Board by January 2013.

## Departmental Budget Request

The Requested Budget represents an overall decrease of \$8,353,279 or 39% in expenses and decrease of \$19,316,315 or 58% in revenues when compared with the FY 2011/12 Final Budget. The \$519,191 difference between expenses and revenues represents an increase of Unrestricted Net Assets.

Significant areas with major changes between the FY 2011/12 Final Budget and the FY 2012/13 Requested Budget are as follows:

- Salaries and Benefits decrease \$658,476 due to the deletion of vacant positions.
- Services and Supplies decrease \$3,421,719 mainly due to a decrease in professional service contracts.
- Other Charges increased \$533,641 due to an increase in depreciation expense.
- Capital Assets decrease \$4,780,021 due to the completion of capital projects. The FY 2012/13 expenses of \$145,000 include the following:
  - 1 Diesel Engine Retrofit \$145,000
- Countywide Cost Allocation Plan (COWCAP) charges decrease \$25,741 due to changes in the Plan.

- Revenue projections decreased overall due to a decreased use of reserves.

Staffing changes reflected in the Requested Budget include the following:

- Delete 9 FTE positions to reduce costs and move 2 positions to Roads. The requested deleted positions are:
  - 1 Engineering Technician IV
  - 2 Engineering Technician II
  - 2 Engineering Technician III
  - 1 Heavy Equipment Mechanic I/II
  - 1 Staff Services Analyst III
  - 1 Chief Engineer
  - 1 Assistant RMA Directory- Public Works

## County Administrator's Recommendation

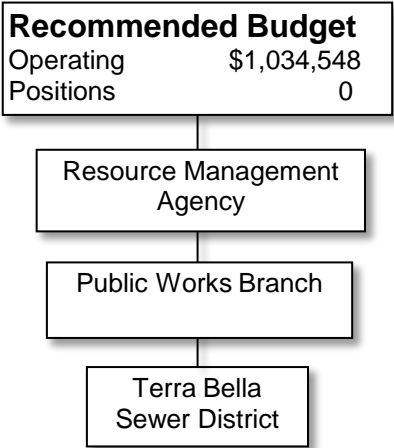
This budget is recommended as submitted.

## Pending Issues and Policy Considerations

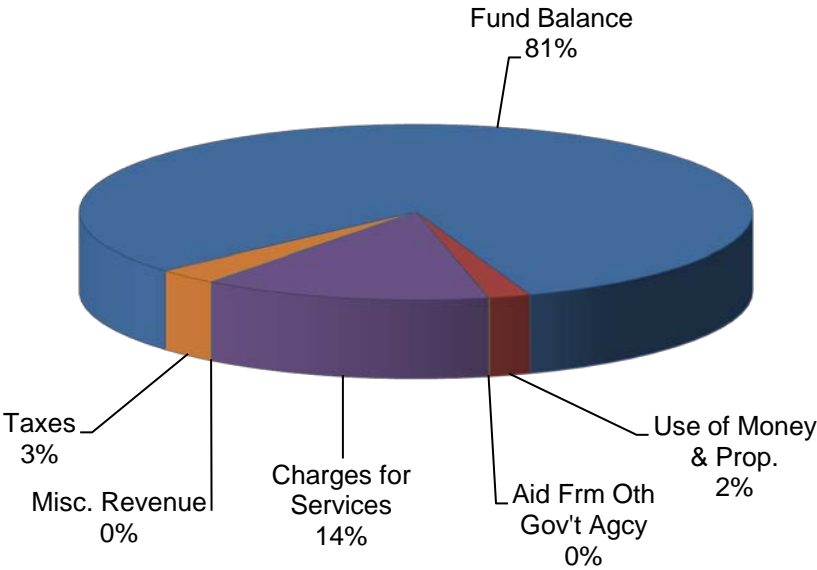
There are no pending issues or policy considerations.

## Department Head Concurrence or Appeal

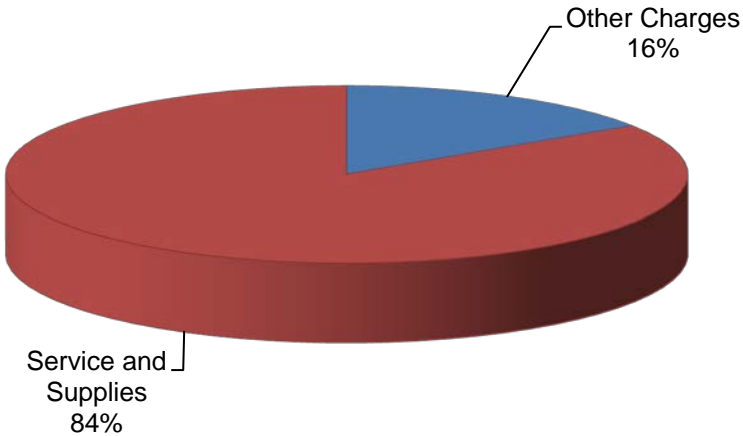
The Department Head concurs with the Recommended Budget.



SOURCE OF FUNDS



USE OF FUNDS



FUND: 761  
AGENCY: 761

MAJOR ACCOUNTS CLASSIFICATIONS	2010/11 ACTUALS	2011/12 FINAL BUDGET	2012/13 DEPT REQUEST	2012/13 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	94,321	108,769	871,748	871,748	762,979	701.47 %
Other Charges	120,606	159,540	162,799	162,799	3,259	2.04 %
Cowcap	<u>0</u>	<u>6</u>	<u>1</u>	<u>1</u>	<u>(5)</u>	<u>(83.33)</u> %
TOTAL APPROPRIATIONS	214,927	268,315	1,034,548	1,034,548	766,233	<u>285.57</u> %
REVENUES:						
Taxes	31,422	30,643	30,660	30,660	17	0.06 %
Rev. from Use of Money & Prop	20,702	20,700	20,700	20,700	0	0.00 %
Intergovernmental Revenue	382	382	382	382	0	0.00 %
Charges For Current Serv	142,879	143,032	143,032	143,032	0	0.00 %
Miscellaneous Revenue	<u>0</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>0</u>	<u>0.00</u> %
TOTAL REVENUES	<u>195,385</u>	<u>194,758</u>	<u>194,775</u>	<u>194,775</u>	<u>17</u>	<u>0.01</u> %
NET COUNTY COST	19,542	73,557	839,773	839,773	766,216	1,041.66 %

## 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 in FY 2011/12

### Economic Well Being

**Goal 1:** To provide a safe and efficient sewer system to residents and ensure adequate funding for maintenance and repairs.

- **Objective 1** – Provide ongoing and regular maintenance of the collection system and treatment plant to preclude a sewage spill. **Results:** Objective was completed June 2012.

**Goal 2:** Ensure adequate funding for maintenance and repairs.

- **Objective 1** - Place delinquent accounts on the Assessor's Tax Roll by August 2011. **Results:** Objective was completed July 2011.

## 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 2011. **Results:** Completed the Sewer System Management Plan July 2011.

## Key Goals and Objectives for FY 2012/13

### 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 2013.

**Goal 2:** Ensure adequate funding for maintenance and repairs.

- **Objective 1** - Place delinquent accounts on the Assessor's Tax Roll by August 2012.

## 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 2013.



## District Budget Request

The Requested Budget represents an overall increase of \$766,233 or 286% in expenditures and an increase of \$17 or 0% in revenues when compared with the FY 2011/12 Final Budget. The \$839,773 difference between expenses and revenues represents the use of Fund Balance.

Significant areas with major changes between the FY 2011/12 Final Budget and the FY 2012/13 Requested Budget are as follows:

- Services and Supplies increase \$762,979 or 701% due to operational needs.

## County Administrator's Recommendation

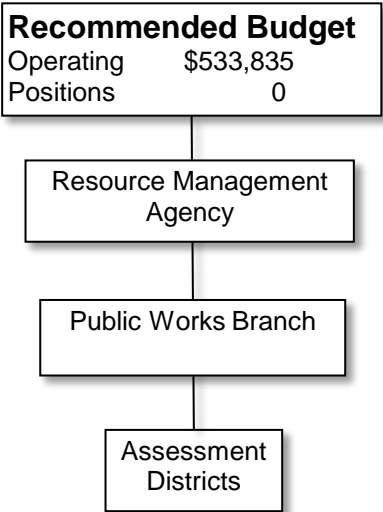
The budget is recommended as submitted.

## Pending Issues and Policy Considerations

There are no pending issues and policy considerations.

## Department Head Concurrence or Appeal

The Department Head concurs with the Recommended Budget.



FUND: L01  
AGENCY: L01

MAJOR ACCOUNTS CLASSIFICATIONS	2010/11 ACTUALS	2011/12 FINAL BUDGET	2012/13 DEPT REQUEST	2012/13 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	460	79,345	87,068	87,068	7,723	9.73 %
Other Charges	<u>337</u>	<u>5,334</u>	<u>5,634</u>	<u>5,634</u>	<u>300</u>	<u>5.62 %</u>
TOTAL APPROPRIATIONS	797	84,679	92,702	92,702	8,023	<u>9.47 %</u>
REVENUES:						
Rev. from Use of Money & Prop	1,825	1,500	1,500	1,500	0	0.00 %
Charges For Current Serv	<u>7,437</u>	<u>7,293</u>	<u>7,293</u>	<u>7,293</u>	<u>0</u>	<u>0.00 %</u>
TOTAL REVENUES	<u>9,262</u>	<u>8,793</u>	<u>8,793</u>	<u>8,793</u>	<u>0</u>	<u>0.00 %</u>
NET COUNTY COST	(8,465)	75,886	83,909	83,909	8,023	10.57 %

FUND: L05

AGENCY: L05

MAJOR ACCOUNTS CLASSIFICATIONS	2010/11 ACTUALS	2011/12 FINAL BUDGET	2012/13 DEPT REQUEST	2012/13 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	0	12,109	13,185	13,185	1,076	8.89 %
Other Charges	<u>11</u>	<u>800</u>	<u>1,060</u>	<u>1,060</u>	<u>260</u>	<u>32.50</u> %
TOTAL APPROPRIATIONS	11	12,909	14,245	14,245	1,336	<u>10.35</u> %
REVENUES:						
Rev. from Use of Money & Prop	265	238	238	238	0	0.00 %
Charges For Current Serv	<u>1,378</u>	<u>1,378</u>	<u>1,378</u>	<u>1,378</u>	<u>0</u>	<u>0.00</u> %
TOTAL REVENUES	<u>1,643</u>	<u>1,616</u>	<u>1,616</u>	<u>1,616</u>	<u>0</u>	<u>0.00</u> %
NET COUNTY COST	(1,632)	11,293	12,629	12,629	1,336	11.83 %

FUND: L07

AGENCY: L07

MAJOR ACCOUNTS CLASSIFICATIONS	2010/11 ACTUALS	2011/12 FINAL BUDGET	2012/13 DEPT REQUEST	2012/13 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	<u>0</u>	<u>2,061</u>	<u>2,054</u>	<u>2,054</u>	<u>(7)</u>	<u>(0.34)%</u>
TOTAL APPROPRIATIONS	0	2,061	2,054	2,054	(7)	(0.34)%
REVENUES:						
Rev. from Use of Money & Prop	<u>52</u>	<u>45</u>	<u>0</u>	<u>0</u>	<u>(45)</u>	<u>(100.00)%</u>
TOTAL REVENUES	<u>52</u>	<u>45</u>	<u>0</u>	<u>0</u>	<u>(45)</u>	<u>(100.00)%</u>
NET COUNTY COST	(52)	2,016	2,054	2,054	38	1.88 %

FUND: L10

AGENCY: L10

MAJOR ACCOUNTS CLASSIFICATIONS	2010/11 ACTUALS	2011/12 FINAL BUDGET	2012/13 DEPT REQUEST	2012/13 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	0	26,581	28,083	28,083	1,502	5.65 %
Other Charges	13	437	672	672	235	53.78 %
Cowcap	<u>0</u>	<u>49</u>	<u>0</u>	<u>0</u>	<u>(49)</u>	<u>(100.00)%</u>
TOTAL APPROPRIATIONS	13	27,067	28,755	28,755	1,688	<u>6.24 %</u>
REVENUES:						
Rev. from Use of Money & Prop	611	550	550	550	0	0.00 %
Charges For Current Serv	<u>1,606</u>	<u>1,592</u>	<u>1,592</u>	<u>1,592</u>	<u>0</u>	<u>0.00 %</u>
TOTAL REVENUES	<u>2,217</u>	<u>2,142</u>	<u>2,142</u>	<u>2,142</u>	<u>0</u>	<u>0.00 %</u>
NET COUNTY COST	(2,204)	24,925	26,613	26,613	1,688	6.77 %

FUND: L16  
AGENCY: L16

MAJOR ACCOUNTS CLASSIFICATIONS	2010/11 ACTUALS	2011/12 FINAL BUDGET	2012/13 DEPT REQUEST	2012/13 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	266	81,914	85,024	85,024	3,110	3.80 %
Other Charges	<u>181</u>	<u>5,333</u>	<u>8,927</u>	<u>8,927</u>	<u>3,594</u>	<u>67.39 %</u>
TOTAL APPROPRIATIONS	447	87,247	93,951	93,951	6,704	<u>7.68 %</u>
REVENUES:						
Rev. from Use of Money & Prop	1,859	1,900	1,900	1,900	0	0.00 %
Charges For Current Serv	<u>7,791</u>	<u>7,729</u>	<u>7,729</u>	<u>7,729</u>	<u>0</u>	<u>0.00 %</u>
TOTAL REVENUES	<u>9,650</u>	<u>9,629</u>	<u>9,629</u>	<u>9,629</u>	<u>0</u>	<u>0.00 %</u>
NET COUNTY COST	(9,203)	77,618	84,322	84,322	6,704	8.64 %

FUND: L60

AGENCY: L60

MAJOR ACCOUNTS CLASSIFICATIONS	2010/11 ACTUALS	2011/12 FINAL BUDGET	2012/13 DEPT REQUEST	2012/13 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	0	18,499	20,707	20,707	2,208	11.94 %
Other Charges	<u>15</u>	<u>400</u>	<u>754</u>	<u>754</u>	<u>354</u>	<u>88.50 %</u>
TOTAL APPROPRIATIONS	15	18,899	21,461	21,461	2,562	<u>13.56 %</u>
REVENUES:						
Rev. from Use of Money & Prop	379	300	300	300	0	0.00 %
Charges For Current Serv	<u>2,275</u>	<u>2,253</u>	<u>2,253</u>	<u>2,253</u>	<u>0</u>	<u>0.00 %</u>
TOTAL REVENUES	<u>2,654</u>	<u>2,553</u>	<u>2,553</u>	<u>2,553</u>	<u>0</u>	<u>0.00 %</u>
NET COUNTY COST	(2,639)	16,346	18,908	18,908	2,562	15.67 %



FUND: L65

AGENCY: L65

MAJOR ACCOUNTS CLASSIFICATIONS	2010/11 ACTUALS	2011/12 FINAL BUDGET	2012/13 DEPT REQUEST	2012/13 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	0	35,278	38,419	38,419	3,141	8.90 %
Other Charges	<u>15</u>	<u>2,333</u>	<u>2,463</u>	<u>2,463</u>	<u>130</u>	<u>5.57 %</u>
TOTAL APPROPRIATIONS	15	37,611	40,882	40,882	3,271	<u>8.70 %</u>
REVENUES:						
Rev. from Use of Money & Prop	833	750	750	750	0	0.00 %
Charges For Current Serv	<u>2,590</u>	<u>2,567</u>	<u>2,567</u>	<u>2,567</u>	<u>0</u>	<u>0.00 %</u>
TOTAL REVENUES	<u>3,423</u>	<u>3,317</u>	<u>3,317</u>	<u>3,317</u>	<u>0</u>	<u>0.00 %</u>
NET COUNTY COST	(3,408)	34,294	37,565	37,565	3,271	9.54 %

FUND: L70  
AGENCY: L70

MAJOR ACCOUNTS CLASSIFICATIONS	2010/11 ACTUALS	2011/12 FINAL BUDGET	2012/13 DEPT REQUEST	2012/13 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	0	14,644	17,279	17,279	2,635	17.99 %
Other Charges	<u>17</u>	<u>1,350</u>	<u>1,597</u>	<u>1,597</u>	<u>247</u>	<u>18.30</u> %
TOTAL APPROPRIATIONS	17	15,994	18,876	18,876	2,882	<u>18.02</u> %
REVENUES:						
Rev. from Use of Money & Prop	277	211	211	211	0	0.00 %
Charges For Current Serv	<u>2,939</u>	<u>2,939</u>	<u>2,939</u>	<u>2,939</u>	<u>0</u>	<u>0.00</u> %
TOTAL REVENUES	<u>3,216</u>	<u>3,150</u>	<u>3,150</u>	<u>3,150</u>	<u>0</u>	<u>0.00</u> %
NET COUNTY COST	(3,199)	12,844	15,726	15,726	2,882	22.44 %

FUND: L75  
AGENCY: L75

MAJOR ACCOUNTS CLASSIFICATIONS	2010/11 ACTUALS	2011/12 FINAL BUDGET	2012/13 DEPT REQUEST	2012/13 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	0	4,837	5,940	5,940	1,103	22.80 %
Other Charges	7	400	615	615	215	53.75 %
Cowcap	<u>0</u>	<u>12</u>	<u>160</u>	<u>160</u>	<u>148</u>	<u>1,233.33 %</u>
TOTAL APPROPRIATIONS	7	5,249	6,715	6,715	1,466	<u>27.93 %</u>
REVENUES:						
Rev. from Use of Money & Prop	120	100	100	100	0	0.00 %
Charges For Current Serv	<u>595</u>	<u>567</u>	<u>567</u>	<u>567</u>	<u>0</u>	<u>0.00 %</u>
TOTAL REVENUES	<u>715</u>	<u>667</u>	<u>667</u>	<u>667</u>	<u>0</u>	<u>0.00 %</u>
NET COUNTY COST	(708)	4,582	6,048	6,048	1,466	31.99 %

FUND: L80

AGENCY: L80

MAJOR ACCOUNTS CLASSIFICATIONS	2010/11 ACTUALS	2011/12 FINAL BUDGET	2012/13 DEPT REQUEST	2012/13 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	0	23,531	26,268	26,268	2,737	11.63 %
Other Charges	13	850	1,162	1,162	312	36.71 %
Cowcap	<u>0</u>	<u>37</u>	<u>160</u>	<u>160</u>	<u>123</u>	<u>332.43 %</u>
TOTAL APPROPRIATIONS	13	24,418	27,590	27,590	3,172	<u>12.99 %</u>
REVENUES:						
Rev. from Use of Money & Prop	498	500	500	500	0	0.00 %
Charges For Current Serv	<u>2,669</u>	<u>2,643</u>	<u>2,643</u>	<u>2,643</u>	<u>0</u>	<u>0.00 %</u>
TOTAL REVENUES	<u>3,167</u>	<u>3,143</u>	<u>3,143</u>	<u>3,143</u>	<u>0</u>	<u>0.00 %</u>
NET COUNTY COST	(3,154)	21,275	24,447	24,447	3,172	14.91 %

FUND: L85

AGENCY: L85

MAJOR ACCOUNTS CLASSIFICATIONS	2010/11 ACTUALS	2011/12 FINAL BUDGET	2012/13 DEPT REQUEST	2012/13 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	0	41,448	44,743	44,743	3,295	7.95 %
Other Charges	917	1,100	1,448	1,448	348	31.64 %
Cowcap	<u>0</u>	<u>1,063</u>	<u>0</u>	<u>0</u>	<u>(1,063)</u>	<u>(100.00) %</u>
TOTAL APPROPRIATIONS	917	43,611	46,191	46,191	2,580	<u>5.92 %</u>
REVENUES:						
Rev. from Use of Money & Prop	972	1,000	1,000	1,000	0	0.00 %
Charges For Current Serv	<u>3,369</u>	<u>3,333</u>	<u>3,333</u>	<u>3,333</u>	<u>0</u>	<u>0.00 %</u>
TOTAL REVENUES	<u>4,341</u>	<u>4,333</u>	<u>4,333</u>	<u>4,333</u>	<u>0</u>	<u>0.00 %</u>
NET COUNTY COST	(3,424)	39,278	41,858	41,858	2,580	6.57 %

FUND: L86

AGENCY: L86

MAJOR ACCOUNTS CLASSIFICATIONS	2010/11 ACTUALS	2011/12 FINAL BUDGET	2012/13 DEPT REQUEST	2012/13 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	0	12,732	23,140	23,140	10,408	81.75 %
Other Charges	0	0	336	336	336	0.00 %
Cowcap	<u>0</u>	<u>0</u>	<u>160</u>	<u>160</u>	<u>160</u>	<u>0.00 %</u>
TOTAL APPROPRIATIONS	0	12,732	23,636	23,636	10,904	<u>85.64 %</u>
REVENUES:						
Rev. from Use of Money & Prop	89	69	69	69	0	0.00 %
Charges For Current Serv	<u>6,953</u>	<u>5,313</u>	<u>5,313</u>	<u>5,313</u>	<u>0</u>	<u>0.00 %</u>
TOTAL REVENUES	<u>7,042</u>	<u>5,382</u>	<u>5,382</u>	<u>5,382</u>	<u>0</u>	<u>0.00 %</u>
NET COUNTY COST	(7,042)	7,350	18,254	18,254	10,904	148.35 %

FUND: L87  
AGENCY: L87

MAJOR ACCOUNTS CLASSIFICATIONS	2010/11 ACTUALS	2011/12 FINAL BUDGET	2012/13 DEPT REQUEST	2012/13 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	0	9,686	14,265	14,265	4,579	47.27 %
Other Charges	<u>0</u>	<u>0</u>	<u>272</u>	<u>272</u>	<u>272</u>	<u>0.00 %</u>
TOTAL APPROPRIATIONS	0	9,686	14,537	14,537	4,851	<u>50.08 %</u>
REVENUES:						
Rev. from Use of Money & Prop	87	72	100	100	28	38.89 %
Charges For Current Serv	<u>4,678</u>	<u>4,678</u>	<u>4,678</u>	<u>4,678</u>	<u>0</u>	<u>0.00 %</u>
TOTAL REVENUES	<u>4,765</u>	<u>4,750</u>	<u>4,778</u>	<u>4,778</u>	<u>28</u>	<u>0.59 %</u>
NET COUNTY COST	(4,765)	4,936	9,759	9,759	4,823	97.71 %

FUND: M02

AGENCY: M02

MAJOR ACCOUNTS CLASSIFICATIONS	2010/11 ACTUALS	2011/12 FINAL BUDGET	2012/13 DEPT REQUEST	2012/13 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	0	18,694	0	0	(18,694)	(100.00)%
Other Charges	<u>8</u>	<u>2,121</u>	<u>0</u>	<u>0</u>	<u>(2,121)</u>	<u>(100.00)%</u>
TOTAL APPROPRIATIONS	8	20,815	0	0	(20,815)	<u>(100.00)%</u>
REVENUES:						
Rev. from Use of Money & Prop	257	240	0	0	(240)	(100.00)%
Charges For Current Serv	<u>6,386</u>	<u>6,386</u>	<u>0</u>	<u>0</u>	<u>(6,386)</u>	<u>(100.00)%</u>
TOTAL REVENUES	<u>6,643</u>	<u>6,626</u>	<u>0</u>	<u>0</u>	<u>(6,626)</u>	<u>(100.00)%</u>
NET COUNTY COST	(6,635)	14,189	0	0	(14,189)	(100.00)%



FUND: M03

AGENCY: M03

MAJOR ACCOUNTS CLASSIFICATIONS	2010/11 ACTUALS	2011/12 FINAL BUDGET	2012/13 DEPT REQUEST	2012/13 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	0	3	1,923	1,923	1,920	64,000.00 %
Other Charges	<u>0</u>	<u>1,938</u>	<u>0</u>	<u>0</u>	<u>(1,938)</u>	<u>(100.00)%</u>
TOTAL APPROPRIATIONS	0	1,941	1,923	1,923	(18)	<u>(0.93)%</u>
REVENUES:						
Rev. from Use of Money & Prop	<u>49</u>	<u>50</u>	<u>0</u>	<u>0</u>	<u>(50)</u>	<u>(100.00)%</u>
TOTAL REVENUES	<u>49</u>	<u>50</u>	<u>0</u>	<u>0</u>	<u>(50)</u>	<u>(100.00)%</u>
NET COUNTY COST	(49)	1,891	1,923	1,923	32	1.69 %

FUND: M04  
AGENCY: M04

MAJOR ACCOUNTS CLASSIFICATIONS	2010/11 ACTUALS	2011/12 FINAL BUDGET	2012/13 DEPT REQUEST	2012/13 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	0	17,074	23,269	23,269	6,195	36.28 %
Other Charges	<u>8</u>	<u>2,250</u>	<u>2,503</u>	<u>2,503</u>	<u>253</u>	<u>11.24</u> %
TOTAL APPROPRIATIONS	8	19,324	25,772	25,772	6,448	<u>33.37</u> %
REVENUES:						
Rev. from Use of Money & Prop	223	200	200	200	0	0.00 %
Charges For Current Serv	<u>6,035</u>	<u>6,035</u>	<u>6,192</u>	<u>6,192</u>	<u>157</u>	<u>2.60</u> %
TOTAL REVENUES	<u>6,258</u>	<u>6,235</u>	<u>6,392</u>	<u>6,392</u>	<u>157</u>	<u>2.52</u> %
NET COUNTY COST	(6,250)	13,089	19,380	19,380	6,291	48.06 %

FUND: M06  
AGENCY: M06

MAJOR ACCOUNTS CLASSIFICATIONS	2010/11 ACTUALS	2011/12 FINAL BUDGET	2012/13 DEPT REQUEST	2012/13 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	0	21,083	29,440	29,440	8,357	39.64 %
Other Charges	<u>8</u>	<u>2,250</u>	<u>2,470</u>	<u>2,470</u>	<u>220</u>	<u>9.78 %</u>
TOTAL APPROPRIATIONS	8	23,333	31,910	31,910	8,577	<u>36.76 %</u>
REVENUES:						
Rev. from Use of Money & Prop	143	100	100	100	0	0.00 %
Charges For Current Serv	<u>10,362</u>	<u>9,240</u>	<u>9,480</u>	<u>9,480</u>	<u>240</u>	<u>2.60 %</u>
TOTAL REVENUES	<u>10,505</u>	<u>9,340</u>	<u>9,580</u>	<u>9,580</u>	<u>240</u>	<u>2.57 %</u>
NET COUNTY COST	(10,497)	13,993	22,330	22,330	8,337	59.58 %

FUND: M07  
AGENCY: M07

MAJOR ACCOUNTS CLASSIFICATIONS	2010/11 ACTUALS	2011/12 FINAL BUDGET	2012/13 DEPT REQUEST	2012/13 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
TOTAL APPROPRIATIONS	0	0	0	0	0	<u>0.00</u> %
REVENUES:						
Rev. from Use of Money & Prop	52	50	0	0	(50)	(100.00) %
TOTAL REVENUES	<u>52</u>	<u>50</u>	<u>0</u>	<u>0</u>	<u>(50)</u>	<u>(100.00)</u> %
NET COUNTY COST	(52)	(50)	0	0	50	(100.00) %

FUND: M86  
AGENCY: M86

MAJOR ACCOUNTS CLASSIFICATIONS	2010/11 ACTUALS	2011/12 FINAL BUDGET	2012/13 DEPT REQUEST	2012/13 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	0	15,604	30,779	30,779	15,175	97.25 %
Other Charges	<u>8</u>	<u>2,950</u>	<u>3,286</u>	<u>3,286</u>	<u>336</u>	<u>11.39</u> %
TOTAL APPROPRIATIONS	8	18,554	34,065	34,065	15,511	<u>83.60</u> %
REVENUES:						
Rev. from Use of Money & Prop	123	100	150	150	50	50.00 %
Charges For Current Serv	<u>9,764</u>	<u>7,478</u>	<u>7,672</u>	<u>7,672</u>	<u>194</u>	<u>2.59</u> %
TOTAL REVENUES	<u>9,887</u>	<u>7,578</u>	<u>7,822</u>	<u>7,822</u>	<u>244</u>	<u>3.22</u> %
NET COUNTY COST	(9,879)	10,976	26,243	26,243	15,267	139.09 %

FUND: M87  
AGENCY: M87

MAJOR ACCOUNTS CLASSIFICATIONS	2010/11 ACTUALS	2011/12 FINAL BUDGET	2012/13 DEPT REQUEST	2012/13 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	0	4,596	7,248	7,248	2,652	57.70 %
Other Charges	<u>6</u>	<u>1,100</u>	<u>1,322</u>	<u>1,322</u>	<u>222</u>	<u>20.18 %</u>
TOTAL APPROPRIATIONS	6	5,696	8,570	8,570	2,874	<u>50.46 %</u>
REVENUES:						
Rev. from Use of Money & Prop	73	50	50	50	0	0.00 %
Charges For Current Serv	<u>2,709</u>	<u>2,709</u>	<u>2,779</u>	<u>2,779</u>	<u>70</u>	<u>2.58 %</u>
TOTAL REVENUES	<u>2,782</u>	<u>2,759</u>	<u>2,829</u>	<u>2,829</u>	<u>70</u>	<u>2.54 %</u>
NET COUNTY COST	(2,776)	2,937	5,741	5,741	2,804	95.47 %

FUND: M88

AGENCY: M88

MAJOR ACCOUNTS CLASSIFICATIONS	2010/11 ACTUALS	2011/12 FINAL BUDGET	2012/13 DEPT REQUEST	2012/13 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
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 %

## 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 Poplar 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 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. **Results:** Unable to find a qualified willing landscape maintenance contractor, which required services to be negotiated with Parks Department to deal with the landscape needs in Districts L01 and L16.
- **Objective 2** – Establish long-term maintenance agreement for Orosi and Earlimart Landscape Maintenance Districts with Parks Division by October 2011. **Results:** Negotiated with Parks Department to provide landscape services in Districts L01 and L16.
- **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. **Results:** Maintenance needs are being handled appropriately with the assistance of the drainage basin maintenance program.
- **Objective 4** – Coordinate weed spraying schedule by November 2011. **Results:** Not met due to equipment availability.
- **Objective 5** – Confirm drainage basin sumps have been cleaned by Roads Department to satisfaction of Delano-

Earlimart Mosquito Abatement District by August 2011.

**Results:** Confirmation that the drainage basin sumps have been cleaned and a potential citation was averted.

**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. **Results:** Unable to find a qualified willing landscape maintenance contractor, which required services to be negotiated with Parks Department to deal with the landscape needs in Districts L01 and L16.
- **Objective 2** – Begin installation of new landscape materials by outside contractor by January 2012. **Results:** Unable to find a qualified willing landscape maintenance contractor, which required services to be negotiated with Tulare County Parks Department to deal with the landscape needs in Districts L01 and L16.

## Key Goals and Objectives for FY 2012/13

### Organizational Performance

**Goal 1:** Formally abandon District M02 roads, return the accumulated assessment reserves funds and interest for periodic road maintenance to the respective property owners by June 2013.

## District Budget Request

The Requested Budgets for FY 2012/13 together represent an overall increase of \$62,009 or 13% in expenses and overall decrease of \$6,032 or 7% of revenues when compared with the

FY 2011/12 Final Budget. The \$457,709 difference between expenses and revenues represents a use of Fund Balance.

### County Administrator's Recommendation

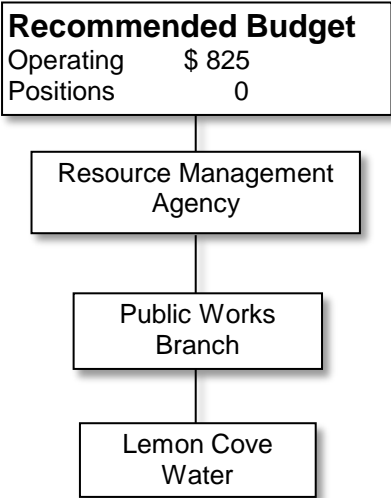
The budget is recommended as submitted.

### 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	2010/11 ACTUALS	2011/12 FINAL BUDGET	2012/13 DEPT REQUEST	2012/13 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
REVENUES:						
Rev. from Use of Money & Prop	<u>1,190</u>	<u>900</u>	<u>825</u>	<u>825</u>	<u>(75)</u>	<u>(8.33)%</u>
TOTAL REVENUES	<u>1,190</u>	<u>900</u>	<u>825</u>	<u>825</u>	<u>(75)</u>	<u>(8.33)%</u>
NET COUNTY COST	(1,190)	(900)	(825)	(825)	75	(8.33)%

## 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 in FY 2011/12

### 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 2012. **Results:** This objective was not met but will be completed by June 2013.
- **Objective 2** – Secure funding to implement storm runoff project by June 2012. **Results:** This objective was not met but will be completed by June 2013.

## Key Goals and Objectives for FY 2012/13

### 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 2013.
- **Objective 2** – Secure funding to implement storm runoff project by June 2013.

## Departmental Budget Request

The Requested Budget represents an overall decrease of \$75 or 8% in revenues when compared with the FY 2011/12 Final Budget. The \$825 difference between expenses and revenues represents an increase of Fund Balance.

## County Administrator's Recommendation

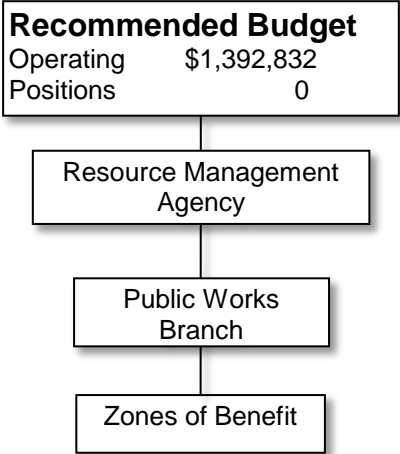
The budget is recommended as submitted.

## 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: Z01  
AGENCY: Z01

MAJOR ACCOUNTS CLASSIFICATIONS	2010/11 ACTUALS	2011/12 FINAL BUDGET	2012/13 DEPT REQUEST	2012/13 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	12,805	19,468	24,674	24,674	5,206	26.74 %
Other Charges	9,184	19,362	17,857	17,857	(1,505)	(7.77) %
Fixed Assets	0	0	13,320	13,320	13,320	0.00 %
Cowcap	<u>0</u>	<u>0</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>0.00</u> %
TOTAL APPROPRIATIONS	21,989	38,830	55,852	55,852	17,022	<u>43.84</u> %
REVENUES:						
Rev. from Use of Money & Prop	331	240	240	240	0	0.00 %
Charges For Current Serv	<u>20,104</u>	<u>19,683</u>	<u>22,512</u>	<u>22,512</u>	<u>2,829</u>	<u>14.37</u> %
TOTAL REVENUES	<u>20,435</u>	<u>19,923</u>	<u>22,752</u>	<u>22,752</u>	<u>2,829</u>	<u>14.20</u> %
NET COUNTY COST	1,554	18,907	33,100	33,100	14,193	75.07 %

FUND: Z10  
AGENCY: Z10

MAJOR ACCOUNTS CLASSIFICATIONS	2010/11 ACTUALS	2011/12 FINAL BUDGET	2012/13 DEPT REQUEST	2012/13 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	25,490	88,186	120,529	120,529	32,343	36.68 %
Other Charges	40,511	54,460	46,211	46,211	(8,249)	(15.15) %
Fixed Assets	0	0	5,251	5,251	5,251	0.00 %
Cowcap	<u>0</u>	<u>212</u>	<u>125</u>	<u>125</u>	<u>(87)</u>	<u>(41.04) %</u>
TOTAL APPROPRIATIONS	66,001	142,858	172,116	172,116	29,258	<u>20.48 %</u>
REVENUES:						
Rev. from Use of Money & Prop	4,796	5,892	4,465	4,465	(1,427)	(24.22) %
Charges For Current Serv	54,711	55,222	59,933	59,933	4,711	8.53 %
Miscellaneous Revenue	<u>0</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>0</u>	<u>0.00 %</u>
TOTAL REVENUES	<u>59,507</u>	<u>61,115</u>	<u>64,399</u>	<u>64,399</u>	<u>3,284</u>	<u>5.37 %</u>
NET COUNTY COST	6,494	81,743	107,717	107,717	25,974	31.78 %



FUND: Z11

AGENCY: Z11

MAJOR ACCOUNTS CLASSIFICATIONS	2010/11 ACTUALS	2011/12 FINAL BUDGET	2012/13 DEPT REQUEST	2012/13 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	25,578	403,049	261,235	261,235	(141,814)	(35.19)%
Other Charges	26,688	30,497	122,758	122,758	92,261	302.52 %
Cowcap	<u>0</u>	<u>212</u>	<u>200</u>	<u>200</u>	<u>(12)</u>	<u>(5.66)</u> %
TOTAL APPROPRIATIONS	52,266	433,758	384,193	384,193	(49,565)	<u>(11.43)</u> %
REVENUES:						
Rev. from Use of Money & Prop	2,117	2,700	1,720	1,720	(980)	(36.30)%
Intergovernmental Revenue	0	276,500	276,500	276,500	0	0.00 %
Charges For Current Serv	55,803	55,859	55,946	55,946	87	0.16 %
Miscellaneous Revenue	<u>0</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>0</u>	<u>0.00</u> %
TOTAL REVENUES	<u>57,920</u>	<u>335,060</u>	<u>334,167</u>	<u>334,167</u>	<u>(893)</u>	<u>(0.27)</u> %
NET COUNTY COST	(5,654)	98,698	50,026	50,026	(48,672)	(49.31)%

FUND: Z50  
AGENCY: Z50

MAJOR ACCOUNTS CLASSIFICATIONS	2010/11 ACTUALS	2011/12 FINAL BUDGET	2012/13 DEPT REQUEST	2012/13 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	43,597	50,694	51,248	51,248	554	1.09 %
Other Charges	36,510	43,842	44,391	44,391	549	1.25 %
Fixed Assets	0	0	8,579	8,579	8,579	0.00 %
Cowcap	<u>0</u>	<u>981</u>	<u>200</u>	<u>200</u>	<u>(781)</u>	<u>(79.61)%</u>
TOTAL APPROPRIATIONS	80,107	95,517	104,418	104,418	8,901	<u>9.32 %</u>
REVENUES:						
Rev. from Use of Money & Prop	2,883	4,562	4,500	4,500	(62)	(1.36)%
Charges For Current Serv	73,622	73,609	73,003	73,003	(606)	(0.82)%
Miscellaneous Revenue	<u>0</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>0</u>	<u>0.00 %</u>
TOTAL REVENUES	<u>76,505</u>	<u>78,172</u>	<u>77,504</u>	<u>77,504</u>	<u>(668)</u>	<u>(0.85)%</u>
NET COUNTY COST	3,602	17,345	26,914	26,914	9,569	55.17 %

FUND: Z60

AGENCY: Z60

MAJOR ACCOUNTS CLASSIFICATIONS	2010/11 ACTUALS	2011/12 FINAL BUDGET	2012/13 DEPT REQUEST	2012/13 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	35,618	45,296	48,751	48,751	3,455	7.63 %
Other Charges	25,400	35,671	34,107	34,107	(1,564)	(4.38)%
Cowcap	<u>0</u>	<u>981</u>	<u>200</u>	<u>200</u>	<u>(781)</u>	<u>(79.61)%</u>
TOTAL APPROPRIATIONS	61,018	81,948	83,058	83,058	1,110	<u>1.35 %</u>
REVENUES:						
Rev. from Use of Money & Prop	1,195	2,372	2,500	2,500	128	5.40 %
Charges For Current Serv	46,207	45,619	45,085	45,085	(534)	(1.17)%
Miscellaneous Revenue	<u>0</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>0</u>	<u>0.00 %</u>
TOTAL REVENUES	<u>47,402</u>	<u>47,992</u>	<u>47,586</u>	<u>47,586</u>	<u>(406)</u>	<u>(0.85)%</u>
NET COUNTY COST	13,616	33,956	35,472	35,472	1,516	4.46 %

FUND: Z70

AGENCY: Z70

MAJOR ACCOUNTS CLASSIFICATIONS	2010/11 ACTUALS	2011/12 FINAL BUDGET	2012/13 DEPT REQUEST	2012/13 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	32,867	47,913	45,887	45,887	(2,026)	(4.23)%
Other Charges	32,396	49,471	36,421	36,421	(13,050)	(26.38)%
Cowcap	<u>0</u>	<u>981</u>	<u>200</u>	<u>200</u>	<u>(781)</u>	<u>(79.61)%</u>
TOTAL APPROPRIATIONS	65,263	98,365	82,508	82,508	(15,857)	(16.12)%
REVENUES:						
Rev. from Use of Money & Prop	628	890	1,092	1,092	202	22.70 %
Charges For Current Serv	45,468	45,115	49,006	49,006	3,891	8.62 %
Miscellaneous Revenue	<u>0</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>0</u>	<u>0.00 %</u>
TOTAL REVENUES	<u>46,096</u>	<u>46,006</u>	<u>50,099</u>	<u>50,099</u>	<u>4,093</u>	<u>8.90 %</u>
NET COUNTY COST	19,167	52,359	32,409	32,409	(19,950)	(38.10)%

FUND: Z80

AGENCY: Z80

MAJOR ACCOUNTS CLASSIFICATIONS	2010/11 ACTUALS	2011/12 FINAL BUDGET	2012/13 DEPT REQUEST	2012/13 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	46,080	56,257	57,766	57,766	1,509	2.68 %
Other Charges	66,605	73,863	71,643	71,643	(2,220)	(3.01)%
Cowcap	<u>0</u>	<u>6</u>	<u>100</u>	<u>100</u>	<u>94</u>	<u>1,566.67 %</u>
TOTAL APPROPRIATIONS	112,685	130,126	129,509	129,509	(617)	<u>(0.47)%</u>
REVENUES:						
Rev. from Use of Money & Prop	1,612	1,715	1,550	1,550	(165)	(9.62)%
Charges For Current Serv	69,234	69,970	82,190	82,190	12,220	17.46 %
Miscellaneous Revenue	<u>10</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>0</u>	<u>0.00 %</u>
TOTAL REVENUES	<u>70,856</u>	<u>71,686</u>	<u>83,741</u>	<u>83,741</u>	<u>12,055</u>	<u>16.82 %</u>
NET COUNTY COST	41,829	58,440	45,768	45,768	(12,672)	(21.68)%

FUND: Z90  
AGENCY: Z90

MAJOR ACCOUNTS CLASSIFICATIONS	2010/11 ACTUALS	2011/12 FINAL BUDGET	2012/13 DEPT REQUEST	2012/13 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	35,323	51,601	65,413	65,413	13,812	26.77 %
Other Charges	27,636	37,153	39,325	39,325	2,172	5.85 %
Cowcap	<u>0</u>	<u>6</u>	<u>1</u>	<u>1</u>	<u>(5)</u>	<u>(83.33) %</u>
TOTAL APPROPRIATIONS	62,959	88,760	104,739	104,739	15,979	<u>18.00 %</u>
REVENUES:						
Rev. from Use of Money & Prop	858	800	800	800	0	0.00 %
Charges For Current Serv	59,796	59,797	72,823	72,823	13,026	21.78 %
Miscellaneous Revenue	<u>0</u>	<u>1</u>	<u>2</u>	<u>2</u>	<u>1</u>	<u>100.00 %</u>
TOTAL REVENUES	<u>60,654</u>	<u>60,598</u>	<u>73,625</u>	<u>73,625</u>	<u>13,027</u>	<u>21.50 %</u>
NET COUNTY COST	2,305	28,162	31,114	31,114	2,952	10.48 %

FUND: Z91

AGENCY: Z91

MAJOR ACCOUNTS CLASSIFICATIONS	2010/11 ACTUALS	2011/12 FINAL BUDGET	2012/13 DEPT REQUEST	2012/13 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	26,937	36,867	20,678	20,678	(16,189)	(43.91)%
Other Charges	21,078	31,689	29,766	29,766	(1,923)	(6.07)%
Cowcap	<u>0</u>	<u>6</u>	<u>1</u>	<u>1</u>	<u>(5)</u>	<u>(83.33)%</u>
TOTAL APPROPRIATIONS	48,015	68,562	50,445	50,445	(18,117)	<u>(26.42)%</u>
REVENUES:						
Rev. from Use of Money & Prop	322	282	300	300	18	6.38 %
Charges For Current Serv	39,840	39,841	44,269	44,269	4,428	11.11 %
Miscellaneous Revenue	<u>0</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>0</u>	<u>0.00 %</u>
TOTAL REVENUES	<u>40,162</u>	<u>40,124</u>	<u>44,570</u>	<u>44,570</u>	<u>4,446</u>	<u>11.08 %</u>
NET COUNTY COST	7,853	28,438	5,875	5,875	(22,563)	(79.34)%

FUND: Z95

AGENCY: Z95

MAJOR ACCOUNTS CLASSIFICATIONS	2010/11 ACTUALS	2011/12 FINAL BUDGET	2012/13 DEPT REQUEST	2012/13 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	15,870	97,310	117,388	117,388	20,078	20.63 %
Other Charges	10,336	18,772	18,254	18,254	(518)	(2.76)%
Cowcap	<u>0</u>	<u>6</u>	<u>1</u>	<u>1</u>	<u>(5)</u>	<u>(83.33)%</u>
TOTAL APPROPRIATIONS	26,206	116,088	135,643	135,643	19,555	<u>16.84 %</u>
REVENUES:						
Rev. from Use of Money & Prop	2,822	2,776	2,776	2,776	0	0.00 %
Charges For Current Serv	19,864	20,228	21,992	21,992	1,764	8.72 %
Miscellaneous Revenue	<u>0</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>0</u>	<u>0.00 %</u>
TOTAL REVENUES	<u>22,686</u>	<u>23,005</u>	<u>24,769</u>	<u>24,769</u>	<u>1,764</u>	<u>7.67 %</u>
NET COUNTY COST	3,520	93,083	110,874	110,874	17,791	19.11 %



FUND: Z96

AGENCY: Z96

MAJOR ACCOUNTS CLASSIFICATIONS	2010/11 ACTUALS	2011/12 FINAL BUDGET	2012/13 DEPT REQUEST	2012/13 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	40,115	53,246	67,532	67,532	14,286	26.83 %
Other Charges	13,995	23,463	22,818	22,818	(645)	(2.75)%
Cowcap	<u>0</u>	<u>6</u>	<u>1</u>	<u>1</u>	<u>(5)</u>	<u>(83.33)%</u>
TOTAL APPROPRIATIONS	54,110	76,715	90,351	90,351	13,636	<u>17.77 %</u>
REVENUES:						
Rev. from Use of Money & Prop	287	624	300	300	(324)	(51.92)%
Charges For Current Serv	39,101	40,627	44,029	44,029	3,402	8.37 %
Miscellaneous Revenue	0	1	1	1	0	0.00 %
TOTAL REVENUES	39,388	41,252	44,330	44,330	3,078	<u>7.46 %</u>
NET COUNTY COST	14,722	35,463	46,021	46,021	10,558	29.77 %

## Departmental Purpose

The Z Funds account is for sewer and water systems constructed and operated as Zones of Benefit under two County Service Areas. The systems serve small, unincorporated communities around the County. Revenues are generated from fees collected from ratepayers in each Zone and from loan funds from the County.

## 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.

The Z Fund project areas have inadequate revenue to be financially self-sufficient. To support operations, these service areas require loans from the County's Revolving Fund, as established by the Board of Supervisors.

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

## Key Goals and Objectives Results in 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. **Results:** Safely operated and maintained the systems in good operating order with no major sewer spills.

### 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 Tax Collector's Tax Roll by August 2011. **Results:** Worked with the Tax Collector to place delinquent accounts on the 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. **Results:** Defunct well were abandoned by July 2012.
- **Objective 2** – Update of the Sewer System Management Plan to meet revised State guidelines for the wastewater treatment facilities and lift stations within County Service Areas No. 1 and No. 2 by June 2012. **Results:** The Sewer System Management Plan update was completed in August 2011.

## Key Goals and Objectives for FY 2012/13

### Safety and Security

**Goal 1:** Provide safe and cost effective water and sewer services within County Service Areas No. 1 and 2.

- **Objective 1** – Continue to safely operate and maintain County sewer and water systems by June 2013.

### 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 Tax Collector Tax Roll by August 2012.
- **Objective 2** – Increase user fees to offset expenses by June 2013.

## Quality of Life

**Goal 1:** Decrease risk to human health and the environment.

- **Objective 1** – Replace/upgrade malfunctioning equipment and perform necessary repairs by June 2013.

## Departmental Budget Request

The Requested Budgets together represent an overall increase of \$21,305 or 2% in expenses and an increase of \$42,609 or 5% in revenues when compared with the FY 2011/12 Final Budget. The \$525,290 difference between expenses and revenues represents a combination of the use of fund balance in Delft Colony Water and Sewer, Yettem Water, Seville Sewer, Tonyville Sewer, and Wells Tract Water and an increase in deficit Net Assets and the use of the County's Revolving Fund.

## County Administrator's Recommendation

The budget is recommended as submitted.

## Pending Issues and Policy Considerations

There are no pending issues and policy considerations.

## Department Head Concurrence or Appeal

The Department Head concurs with the Recommended Budgets.

**Recommended Budget**

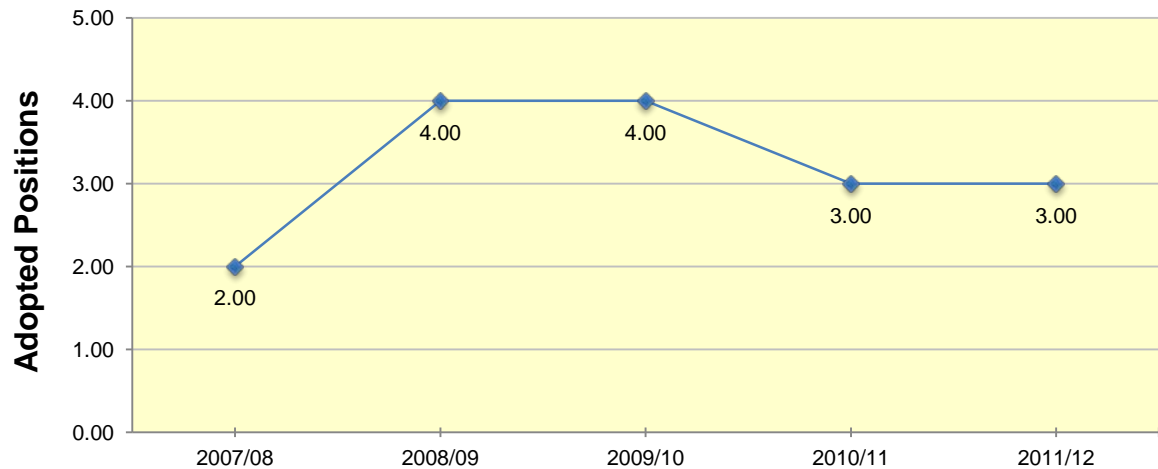
Operating     \$1,191,874  
Positions         3

Board of Supervisors

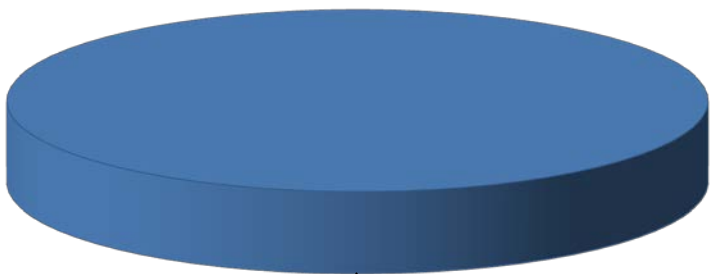
Public Authority

In-Home Supportive  
Services

**STAFFING TREND**

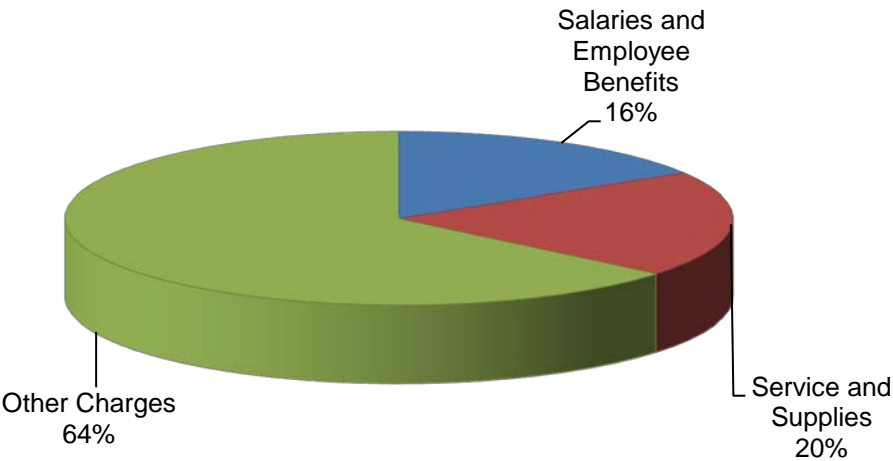


**SOURCE OF FUNDS**



Aid From Other  
Gov't Agency  
100%

**USE OF FUNDS**



FUND: 725  
AGENCY: 725

MAJOR ACCOUNTS CLASSIFICATIONS	2010/11 ACTUALS	2011/12 FINAL BUDGET	2012/13 DEPT REQUEST	2012/13 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Salaries And Employee Benefits	219,024	192,386	192,522	192,522	136	0.07 %
Service And Supplies	294,529	236,194	233,812	233,812	(2,382)	(1.01) %
Other Charges	669,141	748,293	755,702	755,702	7,409	0.99 %
Cowcap	<u>0</u>	<u>4,109</u>	<u>9,838</u>	<u>9,838</u>	<u>5,729</u>	<u>139.43 %</u>
TOTAL APPROPRIATIONS	1,182,694	1,180,982	1,191,874	1,191,874	10,892	<u>0.92 %</u>
REVENUES:						
Taxes	189,768	200,808	225,356	225,356	24,548	12.22 %
Intergovernmental Revenue	992,929	946,674	933,018	933,018	(13,656)	(1.44) %
Miscellaneous Revenue	<u>0</u>	<u>33,500</u>	<u>33,500</u>	<u>33,500</u>	<u>0</u>	<u>0.00 %</u>
TOTAL REVENUES	<u>1,182,697</u>	<u>1,180,982</u>	<u>1,191,874</u>	<u>1,191,874</u>	<u>10,892</u>	<u>0.92 %</u>
NET COUNTY COST	(3)	0	0	0	0	0.00 %

## 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 in FY 2011/12

### Safety and Security

**Goal 1:** 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 2011/12. **Results:** Processed care providers through the Livescan system and updated records to reflect approvals and disqualifications. In FY 2011/12, a total of 678 care providers were processed and six 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 Memorandum of Understanding (MOU) Side Letter Extension for FY 2012/13.

## Key Goals and Objectives for FY 2012/13

### 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.

**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 increase of \$10,892 or 1% in revenue and expenditures when compared with the FY 2011/12 Final Budget.

Significant areas with major changes between the FY 2011/12 Final Budget and the FY 2012/13 Requested Budget are as follows:

- Countywide Cost Allocation Plan (COWCAP) increase by \$5,729 due to changes in the Plan.

## 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.

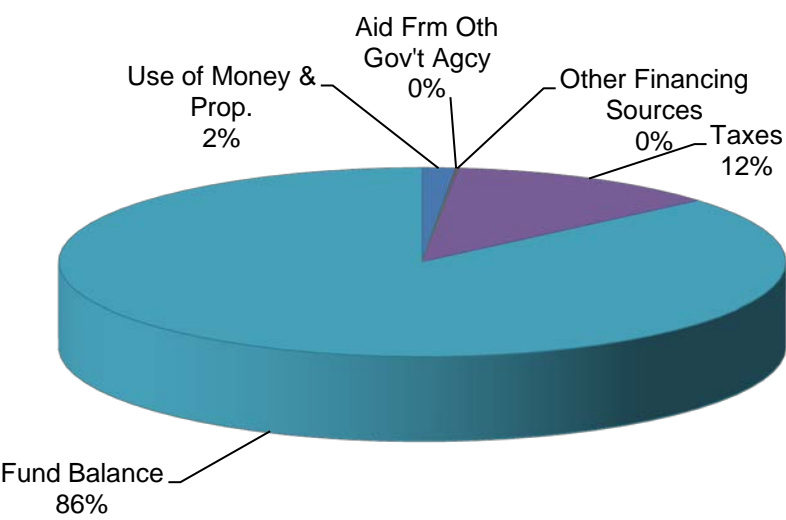
Recommended Budget	
Operating	\$3,932,562
Positions	0

Resource Management  
Agency

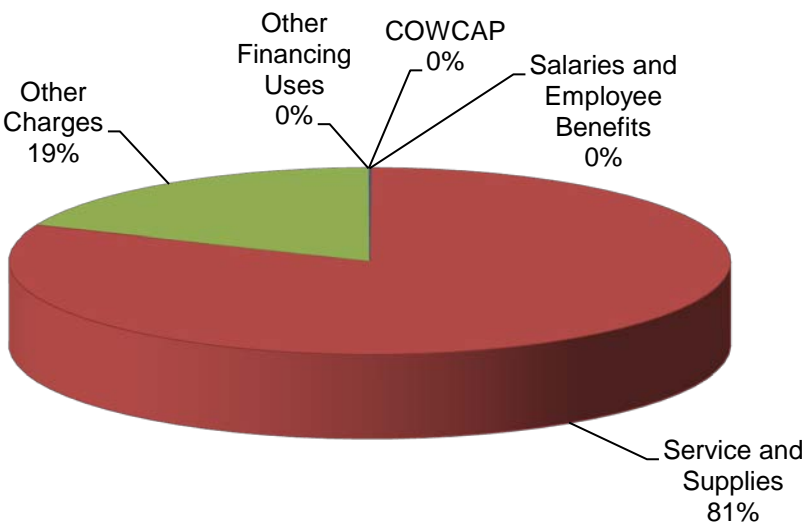
Public Works Branch

Flood Control

SOURCE OF FUNDS



USE OF FUNDS





FUND: 771  
AGENCY: 771

MAJOR ACCOUNTS CLASSIFICATIONS	2010/11 ACTUALS	2011/12 FINAL BUDGET	2012/13 DEPT REQUEST	2012/13 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	94,257	3,197,059	3,193,041	3,193,041	(4,018)	(0.13)%
Other Charges	271,488	599,539	736,336	736,336	136,797	22.82 %
Other Financing Uses	0	105	56	56	(49)	(46.67)%
Cowcap	<u>(7,489)</u>	<u>(10,749)</u>	<u>1,079</u>	<u>1,079</u>	<u>11,828</u>	<u>(110.04)%</u>
TOTAL APPROPRIATIONS	358,256	3,788,004	3,932,562	3,932,562	144,558	<u>3.82 %</u>
REVENUES:						
Taxes	555,866	503,174	476,849	476,849	(26,325)	(5.23)%
Rev. from Use of Money & Prop	79,137	92,000	57,737	57,737	(34,263)	(37.24)%
Intergovernmental Revenue	6,470	6,567	3,255	3,255	(3,312)	(50.43)%
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>642,473</u>	<u>602,741</u>	<u>538,841</u>	<u>538,841</u>	<u>(63,900)</u>	<u>(10.60)%</u>
NET COUNTY COST	(284,217)	3,185,263	3,393,721	3,393,721	208,458	6.54 %

## 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 plans, designs, constructs, and maintains flood control projects within the County. Duties include coordinating with Federal, State, and local flood control agencies and 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.

FY 2011/12 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 Objectives Results in 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. **Results:** Objective 1 was replaced with the following due to processing/funding delays by Army Corps of Engineers: Actively participate with other regional agencies in the preparation of the California State Flood Future Report by the Department of Water Resources Statewide Needs Assessment Group
- **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

**Results:** Participated in development of flood hazard impacts for the County's Hazard Mitigation Planning efforts in accordance with FEMA requirements. Working through the Tulare County Flood Control Commission, the scope of flood hazard identification criteria was significantly expanded and resulted in prioritization of several high impact projects that will be recommended to the Board of Supervisors for funding approval and development.

- **Objective 3** - Using an assigned Engineer III, develop, design, permit, fund, bid, and construct storm drainage projects by June 2012. **Results:** Participated in development of flood hazard impacts for the County's Hazard Mitigation Planning efforts in accordance with FEMA requirements. Working through the Tulare County Flood Control Commission, the scope of flood hazard identification criteria was significantly expanded and resulted in prioritization of several high impact projects that will be recommended to the Board of Supervisors for funding approval and development.

### **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. **Results:** This objective was delayed until February 2013 due to the delay of the completion of the Storm Water Management Plan Annual Report.

**Goal 2:** Completion of Storm Water Management Plan Annual Report.

- **Objective 1** - Complete the report by September 2011. **Results:** This objective was not met but will be completed by August 2012.

**Goal 3:** Work to maintain or reduce flood insurance rates throughout the County.

- **Objective 1** - Increase local enforcement efforts against negligent property owners located in major flood zones by June 2012. **Results:** Elements of this objective were completed. Actions initiated to bring the County into the

FEMA Community Rating Service program gaining flood insurance policy discounts for all flood insurance participants in Tulare County. Staff will continue to work with the Building Inspection Division to bring property owners into compliance.

### **Other Accomplishments in FY 2011/12**

- Resolved local drainage/flooding problems: El Mirador underdrain blockage, flooding and road damage, and Lewis Creek restrictions removal.
- Reformed the Tule River Improvements – Joint Powers Authority on the Success Dam Remediation project and monitored progress by USACOE to fund and reschedule the project.
- Maintained County and State participation in the Deer Creek, White River, and Frazier Creek USACOE projects.
- Participated on local and regional basis in emergency operation preparations to focus preventative measures for projects that will impact Tulare County.

### **Key Goals and Objectives for FY 2012/13**

#### **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 by June 2013.

- **Objective 2** – Secure project development authority through Flood Control Commission for highest priority projects by June 2013.

### **Organizational Performance**

**Goal 1:** Expand upon and obtain approval through codification, the standardized green approaches to handle storm water runoff by June 2013.

**Goal 2:** Completion of Storm Water Management Plan Annual report

- **Objective 1** - Complete the report by September 2012.
- **Objective 2** – Complete the approval process of the Storm Water Quality Ordinance by June 2013.
- **Objective 3** – Investigate the feasibility of contracting for a Flood Control Master Plan Update by June 2013.

**Goal 1:** Work to maintain or reduce flood insurance rates throughout the County.

- **Objective 1** - Increase local enforcement efforts against negligent property owners located in major flood zones by June 2013.
- **Objective 2** – Investigate funding/staffing needs to apply for Community Rating Service by June 2013.

### **District Budget Request**

The Requested Budget represents an overall increase of \$144,558 or 4% in expenditures and a decrease of \$63,900 or 11% in revenues when compared with the FY 2010/11 Final Budget. The \$3,393,721 difference between expenditures and revenues represents the use of Fund Balance.

Significant areas with major changes between the FY 2011/12 Final Budget and the FY 2012/13 Requested Budget are as follows:

- Other charges increase \$148,625 due to flood prevention services provided by the Roads Division including the Chief Engineer, Public Works, for management oversight, and an Engineer II for flood control project development.
- Revenue projections decrease overall due to a decrease in secured property taxes.

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

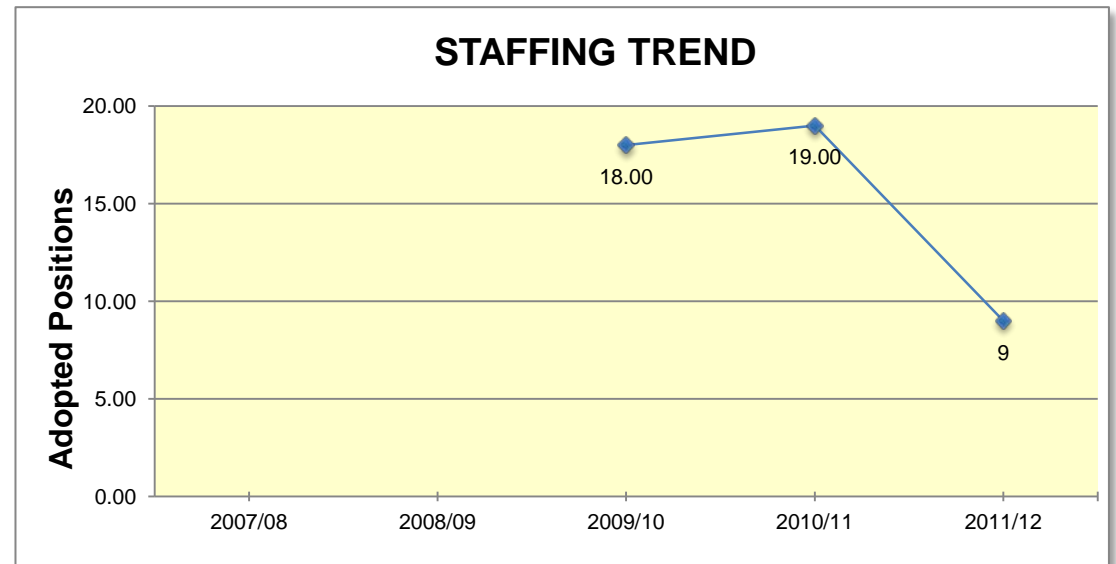
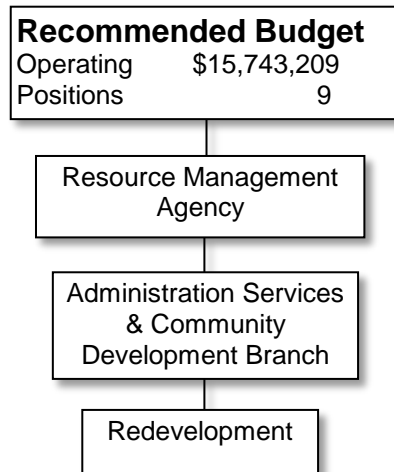
The budget is recommended as submitted.

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

There are no pending issues or policy considerations.

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

The Department Head concurs with the Recommended Budget.



FUND: RA3

AGENCY: RA3

MAJOR ACCOUNTS CLASSIFICATIONS	2010/11 ACTUALS	2011/12 FINAL BUDGET	2012/13 DEPT REQUEST	2012/13 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Salaries And Employee Benefits	1,114,402	745,348	0	0	(745,348)	(100.00)%
Service And Supplies	85,348	131,859	0	0	(131,859)	(100.00)%
Other Charges	338,643	356,472	0	0	(356,472)	(100.00)%
Other Financing Uses	1,755	1,932	0	0	(1,932)	(100.00)%
Cowcap	<u>41,915</u>	<u>27,197</u>	<u>0</u>	<u>0</u>	<u>(27,197)</u>	<u>(100.00)%</u>
TOTAL APPROPRIATIONS	1,582,063	1,262,808	0	0	(1,262,808)	<u>(100.00)%</u>
REVENUES:						
Rev. from Use of Money & Prop	(5,223)	0	0	0	0	0.00 %
Charges For Current Serv	1,587,286	1,261,504	0	0	(1,261,504)	(100.00)%
TOTAL REVENUES	<u>1,582,063</u>	<u>1,261,504</u>	<u>0</u>	<u>0</u>	<u>(1,261,504)</u>	<u>(100.00)%</u>
NET COUNTY COST	0	1,304	0	0	(1,304)	(100.00)%

FUND: RE2

AGENCY: RE2

MAJOR ACCOUNTS CLASSIFICATIONS	2010/11 ACTUALS	2011/12 FINAL BUDGET	2012/13 DEPT REQUEST	2012/13 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	33,353	0	0	0	0	0.00 %
Other Financing Uses	<u>240,607</u>	<u>258,967</u>	<u>0</u>	<u>0</u>	<u>(258,967)</u>	<u>(100.00)%</u>
TOTAL APPROPRIATIONS	273,960	258,967	0	0	(258,967)	(100.00)%
REVENUES:						
Taxes	266,150	254,585	0	0	(254,585)	(100.00)%
Rev. from Use of Money & Prop	1,683	1,380	0	0	(1,380)	(100.00)%
Intergovernmental Revenue	6,127	3,002	0	0	(3,002)	(100.00)%
TOTAL REVENUES	<u>273,960</u>	<u>258,967</u>	<u>0</u>	<u>0</u>	<u>(258,967)</u>	<u>(100.00)%</u>
NET COUNTY COST	0	0	0	0	0	0.00 %

FUND: RE3

AGENCY: RE3

MAJOR ACCOUNTS CLASSIFICATIONS	2010/11 ACTUALS	2011/12 FINAL BUDGET	2012/13 DEPT REQUEST	2012/13 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	101,463	1,022,632	0	0	(1,022,632)	(100.00)%
Other Charges	219,300	61,453	0	0	(61,453)	(100.00)%
Cowcap	<u>0</u>	<u>12</u>	<u>0</u>	<u>0</u>	<u>(12)</u>	<u>(100.00)%</u>
TOTAL APPROPRIATIONS	320,763	1,084,097	0	0	(1,084,097)	<u>(100.00)%</u>
REVENUES:						
Rev. from Use of Money & Prop	14,458	10,000	0	0	(10,000)	(100.00)%
Other Financing Sources	<u>240,607</u>	<u>258,967</u>	<u>0</u>	<u>0</u>	<u>(258,967)</u>	<u>(100.00)%</u>
TOTAL REVENUES	<u>255,065</u>	<u>268,967</u>	<u>0</u>	<u>0</u>	<u>(268,967)</u>	<u>(100.00)%</u>
NET COUNTY COST	65,698	815,130	0	0	(815,130)	(100.00)%



FUND: RE4

AGENCY: RE4

MAJOR ACCOUNTS CLASSIFICATIONS	2010/11 ACTUALS	2011/12 FINAL BUDGET	2012/13 DEPT REQUEST	2012/13 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	3,015	339,775	0	0	(339,775)	(100.00)%
Other Charges	43,693	35,957	0	0	(35,957)	(100.00)%
TOTAL APPROPRIATIONS	46,708	375,732	0	0	(375,732)	(100.00)%
REVENUES:						
Taxes	97,207	92,952	0	0	(92,952)	(100.00)%
Rev. from Use of Money & Prop	6,431	3,500	0	0	(3,500)	(100.00)%
TOTAL REVENUES	<u>103,638</u>	<u>96,452</u>	<u>0</u>	<u>0</u>	<u>(96,452)</u>	<u>(100.00)%</u>
NET COUNTY COST	(56,930)	279,280	0	0	(279,280)	(100.00)%

FUND: RI2

AGENCY: RI2

MAJOR ACCOUNTS CLASSIFICATIONS	2010/11 ACTUALS	2011/12 FINAL BUDGET	2012/13 DEPT REQUEST	2012/13 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	21,229	0	0	0	0	0.00 %
Other Financing Uses	<u>155,902</u>	<u>166,206</u>	<u>0</u>	<u>0</u>	<u>(166,206)</u>	<u>(100.00)%</u>
TOTAL APPROPRIATIONS	177,131	166,206	0	0	(166,206)	<u>(100.00)%</u>
REVENUES:						
Taxes	172,774	163,847	0	0	(163,847)	(100.00)%
Rev. from Use of Money & Prop	1,053	739	0	0	(739)	(100.00)%
Intergovernmental Revenue	3,305	1,620	0	0	(1,620)	(100.00)%
TOTAL REVENUES	<u>177,132</u>	<u>166,206</u>	<u>0</u>	<u>0</u>	<u>(166,206)</u>	<u>(100.00)%</u>
NET COUNTY COST	(1)	0	0	0	0	0.00 %

FUND: RI3

AGENCY: RI3

MAJOR ACCOUNTS CLASSIFICATIONS	2010/11 ACTUALS	2011/12 FINAL BUDGET	2012/13 DEPT REQUEST	2012/13 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	6,250	404,466	0	0	(404,466)	(100.00)%
Other Charges	99,731	67,897	0	0	(67,897)	(100.00)%
TOTAL APPROPRIATIONS	105,981	472,363	0	0	(472,363)	(100.00)%
REVENUES:						
Rev. from Use of Money & Prop	4,672	3,300	0	0	(3,300)	(100.00)%
Miscellaneous Revenue	242	0	0	0	0	0.00 %
Other Financing Sources	<u>155,902</u>	<u>166,206</u>	<u>0</u>	<u>0</u>	<u>(166,206)</u>	<u>(100.00)%</u>
TOTAL REVENUES	<u>160,816</u>	<u>169,506</u>	<u>0</u>	<u>0</u>	<u>(169,506)</u>	<u>(100.00)%</u>
NET COUNTY COST	(54,835)	302,857	0	0	(302,857)	(100.00)%

FUND: RI4

AGENCY: RI4

MAJOR ACCOUNTS CLASSIFICATIONS	2010/11 ACTUALS	2011/12 FINAL BUDGET	2012/13 DEPT REQUEST	2012/13 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	10,621	216,898	0	0	(216,898)	(100.00)%
Other Charges	29,520	44,560	0	0	(44,560)	(100.00)%
Cowcap	<u>47</u>	<u>235</u>	<u>0</u>	<u>0</u>	<u>(235)</u>	<u>(100.00)%</u>
TOTAL APPROPRIATIONS	40,188	261,693	0	0	(261,693)	<u>(100.00)%</u>
REVENUES:						
Taxes	53,783	50,934	0	0	(50,934)	(100.00)%
Rev. from Use of Money & Prop	2,545	157,868	0	0	(157,868)	(100.00)%
TOTAL REVENUES	<u>56,328</u>	<u>208,802</u>	<u>0</u>	<u>0</u>	<u>(208,802)</u>	<u>(100.00)%</u>
NET COUNTY COST	(16,140)	52,891	0	0	(52,891)	(100.00)%

FUND: RL4  
AGENCY: RL4

MAJOR ACCOUNTS CLASSIFICATIONS	2010/11 ACTUALS	2011/12 FINAL BUDGET	2012/13 DEPT REQUEST	2012/13 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
TOTAL APPROPRIATIONS	0	0	0	0	0	<u>0.00</u> %
REVENUES:						
Taxes	11,553	0	0	0	0	0.00 %
Rev. from Use of Money & Prop	1,092	800	0	0	(800)	(100.00)%
TOTAL REVENUES	<u>12,645</u>	<u>800</u>	<u>0</u>	<u>0</u>	<u>(800)</u>	<u>(100.00)</u> %
NET COUNTY COST	(12,645)	(800)	0	0	800	(100.00)%

FUND: RM2

AGENCY: RM2

MAJOR ACCOUNTS CLASSIFICATIONS	2010/11 ACTUALS	2011/12 FINAL BUDGET	2012/13 DEPT REQUEST	2012/13 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	84,859	81,733	0	0	(81,733)	(100.00)%
Other Charges	148,026	148,003	0	0	(148,003)	(100.00)%
Other Financing Uses	<u>451,765</u>	<u>562,977</u>	<u>0</u>	<u>0</u>	<u>(562,977)</u>	<u>(100.00)%</u>
TOTAL APPROPRIATIONS	684,650	792,713	0	0	(792,713)	<u>(100.00)%</u>
REVENUES:						
Taxes	736,399	703,638	0	0	(703,638)	(100.00)%
Rev. from Use of Money & Prop	5,251	4,198	0	0	(4,198)	(100.00)%
Intergovernmental Revenue	15,987	7,834	0	0	(7,834)	(100.00)%
TOTAL REVENUES	<u>757,637</u>	<u>715,670</u>	<u>0</u>	<u>0</u>	<u>(715,670)</u>	<u>(100.00)%</u>
NET COUNTY COST	(72,987)	77,043	0	0	(77,043)	(100.00)%

FUND: RM3  
AGENCY: RM3

MAJOR ACCOUNTS CLASSIFICATIONS	2010/11 ACTUALS	2011/12 FINAL BUDGET	2012/13 DEPT REQUEST	2012/13 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	48,926	824,226	0	0	(824,226)	(100.00)%
Other Charges	243,747	768,919	0	0	(768,919)	(100.00)%
Cowcap	<u>700</u>	<u>25</u>	<u>0</u>	<u>0</u>	<u>(25)</u>	<u>(100.00)%</u>
TOTAL APPROPRIATIONS	293,373	1,593,170	0	0	(1,593,170)	<u>(100.00)%</u>
REVENUES:						
Rev. from Use of Money & Prop	12,423	7,000	0	0	(7,000)	(100.00)%
Other Financing Sources	<u>451,765</u>	<u>562,977</u>	<u>0</u>	<u>0</u>	<u>(562,977)</u>	<u>(100.00)%</u>
TOTAL REVENUES	<u>464,188</u>	<u>569,977</u>	<u>0</u>	<u>0</u>	<u>(569,977)</u>	<u>(100.00)%</u>
NET COUNTY COST	(170,815)	1,023,193	0	0	(1,023,193)	(100.00)%

FUND: RM4  
AGENCY: RM4

MAJOR ACCOUNTS CLASSIFICATIONS	2010/11 ACTUALS	2011/12 FINAL BUDGET	2012/13 DEPT REQUEST	2012/13 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	10,557	1,515,576	0	0	(1,515,576)	(100.00)%
Other Charges	67,288	62,660	0	0	(62,660)	(100.00)%
Fixed Assets	8,009	0	0	0	0	0.00 %
TOTAL APPROPRIATIONS	85,854	1,578,236	0	0	(1,578,236)	(100.00)%
REVENUES:						
Taxes	252,747	241,226	0	0	(241,226)	(100.00)%
Rev. from Use of Money & Prop	29,224	21,000	0	0	(21,000)	(100.00)%
TOTAL REVENUES	<u>281,971</u>	<u>262,226</u>	<u>0</u>	<u>0</u>	<u>(262,226)</u>	<u>(100.00)%</u>
NET COUNTY COST	(196,117)	1,316,010	0	0	(1,316,010)	(100.00)%



FUND: RO2

AGENCY: RO2

MAJOR ACCOUNTS CLASSIFICATIONS	2010/11 ACTUALS	2011/12 FINAL BUDGET	2012/13 DEPT REQUEST	2012/13 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	70,946	125,880	0	0	(125,880)	(100.00)%
Other Charges	125,120	126,144	0	0	(126,144)	(100.00)%
Other Financing Uses	<u>318,699</u>	<u>434,927</u>	<u>0</u>	<u>0</u>	<u>(434,927)</u>	<u>(100.00)%</u>
TOTAL APPROPRIATIONS	514,765	686,951	0	0	(686,951)	<u>(100.00)%</u>
REVENUES:						
Taxes	574,488	553,841	0	0	(553,841)	(100.00)%
Rev. from Use of Money & Prop	4,149	3,197	0	0	(3,197)	(100.00)%
Intergovernmental Revenue	13,179	6,458	0	0	(6,458)	(100.00)%
TOTAL REVENUES	<u>591,816</u>	<u>563,496</u>	<u>0</u>	<u>0</u>	<u>(563,496)</u>	<u>(100.00)%</u>
NET COUNTY COST	(77,051)	123,455	0	0	(123,455)	(100.00)%

FUND: RO3  
AGENCY: RO3

MAJOR ACCOUNTS CLASSIFICATIONS	2010/11 ACTUALS	2011/12 FINAL BUDGET	2012/13 DEPT REQUEST	2012/13 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	480,755	858,070	0	0	(858,070)	(100.00)%
Other Charges	177,383	285,402	0	0	(285,402)	(100.00)%
Cowcap	<u>3,170</u>	<u>74</u>	<u>0</u>	<u>0</u>	<u>(74)</u>	<u>(100.00)%</u>
TOTAL APPROPRIATIONS	661,308	1,143,546	0	0	(1,143,546)	<u>(100.00)%</u>
REVENUES:						
Rev. from Use of Money & Prop	9,124	5,000	0	0	(5,000)	(100.00)%
Intergovernmental Revenue	278,974	0	0	0	0	0.00 %
Miscellaneous Revenue	277	280	0	0	(280)	(100.00)%
Other Financing Sources	<u>783,370</u>	<u>434,927</u>	<u>0</u>	<u>0</u>	<u>(434,927)</u>	<u>(100.00)%</u>
TOTAL REVENUES	<u>1,071,745</u>	<u>440,207</u>	<u>0</u>	<u>0</u>	<u>(440,207)</u>	<u>(100.00)%</u>
NET COUNTY COST	(410,437)	703,339	0	0	(703,339)	(100.00)%

FUND: RO4  
AGENCY: RO4

MAJOR ACCOUNTS CLASSIFICATIONS	2010/11 ACTUALS	2011/12 FINAL BUDGET	2012/13 DEPT REQUEST	2012/13 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	8,592	755,654	0	0	(755,654)	(100.00)%
Other Charges	95,248	71,942	0	0	(71,942)	(100.00)%
TOTAL APPROPRIATIONS	103,840	827,596	0	0	(827,596)	(100.00)%
REVENUES:						
Taxes	206,194	198,167	0	0	(198,167)	(100.00)%
Rev. from Use of Money & Prop	13,885	8,000	0	0	(8,000)	(100.00)%
Miscellaneous Revenue	<u>1,050</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00</u> %
TOTAL REVENUES	<u>221,129</u>	<u>206,167</u>	<u>0</u>	<u>0</u>	<u>(206,167)</u>	<u>(100.00)%</u>
NET COUNTY COST	(117,289)	621,429	0	0	(621,429)	(100.00)%

FUND: RP2  
AGENCY: RP2

MAJOR ACCOUNTS CLASSIFICATIONS	2010/11 ACTUALS	2011/12 FINAL BUDGET	2012/13 DEPT REQUEST	2012/13 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	36,314	0	0	0	0	0.00 %
Other Financing Uses	<u>311,827</u>	<u>329,480</u>	<u>0</u>	<u>0</u>	<u>(329,480)</u>	<u>(100.00)%</u>
TOTAL APPROPRIATIONS	348,141	329,480	0	0	(329,480)	(100.00)%
REVENUES:						
Taxes	338,896	324,555	0	0	(324,555)	(100.00)%
Rev. from Use of Money & Prop	2,107	1,428	0	0	(1,428)	(100.00)%
Intergovernmental Revenue	7,136	3,497	0	0	(3,497)	(100.00)%
TOTAL REVENUES	<u>348,139</u>	<u>329,480</u>	<u>0</u>	<u>0</u>	<u>(329,480)</u>	<u>(100.00)%</u>
NET COUNTY COST	2	0	0	0	0	0.00 %

FUND: RP3

AGENCY: RP3

MAJOR ACCOUNTS CLASSIFICATIONS	2010/11 ACTUALS	2011/12 FINAL BUDGET	2012/13 DEPT REQUEST	2012/13 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	59,210	1,137,494	0	0	(1,137,494)	(100.00)%
Other Charges	162,937	220,483	0	0	(220,483)	(100.00)%
Fixed Assets	3,304	0	0	0	0	0.00 %
Cowcap	<u>2,377</u>	<u>556</u>	<u>0</u>	<u>0</u>	<u>(556)</u>	<u>(100.00)%</u>
TOTAL APPROPRIATIONS	227,828	1,358,533	0	0	(1,358,533)	<u>(100.00)%</u>
REVENUES:						
Rev. from Use of Money & Prop	21,056	15,000	0	0	(15,000)	(100.00)%
Other Financing Sources	<u>311,827</u>	<u>329,480</u>	<u>0</u>	<u>0</u>	<u>(329,480)</u>	<u>(100.00)%</u>
TOTAL REVENUES	<u>332,883</u>	<u>344,480</u>	<u>0</u>	<u>0</u>	<u>(344,480)</u>	<u>(100.00)%</u>
NET COUNTY COST	(105,055)	1,014,053	0	0	(1,014,053)	(100.00)%

FUND: RP4

AGENCY: RP4

MAJOR ACCOUNTS CLASSIFICATIONS	2010/11 ACTUALS	2011/12 FINAL BUDGET	2012/13 DEPT REQUEST	2012/13 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	2,330	575,764	0	0	(575,764)	(100.00)%
Other Charges	44,967	18,077	0	0	(18,077)	(100.00)%
TOTAL APPROPRIATIONS	47,297	593,841	0	0	(593,841)	(100.00)%
REVENUES:						
Taxes	112,135	107,127	0	0	(107,127)	(100.00)%
Rev. from Use of Money & Prop	10,362	4,000	0	0	(4,000)	(100.00)%
TOTAL REVENUES	<u>122,497</u>	<u>111,127</u>	<u>0</u>	<u>0</u>	<u>(111,127)</u>	<u>(100.00)%</u>
NET COUNTY COST	(75,200)	482,714	0	0	(482,714)	(100.00)%

FUND: RT2  
AGENCY: RT2

MAJOR ACCOUNTS CLASSIFICATIONS	2010/11 ACTUALS	2011/12 FINAL BUDGET	2012/13 DEPT REQUEST	2012/13 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	22,012	0	0	0	0	0.00 %
Other Financing Uses	<u>154,003</u>	<u>123,093</u>	<u>0</u>	<u>0</u>	<u>(123,093)</u>	<u>(100.00)%</u>
TOTAL APPROPRIATIONS	176,015	123,093	0	0	(123,093)	(100.00)%
REVENUES:						
Taxes	171,568	98,590	0	0	(98,590)	(100.00)%
Rev. from Use of Money & Prop	1,029	22,828	0	0	(22,828)	(100.00)%
Intergovernmental Revenue	3,418	1,675	0	0	(1,675)	(100.00)%
TOTAL REVENUES	<u>176,015</u>	<u>123,093</u>	<u>0</u>	<u>0</u>	<u>(123,093)</u>	<u>(100.00)%</u>
NET COUNTY COST	0	0	0	0	0	0.00 %

FUND: RT3

AGENCY: RT3

MAJOR ACCOUNTS CLASSIFICATIONS	2010/11 ACTUALS	2011/12 FINAL BUDGET	2012/13 DEPT REQUEST	2012/13 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	17,567	1,331,915	0	0	(1,331,915)	(100.00)%
Other Charges	215,018	30,401	0	0	(30,401)	(100.00)%
Cowcap	<u>47</u>	<u>12</u>	<u>0</u>	<u>0</u>	<u>(12)</u>	<u>(100.00)%</u>
TOTAL APPROPRIATIONS	232,632	1,362,328	0	0	(1,362,328)	<u>(100.00)%</u>
REVENUES:						
Rev. from Use of Money & Prop	21,193	14,500	0	0	(14,500)	(100.00)%
Other Financing Sources	<u>154,003</u>	<u>123,093</u>	<u>0</u>	<u>0</u>	<u>(123,093)</u>	<u>(100.00)%</u>
TOTAL REVENUES	<u>175,196</u>	<u>137,593</u>	<u>0</u>	<u>0</u>	<u>(137,593)</u>	<u>(100.00)%</u>
NET COUNTY COST	57,436	1,224,735	0	0	(1,224,735)	(100.00)%



FUND: RT4  
AGENCY: RT4

MAJOR ACCOUNTS CLASSIFICATIONS	2010/11 ACTUALS	2011/12 FINAL BUDGET	2012/13 DEPT REQUEST	2012/13 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	5,166	304,492	0	0	(304,492)	(100.00)%
Other Charges	27,262	26,932	0	0	(26,932)	(100.00)%
TOTAL APPROPRIATIONS	32,428	331,424	0	0	(331,424)	(100.00)%
REVENUES:						
Taxes	53,576	51,225	0	0	(51,225)	(100.00)%
Rev. from Use of Money & Prop	6,186	4,000	0	0	(4,000)	(100.00)%
Miscellaneous Revenue	<u>50</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00</u> %
TOTAL REVENUES	<u>59,812</u>	<u>55,225</u>	<u>0</u>	<u>0</u>	<u>(55,225)</u>	<u>(100.00)</u> %
NET COUNTY COST	(27,384)	276,199	0	0	(276,199)	(100.00)%

FUND: SG2

AGENCY: SG2

MAJOR ACCOUNTS CLASSIFICATIONS	2010/11 ACTUALS	2011/12 FINAL BUDGET	2012/13 DEPT REQUEST	2012/13 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	6,167	2,200	0	0	(2,200)	(100.00)%
Other Charges	104,243	105,349	0	0	(105,349)	(100.00)%
Other Financing Uses	<u>39,614</u>	<u>75,470</u>	<u>0</u>	<u>0</u>	<u>(75,470)</u>	<u>(100.00)%</u>
TOTAL APPROPRIATIONS	150,024	183,019	0	0	(183,019)	<u>(100.00)%</u>
REVENUES:						
Taxes	187,431	179,340	0	0	(179,340)	(100.00)%
Rev. from Use of Money & Prop	1,478	32,496	0	0	(32,496)	(100.00)%
Intergovernmental Revenue	5,146	2,521	0	0	(2,521)	(100.00)%
TOTAL REVENUES	<u>194,055</u>	<u>214,357</u>	<u>0</u>	<u>0</u>	<u>(214,357)</u>	<u>(100.00)%</u>
NET COUNTY COST	(44,031)	(31,338)	0	0	31,338	(100.00)%

FUND: SG3

AGENCY: SG3

MAJOR ACCOUNTS CLASSIFICATIONS	2010/11 ACTUALS	2011/12 FINAL BUDGET	2012/13 DEPT REQUEST	2012/13 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	839	241,036	0	0	(241,036)	(100.00)%
Other Charges	48,660	18,311	0	0	(18,311)	(100.00)%
Cowcap	<u>793</u>	<u>50</u>	<u>0</u>	<u>0</u>	<u>(50)</u>	<u>(100.00)%</u>
TOTAL APPROPRIATIONS	50,292	259,397	0	0	(259,397)	<u>(100.00)%</u>
REVENUES:						
Rev. from Use of Money & Prop	5,412	3,000	0	0	(3,000)	(100.00)%
Intergovernmental Revenue	10,000	0	0	0	0	0.00 %
Other Financing Sources	<u>39,614</u>	<u>75,470</u>	<u>0</u>	<u>0</u>	<u>(75,470)</u>	<u>(100.00)%</u>
TOTAL REVENUES	<u>55,026</u>	<u>78,470</u>	<u>0</u>	<u>0</u>	<u>(78,470)</u>	<u>(100.00)%</u>
NET COUNTY COST	(4,734)	180,927	0	0	(180,927)	(100.00)%

FUND: SG4

AGENCY: SG4

MAJOR ACCOUNTS CLASSIFICATIONS	2010/11 ACTUALS	2011/12 FINAL BUDGET	2012/13 DEPT REQUEST	2012/13 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	80	466,004	0	0	(466,004)	(100.00)%
Other Charges	22,145	18,007	0	0	(18,007)	(100.00)%
TOTAL APPROPRIATIONS	22,225	484,011	0	0	(484,011)	(100.00)%
REVENUES:						
Taxes	81,448	78,103	0	0	(78,103)	(100.00)%
Rev. from Use of Money & Prop	6,643	4,423	0	0	(4,423)	(100.00)%
Miscellaneous Revenue	<u>1,302</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00</u> %
TOTAL REVENUES	<u>89,393</u>	<u>82,526</u>	<u>0</u>	<u>0</u>	<u>(82,526)</u>	<u>(100.00)</u> %
NET COUNTY COST	(67,168)	401,485	0	0	(401,485)	(100.00)%

FUND: SP2

AGENCY: SP2

MAJOR ACCOUNTS CLASSIFICATIONS	2010/11 ACTUALS	2011/12 FINAL BUDGET	2012/13 DEPT REQUEST	2012/13 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	13,771	0	0	0	0	0.00 %
Other Financing Uses	<u>130,126</u>	<u>136,286</u>	<u>0</u>	<u>0</u>	<u>(136,286)</u>	<u>(100.00)%</u>
TOTAL APPROPRIATIONS	143,897	136,286	0	0	(136,286)	<u>(100.00)%</u>
REVENUES:						
Taxes	140,126	134,260	0	0	(134,260)	(100.00)%
Rev. from Use of Money & Prop	893	616	0	0	(616)	(100.00)%
Intergovernmental Revenue	2,878	1,410	0	0	(1,410)	(100.00)%
TOTAL REVENUES	<u>143,897</u>	<u>136,286</u>	<u>0</u>	<u>0</u>	<u>(136,286)</u>	<u>(100.00)%</u>
NET COUNTY COST	0	0	0	0	0	0.00 %

FUND: SP3  
AGENCY: SP3

MAJOR ACCOUNTS CLASSIFICATIONS	2010/11 ACTUALS	2011/12 FINAL BUDGET	2012/13 DEPT REQUEST	2012/13 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	3,491	331,849	0	0	(331,849)	(100.00)%
Other Charges	75,594	37,871	0	0	(37,871)	(100.00)%
Cowcap	<u>0</u>	<u>433</u>	<u>0</u>	<u>0</u>	<u>(433)</u>	<u>(100.00)%</u>
TOTAL APPROPRIATIONS	79,085	370,153	0	0	(370,153)	<u>(100.00)%</u>
REVENUES:						
Rev. from Use of Money & Prop	1,090	600	0	0	(600)	(100.00)%
Other Financing Sources	<u>130,126</u>	<u>136,286</u>	<u>0</u>	<u>0</u>	<u>(136,286)</u>	<u>(100.00)%</u>
TOTAL REVENUES	<u>131,216</u>	<u>136,886</u>	<u>0</u>	<u>0</u>	<u>(136,886)</u>	<u>(100.00)%</u>
NET COUNTY COST	(52,131)	233,267	0	0	(233,267)	(100.00)%

FUND: SP4  
AGENCY: SP4

MAJOR ACCOUNTS CLASSIFICATIONS	2010/11 ACTUALS	2011/12 FINAL BUDGET	2012/13 DEPT REQUEST	2012/13 CAO RECOMMEND	FROM FINAL TO RECOMMEND	PERCENT CHANGE
APPROPRIATIONS:						
Service And Supplies	80	192,296	0	0	(192,296)	(100.00)%
Other Charges	24,295	28,126	0	0	(28,126)	(100.00)%
TOTAL APPROPRIATIONS	24,375	220,422	0	0	(220,422)	(100.00)%
REVENUES:						
Taxes	45,276	43,252	0	0	(43,252)	(100.00)%
Rev. from Use of Money & Prop	3,738	2,000	0	0	(2,000)	(100.00)%
TOTAL REVENUES	<u>49,014</u>	<u>45,252</u>	<u>0</u>	<u>0</u>	<u>(45,252)</u>	<u>(100.00)%</u>
NET COUNTY COST	(24,639)	175,170	0	0	(175,170)	(100.00)%

## 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.

Assembly Bill X1 26 (AB 26) dissolved Redevelopment Agencies Statewide effective February 1, 2012 and replaced them with Successor Agencies. Previously, activity was accounted for in R and S Funds by the Resource Management Agency. The separate funds listed below have been discontinued as a result.

- 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 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. **Results:** Due to the dissolution of redevelopment through Assembly Bill 26, new projects were prohibited after June 2011.
- **Objective 2** – Complete the Earlimart Caltrans Environmental Justice Grant Community Safety Study by February 2012. **Results:** This study was completed in 2011.
- **Objective 3** – Complete the Earlimart Washington Street sidewalk Phase II project by December 2011. **Results:** The sidewalk project was completed in 2011.
- **Objective 4** – Complete the design of the Pixley Safe Routes to School on Court Street project and begin construction by June 2012. **Results:** This project



transferred to the Public Works Branch of the Resource Management Agency and design engineering is in process.

- **Objective 5** – Design by October 2011 the Ivanhoe Downtown Phase II Project. **Results:** This project transferred to the Public Works Branch of the Resource Management Agency and design engineering is in process.
- **Objective 6** – Construct a new well in Ivanhoe when funding is available by June 2012. **Results:** This Goal is now included in the Community Development Block Grant Fund 050. Well construction will begin in August 2012.
- **Objective 7** – Design Poplar/Cotton Center sidewalks on Road 192 using Congestion Mitigation and Air Quality Funds by June 2012. **Results:** This project transferred to the Public Works Branch of the Resource Management Agency and funding placed on the Enforceable Obligation on the Redevelopment Successor Agency Recognized Obligation Schedule (ROPS); however the California Department of Finance (DOF) determined the project as ineligible. Reconsideration has been requested.
- **Objective 8** – Receive authorization to design the Pixley Downtown Transportation Enhancement Project by June 2012. **Results:** This project transferred to the Public Works Branch of the Resource Management Agency and design engineering is in process.

### 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. **Results:** Due to the economic downturn, no eligible participants were identified.

### 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. **Results:** The Basin is considered an asset and has been transferred to the Successor Agency until the Betty Drive Project is complete. Discussions have been initiated with the Goshen Community Service District.

**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. **Results:** This project was completed March 2012.
- **Objective 2** – Implement the Neighborhood Stabilization Program 3 (NSP3) Grant by December 2011. **Results:** This Goal is now included in the Community Development Block Grant Fund 050. This grant will be expended by December 2012.

### Other Accomplishments in FY 2011/12

- Received a CalTrans Community Based Transportation Planning Grant to fund a Goshen Transportation Community Plan.
- Received a Statewide Parks Program Grant for the development of the Earlimart Park. The park will be developed in partnership with the Earlimart Unified School District on District owned property.

- Transferred Redevelopment grant sources from the Redevelopment budget to other budgets.

### Key Goals and Objectives FY 2012/13

Not applicable.

### Agency Budget Request

Not applicable.

### County Administrator's Recommendation

Assembly Bill X1 26 (AB 26) dissolved Redevelopment Agencies Statewide effective February 1, 2012 and replaced them with Successor Agencies. Previously, activity was accounted for in R and S Funds by the Resource Management Agency. These funds no longer exist and all financial activity after February 1, 2012 relative to Redevelopment Dissolution will be accounted for in Fiduciary Trust Funds.

### Pending Issues and Policy Considerations

Not applicable.

### Department Head Concurrence or Appeal

Not applicable.